

The background of the slide features the official seal of the Joint Chiefs of Staff. It is a circular emblem with a central shield containing a sword and a banner. The shield is surrounded by a wreath of olive and arrows. The words "JOINT CHIEFS OF STAFF" are inscribed around the perimeter of the seal.

***Joint Staff Directorate for  
Logistics (J4)***

***What's the J4 & Joint  
Logistics 4?***

**Col Steve Morani, USAF  
Chief, Maintenance Division  
Joint Staff J-4/MXD  
13 March 2007**

## ➤ Joint Logistics Environment

- Attributes, Scope, Framework, Relationships

## ➤ Joint Logistics

- Definition, Philosophy, Imperatives, & Capabilities

## ➤ Guiding Change

- Capability Portfolio Management & Joint Logistics Functional Capabilities Board (JL FCB)

## ➤ J4 Transformation

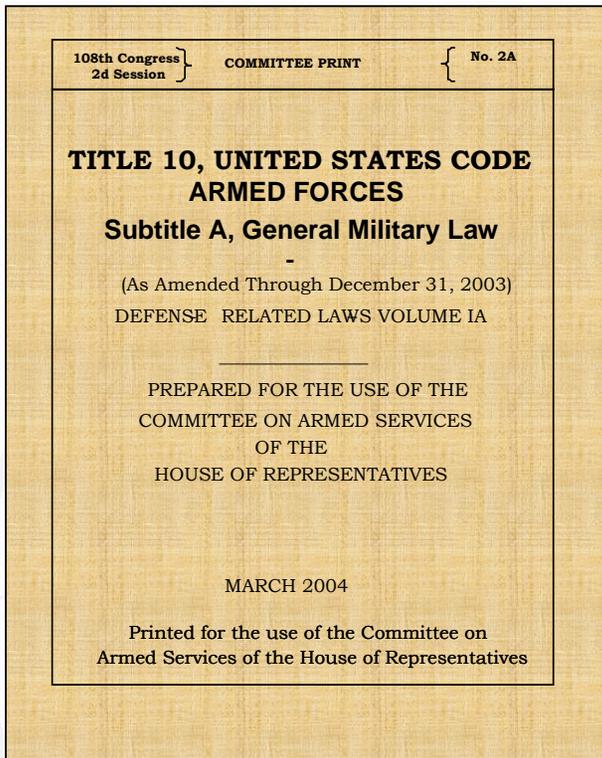
*“Just as U.S. forces are becoming more agile and capable of rapid action and are exploiting information advantages to increase operational effectiveness, . . . processes that support them need to develop similar attributes.”- Quadrennial Defense Review, 2006*

# ***Joint Logistics Environment (JLE) - Attributes***

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- **Global dispersion** – *Demands a globally-distributed concept of support; Rapid & Precise response is THE metric*
- **Complexity**
  - ✓ *210 contractors with an Army Brigade; multiple supply chains; complicated tactically*
  - ✓ *Joint, Interagency, Multinational, NGOs all play; complicated politically and operationally*
- **Enemy** – *Sophisticated, educated, digitally mature; He knows that logistics gives us staying power*
- **LOCs** – *Tenuous; Commercial reliance; Entire logistics network is a lucrative target*
- **Resources** – *We're expensive; we must become more efficient*

# JLE – Legal Attributes



*Amended by Goldwater – Nichols, 1986*

## Services: Train, Equip, & Sustain

*“[Service Secretaries] are responsible for, and have the authority necessary to . . . recruit, organize, supply, equip, train, service, mobilize, demobilize, and maintain . . . .”*

*but . . .*

## COCOMs: Execute Joint Operations

*“[Combatant Commanders have authority to] give direction to subordinate commands and forces - including authoritative direction over all aspects of military operations, joint training, and logistics.”*

