The Joint Perspective
Adaptive Enterprise Transformation:
Sense and Respond

3 December 2003

The Joint Staff
Directorate of Logistics (J4)

Captain Dave England, SC, USN
Logistics Assessment, Strategy & Readiness
Division

- Changing Paradigm
- Joint Priorities
- Organizational Changes
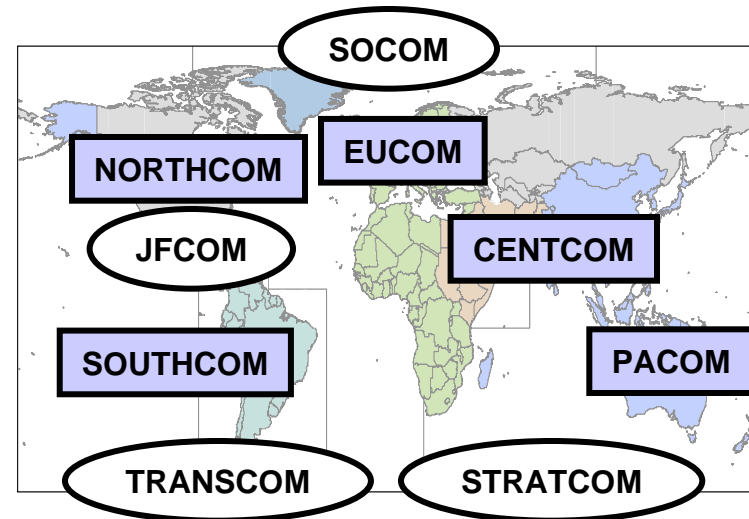- Focused Logistics

- **Prior Paradigm**

  - **Strategic resources allocated to Combatant Cdr's war plans**

  - **Regional Assessments/Apportionment**

  - **Driven by Combatant Cdrs' concerns**

- **Impacts of 9/11**

  - **Global commitment to OEF/OIF**

  - **Impacts of apportionment**

SOCOM

NORTHCOM

EUCOM

JFCOM

CENTCOM

SOUTHCOM

PACOM

TRANSCOM

STRATCOM

- **Prior Paradigm**
  - Strategic resources allocated to Combatant Commanders' war plans
  - Regional Assessments/Apportionment
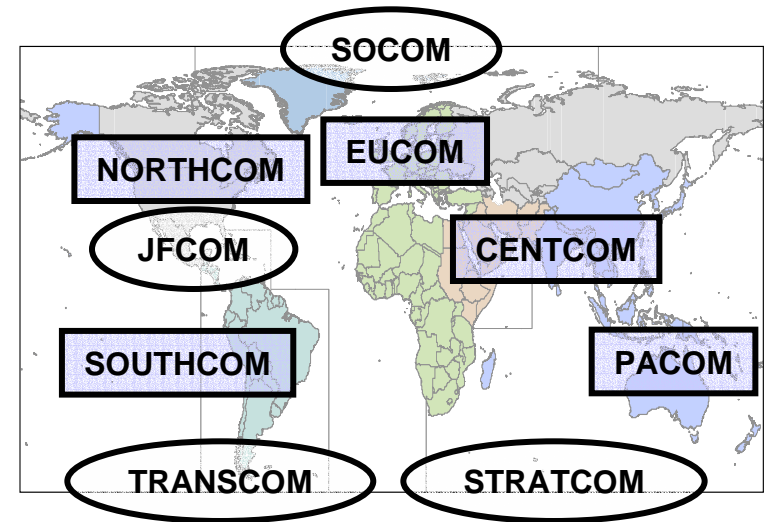 - Driven by Combatant Cdrs' concerns

- **Impacts of 9/11**
  - Global commitment to OEF/OIF
  - Impacts of apportionment

- **Paradigm shift in wartime**
  - Combatant CDR centric to global sustainment
  - OEF, OIF and beyond
  - 10-15 year duration

