

## AIR FORCE LOGISTICS COMMAND



### **MISSION**

The mission of Air Force Logistics Command (AFLC) is to keep the US Air Force's aerospace weapon systems in a constant state of combat readiness and support of the Air Force's weapon systems in the form of procurement, supply, maintenance, and transportation.

This support is provided for all Air National Guard and US Air Force Reserve activities, as well as friendly nations who purchase military equipment and services under the Foreign Military Sales (FMS) program or receive aid under the Military Assistance Program (MAP), and other US government agencies. These and other responsibilities of the command are divided among Air Logistics Centers and specialized organizations.

The Air Force Logistics Command (AFLC) provides logistic support to all Air Force activities, to selected activities of the Department of Defense (DOD) and other federal agencies, and to foreign countries. The command keeps Air Force weapon systems in a state of readiness and sustains operations in peace, war, and contingencies.

The AFLC provides the logistics support necessary for maximum Air Force combat capability; that is, materiel and services for US Air Force organizations, other military services, other government agencies, contractors, and security assistance programs as directed by the Air Force chief of staff. The command does this through a network of facilities involved in buying, supplying, transporting, and maintaining everything needed to keep aerospace weapon systems operationally ready.

The AFLC structure to support Air Force systems is systems program management. This method of management permits AFLC to support assigned systems on an individual basis.

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### **LINEAGE**

Army Air Forces Materiel and Services established as, 14 Jul 1944  
Organized as a major command, 17 Jul 1944  
Redesignated Army Air Forces Technical Service Command, 31 Aug 1944  
Redesignated Air Technical Service Command, 1 Jul 1945  
Redesignated Air Materiel Command, 9 Mar 1946  
Redesignated Air Force Logistics Command, 1 Apr 1961  
Inactivated, 1 Jul 1992

### **STATIONS**

Wright Patterson AFB, OH

### **COMMANDERS**

LTG Nathan F. Twining, 9 Mar 1946  
Gen Joseph T. McNarney, 14 Oct 1947  
LTG Benjamin W. Chidlaw, 1 Sep 1949  
Gen Edwin W. Rawlings 21 Aug 1951  
LTG William F. McKee (acting), 1 Mar 1959  
Gen Samuel E. Anderson, 15 Mar 1959  
Gen William F. McKee, 1 Aug 1961  
Gen Mark E. Bradley Jr., 1 Jul 1962  
Gen Kenneth B. Hobson, 1 Aug 1965  
Gen Thomas P. Gerrity, 1 Aug 1967  
LTG Lewis L. Mundell (acting), 24 Feb 1968  
Gen Jack G. Merrell, 29 Mar 1968  
Gen Jack J. Carton 12 Sep 1972  
Gen William V. McBride, 1 Sep 1974  
Gen F. Michael Rogers. 1 Sep 1975  
Gen Bryce Poe II, 1 Feb 1978  
Gen James P. Mullins, 1 Aug 1981  
Gen Earl T. O'Loughlin, 1 Nov 1984  
Gen Alfred G. Hansen, 31 Jul 1987  
Gen Charles C. McDonald, 31 Oct 1989

### **EMBLEM**



Air Force Logistics Command On a shield azure, a gear encircling a star, all argent, the star charged with a disc gules; flanking the sides of the gear a pair of stylized wings or, tips upward. Significance: The colors blue and golden yellow, together with the wings, are representative of the Air Force. The gear, with the star and red disc, is from the historical shoulder insignia, approved 16 June 1947, and is symbolic of the technical air missions performed by the Command in service to the advancement of air power for our country's continued freedom. Motto: LIFELINE OF THE AEROSPACE TEAM (approved October 1971, but never used on the emblem). Approved: 1 November 1955.

## **MOTTO**

## **OPERATIONS**

Today's AFLC evolved with the growth of air power. From a few wrench-turning mechanics in World War I to the multibillion-dollar giant of today, the logistics system grew as the importance of air power was realized.

In 1921, the first clear ancestor of AFLC was established: the Army Air Service's Property, Maintenance, and Cost Compilation Office, at Fairfield Air Depot near Dayton, Ohio. Only 55 civilian and 6 military workers were assigned. From that small beginning, logistics organizations steadily grew as air power grew. Throughout its history, air logistics has been centered at Dayton, Ohio.

Before World War II, logistics functions were performed by several succeeding organizations. Finally, in 1944, during World War II, all Army Air Forces' logistics support activities were

incorporated under the Air Technical Service Command. After the war ended, Air Technical Service Command was redesignated Air Materiel Command (AMC). The AMC managed all research and development, systems acquisition, supply, procurement, maintenance, and distribution functions.

