

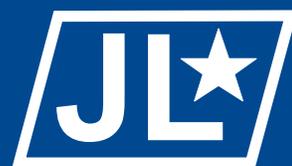
Logistics

Oil and Fuel

War Without Oil: Catalyst for Transformation
Fuel Hedging: Lessons from the Airlines

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Risk Analysis: F-16 Block 60 FLIR-
Assisted Landing Instruction
Baffled by DAFL: Directive Authority
History for Logistics
Inside Logistics
Candid Voices



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edge technology cannot be done overnight but will probably take decades to complete. Gradual, step-by-step, implementation will be necessary to ensure a smooth transition.

Notes

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2. *Ibid.*
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5. Savi Technology, "Active RFID: Selecting the Optimal Frequency for Global Applications," [Online] Available: www.savi.com, (accessed Oct 02).
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7. D.L. Brock, T.P. Milne, Y.Y. King, B. Lewis, "The Physical Markup Language: Core Components: Time and Place," MIT Auto-ID Center, Cambridge, Massachusetts, 01.
8. *Ibid.*
9. C. Murphy, M. Hayes, "TAGLINE: Wal-Mart Put a Date on RFID Implementation: January 2005. Will Suppliers and the Technology be Ready?" *Information Week*, 16 Jun 03.
10. *Ibid.*

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AF/A9 Logistics Analysis: Setting the Gold Standard

Major Andrew Hunt, USAF

Quick quiz. Do you know what organization provides top-notch operational analyses to the Air Force's senior leaders? Those of you that said the Air Force Studies and Analyses Agency (AFSAA) *would* have been right. Prior to 1 February 2006, AFSAA set the gold standard for Department of Defense analysis. And after 1 February? Well, only the name has changed. As part of the Headquarters realignment to the A-Staff construct, AFSAA (a former direct reporting unit) has merged with the Office of Lessons Learned to form HQ USAF/A9, the Studies & Analyses, Assessments and Lessons Learned Directorate. A9 is still charged with delivering fireproof analyses to the Air Force's *Top IV* (including the Secretary of the Air Force, the Chief of Staff, Air Force, and the Vice Chief of Staff, Air Force). We think we do a pretty good job, and others agree.

So, what does this have to do with logistics? A9 has a select group of forward-thinking loggies that sit in a very unique position. We are charged with ensuring that key logistics feasibility and supportability issues are addressed when conducting operationally focused studies and analyses. For example, if a study is looking at an increase in tankers for a particular warfighting scenario, it is our charge to provide the analysts with tanker basing options that not only address operational considerations, but also incorporate a base's existing and projected logistics support capabilities. These

considerations, in the opinion of many, have been missing from such studies for some time. The bottom line is that A9's logistics analysts are doing our part to ensure that the issue of logistics is not *magic wanded* away.

The future of the logistics efforts at A9 is growing brighter everyday. Our team now consists of a mix of supply, fuels, logistics plans, and maintenance expertise. We are continuously seeking to establish or expand partnering relationships with the Headquarters Air Force A4/7 directorate, major command logistics analyses operations, and the Air Force Logistics Management Agency. We constantly keep our ears to the ground so that we can stay on top of current issues in Air Force logistics. Our goal is to continue to find ways to bring the weight of logistics to the analyses that will shape our Air Force in the future.

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The Dimensions of Logistics

Lieutenant Colonel James C. Rainey, USAF, Retired
Cindy Young
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Defining Logistics

The word logistics entered the American lexicon a little more than a century ago. Since that time, professional soldiers, military historians, and military theorists have had a great deal of difficulty agreeing on its precise definition.¹ Even today, the meaning of logistics can be somewhat *fuzzy* in spite of its frequent usage in official publications and lengthy definition in Service and Joint regulations. Historian Stanley Falk describes logistics on two levels. First, at the intermediate level:

Logistics is essentially moving, supplying, and maintaining military forces. It is basic to the ability of armies, fleets, and air forces to operate—indeed to exist. It involves men and materiel, transportation, quarters, depots, communications, evacuation and hospitalization, personnel replacement, service, and administration.

Second, at a higher level, logistics is:

...economics of warfare, including industrial mobilization; research and development; funding procurement; recruitment and training; testing; and in effect, practically everything related to military activities besides strategy and tactics.²

While there are certainly other definitions of logistics, Falk’s encompassing definition and approach provide an ideal backdrop from which to examine and discuss logistics. Today, the term combat support is often used interchangeably with logistics.

The Themes of US Military Logistics

From a historical perspective, ten major themes stand out in modern US military logistics.³

- The tendency to neglect logistics in peacetime and expand hastily to respond to military situations or conflict.
- The increasing importance of logistics in terms of strategy and tactics. Since the turn of the century, logistical considerations increasingly have dominated both the formulation and execution of strategy and tactics.
- The growth in both complexity and scale of logistics in the 20th century. Rapid advances in technology and the speed and lethality associated with modern warfare have increased both the complexity and scale of logistics support.
- The need for cooperative logistics to support allied or coalition warfare. Virtually every war involving US forces since World War I has involved providing for, and, in some cases, receiving logistics support from allies or coalition partners. In peacetime, there has been an increasing reliance on host-nation support and burden sharing.
- Increasing specialization in logistics. The demands of modern warfare have increased the level of specialization among

support forces.

- The growing tooth-to-tail ratio and logistics footprint issues associated with modern warfare. Modern, complex, mechanized, and technologically sophisticated military forces, capable of operating in every conceivable worldwide environment, require that a significant portion, if not the majority of the budget, be dedicated to providing logistics support to a relatively small operational component. At odds with this is the need to reduce the logistics footprint in order to achieve the rapid projection of military power.
- The increasing number of civilians needed to provide adequate logistics support to military forces. Two subthemes dominate this area: first, unlike the first half of the 20th century, less reliance on the use of uniformed military logistics personnel and, second, the increasing importance of civilians in senior management positions.
- The centralization of logistics planning functions and a parallel effort to increase efficiency by organizing along functional rather than commodity lines.
- The application of civilian business processes and just-in-time delivery principles, coupled with the elimination of large stocks of spares.
- Competitive sourcing and privatization initiatives that replace traditional military logistics support with support from the private business sector.

Logistics and Warfare

General Matthew B. Ridgway, of World War II fame, once observed, “What throws you in combat is rarely the fact that your tactical scheme was wrong ... but that you failed to think through the hard cold facts of logistics.” Logistics is the key element in warfare, more so in the 21st century than ever before. Success on the modern battlefield is dictated by how well the commander manages available logistical support. Victories by the United States in major wars (and several minor wars or conflicts) in the 20th century are linked more directly to the ability to mobilize and bring to bear economic and industrial power than any level of strategic or tactical design. The Gulf War and operations to liberate Iraq further illustrate this point. Long before the Allied offensive could start, professional logisticians had to gather and transport men and materiel and provide for the sustained flow of supplies and equipment that throughout history has made possible the conduct of war. Commanders and their staffs inventoried their stocks, assessed the kind and quantities of equipment and supplies required for operations in the severe desert climate, and coordinated their movement plans with national and international logistics networks. “*The first victory in the Persian Gulf War was getting the forces there and making*