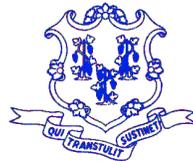


**STATE *of* CONNECTICUT**  
**OFFICE *of* MILITARY AFFAIRS**  
**(OMA)**

**Annual Report 2011-2012**



***Robert T. Ross***  
***Executive Director***

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Appendix A: Biography of OMA Executive Director

## **I. Introduction**

For its legendary support in the Revolutionary War, President George Washington called Connecticut the *Provisions State*. From the beginning of America's democracy, Connecticut has played a key role in producing the diverse and highest quality human and physical resources for our nation's defense.

Units of the Connecticut National Guard are dispersed in armories and other facilities across the state. Throughout its long history, dating back to colonial militias, guard units have responded to state and national emergencies and performed combat operations around the world. The Connecticut National Guard is headquartered next to the State Capitol in Hartford, in the massive State Armory and Arsenal building, dedicated by President William H. Taft in 1909.

In 1794, after the Continental Congress decided to create a United States Navy, an expedition sailed from New London to retrieve live oak, the hardest wood available, to build America's first warships at different shipyards along the east coast. These ships were not modified merchant vessels. They were designed from the keel up to be warships. One of them, the USS Constitution, remains the oldest commissioned warship in the world.

The Navy base in Groton was originally a Naval Yard and Storage Depot, established in 1868. It was built on land donated by the people of Connecticut. The State Legislature provided \$15,000 and the City of New London appropriated \$75,000 for the purchase of land on the east bank of the Thames River in the New London harbor. In 1916 the base was designated the nation's first Naval Submarine Base and home of the Submarine School.

The first land-based campus of the Coast Guard Academy was established at Fort Trumbull in 1910 and then moved to land donated by the City of New London in 1915. The Coast Guard Academy is the single officer accession source of all commissioned officers for the U.S. Coast Guard. Today, the men and women of the Coast Guard serve at stations ashore and aboard cutters deployed throughout the U.S. and in every ocean.

Since the first days of our democracy, Connecticut's defense manufacturing industry has continued without interruption. The ships, submarines, aircraft, jet engines, helicopters, firearms and advanced weapon systems built in Connecticut reflect our state's continuous innovation and highly skilled workforce. Connecticut's defense industry and military bases produce billions of dollars in economic activity throughout the state, in large and small businesses in virtually every municipality.

### ***Overview of OMA***

The Office of Military Affairs (OMA) was established by Connecticut General Statute 32-58b. Accordingly, "the Office of Military Affairs shall promote and coordinate state-wide activities that enhance the quality of life of all branches of military personnel and their families and to expand the military and homeland security presence in this state."

### *Mission of OMA*

- Coordinate efforts to prevent the closure or downsizing of Naval Submarine Base New London in Groton (SUBASE).
- Support Connecticut's military families and enhance their quality of life.
- Advocate for Connecticut's defense industry, a major component of the state's economy and an engine of innovation and quality production for the U.S. Armed Forces.
- Encourage the retention of established military and defense industry missions and the relocation of new ones to the state.
- Serve as liaison to the Connecticut congressional delegation on defense and military issues.

### *Structure and Organization*

As directed in statute, OMA is established within the Department of Economic and Community Development (DECD) for administrative purposes only. OMA and DECD are co-located at 505 Hudson Street in Hartford, Connecticut.

The office is minimally staffed with a full-time Executive Director, designated as a department head in the executive branch, reporting directly to the Office of the Governor. The Executive Director is supported by DECD staff members and interns who provide support for OMA in various functions, including but not limited to, office administration, financial management, legal counsel, information technology, economic research and legislative affairs.

The Washington, D.C.-based consulting and government relations firm, Mercury/Clark & Weinstock (MC&W), is retained by OMA to provide supportive services in Washington, D.C. This firm played a key role in Connecticut's successful effort to prevent the closure of the SUBASE in 2005. Under a contracted professional services agreement, MC&W assists OMA in coordinating initiatives with the Connecticut congressional delegation, developing government and public communication strategies, monitoring and tracking trends in defense spending in the state, projecting future developments in defense and homeland security matters, monitoring significant issues related to Connecticut's defense industries, representing OMA to Pentagon policy-makers, and recommending strategies and initiatives to advance and protect the state's interests in Washington.

The OMA Executive Director also serves as Chairman of the Connecticut Military and Defense Advisory Council (CMDAC). The Council is composed of senior legislators, defense industry officials and military leaders in the state, including the Adjutant General of the Connecticut National Guard, the Commissioner of Economic and Community Development, the Commissioner of Veterans Affairs, the Superintendent of the U.S. Coast Guard Academy and the Commanding Officer of the Submarine Base. The mission of the CMDAC is to provide technical advice and assistance to the Governor and General Assembly in matters pertaining to defense industries and military services in Connecticut.

***Fiscal Year 2011-2012 Budget Summary***

Since its inception, the OMA has seen a shift in expenditures from administration to professional services. In its early years, the office had significant start-up costs. Today, much less is spent on administration and more funding is focused on personnel services and operations. The office continues to operate on a minimal budget by utilizing DECD resources and thereby avoiding duplication of effort and cost. This year, additional funds were added by the legislature in response to the Pentagon’s request for another military Base Realignment and Closure (BRAC) round in 2013. However, most of these additional funds are being held back as contingency, should congress approve a new BRAC request.

**OFFICE OF MILITARY AFFAIRS BUDGET**

	Actual FY 2012	Est. FY 2013	Est. FY 2014	Est. FY 2015
50110 Personal Services	105,517	101,610	107,560	114,110
50780 In-State Travel	798	1,500	1,533	1,578
50790 Out-of-State Travel	1,530	6,000	6,130	7,908
50800 Mileage Reimbursement*	0	0	0	0
51230 Management Consultant Services**	42,774	343,573	347,290	352,339
51780 Membership Dues	200	250	250	250
51790 Moving Services	487	0	0	0
51874 Printing & Binding	25	25	25	25
54060 General Office Supplies	0	550	562	578
<b>Total:</b>	<b>151,331</b>	<b>453,508</b>	<b>463,350</b>	<b>476,788</b>

\*Placeholder for future use.

\*\*Increase in consultant fees, additional employee, and BRAC/SUBASE coalition funding.  
(Consultant fees and future employee fully reflected in OMA, no longer shifted to DECD)

## II. Key Defense Issues for the Nation and State

### *Budget Control Act of 2011*

Congressional concern about unsustainable growth in the federal debt and deficit led to passage of the Budget Control Act (BCA) in July 2011. The BCA included a mechanism to increase the federal debt limit by \$2.1 trillion and two measures to reduce the budget deficit through spending restrictions. Combined, these components are projected to reduce the deficit by roughly \$2 trillion over the period of fiscal years 2012-2021.

One measure put into place caps defense and non-defense discretionary spending for fiscal years 2012-2021. These caps essentially limit the amount of spending through the annual appropriations process for the next 10 years, with adjustments permitted for certain purposes. Decisions about how these caps will affect specific agencies or programs are to be made by Congress and the President through the regular annual appropriations processes.

The second measure established a 12-member bipartisan Joint Select Committee on Deficit Reduction to develop a proposal that would reduce the deficit by at least \$1.5 trillion over fiscal years 2012-2021 and be submitted to Congress for a vote. The law stipulated that if the Joint Select Committee failed to refer a proposal to Congress, a \$1.2 trillion automatic spending reduction process -- also known as "sequestration" -- would go into effect on January 2, 2013. On November 21, 2011, the co-chairs of the Joint Committee announced that they were unable to reach a deficit-reduction agreement and the \$1.2 trillion automatic spending reduction process has been triggered to begin in January 2013. However, new legislation can be enacted to eliminate or change the process before the cuts go into effect.

The Office of Management and Budget has the authority to carry out the sequester and is responsible for making cuts to discretionary appropriations and mandatory spending that must add up to \$1.2 trillion over nine years, specifying \$984 billion in budget cuts and \$216 billion in reduced interest payments. The \$984 billion in budget cuts is spread in equal dollar amounts over each of the nine years, roughly \$109.3 billion per year. Those cuts are divided equally between the national defense budget function (\$54.7 billion per year) and all other budget functions (\$54.7 billion per year). The defense cuts will occur through across-the-board, proportional reductions. War costs are subject to sequestration, as are unobligated balances carried over from prior years, but the President can exempt military personnel funding from the sequester.

