THE UNDER SECRETARY OF DEFENSE

3010 DEFENSE PENTAGON
WASHINGTON, DC 20301-3010

ACQUISITION,
TECHNOLOGY
AND LOGISTICS

OCT 14 2003

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