Chapter 7. Logistic Vision

The JCS and the Services have identified future military capabilities in a series of documents. *Joint Vision 2020* serves as the focus. The Marine Corps published its vision of the future in *Expeditionary Maneuver Warfare (EMW)*. This document initiates a phase of military reorientation that is currently in progress and will last well into the 21st century. The joint and Service visions have already influenced budgets, acquisitions, equipment development, and doctrine. This chapter examines the focused logistics portion of *Joint Vision 2020* and the Marine Corps logistic vision outlined in the *United States Marine Corps Logistics Campaign Plan*.

Focused Logistics

*Joint Vision 2020* pictures an uncertain future and short notice commitments of U.S. Forces, cost-cutting measures that reduce the size of the military force, and an increase in privatization and outsourcing. Relying on the fusion of information, logistics, and transportation technologies to improve future logistics capabilities, focused logistics provide full spectrum supportability for the warfighter.

The ongoing implementation of focused logistics is driven by innovations in information technology, the development of joint doctrine, and a shift to greater levels of outsourcing and contracting. The six tenets of focused logistics that affect the operational level of logistics are joint deployment/rapid distribution, information fusion, joint theater logistics C2, MNL, joint health service support (JHSS), and agile infrastructure.

Joint Deployment/Rapid Distribution

Focused logistics should create a joint capability, through doctrine and equipment, to project power rapidly.

**Joint Deployment and Redeployment Doctrine**

JP 3-35, *Joint Deployment and Redeployment Operations*, establishes doctrine to address:

- Plan and execution of joint force deployments and redeployments.
- Description of the joint deployment and redeployment process to include phases of predeployment, deployment, and redeployment.
- Responsibilities of commanders during each phase of the process for sourcing commands and force transporters.
- C2 of deploying forces.
- Tasking documents used by the supported and supporting commanders during each phase of the deployment, to include the methodology for identifying and managing requirements and shortfalls.
- Deployment and redeployment priorities for forces, sustainment, and infrastructure.

**Joint Logistics Over-the-Shore**

Expected advancements in causeway and crane systems will allow JLOTS to operate in higher sea states and permit greater throughput at both developed and underdeveloped ports. The Army and Navy are jointly developing equipment that supports over-the-shore operations. The new equipment will enable the geographic combatant commanders to operate throughout most of their regions for approximately 75 percent of the time.
Joint Movement Control

The joint community is developing new doctrine, C2 concepts, and improvements in TPFDD capabilities. JP 4-01.8, *Joint Tactics, Techniques, and Procedures for Joint Reception, Staging, Onward Movement, and Integration*, addresses the movement and control of individuals and equipment arriving in theater during large-scale joint operations. The establishment of a joint MCA staffed by all Services and tasked with executing the combatant commander’s movement priorities is proposed to control theater movement.

Strategic Sealift

Plans are underway to increase afloat prepositioning and surge sealift capabilities by building new ships, converting old ships, and by contracting commercial capabilities. The Navy is managing a program that will add 2 million square feet of prepositioning capacity and 3 million square feet of surge capability by either converting or constructing 19 large, medium-speed, roll-on/roll-off ships. Another program is upgrading 550,000 feet of space on roll-on/roll-off ships in the Ready Reserve Fleet. USTRANSCOM is evaluating the intermodal capabilities of the commercial fleet as a step towards outsourcing ships during surge operations.

Current technology has emerged in the form of high-speed surface vessels (HSV\textregistered{}s), which may enable significantly enhanced brigade-sized operational maneuver from the sea by the Navy/Marine Corps team at high speed and long range. The commercial sector has developed and demonstrated high-speed ships capable of long range at endurance speeds, good sea keeping ability, shallow draft, and ease of rapid modular adaptability to multiple missions. Future operations will rely on and require traditional forces and emerging HSV capabilities to gain, maintain, and sustain access in the littorals.

Theater Distribution

Doctrinal development and technology enhancements are aimed at eradicating the fragmentation, duplication, and inefficiencies that plague theater distribution operations. JP 4-01.4, *Joint Tactics, Techniques, and Procedures for Joint Theater Distribution*, designates a theater distribution management structure that ensures efficiencies in transportation, theater stockage objectives, and the requisitioning pipeline. Improvements in information technology management initiatives (e.g., JTAV, ITV, AIT, movement tracking systems) are aimed at creating efficiencies in the future theater distribution system.

