

Annual Edition

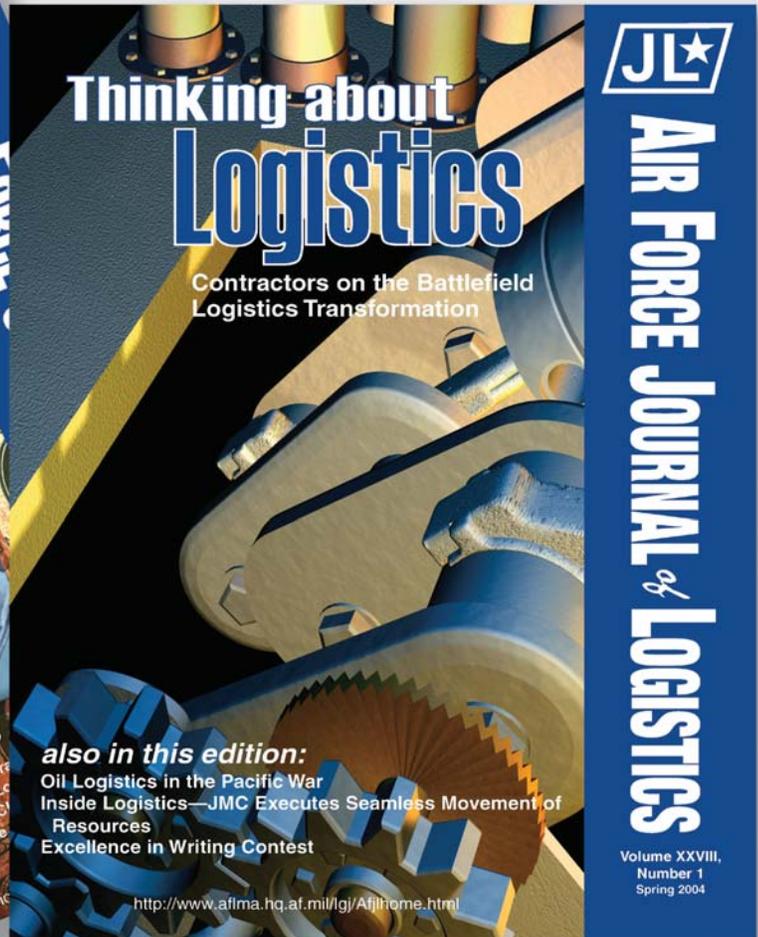
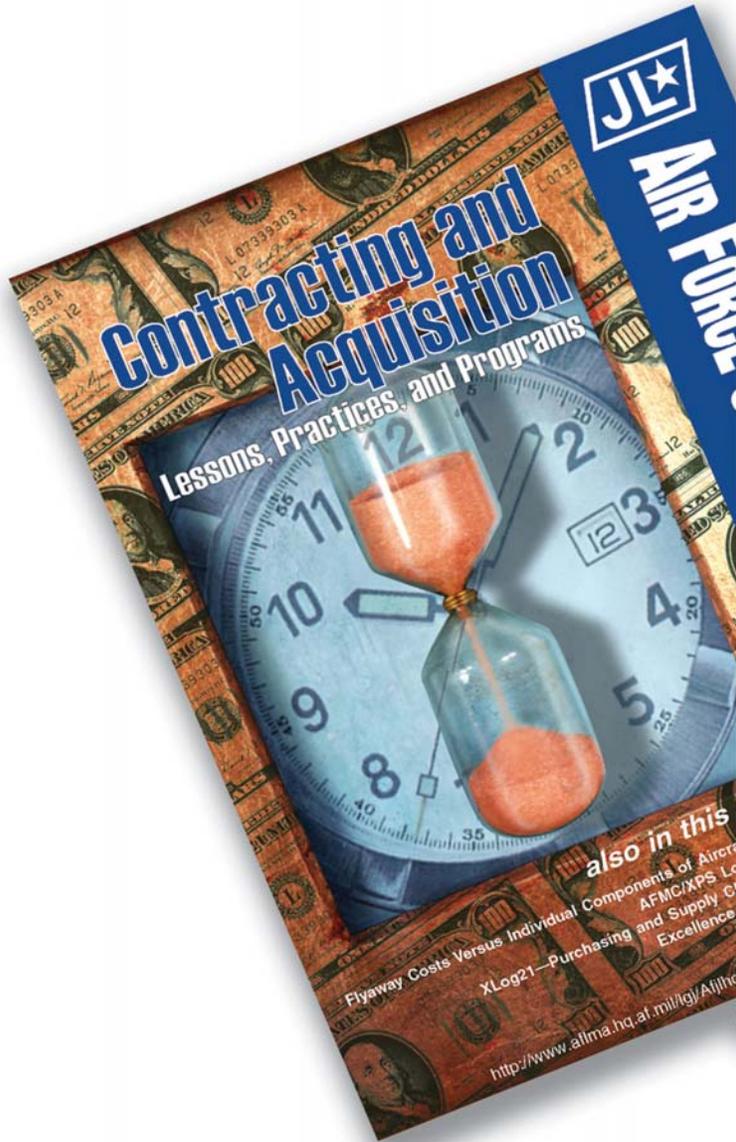
The Professional Logistics Publication of the Air Force

Air Force Journal of Logistics

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The *Air Force Journal of Logistics* is the professional logistics publication of the Air Force. We provide an open forum for presenting research, innovative thinking, and ideas and issues of concern to the Air Force and civilian logistics communities.

The *Journal* is distributed worldwide. It reaches all segments of the Air Force and nearly all levels of the Department of Defense and the US Government. The *Journal* is read by foreign military forces in 26 countries, people in industry, and students at universities with undergraduate and graduate programs in logistics.

We have a strong research focus, as our name implies, but that's not our only focus. Logistics thought and history are two of the major subject areas you'll find in the *Journal*. And by no means are these areas restricted to just military issues nor are our authors all from the military.

The AFJL staff also produces and publishes a variety of high-impact publications—books, monographs, reading lists, and reports. That's part of our mission—address logistics issues, ideas, research, and information for aerospace forces.

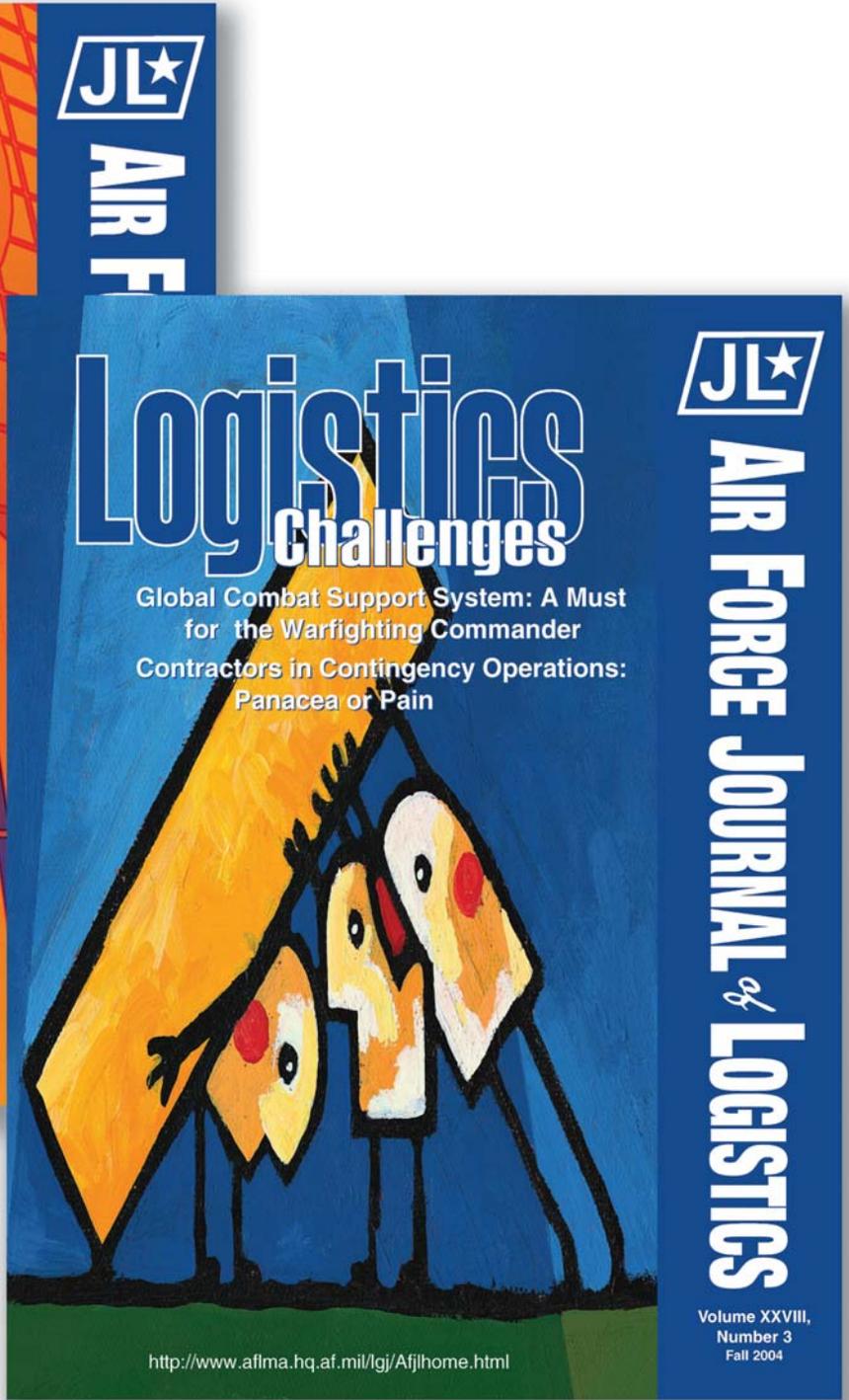
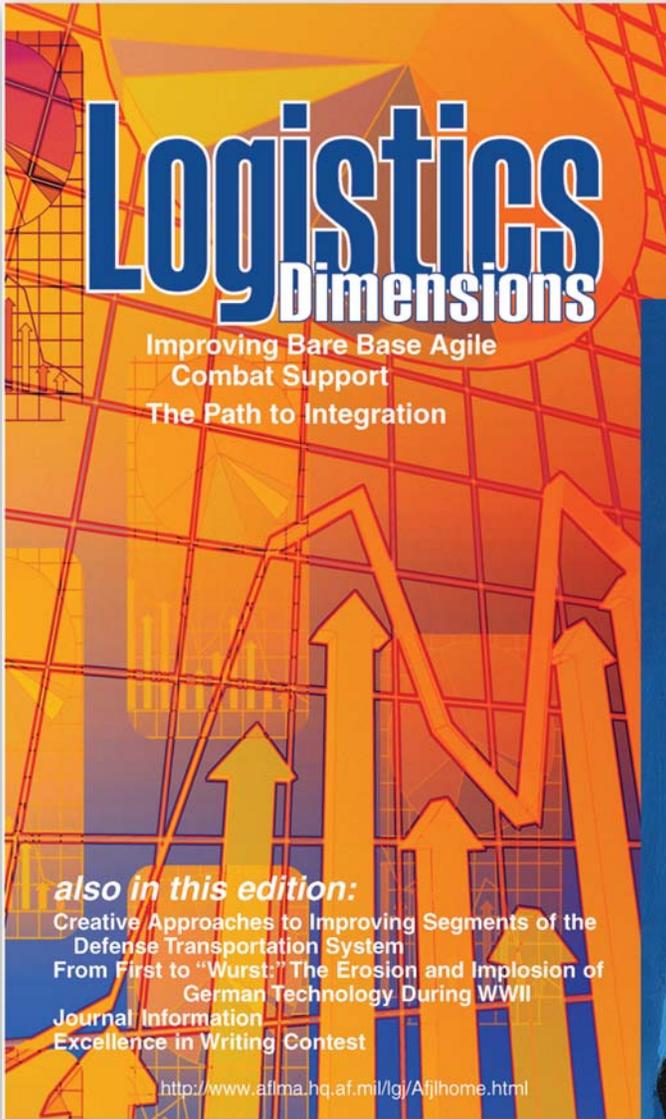
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Air Force Journal of Logistics

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0 years of capturing logistics

The *Journal* is considered the premier Air Force logistics research publication, both within and outside the Air Force.



