



BRIEFING ROOM

Conference: Air Force Sustainment Center: Hill Air Force Base

Hill Air Force Base is an Air Force Materiel Command (AFMC) base located in northern Utah. It is the Air Force's second largest base by population and geographical size, and is home to many operational and support missions along with being the hub of activity for the depot maintenance of numerous aircraft and weapons systems. Hill Air Force Base has played a major role in the United States Air Force war fighting efforts from WWII to the present day.

Hill Air Force Base units are helping ensure the nuclear triad remains an effective strategic deterrent now and into the future. The nation needs a robust nuclear deterrent. Not just any missiles, but the most responsive strategic weapon systems in the world.

Airmen, civilian employees and contractors at Hill are working hard to provide that strategic ICBM need by overseeing the Ground Based Strategic Deterrent program, the ICBM for the future. Why a new weapon system? For more than 50 years the Air Force's ICBMs and the Airmen who operate and maintain them have helped ensure peace by operating and sustaining this leg of the nuclear triad. As nations develop more sophisticated anti-ballistic missile systems, the United States needs a weapon system that can effectively survive those capabilities and provide a credible threat. Since Minuteman III missiles are no longer in production, inventory will dwindle in the coming years due to testing and attrition issues as the missiles provide near 24/7 alert coverage.

Along with Minuteman III sustainment and developing the futures of the weapon system, Hill AFB's fighter wings are home to 78 aircraft and have achieved full warfighting capability, a little more than four years after receiving their first combat-coded F-35A Lightning II aircraft.

As the Air Force's only combat-capable F-35A units, the wings must be prepared to launch any number of aircraft to support the national defense mission at a moment's notice. Last year, Hill began regularly supporting combat operations with the F-35A with consecutive deployments. Currently, the wings fly 30-60 sorties per day from Hill's flight line. During the exercise, Airmen launched roughly the same number of daily sorties, but they took off in quick intervals. Launching aircraft from multiple squadrons simultaneously presents various challenges and allows the wings to evaluate the capabilities of maintenance professionals, as well as pilots and command and control teams.

The focus of this conference will be the importance of nuclear deterrence mission and air superiority. The conference will provide an opportunity to get up close and personal with the F-35A and tour the Standard Air Munitions Package (STAMP) area.

Invited Speakers for this event include: Senior Leadership to Participate: OO-ALC Commander, 388th FW Commander, 419th Commander, 75th Air Base Wing Commander, and the ICBM Director.

The read-ahead material is provided from a number of viewpoints and includes a variety of sources.

[Items in the read-ahead may be accessed by clicking on the item title or other reference as highlighted here.](#) Those items are available for review online or, if written materials, may be downloaded or printed.

Enhanced Use Lease (EUL)

Enhanced Use Leases, or EULs, are opportunities for the Air Force to partner with private industry by creating projects spanning the spectrum of renewable energy and commercial real estate possibilities. This is your opportunity to experience the stability and longevity in partnering with the Air Force today and decades into the future. Simply stated, the Air Force leases *non-excess assets to developers in exchange for cash and/or in-kind consideration.

EUL Program Goals

- Foster private sector investment for EULs, VBTs and other legacy based programs.
- Monetize non-excess real property assets for reinvestment into unfunded installation requirements that support mission growth and sustainability
- Encourage innovative, market based projects that support the war fighter
- Develop long-term relationships between the Air Force and private industry
- Provide the Air Force corporate-level asset management by promoting the efficient and economical use of Air Force real property, while assuring "right sized" management and accountability
- Serving broad post-closing management needs of the Air Force while still providing customized support for installations seeking real property solutions
- Mitigate risks and leverage benefit for the Air Force

[EUL 101](#)

Video – EUL Program Overview - 6 Min 27 Sec

Ogden Air Logistics Complex (OO-ALC)

Mission Brief

(July 15, 2016)

The Ogden Air Logistics Complex, with headquarters at Hill Air Force Base, Utah, provides war-winning expeditionary capabilities to the warfighter through world-class logistics, support, maintenance, distribution and engineering management for actively flying, mature and proven weapon systems. It is one of three complexes assigned to the Air Force Sustainment Center.

