BY ORDER OF THE COMMANDER
OGDEN AIR LOGISTICS COMPLEX

OGDEN AIR LOGISTICS COMPLEX
INSTRUCTION 21-115

15 MAY 2026

Maintenance

BUSINESS
DEVELOPMENT OPERATIONS

COMPLIANCE WITH THIS PUBLICATION IS MANDATORY

ACCESSIBILITY: Publications and forms are available for downloading or ordering on the e-Publishing website at www.e-Publishing.af.mil

RELEASABILITY: There are no releasability restrictions on this publication.

OPR: OO-ALC/OBP

Certified by: OO-ALC/OB
(Ms. Jetta Abplanalp)

Supersedes: OO-ALCI21-115, 21 March 2022

Pages: 30

This operating instruction (OI) implements the Ogden Air Logistics Complex (OO-ALC) Business Development, Depot Activation (DA), and Public-Private Partnership (PPP) office roles, responsibilities, and procedures. These processes encompass Business Communication and Outreach (BCO), Depot Source of Repair (DSOR), Pre-Activation Authorization (PAA) Process, DA and PPP, as required by the federal laws and regulations outlined in the Reference section of this instruction. This instruction applies to OO-ALC personnel, including subordinate groups, geographically separated units (GSU), and contracted personnel performing workload activations. All records generated must adhere to AFI 33-322 and be disposed of IAW the Air Force Records Disposition Schedule in the Air Force Records Information Management System. Recommended changes and questions should be submitted to the Office of Primary Responsibility using DAF Form 847, Recommendation for Change of Publication, routed through the appropriate functional chain of command.

SUMMARY OF CHANGES

This document has been substantially revised and needs to be reviewed in its entirety. Changes have been made to identify the roles and responsibilities of OO-ALC/OBP personnel as well as processes not previously covered within this instruction. This includes but is not limited to: DSOR and DA process changes, Workload Approval Documents (WADs), Depot Maintenance Interservice Support Agreements (DMISAs), Requests for Information (RFIs), PPPs, and other Business Development activities.

1. General Information. This instruction defines the OO-ALC standardized inquiry management of Pre-Activation Authorization (PAA) process, previously known as the Opportunity Review Board (ORB), DSOR, DA, and PPP processes IAW Air Force Materiel Command (AFMC) DSOR and DA processes, OO-ALC-managed PAA, PPP, BCO processes, and associated engagement with stakeholders. IAW higher-level guidance, policies, and regulations identified above. These processes define all actions necessary to establish organic repair at OO-ALC. Stakeholders include, but are not limited to: AFMC, Air Force Sustainment Center (AFSC), Life Cycle Management Center (LCMC), Supply Chain Management (SCM), industry partners, OO-ALC personnel, production groups, OO-ALC personnel, and all others who initiate workload authorization requests.

1.1. For the purpose of this OI, workload is defined as touch labor maintenance, modification, overhaul, or repair, regardless of the identified level of maintenance. The DoD recognizes two levels of maintenance: depot level and field level. See **Attachment 1** for the complete definition.

1.2. OBP plays a central role in managing maintenance services requested by OO-ALC. This includes coordinating and supporting the introduction of new workloads to OO-ALC and guiding requirement holders through the PAA process.

1.3. This instruction supports all activities and any necessary follow-on processes unless otherwise directed by other laws, regulations, or instructions.

1.3.1. This includes DA for non-DSOR workloads or the implementation of PPPs when necessary to facilitate successful workload execution.

1.4. The processes defined within this OI ensure production groups adhere to Technical Repair Center (TRC) Construct, higher-level regulations, group core competencies, local guidance, and appropriate workload alignments. This is done by analyzing proposed workloads, considering capability, capacity, constraints, and potential return on investment as well as appropriately posturing for successful sustainment of workloads.

2. Roles And Responsibilities.

2.1. Administrative/organizational chain of command shall be followed at all times.

2.2. OO-ALC Commander (or Deputy Director if delegated) has the authority to determine whether a workload receives authorization to proceed to DA post-PAA evaluation and recommendation.

2.2.1. Delegates responsibility for all business development activities, workload inquiries and authorization processes, DA execution, special projects, long-term outlook, and PPP oversight to OO-ALC/OB.

2.3. Group CC/CL is the advocate for the Group's interests in relation to OBP processes. Group CC/CL shall:

2.3.1. Ensure group participation in all OBP processes.

2.3.2. Appoint a delegate for participation in the PAA meeting and all its associated actions.

2.3.2.1. Provide OO-ALC/OB with a copy of the appointment letter assigning primary and secondary PAA Representatives, in a format consistent with **Attachment 2**.

2.3.3. Ensure Group PAA Representatives perform duties as identified in **Attachment 3**.

2.3.4. Identify personnel and subject matter experts (SMEs) necessary to execute processes defined within this instruction, including DA, PPPs, DMISAs, and all other OBP processes.

2.3.4.1. Ensure supporting personnel perform duties as identified in attachments of this instruction.

2.3.5. Ensure all workloads gain OO-ALC authorization to activate through the PAA process prior to workload acceptance, as per Section 3 of this instruction.

2.3.6. Ensure Group personnel providing quotes, estimates, rough orders of magnitude, or bids for workloads do not accept workloads without utilizing the PAA process.

2.3.6.1. All quotes, estimates, rough orders of magnitude, or bids shall include the statement: *A quote, estimate, or bid does not constitute workload acceptance. All workloads to be performed by OO-ALC must be processed through the PAA standard process.*

2.3.7. Ensure DA activities and an OB-signed Organic Capability Memorandum (OCM) are complete before initiating sustainment activities.

2.3.8. Ensure a specific critical path process is established for the completion of all OBP process-related documents within the identified time constraints.

2.3.9. Ensure PPPs are executed IAW the terms of the negotiated agreement and the supporting contractual requirements.

2.3.10. Incorporate OBP processes into internal leadership immersions.

2.4. The OO-ALC Business Office (OO-ALC/OB) is the OO-ALC single point of entry, unified voice of negotiation with stakeholders, and responsible for the structure of the depot's long-term outlook. It ensures OB processes align with this instruction and designates a primary office accountable for implementation.

2.4.1. OO-ALC/OBP is the office responsible for implementing new workload opportunities and administering the DSOR, Technology Repair Center (TRC) construct, PAA, and all other workload authorization processes for all OO-ALC workloads as defined in this instruction. Organizational email boxes are utilized for communication with all stakeholders for transparency.

2.4.2. OBP manages OO-ALC-specific DSOR and related process documents, including DMISAs, Foreign Military Sales (FMS), new workloads, PPPs, SORAs, WADs, DSOR exclusions, DSOR or PAA non-conforming workloads and business development inquiries. It is also responsible for oversight of DA processes, including Depot Maintenance Activation Working Group (DMAWG) engagement, supports the implementation of Depot Maintenance Activation Plans (DMAPs), and upholds all other DA activities specific to OO-ALC.

2.4.2.1. Other similar processes not captured in this OI may be incorporated within the established OBP processes, if it is determined to be beneficial to OO-ALC.

2.4.3. Statuses of OBP managed processes are briefed to OO-ALC/CC or delegate at least quarterly.

2.4.4. Specific roles and responsibilities of all personnel are detailed in the Attachment section of this instruction.

3. OBP Processes.

3.1. OBP is responsible for managing four primary activities: Workload Development and Inquiry, Workload Authorization, DA, and PPP administration.

