

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

Annual Report 2017



Robert T. Ross
Executive Director

Table of Contents

I. Introduction.....	1
II. Key Defense Issues for the Nation and State	2
III. Connecticut Defense Industrial Base Outlook.....	6
IV. U.S. Naval Submarine Base New London and the Submarine Industrial Base	16
V. The National Coast Guard Museum	19
VI. Quality of Life and Military Service in Connecticut.....	21
VII. Conclusion	23

Appendix A: Public Act No. 15-65

Appendix B: 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 in 2007. 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 450 Columbus Boulevard 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 legislation setting forth duties and responsibilities of the OMA Executive Director was revised by the Connecticut General Assembly (Appendix A) and was signed into law by Governor Malloy on June 19, 2015.

OMA is an active member of the national Association of Defense Communities (ADC), a Washington-based organization that represents states and communities nationwide that host military installations. OMA Executive Director Bob Ross was elected to the ADC Board of Directors for his many contributions to the organization, including participation on numerous discussion panels at national and regional forums

II. Key Defense Issues for the Nation and State

Rising tensions between North Korea and the United States, continued U.S. military involvement in Afghanistan, Iraq and Syria, a more assertive China on the world stage, and uncertainty at home over defense budgets and spending were the main characteristics of the national security landscape in 2017.

While such tension and overseas threats led the news on the national level, 2017 was a very good year for Connecticut’s defense industrial base despite uncertainties over funding for most of the year (see below). When the Fiscal Year (FY) 2018 defense authorization and appropriations bills were finally passed by Congress, substantial funding was obtained for *Virginia*-class submarines, the new generation of *Columbia*-class ballistic missile submarines, F-35 Joint Strike Fighter aircraft with Pratt & Whitney engines, and various Sikorsky helicopter programs.

National Defense Issues

The new Trump Administration and its national security team, found themselves dealing with the following key national defense issues in 2017:

North Korea

Tensions between North Korea and the United States rose significantly as North Korea conducted intercontinental ballistic missile tests throughout the year as well as an apparent hydrogen bomb test in September. It remained defiant in the face of protests from the United States and numerous other countries.

As 2017 ended it looked like 2018 would be a year of continued diplomatic confrontation between the two countries, or worse. All indications were that North Korea would be the greatest national security challenge facing the Trump Administration.

Afghanistan/Iraq/Syria

Throughout the year the seemingly unending conflicts in Afghanistan, Iraq and Syria continued in short, irregular and inconsistent intervals. Although President Trump had initially talked of bringing U.S. forces back from Afghanistan, a new strategy was announced in August involving the deployment of some 3,000 additional troops to help stabilize that country.

In Iraq and Syria, ISIS fighters were gradually beaten into submission by local forces with the help of U.S. airstrikes and other assistance. It was not clear, however, how lasting stability could be achieved in either country. This was particularly true in Syria, with Russian and Iranian forces supporting Syrian President Bashar al-Assad in a brutal civil war against rebel enclaves, with high civilian casualties. In April of 2017 Syria conducted an apparent chemical attack on its own civilians. The U.S. quickly responded with a missile attack on a Syrian air base.

China

Another area of concern to the United States involved China's continuing actions to become a world power, including the building of new overseas bases and construction of a 'blue water' Navy. In addition, the latter part of 2017 saw rising tensions between the countries over economic and trade issues. It appeared likely that such disagreements would spill over into 2018, with the Trump Administration increasingly complaining about China's unfair tariff and trade policies and each country threatening to wage a large-scale trade war against the other.

Defense Funding Instability

In 2017 and prior recent years, Congress was unable to pass appropriations bills for the Department of Defense and most other agencies prior to the start of the new fiscal year on Oct. 1. For example, the FY 2017 DOD appropriations bill – which should have been passed by Sept. 30, 2016 – did not become law until May 4, 2017. Then, the FY 18 defense funding bill – which Congress should have approved by Sept. 30, 2017 – was not passed until March 23, 2018. This meant that for eight months in late 2016 and early 2017, and almost seven months in late 2017 into early 2018, DOD and most other agencies were operating under congressional "continuing resolutions," or "CRs" as they are commonly known.

Under a CR, funding (except for a small number of exceptions) is frozen at prior-year levels. And just as bad if not worse, no new programs can be started. Thus, when operating under a CR the military services are frozen in place with respect to funding. For this reason, Defense Secretary James Mattis and the heads of the military services complained to Congress loudly and repeatedly throughout 2017 about being forced to operate under

CRs, and about Congress's apparent inability to pass appropriations bills in 'regular order,' i.e., by the start of a fiscal year. Executive Branch leaders have long complained that funding via CRs impairs long-term planning, stymies the start of new programs and missions, and prevents effective cost management.

The unfortunate reality, however, is that Congress has rarely passed all 12 of the annual agency appropriations bills on time. The last time all appropriations bills were passed on time was 1997, more than 20 years ago! And, Congress has had to rely on "omnibus" appropriations bills – lumping all agencies into one massive bill – for each of the last 10 years. Most of these weren't approved until months into the new fiscal year.

FY 2018 DOD Funding

Despite the long FY 2018 DOD funding delay, the military services received significant increases over the prior year and amounts contained in the budget request when appropriations finally were approved in March of 2018. This is because that after months of negotiations, Congress in February 2018 passed legislation raising federal spending caps for FYs 2018 and 2019. This legislation increased the FY 2018 defense budget significantly: \$80 billion above the Budget Control Act (BCA) spending caps enacted in 2011. It also provided another \$63 billion for non-defense spending. Congress then incorporated these additional funds into the FY 2018 appropriations bills.

The limits in spending originally were put in place by the BCA. Also known as "sequestration," the BCA spending caps were scheduled to resume in 2018 after having been previously raised by Congress for 2016 and 2017.