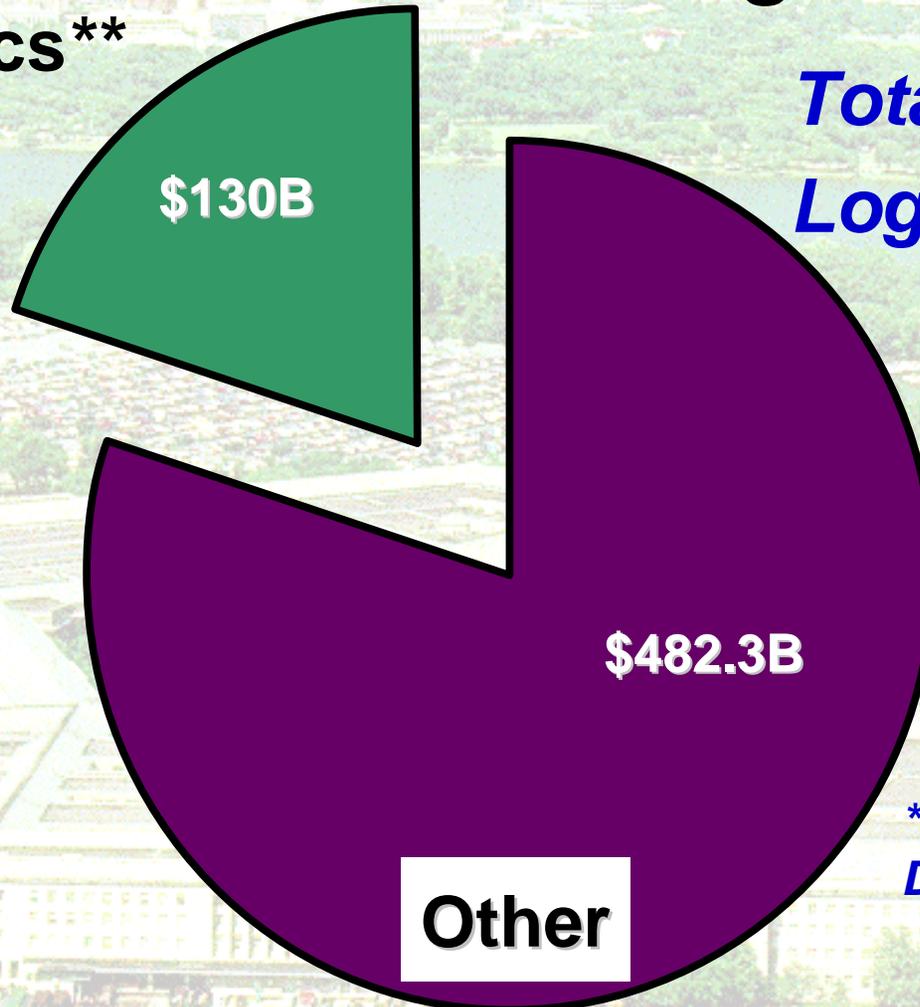
**OUR  
CHALLENGE!**

***We must meet both requirements!!***

# JLE – Budget

## FY 07 DOD Budget\*

Logistics\*\*



**Total = 602.3B**

**Logistics = 22%**

**\*\* Does not include major acquisition programs or supplementals**

**\* Includes \$163B DOD supplementals**

**Other**

# JLE - Scope

- Over **100,000** active suppliers
  - Over **30,000** DOD customers
  - **20** Maintenance Depots
  - **25** Distribution Depots
  - **13** Inventory Control Points
  - **2** Strategic Distribution Centers
  - **20** military sea/**6** military aerial ports (CONUS)
  - **27** military sea/**32** military aerial ports (OCONUS)
- 
- 1.1 Million Pers  
AD, Civ, RC
- 
- \$130B  
Annually

- **Physical Space**

- *The domains through which capabilities are delivered to the joint force*

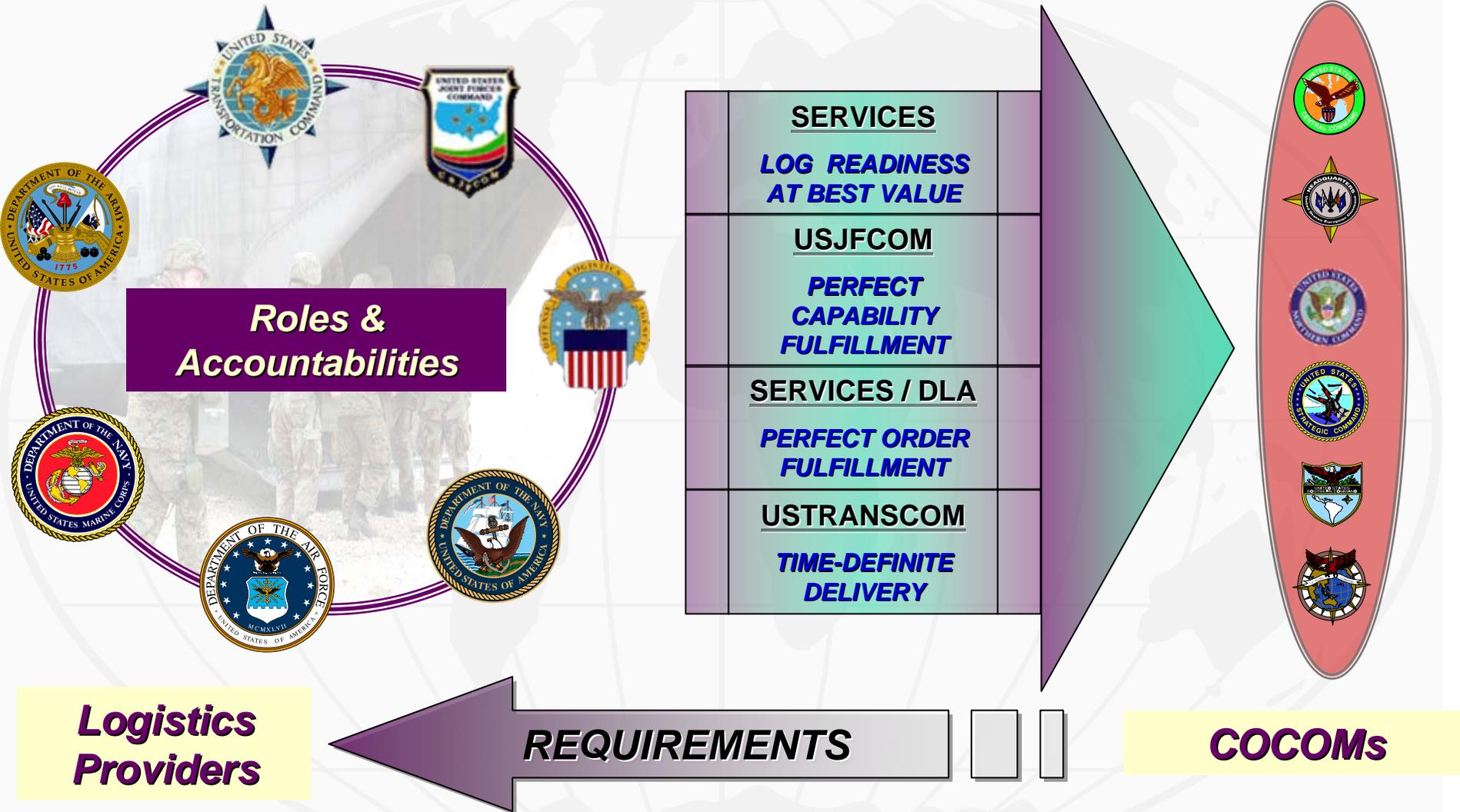
- **Operating Space**

- *The continuum across which joint operations are conducted*

- **Cyber Space**

- *The virtual enterprise that permeates our world*

# JLE - Strategic Relationships



# JLE – Operational Space

## Strategic Level

### *Campaign Quality!*

- Industrial base capacity enables sustained opns
- E2E processes drive efficiencies across Services, Agencies & Commercial
- Effectiveness dependent upon optimizing processes against JFC required outcomes