Ground Based Strategic Deterrent (GBSD)

Creating Tomorrow's Air Force Today

Air Force Nuclear Weapons Center, Innovation

The GBSD intercontinental ballistic missile (ICBM) is the follow-on to the aging LGM-30G Minuteman III ICBM, which first became operational in the mid-1960s. While some components and subsystems have been upgraded over the years, most have supported over 50 years of continuous operation. It no longer makes financial sense to continue to upgrade or extend the life of existing Minuteman III ICBMs, so the Air Force is modernizing the ICBM nuclear capability to maintain a deterrence edge over our adversaries. It will be adaptable and responsive to the challenges posed by the pace of technological change and new threat environments. The Air Force plans to start deploying GBSD in the late 2020s.

Air Force Releases Request for Proposals for New ICBM System

Hill Air Force Base News (July 16, 2019)

The GBSD is the follow-on to the aging LGM-30G Minuteman III ICBM, which first became operational in the mid-1960s. While some components and subsystems have been upgraded over the years, most have supported over 50 years of continuous operation.

Boeing Could be out of the Air Force's Competition for the Next-gen ICBMs for Good

Defense News, (October 21, 2019)

Boeing's risk reduction contract for the Air Force's Ground Based Strategic Deterrent program is functionally cancelled, the company announced Oct. 21. Regardless of the semantics, a decision to cut short the TMRR contract would effectively hand the GBSD award to Northrop Grumman, the sole company competing against Boeing to produce the weapon system.

Defense Department Budget Proposal Includes \$1.5 Billion for Program Headquartered at Hill AFB

Standard-Examiner, (February 22, 2020)

The defense agency's Fiscal Year 2021 Budget proposal, released earlier this month, includes \$1.5 billion for the Ground Based Strategic Deterrent program. Headquartered at Hill, the GBSD program will replace the United States' current land-based ballistic missile force, which is currently

made up of some 400 Minuteman III intercontinental ballistic missiles. The program will cost more than \$80 billion and run for 30 years. The total cost includes the acquisition of missiles, new command and control systems, and large-scale renovations of launch control centers.

Global Strike Comfortable with GBSD Under Sole Contractor

Air Force Magazine, (February 4, 2020)

Air Force Global Strike Command's No. 2 officer said his organization is comfortable with how the next-generation land-based nuclear missile program is progressing despite having only one company involved in the design competition.

Make Northrop Work with Us on GBSD: Boeing to Hill, Air Force

Breaking Defense, (September 17, 2019)

Boeing, having declined to bid on GBSD, still wants to work on it and pressed Northrop to let the two companies work together. Northrop said no. Having been rebuffed, Boeing went on the offensive today at the Air Force Association's annual conference.

Video: Northrop Grumman is the De Facto Winner of the GBSD Competition

Defense News, (December 16, 2019)

With Boeing officially not bidding on the GBSD program, Northrop Grumman will win the contract to make a new inter-continental ballistic missile.

With Boeing No-bid, Northrop is the Likely Maker of US Air Force's Next-generation ICBMs

Defense News, (December 13, 2019)

Boeing declined to bid on the U.S. Air Force's Ground Based Strategic Deterrent program by the deadline of Dec. 13, leaving Northrop Grumman as the de facto winner of the contract. The company announced in July that it would not bid on GBSD unless the Air Force made changes to its acquisition strategy. Boeing then pushed the Air Force to mandate a joint bid with Northrop. Ultimately, the Air Force declined to intervene, and Northrop chose its own industry team, which did not include Boeing as a supplier. Then, in October, the Air Force stopped funding Boeing's technology maturation and risk reduction contract.