3.1.1. Each activity listed has its own requirements and machines with specific gates.

3.2. **Workload Development and Inquiry Activities:** This is managed by the Source of Repair (SOR) team as part of the BCO machine. Roles and responsibilities of the SOR Team are outlined in **Attachment 6**. This machine contains three gates: Inquiry, Research and Analyze, and Referral.

3.2.1. Workloads that must use this process are those inquiries which seek a capability assessment, a capacity evaluation, or determination of Technological Repair Category alignment, unless another established process is utilized.

3.2.2. **Gate 1: Inquiry:** Receive inquiries. These may include business development activities through System Program Office (SPO) engagements, SCM program engagements, direct conference/event participation, and referrals from maintenance organizations, leadership, AFMC/AFSC, interservice requests, and other requests. Once enough information is received, the request moves into Gate 2. OBP is only responsible for the RFIs or Requests for Quote (RFQ) that are received in one of the designated workflows or are received through the Organic Industrial Base Marketplace (OIBM). All others are managed through production group owned processes.

3.2.3. **Gate 2: Research and Analyze:** Perform sufficient research to determine the nature of the inquiry, if appropriate for OO-ALC or its currently aligned TRC categories, and any other information necessary to proceed. Collaborate with production and other stakeholders to determine if the inquiry aligns with core competencies, similar efforts, or maintenance organizational goals.

3.2.4. **Gate 3: Referral:** Provide available options to the requesting stakeholder and other impacted organizations as necessary.

3.3. **Workload Authorization Processes:** This is managed by the SOR team and includes the DSOR, WAD, DMISA, and PAA processes, as well as supporting processes required by higher level regulations (see **Attachment 1**). The DSOR, WAD, and DMISA processes are managed by AFMC, with OO-ALC/OBP serving as the key participant representing OO-ALC interests. The PAA process improves workload outcomes by extending support outside of the DSOR process (which authorizes DA), by incorporating risk analysis component before DA is initiated. PAA provides a framework for analysis and DA support for all DSOR workloads, inter-services efforts, Foreign Military Sales (FMS), non-depot level maintenance, and other workloads that fall outside the scope of DSOR. These activities are all aligned with OO-ALC strategic goals and objectives. The process is made of three machines: The Pre-Viability Machine, the PAA Machine, and the Viability Machine.

3.3.1. The Pre-Viability Machine is a single gate.

3.3.1.1. **Gate 1: TRC Review:** All workloads managed by the SOR Team must complete this gate. In this gate, the SOR Team reviews the specific workload details available to assess which organic depot the workload aligns to IAW TRC Construct. If TRC Construct aligns the workload to OO-ALC, the workload continues through the required processes outlined below and this closes this gate. If not, it is forwarded to the appropriate TRC location for their action and this gate is closed.

3.3.2. The PAA process can be executed in conjunction with the above-listed processes or as a stand-alone process, depending on the workload package. PAA consists of one machine with three gates: Pre-Activation Request, PAA Evaluation, and Leadership Coordination. See **Figure 3**.

3.3.3. Workloads that must use this process are those which fall within the two tiers of workload listed below:

3.3.3.1. Tier 1 workloads are those that meet the following criteria:

3.3.3.1.1. DSOR/Source of Repair Assignments (SORA)/Strategic Source of Repair (SSOR)

3.3.3.1.2. All types of DSORs, DMI Refreshes, etc.

3.3.3.1.3. WAD

3.3.3.1.4. Workload generated from an SSOR assignment

3.3.3.1.5. Workload requesting an organic capability memo/letter

3.3.3.1.6. Workload with a 20% change in requirement hours over the previously established baseline

3.3.3.1.7. Modification maintenance, modification installs, or bundled modifications (regardless of the hours)

3.3.3.1.8. Foreign Military Sales workloads (regardless of hours)

3.3.3.1.9. Complex or Group Leadership requested for PAA evaluation

3.3.3.1.10. All depot level maintenance efforts

3.3.3.2. Tier 2 workloads are those that do not fall within Tier 1, but do meet the following criteria:

3.3.3.2.1. Workloads exceeding 2,000 annual hours (regardless of the level of maintenance),

3.3.3.2.2. Repatriation efforts (exceeding 2,000 annual hours or increasing by 2,000 or more annual hours)

3.3.3.2.3. Workloads requesting gap analysis or depot activation support (that is not part of the DSOR DA)

3.3.3.2.4. Workload with no demand in the last two years (regardless of a previously signed OCM)

3.3.3.2.5. Workloads that will result in the establishment of a Partnering or Implementation Agreement

3.3.3.2.6. Workloads that impact more than 1 production group (if more than 2,000 annual hours)

3.3.3.2.7. Workloads that are exceptions from other processes

3.3.3.2.8. Commercial Test Agreements (CTA) that exceed 2,000 annual hours

3.3.3.2.9. Cost Class I workloads transitioning to Cost Class IV, and exceeding 2,000 annual hours

3.3.3.2.10. Cost Class IV workloads exceeding 2,000 annual hours

3.3.4. It is the responsibility of OO-ALC personnel (production group and staff offices) to engage with OBP when learning of a potential or incoming workload effort that meets the criteria of Tier 1 or Tier 2. This will ensure compliance with higher level regulations governing the roles and responsibilities of initiating specific workloads. This can be accomplished through direct engagement with OBP or via a Group PAA representative.

3.3.4.1. Out of Cycle requests processed by OB and that meet the above criteria will be routed to OBP as part of the Out of Cycle Request process.

3.3.5. Workloads that don't meet either Tier 1 or Tier 2 criteria are exempt from the PAA process and managed by the production group. However, changes of +/- 20% or more in annual hours, compared to Requirements Review and Depot Determination (R2D2) data, require OO-ALC/ OB Workloading (OBW) review/acceptance and AFMC notification via the SOR Team. Production groups must notify 309 MXSG if exempt workloads impact facility space or industrial plant equipment if not notified already through existing processes.

3.3.5.1. 309th Aircraft Maintenance and Regeneration Group (309 AMARG) specific, non-conforming workloads that are exempt from this process are identified on **Attachment 4**. They do not follow the standard PAA process; however, they may be presented during the PAA meetings for awareness.

3.3.6. **Gate 1: Pre-Activation Request and Workload Evaluation** : Completing the PAA process requires validation of workload R2D2 status, followed by Group review, PAA evaluation, and staff summary coordination with senior leadership authorization. An extended Group review may be utilized when multiple groups must review the workload. The PAA process is initiated when PAA data-gathering documents are received by the SOR Team and quality reviewed. It is completed when a staff summary sheet is returned with OO-ALC leadership signature.

3.3.6.1. Accepted PAA data-gathering documents include: a PAA questionnaire provided by the PM or requirements owner and validated by the SOR Team (**Attachment 5**); a signed, completed Part 1 of the Engineering Requirements Development Packet that contains the same information as is included in the questionnaire; or a Program Manager (PM) signed WAD with an assigned designation number. Supplementary questionnaires may be used for atypical workloads at the discretion of the requested office and the SOR Team.

3.3.6.2. Production Group review and extended Group review are accomplished with a cost-benefit analysis, a capability analysis, and an initial risk assessment and

mitigation plan of aspects of the workload, including, but not limited to: technical data availability, facility space considerations, training, material, and equipment readiness.

