



HILL AIR FORCE BASE, UTAH

Ogden Air Logistics Center



Team Hill Welcomes *the* 2005 BRAC Commission

6 Jun 2005

Maj Gen Kevin Sullivan
Commander
Ogden Air Logistics Center

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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



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Team Hill



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Our Common Goal



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Our People—23,700 Strong!



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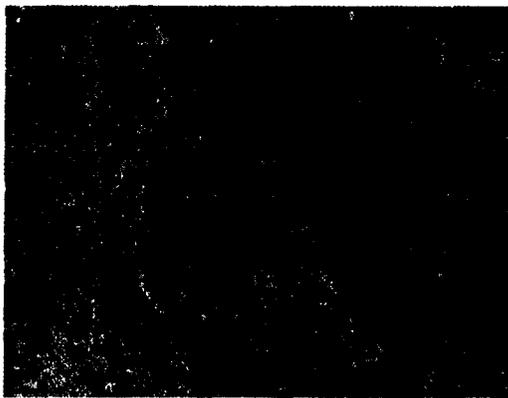


Our Base



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



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Our Base (cont'd)



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■ 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



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



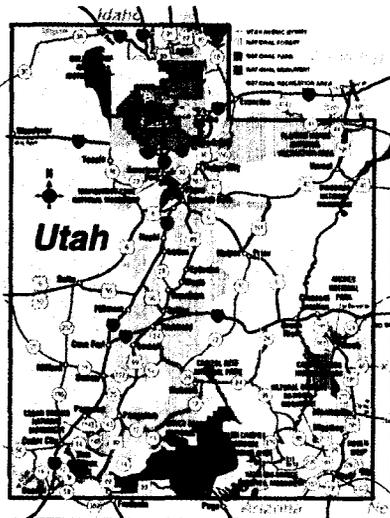
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Our Community



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Webster County

Population: 2,96K

Economic Size: \$4.6B

Population Growth 2000-2020: 46%

Davis County

Population: 238K

Economic Size: \$6.2B

Population Growth 2000-2020: 34%

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Economic Impact



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One of the biggest employers in Utah



\$2.6 Billion/Yr

Direct, Indirect, and Induced Economic Impact to Utah annually

FY04 Figures

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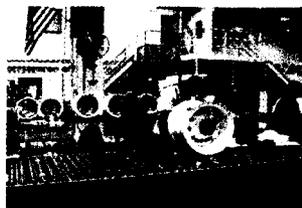


OO-ALC's Key Capabilities & Attributes



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



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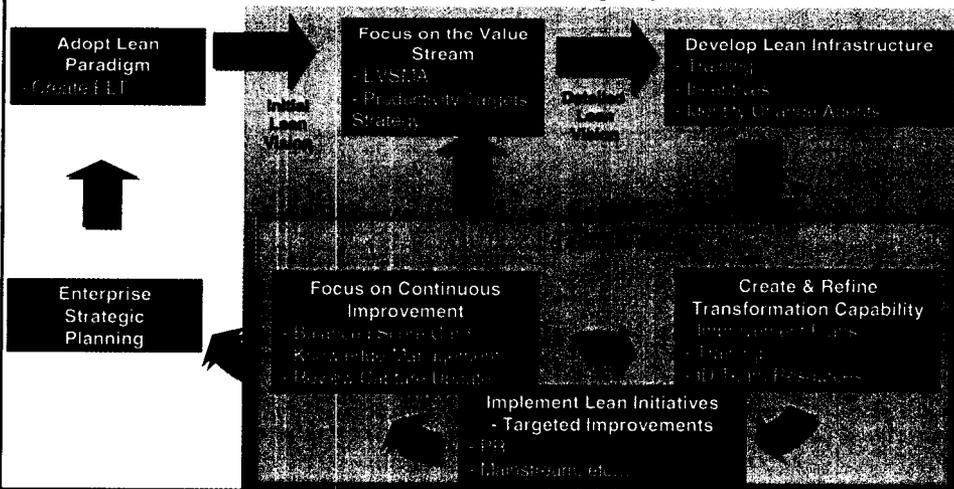


Enterprise Transformation Strategy (Our Lean Roadmap)



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Strategic Cycle



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Our Guiding Principle



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■ 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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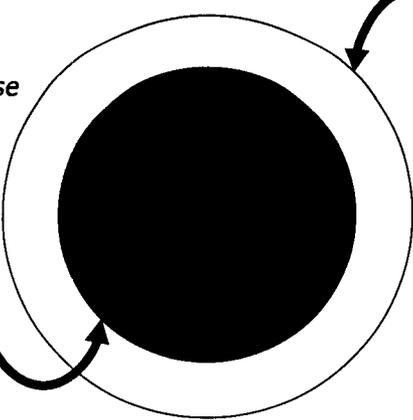


Enterprise 2005+



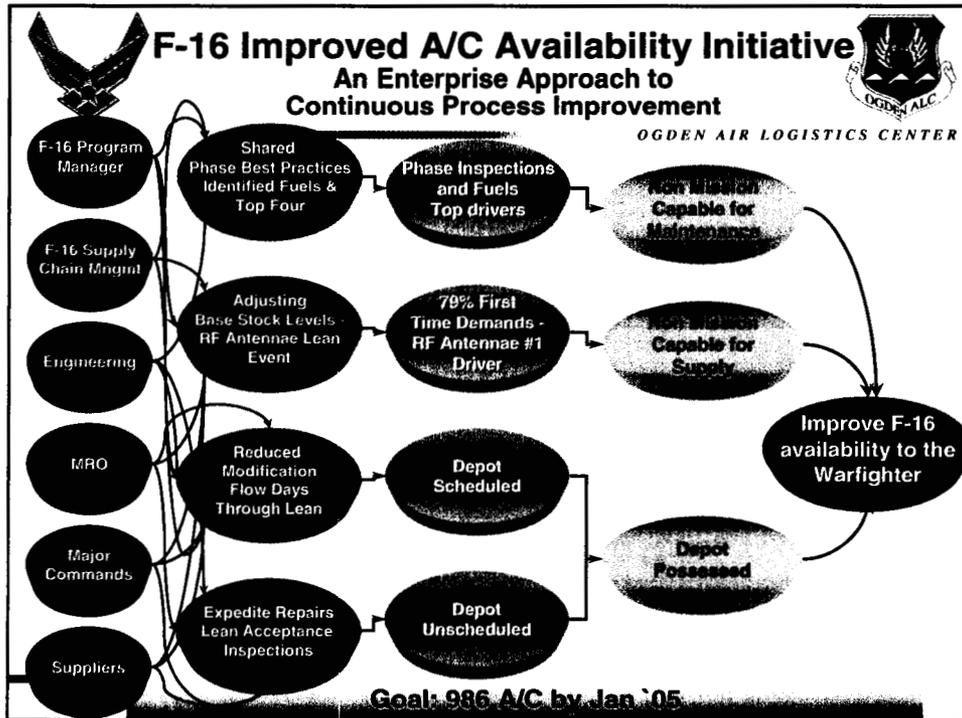
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- 2005-2007—**
Air Force Enterprise
- Other ALCs
 - Product Ctrs
 - Customers
 - AF Stakeholders
 - Partners
 - Suppliers



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

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Fighter Depot

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- **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



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- **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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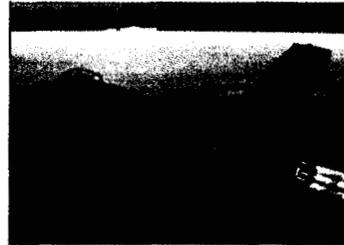


DOD Incoming Recommendations for Hill



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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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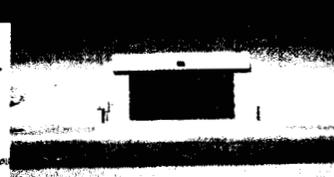
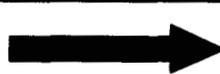
DOD Conversion Recommendations for Hill



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- 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



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- **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



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- **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



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- **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



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- **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



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- **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



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- **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

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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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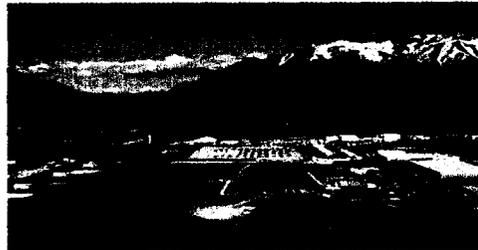


Your Visit Today

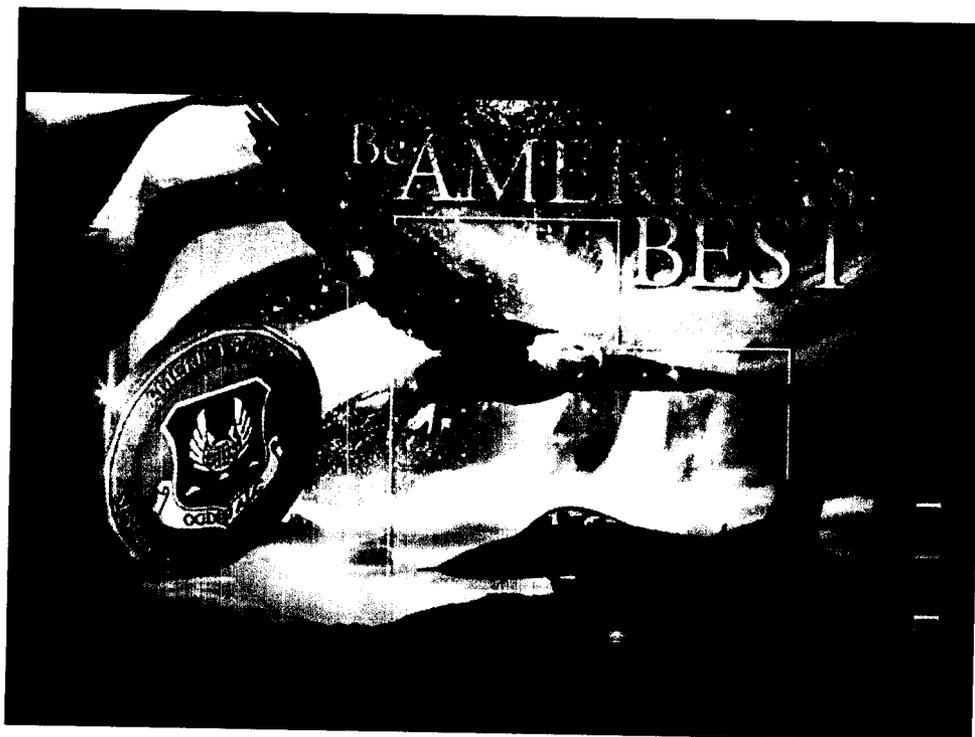


OGDEN AIR LOGISTICS CENTER

- **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

Strategic Missile Integration Complex

Utah

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



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

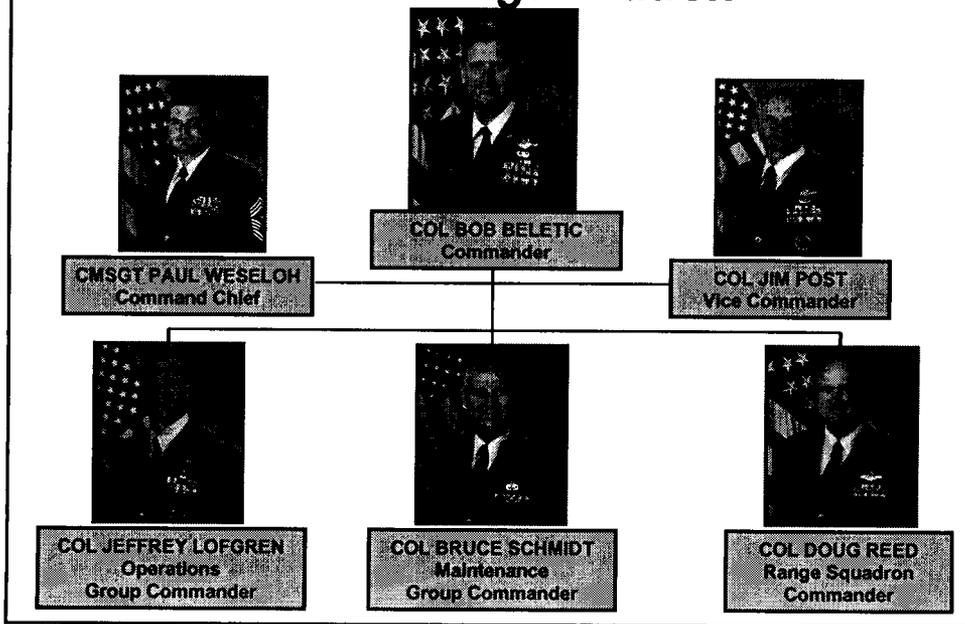


388 FW Mission

- 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



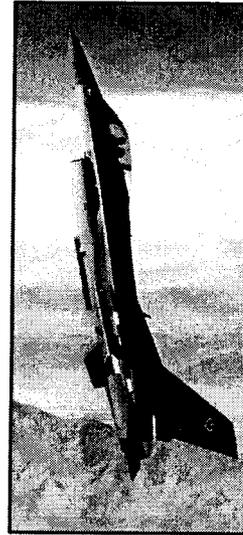
388 FW Organization





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



LT COL STEVE ROBINSON
729th Air Control Squadron
Commander

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



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 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