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The *Air Force Journal of Logistics* began as *The Pipeline*, with the first edition appearing in January 1977. Three editions of *The Pipeline* were published before it was renamed the *Air Force Journal of Logistics* in 1980. It has been published continually since then!

What You'll Find in the *Journal*—Relevant Themes

- A conscious effort to develop and institutionalize professional ethos among logisticians
- How and where logistics fits in war preparation and waging war
- Professional, educational, and career development
- Historical studies
- Technological innovation
- Statistical and quantitative logistics analysis
- Global logistics analysis
- Expeditionary airpower studies
- Transformation

On the Internet

In addition to the printed magazine, we also have an online version of the *Journal*, which can be downloaded or read via any standard Web-based browser. At any time, the last four editions of the *Journal* can be seen at our Web site.

Cumulative Index

We've published and distributed a cumulative index for both *The Pipeline* and the *Journal*, available in hard copy and electronic versions. An update to the index will be published in 2009.

Ordering Information

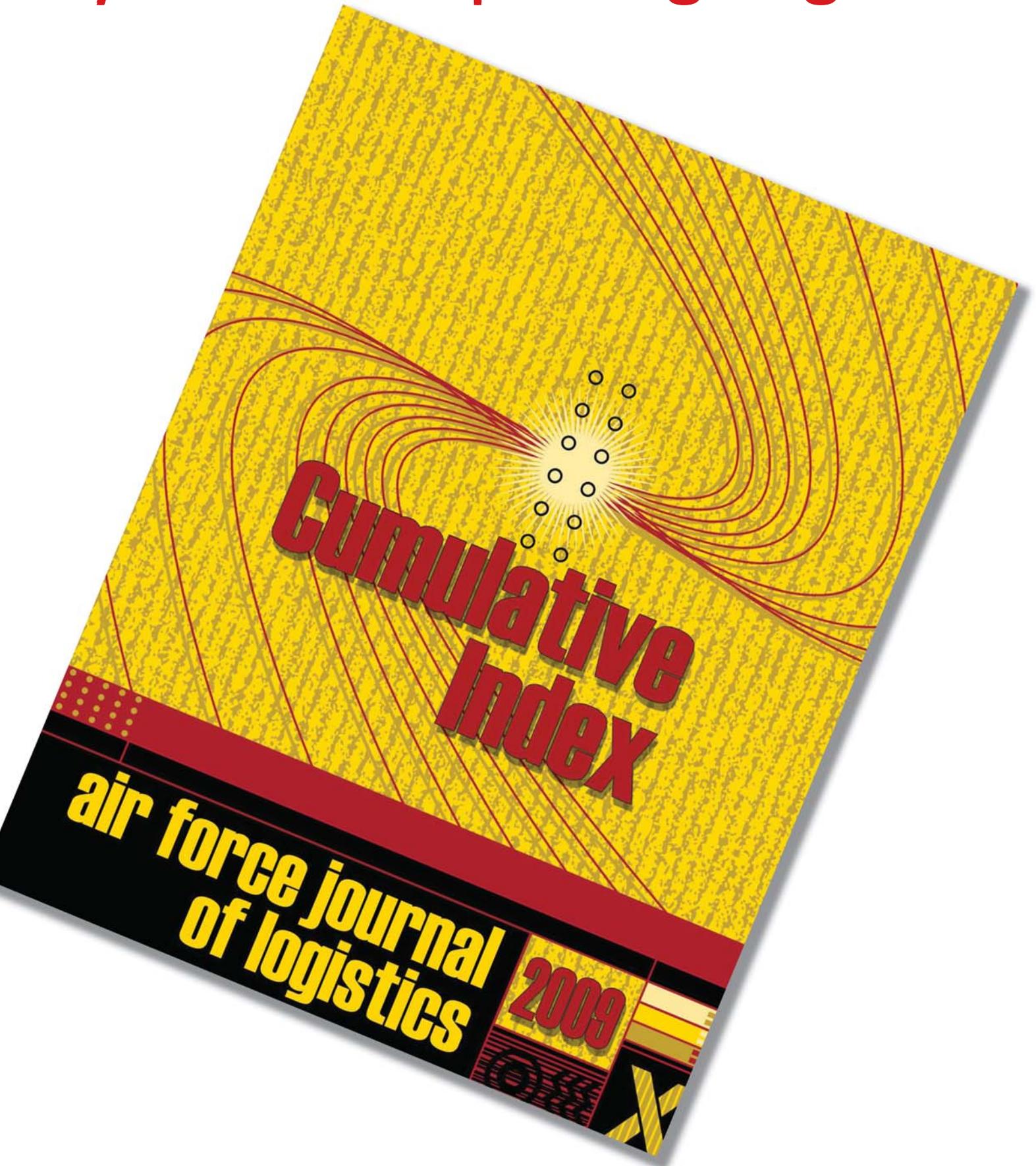
US Government organizations, employees of the US Government, or colleges and universities with undergraduate or graduate programs in logistics should contact the AFJL editorial staff for ordering information: DSN 596-2335/2357 or commercial (334) 416-2335/2357. AFJL subscriptions are available through the Superintendent of Documents, US Government Printing Office, Washington DC 20402. The AFJL editorial staff maintains a limited supply of back issues.

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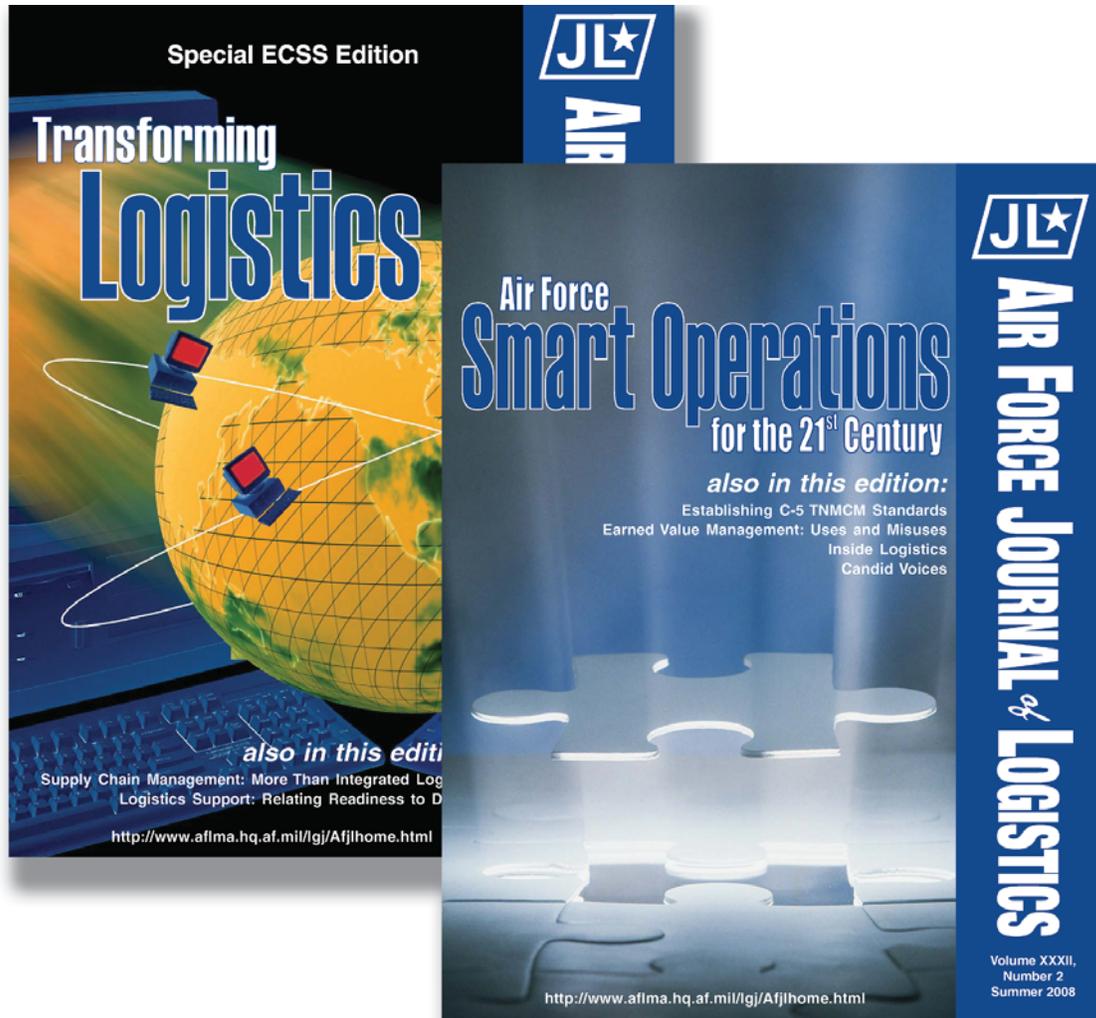
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journal special editions



As we look to the future, senior leaders across the Air Force have repeatedly stated that they cannot emphasize enough how important it will be to make Air Force Smart Operations (AFSO) for the 21st Century thinking an integral part of every airman's daily routine. While the specific nature of the challenges we will face remains uncertain and dynamic, one of the inherent strengths of AFSO21 is its flexibility to effectively address any unique set of circumstances. In this regard, it is easy to see that AFSO21 exists for the sole purpose of helping Airmen continue to strengthen mission capability. AFSO21 is all about doing jobs faster, better, more safely, and smarter. It is important to understand that AFSO21 doesn't make decisions to cut or constrain resources. Quite the contrary, AFSO21 helps Airmen deal effectively in an environment where those limitations already exist. The *Air Force Journal of Logistics*, Volume XXXII, Number 2 carries this message to the Air Force logistics community.

The Expeditionary Combat Support System (ECSS) is, without question, the most significant change in Air Force support and support concepts since the inception of the Air Force in 1947. It will affect virtually every Air Force logistics process—changing most of them. Volume XXXII, Number 2 looks at three major aspects of ECSS—combat support transformation, implementing transformation, and the way ahead. Six major articles written by subject matter experts or individuals managing specific transformation efforts—"Expeditionary Logistics for the 21st Century," "Change Management," "ECSS Program Management Office," "Logistics Transformation Office," "Logistics Enterprise Architecture," and "Enterprise Resource Planning"—are contained in this edition.

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author and writer support



Finished research

Wrote article

Need publisher

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You've finished the research. You've written the article or essay. Looking for the right publisher? Think about the *Air Force Journal of Logistics* (AFJL).

Every article published in the *Air Force Journal of Logistics* is also considered for inclusion in one of our monographs or books.

Manuscripts from any source—civilian or military—are always welcome. Articles and essays should be from 1,500 to 5,500 words. We also welcome manuscripts for books, monographs, and similar publications.

