

WARRIOR



WWII VET HONORED

MEMBERS OF TEAM WHITEMAN REMEMBER MISSOURI ANG AVIATOR ▶ PG.8

AIR FORCE OHANA

WHITEMAN LEADERS SIGN ASIAN PACIFIC ISLANDER HERITAGE PROCLAMATION

▶ PG.3

The Secret to our TFI Success

By Col. Ken Eaves
131st Bomb Wing Commander,
Missouri Air National Guard

On February 27, 2006, Secretary of the Air Force Michael Wynne and Air Force Chief of Staff General Moseley pushed out a memorandum entitled Initial Total Force Integration Plan - Phase II. This memorandum set into motion what we know in the B-2 community today as “Team Whiteman”. It would be another 15 months before the Air Force would publish Air Force Instruction 90-1001, Responsibilities for Total Force Integration. While AFI 90-1001 defined terms like Total Force Integration and Operational Direction, it did not provide a roadmap to create and sustain a successful integration. Most AFIs at the time hampered - if not outright prevented - integration between the active and reserve components. The integration we have today, and successes like the Omaha Trophy, are celebrated as a result of 12 years of blood, sweat and tears. But, not all integrations across the Air Force have what we have here at Whiteman.

I am often asked what makes our TFI work at Whiteman while others struggle. I have spent years polishing the answer but the underlying answer has stayed the same: relationships.

With that said, I have always led off with “TFI, by design, is set up to fail.” There are challenges, including regulations, that prevent aspects of TFI. If this weren’t enough, United States Code (Title 10 and Title 32) that govern each component is different for the Regular Air Force and Guard during normal day-to-day operations. How we promote, get paid, are housed, receive medical care and are fed are all different. Additionally, there is no true formal training about these differences; there is no official process to assist each component in understanding the other. So how have we been successful when the process is not clearly defined? Relationships.

For a TFI to be successful, relationships have to be understood and developed at the organizational and individual levels. The organizational level can best be described like a sports team. Sports teams are made up of different players with different roles and responsibilities, different strengths and weaknesses. While it is not necessary to fully understand all these aspects for a team to function, it is necessary to understand them all for the team to be fully successful. Our challenge is, we MUST be fully successful at all times. We MUST assure our allies while deterring our adversaries, and when deterrence fails, we MUST be able to strike anywhere, anytime.

I believe if you look at our report card, you can say, we have earned the Team Whiteman name. I am always proud to stand up and tout the B-2 and Team Whiteman successes. You all, as a team, have answered the call every time with vigor, whether it’s Operation ODYSSEY LIGHTNING, delivering decisive airpower on the other side of the globe or a nuclear generation completed hours ahead of the required timelines. But, there is still another aspect that impacts our integration, and that is at the individual level.

The individual level answer is more simplistic to describe – but equally difficult to execute. I describe a successful TFI like a successful marriage. You take two individuals who have been raised completely different for their entire lives and join them “as one.” With little - or likely no – training, you put them together in a house and say, “create a life together” and then say “go.” In theory, this should not work. We all know the first year is great. Both parties are on their best behavior. Both parties play down their weaknesses, pretend to not be bothered by the other’s annoying habits, but then year two comes along. One person rolls the toilet paper from underneath and the correct person rolls it from the top. One person squeezes the toothpaste in the mid-

dle and the correct person squeezes it from the bottom. These minor issues begin to compound until they become big issues. Actual big issues come along and drive the wedge deeper still. By year five to seven, the marriage is unrecognizable and the couple calls it quits.

So, what separates these couples from the ones who celebrate their 50th anniversary? It is the development of the marriage relationship. Neither individual can operate while acting as they did as a single person. They must learn to compromise on the differences and agree to operate in the best way that supports their long term goals. They must learn to live with each other’s idiosyncrasies. They must communicate. They must be there for each other, always looking to prop the other up. All of this makes up a successful marriage; all of this makes up a successful TFI.

I truly believe we have demonstrated these qualities for the past 12 years; it is what has set us apart as THE TFI to emulate. So, if it is this simple, why aren’t all TFIs as successful as Team Whiteman? Because relationships require daily maintenance. You cannot fake a good relationship. Like any successful team or successful marriage, you have to continue to work, every day. We are always going to have our differences and these will create challenges. But, these differences are also what makes our team successful. Every day we bring on new recruits, or new hires, or someone PCSs in. We owe it to the team and the new individuals to teach them everything that got us to where we are today so that they can continue on with our successes in the future.

