

**THE JOINT STAFF
WASHINGTON, DC**



Reply ZIP Code:
20318-4000

31 March 2003

**MEMORANDUM FOR THE UNDERSECRETARY OF DEFENSE (ACQUISITION,
TECHNOLOGY AND LOGISTICS), CHAIRMAN,
INFRASTRUCTURE STEERING GROUP**

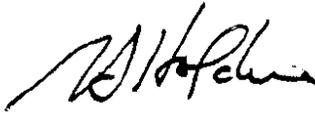
**SUBJECT: Initial Report of Supply & Storage Joint Cross-Service Group (S&S
JCSG)**

1. Your March 15, 2003 memorandum directed the S&S JCSG to develop recommendations on the specific functions that will receive joint cross-service analysis; our proposed organizational structure to conduct the analysis; and the leadership of the groups. Your March 21, 2003 memorandum provided additional guidance for this submission.
2. Enclosed are the functional areas, with the definitions, recommended for analysis by the S&S JCSG, as well as the notional metrics to be used in completing the joint cross-service analysis. Preliminary indications are that all Services have some degree of organic infrastructure related to all the functions listed on the attachment. While this listing focuses on commodities we believe that many non-commodity based services also fall within the supply and storage realm, for example, mortuary affairs and food services.
3. We tasked an S&S JCSG working group to conduct a short-term study of each Services' functional and service capabilities, as well as related costs, within each functional area listed on the attachment. In turn, the S&S JCSG can then forward better-informed recommendations in regards to which functions and services should receive joint cross-service analysis and which should be done by the Services.
4. It is our intention to form analytic teams comprised of personnel from all four Services. The working group mentioned above will also study the various functions and attempt to group them in such a manner as to make for efficient study and maintain the number of analytic teams at a manageable level. A

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general officer/flag officer from the S&S JCSG will head each team. Each team's approach will be to develop and rank criteria, collect/analyze/compare Services' data, examine the civilian business community, determine DOD requirements, and then develop recommendations.



G. S. HOLDER
Vice Admiral, USN
Director for Logistics, J-4
Chairman, Supply and Storage, Joint Cross-
Service Group

Copy to:
S&S JCSG Members
S&S JCSG Alternates

Enclosure

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Initial Listing of Functions & Definitions to be considered by S&S JCSG:

- Fuel: Petroleum fuels, lubricants, hydraulic and insulating oils, preservatives, liquid and compressed gasses, bulk chemical products, coolants, deicing and antifreeze compounds, and coal
- Rations: Food for consumption by personnel, includes rations/packs for group feedings in areas where kitchen facilities are not available.
- Conventional Ordnance: Conventional ammunition, including chemical weapons, bombs, explosives, mines, fuses, detonators, pyrotechnics, missiles, rockets, propellants. Also, repair parts support for same.
- Clothing & Textile: Includes individual and organizational items of clothing and equipment, as well as tentage/tarpaulins.
- Repair Parts: All repair parts and components, to include kits, assemblies, and subassemblies – repairable and non-repairable for maintenance support of all equipment, to include repair parts to support depot level activity
- Medical Supplies: Medical materiel, including medical-peculiar repair parts
- End-Items: A final combination of end products that are ready for intended use, i.e.: weapons systems.
- Construction Material: All aspects of construction material, including fortification and barriers.
- Troop Support Materiel: Such items as water, water purification sets, shower, bath, laundry, dry-cleaning, and bakery equipment; sets, kits, and outfits.
- Test, Measurement, and Diagnostic Equipment: Items of equipment used to determine the operating efficiency of, or diagnose incipient problems in, systems, components, assemblies, and sub-assemblies of materiel.

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Notional metrics to be used by S&S JCSG Functional Analysis Groups:

- Cost Based
 - Effectiveness
 - Efficiency
 - Excess capacity
 - # of dedicated facilities
 - Throughput
 - Transactions

- Business Considerations
 - Best business practices
 - Typical customer/end-user
 - Core vs. non-core functions

- Jointness
 - Uniqueness to a specific Service
 - Degree of overlap with other Services
 - Degree of DLA/other DOD agency support

- Physical
 - Distance to POE
 - Relative proximity to other facilities
 - Environmental considerations

- Other
 - Flexibility of purpose (potential ability to satisfy other requirements)
 - Non-military utility of facility/property
 - Competing with similar civilian markets
 - Local community considerations
 - Surge capacity
 - Industrial base considerations

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