



ACQUISITION,  
TECHNOLOGY  
AND LOGISTICS

## OFFICE OF THE UNDER SECRETARY OF DEFENSE

3000 DEFENSE PENTAGON  
WASHINGTON, DC 20301-3000

February 24, 2004

DPAP/EB

MEMORANDUM FOR ASSISTANT SECRETARY OF THE ARMY  
(ACQUISITION, LOGISTICS AND TECHNOLOGY)  
ASSISTANT SECRETARY OF THE NAVY  
(RESEARCH, DEVELOPMENT AND ACQUISITION)  
ASSISTANT SECRETARY OF THE AIR FORCE  
(ACQUISITION)  
DIRECTORS, DEFENSE AGENCIES

SUBJECT: Acquisition Domain Analysis of Alternatives (AoA)

As part of the Acquisition Domain's transformation initiative and in support of the Department's Business Management Modernization Program (BMMP), we are launching an AoA for the Acquisition Domain, sourcing/procurement process. This AoA is in support of a Milestone A decision (Concept Refinement Phase). In conjunction with this effort, we will assess and define our required Acquisition Domain capabilities and develop an Initial Capabilities Document (ICD) with JROC approval/validation. The AoA will assess suitable IT alternatives for the future Acquisition Domain capabilities identified in the ICD. This is a significant Domain undertaking--one that will serve to shape and directly influence the way we do business in the future.

Although the AoA is being led by the Air Force on behalf of this office, it is a *joint* effort. It is extremely critical that we have your component's active participation and commitment throughout the duration of this AoA effort. The AoA schedule is predicated on having the required resources identified and ready to start immediately. We need to stand up a high performance, knowledgeable team with representatives from the Military Departments and Defense Agencies to determine the most effective approach to conduct the AoA (e.g., number of work groups, number of people). The AoA Management Team will schedule a workshop in Rosslyn, Virginia to do that analysis. I need you to identify your best and brightest to be a member of the AoA Team. I expect each Military Departments to provide at least two representatives and each Defense Agency to provide at least one. The team will identify the way ahead and resources required. The Domain is prepared to provide travel funding to facilitate components' participation in the AoA effort. Please provide names to Susan Haskew at (703) 588-7080 ([susan.haskew@pentagon.af.mil](mailto:susan.haskew@pentagon.af.mil)) NLT 27 February 2004.



Your active participation and commitment to this effort is critical to our identification of future capabilities and the assessment of IT alternatives suitable to meet the future needs of the Domain. In addition, we expect your continued support to the Standard Procurement System Joint Requirements Board and all related domain efforts to implement SPS 4.2 Increment 3. I appreciate your continued support of our modernization efforts. My point of contact for the AoA is Diane Morrison at (703) 614-3883 (diane.morrison@osd.mil).

A handwritten signature in black ink, appearing to read "Deidre A. Lee". The signature is fluid and cursive, with a long horizontal stroke at the end.

Deidre A. Lee  
Director, Defense Procurement  
and Acquisition Policy