I am very proud to be a part of Team Whiteman and proud to serve alongside the amazing Airmen of the 509th BW and 131st BW. Thank you all for what you do every day to make our TFI the best in the combined Air Force. Keep up the great work, and keep making a difference.

Missouri Air National Guard opens first-ever recruiting office in Springfield

By Senior Master Sgt. Mary-Dale Amison
131st Bomb Wing Public Affairs

SPRINGFIELD, Mo. – The Missouri Air National Guard opened its first-ever recruiting office in Springfield on April 27.

The new office, located at 2445 N. Kansas Expressway, Suite D, will provide those interested in joining the Air National Guard with information, opportunities and benefits. Until the office was opened, applicants primarily spoke to recruiters via email, phone or travelled several hours to meet face to face.

“This brand new Air National Guard office is a huge benefit to the local community,” said Maj. Gen. Steve Danner, the adjutant general of Missouri. “Beyond the federal programs, Missouri provides up to 100 percent tuition, a top incentive for many of our recruits.”

Surrounded by well-wishers, Danner, Col. Ken Eaves, 131st Bomb Wing commander, and senior leaders within the Missouri Air National Guard were in attendance for the ceremonial ribbon-cutting.

“Recruiting is all about relationships,” said Eaves. “The best way to build those relationships is to get in the communities we serve. Our new recruiting office will help us have the one-on-one interactions to discuss our path to a better start and connect with Missourians who have a desire to serve and make a difference.”

After the ribbon cutting, Danner administered the oath of enlistment for the newest member of the Missouri Air National Guard, Tristan Lambert, a 2016 graduate of Lebanon High School, who joined the 131st Bomb Wing.

Lambert will attend Air Force Basic Military Training at Joint Base San Antonio-Lackland, Texas, and then receive training in cyber systems operations at Keesler Air Force Base, Mississippi. Afterward, he

will drill one weekend per month and two weeks per year at Jefferson Barracks, in St. Louis, and plans to attend college at Missouri State University.

“My career goals involve aviation and I’m still deciding on a training program,” said Lambert. “I’ll be heading to college soon and the tuition benefits that the Air Guard offers are amazing.”

Beyond tuition, Lambert had praise for the recruiting team and the sense of Guard family.

“Being a part of a family atmosphere is another reason I joined,” said Lambert.

Danner agreed with Lambert’s sentiment. “The culture of the Guard has always been family,” Danner said. “We’re a family, we take care of one another.”

Headquartered in Jefferson City, the Missouri Air National Guard is home to two air wings. The 131st Bomb Wing, the Air National Guard’s only B-2 Spirit wing, is located at Whiteman Air Force Base and has units at Jefferson Barracks. The 139th Airlift Wing, a C-130 Hercules unit, is based in St. Joseph.

“The state takes care of our military,” Danner said. “Our active duty and annual training is tax-exempt from state taxes, this a great benefit for our service members and local communities, keeping more money in the local economies.”

The Missouri Air National Guard has over 2,300 members, and continually deploys personnel in support of the state of Missouri and around the world. The Missouri ANG recruits year-round; prior service members and people from age 17 to 39 may enlist, pending eligibility requirements. Contact the Missouri Air National Guard for eligibility requirements at 660-563-0698 (Springfield), 314-527-8000 (St. Louis area), 660-687-7420 (Kansas City area) or visit www.goang.com/MO.

THE WARRIOR

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For more information, call the Warrior office at 660-687-5727, email 509.bw.pa@us.af.mil, fax 660-687-7948, or write to us at Whiteman Warrior, 509th Bomb Wing, 509th Spirit Blvd. Suite 116, Whiteman AFB, Mo., 65305.

To advertise in *The Warrior*, call the *Sedalia Democrat* at 1-800-892-7856.

On the cover

U.S. Air Force photo illustration by Senior Airman Kristin Cerri
Team Whiteman T-38 Talons fly over St. Louis, Mo., during a memorial fly-over for retired Brig. Gen. Harding Zumwalt. Zumwalt was a World War II combat aviator and native of Missouri. He commanded the 131st Tactical Fighter Wing, when it was located at Lambert Field, Mo.