3.3.6.3. The Group review analysis for WADs will include the identification of shifting workload hours and a review of the proposed WAD and associated Get-Well-Plan (GWP), including identifying the portions of the GWP that fall under the Group's responsibility.

3.3.6.4. Training is available. Computer-based training should be coordinated through group training managers. In person-training can be coordinated through OBP.

3.3.7. **Gate 2: Pre-Activation Authorization Board Evaluation** : PAA evaluation is accomplished by presenting the appropriate data-gathering documents and the Group review (and extended Group review, if required) documents to internal stakeholders for an open dialogue, with the intent of obtaining a collaborative recommendation regarding workload authorization. The evaluation is completed by a collective recommendation from the PAA representatives during the standard PAA meeting.

3.3.8. **Gate 3: eSSS Coordination by Leadership:** Staff summary coordination with senior leadership authorization is the final step of the PAA process. The PAA evaluation, Group review, and any additional documents are incorporated into a comprehensive workload package for coordination through Group and complex leadership prior to presentation to OO-ALC/CC or DD for disposition. The workload package is not authorized without CC or DD signature. This machine closes with written notification of the eSSS of leadership decision provided to stakeholders.

3.3.8.1. Higher-level regulations and related policies may drive additional processing.

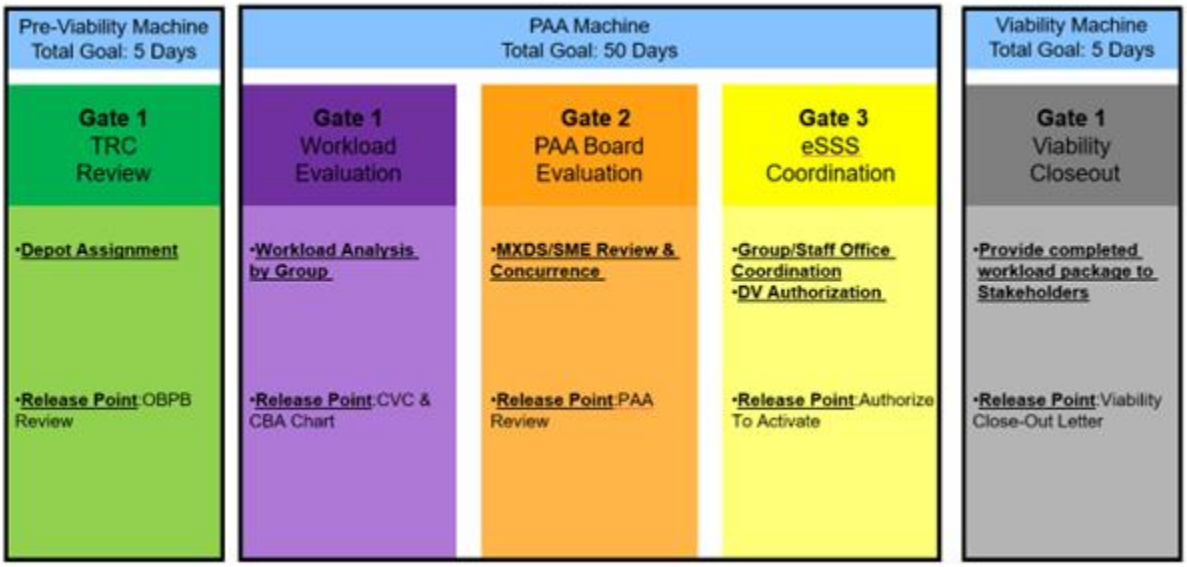
3.3.8.2. The requesting stakeholder may terminate workload evaluation at any time during this process by providing a termination request in writing. However, only the OO-ALC/CC or delegate may decline a workload effort.

3.3.8.3. Upon completion of the PAA process, materials and information gathered will be provided to DA.

3.3.9. The Viability Machine is a single gate machine.

3.3.9.1. **Gate 1: Viability Closeout:** Workloads that complete the Pre-Viability and PAA Machines must go through the Viability Closeout gate. In this gate, the SOR Team provides all workload related information, including any documentation generated in the Pre-Viability and PAA processes to the Depot Activation team and the impacted Groups. The identified requirement owner receives a closeout email with a point of contact for the Depot Activation process.

Figure 1. Pre-Viability, Pre-Activation Authorization, and Viability Machines Overview.



3.4. **Depot Activation (DA):** Each depot activation effort is unique and tailored to the requirements of the workload as well as the needs of the requesting office and impacted production area. DA is required as part of the DSOR process. DA may also be driven from other requirements as identified in this instruction. The DA process is managed by the Maintenance Activation Planning Team (MAPT) Lead and the Integrated Planning Team (IPT) Lead at OO-ALC. The MAPT Lead is the primary point of contact for DA activities. The DA process consists of five gates. See **Figure 2** for overall DA process and gates.

3.4.1. Workloads that must use this process are those that have a DSOR decision, workloads that received an authorization to activate through the PAA process, workloads seeking organic sustainment, and workload requesting an OCM.

3.4.1.1. Low volume, low quantity workloads will be assessed by Group and OB Leadership to determine the level of depot activation support.

3.4.2. **Gate 1: Activation Kick-Off.** The OO-ALC MAPT represents OO-ALC Leadership and OO-ALC interests during Depot Maintenance Activation Working Group (DMAWG) initiation, document development, Depot Maintenance Activation Plan (DMAP) development, gap analysis, requirements definition, and funding acquisition. This gate closes when receipt of activation funding is provided to the MAPT. Activations are funded by the requirement owner.

3.4.3. **Gate 2: Execute DMAP.** The OO-ALC MAPT supports DMAP execution, acting as the single point of contact and local coordinator for DA on matters such as facilities, equipment/support equipment, technical data, manpower, training, and parts provisioning. This gate closes upon successful implementation of all pre-validation/verification requirements.

3.4.3.1. For large-scale and specialized facility projects within Gate 2, a dedicated depot activation project manager may be assigned for the purpose of managing that specialized project as a stand-alone effort.

