



DEPARTMENT OF THE NAVY
THE ASSISTANT SECRETARY OF THE NAVY
(INSTALLATIONS AND ENVIRONMENT)
1000 NAVY PENTAGON
WASHINGTON, D.C. 20350-1000

DCN 8468

15 November 2002

MEMORANDUM FOR THE SECRETARY OF THE NAVY
UNDER SECRETARY OF THE NAVY
CHIEF OF NAVAL OPERATIONS
VICE CHIEF OF NAVAL OPERATIONS
COMMANDANT OF THE MARINE CORPS
ASSISTANT COMMANDANT OF THE MARINE COPRS

Subj: BASE REALIGNMENT AND CLOSURE (BRAC) 2005

Encl: (1) SECDEF memo of November 15, 2002

Enclosure (1) is SECDEF's "kick-off" memo for the BRAC 2005 process. The primary themes for this next round are elimination of excess physical capacity and transformation of the Defense and Military Departments by rationalizing our infrastructure with defense strategy.

The memo establishes the Infrastructure Executive Council (IEC) as the policy making and oversight body for the entire process. SECNAV, CNO and CMC are members of the IEC. The subordinate group, the Infrastructure Steering Group (ISG) will oversee the joint cross-service analyses of common functions and integrate that process with the Military Department-specific analyses of all other functions. VCNO, ACMC and I are members of this group.

A key element of the BRAC 2005 process will be the requirement to analyze functions that are common across the Services on a joint basis. Within 150 days, the ISG must recommend to the IEC the process for conducting that joint analysis. Additionally, SECDEF will be seeking options for stationing and supporting forces and functions to increase efficiency and effectiveness.

DASN (Infrastructure Analysis) will be the DoN focal point for actions to satisfy the mandates in SECDEF's memo. Within the next few weeks, we expect to provide additional guidance in support of this effort. We anticipate the next step in the kick-off process will be SECDEF to chair an initial meeting of the combined IEC and ISG to reinforce his expectations.

H. T. JOHNSON

Copy to:
OPNAV N4
USMC I&L

MM-0002-F1

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

IN REPLY REFER TO
6 AUG 04

MEMORANDUM FOR SPECIAL ASSISTANT TO THE SECRETARY OF THE NAVY
FOR BASE REALIGNMENT & CLOSURE

Subj: BASE REALIGNMENT AND CLOSURE (BRAC) 2005

Ref: (a) SECNAV memo of 25 Nov 2002
(b) ASN (I&E) memo of 23 Jan 2003
(c) VCNO memo of 28 Jan 2003

1. I appreciate the opportunity provided by references (a) and (b) to support the BRAC 2005 process with assignment of Navy members to the Infrastructure Evaluation Group (IEG) and the Infrastructure Analysis Team (IAT).

2. Reference (c) contains my recommendations for Navy Flag members to the IEG. In view of VADM Albert H. Konetzni's impending retirement, I recommend RADM Kevin J. Cosgriff, Vice Commander, Atlantic Fleet, as his permanent replacement.

A handwritten signature in black ink, appearing to read "M. G. Mullen", with a long horizontal line extending to the right.

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



DEPARTMENT OF THE NAVY

COMMANDER
U.S. FLEET FORCES COMMAND
1662 MITSCHER AVENUE SUITE 250
NORFOLK, VA. 23551-2487

2 Aug 04

MEMORANDUM FOR THE ASSISTANT SECRETARY OF THE NAVY
(INSTALLATIONS & ENVIRONMENT)

Subj: BASE REALIGNMENT AND CLOSURE (BRAC) 2005

Ref: (a) SECNAV memo of 25 Nov 02
(b) ASN (I&E) memo of 23 Jan 03

1. I appreciate the opportunity provided by references (a) and (b) to support the BRAC 2005 process with assignment of Navy members to the Infrastructure Evaluation Group (IEG). I understand that this assignment is central to ensuring that factors of concern to operational commanders are considered in the process.

2. The IEG will play a pivotal role in reshaping Navy infrastructure to match our transforming force structure. I am assigning Rear Admiral Kevin J. Cosgriff, Deputy Commander, Fleet Forces Command, as the Fleet Forces Command Navy Flag member of the IEG. Further, I will assign Mr. Thomas R. Crabtree, Director Fleet Training, as his alternate on the IEG.

A handwritten signature in black ink, appearing to read "W. J. Fallon".

WILLIAM J. FALLON
Admiral, U.S. Navy

Copy to:
RADM Cosgriff



DEPARTMENT OF THE NAVY
OFFICE OF THE SECRETARY
1000 NAVY PENTAGON
WASHINGTON, D.C. 20350-1000

17 May 2004

MEMORANDUM FOR ASSISTANT SECRETARY OF THE NAVY (INSTALLATIONS
AND ENVIRONMENT)

Subj: BASE REALIGNMENT AND CLOSURE (BRAC) 2005

Ref: *H.T.* (a) ASN (M&RA) memo of 21 Mar 03

As noted in reference (a), the Infrastructure Evaluation Group (IEG) will play a pivotal role in reshaping Navy infrastructure to match our transforming force structure. To ensure a successful Navy BRAC process, I named Dr. Russ Beland, Deputy Assistant Secretary of the Navy for Manpower Analysis and Assessment (DASN(MAA)), as ASN (M&RA)'s member of the IEG. As the work of the IEG has progressed, it has become necessary to name another representative from ASN (M&RA)'s office to ensure the IEG's workload requirements can be met.

Accordingly, I have named Mr. Robert T. Cali, Assistant General Counsel for Manpower and Reserve Affairs (AGC (M&RA)), as an additional ASN (M&RA) member of the IEG. Mr. Cali has extensive experience with base closure issues given his past positions as Counsel, Naval Facilities Engineering Command and Deputy Counsel, U.S. Marine Corps. I am certain his experience and expertise will prove invaluable to the IEG. Mr. Cali will serve as the primary ASN (M&RA) member and Dr. Beland will continue to serve and provide his expertise as the ASN (M&RA) alternate member.

Thank you for your continued leadership in this difficult and essential process.

A handwritten signature in cursive script, appearing to read "Bill", is written in dark ink.

William A. Navas, Jr.
Assistant Secretary of the Navy
(Manpower and Reserve Affairs)

Copy to:
DNS



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02 FEB 2004

MEMORANDUM FOR THE ASSISTANT SECRETARY OF THE NAVY
 (INSTALLATIONS AND ENVIRONMENT)

Subj: ALTERNATE MEMBERSHIP TO THE INFRASTRUCTURE
 EVALUATION GROUP (IEG)

Ref: (a) 4 Dec 2003 Infrastructure Steering Group Minutes

1. Per the reference direction to provide written notification of alternate members to the Infrastructure Evaluation Group, either of the following individuals will represent me in my absence:

Primary Alternate: Ms. Carla Liberatore
 ADC(I&L)
 (703) 695-8570

Secondary Alternate: BGen Willie Williams
 ADC(I&L) (Facilities)
 (703) 695-6901

VR


RICHARD L. KELLY
 Lieutenant General, U.S. Marine Corps
 Deputy Commandant
 Installations and Logistics

ASN	<i>[initials]</i>
EA	<i>[initials]</i>
ISA	<i>[initials]</i>
File	



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02 FEB 2004

MEMORANDUM FOR THE ASSISTANT SECRETARY OF THE NAVY
(INSTALLATIONS AND ENVIRONMENT)

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ADC(I&L)
(703) 695-8570

Secondary Alternate: BGen Willie Williams
ADC(I&L)(Facilities)
(703) 695-6901

VR.


