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**THE JOINT STAFF**  
WASHINGTON, DC

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30 April 2004

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

SUBJECT: Implications of Incomplete Capacity Analysis Data

1. The Supply and Storage Joint Cross Service Group (S&S JCSG) has received the initial Service and Defense Logistics Agency (DLA) responses to our capacity questions and is verifying the data and identifying required follow-up actions. While we can now begin to map capacity data to individual activities and establish a baseline for follow-on actions, we are concerned with gaps in the data represented by unanswered and partially answered questions. Many of these gaps were identified by the Services to the Infrastructure Steering Group, in varying degrees of specificity, in their capacity data certification memos.
2. Our specific concern is that missing data delays our ability to perform analyses. The capacity analysis data will be used to determine excess capacity to feed the optimization and scenario development processes. This situation, coupled with an aggressive BRAC 2005 timeline, stands to delay our evaluation and eventual scenario analysis and recommendations.
3. We will continue to work closely with the OSD, Service, and the DLA BRAC Offices to resolve problems in an effort to obtain relevant capacity data to support our JCSG's mission. However, if unresolved, we envision several supplemental capacity data calls.

A handwritten signature in black ink, appearing to read "G. S. Holder", is positioned above the typed name.

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

Copy to: Service and DLA BRAC Offices

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