SOCOM

NORTHCOM

EUCOM

JFCOM

CENTCOM

SOUTHCOM

PACOM

TRANSCOM

STRATCOM

Global Sustainment

True in Oct 01

- Global War on Terrorism & WMD

- Proponent for Joint Warfighting

- Proponent for Transformation

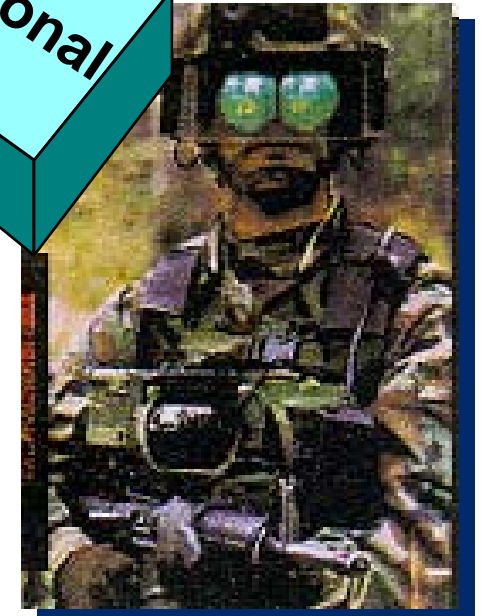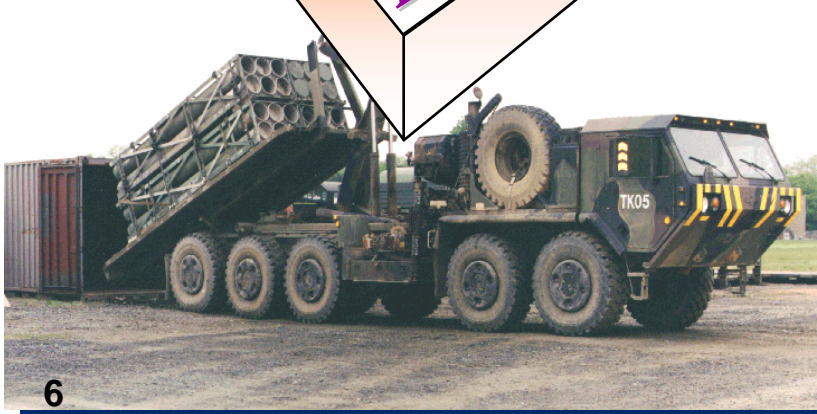**True Today!**

JOINT VISION 2020

Precision Engagement

Dominant Maneuver

Full Spectrum Dominance

FOCUSED LOGISTICS

Full Dimensional Protection

Multinational Operations Interagency Operations

6

The Distribution System is under one umbrella!

