AIR FORCE SUSTAINMENT CENTER

STRATEGIC PLAN

CURRENT AS OF JANUARY 2026

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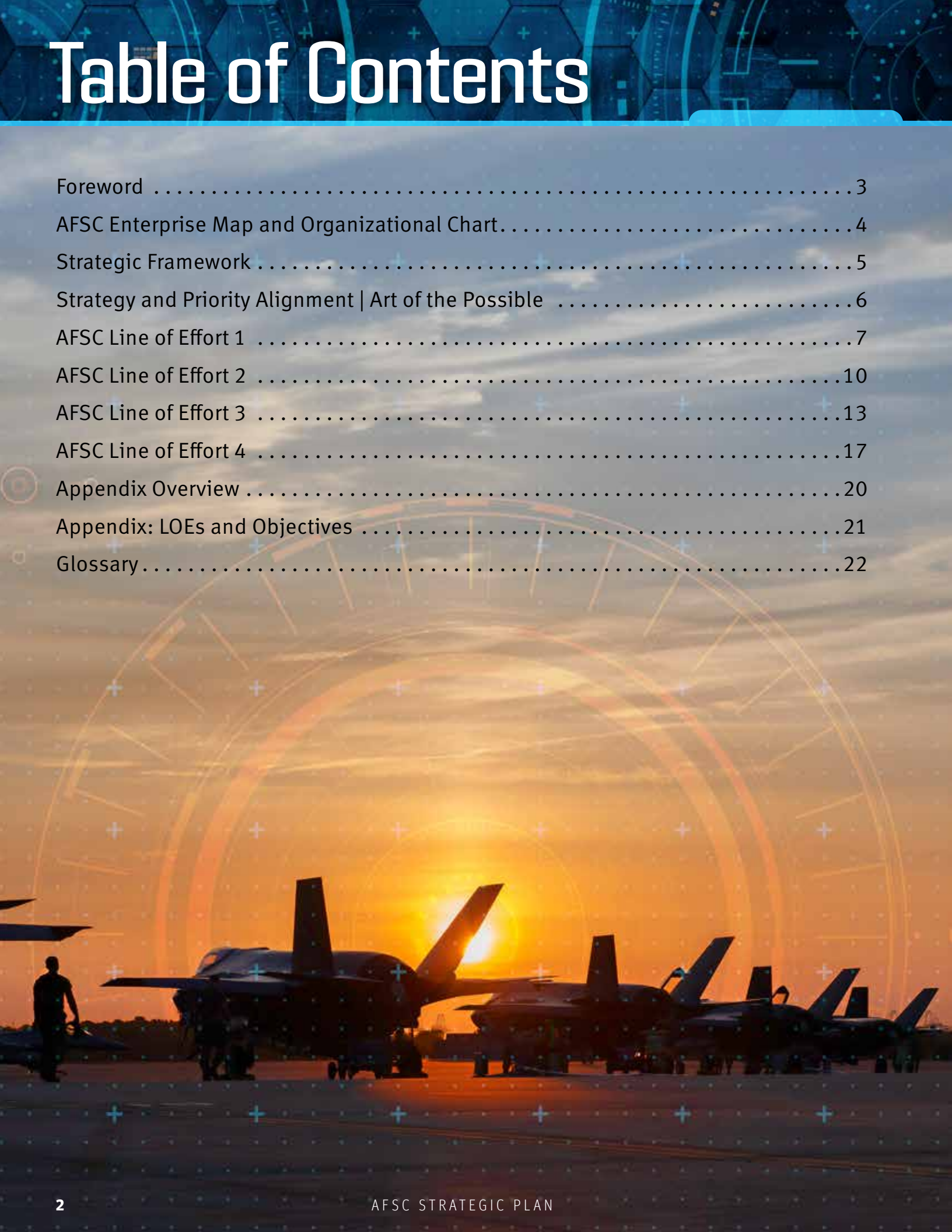


Foreword

From depot floors to global supply chains, the Air Force Sustainment Center (AFSC) powers the Air Force's ability to fly, fix and fight. This Strategic Plan is our blueprint for delivering airpower—clear priorities, disciplined execution, and measurable results.

Fly. Fix. Fight. These words define our mission. Every action—securing a base, turning a wrench, managing parts, modernizing software, or refining a process—must advance those priorities. Our work enables airpower, sustains deterrence, and ensures forces can operate when and where needed. We have to be ready, every day.

Sustainment is a strategic priority. Many aircraft and missiles we support are outliving their intended service lives. Maintaining and modernizing aging systems demands deliberate engineering, disciplined depot practices, and creative supply solutions. We will prioritize life-extension efforts, obsolescence mitigation, and technical refresh so legacy capabilities remain safe, effective, and ready.

Art of the Possible (AoP) is how we win. AoP brings standard work to complex processes and enables us to continuously improve and turn constraints into opportunities by standardizing improvement, removing barriers, and making innovation routine. When leaders and teams apply AoP, we shorten timelines, reduce waste, and deliver predictable results across the enterprise.

Our Warrior Culture starts with our people and our values. Our people—the work we do is tough but our people are tougher. We are a team that accomplishes hard things together. Our values—teamwork, accountability, respect, transparency, credibility, and engagement—are the bedrock of everything we do. These are not slogans. They are the discipline that drives results, the foundation of trust, and the standard by which we fight and win. Living these values every day ensures AFSC remains a force that delivers combat power with precision, speed, and excellence.

Air Force readiness starts with our readiness. Mission and environments continue to change, and so must we. A resilient supply chain, a healthy organic industrial base, and disciplined execution are essential to sustained combat capability. We will strengthen readiness, preserve and grow our organic industrial base, and optimize our surge capabilities so we can surge fast, sustain longer, and win when called.

This Strategic Plan is a living framework that establishes clear lines of effort and measurable objectives to guide AFSC and its partners. I urge AFSC personnel and our industry and product support partners to review the plan, align efforts, and collaborate to execute its lines of effort with professionalism, discipline, and transparency. By working in partnership—sharing expertise, aligning resources, and holding one another accountable—we will strengthen readiness, accelerate modernization, and deliver dependable sustainment for the warfighter.

Deliver Airpower ... stay ready!

JENNIFER HAMMERSTEDT
Lieutenant General, USAF
Commander

ANGIE L. TYMOFICHUK, SES
Executive Director

AFSC ENTERPRISE MAP

AFSC ORGANIZATION

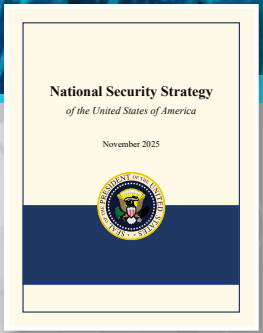
HEADQUARTERS AIR FORCE

Air Force Materiel Command

Air Force Sustainment Center

- Oklahoma City Air Logistics Complex
- Warner Robins Air Logistics Complex
- Ogden Air Logistics Complex
- 448th Supply Chain Management Wing
- 635th Supply Chain Operations Wing
- 72nd Air Base Wing
- 75th Air Base Wing
- 78th Air Base Wing
- AFSC Software Directorate

Strategic Framework



National Security Strategy

AFMC Strategic Plan

AFMC Commander Initiatives

AFSC VISION:

Elite Professionals Ensuring Global Deterrence by Delivering Readiness, Lethality, & Spurring Innovation for America's Warfighters!