Information Fusion

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. The GCCS, AIT, JTAV, ITV, and decision support tools are elements of information fusion that focus on improving applied information technology.

Joint Theater Logistics Command and Control

*Joint Vision 2020* identifies the goal of establishing a single entity responsible for C2 of logistics support in a joint warfighting environment. This organization would be an operational logistics support command expandable to a joint support command working directly for the combatant commander. Representatives from Services would be included in this organization, which synchronizes, prioritizes, directs, integrates, and coordinates common-user and cross-Service logistic functions without violating the Service’s responsibility for administrating and supporting their own forces.

Multinational Logistics

Draft JP 4-08, *Joint Doctrine for Logistics Support of Multinational Operations*, which will establish a framework for U.S. involvement in multinational operations.
Table 7-1. Comparison of Current and JSHH Continuums of Care.

<table>
<thead>
<tr>
<th>JHSS Continuum of Care</th>
<th>Current Continuum of Care</th>
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<tbody>
<tr>
<td>First Response</td>
<td>Level I: Care is rendered at the unit level and includes emergency measures.</td>
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<tr>
<td>Followed resuscitative surgery:</td>
<td>Level II: Physicians give care at HSS organization.</td>
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<tr>
<td>- Casualty collection</td>
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<tr>
<td>- Surgery and resuscitation</td>
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<td>- Triage and evacuation</td>
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<tr>
<td>Theater hospital:</td>
<td>Level III: Care requires a theater MTF.</td>
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<tr>
<td>- Initial response</td>
<td></td>
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<tr>
<td>- Mobile</td>
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<tr>
<td>- Core hospital</td>
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<tr>
<td>En route care (Transcends all levels of care from the unit to the CONUS hospital)</td>
<td>Level IV: Surgical and definitive therapy for in-theater patient recovery.</td>
</tr>
<tr>
<td>CONUS definitive care</td>
<td>Level V: Convalescent, restorative, and rehabilitative care provided in CONUS hospital.</td>
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</table>

Joint Health Service Support

The HSS medical footprint in theater will be reduced by better analysis techniques and by shifting the emphasis on definitive care from the theater of operations to CONUS. Currently, definitive care is conducted in the theater of operations and is aimed at returning the injured person to duty. The new joint medical philosophy will move the person requiring definitive care out of theater to a CONUS MTF. The in-theater emphasis will be on stabilizing the patient and en route care. To enhance survivability on the battlefield and reduce the medical footprint, the Army plans to employ Internet triage and telemedicine techniques. Table 7-1 compares the JHSS continuum of care to the current continuum.

Agile Infrastructure

Agile infrastructure will be realized by resizing the logistics footprint through reductions in logistics forces, facilities, equipment, and supplies. These reductions will be enabled through significant enhancements in joint logistics policies, inventory management, engineering, and maintenance processes.

Maintenance Operations

Focused logistics looks to technology and greater contractor support to reduce the maintenance footprint, shorten repair cycle time, and create a lighter and more agile support capability. These goals will be reached through improvements in asset visibility, reducing the current number of echelons of maintenance and diagnostics techniques through innovations such as telemaintenance.

Reduced Inventories

Services have initiated a number of innovative programs using advanced technology to decrease the response time for obtaining secondary items from the supply and maintenance systems. The use of bar codes, radio frequency tags, optical memory, and AIT devices is lessening the time an item spends in the repair cycle, thereby decreasing inventories and increasing customer service. The Marine Corps’ precision logistics, the Army’s velocity management, the Navy’s expeditionary logistics, and the Air Force’s lean logistics are examples of reduced inventory programs.

Marine Corps Logistic Vision

The Marine Corps logistic vision is presented in the Logistics Campaign Plan. Produced annually, this document provides a comprehensive reference and guidance for the Marine Corps logistics
community. Addressing logistics at the strategic, operational, and tactical levels, the plan provides the framework, guidance, strategies, specific goals, objectives, and tasks to successfully evolve Marine Corps logistics.

The Marine Corps CSSE advocate, Deputy Commandant for I&L, is responsible for coordinating and executing the goals, objectives, and tasks outlined in this campaign plan with the assistance of the CSSE advocacy board. The executive agent for the day-to-day execution of this plan is the Director, Logistics Plans, Policies, and Strategic Mobility, supported by the Logistics Vision and Strategy Center. Execution of this plan centers on enhancing the MAGTF’s expeditionary and joint warfighting capabilities through evolving logistics.

