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DEPARTMENT OF THE NAVY
OFFICE OF THE CHIEF OF NAVAL OPERATIONS
2000 NAVY PENTAGON
WASHINGTON, D.C. 20350-2000

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EA 17/16

IN REPLY REFER TO
22 APR 04

MEMORANDUM FOR ACTING UNDER SECRETARY OF DEFENSE (ACQUISITION,
TECHNOLOGY & LOGISTICS), AND CHAIRMAN,
INFRASTRUCTURE STEERING GROUP

Subj: BRAC 2005 PRINCIPLES AND IMPERATIVES

Ref: (a) Acting USD (AT&L) memo of 20 Apr 04
(b) Secretary of Defense memo of Nov 02

1. I appreciate and applaud the guidance provided in reference (a) regarding the development of principles and imperatives for the BRAC process. The significance of this effort cannot be overstated.
2. As your memo indicated, principles should be top level strategic concepts, limited in number and written broadly. I would offer that the ISG should develop joint principles that can serve as DoD/Service unifying elements for mutually supporting, interdependent processes and concepts. While a service could potentially develop "service principles," ideally structured all principles would be interchangeable amongst the services.
3. I recommend we develop service imperatives in the main, with possibly a small number of joint warfighting imperatives from the joint staff. These imperatives should then link the strategic intent delineated in the principles to operational and tactical capability. They must be measurable and detailed enough to leverage the BRAC process to shape outcomes that will mold more responsive and ready forces.
4. BRAC 2005 goals have been clearly articulated in guidance promulgated in reference (b). The development of joint principles and service imperatives as stated above will provide an excellent construct to enable us to attain those goals. I look forward to the discussion to develop this construct.

M. G. MULLEN
Admiral, U.S. Navy

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