THE UNDER SECRETARY OF DEFENSE
3010 DEFENSE PENTAGON
WASHINGTON, DC 20301-3010

ACQUISITION,
TECHNOLOGY
AND LOGISTICS

MAY 23 2003

General Charles G. Boyd, USAF (Ret.)
President and Chief Executive Officer
Business Executives for National Security (BENS)
1717 Pennsylvania Ave NW
Suite 300
Washington D.C. 20006

Dear General Boyd: Charlie

The National Defense Authorization Act for Fiscal Year 2002 authorized the Department of Defense to conduct one round of base realignments and closures (BRAC), culminating in a report of recommendations to an independent commission in May 2005. Over the years, numerous entities, within and outside the Department, have identified BRAC as an important tool in reducing Departmental support costs and advancing the transformation of our fighting forces and their support infrastructure. The Quadrennial Defense Review of 2000, the Commission on National Strategy, and the BENS Tail to Tooth Commission Call to Action and others all included conducting a BRAC round among their recommendations. I believe these recommendations played an important role in ultimately securing the BRAC authority. Now I need your assistance to ensure the Department takes full advantage of this one-time opportunity.

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. Drawing upon your informed, yet independent perspective on the DoD organization and operations, I request you identify some key transformational options for stationing and supporting forces and functions that could form lenses through which we could view and shape our infrastructure. 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 constitute minimum analytical frameworks upon which the Military Departments and Joint Cross-Service Groups will conduct their respective BRAC analyses.

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 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. BENS has been a voice of constructive criticism of the Department for many years. I value your perspective and your dedication to our nation's security. I look forward to your contribution to shaping our BRAC 2005 effort. Should you have any question regarding this request, please contact Mr. Peter Potochney, the OSD Director for BRAC, at (703) 614-5356.

Pete

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