

ER

Spring 2015

NEW to the Exceptional Release...

Joint Matters

Air Force Logisticians Enabling Globally Integrated Operations

Maj Gen Lee K Levy II

ALROC OUTSTANDING
RESEARCH PAPER

TNMCS Rate and
MICAP hours:
*What is the REAL
connection?*

Major Paul Cancino

Back into the Blue:
The B-52 Regeneration Project

Ms. Kimberly Woodruff

Finding Your Way When So Many Opportunities Exist

Mr. Michael Gill

Ideas for Improving Logistics Officer Education

Maj Gen John B. Cooper

Organic Airlift vs. MILAUG:
What's the Score?

Capt Austin Gruber

THE EXCEPTIONAL RELEASE

Spring 2015 - CONTENTS



LOGISTICS OFFICER ASSOCIATION
Professionals Shaping the Military Environment

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President's Log	1
Editor's Debrief	4
From the E-Ring	6
Lt Gen Judith Fedder	
Senior Leader Perspective	14
Maj Gen John B. Cooper	
Joint Matters	17
Maj Gen Lee K. Levy II	
SES Speaks	25
Michael A. Gill	
Focus on a Chapter Leader	33
1Lt Samantha Goff	
Focus on a CGO	35
Capt Russell Williams	
Organic Airlift vs. MILAUG: What's the Score?	39
Capt Austin Gruber	
TNMCS Rate and MICAP hours: What is the REAL connection?	48
Major Paul Cancino	
Back into the Blue: The B-52 Regeneration Project	61
Ms. Kimberly Woodruff	

President's LOG (ISTICS)



Happy New Year LOA,

Your Executive Board is pleased to provide the following news on the Logistics Officer Association.

BLUF: 2014 was a reset year culminating in a successful Symposium. As our new 2015 theme embodies, we are L.I.V.E. for a banner year in 2015!

2014 Recap

Like the Air Force, we shed every non-essential cost, and made the difficult decision to drive us back to our roots to include a restructured ER journal, new symposium format, and much lower overhead costs. From this, we emerged a leaner organization but stronger and more connected to our members. The 2014 Symposium garnered top speakers to include our SECAF, reinvigorated our industry partners with more than 50% already signing on for 2015, and was the lowest cost in a decade for military members...not to mention a waiting list! Of note, we took some learning points on Stars and Bars, panel formats, speakers and tech glitches--but our AF organic volunteer team led by Col Eric Jackson and Ms. Lynn Arias pulled together to do the impossible and concluded with a small profit to fund 2015 operations. While we didn't get everything right, LOA continues to thrive as an organization and we've set in motion a sustainable model resulting in reenergized Chapters at the CGO level.

2015 Symposium

This will occur in the NCR in Fall 2015 with the theme: L.I.V.E. (Leadership, Innovation, Velocity, Excellence). The goal is to announce the location and dates by Winter's end to enable everyone to attend. Our new Co-chairs are Col (s) Eric Ellmyer and Mr Rick Dugan (Col, USAF (ret)).

2015 LOA Initiatives.

While the ink is still drying on 2014, we will focus on 5 things this year.

- Expand Active Members. Summer membership drive, pulling in the AQ community as our daily partners and fixing the renewal process will all help ensure members get the most from LOA.

- Successful Symposium Execution. This important education event will continue to harness technology but stay focused on its simple roots. We will build on our 2014 experience.

- Robust Education and Content. Lots of wheels turning with APICs, DAU, and others to continue to improve this important core mission of LOA. This is an area where we need corporate partners to help us with sponsorship.

- Improved Chapter Support. This will include a new website, new chapter templates, and leadership tools for all LOA members. Our two new Chapter National Ambassadors will lead the way. Thank you Captain Carrie Kerner and Captain Lance Winner.

- Total Force. New National LOA Board leader: LOA Guard and Reserve Liaison Officer. In an effort to reach out more to our Guard and Reserve Logistics Community, Maj Camille LaDrew, ANG, who served as our Chapter President Lead for several years has taken on this new role.

Serving on your Executive Board are the following:

Vice President - Lt Col Chris Boring

Chief Information Officer - Ms. Lynn Arias

Chief Financial Officer - Mr. Brad Leonard

Chief Technology Officer and also Chief Operations Officer - Mr. JD Duvall, Lt Col USAF (ret)

And starting next month our new Chief Learning Officer - Col Dennis Dabney

Finally, I'd like to close by sharing lines of operation (LOOs) that resulted from our Board meeting in mid-January. For 2015, LOA will foster a L.I.V.E. mindset across Leadership, Professional Development, Education, and Membership LOOs. Tasks assigned to each LOO will be accomplished through detailed action items and maintained by the CIO.

Leadership

- Develop strategic communications plan
- Targeted outreach visits to chapters
- Flag officer/SES/industry leader engagement

Professional Development

- Create Tactics, Techniques & Procedures for chapter stand-up and operations
- Expand and broaden Exceptional Release magazine reach

Education

- Provide professional certification program
- Develop professional certification scholarship fund
- Enhance LOA University offerings at Symposium
- Strengthen partnerships with DAU and NDU

Membership

- Expand membership base (total force and acquisition)
- Improve chapter outreach & revive chapter rewards program
- Create National LOA membership value statement

Thank you for your continued support. Your National Board is here to serve you and we are always welcome to your feedback, suggestions and new ways of supporting you better.

All the best in 2015,

Emily A. Buckman, Col, USAF (ret)
President, LOA

Exceptional Release Editors Debrief



The ER Staff

In the previous edition, we were seeking new talent to fill a few vacant positions on the ER Staff. I'm very happy to say that we had a great deal of interest. I would like to extend a warm and hearty welcome to several new members of the ER Staff.

First off, 1st Lt David Loska from the 437th Maintenance Group at Charleston AFB, SC is now serving in the Publisher position. Dave is responsible for the final construction and layout of each Exceptional Release. Prior to accepting the Publisher position, Dave had already contributed several articles to multiple editions of the journal.

Capt Montanna Ewers, currently working in Air Forces Africa, and Mr. Robert Bosworth from Booz-Allen-Hamilton, Central Asia are the two new Field Editors joining the team. These two, along with Maj Tim Dodson (55 AMXS/CC) and Capt Scott Mano (927 LRS/LGR) are responsible for the initial edit on all submissions as well as identifying the key highlights of the articles for use as "callouts."

I'd be remiss if I did not mention Col (ret) Mary Parker from the 412th Aircraft Maintenance Squadron at Edwards AFB, CA. Mary is not only the Asst. Editor of the ER but

she is also the lead for the Field Editor Team. She continues to be the steady guide in everything we do. Without her, the Exceptional Release would not be possible.

Joint Matters

I am also happy to introduce the new section of the Exceptional Release titled Joint Matters. Major General Levy, Vice Director of Logistics to the Joint Staff, provides the first article of the series. Future editions of the ER will contain a Joint article directly from COCOM logisticians, Sister-Service logisticians, or Air Force personnel serving in Joint Billets.

Feedback and Two-Way Communication

As I've said in previous Editor's Debriefs, we're always looking to make the Exceptional Release a better product. If you have feedback, *positive or negative*, you can send your comments/suggestions to Editor@loanational.org. Also, if you'd like to make constructive comments or ask questions of an author you can send those to ERcomments@loanational.org. We welcome your input.

Safe, Reliable, and Efficient...in that order

Jim



I hope this issue of ER finds you energized about the challenges and opportunities that 2015 brings us!

Looking back on the past year and the many transitions across our Air Force, I can't help but reflect on the vast impact you had...CONUS to abroad, field to headquarters...everywhere we find Air Force mission success, we find logistics leadership. And in many cases, those successes were not because we gave you all the people, time and resources you needed. You just made it happen.

Even well into 2015 we still feel the weight of those budgetary constraints that affected many Airmen and the size of our logistics enterprise. Fortunately, the estimated drawdown targets across logistics were partially mitigated and our losses were not as significant as initially expected. However, even with lower than expected reductions, the effects are far-reaching. In the future we project the demands before us will continue to outpace our growth. The keys to confronting these challenges, now and in the future, lie in both the continued focus on deliberately developing our logistics leaders and in ensuring full and transparent communication about the state of our force. Let me address some of that now.

Impacts of Force Management

Over the last four years active duty 21Xs have been considerably impacted by Force Management initiatives. While our logistics community remains strong and experienced, it is smaller than ever before. The initial FY14 Force Management figures targeted approximately 450 active duty 21X officers. The good news is that when the dust settled, only half of that number...approximately 230 active duty 21X officers...transitioned under Force Management programs.

This reduction in manpower will continue to spread us thin at all levels of leadership, from lieutenant to colonel. While most everyone lives and breathes examples of this...lieutenants filling captains' billets, captains filling majors' billets...the recent cuts will exacerbate this disparity. One of the biggest challenges we face is matching the supply of qualified squadron commander candidates to the demand of squadron command jobs. Due to limited availability of qualified candidates, we are pursuing several out-of-the-box options to help bridge this gap for the next few years. The consolidation of smaller squadrons is one initiative that will help decrease the demand. Another initiative is to open up command of maintenance squadrons to selected officers from other disciplines such as logistics readiness, acquisition and even operational career fields—we're exercising a few of those options this year. Finally, we're actively engaged with the Air Force Reserve and Air National Guard to explore bringing experienced officers back on active duty for limited periods of time to lead our squadrons.

Our enlisted force structure faces similar challenges with competing demands to stand up new fleets like the F-35, while sustaining legacy fleets like the A-10. Both of these mission requirements must be met with our current manpower levels and/or a creative approach to

reducing the demand for maintainers—at least for the near term. We're also weighing how we can meet the needs of the nuclear enterprise's Force Improvement Program initiatives that also draw on existing manpower to ensure the nuclear mission's success with a boost in manning.

We also sustained reductions across some of our civilian workforce while still expecting a similar output of logistics support for aircraft inventories and missions. Clearly, across all disciplines we have both a challenge and an imperative to 'Man our Iron' ... meaning we must assign the right number of people to maintain and sustain our weapon systems.

Continue to Develop the Force

One current initiative underway to posture our logisticians while making the best use of our limited resources is taking place at Sheppard AFB. The 21R Logistics Readiness Officer Basic Course schoolhouse is moving from Lackland AFB to Sheppard AFB. This action will place all three logistics schoolhouses at the same location. The priority is to develop a deep core competency at the ground level and then begin branching out to other logistics competencies at the intermediate and advanced levels. The intermediate courses will be re-evaluated and revamped to provide opportunities for all logisticians to be more versed in a complementary discipline. Additionally, my staff is crafting a new advanced course for selected logisticians from all three logistics career fields focusing on those critical thinking skillsets required to survive and operate in a contested environment. This course will follow the Weapons Instructor Course model that is steeped across the operations community. The increased synergy with the Air Force Weapons School will make the most of existing Flag exercises that link academic theory to practical war time scenarios.

Every so often I am asked about a potential resurrection of the 21X cross flow program that we had until the early 2000s. This program enabled logisticians—once they gained a solid foundation of training and experience within their core AFSC—to branch out for additional experience in a related discipline. For example, a 21R getting experience in a 21A billet, or vice versa. There is great value in this if done deliberately and purposefully, not just to fill a ‘program’ requirement. I trust senior logistics leadership, whether they are in the Maintenance Group or the Mission Support Group, to take the lead when determining the right candidates and timing for these cross flow opportunities. They should be looking at each officer’s development needs and the timing that would make any crossover experience of value to both them and the Air Force. If that lines up, and there is an opportunity at their base, they have the authority to make it happen. I’ve seen excellent examples of how this is working and helping to create a base of officers who have gained broad exposure without diluting their essential core AFSC experience and expertise.

The key to striking a balance between functional excellence and career development lies along the Deliberate Continuum of Learning (DCoL). Tracking our logisticians’ professional experiences and developmental opportunities provides career field managers a better sight picture when determining the overall health of the career field. We have always done a decent job of providing developmental opportunities to our logisticians, but have not always been as good at matching those skillsets with the right follow-on jobs...which is the key to putting those skills to work to help our Air Force. This deliberate approach will help select the right officers to attend senior developmental education and opportunities linked to senior leader duty positions. More focus on this area will significantly help bridge the experience gap between senior leaders and key joint and life cycle logistics jobs.

Way-Ahead

Our Air Force's most senior leadership is united in advocating against any further involuntary manpower reductions...it's a message both Secretary James and General Welsh are vocal about. Although I'm optimistic the drawdowns are behind us, the ability to grow our force to cover the existing gaps remains ahead. We will continue to mold and develop the world's most premier logisticians, because we must! With the strides we've made—and those yet to come—I'm confident we will strike this critical balance to accomplish our mission while taking care of and growing our most valuable asset—our people. Thank you all for your tireless leadership in Air Force Logistics! I remain honored to serve with you.

Lt Gen Judith Fedder
Deputy Chief of Staff for Logistics, Installations, and Mission Support
Headquarters U.S. Air Force, Washington, D.C.