State of Connecticut Defense Issues

Both the FY 2018 defense funding bill – even though delayed – and the FY 2018 National Defense Authorization Act (NDAA) – the annual defense policy bill – were very favorable to the State of Connecticut industrial base. Notable among these provisions was authorization to build up to 13 *Virginia*-class attack submarines over the next five years. This allows the Navy to sustain its current rate of two per year and add a third submarine in certain years. Two *Virginia*-class subs are funded for FY 2018 in the amount of \$3.3 billion; advance funding in excess of \$2 billion is provided for additional boats beyond the two/year rate where industrial base capacity exists.

Other important FY 2018 funding for Connecticut's defense industry:

- Full funding of \$1.9 billion for continued development of the *Columbia*-class ballistic missile submarine.
- \$10.2 billion for 90 F-35 aircraft, including 20 added in the omnibus bill after the additional defense funds from the higher budget caps were allocated.
- \$250 million for an additional two Sikorsky CH-53K Marine Corps King Stallion heavy lift helicopters, bringing the total to six.
- \$108 million for eight Sikorsky UH-60 Black Hawk helicopters for the Army National Guard, part of overall funding for 61 UH-60 helicopters.

The Connecticut congressional delegation, which worked hard in support these and other funding provisions, issued statements expressing satisfaction with the final outcomes.

The funding for Sikorsky CH-53K heavy lift helicopters is part of a long-term DOD plan to produce 200 such helicopters for the Marine Corps. Noting that the helicopters would be made in Connecticut, Gov. Dannel Malloy stated on April 4, 2017:

“This is an exciting milestone for Sikorsky and for our state. Competition in today’s worldwide economic climate is fierce, and Connecticut has shown we remain a valued leader where businesses can access one of the most well-educated, productive workforces and maintain a competitive edge well into the future. This isn’t only about Sikorsky – it’s also about the supply chain companies and thousands of employees in every corner of the state who will benefit. That’s why we worked so hard to ensure that the CH-53K King Stallion would be built right here in Connecticut.”

Defense Industrial Base Workforce

The substantial funding increases outlined above for Connecticut-based defense programs, particularly nuclear submarines, has focused attention on the critical need to grow and maintain a qualified workforce. Electric Boat, lead contractor for the *Virginia*-class and *Columbia*-class submarine programs, made 1,853 new hires in Connecticut in 2017. There was every indication that the company would keep adding to its workforce in 2018. EB has projected that its workforce will grow from 13,000 to 18,000 by 2030 due to the Navy’s plans for submarine production, including the new *Columbia*-class ballistic submarines.

Similarly, in late 2016 Pratt & Whitney announced plans to hire 25,000 new personnel over the next decade worldwide – about one-third of them in Connecticut – to replace an anticipated 18,000 retirees and to support a ramp-up in military and commercial jet engines.

Workforce training challenges also pertain to the state’s vast supplier base. According to data from Electric Boat, Connecticut has 900 suppliers for submarine contracts, more than any other state. These suppliers have received more than \$1 billion in purchase orders over the past five years.

The State of Connecticut has long recognized workforce development as a priority issue for the state’s economy. In recent years it has partnered with Electric Boat, other prime contractors, community colleges, and the U.S. Department of Labor to help meet the fast-growing workforce training needs.

Much of this work is coordinated by the Eastern Connecticut Workforce Investment Board (EWIB), a non-profit agency spawned by the federal legislation, the Federal Workforce Innovation and Opportunity Act of 2014. EWIB oversees a network of workforce-related programs and works in close coordination with the Connecticut Department of Labor.

One of the EWIB programs, the Eastern Connecticut Manufacturing Pipeline Initiative, is designed to help meet the employment growth projections at Electric Boat, its suppliers, and other Eastern Connecticut companies. In coordination with EB and local community colleges, this state-federal program provides short-term customized training in manufacturing for unemployed or under-employed workers. Those who complete the program earn community college credits and qualify for on-the-job training at EB or other regional employers.

The Manufacturing Pipeline program has had an overwhelming response. By mid-2017 it had drawn some 4,000 responses, more than eight times greater than the 450 openings

available over a three-year period, according to John Beauregard, EWIB president.

In addition to its work with the Manufacturing Pipeline, EB in early 2017 expanded its on-the-job training program for apprentices in various manufacturing positions such as welders, machinists, ship fitters and sheet metal workers. The program is supported by the Connecticut Department of Labor via the federally funded American Apprenticeship Initiative. The four-year program includes classroom instruction provided by Three Rivers Community College in addition to on-the-job training.

“This apprenticeship initiative represents a unique partnership between Electric Boat, the State of Connecticut, and our state Labor Department’s Office of Apprenticeship Training,” said Gov. Malloy when the program was announced. “I commend Electric Boat and the leaders of its unions for pursuing a partnership to upgrade the skills of Connecticut’s workforce, promote well-paying jobs, and help our economy to grow.”

BRAC Request

In its FY 2018 defense budget sent to Congress in May of 2017, the Trump Administration requested another defense base realignment and closure (BRAC) round – the sixth straight year such a request was made by the Department of Defense (DOD). And for the sixth straight time, Congress rejected such a request. This was despite the fact that a 2016 DOD study showed an excess capacity of 22 percent among the military services. Although some senators and House members supported the 2017 BRAC request, it was overwhelmingly opposed on a bipartisan basis by the Senate and House Armed Services committees.

Army and Air Force leaders have long stressed the need for another BRAC. The DOD study referred to above showed them with excess capacity of 33 and 32 percent, respectively. By contrast, Navy excess capacity was only 7 percent.

The last BRAC round was in 2005, when Submarine Base New London was put on the DOD recommended closure list. After an extensive state-led public campaign, the base was removed from the list by the Base Closure Commission. While it can’t be predicted with certainty, many defense policy experts believe the next greatest opportunity for a BRAC round will be in 2021, the first year following a presidential election.