<u>UNIT</u>	<u>PAA</u>
4th Aircraft Maintenance Unit	24
34th Aircraft Maintenance Unit	18
421st Aircraft Maintenance Unit	24



388th Equipment Maintenance Squadron



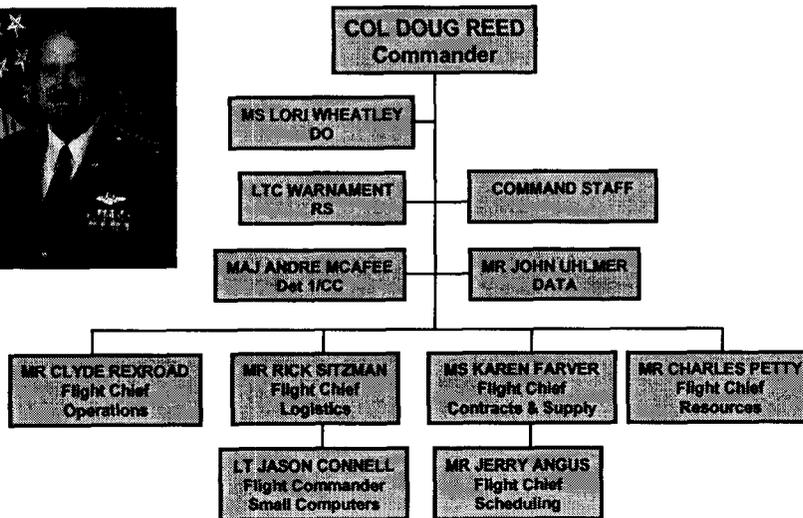
- Provide quality production and repair for both on/off equipment systems
- Critical support equipment components on assigned aircraft
- Intermediate level and two-level repair
- Munitions, aerospace ground equipment, aircraft structural maintenance and jet engine oil analysis on assigned aircraft

5 Flights
12 Officers
519 Enlisted

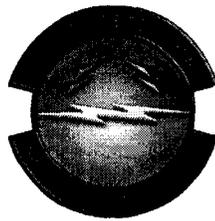




388th Range Squadron Utah Test and Training Range



Utah Test & Training Range



- Provide warfighters with realistic training environment
- Conduct operational test and evaluation
- Support large footprint weapon systems 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 Key Strengths

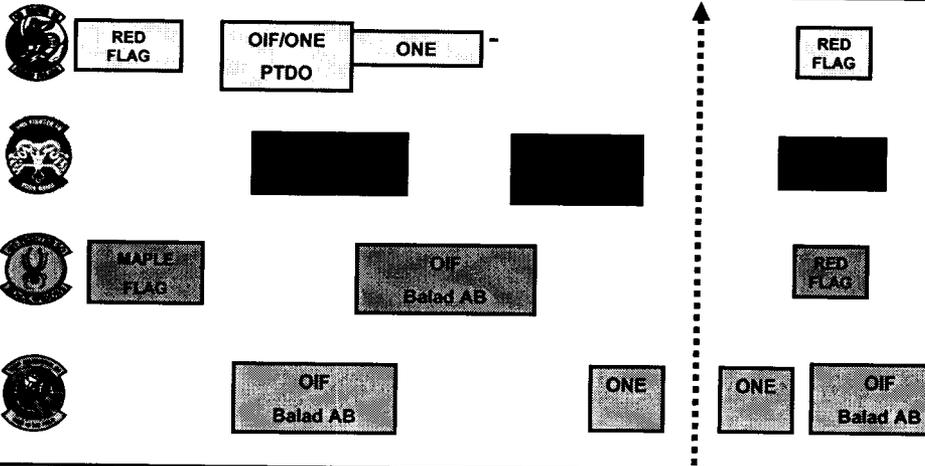
- Largest US overland weapon footprint range
 - Only USAF Cruise Missile test range
 - Only 10K explosion range (up to 500K tested + routine)
- Largest block of supersonic airspace in US
- Minimal encroachment issues
- Full spectrum range
 - Surface to 58,000 feet
 - Emitters and instrumentation
 - Diverse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



388 FW MAJOR DEPLOYMENT SUMMARY



AEF 7 / 8	AEF 9 / 10	AEF 1 / 2	AEF 3 / 4	AEF 5 / 6	AEF 7 / 8
MAR - MAY 04	JUN - AUG 04	SEP 04 - JAN 05	JAN - APR 05	MAY - AUG 05	SEP - DEC 05





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**



Questions ??

419th Fighter Wing

A Proud Member of Air Combat Command



U.S. AIR FORCE

388th and 419th Cooperation



- 388 FW loaned tools when Block 30s acquired (1993)
- 388 FW loaned LANTIRN Pods to train 466 FS pilots (1999)
- 388 FW loaned Pods to 466 FS to take to ONW (1999)
- 466 FS loaned IPs for initial cadre NVG spin up (2000)
- 466 FS flew Operation NOBLE EAGLE (ONE) while 388 FW on ONE deployment (2001)
- 419 FW engine shop rebuilt 388 FW engine last summer - one in shop for overhaul right now (2004)
- 388 FW shared FAC(A) training materials (2004)
- 466 FS loaned Litening AT pods to 388 (2004)
- Two 466 FS IPs currently helping in 388 FW

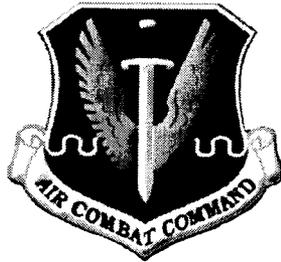
Integrity - Service - Excellence



388th FIGHTER WING



F-110 Engine CIRF



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F-110 Engine CIRF





F-110 Engine CIRF



F-110 Engine CIRF



Can we do it?



388th FIGHTER WING



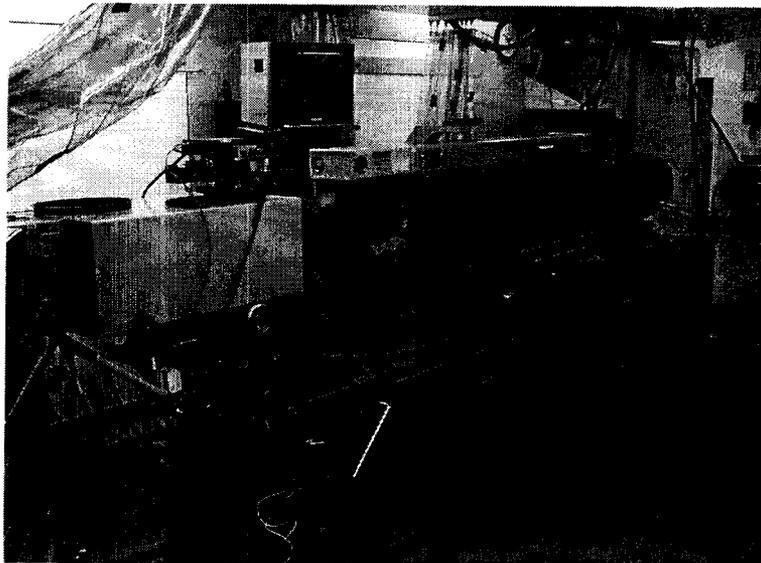
LANTIRN CIRF Proposal



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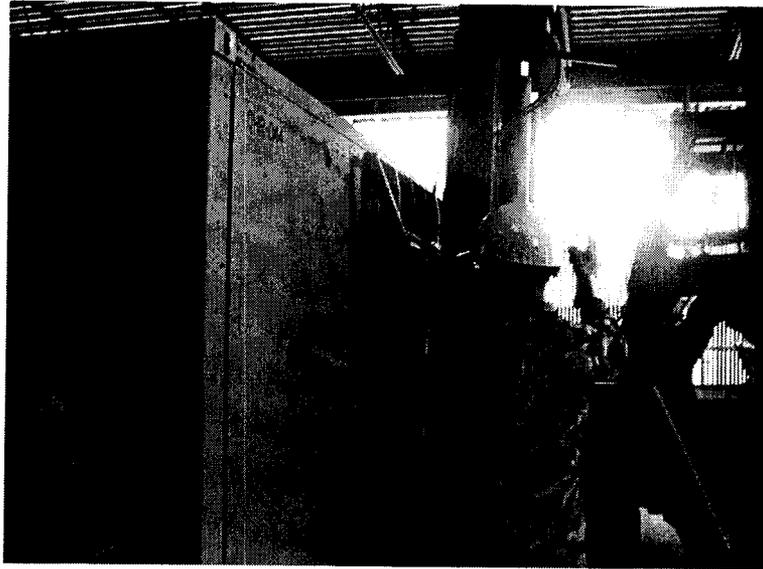


LANTIRN CIRF Proposal





LANTIRN CIRF Proposal



LANTIRN CIRF Proposal



Can we do it?



419th Fighter Wing Welcomes BRAC Commissioners

**Colonel Gary M. Batinich
419 FW Commander**

**Colonel Alfred D. Hawley III
419 FW Vice Commander**

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Air Force Reserve Stepping Up to the Plate



- 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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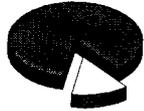


U.S. AIR FORCE

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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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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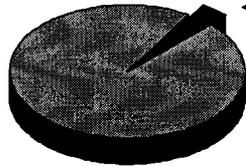


U.S. AIR FORCE

Cost Effectiveness

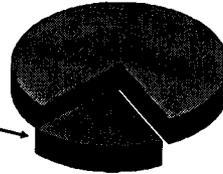


Total Air Force Budget



Reserve Budget 4%

Air Force Combat Capability



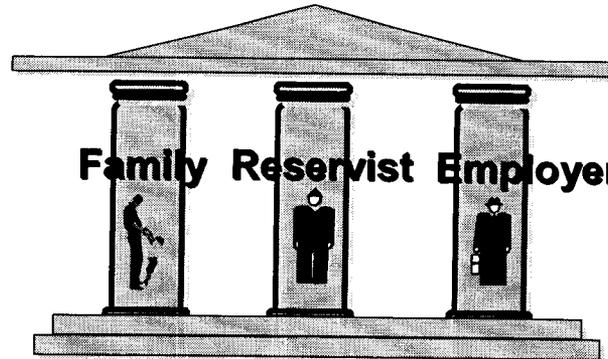
Supplied by Reserve 20%

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Unit Strength



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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

\$44.5 million

Direct/Indirect impact:

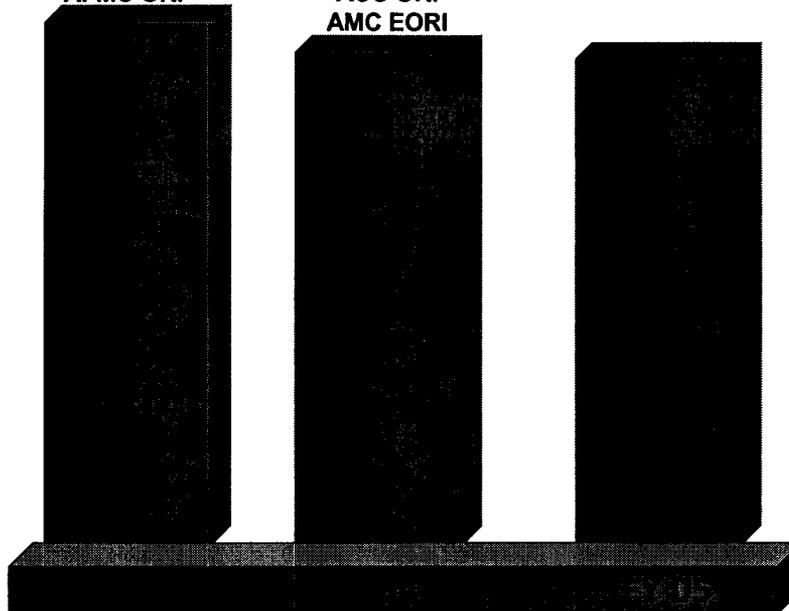
\$90 - 100 million

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AFMC ORI

**ACC ORI
AMC EORI**



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



U.S. AIR FORCE

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 & 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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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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BIOGRAPHY

UNITED STATES AIR FORCE

MAJOR GENERAL KEVIN J. SULLIVAN

Maj. Gen. Kevin J. Sullivan is Commander, Ogden Air Logistics Center, Hill Air Force Base, Utah. The center provides worldwide logistics management, engineering, supply, contracting and depot maintenance for a wide variety of aircraft and munitions related platforms. He is responsible for five wings, to include the 75th Air Base Wing, 84th Combat Sustainment Wing, 309th Maintenance Wing, 508th Aircraft Sustainment Wing and the 526th Intercontinental Ballistic Missile Systems Wing.