## Operational Level

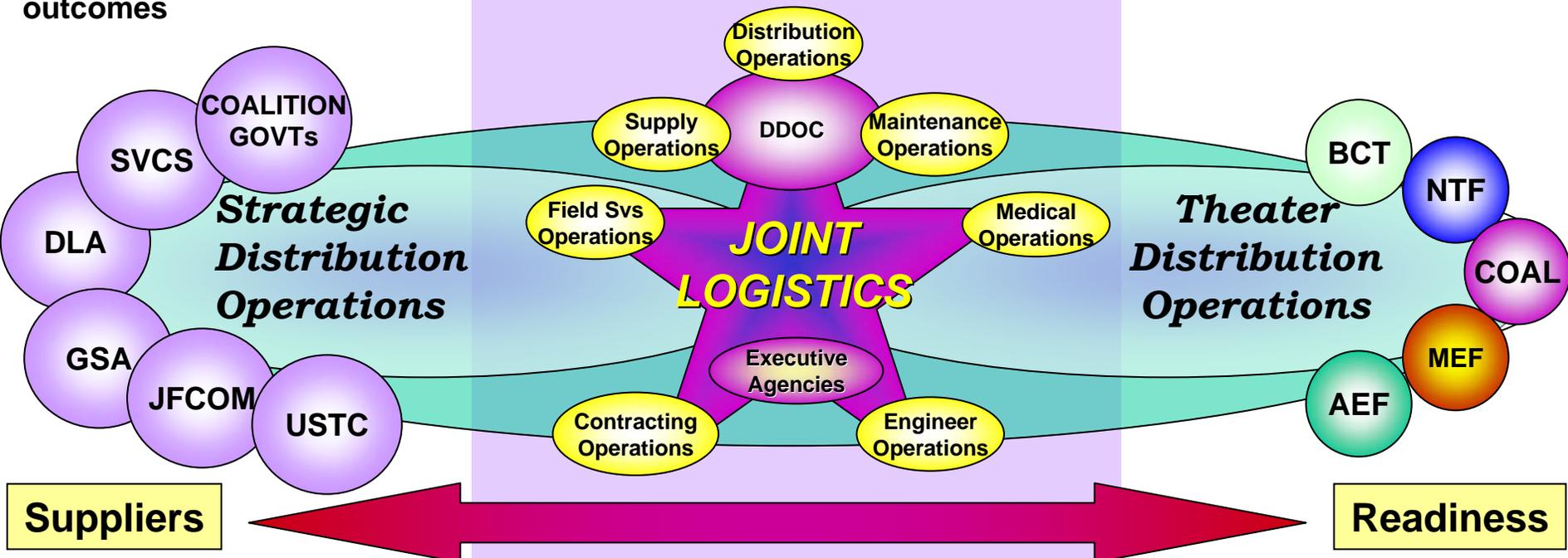
### *Integration!*

- JFC integrates joint reqmts with national systems – *“THIS IS THE ESSENCE OF JOINT LOGISTICS!”*
- Must optimize component, Coalition, Agency, and other partner capabilities against requirements
- We’re focused here – highest payoff for Joint Logistics

## Tactical Level

### *Effectiveness!*

- Outcome is measured here
- Operational readiness enables JFC *“freedom of action”*
- Desired outcomes should drive optimization - from strategic to tactical (E2E)



# ***JLE – Cyber Space***

**INFOSTRUCTURE**

**GLOBAL IMPACT**

**SPEED OF LIGHT**

**BLOGS**

**VISIBILITY**

➤ ***Network***

**YOU TUBE**

➤ ***Data***

➤ ***Systems***

**PHISHING**

➤ ***Applications***

**NET CENTRIC**

**COLLABORATION**

## What is it?

***The deliberate or improvised sharing of Service logistics resources . . .  
to enhance synergy and reduce both redundancies and costs.***

## Why do we need it?

***Because (especially during initial expeditionary operations) the Services, by themselves, seldom have sufficient capability to independently support the JFC.***

# ***Joint Logistics - Philosophy***



***Develop in the “spirit” of the JFACC and ATO model***

**It doesn't matter who flies the mission, or which weapon is used – it's the desired effect that matters**

***SUSTAINED LOGISTICS READINESS***

**Results from the cumulative efforts of Service, Agency and other logistics players across the entire joint logistics environment**

# Joint Logistics - Imperatives

## ✓ Unity of effort

- Process definition
- Process transparency
- Roles and responsibilities
- Common output metrics



## ✓ JLE-wide visibility

- Enterprise data architecture
- Authoritative source data
- 24/7 access to network

## ✓ Rapid & Precise Response

- Velocity, Reliability, Visibility
- Efficiency
- Performance tracking
- Process analysis



# **Capability Portfolio Management**

***Just what is this... ??***

# Guiding Change – Portfolio Management

**QDR:** “By shifting the focus from Service-specific programs to joint capabilities, the Department should be better positioned to understand the implications of investment and resource trade-offs among competing priorities.”

