DCN: 11944

Ogden Air Logistics Center

Team Hill Welcomes

the

2005 BRAC Commission

6 Jun 2005

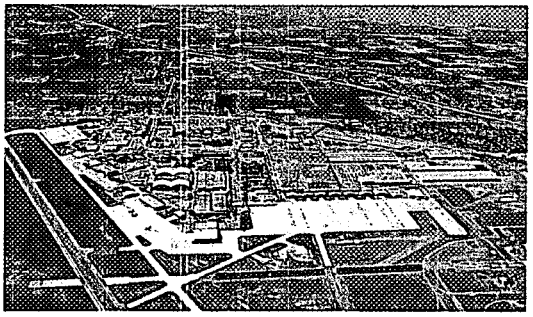
U.S. AIR FORCE

Maj Gen Kevin Sullivan
Commander
Ogden Air Logistics Center

BE AMERICA'S BEST

Overview

OGDEN AIR LOGISTICS CENTER



- Team Hill
  - The Team
  - Our People
  - Our Base
  - Our Missions
  - Our Community
- Unique Capabilities & Attributes at Ogden ALC
- DOD BRAC 2005 Recommendations
- Your Visit Today

BE AMERICA'S BEST

DCN: 11944

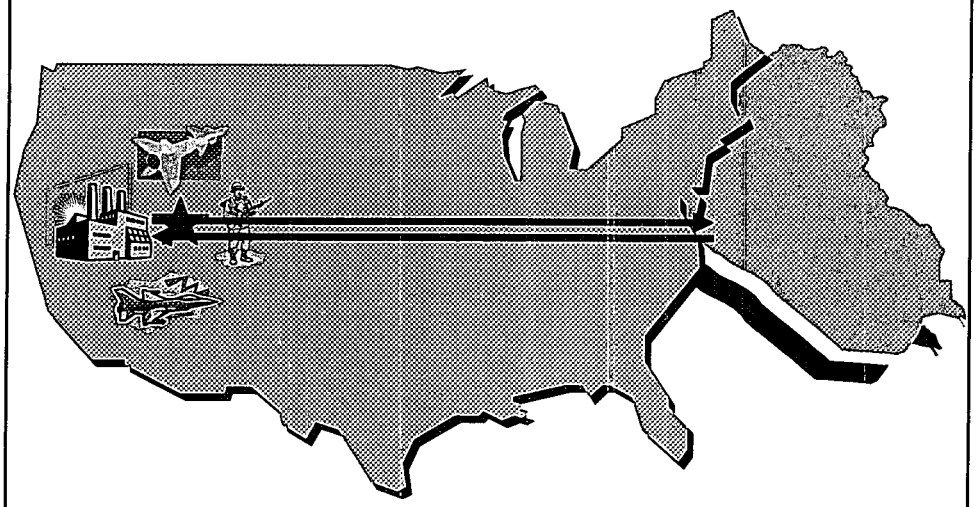
Team Hill

OGDEN AIR LOGISTICS CENTER

BE AMERICA'S BEST

Our Common Goal

OGDEN AIR LOGISTICS CENTER



BE AMERICA'S BEST

Our People—23,700 Strong!

OGDEN AIR LOGISTICS CENTER

BE AMERICA'S BEST

Our Base

OGDEN AIR LOGISTICS CENTER

- 6,698 Acres
- 1,375 Buildings
- 360 Munitions Storage Structures
- 13,500 ft. Runway
- Many Geographically Separated Units
  - 651st Munitions Squadron
  - Support Center Pacific
  - ICBM Support
  - F/A-22 Pgm Support

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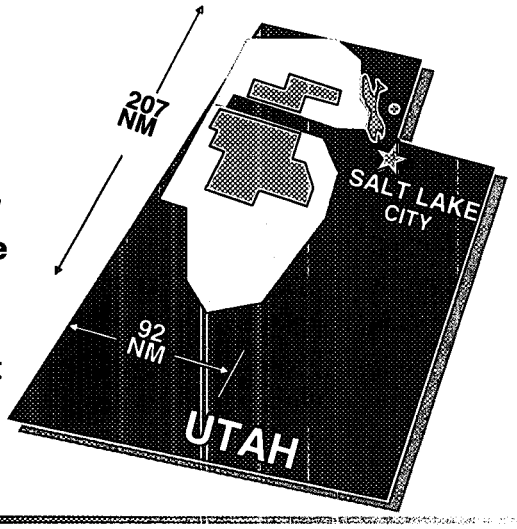
Our Base (cont'd)

OGDEN AIR LOGISTICS CENTER

- Utah Test and Training Range (UTTR)
  - 953,887 acres of AF-owned land + 900,000 @ Dugway
  - Over 12,574 square miles of airspace
  - 130 Facilities
  - 15,970 sorties (test & trng) last year
  - Key ICBM role



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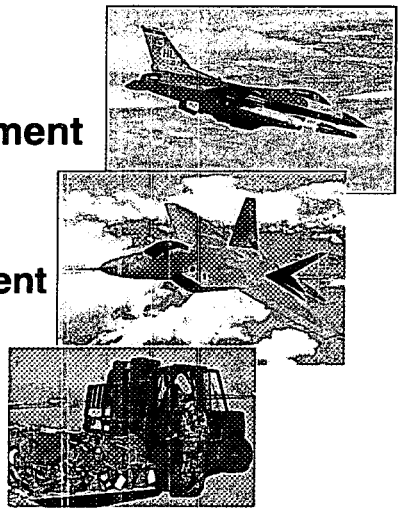
Our Missions

OGDEN AIR LOGISTICS CENTER

- Combat forces
  - Two fighter wings
- Weapon System Sustainment
  - Product Support
  - Depot Maintenance
  - Supply Chain Management
- Combat Readiness
  - Deploying people & munitions



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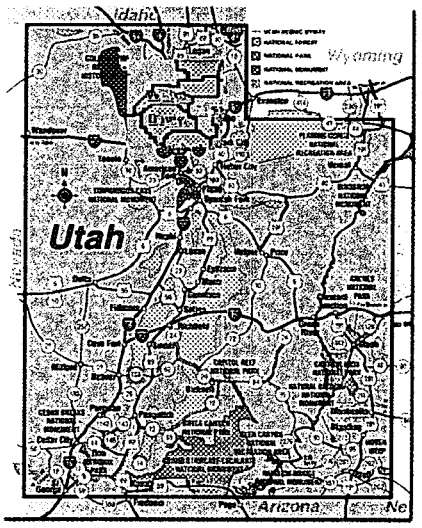
Our Community

OGDEN AIR LOGISTICS CENTER



Weber County

Population: 196K

Economic Size: $4.7B

Population Growth 2000-2020: 31%

Davis County

Population: 238K

Economic Size: $6.2B

Population Growth 2000-2020: 34%

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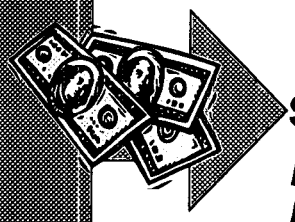
Economic Impact

OGDEN AIR LOGISTICS CENTER

- Payroll
- Construction
- Services
- Procurement
- Health & Medical
- Education
- Jobs Created
- Other Impact



One of the biggest employers in Utah

$2.6 Billion/Yr

Direct, Indirect, and Induced Economic Impact to Utah annually

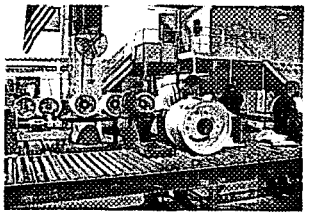
FY04 Figures

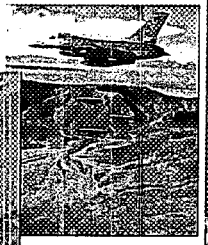
BE AMERICA'S BEST

OO-ALC's Key Capabilities & Attributes

OGDEN AIR LOGISTICS CENTER

- Enterprise Transformation & Continuous Process Improvement (Lean)
- Fighter Depot
- ICBM Development, Acquisition & Sustainment





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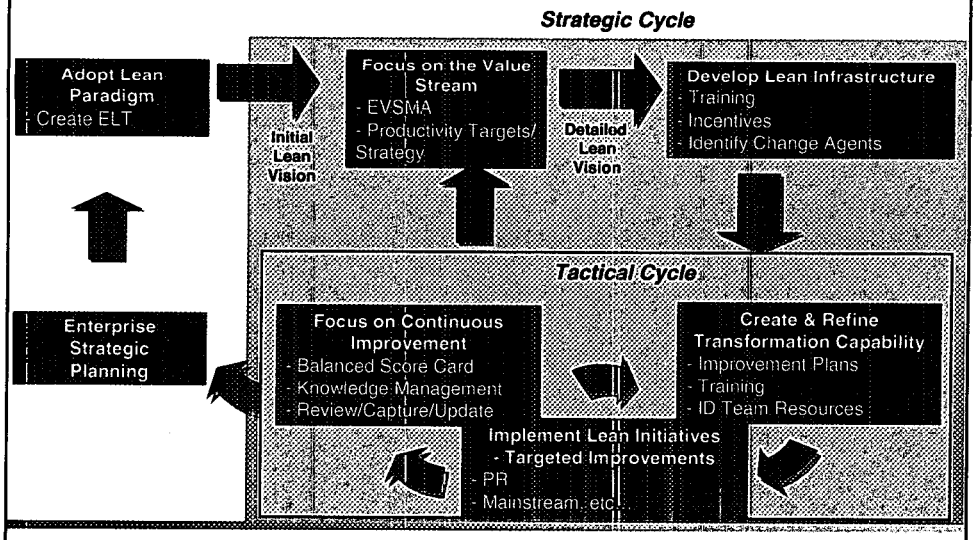
Enterprise Transformation Strategy

(Our Lean Roadmap)

OGDEN AIR LOGISTICS CENTER



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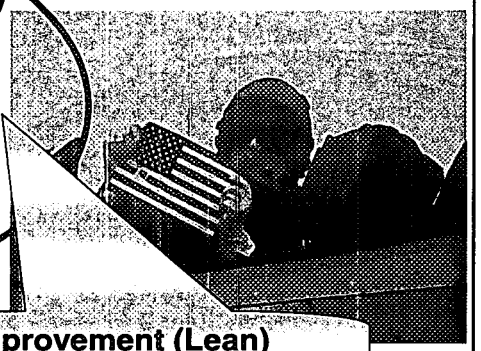
Our Guiding Principle

OGDEN AIR LOGISTICS CENTER

- We will be the benchmark provider of logistics capability sustaining our Nation's Warfighters
  - Support system availability at 90% or better
  - Support combat readiness at 100%
  - 50% reduction in flow time
  - 25% cost reduction



Continuous Process Improvement (Lean) is how we get there

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Enterprise 2005+

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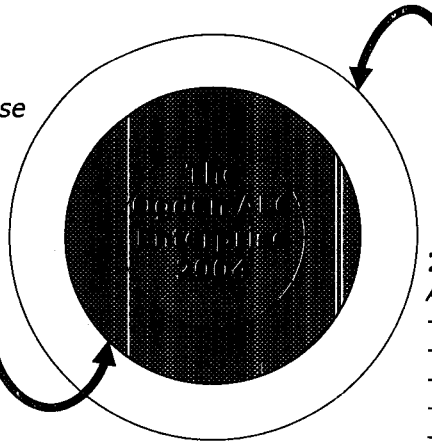
2005-2007—
Air Force Enterprise
-Other ALCs
-Product Ctrs
-Customers
-AF Stakeholders
-Partners
-Suppliers



2007-2014—
Aerospace Enterprise
-Other Services
-Other Federal
-Educational Instit
-All Stakeholders
-International Partners

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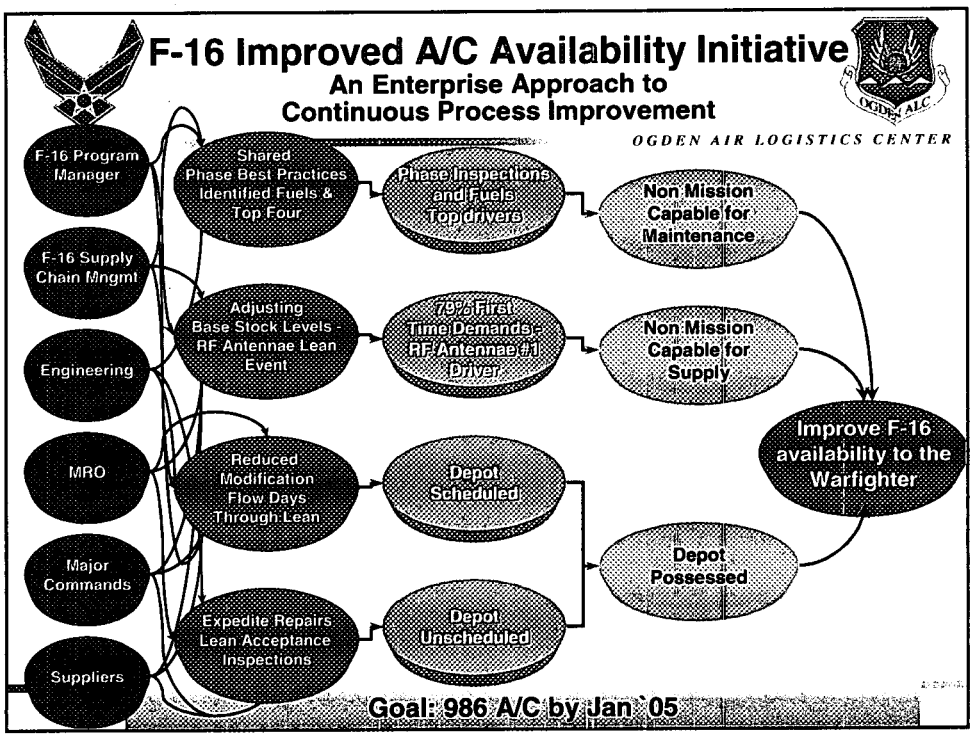
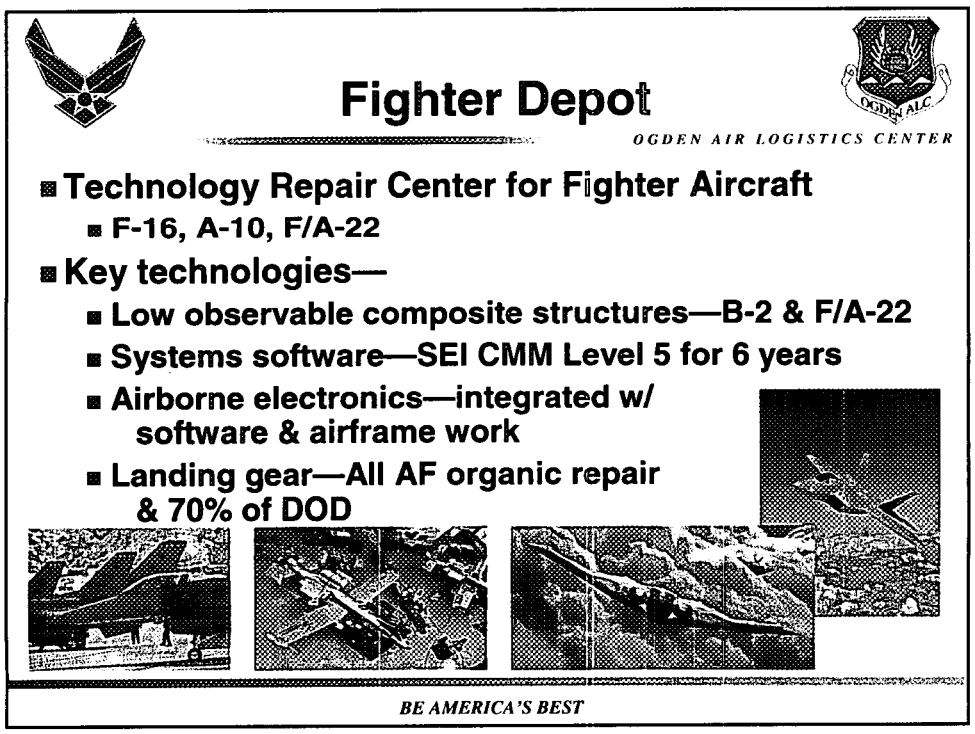

F-16 Improved A/C Availability Initiative
An Enterprise Approach to
Continuous Process Improvement
OGDEN AIR LOGISTICS CENTER
F-16 Program Manager
F-16 Supply Chain Mngmt
Engineering
MRO
Major Commands
Suppliers
Shared Phase Best Practices Identified Fuels & Top Four
Adjusting Base Stock Levels - RF Antennae Lean Event
Reduced Modification Flow Days Through Lean
Expedite Repairs Lean Acceptance Inspections
Phase Inspections and Fuels Top drivers
79% First Time Demands - RF Antennae #1 Driver
Depot Scheduled
Depot Unscheduled
Non Mission Capable for Maintenance
Non Mission Capable for Supply
Depot Possessed
Improve F-16 availability to the Warfighter
Goal: 986 A/C by Jan '05


