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Q&A

Transforming Logistics Capabilities to Ensure Operational Performance

Major General P. David Gillett Jr. Commander Oklahoma City Air Logistics Center

Major General P. David Gillett Jr. is commander of the Oklahoma City Air Logistics Center, Tinker Air Force Base, Okla. He is responsible for the 76th Maintenance Wing, 327th Aircraft Sustainment Wing and 72nd Air Base Wing. He ensures the center provides depot maintenance, weapons system acquisition and sustainment, as well as installation, services and information support.

Gillett received a Bachelor of Science and was commissioned through the Air Force ROTC in July 1976 at Texas A&M University, College Station. He received a master's degree in business administration from Gonzaga University, Spokane, Wash., in 1980. Gillett attended Squadron Officer School, Maxwell AFB, Ala., in 1981 and, by correspondence, the Air Command and Staff College in 1985. In 1994 he attended the Industrial College of the Armed Forces, Fort Lesley J. McNair, Washington, D.C.

Gillett entered active duty at Chanute Air Force Base, Ill., in March 1977. Gillett has served in a variety of maintenance and logistics positions at the squadron, wing, major command and headquarters levels. He commanded an aircraft generation squadron (F-15E) during Operation Desert Storm and was the deputy director of logistics during operations Noble Anvil and Allied Force. During Operation Iraqi Freedom, Gillett was the Air Force director of logistics within the European Command area of responsibility. Most recently he served as director of maintenance, deputy chief of staff for Logistics, Installations and Mission Support, Headquarters U.S. Air Force, Washington, D.C.

His major awards and decorations include Legion of Merit with two Oak Leaf Clusters; Bronze Star Medal with Oak Leaf Cluster; Defense Meritorious Service Medal; Meritorious Service Medal with three Oak Leaf Clusters; and the Air Force Commendation Medal.

Q: Good morning General Gillett. Let's start with a broad brush look at the OC-ALC organization and mission.

A: That's a good place to start. We have about 27,000 employees here at the center and about \$2.9 billion in total Tinker local economic impact.

We have three wings and center staff that make up the ALC. The 327th Sustainment Wing leads the product offices that manage our weapons systems. The Maintenance Wing performs depot maintenance on aircraft, engines, commodities and software. The 72nd Air Base Wing manages the base infrastructure and support.

It's also important to know that we have several tenant organizations that we support both in the center but primarily through the Air Base Wing. These include the 552nd Air Control Wing—an Air Combat Command [ACC] organization, the 3rd Combat Communications Group, which is also ACC, and the Navy TACMO organization, which



provides command and control for our nuclear forces with the E-6. Then we have a blended Guard and Reserve unit that flies primarily tanker aircraft.

That is a once-over-the-moon for what's here at Tinker.

Q: Do you expect that organization and mission to look the same or very similar 12 to 24 months from now?

A: Yes, I do. Our mission set will evolve as we do things like retire KC-135s and bring KC-X on, and we are well down the road in terms of bringing in, for example, the F119 engine, which is part of the F-22 weapons system. Right behind that is the F-35 when it comes on—we expect to be managing and repairing that engine here as well.

As new missions come down the road, we expect to absorb those and are actively planning to do that. Of course our sustainment mission for the fleet isn't going to change much, except as aircraft and weapons systems get older, it becomes more challenging.

Q: How would you describe the partnership with DLA on the military side and your industry contractors on the commercial side?

A: With DLA it is an ever-evolving relationship. DLA is our major supplier for many of our expendable components, but, as a result of BRAC, the relationship is changing more as they take over procurement of some of our reparable components that we used to do in house with the Air Force. Results so far have been generally positive. We are

partnering with them on providing better service delivery here to depot operations specifically.

Q: Do you think the future will see more growth with the military performing work or in contractors?

A: Let me answer that this way. I'm going to talk first looking at big Air Force trends. The trends are that we are required by public law to maintain a 50-50 relationship with contractor and organic workload. We are also required to maintain core capability for war surge-type operations. We are actively working to make sure we can meet specifically those two requirements.

As you probably know already, the Air Force is planning to retire some parts of the force structure—up to 250 fighters—and a lot of that work is organic, so that is putting the pressure on us to look at bringing work in. So while I can't target specific workloads, those are trends that are going to drive us in the future.

Q: Is there any further concentration of work that will be coming into OC-ALC, or is the current number of centers and depots the optimum in the current scheme?

