

Department of the Navy



**INFRASTRUCTURE ANALYSIS TEAM** OCM 1389

ODASN (IS&A), 2221 South Clark Street, Suite 900, Arlington, VA 22202

(703)-602-6500

MM-0201  
IAT/MMC  
21 Sep 2004

MEMORANDUM

Subj: 21 SEPTEMBER 2004 SECRETARY OF THE NAVY MEETING WITH  
REPRESENTATIVES OF SAN DIEGO REGIONAL ECONOMIC  
DEVELOPMENT CORPORATION

Encl: (1) "The Navy-Marine Corps Complex in San Diego" brief

1. Mr. Gordon England, Secretary of the Navy, met with Ms. Julie Wright and William Cassidy, representatives of the subject group in Room 4E562 at 0930 on 21 Sep 2004. Mr. Bob Earle, RDML Pete Daly both of the Secretary's office, CAPT Tom Hollinberger of ASN(I&E) and Commander Margaret Carlson, JAGC, USN, of DASN (IS&A) office were also present.

2. The members provided Mr. England enclosure (1). Ms. Wright highlighted the San Diego region's military value and opportunities for "jointness" particular in the research and development. She referred to the maps in her brief and noted the proximity of the San Diego bases to area training ranges and activities in California, Nevada and Arizona. Mr. Cassidy reiterated the military value, proximity to training ranges, the ability to train 365 days per year due to the excellent weather and the region's strategic "gateway" position. Ms. Wright noted that Mr. Murphy, Mayor of San Diego, would be happy to work with the Department of Defense on new missions for the San Diego region. In the area of research and development, Ms. Wright was particularly concerned about SPAWAR and the NADEP at NASNI. Ms Wright was interested in the Secretary's thoughts as to how they could make a "compelling case" for San Diego installations.

3. The Secretary made it very clear that he could not tell them how they could make any compelling case. He noted that BRAC was a vigorous process established by law and based on certified data. Enclosure (1) would not be considered in this process. The communities will have their opportunity to make their case during the commission phase. The Secretary noted that it was crucial to avoid an appearance of preferential treatment. He went on to discuss that the data was only just coming in and

being analyzed now and that everything was being looked at. We don't know how anything will come out yet.

4. The meeting concluded at approximately 1000.

  
M. M. CARLSON  
CDR, JAGC, USN  
Recorder

**WILLIAM J. CASSIDY, JR.**

William J. Cassidy, Jr. is President of Defense Conversion Resources, LLC, a Washington-based consulting firm. Mr. Cassidy served as Deputy Assistant Secretary of the Navy for Conversion and Redevelopment from 1994 to 2001, when the Department of the Navy was implementing the mandate of the 1988, 1991, 1993, and 1995 rounds of Defense Base Closures and Realignments, which resulted in the closure of major Navy and Marine Corps bases throughout the nation. Mr. Cassidy managed defense conversion matters for the Department of the Navy that ranged from compliance with Federal property and environmental laws to coordination with Congress, other Federal agencies, State and local governments, and local redevelopment authorities in communities where military bases had been designated for closure. For his service, Mr. Cassidy received the Department of the Navy's Distinguished Public Service Award.

Mr. Cassidy received his Bachelor of Arts degree, cum laude, from Georgetown University in 1968. He received his law degree from Georgetown University, where he was an editor of the law review, in 1974.

Mr. Cassidy served in the United States Navy as a line officer on a Destroyer from 1969 to 1972. After graduating from law school, he served for one year as Law Clerk to the Chief Judge of the Federal District Court in Washington, D.C. From 1975 to 1978, Mr. Cassidy served as an Assistant United States Attorney for the District of Columbia. He joined the Washington law firm of Hogan & Hartson in 1979 and was elected a partner in 1982. While in the private practice of law, he was engaged in a broad range of litigation in local and Federal courts throughout the country until his appointment by President Clinton to the Department of the Navy in 1994. Mr. Cassidy founded Defense Conversion Resources in 2001.