Fighter Depot
OGDEN AIR LOGISTICS CENTER
Technology Repair Center for Fighter Aircraft
F-16, A-10, F/A-22
Key technologies—
Low observable composite structures—B-2 & F/A-22
Systems software—SEI CMM Level 5 for 6 years
Airborne electronics—integrated w/ software & airframe work
Landing gear—All AF organic repair & 70% of DOD
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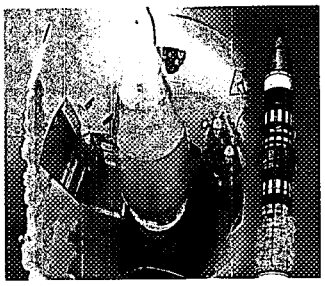
ICBM Development, Acquisition & Sustainment

OGDEN AIR LOGISTICS CENTER

- 526th ICBM Systems Wing
  - Major systems acquisition, modification & sustainment
  - Minuteman III, Peacekeeper & new Land Based Strategic Deterrent
- 309th Missile Mx Group
  - Survivability, vulnerability, aging and surveillance
  - Depot maintenance & modification
  - Storage & transportation



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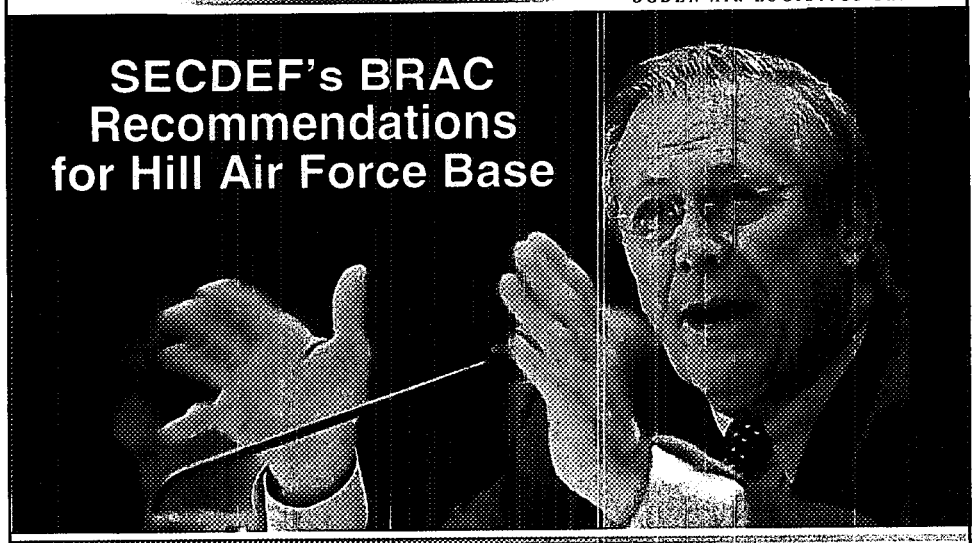
SECDEF's BRAC Recommendations for Hill Air Force Base



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DOD Incoming Recommendations for Hill

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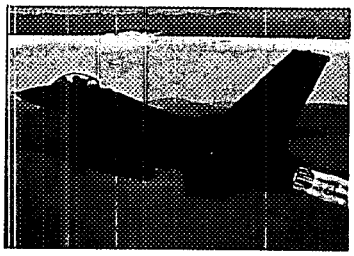
- Transfer six F-16 Block 40 A/C to 388th from Cannon AFB
- Receive base level LANTIRN intermediate maintenance to establish a Centralized Intermediate Repair Facility (CIRF)
- Receive base level F110 engine intermediate maintenance to establish CIRF



Details in 388th FW Briefing

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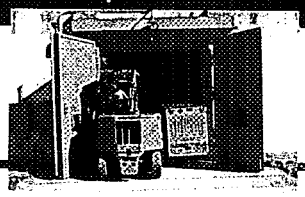
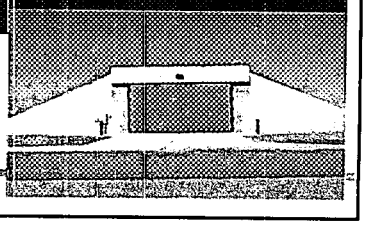
DOD Conversion Recommendations for Hill

OGDEN AIR LOGISTICS CENTER

- STAMP/STRAPP mission from Lackland AFB to McConnell AFB; convert to ANG
  - Not Hill AFB issue—but is a OO-ALC mission
  - Fully executable conversion to ANG
  - Facilities at McConnell AFB questionable
    - Storage?
    - Maintenance and Joint Inspection Facilities?
    - Hot Cargo Pad capability?
    - Adequate conversion funding?





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DOD Departing Recommendations for Hill

OGDEN AIR LOGISTICS CENTER

- Realign 419th FW F-16s Details from 419th FW
- Privatize supply, storage, distribution of tires, packages petroleum, oils & lubes, compressed gases
- Regionalize DLA supply, storage, and distribution
- Transfer and consolidate ICP to DLA for buying & purchasing; retain item management
- Weapons & Armaments move to Eglin
- Fixed wing RDAT&E move to WPAFB
- Consolidate CPO at Randolph

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Supply and Storage Recommendation #1

OGDEN AIR LOGISTICS CENTER

- Recommendation for Hill AFB:
  - Disestablish and privatize supply, storage, and distribution of tires. Relocate supply contracting function to DSC Columbus
- AF Impact FY07: 0 authorizations
- Work to be done:
  - Developing a privatization strategy that supports all Service's tire requirements
  - Establishing clear lines of authority and coordination for technical support

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Supply and Storage Recommendation #2

OGDEN AIR LOGISTICS CENTER

- Recommendation for Hill AFB:
  - Relocate wholesale storage / distribution / inventories to San Joaquin, CA
    - Retain the necessary storage / distribution functions and inventories required to support the ALC Depot Maintenance
  - Transfer retail forward supply point from AF to DLA
- AF Impact FY07:
  - -110 auth for retail supply transfer to DLA
  - -0 auth for wholesale (- 118 DDHU auths)
- Work to be done:
  - Minimize potential impacts of increased transportation distances

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Supply and Storage Recommendation #3

OGDEN AIR LOGISTICS CENTER

- Recommendation for Hill AFB:
  - Relocate management for consumable items to DSC Richmond
  - Designate management for DLR spares procurement as DSC Richmond functions *(realigned in place)*
- AF Impact FY07:
  - Consumable Item Transfer: - 24 auths / 22 relocated
  - DLR procurement mgt: - 215 auths / 193 realigned
- Work to be done:
  - Process Integration
  - Governance

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DOD Departing Recommendations for Hill

OGDEN AIR LOGISTICS CENTER

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Transfer Weapons/Armaments In-Service Engineering (RDAT&E) to Eglin

OGDEN AIR LOGISTICS CENTER

- Recommendation for Hill AFB:
  - Move weapons/armaments (except sustainment) RDAT&E and ISE from Hill to Eglin
- AF Impact FY07:
  - -33 auth from 84th Munitions Sustainment Group
- Background:
  - Does not appear consistent with recent CSAF/SECAF realignment of sustainment programs to ALCs as part of PEO/DAC structural changes
  - Effort seems inseparable from sustainment program management and sustaining engineering
  - Decrease in authorizations appears based on 3600 fund expenditures

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Establish Joint Centers for Fixed Wing Air Platform RDAT&E at WPAFB

OGDEN AIR LOGISTICS CENTER

- Recommendation for Hill AFB:
  - Relocate fixed wing related air platform RDAT&E to WPAFB
  - Includes A-10 System Program Office for Precision Engagement Program & Landing Gear Program Office for Aging Landing Gear Life Extension Program
- AF Impact FY07:
  - -8 auth from A-10 PEP
  - -9 auth from Landing Gear Program Office
- Background:
  - A-10 PEP -- one of many PEO/DAC program transfers
  - Landing Gear Program Office
    - Work performed by contractors with Congressional plus up money; never organic personnel
    - Work and money transferred to ASC 3 years ago

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DOD Departing Recommendations for Hill

OGDEN AIR LOGISTICS CENTER

- Realign 419th FW F-16s Details from 419th FW
- Privatize supply, storage, distribution of tires, packages petroleum, oils & lubes, compressed gases
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- Consolidate CPO at Randolph

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Consolidate Civilian Personnel Office (CPO) at Randolph AFB, TX

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- Recommendation for Hill AFB:
  - Realign Hill AFB by consolidating its CPO at Randolph
- AF Impact FY10:
  - -85 authorizations (entire CPO)
- Background:
  - PALACE Compass ('90s)—AF CPO Consolidation Plan
    - Central Support (10 processes) @ Randolph AFB
    - Local personnel services (6 processes)
  - Hill paid for PALACE Compass (34 positions)
  - JCSG recommendation inconsistent with AF plan
    - No resources to perform remaining processes; processes critical to daily ops & NSPS implementation

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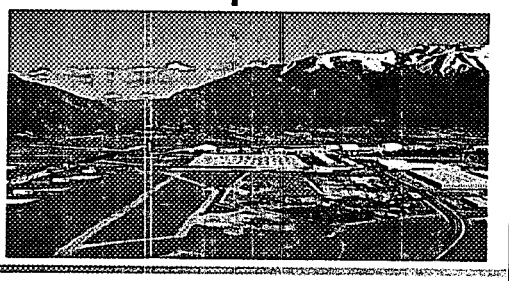
Your Visit Today

OGDEN AIR LOGISTICS CENTER

- Strategic Missile Integration Complex
- ICBM & Munitions Maintenance & Storage
- Landing Gear Depot Maintenance Facility
- F-16/C-130 Depot Maintenance Facility
- Advanced Low Observable Composites
- 388th Fighter Wing
- 419th Fighter Wing



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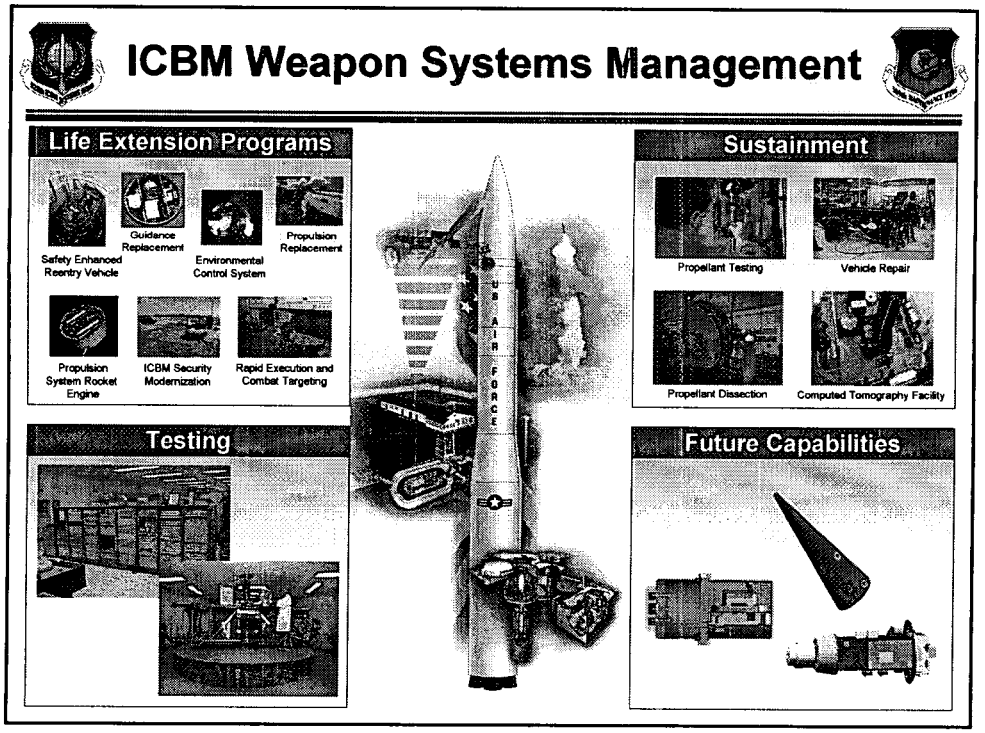
ICBM Weapon Systems Management
Facilities & Locations
Missile Assembly and Maintenance Shops
Survivability Vulnerability Integration Center
Utah
Strategic Missile Integration Complex
Freeport Center
UTTR


ICBM Weapon Systems Management
Life Extension Programs
Safety Enhanced Reentry Vehicle
Guidance Replacement
Environmental Control System
Propulsion Replacement
Propulsion System Rocket Engine
ICBM Security Modernization
Rapid Execution and Combat Targeting
Sustainment
Propellant Testing
Vehicle Repair
Propellant Dissection
Computed Tomography Facility
Testing
Future Capabilities

DCN: 11944

Ogden Air Logistics Center

U.S. AIR FORCE

309th Maintenance Wing

BE AMERICA'S BEST

Ogden Air Logistics Center

U.S. AIR FORCE

309th Commodities Maintenance Group

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New Workload

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- F/A-22
  - Repair Support
- F-35
  - New Manufacturing Support
  - Partner w/Goodrich
  - HVOF
- C-17
  - New Manufacturing and Repair Support
  - Partner w/Goodrich

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Work In Progress Reduction

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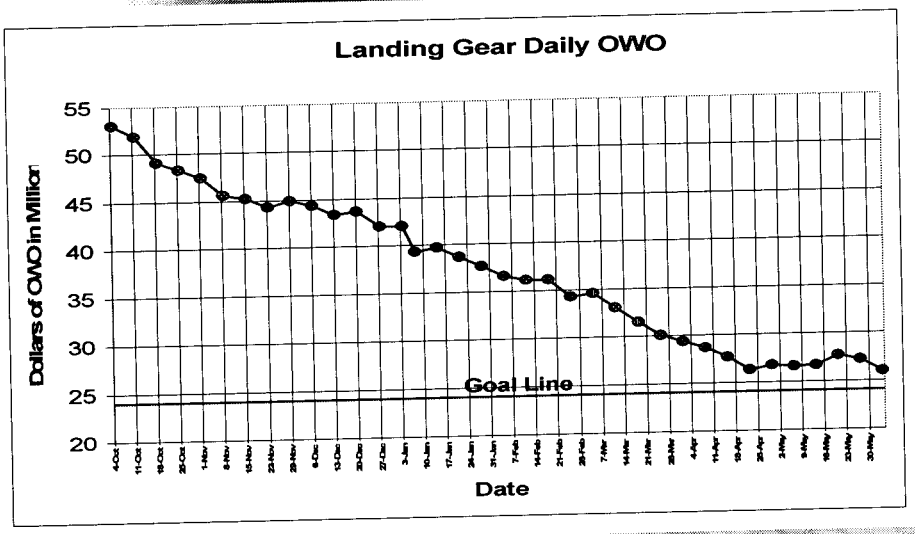

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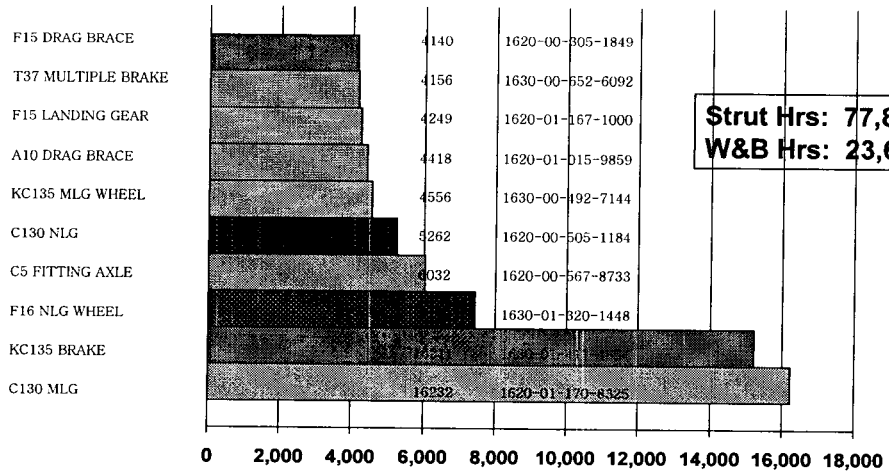
Top Ten MICAP Drivers (Aug 00)

