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SEP 17 2002

MEMORANDUM FOR SECRETARIES OF THE MILITARY DEPARTMENTS
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UNDER SECRETARIES OF DEFENSE
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ASSISTANTS TO THE SECRETARY OF DEFENSE
DIRECTOR, ADMINISTRATION AND MANAGEMENT
DIRECTOR, NET ASSESSMENT
DIRECTORS OF THE DEFENSE AGENCIES
DIRECTORS OF THE DEPARTMENT OF DEFENSE FIELD ACTIVITIES

SUBJECT: Legislative Priorities for Fiscal Year 2004

Every week it seems, a senior official in this Department tells me we are constrained in our ability to do something by an obsolete legal provision. Similarly, I often hear of initiatives we would like to take, but for which we need additional statutory authority.

As you develop proposals for the Fiscal Year 2004 DoD Legislative Program, you should adopt the perspective that now is the time to change the way we operate. If you need specific legal authority to accomplish an important goal, or if you need relief from an unnecessary legal restriction, please ask for it.

When developing your proposals, you should focus on the priorities concerning the next six to twelve months we have developed in recent discussions. To assist you, I am enclosing the most current version of the top ten priorities, which reflect those discussions. The General Counsel provides additional guidance in his August 22, 2002 "Call for Proposals."

The war on terrorism does not supplant the need to transform DoD; instead, we must accelerate our organizational, operational, business, and process reforms.

Attachment:
As stated

U14977-02

Proposed Top Ten Priorities for Next 6-12 Months

1. Successfully Pursue the Global War on Terrorism

2. Strengthen Joint Warfighting Capabilities
   - Joint CONOPS to integrate air, land, sea, and ISR assets
   - Translate Joint CONOPS into acquisition strategy
   - Bring Jointness to the lowest level
   - Strengthen joint exercises and joint training

3. Transform the Joint Force
   - Lighter, more agile, easily deployable military units
   - Military culture that rewards innovation and risk-taking

4. Optimize Intelligence Capabilities

5. Improve Force Manning
   - Develop 21st century human resource approach
   - Longer tours, revised career paths, improved language capabilities, etc.

6. New Concepts of Global Engagement
   - Revised Security Assurance and Cooperation and Overseas Presence/Basing
   - Fashion new relationships worldwide, update alliances, build coalition of unequal partners, refocus security cooperation and fashion a more relevant footprint

7. Counter the Proliferation of WMD

8. Homeland Security
   - Define clearly and organize the Department's role in Homeland Security

9. Streamline DoD Processes
   - Shorten PPBS and acquisition cycle time
   - Financial Management Reform
   - Shorten all DoD processes by 50%

10. Improve Interagency Process, Focus and Integration
    - Rationalize NSC and Homeland Security Council
    - Reduce time to respond and create a surge capability