

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

Annual Report 2013



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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®, 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, Mercury® 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.

II. Key Defense Issues

Connecticut's concerns about its military facilities and defense industrial base in the 2012-2013 timeframe played out in the over-arching context of two major issues: (1) Reductions in defense spending resulting from the sequestration process that took effect in FY 2013 as a result of the Budget Control Act of 2011; (2) a U.S. policy change first announced in early 2012 to rebalance defense forces to the Asia-Pacific region.

Sequestration

The first round of across the board spending reductions from sequestration took effect in January 2013. Their impact was mainly felt in operations and maintenance accounts, including training, reductions in flying hours,

postponement or cancellations of Navy ship maintenance availabilities, and sharp cuts in facilities maintenance spending.

In addition, civilian employees were furloughed for a period of time, although the impact was not as great as initially planned. What was to have been a 22-day furlough was eventually cut to 11 days and ultimately to only six. The furloughs were also extended to thousands of civilian contractors.

As the October 1, 2013, start of FY 2014 approached, concerns over sequestration and federal spending became intertwined with congressional attempts to cut or reduce spending for the 2010 Affordable Care Act for health insurance. The result was that Congress failed to appropriate funds for federal agencies, even on a short-term basis. As a consequence, agencies were forced to shut down on October 1, except for national security and other essential personnel and functions. Congress eventually passed a bill providing for funding until January 15, 2014, which was signed into law on October 17. Federal employees returned to work that day.

As the impacts of sequestration became apparent in both defense and non-defense accounts during 2013, Congress responded to concerns of the Obama Administration and the public over the all-inclusive nature of the budget cuts. Late in 2013, the chairs of the Senate and House Budget committees, Sen. Patty Murray and Rep. Paul Ryan, agreed on a plan to scale back the sequestration mandatory spending reductions in fiscal years 2014 and 2015.

Approved by Congress in December 2013, the agreement – known as the Bipartisan Budget Act of 2013 – set overall budget caps for those two years that lowered the caps put in place by the Budget Control Act of 2011 (BCA). It also generated new revenues by, for example, increasing premiums on companies whose pension plans are insured by taxpayers and levying new airline fees on passengers.

With the lower caps in place, Congress went on to pass a FY 2014 appropriations bill for all agencies. The Department of Defense portion contained a base budget of \$486.6 billion, plus \$85.2 billion for the Afghanistan war (Overseas Contingency Operations). The total was \$32 billion lower than the Administration's budget request, but was \$2.5 billion more than the post-sequester FY 2013 amount.

All major programs favored by Connecticut were fully funded, for example, \$5.4 billion for two Virginia-class submarines in 2014 and advance procurement for two more in 2015; \$1 billion+ for continued design and engineering for the ballistic missile submarine Ohio Replacement Program; \$2.34 billion for various Sikorsky helicopters, and \$5.1 billion for 29 F-35 aircraft – powered by Pratt & Whitney engines – plus \$521.7 million in F-35 advance procurement.

While the 10-year sequestration requirements will continue to be a challenge in the years ahead, the worst of the defense impacts appear to have been mitigated for 2014 and 2015.



ATLANTIC OCEAN (Aug. 14, 2013) An F-35B Lightning II aircraft prepares to take off from the amphibious assault ship USS Wasp (LHD 1) during the second at-sea F-35 developmental test event. The F-35B is the Marine Corps variant of the Joint Strike Fighter and is undergoing testing aboard Wasp. (U.S. Navy photo courtesy of Lockheed Martin by Andy Wolfe/Released)

Asia Rebalance

The first official announcement of what some have termed a “pivot” of defense forces to Asia came in the January 2012 Defense Strategic Guidance, which called for a “rebalance toward the Asia-Pacific region.”

In subsequent pronouncements, senior U.S. officials have outlined what this policy means in terms of the disposition of U.S. military forces in the years ahead. For the Navy, it is projected that 60 percent of the U.S. naval fleet will be based in the Pacific by 2020.

In its FY 2014 budget request, the Department of Defense (DoD) cited numerous items as necessary for the successful rebalancing to the Asia-Pacific area. Among them were continued investments in the F-35 Joint Strike Fighter (powered by Pratt & Whitney engines) and new *Virginia-class* submarine payload modules, produced by Electric Boat.

Moreover, national security officials have often pointed to the importance of *Virginia-class* submarines in patrolling the vast Pacific Ocean as a key element in the Asia pivot. As part of these considerations, the Navy plans to add a fourth Virginia-class submarine to its growing base in Guam in FY 2015.

In sum, as the United States completes the drawdown of ground troops from Afghanistan and shifts its focus to the Pacific region, the Navy is in line to play a larger role in our defense posture. Submarines – and Connecticut’s submarine industrial base – will be a critical part of this reset.

III. Connecticut Defense Industry Outlook

The decline in defense spending nationwide and in Connecticut that began in 2012 will continue in the years ahead. This is due to (1) the continued drawdown of U.S. forces from Afghanistan, (2) congressionally imposed budget cuts due to concerns over federal deficit levels. The latter are encapsulated in the BCA, which contains mandatory reductions in the defense budget of \$54.7 billion per year for the 10-year period that began on January 1, 2013. As indicated above, the budget reduction process is known as “sequestration.”