DPO Focus

Services   **DLA**   **USTRANSCOM**   **Theater Commander**

Research, Development, Test and Evaluation

Acquisition

Storage

Inter-Theater Movement

Intra-Theater Movement

Tactical Movement and Distribution

Factory   DDC   POE   POD   TDC   SSA   Foxhole

DPO Span of Influence

Why CDR, USTRANSCOM?
Only a Combatant Commander has
authority & resources to transform the system!
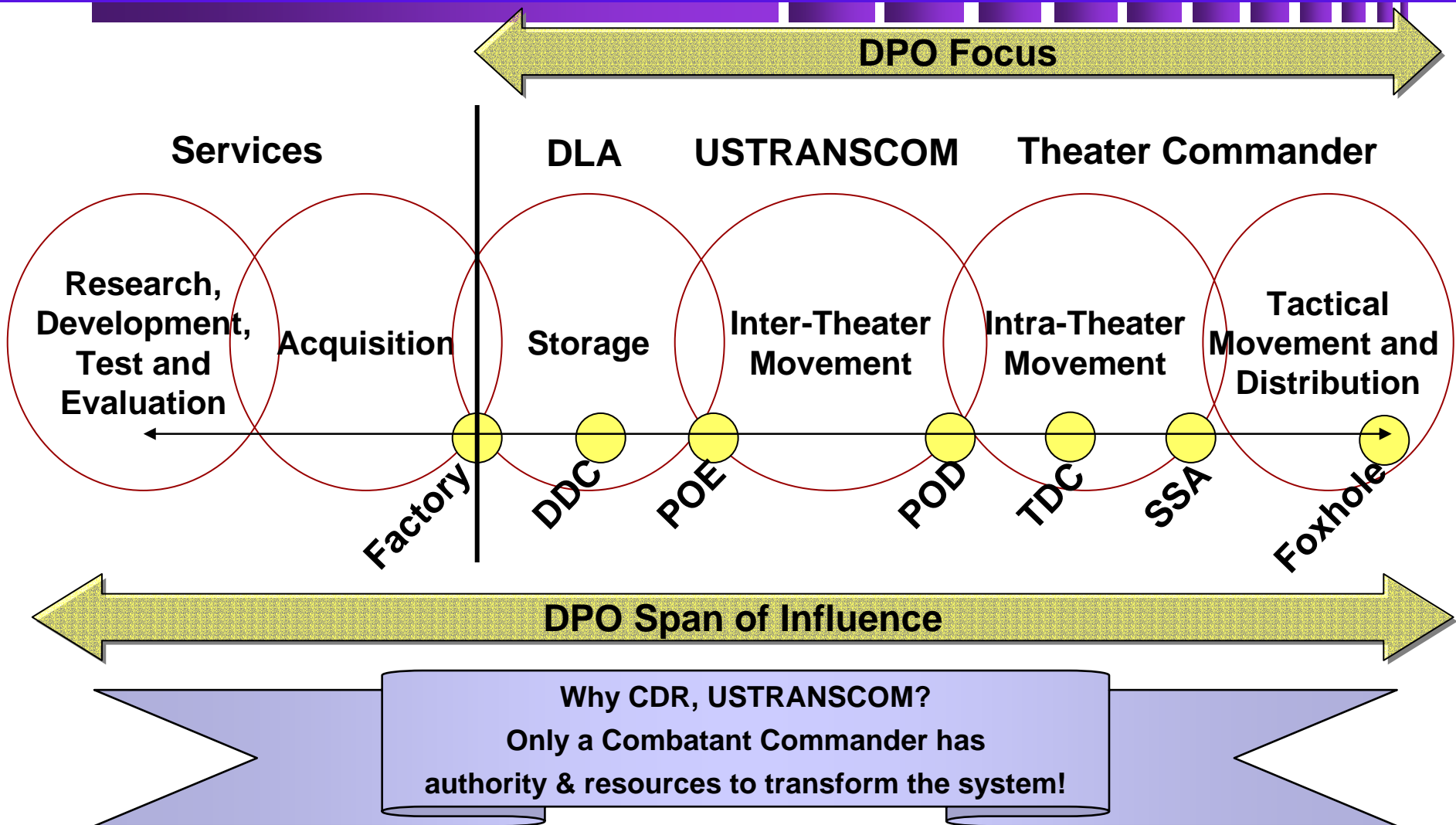
DPO requires Authority Commensurate with Responsibility