A: Based on our current projections, we see workload for us overall as pretty steady for the foreseeable future.

Q: With a replacement tanker program still a question mark as to when, what are the challenges with keeping the KC-135s and KC-10s flying at the current rates?

A: As the aircraft age, we will continue to discover new failure modes, especially in the structural area. As these new failure modes emerge, we will continue to need new engineering solutions, increased workload, and parts obsolescence. The depot work is currently split between organic depot here at Tinker and industry. On the other hand, the only work we do on the KC-10 is paint, which is much more important than it may appear on the surface. KC-10 paint represents the first time we have worked with the FAA on an FAA-certified aircraft. As the KC-X will be an FAA-certified aircraft, we are doing much of the crawl-walk-run type relationship-building with the FAA. So we will understand how to work those processes when the time comes.

The KC-135 workload will continue to grow, as we have seen over time. In the out-years there are probably some challenges in terms of things that will need to be reworked again to keep the fleet viable for longer than planned. The longer we keep the fleet in the air, it will require increasing amounts of rework on areas that would not have been required if the aircraft retired. That rework is quite a few years out but will include things like structures, engine rework and so on, which are not necessarily technically challenging but do require planning and investment.

We do continue to see, particularly in the structures area, new things—not necessarily because the aircraft have a lot of mileage, but just because of aging, we find ourselves in new territory.

Q: Does all of the work that OC-ALC is responsible for take place here at Tinker, or do you push people out to where the aircraft are instead of them coming to you?

A: We do work away from Tinker, although not regularly. The vast

majority of the work is right here at the center.

If we have a situation in the field that requires our presence, we will go out and do that. One example a few years ago was a B-1 that air aborted into Kandahar. The aircraft had caught fire—one engine was destroyed—so we needed a team to go out there and do the repair. The team actually ended up replacing the entire aft section of the aircraft before it was all done. They did a temporary repair in place, flew the aircraft to the U.K. and did the permanent repair there. We also have sent both government and contractor teams to do repairs on an as-needed basis. So while it is not the norm, it is certainly not unusual.

We have a contractor team supplementing the work force for the B-1 at both Ellsworth [AFB] and Dyess [AFB] right now to help them through some necessary work.

Q: The commercial aviation field is covered by numerous MROs that do similar work to what you perform but for the commercial sector. Do you look to the commercial sector for best practices and techniques to see what you can bring in house?

A: Absolutely. The example I will give you is a partnering relationship we have with Pratt & Whitney on the F119 engine—the F-22 engine. We are working side by side with them on the production floor today on those F119 modules. They have engineers here as well.

We are currently going through an analytical condition inspection on those engines to find out what inspection intervals we need. They have helped us with both shop floor operations and engineering product support.

The bottom line is that we have learned a lot together throughout this process and expect to continue this relationship.

Q: Where do you see the center going in the future?

A: Tinker has been one of the leaders in the Air Force with respect to transformation. When I was a customer [of Tinker] I saw Tinker and the other ALCs 10 years ago in a much different light than I do today. Ten years ago, the ALCs were not delivering product on time; they weren't delivering the quality nor at the right cost.

That has completely turned around, and where we are today is that Tinker and the other ALCs are delivering a product on the order of above 90 percent on time delivery with high quality and the right cost for the customer. I most recently came from Air Combat Command, so that was my perspective as the ACC director of logistics.

Now that I am here I see an opportunity to move forward and take ourselves to the next level. What I mean by that is that most of our transformation activity had been focused toward maintenance and directly at the shop floor. Where we are trying to take this is to make this more of a team sport. We want DLA, Global Logistics Support Center, the program offices, and all of our staff office support to all understand what is most important to us in terms of delivery of product and what their role in the process is. This way we can measure ourselves on how well we are performing. This way the mechanic doesn't have to worry about if he has the right tool, tech data or spare part. We make sure that he or she has that. This level of detail will get a lot more emphasis than it has had in the past.

We are looking forward to partnering with our suppliers, our customers and all of the support organizations that help us produce product and ultimately make us better.

