



JOINT LOGISTICS

Strategic Plan | 2010-2014





As the Director for Logistics, I am pleased to present the Joint Staff J-4 Strategic Plan for 2010-2014. Developed through an internal and external collaborative process, this plan outlines the mission, vision, goals, and objectives that will guide and align our activities for the next five years.

There are many challenges facing the logistics Community of Interest (COI) and multiple “voices” working from their perspectives to provide solutions for the joint warfighter. By coordinating and integrating those perspectives, J-4 sponsors the joint logistician and synchronizes the members of the logistics COI. We facilitate cooperation and advocate solutions, while providing the Chairman of the Joint Chiefs of Staff with the best military advice and an awareness of the joint logistics environment. Through alignment with the Chairman’s priorities, this strategic plan provides direction for our organization to best complete our mission.

It is my vision that J-4 will continue to fulfill our role by creating *dynamic* logistics; translating adaptive, flexible, and responsive logistics into unconstrained options for the Joint Force Commander. We are in the midst of a critical period in joint logistics, and we must collectively continue to focus on providing leadership and vision to the logistics COI. To do that, we must think outside traditional lines and produce innovative, effective, and efficient solutions that provide the Joint Force Commander freedom of action. Let’s make *dynamic* logistics happen!

A handwritten signature in white ink that reads "Kathleen M. Gainey". The signature is fluid and cursive, with a large initial "K" and a stylized "G".

KATHLEEN M. GAINERY
Lieutenant General, USA
Director for Logistics, J-4

Joint Staff Logistics Directorate (J-4)

J-4 integrates logistics planning and execution in support of joint operations to drive joint force readiness, maximize the Joint Force Commander's freedom of action, and advise the Chairman of the Joint Chiefs of Staff on logistics matters. We work across the myriad of organizations in the logistics Community of Interest (COI) including the Office of the Secretary of Defense, the Services, the Combatant Commands, the industrial base, and our multinational and interagency partners.

J-4 is structured into two cross-functional groups that support operational and strategic logistics. This structure allows us to maintain a comprehensive understanding of the current operational environment and to better prepare for the future environment. The Deputy Director for Operational Logistics focuses and aligns with the core logistics capabilities of supply, maintenance operations, deployment and distribution, health services support, engineering, logistics services, and operational contract support. The Deputy Director for Strategic Logistics focuses on long-term strategy, knowledge-based logistics, multi-national partnerships, capabilities, analysis, and resources.



“While the operating environment constantly changes, the outcome the joint force commander expects will not. The Joint Force Commander expects joint logistics to give him sustained logistic readiness which will provide freedom of action to effectively execute operations in support of national objectives.”

– ADM Michael Mullen,
Chairman of the Joint Chiefs
of Staff

Mission Drive Joint Force readiness, maximize the Joint Force Commander's freedom of action, and provide the best logistics advice to the Chairman of the Joint Chiefs of Staff in order to shape the logistics environment

Vision Dynamic Logistics → Nothing Constrained - - Everything Possible

Goals

- Provide joint logistics strategic direction
- Deliver integrated joint logistics capabilities
- Develop the organization and our people

Mission Our mission focuses on our three priorities: joint readiness, freedom of action for the Joint Force Commander (JFC), and advice to the Chairman of the Joint Chiefs of Staff. Aligning with our mission allows us to prioritize our daily efforts toward achieving our goals and objectives, as presented in this strategic plan.

Vision The arrow and punctuation within our vision are deliberate. The arrow represents J-4's efforts to facilitate adaptive, flexible, and responsive logistics into unconstrained options for the JFC. With unconstrained options, the JFC has freedom of action to make decisions based on optimal circumstances. *Dynamic* logistics will overcome the challenges of the Joint Logistics Environment.

