An Open Letter to Chapter Treasurers
- 1st Lt Nicholas Hufnagel

Effective Followership: A Dying Art
- Lt Col Michael Boswell

Active Fleet Management for an Aging Air Force
- Maj Jeff Newcamp

Cowboys on the Move: How LOA is Linking the ICBM Supply Chain
- Capt Evan Hanson, 1st Lt James Eimers

Vehicle Telematics - Enhancing the Vehicle Management Enterprise
- Maj Matt J. Cherry, Capt Thomas Wickham, Mr. Timothy Patterson

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Contents

Exceptional Release
Logistics Officer Association Military Journal

4 President’s Log
7 Effective Followership: A Dying Art
11 Active Fleet Management for an Aging Air Force
14 Vehicle Telematics – Enhancing the Vehicle Management Enterprise (VME)
18 An Open Letter to Chapter Treasurers
20 Focus on a Chapter Leader & CGO
23 Civilian Logisticians at the Tip of Spear
29 LOA+Veterati: Easing the Military-to-Civilian Workforce Transition
31 Developing Enterprise Connectivity for Logisticians
37 Reinvigorated Hindu Chapter helps make history in 2017
40 Cowboys on the Move: How the Logistics Officer Association is Linking the ICBM Supply Chain

On the Cover

President’s Log

Hello Log Nation!

How quickly we wind up our National Symposium to full steam ahead in 2018! Who said logisticians ever rest….as I jump into the new role as President from symposium director, I’d like to start with thanking all the helped out with the 35th Anniversary Symposium. My right-hand lady, Sarah Booth, deserves more thanks than can ever be provided for her patience and calm demeanor when, at times, she was asked to perform miracles. Thank you to all the volunteers, presenters and speakers that brought their “A-Game” and made this historical event special. Our volunteers made it look easy and I can’t thank you all enough.

If you missed the 2017 symposium, we have a new mentorship opportunity and it’s free! LOA has partnered with Veterati and we’re excited about the opportunity. Former Marine, Daniel Rau, and his wife, Diana, gave a presentation in October for every one of us no matter where we are in our careers. You don’t have to be separating or retiring. Visit https://www.veterati.com/LOA/ to get started either as a mentor or to find a mentor or preferably numerous mentors. Veterati is an innovative mentorship platform open to Service Members, Veterans, Military Spouses, and Mentors across the country. Since opening, mentees have been averaging 3.7 mentor calls per active user. 98% of mentors report they want to mentor again. Compared with competitors charging job applicants for career coaching and guidance, Veterati has already provided $300,000+ worth of free mentorship to Veterans and Military Spouses, and that number is rapidly rising.

First, let me thank everyone for a warm welcome to our LOA National Board. I couldn’t be more honored to be giving back to an organization that took part in raising me for the last 30 years. The enriching professional education and development in my career and the networking and relationships I built along the way are priceless. You have volun-
teers throughout LOA excited to embrace all facets of what you’re yearning for from your careers and others and building your networks.

Speaking of your National Board, together with Laura Holcomb (CFO), Tesa Lanoy (CIO), Sarah Franklin (VP) and JD Duval (COO), I’m excited to be at the heart of LOA and its members as we move forward into a new year with new challenges.

As you’re aware, the rubber meets the road in LOA at the chapter level and we are working on some new avenues of facilitated logistics and acquisition experiences. We participate in LOA at all levels of our careers and it’s up to each one of us in those roles to bring up the next generation. Whether you’re asking questions for understanding, or facilitating the discussion from your own experiences, or a “gray beard” adding historical perspectives and importance, each one of us can add to making LOA and our members better equipped and prepared for future opportunities.

We’re all busy and LOA relies on volunteers to make the magic happen. There are times throughout our careers that enable us to participate more and other times less. I thank each and every one of you for your time and passion to LOA. We are a unique organization and bring a wealth of experience and lessons to bear, thereby making us the world’s best fighting force.

Save the date now for LOA 2018 in Oklahoma City, OK: 9-12 October! The LOA executive board is already working to make 2018’s symposium another fantastic event and as always can use your help. Up channel your name and/or capacity interested in serving in, to your chapter president as we quickly march toward October and another great event!

I look forward to the year ahead. Keep the magic happening!

Sincerely,
Carol Howitz
President
LOA is now part of the Combined Federal Campaign!

"Show some logistics love by giving to the Logistics Officer Association through the CFC. Our designation number is #53503.

LOA CFC #53503
#LOALove #ShowSomeLoveCFC”
Paul Beedle, author and minister best sums up followership as a “discipline of supporting leaders and helping them to lead well. It is not submission, but the wise and good care of leaders, done out of a sense of gratitude for their willingness to take on the responsibilities of leadership, and a sense of hope and faith in their abilities and potential.” Every leader is a follower but not every follower is a leader. It is my humble opinion that the United States military does an exceptional job of training leaders, but does not focus enough on effective followership. Training effective followers is as important as training effective leaders. Author John Gardner wrote in Effective Followership Training Is as Important as Leadership Training, “There is a vast literature of failure of leadership—on abuse of power, injustice, indecisiveness, shortsightedness and so on. Who will write the essay on the individual and collective failures of followers?” This article will seek to address military followership in today’s environment. Additionally, I will present the three most important characteristics of followership, which are loyalty, humility and initiative.

The concept of followership is not something that many individuals revere or desire as much as leadership. In fact, many equate effective followership to an archaic submission that amounts to nothing more than “brown-nosing”. Arguably, many individuals relish being a good leader vice being called a good follower. All too often subordinates miss the fact that regardless of how high one may climb the ladder of success, they still must support those appointed over them. Additionally, a leader can never lead without followers. Fundamentally, it is the act of following that essentially empowers a leader. If Martin Luther King, Jr. did not have effective followers to support his cause, then the civil rights movement would never have shattered the shackles of “Jim Crow.” Followers transform leaders and make them effective. The two concepts are like “Yin and Yang” existing in harmony to create a highly effective organization. So, what is an effective follower?

As defined by Dr. Robert Kelley in In Praise of Followers, effective followers are individuals, “who think for themselves and carry out duties and assignments with energy and assertiveness.” Kelley goes on to suggest that these followers are responsible as well as balanced. An effective follower’s success is not the result of a good leader, and they offer as much to an organization as an effective leader. While this definition is
almost 30 years old, it still exhibits vital truths in today’s workforce. I would like to expand upon this definition and bring it into the 21st Century. Effective followers carry out the overall objectives of an organization by supporting leadership and their interests through active cooperation, participation and critical thinking. This member is typically the go-to individual in any organization. They typically are the follower trusted by leaders, peers and subordinates. In my experience, effective followers display three immutable characteristics. They embody loyalty and initiative, as well as humility.

Loyalty is the first and often misunderstood aspect of followership. As defined by Webster, loyalty is “[t]he state or quality of being loyal; fidelity to a superior, or to duty.” Loyalty in the context of this discussion is a duty to one’s office or superior. Specifically, loyalty to one’s superior. All too often, subordinates mistakenly believe that loyalty to a superior means submission to the individual. I would argue that a follower should seek to be loyal to the position first and the man or woman second. While it may seem difficult to separate the person from the position, this helps when the followers have a questionable leader. This means understanding that a subordinate’s role is to faithfully support the position and in doing so, support the overall organization.

Another aspect of loyalty is dissent. By definition, dissent is neither positive nor negative. As military members, we typically see this exchange as contrary and tantamount to unhealthy confrontation. In fact, dissent is nothing more than a conversation between two individuals with differing opinions. As a subordinate, one must understand that offering an opposing point of view is a vital responsibility, especially for those who serve in the military. Your leader is only an appointed representative of the organization or government that you serve. You have a responsibility to yourself, superiors, subordinates, peers and your unit to make your organization better through healthy dissent. Healthy dissent is offering an opposing view without selfish motives, constructively and respectfully. Leadership is like a fingerprint; no two leaders or their styles are ever the same. As such, an effective follower learns how to offer healthy dissent in a way that is not offensive or combative to that specific leader. The follower’s goal is not to push their agenda but rather offer insight that better the organization as a whole.

In the age of instant gratification, I see humility as something that is lacking in followership today. The Webster definition for humility for a subordinate equates to, “freedom from pride and arrogance.” I continue to challenge myself to humble my perspective when accepting constructive criticism or fail to meet my superior’s expectations. Pride and arrogance creep in when a follower feels like their way is the only or best way to solve a problem. These individuals fail to trust their leaders, who are often senior in rank, and their decisions. This does not include leaders who make decisions that are illegal, immoral or unethical but rather, these
are decisions that are within their sphere of influence and within their right to make. Throughout my career, I have found three concepts that help me overcome a bruised ego or hurt pride. First, “it is not all about me”; second, “seek to understand and then to be understood” and finally, “no job is ever too small”.

