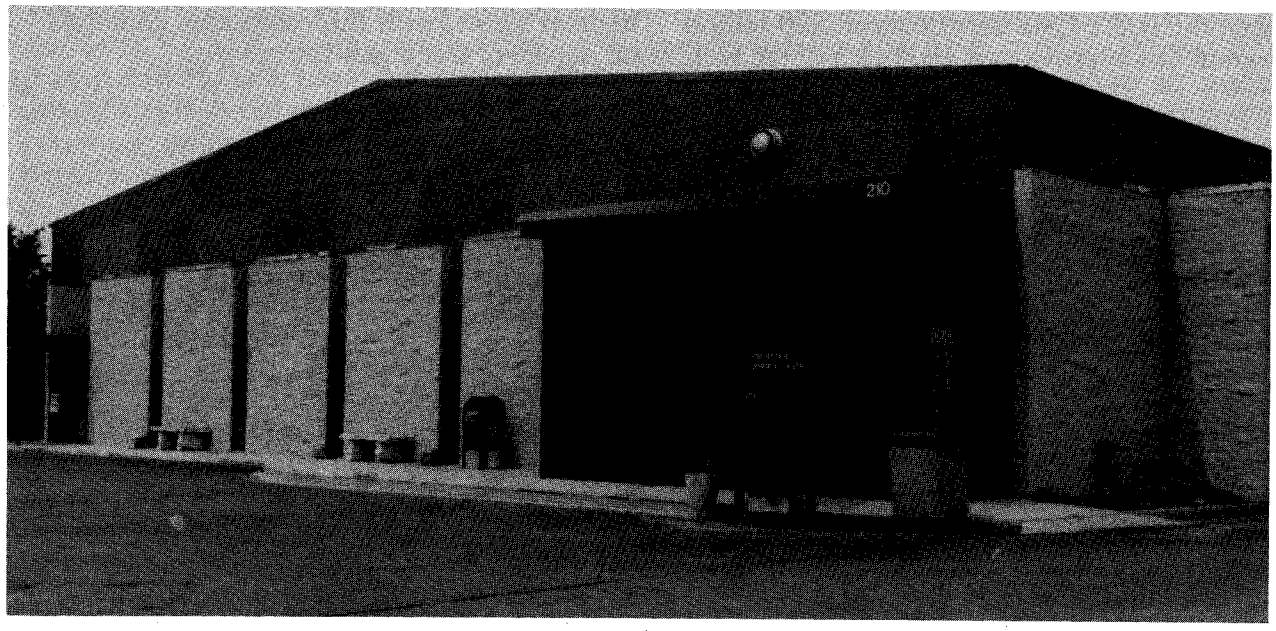
COVER FEATURE

International Logistics Center
Air Force Logistics Command

The International Logistics Center (ILC), located at Wright-Patterson Air Force Base, Ohio, is the Air Force Logistics Command's (AFLC) focal point for security assistance programs. The Center's more than 600 people work within foreign policy guidelines provided by the U.S. Congress, the Departments of Defense and State, the Air Force, and AFLC headquarters to develop, negotiate, and manage logistics support to more than 60 foreign countries. The ILC provides support for more than 8,000 aircraft, including 160 different models, ranging from World War II vintage airplanes to sophisticated F-15 and F-16 fighters.



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Because of the complexity of its international mission, the ILC is responsible for the logistics functions of developing requirements and taskings, and providing defense articles and services to support the Air Force's Foreign Military Sales (FMS), Military Assistance Program (MAP), and International Military Education and Training (IMET) programs. The ILC negotiates and implements about 1,000 new cases (contracts) per year. It manages approximately one-half of the Air Force's security assistance business in terms of dollars, and about 70 percent of the total number of cases.

When the ILC is informed of a country's request for defense articles or services and the request has been approved by the U.S. government, the ILC sets out to acquire price and availability data. This calls for interface with the foreign customer regarding its exact require - ments. The ILC manages the materiel and financial aspects of such cases, and, when the defense articles or services have been obtained, does whatever is necessary to close the cases. Sometimes, a case with its follow-on support aspects can mean a long-term commitment between the U.S. and

foreign governments. During the life of a particular case, the ILC team will interface with other AFLC organizations, especially with the five Air Logistics Centers (ALCs) located throughout the country, plus other Air Force and Department of Defense agencies, and different agencies in the "customer" country, and also with commercial contractors for the defense articles or services. The majority of ILC cases involve follow-on support, which ranges from spares for aircraft, to maintenance requirements and, sometimes, to the construction of entire bases to support aircraft fleets purchased from the U.S.

Under the present FMS program, the vast majority of nations receiving assistance reimburse the U.S. In fact, most of the salaries of the ILC people are paid from administrative service fees paid by "customer" countries.

Since receiving its charter in 1978, the ILC workload and number of countries supported has grown steadily. This is due to the fact that the Air Force, tasked to strengthen the defense capabilities of many different countries--all with unique needs--moved away from the notion of grant aid to a few allies to an expanded sales approach to FMS. When the Reagan Administration assumed office, its foreign policy guidance led to an expansion of security assistance programs. Today, the ILC's FMS cases exceed $20 billion. The map below, with ILC-supported countries shown in black, provides a good idea of the worldwide impact of this organization.