With Major General John B. Cooper, Director of Logistics, Headquarters Air Combat Command, Joint Base Langley-Eustis, Virginia



Maj Gen John B. Cooper

Ideas for Improving Logistics Officer Education

If you asked me in 1989 to name the biggest threat we'd be facing over the next 10-20 years my answer would have been quick and emphatic—the USSR, which of course would turn out to be wrong (I wonder how many readers just googled, “what is USSR” ☺). To help cage our thinking “America’s Air Force: A Call to the Future” challenges us to think about a dynamic future environment in 2044 and determine how we will adapt and respond faster than our potential adversaries. If Air Force logistics is to respond faster than our adversaries in the environment described in “The Call,” we must build logisticians who understand and can tap into the entire logistics enterprise when called upon to produce a desired effect. Those Airmen should be shaped professionally so that when called to perform, at whatever timeframe in their career, they have the appropriate training, education and experience to achieve success. Air Force Logistics officers are among the most capable, well-trained and ultimately flexible

community of Loggies in the world. We've invested in logistics training and education to build the educated force needed to make success happen. We're REALLY good!.....BUT.....can we improve the way we train and educate our officers so they are better prepared to take on future problems? Or asked another way—does the current method of training and educating our officers, which has served us well since 911, prepare our officers for the problems of the future?

When I look toward the future I see three areas where we could shape learning

Those Airmen should be shaped professionally so that when called to perform, at whatever timeframe in their career, they have the appropriate training, education and experience to achieve success.

opportunities for logistics officers

to better prepare them for the future; projecting airpower, protecting against cyber vulnerability, and maximizing staff knowledge.

Airpower Projection: For this article I'll define "Airpower Projection" as our most basic reason for existing—deploying and fighting. Boiled down, the main thing is still the main thing.....and that main thing is to fly, fight and win America's wars. Air Force Loggies are well trained, educated and experienced, and the reason for our numerous successes. Twenty-five years of deploying to SWA, with the last 13 years of intense two-front operations has professionalized our expeditionary mindset and reduced many of the stovepipe barriers that had kept logistics readiness, maintenance and munitions apart. There are still areas that can be addressed to grow a stronger logistics officer. One opportunity is in education. There is no deliberate logistics educational opportunity which puts maintenance, munitions and logistics readiness officers in the same class. A study conducted by HAF/A4L shows 10% of the curriculum was identical in the 21A and 21R basic officer tech school, while 20% of the

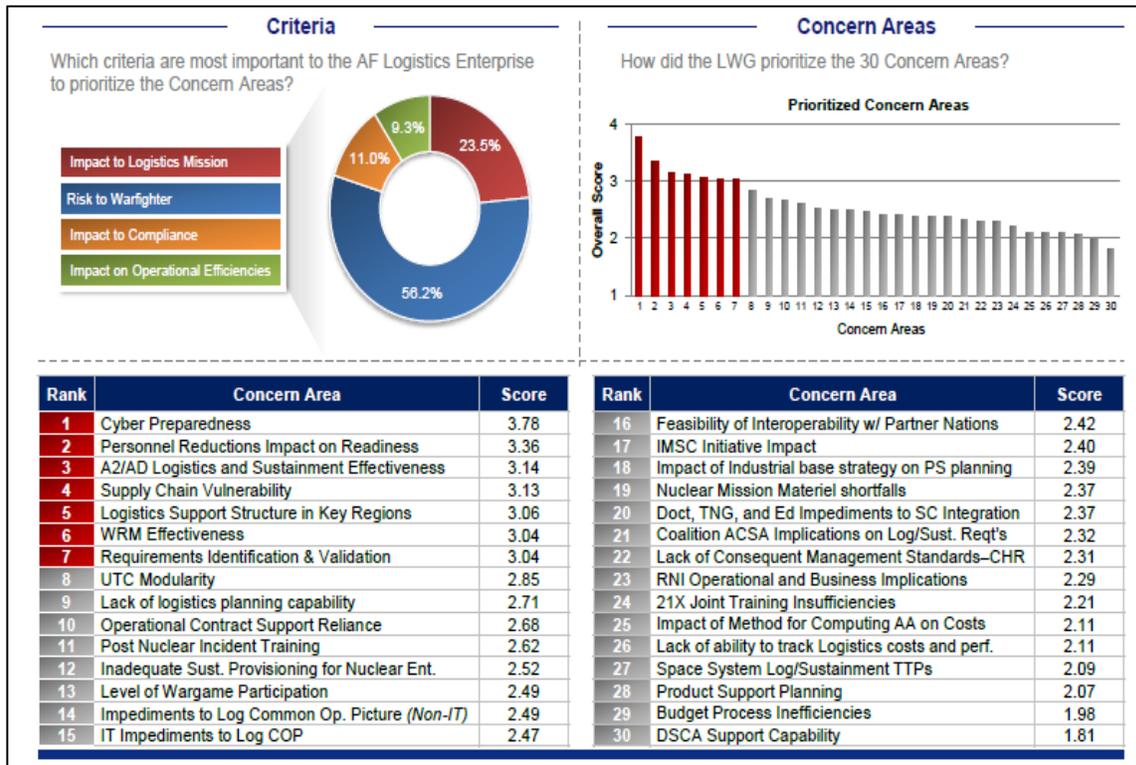
curriculum was identical between the ALROC and AMMOS courses. The duplication was unintentional and speaks to the commonality of the 21A/M and 21R disciplines. Could we grow a more capable officer by deliberately building curriculum in a schoolhouse to maximize exposure of 21A/M and 21R competencies to all our officers? I'm not suggesting growing a singular 21R/A/M officer. But by expanding curriculum and exposing each discipline to competencies in each career field

at various points in their career, we can add more tools to each officer's tool bag, and gain an opportunity to grow professionally stronger officers.

We need to grow officers who understand how to live in a cyber-world and who can develop solid Tactics, Techniques and Procedures (TTPs) to allow logistics to operate in a cyber-contested environment.

Cyber Vulnerability: About a month ago my bank called me to let me know someone in the Ukraine bought groceries using my debit card and wanted to know if it was me. Most of us have been impacted on some level by cyber intrusions. Cyber experts believe 97% of businesses have been hacked, and the DoD and USAF are in that field. In several instances hackers gained entry into DoD transportation systems, Air Force personnel systems and computer networks, and bugs have even been found on aircraft test equipment. Your Logistics Board understands this risk and has identified cyber vulnerability as among the highest risks to our enterprise.* Air Force logistics is completely dependent on the use of IT systems, with most residing on the (higher-risk) "low side." We need to grow officers who understand how to live in a cyber-world and who can develop solid Tactics, Techniques and Procedures (TTPs) to allow logistics to operate in a cyber-contested environment. This is easier said than done, and would require

careful construction to ensure we give our best and brightest officers an opportunity to combat the cyber problem and its effects on logistics in an academic setting. Over time we can raise the logistics community's body of knowledge by capturing the field's cyber-experiences, experimenting with and developing solutions to those cyber-experiences in an academic environment, and then fielding TTPs to combat them. This cyclical incubator-of-good-ideas approach (i.e. a continuous learning and adaptation loop) offers a way to adapt and respond to potential adversaries' cyber-attacks. We don't need to grow cyber geeks in logistics, but we need the ability to survive and operate in threatening environments, to include cyber. Consider this—if you are deployed as an OIC at a bare base, how would you map the cyber vulnerabilities and protect against them? Most cyber pros would say that in this scenario the Supply Chain Operations Groups (SCOGs) at Langley or Scott are as vulnerable as the deployed unit, who is as vulnerable as DHL or FEDEX, who are as vulnerable as the C-NAF/MAJCOM, who is as vulnerable as TRANSCOM, and so on. And in this scenario, who's in the fight? In our cyber-connected world the SCOGs, MAJCOM and DHL are just as close to the cyber fight as deployed units, and must figure out how to stay operational. BL - This is not an A-6 problem, this is ours, and we must aggressively and deliberately address cyber challenges.



USAF Logistics Board Prioritized concern areas

Maximizing Staff Expertise: Don't roll your eyes; staff work is important to Air Force logistics! Most logistics officers arrive at their first staff assignment during their field grade years. In most cases prior assignments focused the officers on honing their munitions, maintenance and logistics readiness skills to launch sorties and project power. But those field-level skills do little to prepare an officer for staff duties. There is no formal method to train officers to be competent in areas like Depot

There is an opportunity to further strengthen our field grade officers to understand critical logistics staff work by formally educating them.

Purchased Equipment Maintenance (DPEM) management, supply chain, Program Objective Memorandum (POM) building, flying hour management, requirements generation, program

management knowledge, War Reserve Materiel (WRM), etc. So, officers “learn on the fly”, and rely on co-workers to get them up to speed. There is an opportunity to further strengthen our field grade officers to understand critical logistics staff work by formally educating them. While this may sound like inglorious business, staffs are an integral part of the Air Force success story. As examples, logistics staff officers must understand how to work with the depot to solve an aircraft production problem, or articulating maintenance capacity when building a MAJCOM flying hour program. I tell my staff that we are here at HQ/ACC to support our Wing’s mission, and we do that by solving problems for them. You can only solve a Wing’s problem if you have the competency to “talk the talk” on issues like Acquisition, Planning, Programming, Budgeting and Execution (PPBE), Working Capital Funds (WCF), DPEM, WRM, etc.

These are just a few ideas we could work on to strengthen our educational concepts. The bottom line—we are very good, and we must continue to get better as we move forward. The honorable Alan F. Estevez, Principal Deputy Under Secretary of Defense for Acquisition, Technology and Logistics, said it best during his address to the LOA Symposium in 2014. Mr. Estevez lauded DoD logistics in general, and Air Force logistics specifically for all the great work we have done and are doing to make the DoD mission happen around the world. He then chided, (sic) “you’re doing great.....but that’s not good enough for the future.....now think”! By continuing to improve the way we train and educate our officers we will be better prepared to take on the future problems Air Force Logistics will face.

Major General John B. Cooper is the Director of Logistics, Headquarters Air Combat Command, Joint Base Langley-Eustis, Virginia. He is responsible for policy, budget and oversight of ACC’s maintenance, munitions, supply and transportation activities. He provides logistics direction and oversight to more than 42,000 logistics personnel assigned at 30 ACC combat and logistics support units worldwide maintaining over 1,163 fighters, bombers, and special mission aircraft and 538 Mine Resistant Ambush Protected vehicles.

JOINT MATTERS



With Maj. Gen. Lee K. Levy II the Vice Director for Logistics (J-4), Joint Staff, the Pentagon, Washington, D.C.



Air Force Logisticians Enabling Globally Integrated Operations

The Future of Joint Logistics

Despite the conclusion of major combat operations in Afghanistan (drawdown of forces); in western Africa and elsewhere, the global security environment remains volatile and unpredictable threatening the security interests of the US and our allies and partners. State Actors and Trans-national Threat Networks pose regional and trans-regional security challenges undermining stability and increasing the risk of direct and indirect conflict in the land, air, sea, space, and cyberspace

As the speed at which conflict can unfold dramatically increases with the diffusion of social media and other technological advances, threats may emerge with little or no time to react.

domains. As the speed at which conflict can unfold dramatically increases with the diffusion of social media and other technological advances, threats may emerge with little or no time to react. Budget pressures and fiscal uncertainty exert additional pressure threatening the capability, capacity, and readiness of the joint force in both the near and mid-term.

GIO requires a “globally postured Joint Force to quickly combine capabilities with itself and mission partners across domains, echelons, geographic boundaries, and organizational affiliations.

In response to this ever-evolving strategic environment, the Chairman of the Joint Chiefs of Staff (CJCS) General Martin E. Dempsey signed the *Capstone Concept for Joint Operations (CCJO): Joint Force 2020* in 2012. CCJO advanced the concept of Globally Integrated Operations (GIO) to describe how the Joint Force will ensure success in this security environment. GIO requires a “globally postured Joint Force to quickly combine capabilities with itself and mission partners across domains, echelons, geographic boundaries, and organizational affiliations. Networks of forces will form, evolve, dissolve, and reform across time and space with significantly greater fluidity than today’s Joint Force.” Among other attributes, Global Agility--enabled by joint logistics--is the very foundation of GIO.

The Joint Staff J-4’s Role

Charged with the responsibility of providing the best military advice to the Chairman on all matters related to joint logistics, the Joint Staff (JS) Logistics Directorate (J-4) has a critical role in enabling Global Agility. In addition to supporting real-time global crises, the Joint Staff J-4 must assess and advocate for Combatant Commands’ requirements, account for the Services’ fiscal and Title 10 responsibilities, coordinate with Combat Support Agencies like Defense

Logistics Agency and other key agencies across the US Government and among allies. In concert with these stakeholders, JS J-4 identified three strategic themes in pursuit of Global Agility: Access, Visibility, and Partnerships.

Access

Future conflicts will likely take place in increasingly contested environments. Emerging regional powers are developing anti-access/area denial capabilities including stand-off weapons and cyber capabilities to disrupt US power projection, employment, and sustainment. Gaining and maintaining access despite these challenges remains pivotal to our ability to execute our Nation's military objectives. Access enhances freedom of action for the Joint Force commander. Physical access includes the infrastructure capable of receiving, staging, and providing onward movement and integration of forces. It also includes the necessary lift and air and sea ports required for Global Agility. The CJCS recently expressed his concerns about access in the cyberspace domain.

Although we often think of access in the physical aspect, access to secure

DoD depends on commercial networks, so the strongest military cyber defense still could be threatened by a weaker link in the commercial sector.

logistics information is just as critical to achieving Global Agility. Recent cyber-attacks on Sony and CENTCOM are powerful indications of what a determined cyber-foe might do.

About 90 percent of logistics data passes through the unclassified networks with our commercial partners. Our adversaries' ability to deny and disrupt the private sector in the cyber domain creates vulnerabilities that pose a serious threat to national security and the DoD's ability to achieve its military objectives. While DoD cyber networks are well defended, civilian infrastructure and businesses are often targeted. DoD depends on commercial networks, so the

strongest military cyber defense still could be threatened by a weaker link in the commercial sector. Secure access to our commercial partners' logistics information and networks is necessary to maintain freedom of maneuver.