As I have less than stellar days or issues going on at home, I remember that my boss is human and that he or she is entitled to make mistakes or have a bad day, too. I would expect others to do the same for me. So if my boss seems upset or says something out of character, I try not to take it personally and understand that they can have a bad day now and then. In short, I accept that “it is not all about me”. Next, “seek to understand and then to be understood”. Whether with my superiors, subordinates or peers, I try to understand the other person’s perspective through active listening. After understanding, I try to help them understand my point of view. An effective follower knows that there is always more to the story and if given the opportunity, try to understand your boss’s point of view before dismissing their decision or opinion. Finally, effective followers humble themselves and execute all tasks regardless of how big or small they may seem. Often followers get caught in the trap of only doing tasks that they perceive as being worth their time or effort. It is not your responsibility to determine the worthiness of a task but rather, if needed, complete those tasks your boss needs accomplishing first. I have often asked my boss, when overwhelmed, which task is most important in order of precedence for completion. The order of precedence for completion does not indicate that lower tasks are unnecessary or unworthy of my time, and I eventually accomplish all to the best of my ability.

The final aspect of effective followership is displaying initiative. A previous boss once told me that you can never require initiative, but you can recognize it and reward it. Oxford defines initiative as “the power or opportunity to act or take charge before others do.” Simply put, anticipate your boss and organization’s needs before being asked. Author Lisa Mooney notes in What Is Taking Initiative at Work? that good followers actively exhibit this behavior by seeking to answer questions for themselves vice waiting to be told or ordered to do so. She further suggests that organizations that have these individuals become agile and are overall more successful. Effective followers see the word “no” as a last resort and seek to find a “yes” in all that they do. Other aspects of an effective follower’s initiative are actively following up, defining expectations if not understood and always making every product the best possible. Actively following up is a lost art in today’s fast-paced work environment. As a leader, I appreciate when a subordinate sends an email or communication letting me know that they are working an issue. Silence or lack of follow-up is synonymous to a follower not caring or having forgotten about the task. Letting your boss know that their priority is your priority and that you are aggressive-
ly working a task to completion can go a long way.

On the other hand, understanding what your boss wants is essential to completing any task successfully. I can think of countless examples of accomplishing a task, not refining my boss’s guidance and getting rectified. Moving in the wrong direction can be frustrating to all parties involved and can be seen as a waste of time. Defining expectations throughout a task can yield great reward and give subordinates an opportunity to learn the supervisor’s expectations. The final aspect of initiative in the context of this discussion is continuously putting forth the best quality product. Perfection is never a standard, but doing one’s best should always be the goal. Effective subordinates know that their credibility, as well as their boss’s, is defined by the quality of products put forward. In the end, a follower that displays initiative builds trust. Trust is a two-way street in a superior-to-subordinate dynamic and is essential in a healthy work relationship.

In closing, followership is the building block to leadership, not a mutually exclusive concept. I once heard someone say, “Clearing a path for those above, you are ultimately clearing a path for yourself.” A leader can never hope to be effective unless they are first an effective follower. One’s credibility and ability to take care of their followers is seen in their ability to support their leadership. At the most fundamental levels of leadership, followership is nothing more than a give-and-take relationship. Ineffective followers are synonymous with takers and demand leadership support, but refuse to support said leader. Additionally, in most cases, these followers expect unencumbered followership from their subordinates and nothing less than absolute loyalty.

This article tackled effective followership, giving this author’s definition as well as a brief explanation of the characteristics that make a follower effective. While this list is not exhaustive, I believe that there are three fundamental attributes of an effective follower. They are loyalty, humility, and initiative. I hope that this article gave you some tools to be a better follower, and if you are uncomfortable with the subject then it is time to examine your perspective on effective followership. Never forget that whatever interests your boss should fascinate you!

About the Author: Lt Col Michael Boswell is the Commander of the 96th Logistics Readiness Squadron, Eglin AFB. He commands a squadron of 580 military and civilian personnel enabling expeditionary forces through the full spectrum of logistics operations. The squadron supplies all ground fuel requirements for base support functions as well as aviation fuel and cryogenic products to service all locally assigned and transient aircraft. In addition, the 96 LRS provides complete logistics readiness and transportation services to include base support planning, passenger and cargo movement and vehicle management for all assigned units. Prior to arriving at 96 LRS, he was the commander for the 100 LRS, RAF Mildenhall, England.

I would like to give a special thanks to CMSgt Karsten E. Kargel Jr. for assisting me with developing and refining these concepts listed in this article. Thanks Chief!
Active Fleet Management for an Aging Air Force

Despite the production numbers of the Joint Strike Fighter (JSF), the Air Force’s fleet is continuing to age. Studies conducted by the Congressional Budget Office, Research And Development (RAND)’s Project Air Force and the Scientific Advisory Board show that this is driving operations and maintenance costs at a yearly rate increase of approximately 3%. Perhaps the most tangible fallout for the logistics community has been a strain on the spares supply system due to Diminishing Manufacturing Sources and Material Shortages. Aging aircraft also strain the 309th Aerospace Maintenance and Regeneration Group (AMARG) at Davis-Monthan AFB, tasked with desert storage of retired assets. Lastly, achieving combat capability thresholds for aging aircraft may prove difficult, if not impossible.

The first T-38 Talons flew in 1961

Despite the disadvantages to maintaining aging aircraft, these assets are vital to the service-wide force projection capabilities. We must therefore ask ourselves where we can be flexible when it comes to funding and operating aging systems. Applying archaic principles is ineffective in fielding operational capabilities with increasingly old and costly airframes. Spending more to offset the effects of our aging aircraft does not satisfy even the least forward-thinking policymaker. One proposal for seeing the problem through a new lens is active fleet management.

Using Active Fleet Management

Active fleet management is a new concept – it entails a paradigm shift away from allowing aircraft to age and towards creating aging patterns for aircraft. Instead of waiting for the time to retire a fleet of aircraft, logisticians must pursue methods for ensuring the viability of a fleet through a choreographed exercise of altering aircraft utilization and basing. To prolong the oldest aircraft, move them away from bases marked by intense usage. To hasten retirement for a subpopulation, move those aircraft to the bases demanding the highest flight hours per tail and the most taxing mission profiles.
Proactively managing an end-of-life fleet provides ample opportunity for value extraction. This idea spawns from the realization that any residual aircraft lifetime on airframes resting in desert storage may never again be consumed. Retiring an individual aircraft that is 2,000 flight hours below its certified service limit is effectively wasting a significant fraction of that aircraft’s acquisition cost. While there are many valid reasons to retire aircraft with residual value, consider the composite effect of policy that continually retires aircraft prior to their necessary retirement times.

**Residual Aircraft Lifetime**

For example, a 2013 retirement cluster for the A10 Thunderbolt II sent aircraft to AMARG with a total of 30,456 unused (equivalent) flight hours. When you peel back the layers of this decision-making, you find ample good choices but also some poor choices. The cost of depot maintenance activities and modifications must be compared to the projected benefit of continuing to fly an individual aircraft. It often does not make fiscal sense to upgrade an aircraft with only one or two years of projected flying time remaining. It can also be perilous to continue to fly aircraft with identified design flaws, critical structural problems or aircraft whose cost per flying hour has skyrocketed.

Unfortunately, some retirement decisions are non-optimal. Budget changes can drive the need to retire an aircraft fleet with lots of remaining useful life. Also, a new acquisition like the JSF can hasten the retirement of an existing fleet regardless of that fleet’s status. Even changing mission needs can erase the demand for a particular aircraft type. Most of these complicating factors make active fleet management ripe with pitfalls, particularly if decision-making is short-sighted or executed prior to fully understanding the complex landscape of aging aircraft.

**Methods for Active Fleet Management**

The logistics community possesses the skills and experience necessary to find ways for active fleet management to succeed. With the knowledge that even a rather modest savings for one aircraft compounds across
an aircraft type then across the Air Force, this new paradigm must become the subject of increased discussion. When we think about the effort placed on the front end of the systems lifecycle for a major acquisition program and knowing that approximately 70% of the lifecycle resides in the operations and sustainment phase, it is sensible to increase the manpower devoted to changing the game from reactive to proactive management.

Fleet managers, logisticians and policymakers all play a role in active fleet management. They can ensure the least desirable aircraft are retired first. Aircraft most quickly gobbling up their certified service life hours should be rotated away from the most demanding bases and mission profiles. Training bases should be evaluated for their impact on airframes. Generally speaking, touch-and-go landings and low-level flight training cause the most damage and should be flown as necessary but sparingly. Lastly, resist bulk retirements. These cause the abandonment of common sense for the sake of meeting a requirement to retire a fixed number of aircraft. Surely, these decisions are made at the highest levels of leadership but the opportunity for making inputs often exists.