OGDEN AIR LOGISTICS CENTER

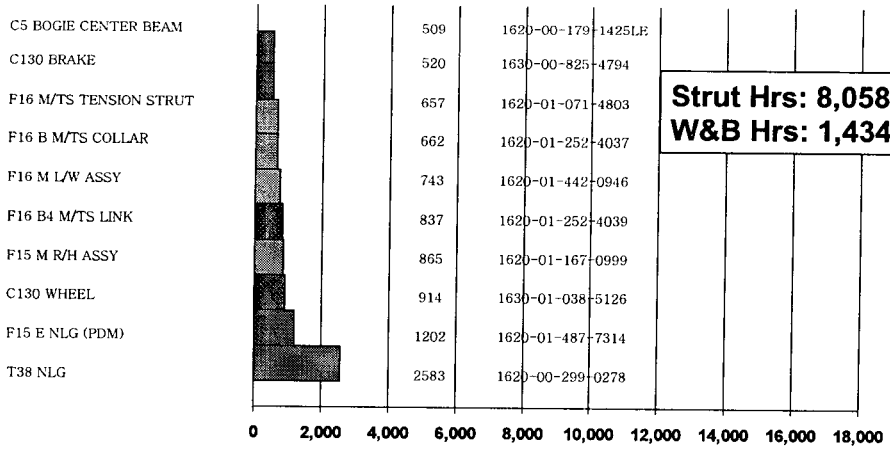


Strut Hrs: 77,884
W&B Hrs: 23,608

BE AMERICA'S BEST

Top Ten MICAP Drivers (Apr 05)

OGDEN AIR LOGISTICS CENTER



Strut Hrs: 8,058
W&B Hrs: 1,434

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Ogden Air Logistics Center

309th Aircraft Maintenance Group

U.S. AIR FORCE

BE AMERICA'S BEST

309th Aircraft Maintenance Group

OGDEN AIR LOGISTICS CENTER

	A-10	F-16	C-130	Total
# A/C on Station	26	77	25	128
A/C Produced FY05 (YTD May 05)	44	182	31	257
A/C Produced FY04	59	253	48	360

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OO-ALC
Aircraft Due Date Performance

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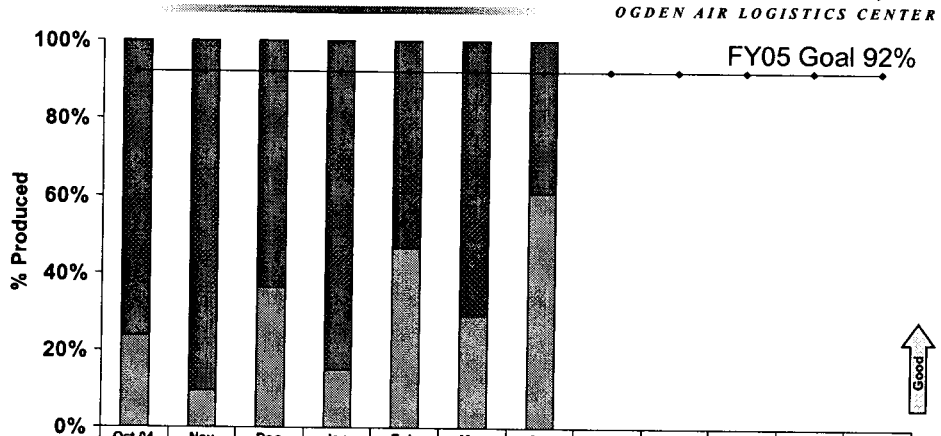

	Oct 04	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep 05
Late	0	0	0	0	0	0	0					
On Time	29	28	21	23	16	27	11					
Early	9	3	12	4	14	11	17					
Goal	92	92	92	92	92	92	92	92	92	92	92	92

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OO-ALC
Zero Defect Aircraft

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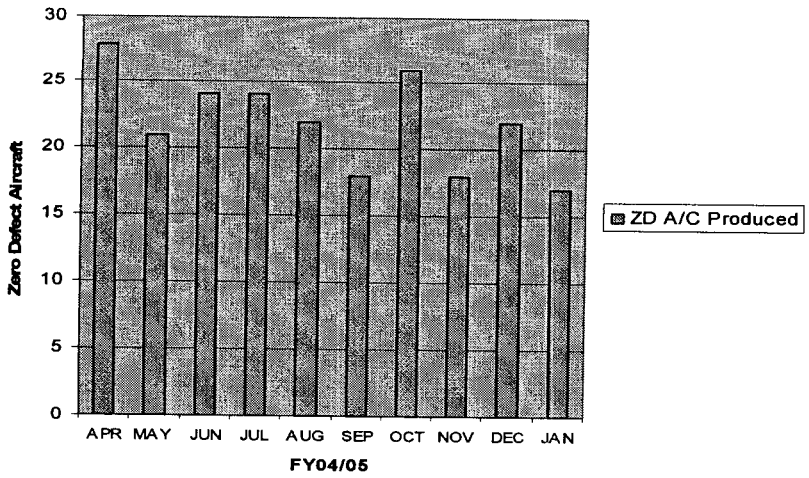

60% Zero Defect Average last 18 Months--586 Aircraft/351 Zero Defect

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Number of PACAF F-16s in Depot Status

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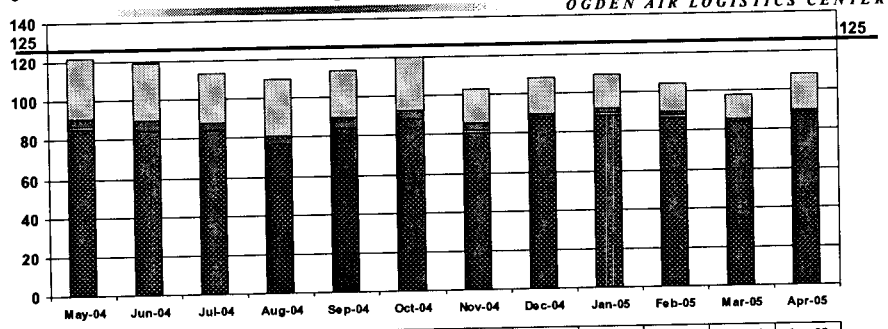

	May-04	Jun-04	Jul-04	Aug-04	Sep-04	Oct-04	Nov-04	Dec-04	Jan-05	Feb-05	Mar-05	Apr-05
Misc	31	29	25	29	24	27	17	18	17	14	12	18
USAFE	4	5	3	4	5	4	4	2	2	2	1	1
PAF	1	1	1	0	0	1	1	0	1	1	0	1
OO-ALC	86	84	84	77	85	88	81	88	89	87	85	88
TOTAL	122	119	113	110	114	120	103	108	109	104	98	108

* Misc. Includes Acceptance Inspection Time, 107s, and Field Install TCTOs
Goal is no more than 125 jets in depot status at any given time – total fleet is 1,339 (195 BAI)

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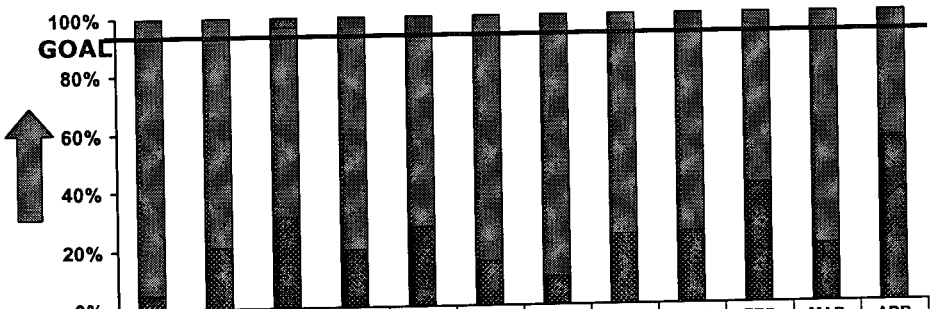
F-16 Due Date Performance

FY04/FY05

OGDEN AIR LOGISTICS CENTER



	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR
Late < 5	0	0	1	0	0	0	0	0	0	0	0	0
On Time	20	15	19	16	16	22	19	16	12	13	20	10
Early + 5	1	4	9	4	6	4	2	5	4	9	5	13
Scheduled	20	21	22	27	19	34	21	19	18	22	26	21
Produced	21	19	29	20	22	27	21	23	16	22	25	23

12-Month Cum On-Time/Early = 100% **Apr On-Time/Early 100%**

BE AMERICA'S BEST

F-16 Scheduled Workload Production

OGDEN AIR LOGISTICS CENTER

+/-5 = Early/Late

	FY05 # of A/C Completed*	M4a On Time/Late	
F-16	157	157	0

Schedule Effectiveness Comparison

	FY01	FY02	FY03	FY04	FY05
F-16 %	82	89	90	96	100

* Scheduled/Budgeted Aircraft Only – No Drop-ins

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F-16 Production Quality

OGDEN AIR LOGISTICS CENTER

FY05
Customer Reported Quality Defect Rate Per Aircraft Produced
01 Oct 04 Through 30 Apr 05

	# A/C Produced *	# Defects	Defect Rate
F-16	156	17	0.11

Defect Rate Comparison

	FY99	FY00	FY01	FY02	FY03	FY04	FY05
RATE	0.03	0.29	0.17	0.19	0.12	0.26	0.11

* Includes Drop-in Aircraft

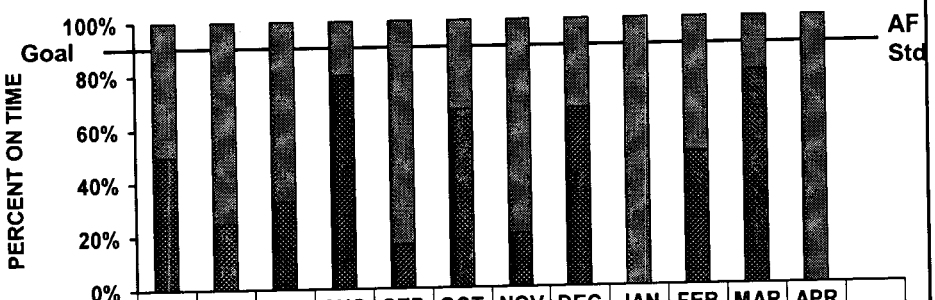
BE AMERICA'S BEST

C-130 Due Date Performance

FY04/FY05

OGDEN AIR LOGISTICS CENTER

+/-5 = Early/Late



	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR
Late	0	0	0	0	0	0	0	0	0	0	0	0
On Time	1	3	2	1	5	2	4	1	6	2	1	2
Early	1	1	1	4	1	4	1	2	0	2	4	0
Produced	2	4	3	5	6	6	5	3	6	4	5	2

12-Month Cumulative On-Time/Early = %100

Apr On-Time/Early = 100%

BE AMERICA'S BEST

C-130 Scheduled Workload Production

OGDEN AIR LOGISTICS CENTER

+/-5 = Early/Late

	FY05 # of A/C Completed*	M4a On Time/Late
C-130	31	31 / 0

Schedule Effectiveness Comparison

% FY99	FY00	FY01	FY02	FY03	FY04	FY05
89	74	66	46	94	100	100

* Scheduled/Budgeted Aircraft Only – No Drop-ins

BE AMERICA'S BEST

C-130 Production Quality

OGDEN AIR LOGISTICS CENTER

FY05
Customer Reported Quality Defect Rate Per Aircraft Produced
01 Oct 04 Through 30 Apr 05

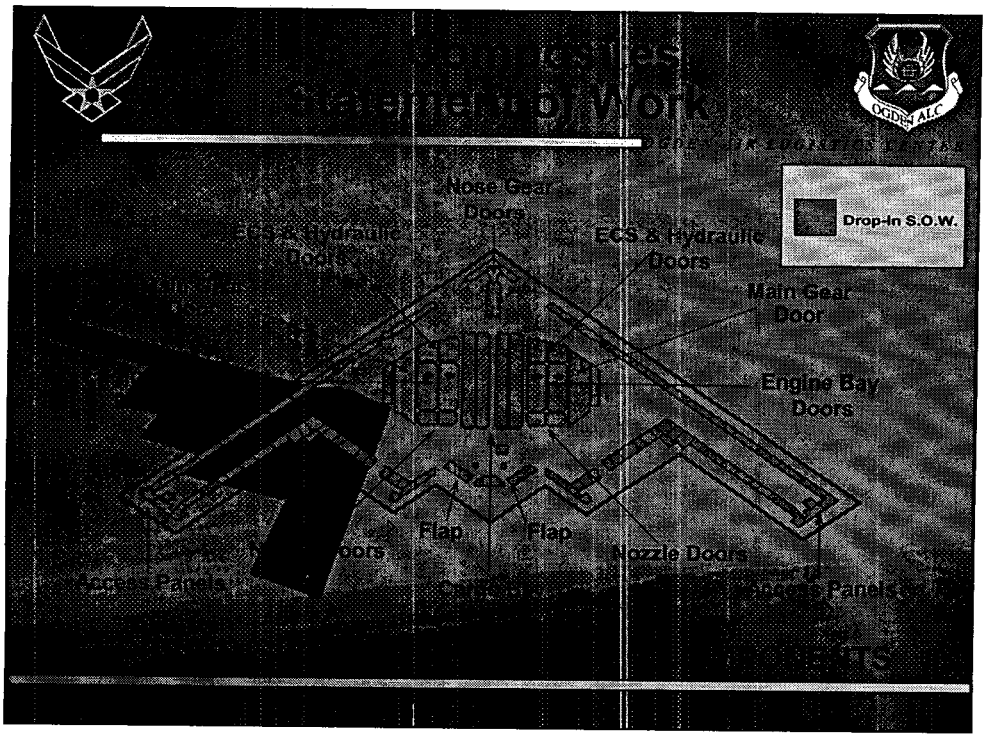
	# A/C Produced *	# Defects	Defect Rate
C-130	37	4	0.11

Defect Rate Comparison

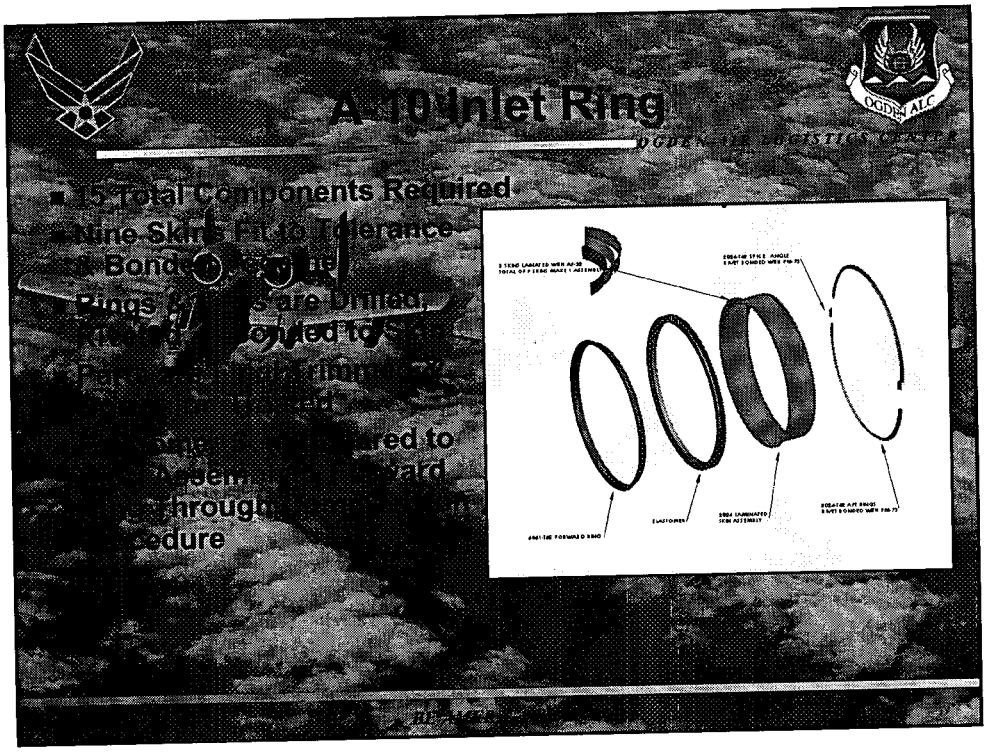
	FY99	FY00	FY01	FY02	FY03	FY04	FY05
RATE	0.17	0.14	0.43	0.46	0.17	0.08	0.11

* Including Drop-in Aircraft

BE AMERICA'S BEST



A-10 Bonded Repair
OGDEN ALC
Objective
Provid Support Until Year 2028
Provi to New Modifications
Impr Life-Time Performance
Support of Ag apon System
Service at Low Cost