The Navy will certainly be impacted by these cuts to the tune of many billions of dollars and thousands of jobs. Whether these cuts could impact *Virginia*-class submarine production or design and engineering work related to the *Ohio*-class ballistic submarine replacement program remains to be seen. The same holds true for other major components of Connecticut's defense industrial base, such as Sikorsky helicopters or Pratt & Whitney military jet engines. The picture will become clearer the closer it gets to the end of 2012 as there will be pressure on lawmakers to avoid these cuts.

## *New Defense Strategy*

On January 5, 2012, the Department of Defense (DOD) released a new strategic guidance document to reflect the changing geopolitical environment and U.S. fiscal circumstances. The document describes the projected security environment and the key military missions for which DOD will prepare. It is intended as a blueprint for U.S. forces in 2020 that will help guide decisions regarding the size and shape of the force and highlighting some of the risks that may be associated with the proposed strategy. A key factor is a shift, or “repositioning of operational forces,” to the Pacific area.

### Four Basic Principles Guiding the Strategy

- Maintain the world’s finest military that supports and sustains the U.S. global leadership.
- Avoid hollowing out the force. A smaller, ready military is preferable to a larger force that is ill prepared because resources are not made available for training, maintenance and modernization relative to force structure.
- Everything must be considered, including politically sensitive areas that will likely provoke opposition from parts of Congress, industry and advocacy groups.
- Preserve the quality of the all-volunteer force and ensure our troops are treated fairly.

### Key Strategic Elements

- Sustaining global presence; renewed emphasis on Asia together with continued focus on the Middle East; maintaining our commitments and evolving our presence in Europe and building innovative, low-cost, small-footprint approaches to partnerships around the world.
- Protecting new capabilities and investments to respond to the changing nature of warfare; preserve lessons, capabilities and expertise of the past ten years; ensuring our technological edge to meet future challenges.
- Aligning size and composition of forces to be capable of a range of missions and activities.
- Ensuring reversibility to maintain the ability to surge, regenerate and mobilize to counter any threat, while preserving our industrial base so we are able to address unforeseen challenges.

This strategy will employ a heavy naval and airpower component given that regional access largely depends on the ability to navigate the Asia-Pacific bodies of water and the Arabian Gulf. A key component of this will be power projection in locations where U.S. access and freedom to operate are challenged. An important piece of this concept is sustainment of undersea capabilities.

### *Issues of Concern for Connecticut*

As part of the new strategy, Secretary of Defense Leon Panetta said DOD would reduce planned spending by \$487 million over the next 10 years by shrinking ground forces and delaying major weapons systems. As part of this cost-cutting initiative, Secretary Panetta on January 26, 2012, announced an array of budget reduction proposals including the following of particular concern to Connecticut:

- New rounds of military base closures in 2013 and 2015.
- Delaying production of one new *Virginia*-class submarine from FY 2014 to FY 2018.
- Delaying the next generation ballistic submarine by two years.
- Delaying procurement of the Joint Strike Fighter aircraft, which uses Pratt & Whitney engines.
- Cancelling the C-27J cargo aircraft program, used by the Connecticut Air National Guard and other Air Guard units.

For Connecticut, the most alarming of these proposals was the prospect of preparing for another BRAC round in 2013. Other states and communities with military installations felt the same way, and Congress immediately voiced its strong opposition. As Congress conducted hearings and worked on the FY 2013 defense authorization and appropriations bills, key senators and House members lashed out against the proposal. By mid-summer of 2012 it appeared certain that Congress would not provide authority for a BRAC round in 2013.

With respect to *Virginia*-class submarine production, the Connecticut congressional delegation led a congressional effort to restore funding for production of two submarines in 2014 in accordance with the current DOD/Navy plans. That effort proved successful, as the FY 2013 defense authorization and appropriations bills restored the funding for a second submarine in 2014.

Likewise, Gov. Malloy and other governors nationwide strongly protested the Air Force's plans to retire the C-27J and other aircraft used widely by Air Guard and Air Force Reserve units. Congress effectively blocked the move, adopting legislation prohibiting the Air Force from retiring any Guard/Reserve Units until certain studies of impacts/alternatives are completed.

### ***Summary***

The new defense initiatives of 2012, coupled with the prospects of severe budget cuts from sequestration, represented significant short- and long-term challenges for the state. Although the most immediate of these were favorably resolved, uncertainties remain for the years ahead. The most troubling are the prospects of another base closure round in the years ahead and the possibility of severe budget cuts resulting from the sequestration process that could substantially impact Connecticut's defense industrial base and thereby impair the state's economy.

### III. Connecticut Defense Industries Outlook

Significant reductions in planned DOD spending are widely expected in the years ahead due to concerns over mounting federal budget deficits as described in Section II and the winding down of the wars in Afghanistan and Iraq. Should the automatic spending cuts mandated by the Budget Control Act of 2011 take place starting in 2013, there would be an additional significant strain on the defense budget. Like all states with a robust defense industrial base, this is a cause of concern in Connecticut.

However, in analyzing DOD data on projected defense purchases through 2016, it is apparent that the impact on Connecticut will be less severe than on other leading defense contracting states and on the nation as a whole. This trend appears to be a factor of the diversity of the state’s defense industry – with jet engines, submarine design and construction, and helicopter construction at its core – and the need for long-term sustainment of many of the weapons systems produced in Connecticut.

As depicted in *Figure 1* below<sup>[1]</sup>, DOD purchasing in the state – with “purchasing” defined as direct payments for contracts and pay to military and civilian personnel – hit a high point in 2011 at \$16.832 billion. That number is expected to drop significantly to \$14.642 billion in 2012, stay relatively steady at \$14.580 billion in 2013, dip down again in 2014 to \$13.3 billion, but then level off at about \$13.5 billion in 2015 and 2016. In all, the trend doesn’t seem good.

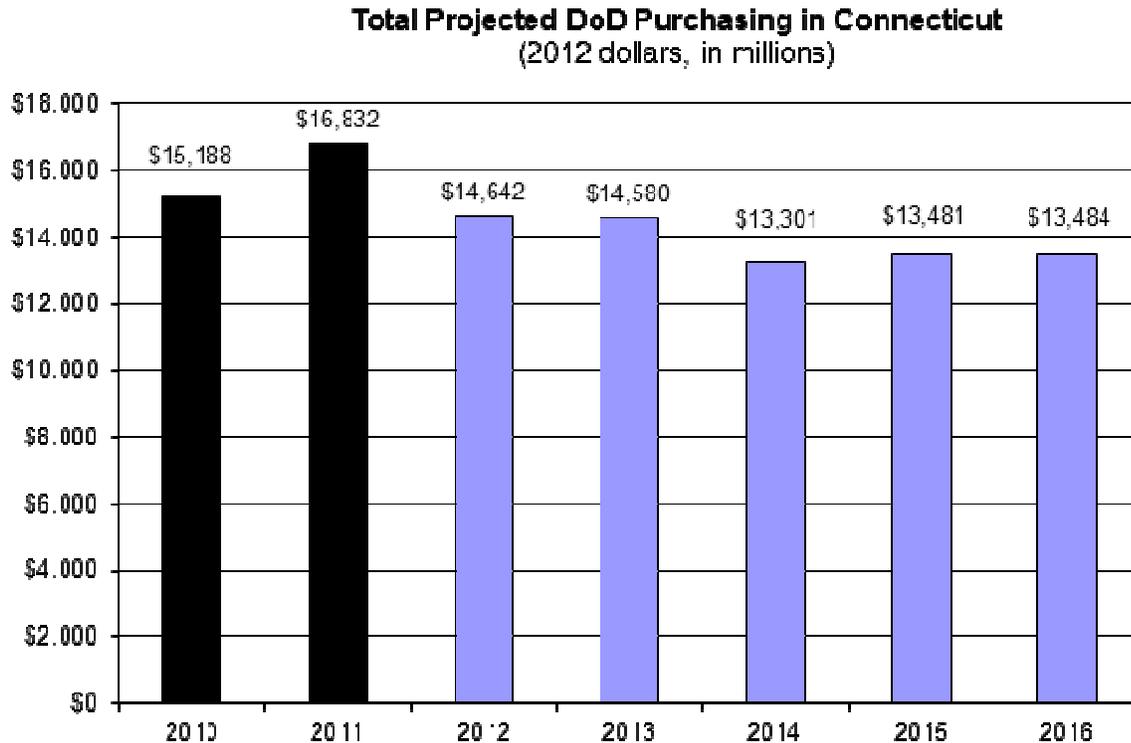


Figure 1

<sup>[1]</sup>Figures 1-8 and 10 are based on data provided in *Projected Defense Purchases: Detail by Industry and State, Calendar Years 2010 Through 2016*, published by the Office of the Director, Cost Assessment and Program Evaluation, Office of the Secretary of Defense. *Figure 9* is based on data from [USASpending.gov](http://USASpending.gov).

