

# FOCUSED LOGISTICS, JOINT VISION 2010, A JOINT LOGISTICS ROADMAP, 1 AUGUST 1997

## Proponent

The proponent for this document is the Joint Staff, J-4 Logistics.

## Web Site Location

This document may be accessed from the Joint Vision 2010 homepage at <http://www.dtic.mil/doctrine/jv2010/index.html> or directly at <http://www.dtic.mil/doctrine/jv2010/focuslog.pdf>.

## Definition

*Agile Infrastructure* - .An infrastructure concept that results in right-sizing of the logistics footprint through reductions in logistics forces, facilities, equipment and supplies. These reductions will enable significant enhancements to joint logistics policies, structures and processes in inventory management, engineering, maintenance, and infrastructure improvements.

*Information Fusion* - The timely and accurate access and integration of logistics data across units and combat support agencies throughout the world. It provides reliable asset visibility and access to logistics resources in support of the warfighter.

*Joint Deployment/Rapid Distribution* - The process of moving multi-Service forces to an operational area coupled with the accelerated delivery of logistics resources through improved transportation and information networks. It provides the warfighter with vastly improved visibility and accessibility of assets from source of supply to point of need.

*Joint Health Services Support (JHSS)* - The framework for developing and providing medical services to support the CINC's warfighting mission now and into the 21st century. This framework provides a common direction for the services, commands and defense health agencies.

*Joint Theater Logistics Command and Control (JT LOG C<sup>2</sup>)* - A concept to make clear lines of authority, through a single entity in a joint warfighting environment responsible for logistics support.

*Multinational Logistics* - Mutual logistics support relationships between the United States and allied/coalition partners.

*Total asset visibility (TAV)* - The ability to provide timely and accurate information on the location, movement, status, and identity of units, personnel, equipment, and supplies, and to use that information to improve logistics and personnel processes. TAV key factors include military readiness and the cost of providing logistics support to operating forces.

## Synopsis

Focused Logistics is one of the four operational concepts of Joint Vision 2010. The other concepts include dominant maneuver, precision engagement, and full dimensional protection. As described by Joint Vision 2010, Focused Logistics emphasizes the fusion of information and logistics technologies so future joint forces will be more mobile, versatile, and more easily deployed to anywhere in the world. The Military Services and Defense agencies will work jointly with the civil sector to take advantage of advanced business practices, commercial economies and global networks. This approach will make logistics responsive, flexible, and precise; resulting in rapid crisis response;



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deployment and sustainment; the ability to track and shift units, equipment, and supplies even while en route, and delivery of tailored logistics packages and sustainment directly to the warfighter.

The goals of Focused Logistics concentrate on innovative and efficient processes and products. Focused Logistics requires logisticians to focus on the big picture (joint and combined operations) vice maintaining functional and/or Service stovepipes during the development of the other concepts of JV2010.

The Joint Staff considers the "six critical considerations" described in Joint Vision 2010 as essential to the Armed Forces reaching the next level of jointness: Doctrine, Organizations, Training, Materiel, Leadership and People as essential to achieve Focused Logistics goals. They also consider it essential to factor existing processes [i.e., Joint Monthly Readiness Review (JMRR)/Joint Warfighting Capability Assessment (JWCA) and contingency lessons learned] into the efforts to achieve Focused Logistics goals.

The Joint Staff, in coordination with the CINCs, Services, and CSAs developed a list of Focused Logistics tenets:

- ◆ Joint Deployment/Rapid Distribution,
- ◆ Information Fusion,
- ◆ Joint Theater Logistics Command and Control (Joint Log C2),
- ◆ Multinational Logistics,
- ◆ Joint Health Services Support (JHSS), and
- ◆ Agile Infrastructure.

The design of these tenets provides highly responsive support to the warfighter across any level of warfare, any type of engagement. When fully implemented, Focused Logistics provides the full spectrum utility needed to achieve full spectrum dominance – the ultimate goal of Joint Vision 2010.