General Sullivan entered the Air Force and was commissioned through the Air Force ROTC program following graduation from the University of Connecticut in 1974. He has held various assignments with Tactical Air Command, Strategic Air Command, Pacific Air Forces, U.S. Air Forces in Europe, Air Force Materiel Command and Headquarters U.S. Air Force.

He has commanded an aircraft generation squadron, served as Vice Commander of the Air Armament Center, and in numerous other maintenance and logistics assignments. Prior to his current assignment, General Sullivan was Director of Logistics Readiness, Office of the Deputy Chief of Staff for Installations and Logistics at Headquarters U.S. Air Force.



EDUCATION

- 1974 Bachelor of Science degree in business administration, University of Connecticut
- 1981 Squadron Officer School, Maxwell AFB, Ala.
- 1982 Master of Science degree in management and supervision, Central Michigan University
- 1988 Air Command and Staff College, Maxwell AFB, Ala.
- 1992 Air War College, Maxwell AFB, Ala.
- 1993 Defense Systems Management College, Fort Belvoir, Va.
- 1997 Executive Management Program, Pennsylvania State University
- 2003 The General Manager Program, Harvard Business School, Cambridge, Mass.

ASSIGNMENTS

1. February 1975 - November 1975, weapons loading officer, 23rd Munitions Maintenance Squadron, England AFB, La.
2. November 1975 - December 1978, officer in charge, munitions storage area, 23rd Munitions Maintenance Squadron, England AFB, La.
3. December 1976 - January 1978, Chief of Weapons Safety, 23rd Tactical Fighter Wing, England AFB, La.
4. January 1978 - June 1979, officer in charge, 90th Aircraft Maintenance Unit, 3rd Aircraft Generation Squadron, Clark Air Base, Philippines
5. July 1979 - January 1980, maintenance supervisor, 3rd Aircraft Generation Squadron, Clark Air Base, Philippines
6. February 1980 - November 1980, officer in charge, Maintenance and Storage Branch, 319th Munitions Maintenance Squadron, Grand Forks AFB, N.D.
7. November 1980 - July 1981, munitions maintenance supervisor, 319th Munitions Maintenance Squadron, Grand Forks AFB, N.D.
8. April 1981 - April 1982, maintenance supervisor, 319th Organizational Maintenance Squadron, Grand Forks AFB, N.D.
9. April 1982 - April 1984, Manager, Aircraft Maintenance Programs and Requirements, Maintenance Management Division, Directorate of Maintenance and Supply, Office of the Deputy Chief of Staff for Logistics, Headquarters Strategic Air Command, Offutt AFB, Neb.
10. April 1984 - September 1984, executive officer, Office of the Deputy Chief of Staff for Logistics, Headquarters Strategic Air Command, Offutt AFB, Neb.

11. September 1984 - August 1987, aircraft maintenance officer, Maintenance Policy Division, Directorate of Logistics and Engineering, Headquarters U.S. Air Force, Washington, D.C.
12. August 1987 - June 1988, student, Air Command and Staff College, Maxwell AFB, Ala.
13. June 1988 - April 1989, maintenance supervisor, 86th Aircraft Generation Squadron, Ramstein AB, Germany
14. April 1989 - November 1989, Commander, 86th Equipment Maintenance Squadron, Ramstein AB, West Germany
15. November 1989 - June 1991, Commander, 86th Aircraft Generation Squadron, Ramstein AB, Germany
16. June 1991 - July 1992, student, Air War College, Maxwell AFB, Ala.
17. July 1992 - December 1993, Chief, Armament Division, Commodities Directorate, Ogden Air Logistics Center, Hill AFB, Utah
18. December 1993 - December 1995, Director, Aircraft Directorate, Ogden ALC, Hill AFB, Utah
19. January 1996 - August 1997, Inspector General, Headquarters Air Force Materiel Command, Wright-Patterson AFB, Ohio
20. August 1997 - July 1999, Director, Reconnaissance Systems Program Office, Aeronautical Systems Center, Wright-Patterson AFB, Ohio
21. July 1999 - May 2002, Vice Commander, Air Armament Center, Eglin AFB, Fla.
22. May 2002 - July 2003, Director of Logistics Readiness, Office of the Deputy Chief of Staff for Installations and Logistics, Headquarters U.S. Air Force, Washington, D.C.
23. July 2003 - present, Commander, Ogden Air Logistics Center, Hill AFB, Utah

MAJOR AWARDS AND DECORATIONS

Distinguished Service Medal
Legion of Merit with oak leaf cluster
Meritorious Service Medal with three oak leaf clusters
Air Force Commendation Medal

EFFECTIVE DATES OF PROMOTION

Second Lieutenant Sept. 10, 1974
First Lieutenant Sept. 10, 1976
Captain Sept. 10, 1978
Major May 1, 1985
Lieutenant Colonel June 1, 1989
Colonel Jan. 1, 1993
Brigadier General Feb. 1, 2000
General July 1, 2003

(Current as of April 2005)



BIOGRAPHY

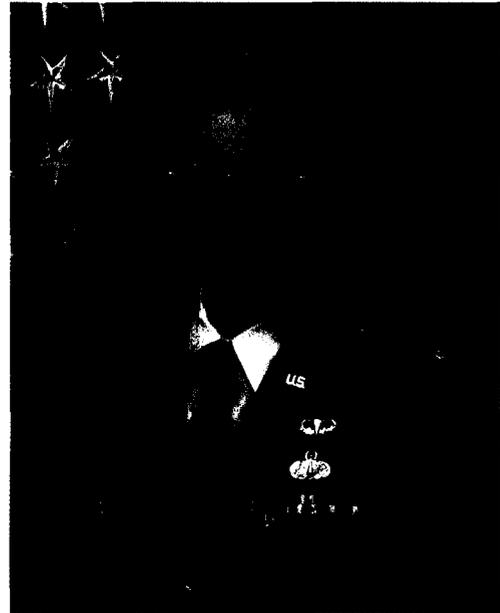
UNITED STATES AIR FORCE

Ogden Air Logistics Center
Office of Public Affairs
Hill Air Force Base, Utah 84056-5824

Colonel William N. McCasland

(Brigadier General select) Colonel McCasland is vice commander, Ogden Air Logistics Center, Hill Air Force Base, Utah. The center provides worldwide logistics management, engineering, supply, contracting and depot maintenance for a wide variety of aircraft and munitions related platforms. He is responsible for five wings to include the 75th Air Base Wing, the 84th Combat Sustainment Wing, the 309th Maintenance Wing, the 508th Aircraft Sustainment Wing and the 526th Intercontinental Ballistic Missile Systems Wing.

Colonel McCasland was commissioned in 1979 from the United States Air Force Academy. He has served in a wide variety of space research, acquisition, and operations roles within the Air Force and the National Reconnaissance Office. He was the Chief Engineer of the NAVSTAR Global Positioning System (GPS) Joint Program Office, System Program Director for the Space Based Laser Project at the Space and Missile Systems Center, and Director, Air Force Research Laboratory Space Vehicles Directorate and the Commander, Phillips Research Site, Air Force Research Laboratory, Kirtland Air Force Base, New Mexico. He holds a doctorate degree in astronautical engineering from the Massachusetts Institute of Technology.



EDUCATION:

- 1979 Bachelor of science degree, astronautical engineering, U.S. Air Force Academy, Colorado Springs, Colorado
- 1980 Master of science degree, aeronautical engineering, Massachusetts Institute of Technology, Cambridge, Massachusetts
- 1988 Doctor of philosophy, astronautical engineering, Massachusetts Institute of Technology, Cambridge, Massachusetts
- 1995 Air War College, Maxwell Air Force Base, Alabama
- 1999 Advanced Program Manager's Course, Defense Systems Management College

ASSIGNMENTS:

1. September 1979 – September 1980, Air Force Institute of Technology student, aeronautical engineering, Massachusetts Institute of Technology, Cambridge, Massachusetts
2. October 1979 – March 1984, payload development engineer, Secretary of the Air Force for Special Projects-6, Los Angeles Air Force Base, California

3. April 1984 - June 1985, chief, Payload Systems Division, Secretary of the Air Force for Special Projects-8, Los Angeles Air Force Base
4. July 1985 - September 1988, Air Force Institute of Technology student, astronautical engineering, Massachusetts Institute of Technology
5. October 1988 - May 1992, assistant director, Systems Engineering, Secretary of the Air Force for Special Projects-13, Los Angeles Air Force Base
6. June 1992 - July 1994, director, Mission Planning, Aerospace Data Facility, Buckley Air Force Base, Colorado
7. August 1994 - May 1995, Air War College, Maxwell Air Force Base, Alabama
8. September 1994 - August 1997, commander, Satellite Operations Squadron, Aerospace Data Facility, Buckley Air Force Base
9. August 1997 - March 2000, chief engineer, NAVSTAR GPS Joint Program Office, Los Angeles Air Force Base
10. April 2000 - September 2001, system program director, Space Based Laser Project Office, Los Angeles Air Force Base
11. October 2001- May 2004, Materiel Wing director, Air Force Research Laboratory Space Vehicles Directorate, and commander, Phillips Research Site, Kirtland Air Force Base, New Mexico
12. June 2004 - present, vice commander, Ogden Air Logistics Center, Hill Air Force Base, Utah

MAJOR AWARDS AND DECORATIONS:

Defense Superior Service Medal
 Legion of Merit
 Defense Meritorious Service Medal with two oak leaf clusters
 Meritorious Service Medal
 Outstanding Chief Engineer, Air Force Materiel Command (1998)
 Outstanding Doctoral Thesis Prize, Fannie and John Hertz Foundation (1988)
 Associate Fellow, American Institute of Aeronautics and Astronautics

EFFECTIVE DATES OF PROMOTION:

Second Lieutenant	May 30, 1979
First Lieutenant	May 30, 1981
Captain	May 30, 1983
Major	Mar 1, 1988
Lieutenant Colonel	Apr 1, 1991
Colonel	Aug 1, 1998
Nominated for promotion to Brigadier General	Feb 18, 2004

(Current as of August 2004)



BIOGRAPHY

UNITED STATES AIR FORCE

Ogden Air Logistics Center
Office of Public Affairs
Hill Air Force Base, Utah 84056-5824

DONALD L. CAZEL II

Donald L. Cazal, a member of the Senior Executive Service, is executive director of the Ogden Air Logistics Center, Hill Air Force Base, Utah. The center provides worldwide logistics management, engineering, supply, contracting and depot maintenance for a wide variety of aircraft and munitions related platforms. He is responsible for five wings to include the 75th Air Base Wing, the 84th Combat Sustainment Wing, the 309th Maintenance Wing, the 508th Aircraft Sustainment Wing and the 526th Intercontinental Ballistic Missile Systems Wing.

Mr. Cazal began his civil service career in 1973 as an inventory management specialist with the Defense Electronics Supply Center in Dayton, Ohio. He moved to the Air Force Logistics Command Headquarters as a staff analyst in 1978. There he held a variety of positions with responsibility for policy, procedures and automated data systems in requirements and financial management before moving to the Sacramento Air Logistics Center as deputy chief of resources management. Mr. Cazal has managed acquisition, sustainment and depot maintenance operations for a wide variety of weapons systems. He served as the deputy for financial management at the Sacramento and Ogden Air Logistics Centers. He was director of financial management for the San Antonio Air Logistics Center at Kelly Air Force Base, Texas, then was the director of Commodities Management at the Ogden Air Logistics Center, Hill Air Force Base, Utah. Prior to assuming his current position, Mr. Cazal served as deputy director of maintenance and logistics for the Air Combat Command, Langley Air Force Base, Virginia.



