



ACQUISITION,  
TECHNOLOGY  
AND LOGISTICS

## THE UNDER SECRETARY OF DEFENSE

3010 DEFENSE PENTAGON  
WASHINGTON, DC 20301-3010

DCN 9210

The Honorable Susan M. Collins  
United States Senate  
Washington, DC 20510

JUL -8 2004

Dear Senator Collins,

This is in reply to your recent letter to Secretary Rumsfeld requesting details of the Cost of Base Realignment Actions (COBRA) model which will be used in the 2005 base realignment and closure (BRAC) process. While I appreciate your desire to receive this information while the Department's analysis is ongoing, the details of the BRAC decision making process must remain internal to the Department of Defense until the Secretary issues his closure and realignment recommendations in order to protect the integrity of the BRAC process. This is necessary to preserve the deliberative process and follow the statutory BRAC direction to treat all installations equally.

Revealing details of the decision making process through the release of such information as the elements of the COBRA model before the Secretary has made his closure and realignment recommendations could negatively affect the integrity of the BRAC process by opening it up to external and unequal influences; inhibit open and frank discussions necessary to produce quality decisions; and create public confusion from the premature disclosure of information that ultimately may not be the grounds for a recommendation to close or realign a military installation.

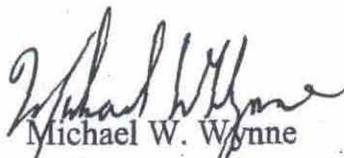
However, there is and will continue to be some implementing guidance to the Joint Cross Service Groups and the Military Departments that, once finalized, is no longer deliberative information and therefore available for release outside the Department in advance of the Secretary issuing his closure and realignment recommendations in May 2005. As the Department develops and issues non-deliberative guidance, as with policy memorandum one (enclosed), I assure you we will make it available to you, other members of Congress, and the public. All such documents are currently available on the Department's BRAC website, <http://www.defenselink.mil/brac/>.

Finally, regardless of its deliberative nature, all of the Department's BRAC information will be provided to the Commission and the Congress upon submission of the Secretary's recommendations.



I appreciate having the benefit of your thoughts on this matter. A similar response has been sent to all signatories of your letter.

Sincerely,



Michael W. Wynne  
Acting

Enclosure:  
As stated