III. Connecticut Defense Industrial Base Outlook

Connecticut defense contractors and their suppliers in the state had an outstanding year in 2017. And, expectations for the years ahead are very high, due in large part to: (1) Legislation passed by Congress and signed into law in early 2018, substantially raising caps on defense spending for FYs 2018 and 2019 (see p. 4 above); (2) projected increased funding for *Virginia*-class and the new *Columbia*-class submarines (see p. 4 above). In sum, the future seems bright for the Connecticut defense industrial base.

However, as stated in last year’s OMA Annual Report and on p. 5 of this report, the state is faced with the challenge of having a trained and skilled work force available to meet the ever-growing defense contracting needs in the years ahead. As detailed above in this report, numerous programs to meet this challenge are under way in Connecticut involving federal, state and local cooperation.

This analysis of the past and projected defense spending in Connecticut is based on three sources of data:

1. OMA's monitoring of prime contracts (\$7 million or more) awarded to Connecticut companies or companies doing business in the state, as reported by DOD. OMA tracks such year-to-year spending via calendar years.
2. The website USASpending.gov, which tracks federal prime contracts of \$25,000 or more awarded in fiscal years. This is a federal government website, managed by the Bureau of Fiscal Services in the Department of the Treasury.
3. The annual DOD publication, *Projected Defense Purchases, Detail by Industry and State*. This report is about *projected* defense spending in states and regions. It is based on data from a DOD analytical tool, the Defense Employment and Purchases Projection System (DEPPS), and is thus known as the "DEPPS Report." It is produced by the Pentagon's office of Cost Assessment and Program Evaluation (CAPE).

To fully understand the data presented in OMA's analysis, it is important to know the methodology used in the DEPPS report. The DEPPS report contains *projections* based on the defense budget sent to Congress every year by the White House, usually in early February. Since Congress invariably makes changes to dozens of budget items – deleting some, adding others, raising or lower spending amounts – the projections are not intended to be exact. Rather, the purpose is to depict anticipated defense spending trends over the years covered in the report.

The 2017 DEPPS Report, issued on June 11, 2018, is based on the Trump Administration's FY 2018 DOD budget sent to

Congress in March 2017. Normally the DEPPS reports include five-year projections beyond the current fiscal year. For example, the 2016 DEPPS report was based on the FY 2017 defense budget and covered calendar years 2015 through 2012. The five-year DEPPS projections are based on DOD's Future Year Defense Program (FYDP), which estimates defense spending for five years beyond the current fiscal year.

However, DOD's FY 2018 budget – compiled by the new Trump Administration – did not include the five-year projection. This is not uncommon for incoming administrations, which have little time to put out a budget for the next fiscal year let alone a long-range plan. The Obama Administration did have a FYDP projection in its first DOD budget but the Bush Administration did not. Because the FY 2018 defense budget did not include the five-year FYDP, the 2017 DEPPS report covers only three calendar years, 2016 through 2018. Thus, the projections in this OMA report reflect only the three years of projections in the 2017 DEPPS report.

Another anomaly in the 2017 DEPPS report has to do with a DOD budget category known as Overseas Contingency Operations (OCO) funds. This budget account was established for Afghanistan and Iraq wartime funding and was not subject to the mandatory spending caps imposed by the 2011 Budget Control Act. In the DEPPS report, the DOD spending estimates for CYs 2016 and 2017 include OCO funding but the 2018 estimates do not. This is because OCO funding had not been approved by Congress for 2018. As a result, there is a noticeable decline in the DOD spending estimates between years 2017 and 2018 in the DEPPS report, which is therefore reflected in this OMA report.

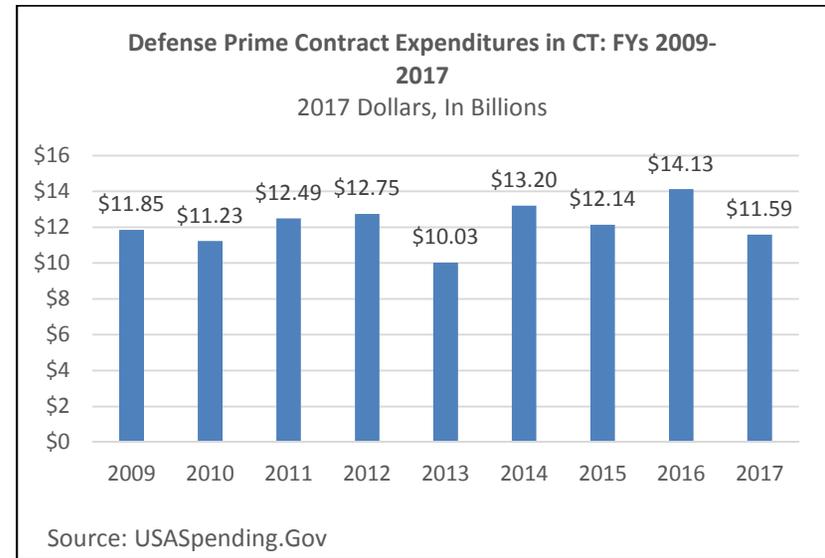
Connecticut Defense Contracts in 2017

2017 was one of the best years in recent times for defense contracts awarded to Connecticut companies. The total defense contracting amount was \$23.04 billion, which includes a \$6.7 billion Air Force contract to Pratt & Whitney on Dec. 14, 2017, for sustainment through 2025 of the F-119 military jet engine used on F-22 jet fighters. This was an “indefinite delivery/indefinite quantity” (IDIQ) contract, meaning that the exact amounts will be determined via delivery orders to be issued by the Air Force under the contract. In such cases, the total contract amount represents a ceiling, not an exact amount. However, total spending under such contracts usually reaches or comes close to the ceiling amount.