EDUCATION:

1973 Bachelor of science degree in business administration, Miami University, Oxford, Ohio
1992 Defense Systems Management College, Program Managers' Course, Fort Belvoir, Virginia
1996 Master of science degree in industrial technology, University of Texas, Tyler, Texas
1997 National Security Management Course, Maxwell School, Syracuse University, Syracuse, New York
1999 Leadership for a Democratic Society, Federal Executive Institute, Charlottesville, Virginia
2000 Senior Executive Service APEX Orientation Program, Washington, D.C.
2002 Center of Excellence in Logistics & Technology, University of North Carolina-Chapel Hill, North Carolina

ASSIGNMENTS:

1. July 1973 - December 1978, inventory management specialist, Defense Electronics Supply Center, Defense Logistics Agency, Dayton, Ohio
2. December 1978 - December 1982, staff analyst, Headquarters Air Force Logistics Command,

- Wright-Patterson AFB, Ohio
3. December 1982 - May 1983, chief, War Reserve Materiel Branch, Headquarters Air Force Logistics Command, Wright-Patterson Air Force Base
 4. May 1983 – February 1986, chief, Recoverable Items Branch, later chief, Requirements Policy Division, Headquarters Air Force Logistics Command, Wright-Patterson Air Force Base
 5. February 1986 – August 1987, assistant for requirements policy, later assistant for requirements development, Headquarters Air Force Logistics Command, Wright-Patterson Air Force Base
 6. August 1987 – September 1990, deputy chief, Resources Management Division, later, deputy chief, Item Management Division, Sacramento Air Logistics Center, McClellan Air Force Base, California
 7. September 1990 - January 1992, chief, Airspace Systems Division, Space and C3 Management Directorate, Sacramento Air Logistics Center, McClellan Air Force Base
 8. January 1992 - July 1992, student, Defense Systems Management College, Fort Belvoir, VA
 9. July 1992 - December 1992, acting associate director, Space and C3 Management Directorate, Sacramento Air Logistics Center, McClellan Air Force Base
 10. December 1992 - October 1993, chief, Space and C3 Support Division and Materiel Group Manager for Tactical Shelters, Sacramento Air Logistics Center, McClellan Air Force Base
 11. October 1993 - September 1994, chief, Space and C3 Industrial Operations Division, Sacramento Air Logistics Center, McClellan Air Force Base
 12. September 1994 - May 1996, deputy chief, Plans and Programs Integration Division, Comptroller Directorate, Sacramento Air Logistics Center, McClellan Air Force Base
 13. May 1996 - August 1997, deputy comptroller, Comptroller Directorate, Sacramento Air Logistics Center, McClellan Air Force Base
 14. August 1997 - August 1998, deputy director, Financial Management Directorate, Ogden Air Logistics Center, Hill Air Force Base, Utah
 15. August 1998 – August 2000, director, Financial Management, San Antonio Air Logistics Center, Kelly Air Force Base, Texas
 16. August 2000 – June 2003, director of commodities, Ogden Air Logistics Center, Hill Air Force Base
 17. June 2003 – September 2004 deputy director, maintenance and Logistics Directorate, Air Combat Command, Langley Air Force Base, Virginia
 18. September 2004 – present, executive director, Ogden Air Logistics Center, Hill Air Force Base

PROFESSIONAL MEMBERSHIPS AND AFFILIATIONS:

Air Force Association
 Logistics' Officers Association
 Federal Managers' Association

AWARDS:

Presidential Meritorious Executive Rank Award
 Meritorious Civilian Service Award

EFFECTIVE DATE OF PROMOTIONS:

GS-05	Jul 1973
GS-07	Jul 1974
GS-09	Jul 1975
GS-11	Jul 1977
GS-12	Dec 1978
GS-13	Dec 1982
GS-14	Apr 1984
GM-15	Feb 1998
SES	Aug 1998

(Current as of April 2005)



BIOGRAPHY

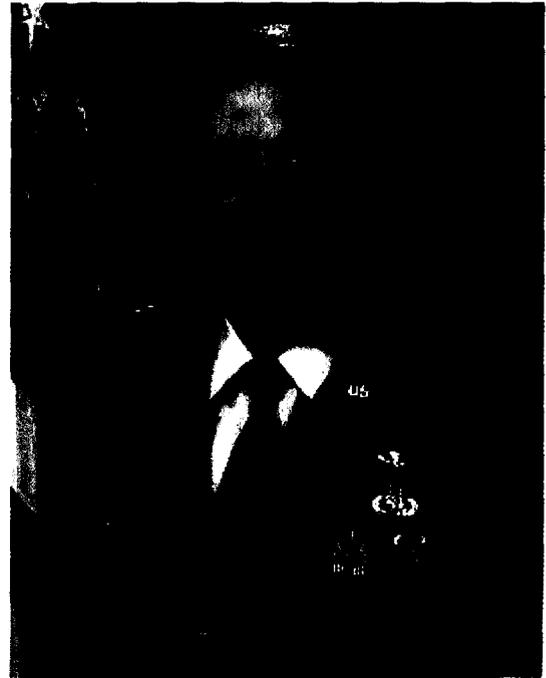
UNITED STATES AIR FORCE

BRIGADIER GENERAL ROBERT H. MCMAHON

Selected for reassignment as Director, Logistics, Headquarters Air Mobility Command, Scott Air Force Base, Ill.

Brig. Gen. Robert H. McMahon is Director of Maintenance, Ogden Air Logistics Center, Hill Air Force Base, Utah. General McMahon provides the center with direction on all matters pertaining to depot repair, modification and maintenance for the F-16 Fighting Falcon, A-10 Thunderbolt and C-130 Hercules aircraft, and the Peacekeeper and Minuteman III intercontinental ballistic missiles. This includes overhauls and repairs on landing gear, wheels and brakes, rocket motors, air munitions and guided bombs, photonics equipment, training devices, electronics, avionics, instruments, hydraulics, power systems, software and other aerospace-related components.

General McMahon was born in Toledo, Ohio. He entered active duty after graduation from the U.S. Air Force Academy in 1978. He has served as the Director of Propulsion for the San Antonio ALC, and the Director of Aircraft for the Ogden ALC. His command experience includes two maintenance squadrons and a logistics group. Prior to his current assignment, General McMahon was the military assistant to the Assistant Secretary of the Air Force for Installations, Environment and Logistics, Headquarters U.S. Air Force, Washington, D.C.



EDUCATION

- 1978 Bachelor of Science degree in international affairs, U.S. Air Force Academy, Colorado Springs, Colo.
- 1981 Squadron Officer School, Maxwell AFB, Ala.
- 1986 Master of Science degree in maintenance management, Air Force Institute of Technology, Wright-Patterson AFB, Ohio
- 1990 Air Command and Staff College, Maxwell AFB, Ala.
- 1994 Air War College, Maxwell AFB, Ala.
- 1999 Advanced Program Management Course, Defense Systems Management College, Fort Belvoir, Va.
- 2001 National Security Management Course, Maxwell School of Citizenship and Public Affairs, Syracuse University, Syracuse, N.Y.

ASSIGNMENTS

1. July 1978 - December 1978, student, Aircraft Maintenance Officer Course, Chanutte AFB, Ill.
2. January 1979 - July 1979, officer-in-charge, Avionics Branch, 355th Tactical Fighter Wing, Davis-Monthan Air AFB, Ariz.
3. August 1979 - July 1982, officer-in-charge, Avionics Branch, later, officer-in-charge, 60th Aircraft Maintenance Unit, 33rd Tactical Fighter Wing, Eglin AFB, Fla.
4. August 1982 - May 1985, officer-in-charge, 43rd Aircraft Maintenance Unit, later, maintenance supervisor, 21st Equipment Maintenance Squadron, 21st Tactical Fighter Wing, Elmendorf AFB, Alaska
5. May 1985 - September 1986, student, Air Force Institute of Technology, Wright-Patterson AFB, Ohio
6. September 1986 - July 1989, Chief, Logistics Information Systems Branch, later, member, Commander's Action Group, Headquarters Tactical Air Command, Langley AFB, Va.
7. July 1989 - June 1990, student, Air Command and Staff College, Maxwell AFB, Ala.
8. July 1990 - May 1991, officer-in-charge, Maintenance Operations Division, later, maintenance supervisor, 325th Aircraft Maintenance Squadron, Tyndall AFB, Fla.
9. May 1991 - July 1993, Commander, 325th Component Repair Squadron, later, Commander, 325th Maintenance Squadron, Tyndall AFB, Florida
10. July 1993 - June 1994, student, Air War College, Maxwell AFB, Ala.
11. June 1994 - July 1995, Chief, Pollution Prevention Policy, later, Chief, Maintenance Policy Division, Headquarters U.S. Air Force, Washington, D.C.

12. July 1995 - April 1997, Commander, 35th Logistics Group, Misawa Air Base, Japan

13. April 1997 - April 2000, special assistant to the Commander, later, Director and System Support Manager, Propulsion Directorate, San Antonio ALC, Kelly AFB, Texas

14. April 2000 - September 2001, Director, Aircraft Directorate, Ogden ALC, Hill AFB, Utah

September 2001 - February 2003, senior military assistant, Assistant Secretary of the Air Force for Installations, Environment & Logistics, Headquarters U.S. Air Force, Washington, D.C.

16. March 2003 - present, Director of Maintenance, Ogden ALC, Hill AFB, Utah

MAJOR AWARDS AND DECORATIONS

Legion of Merit with oak leaf cluster

Meritorious Service Medal with silver oak leaf cluster

Air Force Commendation Medal

Air Force Achievement Medal

EFFECTIVE DATES OF PROMOTION

Second Lieutenant May 31, 1978

First Lieutenant May 31, 1980

Captain May 31, 1982

Major Dec. 1, 1988

Lieutenant Colonel April 1, 1992

Colonel Oct. 1, 1996

Brigadier General Feb. 1, 2004

(Current as of March 2004)



BIOGRAPHY

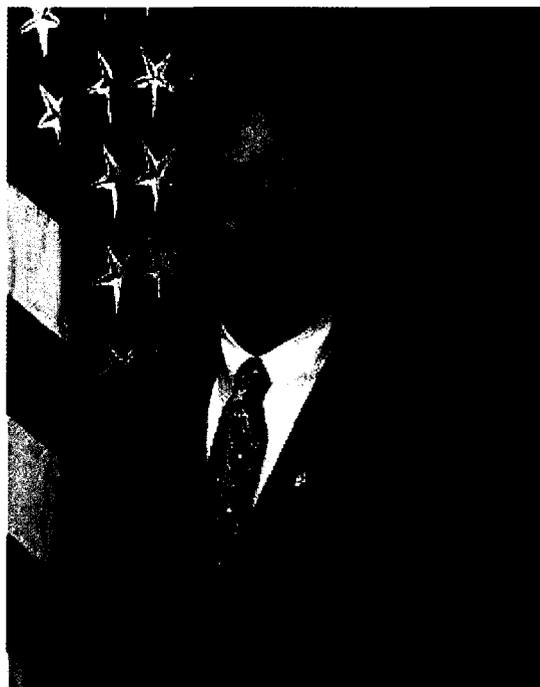
UNITED STATES AIR FORCE

DERYL W. ISRAEL

Mr. Deryl W. Israel, a member of the Senior Executive Service, is Director, Engineering Directorate, Ogden Air Logistics Center, Hill Air Force Base, Utah. He is responsible for the development, implementation, and oversight of the technical policies and processes as well as the overall scientific and engineering expertise of for the ALC. He is the center's senior engineering manager and provides executive leadership and technical direction to an engineering and scientific work force of more than 900 science and engineering professionals supporting the center's mission.

Mr. Israel entered federal service in 1976 as a project engineer at Warner Robins ALC, Robins AFB, Ga. He has subsequently held numerous Air Force technical and management positions, including advisor for logistics technology management, Deputy Chief of Staff for Logistics and Engineering, Headquarters U.S. Air Force, Washington, D.C., and Deputy Competition Advocate General of the Air Force, Office of the Assistant Secretary of the Air Force for Acquisition, Washington, D.C.

Up to his current position, Mr. Israel served as the Director of the C-17 Partnership Office, Warner Robins ALC, where he led a command-wide team to build the government's proposal and long-term sustainment public-private partnership for the C-17.