RICHARD L. KELLY
Lieutenant General, U.S. Marine Corps
Deputy Commandant
Installations and Logistics



DEPARTMENT OF THE NAVY
OFFICE OF THE ASSISTANT SECRETARY
(MANPOWER AND RESERVE AFFAIRS)
1000 NAVY PENTAGON
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January 23, 2004

MEMORANDUM FOR DEPUTY ASSISTANT SECRETARY OF THE NAVY
(INFRASTRUCTURE ANALYSIS)

Subj: BASE REALIGNMENT AND CLOSURE (BRAC) 2005

As requested at the January 20, 2004, meeting of the Infrastructure Evaluation Group (IEG), this memorandum designates ASN (M&RA) IEG representatives.

Primary member: Dr. Russ W. Beland, DASN (MA&A)
Phone: 703-695-4356
E-mail: russ.beland@navy.mil

1st Alternate: Carol K. Joyce, COL USMC, Staff Director
Phone: 703-695-4356
Email: carol.joyce@navy.mil

2nd Alternate: Mr. Ron Shames, Director of Research
Phone: 703-695-4356
Email: ron.shames@navy.mil

Russell W. Beland
Deputy Assistant Secretary of the Navy
(Manpower Analysis and Assessment)

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DEPARTMENT OF THE NAVY
OFFICE OF THE ASSISTANT SECRETARY
RESEARCH, DEVELOPMENT AND ACQUISITION
1000 NAVY PENTAGON
WASHINGTON, DC 20350-1000

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22 December 2003

MEMORANDUM FOR DEPUTY ASSISTANT SECRETARY OF THE NAVY
(INFRASTRUCTURE ANALYSIS)

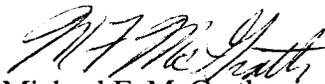
Subj: BASE REALIGNMENT AND CLOSURE (BRAC) 2005

As requested at the December 9, 2003 meeting of the Infrastructure Evaluation Group (IEG), this memorandum designates ASN(RD&A) IEG representatives.

Primary member: Dr. Michael F. McGrath, DASN(RDT&E)
Phone: 703-695-2204
E-mail: Michael.f.mcgrath1@navy.mil

1st Alternate: Mr. Michael Jaggard, Chief of Staff/Policy for DASN ACQ
Phone: 703-614-9595
E-mail: Michael.Jaggard@navy.mil

2nd Alternate: Mr. Nicholas Kunesh, DASN (Logistics)
Phone: 703-697-1799
E-mail: Nicholas.j.kunesh@navy.mil


Michael F. McGrath
Deputy Assistant Secretary of the Navy
(Research, Development, Test and
Evaluation)

Copy to:
ASN (RD&A)
DASN (Logistics)
Chief of Staff, DASN (ACQ)

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DEPARTMENT OF THE NAVY
COMMANDER
U.S. FLEET FORCES COMMAND
1562 MITSCHER AVENUE SUITE 250
NORFOLK, VA. 23551-2487

30 Oct 03

MEMORANDUM FOR THE ASSISTANT SECRETARY OF THE NAVY
(INSTALLATIONS & ENVIRONMENT)

Subj: BASE REALIGNMENT AND CLOSURE (BRAC) 2005

Ref: (a) SECNAV memo of 25 Nov 02
(b) ASN (I&E) memo of 23 Jan 03

1. I appreciate the opportunity provided by the references to support the BRAC 2005 process with assignment of Navy members to the Infrastructure Evaluation Group (IEG) and the Infrastructure Analysis Team (IAT). I understand that these assignments are critical to ensuring that factors of concern to operational commanders are concerned in the process.

2. The IEG will play a pivotal role in reshaping Navy infrastructure to match our transforming force structure. I recommend as my primary alternate Thomas R. Crabtree and Captain Mark H. Anthony as my secondary alternate. Both are currently serving as Assistants to Deputy Commander and Chief of Staff.


A. H. KONETZNI, JR.
Deputy and Chief of Staff

Copy to:
CFFC (N7, N7A)

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d.



DEPARTMENT OF THE NAVY
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REPLY REFER TO:
25 Aug 03

MEMORANDUM FOR THE ASSISTANT SECRETARY OF THE NAVY
(INSTALLATIONS & ENVIRONMENT)

Subj: BASE REALIGNMENT AND CLOSURE (BRAC) 2005

Ref: (a) SECNAV memo of 25 Nov 2002
(b) ASN (I&E) memo of 23 Jan 2003

1. I appreciate the opportunity provided by the references to support the BRAC 2005 process with assignment of Navy members to the Infrastructure Evaluation Group (IEG) and the Infrastructure Analysis Team (IAT). I understand that these assignments are critical to ensuring that factors of concern to operational commanders are concerned in the process.

2. The IEG will play a pivotal role in reshaping Navy infrastructure to match our transforming force structure. I recommend as my primary alternate Brigadier General Samuel T. Helland and Rear Admiral Mark T. Emerson as my secondary alternate. Both officers are currently serving as Assistant Deputy Commandants for Aviation, Headquarters, U.S. Marine Corps.

A handwritten signature in black ink, appearing to read "Michael A. Hough".

MICHAEL A. HOUGH
Lieutenant General, U.S. Marine Corps
Deputy Commandant for Aviation

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

IN REPLY REFER TO

11 Mar 03

MEMORANDUM FOR THE ASSISTANT SECRETARY OF THE NAVY
(INSTALLATION & ENVIRONMENT)

Subj: BASE REALIGNMENT AND CLOSURE (BRAC) 2005

Ref: (a) VCNO memo of 28 Jan 2003

1. As a member of the Infrastructure Evaluation Group (IEG), reference (a), Ms. Ariane Whittemore (Deputy OPNAV N4) will serve as alternate in my absence.


CHARLES W. MOORE, JR.
Vice Admiral, U.S. Navy
Deputy Chief of Naval Operations
(Fleet Readiness & Logistics)



DEPARTMENT OF THE NAVY

COMMANDER IN CHIEF
U.S. ATLANTIC FLEET
1562 MITSCHER AVENUE SUITE 250
NORFOLK, VA. 23551-2487

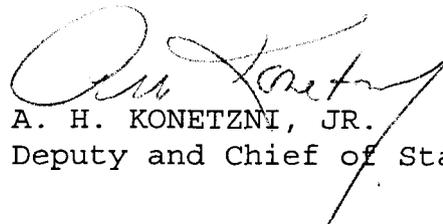
5401
Ser N464/ 079
28 FEB 03

MEMORANDUM FOR THE CHIEF OF NAVAL OPERATIONS (DNS)

Subj: BASE REALIGNMENT AND CLOSURE (BRAC) 2005

Ref: (a) CNO memo of 28 Jan 03
(b) SECNAV memo of 25 Nov 02
(c) ASN (I&E) memo of 23 Jan 03

1. I appreciate the opportunity afforded by my appointment, announced by reference (a), to the Infrastructure Evaluation Team (IEG) in support of the BRAC 2005 process announced by references (b) and (c). I understand that this assignment will play a critical role in reshaping Navy Infrastructure to reflect changing force structure. I have asked Mr. Thomas Crabtree, SES 4, currently serving as COMLANTFLT N46, to act as my alternate appointee to the IEG and to act on my behalf in the event I cannot attend the necessary meetings. I will continue to ensure that the vision and experience, which drove my appointment, will be represented during the IEG deliberations.