The long-term impacts of the BCA and sequestration on defense spending in general and, specifically, on the Connecticut defense industrial base are difficult to gauge. This is because of ongoing and incremental efforts by Congress to alleviate at least some of the near-term impact of the mandated cuts, both on defense and non-defense programs. However, it is clear that there will be a general downward trend in defense spending.

In preparing this report, OMA utilized the DoD publication, “Projected Defense Purchases: Detail by Industry and State, Calendar Years 2012 through 2018,” issued in November 2013. This is an annual report produced by the Director, Cost Assessment and Program Evaluation, Office of the Secretary of Defense. It is based on the Defense Employment and Purchases Projection System, or “DEPPS” and is known as the DEPPS report. This report is a snapshot in time and cannot account for congressional budget changes agreed to following its publication. For example, the budget resolution agreed to by Congress in early December 2013 that alleviated BCA cuts of approximately \$30 billion in defense spending for fiscal years 2014 and 2015 is not taken into account.

DoD data shows that the outlook for Connecticut’s defense industrial base through 2018 continues largely unchanged from our conclusions in the previous OMA Annual Report (2011-2012): While defense spending will decline in the state, it will eventually level off. Overall, the impact will be less severe than in other leading defense contracting states and the nation as a whole.

Before looking at future defense contract spending, it is instructive to review the recent history of DoD contracting

in Connecticut. As shown in *Figure 1*, defense contract spending in the state rose dramatically from the year 2000. This was due mainly to the huge amount of defense spending following the 9/11 terrorist attacks in 2001, and the contracting associated with the wars in Iraq and Afghanistan. For Connecticut, there was a six-fold increase, from slightly more than \$2 billion in 2000 to just above \$12 billion in 2012.¹ With the congressionally imposed spending restraints referred to above, the trend downward started in 2013.

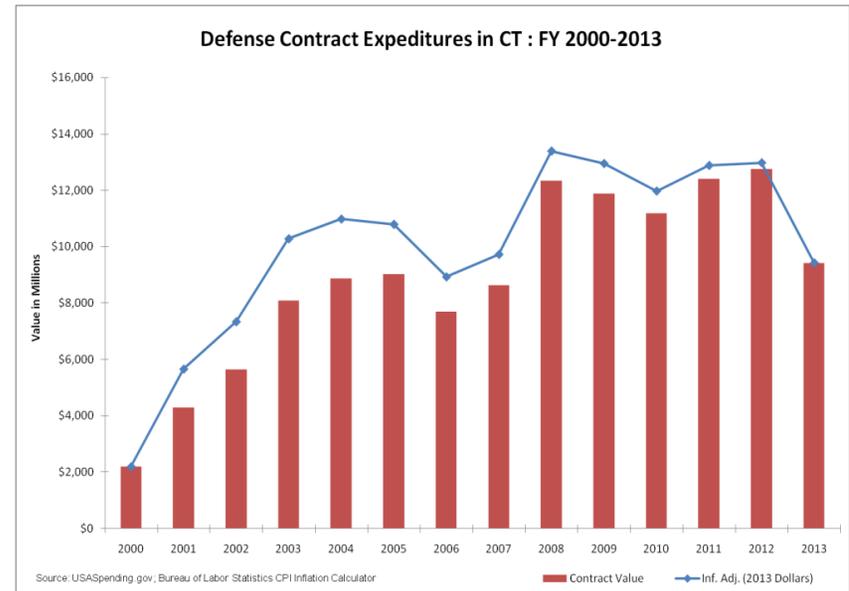


Figure 1

¹ Source: USASpending.gov; Bureau of Labor Statistics CPI Inflation Calculator

Figure 2 shows total projected DoD purchasing in Connecticut, 2013-2018. "Purchasing" is defined as direct payments for contracts – both products and services – and pay to military and civilian personnel. It puts such purchasing for 2013 at \$14.729 billion, down about \$240 million from 2012. The projections then show a steep decline 2013 to 2014 of some \$2.6 billion, to \$12.181 billion. The amount increases slightly in 2015 but generally remains steady through 2018.

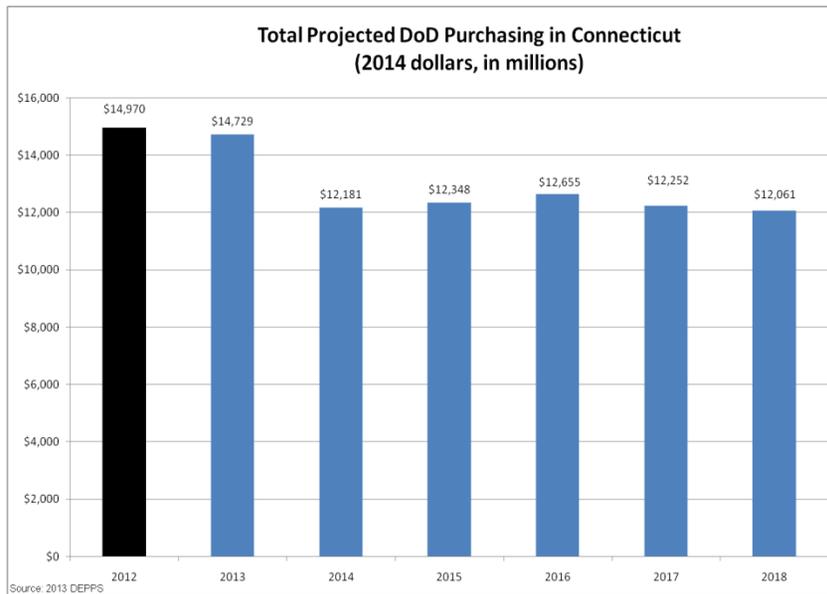


Figure 2

The steep decrease from 2013 to 2014 is not explained in the DEPPS report but appears related to budget factors and perhaps the Iraq and Afghanistan drawdowns. See Figure 3, which compares Connecticut with nationwide projections for total projected defense spending. Roughly the same steep

decline for Connecticut 2013-2014 is projected for the nation as a whole. However, the national trend continues to decline in the out years, while the Connecticut projections are more favorable.