Joint  
Command &  
Control

Joint Network  
Operations

Battlespace  
Awareness

Joint  
Logistics

## Joint Logistics Portfolio Test Case

- Build a portfolio that contains the capabilities needed to project and sustain the joint force across the ROMO
- Define capability areas within which we can better optimize people, processes & programs to deliver the most effective support at best value
- Recommend a governance structure that facilitates integrated decision-making at every level

## Defense Log Vision

**Globally responsive, operationally precise, cost effective logistics support for America’s warfighters**

# Current Capabilities Portfolio

**Tier I**

*Joint Functional Concept*  
**Joint/Focused Logistics**

**Tier II**

Joint  
Deployment  
Rapid Dist

Agile  
Sustainment

Operational  
Engineering

Multi-  
national  
Logistics

Force  
Health  
Protection

Information  
Fusion

Joint  
Theater  
Logistics

**Issues**

- Supply Chain processes not portrayed in an integrated way (Agile Sustainment and Rapid Distribution)
- Incomplete ... lacks Contracting and Personnel Services Support
- Not all are capabilities (i.e. Information Fusion ... an enabler, not a stand alone capability)
- Terms not universally understood (i.e. Agile Sustainment)

# Test Case Portfolio Capabilities

**CAPABILITIES**

<u>Tier I</u>		<b>Joint Force Sustainment</b>				
<u>Tier II</u>	<b>Force Health Protection</b>	<b>Personnel Services</b>	<b>Operational Engineering</b>	<b>Supply Chain Operations</b>	<b>Logistics Services</b>	
<u>Tier III</u>	<ul style="list-style-type: none"> <li>• Casualty Mgmt.</li> <li>• Patient Mvmt.</li> <li>• Medical Log</li> <li>• Preventive Med.</li> </ul>	<ul style="list-style-type: none"> <li>• Postal / Finance</li> <li>• Per Readiness</li> <li>• Legal Svcs</li> <li>• Religious Spt</li> <li>• Exchange Spt</li> </ul>	<ul style="list-style-type: none"> <li>• Combat (MCM)</li> <li>• Infrastructure</li> <li>• Geospatial</li> </ul>	<ul style="list-style-type: none"> <li>• Plan</li> <li>• Supply / Source</li> <li>• Maint / Repair</li> <li>• Deploy / Dist</li> <li>• Return</li> </ul>	<ul style="list-style-type: none"> <li>• Contingency Contracting Spt</li> <li>• Food Svcs</li> <li>• Mortuary Affairs</li> <li>• Field/BASOPS Svcs.</li> </ul>	

- **Includes all capabilities needed to project & sustain the Joint Force**
  - ✓ Adds Personnel Service Support
  - ✓ Adds Contingency Contract Support
- **Gives the Supply Chain a separate capability area**
- **Provides framework to measure inputs and outputs**
- **Provides a strategic construct to facilitate integrated decision-making and effective portfolio management.**

# ***Portfolio Management Value***



## **Portfolio Management must:**

- ✓ **Deliver needed capabilities more rapidly and efficiently**
- ✓ **Facilitate strategic choices and improve ability to make capability tradeoffs**
- ✓ **Create tighter process integration**
- ✓ **Improve interoperability across Service components**
- ✓ **Minimize capability redundancies and gaps**
- ✓ **Maximize capability effectiveness**

***Optimize Capability Mix to Meet Warfighter Needs***

# ***Delivering Future Joint Logistics Capabilities***



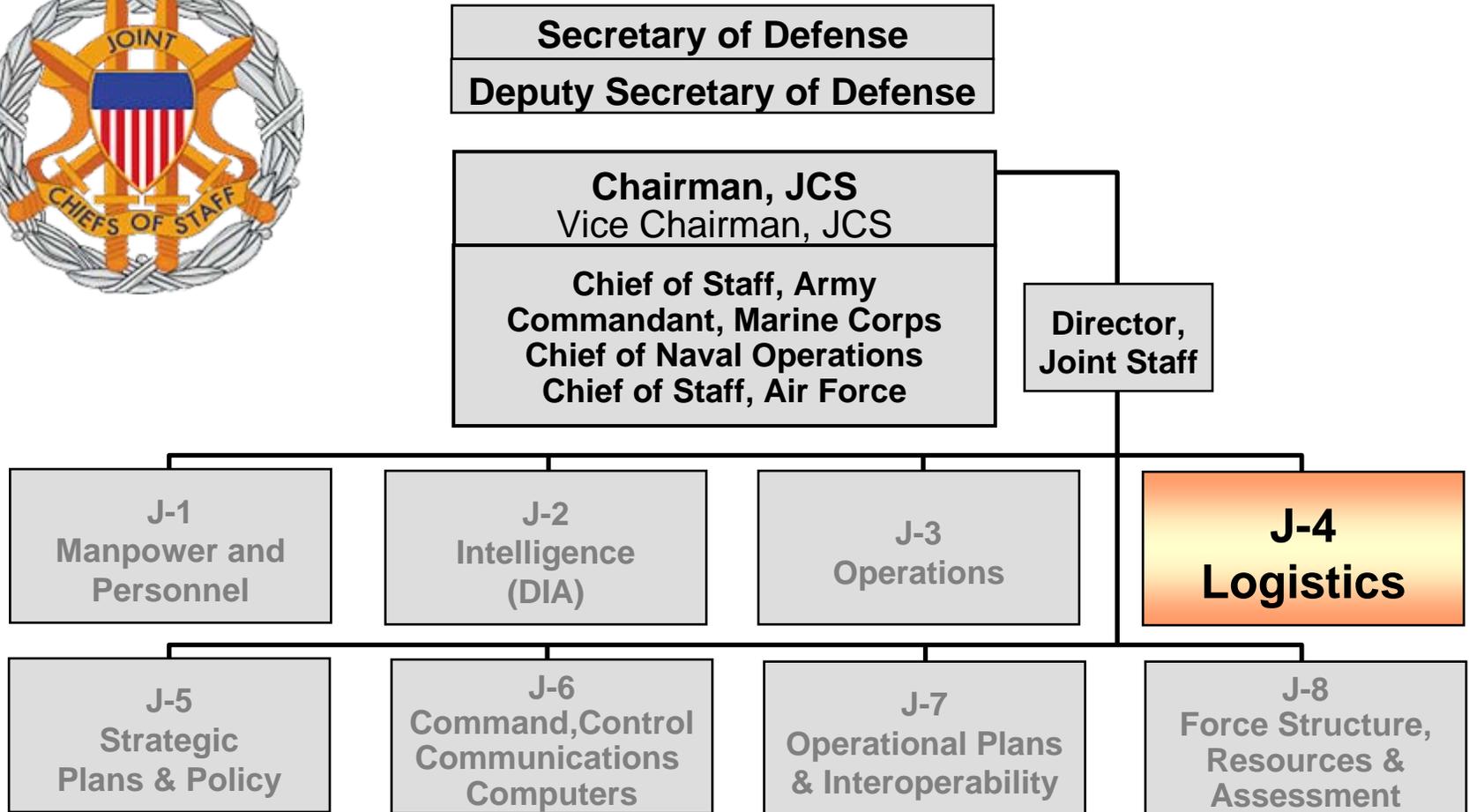
- JHSV – Joint High Speed Vessel
- JCA – Joint Cargo Aircraft
- JPADS – Joint Precision Air Drop System
- KC-X - KC-135 Replacement Aircraft
- MPFF – Maritime Propositioning Force (Future)
- ETO –Expeditionary Theater Opening

