THE UNDER SECRETARY OF DEFENSE

3010 DEFENSE PENTAGON
WASHINGTON, DC 20301-3010

ACQUISITION,
TECHNOLOGY
AND LOGISTICS

OCT 14 2003

MEMORANDUM FOR CHAIRMAN, HEADQUARTERS AND SUPPORT ACTIVITIES JOINT CROSS-SERVICE GROUP

SUBJECT: Revision to Report on Approach to Capacity Analysis

Thank you for your presentation to the Infrastructure Steering Group (ISG) on your group's approach to capacity analysis. The ISG appreciates the work that you and the members of your group are devoting to the base realignment and closure effort.

As discussed at your briefing, the ISG is concerned that the wide breadth of functions proposed for analysis will negatively impact your group's ability to focus on areas with the highest potential for transforming infrastructure, given finite time and resources. Efforts to reengineer the business processes of functions that have limited impact on facilities can be best accomplished outside the BRAC process. To that end, please revise your report to focus your group's analysis on those functions with the greatest potential to result in decisions that will significantly affect the footprint and the throughput of the functions within your area of responsibility.

Please provide your final report for the ISG's approval by October 15th. Your report should reflect the above and contain a comprehensive set of common definitions for your functions, common metrics to measure throughput capacity and your methodology for determining surge requirements. In particular, your report should demonstrate how your analysis will answer the three questions contained in my July 16, 2003, memo regarding the inventory of facilities performing your functions, the percentage of the throughput capacity for current and surge workloads, and the percentage, if any, of capacity excess to current workload plus surge requirements. Additionally, your final report should include your data call questions.

My BRAC team and the Service BRAC offices stand ready to assist you in refining your report. Please do not hesitate to seek their advice.

Michael W. Wynne
Acting USD (Acquisition, Technology & Logistics)
Chairman, Infrastructure Steering Group

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MEMORANDUM FOR ASSISTANT SECRETARY OF THE AIR FORCE
(INSTALLATIONS, ENVIRONMENT, & LOGISTICS)

SUBJECT: BRAC 2005 Guidance for the Headquarters and Support Activities Joint Cross-Service Group

Thank you for your recommendations regarding the scope of functions that the Headquarters and Support Activities Joint Cross-Service Group (HSA JCSG) should review. I share the concern of Infrastructure Steering Group (ISG) members that the breadth of functions the HSA JCSG proposed to analyze will negatively impact that group's ability to focus on areas with the highest potential for transforming infrastructure, given finite time and resources. I also agree that efforts to reengineer the business processes of functions that have limited impact on facilities can be best accomplished outside the BRAC process. However, I am also cognizant of the Secretary's unequivocal direction in his BRAC Kickoff Memo that functions that are common across the Services must be analyzed on a joint basis.

Therefore, rather than direct the HSA JCSG to limit its analysis to the areas you suggest, I have asked the Chairman of the HSA JCSG to revise his group's report to focus their analysis on those functions with the greatest potential to result in decisions that will significantly affect the footprint and the throughput of the functions within his area of responsibility. The Chairman is expected to provide the final report for the ISG's approval by October 15th, at which time, all ISG members will have the opportunity to review the manner in which they have incorporated this guidance.

Michael W. Wynne
Acting USD (Acquisition, Technology & Logistics)
Chairman, Infrastructure Steering Group

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MEMORANDUM FOR ASSISTANT SECRETARY OF THE NAVY
(INSTALLATIONS & ENVIRONMENT)

SUBJECT: BRAC 2005 Guidance for the Headquarters and Support Activities Joint Cross-Service Group

Thank you for your recommendations regarding the scope of functions that the Headquarters and Support Activities Joint Cross-Service Group (HSA JCSG) should review. I share the concern of Infrastructure Steering Group (ISG) members that the breadth of functions the HSA JCSG proposed to analyze will negatively impact that group's ability to focus on areas with the highest potential for transforming infrastructure, given finite time and resources. I also agree that efforts to reengineer the business processes of functions that have limited impact on facilities can be best accomplished outside the BRAC process. However, I am also cognizant of the Secretary's unequivocal direction in his BRAC Kickoff Memo that functions that are common across the Services must be analyzed on a joint basis.

Therefore, rather than direct the HSA JCSG to narrowly limit its analysis to the two areas you suggest, I have asked the Chairman of the HSA JCSG to revise his group's report to focus their analysis on those functions with the greatest potential to result in decisions that will significantly affect the footprint and the throughput of the functions within his area of responsibility. The Chairman is expected to provide the final report for the ISG's approval by October 15th, at which time, all ISG members will have the opportunity to review the manner in which they have incorporated this guidance.

Michael W. Wynne
Acting USD (Acquisition, Technology & Logistics)
Chairman, Infrastructure Steering Group

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