Beyond these concrete suggestions, this community of thinkers must be prepared to identify, investigate and enact policies which may positively impact the value of our aging fleets. Investing in individual aircraft monitoring technologies can provide valuable data for decision-makers, as can existing databases such as Reliability and Maintainability Information System (REMIS) and Core Automated Maintenance System (CAMS). Even expending thoughts now for future contingencies may ease the burden of major fleet decisions when they arrive unexpectedly. Be prepared to think about ways to extract more value from our aging fleet. As budgets constrict and aircraft age, there must be ways to do more with less.

ABOUT THE AUTHOR:
Major Jeff Newcamp is a developmental engineer currently finishing his PhD in Aerospace Engineering at the Delft University of Technology in the Netherlands. His research focuses on aging aircraft logistics and management.
Vehicle Telematics – Enhancing the Vehicle Management Enterprise (VME)

The 441st Vehicle Support Chain Operations Squadron (441 VSCOS) is charged with managing the Air Force’s (AF) vehicle fleet—over 90,000 assets valued in excess of $7B. A prime responsibility is to ensure the entire vehicle fleet meets Federal regulations to include the Environmental Protection Act (EPAct) of 1992 & 2005, Executive Order 13693, and the Energy Independence and Security Act (EISA) of 2007. These directives charge the DoD to conserve energy and to use telematics on passenger and light-duty vehicle acquisitions. To meet both objectives, the AF employs the use of the Automotive Information Module-Second Generation (AIM2) telematics module on AF vehicles. This approach has proven instrumental to the 441 VSCOS enhancing the VME and holds promise for the future.

The AIM2 telematics module is a Commercial-Off-The-Shelf (COTS) system that provides enhanced fuels accounting, improved asset visibility, and the employment of Condition Based Maintenance (CBM) using Radio Frequency Identification (RFID) technology. The system is vehicle-mounted and interfaces with onboard electronics, as well as fueling systems. Through a series of connected processes, data is collected through AIM2 modules installed on the vehicle’s Onboard Diagnostics (OBD-II) connection which relays information to an installed Fuel Management Unit (FMU) at predictable intervals. The use of AIM2 has proven to be a success. The AF conducted Beta Testing at Joint Base McGuire-Dix-Lakehurst (JBMDL) during 2009 through 2011, with the primary objective of automating the collection of fuels sales transactions at the Point Of Sale (POS). The AIM2 consisted of state-of-the-art equipment that linked vehicle computers to AF fuels and vehicle accounting systems. Based on extensive research, the AF anticipated benefits from employing AIM2 to include: improved fuel accountability and sales accuracy; reduced cost associated with CBM; improved driver safety; identification of excessive idle times; and the development of an integrated and reliable accounting system. The test yielded astounding results and returns on investment, thus leading to larger implementation across the AF.

One of the main benefits realized from the Beta Test was data integrity. Prior to the deployment
of AIM2 at JBMDL, fuel consumption data indicated that vehicles were getting anywhere from 0.2 miles per gallon (MPG) to 100 MPG, an inaccurate range with a wide margin of error. Post AIM2 deployment, the study reported an average MPG of 16.94 on a sample of 312 vehicles; a 100% improvement from pre-deployment compared to post-deployment on fuel consumption data integrity. Additionally, the team gained information about man-hour utilization. Prior to AIM2 implementation, approximately 12,500 man-hours were spent annually across all organizations on JBMDL to record monthly vehicle odometer readings. Mileages were passed to the vehicle management flight to update GSA monthly cost-per-mile charges and On-line Vehicle Integrated Management System (OLVIMS). The RFID technology eliminated the need to manually record odometer readings, saving valuable man-hours equating to an approximate savings of $104,700 per year. Additionally, the data showed the amount of time and fuel used while vehicles were idling. Of the 312 vehicles tested at JBMDL, 253 vehicles used gasoline. Of the total amount of fuel used during a six-month period, this sample averaged approximately 50% of their fuel usage while idling. This meant that of the 59,263 gallons of fuel pumped during this time period, approximately 31,822 gallons were burned while vehicles were idling at a cost of $73,190 ($2.30/gal). The main takeaway was that reducing vehicle idle times could yield significant cost savings, decrease maintenance costs, and cut greenhouse gas emissions. Estimated cost savings of reducing vehicle idle time by 50% on an annual basis is depicted in Figure 1. The potential benefits from idle time reduction have prompted the 441 VSCOS to evaluate products to reduce wasting fuel with the goal of fielding a solution in the next few years.

<table>
<thead>
<tr>
<th>CATEGORY</th>
<th>VALUE</th>
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<tbody>
<tr>
<td>Pilot Test Vehicles</td>
<td>312</td>
</tr>
<tr>
<td>Number Gasoline Vehicles</td>
<td>253</td>
</tr>
<tr>
<td>Number Diesel Vehicles</td>
<td>59</td>
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<tr>
<td>Estimated Savings per Gas Vehicle or total saving for gas vehicles (1 year)</td>
<td>$289.30 per vehicle or $73,193 total</td>
</tr>
<tr>
<td>Estimated Savings per Diesel Vehicle or total saving for diesel vehicles (1 year)</td>
<td>$167.90 per vehicle or $9,906 total</td>
</tr>
<tr>
<td>Average Life of Vehicle</td>
<td>10 years</td>
</tr>
<tr>
<td>Estimated Total Savings for Pilot Test Vehicles (1 Year)</td>
<td>$83,099</td>
</tr>
<tr>
<td>Est Total Savings for Pilot Test Vehicles (10 Year Lifespan)</td>
<td>$830,990</td>
</tr>
</tbody>
</table>

Figure 1: Estimated Idle Time Reduction Savings

The benefits from AIM2 have not stopped there. JBMDL has also incorporated AIM2 technology into car washes, allowing for reimbursement for services. Since inception, the 87 LRS has been
repaid approximately $15,000 from GSA, which has been returned to Operations and Maintenance (O&M) funds. Additionally, data collected through the base’s Access Point Monitors (APM) revealed that vehicles assigned to JBMDL were only traveling off-base 60% of the time, which reduced Federal Excise Tax (FET) payments by 40%. Although this is not a direct reduction to McGuire’s O&M funding, the savings would be realized via lower pump prices at on-base military fuel stations. Reducing FET payments improves the Defense Energy Support Center’s (DESC) working capital fund which directly affects pump prices. For every five cent per gallon drop in price, the AF saves approximately $2.5M in fuel costs for CONUS specific locations.

As this system is implemented across the AF, cost savings have been realized; however, there are intangible aspects that will be realized with time. The true benefit from AIM2 is data accuracy. Accurate data improves maintenance decisions. This plays into extending a vehicle’s service life, therefore reducing procurement and upkeep costs. In other cases, a vehicle can be sent away for disposition when needed, thus saving time and money for Vehicle Management and the customer. Furthermore, if a specific vehicle is more frequently used, comparable vehicles will be used less, thus average utilization of vehicles could go down and the service life of vehicles could be extended for thousands of assets across the AF.

As a result of the successful test of AIM2 at JBMDL, the 441 VSCOS implemented the use of the modules on 28,000 AF owned and GSA leased vehicles, which has yielded an estimated cost savings of $2.2M over 7 years. The next logical question is, “how can we do better?” The 441 VSCOS is currently in the process of testing the upgraded AIM-Titanium telematics system on vehicles at Tyndall AFB. This new system uses 90% of existing AIM2 hardware but includes a web-based interface that gives users the ability to view vehicle data in near real-time. AIM-Titanium also receives more data elements from the vehicle’s onboard data systems thereby enhancing diagnostic capabilities. This opens the door for more cost and manpower savings. In regards to safety, system monitors could use AIM2 to identify dangerous driving habits. This technique has been popular with insurance agencies to help drivers reduce their premiums and encourage safe driving. Using vehicle operation data like this can help identify training needs or upcoming maintenance issues, which is a crucial aspect of optimizing an installation’s vehicle fleet.

As this system matures, there will be additional improvements that have not been identified as requirements. Certainly, since this system is used in both the private sector and the Department of Defense to enhance fuel efficiency, more users can relate to these cost-effective upgrades and developments. The real-time data that AIM2 offers can be used to help pro-
vide our Vehicle Fleet Managers (VFMs) additional information on how and where our vehicles are being utilized, which will ensure more customers are given an asset that is the right fit for their mission. Ultimately, AIM2 is a vital aspect of vehicle fuel efficiency and data accuracy in the logistics readiness community, specifically in our Vehicle Management proficiency. This is an exciting time and the technology will help improve this important piece of telematics technology on AF vehicles.