The joint logistics challenge is to reduce response times, order and ship times, inventories, and right-size the logistics footprint (including personnel, war reserves, and prepositioned materiel), while increasing support to the warfighter. Rapid transportation and time-definite delivery will supplant large inventories because of the accelerated movement of units, supplies, and equipment anywhere in the world. As the services migrate from a supply to a distribution-based sustainment system, support systems must be far more visible, reliable, and accessible. Synchronization of logistics support has always been essential to joint operations, but the dynamics of the other operational concepts of JV2010 – Dominant Maneuver, Precision Engagement, and Full Dimension Protection – will make coordinated efforts even more critical to successful mission accomplishment.

The Focused Logistics vision calls for improved support to the warfighter through increased responsiveness, visibility, and accessibility of logistics resources. The desired end state is full spectrum supportability – supporting the warfighter from a source of supply to a point of need whether that is a foxhole, cockpit, deck plate, or base while maximizing the benefits to be gained from information superiority and technological innovation. To achieve that end, the Focused Logistics Roadmap draws from Defense, Service, unified command, and CSA strategic logistics plans.

Briefly, the six tenets and their concepts for improvement include:

- ◆ Joint Deployment/Rapid Distribution is the process of moving multi-Service forces to an operational area coupled with the accelerated delivery of logistics resources through improved transportation and information networks providing the warfighter with vastly improved visibility and accessibility of assets from source of supply to point of need. Achievement occurs through implementation of the following concepts:

- ⇒ Deployment/Redeployment - developing joint deployment/redeployment doctrine as a starting point to improving the joint deployment process.
  - ⇒ Strategic Airlift - improving strategic air mobility because it will continue to be a high demand resource in peacetime and contingencies.
  - ⇒ Strategic Sealift - improving the Navy organic strategic sealift program, and evaluating, and integrating the potential commercial intermodal capability into wargaming and exercises.
  - ⇒ Joint Logistics Over-the-Shore (JLOTS) - Improving the capability to operate through Sea state 3 [SS3 (wave height 3.5 - 5.0 feet, wind 13.7 - 16.4 kts)], and deliver this capability to the theater when port throughput is insufficient, and improving JLOTS by increasing the integration between Service LOTS capabilities.
  - ⇒ Joint Reception, Staging, Onward Movement and Integration (JRSOI) - Improving the process required to transition-arriving personnel and materiel into forces capable of meeting operational requirements.
  - ⇒ Theater Distribution (TD) - developing a comprehensive, distribution system for deployment, sustainment, and redeployment of units, personnel, materiel and equipment to and from designated points of need.
- ◆ Information Fusion is the timely and accurate access and integration of logistics data across units and combat support agencies throughout the world providing reliable asset visibility and access to logistics resources in support of the warfighter. Achievement occurs through implementation of the following concepts:
    - ⇒ Global Combat Support System (GCSS) - providing universal access to information and interoperability of that information across Command Support (CS)/CSS and ultimately between support functions and command and control.
    - ⇒ Automatic Identification Technology (AIT) - ensuring the capturing of current and accurate source data for existing and future Service, Agency, and CINC automated information systems (AIS).
    - ⇒ Joint Total Asset Visibility (JTAV) - providing users with timely and accurate information on the location, movement, status, and identity of units, personnel, equipment, and supplies, and the capability to act upon that information to improve overall performance of DoD's logistics practices.
    - ⇒ Intransit Visibility (ITV) - providing the specific ability to track the identity, status, and location of DoD unit and nonunit cargo, passengers, and medical patients from origin to the foxhole, during peace, contingencies, and war.
    - ⇒ Joint Decision Support Tools (JDST) - providing tools that will aggregate, categorize, and depict data elements in a format easy to use and understand allowing decision-makers at all levels of command and throughout the logistics pipeline to obtain accurate, real-time data to collaboratively plan, prioritize, and redirect logistics operations. Real-time information such as force composition, environment, intensity, and expected duration of operation is critical to predicting warfighting requirements.
  - ◆ Joint Theater Logistics Command and Control (JT LOG C2) is a concept to make clear lines of authority, through a single entity in a joint warfighting environment responsible for logistics support. Achievement occurs by evaluating the structure of a single in-theater joint logistics organization whose mission would be to synchronize, prioritize, direct, integrate, and coordinate common user and cross-Service logistics functions.