A. H. KONETZNI, JR.
Deputy and Chief of Staff

Copy to:
CNO N4, N1
DASN (I&A)
COMLANTFLT N46



DEPARTMENT OF THE NAVY
 OFFICE OF THE ASSISTANT SECRETARY
 (INSTALLATIONS AND ENVIRONMENT)
 1000 NAVY PENTAGON
 WASHINGTON, D.C. 20350-1000

MM-0011-F1
 IAT/JR
 28 April 2003

MEMORANDUM FOR ACTING SECRETARY OF THE NAVY

Subj: DON BASE REALIGNMENT AND CLOSURE (BRAC) ORGANIZATION

Ref: (a) SECNAV MEMO OF 25 November 2002

Encl: (1) Proposed BRAC 2005 Infrastructure Evaluation Group
 (IEG) Membership

By reference (a), guidance for the Department of the Navy (DON) support of the Department of Defense implementation of the Defense Base Closure and Realignment Act of 1990, as amended by Fiscal Year (FY) 2002 National Defense Authorization Act (the Act), was promulgated. This established the IEG as the DON group responsible for developing recommendations for the closure and realignment of the DON military installations and for ensuring that operational factors of concern are considered in their deliberations and discussion. As directed in reference (a), the following individuals (and designated alternates) are nominated to serve on the IEG, subject to your approval. I recommend that you approve the list as provided.

Anne Rathmell Davis
 Director
 Infrastructure Analysis Team

ACTING SECNAV DECISION
 Approved Hansford Johnson 5/7/03
 Disapproved _____
 Other _____

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BRAC 2005 IEG Membership

VADM Charles Moore, Deputy Chief of Naval Operations for Fleet Readiness and Logistics

(alternate Ms. Ariane Whittemore, Assistant Deputy Chief of Naval Operations for Fleet Readiness and Logistics)

VADM Albert Konetzni, Deputy and Chief of Staff, U.S. Atlantic Fleet

(alternate Mr. Thomas Crabtree, Director, Shore Activities Readiness, U.S. Atlantic Fleet)

LtGen Michael Hough, Deputy Commandant for Aviation

(primary alternate RDML Mark Emerson, Assistant Deputy Commandant for Aviation; secondary alternate BGen (sel)

Thomas Conant Assistant Deputy Commandant for Aviation

LtGen Richard Kelly, Deputy Commandant for Installations and Logistics

(alternate Ms. Carla Libatore, Assistant Deputy Commandant for Installations and Logistics)

Mr. Michael McGrath, Deputy Assistant Secretary of the Navy for Research Development Test and Evaluation

Dr. Russ Beland, Deputy Assistant Secretary of the Navy for Manpower Analysis and Assessment

Enclosure (1)



DEPARTMENT OF THE NAVY
OFFICE OF THE ASSISTANT SECRETARY
(INSTALLATIONS AND ENVIRONMENT)
1000 NAVY PENTAGON
WASHINGTON, D.C. 20350-1000

MEMORANDUM FOR ACTING SECRETARY OF THE NAVY

FROM: Deputy Assistant Secretary of the Navy (IA)
Prepared by: CAPT Jan Rivenburg, 703-697-4593

James R. Davis
4/28/03

SUBJECT: DON BRAC 2005 Organization - ACTION MEMORANDUM

PURPOSE: To approve nominations for the Infrastructure
Evaluation Group (IEG).

DISCUSSION: The IEG organization was established to be responsible for developing recommendations for closure and realignments of the Department's military installations (Attachment 1). Nominations to serve on the IEG have been received. In some cases, alternates have been provided. The SECNAV memo establishing the IEG calls for SECNAV approval of those nominations.

COORDINATION: VCNO, N4, DC I&L, DC AVN, ASN M&RA, ASN RD&A
DEPCOMLANTFLT

RECOMMENDATION: Approve nominations by signing memorandum
(Attachment 2).

ACTING SECNAV DECISION:

Approved: *James R. Johnson* 5/7/03

Disapproved: _____

Attachments:

1. SECNAV memo of 25 Nov 2002
2. DASN (IA) memo to SECNAV



DEPARTMENT OF THE NAVY
OFFICE OF THE SECRETARY
1000 NAVY PENTAGON
WASHINGTON, D.C. 20350-1000

November 25, 2002

MEMORANDUM FOR DISTRIBUTION

Subj: BASE REALIGNMENT AND CLOSURE (BRAC) 2005

Ref: (a) Defense Base Closure and Realignment Act of 1990, as amended by Fiscal Year (FY) 2002 National Defense Authorization Act (the Act)

The Secretary of Defense (SECDEF) directed that the process begin for the base realignment and closure (BRAC) round authorized by reference (a) for 2005 (Attachment 1). The stated goal for BRAC 2005 is transformation, which envisions reconfiguration of current infrastructure so that operational capacity maximizes war-fighting capability and efficiency. This will be accomplished by elimination of excess physical capacity and rationalization of Department of Defense (DoD) infrastructure with defense strategy.

An additional objective of this round will be to examine and implement opportunities for greater joint activity. To that end, SECDEF has indicated that the BRAC 2005 analysis will be divided into two categories. Joint cross-service teams will analyze common business-oriented support functions, and the Military Departments will analyze all service unique functions. SECDEF will decide what specific functions are analyzed jointly based on recommendations from the senior leadership groups identified in the memo. However, DoD will not make any binding closure or realignment decisions prior to submission of final recommendations to the Base Closure and Realignment Commission no later than May 15, 2005.

The SECDEF memo establishes an Infrastructure-Executive Council (IEC) as the policy making and oversight body for the entire process, and a subordinate group, the Infrastructure Steering Group (ISG), to oversee the joint cross-service analyses and integrate that process with the Military Department analyses of all other functions. The Secretary of the Navy (SECNAV), the Chief of Naval Operations (CNO), and the Commandant of the Marine Corps (CMC) are members of the IEC. The Assistant Secretary of the Navy (Installations and Environment) (ASN (I&E)), the Vice Chief of Naval Operations (VCNO), and the Assistant Commandant of the Marine Corps (ACMC) are members of the ISG.

Within the Department of the Navy (DON), the overall BRAC 2005 process will be under the Secretary of the Navy's oversight

and guidance. As an initial step in this process, I am establishing the Department of the Navy's Infrastructure Evaluation Group (IEG) and Infrastructure Analysis Team (IAT). The IEG will be responsible for developing recommendations for closure and realignment of the Department of the Navy military installations and ensuring that operational factors of concern to the operational commanders are considered. In consultation with CNO and CMC, the IEG will prepare recommendations for SECNAV approval and transmittal to SECDEF. The IEG will have eight members, as follows:

(a) ASN (I&E), will be Chair;

(b) The Deputy Assistant Secretary of the Navy (Infrastructure Analysis) (DASN (IA)), will be the Vice Chair;

(c) Two Navy Flag officers and two Marine Corps General officers will be recommended for my approval by CNO and CMC, respectively; and

(d) Two individuals of Flag, General officer or Senior Executive Service rank, one will be recommended for my approval by the Assistant Secretary of the Navy (Research, Development and Acquisition) (ASN (RD&A)) and one will be recommended by the Assistant Secretary of the Navy (Manpower and Reserve Affairs) (ASN (M&RA)).