AFSC MISSION:

AFSC - Forging Readiness and Accelerating Innovation for America's Warfighters

AFSC LINES OF EFFORT

1

Line of Effort 1: Deliver Combat Readiness and Cultivate a Warfighter Ethos

This concisely reflects our obligation to manage our processes and people effectively to strengthen and enhance our commitment to execute world-class sustainment and logistical support to generate Airpower for America's warfighters.

2

Line of Effort 2 : Attract, Recruit, Develop, and Retain World-Class Airmen

People are AFSC's most valuable resource, therefore, this line of effort concisely reflects the commitment we have to develop and care for our people. We must make every effort to strengthen and enhance our total workforce to ensure they have the tools necessary to excel. We believe that if we take care of the people, they will take care of the mission.

3

Line of Effort 3: Deliver Supply Chain Readiness and Resiliency

AFSC supply chain processes directly support weapon system and select support end item availability and impact our mission to provide support to the warfighter and maintain readiness across the Air Force and our international partners.

4

Line of Effort 4: Modernize and Posture the Industrial Base

Because we deliver combat effectiveness to the Air Force, maintaining technological superiority is crucial. Key to this is our ability to explore, develop, transition and deploy game-changing technology, and to ensure we are engaged in the "right" leading-edge areas.

Strategy and Priority Alignment

AFMC LINES OF EFFORT

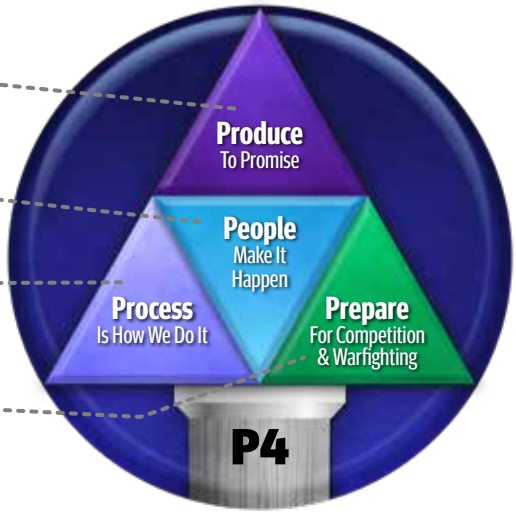
LOE 1: DELIVER INTEGRATED CAPABILITIES

LOE 2: STRENGTHEN OUR TEAM

LOE 3: REVOLUTIONIZE OUR PROCESSES

LOE 4: AMPLIFY WARFIGHTING CULTURE

AFSC/CC PRIORITIES (P4)



Purposeful Alignment with AFMC Commitments

USAF AoP
The AFSC Way

The Art of the Possible (AoP) is the fundamental basis of how we operate across the Air Force Sustainment Center (AFSC). Our success is the foundation of the warfighters' success, whether it is ensuring our nation's nuclear deterrent, maintaining air supremacy, fueling the fight, or delivering hope and saving lives. Our warriors in combat cannot succeed without the air, space, and cyberspace capabilities the AFSC delivers.

AoP is not what we do; it is how we do everything. It requires leadership and commitment at all levels. It is both a philosophy and a methodology that enables us to achieve significant results while being good stewards of taxpayer dollars. It is also the "playbook" that allows us to operate as one team across each of our operating locations. We directly benefit our customers and our suppliers when we speak with a consistent voice and use one set of operating principles. We are one team, with one operating system, one language, and common goals. This is what makes us a world-class organization.

LINE OF EFFORT 1

Deliver Combat Readiness and Cultivate a Warfighter Ethos

Production Performance

The Air Force Sustainment Center (AFSC) maintenance and repair operations are guided by two crucial phases: Requirements Review (R2) and Depot Determination (D2). The R2 phase consolidates all funded depot requirements, ensuring that stakeholders are aligned, and work is coordinated through the Air Logistics Complexes (ALCs) and Software Directorate to support the mission. The D2 phase then aligns these requirements with depot workload and manpower, allowing for flexible resource allocation in response to changing demands.

Effective depot maintenance is essential to the Air Force's global operations, with the primary objective being to meet or exceed mission requirements while managing limited resources and ensuring the long-term health of the fleet. To achieve this, AFSC strives to create a cost-effective environment, where resources are allocated efficiently to maximize productivity and minimize waste. This approach enables the deliberate execution of the mission, while carefully managing time, money, and manpower.

AFSC is driven by a shared set of goals, including the engagement of people, processes, and resources to successfully execute the mission. The center's success is measured by its ability to deliver aircraft, missiles, engines, and software on time, with production performance closely monitored and reviewed at all levels. This includes daily assessments at the shop floor level, as well as regular briefings to leadership to identify and address any constraints or challenges. By maintaining a predictable and efficient production process, AFSC can allocate resources effectively, prioritize tasks, and ensure the overall health and effectiveness of the organization.

Software Development

The Software Directorate provides comprehensive software engineering services from early acquisition support to the retirement of a weapon system. Software Directorate personnel routinely lead or assist with requirements elicitation and analysis efforts, while effectively planning and managing projects. In addition, the Software Directorate provides design, development, testing, implementation, integration, and continuous engineering support to program offices throughout the program life cycle. Testing capabilities include unit, sub-system, system, integration, and certification testing. As part of cradle-to-grave support, the Software Directorate provides software expertise for field and Programmed Depot Maintenance (PDM) line support for a wide range of weapon system types, thus supporting over 20 Program Executive Offices (PEOs) and other Department of Defense (DoD) customers.

Exercise to Scale

The AFSC integrates with Air Force Materiel Command to develop and execute joint military, HAF, AFMC and MAJCOM level exercises. Exercising to scale consists of conducting large-scale military drills designed to test the Air Force's capability to rapidly deploy and operate a significant number of aircraft and personnel in complex and potentially contested environments. Simulating a high-end conflict scenario against a capable or near-peer adversary, these exercises emphasize quick decision-making and rapid-response times, preparing the military for large-scale operations with speed and efficiency.

Exercising to scale allows the AFSC to streamline and improve surge capabilities of commodities, engines, and aircraft to deliver a global Air Force wholesale and retail aircraft spare part supply chain. These exercises go beyond simple deployments; they incorporate cyber

warfare, electronic warfare, logistics, and command and control elements, mirroring the multifaceted challenges of real-world conflicts.

The AFSC utilizes the support of the ALCs, ABWs, Supply Chain Wings, and the Software Directorate to enable global readiness. By utilizing a multitude of logistic and sustainment capability exercises the AFSC fulfills wartime strategic demands and sustain military advantages. These exercises include, but are not limited to, aircraft and depot maintenance, robust supply chain for aircraft commodities, Pre-Positioned War Reserve Materiel (PWRM) Program Integration Office (PIO), Air Force Petroleum (AFPET), Mobility Readiness Spares Packages (MRSP), Base Expeditionary Airfield Resources (BEAR), Fuels Support Equipment (FSE), Nuclear Weapons-Related Materiel (NWRM), Fuels Operational Readiness Capability Equipment (FORCE), Repair Network Management (RNM) capability, vehicle oversite and integration via Vehicle Support Chain Operations Squadron (VSCOS), and Intercontinental Ballistic Missiles (ICBM) and Air-Launched Cruise Missile (ALCM) sustainment.

Global Enterprise Network for Universal Sustainment (GENUS)

The AFSC has launched a strategic objective known as the Global Enterprise Network for Universal Sustainment (GENUS). This endeavor seeks to reimagine the USAF's global depot maintenance and sustainment capabilities, optimizing existing capacity and forging new partnerships to ensure readiness.