Visibility

Visibility of Joint Logistics Enterprise (JLEnt) knowledge, resource availability, and information provides logisticians the capability to make more efficient and effective use of DoD resources. A Logistics Common Operational Picture (LogCOP) synchronizes processes to optimize outcomes, helps the DoD understand its current state of readiness, and increases the Warfighter's agility through globally integrated logistics. The Global Combat Support System – Joint (GCSS-J) is designed to provide the Warfighter with a single, end-to-end capability to manage and monitor the mobilization process. GCSS-J, the logistics system of record, provides a LogCOP ensuring the right personnel, equipment, supplies, and support are in the right place, at the right time, and in the right quantities across the full spectrum of military operations. Complete and timely information provides leaders and planners the knowledge to match available resources to operational demands important in peacetime and conflict. Another tool the Director for Logistics JS J-4 uses is the Global Logistics Readiness Dashboard (GLRD) and accompanying Joint Logistics Estimate (JLE) to communicate risks and operational impacts to the Chairman, Office of the Secretary of Defense (OSD), and the JLEnt. The documents provide DoD leaders visibility of the capability, capacity, and readiness of critical logistics enablers necessary for key

Complete and timely information provides leaders and planners the knowledge to match available resources to operational demands important in peacetime and conflict.

DoD plans. These documents also inform risk assessments of those plans and future decisions about force structure.

Partnerships

General Breedlove often says, “You just can’t surge relationships.” Strengthening partnerships among Joint, interagency, NGOs, commercial, industry, and multinational stakeholders is a priority for DoD and especially JS J-4 as we set the theater(s) for logistics.

Through and with our partners, the DoD reduces response time; effectively sources common materiel, achieves synchronized planning, improves interoperability, and optimizes asset

positioning. Programs that help

US partners build their capabilities can be force

multipliers in achieving US

Programs that help US partners build their capabilities can be force multipliers in achieving US interests.

interests. For instance, PACOM’s regional exercises like COBRA GOLF and conferences like Pacific Area Senior Officer Logistics Seminar help train the US and partner forces, underpin the DoD commitment to the Asia-Pacific region, and improve interoperability. Acquisition and Cross-Service Agreements (ACSAs) improve the DoD’s ability to acquire logistics support, supplies, and services directly from or provide to a foreign government or organization (such as NATO or UN). Partnerships with host nations also enable us to establish cooperative security locations. Because of our rebalance to the Pacific and force structure adjustments, these partnerships enable the DoD to respond quickly to crises. This is an incredibly powerful Phase 0 shaping tool. I have offered only a few of the myriad of initiatives that the JS, OSD, and the JLEnt are collaborating to set the theater(s) for logistics. ***What does this all mean for you?***

From an Airman’s Lens...

Air Force logisticians have a unique perspective to offer the Joint Force, but influence requires a seat at the table. We must be in a position to influence joint logistics policy, concept development, and programmatic decisions, yet that has not always been the case. Although Air Force logisticians fill an appropriate proportion of joint billets, we are often underrepresented in the key leadership positions. A quick scan of key joint logistics billets bears this out. Lieutenant General Andrew E. Busch, recently appointed Director of DLA, is the first Air Force officer to hold that post in 18 years and there are other examples.

Specific goals include ensuring that Combatant and Joint Task Force Commanders see Air Force logisticians as “integrated team players” and that “Air Force logistics professionals are able to effectively operate and lead within the Joint environment at all levels.”

So how do we earn the proverbial “seat at the table”? The good news is this disconnect has already been recognized and is being addressed through the Air Force’s Enterprise Logistics Strategy, with a stated vision of “Leading ready, affordable logistics in a Joint world.” Specific goals include ensuring that Combatant and Joint Task Force Commanders see Air Force logisticians as “integrated team players” and that “Air Force logistics professionals are able to effectively operate and lead within the Joint environment at all levels.” From my seat on the Joint Staff and based on insight gained from previous experience in joint organizations, I offer the following thoughts and considerations.

Air Force logistics career fields include the maintenance, munitions, transportation, supply, POL, and logistics planning functions categorized within three AFSCs. As defined in JP 4-10, “core logistics functions” also include operational contract support, civil engineering, logistics services, and health services. Roles and responsibilities for logistics officers in our sister

Services are much less specialized, often encompassing multiple logistics functions, thereby increasing their value to joint staffs. As an example, an O-5 Navy Supply Corps Officer often has experience in finance, acquisition, and contracting in addition to supply chain management. This leads to a couple of questions I leave the reader to ponder: *Why is our logistics officer model uniquely specialized as compared to the other Services? Do we have our Air Force logistics career fields and Wing-level organizations properly organized? Are they appropriately aligned for Air Force mission execution, yet too narrow for joint applicability? Does it matter? Is this the right model for the Air Force and Joint force of tomorrow?*

Similarly, much of our daily base-level Air Force logistics considerations revolve around supporting the installation and flightline or missile fields through maintenance, and ensuring the right part is delivered at the right time. We rarely view logistics from a regional or theater perspective. However, to be effective in the joint arena, we must be conversant and current in this broader perspective accounting for prepositioned materiel, ports of embarkation/debarkation

access and throughput, air and sealift capacity, medical sustainment and mortuary affairs capabilities, theater access engineering, operational contracting support, and the list

We rarely view logistics from a regional or theater perspective. However, to be effective in the joint arena, we must be conversant and current in this broader perspective accounting for prepositioned materiel, ports of embarkation/debarkation access and throughput, air and sealift capacity, medical sustainment and mortuary affairs capabilities, theater access engineering, operational contracting support, and the list goes on.

goes on. *To account for this,*

should we increase emphasis on assignments at Geographic Combatant Commands, TRANSCOM, the Joint Staff, or DLA? Do we modify AMMOS and ALROC curricula, or

increase attendance at the under-utilized Joint Logistics Course? I will let you draw your own conclusions. This will be the Joint Force that you operate in, in the future...

Closing Thoughts

Think about the joint logistics topics described above and their implications including the questions posed. I deliberately offered no answers. As future operators within and leaders of our joint logistics force, I challenge you to ask questions and be a part of the conversation about our organization and force development. Be willing to expand your horizons. Seek out exposure to joint logistics through education, training, and experience. Build and nurture relationships--they matter! Capitalize on opportunities to engage with logisticians from sister Services and understand their perspectives...and as importantly share yours. Air Force logisticians are a magnificent collection of Total Force Airmen but we should always look to tomorrow's fight and make 100 percent sure we are ready, trained, and organized to Fly-Fight-Win...

Maj. Gen. Lee K. Levy II is the Vice Director for Logistics (J-4), Joint Staff, the Pentagon, Washington, D.C. He serves as the principle assistant to the Director for Logistics in assisting the Chairman of the Joint Chiefs of Staff in fulfilling his responsibilities as the principal military adviser to the President and Secretary of Defense by developing and providing strategic direction, policy guidance and planning focus to the Joint Staff and by fostering clear communication among the President, Secretary of Defense, Unified Commands, and Services on logistics matters.



SES SPEAKS

With Michael A. Gill Executive Director, Air Force Materiel Command, Wright-Patterson Air Force Base, Ohio.



Michael A. Gill

Finding Your Way When So Many Opportunities Exist

As a senior leader, one of my responsibilities is to prepare others to take the reins when we move on. One way is to provide mentorship (guidance, advice, life experiences, etc.).

Personally, I had several mentors who provided me with invaluable counsel and served as sounding boards for many career and personal decisions. Their support and willingness to provide an ear and advice

The one thing I would like to highlight is that the role of a mentor is not to provide direction or make decisions for you, but to provide their thoughts, lessons learned, and guidance to help you scrutinize aspects of your career that may not be obvious to you.

were invaluable. For that, I remain eternally grateful. The one thing I would like to highlight is that the role of a mentor is not to provide direction or make decisions for you, but to provide their thoughts, lessons learned, and guidance to help you scrutinize aspects of your career that may not be obvious to you. Ultimately, they help you see the blind spots.

The first thing I tell personnel asking for advice or counsel is to balance their own personal circumstances and commitments, including family, personal desires, and aspirations. Only you can prioritize that list. Given that starting point, what everyone needs to realize is that your personal and professional development is your responsibility. Many years ago, I took a time management class. As a part of the curriculum, I was tasked to develop a personal roadmap for what was important to me, what my goals were, and what roles I had. Once I completed my task, I put those key things on an index card that I have reviewed and carried with me for nearly 20 years. I typically share my card when talking to a group about professional development. It's been a great reminder for me when challenged with new decisions or opportunities. I encourage you to consider writing down what is important to you, both personally and professionally, and what you are doing to address each.

If you've already sorted out what you value and what's important to you, then you can adjust accordingly and continue to pursue your goals.

As you take time to reflect and assess your own way ahead, don't be surprised when you discover you didn't get it 100% right the first time. Things will change that you did not anticipate, requiring flexibility and adjustment on your part. I like to refer to these as "life's little challenges"—what makes things interesting for us all. If you've already sorted out what you value and what's important to you, then you can adjust accordingly and continue to pursue your goals.

In today's environment within our great Air Force, personal and professional opportunities abound. When I began federal service many years ago, we were not enabled with electronic communications or social media that put key learning and critical information at our fingertips 24/7. Some would say "those were the days," but in reality, these and other changes

have opened the door for our workforce to be much more productive than ever before. As a result, we are finding that people are able to learn faster and utilize available tools to not only be more efficient, but to also seek out new opportunities to excel.

The LCFT is a great resource for information on educational opportunities, professional military education, career broadening, and many of the other developmental programs.

As you leverage these tools and available resources, you should remember that in the end, it is *your responsibility* to determine what and how they can help yourself achieve your goals. The Air Force has published development continuums for both military and civilians that map out expectations and opportunities that are critical to developing a career roadmap.

If you haven't reviewed these, they can be found at: <https://www.my.af.mil/gcss-af/USAF/ep/browse.do?categoryId=p6925EC1628AD0FB5E044080020E329A9&channelPageId=s6925EC134EE60FB5E044080020E329A9>

The first and most important thing I can pass along as you pursue your goals is to be the best you can be at your current job. Learning and mastering your current craft is by far the key foundation to your future professional development. By doing so, you will be better postured for the next opportunity that comes along. Many times, the first question I get is: "How do I get promoted?" My initial response is: "Don't worry about the promotion, just worry about the job you have. The rest will follow." Then the discussion turns to what their aspirations are and where they are in meeting short- and mid-term goals. This is where the career continuum comes into play, and is invaluable in setting expectations and making course adjustments as necessary.

Within the Department of Defense, and specifically the Air Force, our workforce has the unique opportunity to do incredible things to support our mission and this great country. Opportunities abound whether you are a logistician, program manager, contracting officer, communication specialist, personnel specialist, or any other profession. For logistics, the Air Force Career Field Manager and the Logistics Career Field Team (LCFT) at the Air Force Personnel Center (AFPC) are constantly working to make opportunities available to support the development of our Logistics workforce and, more importantly, to prepare our workforce to meet the challenges of tomorrow. The LCFT is a great resource for information on educational opportunities, professional military education, career broadening, and many of the other developmental programs. The link to the LCFT home page is: https://gum-crm.csd.disa.mil/app/answers/detail/a_id/13240/p/1,2/c/1075=

One area your logistics' leadership team is working to develop is a formal process to enable "diversity of experience" without the necessity of a permanent change of station. We must find ways to leverage local opportunities to the maximum extent. We are starting first in Air Force Materiel Command (AFMC) to formalize a process that will enable personnel to move across organizational lines at a given geographic location (i.e. Tinker AFB, Wright-Patterson AFB, Robins AFB, Hill AFB) so they may gain experience in other areas such as product support, supply chain management, installation support, and maintenance. This will better enable personnel to achieve their goals while readying our logisticians to better support our Air Force with a greater depth and breadth of experience at their home station. While we still value perspectives gained by moving to other geographic locations, this initiative will allow us to provide more developmental opportunities to those who are unable to relocate.

Another effort being worked across functional lines by the career field managers for Logistics and Program Management is a more formalized method to enable cross flow of personnel between the two career fields, in the areas of acquisition program management and life cycle logistics. There is clear recognition that at the right time in one's career, an opportunity to cross into other complimentary career fields can provide valuable experience and better leverage an individual's primary field of expertise. In the end, I believe this, along with other developmental initiatives, will continue to provide opportunities for our Airmen sustaining the greatest Air Force in the world.

Within AFMC, we have embraced the Comprehensive Airman Fitness (CAF) holistic approach and framed available resources around the four dimensions of wellness/fitness: emotional, physical, spiritual and social.

Personal development and well-being are also key areas to cultivate in order to grow a successful career. In a typical workweek, the average American Airman spends half of their waking time with their co-workers, or what I like to refer to as "our Air Force family." Our wingman culture encourages us to look out for our Air Force family members. Like your home family, most of us can easily sense when a co-worker is having personal problems. If you sense something is going on with a co-worker, don't be afraid to offer to listen and provide support. Within AFMC, we have embraced the Comprehensive Airman Fitness (CAF) holistic approach and framed available resources around the four dimensions of wellness/fitness: emotional, physical, spiritual and social. Within each of these dimensions are resources to help individuals cope, grow and strengthen their own well-being. In some cases, personnel are not always familiar with what support is available and how to access it. If you are not familiar with these resources, I encourage you to visit the CAF site and learn more at: <https://www.my.af.mil/gcss-af/USAF/ep/globalTab.do?channelPageId=s2D8EB9D62BA52088012BBF52DC91061A>

Or for those within AFMC: <http://afmccivilianwellness.com/>

To make resources more easily accessible, AFMC installed a quick reference guide to “helping agencies” with an icon on everyone’s desktop. The icon provides links and quick access to phone numbers, agency contacts, and connections to available resources. People are our most important resource. Taking care of each other is foundational to our continued success.