All manuscripts should be sent via e-mail to the following address:

editor-AFJL@maxwell.af.mil

Manuscripts also can be submitted in hard copy if e-mail is not available. They should be sent to the following address.

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If you submit a manuscript in hard copy, a 3.5-inch disk, zip disk, or compact disk containing an electronic version of the manuscript must accompany the hard copy.

All manuscripts must be in Microsoft Word or WordPerfect format, and all supporting tables, figures, graphs, or graphics must be provided in separate files (preferably created in Microsoft Office products). They should not be embedded in the manuscript.

All submissions will be edited in accordance with the *Air Force Journal of Logistics Manual for Style*, First Edition and the *Gregg Reference Manual*, Ninth Edition.

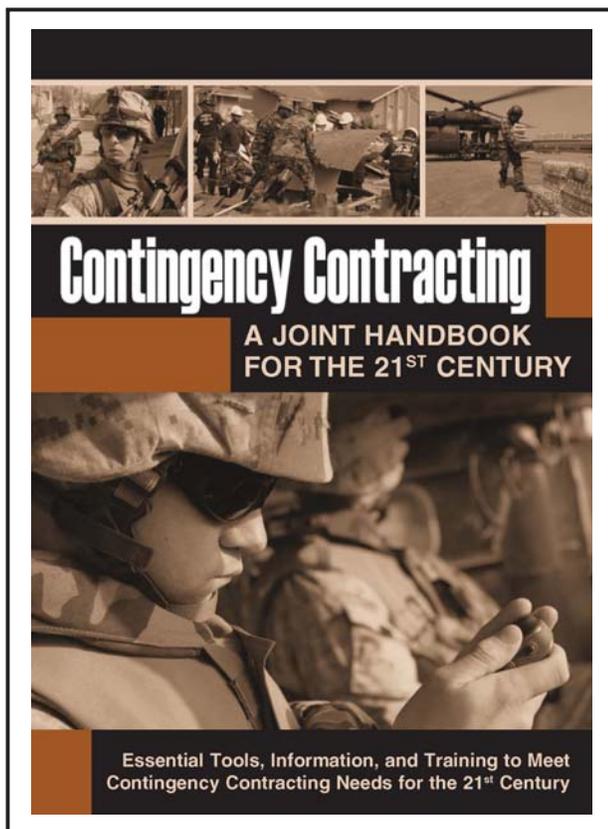
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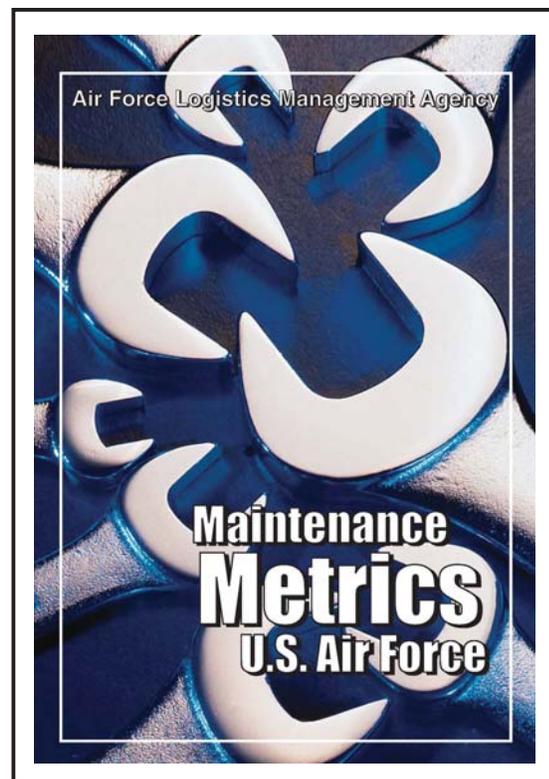


contingency contracting

Contingency contracting support has evolved from purchases under the simplified acquisition threshold to major defense procurement and interagency support of commodities, services, and construction for military operations and other emergency relief. Today, this support includes unprecedented reliance on support contractors in both traditional and new roles. Keeping up with these dramatic changes, while fighting the Global War on Terror, is an ongoing challenge. This pocket-sized handbook and its accompanying DVD provide the essential information, tools, and training for contracting officers to meet the challenges they will face, regardless of the mission or environment.

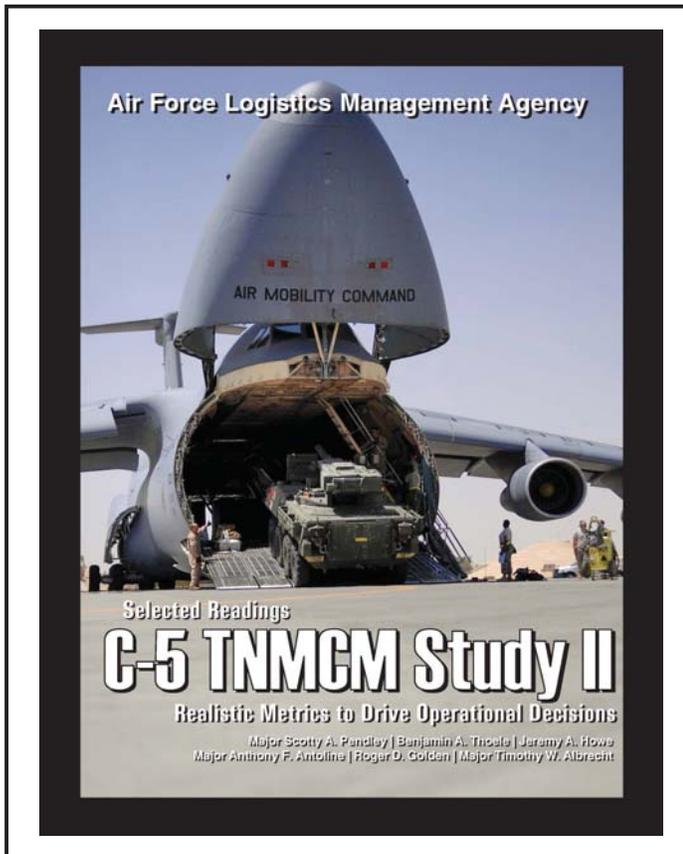
maintenance metrics

This handbook is an encyclopedia of metrics and includes an overview to metrics, a brief description of things to consider when analyzing fleet statistics, an explanation of data that can be used to perform analysis, a detailed description of each metric, a formula to calculate the metric, and an explanation of the metric's importance and relationship to other metrics. The handbook also identifies which metrics are leading indicators (predictive) and which are lagging indicators (historical). It is also a guide for data investigation.



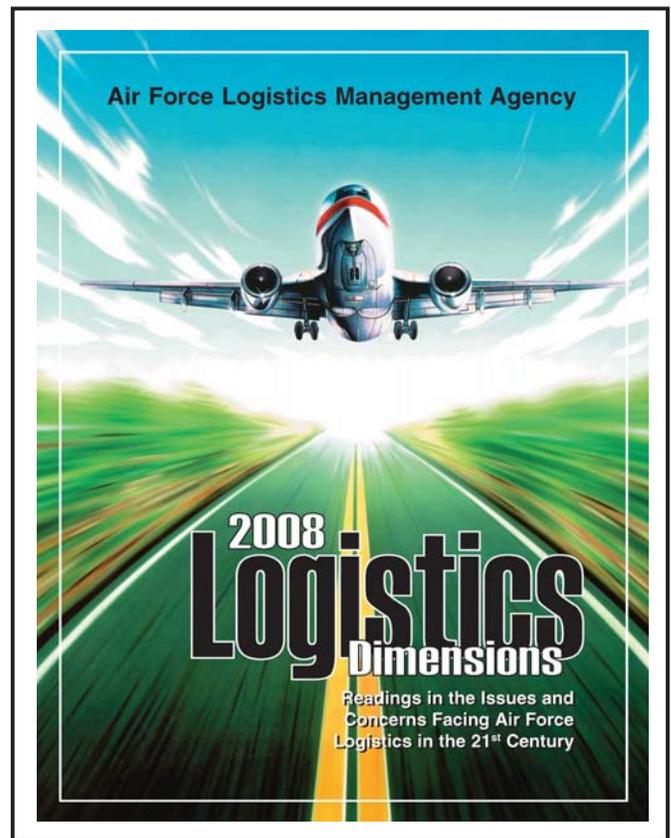
C-5 TNMCM study II

The *C-5 TNMCM Study II* proved to be a stern test of AFLMA's abilities and perseverance. The research addressed areas of concern including maintaining a historically challenged aircraft, fleet restructuring, shrinking resources, and the need for accurate and useful metrics to drive desired enterprise results. The study team applied fresh perspectives, ideas and transformational thinking. They developed a new detailed methodology to attack similar research problems, formulated a new personnel capacity equation that goes beyond the traditional authorized versus assigned method, and analyzed the overall process of setting maintenance metric standards. A series of articles was produced that describes various portions of the research and accompanying results. Those articles are consolidated in this book.



logistics dimensions 2008

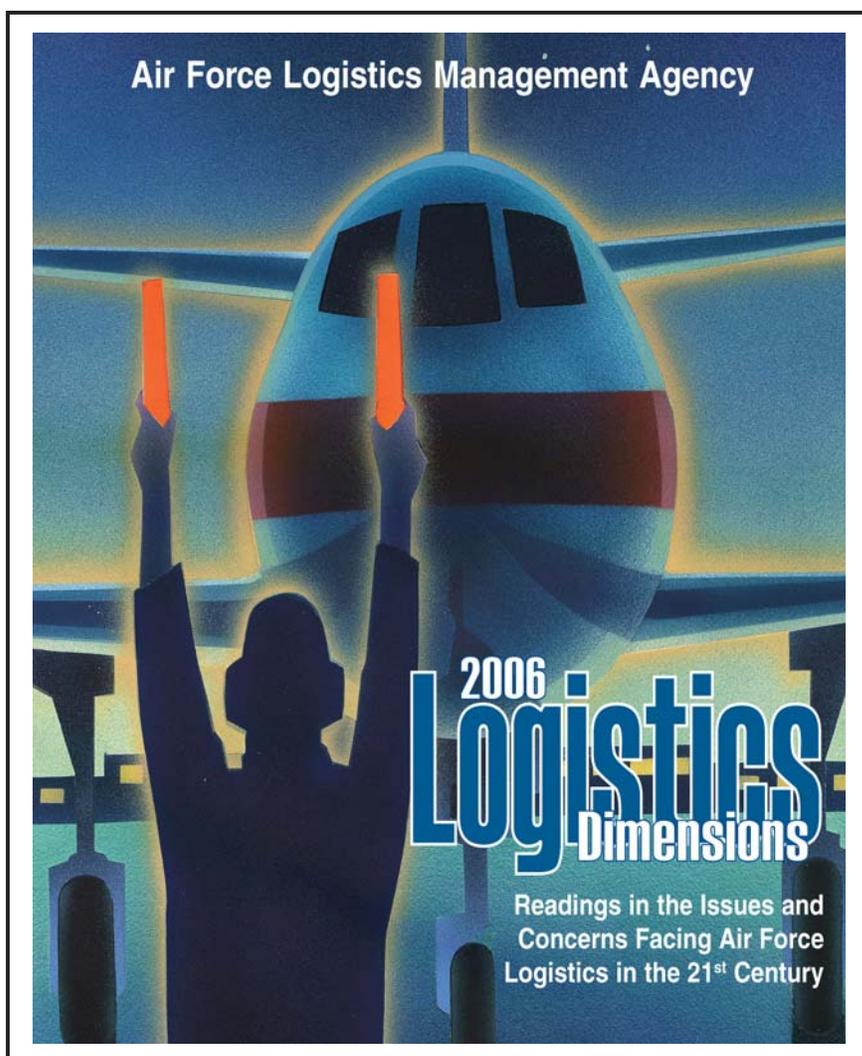
Logistics Dimensions 2008 is a collection of 19 essays, articles, and vignettes that lets the reader look broadly at a variety of logistics concepts, ideas, and subjects. Included in the volume is the work of many authors with diverse interests and approaches. The content was selected for two basic reasons—to represent the diversity of the ideas and to stimulate thinking. That's what we hope you do as you read the material—think about the dimensions of logistics.