That's our vision as to what's going to take us to the next level. ★

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Commander
OC-ALC



John Over
Executive Director
OC-ALC



Col. Paul Waugh
Vice Commander
OC-ALC
(Effective July 09)



Patti Ripple
Chief of Staff
OC-ALC
*(Laura Culberson
Effective July 09)*

72ND AIR BASE WING



Col. Allen Jamerson
Commander
72nd Air Base Wing



Col. Scott Merrell
Vice Commander
72nd Air Base Wing
(Effective July 09)



Gene Gallogly
Director
72nd Civil Engineer
Directorate



Col. James Eilers
Commander
72nd Mission
Support Group



Col. Robert Marks
Commander
72nd Medical Group

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Engineering
Directorate
OC-ALC



Scott Kiser
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Contracting
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William Swigert
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OC-ALC



Col. Randall Burke
Director
Plans and Programs
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Col. Jeffrey Slagle
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Col. Dean Colvin
Air National
Guard Advisor
OC-ALC

2009

76TH MAINTENANCE WING AND GROUP



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Commander
76th Maintenance Wing



Col. Jon Harris
Vice Commander
76th Maintenance Wing
(Effective Jun 09)



Col. Evan Miller
Commander
76th Propulsion
Maintenance Group



Col. Douglas Cato
Commander
76th Aircraft
Maintenance Group



Col. Jeffrey Sick
Commander
76th Commodities
Maintenance Group



Daniel Goddard
Director
76th Software
Maintenance Group



Gary Krebsbach
Director
76th Maintenance
Support Group

327TH AIRCRAFT SUSTAINMENT WING AND GROUPS



Col. Paul Waugh
Commander
327th ASW
*(Col. Mark Beierle
Effective July 09)*



Robert Valdez
Vice Director
327th ASW



Greg Hughes
Director
639th ACSG
(Propulsion)



Col. James Fulton
Commander
727th ACSG
*(Contractor Logistics
Support)*



Col. Benjamin Coffey
Commander
327th ACSG (B-52)



Col. Michael Pelletier
Commander
427th ACSG (B-1)



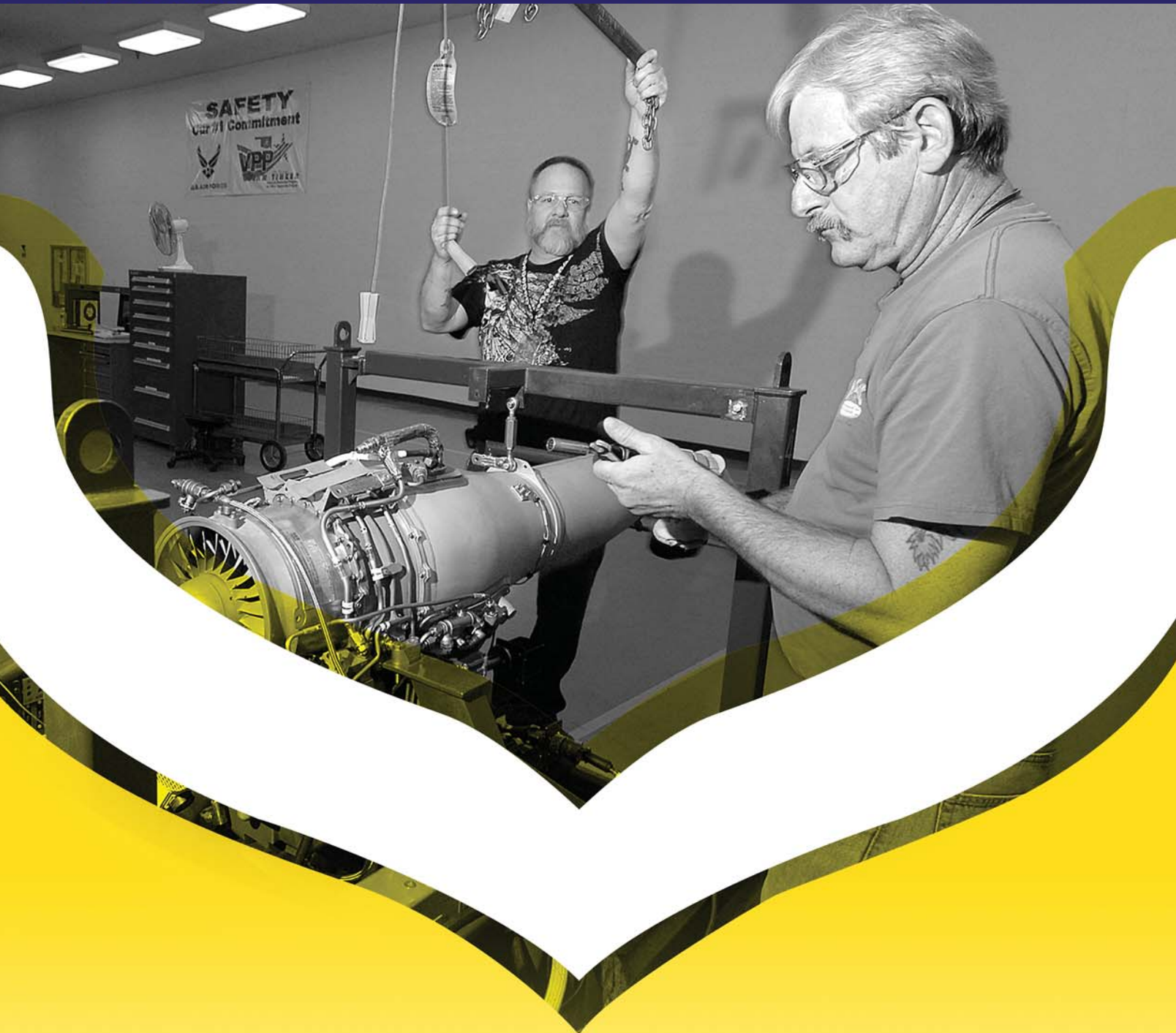
Col. James Nally
Commander
827th ACSG
*(C KC-135)
(Retiring Jun 09)*



