

# *Joint Logistics in the Next Decade*

*National Defense Industrial Association  
25<sup>th</sup> Annual National Logistics Conference*



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Director for Logistics (J-4)  
The Joint Staff  
8 Apr 09

# Agenda

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- **Reading the Demand Signals**
  - *Why focus on 2020?*
- **Interagency Logistics**
  - *New partnerships and processes*
- **Interagency Logistics Imperatives**
  - *Conceptual Framework*



*“The future of national and international security lies in interoperability and cooperation among the Services, the interagency, international partners and non-governmental organizations .”*

CJCS Guidance



# Progression of Joint Logistics

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*To Interdependency...*

*To Jointness...*

*To Coordination...*

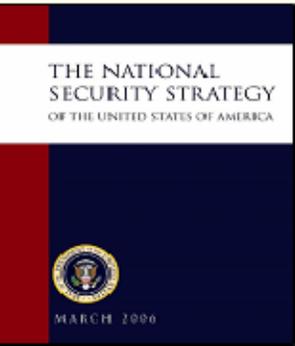
*To Deconfliction...*

*From Competition...*

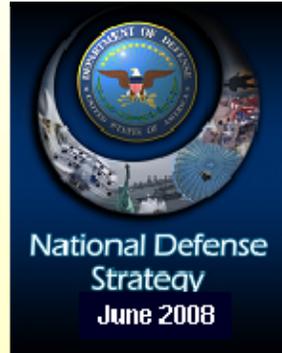


**Progression also applies to Interagency Logistics**

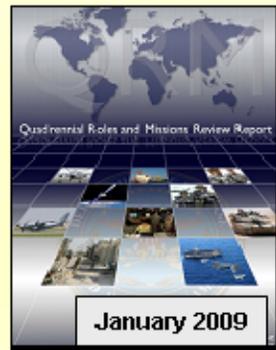
# Documents that Impact the Future of Joint Logistics



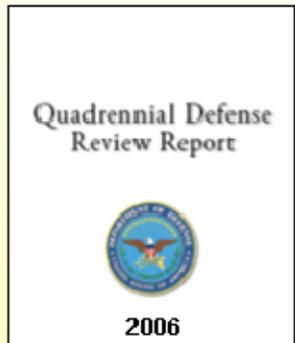
Next National Security Strategy  
?  
2009



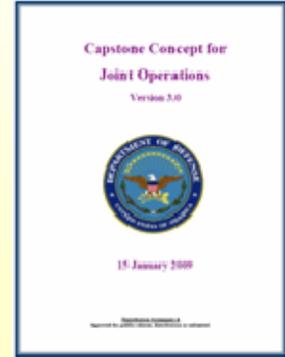
Next National Defense Strategy  
?  
20XX



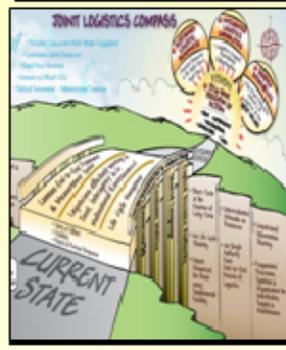
National Defense Strategy  
March 2006



Next Quadrennial Defense Review  
?  
2009



Joint Integrating Concepts  
?  
2009



Joint Logistics Strategy

**Opportunity to shape the future of Joint Logistics**

# “Demand Signals...”

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**DOD Report on Improving  
Interagency Support  
June 2007**



**GAO Report on Improving  
Stability Operations  
May 2007**

**“Military forces must become more capable of... integrating non-kinetic activities into traditional combat missions ...”**

**How does the logistics community incorporate this trend?**



# *“Demand Signals...”*

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## Provincial Reconstruction Teams

- **Great example of interagency-centric operations**
- **Whole of government approach**
- **Integrates non-kinetic missions**

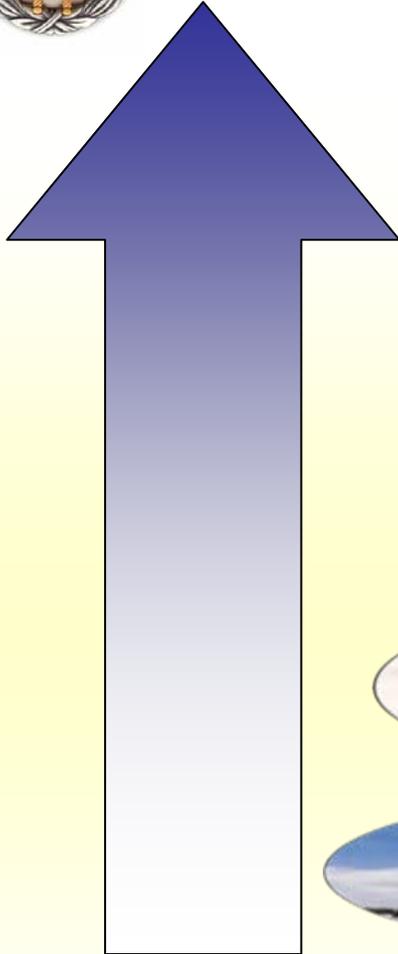


**Incorporate interoperability into war planning at outset**



# *Traditional COCOM Support Model*

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**US Agency**



**Civilian Contractors**



**Host Nation Operations**



**Coalition Operations**



**US Military**

**Solutions to regional problems**

# One example... **AFRICOM Support Model**



**Local African**



**Local African Company**



**Local Multi-National Company**



**Non-Governmental Organizations**



**Civilian Contractors**



**Local Military-US Military**



**Civilian Contractors/US Military**



**US Military**

**African  
Capabilities  
for Africans**

**Make US Military the last option**



# *Adaptive Logistics Network*



- **Matrixed visibility**

Commercial - NGOs/IGOs - Contractors - Multinational - Military

- **Focus on collaboration**

- **Overcome culture differences and perception barriers**

- **Harmonizes and synchronizes planning and actions**

- **Helping build support capabilities for African militaries, economies and societies**

**Building Capacity and Capability**

# *Recent Interagency Examples...*

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- **2004-2005 Tsunami Relief**
- **2006 Lebanon Non-Combatant Evacuation Operations/United Nations Deployment**
- **2005 Pakistan Earthquake Response**
- **2008 Georgian Humanitarian Assistance**



**Heroic Efforts Versus  
Coordinated Planning**

# Interagency ~~Joint~~ Logistics Imperatives

# 4



## ✓ Unity of Effort

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



## ✓ JLE Visibility

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

## ✓ Rapid & Precise Response

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



**Conceptual Framework for Interagency Logistics**

# Interagency Logistics Imperatives

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## Unity of Effort...without Unity of Command

- Roles & responsibilities in an interagency approach

## Interagency Visibility

- Adaptive Logistics Network



## Rapid & Precise Response

- AFRICOM Model: More effective & efficient than a military response

# Progression of Interagency Logistics

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To Interdependency...

How to make the jump to Interdependency?

From Stove Pipes...



A Goldwater – Nichols for Interagency?

# *What do I need from you...*

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- ✓ **Believe that interagency logistics is in our future**
- ✓ **Visualize industry participation...how can we partner now...and in the future**
  - **Leverage industry and international partnerships – build new ones**
  - **Work with DoD and other agencies**
  - **Think creatively**
  - **Help change our culture**
  - **Discuss!**





# Discussion

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