EDUCATION

- 1976 Bachelor's degree in electrical engineering, highest honors, Georgia Institute of Technology, Atlanta
- 1978 Master's degree in electrical engineering, Georgia Institute of Technology, Atlanta
- 1982 Air Command and Staff College, by seminar
- 1990 Industrial College of the Armed Forces, National Defense University, Fort Lesley J. McNair, Washington, D.C.
- 1991 Defense Systems Management College, Program Management Course 91-2, Fort Belvoir, Va.
- 1999 Federal Executive Institute, Leadership for a Democratic Society, Charlottesville, Va.

CAREER CHRONOLOGY

1. July 1976 - January 1978, project engineer, Electronic Countermeasures Pods, Warner Robins Air Logistics Center, Robins AFB, Ga.
2. January 1978 - December 1978, graduate student, Georgia Institute of Technology, Atlanta
3. December 1978 - December 1979, system engineer, ALQ-119 ECM Pod, Warner Robins ALC, Robins AFB, Ga.
4. December 1979 - March 1983, lead system engineer, ALQ-184 ECM Pod, Warner Robins ALC, Robins AFB, Ga.
5. March 1983 - December 1985, ECM technical consultant, Tactical ECM Systems Engineering Section, Warner Robins ALC, Robins AFB, Ga.
6. December 1985 - November 1987, chief engineer, Electronic Warfare Management Division, Materiel Management Directorate, Warner Robins ALC, Robins AFB, Ga.
7. November 1987 - July 1988, Chief, Electronic Combat Systems, Foreign Military Sales Engineering Section, later, Chief, Electronic Combat Receiver Systems, Engineering Section, Electronic Warfare Management Division, Materiel Management Directorate, Warner Robins ALC, Robins AFB, Ga.
8. July 1988 - August 1989, advisor for logistics technology management, Deputy Chief of Staff for Logistics and Engineering, Headquarters U.S. Air Force, Washington, D.C.
9. August 1989 - June 1990, student, Industrial College of the Armed Forces, National Defense University, Fort Lesley J. McNair, Washington, D.C.
10. June 1990 - June 1993, Chief, Airborne Radar Branch, Avionics Management Directorate, Warner Robins ALC, Robins AFB, Ga.

11. June 1993 - August 1994, Deputy Competition Advocate General of the Air Force, Office of the Assistant Secretary of the Air Force for Acquisition, Washington, D.C.
12. August 1994 - June 1995, Deputy Director of the Space and Special Systems Management Directorate, Warner Robins ALC, Robins AFB, Ga.
13. June 1995 - September 1997, Deputy Director of the Avionics Management Directorate, Warner Robins ALC, Robins AFB, Ga.
14. September 1997 - October 2000, Deputy Director of the C-141 System Program Office, Warner Robins ALC, Robins AFB, Ga.
15. October 2000 - September 2003, Director, C-17 Partnership Office, Warner Robins ALC, Robins AFB, Ga.
16. September 2003 - present, Director, Engineering Directorate, Ogden ALC, Hill AFB, Utah

AWARDS AND HONORS

Air Force Logistics Command Distinguished Federal Civilian Service Award
Air Force Valor Award
Meritorious Civilian Service Award

(Current as of December 2003)



BIOGRAPHY

UNITED STATES AIR FORCE

Roger S. Correll

Roger (Scott) Correll, a member of the Senior Executive Service, is Director of Contracting, Ogden Air Logistics Center, Hill Air Force Base, Utah. As Director, he is responsible for the oversight, procedures, resources and systems necessary to provide world class contracting support for multiple weapon systems and commodities managed at the Center. These systems include the A-10 and F-16 aircraft, space satellite, radar, and the Minuteman and Peacekeeper intercontinental ballistic missiles. Other systems include landing gear wheels, brakes and tires, as well as equipment, supplies and services to support Hill Air Force Base and other government agencies.

Mr. Correll, an Ohio native, entered government service with the Air Force in 1983 under the Pacer Intern Contracting Program at Robins Air Force Base, GA., where he served as a contract negotiator and cost price analyst supporting weapon systems such as the F-4, F-15 and C-141. Mr. Correll has served in several key field and senior staff positions supporting multi-billion dollar major weapon systems and national level transportation readiness and supply chain management programs. His experience includes multiple Service and Unified Combatant Command assignments. Prior to assuming his current position, he was Chief of the Supplier Management Division, Directorate of Logistics and Sustainment, Headquarters Air Force Materiel Command, Wright Patterson Air Force Base, Ohio.



EDUCATION:

- 1988 Bachelor of Arts, Wright State University, Dayton, Ohio
- 1990 Master of Science in Administration, Central Michigan University, Mt. Pleasant, Michigan
- 1997 Air War College, Air University, Maxwell AFB, Alabama
- 2001 Senior Acquisition Course, National Defense University, Ft. McNair, Washington D.C.
- 2001 Master of Science in National Resource Strategy, Industrial College of the Armed Forces
- 2002 Leadership for a Democratic Society, Federal Executive Institute, Charlottesville, VA
- 2004 Graduate, Defense Leadership and Management Program

CAREER CHRONOLOGY:

1. Dec 1983 - Mar 1985, Contract Negotiator, Commodities Division, Directorate of Contracting and Manufacturing, Robins Air Force Base, GA
2. Mar 1985 - Dec 1987, Contract Cost Price Analyst, Pricing and Policy Division, Directorate of Contracting and Manufacturing, Robins Air Force Base, GA
3. Dec 1987 - Nov 1991, Contract Cost Price Analyst, Pricing and Policy Division, Aeronautical Systems Division, Wright Patterson Air Force Base, OH
4. Nov 1991 - Feb 1993, Senior Contract Negotiator, Services Contracting Division, Directorate of Contracting and Business Management, Military Sealift Command, Washington, DC

5. Feb 1993 - Feb 1994, Program Manager, Ship Operating Contracts Division, Directorate of Contracting and Business Management, Military Sealift Command, Washington, DC
6. Feb 1994 – Aug 2000, Procurement Analyst, Acquisition Division, Directorate of Operations and Logistics, United States Transportation Command, Scott Air Force Base, IL
7. Aug 2000 to Jun 2001, Student, Industrial College of the Armed Forces, Fort McNair, Washington, D.C.
8. Dec 2000 – Jul 2002, Chief, Logistics Acquisition Division, Directorate of Operations and Logistics, United States Transportation Command, Scott Air Force Base, IL
9. Jul 2002 – Jun 2004, Chief, Logistics Contracting Division, Directorate of Contracting, Headquarters Air Force Materiel Command, Wright Patterson Air Force Base, OH
10. Jun 2004 – December 2004, Chief, Supplier Management Division, Directorate of Logistics and Sustainment, Headquarters Air Force Materiel Command, Wright Patterson Air Force Base, OH
11. Jan 2005 – Present, Director of Contracting, Ogden Air Logistics Center, Hill AFB, Utah

AWARDS AND HONORS:

- 1987 United States Air Force Award, Outstanding Contracting Civilian
- 1988 United States Air Force Award, Top Contract Price Cutter
- 1989 Aeronautical Systems Division Award, Top Contract Price Cutter
- 1993 United States Navy Special Act Award
- 1997 National Performance Review Vice Presidential Award
- 2002 Joint Service Civilian Achievement Award and Medal

PROFESSIONAL MEMBERSHIPS AND AFFILIATIONS:

- National Contract Management Association
- National Defense Transportation Association
- Senior Executive Association

PROFESSIONAL CERTIFICATIONS:

- Contracting, Level III, Acquisition Professional Development Program
- Program Management, Level II, Acquisition Professional Development Program

(Current as of January 2005)



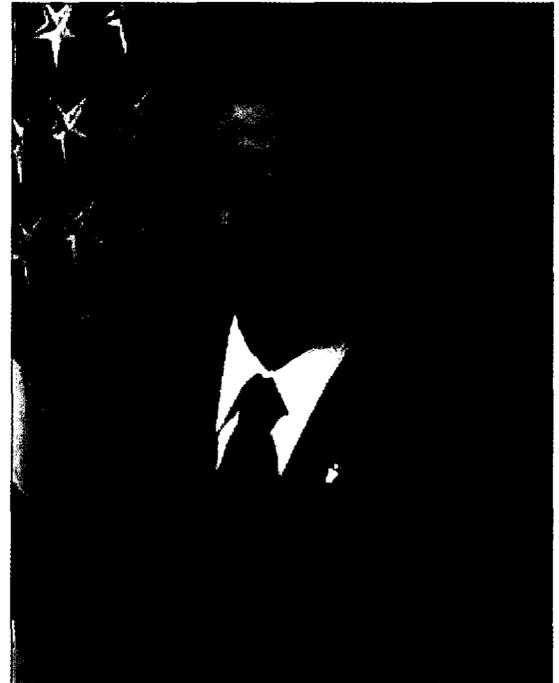
BIOGRAPHY

UNITED STATES AIR FORCE

ERNEST A. PARADA

Ernest A. Parada, a member of the Senior Executive Service, is Director, 84th Combat Sustainment Wing, Ogden Air Logistics Center, Hill Air Force Base, Utah. His organization directs all center-level staff functions for Ogden Air Logistics Center's supply chain management operations. He is also responsible for aircraft supply chain management for A-10 and F-16 unique components, and for Air Force landing gear and secondary power systems. In addition, Mr. Parada manages engineering data and the center's technical orders, and he is responsible for assigned classified, munitions, and space and command, control, communications and intelligence programs.

Mr. Parada began his Air Force career in 1977 after serving in the U.S. Marine Corps as a presidential helicopter crew chief. He has experience as an aircraft mechanic; an equipment, production management and logistics management specialist; and as an acquisition manager at various levels. Prior to his current position, Mr. Parada was Director of Plans and Programs, Electronic Systems Center, Hanscom AFB, Mass.



EDUCATION

1972 Associate degree in physical education, Cabrillo College, Aptos, Calif.

1985 Bachelor of Business Administration degree, National University, Sacramento, Calif.

1988 Master of Business Administration degree, National University, Sacramento, Calif.

1991 Defense Systems Management College, Fort Belvoir, Va.

2002 Master of Science degree in national security strategy, National Defense University, Washington, D.C.

CAREER CHRONOLOGY

1. June 1977 - March 1985, aircraft mechanic and equipment specialist, Sacramento Air Logistics Center, McClellan AFB, Calif.
2. March 1985 - March 1986, Chief, Structures, and Egress and Flight Control Unit, SM-ALC, McClellan AFB, Calif.
3. March 1986 - September 1988, Chief, Modification Management Section, SM-ALC, McClellan AFB, Calif.
4. September 1988 - June 1989, logistics management specialist, SM-ALC, McClellan AFB, Calif.
5. June 1989 - October 1992, Chief, A-7/JPATS Program Management Section, SM-ALC, McClellan AFB, Calif.
6. October 1992 - February 1994, Chief, A-10/A-7/JPATS Program Management Section, SM-ALC, McClellan AFB, Calif.
7. February 1994 - March 1995, Chief, Acquisition Branch, SM-ALC, McClellan AFB, Calif.
8. March 1995 - April 1996, A-10/F-111 Deputy System Program Director, SM-ALC, McClellan AFB, Calif.
9. April 1996 - June 1997, Deputy Chief, Plans and Programs Integration Division, SM-ALC, McClellan AFB, Calif.
10. June 1997 - December 1998, B-2 Deputy System Support Manager, Oklahoma City ALC, Tinker AFB, Okla.
11. December 1998 - August 2001, Deputy Director, Space and Command, Control, Communications and Intelligence Systems Directorate, Ogden ALC, Hill AFB, Utah
12. August 2001 - July 2002, student, National War College, Fort Lesley J. McNair, Washington, D.C.
13. July 2002 - June 2004, Director, Plans and Programs, ESC, Hanscom AFB, Mass.
14. June 2004 - February 2005, Director, Directorate of Logistics Management, Ogden ALC, Hill AFB, Utah
15. March 2005 - present, Director, 84th Combat Sustainment Wing, Ogden ALC, Hill AFB, Utah

OTHER ACHIEVEMENTS

1983, 1984, 1986, 1987, 1988, 1990, 2002 Outstanding performance awards

1988 Valedictorian, National University

1990 Golden Empire Council Silver Bear Award (for service to youth)

ERNEST-A. PARADA

Page 2 of 2

2001 Exemplary Civilian Service Award

PROFESSIONAL CERTIFICATIONS

Program Management, Level III, Acquisition Professional Development Program
Acquisition Logistics, Level III, APDP

(Current as of May 2005)



BIOGRAPHY

UNITED STATES AIR FORCE

JAMES O. SUTTON III

Jim Sutton is the Director of Plans and Programs at the Ogden Air Logistics Center, Hill Air Force Base, Utah.

