Logistics and Property Management

Lesson Objective: This lesson seeks to describe logistics and property management at the region and national levels.

Desired Learning Outcomes (DLO):

1. Understand the role of region and national level logistics programs.
2. Understand the role of region and national level logistics personnel.
3. Apply principles of property management strategically.
4. Apply fleet management principles at a strategic level.

Reading: Student Guide, Table of Allowances (see ORMS for the most recent ToAs)

Scheduled Lesson Time: 60 minutes

Introduction

Logistics and property management at the national and regional level are more strategic than tactical. Previously, you likely worked with these programs in a more tactical fashion by utilizing the table of allowances to issue equipment, allocate resources, and manage programs. Property is an important topic for leaders because our stewardship impacts the public trust and reputation of our organization.

1. Understand the role of region and national level logistics programs and personnel.

Property is covered in the Constitution and Bylaws. Any property acquired by CAP becomes property of the corporation. Commanders and those who are responsible for property management are charged with correctly obtaining, controlling, maintain and disposing of property. Not only do they ensure the accountability of property but also the availability and readiness for missions.

At the National Level the Director of Logistics and Missions Resources (CAP/LG) is responsible for procedures that govern property from acquisition to disposal. CAP/LG is responsible for ORMS (the Operational Resource Management System). Logistics, supply, transportation, communications, and aircraft maintenance officers all have a role in property management. Each is responsible to his or her commander for maintenance and resources. In this manner, logistics cuts across many areas. In addition to CAP/LG, the Chief of Supply Management and Plans (CAP/LGS) works at the National level. CAP/LGS is responsible for the Table of Allowances (ToA) for vehicles, aircraft, supplies, and equipment and coordinates the acquisition of all non-communications Federal or DoD excess property. CAP/LGS administers the aircraft, vehicle, and Supplies and Equipment modules in ORMS. The Director of Operations (CAP/DO) is responsible for acquisition of all communications Federal or DoD-excess property. The CAP/DO utilizes the National Technology Center (NTC) to administer the Communications ToA and coordination of all Federal or DoD excess communication supplies and equipment. The NTC administers the equipment module in ORMS.

Region commanders are responsible for property management in their regions. They appoint a Deputy Chief of Staff Communications (DCS-DC) and a Deputy Chief of Staff Logistics (DCS-LG) to assist them. Regions review compliance in the wings to include freezes, SAVs, inventories, and utilization. Regions sometimes appoint investigating officers for Reports of Survey (RoS). Region commanders are the assessment authority for members in their regions and below. Region commanders have 30 days to submit recommendations after the investigating officer submits the report. The National Vice commander is the assessment authority for region commanders and members assigned to positions above the region level. Regions assist with SAVs and can implement freezes for accountability issues but much of their work is related to annual inventories, reports of survey, and allocating vehicle and aircraft to the wings.

In addition to the roles you will find in the regulations, region and national level leaders who work in LG need to be fleet leaders. What is a fleet leader? Here are some characteristics of successful fleet leaders.

- Fleet leaders keep learning. Vehicles and aircraft are always changing. Being a fleet leader and managing a fleet requires you to be knowledgeable about new technology, environmental issues, budget concerns, and much more.
- Fleet leaders are technology savvy. There is so much to track with a large fleet that leaders need help. Technology provides it. Be well versed in the technology that supports our fleet: AMRAD and ORMS.
- Fleet leaders use data. There is a lot of data in fleet management. Good fleet leaders know the important metrics and track them. They can spot trends and make adjustments based on the data. Keeping the fleet productive and improving its efficiency requires knowing how it is being used.
- Fleet managers have good people skills. Fleet managers have to work with others to include vendors. The relationships you build impact your success.
- Fleet leaders know how our assets support our mission and vision. Fleet managers are leaders and strategic partners. Share information and trends as well as help others make connections between the dollars spent on the fleet and the good things the fleet allows the organization to do.
- Fleet leaders set clear expectations. People again? Yes. Fleet managers are responsible for policies and procedures for daily use of assets. Setting and communicating expectations is critical. Fleet managers also have a stake in education and training.
- Fleet leaders are proactive about safety and risk management. Those stickers on our dashboards didn't get there by accident. How do we keep drivers alert, off their phones, and wearing their seatbelts? We do this by being proactive.
- Fleet leaders balance process with simplifying administration of programs. Our fleet is used by volunteers. We should always have reducing the burden for members in mind. Simple processes are more likely to be followed.
- Fleet leaders look for expertise and use it. Our members bring great skills to CAP. Fleet leaders recognize the skills of our members and use them to help us get the most from the fleet. Building a strong partnership with the fleet management team at all echelons is critical for communication and success.

Fleet leadership is a lot like other kinds of leadership in that it takes effort to be good at it. Information changes quickly so we have to upgrade our skills constantly to keep up. We have to practice our people skills and use them to get the best use out of our machines.

2. Apply principles of property management strategically.

Property management may be about stuff but people are still key. While property managers have to have integrity and be organized, they also have to work with others and be fair. Being strategic about property management means using the resources available to you to make good decisions for all involved. You can't be too harsh or too easy. You must treat people the same and be fair. There are guidelines, but if we always followed them, we would not need leaders. Computers could tell us where to send the equipment based on data alone. We need property management leaders to make good decisions that benefit the organization. Geography and population are two factors that can make a difference when allocating resources.