Connecticut companies received a total of \$16.29 billion in other defense contracts during the year, apart from the huge Pratt & Whitney IDIQ contract. Chief among these were a \$5 billion award to Electric Boat for ongoing design and technology development for *Columbia*-class ballistic missile submarines, a \$3.75 billion Foreign Military Sales contract to Sikorsky for Black Hawk helicopters for Saudi Arabia, and a \$2.74 billion contract to Pratt & Whitney for sustainment of the F-117 engine used on C-17 cargo aircraft through September 2022.

The year was the second highest for defense contracts since 2007, the year OMA was established and when it started tracking defense contracts to Connecticut companies or firms doing business in the state. The highest year was 2014, when CT defense contracts totaled a staggering \$27.1 billion. Almost two-thirds of that amount came from the largest single shipbuilding contract in Navy history, \$17.6 billion, awarded to Electric Boat for 10 *Virginia*-class submarines. Electric Boat builds the submarines along with Huntington Ingalls Industries and is the prime contractor.

Trend in Prior Year Contracting



[Figure 1]

Figure 1 shows the trend in defense contracting to Connecticut companies for fiscal years 2009-2017. The chart is based on data from the federal government website USASpending.gov and is calculated from contract amounts *actually obligated*. Thus, the amounts are significantly below those of OMA, which are based on the amounts of contracts as *awarded*. For example, the \$5 billion Navy contract to Electric Boat for work on *Columbia*-class submarines will continue through 2031. Actual funding will be obligated over time via delivery orders issued by the Navy under the contract. USASpending will track the spending via the delivery order amounts over the life of the contract.

Also, USASpending.gov tracks spending by federal fiscal years, while OMA compilations are based on calendar years. Despite these differences, the USASpending data is helpful in

documenting contracting trends over time.

The chart shows fairly steady defense contracting for Connecticut companies for FYs 2009-2012. The decline from 2012 to 2013 is almost certainly related to the spending caps known as “sequestration” imposed by the Budget Control Act of 2011, which took effect in 2013. The spending restrictions were subsequently raised by Congress for FYs 2014 and 2015. In late 2015 Congress again eased the caps for FYs 2016 and 2017. (True to form, Congress once more raised the spending limits in early 2018 for FYs 2018 and 2019. See p. 4 above.)

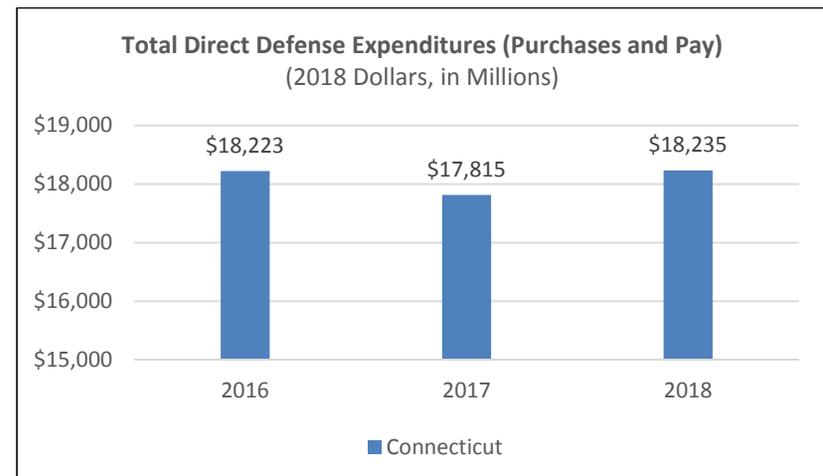
Defense contracting for CT companies has been impressive since 2014. The drop-off from 2016 to 2017 is likely due in large part to the long-term nature of many of the contracts to the state’s leading defense contractors. Again, USASpending.gov tracks federal spending as funds are actually obligated. One example is the \$2.74 billion contract to Pratt & Whitney for F-117 engine sustainment through September 2022. Accordingly, the decline shown in the chart from FY 2016 to FY 2017 should not be cause for concern.

Unlike DOD contract announcements, which include only prime contracts valued at \$7 million or more, USASpending tracks smaller prime contracts of more than \$3,000. While the big three defense contractors – General Dynamics’ Electric Boat, United Technologies’ Pratt & Whitney, and Lockheed Martin’s Sikorsky Aircraft – account for the vast majority of Connecticut defense contracts, the USASpending data sheds an interesting light on much smaller contracts awarded to CT companies.

For example, Airborne Industries of Branford, CT, received a \$15,138 purchase order contract from the Defense Logistics Agency (DLA) on Nov. 6, 2017, for insulation blankets. Mirion Technologies

of Meriden, CT, was awarded a \$139,503 contract by the Navy on June 30, 2017, for evacuation kits. These and dozens of other lesser known Connecticut businesses provide products or services on a regular basis to support Naval Submarine Base New London or other CT defense installations – including National Guard and reserve facilities. They are a valued and important component of the state’s defense industrial base.

Contracting Projections



[Figure 2]

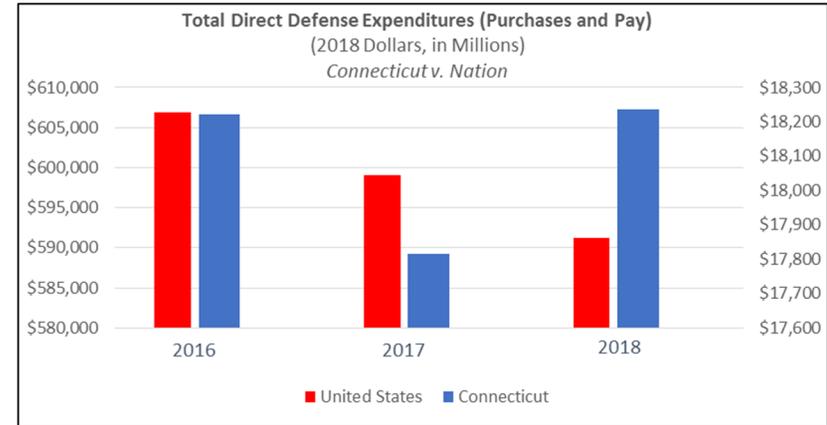
Figure 2 shows projections of direct defense expenditures in Connecticut in the years 2016 through 2018. “Direct” expenditures means DOD spending for goods or services, plus military and civilian pay. The state is expected to remain fairly steady throughout this period, with total DOD spending in 2016 and 2018 at approximately \$18.2 billion. The very slight dip in 2017 is likely the result of minor variations regarding purchasing or pay in annual DOD budget missions, on which the DEPPS report is based. As shown

throughout this section of the report, defense expenditures in Connecticut are strong, relatively steady, and fairly predictable. This steady rate of procurement removes uncertainty, giving the state’s defense industrial base a stable environment for planning and capital investments.