# BIOGRAPHY

**Julie Meier Wright**

**President & CEO**

**San Diego Regional EDC**



**JULIE MEIER WRIGHT** has served as President and Chief Executive Officer of the San Diego Regional Economic Development Corporation since August 1997. EDC is the premier business development organization for the greater San Diego region. EDC markets the region for investment, and focuses on assistance to San Diego's growth industries – biosciences, telecommunications, software, electronics, defense and space, and recreational goods – and on the public policy issues that affect the region's competitiveness for their investment and growth.

Prior to coming to San Diego, Ms. Wright served as California's first Secretary of Trade and Commerce and a member of Governor Pete Wilson's Cabinet from 1991 to 1997. She led the Administration's wide-ranging business reforms, built a new Agency integrating economic development programs, and expanded the state's international role and presence, including opening five new overseas offices. In 2003, she served on gubernatorial candidate Arnold Schwarzenegger's Economic Recovery Council. She currently serves as a Senior Advisor to the California Budget Education and Action for Reform project.

Under Ms. Wright's leadership, EDC has led initiatives giving the region an in-depth understanding of its growth industries and the public policy and regional initiatives that will enhance their success, including the Partnership for the New Economy and the study of San Diego as a Region of Innovation by the Council on Competitiveness and Dr. Michael Porter of Harvard University. EDC also led a bold regional initiative to "brand" the region as "San Diego: Technology's Perfect Climate™." EDC has led regional efforts to create the region's first comprehensive, on-line inventory of non-retail employment lands in partnership with the San Diego Association of Governments, to understand where technology workers live, and to market downtown San Diego and other subregional markets. In 2003, the U.S. Department of Commerce awarded EDC its "Excellence in Economic Development Award for Enhancing Regional Competitiveness."

Under Governor Wilson, she brought the "Red Team" approach to economic development as an effective tool to solve business problems, promote business expansion in California, and demonstrate a new pro-business attitude from state government. Between 1991 and 1997, Red Teams were responsible for the creation or retention of nearly 100,000 jobs in California. In 1994, she also leveraged a \$200,000 state investment into a \$15 million advertising program to promote the state's new business climate and its leadership in growth technology industries under the banner "California. The Climate's Right."

Ms. Wright was named the nation's Outstanding Secretary of Commerce by the Biotechnology Industry Organization in 1995, and California Leader of the Year by Leadership California in 1996. In 2001, she was honored with Junior Achievement's San Diego Hall of Fame Lifetime Laureate award and the San Diego Business Journal's Women Who Mean Business Award. In 2002, she received the "Women of Distinction" award from Soroptimist International.

Prior to her time in public service, she spent 25 years in executive marketing and public affairs positions in the private sector, including 14 years with TRW Inc., now a part of Northrop-Grumman.

She serves on the boards of California Institute for Federal Policy Research, the San Diego Science & Technology Council, the San Diego Convention & Visitors Bureau, the San Diego Regional Chamber of Commerce, BIOCOM/san diego, San Diego Dialogue, and UCSD Connect. She is an honorary board member of the San Diego Science Alliance, a member of the Director's Cabinet of the Scripps Institution of Oceanography, the Advisory Council to the Dean of Engineering and the Board of Directors of the College of Business Administration, both at San Diego State University. She serves on the Advisory Board for the Dean of Biological Sciences at the University of California San Diego.

Ms. Wright also serves on the boards of The Old Globe Theatre, where she has chaired its Strategic Planning Committee, and the Corporate Directors Forum. She is an ex-officio member of the U.S. Council on Competitiveness, and served on its national steering committee for Dr. Michael Porter's study of San Diego's Clusters of Innovation, where she led the working group for the study unveiled in San Diego in early 2001. In 2001, she served on the California State Assembly Speaker's Commission on Regionalism.