I have had many opportunities, successes and challenges in my career. My ability to take advantage of these opportunities have been, in part, due to my willingness to take advice and counsel from some great mentors, as well as taking advantage of Air Force developmental programs. As you continue to serve, you will also discover new opportunities and successes. Many thanks for your service and the outstanding support you provide to our nation each and every day!

Michael A. Gill, a member of the Senior Executive Service, is Executive Director, Air Force Materiel Command, Wright-Patterson Air Force Base, Ohio. Mr. Gill advises the AFMC Commander in managing all aspects of the command's mission. The command employs some 80,000 people and manages \$60 billion annually, executing the critical mission of warfighter support through leading-edge science and technology, cradle-to-grave life cycle weapon systems management, world-class developmental test and evaluation, and world-class depot maintenance and supply chain management.

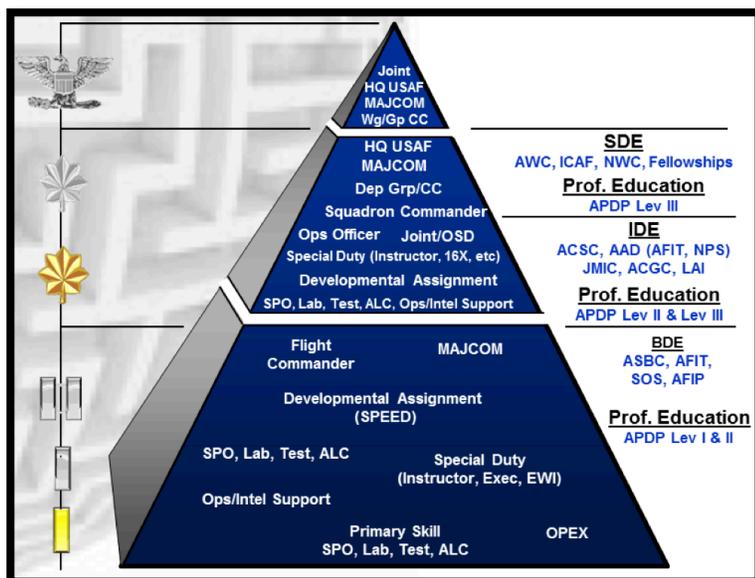


Figure 1 Officer Career Pyramid

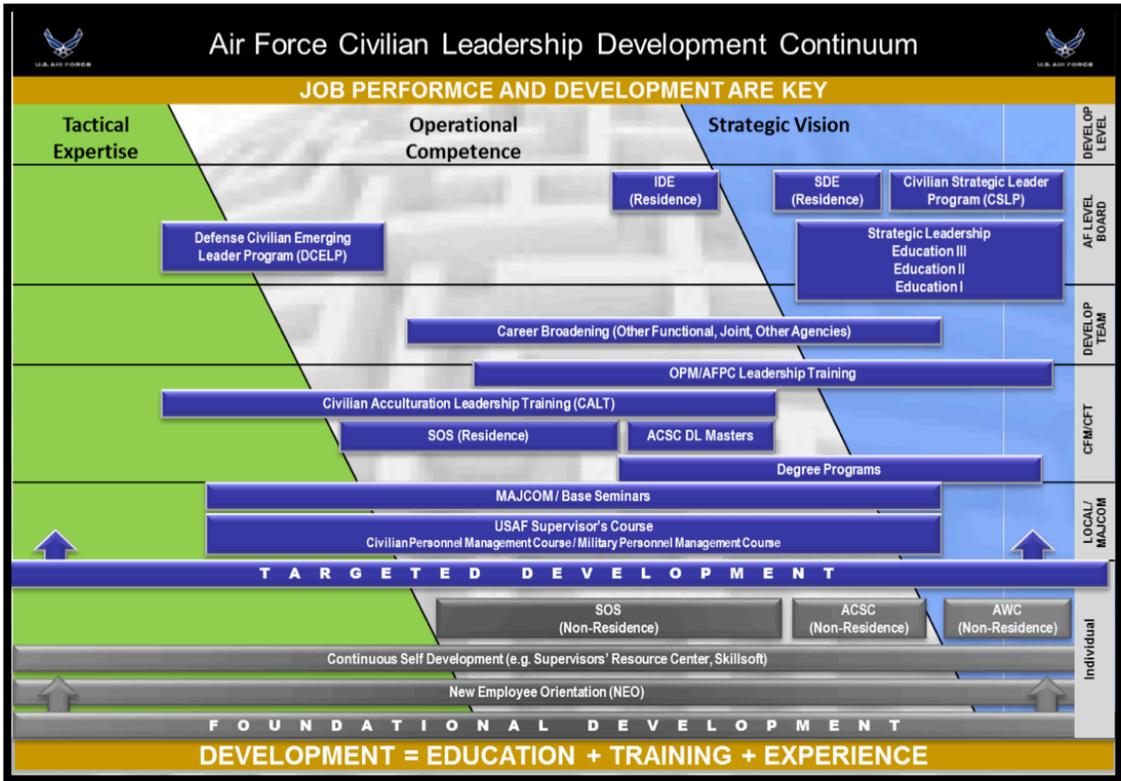


Figure 2 Civilian Leadership Development Continuum

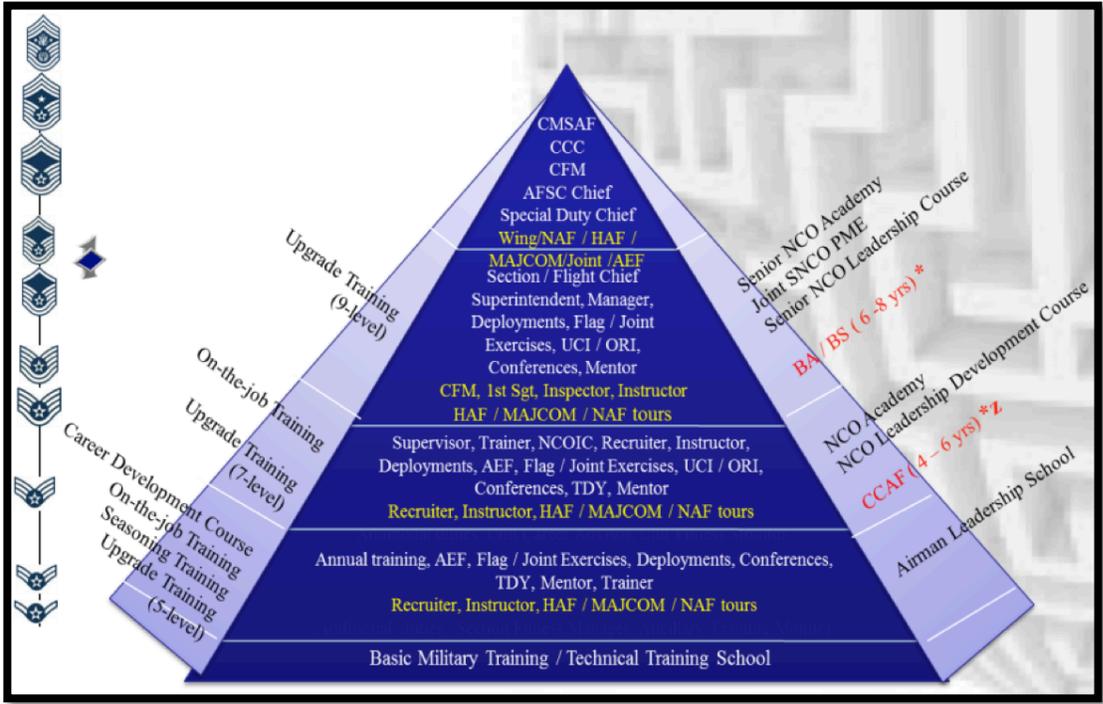


Figure 3 Enlisted Career Pyramid

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Photo 1. Credits below.

FOCUS ON A CHAPTER LEADER

1Lt Samantha Goff

Vital Statistics

Name:

1Lt Samantha Goff

LOA Chapter:

Cowboy Chapter, F.E. Warren AFB

Hometown:

Charlotte, NC

College:

University of North Carolina-
Charlotte

Degrees:

Political Science

Family:

Husband, Kevin

Technical School:

LRO Basic Course '12, Lackland
AFB

Past Duty Titles:

Operations Officer

OIC, Quality Assurance

OIC, Materiel Management

ER: What do you like most about being a loggie?

I enjoy all the opportunities that come with being a loggie. For example, as a loggie, you have the opportunity to be stationed almost anywhere in the world and to travel to places that you wouldn't normally get to, or even realize that you wanted to. Personally, I never considered living in Wyoming when I was younger, but after living here, I love it!

ER: What was your biggest learning moment?

I wouldn't say that I could narrow it down to a single moment. What would be more accurate is to acknowledge the many learning moments that I've had including the seemingly smaller ones that are still very important. These moments can range from opportunities to receive feedback from my leadership interacting with fellow Airmen, and just

experiencing normal daily operations. All these moments have taught me something.

Some have contributed more than others, but they have all been important.

ER: What are you most proud of in your short time on active duty?

I'm most proud of the fact that I can look back over my short career and see the difference in myself when I compare who I am now to who I was then. While being stationed at a missile base isn't always exciting, I have been given the chance to do things that many Lieutenants will never get the chance to do. Being given these opportunities has helped me to grow and learn and that makes me proud.

ER: As a recognized leader in your local LOA Chapter, what activities/events are you most proud of?

I am most proud of the developmental opportunities that the Cowboy Chapter has been able to participate in. For example, we recently had an opportunity for our Chapter to visit the local Wal-Mart distribution center. During the visit we were able to see how a major commercial corporation handles the many logistics challenges they face when it comes to filling orders, loading trucks, and shipping items to stores across the country -- all while reducing room for error.

Photo 1: Lt Goff is pictured with her husband, Kevin

Photo 2: Lt Gen Judith A. Fedder, Deputy Chief of Staff for Logistics, Installations and Mission Support, HQ USAF and Mr. Alan F. Estevez, Principal Deputy Under Secretary of Defense for Acquisition, Technology and Logistics visit with Logisticians during a trip to F.E. Warren AFB, WY in January 2015. Photo credit: Capt Russell Williams





Photo 1. Credits below.

FOCUS ON A CGO

Capt Russell Williams

IN THEIR OWN WORDS...

There's no doubt about it... logistics is a dynamic profession. If one thing remains constant though, it is the need to be flexible and adaptable. This is true at home and abroad. Leave it to the Company Grade Officer (along with many other valued service members) to face that challenge with gusto and get the

job done right the first time. It is not always the loggie with the most years in service that is called to the job either. It is time to throw them a bone by putting them in the spotlight. Take for example...Captain Russell Williams.

Captain Williams, a graduate of Mississippi State University began his journey in the Air Force after enlisting as a Combat Communicator who specialized in satellite and wideband communications. He was assigned to the 3rd Combat Communications Squadron at Tinker AFB, affectionately known as the "3rd Herd," and he absolutely associates the value of his enlisted time as being a tremendous help to him now, as a commissioned officer. As an eleven year veteran, he explains that "no matter what the mission is; establishing a communications link under fire, defending a site, launching an aircraft, or putting a Minuteman III Intercontinental Ballistic Missile (ICBM) back on alert; our young Airmen make it happen and we can never

forget that.” Commissioned through the Air Force’s Reserve Officer Training Corps (ROTC), he earned a Bachelor of Science degree in Aerospace Engineering. Captain Williams went on to complete the Conventional Munitions Maintenance Officer Course in September of 2007 and the ICBM Maintenance Officer Course in March of 2011. He is currently stationed at F.E. Warren AFB, Wyoming and is the Maintenance Operations Officer for the 90th Missile Maintenance Squadron. Captain Williams has



Photo 2. Credits below.

deployed as a Munitions Flight Commander for the 379th Air Expeditionary Wing and was awarded the Air Force Commendation Medal for his achievements.

The *ER* asked Captain Williams to share his thoughts on being a leader...in his own words.

Captain Williams on his biggest lesson learned while deployed:

Learn your unit’s capabilities right away and plan for the unexpected. I failed to do that, and our first frag change while deployed was “interesting” to say the least. We learned a hard lesson that day. The next frag change, which was twice as complex, came within a week. The boss, who was still scraping my brains off of his boot heels, looked at me and asked “can you do it?” I promptly and confidently replied “we can have them rolling within the hour.” 59 minutes later, Line-D had the new bombs at the aircraft. Jaws dropped, hands clapped, and the bad guys got

more than their fill of Tritonal...AMMO made it happen that day. Even a loader said “YAAAYAS,” but I’ll never say who it was...thanks again, Chief!

Captain Williams on what he would recommend to his fellow CGOs in order to be better prepared for deployment:

With turnover rates being sky high downrange, projects can get slowed down or completely forgotten. Make sure you have good turnover with the officer you’re replacing and network quickly. Get to know your fellow logisticians and CGOs from across the base and try to be the

first to request their assistance with projects in your AOR. Whatever you can’t finish, be sure to set up your replacement for success. It makes things easier for you and it makes life easier, and better, for the new teams who are arriving.