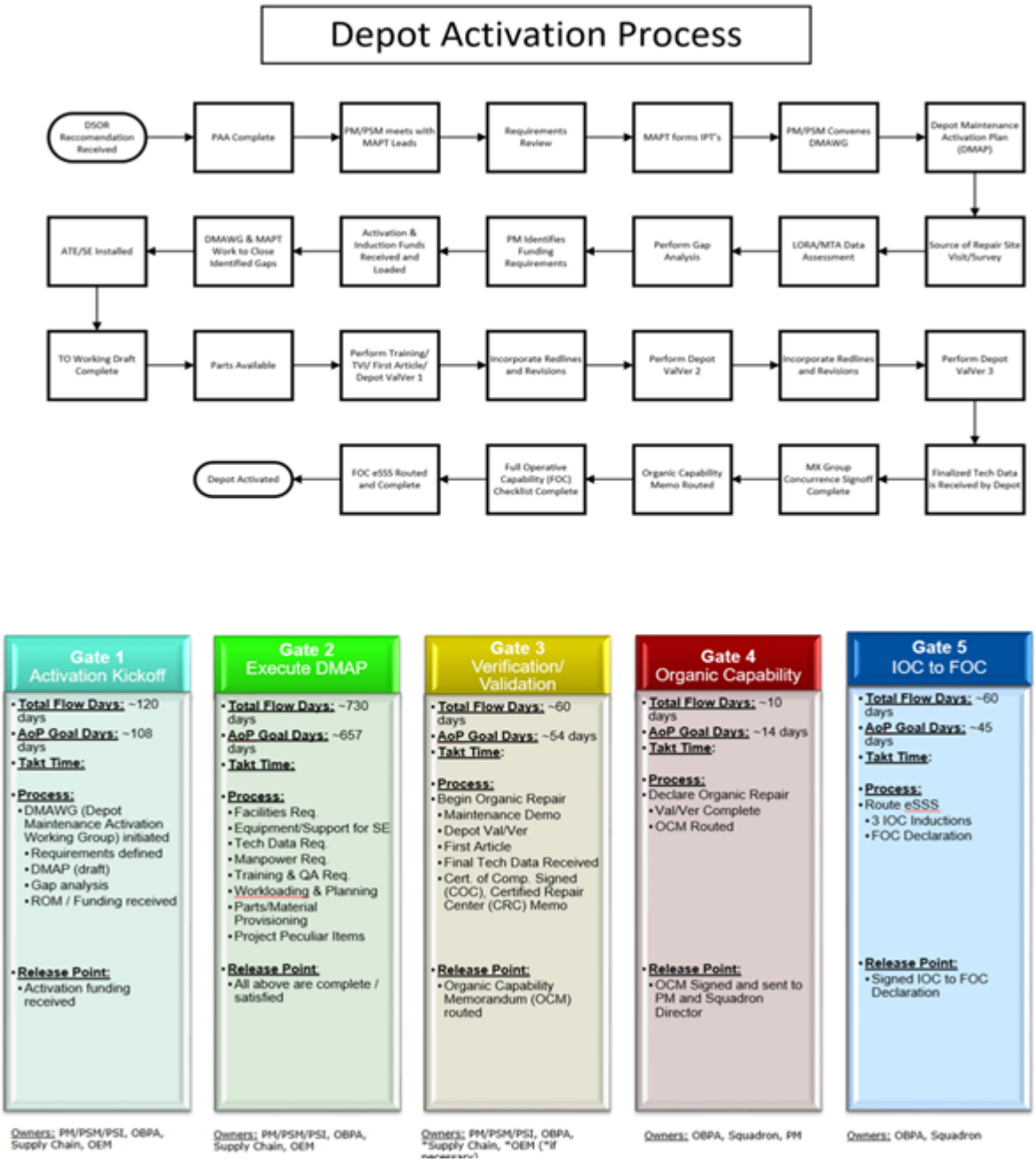
3.4.4. **Gate 3: Validation/Verification (Val/Ver).** The OO-ALC MAPT Lead supports and facilitates maintenance demonstration activities, including the initial capability demonstration, first article testing, and certification of completion. This gate closes when the Organic Capability Memorandum (OCM) is ready for coordination.

3.4.5. **Gate 4: Organic Capability.** The OO-ALC MAPT Lead declares initial operating capability (IOC) by coordinating an OCM with impacted maintenance organizations to ensure all requirements are met. This gate closes upon OCM completion and delivery to the Product Support Manager (PSM) and impacted squadron director.

3.4.6. **Gate 5: IOC to FOC.** The OO-ALC MAPT monitors activated workloads from IOC through the completion of three inductions (or other negotiated level of effort) to determine full operating capability (FOC). Once FOC is determined successful, the effort is documented through an eSSS. It is then routed to all impacted production groups for concurrence and to Complex OB and Group Leadership for declaration of FOC. If FOC cannot be declared, the workload is re-evaluated by all stakeholders to determine the best way forward.

3.4.7. Additional roles and responsibilities of DA MAPTs and IPTs are outlined in **Attachment 7** and a checklist example of depot activation actions are outlined in **Attachment 8**.

Figure 2. DA Process Overview and Gates.



3.5. **Public-Private Partnership (PPP) Administration:** The PPP administration process is used to manage partnerships with private sector entities to support depot maintenance activities. This includes, but is not limited to the development, implementation, and identification of potential partners, negotiating agreements, and overseeing performance. It is managed by the OO-ALC/ OBPB PPP Team. All PPP activities will be in accordance with DoDI 4151.21 and AFI 63-101/20-101. The process consists of 4 gates: Initiate, Engage and Develop, Draft, Coordinate and Sign, and Manage.

3.5.1. There are two documents generated through this process: the Partnering Agreement (PA) and the Implementation Agreement (IA).

3.5.2. Workloads that must use this process are those that are seeking to establish a partnership or have an identified partnership between either AFSC or OO-ALC and an industry partner, or between AFSC or OO-ALC and a program or supply chain office.

3.5.3. PA documents may be between AFSC or OO-ALC and the associated requirement owner. PAs may be overarching and do not require a specific workload to be established. IA documents are between OO-ALC and the associated requirement owner. IAs require a specific workload to be identified to be established or revised. Both PAs and IAs will follow the same gates.

3.5.4. **Gate 1: Initiate.** A request will be received by the PPP team to determine if the request is appropriate for a partnership agreement and/or implementation agreement. Once determined that either PA or IA is warranted, this concludes gate 1.

3.5.5. **Gate 2: Engage and Develop.** The required stakeholders are assembled and the available information evaluated, negotiated, and analyzed. This gate is completed when the working level stakeholders concur with a draft document.

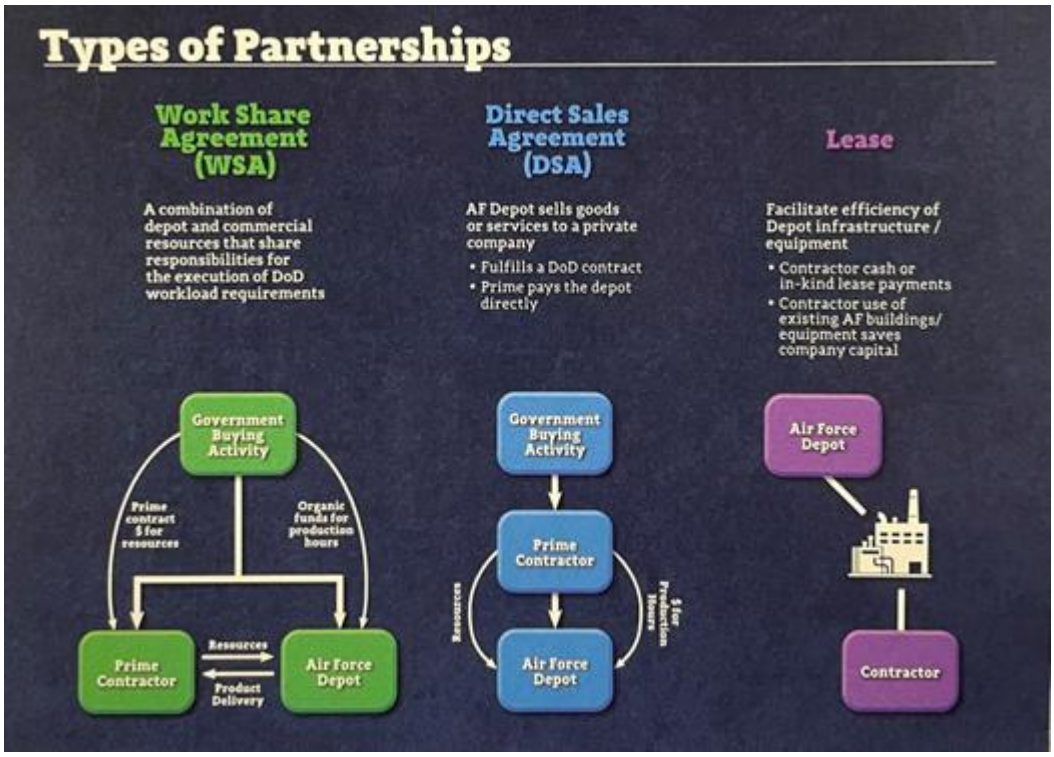
3.5.6. **Gate 3: Draft, Coordinate and Sign.** The concurred draft document is finalized and routed through all stakeholders for coordination. After coordination is complete, the final document is presented to the appropriate authority for final signature. It is then distributed to the stakeholders and filed. This concludes gate 3.