Rapid Deployment of Mission-Ready Forces

Precise Application of Logistics

Asset Visibility

Information Fusion

Logistics Decision Superiority

Reachback Communications

Reduced Inventory, Smaller Footprint, Faster Response

Rapid Distribution of Tailored Support Packages

RESULT

Deployed forces deliver more capability, require less support
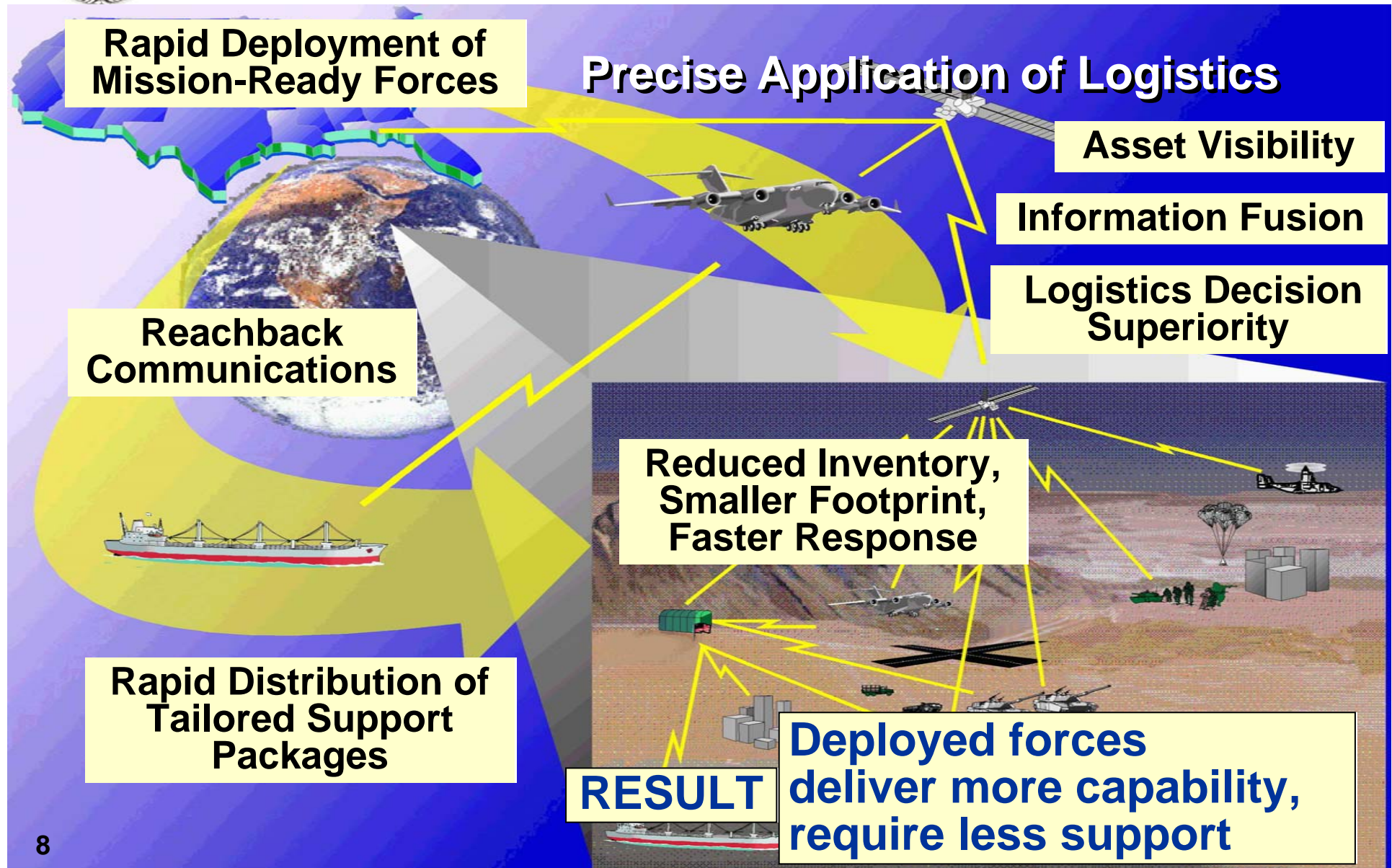
Focused Logistics Campaign Plan

Published Aug '02

Comprehensive, integrated approach for achieving full spectrum support for the future joint warfighter
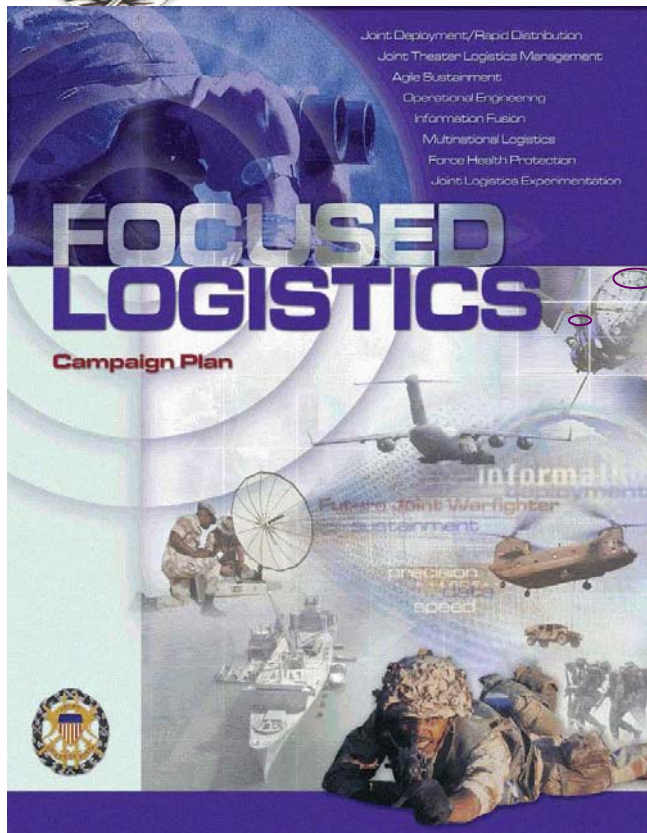
Major Sections