Minuteman III

LGM-30G Minuteman III

Air Force Global Strike Command Air Forces Strategic Air, (April 6, 2017)

The LGM-30G Minuteman intercontinental ballistic missile, or ICBM, is an element of the nation's strategic deterrent forces under the control of the Air Force Global Strike Command. The "L" in LGM is the Department of Defense designation for silo-launched; "G" means surface attack; "M" stands for guided missile, the 30 stands for the Minuteman series of missile and the G after "30" is the current Minuteman III.

AFCSG Tests Minuteman III Missile with Launch from Vandenberg

Air Force Global Strike Command Public Affairs, (February 5, 2020)

An unarmed Minuteman III intercontinental ballistic missile launches during a developmental test, Feb. 5, 2020, at Vandenberg Air Force Base, Calif. These test launches verify the accuracy and reliability of the ICBM weapon system, providing valuable data to ensure a continued safe, secure and effective nuclear deterrent.

The U.S. Nuclear Triad

Nuclear Triad Important to America's National Security

U.S. Dept of Defense, (April 24, 2019)

The United States' strategic nuclear arsenal has been based on the nuclear triad system since the 1960s. The triad refers to the three categories of nuclear delivery vehicles: land-based intercontinental ballistic missiles, submarine-launched ballistic missiles and strategic aerial bombers.

Focus on Defense: Sustaining the Nuclear Triad

Hill Air Force Base News, (June 30, 2017)

In 2017, the Focus on Defense symposium focused on how industry partners and government leaders view and respond to nuclear triad agile sustainment and life cycle logistics support in today's environment.

Military Facing Tight Deadlines to Modernize Nuclear Triad

National Defense, (January 31, 2020)

All three legs of the United States' nuclear triad are rapidly approaching the end of their planned service lives. Officials from both the Air Force and Navy are racing against tight schedules to bring new platforms online to replace them. That has officials scrambling to ensure there is no lapse in coverage, particularly as the United States faces threats abroad.

Rethinking the Triad: Does a Nuclear 'Dyad' Make More Sense?

Popular Mechanics, (February, 23, 2020)

This week U.S. Secretary of Defense Mark Esper spoke out in support of maintaining the nuclear "triad." All three legs of the triad are scheduled to be replaced over the next 20 years. The process will be expensive and time consuming, leading to the obvious question: could America get by on a "dyad" or maybe even less?

US DoD Plans \$29bn Nuclear Modernization

Naval Technology, (February 12, 2020)

The US Department of Defense (DoD) FY2021 budget requests bets big on nuclear modernization efforts including investment in submarines, intercontinental ballistic missiles (ICBMs) and command and control systems.

Hill AFB, UT

About HAFB

Hill Air Force Base is an Air Force Materiel Command base located in northern Utah. It is the Air Force's second largest base by population and geographical size, and is home to many operational and support missions. The base is also the largest single-site employer in the state of Utah, with an economic impact of more than \$3 billion annually.

F-35

F-35A Lightning II

The F-35A is the U.S. Air Force's latest fifth-generation fighter. It will replace the U.S. Air Force's aging fleet of F-16 Fighting Falcons and A-10 Thunderbolt II, which have been the primary fighter aircraft for more than 20 years, and bring with it an enhanced capability to survive in the advanced threat environment in which it was designed to operate. With its aerodynamic performance and advanced integrated avionics, the F-35A will provide next-generation stealth, enhanced situational awareness, and reduced vulnerability for the United States and allied nations.

F-35A Lightning II Standup Complete at Hill AFB's 388th, 419th Fighter Wings

U.S. Air Force, News (January 7, 2020)

A little more than four years after receiving their first combat-coded F-35A aircraft, Hill AFB's fighter wings have achieved full warfighting capability.

Hill Fighter Wings Receive Final F-35A Lightning II

Hill Air Force Base, News (December 18, 2019)

The first operational F-35As arrived at Hill in Sept. 2015 and since then the active duty 388th and Reserve 419th Fighter Wings have flown more than 17,400 sorties and more than 33,000 flying hours.