GENUS is designed to expand existing capacity and capabilities into geographically advantageous theater locations. These forward nodes will leverage cutting-edge technology and incorporate advanced depot-level capabilities, ensuring rapid and responsive support to warfighters operating across the globe.

GENUS does not aim to establish entirely new depot locations. Instead, it strategically builds upon the foundation of existing capability and capacity. A key tenet of GENUS is the emphasis on collaborative partnerships, particularly with international allies. These partnerships, characterized by shared expertise and resources, are essential to increasing supply chain resilience and ensuring the distribution of war reserve materiel (WRM) across all theaters of operation.

The workforce powering GENUS will primarily consist of government civilians on temporary duty status. This model ensures that personnel from the AFMC can focus on essential touch labor tasks, particularly during the initial phases of establishing and developing these forward sustainment nodes. For international partners, the GENUS strategy allows for partnerships to include foreign national touch labor or foreign government brokered direct-to-vendor options.

The GENUS initiative is not a static endeavor. It is designed to be a dynamic and evolving framework, adapting to the fluid nature of global operational requirements and seamlessly integrating lessons learned along the way. Through this continuous evolution, GENUS reinforces the AFSC's position as a leader in sustainment innovation, ensuring that American warfighters have the reliable, agile, and strategically positioned support necessary to maintain global superiority. By prioritizing collaboration, resilience, and forward-thinking solutions, GENUS is poised to

play a pivotal role in shaping the future of sustainment operations and ensuring the enduring readiness of the United States Air Force.

Public Law

The Software Directorate and the ALCs provide depot capability to support peacetime readiness and wartime sustainment. As a result, there are requirements in public law to ensure careful consideration is applied to preserve the Organic Industrial Base (OIB). They meet quality, cost, schedule targets, and comply with Title 10 United States Code (USC) mandates.

The first is Section 2464, requiring the ALCs to retain a core logistics capability to ensure a ready and controlled source of technical competencies and resources to respond timely to contingency situations and other emergency requirements.

The second is the limitation on contracting of depot-level maintenance requirements in Section 2466. This statute, commonly known as the "50-50 rule," requires at least 50 percent of the funds (in terms of dollars, not production hours) made available in a fiscal year for Air Force depot-level maintenance used to perform workload in Air Force owned and operated ALCs.

The final Title 10 statute, Section 2472, impacts ALC manpower. This statute directs the depots to size the manpower requirements based solely on the available workload and the funds made available for depot maintenance.

Additionally, one of the roles of the ALCs is to be product support providers of depot-level repair capabilities. They help mitigate issues with retaining weapon systems for several decades while commercial capability diminishes. The manufacturing and repair capabilities of the ALCs help reduce the cost and schedule impacts of diminishing manufacturing.

New Workload

While AFSC supports legacy platforms, weapon system acquisitions are a vital component of sustainment responsibility. AFSC supports Headquarters Air Force (HAF) and DoD capability development priorities in the acquisition and sustainment of new and legacy weapon systems. The Depot Source of Repair (DSOR) assignment process is the first formal step in the process of potentially bringing new workload to an AFSC depot. The DSOR process evaluates the enterprise capability to perform sustainment functions on new weapon systems and ensures compliance with DoD guidance as it relates to preserving organic capability. AFSC must be thoughtful and thorough in developing and communicating depot production needs to

support customer requirements. This process is called Depot Activation.

Depot Activations

Depot Activations provide a deliberate, focused approach for early risk identification and promote potential solutions for the successful activation of organic depot maintenance repair, supply chain management activities, and life-cycle sustainment.

Depot workload activations for legacy and emerging systems facilitate Title 10 USC compliance and enable business development, industry partnering, and inter-service agreements. This presents an opportunity to use Depot Maintenance Inter-service Agreement (DMISA) to meet mission requirements. Additionally, Depot Activations ensure our Core requirements for wartime capabilities and long-term goals for the OIB to continue. These LOEs and objectives allow AFSC to champion a strong and viable work force with updated facilities, equipment, and technology. AFSC continues to advance methods of previous activations through AoP and standard processes across the enterprise. These initiatives enhance early engagement in the acquisition and activation tracking processes through a mature gated timeline.

LINE OF EFFORT 2

Attract, Recruit, Develop, and Retain World-Class Airmen

Workforce Planning

To develop talent management and force development strategies, we leverage an existing strategic workforce plan that integrates key systems and processes, including ALC's projection systems, civilian employment planning cycles, the AFSC Civilian Human Capital Plan, and the ABW Annual Hiring Forecasts. This comprehensive approach enables us to identify and address gaps between the current workforce and future demands. By assessing organizational structures against current workloads and available personnel across our ABWs, Complexes, Software Directorate, and Supply Chain Wings, we create a baseline of manpower and talent. This baseline serves as the foundation for forecasting future workforce requirements, essential attributes, and critical skills needed to support evolving mission sets. Accurate work loading predictions are crucial to effectively forecasting manpower and talent needs, ensuring the AFSC Enterprise is prepared to drive success and meet future challenges.

Enterprise Recruitment and Talent Management Strategy

To enhance civilian recruiting efforts, AFSC is developing an Enterprise Recruiting Strategy. This objective focuses on building a talent pipeline for critical skills, and improving the effectiveness of recruitment, branding, and metrics. Our strategy includes attracting a robust stream of applicants through recruitment events, job boards, social networks, and referrals. AFSC's organizational recruiters will promote Center-wide job opportunities, leveraging the Enterprise resume repository to expand the candidate pool using Direct Hire Authorities.

Improve and Streamline AFSC Hiring Processes

We are committed to strengthening our workforce by attracting and retaining top talent to meet the dynamic mission requirements across the enterprise. A critical enabler of this goal is the continuous improvement and streamlining of our hiring processes, ensuring we can

efficiently fill positions with qualified individuals in a timely, transparent, and effective manner. This is not a one-time effort; improving the AFSC hiring process is an ongoing, collaborative journey that requires active engagement from both enterprise-wide and internal stakeholders. By working together to standardize procedures, leveraging technology, and addressing inefficiencies, AFSC will build a more agile and responsive workforce, capable of adapting to the evolving needs of the Air Force. This comprehensive, stakeholder-driven approach will enable faster, more efficient hiring practices, ultimately enhancing mission readiness and sustaining operational capabilities across the enterprise.

The best candidates are in high demand. An efficient hiring process will generate higher response rates. Collaboration amongst the hiring organization, AFMC Staffing or AF Personnel Center, and the ABWs is essential, as they each own gates within the hiring process and are dependent upon one another for success. As the Centralized Selection Program is deployed across the enterprise, constraint identification and process improvement initiatives will remove biases from the hiring process to fill critical needs expeditiously.

Workforce Development

Our objective to Innovate, Design, and Deliver Training for Next Generation Workforce emphasizes developing innovative, targeted training solutions that align with evolving industry demands and technological advancements. By leveraging advanced learning methodologies and digital tools, we aim to design and deliver flexible, competency-based training programs that equip our workforce with essential skills and knowledge. AoP is incorporated into efforts to manage constraints and ensure ongoing improvements, enhancing adaptability, fostering continuous learning, and supporting our commitment to creating a pipeline of highly skilled, agile professionals ready to excel in a dynamic work environment.

Our efforts will focus on embedding cutting-edge learning technologies and methods into our training and development programs to elevate workforce readiness and engagement. By integrating virtual simulations, gamification, and adaptive learning platforms, we aim to create immersive and personalized learning experiences that cater to diverse learning styles and increase retention of critical skills. This commitment to innovative learning solutions strengthens our workforce's ability to respond to industry challenges, fosters a culture of continuous improvement, and ensures our talent is well-prepared to meet future demands.