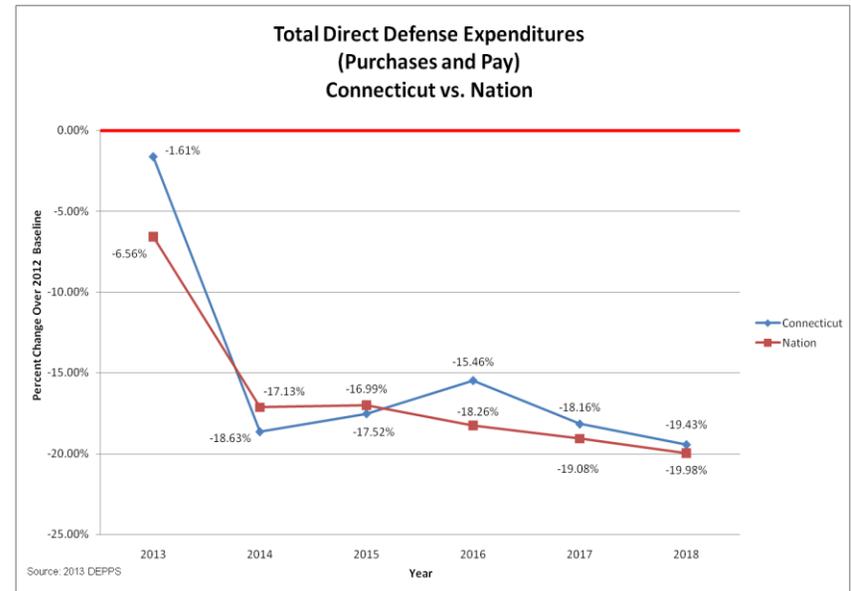


Figure 3

Almost the exact same trend lines are shown in Figure 4, direct expenditures for Connecticut vs. an average of the top 10 defense contracting states. Like Connecticut, the other big defense states are shown to drop sharply 2013-2014. The leading states then continue a steady slide, while Connecticut bounces back up before dipping slightly. Overall, Connecticut does somewhat better than other major defense manufacturing states.