FIGURE 1
Countries Receiving Current AFLC International Logistics Support

U.S. Central Command	U.S. European Command		U.S. Pacific Command	U.S. Southern Command	Other
Bahrain	Austria	France	Australia	Argentina	Canada
Egypt	Belgium	Greece	Burma	Brazil	
Jordan	Chad	Italy	India	Columbia	
Kenya	Denmark	Portugal	Indonesia	Ecuador	
Oman	Germany	Spain	Japan	El Salvador	
Pakistan	NAMMA	Switzerland	Korea	Guatemala	
Saudi Arabia	NAMSA	Yugoslavia	Malaysia	Honduras	
Somalia	NATO	Israel	New Zealand	Mexico	
Sudan	NATO E3A	Lebanon	Philippines	Panama	
Yemen AR	Netherlands	Morocco	Singapore	Paraguay	
Djibouti	Norway	Tunisia	Taiwan	Peru	
Ethiopia	Sweden	Turkey	Thailand	Uruguay	
Kuwait	United Kingdom	Zaire	Venezuela		
Quatar					
UAE					

HOW THE ILC IS ORGANIZED

Most of the ILC people are located at Wright-Patterson and, in addition to the staff positions associated with a large center, are divided into four deputates. The deputates and their responsi - bilities, in brief:

- **Deputy for Plans, Policy, and Management Systems (XM).** This deputate has more than 125 people who develop policy and procedures, implement plans, and establish special projects to assist the ILC commander in managing the security assistance program. XM also manages the AFLC security assistance management information system (SAMIS) and has additional people from other agencies supporting this system. (SAMIS is discussed further in the accompanying article.) And, finally, this deputate manages ILC personnel, financial, and informa - tion resources.

- **Deputy for Acquisition Programs (AW).** With its more than 110 people, this deputate assists the commander and the two geographic deputies (discussed below) in the management of security assistance programs. Its people direct the preparation of planning and review data, price and availability data, and letters of offer and acceptance for major systems sales and Class V major system modifications. AW provides individual weapon system expertise, and plans, directs, and performs studies of foreign governments' logistics systems to assess capabilities and vulnerabilities, and to evaluate their infrastructure with respect to the absorption of weapon systems and high technology. In addition, AW provides staff support to the geographic deputies for grant aid, publications, the security assistance technical order distribution system, cooperative logistics supply support arrangements, transportation, contractor engineering technical services, and the preparation and financial management of follow-on support letters of offer and acceptance. Finally, it serves as the Air Force's single manager for reports of discrepancy processing, as discussed in the accompanying article, and for USAF MASL (Military Articles and Services List) control.

- **Deputy for European, African, and Middle East Programs (EC).** Staffed by more than 150 people, this geographic deputate is responsible for the logistical support of security assistance programs for more than 32 foreign countries and agencies. It is here that plans are made for the integration of the entire range of Air Force logistics capabilities to satisfy commitments to foreign governments. EC is charged with the negotiation, implementation, financial control, and follow-on management of approximately $8.7 billion in foreign military sales and military assistance program transfers. This deputate also serves as the AFLC focal point with the five ALCs, other government agencies, and with industry to assure the full-range of support for foreign weapon systems activations.

- **Deputy for Pacific, Asian, Americas, and Arabian Programs (GB).** Staffed by more than 140 people, this is the other geographic deputate and it is responsible for supporting on a day-to-day basis security assistance programs for more than 30 foreign countries having FMS programs. The people in this directorate negotiate, implement, and provide financial control and follow-on management of programs in excess of $12 billion. Their duties are similar to those of EC except, of course, they work with different countries with their own unique requirements.

In addition to these four major organizations, the ILC has small detachments at the U.S. Pacific Command, U.S. Southern Command, and U.S. European Command, and a large detachment (nearly 100 people) known as the AFLC Logistics Group on station in Saudi Arabia. This Group provides the Royal Saudi Air Force with in-Kingdom program management and contract administration for Saudi FMS programs.

Adding further to the international focus of the ILC is the fact that 22 of the foreign countries with which the ILC does business maintain foreign liaison offices in the ILC. This allows their

representatives to interface daily with the ILC people working FMS programs for their countries. The countries with liaison officers on station in the ILC are Argentina, Australia, Belgium, Brazil, Canada, Egypt, Germany, Greece, Indonesia, Israel, Japan, Korea, Norway, Portugal, Saudi Arabia, Singapore, Spain, Taiwan, Thailand, Turkey, United Kingdom, and Venezuela.

DOING MORE WITH LESS

Recent trends in FMS sales have been on the downswing. This is because purchases of major items of equipment have not taken place as rapidly as they had earlier in the decade. Reductions in oil prices and a declining world economy obviously have had a lot to do with this. However, the long-term involvement of AFLC in supporting the 8,000 aircraft already sold to foreign countries has not declined at the same rate. The result is that the financial resources generated to pay for the continued support (i.e., the administrative surcharge added to each sale) have dwindled. Therefore, the ILC is undertaking extensive measures to do business differently--with less--and still become more productive. The accompanying article will detail these initiatives.