



DEPUTY SECRETARY OF DEFENSE

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MEMORANDUM FOR SECRETARIES OF THE MILITARY DEPARTMENTS
CHAIRMAN OF THE JOINT CHIEFS OF STAFF
UNDER SECRETARIES OF DEFENSE
ASSISTANT SECRETARIES OF DEFENSE
GENERAL COUNSEL OF THE DEPARTMENT OF DEFENSE
INSPECTOR GENERAL OF THE DEPARTMENT OF DEFENSE
DIRECTOR, OPERATIONAL TEST AND EVALUATION
ASSISTANTS TO THE SECRETARY OF DEFENSE
DIRECTOR, ADMINISTRATION AND MANAGEMENT
EXECUTIVE SECRETARY, DEPARTMENT OF DEFENSE

SUBJECT: Sustainable Defense Readiness and Ranges Initiative

Maintaining the readiness of our forces is one of the highest priorities of the Department. To meet this priority, we strive to maintain a reasonable balance between test and training requirements, the concerns of our range neighbors, and the importance of sound environmental stewardship. *Maintaining this balance is a difficult proposition. I would like to thank everyone for their efforts to date in defining the issue, but now is the time for specific actions.*

I direct that the Under Secretary of Defense for Personnel and Readiness, in partnership with the Deputy Under Secretary of Defense (Installations and Environment), the Director of Operational Test and Evaluation and the Military Departments, form an Integrated Product Team (IPT) to act as the DoD coordinating body for all issues of encroachment on our ranges, operating areas, and other locations where we train or test and evaluate new weapons and sensors.

The IPT, working through the Defense Test and Training Steering Group (DTTSG), shall develop a comprehensive legislative and regulatory set of proposals by January 2002, as well as formulating and managing a disciplined, multi-tier outreach effort with a goal of obtaining relief in 2002. These legislative proposals will be appropriately coordinated within the Administration. Such actions will require your personal attention, along with that of other senior appointees and military officers. This must be a coordinated effort, and I request that you not move ahead unilaterally on the legislative front.

The DTTSG shall provide a full report on progress to the Senior Readiness Oversight Council (SROC) in January 2002.

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