If the DEPPS report had included DOD expenditures for the five-year period 2018-2022, the projections would almost certainly have shown a steady increase in the Connecticut defense spending trajectory. This is because of substantial anticipated funding for major defense programs involving the state’s industrial base.

For example, as noted earlier in this report, the FY 2018 NDAA authorized construction of up to 13 *Virginia*-class submarines over the next five years – more than the current two-per-year pace. Connecticut’s Electric Boat is the prime contractor for *Virginia*-class program. In addition, Electric Boat will almost certainly continue to experience annual multi-billion dollar contracts in the years ahead as the *Columbia*-class ballistic missile submarine program ramps up in preparation for the planned 2021 construction of the first boat of the class.

To provide perspective on defense spending in Connecticut, Figure 3 shows the state’s spending trend compared to the entire United States. Connecticut fares better than the nation as a whole since the U.S. trend is consistently downward. Again, if defense spending were projected through 2022 it is highly likely that trend lines would turn upward – both for CT and the nation as a whole -- in view of the Trump Administration’s emphasis on increased defense spending, which has been supported by the Republican-controlled Congress.



[Figure 3]

Another way of measuring Connecticut’s defense industrial base is to compare it against the other top defense contracting states. Table 1 below shows the DEPPS report’s top ten states for total projected direct defense expenditures, i.e., purchases and pay, for 2018.

Total Direct Expenditures (Purchases/Pay) – 2018 (2018 Dollars in Millions)

1.	California	64,778
2.	Virginia	64,406
3.	Texas	50,693
4.	Florida	28,083
5.	Maryland	25,975
6.	Georgia	19,932
7.	Connecticut	18,235
8.	Alabama	17,530
9.	Massachusetts	17,184
10.	Washington	16,931

[Table 1]

Connecticut is ranked in 7th place, just behind Georgia. Importantly, the 2016 DEPPS report had Connecticut in 8th place; the year before it was 9th. The improved ranking is a tribute to the state’s defense industrial base, particularly since this category includes military/civilian pay and thus favors states with many large military installations.

Impressive though this ranking is, Connecticut’s strength in supplying the nation with submarines, helicopters, military jet engines and highly sophisticated design and engineering services is better captured in Table 2 below. This depicts the DEPPS report’s estimates of direct purchases from procurement and RDT&E (research, development, test and evaluation). It does *not* include pay to military and civilian personnel.

**Direct Purchases from Procurement/RDTE – 2018
(2018 Dollars in Millions)**

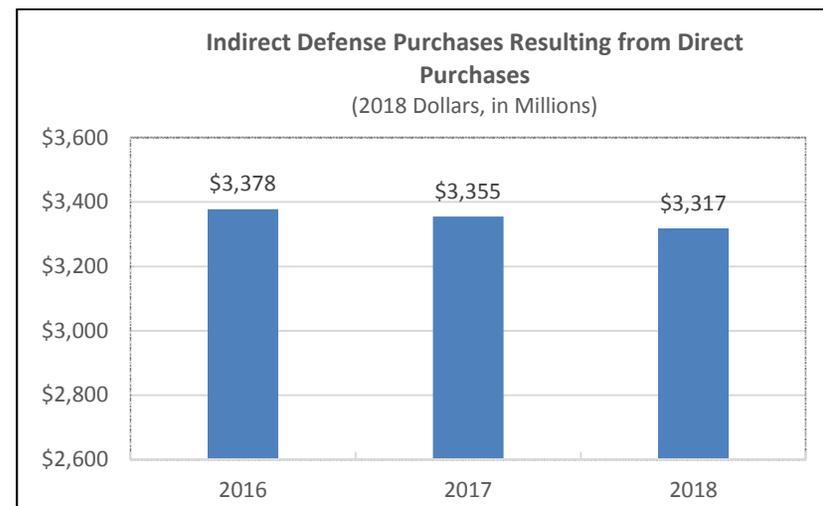
1. California	24,586
2. Virginia	20,389
3. Texas	17,508
4. Connecticut	16,027
5. Massachusetts	12,261
6. Maryland	8,949
7. Alabama	6,891
8. Arizona	6,867
9. Florida	6,097
10. Pennsylvania	5,470

[Table 2]

In short, these are the states where critical defense items are designed and built. Connecticut’s 4th place ranking -- behind only the defense behemoth states of California, Virginia and Texas –

clearly shows is it to be a national powerhouse in provisioning our military forces. As such, it remains true to the distinction it earned more than 200 years ago in the Revolutionary War as the main source of weapons and ammunition for the Continental Army.

Another DOD measurement of the economic impact of defense spending is the “indirect” defense purchases resulting from direct purchases. These are purchases of goods and services -- from subcontractors and lower-tier suppliers – used to produce the goods purchased directly by DOD. Such indirect purchases reflect the costs of materials, tools and parts that prime contractors buy from suppliers in order to perform the work for which DOD has contracted.