Photo 3. Credits below.

Captain Williams on his proudest moment(s):

I’m most proud of the lifelong friends that I’ve met and the trust and confidence that my commanders, chiefs, and SNCOs have placed in me.

Captain Williams on keeping leadership skills honed:

I keep my skills honed by simply asking for feedback from my mentors, especially my SNCOs. The good ones have no problem telling me what I’ve been screwing-up, and the really good ones don’t even wait for me to ask!

Captain Williams on the leadership skills/traits that are most important to logistics officers:

You need thick skin and unfiltered dialogue. Whether it's a feedback session or coordinating the mission with our peers, we need to tell it like it is and expect others to do the same.

Captain Williams on his aspirations:

Up until recently, my goal was to finish my career as a squadron commander. But I love maintenance, so I'm planning to stick around as long as the Air Force has a spot for me!

Photo Credits:

Photo 1: "Packin' Out" while hunting elk last season. Photo by unknown photographer, 2014.

Photo 2: Taking pride in the job. Photo by unknown photographer, 2014.

Photo 3: Captain Williams' most recent official photo, 2014.

Organic Airlift vs. MILAUG

What's the Score?

By: Capt Austin Gruber



United States Transportation Command (TRANSCOM) provides rapid global mobility as the single manager of the DoD transportation system providing assets for deployment, sustainment, and humanitarian operations via three modes of transportation: surface, sea, and air. Air is the most flexible and responsive option although it is also the most costly. TRANSCOM supports airlift requirements via Air Mobility Command (AMC) or organic airlift; however, when requirements exceed capacity, TRANSCOM relies upon non-AMC sources to augment the fleet. TRANSCOM has three sources from which they aggregate airlift capabilities:

- Organic airlift - funded by the Transportation Working Capital Fund (TWCF), consisting of AMC owned C-17 and C-5 aircraft
- Military Augmentation (MILAUG) - funded by Operations and Maintenance (O&M) funds, consisting of all other military aircraft operating in the airlift system including non-AMC C-5 and C-17 aircraft, as well as all Air Force Reserve and Air National Guard aircraft
- Commercial Augmentation (COMAUG) - civilian aircraft contracted by TRANSCOM to support movement requirements

The C-17 and C-5 aircraft are the principal airlift resources used in support of movement requests and both mission design series (MDS) are postured and available within organic and

MILAUG sources. COMAUG provides a substantial airlift capability; however, this article will not discuss reliability rates and delay duration for that airlift source.

The Tanker Airlift Control Center (TACC) is responsible for the planning, scheduling, and monitoring of mobility missions. Airlift requirements are aggregated and prioritized by TACC and transported via Channel, Contingency, or Special Assigned Airlift Missions (SAAM). Channel airlift is a common-user scheduled service executed over published routes with known frequency. Channel movement rates are commercially benchmarked and the user pays a set rate for movement of personnel or cargo based upon quantity, weight, and volume. SAAMs are the procurement of an entire aircraft; the user appropriates resources to use an aircraft for specific point-to-point transportation and directly funds the required flying hours. Contingency missions entail point-to-point movement and funding is apportioned by the Joint Chiefs of Staff. Logistics requirements with the highest priority are transported via Channel, SAAM, or Contingency missions.

Anecdotal evidence within the logistics community suggests MILAUG aircraft are less reliable than organic aircraft

The C-17 and C-5 aircraft are the principal airlift resources used in support of movement requests and both mission design series (MDS) are postured and available within organic and MILAUG sources.

for departure reliability rates and delay durations. This study is a quantitative analysis of applicable crew and maintenance related delays to determine the validity of this assumption. Fiscal Year 2011 through 2014 mission data derived from the Global Decision Support System (GDSS) for 157,244 missions was analyzed, exploiting maintenance break rates and delay durations across MDS and funding sources for Channel, SAAM, and Contingency missions. To ensure the integrity of the comparative analysis, the C-5 and C-17 aircraft were the only MDS

reviewed as they are common airlift platforms across organic and MILAUG airlift sources. Due to the wide range of potential causal factors associated with maintenance disparities and the limited timespan allotted for this study, root cause analyses were not conducted.

Research revealed MILAUG airlift sources perform at a less reliable rate than their organic airlift counterparts reducing logistics capabilities within the Defense Transportation

System. Degraded logistics

reliability rates for tasked aircraft

reduce available airlift assets at

critical junctions within the

logistics pipeline. Cargo and

personnel must be removed from the aircraft to allow for maintenance actions and are often

reallocated to different missions. Unexpected delays due to degraded aircraft reliability deny

logisticians and users predictability of delivery timelines and delays mission accomplishment.

To ensure the integrity of the comparative analysis, the C-5 and C-17 aircraft were the only MDS reviewed as they are common airlift platforms across organic and MILAUG airlift sources.

Given the same mission and tasking, mission data discloses MILAUG airlift sources are not as reliable as their organic counterparts. Overall, MILAUG aircraft provide a 78% logistics reliability rate while organic airlift provides an 88% reliability rate.

Unit	Deviations	Missions	Logistics Reliability Rate
MILAUG	2,917	13,050	78%
Organic	9,259	78,835	88%

Figure 2: Logistics Reliability Rates

Figure 2: *Mission/Deviation Relation*, shows that while MILAUG airlift sources execute 14% of all Channel, SAAM, and Contingency missions, they represent 24% of the delays incurred within the Defense Transportation System.

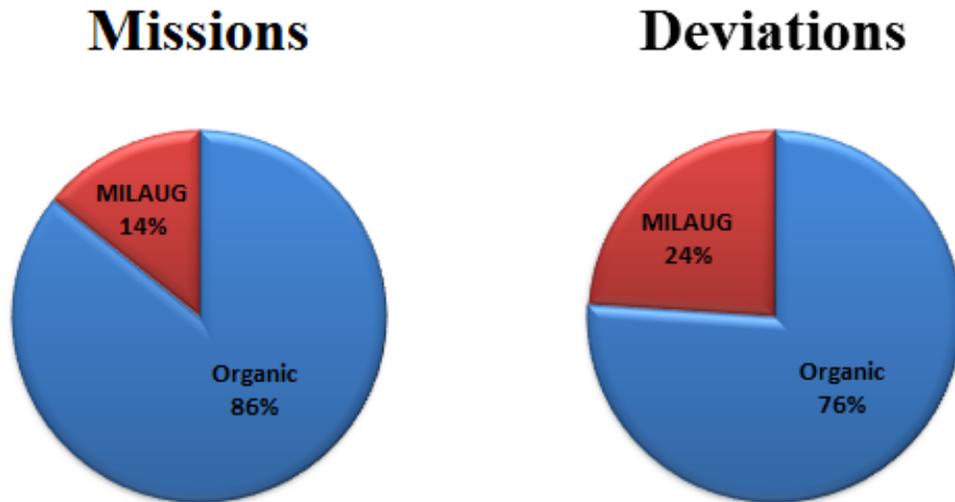
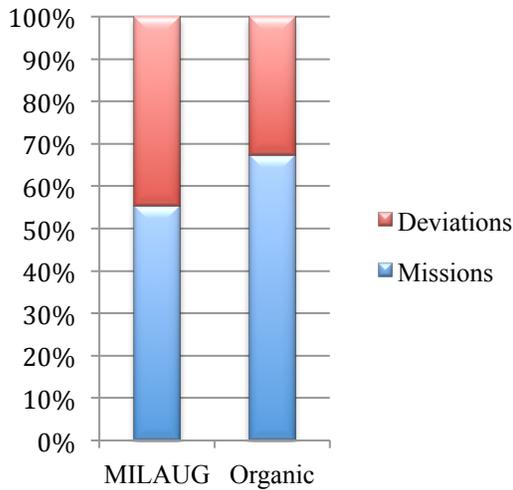


Figure 3: Mission/Deviation Relation

Logistics reliability rates were then analyzed according to MDS and airlift sources. Research revealed that C-17 reliability rates were comparable between sources. Figure 3: *MDS Logistics Reliability Rates*, shows MILAUG performed at 86% and organic at a similar 88%. C-5 reliability rates exposed a much greater differential; MILAUG C-5 aircraft operated with only 55% reliability compared to organic aircraft at a 67% reliability rate

C-5 Logistics Reliability Rates



C-17 Logistics Reliability Rates

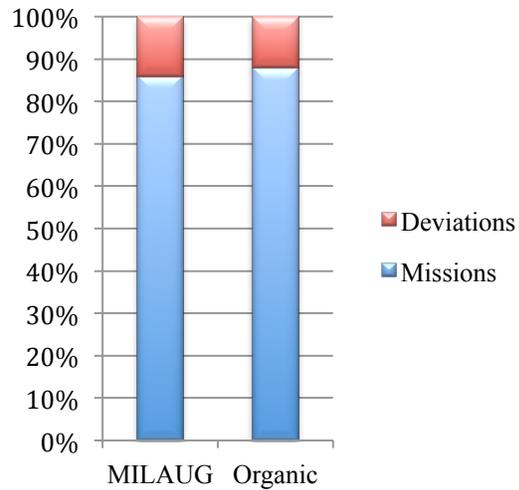


Figure 3: MDS Logistics Reliability Rates

Duration of delays were calculated and reviewed next. Of note, not only were a higher percentage of delays observed, but a greater duration was observed as well. For delay durations, mission data was exploited to determine the mean, median, range, variance, standard deviation and 95% confidence intervals. Figure 4: *Overall Delay Durations*, shows it can be assumed with 95% confidence that a MILAUG aircraft deviation will incur a 44.9 to 48.7 hour delay, whereas an organic aircraft will incur between a 27.0 and 27.7 hour delay. This equates to nearly 20 additional hours of defense transportation degradation for MILAUG aircraft.

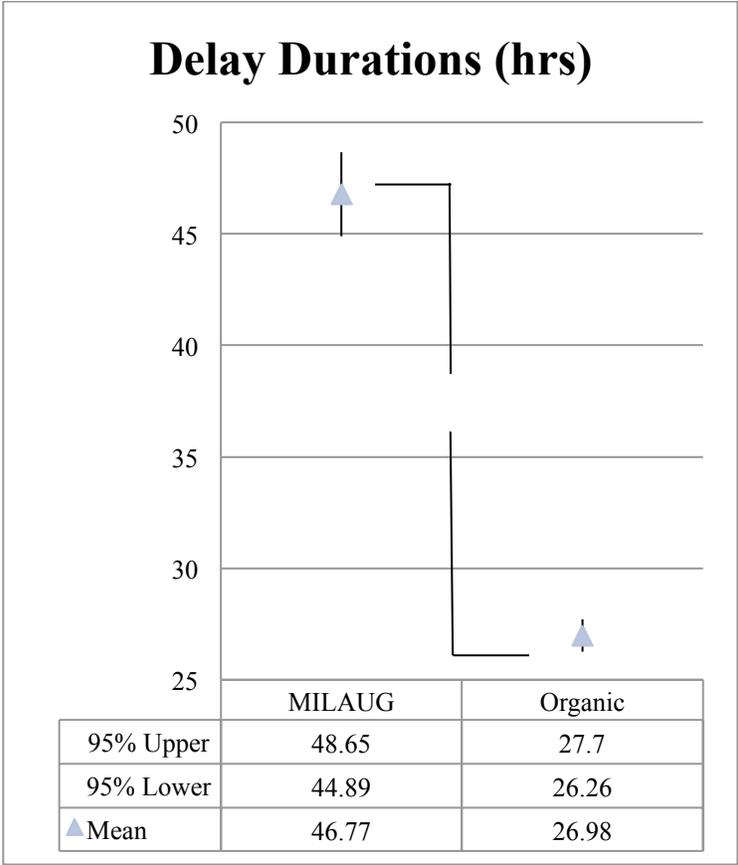


Figure 4: Overall Delay Durations

Delay durations were then analyzed according to MDS. While the logistics reliability rates of MILAUG and organic C-17 aircraft were comparable at 14% and 12% respectively, a major disparity was identified within delay durations. Figure 5: *C-17 Delay Durations*, reveals we are able to assume that MILAUG C-17 aircraft will delay for 66.3 to 70.0 hours while organic C-17 aircraft will only delay for 18.9 to 20.1 hours.