She serves on the Board of Directors of MAXIM Systems, Inc., a privately held, employee-owned company that is a leader in trusted systems for national defense, and on the Corporate Advisory Board to Clark Consulting, an executive compensation and benefits company recently named by Forbes Magazine as one of the 200 Best Small Companies in America.

Previously, Ms. Wright served on the Advisory Committee to the Export-Import Bank of the United States, the California World Trade Commission, and the boards of directors of the California State University Institute, California Business-Higher Education Forum, the Bay Area Economic Forum, the Los Angeles Economic Development Corporation, Project California, the Small Business Development Board, the California Coastal Commission, the California Commission of Improving Life Through Service, the California Film Commission, the Advisory Panel to the California High-Speed Rail Authority and the President's Council at Santa Monica College. She chaired the California Tourism Commission, the California Economic Strategy Panel, the California Economic Development Financing Authority, and the Governor's Advisory Council on Biotechnology during her tenure in state government. In San Diego, she has served the American Heart Association, and she was a member of the Pacific Council on International Policy, California Council for International Trade, and the Japan Society.

Ms. Wright holds a Bachelor of Arts degree in Criminology from the University of Maryland. She has completed the Stanford University Advanced Management College, the Stanford Financial Seminar, and a special program on competitiveness at Harvard University.

# San Diego Is A Military Town

- The military comprises 10.1% of the population of San Diego County.
- The total estimated impact from defense spending in San Diego's economy is approximately \$18 billion, about 15% of San Diego's GRP.
- San Diego is home to the largest military complex in the world, with over 80 separate facilities.



# Military Value Of San Diego's Operational Bases

- Each of the operational Navy and Marine Corps bases in San Diego has high military value on its own.
- Collectively, they have extraordinary military value as a regional network of military resources.
- Supplemented by the Navy and Marine Corps training ranges in the Eastern Pacific Ocean and the California and Arizona deserts, the San Diego bases have unparalleled military value, because naval and military forces of all kinds can train here year - round in every kind of warfare effectively, efficiently and economically.



# San Diego Hosts The Fleet

- San Diego hosts the Pacific Fleet's largest concentration of Aircraft Carriers, Cruisers, Destroyers, Frigates, Amphibious Ships and Submarines – and associated aviation assets including Fighter/Attack Aircraft and Helicopters.
- San Diego also boasts three modern private sector shipbuilding and ship repair yards.
- Modern Navy facilities have the capacity and the capability to accommodate many more ships.

Conclusion: San Diego's bases guarantee readiness for deployment to the world's hot spots in Asia and the Middle East.



# San Diego's Military Performs Three Critical Support Functions

- Conducting research and development into new technologies that result in new electronic systems for modern warfare and that advance transformation.
- Maintaining and modernizing aircraft and shipboard turbine engines.
- Training Marine Corps recruits.

Conclusion: San Diego's support bases and activities are central to the success of local operational forces as well as Navy and Marine Corps forces around the world.



# San Diego Is Home To The Navy's RDT&E For C4ISR

- San Diego is a center of information technology, combining private sector companies, university research and the Navy's scientific community.
- There is an extensive scientific and engineering base in San Diego.
- Proximity to operational forces enhances the Navy's C4ISR program.

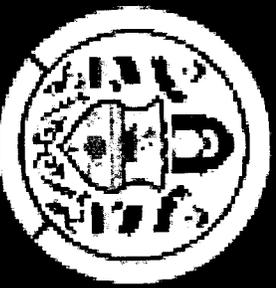
Conclusion: The combination of scientists, engineers and technicians from private enterprise, academic institutions, and the Navy creates a C4ISR research and development hub that is unique in the country, key to Navy-wide or DoD-wide consolidation.