A-10 Inlet Ring
OGDEN ALC
15 Total Components Required
Nine Skins Fit to Tolerance
Bonde
Rings are Drilled,
Bonded to
Parts
red to
Assem
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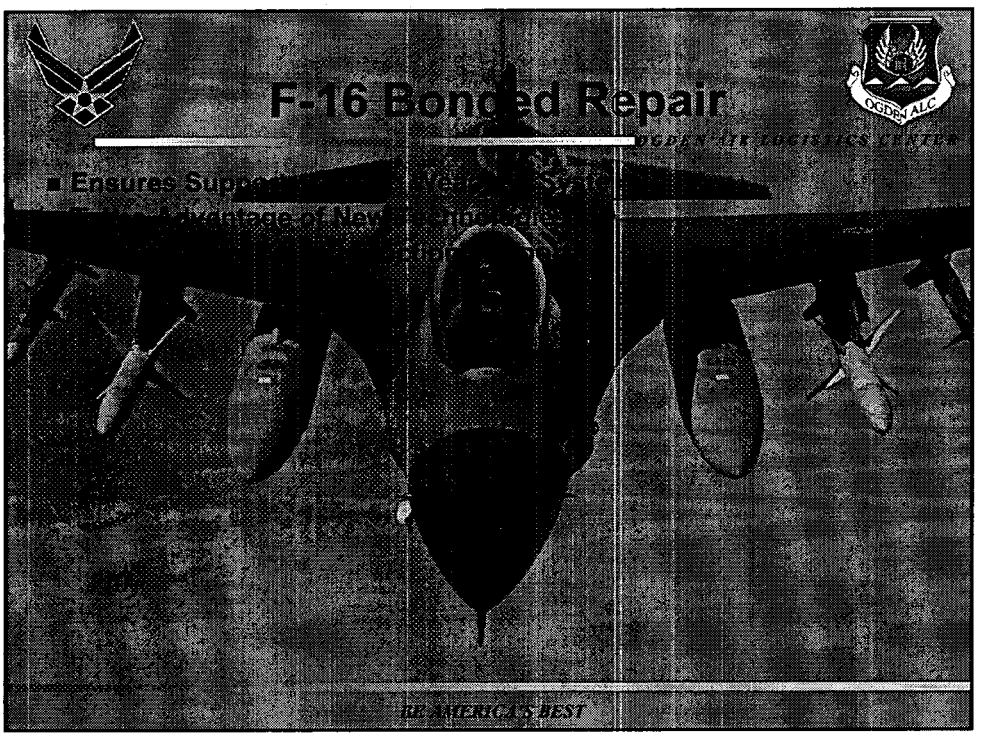
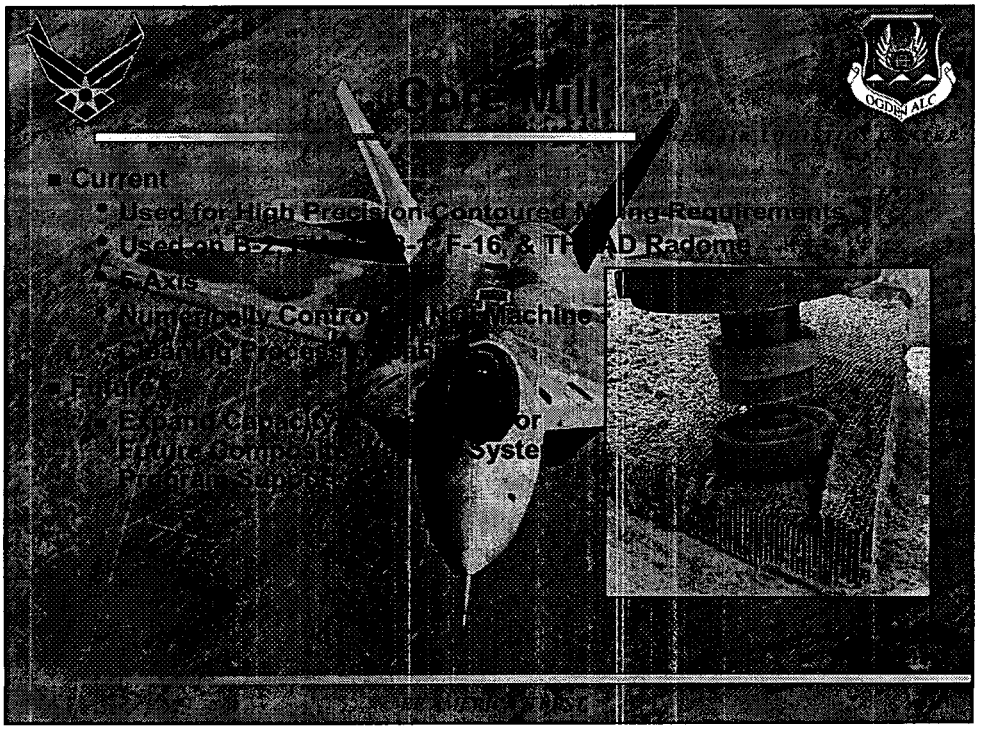
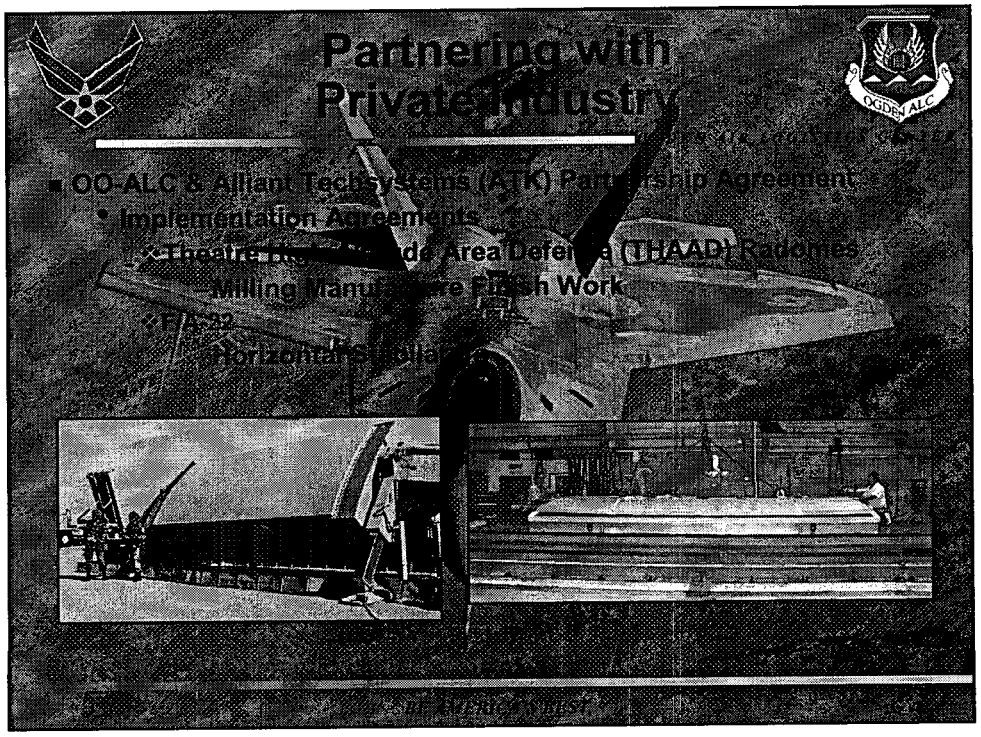
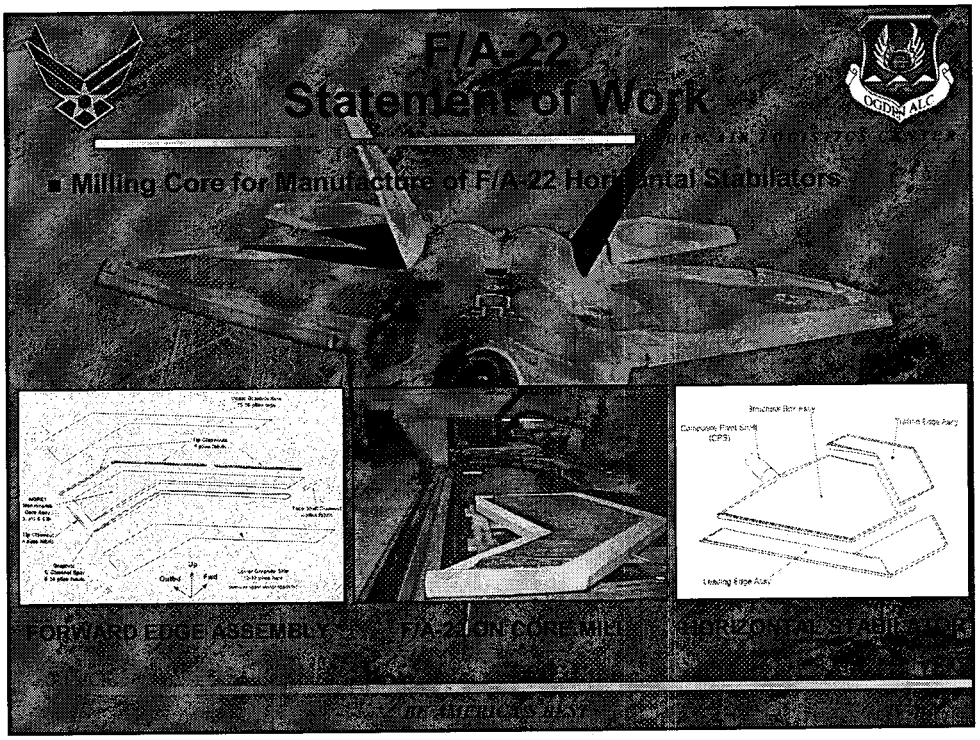
Through
cedure


F-16 Bonded Repair
OGDEN AIR LOGISTICS CENTER
Ensures Supp
Advantage of New
BE AMERICA'S BEST


Core Mill
Current
Used for High Precision Contoured M ng Requirements
Used on B-2, F-16, & TH AD Radome
5 Axis
Numerically Contro Machine
Future
Expand Capacity or
Future Composite Syste
Program Supp


Partnering with
Private Industry
OGDEN ALC
OO-ALC & Alliant TechSystems (ATK) Partnership Agreement
Implementation Agreements
Theatre High Altitude Area Defense (THAAD) Radomes
Milling Manufacture Finish Work
F/A-22
Horizontal Stabilator


F/A-22
Statement of Work
OGDEN ALC
Milling Core for Manufacture of F/A-22 Horizontal Stabilators
FORWARD EDGE ASSEMBLY
F/A-22 ON CORE MILL
HORIZONTAL STABILATOR

DCN: 11944

309th Maintenance Wing Process Improvement Successes
as of April 2005

Airborne Generators. This project that started in January of 2002 is truly exemplary of what proper application of Lean can produce in terms of results. This team reduced the flow time of the process from 63 to 25 days and the time for the rewind process of the oil-cooled generators from 42 to 21 days. The amount of travel for personnel, on a per part basis, went from 2, 934 miles annually, to 440 miles annually. This is an 85% reduction! Overtime required to support the workload went down by 15%, an avoided cost of $1.7M.

Aircraft Brakes. Based on excessive flow days, this team was formed in October of 2003. Their use of Lean tools has given this team impressive results. Work-in-process (WIP) has been reduced by more than 50%, going from 460 items to 200 in work. The flow time has been reduced nearly 75% by going from 46 days down to only 12. Part travel was reduced from 7,400 miles at the start to only 3,700 currently and the most dramatic result, the space utilized in the plan has gone from 38,000 ft^2 to only 11,000 ft^2! This project has generated a cost avoidance of $11M.

Aircraft Wheels. This project was one of Ogden's first forays into Lean and one that convinced the Center that great benefits could be derived from its application. Beginning in November of 2003, this workload started with a WIP of 700 units in the line. Currently that has been reduced to 360. The useable plant floor space freed up for other use has been 19,000 ft^2. Flow days have gone from 36 down to only 19 and part travel has reduced from 5,500 miles per year to only 3,570 now.

A-10 Paint. This multi-faceted project began in April of 2004. It started with a Value Stream Mapping event that identified, and already realized a savings of 37 hours per aircraft. Another part of the project has been to update and correct the Bill of Materials to give the supply system accurate requirements. This has generated a time savings of 163.24 hours per year, resulting in savings of approximately $16.5K. This project speeds up returning this critical weapon system to combat and saves precious resources for other use.

A-10 Inlet Rings. When this project was started in January of 2004, the processes associated with it were spread between three different buildings and work centers. The process was only able to produce three inlet rings every 2 to 3 months with actual flow time on the parts being 72 days. After a thorough Lean Value Stream Analysis, the processes were all brought into one building with a new process design from "Pre-fit to Sell." The results of this redesign are elimination of travel time, searching time, errors and unmanageable production downtime. The rate of production today is five inlet rings per week!

C-130 Actuators. This project, known by its team as the "Herculean," has made tremendous strides in the repair process for this commodity line. Beginning with a WIP of 76 units, it is at only 24 today. They have freed up 7,147 ft^2 of floor space and reduced flow days from 58 down to only 35 days. The distance that a part has to travel per year has been cut nearly in half, going from 20,000 to only 12,386 now.

Ground Power Generator Support for the Army. Beginning in May of 2004, the Electronics Division was requested to assist the Army at Ft. Huachuca AZ, in their Generator Reset Program. This effort was to assist them in identifying, testing and inspecting their ground generator units that support the Army's combat units. The objective was initially to divide the generators into three categories, those that are deployment ready, those that need field-level maintenance, and those that need depot-level maintenance. The 309 MXW Team set a new personal record, providing complete depot-level inspection and testing, while in a field environment of 285 generators, in 3 weeks. Out of those, 28 were brought back to OO-ALC for depot level repair. Because of the Lean repair center they had already in place here, in 90 days they were returned to the Army as deployment ready. In September of 2004, Ft. Hood TX, made the same request of OO-ALC after hearing about the support provided to Ft. Huachuca. This time the team inspected 1300 generators and returned to Ogden with 114 units. As of this date, 57 of the units have been completed and the remainder will be returned by the end of February, 2005. Since this latest inspection, Ft. Riley KS, has made the request for the same support service and planning/scheduling efforts are underway. This is a terrific example of how Lean has made capacity available to the Ogden depot for further support of the warfighter, even when it has to cross service boundaries.

F-15 Gearbox. Another project started due to excessive flow days, this project was started in 2003. Starting at 90 days, the flow time has been reduced down to only 27 today. Once again, Lean has produced significant results. Beginning with a WIP of 46 units, it is now 21. The plant floor space used for the workload has been reduced by 2,255 ft^2, from 9,255 in the beginning to 7,000 ft^2 currently. The most significant reduction has been in part travel distance per year. It started at 50,000 miles and is now only 162 miles. These improvements have resulted in a cost avoidance of $17M.

F-16 CCIP. Beginning in June of 2004, the 309th Aircraft Maintenance Group created it first aircraft "pulse" line in support of the Common Configuration Improvement Program (CCIP) modification. Through this innovative effort, aircraft in process has been reduced from 20 to 11; 20 maintenance docks have been replaced by 11 cellular work stations; the distance traveled to get parts has gone from nearly a mile per day, to only 200 ft. per day, allowing the mechanics to spend that time on station; and most importantly, flow days have already been reduced from 142 to 125 days with an on-time delivery rate of 100%. This team plans to have the process trimmed to 9 stations, 118-day flow time and less than 200 ft. of travel by September of 2005, further improving support to the warfighter.

Horizontal Situation Indicator. In the first quarter of FY04, the 309th Electronics Maintenance Group began an effort to more effectively process the high quantity of Horizontal Situation Indicator's (HSI) that come to this center for maintenance, repair and overhaul. Using Lean principles, beginning with a thorough Value Stream Analysis, this team was able to reduce the required staff (through attrition and re-assignment) from 32 people down to 19, reduce flow time from 35 days down to 28 days, and at the same time as they reduced manpower and processing time, took their MICAP rates to 0.

