

Enabling Strategic Responsiveness

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Army Objective Force units, as part of a joint, **interagency** and **multi-national** team, will see *first, understand first, act first, and finish decisively* to dominate future land operations and provide the decisive complement to air, sea and space operations at the strategic, operational, and tactical levels. Even as The Army is at war...we must Transform. Our current Combat Service Support organizations and processes must change in order to unleash units from lengthy and exposed lines of communication, unburden them from large stocks of supplies, and relieve them of the necessity to conduct time-consuming and extensive resupply operations. The Transformation of Army Logistics is guided by three charges from The Army Chief of Staff: enhance strategic mobility and deployability; reduce the deployed sustainment footprint and replenishment demand; and reduce the cost of logistics while maintaining warfighting capability and readiness.

Carefully considering the CSA's charter, and in close coordination with the Defense Transformation Planning Guidance, the DoD Future Logistics Enterprise, and the Joint Vision and emerging Joint Operations Concepts, The Army will utilize four nested and integrated capstone concepts to guide specific plans, programs, and process improvements to transform the Strategic and Maneuver Sustainment systems:

- Joint Logistics Corporate Enterprise (JLCE)
- Distribution Based Logistics (DBL)
- Performance Based Logistics (PBL)
- Demand Reduction

The JLCE is the sustainment component of the Army Knowledge Enterprise Architecture characterized by a common logistics operating environment seamlessly integrated into the Common Relevant Operating Picture (CROP). Providing a framework for vertical and horizontal integration from factory to foxhole and space to mud, the JLCE will specify interfaces and relationships internal to The Army and externally to suppliers and users in the Joint, Interagency, and Multi-national environment. The Enterprise will depend upon improved tactical and strategic automation systems and processes which are interoperable with joint, interagency, and commercial architectures by design. Adapting and responsive to joint warfighter demands and providing transparency to both operational and sustainment requirements, the JLCE will increase the joint force commander's combat capabilities while freeing him from sustainment decisions and concerns. Moreover, the enterprise will shape how future logisticians conceive, design, develop and sustain new systems.

With the information available from the JLCE, future logisticians will be able to accurately predict impending sustainment needs; precisely requisition appropriate stocks; reliably forecast delivery; and undeniably assure warfighters of delivery on time and at the right location. Confident in the logistician's ability to sense and respond to his sustainment needs, the operational commander need no longer insist upon mountains of "just in case" stocks divesting his units of excess spares and other supplies, thereby exponentially increasing their operational and tactical mobility. Moreover, nested within the CROP, the JLCE provides logisticians' access to all required operational information detailing enemy and friendly situations in real time and to the necessary combined arms coordination mechanisms to operate in the operational environment. This enables the planning and conduct of sustainment operations with self-contained task-organized cohesive packages with embedded force protection and integrated into the maneuver commander's scheme of operations. The result is responsive, accurate, and focused delivery of resupply and sustainment stocks and support to the tactical unit in just the right amounts, at just the right time, and in just the right location; avoiding or overcoming enemy interference and freeing the tactical unit being resupplied with any requirement to conduct extensive preparation or to continuously secure lines of communication.

Moreover, the operational flexibility and agility afforded to the maneuver commander translates into significant strategic deployability and operational mobility enabling greater expeditionary responsiveness and mission versatility further adding capability to the joint force commander.

Distribution Based Logistics is the end-to-end fusion of supply, storage, transportation and information functions to speed delivery and reduce the size of the deployed footprint by maximizing throughput, increasing velocity, centrally managing continuous and measured flow rates, and emphasizing direct delivery. Essentially placing warehouse stocks on the back of the transportation system through in-transit and total asset visibility, DBL will dramatically reduce customer wait time, significantly improve time-definite delivery, permit robust reductions in on-hand stockage levels, and greatly improve user trust and confidence that the entire logistics system will predict and respond to anticipated operational demands without imposing additional burdens on the warfighter. DBL relies upon the JLCE for the seamless prediction of demand, requisition of supplies, accuracy of receipt, and visibility into the status of order and delivery throughout. Enabled by modular system designs, prognostics and diagnostics embedded in Future Combat Systems, technologies resident in the Future Tactical Truck System and SMART Distribution, two-level maintenance, mission-tailored configured loads, and fixed-, rotary, and parafoil-wing integrated logistics aerial resupply systems, DBL will provide the warfighting commanders with a reliable sustainment system more agile and flexible than ever before.

Performance Based Logistics is a holistic strategy for weapons system life cycle support that focuses on the procurement of an operational capability as an integrated, affordable performance package by demanding systems provide long-term performance through establishment of clear responsibility and accountability for meeting previously specified warfighter performance requirements. A radical change in the acquisition process, PBL makes vendors interested parties in the mission performance and reliability of their products and provides them with incentives to meet performance

parameters over the life of their systems instead of simply designing and selling products built to design specifications based upon rapidly outdated technologies. Consideration of long-term sustainment of systems over their entire life cycles instead of their one-time procurement costs enables a far more accurate assessment of cost-benefit and is a more realistic measure of the value of a promised capability. PBL also brings the warfighter into systems design and development as an equal partner to ensure supportability (including availability, reliability, and maintainability) is considered as a key performance parameter throughout product fielding to ensure it is accorded due weight and consideration in cost and performance trades. The result is a better system - responsive to warfighter capability needs and sustainable at less cost and logistics burden over time.

Demand Reduction and optimization of the sustainment footprint is the result of the confluence of the other three concepts. The vastly improved access to timely and accurate information provided by the JLCE in combination with the precise, reliable, and assured delivery of appropriate DBL-provided sustainment supplies and the significantly reduced maintenance time, effort, and support demands of PBL-designed systems enable the warfighter to operate with supreme confidence and trust in his logistics partners enabling a smaller deployed logistics footprint and unencumbering the fighting forces of all but the minimal essential mission stocks. Combined with the adequate resourcing of essential enablers designed to reduce consumption or improve performance, like hybrid electric power, on-board water generation, embedded diagnostics and prognostics, modular rapidly replaceable components, **and commonality of components**, decreases in sustainment stocks are made possible through a massive cultural shift in which operators and logisticians willingly and collaboratively share and exchange information as full partners in military operations. **The reduction in sustainment stocks coupled with the new logistics management processes will also reduce the personnel requirements further reducing the sustainment footprint.**

In conclusion, The Army's Logistics Transformation is an integral and essential component of The Army's Transformation to the Objective Force. Organized, trained, and equipped as a full spectrum force,

Objective Force units will be inherently more sustainable than their Legacy Force predecessors. Enabled by the integrated concepts of Joint Logistics Corporate Enterprise, Distribution Based Logistics, Performance Based Logistics, and Demand Reduction, Army Logistics Transformation will enhance strategic mobility and deployability; reduce the deployed sustainment footprint, and reduce the cost of logistics while increasing warfighting capability and readiness for our future Army...The Objective Force.