

ACQUISITION,  
TECHNOLOGY  
AND LOGISTICS**THE UNDER SECRETARY OF DEFENSE**3010 DEFENSE PENTAGON  
WASHINGTON, DC 20301-3010

APR 20 2004

**MEMORANDUM FOR INFRASTRUCTURE STEERING GROUP MEMBERS**

Subject: Principles and Imperatives

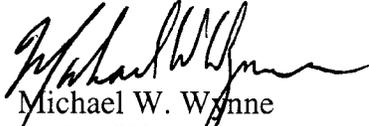
As the ISG has discussed, a BRAC process that defines military value as the exercise of military judgment built upon a quantitative analytical foundation is the most appropriate way to ensure that military value is the primary consideration in making closure and realignment recommendations. The quantitative component of Military Value involves assigning weights to the selection criteria and their implementing attributes and metrics to arrive at a relative scoring of facilities within categories. The military judgment component of Military Value involves a deliberative means to implement the selection criteria in a way that fosters transformation, embraces change and/or avoids capacity reduction results that would violate strategic, force protection, or other military value considerations reflected in the selection criteria.

At its March 12, 2004, meeting, the ISG agreed that overarching principles and imperatives are the best means of expressing military judgment in the BRAC process. The ISG also agreed that I would send out a memorandum defining these terms and requesting the ISG members use these definitions to develop principles and imperatives for review and deliberation by the ISG prior to IEC approval.

In exercising the military judgment component of Military Value, the BRAC deliberative process will develop and approve overarching principles from which specific imperatives flow. The overarching principles are the top level strategic concepts that foster transformation, embrace change, and avoid capacity reductions that reduce essential military capabilities. Limited in number and written broadly, the principles should enumerate the essential elements of military judgment applied to the BRAC process. Imperatives are specific, detailed statements that are tied to the principles. The imperatives function chiefly to prevent scenarios from generating specific recommendations that would violate the principles. Imperatives could also require certain outcomes that would enhance military capabilities.



To begin the BRAC deliberative process of developing these principles and imperatives, please submit your proposed principles and imperatives to the OSD BRAC office by May 7, 2004, so that they can be provided as a read ahead for our discussion at the May 14, 2004, ISG meeting. The construct for the principles and imperatives presented in this memorandum will be discussed at the April 23, 2004 ISG meeting.



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Chairman, Infrastructure Steering Group

cc: Joint Cross-Service Group Chairs