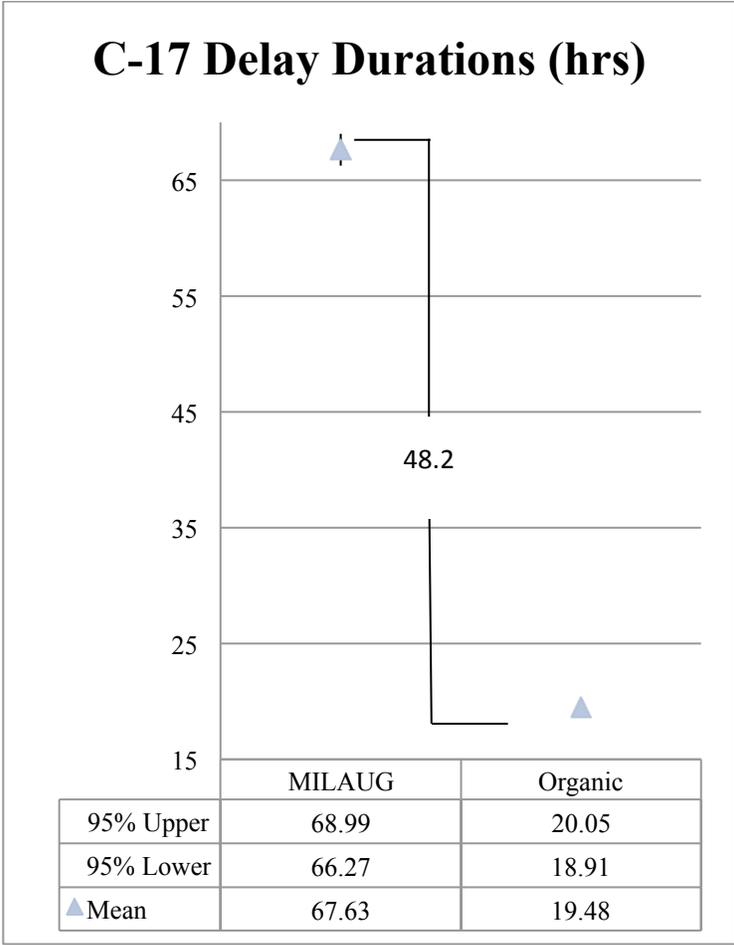


Figure 5: C-17 Delay Durations

While C-17 data revealed comparable logistics reliability between the two sources, delay durations contained a massive differential; the inverse is true of C-5 performance. MILAUG C-5 aircraft provided a 55% reliability rate while organic aircraft presented a 67% reliability rate, a 12% disparity; however delay durations between the two sources were comparable. Figure 6: *C-5 Delay Durations*, shows we can assume that a MILAUG C-5 aircraft will delay for 64.6 to 70.7 hours while an organic C-5 aircraft will delay for 65.4 to 71.3 hours, a differential of approximately 1 hour in favor of MILAUG aircraft.

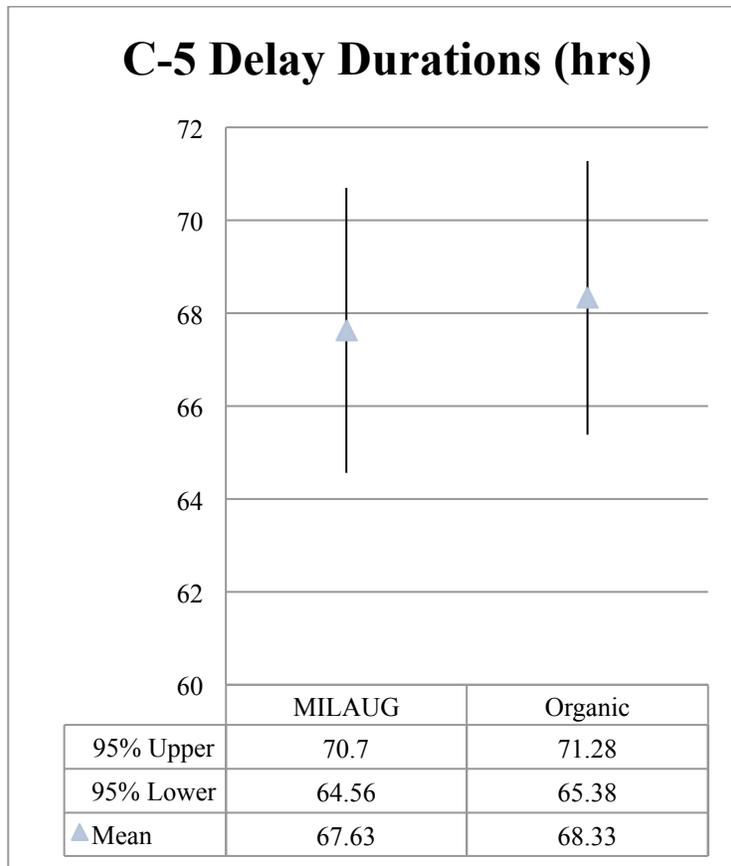


Figure 6: C-5 Delay Durations

The analysis of GDSS mission data revealed MILAUG airlift performs less effectively than organic airlift for both logistics reliability rates and delay duration. Most significantly, C-5 delays occur with 12% greater frequency and C-17 delay durations last 48 hours longer with MILAUG sources. While this article did not address the root cause of the performance disparities, it is essential that logistics planners take these factors into account while planning deployment, sustainment, and humanitarian operations. Based on this data, it is recommended that organic airlift be used to the maximum extent possible. This is especially true when the

The analysis of GDSS mission data revealed MILAUG airlift performs less effectively than organic airlift for both logistics reliability rates and delay duration.

missions support time sensitive and mission critical requirements. Furthermore, airlift planners must take into consideration expected delay duration. Based on the data collected, MILAUG aircraft can on average be expected to delay for 20 hours longer than organic aircraft. This should be a critical planning factor; for example, if a MILAUG C-17 is unavailable and the cargo has a Required Delivery Date (RDD) within 24 hours, the cargo should be transferred to a different mission if available as we can assume the C-17 delay duration will be between 66 and 70 hours.

There is much to be gained by further research into logistics reliability among MILAUG and organic airlift sources. A subset of data that should be analyzed is MILAUG and organic airlift performance according to mission type. Channel missions may generate lower deviation rates as they execute known, repetitive requirements and typically have more robust en route maintenance support than the austere locations SAAM missions may support; this could provide

There is much to be gained by further research into logistics reliability among MILAUG and organic airlift sources.

insight into the differences in reliability. A detailed analysis researching the root causes of disparities among airlift sources could greatly improve performance within the airlift system and enhance predictability for logisticians and end users.

About the Author: Capt Austin A. Gruber is the Materiel Management Flight Commander, 18th Logistics Readiness Squadron, Kadena AB, Japan. A graduate of the Advanced Logistics Readiness Officers Course, Capt Gruber is responsible for the largest base-level Materiel Management Flight in the USAF, comprising 154 employees, eight diverse warehouses, and 249 equipment accounts, valued at \$910M. Capt Gruber previously served at Joint Base Pearl Harbor-Hickam where he was the Aerial Port Operations Officer, 735th Air Mobility Squadron.

TNMCS Rate and MICAP hours:

What is the REAL connection?

Submitted By: Major Paul Cancino



ALROC OUTSTANDING RESEARCH PAPER

The Air Force has spent the last 24 years engaged in a steady state of combat operations and today many airframes continue to fly well beyond their originally programmed service life while simultaneously participating in a broader array of mission profiles. Aircraft are being flown harder, faster and for longer than ever before and as we reposition forces in the Middle East and pivot towards Asia in an era of fiscal austerity, it is a necessity that the Air Force continue to sustain and reconstitute its combat, mobility and ISR fleets. In addition to severe financial restrictions, the Air Force must also balance mutually exclusive budget requirements for supporting legacy aircraft while simultaneously working to fund next generation replacements.

In order to properly sustain

weapons platforms, the Air Force must ensure that supply chain and maintenance activities are focused on finding solutions to parts issues that deliver the greatest impact in

In order to properly sustain weapons platforms, the Air Force must ensure that supply chain and maintenance activities are focused on finding solutions to parts issues that deliver the greatest impact in terms of dollars and manpower.

terms of dollars and manpower. The two most prominent metrics that drive activities throughout the sustainment enterprise are Mission Capable Parts (MICAP) hours and the Total Non-Mission Capable for Supply (TNMCS) rate. At every maintenance or supply shift brief, at any base, at

any level, in any theater -- you will hear about these universal metrics that are used as a measure of success and/or failure. Although it is generally understood that both are intrinsically related, what is not well understood is how affecting one can influence the other. This article will give a brief overview about the relationship between MICAP hours and TNMCS rate; and using the B-1B Lancer as an example, will demonstrate how an innovative new approach may redefine the correlation between the two.

What exactly are TNMCS rate and MICAP hours?

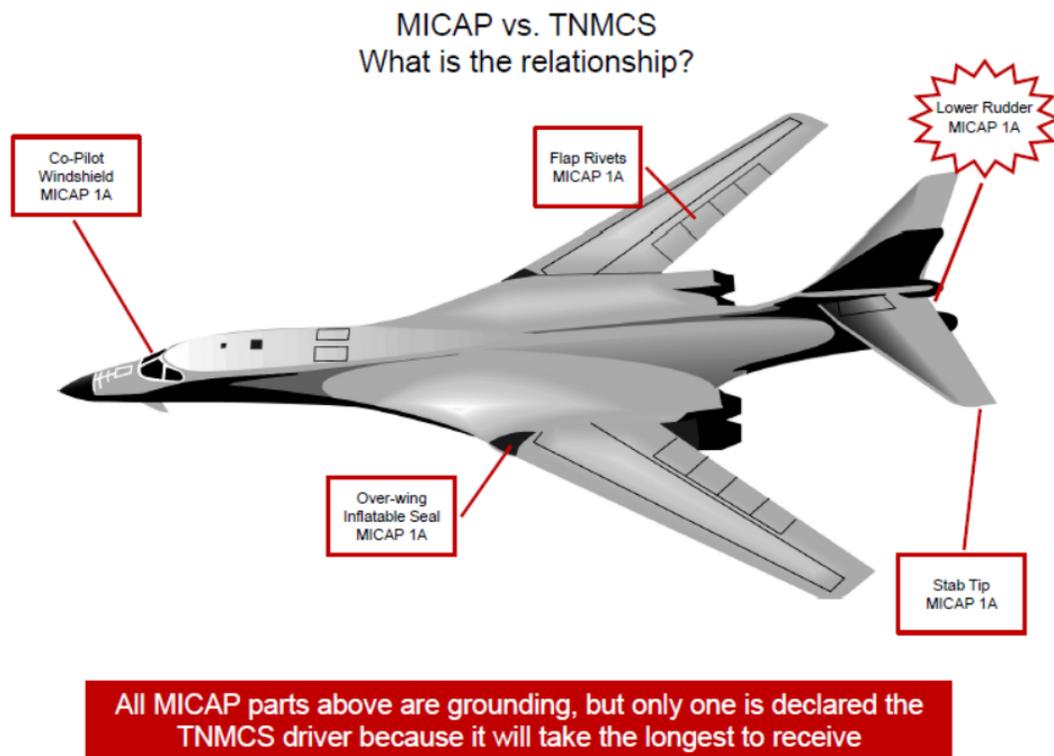


Figure 1: MICAP vs. TNMCS (provided by Mr. Rick Cantwell, B-1B SPO)

Total Non-Mission Capable for Supply (TNMCS) is a rate that denotes an aircraft status indicating an aircraft is not capable of performing a specific critical function under its assigned

mission set because of a supply shortage which in turn causes a maintenance work stoppage.

TNMCS is based on the number of aircraft out for parts, as opposed to the number of parts that are MICAP. TNMCS is an aircraft status whereas MICAP is a parts status. An aircraft can only have one part that clocks TNMCS hours. By contrast the same aircraft may have multiple parts accruing MICAP hours. At the

base level, the Production

Superintendent (Pro-Super) using
the Mission Essential Support

A B-1B may accrue hundreds or thousands of hours of MICAP time because of the sum of the parts ordered against it, but can only accrue 24 TNMCS hours each day.

List (MESL) determines if a part

should be MICAP and whether or not a status should be 1A (grounding) or JA (flyable with limited capabilities). Though dozens of parts may be ordered MICAP against one aircraft, the Pro-Super and MESL dictate which singular part will accrue TNMCS hours. The decision is based on the question, “Which part will take the longest amount of time for the supply chain to satisfy?” A B-1B may accrue hundreds or thousands of hours of MICAP time because of the sum of the parts ordered against it, but can only accrue 24 TNMCS hours each day. For example, there are eight hydraulic pumps on each B-1B. If all eight were on order for MICAP in a month, that would add up to 5,760 MICAP hours.

24 hours in a day

24 hours X 30 days = 720 hours in a month

8 pumps X 720 hours = 5,760 hours

If the hydraulic pump was the TNMCS driver, that same B-1B would accrue only 720 TNMCS hours. Expanding upon this equation, we use the next scenario. There are 17 B-1Bs across the fleet are each awaiting a DLA supplied “Delorean Flux Capacitors” for 12 days.

17 (1A) MICAP incidents for 12 days

$$12 \text{ days} = 288 \text{ hours}$$

$$288 \text{ hours} \times 17 \text{ incidents} = 4,896 \text{ MICAP hours}$$

It is possible that during those 12 days, none of the Flux Capacitors accrued TNMCS hours because the B-1Bs were waiting on rudder hinge beams (Figure 1) that had been identified by the Pro-Super as the TNMCS driver.

To recap, TNMCS is regarded as the part that takes the longest or is the most difficult requirement for the supply chain to satisfy. MICAPs are one of many parts on the aircraft needed to become Fully Mission Capable (FMC).

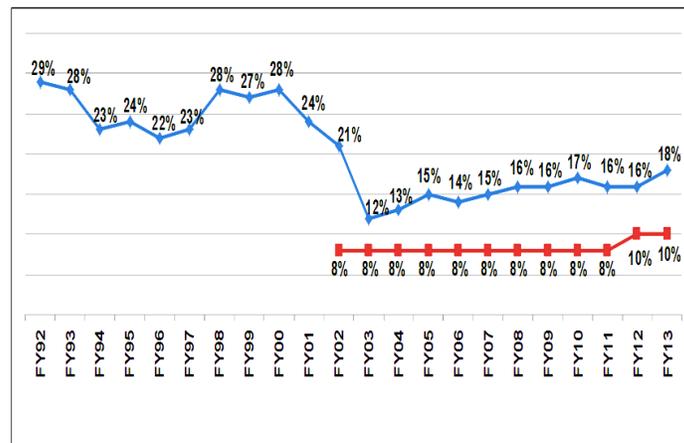


Figure 2: B-1B Historical TNMCS Rate (provided by author)

The graphic above illustrates the B-1Bs TNMCS rate over the past 22 years. It is important to note that the Lancer has failed to achieve its target TNMCS rate since the fleet reached Final Operational Capability (FOC) during the mid-1980s, missing its target by an average of 54%. The only time the B-1B came close to reaching its target (8% until 2012) was in 2003 when 18 tails were inducted into the Aerospace Maintenance and Regeneration Center [renamed to the 309th Aerospace Maintenance and Regeneration Group (AMARG) in 2007] and a surge of reclaimed parts were redistributed to the main operating bases.