NEWS BRIEFS



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4. Create a passport, select New Tip and fill out the form with as much information as possible.

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Air Force Housing website

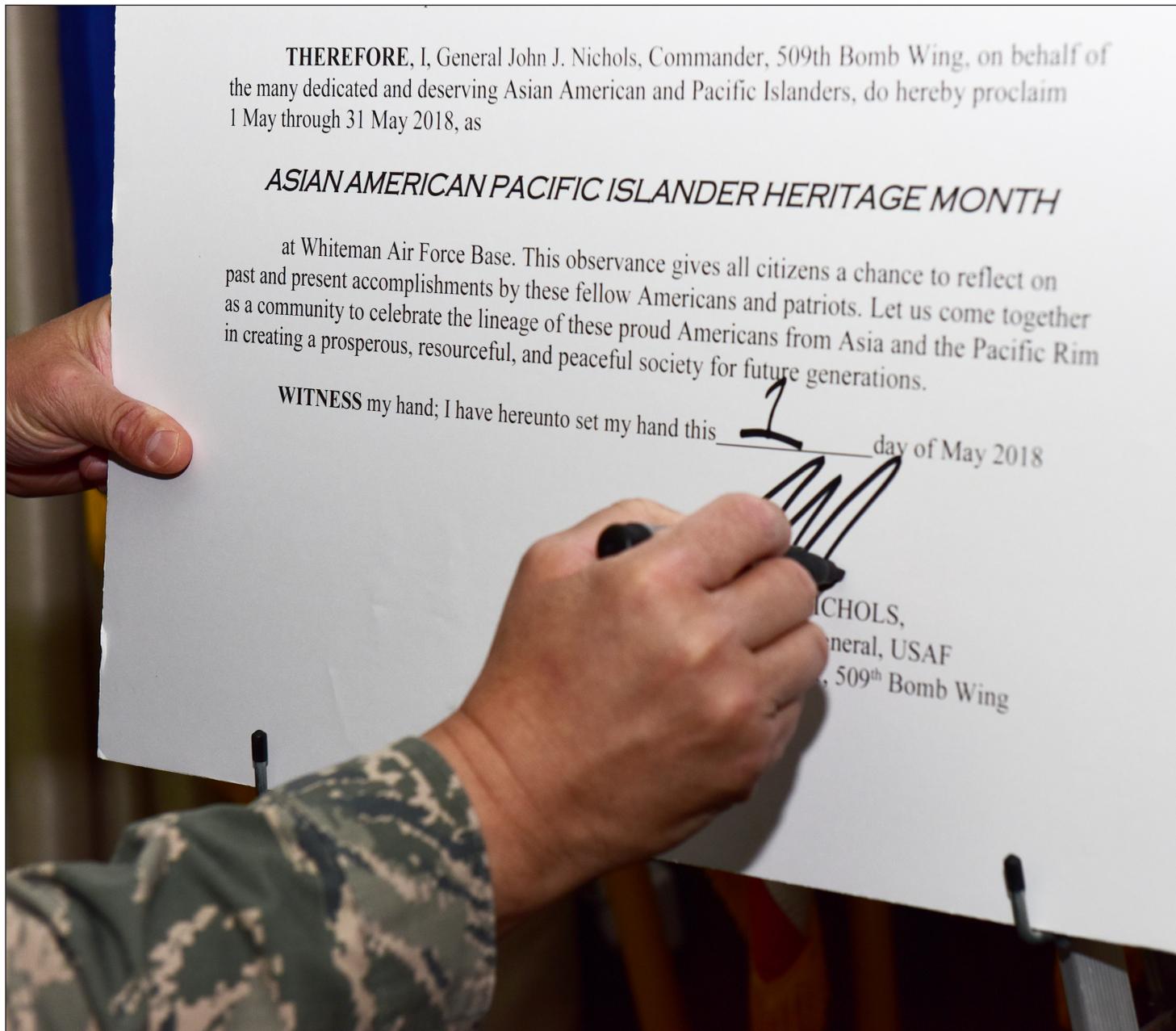
Visit www.housing.af.mil to find your new home with the Air Force. This website serves as a one-stop shop for Airmen and their families to obtain information about the housing options and support services available to them at Air Force bases worldwide.