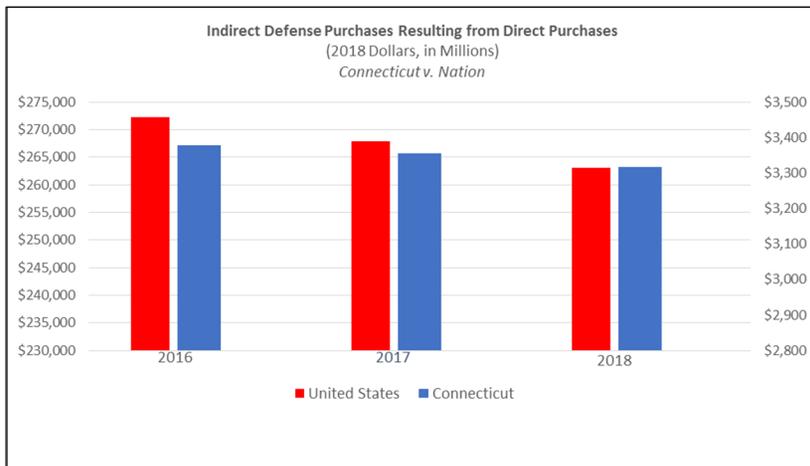


[Figure 4]

Figure 4 shows projections for Connecticut’s indirect purchases resulting from direct purchases over the period 2016-2018. The state remains stable during this period at \$3.3 billion. This is not surprising, due to the critical need for the major weapons

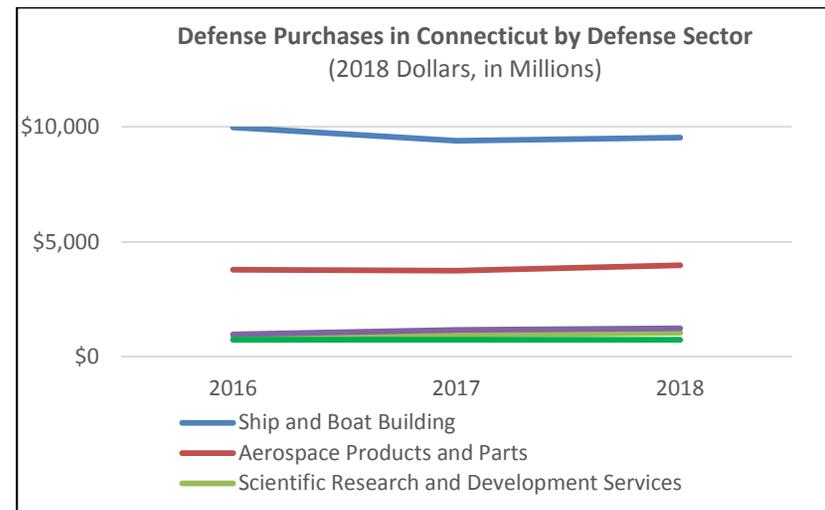
programs produced in the state: nuclear submarines, military jet engines, helicopters. The slight decline from 2017 to 2018 is likely due to OCO funding not being included in the 2017 DEPPS report, as discussed earlier in this section.

Interestingly, Connecticut’s trend line in indirect purchases is favorable compared to the nation as a whole, as charted in Figure 5. The national trend is on a slight but more pronounced downward slope for the three-year period. In view of the expressed intent of the Trump Administration and congressional leaders to increase military spending in the years ahead, the national trend will likely level off and perhaps increase over the 2019-2022 period. However, it is probable that Connecticut will trend steadily upward during the same period in view of DOD’s planned significant spending on submarine design and construction as well as other CT-based programs like Pratt & Whitney’s F-35 engines.



[Figure 5]

Figure 6 depicts the DEPPS projections in 2018 defense purchases by industrial sectors in Connecticut. No surprise here. Shipbuilding, shown by the top line, is far and away the leading sector. This is followed by aerospace products and parts – helicopters, jet engines, and the parts used to sustain them for decades after the initial purchases. In third place is engineering and design services, which reflects the high and growing demand for engineering work needed for such complex programs as the *Columbia*-class ballistic missile submarines.

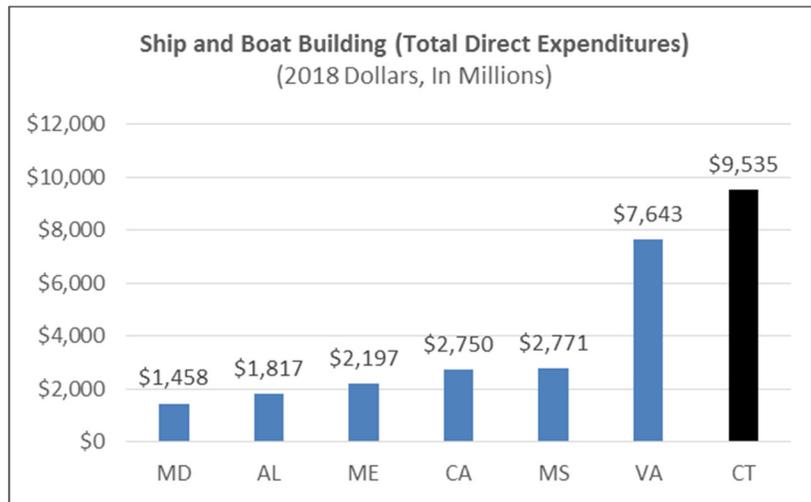


[Figure 6]

In addition to looking at DOD’s largest purchases by industrial sectors in each state, the DEPPS report shows the states with the largest concentration of 2018 defense spending in each of the top five defense industries nationwide: (1) Aerospace products and parts; (2) scientific research and development; (3) architectural, engineering and related services; (4) ship and boat building; (5) new construction. The state rankings are by DOD total direct

expenditures, i.e., purchases and pay, projected to be made in those states.

As shown in Figure 7 below (both the chart and map below it, which is taken directly from the DEPPS report), Connecticut is ranked first in the shipbuilding category by far, with \$9.5 billion in total projected expenditures. It is followed by Virginia (\$7.6B), Mississippi (\$2.77B), California (\$2.75B), and Maine (\$2.1B). These are the states where most Navy shipbuilding takes place.