3. Apply fleet management principles at a strategic level.

For an organization such as Civil Air Patrol, fleet management applies to our vehicles and our aircraft. Managing a pool of vehicles or aircraft is a challenging prospect. In CAP, it is even more challenging because our fleet is distributed across our wings and regions. Our aircraft fleet is quite large with approximately 550 aircraft owned by CAP. Fleet management can include a variety of topics. Among them we find

- licensing and compliance,
- risk analysis and mitigation,
- tracking assets and their utilization,
- driver behavior and management,
- cost management,
- managing the lifecycle of assets and the replacement process,
- and maintenance for an organization's assets.

The purpose of fleet management is to control the lifecycle of our vehicles and aircraft, reduce risk, improve efficiency, increase productivity, and ensure compliance. Think about how we manage each of these facets in CAP. Is it all monitored and managed by LG, or does it include other OPRs? Let's look at some of these duties in more detail.

Vehicle and aircraft acquisition are completed by CAP/LG. During the first quarter of each year, wings send vehicle requests to regions. Regions rank the requests and send them to NHQ. NHQ prioritizes the requests and uses the funds available to best meet the needs of CAP. NHQ has to consider several factors when acquiring vehicles.

- What vehicles are available?
- What is the fuel efficiency?
- How will it hold up to the weather and use?
- Will it meet the needs of units and members?
- Will the public think we are good stewards of our funds if they see CAP seals on the vehicle?

- Will it match other vehicles in the fleet?

At the spring CSAG meeting, the allocation of CAP's aircraft fleet is discussed with the region commanders. Regions find out what aircraft will be replaced, added to, or removed from their fleets at this time. Regions sometimes trade aircraft at other times in the year, with approval.

A second area of interest is maintenance. Overseeing the maintenance program for vehicles and aircraft in a fleet is a big responsibility. Regular maintenance checks ensure that known defects are fixed. Regular maintenance extends the life of an asset. Some of our CAP units take great care of the vehicles they are sent. This is wonderful because the vehicles last a long time; however, it often brings with it higher maintenance costs over the lifetime of the vehicle. LG has to decide when a vehicle is no longer worth the cost of repairing it. With limited funds and high demand for vehicles, these are important considerations. Vehicles that are not being utilized can be retired or donated. Aircraft that CAP no longer wishes to have in the fleet can be sold.

Third, fleet managers also are responsible for health and safety. Should an accident occur, it needs to be reported. Drivers need to follow insurance requirements and procedures to ensure the vehicles are repaired, when possible, or retired when they cannot be repaired. The same is true of aircraft pilots. Our aircraft need preventative maintenance, regular maintenance, and fixed when needed.

Fourth, fleet managers are responsible for compliance procedures. Daily checks, inspection sheets, driver or pilot approval, insurance, training, etc. This also requires having an eye on legislation. For example, some states require a Commercial Driver's License to drive a larger van. This is important knowledge because it impacts what types of vehicles can be purchased and added to the fleet in various locations.

Cost management is always a consideration for fleet managers. No business has so much money that it can ignore costs. Fleet managers analyze the available information and try to find areas of improvement. The new table of allowances is an example of this. LG has, in recent years, worked to reduce purchase costs also. Finally, LG is trying to achieve more with the fleet for less.

Data is of high importance and generates much interest today. Fleet management is an area where there is a lot of data to record and it can be overwhelming. It's important to look for the right metrics to follow. Software can help in this area. An example of this in CAP is AMRAD. AMRAD is the Aircraft Maintenance Repair and Documentation application in eServices.

Lesson Summary and Closure

Regions play a key role in supporting the policies of NHQ and the wings in implementation of those policies. The role of the region can be to ensure compliance but it can also be to assess for missing or damaged property. Regardless of the type of property, CAP relies on a variety of leaders including fleet managers, maintenance personnel, and logistics personnel to assist subordinate units in implementing the logistics program.

EXERCISE:

Obtain the vehicle utilization report for your region for last year. Analyze the data. Answer the following questions:

- Which vehicles met the utilization requirements? Which ones did not?
- What is the average age of the vehicles in the fleet? What is the oldest vehicle?
- Are the vehicles allocated in accordance with the ToA? Why or why not?
- Would you make any changes? If yes, what and why? If no, why not?
- Are there any extenuating circumstances that are important to note for allocation?
- Share your analysis with your instructor.

Obtain the aircraft utilization numbers for your region for last year. Analyze the data. Answer the following questions:

- Which aircraft met utilization requirements? Which ones did not?
- What is the average age of the aircraft fleet? What is the oldest airplane?
- Are aircraft allocated appropriately? Would you move any? Why or why not?
- How does utilization in your region compare to a border region or a similarly sized region?
- Are there any extenuating circumstances that are important to note for allocation?
- Share your analysis with your instructor.

RESOURCES:

Antich, M. (2012, April 6). *The Top 50 Traits of a Great Fleet Manager*. Operations - Automotive Fleet. https://www.automotive-fleet.com/148118/the-top-50-traits-of-a-great-fleet-manager.

CAP/LG. (2020, May 8). Civil Air Patrol Organizational Vehicle Allowance Standard. Maxwell AFB, AL; Civil Air Patrol. https://www.capnhq.gov/CAP.ORMS.Web/Documentation/Vehicle%20TA.pdf