The Navy and Marine Corps Flag/General officers should have experience in logistics, planning, requirements, and/or operations.

The IAT will be responsible for developing analytical methodologies, developing joint and cross-servicing opportunities, collecting data and performing analyses, and presenting the analytical results to the IEG for evaluation. Membership of the IAT will consist of the following:

(a) DASN (IA), will be the Director of the IAT and Vice Chair of the IEG;

(b) Individuals representing a broad range of DON experience and warfare disciplines who are assigned full-time to support the BRAC 2005 efforts; and

(c) One Navy and one Marine Corps judge advocate to serve as the permanent Recorders for the sessions of the IEG.

VCNO and ACMC will propose individuals for the IAT to DASN (IA), who will recommend team composition to ASN (I&E) for his approval. In addition to the assigned IAT members, dedicated

support will be required from the Office of the General Counsel, the Naval Audit Service, the Office of Information, and the Office of Legislative Affairs.

Reference (a) sets out a very fair process with very specific timelines and milestones to which the Department must adhere in developing its recommendations for closure and realignment. Where the Act applies, it is the exclusive authority for selecting military installations for closure, realignment or for carrying out any closure or realignment. Planning efforts outside the established BRAC process will adhere to the following guidelines:

(a) Planning and recommendations for reducing the infrastructure must be limited to requirements and overall capacity and must not consider or identify specific installations for closure or realignment.

(b) Closures or realignments that are below the thresholds defined in 10 U. S. Code 2687 will require approval in accordance with guidance to be issued by the Under Secretary of Defense (USD) Acquisition, Technology, & Logistics (AT&L). Until guidance is promulgated, such actions must be fully justified and coordinated with DASN (IA). Competitive sourcing conducted under the provisions of Office of Management and Budget (OMB) Circular A-76 may proceed independently.

With the beginning of another BRAC process, many communities will focus on what can be done to preclude closure of local military bases. While we should always strive to improve the facilities on our installations, we must avoid creating a community expectation that any action or group of actions would preclude an installation from being considered for closure. The Act requires us to "consider all military installations within the United States equally without regard to whether the installation has been previously considered or proposed for closure or realignment by the Department." This means we must ensure that every Navy and Marine Corps installation is treated equally and fairly. Similarly, we must ensure that all Departmental actions are fully consistent with and supportive of the SECDEF's stated goals for this process. Accordingly, the following guidance applies:

(a) Requests received for installation-related information shall be processed under the parameters of the Freedom of Information Act (FOIA). Examples of releasable information would include current plant account information, mission detail, and capital investment plans that do not compromise national security. However, future investment projects, programming objectives, and mission speculation shall not be discussed or

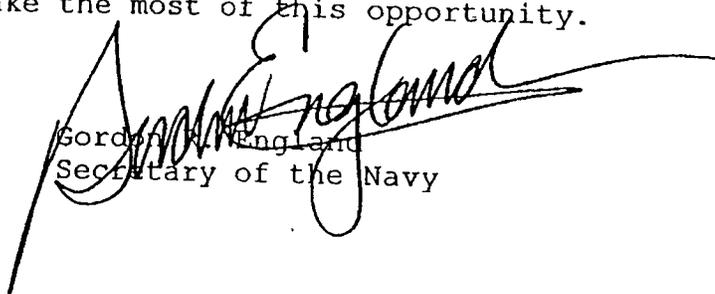
released. Whatever is provided to one requester shall be provided to all such requesters. This guidance does not apply to release of official BRAC data calls which, when issued, will constitute pre-decisional information.

(b) It is permissible to attend meetings as a representative or liaison of the Department of the Navy with state and local officials and/or organizations or other entities that may seek to develop plans and programs aimed at improving the ability of Navy and Marine Corps installations to discharge their national defense/national security mission. DON representatives may not be involved in matters of management or control of any such organization or participate in voting. Invitations to participate in such organizations should be discussed with appropriate ethics counselors. However, Navy and Marine Corps personnel may not participate in their official capacities in activities of any organization that has as its purpose, either directly or indirectly, insulating Navy and Marine Corps installations from closure or realignment.

(c) SECNAVINST 4001.2F, Acceptance of Gifts, states that DON personnel shall not request gifts or contributions to the Department unless specifically authorized to do so by the Secretary. Seeking a grant of State or local funds for construction of improvements on military installations is such a request, and gifts initiated without Secretarial authorization shall not be accepted. Additionally, based on past experience, some communities may offer financial or material assistance to local military bases in the form of unsolicited gifts. It is the Department's policy to decline any gift, solicited or unsolicited, that at some future time, might embarrass the Department of the Navy by reasons of favors expected as a result of a gift or by creating the appearance of a relationship in which favors are granted. If state or local government officials could conclude, based on their dealings with DON personnel, that their expenditures would give them a favored status during the BRAC process, the Department may be embarrassed and public relations with the community will be adversely affected. These gifts may also call into question the integrity of the base closure decision-making process. Accordingly, any such offers shall be closely examined. In dealing with State and local communities, DON personnel shall clearly communicate that there will be no favored status in the BRAC process as the result of any offer and subsequent acceptance of such a gift.

DASN (IA) will be the DON focal point for BRAC 2005. Any questions that arise in connection with this guidance should be referred to that office.

A successful BRAC 2005 is most important to the Department of the Navy, the Department of Defense, and to the Nation. It may well be our last opportunity in the foreseeable future both to reduce excess infrastructure (and thus be able to move scarce dollars to areas that result in increasingly-improved readiness) and to transform the infrastructure that remains in a manner that reflects the changing mission and force structure needs of the 21st Century. We owe it to all Americans - particularly our Sailors and Marines - to make the most of this opportunity.



Gordon R. England
Secretary of the Navy

Attachment:

1. Secretary of Defense memo of November 15, 2002

Distribution:

See next page

Distribution:

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11000

LFL

MAR 28 2003

MEMORANDUM FOR ASSISTANT SECRETARY OF THE NAVY (INSTALLATIONS
AND ENVIRONMENT)

Subj: BASE REALIGNMENT AND CLOSURE (BRAC) 2005

Ref: (a) SECNAV memo of 25 Nov 2002
(b) ASN (I&E) memo of 0f 23 Jan 2003

1. I appreciate the opportunity provided by references (a) and (b) to serve on the Department of Navy Infrastructure Evaluation Group (IEG) in support of BRAC 2005. I understand that this assignment is critical to ensuring the integration of the concerns of the first four elements of the Marine Air-Ground Task Force with the fifth element, our bases and stations, throughout this entire process. I further understand that consistency of team membership is critical to the success of the process, and intend to be fully engaged in the efforts. In those rare cases when I cannot be present, Ms. Carla Libertore will be my representative.

2. I am committed to a successful BRAC 2005 outcome, and look forward to working closely with the other members of the Navy team.

A handwritten signature in black ink, appearing to read "R. Kelly".