Col. Keith Weyenberg
Commander
747th ACSG
(Combat Systems)

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Contract Work with the Oklahoma City Air Logistics Center

A SMALL BUSINESS OWNER'S GUIDE

By KELLY FODEL, MLF CORRESPONDENT

The Oklahoma City Air Logistics Center, based at Tinker Air Force Base, Okla., is the largest ALC in the Air Force Materiel Command. The OC-ALC is the worldwide manager for a wide range of aircraft engines, missiles and commodity items. The center manages an inventory of aircraft—which include the B-1, B-2 Spirit, B-52, C/KC-135, E-3 and contractor

logistics support aircraft—as well as a substantial jet engine inventory ranging from the older Pratt & Whitney TF33 to the newer, state-of-the-art engines, such as the GE F118. It provides depot maintenance, management expertise, installation services and information support for 31 weapon systems, 10 commands, 93 Air Force bases and 46 foreign nations.

While many businesses contract work with the OC-ALC, there is an entire office at Tinker devoted to fostering partnerships specifically with small businesses. The staff at the Small Business Office works to enhance acquisition opportunities for small companies in support of the Air Force mission and serves as the initial point of contact for businesses seeking contracting opportunities with OC-ALC. The companies that the office aids are typically defined as self-certified small businesses, small business disadvantaged, women-owned small businesses and service-disabled veteran-owned small businesses. Joanne Davis, director of small business programs at Tinker, says that any business owner interested in contracting with the OC-ALC must meet certain requirements and follow some specific guidelines in order to properly market themselves to the small business office.

business development centers and the procurement technical assistance centers by visiting www.sba.gov and www.apta-us.org. Davis said that these resources are extremely helpful by providing assistance in creating a business plan, getting registered in the CCR, and getting any details complete before presenting a plan to the SBO at OC-ALC.

The law requires, to the maximum extent possible, that Tinker ensures a fair proportion of contract dollars go to small businesses. The small business office's goals are set by Air Force Materiel Command. The yearly goal for 2009 states that 14.39 percent of contract work should go to small business. However, Davis said it is her philosophy that those numbers are viewed as a minimum goal. "We want to go beyond that and try everything we can to help small business."



Don Brown removes a start cartridge and oxygen bottle from an F107 cruise missile engine, disarming the engine before it will go for an overhaul. The 550th Commodities Maintenance Squadron Cruise Missile Engine Shop is unique to the Air Force. [Photo courtesy of U.S. Air Force-Margo Wright]

"All companies have to be registered in the Central Contractor Registration [CCR]. That's a registry that details all about their business," Davis said. "We have two partners who work with us on that. They are the small business development centers and the procurement technical assistance centers. They really help those small businesses get ready to do business with any federal agency."

