



DEPARTMENT OF THE NAVY

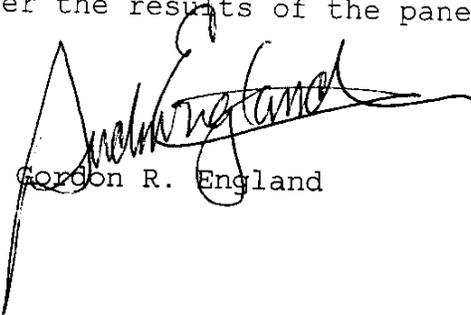
OFFICE OF THE SECRETARY
1000 NAVY PENTAGON
WASHINGTON DC 20350-1000

7 August 2002

From: Secretary of the Navy
To: Chief of Naval Operations
Commandant of the Marine Corps

Subj: FACILITY MANAGEMENT

1. I have become concerned about the effectiveness of our facility management investment decisions. My conversations with Commanders, Commanding Generals and Commanding Officers indicate that they are not satisfied with the condition of our shore infrastructure and the outcome of funding decisions. My own observations lead me to believe we are not consistently making the right decisions on how to spend limited funds.
2. I ask that you jointly convene an independent panel to explore our facility management requirements and costs. I am particularly interested in identifying improvements in, or changes to, management principles and processes that have the potential to confidently deliver the necessary Naval readiness in the most efficient manner.
3. Please complete and deliver the results of the panel's effort to me within 180 days.


Gordon R. England

Copy to:
UNSECNAV
ASN I&E
ASN RDA
DNS