If We Just Fix these 900 Flaws, America's F-35 Stealth Fighter will be Unstoppable

The National Interest, (February 20, 2020)

The F-35 Joint Strike Fighter reportedly still doesn't work right, according to the latest annual report from the Pentagon's chief weapons-tester. Behler's report cites 873 software flaws related to the F-35 plus 13 "must-fix" issues, including problems with the 25-millimeter gun on the U.S. Air Force F-35A model.

Inventory Management Failures are Grounding F-35 Jets

Defense News (June 12, 2019)

The F-35 relies on a key piece of software for maintenance, but that system isn't working the way it should.

Lockheed Martine Beats Estimates, Raises sale forecast on the higher F-35 Deliveries

Reuters, (January 28, 2020)

Lockheed Martin Corp (LMT.N) forecast 2020 revenue above analysts' estimates on Tuesday, as the Pentagon's No.1 weapons supplier's late 2019 results benefited from better jet and missile sales and heightened geopolitical tensions in the Middle East.

Lockheed Martin F-35 has 873 Deficiencies

Flight Global (January 31, 2020)

The Lockheed Martin F-35 Lightning II has 873 unresolved deficiencies and new problems are being discovered regularly, making reducing the number of issues with the aircraft difficult.

The Pentagon's Weapons Tester has Concerns about the F-35's New Software Development Process

Defense News, (February 6, 2020)

The Pentagon is banking on agile software development to keep the F-35 Joint Strike Fighter capable of evolving to beat looming threats, but a new report questions the department's ability to keep on top of continual software updates. Robert Behler, the Pentagon's independent weapons tester, characterizes the current schedule for C2D2 as "high risk" and said the program office is struggling to stay on schedule.

The F-35 is Old News: Japan is Already Reaching for 6th Generation Fighters

The National Interest, (February 22, 2020)

Japan's 2019 Mid-Term Defense review quietly revealed that after years of hesitation, Tokyo has decided to press ahead with development of its own domestically designed sixth-generation Mitsubishi F-3 air-superiority stealth fighter, rather than purchasing an additional foreign stealth design to supplement its growing fleet of F-35s.

The F-35 is Still Full of Must-fix Flaws

Popular Mechanics, (January 31, 2020)

This year, the F-35's annual report notes several issues with the jet, including 13 "Category 1" deficiencies, which the manufacturer must address, and 873 software deficiencies. The problem is complicated by the need to patch nearly 500 jets already built and in the wild. One major worry is that some of the oldest planes with the most issues may never be upgraded. The Pentagon has committed to upgrading the jets, Congress must still appropriate the estimated \$12-40 billion to do so.

F-16 / A-10

[The Air Force Could Cut Loose Tons of Older Planes](#)

Popular Mechanics, (February 8, 2020)

The U.S. Air Force is planning major cuts to its fleet of fighters and bombers, many of which are three decades old or older. The cuts are designed to divert funds away from keeping older, less capable planes in service while funding a new generation of fighters and bombers. Among those on the chopping block are large numbers of F-15 Eagles and the B-1B bomber.

[Legacy Fleets Take Hit to Pay for RDT&E Funding Boost](#)

Air Force Magazine, (February 10, 2020)

The Pentagon's fiscal 2021 budget request increases spending on nuclear modernization, space, cyberspace, and multi-domain operations in preparation for great power competition, while proposing to cut dozens of aircraft from the fleet and reducing overseas contingency operations funding for the wars in the Middle East.

[Bye-Bye to BRRRRT: Air Force Wants to Retire 44 A-10 Warthogs](#)

Military.com News, (February 10, 2020)

Despite multiple efforts to push the iconic A-10 Warthog's retirement date further into the future, the U.S. Air Force is now slated to shelve dozens of the Cold War-era ground-attack planes in the upcoming fiscal year, according to the service's budget request. The service made multiple attempts in recent years to fully retire the aircraft, which officials say would save an estimated \$4 billion over five years and free up maintainers for the F-35 Joint Strike Fighter.