WEATHER

Friday	Saturday
Partly Sunny	Sunny
Hi 75	Hi 80
Lo 58	Lo 52

Sunday	Monday
Mostly Sunny	Sunny
Hi 77	Hi 74
Lo 55	Lo 52

Immerse in Asian, Pacific Island culture without leaving Whiteman



U.S. Air Force Brig. Gen. John Nichols, the 509th Bomb Wing commander, signs a proclamation marking the beginning of the Asian American Pacific Islander Heritage Month at Whiteman Air Force Base, Mo., May 1, 2018. Throughout the month the committee will host a variety of events to celebrate the culture and traditions of people from Asian countries and Pacific islands of Melanesia, Micronesia and Polynesia.

U.S. Air Force photos by Staff Sgt. Danielle Quilla

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Avengers Infinity Wars (PG-13)

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SATURDAY, MAY 5 • 7 p.m.

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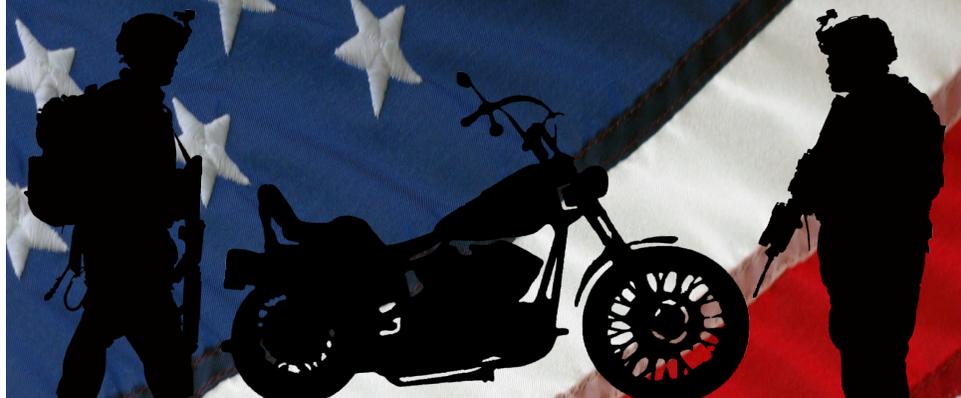
Adults - \$7.00

SUNDAY, MAY 6 • 3 p.m.

Isle of Dogs (PG-13)

Adults - \$7.00, children - \$4.75

Whiteman AFB Motorcycle Safety Day



**21 May 2018
0900-1400**

Commissary Parking Lot

**Motorcycle Inspections, practice course,
local vendors and food provided by USO**

Alternate Duty Location for Motorcycle Riders!

For more info please contact
President Dave Sheets @ 687-5915

or

Wing Safety SSgt Dillon Neth @ 687-6930

Hosted by 509th Bomb Wing Safety & Green Knights MMC



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Congratulations

Team Whiteman



Class of 2018

UCM Graduates

Adam Bairos - Bachelor of Science, Cybersecurity
Sukh Bhandari - Bachelor of Science, Health Studies
Curtis Cordon - Master of Science, Aviation Safety
Jason Gowen - Master of Science, Aviation Safety
Christian Gullo - Master of Science, Aviation Safety
Christopher Henderson - Bachelor of Science, Computer Science
Bachelor of Science, Cybersecurity
Trevor Lynn - Master of Arts in Teaching, Secondary Education
Kevin McNeeley - Bachelor of Science, Criminal Justice
Tyler Myers - Master of Science, Mathematics
Stephen Napier - Master of Science, Industrial Management
Jacob Schuhardt - Bachelor of Science, Crisis & Disaster Mgmt
Dustin Schwartz - Bachelor of Science, Professional Pilot
Jarrod Sherrill - Bachelor of Science, General Studies
Riley Smith - Bachelor of Science, Criminal Justice
Jeremy Woolley - Bachelor of Science, Criminal Justice

Missouri Air Guardsman, WWII combat aviator remembered

By Senior Master Sgt. Mary-Dale Amison
131st Bomb Wing Public Affairs

Growing up in a suburb of St. Louis in the 1920s, Harding Zumwalt had two great passions: flying airplanes and playing the trumpet.