ABOUT THE AUTHORS:

Major Matt J. Cherry is a Logistics Readiness Officer stationed at Joint Base Langley-Eustis (JBLE), VA. As the commander of the 441st Vehicle Support Chain Operations Squadron (VSCOS), he is responsible for the Air Force’s 92,000 vehicle fleet that is valued at $7B. He is a graduate of the Air Force Institute of Technology’s Graduate School of Management and holds a Master’s degree in Logistics and Supply Chain Management.

Captain Tom Wickham is the Operations Officer for the 441 VSCOS located on JBLE. He aids in the development of enterprise vehicle management requirements, allowances, repair plans, prioritization plans, and budget formulation for the Air Force’s 92,000 vehicle fleet valued at $7B. Capt Wickham has over two years of experience in base level Fleet Management, and seven total commissioned years of service in the logistics community.

Mr. Tim Patterson is the Program Management (PM) Flight Chief in the 441 VSCOS at JBLE and has been part of the Vehicle Management enterprise for over 20 years. As the PM Flight Chief, he is responsible for several of the 441 VSCOS’s critical programs to include vehicle procurement and green initiatives. Additionally, he ensures the Air Force vehicle enterprise is in compliance with environmental, federal, and state regulations.
An Open Letter to Chapter Treasurers

The LOA Chapter at Dyess AFB will hold an election shortly to welcome in the new executive board. The Lone Star Chapter has accomplished a great deal in 2017; including the creation of a local scholarship, a group tour to Lockheed’s F-35 plant, and multiple base level immersions. I am finishing my time as treasurer and I have a binder full of tips and continuity records for my replacement. Listed below are a few planning strategies that have bolstered our success and are worthy of sharing with other chapters.

As logisticians we live to plan. Each chapter’s executive board will need to have a serious talk about what they wish to accomplish during the year and need to define their chapter’s goals. Our goals were to provide two scholarships to our Airmen; host a local symposium; and have enough money set aside in order to send a member to the National Symposium in Washington DC. We defined ourselves as a professional organization first and made it clear that we are not a booster club. However, any chapter will need money in order to accomplish their goals.

Typically, an executive board has a year to reach their goal numbers. However, by the time a team fully understands the rules of fundraising at their respective base, their timeline may be shortened so that they are left with little to no time to coordinate all their fundraisers and events. If that is the case, then what can a treasurer control? The answer is: Effort!

Any fundraiser can be divided into four groups.

<table>
<thead>
<tr>
<th>Low Revenue</th>
<th>High Revenue</th>
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<tbody>
<tr>
<td>Low Effort</td>
<td>High Effort</td>
</tr>
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</table>

Grouping depends on how much effort the fundraiser will require and how much revenue it will likely generate. All projects to raise money will demand time and energy that can be identified as low or high effort events. Likewise, the outcome can be split into two categories—low or high revenue. (See chart below)

The Lone Star Chapter held several types of fundraisers. Our first efforts involved partnering with a local restaurant and reselling sandwiches around different work centers. While we were able to negotiate sandwich costs, there was a significant time investment for many officers that yielded a small profit margin. This categorized the event as a high effort-low revenue event.

Next, our chapter decided to go big—we rent-
ed a booth at the Abilene Air Show. We sold snow cones, energy drinks, and bottled water at high profit margins to an audience of 6,000 people. The total cost of the event was high due to required permits. By the end of the day, we netted high revenues, but our initial investment reduced that. This made the event a high effort-high revenue fundraiser.

The third main source of revenue came from local dues. Although this was easy to facilitate, an annual dues amount of $20 per person can only raise so much money. This is an example of a low effort-low revenue fundraiser.

Even though the desirable low effort-high revenue fundraiser eluded us, this line of thinking allowed the team to evaluate the value of an activity. By concentrating on cost of inputs (time, energy and money), and the end product (net revenue); we have positioned the chapter to pursue fundraising goals in a more focused manner. Next year, the Lone Star Chapter will be in a better position to execute a more robust budget and with fewer burdens.

ABOUT THE AUTHOR:
1LT Nicholas Hufnagel is an aircraft maintenance officer stationed at Dyess AFB. He is the Accessories Flight Commander for the 7th Component Maintenance Squadron, which support both B-1 and C-130 operations. 1LT Hufnagel is a participant in the Language Enabled Airman Program and hopes to use his French language skills and 21A experience in a foreign role for the Air Force in the future.
Focus on a Chapter Leader

What are you most proud of in your career as an officer?

I served in a Flight which had won one quarterly award over the past year. In the next 12 months, we managed to bring home 13 Squadron- and Group- level quarterly awards, including three professional team awards. Turning around the perception that the flight “couldn’t win awards” was something I’m very proud of.

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

We organized a week-long trip to Hill AFB and visited many different agencies that play a major role in the Minuteman III supply chain. The trip was a great success—attendees walked away with an in-depth understanding of what the Defense Logistics Agency, AF Nuclear Weapons Center, and Ogden Air Logistics Complex do in order to support sustainment of our weapons system. Additionally, our public affairs office picked up on the story and General Rand, the AFGSC/CC, shared the story on his official Facebook page.

What trips and tours do you plan on taking with LOA?

We recently took a trip to the LOA National Symposium and had a blast. We’re holding elections in January and there are many great ideas about trips and tours in 2018! Specifically, we’re planning a trip to tour FedEx in February. Looking forward to it!

Do you have any shout-outs?

Major Kaylee Weeks, currently at FedEx in the Education with Industry program and Captain Jason Watson, Director of Operations at the 355 LRS.
Focus on a CGO

Name: James Eimers
LOA Chapter: Cowboy Chapter
Position: Vice President
Hometown: Ankeny, Iowa
College(s): University of St Thomas
Degree(s): BA Business Management
Commissioning Source: ROTC
Family (names): (Fiancée) Lauren
Technical Training: MOFC, NMOC, MASO Accountability Course
Professional Duty Title: MASO/Material Flight Commander
First Duty Location and Duty Title: FE Warren AFB, Special Weapons Flight Commander

What has been your proudest moment?
My proudest moment has to be when I was the Special Weapons Flight commander during the 90 MW DNSI in Feb of 2017. My flight conducted 7 technical operations with no major errors and performed phenomenally during the 6 days we were under inspection. We earned a superior performer and superior team and were pivotal to the 90 MW receiving its best NSI results in 54 years. There is no better feeling than leading a dedicated, focused and hardworking team that absolutely crushed the toughest inspection in the industry.

How do you keep your leadership skills honed?
I am a big fan of the old adage “leaders are readers” and I try to read a lot. Reading opens the door to new ideas that help me grow my own personal leadership style and adds tools into my toolbox. I think the CSAF reading list is a great place to start but don’t be afraid to read books on business management or history as well!

What leadership skills/traits are most important to logistics officers?
I don’t think enough young logistic officers get out from behind their desks and learn the job their flight does. Too many times 21Xs are told they are leaders, but they never build a solid technical background in their career field. How can an officer lead if they walk past an improperly manager CTK or expired fire extinguisher, and don’t even know that something is wrong? All the Airmen see is an officer that doesn’t care. That is why it’s import to go out on tech ops and ask questions about the operation, and socialize with the Airmen performing the op. This does two things, it gives the young CGO a technical background that will help them throughout their career and also shows their Airmen that they care about them and the job they do. I believe one of the most effective leadership techniques is management by walking around and it’s something I suggest to every struggling 2d Lt I come across.
What are your personal aspirations?

Marry my beautiful bride in April of this year and complete my M.S. in Supply Chain Management in 2019.

Do you have any shout outs?

Shout out to Capt Evan Hanson for leading and growing the Cowboy Chapter into what it is today.
Civilian Logisticians at the Tip of Spear

By: Mr. Ken Watson, Mr. Randy Hill, Ms. Nicole Wasileski, Mr. Jerry Farkas, Ms. Jenna Fletcher

Ms. Nicole Wasileski is a career civil servant who began her career in the Tinker Intern Program in 2013. This is her first civilian deployment.

Mr. Jerry Farkas retired from the Air Force in 2001. While in the Air Force he deployed at least once per year. He has worked in Central and South America advising on compliance with OSHA/FDA for companies wishing to provide food to USA. He worked on A-10s for three years, joined ICBM group in 2006, and is currently the Program Manager with Mod 7 telemetry unit.

Ms. Jenna Fletcher is a career civil servant who began her career as a Palace Acquire Intern in Logistics Plans. She deployed to Afghanistan in 2010-2011. She is currently the Logistics Career Field Manager.

Q: Please tell us a bit about your deployment? What was your job and where were you deployed?