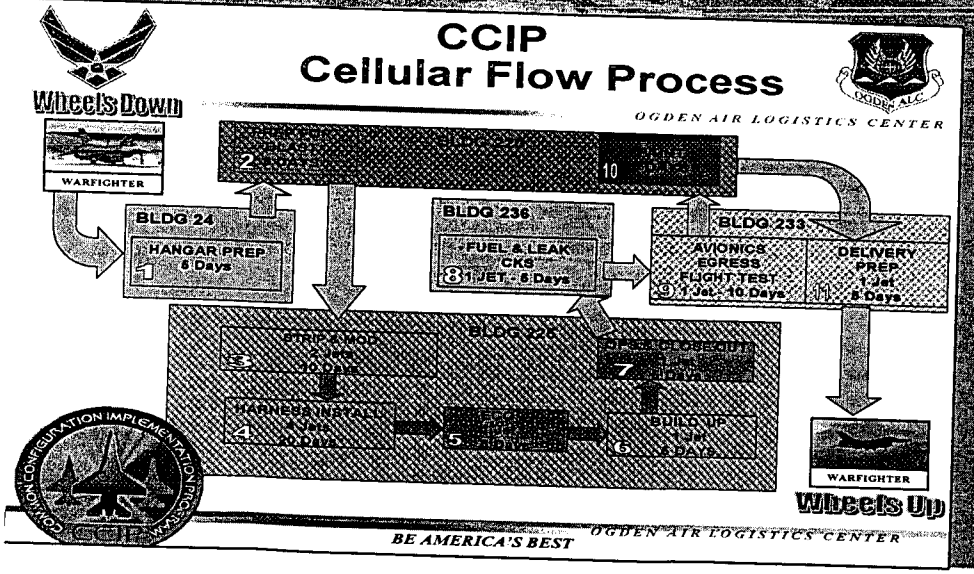
CCIP Cellular Flow
Where We Are

OGDEN AIR LOGISTICS CENTER

DCN: 11944

After Lean Implementation

- True Cellular Flow Implementation from wheels down to wheels up
- Only 8 tows and 4 "pulls"
- 11 "Super Cells"
- Onsite Computer terminals
- Work Sequencing
- New Visual Management Color Coding
- Automated POU vending system



- F-16 CCIP Line On Time Delivery = 100% (20% improvement)
- Mechanic Travel Distance for Consumables = 600 ft. (87.5% improvement)
- Mechanic Travel Distance for Chemicals = 203 ft. (73% improvement)
- Cellular Flow Implementation
- Aircraft Time on Station = 118 Days (30% improvement)
- Aircraft Touch Time = 96 Days (30% improvement)

CCIP Cellular Flow
Where We Are Going

OGDEN AIR LOGISTICS CENTER

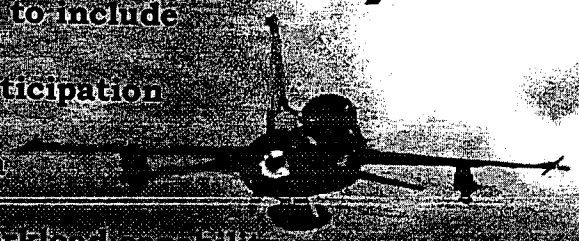
DCN: 1194

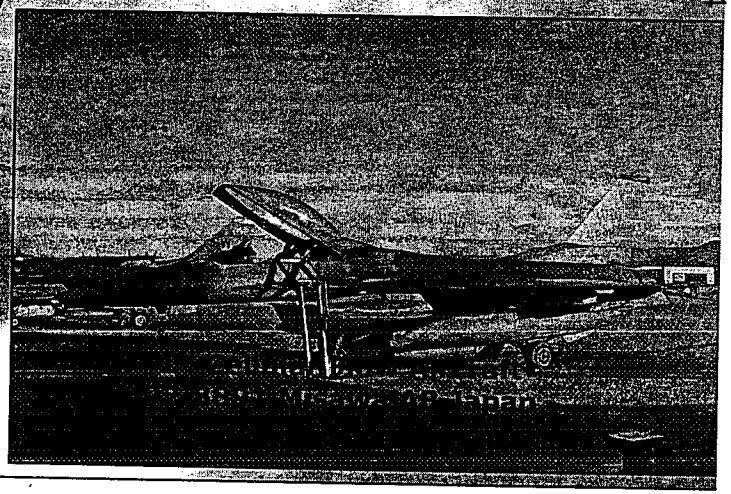
- Focus on *Continuous* Improvement
- Increasing warfighter capability
- Enhance customer satisfaction.
- Expansion to include CCIP STAR structural component for Block 40 workload
- Double aircraft input without additional personnel
- Cellular flow expanding to include ALL F-16 workloads
- Increase "Support" participation
- Emphasis on Metrics
- Rewards & Recognition
- Build on Success
- Create an increased workload capability
- Further reduction of flowdays by 10%
- *Sustainment!*

Win!

Fight

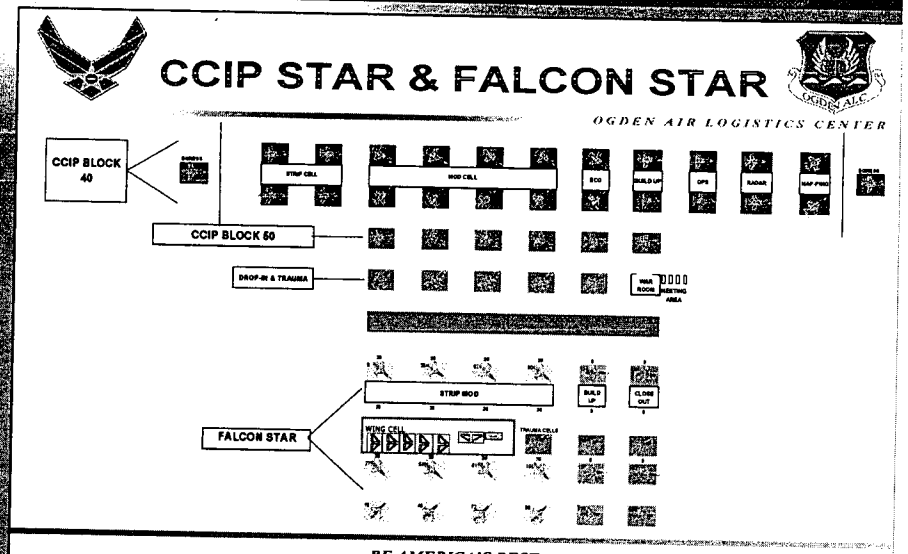
Fly





Getting aircraft and parts to the Warfighter is our primary mission.
It is our # 1 priority!

We are eliminating waste on all levels from the floor to the office, creating Standard Work using 6S, and developing Cellular Flow.



BE AMERICA'S BEST

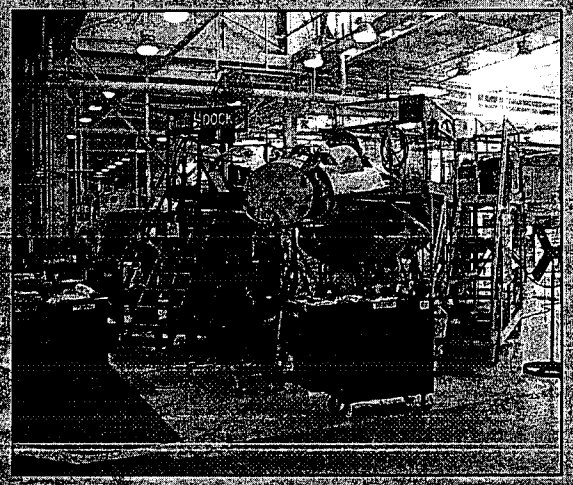
CCIP Cellular Flow
Where We Were

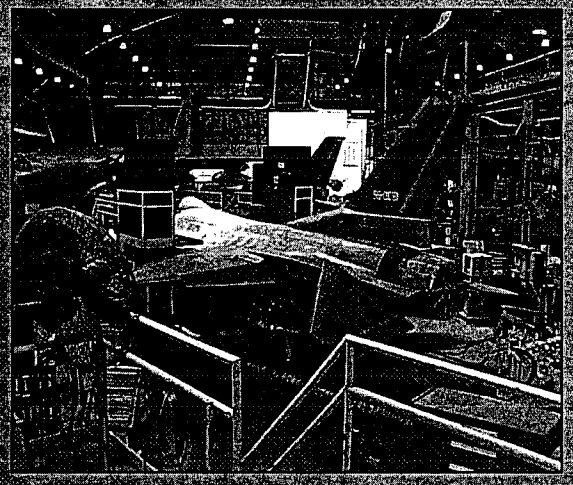
OGDEN AIR LOGISTICS CENTER

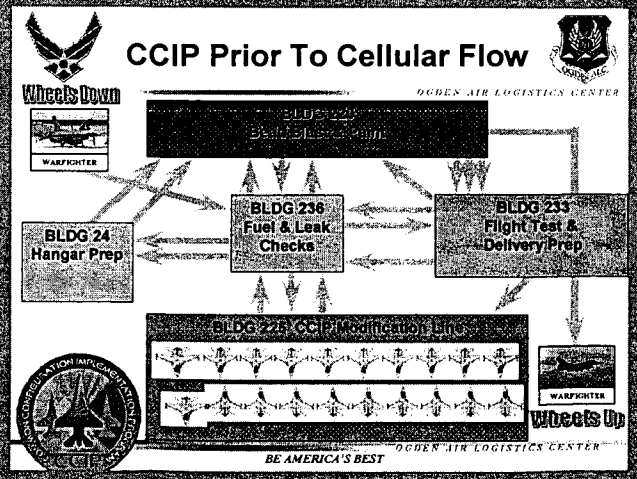
DCN: 11944

Before Lean Implementation

- F-16 CCIP Line On Time Delivery = 93%
- Mechanic Travel Distance for Consumables = 4800 ft.
- Mechanic Travel Distance for Chemicals = 750 ft.
- 21 Aircraft tows covering 6.94 miles
- Occupied 20 Aircraft docks
- Work sequencing didn't match production efforts
- Long delays for basic support
- Visual Management Ineffective
- F-16 Wing Shop Flow Days = 64
- F-16 Wing Shop On-Time Delivery = 28%
- F-16 Wing Shop Wait Time for Delivery of Wings to Shop = 4 days







DCN: 11944

Ogden Air Logistics Center

309th Commodities Maintenance Group

Mr. Patrick F. Doumit
309 CMXG/CD
DSN: 777-4762
patrick.doumit@hill.af.mil

U.S. AIR FORCE

BE AMERICA'S BEST

Mission

OGDEN AIR LOGISTICS CENTER

The Commodities Group provides maintenance, repair, manufacturing and modification of landing gear, wheels and brakes, hydraulics, pneudraulics, armament, power systems, gas turbine engines, auxiliary and secondary power units, and fuel accessories and controls. The Group also provides administrative, financial, policy and procedures, facility management, scheduling, material planning and process engineering support.

BE AMERICA'S BEST

Facts

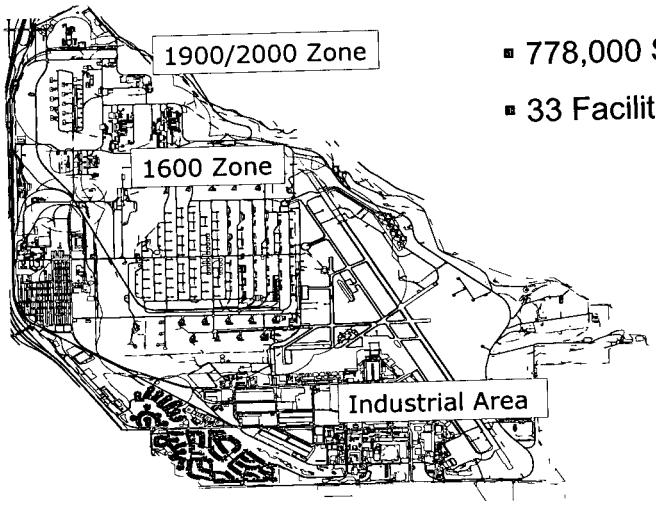
OGDEN AIR LOGISTICS CENTER

- 1,700 plus work force
- $391 million annual budget
- Facilities in Bldg. 238, 240, 503, 507, 505, 509, 510, 1600/1900/2000 zones
- Approximately 778,000 square feet
- Our customers: C-5, C-130, C-141, B-1B, B-2, B-52, KC-135, A-10/F-111, MH53/MH-60, T-38, E-3, F-4, F-16, F-15

BE AMERICA'S BEST

309 CMXG Facilities

OGDEN AIR LOGISTICS CENTER

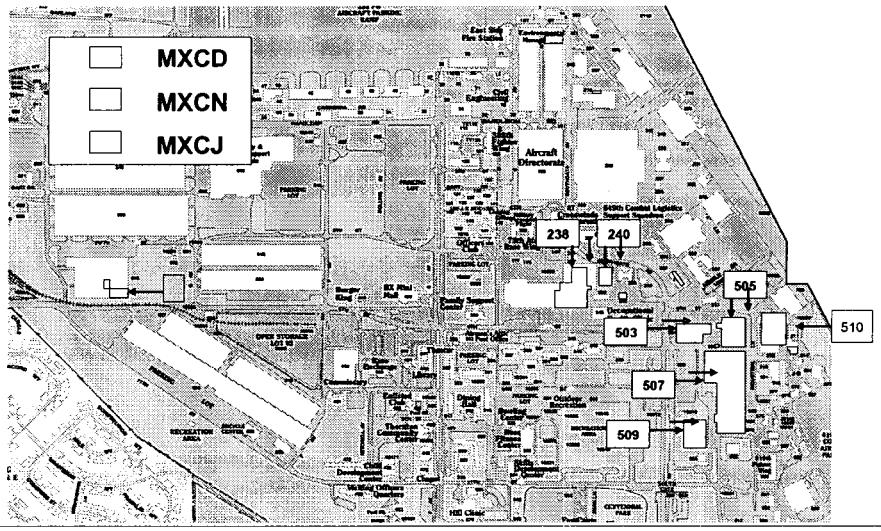


- 778,000 Sq Ft
- 33 Facilities

BE AMERICA'S BEST

309 CMXG Facilities

OGDEN AIR LOGISTICS CENTER



BE AMERICA'S BEST

Structure

OGDEN AIR LOGISTICS CENTER

309 CMXG
Mr. Patrick F. Doumit, Director
Lt Col James R. Baumgardner, Deputy Director

- MXCJ Power Systems Ms. Cathy Heywood
  - Backshop Support
  - Manufacture and Repair
  - Production Support
  - Gas Turbine Engines/ Secondary Power Systems
- MXCN Commodities Ms, Judy Stephens
  - Armament
  - Pneudraulics
  - Hydraulics
  - Production Support
- MXCD Landing Gear Mr. Dee Mackliet
  - Cargo/Bomber
  - Fast Fighter
  - C5/B1/B2/C17
  - New Manufacturing/ Gen. Support
  - Wheels/Brakes
  - Pre-Production Support
- QP Quality/Proc. Impr Mr. Jim Diamond
  - Environmental & Safety
  - Facility Engineering
  - Process Eng. Power Systems Landing Gear Hydraulics
  - Quality Assurance
- OB Business Operations Mr. Jim Yerke
  - Mission Support
  - Training
  - Transformation
  - Resources Management
  - Financial Management (Matrixed)

BE AMERICA'S BEST

Power Systems Squadron (MXCJ)

OGDEN AIR LOGISTICS CENTER

- Performs overhaul and repair on components used in numerous aircraft systems supporting warfighters DoD wide
  - Gas turbine engines
  - Secondary power system components
  - Auxiliary power units

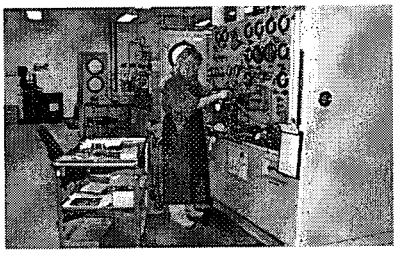
- Provides base-wide support for all types of batteries, bearings, hoses, tubing and cables
- Performs air conditioner repair and overhaul for specialized applications

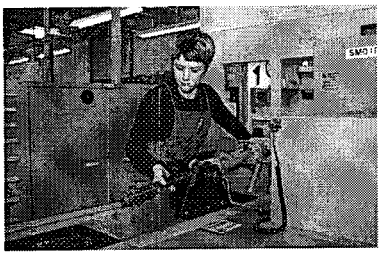
BE AMERICA'S BEST

Commodities Squadron (MXCN)

OGDEN AIR LOGISTICS CENTER

- Performs organic depot repair and testing
  - Hydraulics
  - Pneudraulics
  - Armament
- Supports 15 different weapon systems;1047 control numbers



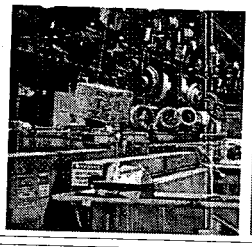
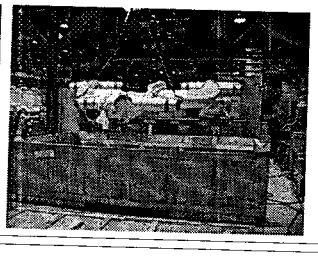


BE AMERICA'S BEST

Landing Gear Squadron (MXCD)

OGDEN AIR LOGISTICS CENTER

- Provides maintenance, repair, manufacturing and modification of landing gear, wheels and brakes
- Determines and implements pre-production and operational planning
- Provides shop floor scheduling and material planning
- Supports A-10, B-1, B-2, C-130, C-141, C-5, F-4, F-15, F-16, KC-135, T-38 aircraft

BE AMERICA'S BEST

Quality Assurance/Process Improvement Office (QP)

OGDEN AIR LOGISTICS CENTER

- Manages process engineering services supporting
  - Aircraft landing gear
  - Pneumatics
  - Hydraulics
  - Armament repair
  - Emergency power units
- Develops facility projects to accommodate workload changes, new equipment, reorganization and process problems
- Engineers work directly with technicians to solve problems
  - Implements new processes and procedures
  - Trouble shoots equipment malfunctions
- Ensures compliance with EPA/OSHA standards; state/federal regulations
- Managers "Back to Basics" quality assurance programs
- Administers the Quality Deficiency Report Program
- Performs assessments, audits, inspections, evaluations

BE AMERICA'S BEST

Business Operations Office (OB)

OGDEN AIR LOGISTICS CENTER

- Determines/implements pre-production/operational planning
  - Workload planning/management; marketing/benchmarking
  - Training, manpower projections, policy/procedures
- Performs analysis on division financial execution
- Manages division-level administrative duties
  - Metrics development and tracking
  - Protocol, awards, labor relations, security, vehicles

BE AMERICA'S BEST

Goals

OGDEN AIR LOGISTICS CENTER

Repair Facility of Choice

Delivering Cost Effective,
On Time,
Quality Parts

"First Class or No Class"

BE AMERICA'S BEST

DCN: 11944

OGDEN AIR LOGISTICS CENTER

309th Commodities Maintenance Group
(309 CMXG)

"Lasting Excellence"

BE AMERICA'S BEST

DCN: 11944

Welcome

BRAC Commissioners

388th Fighter Wing

This Briefing is:
UNCLASSIFIED

Four Takeaways

- 388th – A Fully Engaged Combat Fighter Wing
  - Just finished a year-long presence in Iraq
  - Returning for 16 months in Sept
- 6 Additional Airplanes
  - Nicely aligns us with the CSAF's vision
  - 388th ramp – plenty of capacity
  - Increased combat capability, better training
- UTTR
  - National asset, can't overstate its value
  - Excess capacity
- FTF (388th/419th Associate Unit)
  - Already in motion (Phase 1 almost complete)
  - More combat capability with 9 less aircraft – Transformational
  - One superior team (synergy) – Active Duty and Reserves

Mission Statement

"Airmen defending our nation at home and abroad

... Liberty or Death!"