A company can register with the Central Contractor Registration (CCR) by going online to www.ccr.gov. It is important to note that registrants must update or renew their registration at least once per year to maintain an active status. Companies can learn more about small

Davis says it is a matter of matching up the company's specific capabilities and expertise with the areas of need at Tinker. "One of the biggest things is in our area of construction. That is where the majority of our small businesses are. [They are] in construction, in base support."

Businesses that have completed the required registrations with the CCR will meet with Davis and her staff to discuss opportunities. Last year, nearly 500 companies met with the team at Tinker's Small Business Office to inquire about contracting with the base. That statistic does not include phone calls, e-mail inquiries, or interactions at workshops or other meetings. In addition to discussing opportunities, Davis always points

companies toward Fed Biz Opps (www.fbo.gov). This Website serves as a virtual marketplace where the federal government advertises all of its current requirements. Davis said it is helpful for a business to keep an eye on Fed Biz Opps, because the Website may have information on requirements that Davis herself might not know about just yet.

“I try to work with the small business development centers and the procurement technical assistance centers because they will also assist [the company] in the proposal preparation. I don’t [personally] help them with proposal prep; I just help them identify where we might have some future requirements,” Davis said.

From the other end, the small business office will assist the buyers and PCOs to help them identify those sources that have the capabilities to meet the requirements they have established. Once Davis and her staff are aware of a properly registered small business and know its areas of expertise, they can suggest sending a solicitation to that company.

The small business office at OC-ALC is small and manned by only three people. That places a lot of responsibility on the shoulders of Davis and her staff, but she claims they welcome the challenge. Davis said, “It is our philosophy that we want these businesses to succeed. Small businesses are the foundation of our economy, and we are going to do what we have to do, because that is what we are tasked to do. That’s our job!”



Brian Baker steam cleans a B-52 pilot's ejection seat in the egress shop. The seat came into service 21 years before the technician was born. [Photo courtesy of U.S. Air Force-Margo Wright]

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But in order to do her job, the company owners need to do theirs. Davis said the business has to come to her “correct.” A business will only get contracts if it is truly qualified, so the owner must come to the table with capabilities that are on target, and a great track record of performance. Conversely, Davis said, there is a responsibility placed upon large companies that contract with the government. They, too, are required to work with small businesses by submitting subcontract plans with the idea that some of their monies will trickle down to small businesses. The Small Business Office also helps facilitate that relationship between large and small companies.

“We try our best to ensure that wherever there is a possibility of a small business [getting work] we grab that; we go for it. We try to bridge that gap between our requirements and their capabilities,” Davis said. “We love what we do. We do a lot in coordination with our SBA and sister agencies to push our small businesses. They do good work for us.”

Those interested in contacting the small business office at Tinker may do so by calling (405) 739-2601 or visiting www.tinker.af.mil/sbo.asp. The Website provides a variety of resources that can assist a small company as it navigates the business of doing business with the government. ★

For more information, contact *MLF* Editor Jeff McKaughan at jeffm@kmmidiagroup.com or search our online archives for related stories at www.MLF-kmi.com.

Mission Essential

The Oklahoma City Air Logistics Center is the leader in providing depot maintenance for the Air Force's most sophisticated weapons systems. The center is the largest of three air logistics centers within the Air Force Materiel Command and the worldwide manager for a wide range of aircraft and missile engines and commodity items.

The center also accomplishes aircraft modifications, repairs and program management on a variety of aircraft, including the E-3 AWACS, C/KC-135, KC-10, B-1, B-2 and B-52.

OC-ALC employs a highly skilled work force of more than 16,000 civilians and military. The center is headquartered out of Historic Building 3001, which covers 62 acres and stretches for seven-tenths of a mile. OC-ALC is made of up three wings, several directorates and supporting staff, and home offices.

327TH AIRCRAFT SUSTAINMENT WING

The 327th Aircraft Sustainment Wing consists of four groups, several squadrons and support organizations. The groups consist of the 327th Aircraft Sustainment Group, 727th Aircraft Sustainment Group, 747th Aircraft Sustainment Group and the 827th Aircraft Sustainment Group. The 327th ASW organizes, directs and controls total life cycle management for the B-52, C/KC-135, B-1 and contractor logistics aircraft, including tanker, trainer, telemetry, airlift, command and control, and U.S. Presidential fleet. The 327th ASW is also responsible for all modifications and sustainment, including management and engineering of systems upgrades, acquisition of new systems, fleet support logistics, software maintenance, and programmed depot maintenance and supporting U.S. Air Force, Reserve and Guard, sister service and numerous foreign military service forces. The 327th ASW manages the readiness of B-2 and E-3 aircraft, 1,382 air traffic control and landing systems and worldwide High Frequency Global Communications Network.