Have you noticed there seems to be a void when it comes to books or monographs that address current Air Force logistics thought, lessons from history, doctrine, and concerns? We did, and we're filling that void. Our staff produces and publishes selections of essays or articles—in monograph format—on a quarterly basis. Each has a theme that's particularly relevant to today's Air Force logistics. Informative, insightful, and in many cases, entertaining, they provide the Air Force logistics community the kind of information long taken for granted in other parts of the Air Force.

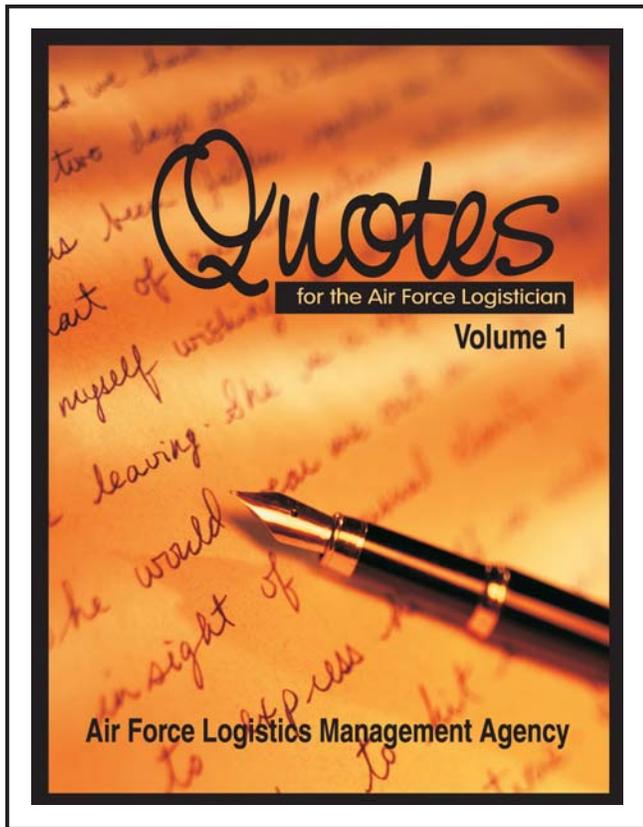
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2006 logistics dimensions

Logistics Dimensions 2006 is a collection of 25 essays, articles, and vignettes that lets the reader look broadly at a variety of logistics concepts, ideas, and subjects. Included in the volume is the work of many authors with diverse interests and approaches. The content was selected for two basic reasons—to represent the diversity of the ideas and to stimulate thinking. That's what we hope you do as you read the material—think about the dimensions of logistics. Think about the lessons history offers. Think about why some things work and others do not. Think about problems. Think about organizations. Think about the nature of logistics. Think about fundamental or necessary logistics relationships.

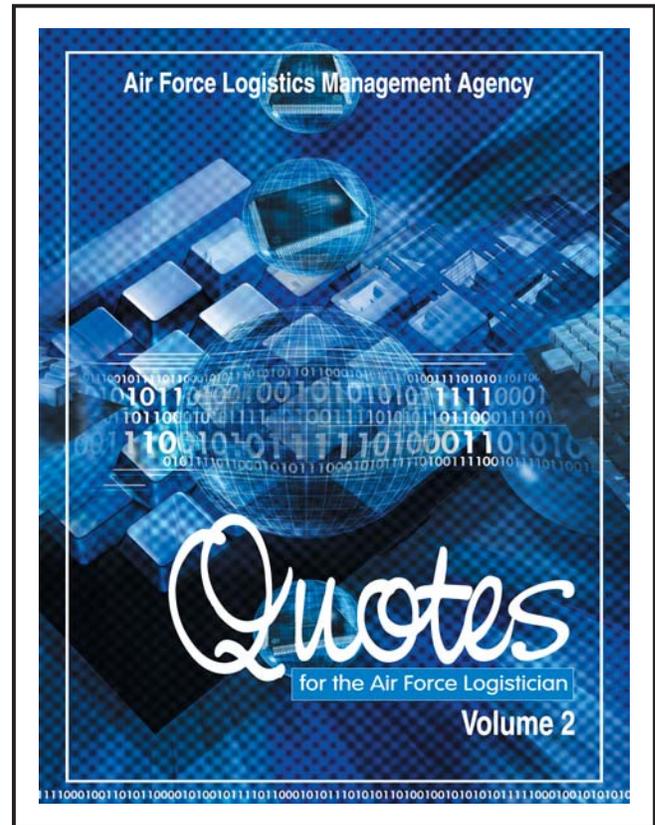


quotes for the Air Force logistician, volume 1

Quotes for the Air Force Logistician, Volume 1 is a teaching resource that can be used in classroom, education, training, and mentoring programs for Air Force logisticians. It is a tool that can be used by instructors, teachers, managers, leaders, and students. It is also a tool that can be used in research settings and a resource that should stimulate comment and criticism within educational and mentoring settings. Copies of the book are provided free of charge to any Air Force logistician, educational institution, teacher, instructor, commander, or manager. *Quotes for the Air Force Logistician, Volume 1* is packaged with *Quotes for the Air Force Logistician, Volume 2* as a boxed set.

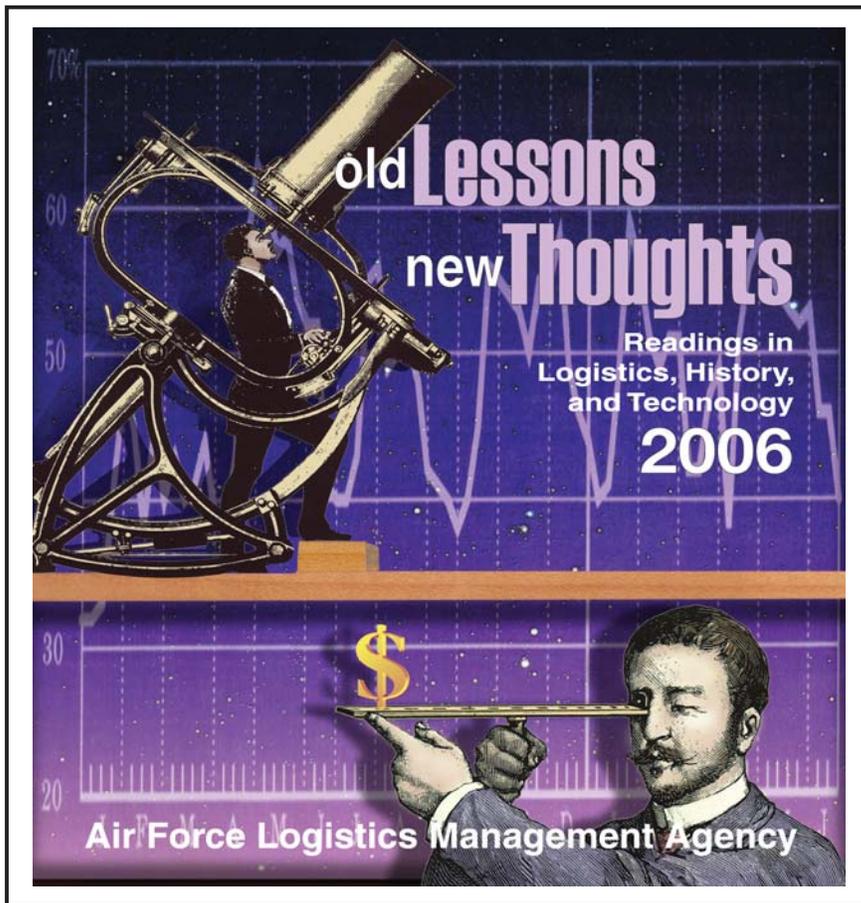
quotes for the Air Force logistician, volume 2

Quotes for the Air Force Logistician, Volume 2 is a teaching resource that can be used in classroom, education, training, and mentoring programs for Air Force logisticians. It is a tool that can be used by instructors, teachers, managers, leaders, and students. It is also a tool that can be used in research settings and a resource that should stimulate comment and criticism within educational and mentoring settings. Copies of the book are provided free of charge to any Air Force logistician, educational institution, teacher, instructor, commander, or manager. *Quotes for the Air Force Logistician, Volume 2* is packaged with *Quotes for the Air Force Logistician, Volume 1* as a boxed set.



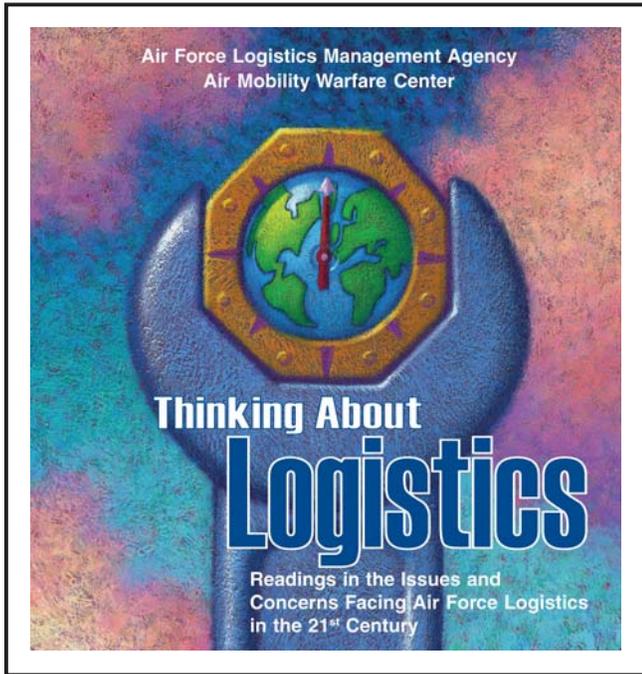
Each of our books and monographs is also available in electronic format, even when available in hard copy. All are in the portable document format (PDF) and can be viewed online or downloaded. File sizes, in some cases are very large, however.

Each of our newest works is produced in a high-impact format that makes you *want* to pick it up and read it. If you're used to seeing or thinking of works dealing with logistics as colorless and dry, you'll be more than surprised with these products. They continue the tradition of high-quality publications produced by the Air Force Logistics Management Agency and staff of the Air Force Journal of Logistics.



old lessons new thoughts 2006

Old Lessons New Thoughts 2006 is a collection of 28 essays, articles, and vignettes that lets the reader look broadly at a variety of logistics and technological areas through the lens of history. Included in the volume is the work of many authors with diverse interests and approaches. The content was selected for two basic reasons—to represent the diversity of ideas and to stimulate thinking.