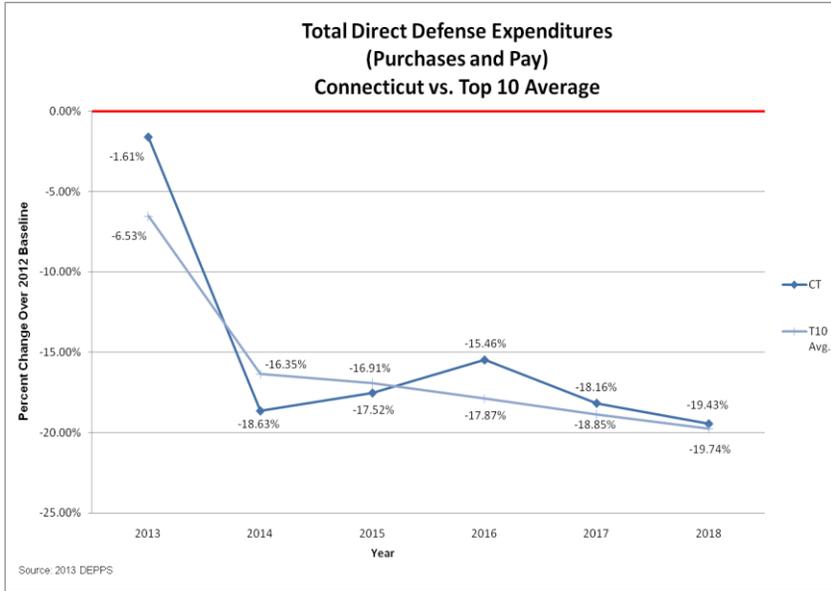


Figure 4

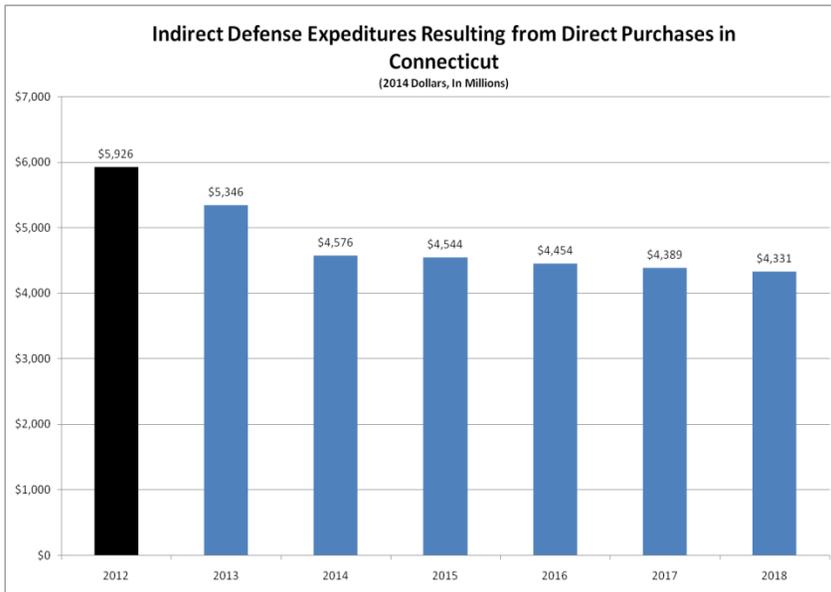


Figure 5

Figure 5 illustrates indirect defense spending in Connecticut. Another important measurement of defense spending on the economy, this calculates the purchases of items used to produce goods and services for DoD. An example would be the many hundreds of subcontracts for components and services used in the production of nuclear submarines. Connecticut-based Electric Boat uses more than 600 subcontractors in the state of Connecticut alone for its production of *Virginia*-class submarines!

Similar to Figure 2, Figure 5 shows a decline in indirect spending from 2013 to 2014, although not as steep as for direct purchases. But like direct spending, the trend for indirect purchasing is generally favorable for the period 2014-2018, declining only slightly.

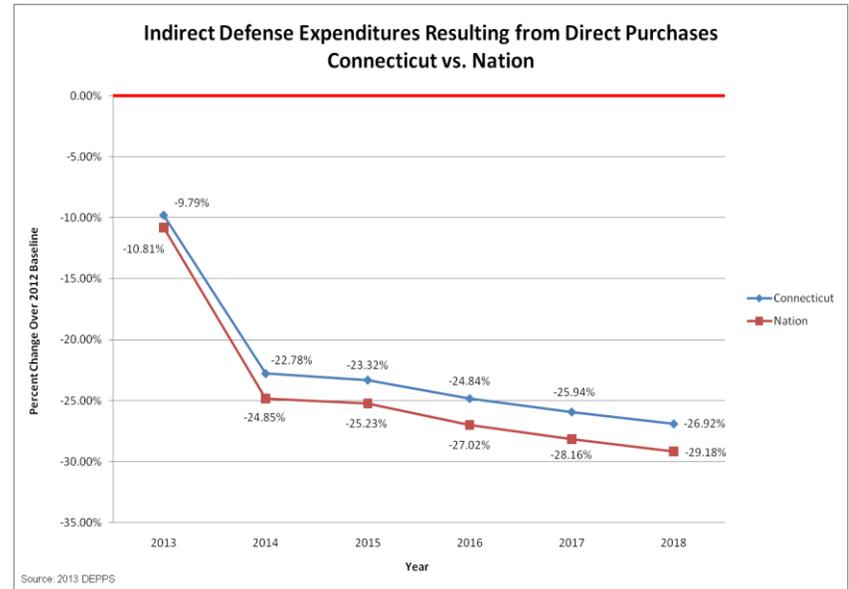


Figure 6

Figure 6 depicts a favorable comparison between Connecticut and rest of the nation for indirect defense spending. Although both trend downward, Connecticut's decline is less pronounced than the nation as a whole.

As with direct expenditures (Figure 4), the Nutmeg State comparison to the average of the leading 10 defense contracting states for indirect spending mirrors the national trend. Both slide downward, but the Connecticut trend line is not as unfavorable (Figure 7).