At age 12, Zumwalt was performing regularly for a local radio station and by high school he had joined a swing band, putting his gig money toward flying lessons. It would prove to be one talent fostering another, with Zumwalt later joining the Royal Air Force, then the U.S. Army Air Corps, and finally the Missouri Air National Guard. Zumwalt flew more than 40 different aircraft and 71 combat missions. After more than three decades of military service, he retired as a brigadier general and a wing commander, decorated with a Distinguished Flying Cross with Oak Leaf Cluster, among numerous other awards.

Brig. Gen. Harding R. Zumwalt died in January at the age of 97. Family, friends and his Missouri Air National Guard family met at Jefferson Barracks National Cemetery on Monday to celebrate the life of this combat aviator, Guardsmen, wing commander and musician.

A missing-man formation of T-38 jets from Whiteman Air Force Base, Missouri, flew overhead in commemoration of Zumwalt's illustrious career.

Zumwalt's life in the military began as a child. His father, Fredrick Zumwalt Sr. was a World War I veteran and former Missouri National Guardsman. Fredrick encouraged his son's early interest in aviation and also his love of music, buying him a trumpet, which Zumwalt would keep with him through his military service.

Reflecting back on that time, Zumwalt said in 1992, "If it weren't for my horn, I wouldn't have ended up in the military the way I did. ... I carried that horn all the way through (World War II)."

At first, a musical career was Zumwalt's goal, but in 2011, he said, "When the war broke out, flying became my first choice."

Already a pilot, he tried to join the U.S. Army Air Corps, but failed the eye test. Undaunted, he heard the Royal Air Force was barely holding back German forces in Europe, so Zumwalt visited a local recruiting office. He was initially refused because of an eye exam, but after a recheck, he was enlisted and attended basic flight school in Tulsa.

From there, Zumwalt went to England and flew with a multi-national group of pilots united in the war against Germany. He learned to fly Spitfires, Hurricanes and other British aircraft. In 1942, he tried to join the U.S. Navy as a pilot, but again failed the eye test.

Zumwalt finally found his way into American forces with the U.S. Army Air Corps and was assigned to the 8th Air Force, 83rd Squadron, 78th Fighter group at Goxhill, England, in early 1943. His eye problems continued to follow him and he was grounded, but it was through his other passion that he was able to take to the skies again.

The squadron flight surgeon—an ophthalmologist—was starting the Thunderbolt Dance Band and asked Zumwalt to join. In exchange for playing the trumpet, Zumwalt asked the flight surgeon to help appeal his grounding. A short time later, Zumwalt's flight status was restored.

Zumwalt flew 71 combat missions, including the first attack on Berlin. After completing his combat tour, he briefly stayed in England as a flight instructor before returning to the United States as a first lieutenant in 1944. At the end of WWII, he was release from active duty and joined the Missouri National Guard's 110th Fighter Squadron in 1946. He married his hometown sweetheart, Nancy McConnell, and continued flying and playing the trumpet.

In 1951, he was ordered back to active duty with the Missouri Air National Guard's 131st Composite Wing during the Korean War. By 1953, Zumwalt was serving full time in St. Louis as an Air National Guard technician.

For the next 20 years, he served in the maintenance field, which included another active duty recall to France for the Berlin Crisis in 1961.

In December, 1972, Zumwalt assumed command of the 131st Tactical Fighter Wing and was promoted to the rank of brigadier general.

During his military career, Zumwalt piloted the P-47, P-51, F-100, F-84, Curtiss Helldriver, C-54, C-47, C-45, B-25, B-26, as well as the British Spitfire and Hurricane, among others.

He retired from the military in 1976 and moved to the Lake of the Ozarks, where he enjoyed family life and served as a deacon and elder in the Presbyterian Church.

Zumwalt is survived by a son, Jeffrey, his daughter-in-law Diane, four grandchildren and six great-grandchildren. He is preceded in death by his wife of 61 years, Nancy.



U.S. Air National Guard photo by Senior Master Sgt. Mary-Dale Amison
Staff Sgt. Jacquelyn Eye, a member of the Missouri Air National Guard funeral honors team, performs Taps for a ceremony at Jefferson Barracks National Cemetery, April 30, 2018. Family, friends and Missouri Air National Guard family met to celebrate the life of World War II combat aviator and former 131st Tactical Fighter Wing commander, in honor of Brig. Gen. Harding Zumwalt.



