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THE UNDER SECRETARY OF DEFENSE

3010 DEFENSE PENTAGON
WASHINGTON, DC 20301-3010

ACQUISITION,
TECHNOLOGY
AND LOGISTICS

MAY 23 2003

MEMORANDUM FOR SECRETARIES OF THE MILITARY DEPARTMENTS
CHAIRMAN OF THE JOINT CHIEFS OF STAFF
UNDER SECRETARIES OF DEFENSE
COMBATANT COMMANDERS
ASSISTANT SECRETARY OF DEFENSE FOR NETWORKS AND INFORMATION INTEGRATION
DIRECTOR, OPERATIONAL TEST AND EVALUATION
ASSISTANTS TO THE SECRETARY OF DEFENSE
DIRECTOR, ADMINISTRATION AND MANAGEMENT
DIRECTOR, FORCE TRANSFORMATION
DIRECTOR, NET ASSESSMENT
DIRECTOR, PROGRAM ANALYSIS AND EVALUATION
DIRECTORS OF THE DEFENSE AGENCIES
PRESIDENT, NATIONAL DEFENSE UNIVERSITY

Subject: Transformational Options for BRAC 2005

The Secretary of Defense, in his November 15, 2002, memorandum initiating the BRAC process, asked for a broad series of options for stationing and supporting forces and functions to increase efficiency and effectiveness. As the Secretary indicated in that memorandum, the enduring value of our BRAC effort rests largely on our ability to conduct an analysis that reaches beyond a mere capacity reduction in the status-quo configuration to one that "reconfigure[s] our current infrastructure into one in which operational capacity maximizes both warfighting capability and efficiency."

To assist this effort, we must pull together the very best suggestions to stimulate critical analysis by the Military Departments and the Joint Cross-Service Groups in support of the most comprehensive and transformational analysis possible. To that end, I request each of you to identify some key transformational options for stationing and supporting forces and functions that you judge will rationalize our infrastructure consistent with defense strategy and contribute to increased efficiency and effectiveness. Options will be reviewed by the Infrastructure Steering Group and Infrastructure Executive Council to determine their potential impact on military value before being forwarded to the Secretary for approval. These options will constitute minimum analytical frameworks upon which the Military Departments and Joint Cross-Service Groups will conduct their respective BRAC analyses.

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Because of the sensitivity of BRAC and the deliberative nature of the analytical process, the BRAC analytical process is a closely held internal Department responsibility. Therefore, I ask you to shape your suggestions within the following constraints:

- Provide a brief written description for each suggested option. These options must stand on their own since there will not be an opportunity for you to provide further input. Cross-referencing to earlier studies would be helpful.
- Make your options overarching and notional. Do not identify any specific installations.
- Provide your input within 30 days.
- Please treat your response to this request as an internal deliberative document.
- Please do not seek or expect any substantive feedback on the use of your options.

Thank you in advance for your thoughtful consideration of this request. I look forward to your contribution to shaping our BRAC 2005 effort. Should you have any questions regarding this request, please contact Mr. Peter Potochney, the OSD Director for BRAC, at (703) 614-5356.

E.C. Aldridge, Jr.
USD (Acquisition, Technology & Logistics)
Chairman, Infrastructure Steering Group