Mr. Hill: I was placed in the Coalition Support Cell within United States Forces Afghanistan (USFOR-A) HQ as a Liaison Officer assisting our Coalition Partners. … I was primarily a Liaison Officer with a $39M property book loaned to the Czech Republic at Bagram, but at Herat I was also an Acquisition Cross Service Agreement (ACSA) Manager providing financial management of all US sustainment bills along with a $12M property book supporting the Italian and Ukrainian mission related equipment. It was a very busy position in both locations.

Mr. Farkas: Kabul Afghanistan, I was a floater, I performed seven different jobs by the time I left.

Mr. Watson: During my last deployment I was assigned

In FY19, the Department of Defense (DoD) will transition from the Civilian Expeditionary Workforce (CEW) to the DoD Expeditionary Civilian (DoD-EC) program. While this transition will result in several behind the scene changes to process and policies, for the workforce it means the matching of “faces” to “spaces” will be done by the Air Force versus CENTCOM. This provides increased visibility regarding deployment positions before you volunteer. It also means the Air Force has made a commitment on how many positions it will fill for each series and career field.

A deployment is not for everyone. It means an extended amount of time away from family, long hours, and requires both mental and physical fitness. However, the benefits and rewards are extensive. In addition to the monetary compensation for the long hours and duty location; the satisfaction of contributing to the larger mission and individual growth is immeasurable.

The deployment of civilian Logisticians is not new. To provide a glimpse of what is like to be a deployed civilian, we interviewed five recent deployers for their perspective.

Mr. Ken Watson is a career civil servant who began his career as a Palace Acquire Intern. He has deployed twice in his career. He is currently the Deputy Assistant Secretary of Defense for Maintenance Policy and Programs at OSD.

Mr. Randy Hill began his career as an active duty Aircrew Life Support technician. He deployed 12 times during his 22 years in the USAF. He is currently a Life Cycle Logistics Manager in the Human Systems Division for the Integrated Aircrew Ensemble and Next Generation Ejection Seat Programs.

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Mr. Farkas: Kabul Afghanistan, I was a floater, I performed seven different jobs by the time I left.

Mr. Watson: During my last deployment I was assigned
as the Executive Director for Sustainment, HQ Resolve Support, Essential Function 5 (EF5). In that role I was responsible for developing and implementing demand-based systems/processes in support of the Afghan National Defense Security Forces (ANDSF) that are responsive to end-user needs, and meet strategic and operational requirements in logistics, maintenance, medical and information communications technology in order to enable sustainable, effective and affordable operations.

Ms. Wasileski: I am currently deployed as a Supply Specialist for Operating Base Fenty in Jalalabad Afghanistan.

Ms. Fletcher: I was deployed to Kabul in the J4 Plans shop at United States Forces Afghanistan (USFOR-A). I was responsible for Logistics inputs to contingency plans and I began the retrograde planning efforts. I worked closely with DLA to create the Theater Consolidation and Shipping Point (TCSP) and laid the plans for the Northern Logistics Hub. Over the course of the year, I became the in-country SME for the Northern Distribution Network and future expansion of the Afghan rail network.

Q: Do you recommend deployments for civilians, why or why not? Is deploying for everyone? What are some things that might be limited or not available during deployments that make life more challenging?

Mr. Watson: I do definitely recommend deployments for our civil service workforce, at the right point in time within their career development path, in order to better round out their experience and provide a better understanding of how our military operates in the field. It is the shared experience of a deployment that can act as a conduit to better communication and empathy with our military counterparts.

Deployments are definitely not for everyone, although I would say that many more civil service civilians would probably perform well in the deployment environment than they might believe. Those considering a deployment must be foremost, comfortable and confident with their own capabilities and able to function in a very dynamic, volatile and uncertain environment. They will be expected to produce desired results under extreme stress in ambiguous situations on sensitive issues. Life in the deployment environment is focused on the mission… and safely executing it. Anything that acts as a distractor can lead to challenges in performing your duties, which can put the entire team at risk. Maintaining that acute focus is challenging and can be mentally draining. And certainly, the everyday conveniences of a modern life in the US are largely not there. You have to be comfortable with that.

Q: Did you perform work in the area you expected?

Mr. Hill: I answered an AFPC request for logistics support with Afghanistan logistics, however I was placed in the Coalition Support Cell at USFOR-A HQ.

Mr. Farkas: No, I arrived having been hired as an 1101, but was slotted to take over for an 1102. But the 1102 I was to replace had extended for three months and… I was informed there had been a mistake in my assignment and was asked to cover manning shortages and gaps.

Ms. Wasileski: Mainly I provide supply support, but in a deployed environment, you also fill-in wherever else they need you. Also, I serve as a Contract Officer Representative performing audits on civilian contractors supporting the military. Additionally, I have backfilled other positions when individuals have been on R&R, in tasks related to billeting and managing missing CAC cards.

Mr. Fletcher: I worked in the same organization and shop that I was expecting.

Q: What should someone expect from their deployment?

Mr. Watson: I believe that what most folks should expect from their deployment is that they will get out of it what they put into it. You need to commit to being “all-in” from the very beginning, otherwise you may be putting those around you in jeopardy. You need to go into it with a learning attitude and be open to changes as they occur. One constant that I have seen in each of my deployments has been that duties and mission requirements did not stay constant throughout – it is a very dynamic environment.
Q: What do you say to supervisors and organizations who may be reluctant to encourage volunteers because of the gap at home station?

Mr. Watson: If you are a good supervisor, then you are actively engaged and working with your employee’s career development. No one ever likes losing a productive employee and valuable team member. But the fact is that they must continue to grow, mature in their career fields, and leverage opportunities that will take them to the next level. Deployments should be viewed as another means of advancing your high-performers and providing them a new challenge that will make them even more valuable when they return.

Q: What is it like living overseas? Can you tell us a bit about how you interacted with the local culture and population?

Mr. Hill: Like most of my deployments we were limited to on base activities only. It is too dangerous to have folks outside the wire as multiple attacks and a suicide bomber on Bagram AF illustrated.

Mr. Farkas: I spent the majority of my military career deployed to multiple different countries, this was nothing new. I spent large parts of my “free” time working with the Nuns and a local recycling group to help the locals.

Q: How was your deployed position similar and different than what you do at home station?

Mr. Hill: There is no similarity to what I do back at WPAFB. As previously mentioned my job overseas was very unique and the basic skillset (i.e. ACSA Manager or International Logistics) is a very small group of people around the world. My military experience was very similar as I provided flight equipment and survival equipment to pilots in my career. I provided Army equipment to ground troops and worked with property management involving monthly inventories, turn-ins, repairs, sustainment issues, and facilities. The financial management as an ACSA manager was completely new and foreign to me, but luckily my immediate supervi-

sor was one of the few ACSA managers who supports Philippine and Thailand activities at his home base in Hawaii. It was very challenging as we were dealing with millions of dollars in current activities; unpaid bills to Italy; and debts not collected over the previous years from Italy and other countries.

Mr. Farkas: Absolutely no similarity at all.

Ms. Wasileski: As an Item Manager, I ensure that the field bases have access to the items they need in order to fill customer requirements so they can perform their mission. In this setting, I am at a field base working directly with the customers to get those parts from the Item Manager. I am still working in the Supply Chain, just in a different area.

Ms. Fletcher: The expectations of hard work; to solve problems; coordinate with others; hit the ground running and just figure it out; and to plan with less than perfect information were the same. But the day-to-day tasks, environment and processes were completely new. I had a steep learning curve to understand Army processes and terms, perform planning using the Military Decision Making Process, and to gain credibility with Army units and officers.

Q: Tell us about your working and living environment while deployed.

Mr. Hill: The working environment was dependent on the Army leadership in charge at the time. We had two very good units that provided great leadership and a conducive work environment for all personnel. Moving to Herat was great as we had an awesome team out at Camp Arena working together every day to make things happen.

Living conditions were pretty good at both locations however we had approx. 60 rocket attacks at Bagram in 10 months and only 2 rocket attacks at Herat. We definitely had to stay on our toes especially considering there were Afghan locals that worked on base. Living quarters were good as I didn't have a roommate at either location. That was a huge benefit as working 12 hours a day/5 days a week and 8 hours a day/2 days of the week requires some down time, and having a roommate...
is a negative to just relaxing preparing for the next day. Having only 21 days off of work in 18 months can be very tiresome.

Mr. Farkas: Having been deployed most of my military career, I was “OK” with deployment. This deployment I stayed in a conex. However, there were mildew issues because of the age of the facility.

Q: Did you interact with a lot of other deployed civilians in theater?

Mr. Farkas: Yes, mostly contractors/locals.

Ms. Fletcher: I interacted with very few civilians. The majority of my co-workers were Army officers. However, my immediate office was comprised of two Army officers, one Navy officer, one Air Force Sergeant and me. The larger J4 was a mix of officers, enlisted and civilians from all services, as well as DLA.

Q: What was your favorite part of the deployment?