Art of the Possible (AoP) 301 Training

Constraints-based management training is provided to AFSC leaders with a broad sphere of influence who must demonstrate understanding and proficiency through implementation via a formal certification process (AoP 301). Training ensures organizations are part of the Center's larger AoP institutionalization effort. Success is measured by the percentage of eligible leaders completing AoP 301.

Supervisor Development Program (SDP)

The Supervisor Development Program (SPD) is AFSC's benchmark program that develops newly appointed first-level supervisors as people managers and leaders. The interactive training and experiential learning is based on AoP Leadership Culture traits. Success is measured by the percentage of eligible supervisors completing SDP.

AFSC Mentoring Program

Targeted opportunities for AFSC personnel interested in providing or receiving mentoring. Success will be measured using enterprise mentoring effectiveness metrics.

Federal Wage System (FWS) Career Path Initiatives

The efforts targeting the FWS workforce that ease access to information, provide developmental and educational opportunities, and increase awareness of technical growth and progression options. Improvement efforts include a resource website, mentoring programs and communication outreach. Success will be measured by the effectiveness in expanding access to resources, development opportunities, and technical career path awareness.

Air Force Officer Assignment System (Talent Marketplace)

This system is a 3-way collaboration with AFPC, AFMC, and AFSC providing training via webinars, quarterly forums, and end-of-cycle feedback. It enables leaders to target specific skillsets needed and effectively submit requisitions; commanders bid for best qualified officers to backfill vacancies. It applies to active-duty lieutenant colonels and below, excluding Reserve Individual Mobilization Augmentee (IMA) and Judge Advocate officers.

Professional Military Education

AF-level opportunities at Basic, Intermediate, and Senior Developmental Education (DE) level for officers and civilian leaders. This program provides members with appropriate DE level for promotion and career progression.

Employee Retention

To ensure long-term success and mission continuity, AFSC is committed to enhancing employee retention by leveraging technology, data analytics, and workforce flexibility. By utilizing advanced HR attrition dashboards, surveys, and feedback we will gain deeper insights into employee engagement, career development trends, and potential attrition risks. This allows us to proactively address retention challenges. Data-driven analysis will help us identify key factors that influence retention, enabling targeted interventions to support career progression, job satisfaction, and overall well-being. Additionally, offering greater workplace flexibility and customized career paths will foster a more supportive and adaptable work environment. By aligning retention strategies with the needs and preferences of our workforce, AFSC can retain top talent, reduce turnover, and maintain a highly skilled, motivated team ready to meet the evolving demands of the Air Force.

For the AFSC to be truly successful and sustainable, high-quality employees must be retained. Managing employee retention involves strategic actions creating an organizational culture that drives positive employee behaviors with a strong desire to remain a member of AFSC. Existing compensation flexibilities available to assist AFSC retain a world-class workforce are Recruitment, Relocation, and Retention Incentives (3Rs), and Student Loan Repayments (SLR).

The comprehensive employee retention program plays a vital role in attracting/retaining employees, reducing turnover and related costs, and contributing to the Center's productivity, performance, and mission execution.

LINE OF EFFORT 3

Deliver Supply Chain Readiness and Resiliency

Supply Chain Wings

The 448th Supply Chain Management Wing and the 635th Supply Chain Operations Wing provide proactive, responsive, and rapid supply support to the Air Force, Space Force, combatant commands, foreign allies, ALCs, and the Software Directorate. The combined portfolios include spare parts, fuel, vehicles, equipment, Nuclear Weapons Related Materiel (NWRM), and War Reserve Materiel. Through a diverse workforce, lean processes, advanced information technology, and predictive analytics, the combined Wings deliver combat capability across one of the most complex supply chains in the world. Key capabilities include demand/supply planning, Strategic Sourcing, Supply Chain Risk Management, Repair Network Management, Category Management, and strengthening the defense industrial base by maximizing use of small business strategies; the result is Readiness.

Predictive Analytics

Predictive Analytics has been a trademark in the Air Force supply chain and the AFSC is adopting and advancing predictive analytics across multiple work streams. AFSC is advancing the application of Artificial Intelligence/Machine Learning through partnerships with innovative small business and academia. Additionally, Predictive Analytics are bedded in new/emerging initiatives to include Condition-based Maintenance and Enterprise Supply Chain Analysis, Planning & Execution (ESCAPE).

Supply Chain Planning

Supply Chain Planning is the process of determining how many spare parts we need to buy and repair to support Air Force operations as well as provide support to other services and Foreign Military Sales (FMS) customers. As aircraft fly, operating systems degrade and parts break and need to be replaced. Additionally, parts are demanded during Programmed Depot Maintenance (PDM) of aircraft and depot Engine Overhaul (EOH). It is critical that the right amount of inventory exists within the supply chain to meet these demands and ensure cost-effective readiness. Supply Chain Planning has three sub-processes: Demand, Inventory, and Supply Planning.

Demand Planning

Demand Planning is the process of forecasting customer demands on the supply chain which must be satisfied with available spare parts. Demands come from field-level customers, as well as depot maintenance during PDM and EOH operations. Additionally, demands from other services and FMS customers must be accounted for.

Inventory Planning

Inventory Planning is the process of determining the optimal amount of stock to have in the supply chain to cover the amount of time it takes to order, ship, and repair assets, as well as protect against variability

in demand. Readiness-Based Sparing (RBS) models are used to determine inventory levels for bases and depots. The demand plan is a key input to the inventory planning process.

Supply Planning

Supply Planning is the process of determining how total requirements computed in the demand and inventory plans will be satisfied—existing serviceable assets, base-level repair, depot level repair, or new procurement.

The result of the Supply Planning process is a needed number of depot repairs and procurement actions. These figures feed supply budgets, R2D2 planning and are the basis for what parts are bought and repaired. It is critical that demand, inventory, and supply plans be as accurate as possible to ensure the right part is available at the right location, at the right time, and at the right cost.

Supporting Nuclear Mission

Nuclear enterprise support is the number one enduring priority for the Department of the Air Force. This includes classified or unclassified assemblies and subassemblies (containing no fissile or fissionable material) identified by the Military Departments that comprise a standardized war reserve nuclear weapon (including equivalent training devices) as it would exist once separated/removed from its intended delivery vehicle.

AFSC is the lead agency for the Air Force NWRM Semi-Annual world-wide inventories and audits. AFSC coordinates with Air Force Materiel Command, Air Education & Training Command, Air Force Global Strike Command and United States Air Forces in Europe to manage multiple national stock numbers, classified assets, and audits. Additionally, AFSC partners with the Department of Energy (DOE), ensuring the integrity and safety of the nation's nuclear weapons, advancing nuclear nonproliferation, and promoting international nuclear safety.

The nuclear mission is a no-fail mission that requires near real-time accounting of all NWRM from multiple systems and ensures no negative impacts to NWRM operations. NWRM is also included in the AFSC Supply Chain Risk Management framework, specifically addressing the risks associated with nuclear assets.

Strategic Sourcing

The 448th Supply Chain Management Wing Strategic Sourcing Program brings creative, best-value sourcing strategies across the most critical AFSC commodities. At the core of the 448th's Strategic Sourcing Program is the Enterprise Sourcing Plan (ESP), which prioritizes procurement actions and targets commodities/contracts for cost-effective solutions. Strategic sourcing strategies are developed through a structured, disciplined, and collaborative process fully integrated with AFSC, ALCs, the Software Directorate and Defense Logistics Agency (DLA) partners. Sourcing strategies are developed using a wide variety of innovative vehicles to include Performance Based Logistics (PBLs), Indefinite Delivery/Indefinite Quantity (IDIQ), and Public Private Partnerships (PPP).

