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**THE UNDER SECRETARY OF DEFENSE**

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ACQUISITION,  
TECHNOLOGY  
AND LOGISTICS

**FEB 3 2005**

**MEMORANDUM FOR INFRASTRUCTURE EXECUTIVE COUNCIL  
INFRASTRUCTURE STEERING GROUP  
CHAIRMEN, JOINT CROSS-SERVICE GROUPS**

**SUBJECT: BRAC 2005 Red Team**

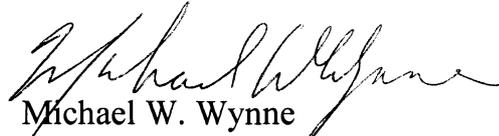
As the Executive Secretary of the Infrastructure Executive Council (IEC), I have established a BRAC Red Team to conduct an independent review of the candidate recommendations and supporting documentation of the Joint Cross-Service Groups (JCSGs) and Military Departments. I have appointed the Honorable HT Johnson as a Special Government Employee to chair the Red Team. Additional members of the Red Team are the Honorable Robin Pirie; General Leon Salomon, USA (Ret.); and General John A. Gordon, USAF (Ret.). I have tasked the CNA Corporation to work for Mr. Johnson in supporting the Red Team.

The Red Team will review the candidate recommendations of the JCSGs and Military Departments from the perspective of the BRAC Commission. To that end, the Red Team will review each candidate recommendation to assess whether the Department “deviated substantially” from either the Force Structure Plan or Selection Criteria. Their review will be limited to the quality of candidate recommendation packages relative to the standard by which those packages will be judged by the Commission, which is the statutory standard by which the Commission may alter the Secretary’s recommendations. To the extent necessary to thoroughly review a given candidate recommendation, the Red Team may also examine the extent of compliance with the BRAC policies and analytical tools related to the candidate recommendations. The Red Team should not substitute its judgment for that of the JCSGs or Military Departments concerning the candidate recommendations it reviews. To ensure that we gain from their review, the Red Team will be providing the Department with continuous feedback.

The Red Team will hold individual entrance meetings with the Chair of each Joint Cross Service Group (JCSG) and the Military Department BRAC Deputy Assistant Secretaries, to receive information on your respective analytical approaches (outline attached). All participants in the BRAC process are requested to cooperate fully and in a



timely fashion with all BRAC Red Team requirements for briefings and discussions. Working closely with the OSD BRAC Office, the Red Team staff is responsible for scheduling all such briefings and discussions, and such requests are to be considered a high priority.

  
Michael W. Wynne  
Executive Secretary  
Infrastructure Executive Council

Attachment: As stated

## **Red Team Information Sessions with JCSGs and Military Departments**

The Red Team will have an initial information session with each of the Military Departments and JCSGs. Additional sessions will be held, as required. The following outline will be used for the information sessions:

- Documentation to make available and be prepared to discuss:
  - Organizational Structure and Functions approved by Secretary of Defense
  - Capacity Analysis Report
  - Military Value Analysis Report
  - Candidate Recommendations
    - Overall strategies to develop scenarios and how candidates fit within those strategies
    - Complete Candidate Recommendation Packages for those Candidate Recommendations submitted to the ISG
    - Overview of Scenarios being analyzed and anticipated Candidate Recommendations
    - Identify any candidate recommendations you especially feel need review because of potential controversy or complexity
- Other Issues to be prepared to discuss
  - Force structure considerations: How the force structure plan was incorporated into their analysis
  - Surge
  - Homeland Defense
  - Transformational considerations