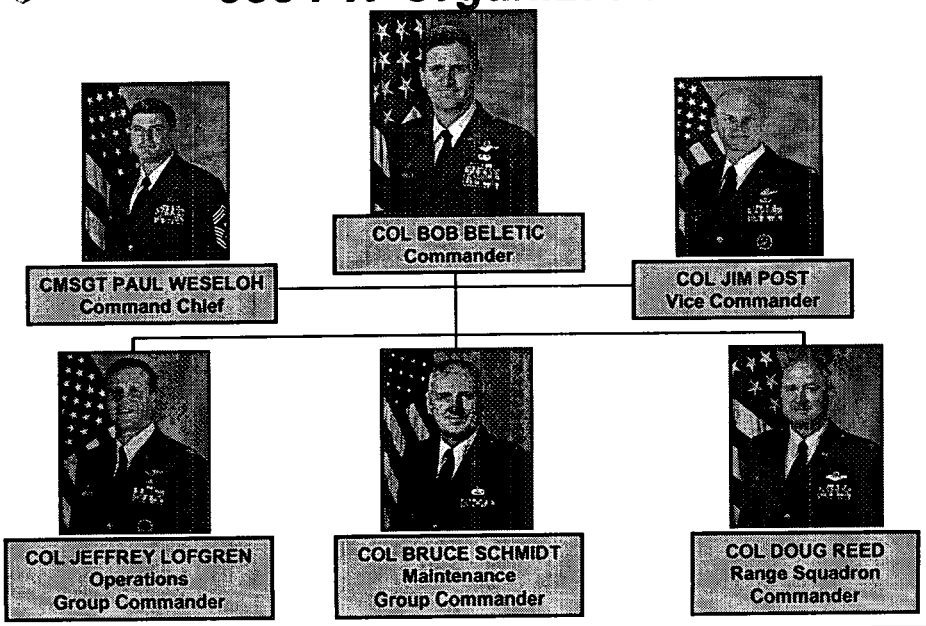
Chain of Command

- **HQ Air Force**
  Gen John Jumper
- **Air Combat Command**
  Gen Ron Keys
- **Twelfth Air Force**
  Lt Gen Randall Schmidt
- **388th Fighter Wing**
  Col Bob Beletic

388 FW Mission

- Primary mission is day/night air-to-surface attack
- Additional missions:
  - Close Air Support (CAS)
  - Interdiction
  - Forward Air Control (Airborne)
  - Offensive and defensive counter air
- 388th Range Squadron provides the environment to "Train Warriors And Test Weapons"
- 729th Air Control Squadron provides command and control of joint air operations

388 FW Organization



388 FW Manning Authorizations

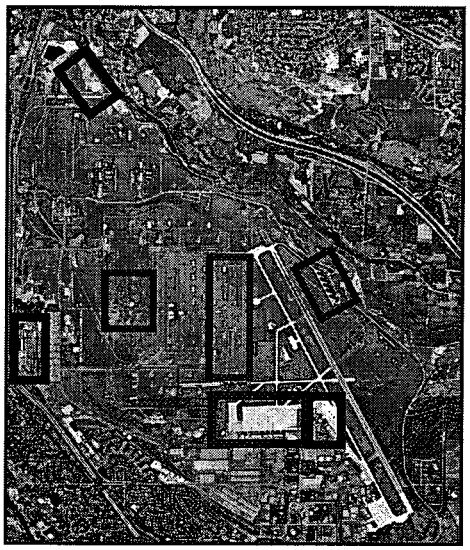
(FY05/3)

	OFFICER	ENLISTED	CIVILIAN	TOTAL
Ops Gp	143	458	8	609
MX Gp	30	1,870	9	1,909
Range Sq	11	8	94	113
Wg Staff	11	39	13	63
TOTAL	195	2,375	124	2,694

Total Assigned: 2,693 Military + 111 Civilian = 2,804

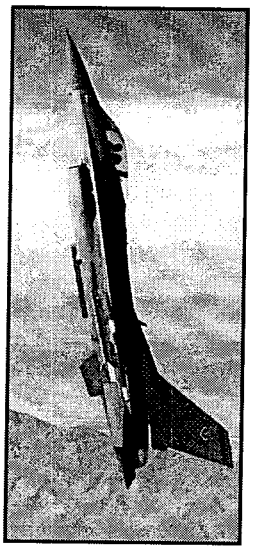
388 FW Locations

- 388 FW Ramp
- 729th Air Control Sq
- 388th Range Sq
- Msn Control Center
- Munitions Storage
- ZULU Alert



F-16 Fighting Falcon

- Compact, single-seat, single-engine, multi-role fighter aircraft
- Day/Night/All Weather
  - Precision Guided Munitions (PGM)
  - Infrared Targeting
  - Laser-Guided Bombs
- Thrust: 27,000 pounds
- Speed: 1,500 mph
- Scheduled to begin CCIP in Nov 05



388th Operations Group

COL JEFFREY LOFGREN
Commander

- LT COL PETE GERSTEN
  4th Fighter Squadron Commander
- LT COL CHRIS WEGGEMAN
  421st Fighter Squadron Commander
- LT COL DAVID VAN DER VEER
  34th Fighter Squadron Commander
- LT COL DAVID HLATKY
  388th Operations Support Squadron Commander

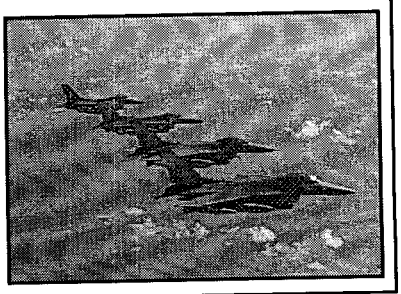
LT COL STEVE ROBINSON
729th Air Control Squadron Commander

4th Fighter Squadron "Fightin Fuujins"

- 1975 – Moved to Hill AFB
- Operation DESERT STORM: flew over 1,000 sorties and dropped 2,000+ tons munitions
- Deployed to Operation NORTHERN and SOUTHERN WATCH with a force of 250+ personnel, conducting over 1,800+ sorties per deployment

- Operation NOBLE EAGLE (ONE) protection of the POTUS, VPOTUS and 2002 Winter Olympics venue
- West Coast F-16 Demo Team

- 24 Primary Assigned Aircraft
- 19 Enlisted
- 24 Officers

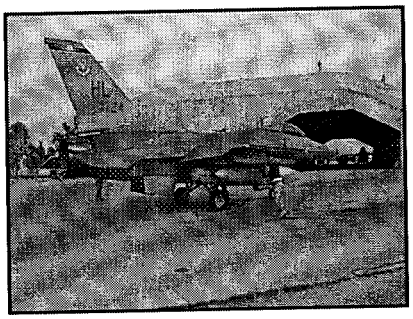


34th Fighter Squadron "Rude Rams"

- Nov 1979 – Became first fighter squadron to be fully equipped with F-16
- First 388 FW squadron to deploy to Operation SOUTHERN WATCH
- 23 combat sorties in Operation DESERT FOX

- Operation IRAQI FREEDOM: deployed 260+ personnel and flew over 1,200 sorties
- Supported ONE and the 2002 Winter Olympics

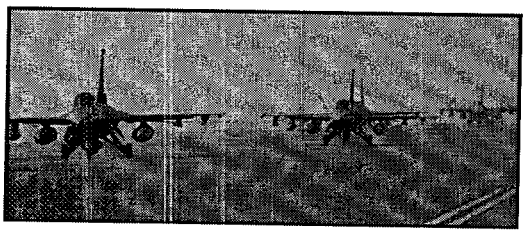
- 18 Primary Assigned Aircraft
- 12 Enlisted
- 25 Officers



421st Fighter Squadron "Black Widows"

- First unit to fly LANTIRN equipped F-16s in combat during Desert Storm--dropped 2,000+ tons of munitions in 1,300+ combat sorties
- Twice deployed in support of OIF deploying 300+ personnel and conducting 2,000+ sorties
- Supported both ONW and OSW deploying 300+ personnel and flying 600+ sorties per tour\

- Supported ONE and the 2002 Winter Olympics

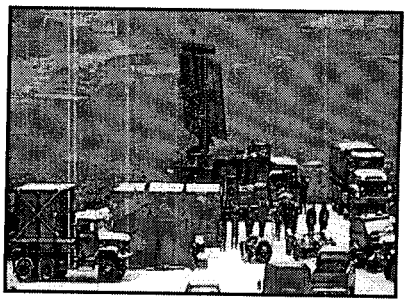


- 24 Primary Assigned Aircraft
- 19 Enlisted
- 30 Officers

729th Air Control Squadron

- Command and Control
- Establish and maintain data links
- Provide weapons control
- Surveillance and identification
- 2 Radars and 4 Operations Modules

- Multiple deployments for OIF, OSW, ONE, and VPOTUS
- Support for OEF while deployed in Kuwait during OSW
- 2003 Air Force Maintenance Effectiveness Award

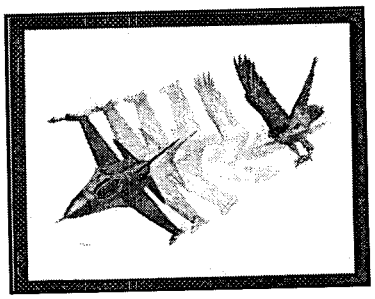


- 392 Enlisted
- 21 Officers

388th Operations Support Squadron

388 OSS
RAPTORS

- Provide world-class support, guidance and analysis to senior leadership and operational squadrons
- Expertise in scheduling, training, intelligence, mobility, maintenance, and administration



- 41 Enlisted
- 24 Officers

388th Maintenance Group

COL BRUCE SCHMIDT
Commander

MAJ HELEN BRASHER
388th Aircraft Maintenance Squadron Commander

MAJ JOHN CARTWRIGHT
388th Maintenance Operations Squadron Commander

MAJ DEAN BLAKE
388th Component Maintenance Squadron Commander

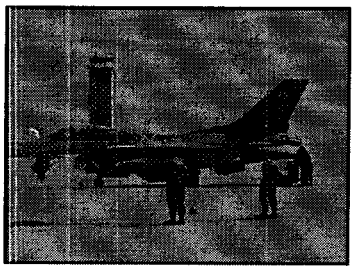
MAJ DEAN JUDGE
388th Equipment Maintenance Squadron Commander

388th Aircraft Maintenance Squadron

- Maintains off-equipment maintenance for worldwide deployable F-16Cs, equipped with Low Altitude Navigation and Targeting Infrared for Night

- 862 Enlisted
- 12 Officers

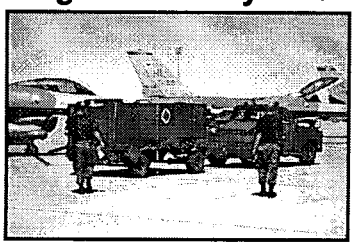
UNIT	PAA
4th Aircraft Maintenance Unit	24
34th Aircraft Maintenance Unit	18
421st Aircraft Maintenance Unit	24

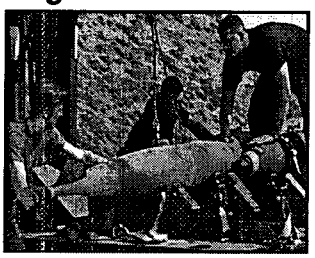


388th Equipment Maintenance Squadron

- Provide quality production and repair for both on/off equipment systems
- Critical support equipment components on assigned aircraft
- Intermediate level and two-level repair
- Munitions, aerospace ground equipment, aircraft structural maintenance and jet engine oil analysis on assigned aircraft

5 Flights
12 Officers
519 Enlisted

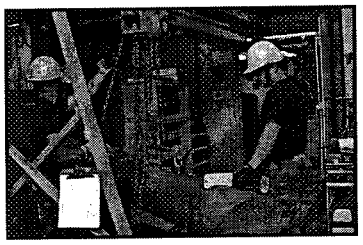


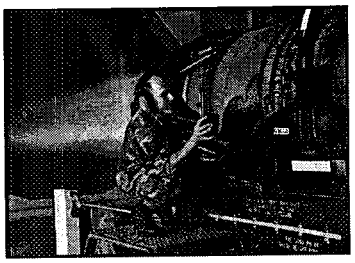


388th Component Maintenance Squadron

- Delivers critical aircraft system trouble-shooting and repair capability
- Supports infrastructure for aircraft components
  - 63 LANTIRN targeting pods
  - 68 Electronic Warfare pods
  - 108 F110 Engines

3 Flights
8 Officers
343 Enlisted



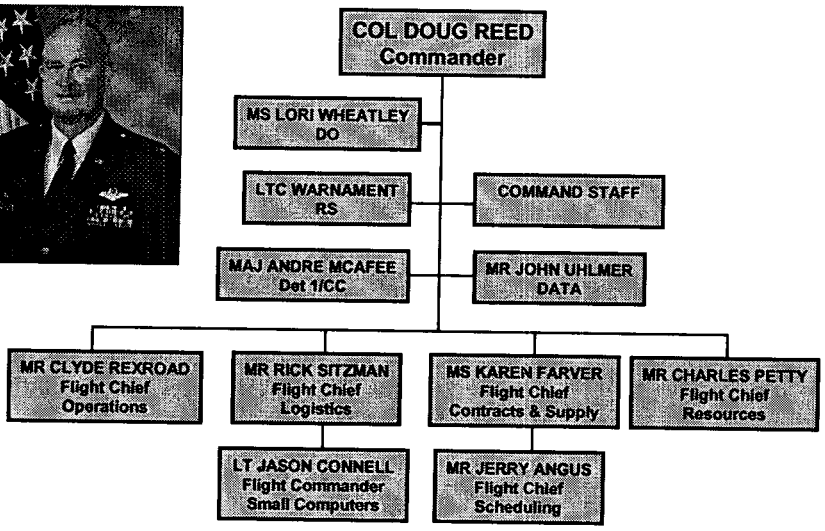


388th Maintenance Operations Squadron

- Ensures wing's readiness to deploy & conduct combat operations worldwide
- Directs all wing maintenance training, environmental management, transportation and civil engineering programs