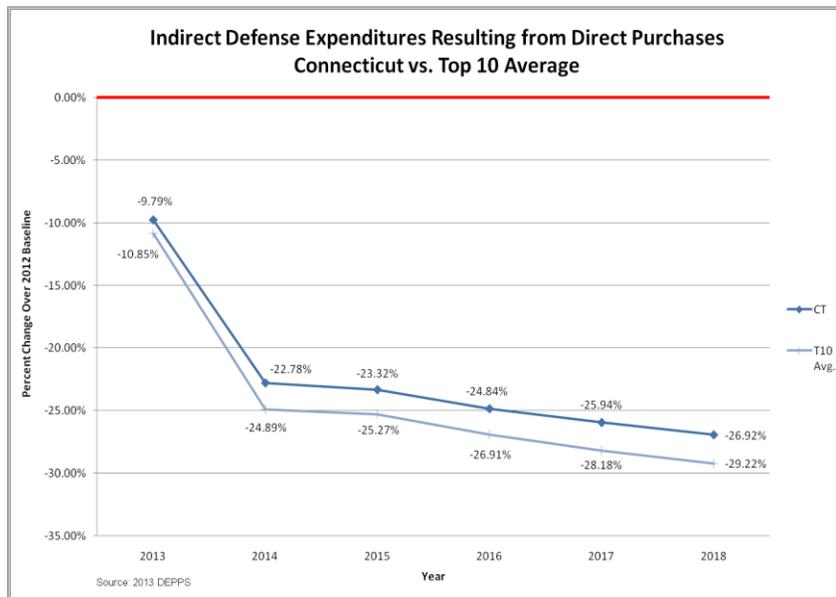


Figure 7

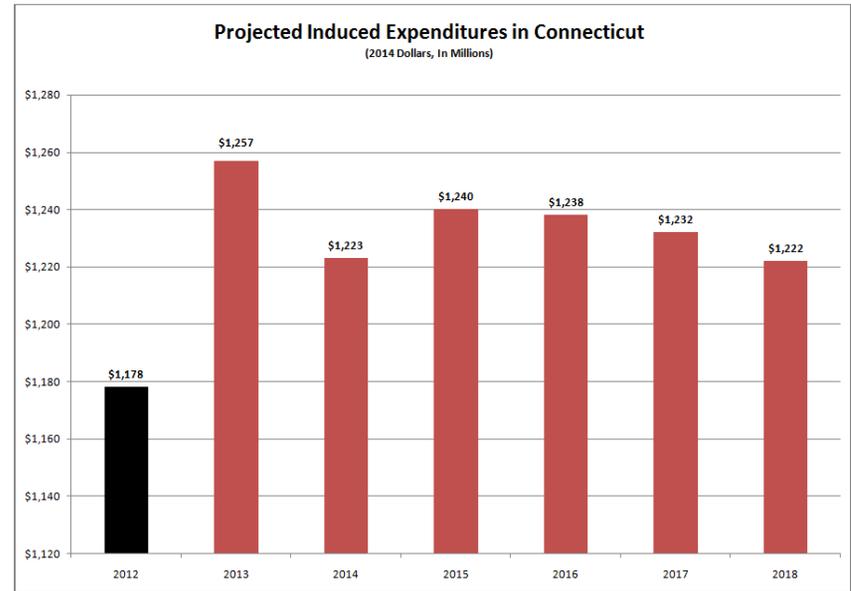


Figure 8

Another important measurement of the impact of defense spending is “induced” expenditures. This refers to (1) wages paid to defense military and civilian personnel in Connecticut and (2) military retirement pay to state residents. Figure 8 shows that these expenditures rose sharply from a base of \$1.178 billion in 2012 to \$1.257 billion in 2013. They are expected to decline somewhat from 2013 to 2014, then rebound in 2015 and more or less level off. In addition to the numbers of military and defense civilian workers and military retirees living in the state, these estimates are also based on projected annual increases in salaries and retirement pay. The DoD report shows a noticeable drop in 2014. This is due in part to the recent drawdowns in Iraq and Afghanistan as the Connecticut National Guard and activated Reservists returned home and transitioned back to the private sector.

The previous charts illustrated *how much* the Defense Department is likely to spend in Connecticut in the years ahead. Another useful way of understanding the projected impact of defense expenditures in the state is to look at what kinds of products and services DoD is currently buying and plans to buy in the future.

Figure 9 shows the top five categories for defense contracts in Connecticut in Fiscal Year 2013, according to USASpending.gov, a federal government web site that documents federal contracting expenditures. Not surprisingly, the top three categories reflect contracts to the state’s leading defense manufacturers: Electric Boat, for submarines (\$2.8 billion), Sikorsky for helicopters (\$1.8 billion), and Pratt & Whitney for military aircraft engines (\$1.3 billion).

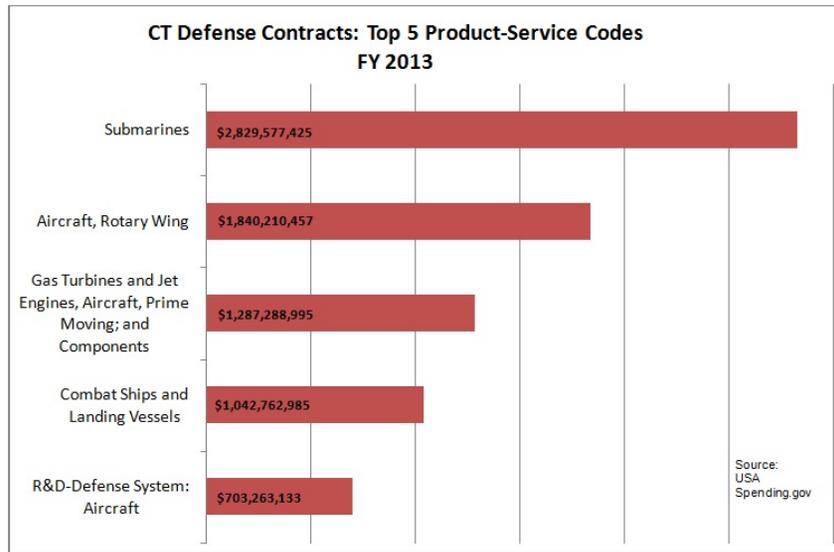


Figure 9

Figure 10 is based on the DoD “Projected Defense Purchases” report, projecting defense purchases in state by product and service categories through 2018. The categories for “Ship and boat building,” essentially, submarines, and “Aerospace products and parts” -- helicopters, jet engines products and parts – basically follow the same trend. At a lower level is “Professional, scientific and technical services,” e.g., the engineering and design for submarines. The important aspect about this chart is that the trend lines from 2014 through 2018 are fairly steady.