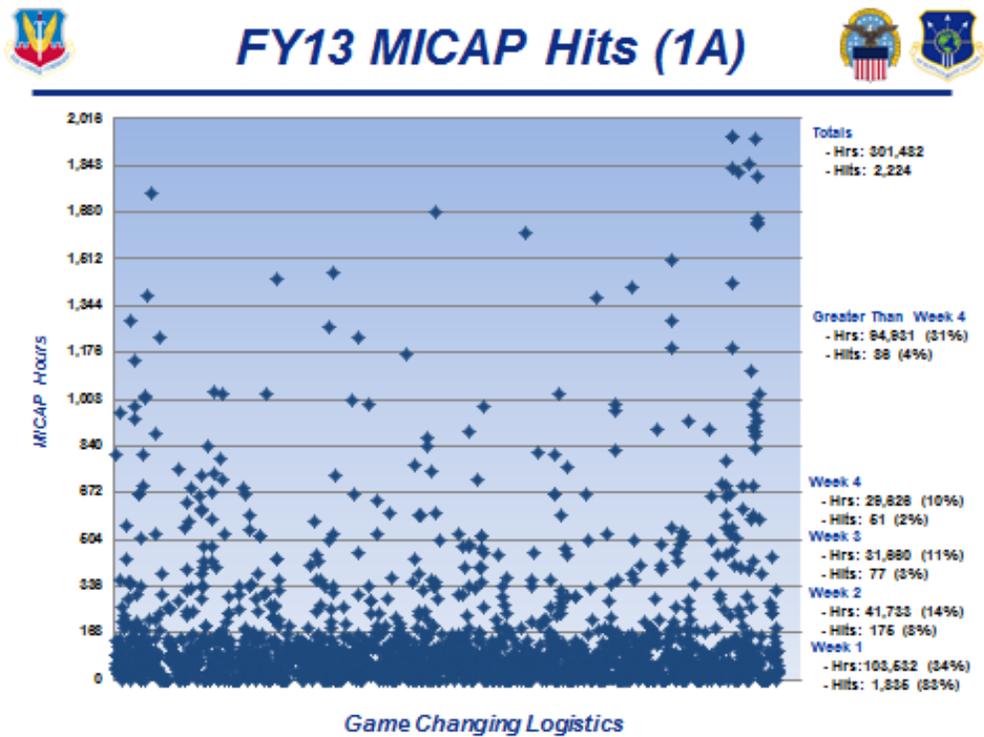


Figure 3: FY13 MICAP Hits (provided by Mr. Tom Kelly, 735 SCOG)

The Combat Support Sustainment Team (CSST) under the 735th Supply Chain Operations Group at Langley began to explore alternative means to evaluate and deconstruct the

sustainment enterprise's performance. In FY13 the Lancer accrued 301,482 MICAP hours on 2,224 individual MICAP requirements (hits). The scatter chart above reflects that the enterprise was able to satisfy 83% of the MICAP hits within the first week (168 hours) and 91% when the timeframe is expanded to two weeks (336 hours). This exceptionally high percentage at first look indicates that the enterprise

has been exceedingly successful in stocking a majority of Lancer's parts. In reality, 91% of MICAP parts account for only 48% of the

The Combat Support Sustainment Team (CSST) under the 735th Supply Chain Operations Group at Langley began to explore alternative means to evaluate and deconstruct the sustainment enterprise's performance.

total MICAP hours. On the other end of the spectrum, barely 86 individual "fleet driver" parts (4%) amassed a shockingly high 94,626 hours (31%). The scatter chart validated the enterprise's assumption that a relatively small number of parts constitute the lion's share of MICAP hours.

These statistics motivated Mr. Tom Kelly of the CSST to try a different mathematical approach and taking the initiative, he organically developed his own product. "I wanted to logically correlate the TNMCS time with MICAP hours. I started with the TNMCS time and wanted to see how much NMCS and NMCB time had to be reduced to make the 10% ACC standard. This led me to break down the MICAP data by Cause Code and then separate the data by stock and non-stocked parts. This helped to quantify where the shortfalls were in the supply chain."

The TNMCS rate is an aircraft status rate based on the following equation:

$$TNMCS = \frac{NMCS + NMCB}{UPH} \times 100$$

The Unit Possessed Hours (UPHs) in the denominator is the amount of time aircraft are physically at the base. Aircraft at the depots do not count against UPH. The UPH remains a static variable because the enterprise does not want to reduce the amount of time aircraft are available for operations. The goal is to reduce the TNMCS rate by affecting change in the numerator which is comprised of Non-Mission Capable Supply (NMCS) and Non-Mission Capable Both Supply and Maintenance (NMCB).

The CSST team pulled supply data from Enterprise Solutions-Supply (ES-S), specifically the Standard Base Supply System (SBSS), and the Integrated Maintenance Data System (IMDS) logistics IT systems. Both systems store information in the Global Combat Support System (GCSS) database. Some work was required to match ES-S and IMDS data. ES-S and IMDS use Work Unit Codes (WUCs) to categorize MICAP data, but IMDS uses two, three and five digits codes, while ES-S only uses two digit codes. Data was pulled from GCSS Logistics Information Management System-Weapon System View (LIMS-WSV). The resulting product is the attached Excel spreadsheet that validates the mathematical correlation between TNMCS hours to MICAP hours using 3 years of data.

Date	TNMCS (%)	Unit Possessed (H)	NMCB (H)	NMCS (H)	Total S Hours
Oct 2014	23.2%	33665.0	3472.0	4340.2	7812.2

Block A: Monthly TNMCS rate breakdown (provided by Mr. Tom Kelly, 735 SCOG)

BLOCK A: This block tracks data in terms of TNMCS hours

- Column 1: Month and year of data

- Column 2: TNMCS rate for corresponding month
- Column 3: Unit Possessed Hours (UPHs)
 - How many hours bases physically had the aircraft for the month
- Column 4: Non-Mission Capable for Both (Supply and Maintenance) hours
- Column 5: Non-Mission Capable for Supply hours
- Column 6: Total TNMCS hours = (NMCB + NMCS)

Hours	Rate (10%)	Hours	Rate (20%)	Hours	Rate (30%)	Hours	Rate (40%)	Hours	Rate (50%)	Hours	Rate (60%)
7031.0	20.9%	6249.787	18.6%	5468.563	16.2%	4687.34	13.9%	3906.117	11.6%	3124.893	9.3%

Block B: TNMCS Rate Reduction (provided by Mr. Tom Kelly, 735 SCOG)

Block B: Block B quantifiably answers the question, “If we reduced a specified percentage of TNMCS hours for month X, what could the TNMCS rate have been?” For example, October 2014 had 7,812.2 total hours with a 23.2% TNMCS rate. If the total hours were reduced by 10% for that month, the TNMCS rate would have been 20.9%. Accordingly to reach the 10% ACC standard in March, data proposes that at least a 50% reduction in TNMCS hours would have been required.

NON Stocked				
A	B	C	D	Total
10279	949	3279	251	14758

Block C: Non-Stocked Cause Code (provided by Mr. Tom Kelly, 735 SCOG)

Block C: This block tracks data for Non-Stocked items in terms of MICAP hours. This block focuses on parts that have had no or infrequent demand or parts that the enterprise has deemed an acceptable risk to not stock.

- Column 1: “A” No stock level established
 - No recurring demand or reparable generation before this request
- Column 2: “B” No stock level established
 - Past recurring demand or reparable generation experience, but AF base stockage policy precluded establishing level
- Column 3: “C” Readiness Based Leveling (RBL)
 - Single Manager/Inventory Management Specialist (SM/IMS) has determined the item should not be stocked at base level
- Column 4: “D” Base decision not to stock the item

Stocked										
F	G	H	J	K	R	S	T	X	Z	Total
790	0	15189	5381	1850	2383	0	0	0	0	25593

Block D: Stocked Cause Code (provided by Mr. Tom Kelly, 735 SCOG)

Block D: This block tracks data for Stocked items in terms of MICAP hours.

- Column 1: “F” Full base stock - Depth of stock insufficient to meet MICAP requirement.
- Column 2: “G” Full base stock - Quantity necessary for requirement is in Awaiting Parts (AWP) status.

- Column 3: “H” Less than full base stock - Stock replenishment requisition exceeds the priority group Uniform Materiel Movement and Issue Priority System (UMMIPS) standards.
- Column 4: “J” Less than full base stock - Stock replenishment requisition does not exceed group UMMIPS standards.
- Column 5: “K” Less than full base stock - No stock replenishment due-in established.
- Column 6: “R” Full base stock - Assets cannot be used to satisfy this requirement, that is, deployed Mobility Spares Kit (MSK), inaccessible supply point balance, or otherwise unavailable.
- Column 7: “S” Less than full base stock - Stock replenishment requisition exceeds UMMIPS time standards by priority group and AWP assets on hand at time of MICAP.
- Column 8: “T” Less than full base stock - Stock replenishment requisition does not exceed UMMIPS time standards by priority group and AWP assets on hand at time of MICAP.
- Column 9: “X” Less than full base stock - No due-in established and AWP asset on hand at time of MICAP.
- Column 10: “Z” System/Commodity received without MICAP item (initial shortage). CC identifies MICAP incidents due to a lack of initial demand

Total HourHrs / Ratic	Hrs/4 NonStk	Stk	Total H J K %	Stocked H J K%	DRIVER	S Hour Micap Ratio Hours	Projected S Rate Using Ratio	Projecte d Ratio Using 4 hrs		
40351	3472	4483	36.6%	63.4%	55.6%	87.6%	STK	5.2	10.3%	13.3%

Block E: Results (provided by Mr. Tom Kelly, 735 SCOG)

Block E: Results

- Column 1: Total MICAP hours (Non-Stocked + Stocked)
- Column 2: Percentage of total MICAP hours that Non-Stocked accounted for that month
- Column 3: Percentage of total MICAP hours that Stocked accounted for that month
- Column 4: Percentage of total MICAP hours that H, J and K coded items accounted for
- Column 5: Of the stocked MICAP hours percentage that H, J and K items accounted for
- Column 6: Indicates which Non-Stocked vs. Stocked was the bigger driver for the month
- Column 7: This ratio is Total MICAP hours divided by Total TNMCS hours (Block A Column 6)
 - This tells you that for every (X) MICAP hour equates to (Y) TNMCS hours
 - For October 2014, 5.2 MICAP hours were associated to 1.0 TNMCS hour
 - Average of the ratio over the last 39 months is equal to 4.0 MICAP hours
 - This average is a good estimate to be used for forecasting and it compensates for monthly variability
- The researcher can now state that on average 4.0 MICAP hours equates to 1 TNMCS hour.
- Column 8: Applied ratio of total MICAP hours minus H, J and K divided 5.2
 - This is now the theoretical total TNMCS hours if there were no H, J and K hits
- Column 9: Applied average ratio of total MICAP hours minus H, J and K hits divided by the average of 4 hours for the time period

- Theoretical TNMCS rate if H, J and K hits were zeroed out and the enterprise had 100% of stock it is responsible for using the 5.2 ratio

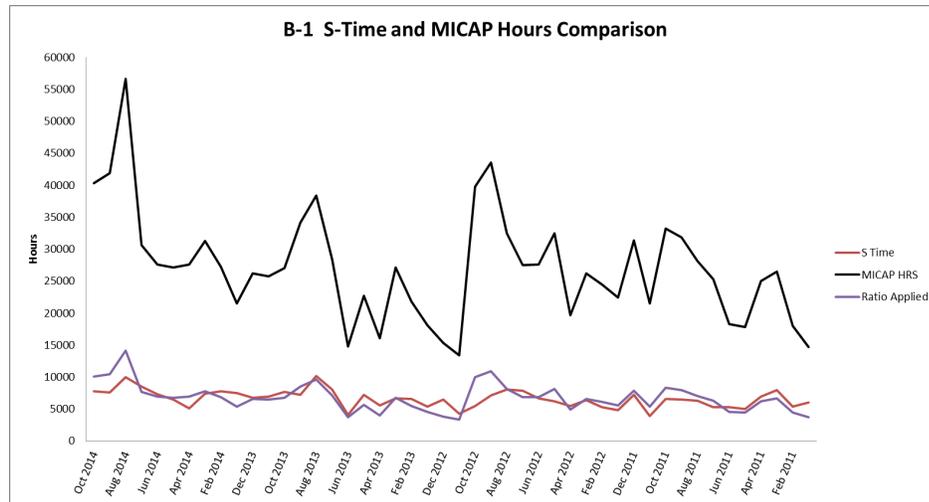


Figure 4: Applied Ratio of Total MICAP Hours (provided by Mr. Tom Kelly, 735 SCOG)

The product and its results

gave the enterprise something quantifiable to focus efforts.