EDUCATION:

1976 – Bachelors of Arts (Political Science), *magna cum laude*, University of Florida, Gainesville, FL

1979 – Juris Doctorate, Walter F. George School of Law, Mercer University, Macon, GA

1982 – Squadron Officer School, Maxwell AFB, AL

1991 – Air Command and Staff College, Maxwell AFB, AL

1995 – Air War College, Maxwell AFB, AL

CAREER CHRONOLOGY:

1. January 1980 – January 1983, Deputy Chief, Contract and Fiscal Law Division, Office of the Staff Judge Advocate, Space Division, Los Angeles AFB, CA
2. January 1983 – March 1984, Chief, Acquisition and Fiscal Law Division, Office of the Staff Judge Advocate, Headquarters, United States Air Forces in Europe, Ramstein AB, FRG
3. March 1984 – July 1985, Chief, Western Mediterranean Affairs Division, Office of the Staff Judge Advocate, Headquarters, United States Air Forces in Europe, Ramstein AB, FRG

4. July 1985 – July 1986, Judge Advocate ASTRA Officer, Office of the Judge Advocate General, The Pentagon, Washington, DC
5. July 1986 – August 1988, Staff Judge Advocate, San Antonio Contracting Center (AETC), Fort Sam Houston, TX
6. September 1988 – March 1991, Director Acquisition and Fiscal Law, Office of the Staff Judge Advocate, Headquarters Air Force Space Command, Peterson AFB, CO
7. March 1991 – March 1992, Director, Plans & Resources Division, Office of the Staff Judge Advocate, Headquarters Air Force Systems Command, Andrews AFB, MD
8. March 1992 – July 1994, Director, Plans & Resources Division, Office of the Staff Judge Advocate, Headquarters Air Force Materiel Command, Wright-Patterson AFB, OH
9. July 1994 – July 1997. Staff Judge Advocate, 375th Airlift Wing (AMC), Scott AFB, IL
10. July 1997 – July 2000, Staff Judge Advocate, Ogden Air Logistics Center, Hill AFB, UT
11. August 2000 – April 2001, Program Manager, Dynamics Research Corporation, Layton, UT
12. April 2001 – present, Director of Plans and Programs, Ogden Air Logistics Center, Hill AFB, UT

AWARDS AND HONORS:

2001 - 2003 Outstanding Achievement Award

2000 – Legion of Merit

1999 – Stuart Reichart Award (Outstanding Senior Attorney), Air Force Materiel Command

1996 – Outstanding Career Judge Advocate, The Judge Advocates Association

1990 – Albert Kuhfeld Award (Outstanding Young Judge Advocate), Air Force Space Command

1986 - Albert M. Kuhfeld Award (Outstanding Young Judge Advocate), Headquarters, United States Air Forces in Europe

1985, 1988, 1991, 1994, 1997 – Meritorious Service Medal

1983 – Air Force Commendation Medal

PROFESSIONAL MEMBERSHIPS AND AFFILIATIONS:

Member, Georgia State Bar
Member, Federal Bar Association
Member, Air Force Association

PROFESSIONAL CERTIFICATIONS:

Acquisition Law Professional Development Program, Level III

(Current as of November 2004)

Ogden Air Logistics Center



**309th Maintenance
Wing**

U.S. AIR FORCE

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Ogden Air Logistics Center



**309th Commodities
Maintenance Group**

U.S. AIR FORCE

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New Workload



OGDEN AIR LOGISTICS CENTER

- **F/A-22**
 - Repair Support

- **F-35**
 - New Manufacturing Support
 - Partner w/Goodrich
 - HVOF

- **C-17**
 - New Manufacturing and Repair Support
 - Partner w/Goodrich

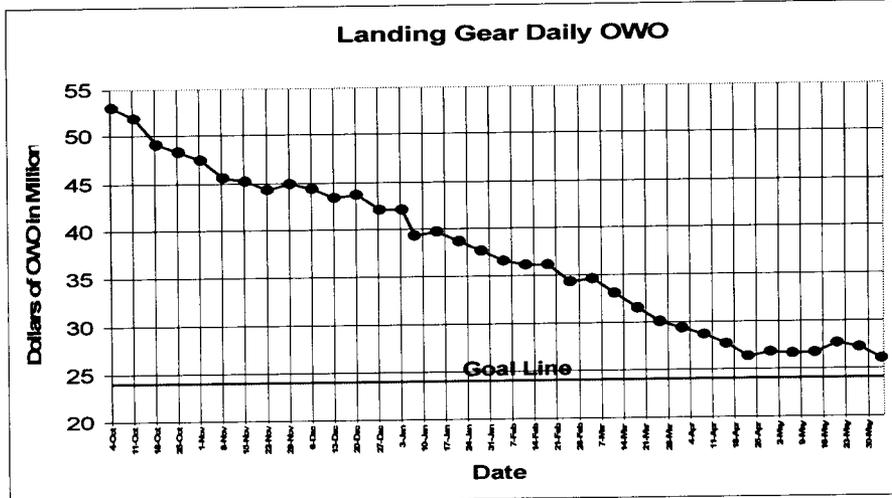
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Work In Progress Reduction



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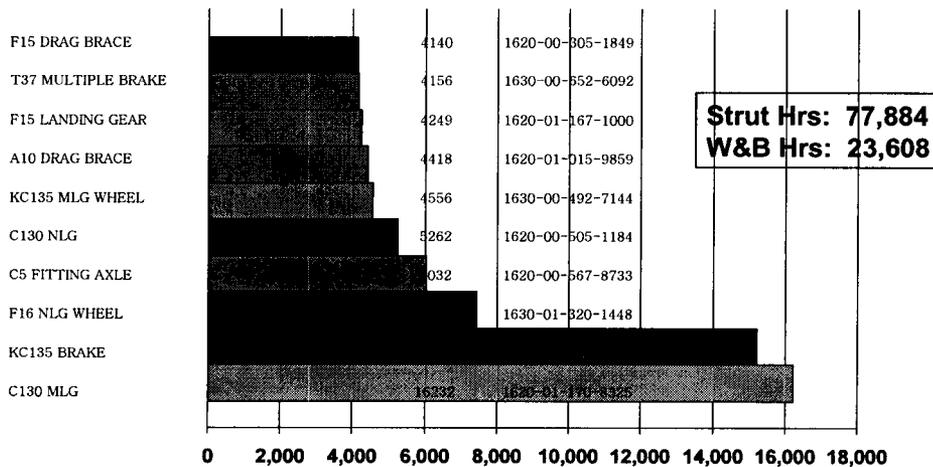
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Top Ten MICAP Drivers (Aug 00)



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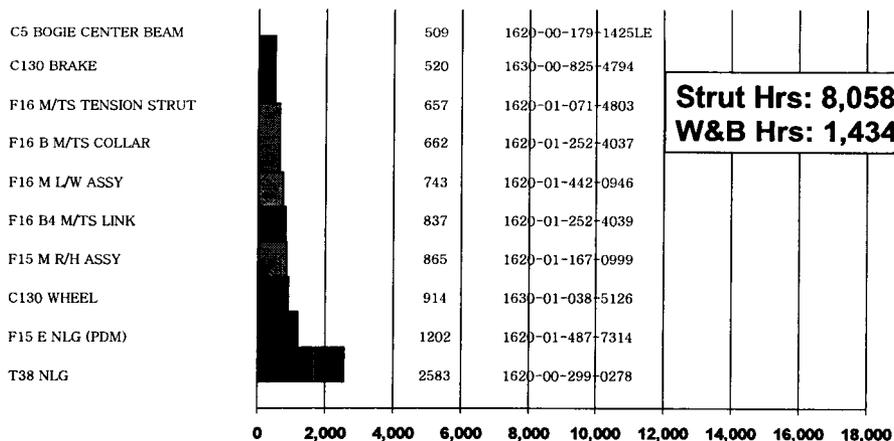
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Top Ten MICAP Drivers (Apr 05)



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Ogden Air Logistics Center



309th Aircraft Maintenance Group

U.S. AIR FORCE

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309th Aircraft Maintenance Group



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	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

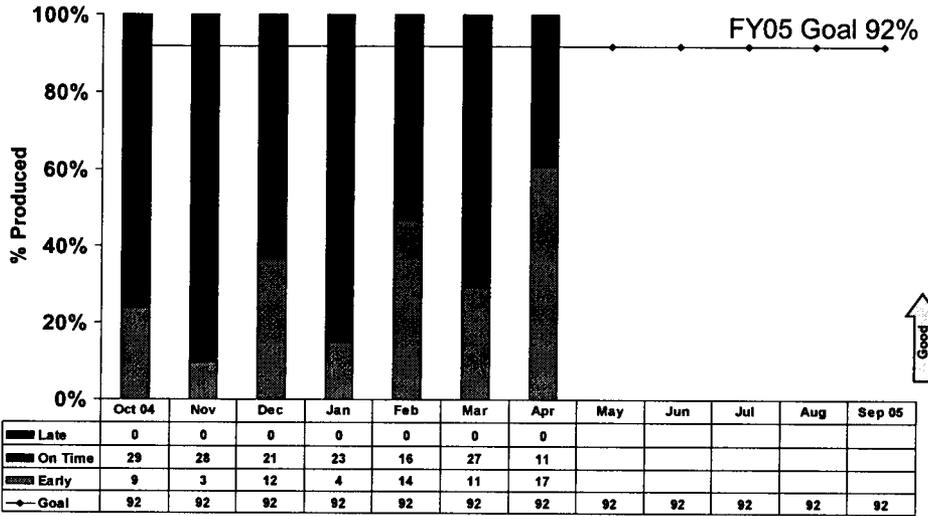
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OO-ALC Aircraft Due Date Performance



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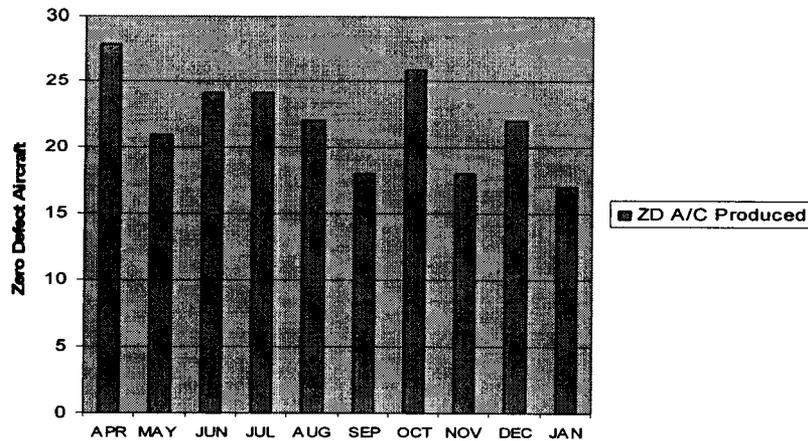
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OO-ALC Zero Defect Aircraft



OGDEN AIR LOGISTICS CENTER



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

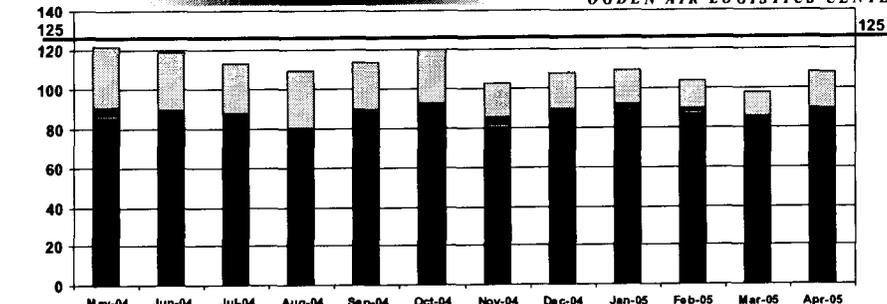
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Number of PACAF F-16s in Depot Status