# NADDEP North Island Is A Critical Navy Asset

- 3,500 employees with an average of 22 years experience, and an important part of the San Diego community.
- Co-located with operational forces: key to force readiness and extending the lives of key military assets, e.g., F/A-18's and shipboard turbines.
- Cost effectiveness and efficiency confirmed in a recent Booz-Allen study.

Conclusion: NADDEP North Island is an efficient and cost-effective activity supporting force readiness for deployment to key trouble spots in Asia and the Middle East.



# San Diego Can Accommodate Additional DoD Activities

- Navy and Marine Corps forces of all kinds can train year-round in every kind of warfare.
- Forces are strategically located on the Pacific Coast, which allows for rapid deployment to trouble spots in Asia and the Middle East.
- The City of San Diego and its Navy and Marine Corps bases and activities have the capacity and the capability to accommodate additional forces and activities.

Conclusion: San Diego can help the Department of Defense meet its goals for BRAC 2005.



# San Diego Can Help DoD Realize The Goals of BRAC 2005

- As a consequence of the 1991, 1993, and 1995 rounds of closures, the Department of the Navy consolidated a substantial amount of its Pacific Coast operational and support forces as well as nearly all of its command, control, communications, computers and ocean surveillance research and development activities in San Diego.

Conclusion: Past BRAC rounds identified the value of San Diego for consolidation; BRAC 2005 can build on that to achieve SECDEF's goals.



San Diego is honored to host the largest concentration of Navy and Marine Corps forces in the world and is capable of accommodating additional forces and activities if the Department of the Navy and the Department of Defense so decide in the course of the BRAC 2005 process.



