

Combatant Commands' Logistics Overview Panel

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ISOA 2026 Logistics Panel

Discussion Topics

1. What are the Theater Logistics Priorities?
2. What are Top 1-3 Theater Logistics Challenges?
3. What are the current and future opportunities for Industry to add value to COCOM logistical operations?

Panel members

- Moderator: Bobby Nicholson, Senior Manager, Readiness and Sustainment
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- Panelist: MG Edward Dorman, (U.S. Army, Retired)
- Panelist: BG Jeff Kent, (U.S. Army, Retired)
- Panelist: COL Mark Collins, (U.S. Army, Retired)

CENTCOM J4 Priorities (Ends)

- Sustain the force under contested, multi-domain conditions
- Assure access to ports, airfields, corridors, and host-nation support
- Accelerate “fix-forward” readiness and distribution speed
- Enable rapid crisis response and stabilization operations
- Integrate industry as an operational partner, not just a vendor

Ways: Executed through distributed posture, partner-enabled access, consolidation, and scalable contracting mechanisms.



Top 3 CENTCOM J4 Logistics Challenges

- **Contested Access & Corridor Security**
Maritime, Air, and Ground LOCs under threat and political friction
- **Scale & Speed Mismatch**
Operational tempo exceeds organic logistics capacity
- **Political, Legal & Authority Friction**
Sanctions, Host-Nation constraints, Compliance, Approvals

*Where
Industry
Makes the
Difference*

J4 Challenge	What CENTCOM Needs	Where Industry Adds Value
Contested access	Corridor reliability & visibility	Port/airfield ops, movement control, data integration
Scale & speed	Surge sustainment	BOS/BLS, modular base support, expeditionary comms
Authority friction	Compliance-ready execution	Sanctions-aware design, local workforce, flexible vehicles



Gaza: Levant Case Study: CMCC Shows the Model

- Coordination-first, multinational execution
- 24,000+ trucks, infrastructure restoration, evacuations
- Focus on corridors, UXO clearance, winterization
- Contract-enabled execution (LSA / ACSA / Service channels)

Bottom Line for 2025 → 2026

Across the CENTCOM AOR, logistics execution is defined less by new bases and more by assured access, partner integration, and scalable contracting mechanisms. The Levant illustrates the model, but the challenge is theater-wide: sustaining forces, securing corridors, and executing at speed under contested and politically constrained conditions. Industry's role as an operational partner—not just a vendor—will be decisive.

INDOPACOM Command (IPC)



Priorities

- Strengthening Allies and Partnerships
- Integrated Deterrence
- Modernizing Capabilities
- Domain Superiority
- Force Protection and Logistic

