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INFO MEMO

15-Apr-05
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2005 APR 15 AM 8:41

I-05/005094
 ES-2973

TO: SecDef

FROM: Ryan Henry  APR 14 2005

SUBJECT: Snowflake Response: "QDR"

You asked whether Arnaud de Borchgrave and Harlan Ullman's piece in the Washington Times (attached) had any truth to it.

While it has some truth, it has much more hype. Harlan is the author of 'Shock and Awe' and Arnaud gets his political capital from being controversial. Their article presents **five points and one bottom-line:**

1. We're in for a procurement train wreck which will require "draconian cuts."

QDR Reality – if done right QDR doesn't need to be a zero-sum-game.

As General Schoomaker pointed out at last Friday's SLRG, the real value of QDR should be in viewing our challenges from new perspectives that reveal larger win-win opportunities and solutions.

2. Your management team is in flux.

QDR Reality –while there will be some personnel changes, they easily can be accommodated.

Leadership of the QDR's Issues Teams can be managed by Gordon England covering for the Deputy (CAPABILITIES MIX) and Fran Harvey taking Gordon's team (AUTHORITIES).

While there will be new Service Secretaries, this QDR is reliant on collaborative SLRG leadership, not stove-piped DoD component leadership.

3. The All-Volunteer Force needs to be re-engineered for the post 9-11 security environment.

QDR Reality – they got the problem right, but they're uninformed about the initiatives you have already launched: relieving stress-on-the-force, Active-Reserve mix, government-contractor mix, Global Force Management, Fleet Response Plan, Air Expeditionary Force, Army Modularization, and NSPS.

Additionally, David Chu's issue team (HUMAN CAPITAL STRATEGY) will be tackling a host of other force effectiveness issues.



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4. Whatever changes the QDR might propose are doomed to be chopped up in a partisan & pork-fed Congressional buzz-saw.

QDR Reality – you have already won 50% of the battle with the successful deployment of your Defense Strategy -- which is one of two tasks assigned to the QDR.

The second task is to make the strategic choices that execute the strategy. Most of these strategic choices do not involve redistribution of funding between Congressional districts or across political fault-lines.

Additionally, you have asked us to work with Congress to get them involved in the QDR by holding hearings on key subject areas -- this engagement can do much to deflate the political over-pressure.

Finally, you have just moved \$60B in the Defense Program -- and to date that hasn't ignited the feared political fire storm.

5. The QDR's traditional, irregular, catastrophic, and disruptive challenges are too daunting for the Pentagon to successfully address.

QDR Reality – contending with uncertainty requires the acceptance of risk.

The difficult work for the QDR is appropriately distributing risk among all four challenges, rather just staying in DoD's comfort-zone of traditional state-based threats.

Bottom-line –you would “be well advised to begin consultations now with Congress and key allies to get not only their inputs but also their participation.”

QDR Reality – you are several months ahead of their warning.

From the time you signed the QDR you have had us working Congress and their staffs.

From the outset we have consulted with coalition partners and NATO. We are now working with the Deputy and Vice Chairman to fine-tune the participation of key allies.

CC: Ken Krieg, Doug Feith