Goals To achieve our vision, J-4 leadership identified three strategic goals. The first two goals focus on setting strategic direction and integrating logistics capabilities through our interaction with the logistics COI. The third goal focuses on the internal development of the J-4 organization and staff. The objectives supporting each goal form the foundation for turning our strategy into action; they outline how we will "make *dynamic* logistics happen."

"No operation should ever be constrained by logistics."
– Gen James Mattis, Commander, U.S. Joint Forces Command

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Joint Logistics Environment

Today's logistics operations exist within an extremely diverse, complex, and globally distributed environment. Operations are increasingly dependent on the use of a joint force and multinational and interagency relationships. Therefore, we rely more upon the ability of joint logisticians to integrate a wide range of logistics capabilities. Joint logistics requires planners and executors to match the optimal service capabilities to the Joint Task Force mission requirements. This may require mixing service units or sharing resources to achieve the desired effect.

The next quarter century will challenge U.S. joint forces with threats of combat, security, engagement, relief, and reconstruction activities. In addition, our enemy's capabilities will range from improvised to high-tech weaponry. No one organization will be successful meeting these challenges alone. Success in the future joint logistics environment will come from aligning the efforts of DOD organizations, the industrial base, non-governmental agencies, and our interagency and multinational partners into a singularly focused Joint Logistics Enterprise. Our strategic plan, in conjunction with the Joint Logistics COMPASS and Joint Logistics White Paper, will play a key role in the transition from a logistics COI into the future Joint Logistics Enterprise.



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The Joint Logistics Enterprise (JLE)

The Joint Logistics Enterprise will be a multi-tiered matrix of key, global logistics providers existing at the strategic, operational, and tactical levels of war. The Joint Logistics Enterprise will include the full range of logistics capabilities and processes. More capable than the sum of its parts, the Joint Logistics Enterprise will provide an unassailable strategic advantage when integrated, synchronized, and optimized. Creating the Joint Logistics Enterprise is critical to providing sustained logistics readiness, achieving unity of effort, and giving the Joint Force Commander (JFC) the trust and confidence to plan and execute operations unfettered by logistical constraints. We will have created the Joint Logistics Enterprise when all logistics partners and stakeholders are aligned, interoperable, can leverage all support available, and are synchronized such that the support provided is optimized.

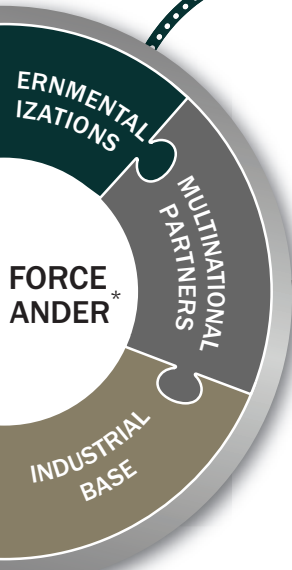


Department of Defense logistics organizations including J-4, the Services, the Office of the Secretary of Defense, the Combatant Commands, the Defense Logistics Agency, the Defense Contract Management Agency, and the Defense Security Cooperation Agency support the logistics needs of the JFC; they integrate and coordinate logistics capabilities, prioritize, and allocate resources, and develop policy and doctrine.



Other government agencies and organizations, including the Department of State and the Department of Homeland Security, collaborate to support the 'whole of government' concept, a force multiplier to the skills and capabilities already existing within the Department of Defense.





Independent, private volunteer, and regional organizations involved in operations; they leverage unique skills and capabilities that can provide the joint warfighter increasingly *dynamic* logistics.



Governments and militaries of foreign countries collaborate with U.S. forces to expand mutual support and leverage each others' capabilities to respond quickly to contingencies during times of both peace and war. Leveraging the logistics capabilities of our multinational partners increases the combatant commander's freedom of action by providing more options.



Located in the U.S. and globally, private-sector and government-owned entities (including manufacturing and construction firms, research labs, and technology companies) provide the full array of goods and services required by the armed forces of the United States and its allies.