As part of the 448th's Strategic Sourcing Program, Category Management (CM) is a structured approach to create common categories of products and services that enables the Federal Government to eliminate redundancies, increase efficiency and effectiveness, and boost customer satisfaction with the products and services the Air Force delivers. The objective of CM is to improve mission value and Total Cost of Ownership (TCO) through a disciplined data-driven cost management process. AF CM aligns under AFSC Strategic Plan LOEs/objectives by driving cost-effectiveness into capabilities provided by the AF that result in cost savings/avoidance and increases the use of common solutions and standards. Specifically, the AF CM's primary objective is to deliver cost-effective readiness for product support and operational logistics. Within AFSC, CM is being linked to the ALCs Capital Investment programs to assist in bringing advanced industrial capabilities to the Center.

As we explore new and innovative ways to execute our mission, the Sourcing Program will utilize the innovation ecosystem. AFSC leverages state-of-the-art technology, and advances it, through relationships with non-traditional contractors, academia, the small business community, and traditional supply chain

sources. Efforts in this arena include collaborating with AFWERX and other innovation labs, participating in consortiums, and leveraging a variety of acquisition tools to promote experimenting and prototyping.

Product Support Strategy (PSS)

The Product Support Strategy is designed to facilitate enduring and affordable sustainment consistent with warfighter requirements. Support metrics are established, tracked, and adjusted where needed to ensure product support objectives are achieved and sustained over the system life cycle. PSS includes the best use of public and private sector capabilities through government and industry partnering initiatives, in accordance with statutory requirements. Within AFSC, we play a significant role in the PSS through our category/commodity management, not just in managing the piece parts like seen through supply and demand planning efforts, but also through large scale end items like Class VII supply (vehicles and equipment). We do this by validating the right requirements are being identified and work with the Program Element Monitors and Air Force Life Cycle Management Center (AFLCMC) to align resources in the most cost-effective and efficient manner to maximize support to the warfighter.

Supply Chain Risk Management (SCRM)

Supply Chain Risk Management (SCRM) is the process for managing risk by identifying, assessing, and mitigating threats, disruptions and vulnerabilities to DoD supply chain from beginning to end to ensure mission effectiveness. The AFSC Supply Chain continuously monitors/identifies risks across the following categories: Foreign, Political, Regulatory & Economic, Environmental, Product Quality & Design, Manufacturing & Supply, Transport & Distribution, Financial, Compliance, Technology & Cybersecurity, Weapon System Software, and Human Capital.

There are many key capabilities SCRM provides to the Air Force. AFMC Firstlook Reporting provides in-depth assessments that reach across AF SCRM Network for inputs, and identification of real/potential risks and suggested risk mitigations. Our Geospatial Supply Chain Risk Identification and Monitoring (GeoSCRIM) identifies, monitors, and forecasts hazardous natural and man-made events, impacts to suppliers, and real-time alert notifications sent to risk owners for mitigation.

SCRM provides AFSC tremendous visibility throughout the supply chain. The team actively monitors all Air Force contracts to identify risks beyond Prime contractors, potentially down to our lower tier suppliers. The AFSC Supply Chain has mapped more than 174,000 locations worldwide collaborating with the United States Geological Survey (USGS) agency to identify critical mineral locations and potential impacts to the Air Force. Success is measured by the amount of lead-time we gain through advanced identification of risks to the supply chain to address supportability challenges that inevitably result from a rapidly changing global landscape and its impact on an increasingly fragile supply chain.

Repair Network Management (RNM)

Repair Network Management (RNM) connects supply and maintenance communities across active duty, Air National Guard, Air Force Reserve Command, and depots. RNM utilizes these communities to collaborate on constraint solutions utilizing an enterprise view of repair to include hydraulics, avionics, electrical and environmental, fuels, Aircraft Ground Equipment (AGE), Fabrication, Air Force Repair Enhancement Program (AFREP), and Wheel and Tire Product Repair Groups (PRG). Since 2014, the RNM scope has grown from the original three PRGs, to eight, resulting in an increase of over 176% in total stock numbers.

RNM connects repair nodes (depot, centralized repair facilities, backshop maintenance units) into a collaborative network. This network provides the ability to redistribute workload to resolve repair constraints, leverage enterprise capability and capacity to improve mission generation, and develops metrics and trend analysis to enable data-driven decisions.

RNM continues to evolve through various strategic initiatives, which are defined as RNM 2.0. RNM 2.0

includes efforts such as increasing analytical capabilities, increased use of the Integrated Logistics System - Supply (ILS-S) Optimization Tool, integration into GENUS initiatives, and expansion of intermediate level repair capabilities, specifically AFREP. Throughout 2025, RNM will continue to drive towards the goal of having oversight of 10K National Stock Numbers and Organic RNM. Applying AoP constraint identification and resolution also provides linkages to potential additive manufacturing sources and other future repair network capacity.

Logistics Under Attack (LUA)

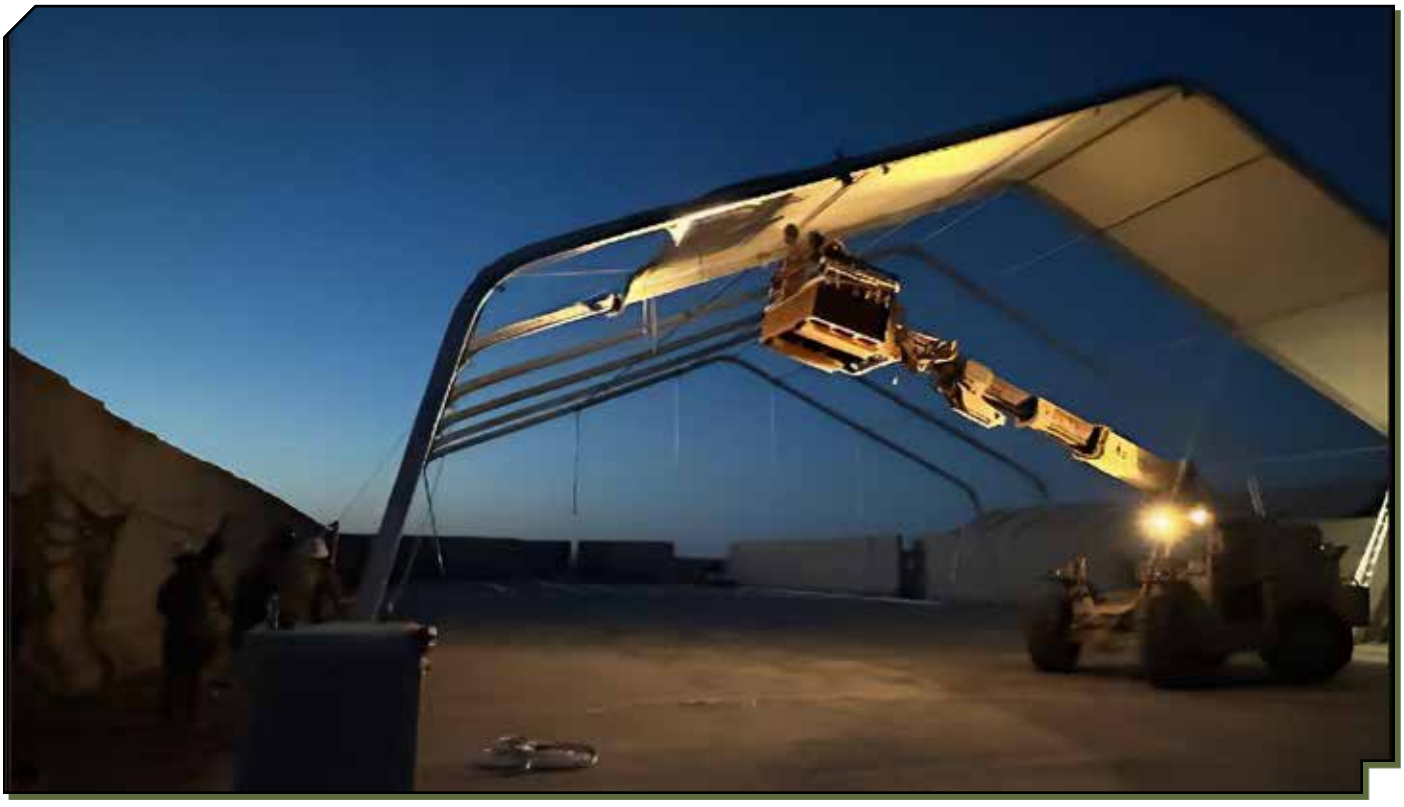
The National Defense Strategy provides the operational problem of Logistics Under Attack (LUA).