U.S. Air National Guard photo by Senior Master Sgt. Mary-Dale Amison
Col. Ken Eaves, 131st Bomb Wing commander, presents Jeffrey Zumwalt, a tribute flag in honor of Zumwalt's father, Brig. Gen. Harding Zumwalt, during a ceremony at Jefferson Barracks National Cemetery, April 30, 2018. Family, friends and Missouri Air National Guard family met to celebrate the life of the World War II combat aviator and former 131st Tactical Fighter Wing commander, who passed away in January at age 97.



U.S. Air National Guard photo by Senior Master Sgt. Mary-Dale Amison
Four T-38 jets from Whiteman Air Force Base perform a missing man formation over Jefferson Barracks National Cemetery on April 30, 2018. Family, friends and Missouri Air National Guard family met to celebrate the life of World War II combat aviator and former 131st Tactical Fighter Wing commander, Brig. Gen. Harding Zumwalt, who passed away in January at age 97.



Harding Zumwalt (back center) performs with the Thunderbolt Dance Band in 1943.

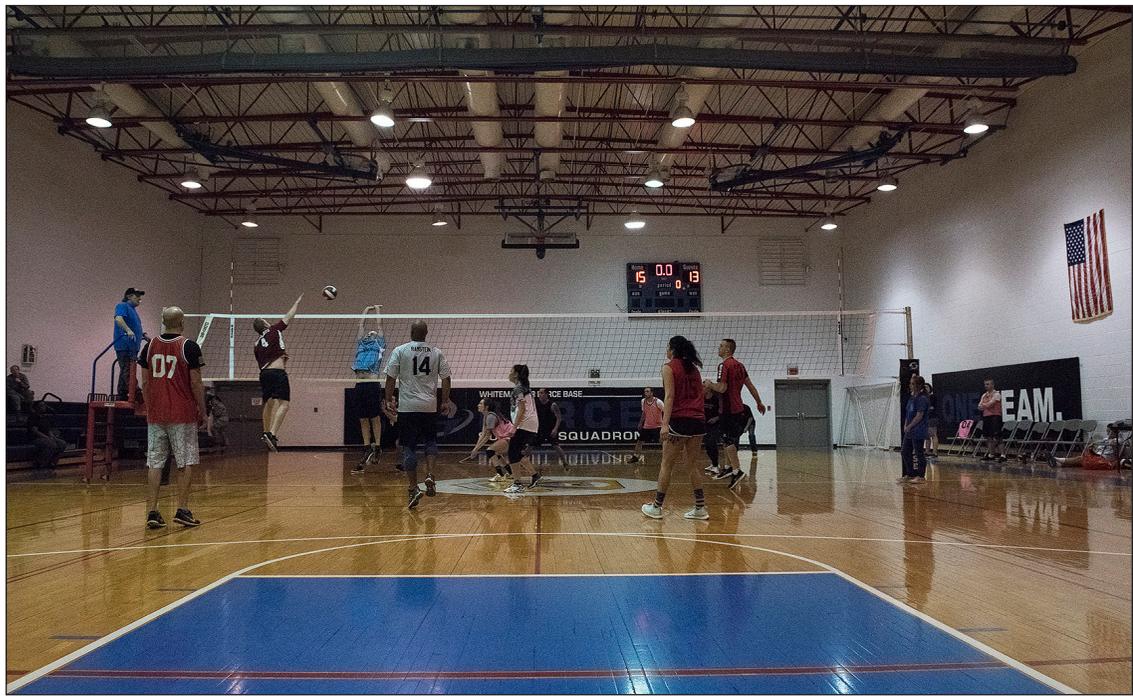
Courtesy Zumwalt family archives



Courtesy Zumwalt family archives

Harding Zumwalt in a publicity photo for performances with the Thunderbolt Dance Band in 1943.

AMXS wins intramural volleyball championship



The 509th Aircraft Maintenance Squadron and the 509th Medical Group competed in the intramural volleyball championship April 26, 2018, at Whiteman Air Force Base Mo. The AMXS team won three out of five sets, taking home the first place trophy.

U.S. Air Force photos by Airman 1st Class Taylor Phifer

AF aims to save \$2B, improve lethality with new acquisition approach

By Debbie Aragon

Air Force Installation and Mission Support Center Public Affairs

JOINT BASE SAN ANTONIO-LACKLAND, Texas (AFNS) -- A new acquisition program has the potential to help the Air Force save \$2 billion and make it a more lethal fighting force, the leader who oversees the program said.