***Joint Logistics Functional Capabilities Board***



# ***Joint Staff J4 Transformation***

# Joint Staff Organizational Structure



# The Chairman's Priorities



➤ **Win the War on Terrorism**



➤ **Accelerate Transformation**



➤ **Strengthen Joint Warfighting**



➤ **Improve the Quality of Life of our Service Members & our Families**

***How We Will Shape The Future***

# ***J4 Vision and Mission***



## **J4 VISION**

***We shape the joint logistics environment  
to expand the art of the possible  
for the Joint Force Commander***

## **J4 MISSION**

***Enhance joint force readiness  
by providing vision and shaping an adaptive  
Joint Logistics Environment to maximize  
the Joint Force Commander's freedom of  
action***

# ***J4 Goals and Objectives***



***Goal #1:*** Provide a comprehensive and coherent joint logistics strategy to drive unity of effort across the Joint Logistics Environment

***Goal #2:*** Deliver a predictive joint logistics environment that enhances joint force readiness

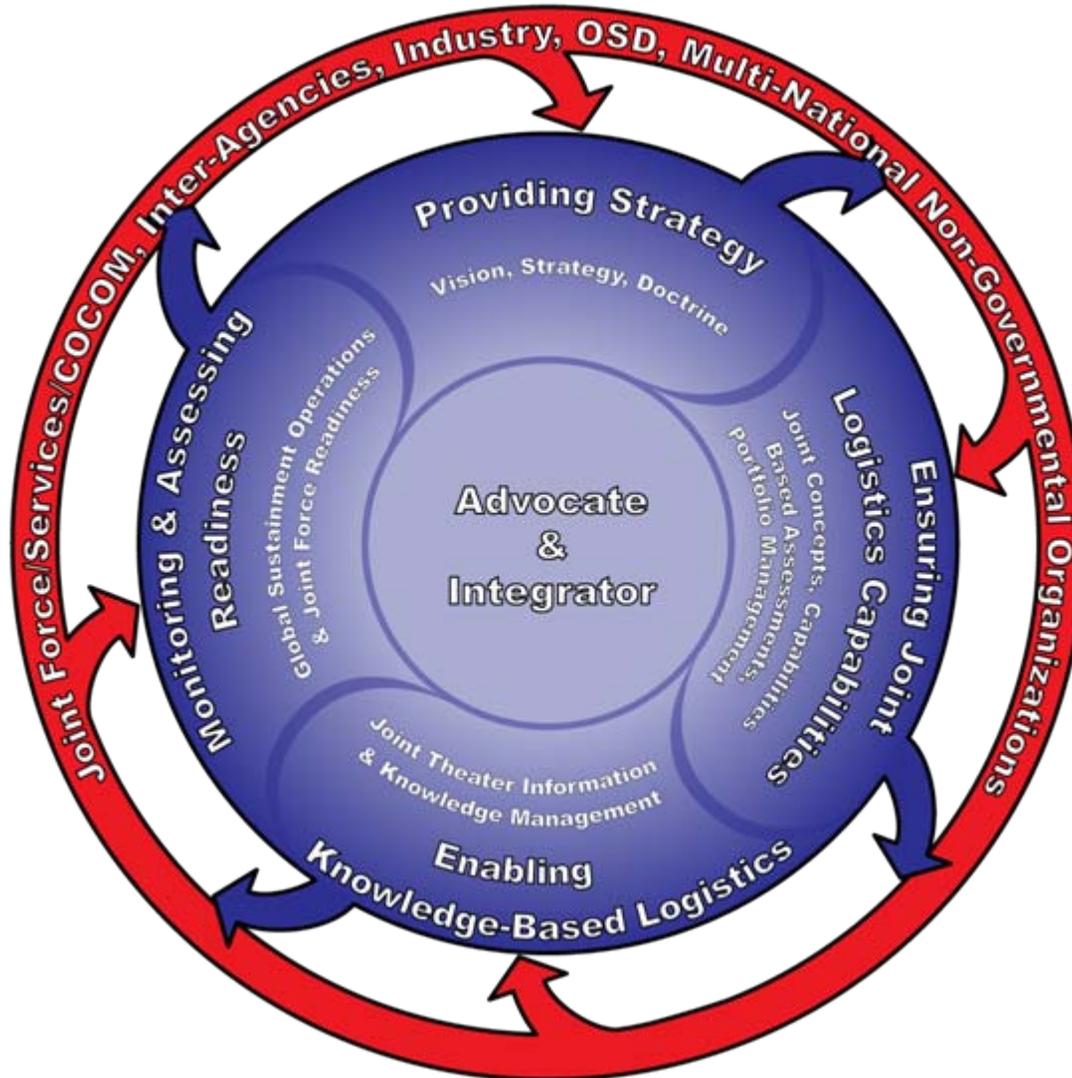
***Goal #3:*** Deliver integrated joint logistics capabilities to the Joint Force Commander