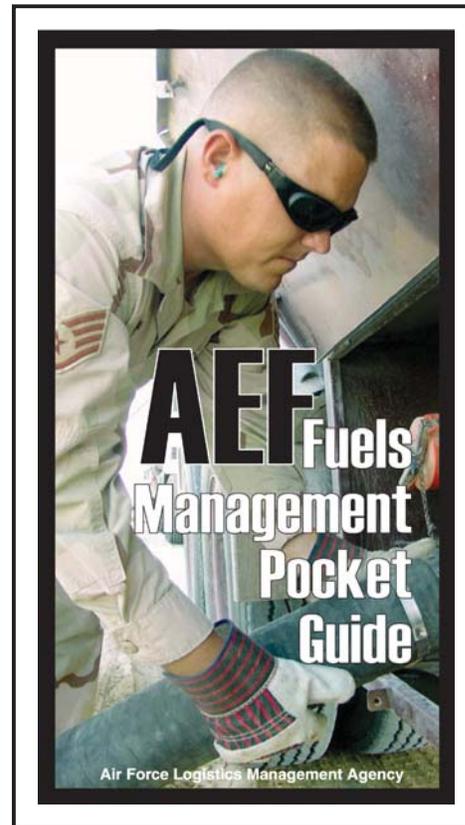


thinking about logistics

Thinking About Logistics is a collection of papers written by students taking the Advanced Logistics Readiness Officer Course at the Air Mobility Warfare Center, Fort Dix, New Jersey. The focus of the work is on issues facing Air Force logistics in the 21st century, particularly supporting expeditionary airpower.

aef fuels management pocket guide

The *AEF Fuels Management Pocket Guide* is designed to assist in understanding fuels issues as they relate to expeditionary airpower operations. The information is intended to provide a broad overview of many issues and be useful to anyone who has an interest in the Air Force fuels business.

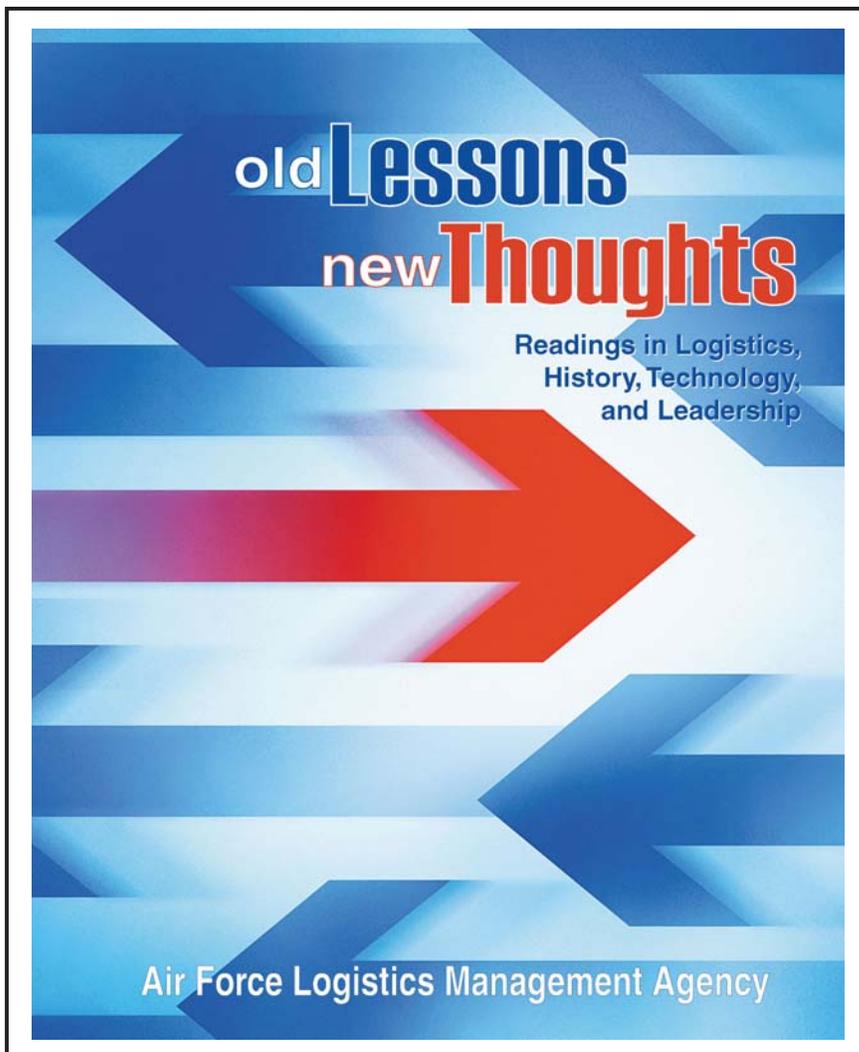


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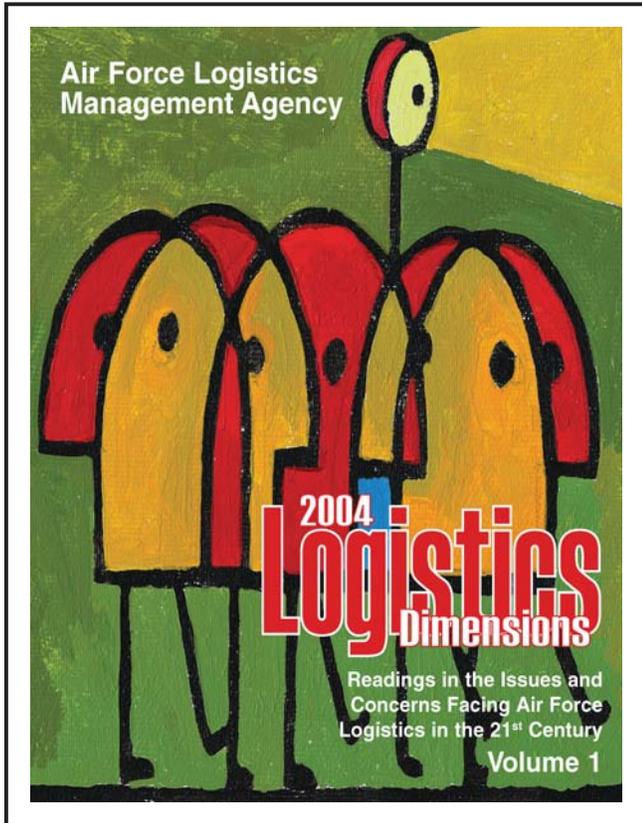
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old lessons, new thoughts

Old Lessons, New Thoughts is a collection of seven essays or articles that lets the reader examine logistics and technological lessons from history that are particularly applicable in today's transformation environment. The majority of the articles and essays are the result of work done at the Air Command and Staff College during 2002 and 2003. Specific subject areas include oil logistics in the Pacific during World War II, German wonder weapons and logistics failings, advanced technology and modern warfare, leading the "nexters" generation, and Allied failings during the battle of the Kaserine Pass.

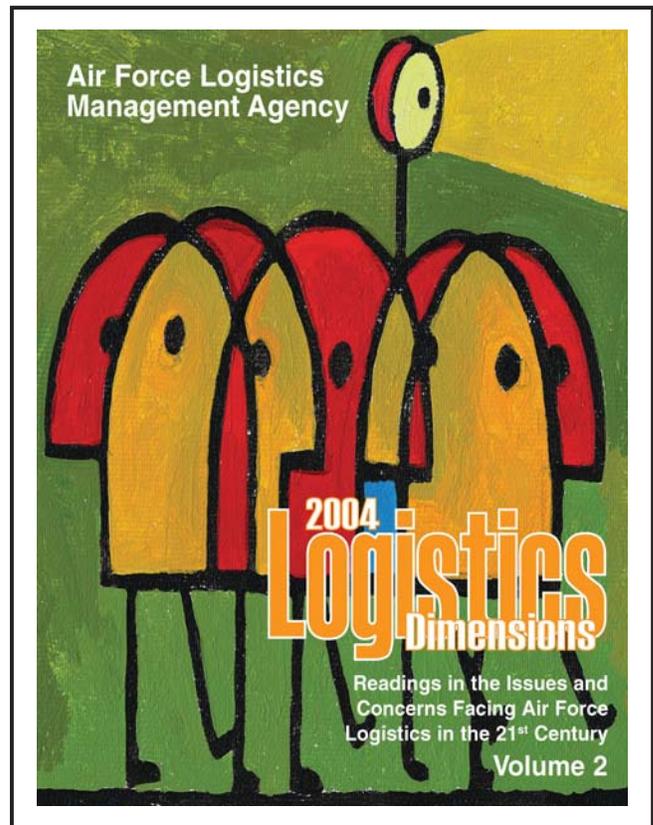


2004 logistics dimensions, volume 1

Logistics Dimensions 2004 is a two-volume collection of essays and articles that looks at a broad range of logistics challenges facing the Air Force in the 21st Century. Four major themes dominate the work presented—agile combat support (ACS), global support and mobility, supporting and maintaining aircraft, and contractor support and its implementation and implications. All the major articles and essays are the result of work done at the Air War College during 2003 and 2004. Specific subject areas included in Volume 1 include ACS, bare-base support in the ACS framework, global combat support systems, reducing the logistics footprint within the ACS framework, transformation, defense industrial base, global and theater mobility, and transportation technology implementation.

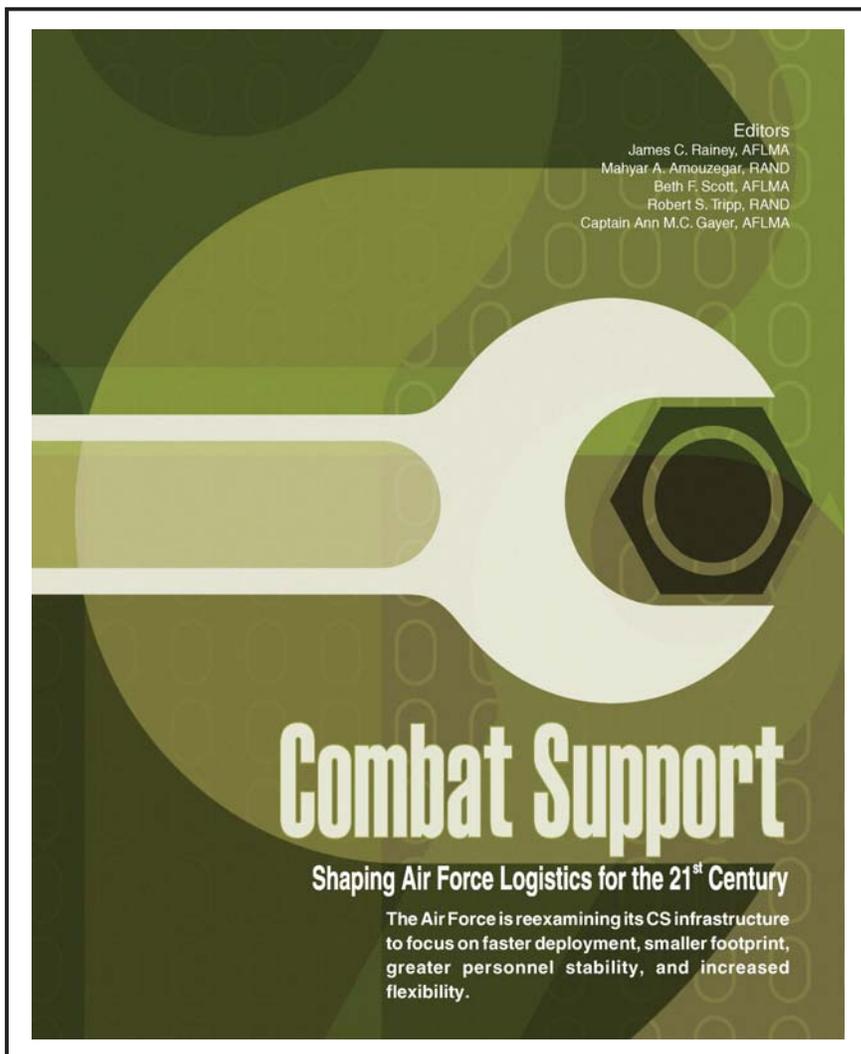
2004 logistics dimensions, volume 2

Logistics Dimensions 2004 is a two-volume collection of essays and articles that looks at a broad range of logistics challenges facing the Air Force in the 21st Century. Four major themes dominate the work presented—agile combat support, global support and mobility, supporting and maintaining aircraft, and contractor support and its implementation and implications. All the major articles and essays are the result of work done at the Air War College during 2003 and 2004. Specific subject areas included in Volume 2 include supporting aging aircraft, integrating active Air Force and Reserve units, recapitalizing tanker aircraft, aircraft modification versus new aircraft procurement, contractor support and contractors on the battlefield, and financial management as a force multiplier.