* The JFC is a central partner in the Joint Logistics Enterprise. The JFC controls the capabilities, organizations, and processes to deliver, position, and sustain through the last tactical mile to the point of employment.



Goal 1: Provide joint logistics strategic direction

“The essence of joint operations is not only to match each Service to its proper situation so that it contributes most effectively to success, but also to combine Service capabilities such that each enhances the effectiveness and compensates for the vulnerabilities of the others.”

– 2009 Capstone Concept for
Joint Operations

Providing a sound strategic direction is critical; it allows for initiatives to be assigned, doctrine to be developed, concepts to move forward, and relationships and communications to solidify. Only when the strategic direction is set, communicated, and inculcated can the logistics COI members work effectively together and create the Joint Logistics Enterprise.

As a leader of joint logistics, J-4 provides joint logistics strategic direction to the whole of the logistics COI. We leverage our position as an integrator and advocate, identifying and communicating best practices for the Joint Force Commander. J-4 demonstrates this leadership through its development of the Joint Logistics COMPASS, a strategic logistics roadmap designed for the logistics COI and future Joint Logistics Enterprise partners and stakeholders.



Objectives

- **Transition the logistics COI into the Joint Logistics Enterprise**
Develop a roadmap to transition from today's logistics COI to the future Joint Logistics Enterprise
- **Facilitate ownership, development, and integration of the Joint Logistics COMPASS**
Migrate the focus of the COMPASS from being objectives-driven to being the fabric of the logistics COI's actions
- **Influence joint logistics through strategy, policy, and doctrine**
Develop logistics strategy and guidance to influence joint logistics doctrine and improve coordination, as well as promote common understanding between logisticians
- **Advance joint logistics concept development**
Develop future logistics capabilities with a common joint and interagency operating language
- **Strengthen strategic relationships**
Improve strategic relationships throughout the logistics COI to leverage core competencies and eliminate redundancies where appropriate
- **Strengthen strategic communications**
Develop, communicate, and advance an integrated strategic logistics message to build unity of effort within the J-4 and across the logistics COI



Goal 2: Deliver integrated joint logistics capabilities

“The essence of flexibility is in the mind of the commander, the substance of flexibility is in logistics.”

– *RADM Henry E. Eccles, United States Navy*

The current and future operating environment presents J-4, and all joint logisticians, with the most complex set of challenges faced by any force. J-4 must lead the logistics COI to develop new tools and processes to improve decision-making, planning, and execution for the Joint Force Commander, to provide maximum freedom of action. As modern warfare becomes less conventional, we must prepare our forces to operate in layers of operational environments. We must build the capacity, alliances, and processes to guarantee the success of the future Joint Logistics Enterprise.



Objectives

- **Enable effective execution of plans and operations**
Support the logistics needs of current operations and effectively meet the needs of the joint warfighter
- **Enable effective logistics planning and decision-making**
Support the development of logistics tools and processes for the Joint Force Commander
- **Advocate and integrate for solutions to meet the needs of the Combatant Commanders and Services**
Provide cross-cutting input to synchronize projects and mitigate the gaps faced by the joint warfighter
- **Optimize materiel availability and joint force readiness**
Align efforts to manage the deployment and redeployment of forces responsibly
- **Shape multinational and interagency logistics**
Increase interaction with our multinational and interagency partners to build more defense and civilian capacity and capability



Goal 3: Develop the organization and our people

“If you are going to achieve excellence in big things, you develop the habit in little matters. Excellence is not an exception, it is a prevailing attitude.”

– GEN Colin Powell (Ret.),
Former Chairman of the Joint
Chiefs of Staff

Our fast-paced and changing environment demands a highly trained and well-rounded J-4 staff to facilitate *dynamic* logistics within the logistics COI. We will be adaptive, flexible, and responsive. We must anticipate tomorrow’s logistics challenges and embrace new ideas to enhance future operations.