76TH MAINTENANCE WING

The 76th Maintenance Wing is composed of more than 8,200 military and civilian professionals who perform maintenance, repair and overhaul for the Air Force's fleet of E-3,

C/KC-135, B-52, B-1, C-130 and the Navy's E-6 aircraft, as well as a wide range of aircraft engines and component parts. Additionally, the wing develops software and operational flight programs for a myriad of aircraft, cruise missiles, test stations and support equipment. The wing comprises five groups:

The 76th Aircraft Maintenance Group directs, manages and accomplishes organic depot-level maintenance, repair, modification, overhaul, functional check flights and reclamation of B-1, B-52, C/KC/EC-135, C-130, E-3 and E-6 aircraft. The group conducts depot support operations on a fleet of Air Force, Air Force Reserve, Air National Guard, Navy and Foreign Military Sales aircraft, as well as expeditionary combat-logistics depot maintenance and distribution support. The 76th AMXG is responsible for the welfare and training of more than 2,600 military and civilian personnel in 10 facilities.

The 76th Propulsion Maintenance Group comprises approximately 1,800 military and civilian personnel at the Air Force's sole depot engine maintenance facility. On a \$1 billion budget, the 76th PMXG performs repair, modifications, test and reclamation of whole engines and engine managed items subject to repair on 14 different type, model and series engines. A war-ready supply of over 22,000 engines is sustained for the Air Force fleet of B-1, B-2, B-52, C/KC-135, E-3, E-8, F-15, F-16, F/A-22 and Navy E-6 aircraft. In addition, 76th PMXG is the TF33 and F101 Centralized Intermediate Repair Facility providing intermediate-level engine maintenance in support of the B-1, B-52, E-3 and E-8 aircraft.

The 76th Commodities Maintenance Group directs, manages and operates organic depot-level maintenance production facilities in the restoration of Air Force and Navy aircraft and engine parts to serviceable condition. These systems include the B-1, B-52, C-135, C-141, E-3, F-14, F-15, F-16 and T-37 aircraft. It is also the technology repair center for air and fuel accessories, constant speed drives and oxygen-related components.

The 76th Software Maintenance Group is recognized as one of the premier software development and production organizations in the Air Force. Approximately 520 personnel provide expert software to support the B-1, B-2, B-52 and E-3 aircraft. In support of the depot mission and warfighter shops, the

group provides software design and maintenance for all cruise missiles, and a variety of individual components and systems.

The 76th Maintenance Support Group manages and oversees the 76th Maintenance Wing industrial facilities and production equipment. Responsibilities include the integration and accomplishment of the capital purchase program, military construction and maintenance, and repair activities in support of the wing's infrastructure. It provides facility and equipment engineering support, equipment installation, equipment maintenance and repair, precision measurement calibration, weapons systems engineering support, physical sciences laboratories services and production hand tools.

72ND AIR BASE WING

The 72nd Air Base Wing is the host organization for Tinker Air Force Base. The wing provides base installation and support services for the Oklahoma City Air Logistics Center and more than 45 associate units assigned to six major commands, including the largest flying associate wing in Air Combat Command, the Navy's Strategic Communications Wing One and several defense agencies.

From the initial planned site of 960 acres in March 1941, today, the base is made up of 5,020 acres with 463 buildings containing 18.8 million-plus square feet of floor space, including 136 acres of indoor maintenance area and 2,254 acres of ramp space all supported by the 72nd ABW.

Nearly 9,311 military and civilian personnel and approximately 2,752 contractors with the 72nd ABW provide essential support services for the 26,997-member Tinker work force, their dependents and more than 36,500 military retirees in a six-county area. The wing provides critical base functions, including security, fire protection, medical services, civil engineering, communications, and supply, transportation and airfield operations.

Organizations assigned to the wing include 72nd Medical Group, 72nd Mission Support Group, 72nd Operations Support Squadron, 72nd Civil Engineer Group, Logistics Readiness Squadron, 72nd Contracting Squadron, 72nd Comptroller Squadron, 72nd Communications Squadron, 72nd Services Squadron, Plans and Programs, public affairs, chaplain, safety and the inspector general. ★

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