3.5.7. **Gate 4: Manage.** The PAs and IAs remain in effect until they expire or require revision. If a revision is warranted, the PPP team will reinitiate the process.

3.5.8. CTAs will only be established and managed by the PPP Team if the effort aligns with one of the three types of PPPs recognized by the DoD. These include Work Share Agreement, Direct Sales Agreement, and Lease. See **figure 3**.

3.5.9. Additional roles and responsibilities of the PPP team and other details are outlined in **Attachment 9** or in the specific PA/IAs.

Figure 3. Types of PPPs.



SANDRA FITZGERALD, NH-04, DAF
Deputy Director, Ogden Air Logistics Complex

Attachment 1

GLOSSARY OF REFERENCES AND SUPPORTING INFORMATION

References

10 U.S. Code § 2460, *Armed Forces; Definitions of depot-level maintenance and repair,* updated 1 January 2024

10 U.S. Code § 2464, *Core Logistics Capabilities,* 31 December 2011

10 U.S. Code § 2474, *Center of Industrial and Technical Excellence,* 1 January 2022

10 U.S.C. *§ 2539b(a)(3)*

DODI 4151.18, *DoD Maintenance of Military Materiel,* 30 August 2024

DODI 4151.20, *Depot Maintenance Core Capabilities Determination Process,* 31 August 201*8*

DODI 4151.21, *Public-Private Partnerships for Product Support,* 31 July 2019

DODI 4151.24, *Depot Source of Repair (DSOR) Determination Process*, 13 October 2017

DODI 4151.26, *DoD Interservice Depot Maintenance,* 21 October 2022

DAFI 90-161, *Publishing Processes and Procedures,* 15 April 2022

DAFI 33-322, *Records Management and Information Governance Program*, 23 March 2020

DAFI 63-101/20-101*, Integrated Life Cycle Management*, 22 October 2024

DAFMAN 63-122, *Depot Source of Repair Planning and Activation,* 21 January 2020

AFMCI 21-100, *Depot Maintenance Production Support,* 21 January 2024

AFSCMAN 21-102, *Depot Maintenance Management*, 18 November 2024

AFSCMAN 65-101, *Depot Maintenance Accounting and Production,* 10 January 2024

TO 00-25-195, *AF Technical Order System Source Maintenance, and Recoverability Coding of Air Force Weapons, Systems, and Equipment*, 1 March 2021

Prescribed Forms

OO-ALC Form 214, *Pre-Activation Authorization Questionnaire*

Adopted Forms

DAF Form 847, *Recommendation for Change of Publication*

Abbreviations and Acronyms

AFI—Air Force Instruction

AFMAN—Air Force Manual

AFMC—Air Force Materiel Command

AFMC/A4FD—Planning Branch, Depot Operations Division

AFSC—Air Force Sustainment Center

AFSCMAN—Air Force Sustainment Center Manual

BCO—Business Communication and Outreach

BD—Business Development

CDD—Candidate Depot Determination

CTA—Commercial Test Agreement

DAF—Department of the Air Force

DAFI—Department of the Air Force Instruction

DFT—Depot Field Team

DMISA—Depot Maintenance Interservice Support Agreement

DSOR—Depot Source of Repair

FOC—Full Operating Capability

FMS—Foreign Military Sales

GWP—Get Well Plan

IA—Implementation Agreement

IAW—In Accordance With

IOC—Initial Operational Capability

LCMC—Life Cycle Sustainment Center

MTTR—Mean Time to Repair

NSN—National Stock Number

OIBM—Organic Industrial Base Marketplace

OO-ALC—Ogden Air Logistics Complex

OO-ALC/OB—Business Operations

OO-ALC/OBP—Strategy, Business Development, and Depot Activation

OO-ALC/OBW—Workloading

OCM—Organic Capability Memorandum

PA—Partnership Agreement

PAA—Pre-Activation Authorization

PM—Program Manager

PPP—Public-Private Partnerships

PR—Periodic Review

PWS—Performance Work Statement

RFQ—Requests for Quote

RGC—Repair Group Category

R2D2—Requirements Review and Depot Determination

SAP—Special Access Programs

SAR—Special Access Requirements

SCM—Supply Chain Management

SMR—Source, Maintenance, and Recoverability

SOR—Source of Repair

SORA—Source of Repair Assignment

SOW—Statement of Work

SSOR—Strategic Source of Repair

T-JON—Temporary Job Order Number

TO—Technical Order

TRC—Technical Repair Center

Val/Ver—Validation/Verification

WAD—Workload Approval Document

WLS—Workload Shift [DSOR]

Terms

Commercial Test Agreement—An agreement between an entity and one or more federal technical activities whose purpose is to provide fee-based testing services for various items (materials, equipment, models, software, etc.) to external entities or individuals.

Cost Class I Workload—Customer requested work performed by the complex, whereas the customer develops requirements and obtains financial authority to pay for the work requested

Cost Class IV Workload—Work performed by one complex organization (e.g. shop, cost center, or resource cost center) for another complex organization and does not earn hours.

Depot Maintenance Interservice Support Agreement—An agreement between the Air Force and other Department of Defense entities to provide depot maintenance and related support functions for weapon systems, equipment end items, systems, sub-systems, components, or commodity groups (to include software maintenance); required method to implement DSOR decisions between the AF and DoD entities, regardless of the method by which the DSOR decision was reached.

Depot Maintenance Interservice Study—Request from another service for evaluation of the complex's capability, capacity, business, and operational abilities specifically related to an identified workload. This can be presented in multiple ways and the method and detail of the required response varies by the stakeholders. This is also referred to as a DMI RFI.

Depot Level Maintenance and Repair—Material maintenance or repair requiring the overhaul, upgrading, or rebuilding of parts, assemblies, or subassemblies, and the testing and reclamation of equipment as necessary, regardless of the source of funds for the maintenance or repair or the location at which the maintenance or repair is performed. Includes the installation of parts for safety modifications. Additionally, it includes inspection of weapon systems, equipment end items, parts, components, assemblies, and subassemblies. Depot maintenance also includes the installation of parts or components for modifications and technical assistance to intermediate maintenance organizations, operational units, and other activities. (10 U.S.C. Subtitle A, Part IV, Chapter 146, Section 2460)

Depot-Level Repairables—A new requirement, or a reparable hardware or software item of supply, aircraft, aircraft modification, missile maintenance, or development that is designated for repair or development at depot level or that is designated for repair below the depot level, but if repair cannot be accomplished at that level, shall have its unserviceable carcass either forwarded to the depot for repair or condemnation, or reported to the inventory control point for disposition, as summarized from AFI 63-101/20-101.

