JFQ

A Word from the Chairman

General Myers with U.S. Soldiers in Kabul, Afghanistan

1st Combat Camera Squadron (D. Myles Cullen)

As we progress through this fourth year of sustained combat in the war on terror, I am continually aware of the enormous and varied demands this struggle places on our Armed Forces, our Nation, and our allies. The violent extremists we battle are a tough enemy. They are agile, adaptive, and unencumbered by any boundaries—territorial or moral. Winning this struggle demands that we transform how we work together across organizations, deploy, equip ourselves, train, and employ and adapt our doctrine. That is no small task for an organization of our size.

At the same time, I am tremendously impressed by the energy, dedication, and ingenuity of all the men and women who have stepped up to the task of fighting this high-stakes fight: Soldiers, Sailors, Marines, Airmen, Coastguardsmen, civilians in the Department of Defense and across the Government, and our all-important allies. The men and women of the logistics community are a prime example.

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Joint Logistics

The U.S. military's logistic capability is unmatched in the world. Our ability to mobilize forces, get to the fight, and sustain operations underpins the national defense strategy and the global basing strategy. Allies, interagency partners, and nongovernmental organizations rely on this logistic support as well. So transforming logistics is an integral and essential part of transforming the Armed Forces.

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A PROFESSIONAL MILITARY AND SECURITY JOURNAL

The Joint Staff J–4 is leading a broad, far-reaching effort called Joint Theater Logistics to assess our logistics capabilities, identify shortfalls, and create truly integrated solutions. Improving logistics capabilities depends not just on better transportation and information systems, but also on doctrine, processes, training, education, and leadership.

Through Joint Theater Logistics and countless other initiatives, logistic experts throughout the Department of Defense have signed up to provide capabilities that are more responsive, integrated, adaptable, and networked, all with the aim of better supporting operational missions anywhere in the world. They have already accomplished a great deal. Several examples stand out:

- U.S. Transportation Command led a joint, interagency, coalition effort to provide the combatant commands more efficient, coordinated logistic support in theater by establishing Deployment Distribution Operations Centers. In U.S. Central Command, this initiative has already saved millions of dollars in shipping costs and, more importantly, provides more responsive logistic support for operational commanders. U.S. Pacific Command employed the concept in the aftermath of the tsunami disaster, speeding the delivery of food, water, and medical supplies.
- We have doubled the number of direct air delivery hubs in Iraq and expanded intra-theater airlift to reduce the number of convoys traveling through high-risk zones. This is a clear case of joint logistics saving lives.
- We have delivered to the warfighter thousands of armor kits for vehicles, the most leading-edge body armor, and brand new technology for countering improvised explosives. The ability to adapt faster than the enemy is key to success in this struggle.

These innovations are tied to the reality that joint warfighting now goes beyond the services to include other Government agencies and allies. In logistics, as in everything the Armed Forces do, transformation depends on smart, dedicated people finding ways to cut across old stovepipes and integrate processes, organizations, and systems that once operated in isolation at worst, or were duct taped together at best.

Chairman's Essay Contest

This type of broad, innovative thinking shines in this year's winning essays of the Chairman's Essay Contest. In the first place essay, Marine Lieutenant Colonel Michael Morris examines how we categorize al Qaeda—as an insurgency or a terrorist organization. He considers how our understanding of al Qaeda's extremist ideology should define the threat and shape the strategy for countering it. Understanding the threat at the

Airmen unloading vehicles from C–5 at Bush Field, Georgia, Exercise *Golden Medic 2005*

U.S. Air Force (Efren Lopez)

ideological level is key to the Nation's strategy for the war on terrorism. The most important pillar of our strategy is creating a global environment that does not encourage young Muslim men and women to resort to violent extremism.

In the second place essay, an interagency team—Martin Gorman from the Defense Intelligence Agency and Navy Commander Alexander Krongard—argues for legislation similar to the Goldwater-Nichols Act to improve interagency cooperation. They understand that the U.S. military alone cannot win this struggle against violent extremists. If we are to bring all instruments of power to bear effectively, as this conflict demands, our efforts must be better integrated across the Government.

Air Force Colonel Mark Amidon argues for a comprehensive project to develop a new energy policy. He takes a broad view of national security, a long-range outlook, and a global perspective on energy—all of which are essential to the kind of strategic thinking we need as we prepare to meet future threats.

Australian Army Colonel Gerard Fogarty argues for closing the detention operations at Guantanamo Bay, an issue that has been at the center of much public debate. Because we face a brutally violent, agile, stateless enemy in this conflict, we face new issues in handling those we have captured. Above all, we continue to hold to the principle that America and its allies share—that we will treat each person humanely.

I appreciate all who researched, studied, and debated these and other issues. I thank the faculty and staff of National Defense University and all the military education programs for all they do to mentor servicemen and women and encourage the innovative thinking needed today.

Parting Words

Despite our successes in the logistics arena, throughout the Armed Forces, and across the

Government, we still have much to do. We need to be more agile, more flexible, and faster in responding to threats. We need to be more efficient and effective in coordinating all instruments of national power and those of our allies. Transformation is hard intellectual work, but it could not be more critical at this high-stakes time in the Nation's history. We must continue the process of transforming with the same outstanding level of energy, creativity, and sense of urgency I have witnessed over the last several years.

General and Mrs. Myers leading motorcyclists in Rolling Thunder XVIII, Memorial Day, 2005

1st Combat Camera Squadron (D. Myles Cullen)

I cannot fully express how honored I am to have represented more than 2 million servicemembers as Chairman for the last 4 years. When I put on the uniform 40 years ago, I never imagined I'd remain more than a few years. I stayed because I believe in our mission, and I can think of no better way to serve than surrounded by this team of dedicated, hardworking professionals. The men and women of the Armed Forces represent the very best of American values: integrity, compassion, commitment, and selflessness.

It has been a privilege to serve beside each of you. After meeting you in the halls of the Pentagon, at war colleges and other military education schools, and at bases and deployed locations around the world, I am fully confident that America's future is in good hands. I thank all of you for your service and your families for their patience and support. I wish you well as you carry on this noble work. **JFQ**

GENERAL RICHARD B. MYERS, USAF
Chairman of the Joint Chiefs of Staff

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