RICHARD L. KELLY
Lieutenant General, USMC
Deputy Commandant
Installations and Logistics



DEPARTMENT OF THE NAVY
HEADQUARTERS UNITED STATES MARINE CORPS
2 NAVY ANNEX
WASHINGTON, DC 20380-1775

IN REPLY REFER TO:
13 Mar 03

MEMORANDUM FOR THE ASSISTANT SECRETARY OF THE NAVY
(INSTALLATIONS & ENVIRONMENT)

Subj: BASE REALIGNMENT AND CLOSURE (BRAC) 2005

Ref: (a) SECNAV memo of 25 Nov 2002
(b) ASN (I&E) memo of 23 Jan 2003

1. I appreciate the opportunity provided by the references to support the BRAC 2005 process with assignment of Navy members to the Infrastructure Evaluation Group (IEG) and the Infrastructure Analysis Team (IAT). I understand that these assignments are critical to ensuring that factors of concern to operational commanders are considered in the process.

2. The IEG will play a pivotal role in reshaping Navy infrastructure to match our transforming force structure. I recommend Rear Admiral Mark T. Emerson as my primary alternate and Brigadier General (Select) Thomas L. Conant as my secondary alternate. Both officers are currently serving as Assistant Deputy Commandants for Aviation, Headquarters, U.S. Marine Corps.

A handwritten signature in black ink, appearing to read "Michael A. Hough".

Michael A. Hough
Lieutenant General, U.S. Marine Corps
Deputy Commandant for Aviation



DEPARTMENT OF THE NAVY

OFFICE OF THE SECRETARY
1000 NAVY PENTAGON
WASHINGTON, D.C. 20350-1000

3/21/03

MEMORANDUM FOR THE ASSISTANT SECRETARY OF THE NAVY
(INSTALLATIONS & ENVIRONMENT)

Subj: BASE REALIGNMENT AND CLOSURE (BRAC) 2005

Ref: (a) SECNAV memo of 25 Nov 02
(b) ASN(I&E) memo of 23 Jan 03

The opportunity references (a) and (b) afford ASN(M&RA) to support the BRAC 2005 process with the assignment of a Department of the Navy member to the Infrastructure Evaluation Group (IEG) is significant. The IEG will play a pivotal role in reshaping Navy infrastructure to match our transforming force structure.

Accordingly, I have named Dr. Russ Beland, Deputy Assistant Secretary of the Navy for Manpower Analysis and Assessment (DASN(MAA)), as ASN(M&RA)'s member of the IEG. Dr. Beland has extensive experience with analyses of defense capabilities, missions, and spending and has served on several Department of Defense panels and steering groups. His vision and expertise will be invaluable to IEG deliberations.

We look forward to working closely with you on this effort and providing support as necessary to ensure BRAC 2005 is successful endeavor.

William A. Navas, Jr.
Assistant Secretary of the Navy
(Manpower and Reserve Affairs)

Copy to:
DNS



200341260017

THE ASSISTANT SECRETARY OF THE NAVY
(Research, Development and Acquisition)
WASHINGTON, D.C. 20350-1000

MAR 14 2003

MEMORANDUM FOR THE ASSISTANT SECRETARY OF THE NAVY FOR
(INSTALLATIONS AND ENVIRONMENT)

Subj: MEMBERSHIP IN THE BRAC 05 INSTALLATIONS EXECUTIVE
GROUP

Dr. Mike McGrath, Deputy Assistant Secretary of the Navy (RDT&E), is the ASN(RD&A) representative to this group. He may be reached at (703) 697-1091.

John J. Young Jr.
John J. Young, Jr.



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

IN REPLY REFER TO
28 Jan 03

MEMORANDUM FOR THE ASSISTANT SECRETARY OF THE NAVY
(INSTALLATIONS & ENVIRONMENT)

Subj: BASE REALIGNMENT AND CLOSURE (BRAC) 2005

Ref: (a) SECNAV memo of 25 Nov 2002
(b) ASN (I&E) memo of 23 Jan 2003

1. I appreciate the opportunity provided by references (a) and (b) to support the BRAC 2005 process with assignment of Navy members to the Infrastructure Evaluation Group (IEG) and the Infrastructure Analysis Team (IAT). I understand that these assignments are critical to ensuring that factors of concern to operational commanders are considered in the process.
2. The IEG will play a pivotal role in reshaping Navy infrastructure to match our transforming force structure. I recommend Vice Admiral Charles W. Moore, Deputy Chief of Naval Operations, Fleet Readiness and Logistics (OPNAV N4) and Vice Admiral Albert H. Konetzni, Vice Commander, Atlantic Fleet, for your approval as the Navy Flag members of the IEG. Both of these officers possess extensive operations, requirements, planning and logistics experience and vision that will be invaluable to IEG deliberations.
3. We are working with the Deputy Assistant Secretary of the Navy (Infrastructure Analysis) to staff the IAT. For the near term, we are establishing a task force of temporarily assigned personnel within two weeks and will fill permanently established billets as personnel become available. The Navy Judge Advocate who will serve initially as Recorder for the IEG will be Commander Margaret Carlson.
4. I am committed to a successful BRAC 2005 outcome that generates savings we can harvest for Navy and DON recapitalization. I look forward to working closely with you on this effort, and serving with you as a member of the OSD Infrastructure Steering Group.

A handwritten signature in black ink, appearing to read "W. J. Fallon".

WILLIAM J. FALLON
Admiral, U.S. Navy
Vice Chief of Naval Operations

Copy to:
COMLANTFLT, DNS, N4, N1



DEPARTMENT OF THE NAVY
THE ASSISTANT SECRETARY OF THE NAVY
(INSTALLATIONS AND ENVIRONMENT)
1000 NAVY PENTAGON
WASHINGTON, D.C. 20350-1000

23 January 2003

MEMORANDUM FOR ASSISTANT SECRETARY OF THE NAVY
(MANPOWER AND RESERVE AFFAIRS)

Subj: BASE REALIGNMENT AND CLOSURE (BRAC) 2005

1. On 25 November 2002, the Secretary of the Navy (SECNAV) issued guidance for BRAC 2005. The SECNAV memo established the Department's Infrastructure Evaluation Group (IEG), which will be responsible for developing recommendations for closure and realignments of the Department's military installations. The IEG will have eight members, as follows:

(a) ASN (I&E), will be Chair;

(b) The Deputy Assistant Secretary of the Navy (Infrastructure Analysis) (DASN (IA)), will be the Vice Chair;

(c) Two Navy Flag officers and two Marine Corps General officers will be recommended by CNO and CMC, respectively for SECNAV approval; and

(d) Two individuals of Flag, General officer or Senior Executive Service rank, one will be recommended by the Assistant Secretary of the Navy (Research, Development and Acquisition) (ASN (RD&A)) and one will be recommended by the Assistant Secretary of the Navy (Manpower and Reserve Affairs) (ASN (M&RA)) for SECNAV approval.

2. As chairman of the IEG, request that your Flag, General officer or Senior Executive Service recommendation be forwarded to this office no later than 27 January 2003 for endorsement to SECNAV. The nominee should have experience in education and training and military personnel readiness.