Mr. Hill: Working with our Coalition Partners was what kept me going every day. They needed someone like me to ensure they had the equipment they required and someone who cared about their personal well-being besides the government loaned equipment. Deploying to a foreign country, supporting a foreign government, working with loaned equipment, and following foreign procedures can be very daunting.

Ms. Wasileski: I have met some really amazing people in training and also in-theater who are from all over the world. I have learned to be more flexible and resourceful in whatever challenge may come my way.

Mr. Farkas: Working with the Guardian Angel Program, going on escort/patrols, working with multiple military groups/countries, finally becoming a Guardian Angel Trainer. (Note: The Guardian Angel Program provides escorts for VIPs from compound to meeting sites for discussions with foreign leaders then escorts return VIPs to compound. During meetings, provides security inside the room, keeping observation of foreign nationals, especially any with weapons.)

Q: Would you volunteer to deploy again later in your career?

Mr. Hill: I would love to deploy again especially in the same position however I would limit my time overseas to 12 months.

Mr. Farkas: Maybe.

Ms. Fletcher: I would like to deploy again.

Q: What advice would you give others who are thinking of deploying?
Mr. Hill: Do it! Sign up! The time away from family is definitely a negative especially when your life is basically on hold until you get back home. While the deployment adds additional strain to their family I hope the experience taken from the trip outweighs the challenges back home in the US.

Mr. Farkas: Get facts from people who are deployed, call where you are supposed to go and ask what job you will be doing.

Ms. Wasileski: If you are looking for a change or feel like giving back, deployment is the perfect opportunity to do so. It is a sacrifice to leave the comforts of home for a year, but it is an incredibly rewarding experience.

Q: What was your pre-deployment training like?

Mr. Hill: I had to take a lot of computer based training which I understand has to be accomplished but it would be much better to know exactly what job will be assigned and prepared for that job. The only training I got that truly benefitted me was the two week combat training enroute to my deployment. I could have been reading up on ACSA responsibilities and Army property management.

Q: What was your biggest surprise during your deployment? What was your biggest challenge?

Mr. Hill: To be honest I didn’t really have many surprises but I always deploy ready for what comes to my door step. I expect the unexpected so it is normal to me. Working with the Army was probably my biggest surprise and challenge. … Understanding the legal ramifications of our support financially was definitely challenging as we are signing documents just like a contracting officer but without a contracting officer’s training. I relied HEAVILY on my contracting counterpart in Qatar and Bagram to keep us legal and out of trouble.

Q: Were you able to interact/interface with local popula-...
Mr. Farkas: I have a good opinion of the people that work there.

Mr. Watson: I possessed a lot of commonly held beliefs about both the South East Asian and Central Asian regions prior to my deployments, and I can honestly say that after spending a year in both, I came away with a vastly different perspective and respect for the various cultures I was exposed to. The US media fails to capture the nuances and subtleties of the people you meet and see every day, struggling to make ends meet and raising their families in the absence of a secure environment.

Q: Has your experience changed your perspective or approach in your post-deployment position? Have you been able to utilize back at home station what you have learned in your deployment experience?

Mr. Watson: Most definitely. The deployment experience adds another layer, another filter per se, that colors my decision making and helps me to approach sustainment challenges with a more balanced approach that considers “no-kidding” operational concerns. Additionally, the interaction with the other Services, as well as NATO and Coalition Partner members, provides invaluable lessons learned with regards to how to better collaborate and find the “middle ground” so that we can move forward together.

For more information about Logistics positions in FY19 please contact the Career Field Team at afpc.logistics-careerfieldprogram@us.af.mil or 210-565-2365, DSN 665-2365.

For more information about the DoD-EC program and the benefits please visit the DoD-EC office at afpc.expeditionarycivilian@us.af.mil, DSN665-1583, or their sharepoint at https://cs3.eis.af.mil/sites/AF-DP-00-37/default.aspx.
The Logistics Officer Association (LOA) has formed a strategic partnership with Veterati, a digital platform for Veterans and military spouses to access mentorship on-demand from successful professionals across the nation. Their mission is to create mentorship conversations and networking opportunities between the 100M Americans currently employed across America, the 1.5M transitioning veterans and the 5.5M military spouses wanting to join the civilian workforce. Over the past two years, members of LOA’s Executive Board have worked with Veterati and are proud to be the first non-profit association to bring Veterati into the Air Force family. At the 2017 LOA Symposium, we were honored to have Diana Rau, cofounder and CEO of Veterati, speak with us regarding the power of mentoring.

The transition from the military to civilian workforce is difficult for most Americans to understand who have never even spoken to a Veteran. One veteran described this transition as, “…the single most difficult transition. You are transitioning not from one industry to another, but literally from one culture — one ecosystem — to an entirely different world.” During these transitions, mentors will serve as guides, sharing expertise and networks to triangulate veterans and spouses into the careers they may or may not know they are looking for.

Veterati removes the bottleneck that exists in other mentoring programs by democratizing the mentorship experience. For mentees, Veterati puts the power in your hands to choose as many mentors as you want, from any industry, to peers, all the way to CEOs. For mentors, Veterati offers streamlined mobile technology, eliminating the inconvenience that previously existed with being a mentor, and increases measurable results.

As you look to build and gather the tools you will need to successfully transition out of uniform, do not underestimate the power of a strong network of contacts who can help you gain information, contacts and insights into careers, companies and opportunities! Veterans strive to make a difference, not just for themselves, but for others. Veterati offers an innovative platform for transitioning veterans to act as mentors as well as mentees. Strong leadership comes naturally for...
many veterans. Acting as a mentor allows veterans to share their knowledge and expertise, help others explore their potential and builds camaraderie during a stressful transition. Having mentors accessible to veterans will help them properly adjust and assimilate into the civilian workforce.

LOA will benefit from its alliance with Veterati too – gaining a heightened visibility by being prominently featured as an associate of the innovative networking platform. To get on the path to workforce success, go online to https://www.veterati.com/LOA/ and get started!
Developing Enterprise Connectivity for Logisticians

The Air Force touts itself a paperless force, yet does not have 100% connectivity for mobile and electronic devices. How can the Air Force expect warriors to operate outside of an office area, such as an aircraft, on a flightline or out on border patrols without access to electronic technical orders, software applications and data which need regular updates to stay current?

Why does the AF continue to pull blue-suiters out of hide to become IT experts? How does the AF continue to do “more with less” and stay effective with shortages in various career fields? And, why can industry giants provide rapid customer service and ensure security, yet security is the long pole in the tent to having the solutions Airmen require to complete their mission?

This article proposes answers to some of these challenges the Air Force faces, and seeks to stimulate discussion on ways forward to achieve ubiquitous wireless coverage.

During Secretary Heather Wilson’s confirmation hearing in May 2017, Secretary James Mattis recognized the Air Force’s long history of success. He remarked, “Since 1945, American air superiority has never been questioned. Our Air Force has been so successful that America today takes for granted that our spacious skies are also safe, free and clear. …But history is not pre-determined, nor is it static. History hangs on a hinge. Air supremacy is not America’s ordained right and there are other hands pushing on history’s door. They push also in space and in cyberspace…by the superior service of America’s Airmen and -women, they push in vain”

The US Air Force is recognized globally as having the greatest Logistics force in the world. The men and women of the Log Nation get the mission done. Sometimes, this is purely through discipline, brute force and heroics on the backs of our people. This model however, is neither efficient nor effective, and we cannot sustain. To operate in the 21st Century, the Air Force
must leverage rapidly evolving and emerging technology so Airmen can enjoy the same mobility they have at home. The 21st Century requires the Air Force be not only IT savvy, but IT strong.

To ensure 21st Century operations with 21st Century technology, Air Force Space Command and the communications community focus has shifted towards Network as a Service to the maximum extent possible, while allowing Airmen to become cybersecurity experts. This means that the Air Force can move toward hiring Network experts to maintain networks, while allowing Airmen to focus on their primary jobs. Historically the military has focused on kinetic solutions for the military part of DIME (DIME—Diplomatic, Information, Military and Economic). However, the focus on cybersecurity by Air Force Space Command clearly demonstrates that the threats to national security are more than physical threats. Power projection must be done from the leading edge of technology, too. Connectivity equals agility. The tall order is to marry connectivity with security and we have our best people working on this essential outcome. And, we, the AF want to lead the way for Joint/DoD success!