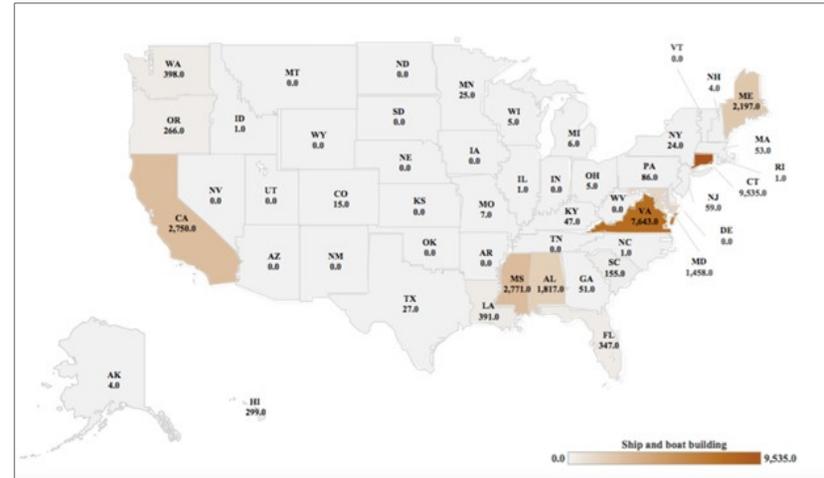


[Figure 7]

As one of only two states where nuclear submarines are built and as prime contractor for the *Virginia*-class subs, Connecticut would be expected to be at or near the top in the shipbuilding industry. However, Connecticut is also ranked in the top 10 states in two other industrial categories:

- #3 for aerospace products and parts, with projected 2018 direct defense expenditures of \$3.9B, behind only Texas (\$14.3B), and California (\$8.1B).

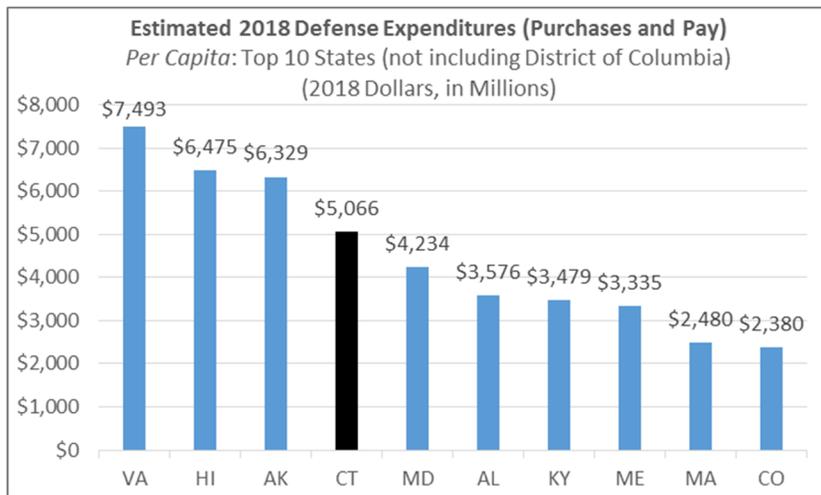
- #7 for architectural, engineering and related services, with projected DOD spending of \$1.2B, behind Virginia (\$5.5B), Maryland (\$3.9B), California (\$3.7B), Florida (\$1.6B), Arizona (\$1.3B), and New Jersey (\$1.4).



Connecticut also does well in the 2018 defense spending projections for the scientific research and development category, coming in 13th at \$1B. The top states in this category are mainly those with large universities, defense-focused think tanks, laboratories and federally funded research and development centers: California (\$7.5B), Virginia (\$6.1B), Alabama (\$4.6B), Maryland, (\$3B), and Pennsylvania (\$2.4B). In the final industrial category of new construction category Connecticut is far down the list, which is dominated by states with many large military installations, e.g., California, Texas, Florida, Virginia, and Georgia.

In sum, Connecticut’s rankings in DOD spending in the leading defense industries is quite impressive, particularly in view of its relatively small size and population.

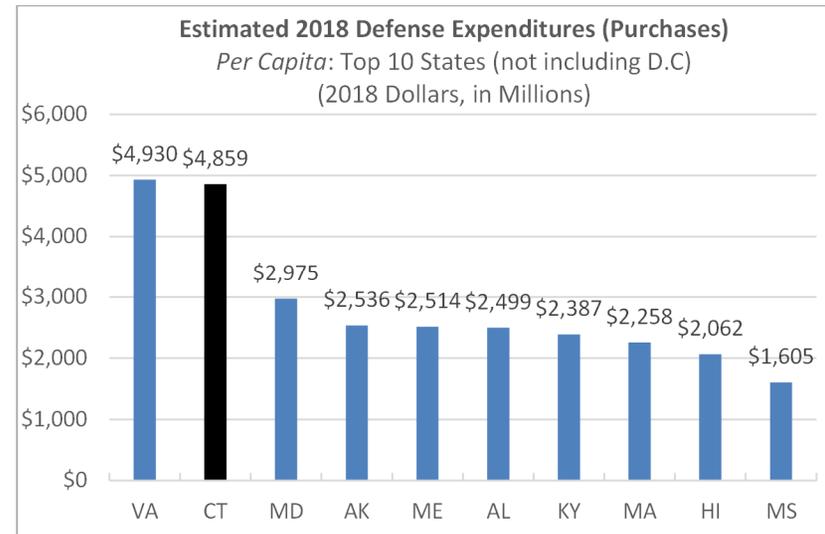
Another way of measuring the strength of Connecticut's defense industrial base relative to other states and regions is by *per capita* defense spending projections for 2018, which are done in the DEPPS report. Figure 8 shows the top 10 states ranked on a *per capita* for estimated direct defense expenditures in 2018, including both purchases and pay. (The District of Columbia is not included.) Connecticut is ranked 4th at \$5 billion, behind Virginia at #1 (\$7.4B) with its many military bases and defense contractors, and #2 Hawaii (\$6.4B) and #3 Alaska (\$6.3B) with their tiny populations. Maryland is #5 (\$4.2B).