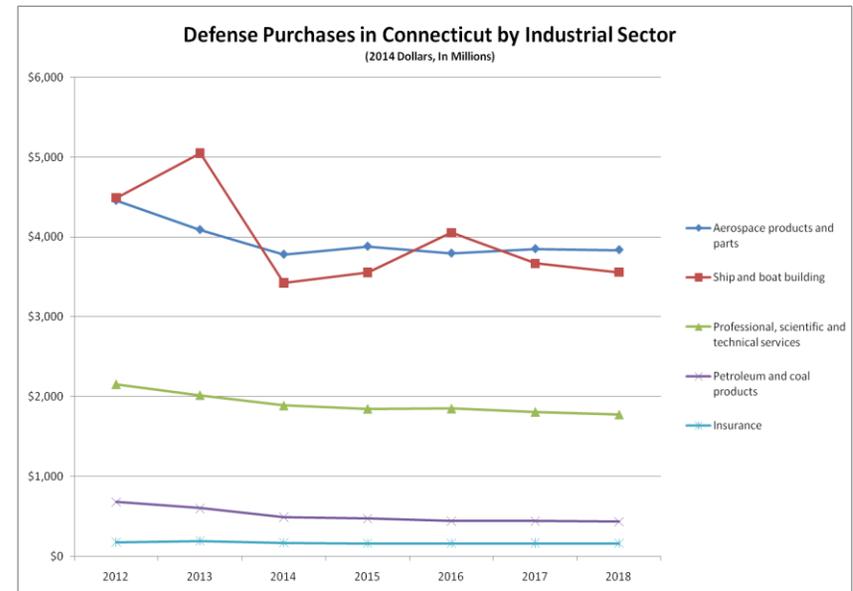


Figure 10

Figures 11 and 12 show estimates of how Connecticut will fare against national averages for parts and services, respectively. For aerospace products and parts, Figure 11, the overall decrease from a 2012 baseline will be about 14%, compared to almost 17% nationwide. In the professional services category (Figure 12), the favorable margin for Connecticut is much greater. The state's decline from the 2012 base line through 2018 is 17.5%, compared to 26% for the national average.

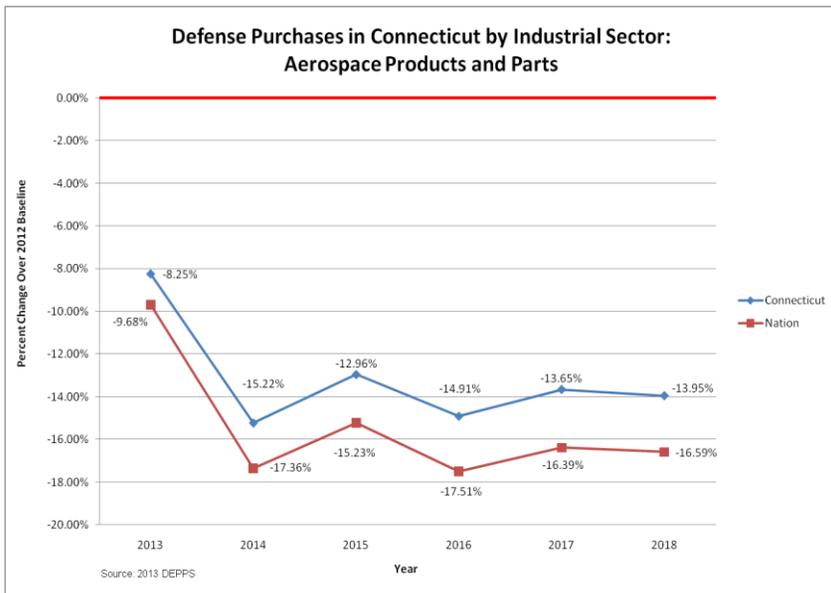


Figure 11

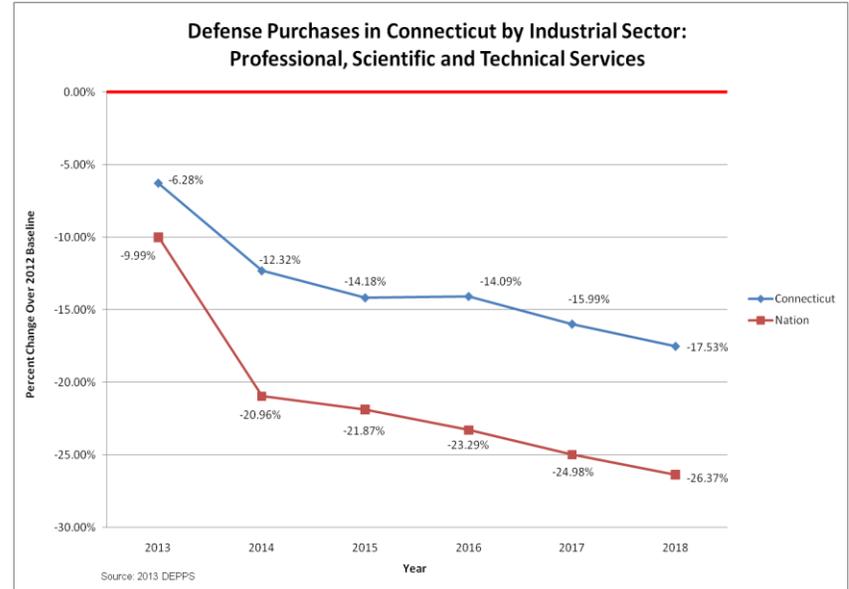


Figure 12

Finally, Figure 13 depicts Connecticut's ranking among other states for defense spending in 2014 on a *per capita* basis. Connecticut is ranked fifth, behind Virginia, Alaska, Hawaii and Maryland. Connecticut's standing is based mainly on its contract spending – Virginia, Hawaii and Maryland have many thousands more military and civilian personnel; Alaska has a tiny population. This ranking is consistent with past years, when Connecticut has been fourth or fifth.