OGDEN AIR LOGISTICS CENTER



	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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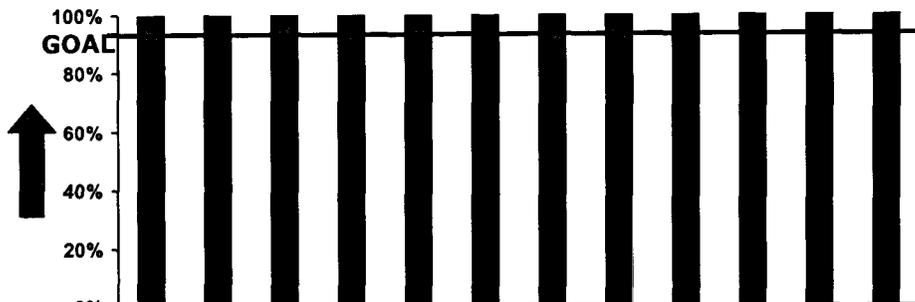


F-16 Due Date Performance



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%

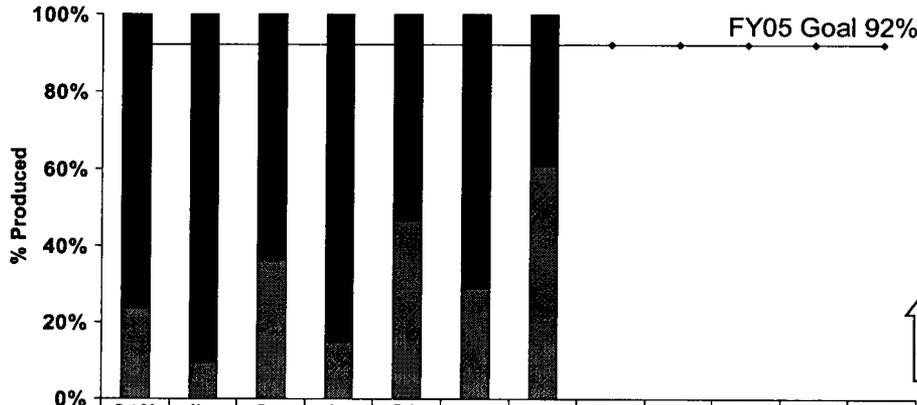
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OO-ALC Aircraft Due Date Performance



OGDEN AIR LOGISTICS CENTER



	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

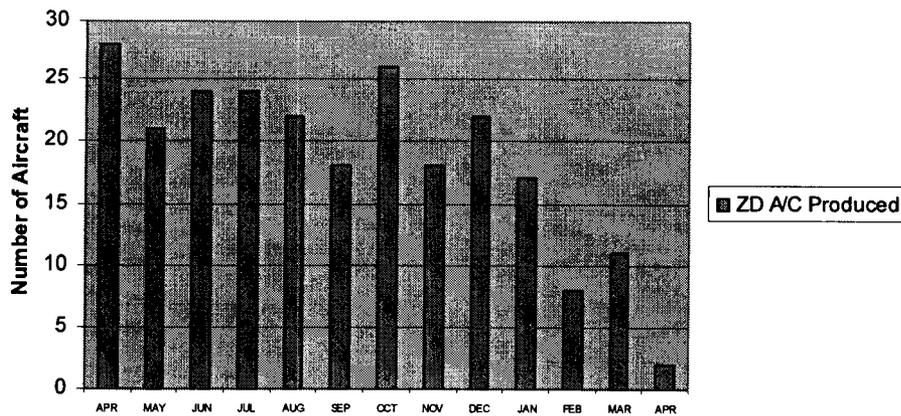
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OO-ALC Zero Defect Aircraft



OGDEN AIR LOGISTICS CENTER



FY04/05

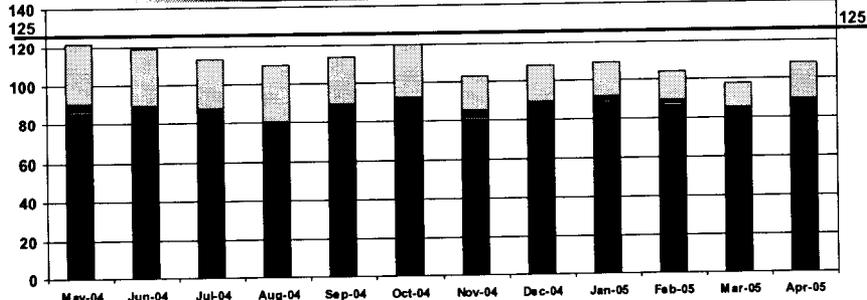
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Number of PACAF F-16s in Depot Status



OGDEN AIR LOGISTICS CENTER



	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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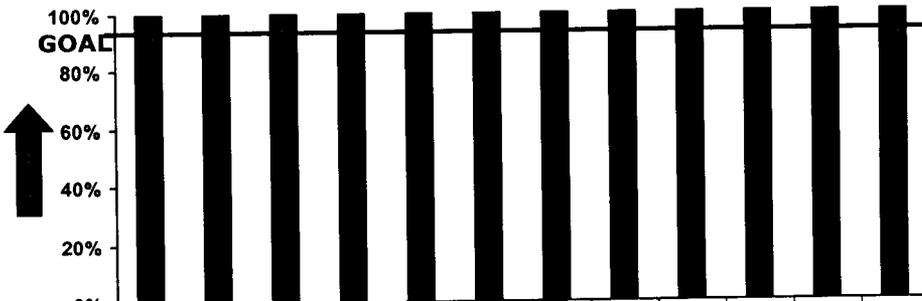


F-16 Due Date Performance

FY04/FY05



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	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%

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F-16 Scheduled Workload Production



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+/-5 = Early/Late

FY05
of A/C Completed* 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



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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

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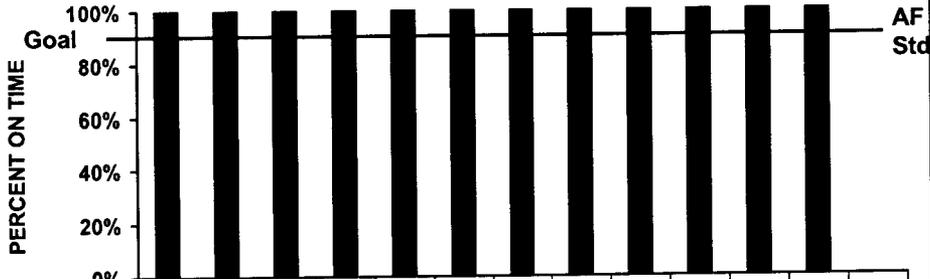
C-130 Due Date Performance

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

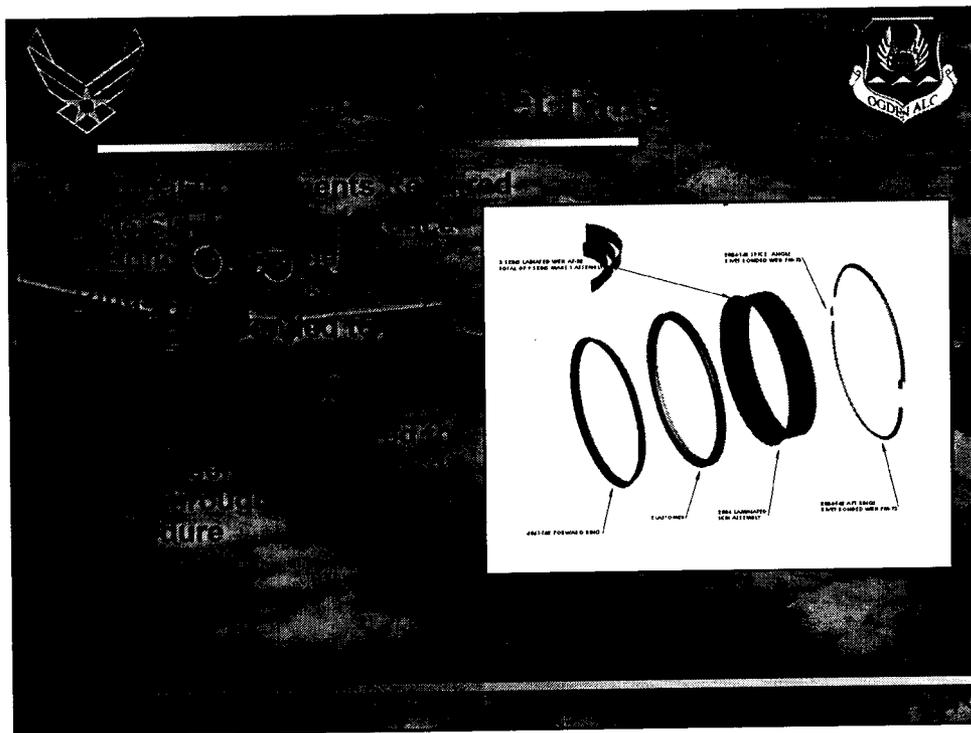
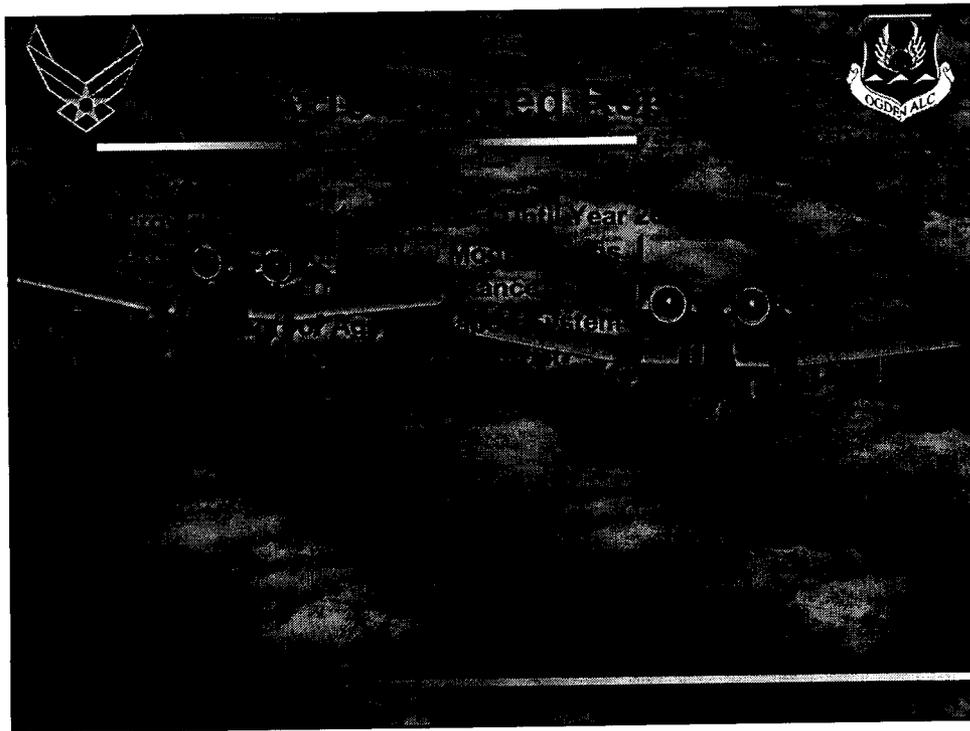
	FY99	FY00	FY01	FY02	FY03	FY04	FY05
RATE	0.17	0.14	0.43	0.46	0.17	0.08	0.11