The aim of category management is to find efficiencies in large goods and services contracts, said Rich Lombardi, Air Force deputy under secretary for management and deputy chief management officer, during a visit to the Air Force Installation and Mission Support Center at Joint Base San Antonio-Lackland, April 23, 2018.

“With the publishing of the National Defense Strategy, we have a clear understanding of where the department is going and category management clearly is a good fit with the line of effort to reform the department,” Lombardi said. “Which in turn provides the potential to realign resources to increase the lethality and readiness of the joint force.”

Category management is being fielded across the federal government and provides a new acquisition standard by analyzing and managing costs in 10 categories.

Until recently, the Air Force had a goal of saving \$1 billion over five years. Thanks to progress already made in category management, that goal has doubled, explained Brig. Gen. Cameron Holt, Air Force Installation Contracting Agency commander, whose AFIMSC-subordinate organization executes the program.

“Category management is all about innovation and affordability, and it’s one means to help achieve the secretary of defense’s vision,” he added.

The Air Force’s adoption of the approach began about four years ago.

“(Brig. Gen.) Casey Blake, commander of AFICA at the time, directed his staff to take lessons learned from strategic sourcing and improve and expand upon the successes,” Holt said.

The staff developed a plan that led to the category management concept, which was expanded after Holt approached Lombardi with the idea of



U.S. Air Force photo by Malcolm McClendon

At center, Rich Lombardi, deputy under secretary of the Air Force for management, and deputy chief management officer, office of the under secretary of the Air Force, chairs a category management council meeting at Air Force Installation and Mission Support Center headquarters at Joint Base San Antonio-Lackland, Texas, April 23, 2018. Lombardi is the Air Force’s category management account official and is tasked with overseeing the effort as it rolls out across the enterprise.

implementing it across the Air Force.

“There had been a lot of really great work done, particularly here in (AFIMSC), from the standpoint of facilities, construction and security systems,” said Lombardi, whose office manages business operations across the force.

To build on that momentum, Lombardi discussed the idea to the under secretary of the Air Force, and it wasn’t long before she appointed him as the service’s lead for the initiative.

To date, category managers have been appointed in six of the 10 category areas, which comprise 94 percent of the Air Force’s operational spending.

After appointing category managers for facilities and construction, and security and protection - already in place at AFIMSC - the Air Force ap-

pointed information technology, professional services, industrial products and services, and transportation and logistics category managers.

The category management approach is a cultural change for the Air Force, Lombardi said.

“The Air Force is driving a paradigm shift from budget execution to strategic cost management in an effort to obtain maximum value for each precious taxpayer dollar spent,” Holt said.

Strategic cost management is based on data - the Air Force’s ability to gather data and analyze it to then identify the appropriate actions to drive down cost while achieving mission performance.

The Air Force is bringing people together who understand “what the data is telling us and how best to buy certain types of commodities,” Lom-

bardi added, citing enterprise office furniture purchasing as a recent example.

Experts in the facility and construction area first looked at the furniture requirements and determined what a common office configuration should look like. They then started working with commercial equipment managers and furniture manufacturers to negotiate a price rate.

After the Air Force negotiated a lower price with the manufacturers, it required them to pass on that lower price to small businesses that contracted with the Air Force for furniture installation, Lombardi said.

Because of the Air Force’s approach, the service was able to get an economy of scale for pricing.

This business deal resulted in a 29 percent reduction in price, 100 percent of systems and modular furniture contracts being awarded to small businesses, and a \$15.3 million savings for the Air Force.

“It was an ingenious way of being able to not only be more efficient and effective in our buy but also ensure we were focusing on our small business partners along the way,” Lombardi said.

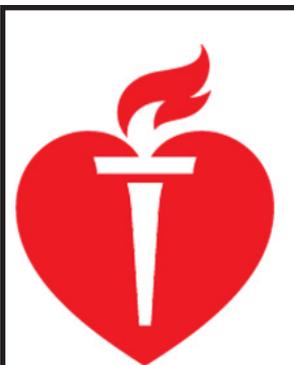
Although Air Force category management has come a long way since the idea was born in AFICA, there is still much to do, Lombardi said.