- **Building Blocks**
  - **Logistics Transformation**
  - **Future Logistics Enterprise**
- **Challenges**
  - **Joint Deployment/Rapid Distribution**
  - **Joint Theater Logistics Management**
  - **Agile Sustainment**
  - **Operational Engineering**
  - **Information Fusion**
  - **Multinational Logistics**
  - **Force Health Protection**
- **Joint Logistics Experimentation**
- **Keeping Focused Logistics on Track**

http://www.dtic.mil/jcs/j4/projects/foclog/foclog.htm

Joint Deployment/Rapid Distribution

Getting There to Fight and Win

What Have We Accomplished:

• **Improved our Mobility Platforms**

• **Improved our Deployment and Distribution Processes**

• **Improved our Nation's Power Projection Capability**

Shaping the Future:

• **Improving Air Mobility Forces**

• **Improving Sealift and Sea-based Pre-positioning Large, Medium Speed Roll On/Roll Off Ships (LMSRs).**

• **Studying High-Payoff Emerging Technologies and Future Concepts.**

• **Redefining Force Mobilization and Projection Efficiencies and Effectiveness**

• **Testing Concepts Using Joint Experimentation Venues**

Typical Theater Logistics Functions

- Reception and onward movement of forces and units
- Supply
- Procurement and property disposal support
- Maintenance support
- Transportation support
- Field services support
- Combat health support
- Civil-military affairs support
- Construction and engineer support
- Personnel, finance, and administration services support
- Rear area security

- EPW custody, control, internment, and disposition
- Land management (in concert with host nation)
- Local procurement, contracting, host nation support
- Materiel management
- Movement control
- Retrograde and redeployment operations
- NBC support

What are the minimum essential critical C2 functions?

Joint Theater Logistics Management

Synchronize, Prioritize, Direct, Integrate, and Coordinate

What Have We Accomplished:

• **Delivered Global Combat Support System (GCSS) CC/JTF Baseline Capability**

• **Published JTLM guidance in Doctrine - JP 4.0**

• **Sponsored 2 Advanced Concept Technology Demonstrations (ACTDs) (JL and JTL) to develop Decision Support Tools**

• **Integrated JTLM into Focused Logistics Wargame (FLOW)**

Shaping the Future:

• **Working with Defense Information Systems Agency (DISA) on transitioning of ACTD tools into GCSS (CC/JTF)**

• **Working with Service Logistics Chiefs on the "right" organizational structure to execute JTLM**

• **Injecting JTLM into U.S. Joint Forces Command (JFCOM) Experimentation Venues**

- **Improve Logistics Support to Warfighters and their Weapon Systems**

- **Real-time Shared Data**
- **Enable COCOM Directive Authority for Logistics**

- **Instill Warfighter Confidence**
- **Customer Wait Time (CWT) Time Definite Delivery (TDD)**
- **Anticipate Requirements Key to agility:**
  - **Sustain from the Sea**

Agile Sustainment

Projecting Power and Sustaining the Fight

What Have We Accomplished:

• **Reduced Wholesale Inventories and War Reserve Stocks**

• **Enhanced Pre-positioning**

• **Developed Logistics Metrics**

• **Standardized Automated Information Technology Markings**

• **Developed Shared Data Environment Capability - JLWI**

Shaping the Future:

• **Adopting Best Business Practices**

• **Using Contractor Logistic Support / Competitive Sourcing**

• **Focusing Resources on Pre-positioning (Bare Base)**

• **Enhancing Mortuary Affairs Support**

• **Reengineering the Executive Agency (EA) Process**

• **Integrating Supply Chains**

Foundation of Operational Capability

What Have We Accomplished:

• Developed framework for transformation of the Joint Engineer Force

• Integrated tenets of Operational Engineering into contingency planning

• Updated Joint Engineering Doctrine - JP 3.34

Shaping the Future:

• Improving Joint Engineer Planning and Execution System

• Facilitating Joint Engineering Solutions

• Streamlining Class IV Vendor Support

• Contingency Construction in the Battle Space

Meeting the JV2020 Focused Logistics Vision
Network and Information Centric – GCSS(CC/JTF)

Federated Applications

COP-CSE

PORTAL
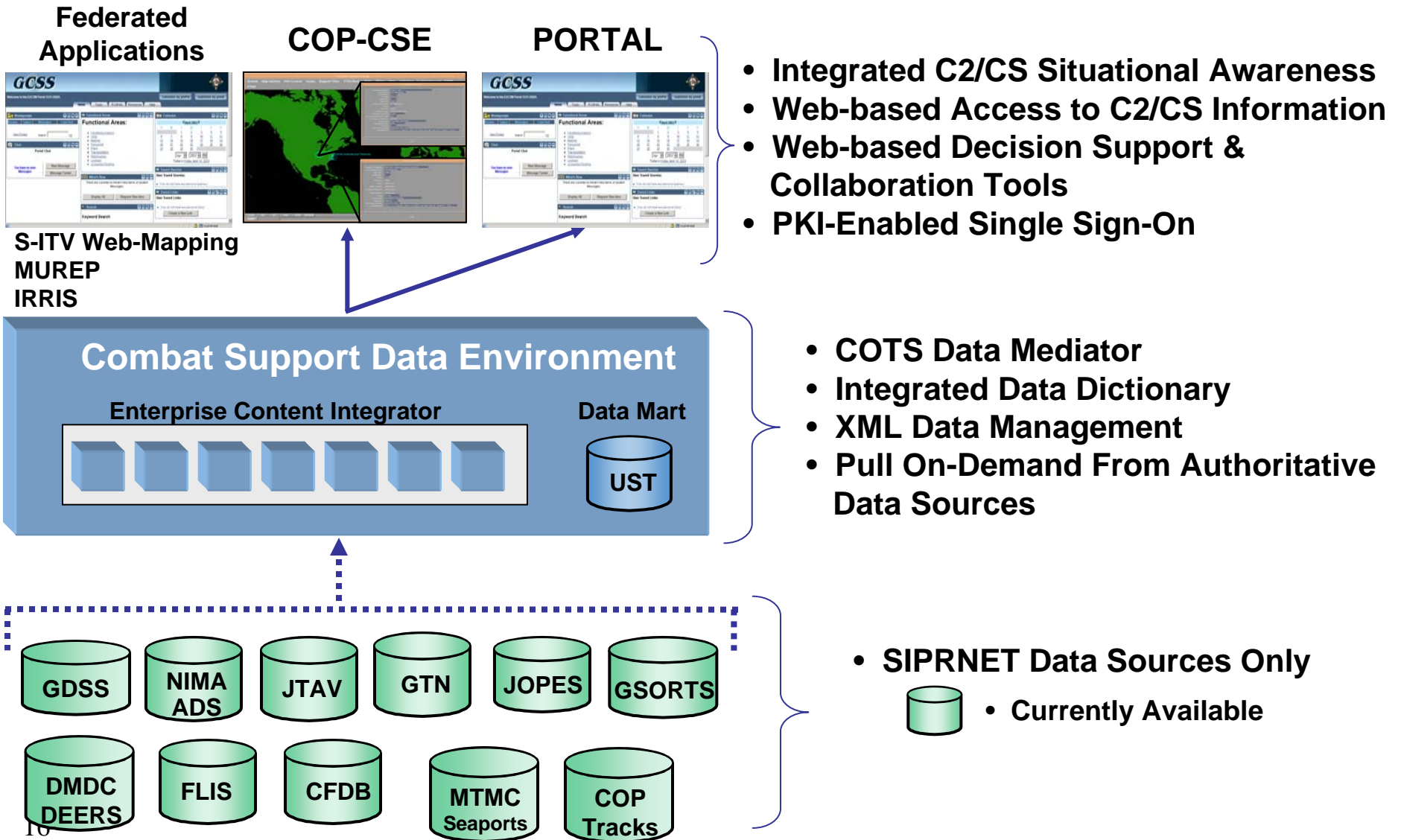
- **Integrated C2/CS Situational Awareness**
- **Web-based Access to C2/CS Information**
- **Web-based Decision Support & Collaboration Tools**
- **PKI-Enabled Single Sign-On**

