OFFICE OF THE SECRETARY OF DEFENSE

WASHINGTON, D.C. 20301

SEP 10 2004

MEMORANDUM FOR SECRETARIES OF THE MILITARY DEPARTMENTS
CHAIRMAN OF THE JOINT CHIEFS OF STAFF
UNDER SECRETARIES OF DEFENSE
COMMANDERS OF THE COMBATANT COMMANDS
ASSISTANT SECRETARIES OF DEFENSE
DIRECTOR, OPERATIONAL TEST AND EVALUATION
ASSISTANTS TO THE SECRETARY OF DEFENSE
DIRECTOR, ADMINISTRATION AND MANAGEMENT
DIRECTOR, PROGRAM ANALYSIS AND EVALUATION
DIRECTORS OF DEFENSE AGENCIES
GENERAL COUNSEL OF THE DEPARTMENT OF DEFENSE
DIRECTOR, FORCE TRANSFORMATION
DIRECTORS OF THE DOD FIELD ACTIVITIES

SUBJECT: Meeting the Immediate Warfighter Needs (IWN)

As a result of the Deputy Secretary of Defense Memorandum, dated September 3, 2004, that established the OSD Joint Rapid Action Cell (JRAC), Dr. Robert Buhrkuhl is designated as the JRAC Director and Mrs. Ann Reese as the JRAC Deputy Director.

The JRAC will be responsible to facilitate the identification and execution of the many authorities within the Department; to provide a single point of contact and accountability on the OSD staff for tracking the timeliness of actions on Combatant Commanders' (CoComs) validated IWNs for the senior leadership; and to facilitate meeting the urgent material and logistics requirements which the CoComs certify as operationally critical. The JRAC will also coordinate with other government agencies as necessary. This cell will provide regular status reports to the Deputy Secretary of Defense on the Department's progress in this regard.

The JRAC will issue enabling guidance not later than October 4, 2004, describing the initial concept of operations to discharge this task.

Tina W. Jonas
Under Secretary of Defense
Comptroller

Michael W. Wynne
Acting Under Secretary of Defense
Acquisition, Technology and Logistics

DEPUTY SECRETARY OF DEFENSE

1010 DEFENSE PENTAGON
WASHINGTON, DC 20301-1010

SEP 3 2004

MEMORANDUM FOR SECRETARIES OF THE MILITARY DEPARTMENTS
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UNDER SECRETARIES OF DEFENSE
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SUBJECT: Meeting the Immediate Warfighter Needs (IWNs)

The Global War on Terrorism (GWOT) and our recent experiences with Operations Iraqi Freedom and Enduring Freedom have highlighted the institutional challenges we face providing timely, integrated solutions to the urgent operational needs of our warfighters. Congress has given the Department authority and flexibility to meet many of these needs yet, all too often, our organizations are reluctant to take advantage of them. Staff actions and interagency coordination, done by conscientious personnel, frequently delay action beyond timeframes acceptable to the operational commanders. It is our responsibility to establish a method of ensuring such staffing and interagency coordination do not unreasonably delay implementation of critical solutions.

In order to break through the institutional barriers to providing timely, effective support, I am directing the Under Secretary of Defense (Acquisition, Technology, and Logistics) (USD(AT&L)), and the Under Secretary of Defense (Comptroller) to stand up a Joint Rapid Action Cell (JRAC) to facilitate meeting the urgent material and logistics requirements which the Combatant Commanders (CoCom) certify as operationally critical. Additionally, I direct the Joint Staff, Combatant Commands, and each of the Services to provide a single flag- or SES- level point of contact, with appropriate authority to commit your organization's support, to this cell. These individuals will serve as the principal interface with the JRAC and should be thoroughly proficient in your respective organizational processes as well as be empowered to affect rapid decisions within the scope of this tasking.

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The JRAC will be responsible for the resolution of issues within the Department and for providing a single point of contact and accountability on the OSD staff for tracking the timeliness of actions for the senior leadership on CoCom validated IWNs. The JRAC will also facilitate the coordination with other government agencies as necessary. This cell will provide regular status reports to the Secretary and me on the Department's progress in this regard.

Further detail and enabling guidance will be provided within thirty days of this memorandum. I expect all stakeholders in the Department to support and, as appropriate, to participate in this important effort.

Paul Wolfowitz