Maps

# NAVY AND MARINE CORPS

# BASES AND ACTIVITIES

**MCB/MCAS Pendleton** (OPS) (TRNG)

25,000  
 600  
 36  
 72  
 72  
 TRAINING RANGE

**MCAS Miramar** (OPS) (TRNG)

10,500  
 72  
 12  
 48  
 64

**NAVSTA San Diego** (OPS) (TRNG)

48,000  
 4  
 13  
 7  
 7  
 18  
 Drydock

**NAS North Island** (OPS) (TRNG)

17,500  
 5,000  
 3  
 34  
 73  
 16  
 12  
 22  
 8  
 91

**Fleet Anti-Submarine Warfare Command** (OPS) (TRNG)

60

**NAVBASE Point Loma** (OPS) (TRNG) (MINT)

11,600  
 3,000  
 5  
 REPAIR  
 Floating Drydock

**NAB Coronado** (OPS) (TRNG)

5,000  
 500  
 4  
 PATROL

**NOLF Imperial Beach** (OPS)

50  
 850  
 244,000

**NWS Fallbrook** (SUP)

365  
 ORDNANCE

**SPAWAR** (MINT) (CAISM)

111  
 547

**PEO C4I/Space** (MINT) (CAISM)

61  
 135

**SSC San Diego** (MINT) (CAISM)

64  
 3,000

**NADEP North Island** (SUP) (MINT)

3,500  
 REPAIR  
 REPAIR

**MCRD San Diego** (SUP) (TRNG)

1,725  
 908

**NMC San Diego** (SUP) (MINT) (CAISM)

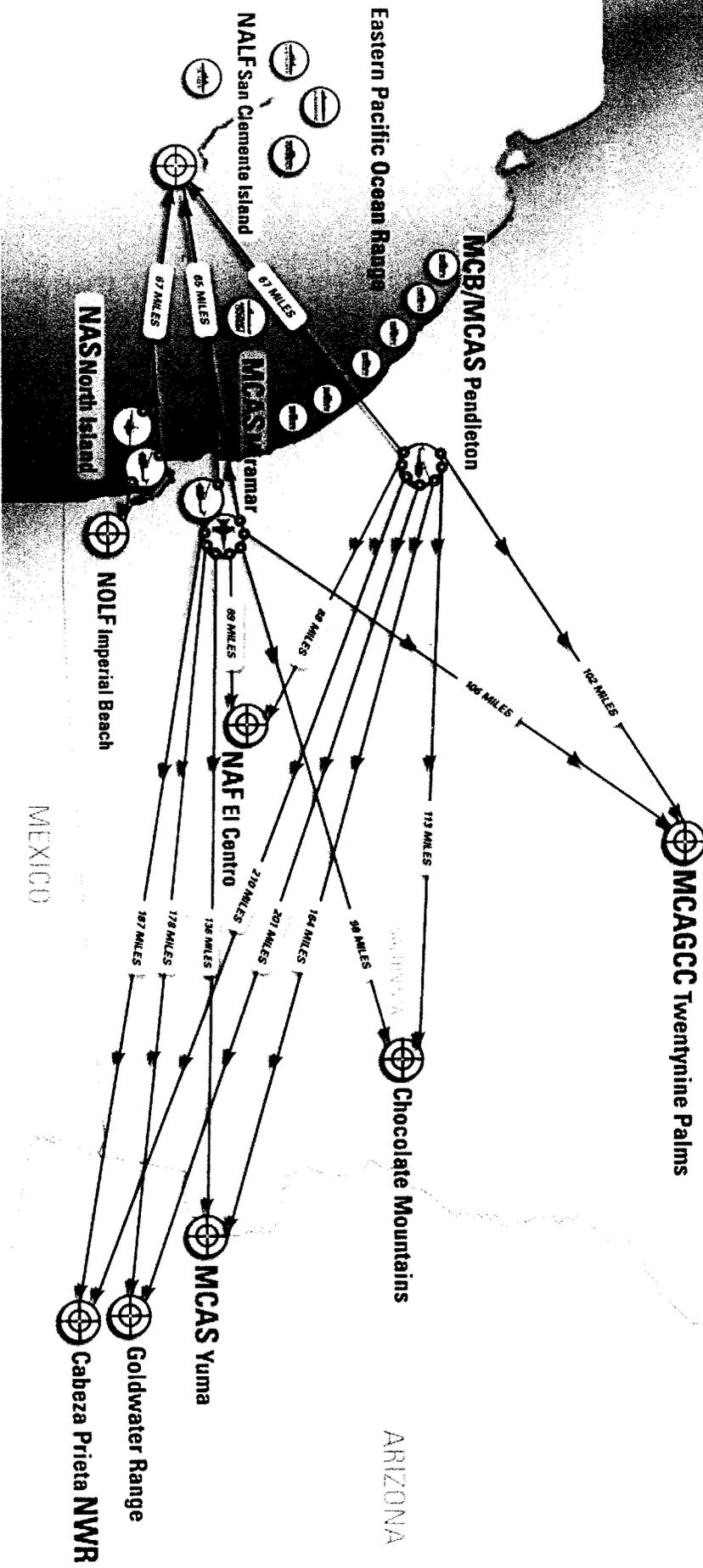
3,072  
 1,313

**SYMBOL KEY**

	Operational Base
	Support Base/Activity
	Training Base
	Research, Development, Test and Evaluation Activity
	Maintenance/Overhaul Activity