But when compared to national defense spending expectations, Connecticut fares relatively well, as shown in *Figure 2*. Measured from baseline spending in 2010, the state shot up by 11% in 2011 while the nation as a whole advanced only 1.3%. Both Connecticut and national direct defense spending are projected to drop by 13% from 2011 to 2012. However, as stated above, the state then steadies through 2013 before dropping another 7% or so in 2014 and showing a slight uptick in 2015 and 2016. The national trend is much worse. The sharp decrease continues through 2014 before tapering off in 2015 and 2016. In sum, the national net drop from 2010 to 2016 is about 25%. Connecticut's is less than half that, approximately 11%.

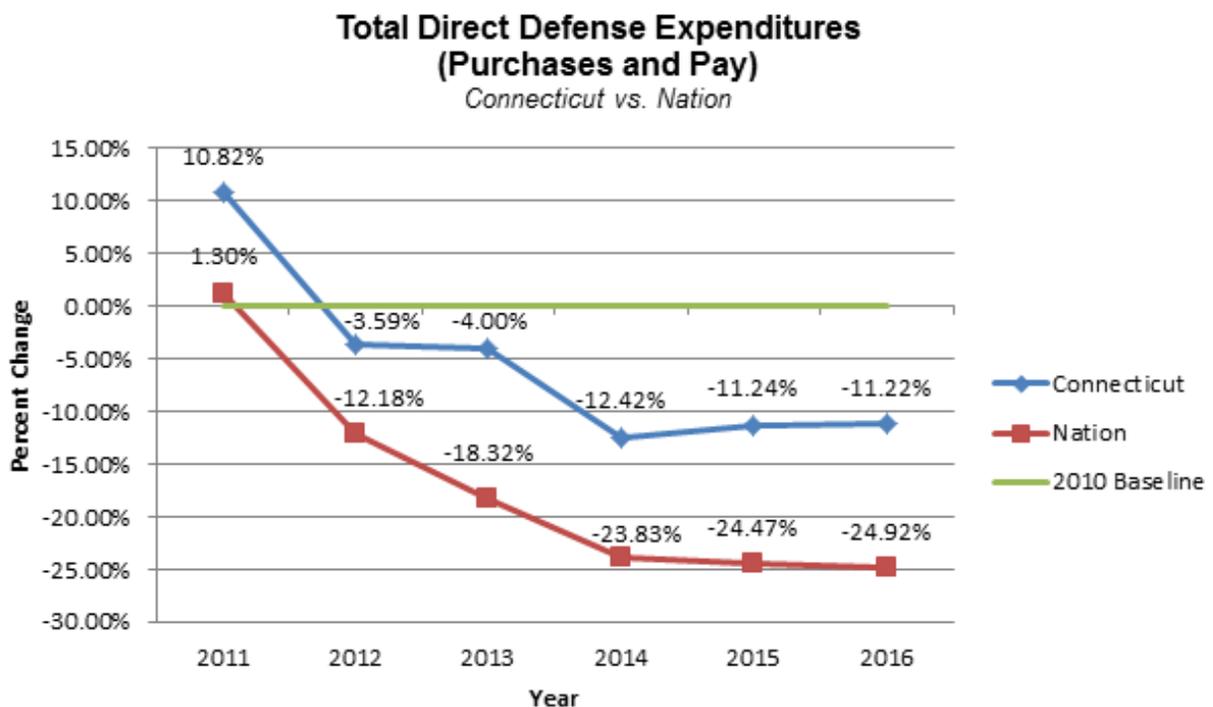


Figure 2

The charts shown above depict “direct” DOD spending in Connecticut: payments for contracts and pay. Another important measurement of defense spending is “indirect” expenditures. These are purchases of items used to produce goods and services contracted for by DOD. For example, a direct expenditure for a helicopter generates indirect expenditures for electronic components, aluminum, tires, and the engineering and logistics services used to produce and sustain the helicopter.

Figure 3 below shows Connecticut's indirect defense expenditures peaking in 2011 at \$6.15 billion, then dropping steeply for the next two years before starting to level off in 2014.

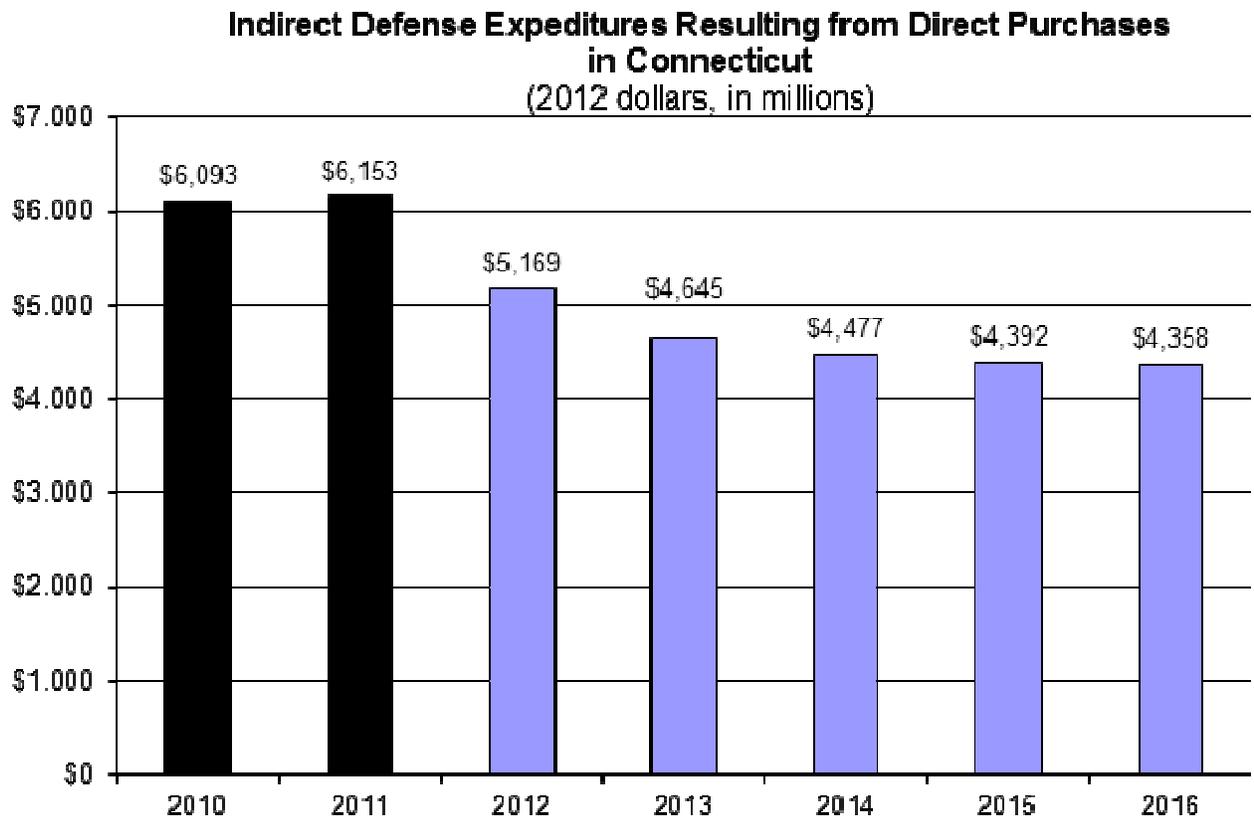


Figure 3

As seen below in *Figure 4*, the state's decline in indirect expenditures closely tracks the national trend, but is not as steep. The projected Connecticut decline from 2011 to 2016 is about 29%, compared to a drop of about 32% for national indirect spending. Thus, the state is expected to outperform the nation as a whole with respect to indirect DOD expenditures, as well as direct.

