SECRETARY OF THE AIR FORCE
WASHINGTON

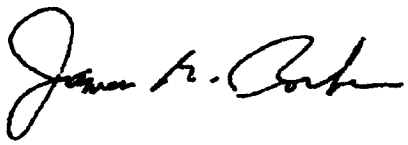
MEMORANDUM FOR DISTRIBUTION C

NOV 26 2002

SUBJECT: Base Realignment and Closure 2005 (BRAC 2005)

The Secretary of Defense has distributed his kickoff memorandum and I have issued guidance to the MAJCOMs (Atch) on the subject. The Air Force recommendations to the SECDEF will be mine in consultation with General Jumper.

To support the Chief and me in this effort, I will select a Base Realignment and Closure Executive Group to conduct the Air Force analysis supported by a BRAC Division. The Assistant Secretary of the Air Force for Installations, Environment and Logistics will lead this effort. Working closely with an executive group, he will ensure that the Air Force analysis is accurate, timely and fully supportive of our recommendations. This will be an intense effort involving all disciplines across the Secretariat and Air Staff. I urge each of you to support this effort with your best and brightest. This effort is too important for anything less. We will issue a more detailed process that will lay out the BRAC organizational structure and internal control plan, but I want to ensure that all understand the significance of our upcoming effort to effectively align our forces and infrastructure to best carry out our Air Force mission tomorrow and long into the future.



Attachment:
Memorandum to MAJCOM Commanders

SECRETARY OF THE AIR FORCE
WASHINGTON

MEMORANDUM FOR ALMAJCOM/CC

NOV 26 2002

SUBJECT: 2005 Base Realignment and Closure (BRAC 2005)

The Secretary of Defense has kicked off BRAC 2005. His policy memorandum (Atch) provides the philosophy and guidance for development of closure and realignment candidates. SECDEF has established two senior groups to oversee and operate the BRAC 2005 process. The Infrastructure Executive Council (IEC) will be the policy making and oversight body for the entire BRAC 2005 process. The subordinate Infrastructure Steering Group (ISG) will directly oversee joint cross-service analyses of common business oriented functions, and will ensure their analyses are fully integrated with the Military Departments' analyses of their respective functional areas. The cross-service analysis led by the ISG will be conducted concurrently with the Air Force analyses. Functional experts at both HQ USAF and MAJCOM level will be required to support OSD joint groups in developing measures of merit and data elements, and assisting in the conduct of cross-service analyses. All Air Force elements should be as responsive as possible to the unique demands arising from what will certainly be a challenging but necessary approach to cross-service functions.

The BRAC 2005 process is critical to the Air Force's ability to successfully meet our future mission needs. We must not only reduce the budgetary demands from excess infrastructure, but also ensure that the resulting infrastructure can effectively support our projected missions as well as provide maximum flexibility and efficiency for the future.

To support the Chief and me in this effort, I will select a Base Realignment and Closure Executive Group to conduct the Air Force analysis supported by a BRAC Division. The Assistant Secretary of the Air Force for Installations, Environment and Logistics will lead this effort. Working closely with the executive group, he will ensure that the Air Force analysis is accurate, timely and fully supportive of our recommendations. The Base Realignment and Closure Group will develop for my approval the Air Force Base Closure Internal Control Plan for BRAC 2005. The policies, procedures, and responsibilities established therein will help to ensure a fair and complete process. I will continue to stress the need to ensure the accuracy of all data and inputs used during the process, as they form the basis, as directed by law, for closure and realignment recommendations.

The Air Force process will be carried out in two phases. The first phase includes: data collection and analysis of our projected force structure, infrastructure, and overseas basing considerations; a comparison of the infrastructure required to support the force structure; and an economic analysis. This phase must be completed in sufficient time for audit review and submitted to OSD for inclusion in the 05 PB.

The collection of data to conduct the analysis will involve electronic data retrieval and completion of questionnaires by each installation. All data provided by the installations will be reviewed and verified by MAJCOMs and Air Staff offices. Data certification is required at all levels: base, MAJCOM, and Air Staff. Certification procedures will be detailed in the Internal Control Plan. The Air Force Audit Agency will assist throughout the process.

The second phase of the Air Force process will involve the Executive Group reviewing and analyzing questionnaire data and developing various options for closure and realignment. I will make the final Air Force recommendations in consultation with General Jumper to the IEC. The emphasis throughout the process will be to ensure we retain the best locations for the future while reducing the overall Air Force physical plant consistent with the selection criteria and force structure.

During the interim period we face a number of programming decisions. However, we must be cognizant of the restrictions imposed by the base closure law and included in the SECDEF memorandum. BRAC 2005 is the exclusive process that must be used for recommending and carrying out all realignments and closures of military installations within the United States that exceed thresholds specified in Section 2687 of Title Ten of the United States Code. We must avoid taking any actions which predetermine or appear to predetermine a closure or realignment selection decision for any installation.

I cannot overemphasize the importance of this effort to the future of the Air Force. It is essential that we conduct a fair and effective process. With your full cooperation and support we will be assured of success.

James G. Roche
Secretary of the Air Force

Attachment:
SECDEF BRAC Memorandum