CSST Lead, Mr. Tom Brucato

emphasized the importance of the

Now that we know WHAT matters, it allows the enterprise to conduct studies or execute AFSO21 projects that concentrate on the HOW to get those parts. In the future, as we go after those parts we have supreme confidence that we are tackling the right parts.

findings. “The reason we approached this problem was because we believed that the biggest supportability problems lied in the Cause Code H/J/K MICAP hours, but there wasn’t a quantifiable way to prove our assumptions. The spreadsheet we developed indicated that if we could find a way to eliminate or reduce those types of Cause Codes we could reduce TNMCS rate by almost half. This is the measurable baseline for what the enterprise should be going after. Now that we know **WHAT** matters, it allows the enterprise to conduct studies or execute AFSO21 projects that concentrate on the **HOW** to get those parts. In the future, as we go after

those parts we have supreme confidence that we are tackling the right parts. The best part is that all the weapons platforms can use this model to validate where they are putting their money and manpower.”

Major Paul A. Cancino is the Commander of the 439th Supply Chain Operations Squadron (SCOS) Joint Base Langley-Eustis. The SCOS is the sustainment enterprise’s customer interface for wholesale and retail supply. The SCOS’s portfolio provides parts for the B-1, B-2, B-52, ICBM, MRAP, A-10, T-38, U-2 and all UAV weapon platforms. Currently, Major Cancino is forward deployed as the Chief of Logistics (A4) for the 9th Air and Space Expeditionary Task Force-Afghanistan, ISAF Headquarters, Kabul Afghanistan.

Back into the Blue:

The B-52 Regeneration Project

By: Kimberly Woodruff



With high demands on maturing aircraft, the Air Force is finding creative ways to save money on an aging fleet. When a B-52H Stratofortress gets damaged beyond repair, and the manufacturing of a new aircraft is cost-prohibitive because production ceased in the 1960s, call on the 309th Aerospace Maintenance and Regeneration Group (309 AMARG) to support the regeneration of one that has been in storage for more than six years. That’s exactly what is happening with this historic B-52 regeneration project. The original B-52 fleet had 744 aircraft; however, due to compliance with the Strategic Arms Reduction Treaty and Congressional mandates, the Air Force is left with just 76 today. Tinker’s B-52 System Program Office teamed with Boeing to conduct an engineering analysis with cost estimates. They proposed a course of action to Air Staff to retire the damaged jet and replace it with one from 309 AMARG, also known as the Air Force’s “Boneyard,” at Davis-Monthan AFB. “Salvaging a retired B-52 from the ‘Boneyard’ saves taxpayers money” said Capt Chuck McLeod, a logistics career broadening officer and B-52 SPO’s team lead for the regeneration effort. “It’s far too expensive to repair the damaged aircraft or manufacture a new bomber, not to mention there hasn’t even been a new B-52 since 1962.”

Choosing an Aircraft

309 AMARG has maintained B-52H serial number 61-007 in 1000-type storage, meaning it has the highest parts cannibalization restrictions requiring Headquarters Air Force approval for each part being requested. It is the most preserved level of aircraft storage, with thin layers of strippable paint covering portions of the aircraft to protect it from the environment. “Tail Number 61-007, a former Minot AFB tail known as ‘Ghost Rider,’ was chosen after thorough inspections. It was a careful decision based on extensive engineering analysis. This aircraft has been exceptionally well preserved and maintained by the 309 AMARG team, which made the B-52 SPO’s and Air Force Global Strike Command’s recommendation to Air Staff to regenerate this tail number the obvious choice,” Capt McLeod said.

Brenden Shaw, Air Force Life Cycle Management Center’s (AFLCMC) Logistics Branch Chief, said, “61-007 has fewer hours and is in excellent condition. In fact, according to one of the maintainers working at 309 AMARG, this plane is in better shape than some of the ones currently in the fleet.” “This [re-commissioning of a B-52] has never been done in Air Force history,” said CMSgt (ret) Timothy Finch, a long-time member of the B-52 community, who now works at Global Strike Command. “Everyone on the team is very excited.”

Col Keith Schultz, commander of the 307th Operations Group, at Barksdale, will pilot the historic flight from the “Boneyard” to Barksdale. Col Schultz has flown the B-52 since 1980 and has a multitude of experiences in the Stratofortress. “I am the last of the Tall-Tail pilots (the old D-model) still flying [in the Air Force],” he said, adding that, with more than 7,000 hours, he often volunteers for these challenging flights. “After delivering 18 B-52D and G models to the “Boneyard” over the years, it is about time I get to take one out.” Lt Col Darrel Hines, from Tinker’s 10th Flight Test Squadron, will co-pilot and Capt Carl Johnson, 2nd Operations Group, Barksdale, will serve as the navigator.

Team Effort

“This really is a cross-organizational team effort to get the plane operable,” Capt McLeod said. “Air Force Global Strike Command (AFGSC), Defense Logistics Agency, 309 AMARG, 76th Aircraft Maintenance Group, AFGSC’s 2nd and 5th Bomb Wings and [Air Force Reserve Command]’s

307th Bomb Wing, are all working together to ensure the success of the mission.” Mr. Shaw credits Robin

“Tail Number 61-007, a former Minot AFB tail known as ‘Ghost Rider,’ was chosen after thorough inspections.

Benefield, a logistics management specialist at Tinker AFB, with all of the initial coordination between Air Staff, Air Force Materiel Command, AFGSC, 309 AMARG and Tinker prior to the regeneration effort being approved to ensure the team was poised to begin work as soon as the word was given. “Ms. Benefield laid the groundwork for our

success and will remain on the team until 61-007 rejoins the fleet,” Mr. Shaw said.

SMSGt Gavin Smith, 307th Bomb Wing, is leading regeneration efforts at the “Boneyard,” in coordination with the B-52 System Program Office at Tinker and AFGSC. SPO support includes engineering, technical orders, program management and a team of logistics professionals coordinating with their counterparts at Defense Logistics Agency and the Air Force Supply Chain (AFSC) to identify which parts are supportable and developing contingency plans for unsupportable items.



A diverse team is a tremendous value on a project this important. A shining example is when Karen Corley, a team member from the 76 AMXG, identified a Program Depot Maintenance level task to remove and replace all fuel hoses, a safety of flight requirement only performed during PDM. While her input saved time and money for the regeneration effort, it more importantly prevented the potential of a catastrophic in-flight emergency. “Ms. Corley’s involvement on the team is exceptionally critical to ensure we properly planned the work for 61-007’s arrival to the depot. Her efforts strengthen the team’s

relationship between AFLCMC and AFSC to ensure we deliver a reliable and viable weapon system back to the warfighter,” said Mr. Shaw.



Melissa Alford, Logistics Management Specialist in the B-52 SPO said, “prior to receiving Air Staff approval to go forward with the re-gen effort, the Logistics community took the initiative to look at all PDM tasks that would need to be

accomplished.” She along with a team of logistics managers compiled parts list for all PDM tasks and ran supportability assessments to determine if the Logistics Branch could support the requirements if the jet entered PDM today. Once those efforts were completed, the lists were passed to engineering to verify all parts were accounted for so supportability could be determined, and forecast could be input. These efforts will ensure parts are available once the jet comes to PDM in 2015.

Flight Worthy

“One of the biggest challenges is ensuring the aircraft is flight worthy for its flight to Barksdale,” said Cody

Boyd, lead engineer. “A lot has changed since 61-0007 last left PDM in 2004, so

“...The Logistics community took the initiative to look at all PDM tasks that would need to be accomplished.”

we had to be sure to catch everything to bring it up to configuration with the rest of the fleet.” Mr. Shaw said, “Our team of engineers has looked at everything from a systems perspective and we’re ahead of the game since we’ve integrated the entire community.” “The 309 AMARG is providing fantastic support to our team of maintainers working on 61-007. While AMARG regenerates aircraft as a part of their day-to-day mission, their qualified personnel weren’t current on a B-52H reactivation since there has never been a B-52 regenerated from AMARG,” said Capt McLeod.

After the B-52 leaves the “Boneyard,” it heads to Barksdale where members from the 76 AMXG’s Expeditionary Maintenance will salvage modifications from the damaged

aircraft and install them on 61-0007 while Barksdale maintainers conduct routine inspections and repairs. Tinker will accept the aircraft in late 2015 for a full PDM before it

After the B-52 leaves the “Boneyard,” it heads to Barksdale where members from the 76 AMXG’s Expeditionary Maintenance will salvage modifications from the damaged aircraft and install them on 61-0007 while Barksdale maintainers conduct routine inspections and repairs.

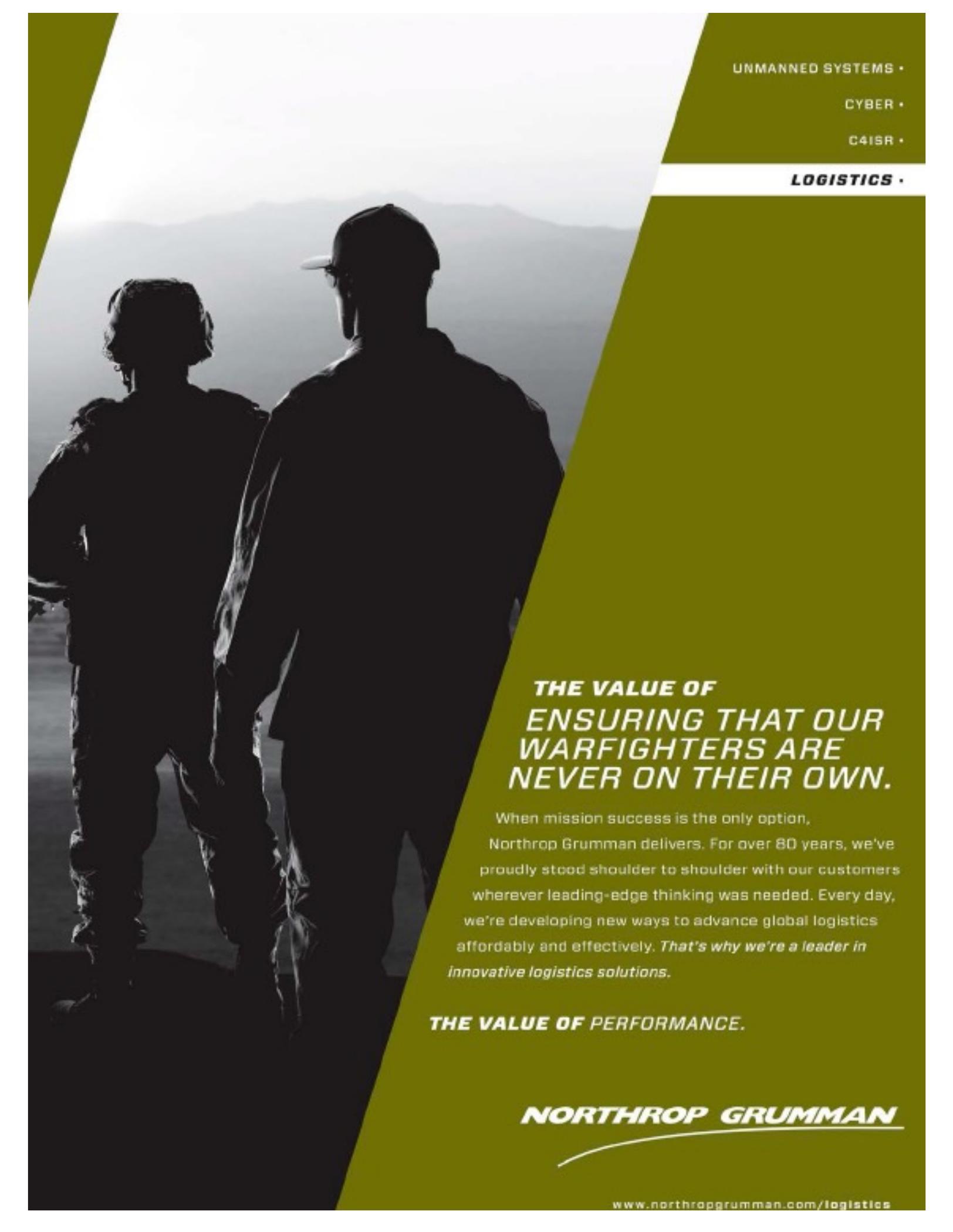
goes off into the blue to rejoin the active fleet in the summer of 2016. “We’re working with AFGSC and 76 AMXG to determine which one-time thru the fleet PDM tasks are supportable and required for 61-007’s first PDM since 2004,” said Capt McLeod. He continued,”

Regardless of what those tasks are we will be prepared thanks to the tremendous planning and support of the entire regeneration team.” Mr. Shaw said, “She’s an

awesome aircraft with a very proud history of supporting the [Air Force's] nuclear mission. It's an absolute honor to be a small part of this historic achievement!



The 309th Aerospace Maintenance and Regeneration Group (309 AMARG) is a one-of-a-kind specialized facility within the Air Force Materiel Command structure. 309 AMARG provides critical aerospace maintenance and regeneration capabilities for Joint and Allied/Coalition warfighters in support of global operations and agile combat support for a wide range of military operations.

The background of the advertisement features a silhouette of two military personnel standing in a field of view, looking towards a hazy horizon. The person on the left is wearing a helmet and a tactical vest, while the person on the right is wearing a cap and a jacket. The scene is set against a bright, hazy background, possibly a sunrise or sunset, with mountains visible in the distance. The overall color palette is dominated by shades of green and black.

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