

JOINT THEATER LOGISTICS

Mode: Lecture/Seminar

Lesson No. 4-14-L/S

1. Introduction.

a. This lesson will examine some historical aspects of theater logistics planning as well as engage in the future challenges which lie ahead. Most importantly, however, students will be exposed to log planning at the theater level because it is in an area that "transformation" is beginning to take shape. Previously, we discussed Multi-National Operations in seminar which has always and continues to be a challenge when developing a concept for logistics support.

b. Theater logistics planning, is **joint**. Combatant and Joint Force Commanders have "directive authority" to ensure their OPLAN(s)/CONPLAN(s) are feasible. Today, planning for and supporting Smaller Scale Contingencies has become almost as resource intensive as that associated with an MTW, tanker air lift operations in Kosovo were proof of pudding. Never before has **detailed** coordination and execution been so critical to success. Dialogue between the J4 and the other joint staff principals must begin early in a crisis situation. Joint Standing Operating Procedures at the Combatant Command HQs are critical to jump start planning in JOPES. Although much is achieved through Inter-Service Support Agreements (ISSA), Regional Access Support, Host Nation Support, the Defense Logistics Agency, Army Logistics Support to other Services (ALSOS) and Pre-Positioning of equipment and materials (PREPO), the job is never quite complete. Each crisis situation comes with its own unique set of challenges.

2. Learning Objectives.

a. Know what the Services bring to the theater for log support. Know the basic joint logistics principles and functions that the CINC's J4 uses to plan for theater support. Know what tools the J4 has to lessen the adverse impact of resource constraints. Know the planning considerations required by the J4 when developing combined/joint theater log support.

b. Know that the Army carries DoD Executive Agency responsibilities with **Army Logistics Support to Other Service**

(ALSOS). In the field, there is an interesting argument developing however which infers that ALSOS is joint support requirement. Understand that the Army Service Component Commander's Theater Support Command (TSC) is the organization tasked in detail to execute the ALSOS mission and provide for common user item support.

c. Synthesize and apply current joint logistics doctrine in the Joint Planning Summary (e.g., Deliberate and CAP processes), at the Course 4 End of Course Exercise, Strategic Crisis Exercise and related Term II & III Electives Program.

3. Student Requirements.

a. Tasks. Return to Seminar and discuss this lesson and its readings.

b. Required Readings.

(1) Chairman, Joint Chiefs of Staff. Joint Pub 4-0, Doctrine for Logistics Support of Joint Operations, 6 April 2000. **All read:** Preface and Executive Summary and pp. I-3 thru I-20, IV-1 thru IV-8 and V-1 thru V-9. (Student Issue)

(2) Chairman, Joint Chiefs of Staff. Joint Publication 4-08, Joint Doctrine for Logistic Support of Multinational Operations, Preliminary Coordination, "Executive Summary," 24 August 2000. (Course 4 Selected Readings, AY02, Implementing National Military Strategy)

(3) Farnen, William N. "Ad Hoc Logistics in Bosnia," Joint Force Quarterly, Autumn/Winter 1999-2000. (Course 4 Selected Readings, AY02, Implementing National Military Strategy)

(4) Anderson, Nicholas J. "Challenges of Total Asset Visibility," Army Logistician, January-February 2001. (Course 4 Selected Readings, AY02, Implementing National Military Strategy)

(5) Coburn, John G. "Logistics: Flexing Muscle for Army Transformation," Army, May 2001. (Course 4 Selected Readings, AY02, Implementing National Military Strategy)

(6) Deal, John C., and James H. Ward. "Second Thoughts on Outsourcing for the Army," Army, May 2001. (Course 4 Selected Readings, AY02, Implementing National Military Strategy)

c. Suggested Readings.

(1) Bellini, Mark A. "Multi-National Logistics; Is it Worth It?" April 2000. USAWC Strategic Research Project. (Library Reserve Shelf)

(2) United States Air Force Agile Combat Support Concept of Operations. Draft, 1 October 1999. (Library Reserve Shelf)

(3) "Sea Based Logistics, A 21st Century Warfighting Concept." 12 May 1998. (Library Reserve Shelf)

4. Points to Consider.

a. Determining the Command and Control C2 architecture for multinational/joint theater logistics operations has always been a contentious issue, why? How can we do better, especially against a backdrop of repeated small scale contingencies and humanitarian assistance/natural disaster relief support operations?

b. Why is "logistics situation awareness" getting so much attention? Title 10 US Code and Joint Doctrine by law dictate that logistics is a Service responsibility, yet theater support planning and execution emphasis is on "advanced distribution and delivery technologies" vice "iron mountains," so why do we need four different Services supporting themselves in the theater? Is this a Joint Theater Log C2 issue or a Joint Theater Materiel Management one?

c. Let's think out of the box for a moment and discuss supporting the theater from a completely different approach. One which envisions, perhaps, a DoD Theater Support Organization connected directly to industry via a credible partnership providing responsive strategic reach from the manufacturer to the warfighter regardless of the recipient's uniform color. Focus the discussion on what it would look like to include "outsourcing" support through the use of contractors on the battlefield and civilian augmentation programs.

5. Relationship to Professional Joint Education (PJE) Learning Areas.

- a. PJE LA 1.b. Objectives, Readings, Points to Consider
- b. PJE LA 2.b. Objectives, Readings, Points to Consider
- c. PJE LA 2.d. Objectives, Readings, Points to Consider

- d. PJE LA 3.c. Objectives, Readings, Points to Consider
- e. PJE LA 4.b. Objectives, Readings, Points to Consider
- f. PJE LA 4.d. Readings, Objectives, Points to Consider
- g. PJE LA 5.g. Readings, Objectives, Points to Consider
- h. PJE LA 6.a. Readings, Objectives, Points to Consider
- i. PJE LA 6.b. Readings, Objectives, Points to Consider

6. Relationship to USAWC Institutional Learning Objectives (ILOs), Enduring and Special Themes.

- a. ILOs: 1, 5, 6, and 7
- b. Enduring Themes: History, Jointness
- c. Special Themes: Multinational Operations, Transformation, Warfare in the 21st Century

7. Suggested Schedule.

0830-0850 Seminar Admin
 0850-0900 Report to Bliss Hall for Guest Lecture
 0900-0950 Bliss Hall Presentation by MG Bates, Commander
 of the 19th Theater Support Command
 0950-1010 Break
 1010-1050 Q and A
 1050-1100 Break and return to Seminar
 1100-1130 FI led Roundtable on discussion on presentation
 and assigned readings