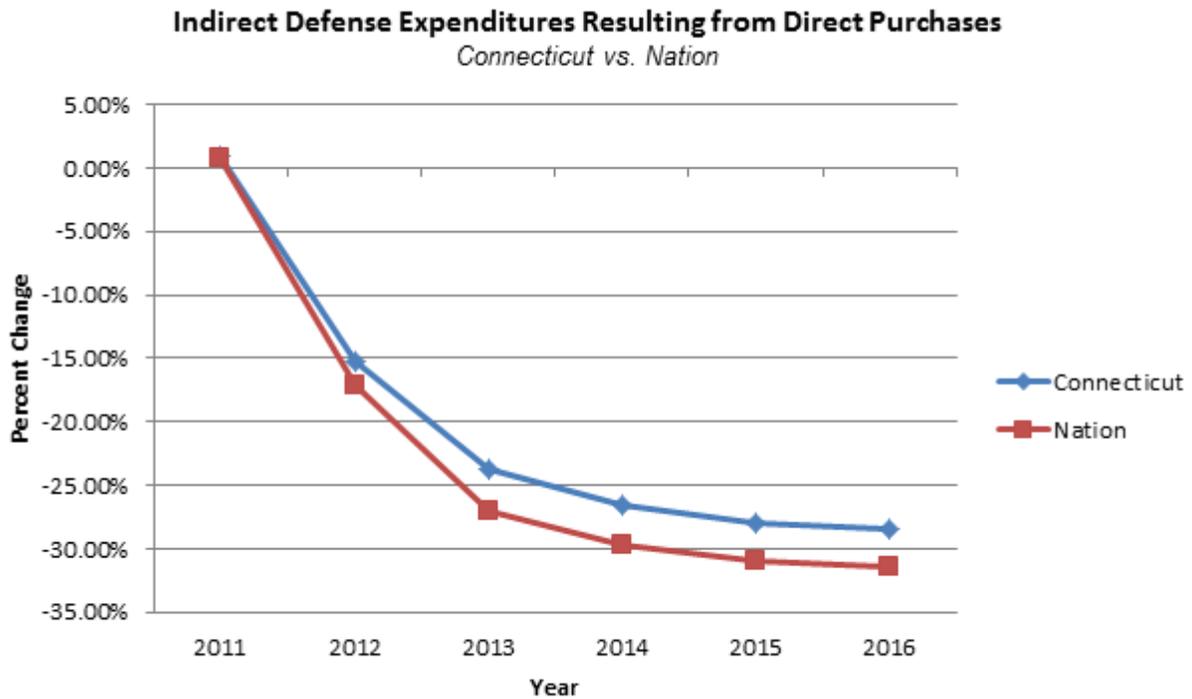


Figure 4

Significantly, DOD projections show that Connecticut is expected to be notably less impacted by the coming defense spending drawdown than most of the top 10 defense contracting states in the country, particularly with respect to *direct* DOD expenditures. *Figure 5* shows the comparison for direct DOD spending. It depicts the state in 2011 with an increase of about 11% from the 2010 baseline, dropping sharply in 2012, and bottoming out in 2014 before gaining strength through 2016. The net drop 2010-2016 is about 11%.

By contrast, the 10 largest defense contracting states all are projected to fare much worse. The biggest anticipated impact is on Florida, which is expected to drop by 34%. The average decrease of all 11 states during the six-year period is 23.7%, more than double Connecticut's projected 11% drop-off.

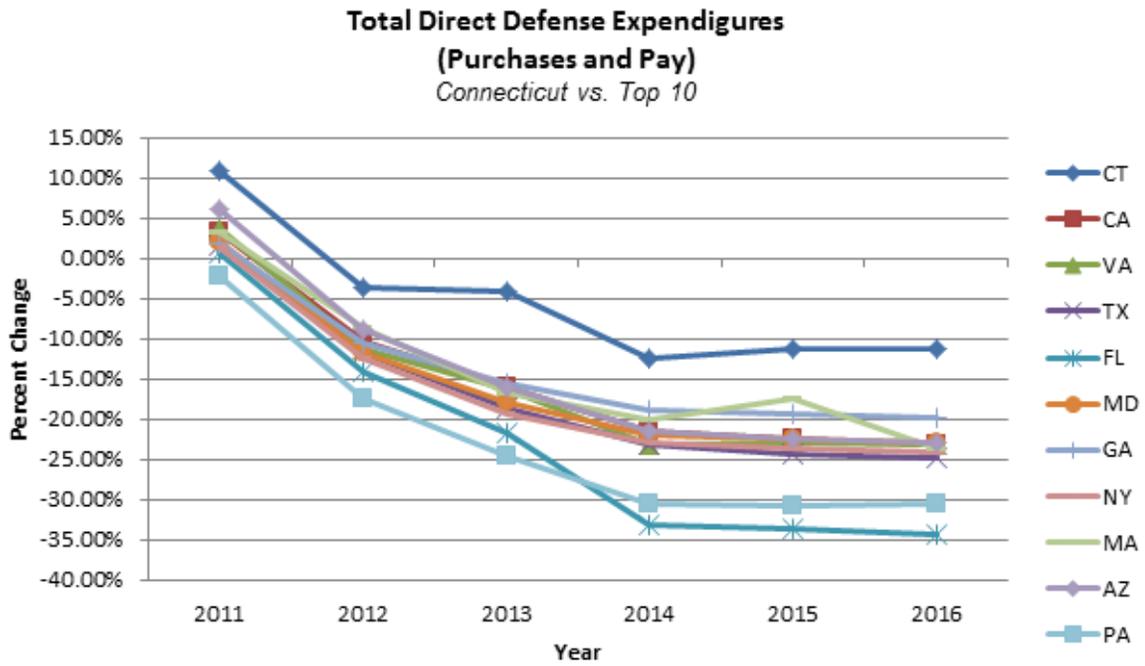


Figure 5

As regards to *indirect* defense expenditures, Connecticut is projected to be slightly less impacted than the 10 leading defense contracting states except for Arizona and Massachusetts. See *Figure 6* below. Connecticut is expected to drop off by 28.5% from the 2010 baseline, while the projections for Arizona and Massachusetts are 27.4% and 27.6%, respectively. The average of all 11 states is 30.3%.