In 1951, research and development functions were transferred to the newly created Air Research and Development Command (ARDC). Eleven years later AMC became the AFLC and ARDC became the Air Force Systems Command (AFSC). At the same time, AFLC transferred its systems acquisition responsibilities (procurement authority) to AFSC.

On 1 Apr 1961 HQ USAF redesignated Air Materiel Command as the Air Force Logistics Command. The reasons behind it lay in the Air Force's earlier adoption of the system management concept, done in response to the need to develop and support sophisticated weapon systems as rapidly as possible and have them be totally dependable. It upgraded the research phase, but it left an organizational and management gap between the development phase and that of procurement, and it failed to shorten appreciably the time required to create a weapon system from research to deployment. To bridge the gap, the two commands had established the joint project offices which included personnel from each command in order to allow direct communication at the working level.

Throughout the 1950s, the Air Force had continued to ponder the problem of compressing the weapon cycle, with attention at the highest levels. There was general agreement that the weapon system concept itself was sound, and that the responsibility for a weapon program should always be lodged firmly in a single organization with the authority to carry out its mission. On other matters, different camps emerged, centering on the longstanding issue of the placement of functions. Materiel personnel felt that the research and development process went too far into development and delayed production, while the research and development camp contended that the materiel function hampered development through their control of funds.

In 1959 the Air Force commenced a searching examination of the issue, with the aim of finding practical management solutions to the problem of accelerating the weapon system cycle from concept to deployment. General Anderson was the chairman of the committee, which included his counterpart from the Air Research and Development Command, Gen Bernard A. Schriever; other members were the Air Force Comptroller, the Air Force Inspector General, and the Air Force Deputy Chief of Staff for Operations, Development, and Materiel, along with a large complement of staff personnel. After studying the situation, the group came to be divided in its recommendations; the options advanced were the merging of the two commands, the division of the procurement function between them, and limited modifications of the existing structure.

The Air Force Chief of Staff, Gen Thomas D. White, vetoed both a recombination of the two commands and the transfer of procurement-production responsibility to the Air Research and Development Command. The Anderson Committee then reached a consensus whose basic principles included the establishment of a single focal point of authority and responsibility at

each stage of a system's cycle, and giving the system manager the authority to integrate the program without usurping the responsibility of the functional managers. There was to be no change in the existing functional mode of organization. The Air Materiel Command would retain its current procurement responsibility. System program offices, with enlarged duties, were to replace the weapon system program offices. The concepts produced by the committee were put into a series of regulations. Tension persisted over the issue of procurement. The ARDC commander continued to seek the transfer of procurement authority to that command, and contended that the Air Materiel Command exhibited "a lack of sympathetic understanding" for ARDC's situation that resulted in a stressful working relationship.

The Air Materiel Command defended the status quo, and General White endorsed it, stating that "procurement and contracting should be consolidated in AMC insofar as practical," and urging the elimination of unnecessary duplication of effort. The two commands attempted to work out their problems, but frictions continued.

In 1961 the situation was resolved, more or less, by action from a higher level. The new Secretary of Defense, Robert S. McNamara, decided to assign responsibility for the military space program to the Air Force, and in March 1961 he told the Air Force to adjust its organization to accommodate this task. The Secretary of the Air Force, Eugene M. Zuckert, called together a group including Generals White, Schriever, and Bradley, who was then the Deputy Chief of Staff for Materiel at HQ USAF, to formulate a reorganizational plan, which was accepted by Secretary McNamara.

The reorganization, which was announced on 17 Mar, called for the Air Materiel Command and the Air Research and Development Command to be redesignated as the Air Force Logistics Command and the Air Force Systems Command, respectively. The effective date was 1 Apr, 1961. The three Air Materiel Command centers were transferred to the Air Force Systems Command, with AFLC retaining those materiel and procurement functions necessary to carry out its logistics mission. The contract management regions also would go to AFSC on a schedule worked out jointly, as would some Air Force-owned industrial facilities and contractor test sites which had belonged to the Air Materiel Command. The new Air Force Systems Command would take over site activation and construction responsibility for ballistic missiles. The actual division of the materiel and procurement functions, along with the necessary personnel, was negotiated by task groups representing the two commands.

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Sources  
Air Force Historical Research Agency. U.S. Air Force. Maxwell AFB, AL.