DSOR Process—Structured method by which the DoD postures its depot-level maintenance workloads; applies to workloads for hardware, software, new acquisitions, and fielded systems whether the government or private contractor manages the system or subsystem; required before investment dollars are obligated to establish a depot-level capability. All types of DSORs will fall within this process.

Field level maintenance—Level of maintenance includes organizational and intermediate maintenance. Organizational maintenance, which includes inspections, servicing, handling, preventive and corrective maintenance. Intermediate maintenance, which includes assembly and disassembly beyond the capability of the organizational level.

Foreign Military Sales—Work to support aircraft and exchangeables owned by other countries.

Implementation Agreement—An Implementation Agreement is between the partner and the OO-ALC. Its purpose is to implement the terms and conditions of the Partnership Agreement. It defines the specific requirements for depot level maintenance and repair of the specified assets identified in the agreement Creation of an IA is dependent on an established PA.

Known Changes—Changes to workload within the Centralized Access for Data Exchange or to other funded customer orders funds of the planned number of assets, or in value of $100,000 or 10 percent, or changes in hours of 1,000 or 10 percent, when compared to the authorized R2D2.

Organic Industrial Base Marketplace—The Department of Defense directed, Army owned interservice tool used to identify capabilities for potential use in manufacturing or maintenance; it provides points of contact at organic location to engage with regarding requests for information.

Partnership Agreement—Partnership Agreements are the foundation for future IAs and provide overarching terms and conditions for a long-term, public-private partnering approach between the Air Force and a private partner. They may be written to allow implementation for workshare, direct sales, leasing activity and other implementation methodologies to be determined by the parties involved.

Public-Private Partnership—An established relationship between an organic maintenance depot and one or more private-sector entities to perform defense-related work, utilize depot facilities and/or equipment, personnel, and/or perform touch labor. They are voluntary, non-contractual collaborations between DoD and non-federal entities (NFEs) through which both parties leverage the expertise, resources and incentives of the other to achieve mutually agreed goals. Other government organizations, such as program offices, inventory control points, and sustainment commands, may be parties to such agreements.

Request for Information—The process used by organizations to gather information about products, services, or suppliers before making a decision. Commonly utilized in procurement and project management contexts, it helps organizations assess potential capabilities to ensure informed decision-making.

Request for Quote—A standard business process used to request price proposals for specific products or services. RFQs are commonly utilized in procurement and purchasing practices, particularly when cost estimation and comparison are crucial for decision-making.

Source, Maintenance, and Recoverability Code—This code is assigned to each assembly and part, providing maintenance activities with repair-level responsibilities, support method, and disposition instructions.

Source of Repair Assignment—Documents reflecting the assignment of long-term depot-level maintenance, hardware and/or software, which can be accomplished via organic repair, contractor repair, or a combination.

Technology Repair Center (TRC) Construct—AFMC controlled and managed table of the Federal Stock Class codes and their corresponding assigned SOR depots. All workloads must follow TRC assignment.

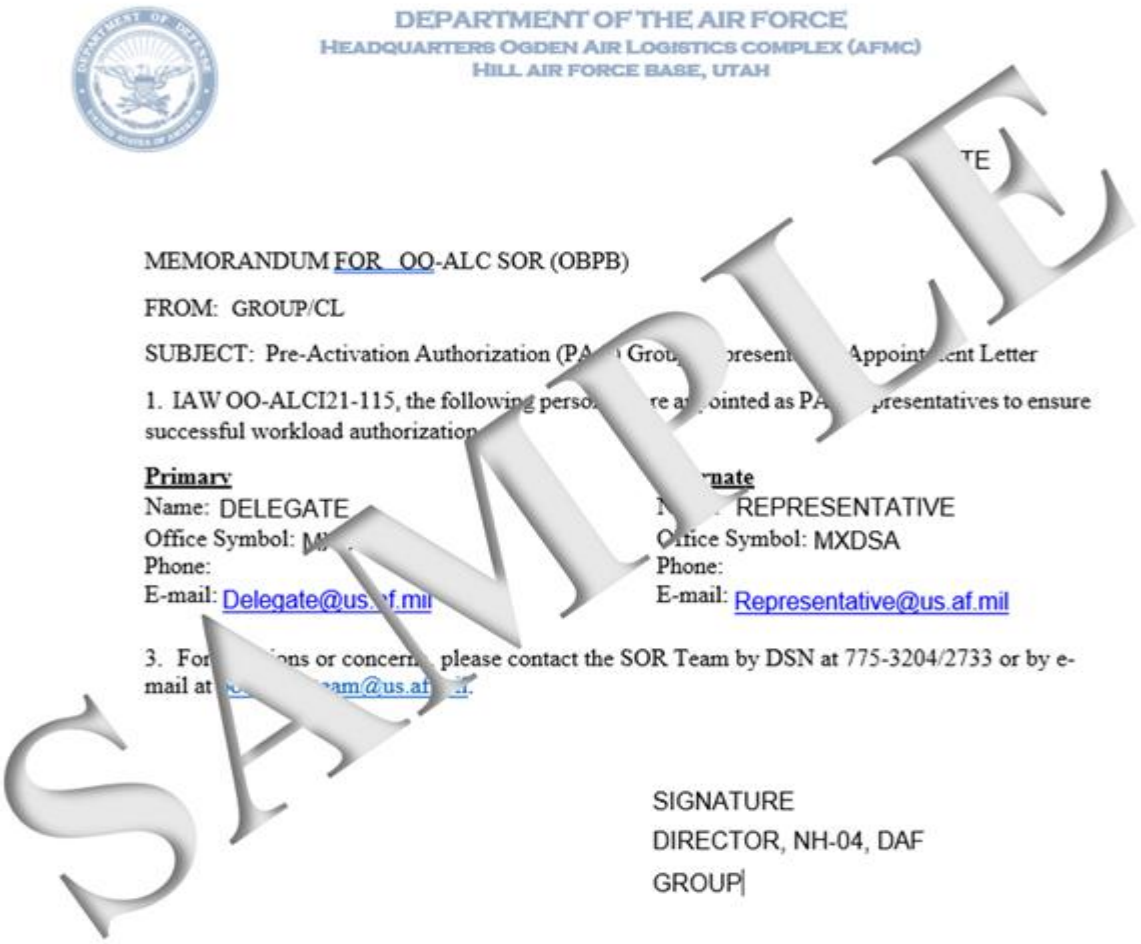
Workload Approval Document—Process for documenting approval of a short-term shift of work from one established repair location or method to another repair location or to contract support.

Workload Viability Re-evaluation—A process which allows production groups to request workloads currently assigned to be evaluated for a shift to another production group, air logistics complex, or contract.

Attachment 2

SAMPLE APPOINTMENT LETTER

Figure A2.1. Sample Appointment Letter.