The concept of "persistent logistics" encompasses three major lines of effort: posture, sense, and respond. Posture is how we set the theater, with Prepositioned War Reserve Materiel (PWRM), and how we sustain it in advance of a potential fight. It is about preparing for both kinetic and non-kinetic attacks, advancement in cyber and space against disruptive technologies, camouflaging and concealment of our critical nodes and training Airmen to be more multi-capable. This includes integrating with our Joint allies and partners for execution of these future mission capabilities for a total force initiative.

Setting the Theater provides the Air Force with deliberate combat support capabilities designed to strategically support logistics operations throughout required theaters to facilitate the execution of Air Force operations and support the warfighter. Capabilities include flightline maintenance, munitions storage, and armament support, as well as Basic Expeditionary Airfield Resources (BEAR) and Fuels Operational Readiness Capability Equipment (FORCE).

PWRM consists of globally managed, dynamically positioned equipment, vehicles, and consumables supporting initial operations and sustainment to reduce the time required to achieve operational capability and/or produce an operational effect. PWRM focuses on enabling three critical operational support areas—number/type of aircraft, number of locations (infrastructure), and number of people.

The goal of the LUA is to determine the most effective and efficient means to identify, position, and program the right assets, at the right places. This strategy is much more than prepositioning capabilities and associated resources at static locations. It involves a variety of options (immediate response, anticipatory response, and timed response) designed to position and move capabilities dynamically from location to location, either overtly or covertly, and/or by a variety of means to pre-stage or stage required resources early in an operation. It recognizes even though certain capabilities and/or resources may be physically located all over the world, LUA is the enterprise solution to best identify, define, fund, position, store, and sustain resources to maximize effectiveness and responsiveness.



LINE OF EFFORT 4

Modernize and Posture the Industrial Base

Organic Industrial Base (OIB)

Leveraging depot maintenance, software, and supply chain operations, the AF OIB provides warfighter capabilities at the required speed and scale to fight and defeat any adversary that would threaten the security of the United States or its allies and partners.

The Air Force Depot Infrastructure Optimization Plan (AF DIOP) provides a comprehensive review of the condition and performance at each depot assessing seven key performance indicators and is a three-phased approach that identifies the resources, milestones, and costs necessary to execute requirements over the next 20 years. AFSC currently recognizes the covered depots at Hill AFB (Utah), Tinker AFB (Oklahoma), and Robins AFB (Georgia) for assessment. To meet the 8% minimum capital investment, AFSC is heavily reliant on appropriated funding, necessitating the need for Military Construction (MILCON) and new equipment procurement advocacy across all Major Commands (MAJCOM) that rely on the AF OIB for sustainment.

The AF OIB maintains investment programs across five dimensions: Facilities, Infrastructure, Equipment, Digital Depot, and Human Capital.

The AF DIOP is categorized by two investment strategies to execute AF OIB programs: Investment A – Working Capital Funds (WCF) and Investment B – Appropriated Funds.

The AF OIB provides critical capabilities to the warfighter by supporting required capacity and capability for readiness and material availability goals of current and future DoD weapon systems.

To continuously monitor the condition and performance of the depots, AFSC is developing the Decision Support System (DSS) using Department of the Air Force (DAF) data fabric as the integration hub of data feeds. The DSS's financial modeling capability will enable the AFSC to determine risk levels across the AF OIB investment portfolio for multiple MILCON, Facility Sustainment, Restoration, & Modernization (FSRM), Capital Investment Program (CIP) Equipment and Digital Depot funding stream scenarios.

Modernize Facilities/Infrastructure

MILCON appropriated investments are a vital component to OIB facility modernization. OIB planning incorporates agile and flexible solutions to accommodate future requirements. Therefore, OIB MILCON resourcing success is required to build agile and adaptive facilities to maintain our competitive advantage, optimizing the AF Depots.

Modernize Depot Equipment

Equipment investments through the Capital Investment Program and procurement of Weapon System Equipment through depot activations are focused on key emerging technologies (such as smart factories, data analytics, robotics, artificial intelligence, etc.) as these are needed to improve efficiency to achieve results on par with industry standards. Significant investments have also been made in cutting-edge technologies such as robotics, lasers, advanced manufacturing (e.g., polymer and metal three-dimensional printing and scanning), cold spray booths, and reverse-engineering capabilities.

Agile manufacturing capabilities are required for the continued expansion and modernization of depot organic capabilities. This manufacturing methodology assists the ALCs and the Software Directorate to respond to customer needs and represents a strategic investment to offset risks against supply chain disruptions. Some of these capabilities are performed at AFSC labs, such as the Process Repair Operation and Critical Tooling (PROACT), Reverse Engineering and Critical Tooling (REACT), Innovative Manufacturing Processes and Aircraft Critical Tooling (IMPACT), Reverse Engineering, Advanced Manufacturing, Prototyping, Innovation, and Design (RAPID), and Reverse Engineering, and Avionics Redesign Manufacturing (REARM). These organic labs provide innovation and rapid solutions using additive and advanced manufacturing to rapidly prototype tools, fixtures, and end items to minimize depot maintenance costs and disruptions.

The ALCs and the Software Directorate continually adopt new technologies and expand the use of digital-enabled equipment and infrastructure. Fully networked industrial processes allow personnel to monitor status and performance of equipment simultaneously. An optimal network capability is required to effectively operate as a digital enterprise, maintain a secure network, and ensure long-term viability of the depots.

Digital Depot Ecosystem

AFSC Digital Transformation will bring together Digital technologies to support our depots, supply chains, and software. The AFSC Digital Depot strategy will optimize and transform how AFSC supports the warfighter by

leveraging the AFMC Digital Campaign objectives and Digital Materiel Management, as outlined in the AFMC Strategic Plan, and industry best practices. AFSC will employ technologies to include the AFSC Technology Hosting for NextGen Automation (ATHENA), AFSC's cyber protected Industrial Network Environment, Gen 6 Wi-Fi/5G wireless technology, AF initiatives including Product Lifecycle Management (PLM), Cloud One, and increased use of portable devices to maximize Maintenance, Repair & Overhaul (MRO), supply chain business processes, and materiel solutions. These investments will create a resilient environment supporting mission integration, seamless connectivity, and access to accurate data, enabling the workforce to make timely, efficient, and effective decisions.

