Numerous persons inside and outside the Air Force have provided valuable assistance and support to our work. We thank General John Jumper for initiating this study when he was Deputy Chief of Staff, Operations (AF/XO), and, for his sponsorship and support, Lieutenant General William Hallin when he was Deputy Chief of Staff, Installations and Logistics (AF/IL). General Patrick Gamble, PACAF/CC, has been a staunch proponent of this effort, as well as Lieutenant Generals Esmond, AF/XO, and Handy, AF/IL. Dr. Robert Wolff, when he was AF/ILX, provided valuable guidance and assistance throughout the course of this research. Ms. Sue O’Neal, AF/ILX, has continued to support and sponsor this research.

At the Air Staff, we thank Major General Zettler and Mr. Dunn, AF/ILM; Brigadier General Stuart and Brigadier General (sel) Totsch, AF/ILS; Brigadier General Petersen, AF/ILT; and their staff for their support and critique of this work. We have also enjoyed support for our research from the Air Force’s Major Commands that are responsible for implementing the EAF. Major General Dennis Haines, ACC/XR, and Brigadier General Terry Gabreski, USAFE/LG, and their staffs provided access to personnel and data at their operating locations.

Colonel Michael Weitzel, CENTAF/LG, and his staff, particularly Major Philip Moore (ret.), CENTAF/LGXX, helped in arranging visits to Southwest Asia, answering numerous questions and data calls on logistics operations and providing keen insights into the area of responsibility.
Several AEF deploying units provided complete access to deployment and employment processes and data. These included the 4th Fight Wing (FW) at Seymour-Johnson Air Force Base, the 20th FW at Shaw Air Force Base, the 169th FW at McEntire Field, and the 366th FW at Mountain Home Air Force Base. At each unit, the logistics staff provided us with the extensive interviews and data that made our modeling efforts possible.

Our research has been a team effort with the AF Logistics Management Agency (AFLMA); the support of the AFLMA has been critical to the conduct of this research. We wish especially to thank Colonel Richard Bereit, AFLMA/CC. Randy King of the Logistics Management Institute (LMI) has contributed to our analysis of spare parts. Colonel Donald Okrup and the personnel of the AEF Battle Lab have been helpful in collecting data and validating our models.

The authors wish to thank RAND colleagues Mort Berman and Marc Robbins for their thoughtful and constructive reviews, which contributed greatly to the clarity of the report.

Finally, we thank our action officers, Lieutenant Colonel Tony Dronkers, AF/ILXX, and Major Ernie Eannarino, AF/XOCD, for their encouragement and support.