Presently, there's no charge for any of these products. There are limited quantities of some, however. Ordering any of these items is never a problem. Simply contact the staff of the *Air Force Journal of Logistics* at (334) 416-2335.

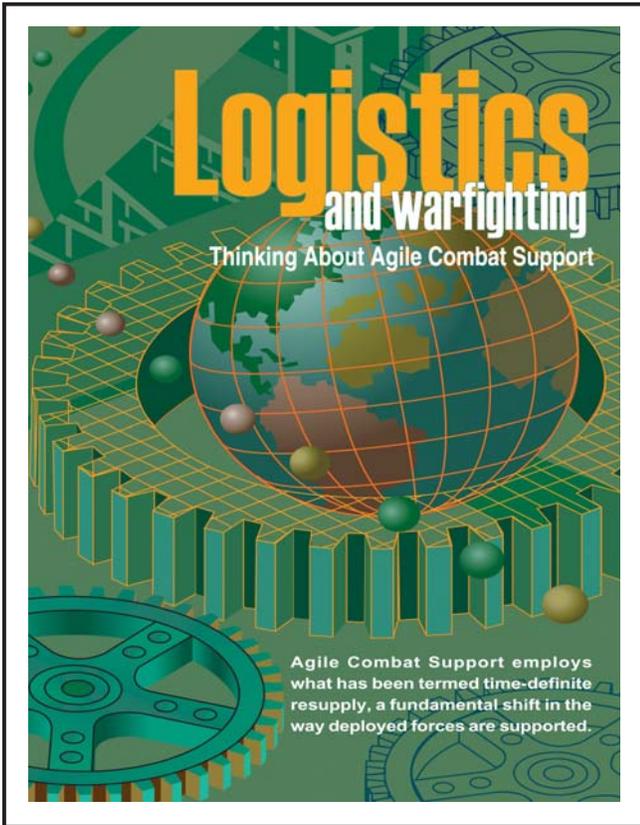
The research and thought that underpin our publications are of the highest quality. Many of the articles or essays presented were developed as part of our work with the Air War College, Air Command and Staff College, Air Mobility Warfare Center, RAND, and the Logistics Management Institute.



combat support

This publication communicates the essentials of the combat-support analyses completed by the Air Force Logistics Management Agency and RAND. The research was conducted to help the Air Force configure the agile combat support system in order to meet expeditionary airpower goals. These articles also illustrate how analysis can, when properly accomplished, influence Air Force policymaking. Additionally, the book can be used as a teaching document, illustrating the complexity of Air Force logistics systems and processes, as well as an archive of analytic methodology applied to military policy analysis. As a whole, the book can serve as a history of logistics during this 6-year period of extensive change, detailing where the Air Force has come from and why. Further, an examination of the entire collection can serve as an example of how to manage complex change and how to study large complex issues.

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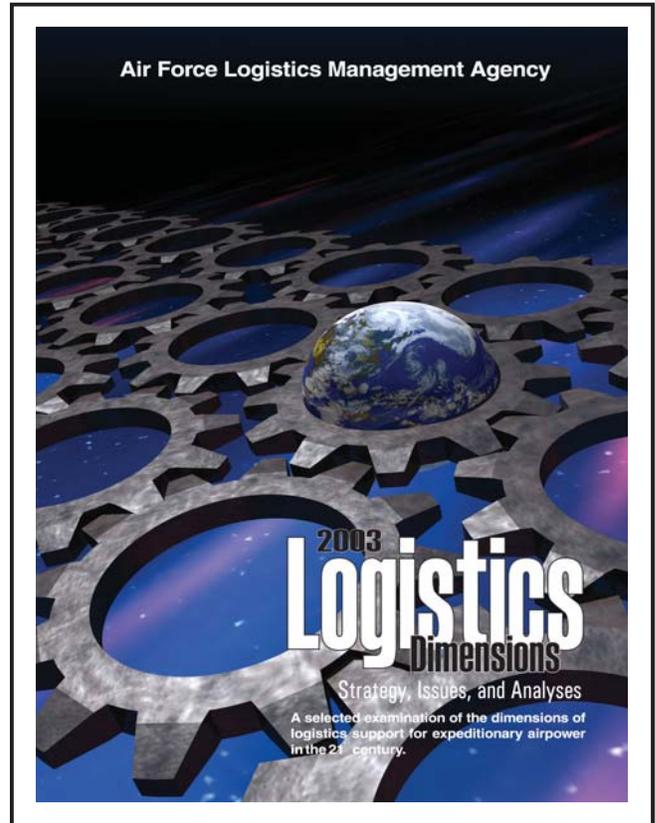


logistics and warfighting

This small book is a collection of essays, articles, and studies that lets the reader look broadly at many of the issues associated with agile combat support. The content was selected to both represent the diversity of the challenges faced and stimulate discussion about these challenges. Also included is a short history of transporting munitions. **Limited quantities.**

2003 logistics dimensions

Logistics Dimensions 2003 is a collection of seven essays, articles, and studies that lets the reader look broadly at many of the issues associated with the expeditionary air force of the 21st century. While small, *Logistics Dimensions 2003* addresses several of the major issues or challenges facing Air Force logistics. The content was selected to represent the diversity of the challenges faced and stimulate discussion about these challenges. **Limited quantities.**



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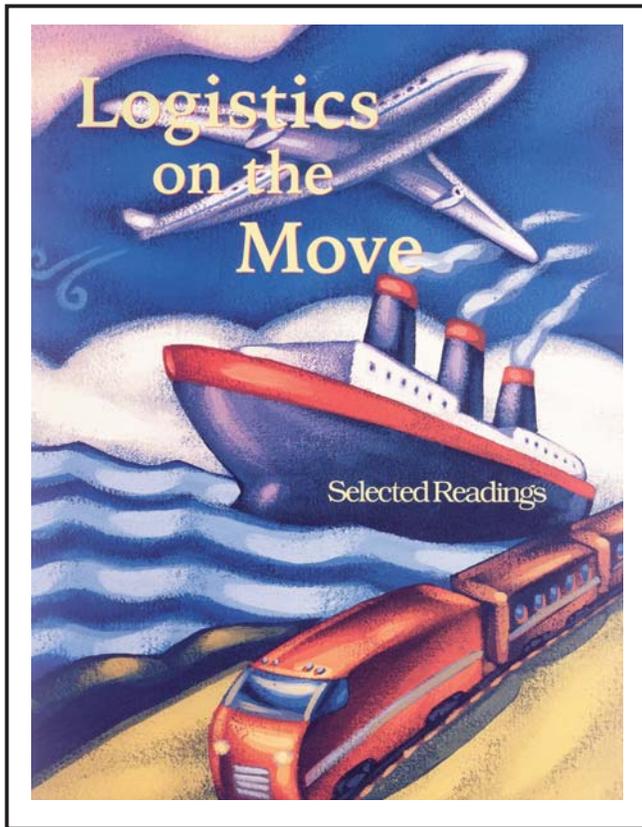
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contractors on the battlefield

Contractors on the Battlefield is a collection of seven articles and essays that lets the reader look broadly at many of the initiatives involved with and the issues surrounding the increasing role of contractor support for the US military. It is by no means all encompassing. The very nature of the subject prevents this. These works were selected primarily to stimulate interest, thought, and action. In today's military environment, this thought-provoking monograph is a *must read*.

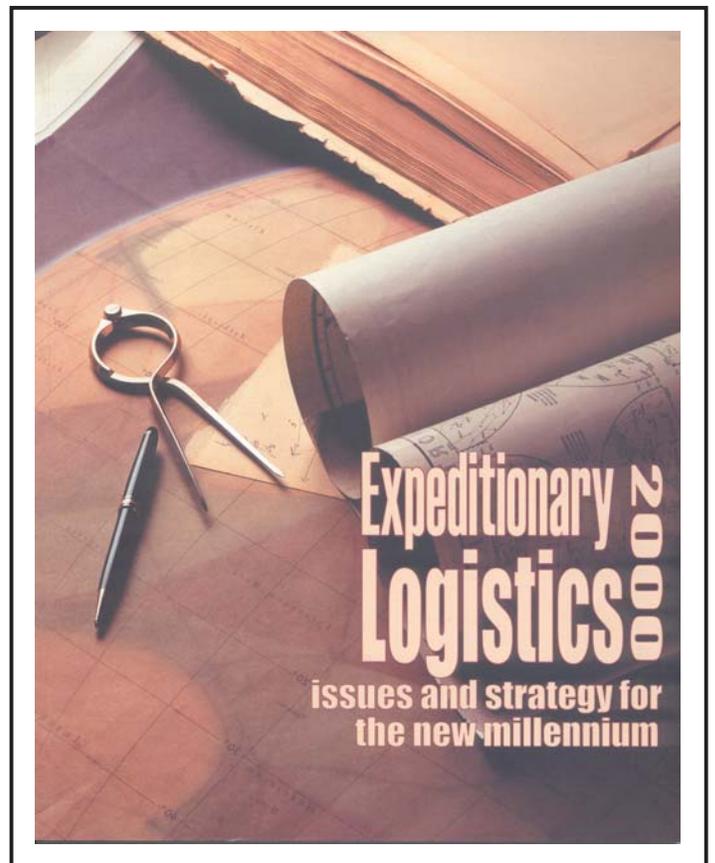


logistics on the move

Logistics on the Move is a collection of essays and articles that looks broadly at five areas of significant interest to logisticians—logistics thought, competitive sourcing and privatization, lessons from history, international logistics, and technology.

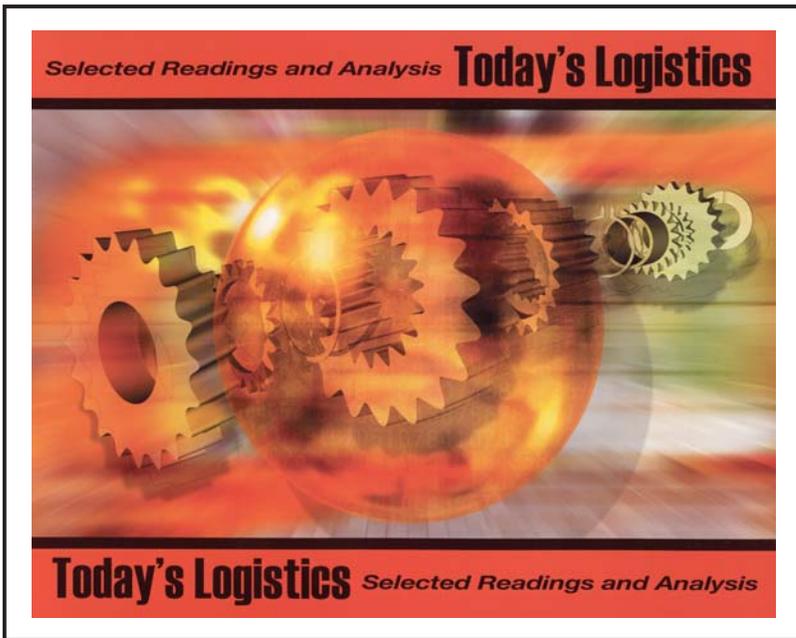
expeditionary logistics 2000

The force being molded today differs drastically from its predecessors. Rather than being reactive, airpower must now be proactive to meet the needs of a rapidly changing world. Today's definition of expeditionary airpower means a rapid response force that is light, lean, and tailored to mission needs. What are the challenges, opportunities, and initiatives that need examination? And perhaps more important, how do existing logistics concepts and principles need to change to support expeditionary airpower. *Expeditionary Logistics 2000: Issues and Strategy for the New Millennium* examines a number of these questions through a collection of selected readings.