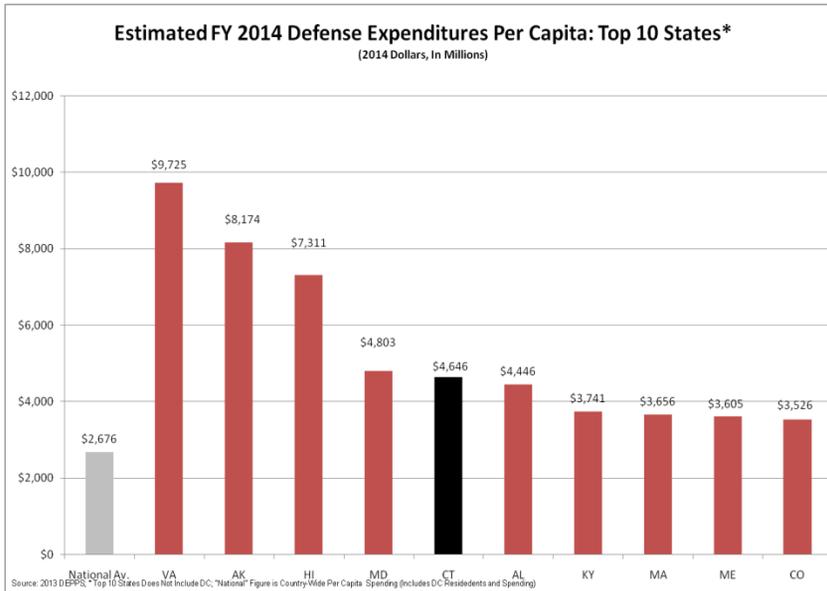


Figure 13

Summary

As stated at the beginning of this section, the latest defense and federal spending estimates and projections confirm the trend that became apparent in 2012: While defense spending in the state will decline in the years ahead, the impact on Connecticut will be less severe than in most other large defense spending states. This is due mainly to the following factors:

1. The main defense products and services that come from Connecticut -- submarines (including design and engineering), military jet engines, helicopters -- will continue to play essential roles in the national defense strategy for the foreseeable future.

2. In addition to initial product sales, these types of products require maintenance and sustainment, including parts, for the decades of their service lives.
3. Jet engines and helicopters are highly desired items for Foreign Military Sales to other countries; such sales offset declines in domestic sales.

Accordingly, the future seems promising for the Connecticut's defense industrial base. This includes not just the big prime contractors, but the many hundreds of suppliers -- many of them small businesses -- across the state.



ATLANTIC OCEAN (April 16, 2010) A British Sikorsky S-61 helicopter takes off from the guided-missile destroyer USS Laboon (DDG 58) after transporting Royal Marines from the 1st Air Naval Gunfire Liaison Company (ANGLICO) during exercise Joint Warrior 10-1. Joint Warrior is a semi-annual event off the coast of Scotland to improve interoperability between allied navies. (U.S. Navy photo By Mass Communication Specialist 2nd Class Nikki Smith/Released)

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. Today, 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.

Creating Military Value

It is clear that another BRAC round will eventually be approved by Congress. DoD will continue requesting another BRAC round every year until one is approved. Subject matter experts widely believe it could happen as early as 2017. OMA efforts will continue to focus on developing and executing

strategic initiatives to enhance the *military value* of the base in preparation for the next BRAC round when it comes.

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 that capacity 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 has established a legal framework through which the state can transfer funds to the Navy for carefully selected projects.

In March 2012, Governor Dannel P. 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.

Previous state-funded projects have included construction of new buildings to support operations and maintenance, construction of training equipment, construction of a new high efficiency boiler for base-wide steam utilities, and purchases of land for encroachment mitigation on both the northern and southern perimeters of the base. Collectively, these projects represent a wholly unique partnership with the Navy in diverse and creative areas of base improvements.

In addition to the projects funded through OMA, in July 2013 the Connecticut departments of Energy and Environmental Protection and Economic and Community Development awarded a \$3 million planning grant to the SUBASE for early planning of a microgrid to be developed on the base. This microgrid will provide energy security for base operations and potentially reduce the operating cost of the base by incorporating clean cogeneration capacity and highly efficient power controls and distribution systems. Governor Malloy again met with Navy Secretary Ray Mabus to enlist the Navy's staff expertise in the project and to discuss creative methods for private sector funding in a future long-term power purchase agreement. Secretary Mabus agreed to provide his authority and staff expertise to this project and sent a delegation to meet with state and local officials at the SUBASE.

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 \$200 million worth of planning,

demolition and construction projects on the base, with about \$14 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 Library and Museum, where the nation's submarine force history is archived and commemorated. These organizations, and many others, coalesce to create a Submarine Force Center of Excellence – the center of gravity for nation's military undersea profession.



GROTON, Conn. (Sept. 11, 2013) The Virginia-class attack submarine Pre-Commissioning Unit (PCU) North Dakota (SSN 784) is rolled out of an indoor shipyard facility at General Dynamics Electric Boat in Groton, Conn. North Dakota is scheduled to be christened Nov. 2. (U.S. Navy photo courtesy of General Dynamics/Released)

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. The state funding has enabled 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 will take into account when assessing the total *military value* of the SUBASE.

