existing logistics systems in support of special operations in a known capacity or the use of unique nonmilitary logistics systems in support of special operations. Although the doctrinal definition for NSL is still in development, one common theme in all its unofficial definitions is the use of common and uncommon systems and mechanisms tailored to meet special operations.

NSL is a thought process of how to execute logistics operations that are fundamentally different from conventional force logistics. Similar to UW as a whole, successful NSL is not a cookie-cutter solution; rather it is a collection of tried and true principles and methods.

Recognizing the complex and important nature of NSL, we must be clear about the gravity of its success. Poor NSL can be the single point of failure in UW operations and can lead to loss of life and assets as well as a tactical and strategic mission failure with national security ramifications.

**UW Training and NSL**

With the understanding that NSL is a critical subtask of UW, we can pull out several main lessons from recent ARSOF training exercises. At the Joint Readiness Training Center (JRTC) at Fort Polk, Louisiana, the Special Operations Training Detachment (SOTD) has created a complex and joint UW environment in which ARSOF units can train.

The SOTD has enabled ARSOF units to operate at the team, company, and battalion or task force levels in a joint, interagency, intergovernmental, and multinational (JIIM) environment. Many of these exercises are conducted through interdependent operations with a brigade combat team of conventional forces.

With special operations task forces (SOTFs) conducting UW exercises in 2013 and 2014, SOTD observer-coach/trainers and JRTC role players have gathered critical lessons learned in the realm of conducting NSL in a sovereign nation.

ARSOF units conducting home-station training and SOTFs training at JRTC tend to lean toward kinetic operations and away from less glamorous activities such as NSL. This is understandable given ARSOF Soldiers’ familiarity with kinetic operations, but it can be a pitfall to understanding the important symbiotic relationship between actions on an objective and all of the supporting efforts that enable that action.

Nothing is exclusive; all UW activities are bound together in a mutually supporting success-or-failure relationship. This inclusion of leaders and planners at all levels and the use of JIIM partners in conducting both UW and NSL must become a cultural and doctrinal habit that the ARSOF community teaches, trains, and executes in order to be successful.

As rotational training SOTFs learn how to conduct UW more effectively during JRTC exercises, SOTD has the unique ability to gather lessons learned and facilitate an educated dialogue across ARSOF about the future of UW and NSL.

**Lessons Learned**

During the JRTC rotation 14–05 in-progress review held at Fort Bragg, North Carolina, SOTD facilitated a conversation about the future of UW and NSL with JIIM partners and leaders from every corner of ARSOF. With command guidance and ARSOF 2022 in mind, this in-progress review produced many tangible lessons for improving ARSOF as a UW force.

One of the most important and prevalent lessons learned while observing SOTFs executing UW and NSL in a UW environment was that the right people need to be involved both horizontally and vertically in planning and executing NSL. Although the sustainment warfighting function is normally relegated to only a few staff members and forgotten about, it is important to remember that in a UW environment, NSL is, in essence, a tactical mission that also involves logistics.

This means that both ARSOF logisticians and senior and expert ARSOF Soldiers need to partner at all levels and develop a solid understanding of NSL and how it integrates with other aspects of UW and NSL training.

**Unconventional Warfare (UW) Nonstandard Logistics (NSL) Road Ahead**

- **Leader Led**
  - Organize a seminar guided by senior leaders and subject matter experts that defines NSL and road maps its training.

- **Doctrinally Driven**
  - Develop terminology and principles to be put into doctrine, and develop an NSL course tailored to UW.

- **JRTC Tested**
  - Soldiers will plan and execute NSL in a UW environment properly. Leaders at all levels will be familiar with NSL principles.

*Figure 1. This figure describes how nonstandard logistics training could be expanded and validated.*