3. The first IEG meeting is planned for 6 February 2003. Arrangements will be made directly with the IEG members.

H. T. Johnson

DCN 30103 000016



DEPARTMENT OF THE NAVY
THE ASSISTANT SECRETARY OF THE NAVY
(INSTALLATIONS AND ENVIRONMENT)
1000 NAVY PENTAGON
WASHINGTON, D.C. 20350-1000

23 January 2003

MEMORANDUM FOR ASSISTANT COMMANDANT OF THE MARINE COPRS

Subj: BASE REALIGNMENT AND CLOSURE (BRAC) 2005

1. On 25 November 2002, the Secretary of the Navy (SECNAV) issued guidance for BRAC 2005. The SECNAV memo established the Department's Infrastructure Evaluation Group (IEG), which will be responsible for developing recommendations for closure and realignments of the Department's military installations. The IEG will have eight members, as follows:

(a) ASN (I&E), will be Chair;

(b) The Deputy Assistant Secretary of the Navy (Infrastructure Analysis) (DASN (IA)), will be the Vice Chair;

(c) Two Navy Flag officers and two Marine Corps General officers will be recommended by CNO and CMC, respectively for SECNAV approval; and

(d) Two individuals of Flag, General officer or Senior Executive Service rank, one will be recommended by the Assistant Secretary of the Navy (Research, Development and Acquisition) (ASN (RD&A)) and one will be recommended by the Assistant Secretary of the Navy (Manpower and Reserve Affairs) (ASN (M&RA)) for SECNAV approval.

2. As chairman of the IEG, request that your two General officer recommendations be forwarded to this office no later than 27 January 2003 for endorsement to SECNAV. The General officers should have experience in logistics, planning, requirements, and/or operations.

3. Additionally, one Navy and one Marine Corps judge advocate are desired to serve as permanent recorders for the sessions of the IEG. Request the name of your proposed individual be submitted to DASN IA by 27 January 2003.

DCN 3410300019

4. The first IEG meeting is planned for 6 February 2003.
Arrangements will be made directly with the IEG members.

HT Johnson

H. T. Johnson



DEPARTMENT OF THE NAVY
THE ASSISTANT SECRETARY OF THE NAVY
(INSTALLATIONS AND ENVIRONMENT)
1000 NAVY PENTAGON
WASHINGTON, D.C. 20350-1000

23 January 2003

MEMORANDUM FOR ASSISTANT SECRETARY OF THE NAVY
(RESEARCH, DEVELOPMENT AND ACQUISITION)

Subj: BASE REALIGNMENT AND CLOSURE (BRAC) 2005

1. On 25 November 2002, the Secretary of the Navy (SECNAV) issued guidance for BRAC 2005. The SECNAV memo established the Department's Infrastructure Evaluation Group (IEG), which will be responsible for developing recommendations for closure and realignments of the Department's military installations. The IEG will have eight members, as follows:

(a) ASN (I&E), will be Chair;

(b) The Deputy Assistant Secretary of the Navy (Infrastructure Analysis) (DASN (IA)), will be the Vice Chair;

(c) Two Navy Flag officers and two Marine Corps General officers will be recommended by CNO and CMC, respectively for SECNAV approval; and

(d) Two individuals of Flag, General officer or Senior Executive Service rank, one will be recommended by the Assistant Secretary of the Navy (Research, Development and Acquisition) (ASN (RD&A)) and one will be recommended by the Assistant Secretary of the Navy (Manpower and Reserve Affairs) (ASN (M&RA)) for SECNAV approval.

2. As chairman of the IEG, request that your Flag, General officer or Senior Executive Service recommendation be forwarded to this office no later than 27 January 2003 for endorsement to SECNAV. The nominee should have experience in Research, Development, Testing and Evaluation (RDT&E) and Science and Technology (S&T).

3. The first IEG meeting is planned for 6 February 2003. Arrangements will be made directly with the IEG members.

A handwritten signature in black ink, appearing to read "H T Johnson".

H. T. Johnson

Rice, Ginger B

From: Davis, Anne R
Sent: Tuesday, January 28, 2003 4:03 PM
To: Jenkins, Martin E
Cc: Johnson, HT; Rice, Ginger B
Subject: RE: BRAC 2005

Unless Mr. Johnson indicates otherwise, it was always my understanding that the IEG meetings will be principals only, no substitutes (for consistency in the deliberative process). That being the case, I'd be inclined to say that RDA will just miss the first meeting (unless they can send McGrath before he official reports aboard). Do you know if we will get a formal response to the tasking for our official BRAC files?

-----Original Message-----

From: Jenkins, Martin E
Sent: Tuesday, January 28, 2003 3:13 PM
To: Davis, Anne R
Subject: FW: BRAC 2005

Anne, This is the name from RDA. Marty

-----Original Message-----

From: Landay, Bill
Sent: Tuesday, January 28, 2003 3:11 PM
To: Jenkins, Martin E
Subject: BRAC 2005

Marty,

RDA's rep will be Mr. Michael F. McGrath, Prospective DASN(RDT&E). He will report for work on 24 Feb. I will have a rep from ONR attend the 6 Feb meeting in his place.

R/Bill



DEPARTMENT OF THE NAVY
THE ASSISTANT SECRETARY OF THE NAVY
(INSTALLATIONS AND ENVIRONMENT)
1000 NAVY PENTAGON
WASHINGTON, D.C. 20350-1000

23 January 2003

MEMORANDUM FOR VICE CHIEF OF NAVAL OPERATIONS

Subj: BASE REALIGNMENT AND CLOSURE (BRAC) 2005

1. On 25 November 2002, the Secretary of the Navy (SECNAV) issued guidance for BRAC 2005. The SECNAV memo established the Department's Infrastructure Evaluation Group (IEG), which will be responsible for developing recommendations for closure and realignments of the Department's military installations. The IEG will have eight members, as follows:

(a) ASN (I&E), will be Chair;

(b) The Deputy Assistant Secretary of the Navy (Infrastructure Analysis) (DASN (IA)), will be the Vice Chair;

(c) Two Navy Flag officers and two Marine Corps General officers will be recommended by CNO and CMC, respectively for SECNAV approval; and

(d) Two individuals of Flag, General officer or Senior Executive Service rank, one will be recommended by the Assistant Secretary of the Navy (Research, Development and Acquisition) (ASN (RD&A)) and one will be recommended by the Assistant Secretary of the Navy (Manpower and Reserve Affairs) (ASN (M&RA)) for SECNAV approval.

2. As chairman of the IEG, request that your two Flag officer recommendations be forwarded to this office no later than 27 January 2003 for endorsement to SECNAV. The Flag officers should have experience in logistics, planning, requirements, and/or operations.

3. Additionally, one Navy and one Marine Corps judge advocate are desired to serve as permanent recorders for the sessions of the IEG. Request the name of your proposed individual be submitted to DASN IA by 27 January 2003.

4. The first IEG meeting is planned for 6 February 2003.
Arrangements will be made directly with the IEG members.



H. T. Johnson

4 Dec 02

N46A _____



DEPARTMENT OF THE NAVY
OFFICE OF THE SECRETARY
1000 NAVY PENTAGON
WASHINGTON, D.C. 20350-1000

November 25, 2002

MEMORANDUM FOR DISTRIBUTION

Subj: BASE REALIGNMENT AND CLOSURE (BRAC) 2005

Ref: (a) Defense Base Closure and Realignment Act of 1990, as amended by Fiscal Year (FY) 2002 National Defense Authorization Act (the Act)

The Secretary of Defense (SECDEF) directed that the process begin for the base realignment and closure (BRAC) round authorized by reference (a) for 2005 (Attachment 1). The stated goal for BRAC 2005 is transformation, which envisions reconfiguration of current infrastructure so that operational capacity maximizes war-fighting capability and efficiency. This will be accomplished by elimination of excess physical capacity and rationalization of Department of Defense (DoD) infrastructure with defense strategy.