***Goal #4:*** Deliver joint logistics common situational awareness through a knowledge-based logistics architecture

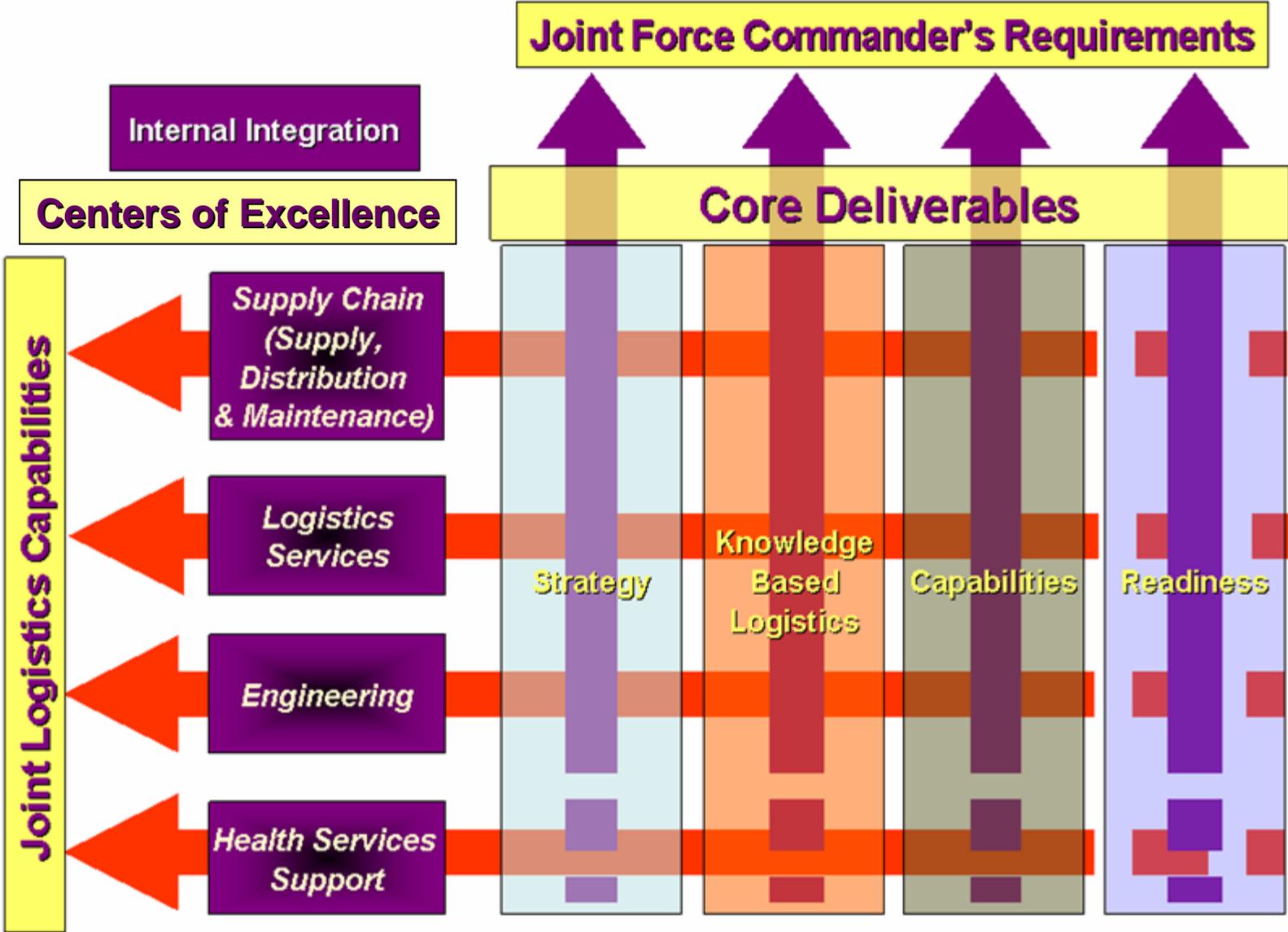
***Goal #5:*** Develop people, manage knowledge, and create a J4 learning organization