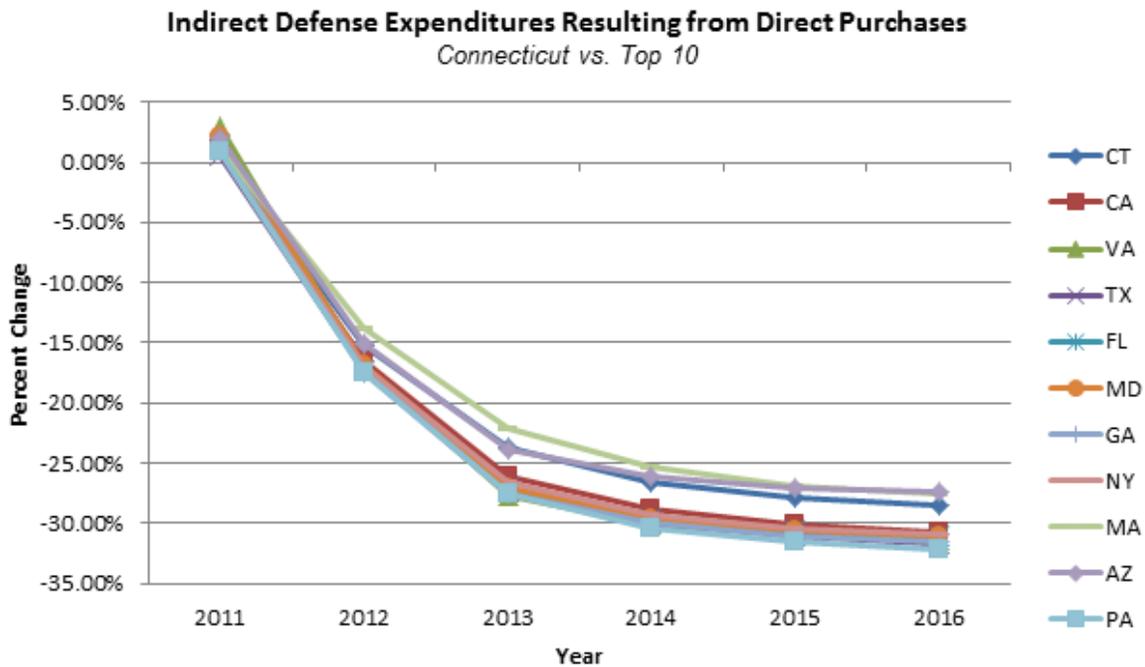


Figure 6

Along with direct and indirect defense spending in the state, Connecticut also benefits from what DOD calls “induced” expenditures. This refers to spending from the wages of DOD military and civilian personnel and from military retirement pay, which occurs in Connecticut. As shown in *Figure 7* below, such expenditures are expected to climb in the state – from a 2012 level of \$877 million and peaking at \$1.065 billion in 2015. The increases are based on projections of the numbers of military and DOD civilian personnel and military retirees in the state, and anticipated year-to-year increases in their salaries and annuities.

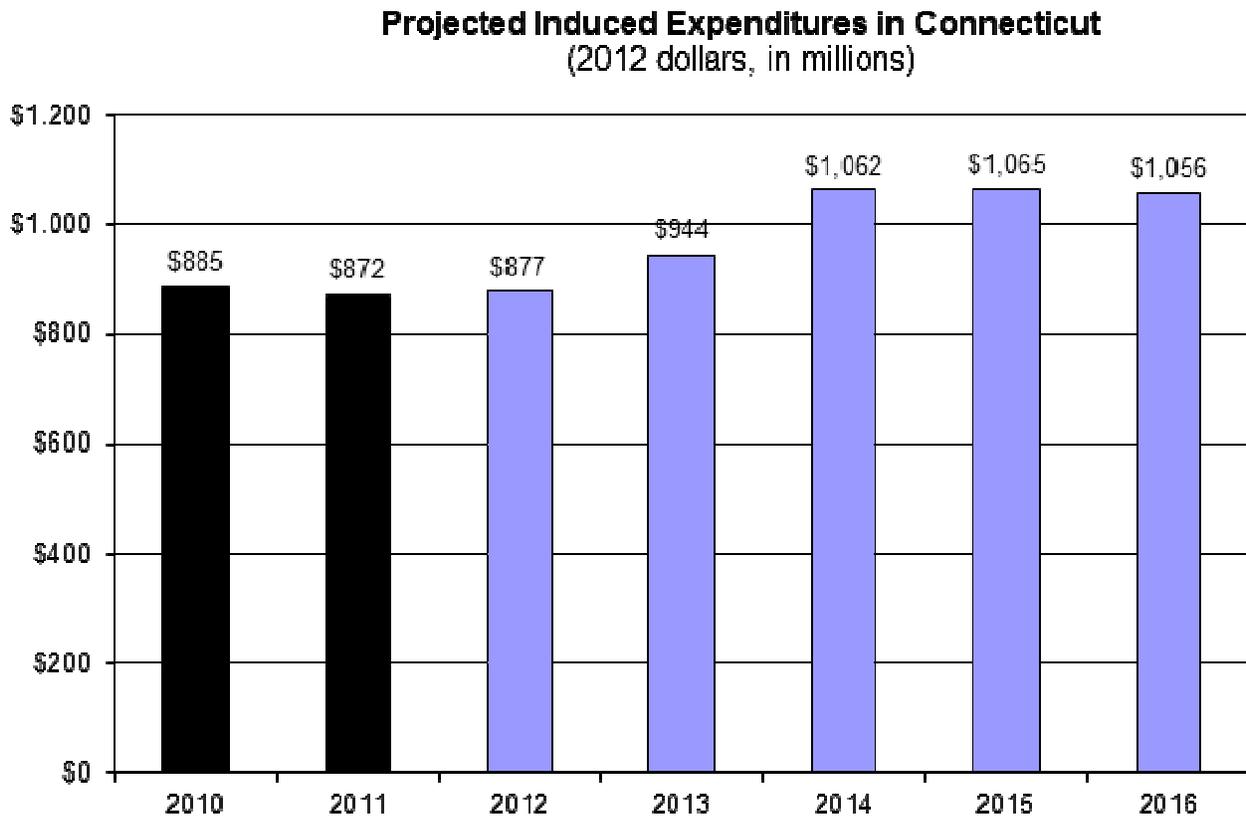


Figure 7

The charts shown above illustrate the current and projected levels of defense spending in Connecticut. *Figure 8*, below, provides a snapshot of what DOD will be purchasing in the state in the years ahead, broken down by industrial sector. It shows that aerospace products and parts is the leading sector, and by a fairly significant margin. This would include helicopters produced by Sikorsky, including sustainment of its helicopters used by the U.S. and foreign militaries. The substantial and recurring contracts for replacement parts and other sustainment for military weapons systems like helicopters are often overlooked in determining the impact of defense spending. Next after aerospace products and parts is ship building – in the case of Connecticut, nuclear submarines -- followed by professional services, including design and engineering.

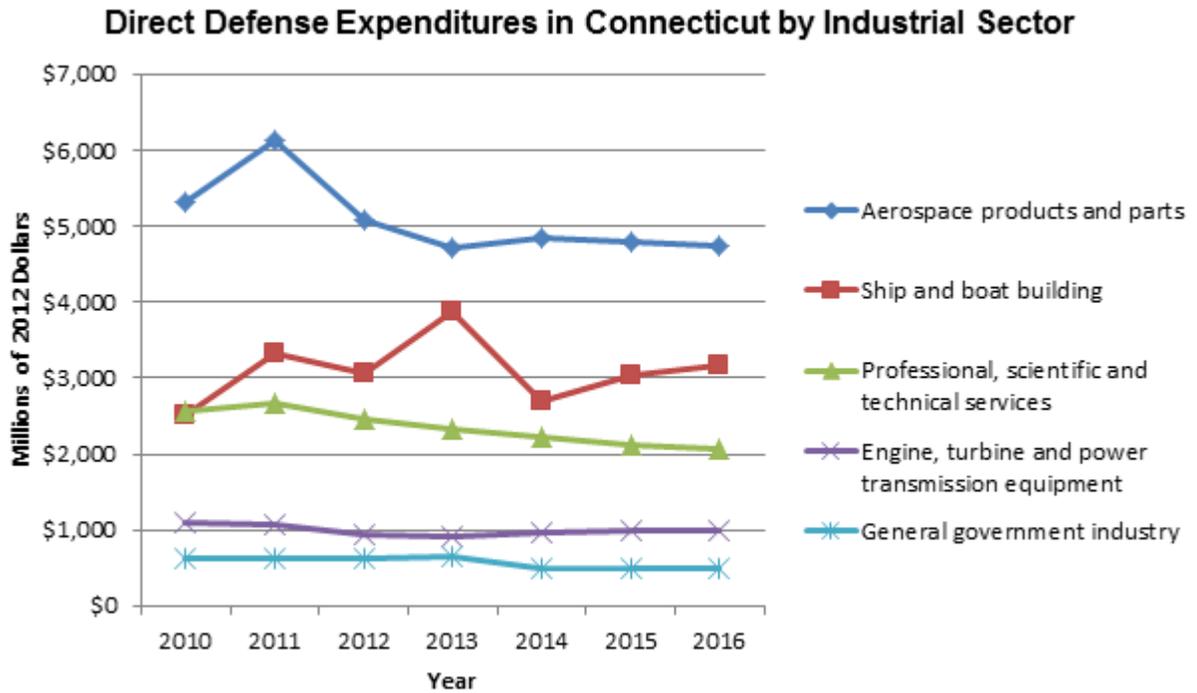


Figure 8

*Figure 9* below shows that submarines, helicopters and jet engines are the leading products of the state's defense industrial sector, which is no surprise. But it also depicts the broad diversity of products and services procured by DOD from Connecticut companies. For example, in FY 2010 DOD bought more than \$100 million in generators manufactured in Connecticut. [Note: The categories of spending are defined more narrowly in the *Figure 9* chart than in *Figure 8*, which accounts for the differences in the product rankings.]