An additional objective of this round will be to examine and implement opportunities for greater joint activity. To that end, SECDEF has indicated that the BRAC 2005 analysis will be divided into two categories. Joint cross-service teams will analyze common business-oriented support functions, and the Military Departments will analyze all service unique functions. SECDEF will decide what specific functions are analyzed jointly based on recommendations from the senior leadership groups identified in the memo. However, DoD will not make any binding closure or realignment decisions prior to submission of final recommendations to the Base Closure and Realignment Commission no later than May 15, 2005.

The SECDEF memo establishes an Infrastructure-Executive Council (IEC) as the policy making and oversight body for the entire process, and a subordinate group, the Infrastructure Steering Group (ISG), to oversee the joint cross-service analyses and integrate that process with the Military Department analyses of all other functions. The Secretary of the Navy (SECNAV), the Chief of Naval Operations (CNO), and the Commandant of the Marine Corps (CMC) are members of the IEC. The Assistant Secretary of the Navy (Installations and Environment) (ASN (I&E)), the Vice Chief of Naval Operations (VCNO), and the Assistant Commandant of the Marine Corps (ACMC) are members of the ISG.

Within the Department of the Navy (DON), the overall BRAC 2005 process will be under the Secretary of the Navy's oversight

MM-0003-F1

*** MASTER DOCUMENT ***

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and guidance. As an initial step in this process, I am establishing the Department of the Navy's Infrastructure Evaluation Group (IEG) and Infrastructure Analysis Team (IAT). The IEG will be responsible for developing recommendations for closure and realignment of the Department of the Navy military installations and ensuring that operational factors of concern to the operational commanders are considered. In consultation with CNO and CMC, the IEG will prepare recommendations for SECNAV approval and transmittal to SECDEF. The IEG will have eight members, as follows:

- (a) ASN (I&E), will be Chair;
- (b) The Deputy Assistant Secretary of the Navy (Infrastructure Analysis) (DASN (IA)), will be the Vice Chair;
- (c) Two Navy Flag officers and two Marine Corps General officers will be recommended for my approval by CNO and CMC, respectively; and
- (d) Two individuals of Flag, General officer or Senior Executive Service rank, one will be recommended for my approval by the Assistant Secretary of the Navy (Research, Development and Acquisition) (ASN (RD&A)) and one will be recommended by the Assistant Secretary of the Navy (Manpower and Reserve Affairs) (ASN (M&RA)).

The Navy and Marine Corps Flag/General officers should have experience in logistics, planning, requirements, and/or operations.

The IAT will be responsible for developing analytical methodologies, developing joint and cross-servicing opportunities, collecting data and performing analyses, and presenting the analytical results to the IEG for evaluation. Membership of the IAT will consist of the following:

- (a) DASN (IA), will be the Director of the IAT and Vice Chair of the IEG;
- (b) Individuals representing a broad range of DON experience and warfare disciplines who are assigned full-time to support the BRAC 2005 efforts; and
- (c) One Navy and one Marine Corps judge advocate to serve as the permanent Recorders for the sessions of the IEG.

VCNO and ACMC will propose individuals for the IAT to DASN (IA), who will recommend team composition to ASN (I&E) for his approval. In addition to the assigned IAT members, dedicated

support will be required from the Office of the General Counsel, the Naval Audit Service, the Office of Information, and the Office of Legislative Affairs.

Reference (a) sets out a very fair process with very specific timelines and milestones to which the Department must adhere in developing its recommendations for closure and realignment. Where the Act applies, it is the exclusive authority for selecting military installations for closure, realignment or for carrying out any closure or realignment. Planning efforts outside the established BRAC process will adhere to the following guidelines:

(a) Planning and recommendations for reducing the infrastructure must be limited to requirements and overall capacity and must not consider or identify specific installations for closure or realignment.

(b) Closures or realignments that are below the thresholds defined in 10 U. S. Code 2687 will require approval in accordance with guidance to be issued by the Under Secretary of Defense (USD) Acquisition, Technology, & Logistics (AT&L). Until guidance is promulgated, such actions must be fully justified and coordinated with DASN (IA). Competitive sourcing conducted under the provisions of Office of Management and Budget (OMB) Circular A-76 may proceed independently.

With the beginning of another BRAC process, many communities will focus on what can be done to preclude closure of local military bases. While we should always strive to improve the facilities on our installations, we must avoid creating a community expectation that any action or group of actions would preclude an installation from being considered for closure. The Act requires us to "consider all military installations within the United States equally without regard to whether the installation has been previously considered or proposed for closure or realignment by the Department." This means we must ensure that every Navy and Marine Corps installation is treated equally and fairly. Similarly, we must ensure that all Departmental actions are fully consistent with and supportive of the SECDEF's stated goals for this process. Accordingly, the following guidance applies:

(a) Requests received for installation-related information shall be processed under the parameters of the Freedom of Information Act (FOIA). Examples of releasable information would include current plant account information, mission detail, and capital investment plans that do not compromise national security. However, future investment projects, programming objectives, and mission speculation shall not be discussed or

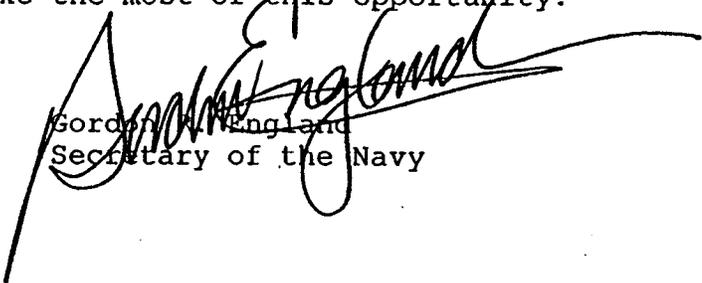
released. Whatever is provided to one requester shall be provided to all such requesters. This guidance does not apply to release of official BRAC data calls which, when issued, will constitute pre-decisional information.

(b) It is permissible to attend meetings as a representative or liaison of the Department of the Navy with state and local officials and/or organizations or other entities that may seek to develop plans and programs aimed at improving the ability of Navy and Marine Corps installations to discharge their national defense/national security mission. DON representatives may not be involved in matters of management or control of any such organization or participate in voting. Invitations to participate in such organizations should be discussed with appropriate ethics counselors. However, Navy and Marine Corps personnel may not participate in their official capacities in activities of any organization that has as its purpose, either directly or indirectly, insulating Navy and Marine Corps installations from closure or realignment.

(c) SECNAVINST 4001.2F, Acceptance of Gifts, states that DON personnel shall not request gifts or contributions to the Department unless specifically authorized to do so by the Secretary. Seeking a grant of State or local funds for construction of improvements on military installations is such a request, and gifts initiated without Secretarial authorization shall not be accepted. Additionally, based on past experience, some communities may offer financial or material assistance to local military bases in the form of unsolicited gifts. It is the Department's policy to decline any gift, solicited or unsolicited, that at some future time, might embarrass the Department of the Navy by reasons of favors expected as a result of a gift or by creating the appearance of a relationship in which favors are granted. If state or local government officials could conclude, based on their dealings with DON personnel, that their expenditures would give them a favored status during the BRAC process, the Department may be embarrassed and public relations with the community will be adversely affected. These gifts may also call into question the integrity of the base closure decision-making process. Accordingly, any such offers shall be closely examined. In dealing with State and local communities, DON personnel shall clearly communicate that there will be no favored status in the BRAC process as the result of any offer and subsequent acceptance of such a gift.