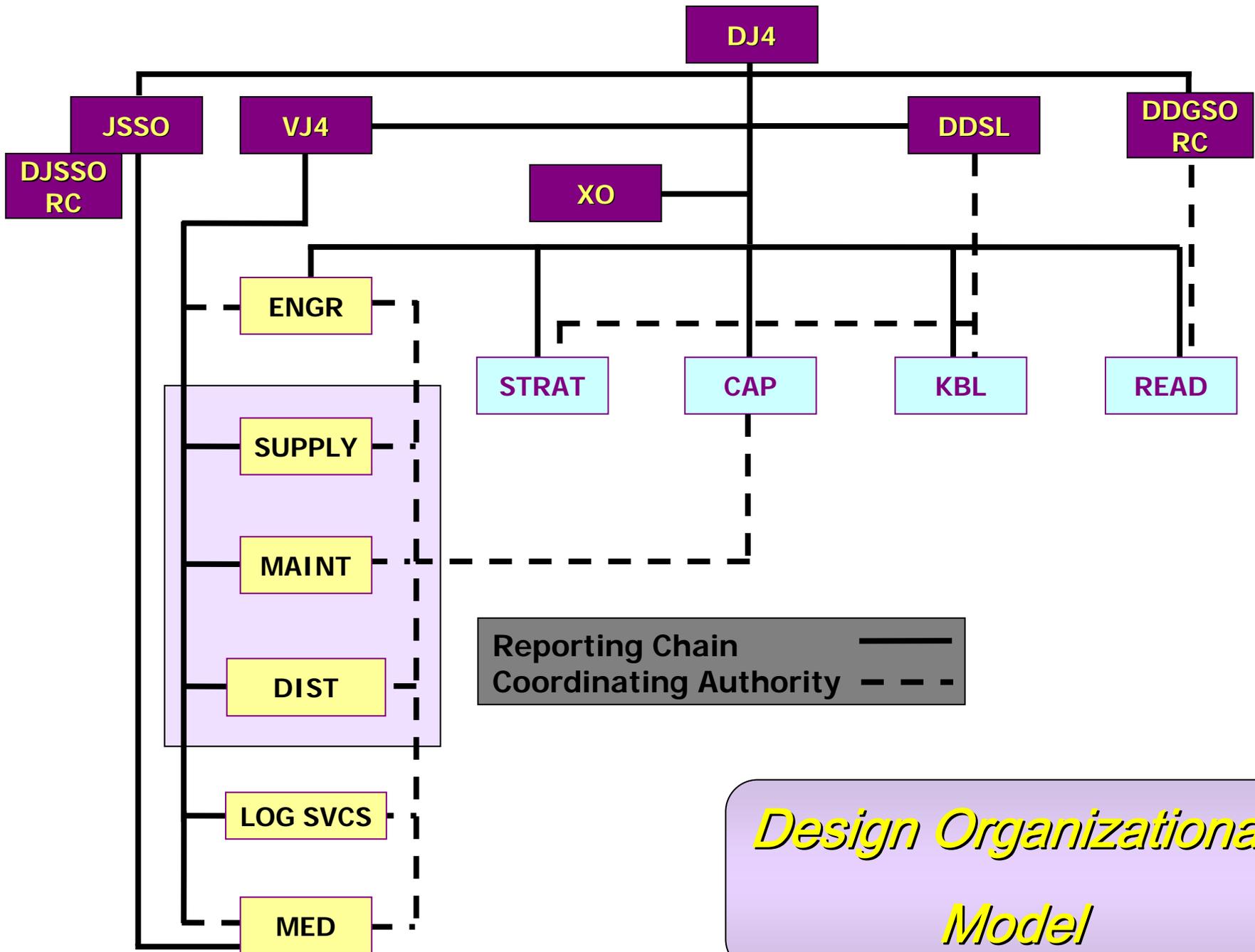
***Goal #6:*** Provide recognized leadership for the Joint Logistics Environment

# J4 Value Proposition



# J4 Organization





*Design Organizational Model*

# *Maintenance Division*



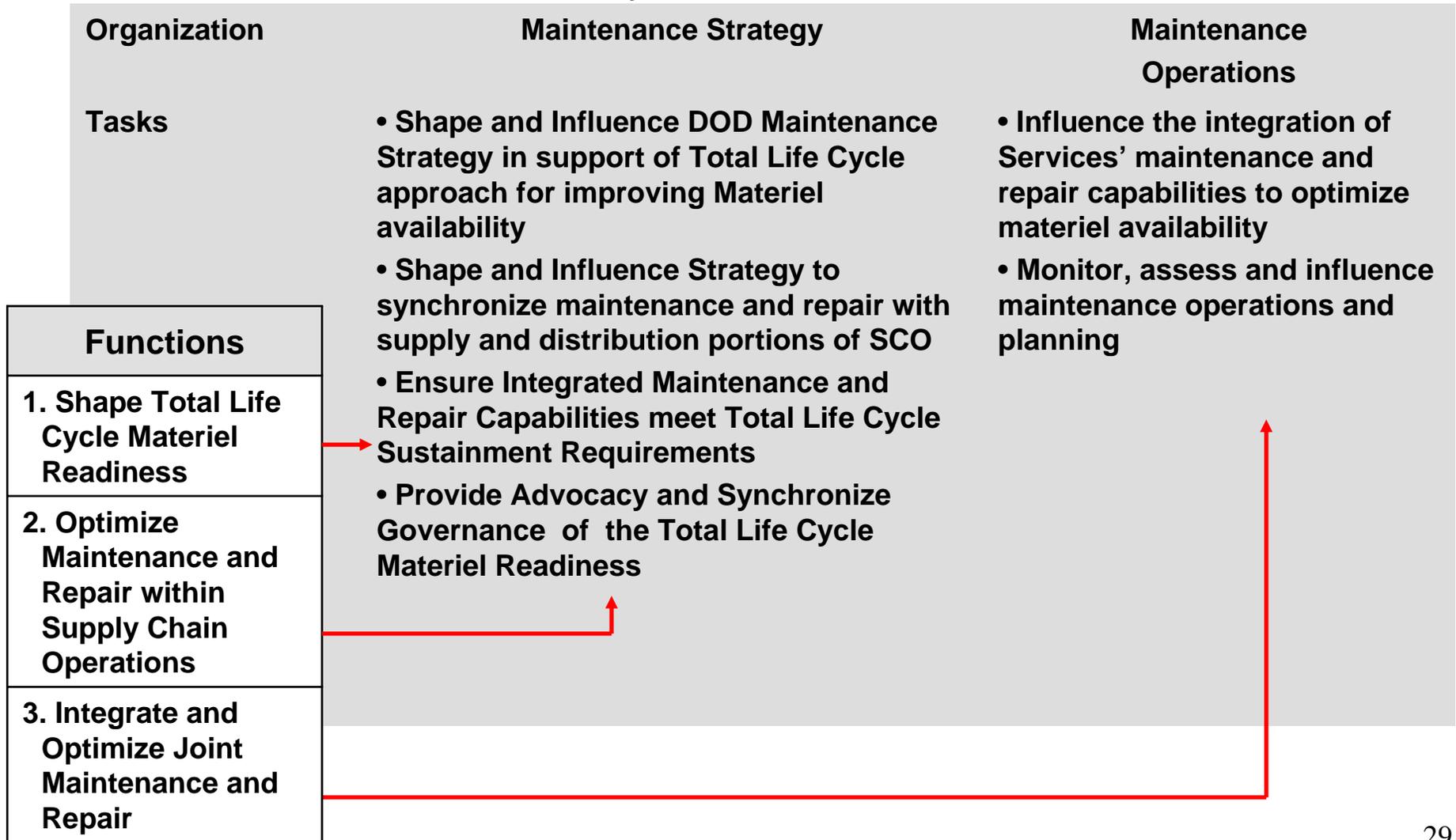
**Mission:** Deliver integrated Joint Maintenance and Repair Capabilities to maximize materiel availability