## CT Defense Contracts: Top 15 Products and Services FY 2010

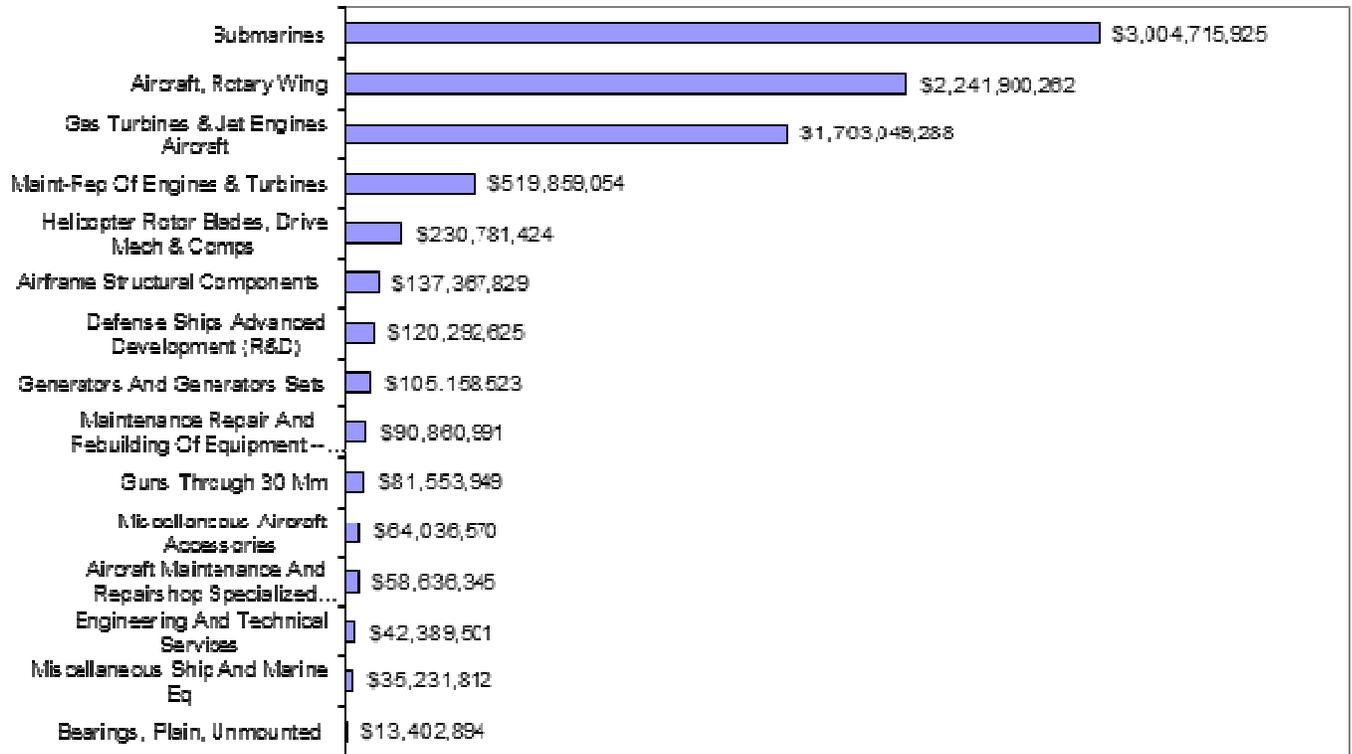


Figure 9

Finally, one interesting statistic for measuring the impact of the state's defense industrial sector on the Connecticut economy is defense spending per capita. As shown in *Figure 10* below, Connecticut was ranked fourth among all states in estimated 2012 defense expenditures, behind Virginia, Alaska, and Hawaii. This measurement does not include the District of Columbia, which far outpaces any state as the seat of the federal government.

**Estimated 2012 Defense Expenditures Per Capita: Top 10 States\***  
(2012 dollars, in millions)

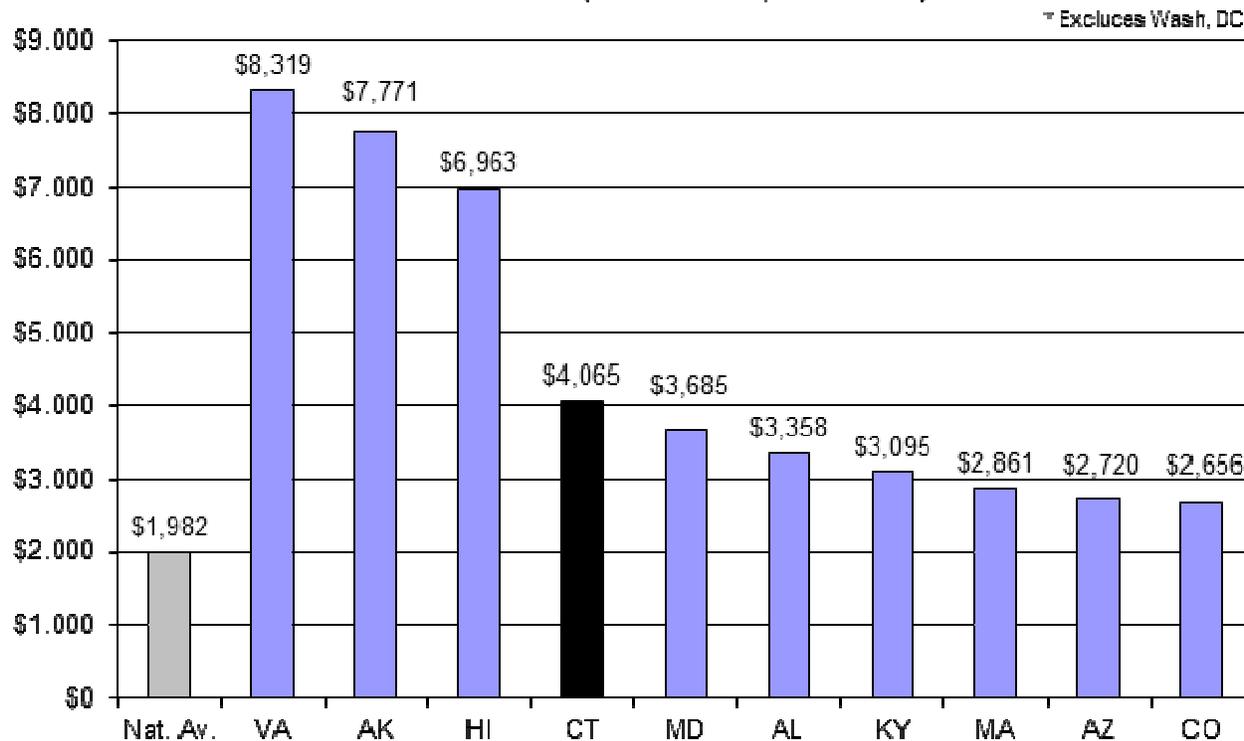


Figure 10

**Summary**

Defense spending is going down. DOD is already implementing the first round of cuts in its projected spending, in accordance with the Budget Control Act of 2011. This mandates reductions in future expenditures of \$487 billion over the next 10 years. The sequestration component of the Act has the potential to impose an additional \$540 billion cut in projected spending over the same time period, starting with a \$54 billion reduction in 2013.

The Pentagon estimates that during the five-year period starting in FY 2013, its spending will drop by 22% from the post 9/11 peak in 2010. This is consistent with reductions in the seven years following the peak budgets for Vietnam and the Cold War. Each of those periods saw a decline of 20-25% in defense spending.

While Connecticut will not be immune from the downturn, it is fortunate to have its major defense contractors in a position to have substantial long-term defense contracts.

Electric Boat is currently producing two *Virginia*-class submarines per year, as part of a multi-year plan with the Navy that includes production at this level through 2018. It is also providing a significant amount of design and engineering services for the program to replace the Navy's *Ohio*-class ballistic missile submarines. As of the writing of this report, the FY 2013 defense authorization and appropriations bills moving through Congress included \$565 million for this *Ohio*-class replacement work.