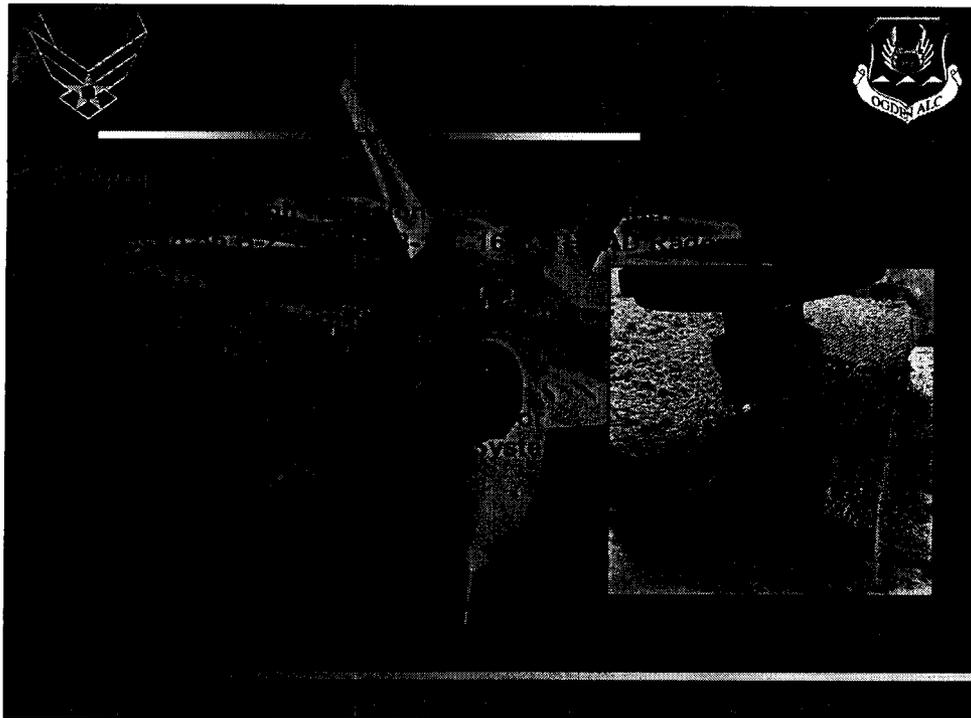
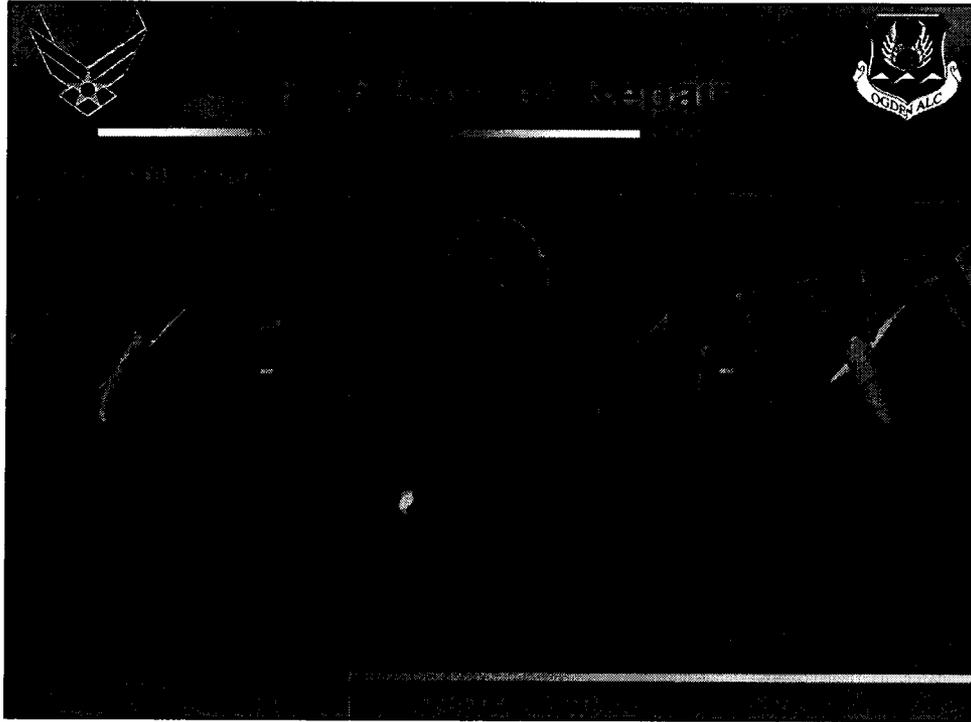
* Including Drop-in Aircraft

BE AMERICA'S BEST



Drop-In S.O.W.





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 ft² to only 11,000 ft²! 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 ft². 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 ft² 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 ft², from 9,255 in the beginning to 7,000 ft² 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

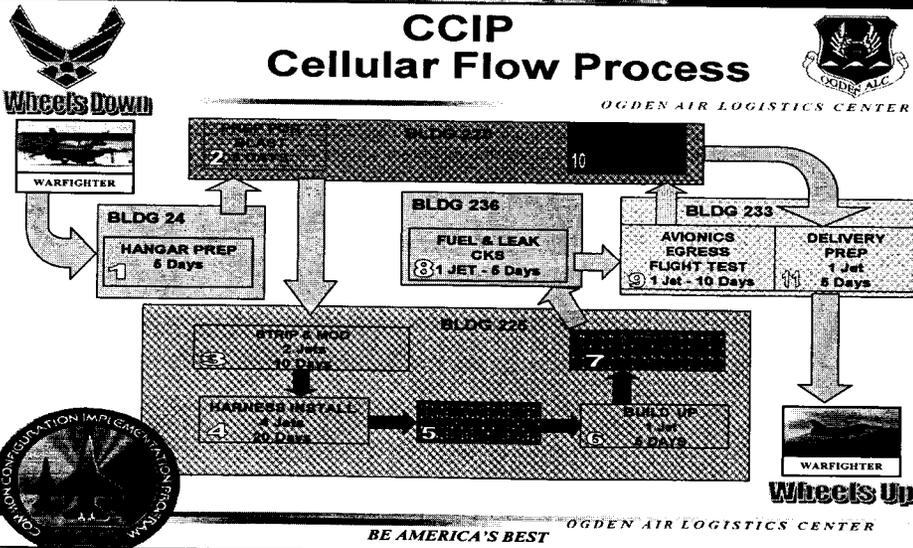
Where We Are



OGDEN AIR LOGISTICS CENTER

After Lean Implementation

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



On Time Delivery - 100%

- Mechanical Travel Distance for Consumables = 600 ft
- Mechanical Travel Distance for Materials = 20 ft
- Current Time on Station = 14 Days
- Planned Time on Station = 10 Days
- 100% Inventory Accuracy

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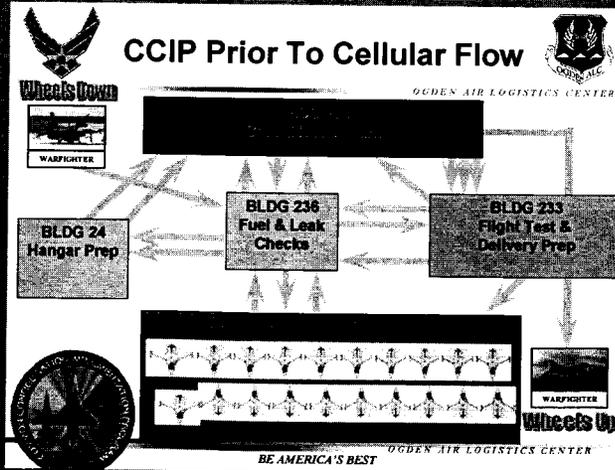
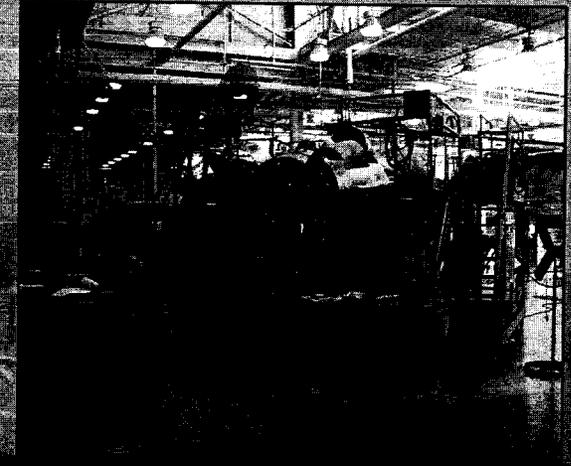
CCIP Cellular Flow Where We Were



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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 flows covering 6.94 miles
- Occupied 20 Aircraft docks
- Work centers not directly in line with production efforts
- Long delays for basic support
- Visual Management Ineffective
- F-16 Wing Shop Flow Delay = 64
- F-16 Wing Shop On-Time Delivery = 93%
- F-16 Wing Shop Wait Time for Delivery Wings to Shop = 4 days





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

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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.

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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

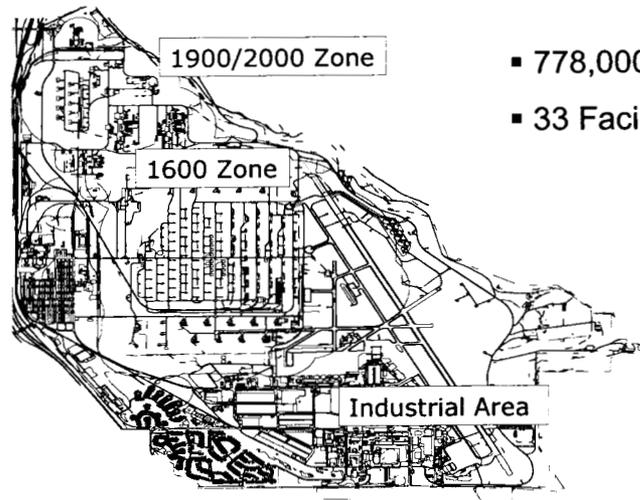
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309 CMXG Facilities



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- 778,000 Sq Ft
- 33 Facilities

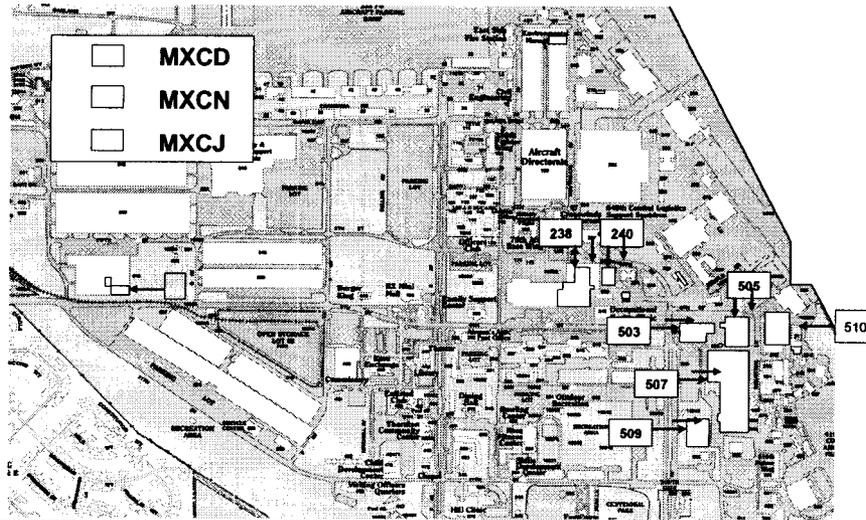
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309 CMXG Facilities



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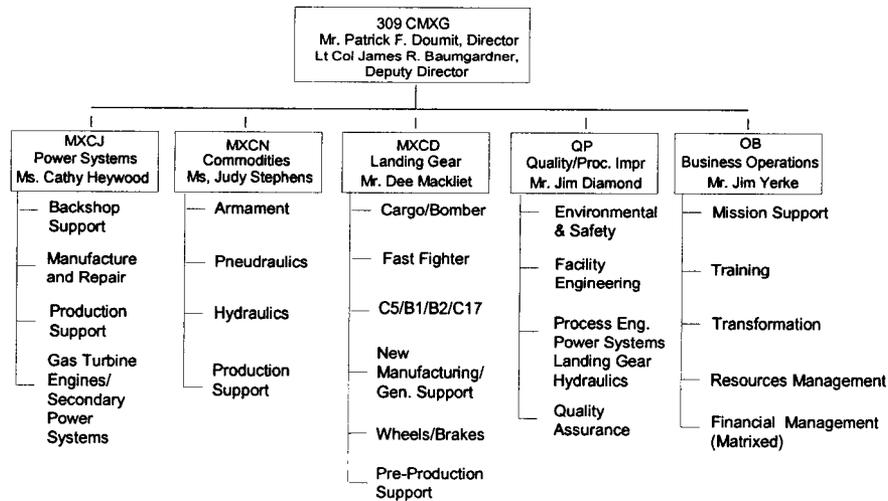
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Structure



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Power Systems Squadron (MXCJ)



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- 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



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Commodities Squadron (MXCN)



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



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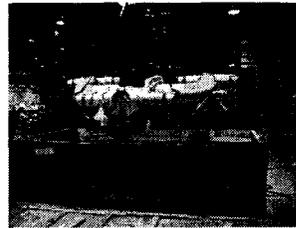
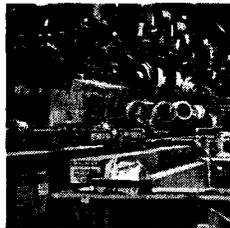


Landing Gear Squadron (MXCD)



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- 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



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Quality Assurance/Process Improvement Office (QP)



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- 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

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Business Operations Office (OB)



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- **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

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Goals



OGDEN AIR LOGISTICS CENTER

Repair Facility of Choice

**Delivering Cost Effective,
On Time,
Quality Parts**

"First Class or No Class"

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OGDEN AIR LOGISTICS CENTER

**309th Commodities
Maintenance Group
(309 CMXG)**

"Lasting Excellence"

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