Many of our books and monographs are now out of print. However, they are available in electronic format to support continuing Air Force professional military education requirements. They can be viewed or downloaded at the AFJL WWW site (<http://www.aflma.hq.af.mil/lgj/Afjlhome.html>) All are in the portable document format. Files range in size from 1.5 meg to 10 meg.

Two of our most popular handbooks or guidebooks—*Maintenance Metrics U.S. Air Force* and *Contingency Contracting: A Handbook for the Air Force CCO*—are also available in electronic format. As with our other books or monographs, they may be downloaded from the AFJL WWW site (<http://www.aflma.hq.af.mil/lgj/Afjlhome.html>) in portable document format and can be viewed online or downloaded.

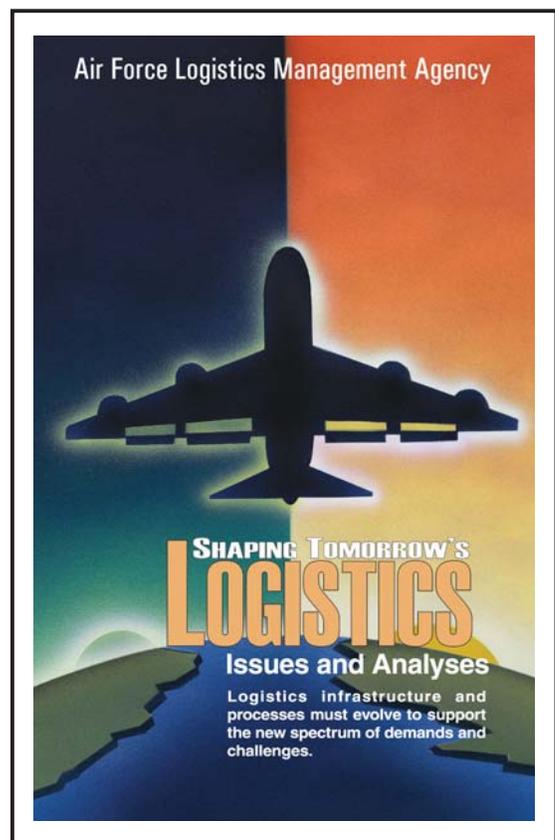


today's logistics

Today's Logistics is a collection of essays, articles, and studies that are very much about change, innovation, and finding ways to improve processes and products. The majority of the writings deal with improving specific facets of Air Force logistics: supply, transportation, maintenance, contracting, and prepositioning. However, other works have been included that focus on logistics thought, theory, crime, and history. Much of the material is based on work performed by the staff at the Air Force Logistics Management Agency.

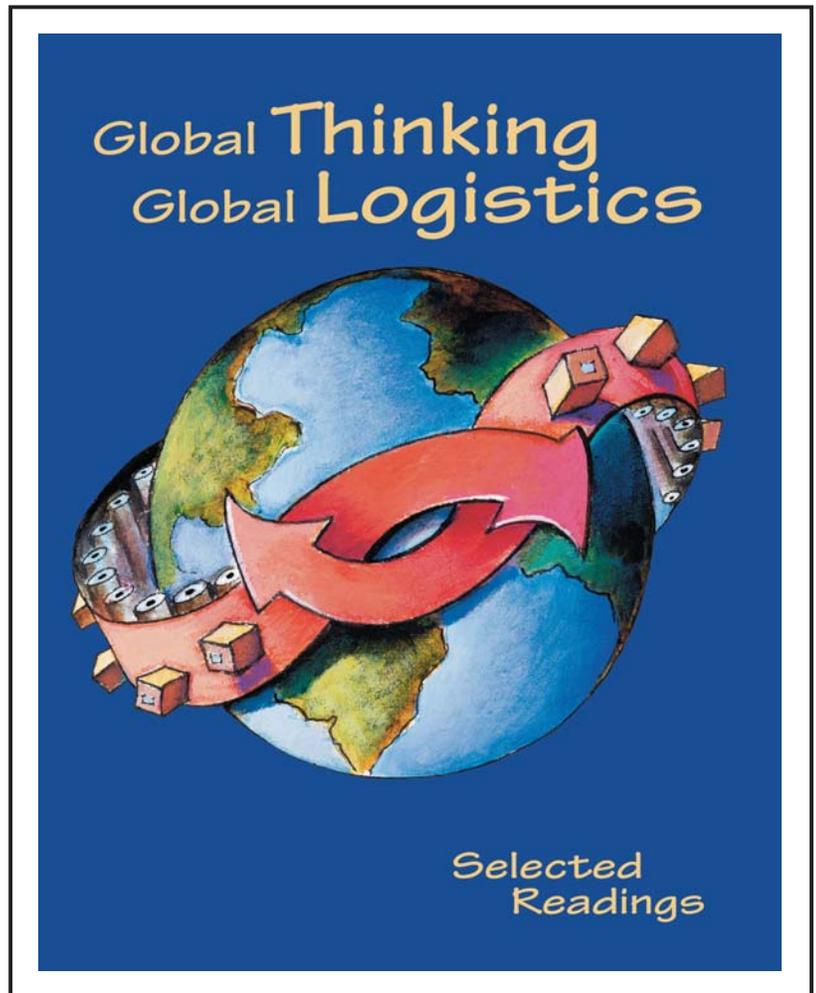
shaping tomorrow's logistics

Shaping Tomorrow's Logistics is a collection of 12 essays, articles, and studies that lets the reader examine a variety of research and thought that speaks to shaping and changing tomorrow's Air Force logistics. Included in the volume is the work of many authors with diverse interests and approaches. Much of the research discussed herein was conducted at the Air Force Logistics Management Agency.



global thinking, global logistics

Global Thinking, Global Logistics is a collection of articles and essays by many authors with diverse interests and approaches. However, it contains four distinct areas of interest or issues that face the military as we enter the 21st century: competitive sourcing and privatization, logistics support, logistics history and doctrine, and current challenges. The content was selected for two reasons: to represent the diversity of global logistics issues facing the military of the next century and stimulate thinking about these issues.



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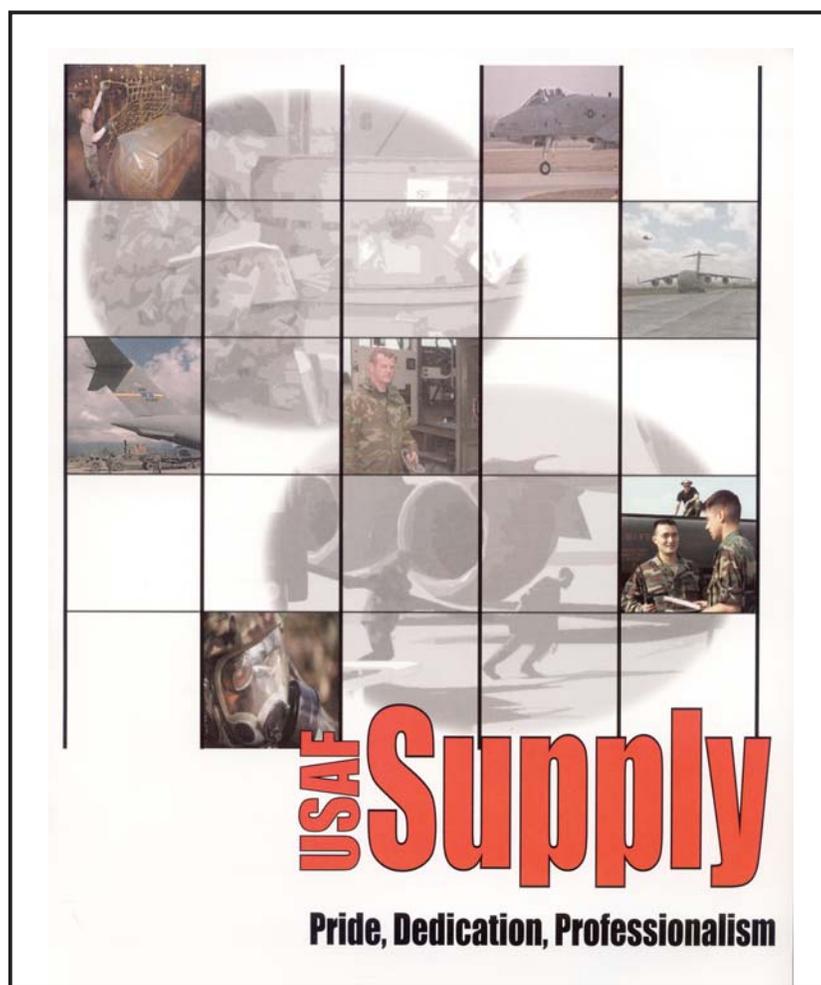
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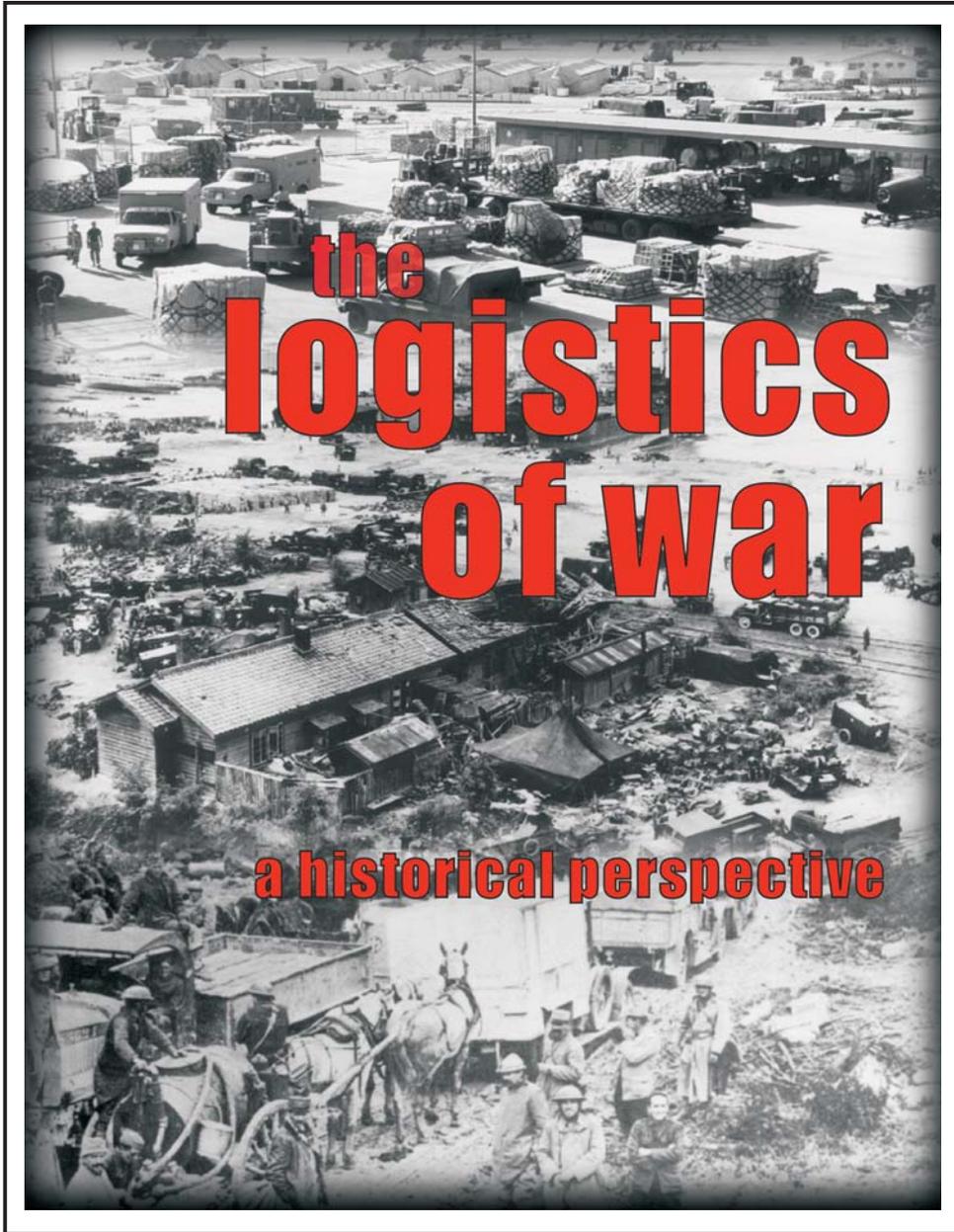
education, training, and mentoring