DEPARTMENT OF THE AIR FORCE
HEADQUARTERS OGDEN AIR LOGISTICS COMPLEX (AFMC)
HILL AIR FORCE BASE, UTAH

TE

MEMORANDUM FOR OO-ALC SOR (OBPB)

FROM: GROUP/CL

SUBJECT: Pre-Activation Authorization (PA Grou resent Appoint ent Letter

1. IAW OO-ALCI21-115, the following perso re a ointed as PA presentatives to ensure successful workload authorization

Primary
Name: DELEGATE
Office Symbol: M
Phone:
E-mail: Delegate@us f.mil

nate
REPRESENTATIVE
Office Symbol: MXDSA
Phone:
E-mail: Representative@us.af.mil

3. For ons or concern please contact the SOR Team by DSN at 775-3204/2733 or by e-mail at eam@us.af il.

SIGNATURE
DIRECTOR, NH-04, DAF
GROUP

SAMPLE

Attachment 3

PAA PROCESS GROUP REPRESENTATIVE ROLES AND RESPONSIBILITIES

Table A3.1. PAA Process Group Representative Roles and Responsibilities.

Group PAA Representatives	Roles & Responsibilities
	• Review the agenda before each PAA meeting. • Attend the meeting prepared to present the Group's position on all agenda topics. • Provide an appropriate delegate when unavailable to attend. • Collaborate within the PAA meeting to reach a consolidated recommendation on workloads to be presented to OO-ALC leadership. • Have the authority to verbally concur or non-concur with recommendations impacting their Group during the meeting. • Route projected opportunities to OO-ALC/OB through the SOR Team *before* workload authorization. • Apprise respective Group leadership of the discussions, decisions, and recommendations that occur in the PAA meeting. • Respond, as required, within established timelines to all action items generated from the PAA meeting to meet deadlines and suspense requirements. • Invite other attendees as needed. • Request authorization from the PAA chair *before* inviting a contractor to attend the PAA meeting.

Attachment 4

EXCEPTIONS TO THE PAA PROCESS

Table A4.1. Exceptions to the PAA Process.

309AMARG workloads that may meet the criteria for PAA processing but are identified in the chart below by the Repair Group Category (RGC) code and associated to the specific elements, are exceptions to the standard PAA process.		
RGC Code	**Workload Type**	**Specific Elements**
1	Storage*	• Building of Shipping Containers • Re-preservation • Disposal • Induction • Regeneration and Disassembly • Assembly
H	Other Major End-Item Service Work	• Programmed Reclamation
L	Exchangeables Service Work	• Escort • Reclamation
N	Base/Tenant Support	• Reclamation requested directly from local redistributing and marketing
P	Manufacture for the AF Stock Funds	• External customer requirement not supporting an approved workload

Attachment 5

PAA PROCESS SAMPLE QUESTIONNAIRE

Figure A5.1. PAA Process Sample Questionnaire.

DO NOT INCLUDE CLASSIFIED INFORMATION ON THIS FORM

Security Classification: ---- Nuclear Weapon Related Material: ----

Pre-Activation Questionnaire/Level 1 Gap Analysis ID # (OBP assigns this):

1. Workload Title (ex. F-16 Wing Repair): 2. Opportunity Type: ----

3. Provide detailed description of workload below (What are you asking the ALC to do?) and indicate if workload is hardware: ----

4. Level of Repair (from SMR Code): 5. Does a SORA exist: ---- 6. If yes or in-work for #5, wha ORA ber:

7. PM intentions: ----- 8. If split what percentage will be organic?

9. If GSU, which one: ---- 10. If partnership, with whom: 11. Partnership type:

12. When do you want OO-ALC to start the work: **13. When do you want t npleted repair/ liverab ---**

14. For what years is the program planned: 15. How many do y year (re rhaul, install, vered):

16. In hours, how long does it take to execute requested work on a single Was a R /ROM/501 completed: ----

18. Is this bundled: No 19. Can this be done indepe ently: --- List dependenci

21. Is funding available or plan to achieve funding: ---- ding source: ---- **23. Funding FY Anticipated:** ----

24. Is Tech Data published & available or in development: -- 25 #24, what's is the T.O./manual number:

26. Please list the NSNs below (if established

27. Is the workload parts supportable? BOM/LOM vailable/ nent: ----

28. Is the workload for Country: ---- 29. Which country: 30. If FMS/GSU, what theater are the parts in: ----

31. Date FMS parts will 32. Date GSU parts will arrive at GSU:

33. A ional Informatio (Curre Repa Data/General comments/Plan to Obtain Tech Data/Plan to achieve parts supportability/Funding Plan):

Kadena Specific In mation-only complete if you selected Kadena in Block 9.

34. Does this sup rt a WS permanently assigned to or frequently deployed to PACAF: ---- 35. Is the preference for this to be repaired in PACAF ----

36. W onstraints impact PACAF performing repairs:

37. Is this NSN identified on Kadena Master Repair List: ----

38. Is the asset a good candidate to have a secondary source or overflow source of repair capability in PACAF:----

39. Submitted By/Requirement Owner: (Name, Phone Number, e-mail address):

Attachment 6

SOR TEAM ROLES AND RESPONSIBILITIES

Table A6.1. SOR Team Roles and Responsibilities.

SOR Team	Roles & Responsibilities
	• Facilitate routing of RFQ & RFIs, unless utilizing other established processes • Re-evaluation of workload requested by complex or Group personnel • Chair the PAA meeting and provide meeting minutes to all stakeholders • Facilitate the completion of all documents within PAA process • Coordinate and validate Workload Approval Documents (WAD) and Get-Well Plans and quarterly follow-ups • Provide customer support to requesting offices and/or Production areas • Manage requests for OCMs for previously established workload • Represent OO-ALC at all conferences and events related to direct labor opportunities • Manage all OO-ALC specific duties of the DSOR process • Focal point for interservice for capability evaluation or queries • Coordinate New workload related technical visits • Primary point of contact and management of the documents and processes for the following: ○ New business and New workload ○ TRC alignment or establishment ○ DSORs, WADs, and associated processes ▪ Including shifting workloads ○ DMISA agent and Interservice General Terms & Conditions (GT&C) Fiscal Service form 7600. ○ PAA ○ Depot Maintenance Interservice Studies or Introductions • Liaison to AFMC and AFSC on things listed above

Attachment 7

MAPT AND IPT ROLES AND RESPONSIBILITIES

Table A7.1. MAPT and IPT Roles And Responsibilities.

MAPT and IPT	Roles & Responsibilities
	• Represent OO-ALC Leadership ○ Advocates OO-ALC Leadership interests in all DA activation activities, forums, exchanges, summits, meetings, etc. ○ Empowered during DA events, translating strategic goals into actionable steps and providing critical communication and resource advocacy. • Analyze capability gaps ○ Conduct gap analysis between requirements and existing capabilities ○ Identify synergies in Common Repairable Items ○ Provide recommendations to DMAWG co-chairs for DSOR implementation. • Facilitate and advise on activation funding ○ Coordinate with the requesting office to secure all funding required for DA activities to include, but not limited to: facility upgrades, test equipment, specialized tooling, and common tooling related to the activation process. • Advise on DMAP development ○ Provide expertise and recommendations to co-chairs and SPO points of contact (POCs) on the development of the Depot Maintenance Activation Plan (DMAP) • Represent maintenance interests ○ Ensure maintenance squadrons are represented in DMAP and DMAWG discussions to guarantee effective execution of maintenance plans • Lead stakeholder meetings ○ Facilitate and organize Production Planning and Programming Teams (PPPTs)/Integrated Product Team (IPT) meetings, tailored to the ALC at the depot/shop level, bringing together key stakeholders including program office, activation/business office, aerospace OEMs, squadron leadership, shop supervisors, planning, scheduling, and engineering personnel • Guide schedule execution ○ Provide guidance and leadership on proposed schedules and execution plans • Validate activation plans ○ Verify that primary activation elements are addressed with comprehensive plans to ensure workload sustainability • Coordinate agreements

	○ Facilitate and coordinate contracts, and other agreements with internal and external organizations, government agencies, and commercial businesses as needed

Attachment 8

DEPOT ACTIVATION CHECKLIST EXAMPLE

Figure A8.1. Depot Activation Checklist Example.