Principal Speakers and Briefers

[Colonel Jon Eberlan, USAF](#)

Colonel Jon A. Eberlan is Commander, 75th Air Base Wing, Hill Air Force Base, Utah. The wing provides installation support for the Ogden Air Logistics Complex, two fighter wings, and 50 other associate units, totaling 24,000 members consisting of active duty, civilian and contractor personnel. Additionally, it directly supports Air Expeditionary Forces operations. The 75th Air Base Wing also has base support responsibility for the operation of the 1,500-square-mile Utah Test and Training Range.

Colonel Eberlan enlisted in the Air Force in 1990 and earned his commission as a distinguished graduate of Officer Training School in August 1998. Colonel Eberlan has served as a group commander, squadron commander, and squadron operations officer. He has also performed staff duties at the major command, Air Staff, and joint levels. Prior to his current position, he served as Commander, 309th Aircraft Maintenance Group, Ogden Air Logistics Complex, Hill Air Force Base, Utah.

Brigadier General Cauley von Hoffman, USAF

Brig. Gen. Cauley von Hoffman is the Commander, Ogden Air Logistics Complex, Hill Air Force Base, Utah. As the Commander, she leads a team of more than 8,500 personnel performing depot maintenance, repair, overhaul and modification of the A-10 Thunderbolt II, C-130 Hercules, T-38 Talon, F-16 Fighting Falcon, F-22 Raptor, F-35 Lightning II and the Minuteman III Intercontinental Ballistic Missile system. The complex also oversees the national-level airpower reservoir for aircraft storage, reclamation, regeneration and disposal at Davis-Monthan AFB, Arizona. Additionally, the complex produces aerospace commodities that include electronics, avionics, instruments, power systems and software for the assigned weapon systems and is the landing gear center of excellence for the Air Force. Her responsibilities extend to operating locations in Japan, Colorado, Nebraska, Texas, California, Florida, Wyoming, North Dakota and Montana. The Ogden Air Logistics Complex directly supports a global supply chain, enabling Department of Defense and allied combat operations.

Brig. Gen. von Hoffman hails from Columbus, Mississippi, and received her commission through ROTC at Vanderbilt University in 1989. She began her career as a supply and fuels officer and later cross-trained into aircraft maintenance. She has since had assignments in both fighter and airlift weapon systems, logistics command and control, studies and analysis, as well as joint operations and logistics. She has published work in the Air and Space Power Journal, the Air Force Journal of Logistics and with RAND Corporation.

Prior to assuming her current position, Brig. Gen. von Hoffman served as the Director of Logistics, Engineering and Force Protection, Headquarters U.S. Air Forces in Europe-Air Forces Africa, Ramstein Air Base, Germany. She has held the position of Mobilization Assistant to the Director of Logistics, Engineering and Force Protection, Headquarters Air Combat Command, Joint Base Langley-Eustis, Virginia. She has commanded a squadron and groups. Brig. Gen. von Hoffman also served as both Chief of a joint operations center for a combatant command and Assistant Deputy Director for the Joint Chiefs of Staff. She has served tours in the Pacific and Europe and deployed in support of several contingency operations including operations: Desert Shield, Desert Storm, Provide Comfort, Northern Watch, Coronet Oak, Iraqi Freedom and Enduring Freedom.

Colonel Gina Sabric, USAF

Col. Regina A. Sabric is Commander of the 419th Fighter Wing, U.S. Air Force Reserve, Hill Air Force Base, Utah. As commander, she oversees a dynamic training program to ensure the combat readiness of 1,200 Citizen Airmen. The wing is home to F-35 operations, maintenance, mission support, and medical personnel.