S-ITV Web-Mapping
MUREP
IRRIS

Combat Support Data Environment

Enterprise Content Integrator

Data Mart

UST

- **COTS Data Mediator**
- **Integrated Data Dictionary**
- **XML Data Management**
- **Pull On-Demand From Authoritative Data Sources**

GDSS | NIMA ADS | JTAV | GTN | JOPES | GSORTS

DMDC DEERS | FLIS | CFDB | MTMC Seaports | COP Tracks

- **SIPRNET Data Sources Only**
  - **Currently Available**

Logistics Decision Superiority Provides the Winning Edge

What Have We Accomplished:

• **Established CC's requirements for logistics information – "CINC 129"**

• **Devised strategy to influence Service logistics modernization efforts – Global Combat Support System (GCSS) Family of Systems**

• **Leveraged commercial technologies to capture source data**

Shaping the Future:

• **Continuing to capture source data – all Service and Agency implementation by FY04**

• **Implementing the GCSS Family of Systems**

• **Decision Support Tool refinement/identification via Joint Experimentation**

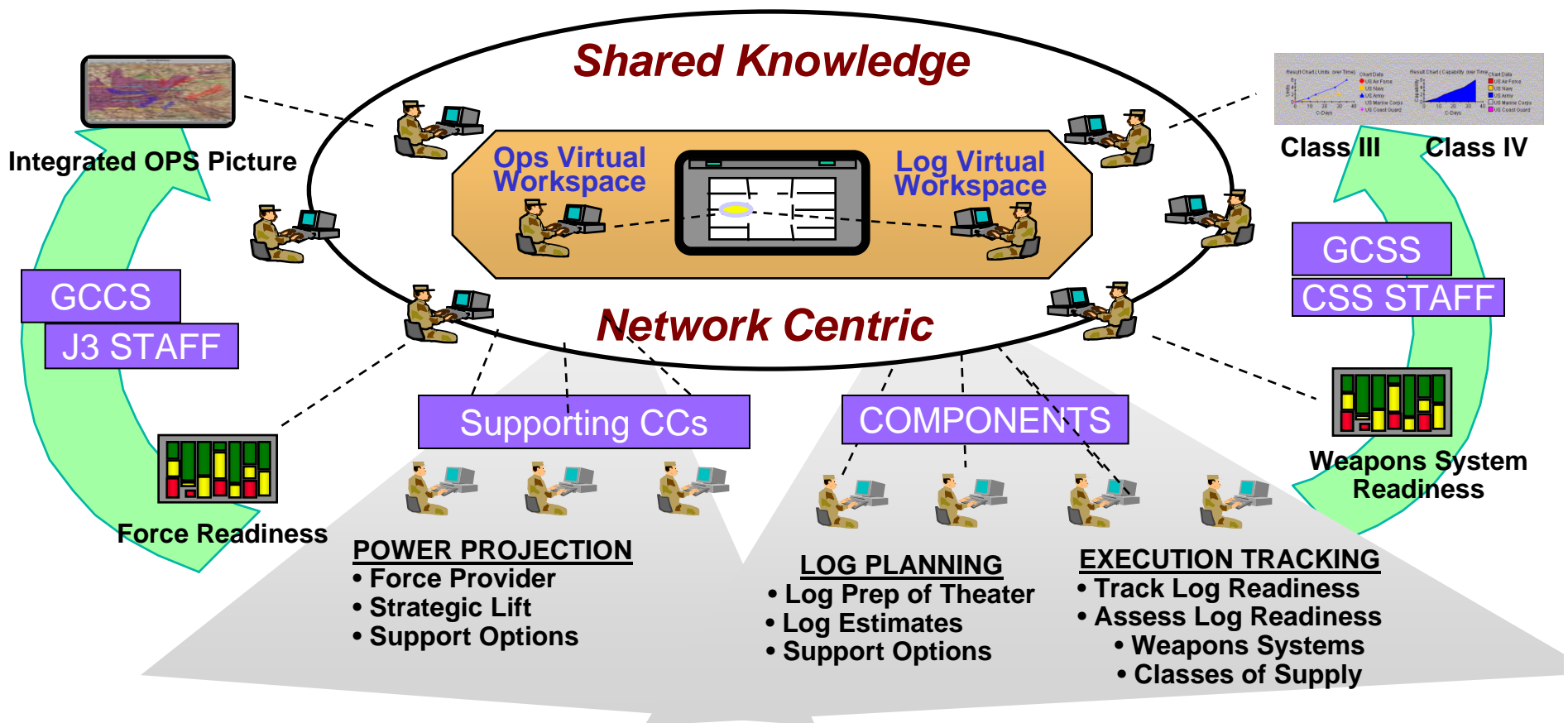• **Improving Data Management & Data Integrity**