“(AFICA has) been the backbone of category management from the very beginning,” Lombardi said. “(They) help organizations and category managers understand (the concept) and provide tools and training for them to accomplish the mission.

“This is a journey and it’s going to continue to be a journey,” Lombardi said, adding that teams are getting smarter and leaning on some of the more mature category managers at AFIMSC for guidance.

“They’ve learned a lot over the last few years. They’ve (done) a lot of great work so now we’re (applying lessons learned) to the other category managers,” he said.

Holt said his long-term goal is transforming operational acquisition experts into business leaders with an enterprise perspective who are “always trying to obtain the best deals for the Air Force and ensuring taxpayer dollars are well spent.”



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Air Force courts tech startups



U.S. Air Force photo by Linda LaBonte Britt

Air Force Vice Chief of Staff Gen. Stephen W. Wilson and Dr. William Roper, assistant secretary of the Air Force for Acquisition, Technology and Logistics, discuss the TechStars Autonomous Technology Accelerator for the Air Force Demo Day at the Westin Hotel in Boston with John Beatty, executive director of the Massachusetts Military Task Force, April 20, 2018. Ten startup companies pitched their ideas to potential investors and Air Force senior leaders during the event, which is a partnership between Techstars and AFWERX.

By Benjamin Newell

66th Air Base Group Public Affairs

BOSTON (AFNS) -- An idea that sprang from the minds of four captains at Squadron Officer School led to 10 startup companies pitching their ideas to Air Force Vice Chief of Staff Gen. Stephen W. Wilson, April 20, 2018 in Boston.

The Techstars Autonomous Technology Accelerator for the Air Force Demo Day was packed with potential investors, Airmen, tech sector experts, government employees and small startup companies with ideas of how to improve the Air Force's drone systems. These ideas included a nanotechnology paint and bonding substance that can block electronic signals, supply chain and logistics tracking tools and high speed, resilient drones that can fly on three rotors, or hit 50 miles per hour.

"We're going through a period in the globe of massive disruptions in politics, economies, social society and technology," said Wilson. "Any one of those would be difficult to keep up with, and we recognize that technology is the one that is fanning the flames in all the others. We want to see what these companies have to offer, and are hoping to work toward being able to access startup ideas quickly, in order to be the disruptors of our adversaries."

The SOS think tank exercise encouraged small groups to compete to solve problems facing the Air Force. For Capt. Christopher Benson's SOS group, the challenge was to create an Air Force "X Prize," based on the public competition that sought to spur innovation in the private sector for space exploration.

"We didn't think what the Air Force needed was a competition like that, at least to solve the underlying problem," said Benson, who holds a doctorate in mechanical engineering and technology forecasting from the Massachusetts Institute of Technology. "If your problem is acquiring better systems, we just wanted to create a way for the Air Force to better access technology that hasn't made it to market yet.

And now, here we are, and we're hoping that we can build trust in the startup ecosystem to tap into their creativity without killing them, or making defense contractors out of them."

Benson witnessed startup lifecycles during his time at MIT, and only knew of one or two that had successfully landed government business. Government funding is seen by startups as either too slow to stabilize them, or too large to foster innovation, according to Warren Katz, Techstars managing director, which worked with the Air Force to mentor the companies and put on the event. The Air Force acquisition community has, as a result, been trying to calibrate the bureaucracy to successfully access startup ideas that are viable in the market without turning the fledgling companies into defense-sector reliant contractors.

"When we first announced this program, within days several members of our organization wanted to help out in any way possible," said Katz. "The Air Force realized there was more money being spent by private industry in research and development than in the entire military. That switch happened some years ago, so this accelerator system is a way to retrain the Air Force on how to interact with the people doing this research and development, without killing the small companies that do it."

The accelerator event resulted from a partnership between Techstars and AFWERX, which sets up physical locations for people to pitch ideas to the Air Force and receive funding to make the ideas a reality.

The startup presentations resembled a cross between TED Talks and Steve Jobs unveiling the latest in Apple technology. Each company linked their product to both commercial and military objectives, such as preventing signal, or eliminating counterfeit products entering the logistics supply stream. Presenters were also careful to prove that they wouldn't rely solely on government dollars, and that a large private market existed for their products using metrics like forecasted market growth and compounded annual growth rate.