Business Process Transformation

From an enterprise Information Technology (IT) perspective, AFSC is working to overhaul its legacy enterprise IT systems via new tools, e.g. Maintenance Repair and Overhaul, Supply (MRO, MRO-S) and ESCAPE. The capabilities achieved with these IT transformations will be key components of comprehensive sustainment business transformation and modernization efforts, fully enabling AoP tenets, and bringing standardization across the entire depot maintenance execution and supply chain enterprises. MRO provides AFSC with an integrated capability for planning, scheduling, and executing organic depot maintenance to support agile planning, optimized workload assignment, resource allocation, integrated quality, Financial Improvement & Audit Remediation (FIAR), and standard business operations. ESCAPE is an advanced IT tool that AFSC is utilizing to optimize planning and inventory management. The purpose of implementing the ESCAPE system is to improve on the capabilities of existing legacy systems and their associated processes. It impacts the systems, processes, and personnel associated with the supply chain sustainment of Air Force weapon systems.

Emerging Technology

The AFSC utilizes technology insertion and key partnerships with other AF organizations to modernize our organic industrial base to better meet the needs of our legacy fleet and to be ready to support our next generation weapon systems. AFSC leverages multiple functional communities to organize, train, and equip the Center to deliver war-winning readiness support and continues developing integrated business processes that drive seamless integration of IT solutions.

New technologies at AF depots include augmented reality, virtual reality, automated non-destructive inspection, digital plant logistics, digital work environments, and digital engineering and manufacturing. With the use of up-to-date equipment and new technologies, depots can continuously improve productivity and be better equipped to support legacy and future mission requirements.

The OIB plan is focused on key emerging digital technologies (such as smart factories, data analytics, robotics, artificial intelligence, etc.) as these are needed to improve efficiency to achieve results aligned with industry standards and reduce/eliminate waste. Significant investment in robotics, lasers, advanced manufacturing (e.g., polymer and metal three-dimensional printing and scanning), cold spray booths, and reverse-engineering capabilities are not in the far future, but are here now.

To realize large productivity leaps, the depots must continually adopt new technologies and significantly expand the use of digital-enabled equipment and infrastructure. Fully networked industrial processes will allow personnel to monitor status and performance of equipment simultaneously. An optimal network capability is required to effectively operate as a digital enterprise, maintain a secure network, and ensure long-term viability of the depots.

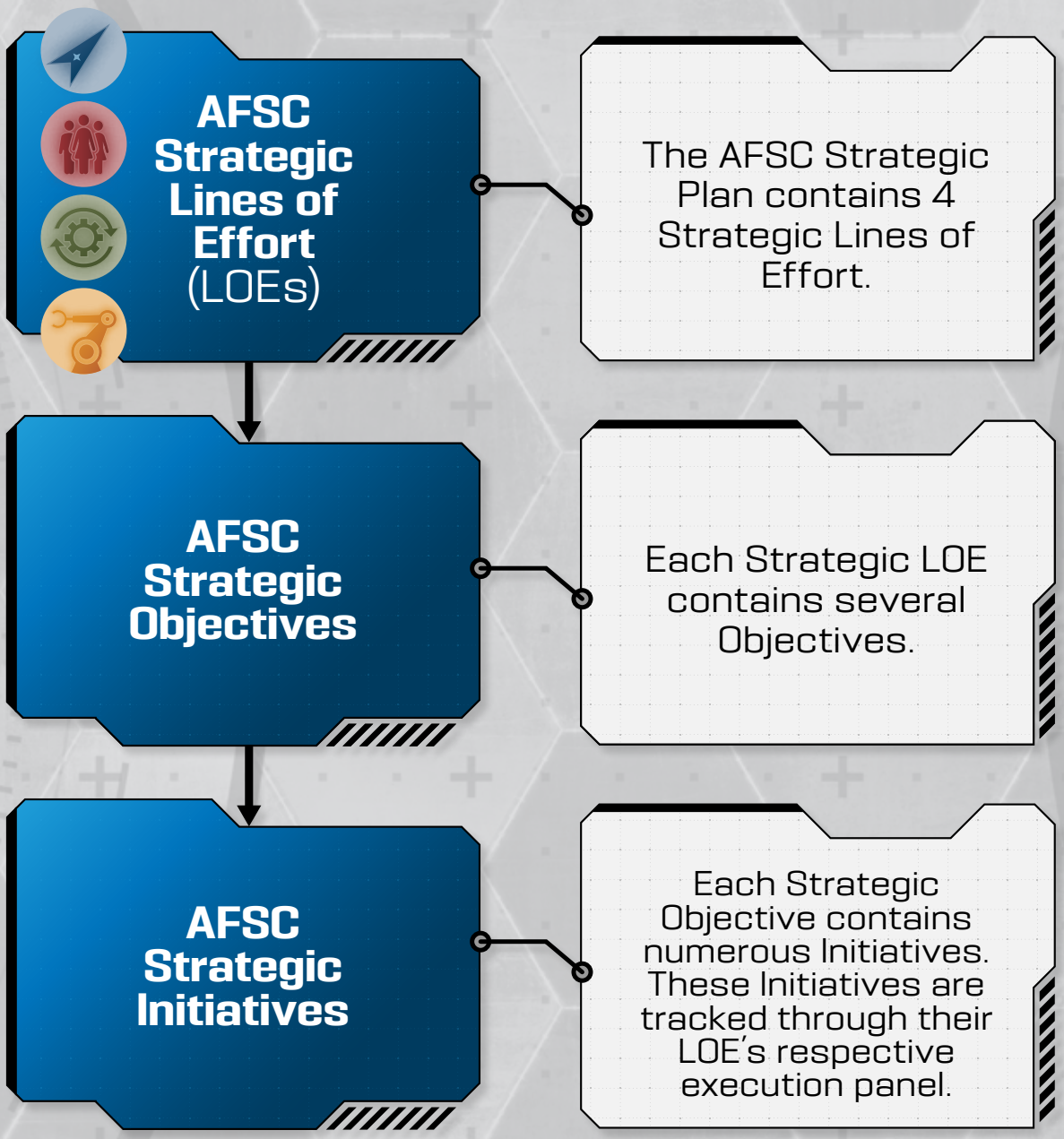
AFSC Digital Transformation will bring together several technologies to our depots and supply chain developing a Digital Ecosystem. AFSC's Digital Strategy operates in tandem with the AF's Regional Sustainment Framework, the OIB 20-Year Plan, and this Strategic Plan. It is our intent for the AFSC Enterprise to collaborate in the development of these four Focus Areas: Digital Solutions, Execution and Information Services, Operational and Tactical Information Technology, and Information Technology Network and Infrastructure.

AFSC is working with industry and others to build technology roadmaps, outlining key objectives and specific projects that address measurable improvements in digital engineering and emerging technologies. AFSC technology transformation is an immensely complex undertaking requiring collaboration across the enterprise.

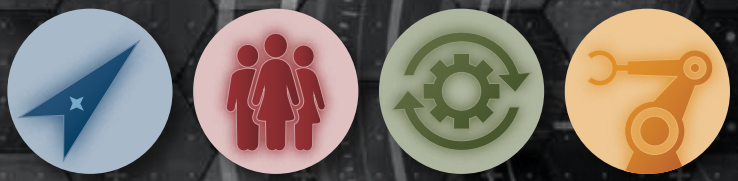
Appendix Overview

Throughout this AFSC Strategic Plan, you are provided with detailed information about the Center, its mission, and its vision. Aligned with higher headquarters strategies, the focus is centered around four strategic LOEs.