• **Improving Total Asset Visibility**

Provide Warfighter real-time operations & logistics collaborative capability to support planning and execution

Shared Knowledge

Integrated OPS Picture

Ops Virtual Workspace

Log Virtual Workspace

Class III Class IV

GCCS

J3 STAFF

Network Centric

GCSS

CSS STAFF

Force Readiness

Weapons System Readiness

Supporting CCs

COMPONENTS

POWER PROJECTION
- Force Provider
- Strategic Lift
- Support Options

LOG PLANNING
- Log Prep of Theater
- Log Estimates
- Support Options

EXECUTION TRACKING
- Track Log Readiness
- Assess Log Readiness
  - Weapons Systems
  - Classes of Supply

Integrated, Accurate, Timely, Shared Data

Building the Team to Win a Global Campaign

What Have We Accomplished:

• **Incorporated Multinational Log Partners into the J4**

• **Established Multinational Advisory Group within FLOW**

• **Expanded Bilateral Agreements – Acquisition Cross Servicing Agreements (ACSA)**

• **Improved NATO interoperability and Doctrine**

Shaping the Future:

• **Engaging Friends and Allies to promote logistics planning, coordination and interoperability.**

  • **Multi-national officer's, bi-lateral staff discussions, Senior NATO Logisticians Conference, ongoing multi-national operations.**

• **Endgame: Identify areas of commonality, leverage existing capabilities and seams to optimize Multi-National logistics support.**

Prepare for the Next War, Not the Last

Here to Stay!

Contractors on the Battlefield--

The Institutionalizing Process:

➡ **Update Policy & Doctrine**

➡ **Reshape Force Structure**

➡ **Transform Training**

➡ **Leverage Information Technology**

But Many Challenges!

Contractors are an Integral Component of JOINT Warfighting Capability

Project & Sustain Global Health Service Support

What Have We Accomplished:

• Sustained a unified Force Health Protection Strategy

• Promoted a Healthy and Fit Force

• Improved Prevention & Protection

• Transformed Medical & Rehabilitative Care

Shaping the Future:

• Accelerate advancement of emerging technologies

• Enhance theater medical surveillance

• Expand modeling tools to determine medical requirements

• Transition to capabilities-based medical support systems

Joint Logistics Strategy for Global Operations

Joint Priorities

Global War on Terrorism & WMD

Proponent for Joint Warfighting

Proponent for Transformation

PROVIDING FOR THE WARFIGHTER

LOG CHALLENGES

JOINT DEPLOYMENT / RAPID DISTRIBUTION

JOINT THEATER LOGISTICS MANAGEMENT

AGILE SUSTAINMENT

OPERATIONAL ENGINEERING

INFORMATION FUSION

MULTINATIONAL LOGISTICS

FORCE HEALTH PROTECTION

LOG CHALLENGES

KEYS TO SUCCESS

EFFECTIVENESS

EFFICIENCY

SPEED

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