Depot Activation Checklist			
	Yes	No	In-Work
DSOR			
DMAWG			
DMAWG Charter			
Maintenance Activation Planning Team (MAPT)			
Depot Maintenance Activation Plan - Weapon System Level			
Activation Priority List			
Funding			
Group POC			
Group Establishes IPT			
Depot Maintenance Activation Plan - Line Replaceable Unit (LRU)/Shop Replaceable Unit (SRU) level			
Partnering Agreement (if necessary)			
Maintenance Activation Planning Team			
MAPT Leads			
HQ AFMC/A4			
ALC			
Owning Major Command			
Contractor (Non-Voting)			
Review Program Funding			
Check into Funding			
What Kind of Money			
How Much is Available			
Review Funding Dollars (are they adequate)			
Involve Management			
Contact Other ALC Sub-Groups			
Aware of Any Funding Concerns			
Resolve Any Funding Issues			
Develop/Submit Budget			
Budget is Built			
Budget is Submitted			
Forms Required (Military Interdepartmental Purchase Requests)			
Facilities			
Building			
Review Existing/Projected Facilities and Availability			

Produce Office or Shop Layouts			
Determine Facility Requirements			
Identify/Provide Budget Submission Facility Alternatives			
Obtain Funding for Project Engineer			
Possible Shop Rearrangement with Project Engineer			
Security Requirements			
Hazardous Facilities			
Special Work Areas			
Common Administrative Area			
Secure Storage Area			
Shipping and Receiving Area			
Office Space			
Equipment			
Test Equipment			
Common Equipment			
Test Program Sets (TPS)			
Workstations			
Workstation Tooling			
Workstation Computers			
Computers and Computer Peripherals			
Management Computers			
Engineering Computers			
Analyze Existing/Projected Manpower and Availability			
Support for Support Equipment			
Test Measurement, Diagnostic Equipment Determination			
Calibration Requirements			
Tooling and Fixtures			
Environmental/Biological Hazardous Materials/Fuels			
Ensure Support Equipment is Authorized on Table of Allowance			
Test Station Support/Warranty			
Software/Engineering Support			
Analyze Existing/Projected Manpower and Availability			
Tech Data Requirements			
Data Available, Proprietary Data, Re-engineering Requirements			
Technical Data (Program Office/Contractor)			
Identify Technical Data			
Process Technical Data			
In Process Reviews (preliminary reviews)			
Validation			
Verification			
Requisition Technical Data			

Install Technical Data Access Computers			
Distribute Technical Data			
Manpower (OBWW)			
Provide Manning Requirements			
Identify Workload/Timetable Requirements			
Hiring Time			
Available Sources			
Special Skills Needed			
Forms Required			
Signature(s) Required			
Depot Job Descriptions			
Supervisor			
Supply/Inventory Specialist			
Shipping and Receiving Specialist			
Technician			
Test Technician			
Analyze Existing/Projected Manpower and ilability			
Training			
Determine Skill Level of Perso			
Establish Training Schedule			
Production Shops			
Coordinate Training tes			
In-house Training/De ent			
206 Contra tor Tempo ary			
Estab sh On-going Tra ng to aintain Skill Level			
Profe ional Assessmen and Certification			
Quali			
Work with Quality Assurance			
Current Q lity Programs Adequate			
Workloadi g			
Identify Program Manager			
Identify Estimated Workload to Manpower Sub-groups			
Establish Program Control Number (PCN)/Resource Control Center (RCC) Mix in G004C for Permanent Workload			
Update Intelligent Definition Language IDLF/EFF in G004C for the RCCs			
Schedule Express			
Resolve Funding Issues			
Planning			

Identify/ Involve Planner and Scheduler			
Prototype Labor Standard			
206 Prototype			
Repair Parts Provisioning/Forecasting			
Production Requirements			
Production Control Number			
Work Control Documents			
Establish Enhanced Information Support Plan			
Material Requirements			
Full Range Listing			
Computer Requirements			
Identify Cost Class			
Parts and Material Provisioning			
Identify/Involve Material Support Specialist			
Spare Requirements			
Initiate Paperwork			
Initiate /Set Special Levels			
Identify and Expedite Critical Items			
Stocklist Spare Parts			
Order Spare Parts			
Identify Hazardous Direct/Indirect			
Coordinate AFMC 521 for Shop Authorization for Hazardous Material			
Obtain Hazardous M...			
Support Equipment Mater...			
Establish Shop Material Support Procedures			
De... Requirements			
Obtain ... Storage Area (if necessary)			
Time to Declare Organic Repair			
Information Assurance Strategy Document Must be Completed and Signed Before Turning Over to Sustainment			
Perform a Maintenance Demo			
Validation/Verification			
Schedule Meeting with Shop Manager, Scheduler, Planner, Workloader Turn Work Over to Shop; They Sign Agreement that Work is Now in Their Possession. Sign Certificate of Completion-Turning Workload Over to Sustainment			
Fill Out a Certificate of Completion (COC)			
Report Completion to Division Director			
****Activation Complete****			

Attachment 9

PPP TEAM ROLES AND RESPONSIBILITIES

Table A9.1. PPP Team Roles and Responsibilities.

Public Private Partnerships	Roles & Responsibilities
OB Partnering Manager (OO-ALC/OBPB)	• Functions as the primary POC and/or representative for: o Coordination and communication with AFMC/AFSC. o Negotiations of the PA o Coordination with legal representatives o Initiating escalation and/or conflict resolution processes o Works with partner when issues arise that are out of the scope PA/IA • Participates in activation IPTs related to partnering • Coordinate with MAPT Lead and IPT Leads to determine PA/IA needs • Maintain configuration control of primary IA, including comments/concerns during development • Maintain configuration control of exhibits, including development and revisions • Coordinate partnering meetings with PM, MAPT Lead, IPT leads, 309 MXSG, OO-ALC/EN, OO-ALC/QA, and other SMEs • Establish all new non- Enterprise PAs and IAs • Conduct revisions on IAs • Serve as POC for information control during the IA process • Ensures partner provides annual forecast and coordinates as necessary • Facilitate meeting w/ Group PMs to collaboratively load forecast into appropriate tool • Ensure IA clarity and support for desired Group outcomes (supply process, quality process, engineering support, special considerations) • Act as OPR for partnering Program Control Numbers (PCN) and maintains Sustainment Planning. Execution and Reporting System (SPERS) as specified in each individual IA • Serves other roles as specified in each individual IA