



**THE JOINT STAFF  
WASHINGTON, DC**

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6 JAN 2012

MEMORANDUM FOR JOINT LOGISTICS DIRECTORATE (J-4)

FROM: Director, Joint Logistics Directorate

SUBJECT: 2012 J-4 Annual Guidance

I am pleased to present the J-4 2012 Annual Guidance. The contents of this document serve to guide our J-4 Directorate's actions for 2012 and inform the greater joint logistics enterprise (JLEnt). We have slightly adjusted our mission statement and crafted new focus areas for 2012. I applaud the J-4 Directorate and the entire JLEnt for the significant and successful accomplishments over the past year; to include actions in support of multiple crisis responses such as Operation TOMODACHI, enabling sustainment for the NATO effort in Libya, and supporting the ongoing Joint Concept for Logistics Experiment.

As we look forward to 2012 and the years beyond, we are clearly in the midst of a period of significant change and opportunity. Our security environment, characterized by budget constraints and shifting world threats, requires strong logistics leadership, innovative thinking, and determined use of all available resources to best support the Chairman of the JCS and the Joint Force Commanders.

**OUR MISSION:**

***Lead the logistics enterprise, drive joint force readiness, and provide the best logistics advice to the Chairman of the Joint Chiefs of Staff to maximize the Joint Force Commanders' freedom of action.***

**J-4 Focus Areas:**

- **COCOM Advocacy:** Support COCOMs' development of strategy and operational logistics solutions
- **Readiness:** Develop a logistics readiness assessment to guard against a "hollow force"
- **Joint Force 2020:** Identify logistics capabilities for Joint Force 2020 that assure an agile, flexible, ready, technologically advanced and reversible force
- **Our Organization:** Align J-4 resources and communicate to maximize effectiveness

Our 2012 Annual Guidance aligns with the Department of Defense Strategic Guidance and will assist you in identifying your focus of effort and allocation of resources. I expect you to share this guidance with our JLEnt partners and stakeholders in order to gain enterprise perspectives and ensure unity of effort. I am proud to serve with you and look forward to our continued joint logistics success.

A handwritten signature in black ink, appearing to read "B L BASH", written over a horizontal line.

BROOKS L. BASH  
Lieutenant General, USAF  
Director for Logistics (J-4)  
The Joint Staff



# Joint Staff J-4 - 2012 Annual Guidance



## Focus Area – COCOM Advocacy:

### Support the COCOMs' development of strategy and operational logistics solutions

A primary responsibility of the J-4 is to support and advocate for the Combatant Commands (COCOMs). In 2012, the J-4 will focus on supporting the COCOMs' development of strategy, risk assessment and advocate for their required logistics capabilities. We must have a bias to support the COCOMs to ensure successful joint solutions but with a deep appreciation for the Title 10 responsibilities Services have in resourcing these efforts.

This year, the J-4 will continue to support and enable both Afghanistan drawdown planning and the retrograde of excess equipment. We will remain engaged throughout the DoD to DoS transition in Iraq. Additionally, we will lead the development of strategic guidance for critical resource commodities such as petroleum and ammunition. The J-4 will remain postured to respond to unplanned global crises. At the end of 2012, the J-4 will have achieved the following results:

- Iraq DoD to DoS transition is complete
- Afghanistan surge drawdown is successful and efforts are ongoing to enable the retrograde of excess equipment
- Joint Logistics Operations Center 24/7 readiness for crisis response, operations, and global awareness is sustained
- Joint strategic guidance affecting critical logistics resources is published and understood

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## Focus Area – Readiness:

### Develop a logistics readiness assessment to guard against a “hollow force”

Maintaining joint readiness is critical to the success of our National Military Strategy. Our forces must be ready to execute the orders of the Joint Force Commander. Additionally, a laser focus on joint readiness will guard against a “hollow force,” characterized by an expectation of capability when in fact the capacity and capability do not meet expectations. The J-4's assessments and advocacy will serve the SECDEF and CJCS mandates to maintain readiness.

In 2012 the J-4 will identify strategic logistics metrics to assess and articulate risks to the Joint Force. Concurrently, we will develop a strategy to improve how logistics readiness is assessed and articulated to shape senior leaders' resourcing decisions. At the end of 2012, the J-4 will have achieved the following results:

- Principles of Joint logistics readiness are defined and incorporated into JP 4.0
- Developed and implemented a methodology to strategically assess logistic aspects of joint readiness
- Common Joint logistics readiness metrics are defined



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## **Focus Area - Joint Force 2020:**

### **Identify logistics capabilities for Joint Force 2020 that assure an agile, flexible, ready, technologically advanced and reversible force**

Developing Joint Force 2020 (JF 2020) is critical to our ability to respond to our Nation's defense. As current conflicts come to an end, we must focus on developing the force that will be successful against future threats. Specifically, we need to determine the logistics requirements and capabilities to define and support a JF 2020 Objective Force. JF 2020 will be characterized by a logistics enterprise that is agile, flexible, ready, adaptable, technologically advanced and reversible.

Over the next twelve months, the J-4 will assess Tier II logistics and health readiness Joint Capability Areas (JCAs) to identify the logistics capabilities and attributes necessary for JF 2020. We will also focus on strengthening our relationships within the JLEnt and with our Whole-of-Government (WoG) partners. At the end of 2012, the J-4 will have achieved the following results:

- J-4 is fully integrated with the Chairman's JF 2020 visioning team
- JF 2020 logistics governance vision is developed and ensures cost effective outcomes
- Logistics Tier II JCA attributes are validated and used to guide strategic resourcing
- A strategy for career logistician education is developed
- JF 2020 Medical vision is developed
- WoG relationships and associated processes are matured, to include catalogued WoG medical capabilities to achieve greater unity of effort
- The concept of logistics reversibility is developed
- Analyze the appropriate active to reserve ratio in each of our Tier II JCAs

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## **Focus Area – Our Organization:**

### **Align J-4 resources and develop communications to maximize effectiveness**

People are our most important asset and it is imperative that their efforts are correctly aligned with our focus areas. Complexity of the JLEnt demands our communications be clear to achieve strategic results. Additionally, proper organizational design is critical to ensure smooth operations. Finally, in this resource constrained environment, we will address the difficult actions of 'task shedding' to focus our people on the most important JLEnt tasks.

We will complete a resourcing study to ensure proper alignment to our focus areas. We will provide the best tools and training to our staff. We will ensure the perspective of the J-4 is clear, consistent and proactively communicated in appropriate forums. Finally, we will develop and execute an assessment process to measure our progress. At the end of 2012, the J-4 will have achieved the following results:

- Process implemented for annual review of J-4 functions and resources
- Communications processes are in place to ensure desired coverage in J-4 equity forums and to enhance internal J-4 communication flow
- JSS and Health Readiness functions are properly aligned along functional/customer-lines
- A robust assessment process for J4 focus areas is adding 'real' value to the organization



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## Conclusion

The role of logistics in the defense of our Nation is critical. We must be innovative and creative in the use of our precious resources to achieve strategic results. The Focus Areas and Results laid out in this annual guidance offer clear instruction for 2012. Each J-4 member is charged with moving our 2012 Focus Areas forward to completion. Success will mean working together. Cross divisional communications and coordination is imperative. We must maintain an independent, joint perspective as we develop the logistics capabilities for JF 2020. Likewise, ensuring readiness must remain an underlying current in all of our efforts. Together, our collective investment of time, energy and talent will achieve excellence in these areas.