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usaf supply

USAF Supply: Pride, Dedication, Professionalism highlights the past and future of Air Force supply. As a community, Air Force supply has much to be proud of. They were there when the Berlin Wall came down. They were there when the Cold War ended. And they are there today. As a community, they also have a lot to look forward to. New initiatives, new programs, and new challenges exist that will carry the supply-fuels family well into this century.





the logistics of war

The Logistics of War is a collection of three works that examines both broadly and specifically the history of US military logistics: *The Logistics of Waging War—American Logistics, 1774-1985—Emphasizing the Development of Airpower*; *The Logistics of Waging War—US Military Logistics 1982-1993—The End of Brute Force Logistics*; and the *History of US Military Logistics: 1935-1985, A Brief Review*. *The Logistics of Waging War—American Logistics, 1774-1985—Emphasizing the Development of Airpower* was originally published by the Air Force Logistics Management Agency as part of Project Warrior. While retaining its original character, this work has been extensively edited and reorganized, and two new sections were added: "The Logistics Constant Throughout the Ages" and "General Logistics Paradigm: A Study of the Logistics of Alexander, Napoleon, and Sherman." Readers of the old work will find this new version easy to navigate and a bit more user friendly. *The Logistics of Waging War—US Military Logistics 1982-1993—The End of Brute Force Logistics*, also originally published by the Air Force Logistics Management Agency, has likewise been extensively edited and updated. The final work is Jerome G. Peppers' seminal work on the history of US military logistics. Call and order your copy today.

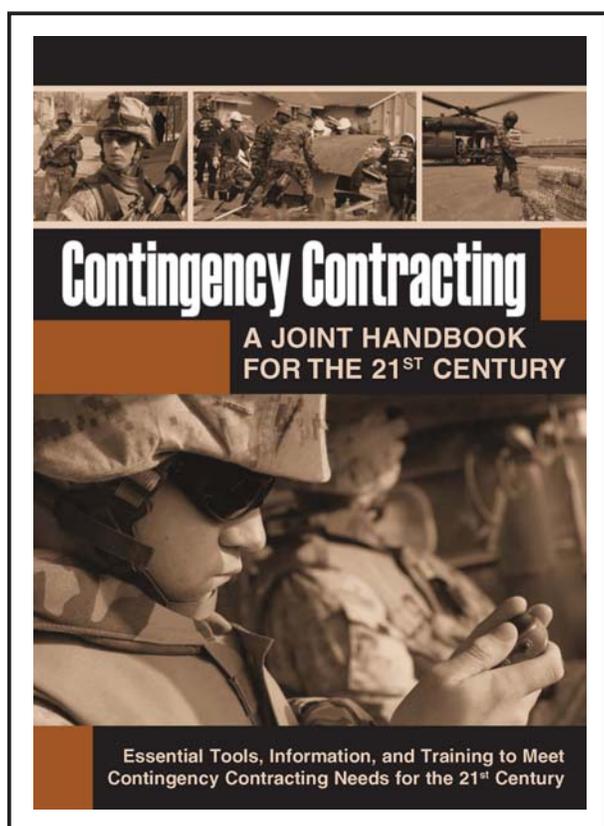
We produce and publish a variety of high-impact publications—books, monographs, reading lists, and reports. That's part of our mission—address logistics issues, ideas, research, and information for aerospace forces.

what you need, when you need it

Guidebooks and Special References

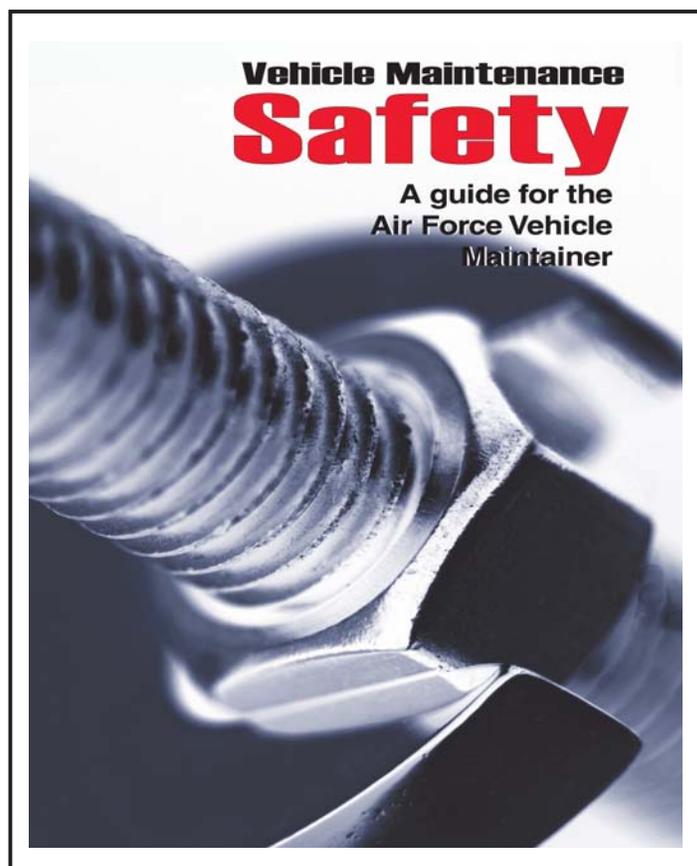
vehicle maintenance safety handbook

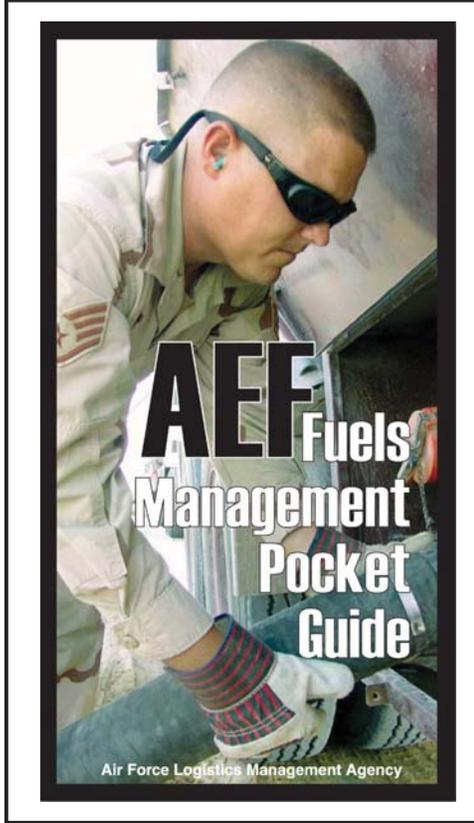
The *Vehicle Maintenance Safety Handbook* was produced in partnership with Air Staff and MAJCOM vehicle maintenance subject-matter experts for use in the Air Force 2T3 vehicle maintenance community. It's designed to improve safety awareness in the Air Force vehicle maintenance community. It provides practical information and draws on lessons learned from actual safety incidents. **Limited quantities.**



contingency contracting

This pocket-sized handbook and its accompanying DVD provide the essential information, tools, and training for contracting officers to meet the challenges they will face, regardless of the mission or environment.



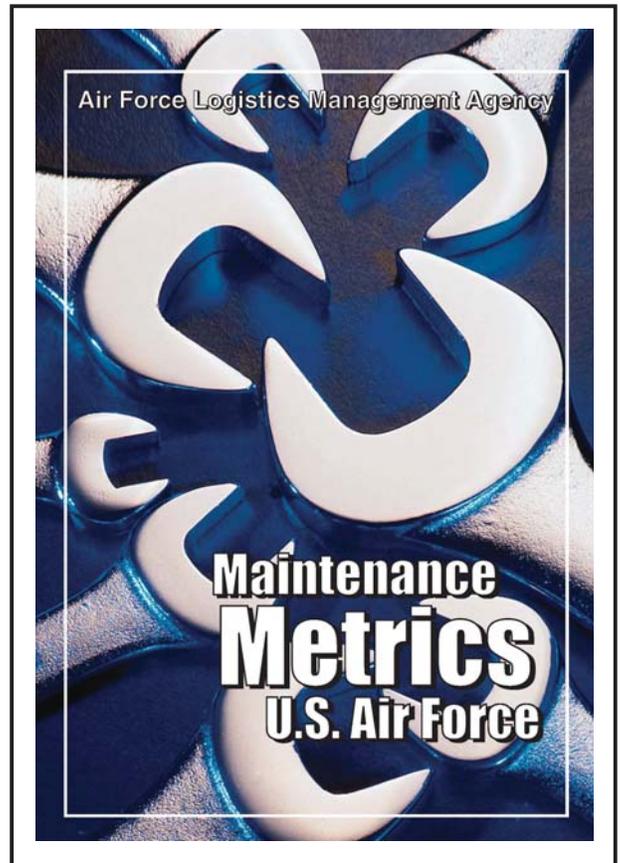


aeF fuels management pocket guide

The *AEF Fuels Management Pocket Guide* is designed to assist in understanding fuels issues as they relate to expeditionary airpower operations. The information is intended to provide a broad overview of many issues and be useful to anyone who has an interest in the Air Force fuels business.

maintenance metrics

This handbook is an encyclopedia of metrics and includes an overview to metrics, a brief description of things to consider when analyzing fleet statistics, an explanation of data that can be used to perform analysis, a detailed description of each metric, a formula to calculate the metric, and an explanation of the metric's importance and relationship to other metrics. The handbook also identifies which metrics are leading indicators (predictive) and which are lagging indicators (historical). It is also a guide for data investigation.



Our guidebooks and special reference material are in high-impact format and meet defined Air Force needs. They're also publications that communicate and will be used where they're needed and when they're needed. They may be ordered by contacting the Office of the Air Force Journal of Logistics or the applicable AFLMA division. There are limited quantities of some of these items.