LTE, or Long Term Evolution, commonly known as cell phone wireless services, provides near nation-wide coverage – except at DoD installations. LTE will augment existing wireless services such as WiFi to provide ubiquitous coverage. Onboarding of LTE is unique in that it is coming at no cost to the government. That is correct...this is at no cost to the government. Service providers are willing to cover the vast majority of bases with wireless infrastructure for the opportunity to sell bandwidth to both civilian and DoD customers as a service. The goal is to leverage industry-available technology to provide economies of scale, ability to keep up with technological updates, and provide coverage to as many DoD customers across the country as possible. However the DoD is not versed in acquiring infrastructure without a program of record and funding. Thus acquiring LTE from industry at no upfront cost, then consuming wireless coverage as a service is a first and will test the tailored acquisition processes mandated in DoDi 5000.02.

How do we begin? One thing we have to do is break out of our stovepipes. Luckily, as Logisticians, we are particularly adept at understanding the diverse missions of the AF. Our supply community sees all kinds of parts for A3, A4, etc. Our deployment offices are familiar with load plans—moving pax and cargo across the world. Our security forces deploy RAVENS to protect aircraft in remote parts of the world. And,
our firefighters and security forces act on the national stage to have interoperability with our civilian disaster relief partners to support First Responder Network Authority (FIRSTNET) established by Congress in 2012! So, working with our AF counterparts begins with each one of us right here. My action officers have reached out to AFSPC/A6, SAF-CIO, AFCEC, SAF/IE, SAF/AQ working to proactively problem solve this IT disconnect. As you may imagine, there is education as well as listening to be done. We have to work through our doubt, previous bad experiences and everyone’s desire to protect their own. This crosstalk is most effective when it happens at every level: Airman to Airman; Chief to Chief.

Where are we now? Three years ago (6 Mar 14) the Logistics, Engineering, and Force Protection (LEF) and Communications communities came together to publish the “Enhanced Wireless Coverage on Air Force Installations” guidance memo. This memo articulated AF commitment to implement AF mobile computing and communications devices to bolster mission effectiveness. It also established an AF expectation for commercial vendors be provided fair and timely access to installations. The memo further set expectations for MAJCOM functional management and installation command leadership to monitor and ensure timely processing of access approval.

About two years ago, AF IT Integration hosted an interesting Industry Day and were made aware of a win-win possibility between military and industry. Many bases are currently struggling with public LTE acquisition without subject matter experts or common legal interpretations to manage this process. So, the question becomes—what is the way ahead knowing some potential solutions exist?

Step one is to accomplish a requirements analysis to include recommendations to strategically commoditize future Land Mobile Radio (LMR)/LTE efforts across the Air Force. We need the primary stakeholders to include major commands and functional communities, along with the end users, to identify requirements and/or challenges to ensure the requirements analysis report identifies options in terms of cost, capability and risk.

Step two is streamlining Air Force policy for granting real property for wireless and broadband communication operators and providers. Available device or connectivity solutions change quickly as technology advances. We want requirements to drive solutions. We want to have economies of scale to ensure connectivity across CONUS (including West Texas and the Wild West); we want adaptability to streamline movement from 4G to 5G. We want scalability to ensure an enterprise solution so we can capitalize on common language for contracting preparation, rather than letting capabilities drive requirements. The Department of the Navy (DON) released a memo (30 Jun 16) to streamline the process to facilitate the deployment and expansion of
commercial broadband services on Navy and Marine Corps property. The DON has shared this memo so that the other services may benchmark processes that will be advantageous and ultimately lead to a successful DoD solution. And, I am happy to report the Air Force is actively staffing a version scheduled to be released by the end of the year, vetted through Air Force Civil Engineering Center (AFCEC) and approved by SAF/IE.

HOW

Interoperability Clearing House (ICH) is currently working directly with MAJCOMS and Centers to define AF mission requirements for connectivity. It has been interesting to note we are going to be able to combine with an initiative Civil Engineering had regarding a Quality of Life (QoL) initiative so we will be able to bring connectivity to bases. Now that more conversation is happening, we understand that connectivity is a mission requirement in addition to QoL and this creates a win-win scenario. AFCEC has streamlined the process for industry to provide infrastructure on bases and by defining requirements we have the opportunity to take action now.

Let me give you an example of how this can work. Imagine the typical F-35 acquisition process that takes 30 years to work through. Are all my older crowd’s eyes rolling back in their heads? The acquisition process would say we need to take about 10 years to go line by line through the regulations and make sure we are getting a design at the lowest cost to the government. “Trust me”, a good bureaucrat will say, “it will be worth it because we’ll have the best warplane in the world. A good plane takes time to develop and it will be worth the wait.” Well, I say we need to be more agile to implement necessary technology for our troops. Because our troops will make the mission happen.

Let me share an example. And, let me preface this story with the intent to demonstrate the ingenuity of our Airman to accomplish the mission while waiting for a better technological solution. It is important to note that sometimes it appears there is not particular mission impact because our Airmen will ensure the mission happens. Is everyone familiar with COTS? Commercial-Off-The-Shelf? One of my officers was a C-130 pilot and she shares the story of flying at Little Rock. One squadron had H-models (a newer model) and one squadron had E-models. Well, when the E-models were grounded for wing cracks, the E-model squadron crews were upgraded to fly the H-models. Here was the thing. For Night Vision Goggle (NVG) operations, the H-model only required the flip of a switch to make the flight deck NVG compatible. So, during the normal halftime break to switch from day to night operations the H-model crews were having a sandwich. Meanwhile, the E-model crews were furiously taping up all the instrument lights on the flight deck. COTS—Commercial-Off-The-Shelf—duct tape! An analysis of cost, capability and risk would show you can
buy a lot of duct tape versus the time and money for a complete aircraft overhaul. Especially when the J-model has arrived.

An immediately successful COTS example was the Beretta M9 Pistol adopted for our Security Forces. The M9 was the perfect solution and did not require any modification to be used for the mission. It is great when a commercial solution can so seamlessly provide the capability required.

Here is what I would like you to take away from these anecdotes. When you are in a tactical level leadership role at the base level, you get to see and understand what our warriors need. Carry this knowledge with you into your staff jobs at Headquarters and program offices and remember the importance of this staff work! While it’s easy to get bogged down in paperwork, keep doing the hard work because it does matter at the end of the day. And, know the Airman on the front lines are continuing to accomplish the mission in the meantime.

**WHAT**

The Air Force isn’t going to support an enterprise solution because they’ve been told to; our Air Force will truly support an enterprise solution because they understand why we are doing it. If we show how we can ensure connectivity across the CONUS for all our Warfighters, then we will align the efforts of all the agencies involved: Civil Engineering Real Property, SAF-CIO with policy and vision, AFSPC as core function lead, HAF/A4 with a large number of users.

“People don’t buy what you do; they buy why you do it. If you talk about what you believe, you will attract those who believe what you believe.” – Simon Sinek

This is the military—not a democracy. Why is it important to attract true support for an enterprise venture? Why don’t we just publish a memo? Think about people you’ve worked with over your career. When we set out to complete this requirements analysis we knew the final report would only be as good as everyone who provide thoughtful input. As you can imagine, we had some units get on board right away because the idea of connectivity was near and dear to their current efforts. Some folks got on board once we started having weekly LTE Working Group (WG). A large portion of our folks respectfully waited for an official tasking. And, there were the few that had to be highlighted as non-compliant. No one really enjoys being the red on an old fashioned stop light chart! Democracy or not, this is human nature. We have a vision of connectivity for CONUS and it starts with creating belief through education. As the cell phone commercials say, “Can you hear me now?”

We’ve all been at various spots on the scale of participation and support of a data call and I can tell you success starts when we have more than 50 percent on board.
The problem is: How do you get the more experienced folks not to roll their eyes and repeat the mantra, I’ve heard this story before. Follow the money. It starts by showing we can create connectivity by creating a win-win environment for industry and the Air Force. This is something we can accomplish with no out of pocket expenses for the Air Force. The Air Force power is in our collective will to support an enterprise adoption of connectivity across CONUS, develop contracting boiler plates to reduce the learning curve, make sure real property is on board and understands how important LTE installation is (remember Air Force people don’t get paid extra but most people enjoy accomplishing a task with real-world visible positive results).

Summary:

Logisticians really understand the power of integrated teams. Working collectively across AF specialties to ensure our Airmen have tools to successfully accomplish the mission is a good thing to do. This article stated thresholds of success for IT implementation—economies of scale, scalability and carrier agnostic solutions to support network as a service. Creating a positive military/industry partnership is good for all involved.

What else? What’s missing? What can make this approach even better? Let’s continue the conversation @ GeorgeA4CIO.

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Reinvigorated Hindu Chapter helps make history in 2017

Logistics Airmen from the 455th Air Expeditionary Wing at Bagram Airfield, Afghanistan, gather in September 2017 to discuss revitalizing the long-dormant LOA Hindu Chapter. The chapter’s main goal is to continue pursuing professional development while deployed by taking advantage of BAF’s unique joint environment. (U.S. Air Force courtesy photo)

Thursday, April 13, 2017, at 7:32 p.m. ET, the US dropped a GBU-43/B Massive Ordnance Air Blast Bomb, more commonly referred to as the “mother of all bombs.”