Colonel Sabric entered the Air Force as a graduate of Officer Training School in 1996. She has served as an F-16 flight examiner, F-16 and MQ-9 instructor pilot, C-146A aircraft commander, flight commander, weapons officer, chief of safety, Block 50 program manager, assistant operations officer, operations officer, commander, deputy group commander, group commander, and Headquarters Air Force staff officer. She has flown combat and combat support missions in Operations Allied Force and Enduring Freedom, and has served multiple times in Operations Iraqi Freedom and Noble Eagle.

Prior to her current assignment, Colonel Sabric served as Commander of the 919th Special Operations Group, Duke Field, Fla.

Colonel Steven Behmer, USAF

Colonel Steven G. Behmer is the Commander, 388th Fighter Wing, Hill Air Force Base, Utah. The wing's mission is to maintain combat readiness to deploy, employ, and sustain F-35s worldwide, in order to fly, fight and win any conflict. Colonel Behmer is responsible for the readiness, training, morale, and welfare of 1,800 personnel who maintain and operate F-35A aircraft across six squadrons. Additionally, he provides operational oversight and direction for nearly 450 reserve maintainers and operators in the 419th Fighter Wing. He is also responsible for the Utah Test and Training Range, a 3.2 million acre jewel in Utah's west desert that provides operational test and evaluation of weapons requiring a large safety footprint.

Colonel Behmer entered the Air Force in 1998 after receiving his commission from the U.S. Air Force Academy. Colonel Behmer is a command pilot with more than 2,600 flying hours in the A-10 and F-35, including over 110 combat sorties in Operation Enduring Freedom. His flying assignments include Euro- NATO Joint Jet Pilot Training at Sheppard AFB, Texas, fighter training in the A-10A at Davis-Monthan Air Force Base, Ariz., and operational assignments at Osan Air Base, Korea, Eielson AFB, Alaska, Davis-Monthan AFB, Ariz., and Nellis AFB, Nev. flying as an evaluator, instructor, weapons officer, and operational test pilot in the A-10A, A-10C and F-35A. During his assignment to Nellis AFB, Nev., Colonel Behmer was the Operations Officer for the 66th Weapons Squadron (A-10 Weapons School). His previous staff assignments include a deployment to Al Udeid Air Base, Qatar, where he served as an Air Forces Central A3 Weapons Officer, and an assignment as the Chief of the FAC Capability Section at NATO Headquarters Air Command at Ramstein AB, Germany. Colonel Behmer was the Commander of the 354th Fighter Squadron, Davis-Monthan AFB, Ariz., from where he deployed as Commander of the 354th Expeditionary Fighter Squadron to Campia Turzii, Romania, supporting Operation Atlantic Resolve. As Commander of the 354th Expeditionary Fighter Squadron, Colonel Behmer was responsible for 370 combat-coded Airmen employing 25 A-10 aircraft. Following squadron command, Colonel Behmer was a National Security Affairs Fellow at the Hoover Institution on War, Revolution and Peace, Stanford University. Prior to his current assignment Behmer was the Commandant, United States Air Force Weapons School, Nellis AFB, Nevada.

Colonel Michael Ebner, USAF

Colonel Michael T. Ebner is the Vice Commander, 388th Fighter Wing, Hill Air Force Base, Utah. The wing's mission is to maintain combat readiness to deploy, employ, and sustain F-35s worldwide, in order to fly, fight and win any conflict. Colonel Ebner is responsible for the readiness, training, morale, and welfare of 1,800 personnel who maintain and operate F-35A aircraft across six squadrons. Additionally, he provides operational oversight and direction for nearly 450 reserve maintainers and operators in the 419th Fighter Wing. He is also responsible for the Utah Test and Training Range, a 3.2 million acre jewel in Utah's west desert that provides operational test and evaluation of weapons requiring a large safety footprint.