5 Flights
13 Officers
117 Enlisted

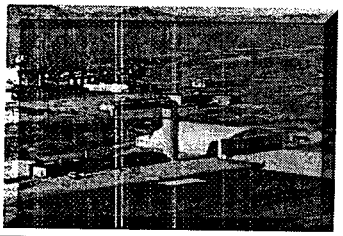
388th Range Squadron
Utah Test and Training Range



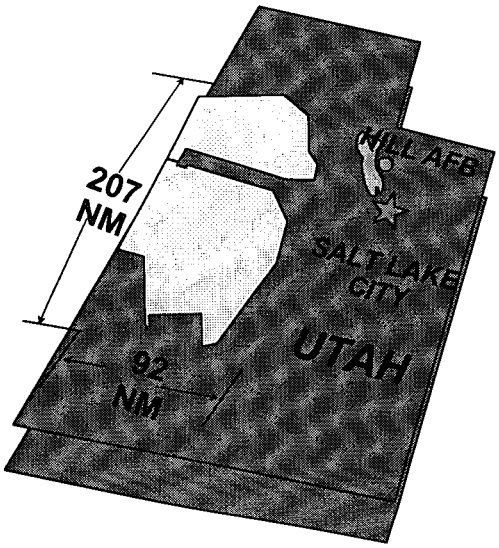
Utah Test & Training Range

- Provide warfighters with <u>realistic training</u> environment
- Conduct <u>operational test and evaluation</u>
- Support <u>large footprint weapon systems</u> to enhance combat readiness, superiority, and sustainability
- Largest overland contiguous block of supersonic authorized restricted airspace in the continental US

- 10 Enlisted
- 8 Officers
- 94 Civilians
- 153 Contractors

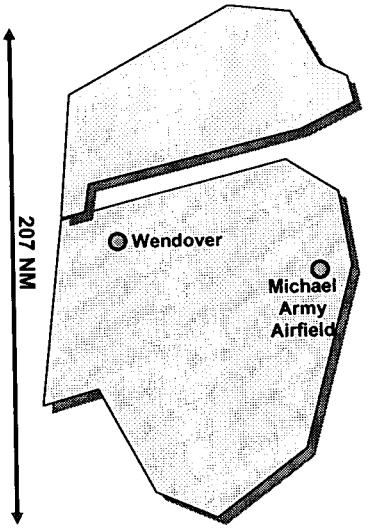


UTTR Statistics

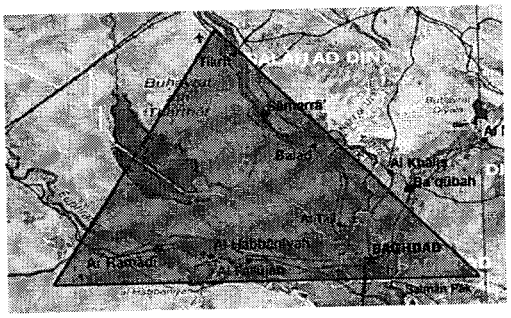


- AIRSPACE 16,651 Sq Mi
  - Restricted 7,958 Sq Mi
  - MOA 8,693 Sq Mi
- UTTR Sorties in FY04:
  - 481 Test & 20,717 Training
- Weapons supported include ALCM, AGM-130, AGM-129, AGM-86A, AGM-86C, GBU-15, GBU-24, JDAM, JSOW, WCMD, and HARM

UTTR Size Comparison



UTTR

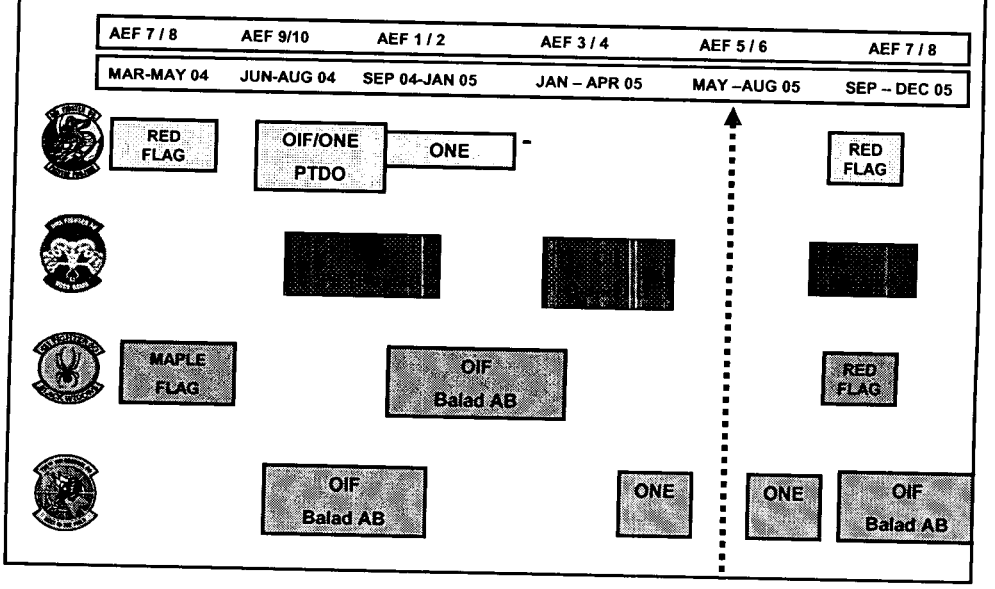


SUNNI TRIANGLE

UTTR Key Strengths

- Largest US overland weapon footprint range
  - Only USAF Cruise Missile test range
  - Only 10K explosion range (up to 500K tested + routine)
- Largest block of supersonic airspace in US
- Minimal encroachment issues
- Full spectrum range
  - Surface to 58,000 feet
  - Emitters and instrumentation
  - Diverse geography
- Two emergency airfields
- Joint Training

388 FW MAJOR DEPLOYMENT SUMMARY



BRAC Recommendations

- Accept 6 F-16 Block 40 aircraft from Cannon AFB
- Establish Centralized Intermediate Repair Facility (CIRF) for LANTIRN
- Establish Centralized Intermediate Repair Facility (CIRF) for F-110 engines
- Associate 388 FW and 419 FW

Add 6 Aircraft to Squadron

- Impact on Hill AFB – Increases our combat capability
  - Current Operation – 388 FW has two 24 PAA fighter squadrons
    - 2 x 24 and 1 x 18 aircraft
  - Future Operations – 388 FW will have three squadrons of 24 aircraft
- Attributes
  - Provides greater training, increased combat capability, more efficiencies, and compliments the CSAF's FTF initiative
- A Site Survey by major commands will determine facility requirements

LANTIRN CIRF

- Impact on HAFB – Increased workload
  - Current Operations – 388 FW currently maintains LANTIRN pods for 388 FW and Springfield ANG
  - Future Operations – 388 FW will perform LANTIRN intermediate maintenance for Mt Home, Luke, and Edwards AFB
- Attribute – Centralizes intermediate maintenance stateside
- Site Survey by MAJCOMs will determine resource requirements

F-110 Engine CIRF

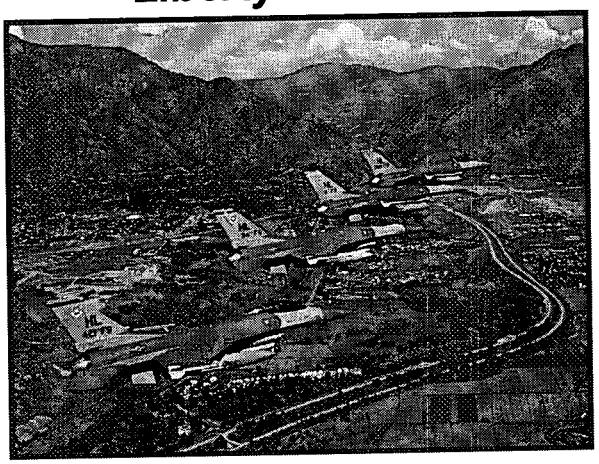
- Impact on HAFB
  - Current Operations – 388 FW maintains ~108 F-110 engines
  - Future Operations – 388 FW performs intermediate maintenance on F-110 engines for Carswell and Nellis AFB
- Attribute – Centralizes intermediate maintenance stateside
- Site Survey by MAJCOMs will determine resource requirements

Associate 388 FW and 419 FW

- Impact on HAFB – Greater Combat Capability
  - Current Operations – Both the 388 FW and 419 FW have aircraft, pilots, and maintenance/logistics
  - Future Operations
    - Already in motion (Phase 1 almost complete)
    - CONOPs this week
    - More combat capability with 9 less aircraft – Transformational
    - 3 fighter squadrons = 3 deployable fighter squadrons
    - One superior team (synergy) – Active Duty and Reserves
    - Leading edge of combat aviation
- ACC has conducted a site survey

LIBERTAS VEL MORS!

"Liberty or Death"



388th Fighter Wing

419th Fighter Wing Welcomes BRAC Commissioners

Colonel Gary M. Batinich
419 FW Commander

Colonel Alfred D. Hawley III
419 FW Vice Commander

Integrity - Service - Excellence

1

Air Force Reserve Stepping Up to the Plate

U.S. AIR FORCE

- Since 11 Sep 2001, approximately one in four Air Force reservists have been called upon at some point
  - Air Force Reserve Command members perform duty in almost every Air Force mission area
- During Operation IRAQI FREEDOM, AFRC provided:
  - Almost one-third of the total airlift and air-to-air refueling capability
  - The 466 FS hunted SCUDS in Western Iraq

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U.S. AIR FORCE

Total Force Support

We have Reservists in all the major commands,
and most Field Operating Agencies and Direct Reporting Units.

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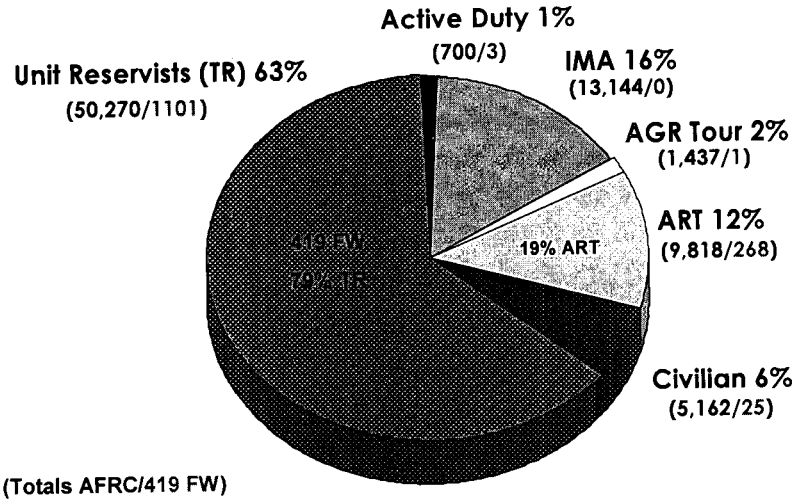
U.S. AIR FORCE

Air Force Reserve Staffing



(Totals AFRC/419 FW)

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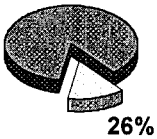
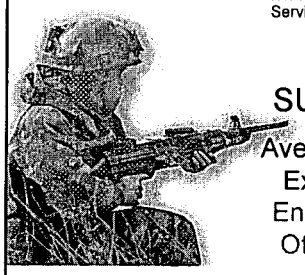
Experience Indicators

74% *(Down from 86%)*
Prior Service



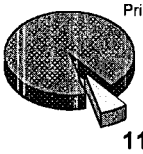
26%
Non-Prior Service



SUPPORT

Average Years Experience
Enlisted 14.9
Officer 15.4

89% *(Down from 93%)*
Prior Service



11%
Non-Prior Service

AIRCREW

Average Years Experience
Enlisted 18.3
Officer 17.1

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U.S. AIR FORCE

Capturing Experience

- **Obvious benefit: Experience = Combat Capability**
- **Every 5 or 7 level joining Reserve saves $$**
  - **Probably the most significant economy of the Reserve**
- **Typically one Lt. to pilot training every 3-5 years**
  - **Goal is 1 inexperienced pilot at a time**

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WHY DO THEY DO IT?

- Being a reservist is a sacrifice
  - They do it out of patriotism
  - They come to contribute
  - They don't do it for the money

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How We Save $$

- Annual Salary (Basic Pay + Housing + Subsistence)
  - Sample 1
  - Active Duty Major with 10 years experience = $72,991
  - Reserve Major with 10 years experience = $10,967
  - Sample 2
  - Active Duty MSgt with 12 years experience: $45,357
  - Reserve MSgt with 12 years experience: $6,440

Pay own health care cost

Retired pay based on points - not until 60

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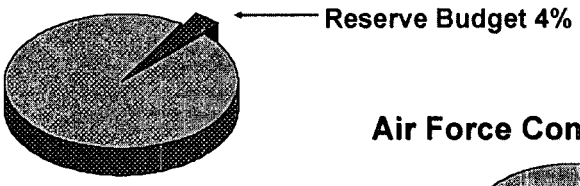
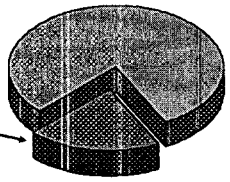
Cost Effectiveness

Total Air Force Budget



Air Force Combat Capability



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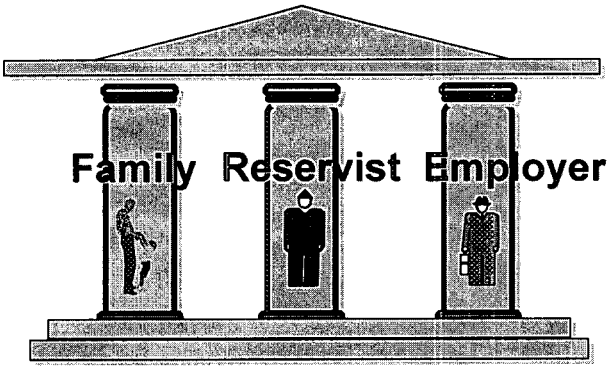
Unit Strength



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U.S. AIR FORCE

Mission Statements

Air Force Reserve Mission

To provide Citizen Airmen to defend the United States and protect its interests through aerospace power.

419 FW Mission

To Fly, Fight and Win !!

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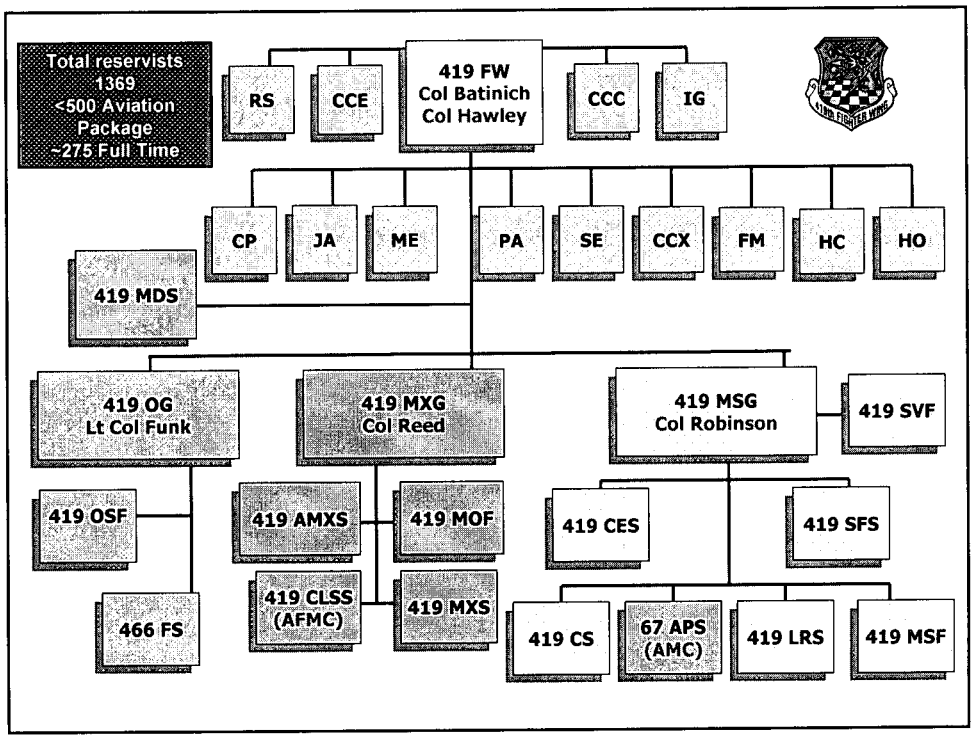

U.S. AIR FORCE

419 FW Economic Impact

Military Payroll:	**$27.5 million**
Civilian Payroll	**$15.1 million**
Annual Expenditures:	**$1.9 million**
Total:	**$44.5 million**
Direct/Indirect impact:	**$90 - 100 million**