- ◆ Multinational Logistics involves mutual logistics support relationships between the United States and allied/coalition partners. Achievement occurs through implementation of the following concepts:
  - ⇒ Establish a Framework for U.S. Involvement in Multinational Operations - development of doctrine to provide broad strategic and operational guidance on logistics support of multinational operations.
  - ⇒ Expand Bilateral Agreements - expand bilateral agreements such as Acquisition and Cross-Service Agreements (ACSAs) and Host Nation Support (HNS) agreements to increase logistics reach and flexibility while minimizing duplication of common logistics support. This will provide responsive and flexible support during contingencies, peacekeeping, humanitarian, and disaster relief operations.
  - ⇒ Leverage Multinational Capabilities - improve the logistics capabilities of multinational organizations to which we belong to reduce our logistics costs by preventing duplication of common support, and improve the logistics capability of international organizations such as the United Nations (UN) and the North Atlantic Treaty Organization (NATO) so we will achieve more efficient and economical use of everyone's logistics resources.
  - ⇒ Share Technology to Promote Interoperability - promote multinational interoperability in logistics information management to obtain the goal of securing maximum operational benefits and fiscal efficiency.
  - ⇒ Contingency Contracting - perform in support of a contingency, humanitarian or peacekeeping operations to provide for facilities, supplies, services including maintenance, transportation, and quality of life support. Supplementing or replacing active forces opening a theater of operations makes the active military support unit available for another contingency operation that may arise or a Major Theater War.
- ◆ Joint Health Services Support (JHSS) is a framework for developing and providing medical services to support the CINC's warfighting mission now and into the 21st century. This framework provides a common direction for the services, commands and defense health agencies. Achievement occurs through implementation of the following concepts:
  - ⇒ Military Health Services System (MHSS) - providing top quality health services whenever needed, in support of military operations and to members of the Armed Forces.
  - ⇒ Joint Health Services Support Strategy (JHSS) Vision 2010 – Full Spectrum Health - developing a strategy that maximizes the synergistic effects of the Services medical elements through jointly coordinated, comprehensively planned, and mutually supportive medical operations. The strategy pillars include promoting a healthy and fit force, preventing disease and non-battle injury, and care and management of casualties. Implementation of these three pillars reduces the demand for strategic lift by delivering upon demand to the warfighting CINCs a healthy, fit and medically ready force; countering the health threat to the deployed force; and providing critical care and management for combat casualties.
  - ⇒ Immediate Focus: Casualty & Non-Combat Care and Management - deploying small, mobile, and capable units to provide essential care in theater. This involves the joint use of deployed medical resources supporting every medical aspect throughout all phases of every operation. The units are flexible, adaptable, and can be tailored to missions ranging from MTW to operations other than war.
  - ⇒ Current Initiatives - promoting and supporting the Services/medical reengineering, training, and research and development programs to allow the reduction of the

medical footprint without degrading the quality care to Service members and other beneficiaries.