Colonel Ebner received his commission in 1997 after graduating the Air Force Reserve Officers Training program at Marquette University, Wis. He was a distinguished graduate at Joint Specialized Undergraduate Pilot Training prior to attending F-15E basic qualification training. Colonel Ebner has more than 2,300 flying hours including 263 combat hours. Colonel Ebner has served as an Air Liaison Officer in Korea, attended the Weapons Instructor Course, the Army's Command and General Staff College, and was one of ten F-35A initial cadre pilots at Eglin AFB, Fla. Colonel Ebner served in operations NOBLE EAGLE, IRAQI FREEDOM and ENDURING FREEDOM.

Colonel Luke Cropsey, USAF

Col Luke Cropsey is the Director of the Intercontinental Ballistic Missile (ICBM) Systems Directorate, Air Force Nuclear Weapons Center, Hill Air Force Base, Utah. As Senior Materiel Leader, he leads a government program team of 631 personnel and more than 800 contractors responsible for inception-to-retirement integrated weapon systems management of the Minuteman ICBM weapon and support for the future Ground Based Strategic Deterrent. As the single face to the customer, the directorate is responsible for an \$80 billion portfolio supporting the acquisition, systems engineering, depot repair and modernization required to sustain the Nation's land-based ICBM fleet.

Col Cropsey was commissioned in 1995 following graduation from the U.S. Air Force Academy with a degree in engineering mechanics. Col Cropsey spent his first 6 years in acquisitions research and development, designing and testing next-generation conventional munitions with the Air Force Research Laboratory and conducting blast and fragment mitigation engineering against vehicle-borne, improvised explosives with the Air Force Force Protection Battlelab. These initial assignments were followed with a tour in the National Capitol Region, where he worked advanced systems and technologies programs, and served as the National Reconnaissance Office's (NRO) legislative liaison for the Advanced Systems and Technology portfolio.

Following his time at the NRO, Col Cropsey spearheaded an interagency effort to address national airspace integration issues for unmanned aircraft systems as part of the 303d Aeronautical Systems Wing at Wright-Patterson AFB, Ohio. Four years later, he returned to Wright-Patterson AFB as the Materiel Leader for the Pacific/Southeast Asia/Americas branch of the Air Force Security Assistance Center where he oversaw a \$33 billion Air Force foreign military sales portfolio. Most recently, Col Cropsey served as the Senior Materiel Leader for the Direct Attack Division and the Advanced Programs Division of the Armament Directorate, Eglin AFB, Florida, with more than 30 programs valued at over \$40 billion, all in various stages of program execution and development.

Col Cropsey's joint experience includes three years at the European Command Plans and Operations Center in Stuttgart, Germany, where he served as the executive officer to the Director of Operations. He also served as a staff officer at the Pentagon with the Office of the Under Secretary of Defense for Acquisition, Technology, and Logistics. In that capacity, Col Cropsey worked for the Assistant Secretary of Defense for Research and Engineering, leading the DoD's system engineering enterprise.

Col Cropsey is a certified Level III Engineer, Level III Program Manager, and a graduate of the Defense Systems Management College Program Manager's Course.

Lieutenant General Andy Busch, USAF, Retired

Mr. Andy Busch is a tested senior leader with extensive experience in supply chain management and aircraft maintenance, repair, and overhaul (MRO). As a senior executive, he provided strategic leadership while commanding an aircraft MRO depot, the aviation spare parts supply chain for the Department of Defense, as well as the Air Logistics Center at Hill Air Force Base.

In his final assignment, he served as the Director of the Defense Logistics Agency leading nine supply chains supporting the U.S. military, as well as federal, state, local and international partners. His Agency provided food, medical material, uniforms and construction equipment, 98 percent of the Defense Department's fuel, and the majority of spare parts for military weapons systems.

He completed his Air Force service in June 2017 retiring as a Lieutenant General. He is currently an Independent Consultant supporting supply chain and MRO issues. He continues to serve the Air Force as an Adjunct Contract Professor. He is also associated with Goldratt Consulting as a Strategic Advisor focused on leadership development.