



Mission Job Descriptions

Jobs within the VHF structure are of two basic types:

1. Organizational jobs are those that build capability and allow VHF to fulfill its basic mission of flying vets to Washington DC to their respective memorials. Examples include all Board positions, marketing, fund raising, presentations, etc.
2. Flight or mission jobs are those that directly support one or more flights. Examples include Flight Director, Ground Coordinator, Logistics Coordinator, Mail Call Coordinator, guardian, etc.

VHF has chosen to model a given flight after a military mission using military nomenclature for the organizational structure of the flight, for example, the use of two man teams and 10 man squads. In the military, the two people who run an organization are the Commanding Officer (CO) and the XO. The CO is in charge and is ultimately responsible for everything that the organization is and does. The XO is responsible for “making it happen”. For a given VHF mission, the Mission Executive Officer or MXO

- Is 2nd in command for the mission (the flight is one element of the mission)
- All squad leaders report to the MXO
- The wheel chair captain reports to the MXO
- While the CO (Flight Director or FD) ensures that everything is in place to successfully execute the mission (with a great deal of help from the MXO) and that the organization is where it is supposed to be when it is supposed to be there, the MXO ensures that everything else occurs as it should
- On flight day, the job of the MXO is equally important and more demanding than the FD’s because any detail could be the MXO’s responsibility if the FD has to deal with some unexpected problem.

The precise list of MXO responsibilities will vary from flight to flight as the FD and MXO decide on individual and shared responsibilities. In general, the MXO works closely with the Flight Director to ensure that all flight details are in place and executed according to plan:

- 1 The MXO must be able to take over any and all FD duties as circumstances dictate.
- 2 Preflight Coordinator (PFC) has been selected and briefed Both the FD and MXO work with the PFC to ensure that meetings are scheduled, venues selected, meeting agenda defined, refreshments coordinated, check-in stations defined and staffed, packets defined and provided, etc.

- 3 Ground Coordinator (GC) has been selected and briefed. Both the FD and MXO will work with the GC to ensure that the Send Off and Home Coming are properly planned and executed
- 4 Ticket and manifest Management: The VP of Operations is responsible for scheduling flights but the FD and MXO are responsible for all details of a given flight. The FD and MXO are responsible for making reservations, managing the manifest, managing tickets and boarding passes. This responsibility may ultimately be delegated to the Ticket Meister.
- 5 DC Tour Bus Coordination: the GC is responsible for ground transportation to/from MCO; the FD and MXO are responsible for ground transportation in DC. They will work with the tour bus company of choice (presently Eyre) to define needs, make necessary reservations and generally work with the bus company and individual driver to ensure that ground transportation needs are met.
- 6 Food Services: a typical flight consists of breakfast, lunch and dinner plus additional refreshments at Send Off and Home Coming. The FD and MXO are responsible for all arrangements for breakfast, lunch and dinner and, during the flight, ensuring that the food is delivered where and when it should be:
 - 6.1 Breakfast: McDonalds (the facility on 441 across from Walmart)
 - 6.2 Lunch: Arby's (through Ace Waitz in MD)
 - 6.3 Dinner: Silver Diner at BWI (Augy) or food court shops
- 7 Airport Management: the FD and MXO are responsible for the movement of the flight group through any airport. They will meet with airport staff (normally both airline and airport proper) and ensure that all details are adequately worked out. At MCO this includes SW and GOAA (Greater Orlando Aviation Authority) personnel. At BWI, this is mostly coordinating with Glenn Anderson, the BWI Path Finders (Green Shirts) lead.
- 8 DC Venue Coordination: on a typical flight, the DC locations visited are WWII Memorial, Korean Memorial, Viet Nam Memorial, USMC Memorial, ANC and Tomb of the Unknown Soldier. Other sites that may be visited include the USAF Memorial, FDR Memorial, MLK Memorial, and Lincoln Memorial. To the extent that any coordination is required to visit a site or participate in an activity, the FD and MXO are responsible for that. At present this includes:
 - 8.1 Tour bus access to ANC
 - 8.2 Laying a wreath at the Tomb of the Unknown
 - 8.3 Special activities at the WWII Memorial
- 9 Loading and unloading the bus. This may seem trivial but the process is complicated and more accidents occur during loading and unloading than at any other time. The FD and MXO must balance speed with safety to get people on or off the bus as quickly but as safely as possible. Guardians will be trained in proper procedures. The "One at the top and two at the bottom" model will be used.
- 10 Ensuring the wheel chairs are properly loaded and unloaded (the Wheel Chair Caption is directly responsible for wheel chairs; the MXO provides oversight)¹
- 11 Assembly: ensuring that everyone is there when the bus departs. Again, sounds trivial but there is always someone who does not get the message and is not back when they should be. The MXO typically uses the Sound Off principle to ensure

¹ The management of wheel chairs needs more work.

that every one is on the bus (or whatever), but there are likely 5 or 6 others who are not part of sound off (med team leader, photographer, press, other staff, even the flight director) and the MXO must ensure that they are “here” as well.

- 12 In charge of marshalling the participants and ensuring that they are where they are supposed to be when they are supposed to be there, for example at the proper location for breakfast, moving to the gate at the proper time, at any designated assembly points during the flight,