Our success requires the ability to develop the right mix of experience and skills in our people, and to manage knowledge transfer as individuals rotate in and out of the organization. Through improved knowledge management, staff development, and organizational structure, we will minimize gaps and build continuity throughout the organization. Successful execution of this goal enables J-4 to set the strategic direction for joint logistics and deliver integrated joint logistics capabilities.



Objectives

→ Develop the organization

Institutionalize effective tools, processes, and communication

→ Develop our people through a mix of experience, education, and training

Provide opportunities for Department of Defense civilians and military members to access the training required to best execute their responsibilities and further their professional development through various job opportunities in order to learn and grow in technical expertise and leadership roles

→ Align resources to support J-4 goals and objectives

Ensure the availability and right allocation of resources to include proper planning, budgeting, and resource management, as well as fostering leadership to promote fiscal management. Organize J-4 internally to align with the execution of our strategic plan

Moving Ahead

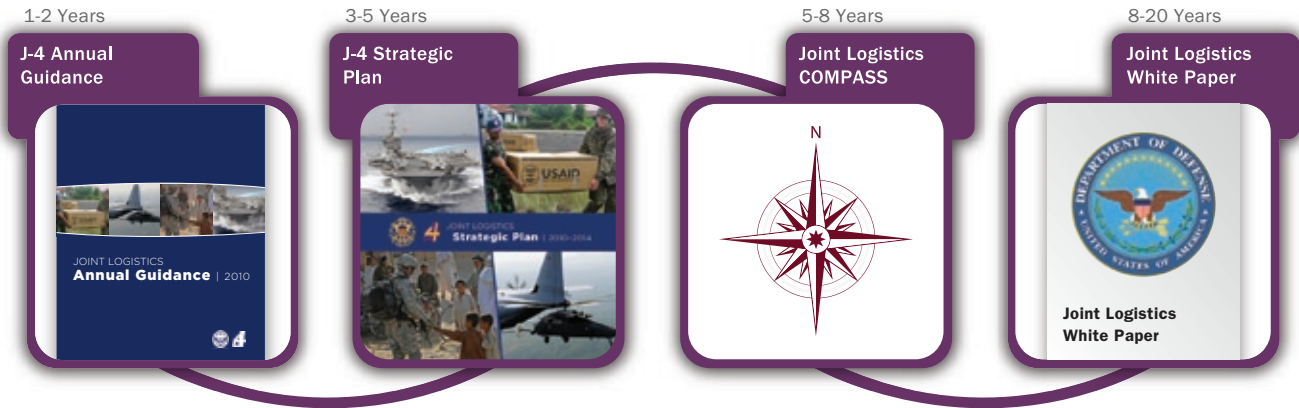
In Review

This strategic plan serves as the J-4 guide to accomplish our mission and realize our vision. The strategic goals focus our role as the advocate and integrator within the joint logistics environment to translate *dynamic* logistics into unconstrained options for the Joint Force Commander. This strategic plan helps us bridge the capability gaps and remove the barriers laid out in the Joint Logistics COMPASS and the Joint Logistics White Paper. It prepares us to meet the challenges of the current and future joint logistics environment.

Process

We developed this strategic plan using a collaborative planning process with input from internal and external stakeholders. Each year, J-4 publishes an annual guidance that identifies the initiatives to be completed during a 12 month period. The J-4 Deputy Directors for Strategic and Operational Logistics, along with the Chief of Staff, are responsible for monitoring and communicating the performance towards achieving our goals and objectives.

J-4/JLE Strategic Timeline



Make It Happen At J-4, we have the critical responsibility of supporting the world's preeminent military force. Our strategic plan demonstrates our commitment to supporting the logistics requirements of the current and future environments. We prepare today to support tomorrow's warfighter; the future warfighter depends on us. **Let's make it happen.**

**“My unwavering objective is meeting
the joint warfighter’s needs.”**

– LTG Kathleen M. Gainey, Director for Logistics, J-4





4