- ◆ Agile Infrastructure is a concept that results in right sizing of the logistics footprint through reductions in logistics forces, facilities, equipment and supplies. These reductions will enable significant enhancements to joint logistics policies, structures and processes in inventory management, engineering, maintenance, and infrastructure improvements. Achievement occurs through implementation of the following concepts:
  - ⇒ Outsourcing and Privatization - Outsourcing is the transfer of a support function previously performed by a government activity to a private service provider. Privatization is a type of outsourcing involving the transfer of government assets to the private sector as the government sheds the capability to perform a function. These offer the potential to lower costs and improve performance across a wide range of activities.
  - ⇒ Commercial Business Practices - adopting the best business practices of the commercial market place, resulting in continuously improving logistics operations, cost savings/avoidance, and process cycle time reductions.
  - ⇒ Civil Engineering Support - providing the permanent and temporary facilities infrastructure necessary to project and sustain forces—facilities, host nation or organic support, and contingency contracting.
  - ⇒ Maintenance Operations - improvement to fleet and force maintenance with such improvements as a reduction to basically two levels of maintenance—unit/operator and contractor/depot; a substantially increased contractor presence throughout the spectrum of maintenance and logistics support operations; reduced repair cycle time; lighter and more agile support capability; reduced logistical footprint; highly refined asset visibility; consolidation and regionalization of maintenance operations; cross-Service sharing of capabilities and facilities; depot repair on demand; and more efficiently and fully workloaded facilities. Additionally technology will play an ever-increasing role both in the information and asset visibility arenas. Also, improvements in the capabilities of the built-in test equipment and diagnostics capabilities, as well as new tools such as "telemaintenance," will significantly enhance prognostic resources available to the maintainer.
  - ⇒ Right-Sized Inventories - adjusting the size of Service and wholesale inventories to take advantage of improved business practices and information technology, reduce response cycle times, and reduce storage and handling costs while improving overall responsiveness and force readiness.
  - ⇒ Prepositioning - promoting this vital facet of overseas presence demonstrates U.S. commitment to our allies. Prepositioning also improves strategic mobility, allowing the United States to respond more quickly to a developing crisis and enhancing our ability to deter aggression and war.
  - ⇒ Secondary Item War Reserves - determining and programming the requirements for these mission essential items to attain operational objectives in the scenarios authorized for sustainment in the Secretary of Defense Planning Guidance.

## What Does This Mean for Military Public Health?

Preventive medicine is a comprehensive program to protect the health and environment of military personnel. The USACHPPM has unique expertise in using matrixed teams of scientific and engineering disciplines that can address and improve preventive medicine processes and products.

To implement the concept of Focused Logistics, we need to adopt the following themes common to other documents on our list:

- ◆ understand the CINC's perspective of his theater of operations and aggressively pursue process and/or technological innovations to optimize the warfighter's joint health service support;
- ◆ develop the outcome measurements to show that promoting a healthy and fit force and preventing disease and non-battle injury both reduces the demand for strategic lift by delivering a healthy, fit and medically ready force to the warfighting CINCs; and also counters the health threat to the deployed force;
- ◆ include preventive medicine support in the doctrine developed for the deployment/redeployment; joint reception, staging, onward movement and integration; and theater distribution concepts. Force health protection requires we ensure the medical readiness of the force; address the potential and actual health threats, and provide appropriate countermeasures; and institute comprehensive medical surveillance;
- ◆ work closely with the research, development, and acquisition communities. We must assist the military services' combat developers in developing innovative state-of-the-art solutions to address lessons learned and doctrine, training, leader development, organization, materiel, and soldiers (DTLOMS) deficiencies to meet the challenges of Joint Vision 2010;
- ◆ make health promotion and preventive medicine the new focus for the Joint Health Service Support tenet of Focused Logistics vice the immediate focus of casualty care and management currently listed. This new focus is more in line with the current Joint Staff (J-4) medical readiness thrust;
- ◆ look at all our products and services to determine if they promote and maintain a healthy and fit Force. We must create a common culture throughout the DoD that values health and fitness;
- ◆ optimize the use of technology to obtain, evaluate, and disseminate preventive medicine information in an effective and efficient manner;
- ◆ demonstrate the effectiveness of environmental health, occupational health and health promotion in minimizing risk and optimizing readiness, fitness, and health; and
- ◆ understand the basic principles of materiel requirements and development. Additionally, we need to be aware of the materiel initiatives that require full preventive medicine involvement as well as the materiel initiatives that require preventive medicine support. Addressing preventive medicine materiel deficiencies will improve health promotion and reduce disease and nonbattle injury.