In its FY 2013 budget, DOD requested almost \$7 billion for continued development of the Joint Strike Fighter (JSF) program, including acquisition of 29 JSF aircraft. Each is powered by a Pratt & Whitney engine. If the program continues to be funded at or near levels sought by DOD, substantial amounts will be generated for the company and the state's industrial base in the years ahead.

Sikorsky's helicopters continue to be in high demand by the U.S. military. The FY 2013 DOD budget request includes more than \$2 billion to procure Sikorsky helicopters, including 50 Black Hawks, 19 Sea Hawks, and 18 Knight Hawks. Sikorsky also has significant Foreign Military Sales.

The state also has a broad array of suppliers for these and other programs – many of them small businesses – which provide thousands of jobs statewide. Because of the diversity of its defense industry and importance of its main products to the nation's security, Connecticut stands to be less severely impacted by the coming downturn in defense spending than most other states.

#### IV. Submarine Base New London and the Submarine Industrial Base

Chief among the reasons to create OMA was the very real probability that the SUBASE in Groton would be closed. Twice it was targeted by the DOD for closure in the BRAC process. Twice, *Team Connecticut*, a group of public and private sector individuals, got organized and worked tirelessly to reverse the almost certain closure of the base. The primary task of OMA is to do proactively what *Team Connecticut* had to do reactively in 1993 and 2005. We don't want to wage this battle again.

The predictable economic catastrophe associated with the potential closure of the SUBASE is obvious to anyone familiar with southeastern Connecticut. The loss of the positive effects we realize from the base -- its \$4.5 billion annual economic impact and over 15,000 jobs -- would be devastating. The ripple effect throughout the state would simply be the reverse of what we experience today. Hundreds of small businesses deriving their business and clientele from the base would go under. Without this economic anchor, the regional economy would be severely impacted, in every industry cluster.

It is clear that another BRAC round will eventually be approved by Congress. Subject matter experts widely believe it is likely to happen around 2017. If so, this would provide valuable time to continue developing and executing strategic initiatives to protect the base.

In 2007, the General Assembly authorized \$50 million for investments in *military value* at the SUBASE to protect it from closure. Since then, funding has been directed to several carefully selected projects. This strategy is built on the criteria used by prior BRAC Commissions and aims to assess and enhance the *military value* of the base, thereby decreasing the likelihood it would be targeted for closure. By increasing *military value* in operations, infrastructure and efficiency, we reduce the feasibility of closure because DOD simply can't afford to recreate it anywhere else. It's not about sunk cost. It's about current and future *military value*.

Today the SUBASE is undergoing a remarkable transformation as old infrastructure is demolished and replaced with modern capacity. People familiar with the SUBASE recognize its ongoing dramatic transformation into a modern campus of new buildings, specifically designed for unique operations, specialized training and high-tech support functions associated with producing and maintaining our nation's submarine force.

Working in a close partnership with Navy officials in Connecticut and at the Pentagon, OMA established a legal framework through which the state could transfer funds to the Navy for carefully selected projects.

In March 2012, Governor Malloy met with Secretary of the Navy Ray Mabus in his Pentagon office to discuss the SUBASE. The Governor confirmed that the state will continue its unprecedented partnership with the Navy to transform the base and support service members and their families.



Photo by SN Michael Henderson

GROTON, Conn. – Naval Submarine Base New London (SUBASE) and the state of Connecticut break ground on the Nimitz Hall expansion as (left to right) Bernard Shumate, Executive Vice President Rand Enterprises, Captain Marc W. Denno, SUBASE Commanding Officer, Dannel P. Malloy, Connecticut Governor, Captain Paul F. McHale, Naval Submarine School Commanding Officer, and Lieutenant Commander Michael Goolsby, from Navy Engineering Command's New London Detachment dig their shovels into the ground.

In May 2011, Governor Malloy and Navy leaders broke ground on a new building funded by OMA to accommodate a state-of-the-art bridge trainer. This simulator is the first of its kind to be installed on a submarine base to train submarine crews in safe navigation, simulating entrances to ports around the world.

Early in 2012, negotiations began between OMA, the Navy, and the adjoining Towns of Groton and Ledyard to acquire land abutting the northern and southern boundaries of the base. OMA funded these land purchases to prevent any future development that could be incompatible with Navy operations on the base. Together, these projects will mitigate future encroachment on operations and address serious safety and security issues near the main entrance to the base.

As important as these ongoing state-funded investments are, they represent only a small fraction of the military construction projects underway on the base. Since 2005, there have been over \$150 million worth of demolition and construction projects on the base, with about \$11 million of them funded by the state. So, the state is an important but modest partner in a much larger effort to modernize the base.

OMA will continue to work closely with our congressional delegation, state and local officials, regional stakeholders and Navy leadership to identify future projects as part of our ongoing strategy to enhance the *military value* of the base and protect it from closure in a future BRAC round.

## ***Connecticut's Submarine Industrial Base***

Central to the argument *Team Connecticut* advanced in the 2005 BRAC was that the SUBASE was not given adequate credit for the *unparalleled synergy* created in the close proximity and interactions between so many public and private submarine defense industry and military organizations.

Submarines are designed and built at Electric Boat (EB) in Groton. All submarine personnel receive basic and advanced training at the Naval Submarine School on SUBASE. Tactics are developed by Development Squadron 12 on the base. The Naval Undersea Warfare Center in nearby Newport, RI, conducts research and development activities in Newport and on the SUBASE. The Naval Undersea Medical Research Labs are located on the base and it is, of course, home to the Historic Ship Nautilus and the Naval Submarine Force Museum, where the nation's submarine force history is archived. These organizations, and many others, coalesce to create a Submarine Force Center of Excellence – the center of gravity for nation's military undersea profession.

Understanding the value of this synergy has led the state to also enter into assistance agreements with EB as the nation's premier manufacturer of undersea platforms and technologies. In 2007 the State helped EB refurbish dry docks in its Groton shipyard. The state's \$9.9 million investment helped EB complete a \$65 million renovation project that helped keep submarines in Connecticut and brought other business to the region, enabling EB to generate over \$740 million in sales and \$232 million in payroll since the dry docks were refurbished. These depot-level facilities, in close proximity to the SUBASE, are also a consideration a BRAC Commission would take into account when assessing the total military value of the SUBASE.



(Photo courtesy of Electric Boat)

"I can't tell you what an honor it is for me to have a chance to come up here to Groton and recognize that this is the submarine capital of the world. What you guys are doing - the work that you're doing - is absolutely essential to our ability to keep our country safe."

**-Leon Panetta, Secretary of Defense**  
At Electric Boat Shipyard, Groton, CT  
November 17, 2011 (The Day)

In 2010, the state helped EB purchase the former Pfizer headquarters building in New London. This major expansion has given EB the space needed for its work in designing the replacement for the *Ohio*-class Strategic Ballistic Missile Submarines (SSBN). This project will ultimately bring some 700 engineers to southeastern Connecticut. The building also accommodates a workforce to produce ongoing technology upgrades for the *Virginia*-class submarines. This new facility is already reaching its capacity as new employees are added to the industrial base in New London.

While investments in our submarine industrial base are concentrated in southeastern Connecticut, their impacts are state-wide. For example, in the *Virginia*-class program, 622 suppliers are dispersed in all five of the state's congressional districts, with the largest concentration in central Connecticut's 1<sup>st</sup> District. All together, they supply over \$600 million worth of goods and services in this defense acquisition program alone. As we seek to maintain production of *Virginia*-class submarines at two per year, the positive impacts on our state economy will be pervasive.

## V. Quality of Life and Military Service in Connecticut

Advocating for service members and their families has become one of the most important roles of OMA. Military families stationed here for duty assignments or training enjoy supportive local communities, excellent public schools and the unique experience of living in New England. As families in transition, they occasionally need reasonable accommodations and OMA actively engages state agencies and local organizations on their behalf.