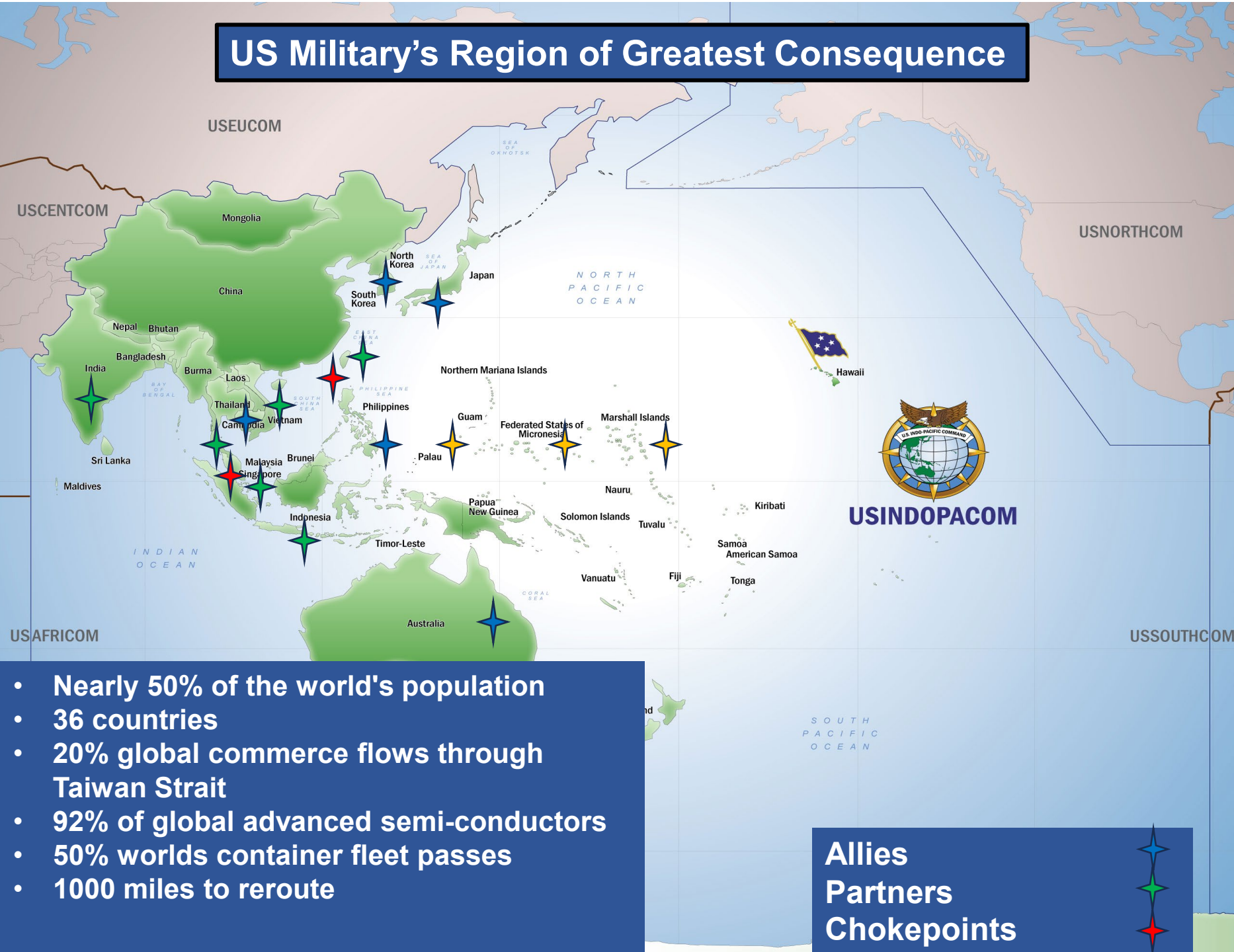
Core Principles and Objectives

- Deterrence and Defense
- Partnership
- Presence
- Readiness
- Rules Based Order

Budgetary constraints

'Detering aggression and maintaining stability for a free and open Indo-Pacific'

US Military's Region of Greatest Consequence



- Critical Security and Economic Region
- Reemergence of China
- Post WWII Rules Based Order
- Allies and Partners
- New Strategic Frameworks
- Regional Choke Points

- Nearly 50% of the world's population
- 36 countries
- 20% global commerce flows through Taiwan Strait
- 92% of global advanced semi-conductors
- 50% world's container fleet passes
- 1000 miles to reroute

Allies
Partners
Chokepoints





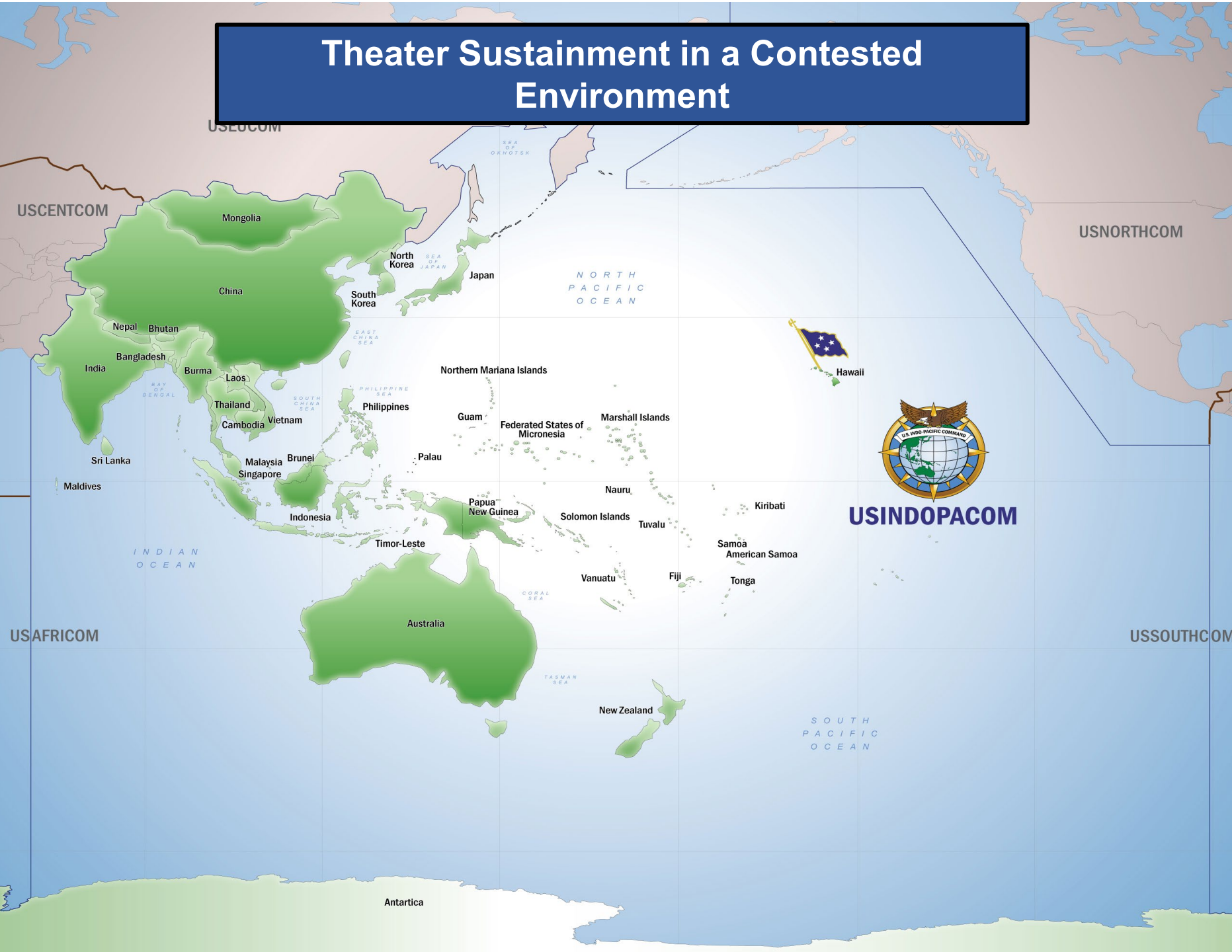
- Threats-Partners without limits
- PRC Goals
- Communist Party survival
- Counter US influence
- Dominant regional power
- Rewrite the rules of the region/globe

Logistics of a Competitive Environment



- Budgetary constraints
- Time & Distance (TD) Math
- Environmental impacts
- Presence/Posture Establishment
- Theater Sustainment
- Chinese gray zone efforts

Theater Sustainment in a Contested Environment



- TD challenges amplified
- Conflict scenario type
- Threat nuances
- Theater Distribution
- CTR Integration
- Contractor challenges

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