## **Functions**

- Shape Total Life Cycle Materiel Readiness
- Integrate and Optimize Joint Maintenance and Repair
- Optimize Maintenance and Repair within Supply Chain Operations

# How Maintenance Delivers its Functions

**Mission:** Deliver integrated joint maintenance and repair capabilities to maximize materiel availability.

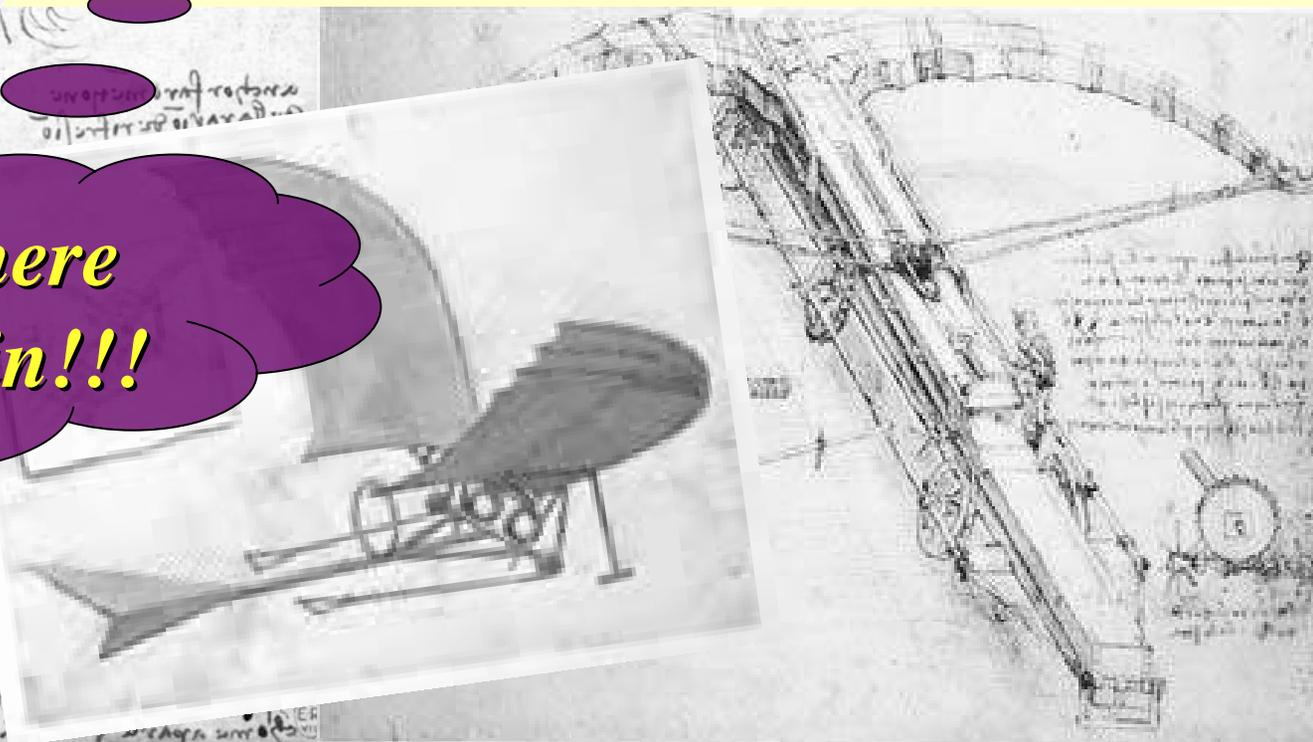


# Final Thought

**“The future is not a result of choices among alternative paths offered by the present, *but a place that is created . . . First in the mind, and then in the will . . . Next in activity. The future is not some place we are going to, but one we are creating . . .*”**

**- John Schaar, Futurist**

***This is where  
you come in!!!***



# Questions?



*Let's give him  
Enough and On Time*