The target was an ISIS cave and tunnel complex in Nangarhar Province, Afghanistan. The blast is said to have slain more than 90 ISIS fighters. Where the MOAB sat in secret prior to its drop is a lesser known story.

In the months leading up to the deployment of the most powerful non-nuclear bomb in the US military’s arsenal, the MOAB had a temporary home at Bagram Airfield in the 455th Expeditionary Maintenance Squadron’s ammunition supply point.

“For BAF to be involved in such a historical event is history making stuff,” said Maj. Anthony Sutton, 455th Expeditionary Maintenance Squadron commander. “Events like this will be published in future Air Force historical references and professional development guides for study.”

The Major notes that munitions systems Airmen from Shaw Air Force Base, South Carolina, and Special Operations personnel played a key role in the daily

Tech. Sgt. Chris Brunsman is a munitions systems specialist assigned to the 455th Expeditionary Maintenance Squadron, Bagram Airfield, Afghanistan. Brunsman is deployed out of Little Rock Air Force Base, Arkansas, and is a native of Cottonwood, Arizona. (U.S. Air Force photo by Staff Sgt. Benjamin Gonsier)
inspection, maintenance and protection of the asset.

As logisticians and maintainers at BAF began to realize the scope of the mission they accomplished day in and day out, they also realized the need to revive LOA’s Hindu Chapter at their location.

“Having a LOA chapter at a deployed location is vital since here is where the mission happens, and here is where the relationships and knowledge you gain from LOA participation are most effective,” said Col. Timothy Trimmell, 455th Expeditionary Maintenance Group commander.

Soon after Trimmell and Col. Phillip Noltemeyer, 455th Expeditionary Mission Support Group commander took command, they made it their goal to bring LOA back to BAF.

“From learning who to talk to, to learning what each unit brings to the fight, to learning new ways to tackle challenges, the opportunities LOA provides pay off directly here at Bagram in the generation of combat sorties,” Noltemeyer said.

The chapter has already begun to thrive by gaining more than 30 Air Force, Navy and civilian members through two deployment rotations at BAF.

1st Lt. Mike Comiskey, 8th Expeditionary Air Mobility Squadron Det 1/OL-B officer in charge, mentioned the group recently toured the Defense Logistics Agency Disposition Services yard and plans to visit BAF’s munitions storage area and counter-rocket, artillery and mortar batteries in the near future.

LOA’s Hindu Chapter members played a critical role in national defense throughout 2017. Airmen at BAF saw a rapid increase in personnel and munitions deployed in their area of responsibility.

Increases and plus-ups never come without challenges, just like when six aircraft from Aviano Air Base, Italy, landed at BAF in October.

Upon arrival, all six of the aircraft were code three, meaning each of them was experiencing a maintenance issue that would prevent them from flying until it was resolved.

“Using the troubleshooting skills of our maintainers in concert with engineers back at Hill Air Force Base, Utah, we discovered this was being caused by a software glitch as result of the aircraft having recently undergone a software upgrade,” said Lt. Col. Robert Kongaika, 455th Expeditionary Aircraft Maintenance Squadron commander.

Kongaika said maintainers were able to resolve the issue in less than eight hours. The fruits of their labor became evident in the record breaking number of bombs dropped in October.

For many of the men and women in LOA’s Hindu Chapter, their experience at BAF has shaped the way they value logistics.
“From force level increases, to mission changes, to constant monitoring of resupply routes throughout the region, operational leaders know that the success of the mission relies on logistics,” Trimmell said.

The Hindu Chapter is made up of members of all ages and ranks. Some have a handful of deployments under their belt, others are facing the challenge for the first time.

“This is my first deployment and it has definitely opened my eyes to the important role played by logisticians in a combat zone,” said Comiskey. “Without the efforts of logistics professionals across the base, our resources would just sit idly in a cargo yard instead of being employed effectively in military operations across Afghanistan.”

In the future, current Hindu Chapter members are confident their group will continue to flourish. They believe the benefits of LOA participation are evident in strengthened relationships between personnel and the knowledge gained from chapter events.

Comiskey’s hope is that the chapter will one day consist of Army, Navy, Air Force, Marine and civilian members from the 455th Air Expeditionary Wing and US Forces Afghanistan to capitalize on the unique joint-education and professional development opportunities at BAF.

2017 was undoubtabley a busy year for all military personnel deployed in Afghanistan. Using limited free time to participate in LOA is a feat to be proud of as we continue to strengthen the logistics career fields. After all, logistics wins wars, and Col. Trimmell reminds us, “Amateurs talk tactics, professionals talk logistics.”
Cowboys on the Move: How the Logistics Officer Association is Linking the ICBM Supply Chain

This past August, F. E. Warren’s Logistics Officer Association (LOA) Cowboy Chapter took a five day trip to Hill AFB, Utah, to gain an understanding of the Intercontinental Ballistic Missile (ICBM) supply chain. In partnership with the Hill LOA Chapter, 14 logistics readiness and munitions maintenance officers, senior non-commissioned officers, and civilians visited various organizations within the Defense Logistics Agency (DLA), Air Force Nuclear Weapons Center (AFNWC), and the Ogden Air Logistics Complex. From the Programmed Depot Maintenance to the part number stock request process, maintainers and logisticians alike gained insight into the testing, sustainment, maintenance, and future of the Minuteman III (MMIII) ICBM and its successor. This deep-dive TDY benefited LOA members and improved operations in key ways.

First, this trip provided members an opportunity to “walk-the-part,” connecting the numerous agencies that sustain the ICBM weapons system. As Lt Col Shad Colgate, the 90th Maintenance Group deputy commander and trip attendee described, “The value is in the cross-talks and conversations at dinner or on the bus that link you to someone you can work with to better complete the mission.” Because of this trip, attendees were in a position to connect with each other as well as the ICBM supply chain as a whole, yielding substantial benefit to operations in the field. The MMIII ICBM comes with sustainment challenges specific to the weapons system. First operational in 1968, this ICBM was deployed to the field with an “initial life goal” of 10 years and early sustainment decisions were based on this life expectancy. As Airmen continue to sustain the MMIII 47 years later and beyond, the entire ICBM supply chain is actively seeking to ensure part requirements and demand data are captured within the supply system. Bringing together base-level logistics and maintenance professionals with the DLA, AFNWC and the Ogden Air Logistics Complex allows the entire supply chain to take a coordinated approach at improving ICBM sustainment, ensuring that all players leverage the supply system to the maximum extent, prioritize routine maintenance, and depart from the “fly-to-fail” mentality.
Secondly, the trip was an in-depth professional development opportunity. The Cowboy Chapter met with Brigadier General Steven Bleymaier, Ogden Air Logistics Complex’s Commander, who described the Logistics Career Broadening Program as well as “Art of the Possible” and the Continuous Process Improvement (CPI) initiatives at work throughout his organization. Additionally, attendees received a briefing from Colonel Daniel Lockert, DLA Aviation Industrial Support Activity Site Commander, who described the role of DLA and how the Agency is supporting ICBM requirements, as well as Warfighter needs around the world. Lastly, the trip was an opportunity for the Cowboy Chapter to connect with the Hill AFB LOA Chapter and grow a network of fellow logisticians across the Air Force. In addition to bringing this knowledge back to F.E. Warren, many of the members are now in the process of acquiring Green and Black Belt certifications to incorporate CPI in their daily operations. In terms of professional development and operational impact, this trip was significant.

The opportunity for these kinds of trips exists beyond the ICBM mission; it extends to LOA chapters across the Air Force. The network built within the LOA offers a “ready-made” point of departure for chapters to organize events that provide insight into the supply chains for each mission set. It was the LOA network that enabled the F.E. Warren Cowboy Chapter to meet with each of these agencies and to improve members’ understanding of ICBM sustainment. These immersions are one more example of how the Logistics Officers Association is making our Air Force better, connecting one supply chain at a time.

About the Authors:

Capt Evan Hanson is the Resources Flight Commander in the 790 MXS at F.E. Warren AFB, WY. While his primary AFSC is Logistics Readiness Officer (21R3) and has experience in Deployments and Distribution, Materiel Management, and Fuels, Capt Hanson is serving as a 21M in support of the Minuteman III ICBM mission.

1LT James Eimers is a munitions maintenance officer stationed at F.E. Warren AFB, WY. He is the Material Flight Commander and MASO for the 90th Munitions Squadron, which supports the 90th Missile Wing’s nuclear deterrence mission. 1LT Eimers is currently a student at AFIT and is studying for a Master of Science degree in Supply Chain Management through their distance learning program.
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