Goals

The Logistics Campaign Plan outlines the following goals:

- Logistic support for operations—Enhance and develop logistics capabilities, including sea-based logistics, to support emerging warfighting concepts.
- Logisticians—Implement programs that produce a highly knowledgeable, flexible, and professional Marine Corps logistics workforce required to support existing and emerging logistics processes and systems.
- CSSE advocacy—Articulate logistic community needs and capabilities with a single voice.
- Logistics processes and procedures—Increase logistics responsiveness, effectiveness, and efficiency by applying innovation and the best military and business practices, wherever appropriate.

Future Expeditionary Maneuver
Warfare Logistics

The EMW environment of the future will include sea-based and MPF operations.

Sea-Based Operations

Sea-based operations include C2, fires, maneuver, aviation, logistics, and force protection. Sea-based logistics will provide operational and tactical sustainment for EMW. While the Marine landing force will continue to be sustained by accompanying supplies and resupply through naval logistics, support for maneuver forces ashore will come from the sea base. The future sea base will consist of ships supporting Marine Corps operations ashore. These ships will be underway and operating over the horizon from the amphibious assault area. The sea base can include amphibious ready group(s), MPF squadron(s), and naval surface fire support ships. One or more aircraft battle groups will support ashore operations and provide protection to the sea base. Seabasing requires operating under severe weather and sea conditions.

Combining sea-based, ship-to-objective distribution and network-based, automated logistics information will provide in-stride sustainment for maneuvering and fighting naval expeditionary forces. Although seabasing is embedded in naval doctrine and practice, sea-based support of landing forces ashore has been limited to supporting small forces close to shore for relatively short periods. Sea-based logistics will reduce or eliminate the logistic footprint ashore. Designed to make an expeditionary force inherently self-sufficient, sea-based logistics will become a theater logistic effort under naval logistics.

By keeping a majority of supplies and support activities at sea, naval expeditionary forces reduce the vulnerability of logistics operations to enemy attack and allow greater maneuverability of forces ashore. A small CSS area ashore containing a few days’ supplies may be required to serve as a reservoir from which maneuver forces can draw when resupply from the sea base is interrupted. In addition, the CSS area will provide an immediate reserve capability to support disparities between the flow of supplies from the
fleet and the tactical demand for supplies by the operating forces.

The concept of enabling expeditionary logistics will define the expected sustaining actions for Marine Corps forces afloat and ashore. This concept will highlight deployment support, force closure, sustainment, reconstitution and redeployment, and information advantage. Navy CLFs and strategic sealift assets are key components to sustainment.

Sustaining actions afloat and ashore will include shuttling ordnance and fuel for MAGTFs to an FLS or a sea base, MPF (Future) (MPF[F])/amphibious ready group ships, the beachhead, or an inland landing zone. In addition, fuel may be delivered ashore via the offshore petroleum distribution system pipeline. Cargo can be moved ashore via helicopter, pontoon causeways, or landing craft.

Maritime Pre-Positioning Force (Future) Operations

The MPF(F) will contribute to future forward presence and power projection scenarios through key mission capabilities of force closure, amphibious task force interoperability, sustainment, and reconstitution and redeployment. In MPF(F) platforms, the MPSRON will be integrated into Fleet operations and will operate from the sea base. MPF(F) ships will continue to carry accompanying sustainment supplies and equipment for supported and embarked Marine Corps and Navy forces based on the capabilities of naval logistics.

MPF(F) may augment CLF operations by receiving, storing, maintaining, managing, and distributing the equipment and supplies to sustain logistics support of naval operations. MPF(F) platforms may maintain fuel and other necessary stocks that can be used by surface combatants which would allow MPF(F) to support operations ashore or act as a transition site for further distribution of needed supplies and equipment destined for other vessels in, or en route to, the sea base. While MPF(F) will only be able to interoperate and reinforce the assault echelon of the amphibious force, it may operate independently in support of benign operations such as humanitarian assistance or noncombatant evacuation operations. MPF(F) sea-based logistics will allow direct support of planned power projection capabilities of naval expeditionary forces.

Through the use of seabasing and MPF(F) platforms, Marine logistics will be able to employ improved logistics tactics, techniques, and procedures that can deliver flexible, highly responsive support for future naval and joint operations.