



ACQUISITION,
TECHNOLOGY
AND LOGISTICS

THE UNDER SECRETARY OF DEFENSE

3010 DEFENSE PENTAGON
WASHINGTON, DC 20301-3010

OCT 28 2013

MEMORANDUM FOR SECRETARIES OF THE MILITARY DEPARTMENTS
CHAIRMAN OF THE JOINT CHIEFS OF STAFF
COMMANDERS OF THE COMBATANT COMMANDS
DIRECTORS OF THE DEFENSE AGENCIES

SUBJECT: Appointment of Department of Defense Functional Domain Experts for Contracted Services Acquisition Management

Reference: (a) Under Secretary of Defense for Acquisition, Technology, and Logistics Memorandum, "Implementation Directive for Better Buying Power 2.0 – Achieving Greater Efficiency and Productivity in Defense Spending," April 24, 2013

In Reference (a), I appointed Mr. Alan Estevez as the Senior Department of Defense (DoD) Manager for the Acquisition of Services. Better Buying Power (BBP) 2.0 requires the appointment of Functional Domain Experts (FDEs) for Services Acquisition Management for each of the services sectors defined in BBP 1.0 as the services taxonomy of Portfolio Groups. I am appointing the following FDEs for each of the Services Portfolio Groups (sectors) (except Knowledge Based Services, which are assigned by Portfolio Category):

- Knowledge Based Services
 - Engineering and Technical Services – Mr. Stephen P. Welby, Deputy Assistant Secretary of Defense for Systems Engineering
 - Program Management Services – Ms. Darlene Costello, Acting Deputy Assistant Secretary of Defense for Strategic and Tactical Systems
 - Management Support Services – Mr. Kevin Scheid, Assistant Deputy Chief Management Officer
 - Administration and Other Services – Mr. Kenneth Brennan, Deputy Director for Defense Procurement and Acquisition Policy, Services Acquisition
 - Professional Services – Mr. Kenneth Brennan, Deputy Director for Defense Procurement and Acquisition Policy, Services Acquisition
 - Education and Training – Mr. Frank DiGiovanni, Director, Training Readiness and Strategy (Office of the Under Secretary of Defense for Personnel and Readiness)
- Transportation Services – Mr. Paul D. Peters, Principal Deputy Assistant Secretary of Defense for Logistics and Materiel Readiness (PDASD(L&MR))

- **Logistics Management Services – Mr. Paul D. Peters, PDASD(L&MR)**
- **Equipment Related Services – Mr. Paul D. Peters, PDASD(L&MR)**
- **Electronics and Communications Services – Mr. Robert J. Carey, Deputy Chief Information Officer**
- **Medical Services – Dr. Karen S. Guice, Principal Deputy Assistant Secretary of Defense for Health Affairs**
- **Facilities Related Services – Mr. John Conger, Acting Deputy Under Secretary of Defense for Installations and Environment**

Each FDE is tasked to actively oversee the life-cycle process of services acquisition, including forecasting and budgeting, requirements definition and validation, procurement, active management, and oversight of contracted services. The FDE teams will initially consist of Component-Level Leads from the Army, Air Force, Navy, Defense Logistics Agency, and Missile Defense Agency, as specified in BBP 2.0. The addressees are asked to appoint their team members and inform my point of contact, listed below, of selections within 30 days of the date of this memorandum. While implementation may differ amongst the portfolio groups, the overarching focus areas will be common to all. These include, but are not limited to, the requirements for the FDEs and their teams to:

- **Determine contracted services requirements owners, the amount and appropriateness of contracted services in the portfolio group, and develop policy to facilitate appropriate prioritization of contracted services requirements for trade-off discussions and decisions;**
- **Identify functional expertise across the Department to identify and export localized best practices in the acquisition and management of services to services customers who are not as expert in services acquisition;**
- **Develop appropriate metrics for actively managing and reporting improvements in services acquisition;**
- **Implement standardized processes in services acquisition life-cycle (budgeting including acquisition through execution) to improve consistency and to facilitate year-to-year comparisons; and**
- **Report improvements in cost, schedule, and performance of contracted services within the portfolio groups regularly.**

Effective strategic management of services is the ultimate goal. The leadership of the nine FDEs executing the focus areas detailed above will directly contribute to helping achieve greater efficiency and productivity in defense spending as detailed in BBP 2.0. My point of

contact for this effort is Mr. Ken Brennan, Defense Procurement and Acquisition Policy, at 703-614-9757 or kenneth.m.brennan6.civ@mail.mil.



Frank Kendall

cc:

Deputy Chief Management Officer
DoD Chief Information Officer
Assistant Secretary of Defense (Health Affairs)
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Mr. Tommy Marks
 Senior Service Manager, Army
Mr. James Meade
 Senior Service Manager, Navy
Mr. Randall Culpepper
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