GROTON, Conn. (June 27, 2012) Sonar Technician (Submarine) 1st Class Matt Socia, assigned to the Los Angeles-class attack submarine USS Annapolis (SSN 760), holds his four-month old son for the first time while he talks to his three-year-old daughter moments after returning home from a six-month deployment. Annapolis departed Groton in January for a six-month deployment during which they operated in the U.S. 5th and 6th Fleet area of responsibility. (U.S. Navy Photo by John Narewski/Released)

OMA worked with regional leaders, LEARN (a regional educational service center), and the Military Superintendent's Liaison Committee to make charter and magnet schools available to military families. The services tend to transfer families in the summer months to avoid moves during the school year. However, the unintended consequence of this DOD policy is that military families often can't establish residency in time to compete in the drawing/lottery for seats in charter and magnet schools. Local superintendents implemented a pilot program to hold back a number of seats to be made available to highly mobile families when they arrive later in the summer months. This will benefit military families, giving them a level playing field to compete for seats in these unique educational programs.

The State of Connecticut is an active member of the Interstate Compact on Educational Opportunity for Military Children. This national organization recognizes the unique challenges military children face as members of families in transition. Making reasonable accommodations for these children in matters such as immunizations, physicals, administrative and academic documentation seeks to reduce the adversities associated with the many relocations imposed on military families.



GROTON, Conn. (Aug. 27, 2011) Sailors assigned to the port operations department at Naval Submarine Base New London moor the U.S. Coast Guard cutter Barque Eagle to the pier before the arrival of Hurricane Irene. Barque Eagle sailed up the Thames River to the submarine base to escape the rougher waters further down river. (U.S. Navy photo by Christopher Zendan/Released)

The OMA Executive Director served on the outreach steering committee for the Military Child Education Coalition in Connecticut. This organization facilitates training and awareness of teachers, healthcare providers and other community leaders to the unique challenges faced by children in military families. Deployments, relocations, separations and disabilities all take a toll on children and through awareness and training we enable communities to better recognize and respond to these issues.

Working with the Eastern Connecticut Chamber of Commerce, an annual Military Appreciation Breakfast was established in southeastern Connecticut to honor service members from all branches of the military. These venues offer excellent opportunities to showcase the supportive relationships and professional partnerships established between the state and our military communities. OMA has been closely involved with this initiative.

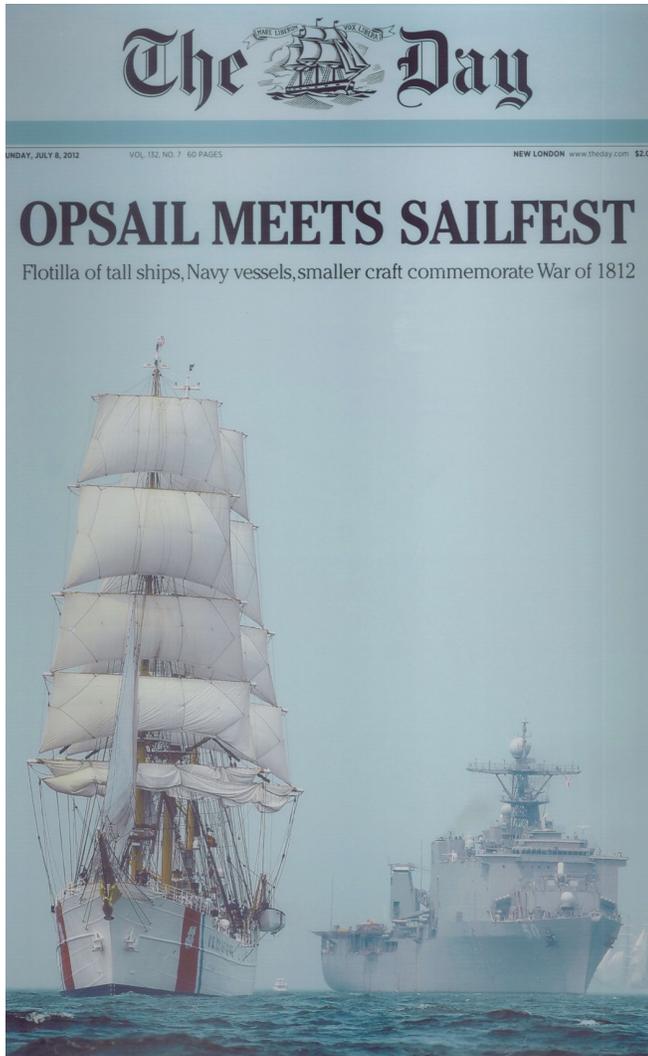
In partnership with the Eastern Connecticut Chamber of Commerce, the Navy, USCG and National Guard, OMA sponsored a Military Orientation Day to expose future community leaders to all of the military branches in eastern Connecticut. The day included orientations at the SUBASE, a tour of a submarine, a tour of the USCG Academy, and visits to National Guard facilities throughout southeastern CT. Transportation was provided by National Guard Black Hawk helicopters.



Military Orientation Day. Photo by Mass Communication Specialist Seaman Gabriel Bevan

OMA successfully obtained a special designation for the Eastern States Exposition (BIG-E) as a “Navy Week” in 2011. This designation brought U.S. Navy performance units and public relations activities to the Big-E. It was an opportunity to reach millions of people with information about the Navy’s presence in New England and highlighted the fact that the Submarine Base in New London is the last operational Navy base in all of New England.

OMA also reached out to the Navy Office of Commemorations to have New London added to the list of host cities for the Navy’s commemoration of the 200<sup>th</sup> anniversary of the War of 1812 and OpSail 2012. New London was not on the original list, but OMA contacts within the Department of the Navy, well-established in our SUBASE *military value* investment program, were instrumental in obtaining these opportunities for Connecticut. OpSail 2012 brought hundreds of thousands of spectators to Connecticut to celebrate our state’s maritime history and heritage.



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## VI. Conclusion

Connecticut's Office of Military Affairs demonstrates an efficient model for achieving strategic outcomes. Since it was established, the office has produced a partnership with the Navy that is unprecedented in the United States. The SUBASE is now in a much better position to withstand another round of BRAC. The Connecticut National Guard and U.S. Coast Guard Academy are realizing and planning for expansions with new facilities to support their missions. OMA has helped coordinate consistent and sustained support for increases in defense and military economic impacts within the state. Most importantly, OMA has advanced the *quality of life* and *quality of service* for service members and their families stationed here and deploying to destinations around the world.

The state's diversified defense industries continue to thrive. Even as the nation prepares to dramatically cut defense spending, Connecticut will be less severely impacted due to the high quality and strategic relevance of the products designed and manufactured throughout the state. Our defense industries enjoy superb reputations for their highly skilled workforces, outstanding management and efficient business practices.

Residents should be proud of Connecticut's long history as the *Provisions State*. It is an important part of our character, embedded in the economic fabric of our state and a legacy that should be carefully protected. The Office of Military Affairs will continue to seek opportunities to enhance military and defense industry presence in Connecticut and advocate for the many organizations and people in our state who serve and support our nation's defense.



Robert T. Ross  
Executive Director

Questions or comments concerning this report should be directed to the OMA Executive Director, at (860) 270-8074 or to [bob.ross@ct.gov](mailto:bob.ross@ct.gov) .

## **Appendix A: Biography of OMA Executive Director**



### **ROBERT T. ROSS**

Bob Ross is Executive Director of the Connecticut Office of Military Affairs. He was originally appointed in July 2009 and reappointed by Governor Dannel P. Malloy. He serves as an advisor to the Governor and legislature on defense industry issues and is the primary liaison to the Connecticut congressional delegation on military and defense matters. He is responsible for coordinating state-wide efforts to protect Connecticut military bases and facilities from closure in future Base Realignment and Closure (BRAC) rounds. He also represents the state in local efforts to enhance the quality of life for service members and military families residing in or deploying from Connecticut.

He is a retired naval officer who piloted aircraft carriers and guided missile cruisers before directing public affairs for the U.S. Sixth Fleet, encompassing naval operations ashore and at sea in the Mediterranean, European and North African areas of responsibility. He also served as a spokesman at the Pentagon and coordinated media operations and community relations for the U.S. Atlantic Fleet.

He holds an M.A. in National Security and Strategy from the U.S. Naval War College in Newport, RI. and an M.A. in Public Policy and Administration from the University of Connecticut. As a former City Administrator for the City of Cripple Creek, Colorado, and former First Selectman of the Town of Salem, Connecticut, he has decades of experience in federal, state and municipal government. He is a Commissioner on the Connecticut Maritime Commission, Trustee of the Chamber of Commerce of Eastern Connecticut, and former Adjunct Professor of Public Policy in the UCONN Graduate School.