DASN (IA) will be the DON focal point for BRAC 2005. Any questions that arise in connection with this guidance should be referred to that office.

A successful BRAC 2005 is most important to the Department of the Navy, the Department of Defense, and to the Nation. It may well be our last opportunity in the foreseeable future both to reduce excess infrastructure (and thus be able to move scarce dollars to areas that result in increasingly-improved readiness) and to transform the infrastructure that remains in a manner that reflects the changing mission and force structure needs of the 21st Century. We owe it to all Americans - particularly our Sailors and Marines - to make the most of this opportunity.



Gordon R. England
Secretary of the Navy

Attachment:

1. Secretary of Defense memo of November 15, 2002

Distribution:
See next page

Distribution:

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DEPARTMENT OF THE NAVY
OFFICE OF THE VICE CHIEF OF NAVAL OPERATIONS
2000 NAVY PENTAGON
WASHINGTON DC 20350-2000

11000
Ser N09/005
14 Mar 05

MEMORANDUM FOR SPECIAL ASSISTANT TO THE SECRETARY OF THE NAVY FOR
BASE REALIGNMENT & CLOSURE

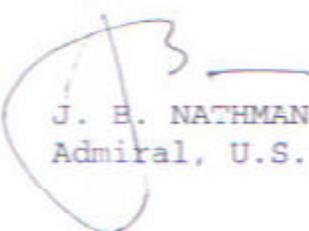
Subj: BASE REALIGNMENT AND CLOSURE (BRAC) 2005

Ref: (a) SECNAV memo of 25 Nov 2002
(b) ASN (I&E) memo of 23 Jan 2003

1. I appreciate the opportunity provided by references (a) and (b) to support the BRAC 2005 process with assignment of Navy members to the Infrastructure Evaluation Group (IEG) and the Department of the Navy Analysis Group (DAG).

2. I recommend the following modifications to the existing IEG and DAG memberships:

- a. VADM Justin D. McCarthy as a member of the IEG
- b. RADM Christopher E. Weaver and RDML(s) Charles W. Martoglio as members of DAG
- c. CAPT Thomas E. Mangold as RDML(s) Charles W. Martoglio's alternate to the DAG.


J. E. NATHMAN
Admiral, U.S. Navy



THE SECRETARY OF DEFENSE
1000 DEFENSE PENTAGON
WASHINGTON, DC 20301-1000

November 15, 2002

MEMORANDUM FOR SECRETARIES OF THE MILITARY DEPARTMENTS
CHAIRMAN OF THE JOINT CHIEFS OF STAFF
UNDER SECRETARIES OF DEFENSE
DIRECTOR, DEFENSE RESEARCH AND ENGINEERING
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
DIRECTORS OF THE DEFENSE AGENCIES

Subject: Transformation Through Base Realignment and Closure

As a result of the Quadrennial Defense Review, we embarked on a comprehensive review of our defense and security needs toward transforming the force. New force structures must be accompanied by a new base structure. The first step was my request to the Chairman to direct the geographic combatant commanders to prepare, in coordination with their Service component commands, draft overseas basing plans for their respective areas of responsibility.

Congress authorized a base realignment and closure (BRAC) round in 2005. 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 can 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. I am directing this process begin immediately, under the structure set out herein.

Two senior groups, as reflected in the attachment, will oversee and operate the BRAC 2005 process. The Infrastructure Executive Council (IEC), chaired by the Deputy Secretary, and composed of the Secretaries of the Military Departments and their Chiefs of Services, the Chairman of the Joint Chiefs of Staff and Under Secretary of Defense (Acquisition, Technology and Logistics) (USD(AT&L)), will be the policy making and oversight body for the entire BRAC 2005 process.



U18364-02

Encl (1)

The subordinate Infrastructure Steering Group (ISG), chaired by the USD(AT&L) and composed of the Vice Chairman of the Joint Chiefs of Staff, the Military Department Assistant Secretaries for installations and environment, the Service Vice Chiefs, and the Deputy Under Secretary of Defense (Installations & Environment) (DUSD(I&E)), will oversee joint cross-service analyses of common business oriented functions and ensure the integration of that process with the Military Department and Defense Agency specific analyses of all other functions. The USD(AT&L) will have the authority and responsibility for issuing the operating policies and detailed direction necessary to conduct the BRAC 2005 analyses.

A primary objective of BRAC 2005, in addition to realigning our base structure to meet our post-Cold War force structure, is to examine and implement opportunities for greater joint activity. Prior BRAC analyses considered all functions on a service-by-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.

Accordingly, the BRAC 05 analysis will be divided into two categories of functions.

- Joint cross-service teams will analyze the common business-oriented support functions and report their results through the ISG to the IEC.
- The Military Departments will analyze all service unique functions and report their results directly to the IEC.

Within 150 days of this memorandum, the ISG will recommend to the IEC the specific functions to receive joint analysis and the metrics for that analysis for my approval. The Military Departments through their representatives on the ISG, as well as the Defense Agencies, should communicate regularly with the ISG to ensure that their recommendations are fully consistent with the joint cross-service teams' recommendations.

A comprehensive infrastructure rationalization requires an analysis that examines a wide range of options for stationing and supporting forces and functions, rather than simply reducing capacity in a status-quo configuration. To that end, in accordance with the force structure plan and selection criteria, the ISG will recommend to the IEC for my approval a broad series of options for stationing and supporting forces and functions to increase efficiency and effectiveness. The Military Department and the joint cross-service analytical teams must consider all options endorsed by the IEC in the course of their analysis. The analytical teams may consider additional options, but they may not modify or dismiss those endorsed by the IEC without my approval.

In accordance with section 2909 of BRAC 90, as amended, BRAC 2005, as directed by this memorandum, will be the exclusive means for selecting for closure or realignment, or for carrying out any closure or realignment of, a military installation located in the United States until April 15, 2006. This exclusivity clause does not apply to closures and realignments to which section 2687 of title 10, United States Code, is not applicable. Closures or realignments to which section 2687 is not applicable will require approval on the basis of guidance issued by the USD(AT&L). Competitive sourcing conducted under the provisions of OMB Circular A-76 may proceed independently.

In accordance with the direction of Congress expressed in the BRAC legislation, the Department will not make any binding closure or realignment decisions prior to the submission of final recommendations to the Commission no later than May 15, 2005. The process and structure outlined in this memorandum are designed to ensure the Department's ability to provide recommendations by this date and to meet several interim statutory requirements, including publishing draft selection criteria by December 31, 2003, and final criteria by February 16, 2004. In addition, the Department must provide Congress a force structure plan, inventory, capacity analysis, and certification of the need for BRAC with the FY 2005 budget documentation.

I cannot overemphasize the importance of BRAC 2005. This effort requires the focus and prioritization only senior leadership can bring. I am confident we can produce BRAC recommendations that will advance transformation, combat effectiveness, and the efficient use of the taxpayer's money.

A handwritten signature in black ink, appearing to be "D. A. [unclear]". The signature is written in a cursive style with a horizontal line extending from the start of the first letter.

Attachment
BRAC 2005 Organization



BRAC 2005 Leadership