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Deployments

FY 03 (AFMC ORI)	FY 04 (ACC ORI, AMC EORI)	FY 05
McCHORD	TRAVIS	PORTLAND
TRAVIS	BUCKLEY	DOBBINS
HOMESTEAD	NAS FT WORTH	TYNDALL
NELLIS	HOMESTEAD	SAVANNAH
RAMSTEIN	BAGHDAD	LUKE
DALLAS	HICKAM	NELLIS
TUNISIA	DAVIS-MONTHAN	McGUIRE
DOBBINS	NELLIS	SELFRIDGE
HICKAM	FT WALTERS	McCHORD
NAS FT WORTH	DOBBINS	KEY WEST
AVIANO	AVIANO	HOMESTEAD
SAVANNAH	GULFPORT	DAVIS-MONTHAN
LAME DEER	RAMSTEIN	TRAVIS
LAKENHEATH	OSAN	EL SALVADOR
MILDENHALL	SHEPPARD	NEW ORLEANS
ELMENDORF	McCHORD	HICKAM
OSAN	KLAMATH FALLS	KADENA
RED DEER	SOUTH AFRICA	OSAN
SEMBACH	MT HOME	SPANGDAHLEM
SPANGDAHLEM	LANGLEY	MISAWA
PORTLAND	ANDREWS	SHEPPARD
YOKOTA	PORTLAND	COLD LAKE
KLAMATH FALLS	SPANGDAHLEM	KLAMATH FALLS
WRIGHT-PATT	TYNDALL	WENDOVER
NAS NORFOLK		
COLD LAKE		

NOTE: Duty required at some locations more than once each year

U.S. AIR FORCE

Aircraft Assigned

Type	F-16 C/D
Authorized	15
Assigned	17

Flying Hour Program: 3,132 Sorties / 3,970 Hours

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U.S. AIR FORCE

466 FS MISSIONS

- Primary Mission
  - Air-to-surface attack (PGM - Day and Night)
- Additional Missions
  - Offensive and defensive counter air
  - Forward Air Control (FAC A)
  - Combat Search And Rescue

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466th Fighter Squadron

Pilots (Sq/total including attached)	21/32
Instructor Pilots (Sq/total)	16/21
Average Years of Service	18 Years
Average Flying Time	2761 hrs
Average Fighter Time	2516 hrs
Average F-16 Time	2349 hrs
Combat Experience	93 %
Average Age	40
Least/Most F-16 time (Reservist)	925/5347

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U.S. AIR FORCE

Typical Flying Schedule

SUN	MON	TUE	WED	THU	FRI	SAT
			6/6 1 2 AA 4 SAT	6/6 2 2 AA 4 SAT	6/6 3 2 AA 4 SAT	8/8 4 4AA/4 SAT UTA
5 UTA	6/6 6 2 AA 4 SAT	6/6 7 2 AA 4 SAT	6/6 8 2 AA 4 SAT	6/6 9 2 AA 4 SAT	6/6 10 2 AA 4 SAT	11
12	6/6 13 2 AA 4 SAT	6/6 14 2 AA 4 SAT	6/6 15 2 AA 4 SAT	6/6 16 2 AA 4 SAT	6/6 17 2 AA 4 SAT	6/6 18 4 SAT / 2AA ALT UTA
19 ALT UTA	6/6 20 4 AA 2 SAT	6/6 21 4 AA 2 SAT	6/6 22 4 AA 2 SAT	6/6 23 4 AA 2 SAT	6/6 24 4 AA 2 SAT	25
26	6/6 27 4 AA 2 SAT	6/6 28 4 AA 2 SAT	6/6 29 4 AA 2 SAT	6/6 30 4 AA 2 SAT	6/6 31 4 AA 2 SAT	

U.S. AIR FORCE

AIR FORCE RESERVE CREATIVITY

- NVIS/NVG
- PGM Capability
- SADL
- SCU – 4 GPS
  - In Theater upgrade
- SCU – 5 JDAM
  - In Theater upgrade
- Litening II AT Pod

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U.S. AIR FORCE

419 FW Firsts

- First Air Force Reserve/Guard unit to employ precision guided munitions in combat
- First unit to employ LITENING II targeting pods in combat
- First Air Force F-16 unit in Operation ENDURING FREEDOM
- First unit employed in SCUD hunting role in Operation IRAQI FREEDOM
  - With only 20% of the F-16s at forward location, Hill's reservists delivered more than 40% of the total ordnance

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U.S. AIR FORCE

Air Force & the 21st Century

- Future Total Force Initiative–announced 1 Dec 04
  - Six initiatives–one of which will associate the 388th and 419th Fighter Wings at Hill AFB
  - Objective: To make the Air Force a more efficient and combat-capable fighting force
  - The two units already associated under the Fighter Associate Program; this will expand to include maintainers

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U.S. AIR FORCE

Future Total Force Benefits

- Active duty gains access to experienced personnel
- Potential to fly and maintain next generation aircraft
- Increased capability
- Better integration for future AEFs

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U.S. AIR FORCE

BRAC and the 419 FW

- 15 F-16s from 419 FW to other Reserve Units
  - 6 to Homestead ARB - 9 to NAS Ft Worth JRB
- Current data shows complete aviation personnel package going with aircraft
- Answers pending from AFRC
  - AFRC/XP said to expect additional positions at Hill
  - Now unclear if there will be personnel to associate

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Questions ??

419th Fighter Wing

A Proud Member of Air Combat Command

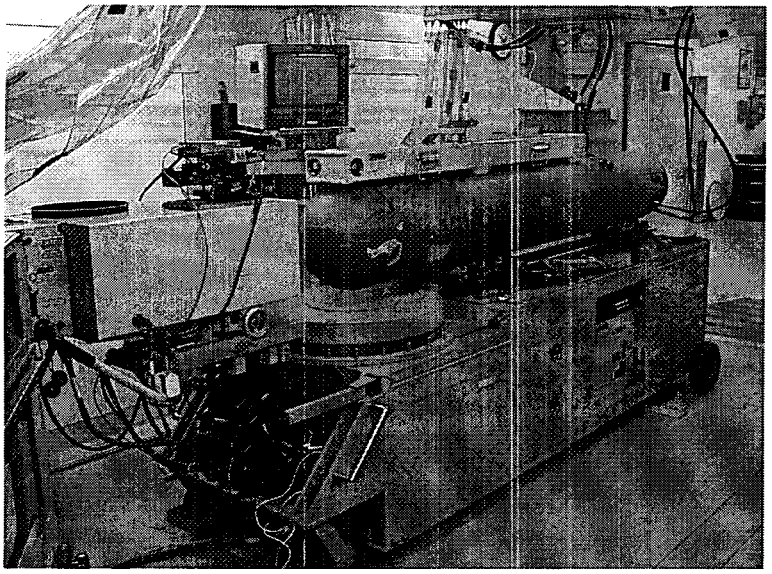
DCN: 11944

388th FIGHTER WING

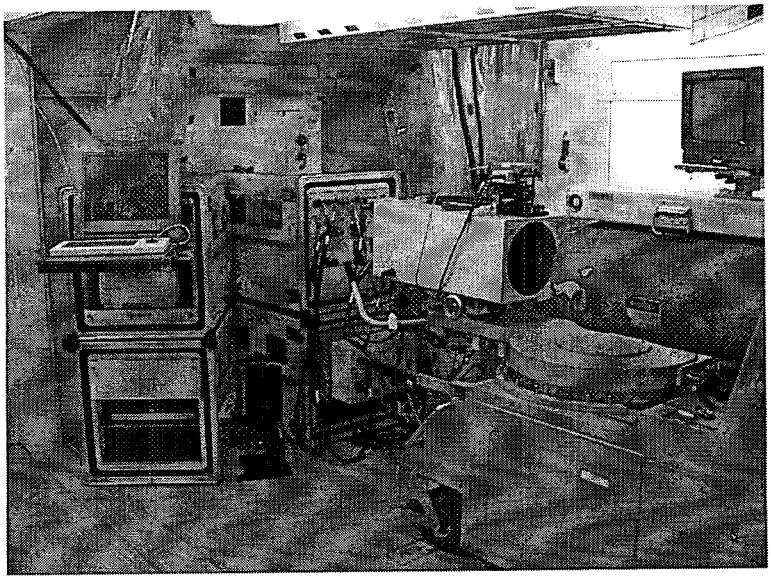
LANTIRN CIRF Proposal

This Briefing is:
UNCLASSIFIED

LANTIRN CIRF Proposal



LANTIRN CIRF Proposal

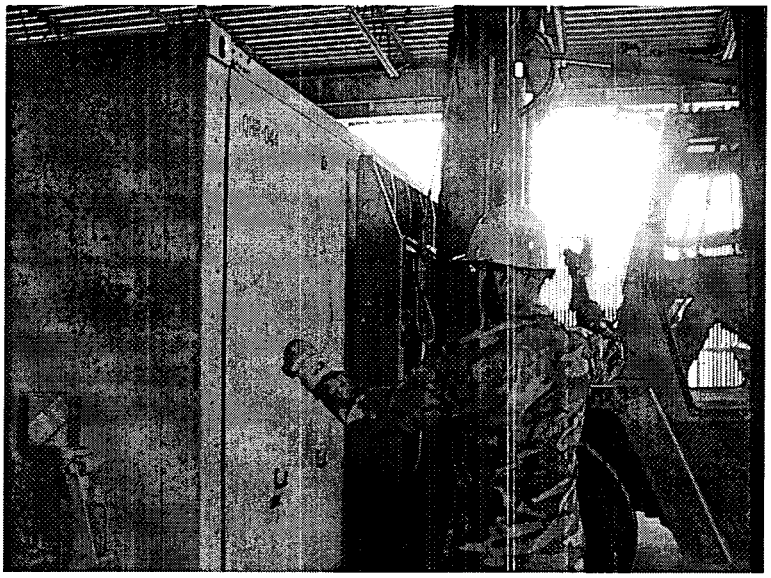


LANTIRN CIRF Proposal

Current Capabilities

• People:	Auth: 36	Assigned: 36
• Targeting Pods	Auth: 63	Assigned : 62
• Navigation Pods	Auth: 0	Assigned : 77
• Test stations (TGT/NAV) reliability	Auth: 3 92%/50%	Assigned : 3
• Facilities:	Auth: 8.4k sq. ft.	Assigned : 5.5k sq.ft.

LANTIRN CIRF Proposal



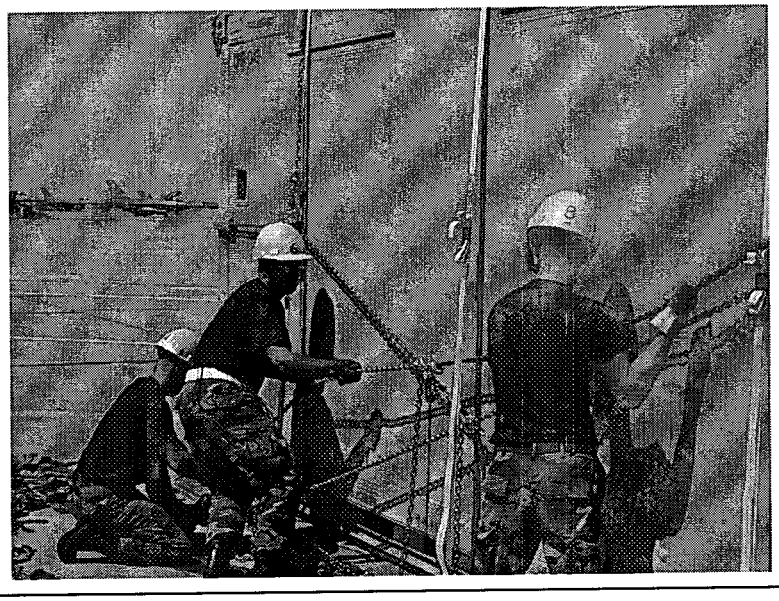
LANTIRN CIRF Proposal

Can we do it?

LANTIRN CIRF Proposal

YES!

LANTIRN CIRF Proposal



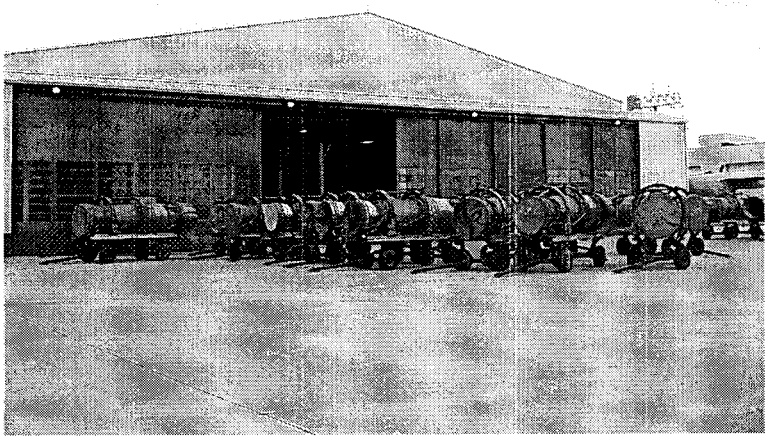
DCN: 11944

388th FIGHTER WING

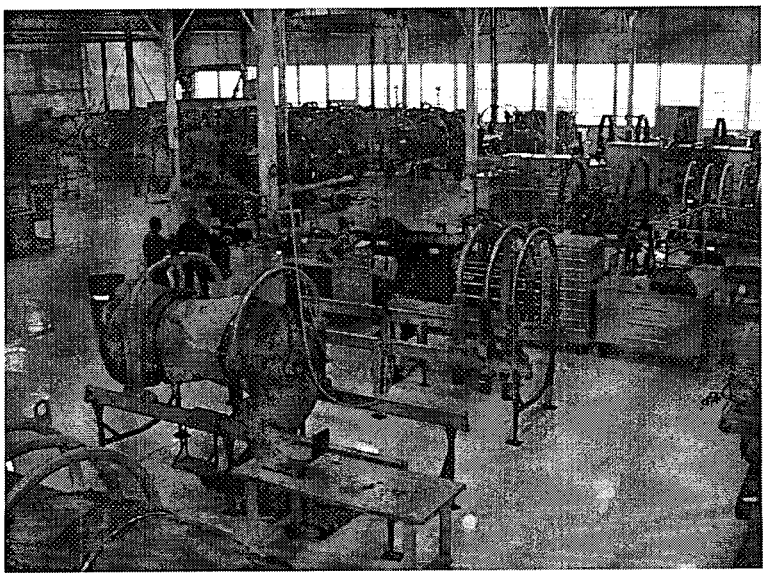
F-110 Engine CIRF

This Briefing is:
UNCLASSIFIED

F-110 Engine CIRF



F-110 Engine CIRF



F-110 Engine CIRF

Current Capabilities

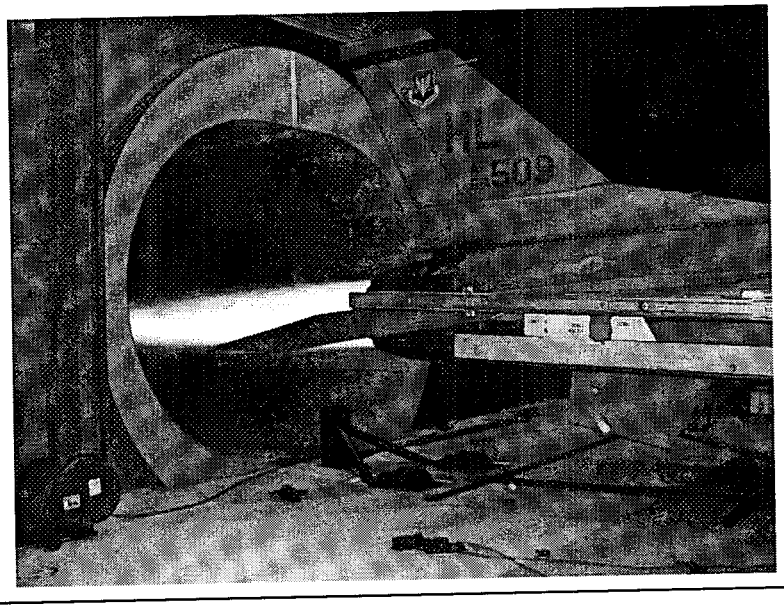
• People	Auth: 62	Assigned: 72
• Engines	Auth: 109	Assigned: 108
• Maintenance Rails	Auth: 8	Assigned: 7
• Work Facilities	Auth: 23k sq. ft.	Assigned: 40K sq. ft.
• Production Average	May 04 - May 05	8/mo; 98/yr
• Spare Average	May 04 - May 05:	19.25/mo

F-110 Engine CIRF

F-110 Engine CIRF

Can we do it?

F-110 Engine CIRF

YES!

F-110 Engine CIRF