



DEPARTMENT OF THE NAVY  
OFFICE OF THE CHIEF OF NAVAL OPERATIONS  
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From: Vice Chief of Naval Operations  
To: Distribution

Subj: BRAC 2005 NAVY PRINCIPLES AND IMPERATIVES

1. Our success in BRAC 2005 will be predicated on our ability to develop credible and defensible Principles and Imperatives. This memo will task that effort. To assist in that endeavor, we must establish a clear definition of the terms "Principles" and "Imperatives". That is done below.

2. To create the right context, I have restated the BRAC 2005 goals delineated in the Secretary of Defense memo of November 2002. These goals should guide your development of Principles and Imperatives.

a. "At a minimum BRAC 2005 must eliminate excess physical capacity; the operation, sustainment and recapitalization of which diverts scarce resources from defense capability. However, BRAC 2005 may make an even more profound contribution to transforming the Department by rationalizing our infrastructure with defense strategy. BRAC 2005 should be the means by which we reconfigure our current infrastructure into one in which operational capacity maximizes both warfighting capability and efficiency."

b. "A primary objective of BRAC 2005, in addition to realigning our base structure to meet post-Cold War forces structure, is to examine and implement opportunities for greater joint activity. Prior BRAC analyses considered all functions on a service-service basis and, therefore, did not result in the joint examination of functions that cross services. While some unique functions may exist, those functions that are common across the Services must be analyzed on a joint basis."

3. Per our discussion at the most recent JCSG Navy Lead Executive Session, the following is required:

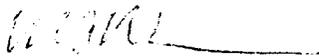
a. Task Force BRAC will develop Navy Principles and Imperatives from the current draft version of Navy BRAC Imperatives.

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b. Each JCSG Lead will develop proposed Principles and Imperatives for their specific Cross Service Groups. The below definitions will guide these efforts:

(1) Navy Principles are overarching statements, general enough to facilitate strategic processes that directly support an operational capability and/or capacity. A principle, while strategic in nature, ultimately links to a tactical capability or requirement that if marginalized, impedes operational effectiveness and capability.

(2) Navy Imperatives must link strategic intent to tactical capabilities. Imperatives must be measurable, applicable to analysis, and specific enough to leverage the BRAC process to shape outcomes that will mold more responsive and ready Naval forces. Imperatives should be constructed so as to constrain scenario results, to preclude deliberate or unintentional decisions that might hinder strategic tenets, tactical capabilities or the ability to conduct unrestricted service or joint operations.

  
M. G. MULLEN

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