This appendix takes a closer look into the specific and actionable Strategic LOEs and Objectives. The Strategic Initiatives are more fluid and tracked via a web-based program called the Strategic Hub. The Hub is utilized during the AFSC Strategic Plan Performance Reviews (ASPPRs) to brief the AFSC Commander twice quarterly.



APPENDIX
LOEs and Objectives



AFSC Strategic Line of Effort 1: Deliver Combat Readiness and Cultivate a Warfighter Ethos
OBJECTIVE 1.1: Produce to Promise
OBJECTIVE 1.2: Strengthen Enterprise Readiness
OBJECTIVE 1.3: Increase Depot Capability and Capacity to Support All Theaters – GENUS
AFSC Strategic Line of Effort 2: Attract, Recruit, Develop, and Retain World-Class Airmen
OBJECTIVE 2.1: Develop an Enterprise Recruitment and Talent Management Strategy
OBJECTIVE 2.2: Leverage Major Stakeholders to Improve and Streamline AFSC Hiring Processes
OBJECTIVE 2.3: Innovate, Design, and Deliver Training for Next Generation Workforce
OBJECTIVE 2.4: Develop a Comprehensive Employee Retention Plan
OBJECTIVE 2.5: Optimize In-Person Work
AFSC Strategic Line of Effort 3: Deliver Supply Chain Readiness and Resiliency
OBJECTIVE 3.1: Increase Inventory
OBJECTIVE 3.2: Streamline Acquisition Processes and Expand Buying Power
OBJECTIVE 3.3: Expand the Commercial/Organic Supplier Base
OBJECTIVE 3.4: Repair Network Management Optimization
OBJECTIVE 3.5: Implement FY22 NDAA Section 142
AFSC Strategic Line of Effort 4: Modernize and Posture the Industrial Base
OBJECTIVE 4.1: Develop Integrated and Aligned Organic Industrial Base (OIB) Investment Optimization Plan
OBJECTIVE 4.2: Develop and Deploy a Scalable and Secure AFSC Digital Ecosystem
OBJECTIVE 4.3: Deploy MRO/MRO-S

Glossary

3Rs	Recruitment, Relocation, and Retention
ABWs	Air Base Wings
ACC	Air Combat Command
AETC	Air Education and Training Command
AF	Air Force
AFB	Air Force Base
AFGSC	Air Force Global Strike Command
AFIMSC	Air Force Installation and Mission Support Center
AFLCMC	Air Force Life Cycle Management Center
AFMAN	Air Force Manual
AFMC	Air Force Materiel Command
AFNWC	Air Force Nuclear Weapons Center
AFPC	Air Force Personnel Center
AFREP	Air Force Repair Enhancement Program
AFRL	Air Force Research Laboratory
AFSC	Air Force Sustainment Center
AFTC	Air Force Test Center
AFWCF	Air Force Working Capital Fund
AGE	Aerospace Ground Equipment
ALCs	Air Logistics Complexes
AMR	Aircraft and Missile Requirement
AoP	Art of the Possible
ASPPR	AFSC Strategic Plan Performance Review
BCA	Business Case Analysis
BEAR	Basic Expeditionary Airfield Resources
CAM	Centralized Asset Management
CBM+	Condition Based Maintenance Plus
CI²	Continuous Improvement and Innovation
CIP	Capital Investment Program
CITO	Center Information Technology Office
CM	Category Management
CSAG-M	Consolidated Sustainment Activity Group – Maintenance
CSAG-S	Consolidated Sustainment Activity Group – Supply
CSFO	Center Senior Functional Officer
DAF	Department of Air Force
DE	Developmental Education
DIOP	Depot Infrastructure Optimization Plan
DLA	Defense Logistics Agency
DMISA	Depot Maintenance Inter-Service Agreement
DoD	Department of Defense
DOE	Department of Energy
DRUs	Direct Reporting Units
DSOR	Depot Source of Repair
DSR	Discrete Supplier Reviews
DSS	Decision Support System
EOH	Engine Overhaul
EOL	Energy Objective Leader
eRCM	Enhanced Reliability Centered Maintenance
ESCAPE	Enterprise Supply Chain Analysis, Planning and Execution
ESP	Enterprise Sourcing Plan
FIAR	Financial Improvement and Audit Remediation
FMS	Foreign Military Sales
FOC	Full Operational Capability
FORCE	Fuels Operational Readiness Capability Equipment
FSRM	Facility Sustainment Restoration and Modernization
FWS	Federal Wage System
GENUS	Global Enterprise Network for Universal Sustainment

GeoSCRIM	Geospatial Supply Chain Risk Identification and Monitoring
HAF	Headquarters Air Force
HoN	Health of the Network
IDIQ	Indefinite Delivery/Indefinite Quantity
IIRP	Improved Item Replacement Program
ILS-S	Integrated Logistics System - Supply
IMA	Individual Mobilization Augmentee
IOC	Initial Operational Capability
IOI	Item of Interest
IPC	Industrial Process Control
IT	Information Technology
JBSA	Joint Base San Antonio
LCIs	Logistics Capability Initiatives
LogC2	Logistics Communication and Collaboration
LOE	Lines of Effort
LRDP	Logistics Requirements Determination Process
LUA	Logistics Under Attack
MAJCOMs	Major Commands
MBE	Model Based Environment
MILCON	Military Construction
MISTR	Management of Items Subject to Repair
MRO	Maintenance Repair and Overhaul
MRO-S	Maintenance Repair and Overhaul Supply
NAS	Naval Air Station
NASA	National Aeronautics and Space Administration
NDAA	National Defense Authorization Act
NDS	National Defense Strategy
NDIS	National Defense Industrial Strategy
NWRM	Nuclear Weapon Related Materiel
OIB	Organic Industrial Base
OSD	Office of the Secretary of Defense
OT/IT	Operational Technology/Information Technology
PBL	Performance Based Logistics
PDM	Programmed Depot Maintenance
PII	Personal Identifiable Information
PIO	Program Integration Office
PLM	Product Lifecycle Management
POAM	Plan of Action and Milestones
PPP	Public Private Partnerships
PRG	Product Repair Groups
PSS	Product Support Strategy
PWRM	Prepositioned War Reserve Materiel
R2D2	Requirements Review, Depot Determination
R3	Reimbursable Requirements Review
RBS	Readiness-Based Sparing
RDS	Records Disposition Schedule
RNM	Repair Network Management
RSO	Rapid Sustainment Office
SCM	Supply Chain Management
SCRM	Supply Chain Risk Management
SDP	Supervisor Development Program
SEPO	Sustaining Engineering Program Office
SFB	Space Force Base
SLR	Student Loan Repayments
STORM	Strategic Objective Requirement Metric
SW	Software
TCO	Total Cost of Ownership
USAF	United States Air Force
USAFE	United States Air Forces in Europe
USC	United States Code
USGS	United States Geological Survey
WADs	Workload Approval Document
WRM	War Reserve Materiel
WSS	Weapon System Sustainment









72D AIR BASE WING

75TH AIR BASE WING

OKLAHOMA CITY ALC

OGDEN ALC

AF SUSTAINMENT CENTER

WARNER ROBINS ALC

448TH SUPPLY CHAIN MANAGEMENT WING

SOFTWARE DIRECTORATE

ABOVE THE FOE

635TH SUPPLY CHAIN OPERATIONS WING