The state helped EB purchase the former Pfizer headquarters buildings and campus 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 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, over 600 suppliers are dispersed in all five of the state's congressional districts, with the largest concentration in central Connecticut's 1st 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. The National Coast Guard Museum

The United States Coast Guard is the only military service that does not have a national museum. On April 5, 2013, after a decade of false starts and failed attempts, the Commandant of the Coast Guard announced the decision to build a National Coast Guard Museum (NCGM) in downtown New London. The National Coast Guard Museum Association (NCGMA) proposed a 54,000 square foot museum at the head of New London City Pier. It will be adjacent to the Union Station, the Greyhound bus station and Cross Sound Ferry landings. Governor Malloy participated in the announcement and committed up to \$20 million in state funding to build a

pedestrian bridge to connect the museum with all elements of the New London multi-modal transportation hub.

On April 17, 2013, the Governor directed all state agencies to collaborate in this undertaking and to help the U.S. Coast Guard and City of New London advance the project. He also directed the OMA to coordinate the efforts of state agencies on his behalf.



National Coast Guard Museum Project

New London, Connecticut

Prepared for the National Coast Guard Museum Association by Gauchat/Santos, January 2013

Negotiations with stakeholders have advanced swiftly. On July 26, 2013, the State Bond Commission approved \$500,000 for advance engineering and design of the pedestrian bridge and authorized the DECD to enter into an assistance agreement with the NCGMA. The State of Connecticut, City of New London, USCG and NCGMA negotiated a Memorandum of Agreement to clearly define roles and responsibilities in this partnership to build the museum.

Much of the financing for the \$100 million museum will be raised in a national fundraising campaign coordinated by the NCGMA. Contingent upon this fundraising effort and a series of prerequisite agreements with area stakeholders, construction could begin as early as 2017.



EAGLE – Cadets climb the main mast on the Coast Guard Cutter Eagle on July 31, 2013 to set sail stations. The Eagle trains the future officers of the Coast Guard. (U.S. Coast Guard photo by Petty Officer 3rd Class Ross Ruddell)

VI. 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.

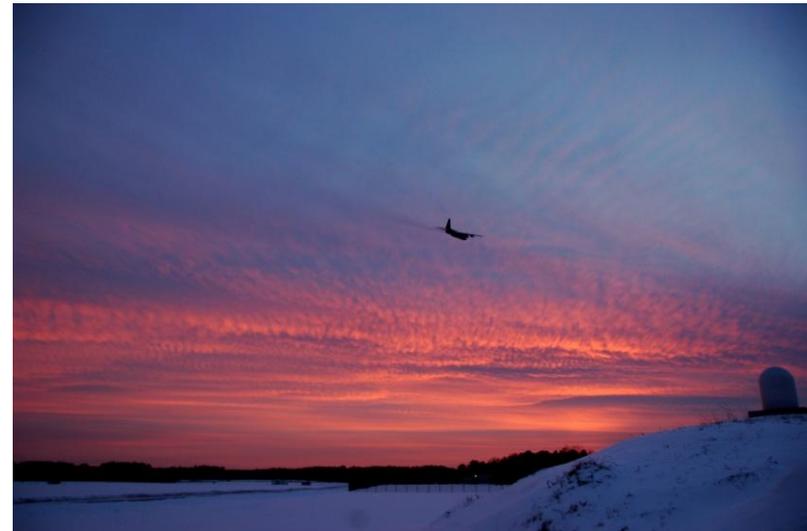
OMA worked with regional leaders at LEARN (a regional educational service center), and the Military Superintendent's Liaison Committee to make charter and magnet schools available to military families. The DoD tends to transfer families in the summer months to avoid moves during the school year. However, the unintended consequence of this policy is that newly arriving 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 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 stress and challenges associated with the many relocations imposed on military families.

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.



A C-130H Hercules aircraft assigned to the 103rd Airlift Wing, Connecticut Air National Guard, flies off into the sunset at Bradley Air National Guard Base, East Granby, on Dec. 19, 2013, marking the historic, first locally-generated sortie with the unit's newly assigned airframe. (Photo by Maj. Bryon Turner, Connecticut Air National Guard)

In partnership with the Eastern Connecticut Chamber of Commerce, the Navy, Coast Guard and National Guard, OMA sponsored an annual 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. Air transportation was provided by National Guard Black Hawk helicopters and ground transportation was provided by the Navy. This program is designed to educate community leaders on the military's missions, operations and economic impact in Southeastern CT, so these individuals can in turn educate other people within their spheres of influence.

The OMA Executive Director agreed to serve on the founding board of the Southeastern CT Cultural Coalition. This newly formed non-profit advocates for the entertainment, arts and cultural sectors of the region's economy. Military art, history and performance units have played an instrumental role in the region, and having the military represented on the board of directors reflects an appreciation of how the military is so ingrained in the social and economic landscape of this part of the state.

VII. Conclusion

Connecticut's Office of Military Affairs demonstrates an efficient model for achieving tangible 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. The State and City of New London are looking forward to being the home of the National Coast Guard Museum. 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.



130403-N-TN558-236 GROTON, Conn. (April 3, 2013) Sailors assigned to the Los Angeles-class attack submarine USS Alexandria (SSN 757) are welcomed home by their friends and family during a homecoming celebration. Alexandria returned from a six-month deployment to the U.S. Africa Command and European Command areas of responsibility where it supported national security interests and national security operations. (U.S. Navy photo by Mass Communication Specialist 1st Class Jason J. Perry/Released)

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 the military and defense industry presence in Connecticut and advocate for the many organizations and people in our state - particularly military members and their families - 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.

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 (Mayor) 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. He is a recipient of the UCONN Distinguished Alumni award for continued commitment and excellence in public administration.