# SAN DIEGO'S PROXIMITY TO TRAINING RANGES

CALIFORNIA



SYMBOL KEY  
 TRAINING RANGE

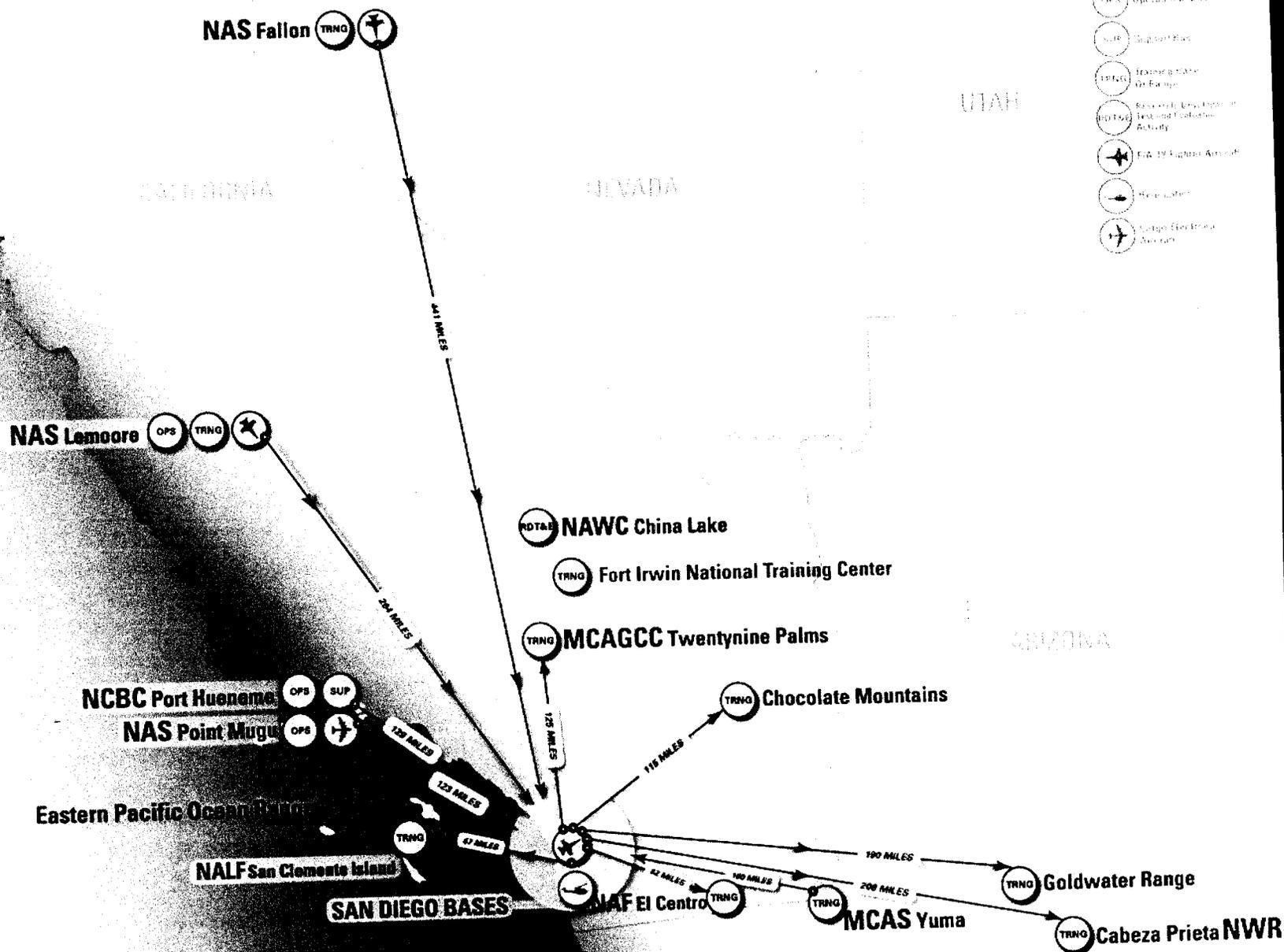
MEXICO

ARIZONA

# NAVY AND MARINE CORPS BASES AND ACTIVITIES IN CALIFORNIA, NEVADA AND ARIZONA

## SYMBOL KEY

- Operations Base
- Support Base
- Training Base or Range
- Base with Emphasis on Test and Evaluation Activity
- F-14 Fighter Aircraft
- Base with
- Long-Range Electronic Warfare



# RESEARCH, DEVELOPMENT

Interstate

- SPAWAR/SSC/PEO
- Defense Contractor
- 5 IT Companies
- 4 Year University
- ▲ Research Institute
- 5 Biotech Companies