[Figure 8]

But the *per capita* rankings based only on projected 2018 defense *purchases*, excluding pay, tell a different story. As depicted in Figure 9, the Nutmeg state is ranked #2 at \$4.85 billion, right on the heels of #1 Virginia at \$4.93 billion. Connecticut and Virginia far outdistance all other states, with Maryland at #3 (\$2.9B), Alaska #4 (\$2.53B), and Maine #5 (\$2.51B). Interestingly, in the 2016 DEPPS *per capita* ranking of defense purchases Connecticut was also

ranked #2 at \$4.5 billion behind #1 Virginia at \$5.0 billion. As indicated above, the gap has narrowed considerably this year. The high ranking is testimony to the vitality of Connecticut's defense industrial base.



[Figure 9]

Finally, the DEPPS report also measures 2018 estimated defense expenditures by *region*, both outright and on a *per capita* basis. The report divides the country into nine regions: New England, Mid-Atlantic, South Atlantic, East North Central, West North Central, East South Central, West South Central, Mountain, and Pacific. Connecticut, of course, is part of the New England region, which also includes Maine, Massachusetts, New Hampshire, Rhode Island and Vermont.

In outright (not *per capita*) projected defense expenditures (purchases and pay), the South Atlantic region is far and away the leader with \$172.9 billion projected. Many states in this region (Delaware, Florida, Georgia, Maryland, North Carolina, South

Carolina, Virginia, West Virginia) have numerous large military installations and are the headquarters for large defense contractors. The Pacific region is ranked second at \$98.8 billion, mainly due to California. New England is far down on the list in 7th place at \$44.5 billion.

**Estimated Defense Expenditures *Per Capita* - 2018
(By Region, in 2018 Dollars)**

1. New England	2,995
2. South Atlantic	2,650
3. East South Central	2,431
4. Mountain	1,852
5. Pacific	1,831
6. West South Central	1,653
7. West North Central	1,531
8. Mid-Atlantic	1,043
9. East North Central	842

[Table 3]

However, viewed on a *per capita* basis as shown in Table 3, New England comes out on top with \$2.9 billion in 2018 projected direct expenditures (purchases and pay). The South Atlantic region is second, at \$2.6 billion, followed by East South Central (Alabama, Kentucky, Mississippi, Tennessee) at \$2.4 billion.

The story gets even better for New England in the *per capita* calculations for 2018 defense purchases only, excluding pay. As shown in Table 4, New England is far above all other regions at \$2.6 billion. The closest is the East South Central region at \$1.6 billion. So while New England has relatively few military bases, only one operational naval base – Naval Submarine Base New London – and

states with small populations, it continues to support the nation’s defense in a robust manner, true to its Revolutionary War roots.

**Estimated Defense Purchases *Per Capita* - 2018
(By Region, in 2018 Dollars)**

1. New England	2,669
2. East South Central	1,661
3. South Atlantic	1,530
4. Pacific	1,157
5. Mountain	1,120
6. West North Central	1,052
7. West South Central	941
8. Mid-Atlantic	773
9. East North Central	581

[Table 4]



U.S. Navy Photo by Mass Communication Specialist Seaman Anderson W. Branch ATLANTIC OCEAN. A Navy test pilot sits in the F-35C Lightning II carrier variant, powered by a Pratt & Whitney F-135 engine, preparing for a test flight aboard the aircraft carrier USS Dwight D. Eisenhower (CVN 69).

Summary

As demonstrated above there are multiple ways to portray the condition of a state or region's defense industrial base. For Connecticut – and, indeed, for the New England region – all projections point to a vibrant and expanding defense economy, providing weapons systems critical to U.S. national security. This will likely be the case for many years to come as production begins on the new *Columbia*-class ballistic missile submarines and innovations in military jet propulsion and rotary wing aircraft continue to evolve, all in Connecticut.

IV. U.S. Naval 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 the BRAC rounds of 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 as it generates over \$6 billion in annual economic impact and over 30,000 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. Subject matter experts widely believe DOD will continue requesting another BRAC round until one is approved. 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 Connecticut General Assembly authorized \$40 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 will be targeted for closure. By increasing *military value* in operations, infrastructure and efficiency, we reduce the likelihood of closure because DOD simply can't afford to recreate that strategic 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 established a legal framework through which the state can transfer funds to the Navy for carefully selected projects at the SUBASE.



U.S. Navy Photo by Mass Communication 2nd Class Micheal H. Lee
BEAUFORT SEA. The Seawolf-class fast-attack submarine USS Connecticut (SSN 22) and the Los Angeles-class fast-attack submarine USS Hartford (SSN 768) break through the ice in support of Arctic Ice Exercise 2018.

In March 2012, Governor Malloy met with former 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. The state funded a complete renovation of the road leading to the main gate making significant improvements to public safety, traffic management and physical security. Collectively, these projects represent a wholly unique partnership with the Navy in diverse and creative areas of base improvements.

In 2015, the State Bond Commission authorized OMA to provide funding to the Navy 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 the Secretary of the Navy 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. The Secretary agreed to provide his authority and staff expertise. He sent delegations to meet with state and local officials to advance the microgrid project.

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 almost \$400 million worth of planning, demolition and construction projects on the base, with about \$14 million 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 and missions as part of our

ongoing strategy to enhance the *military value* of the base and protect it from closure in a future BRAC round.



Army National Guard Photo by Spc. Lisa Crawford
JACKSONVILLE, FLORIDA. (From left) Sgt. John Harrington, a flight medic from Company C, 3-126th Aviation Regiment, sits next to Staff Sgt. Dave Gulino and Staff Sgt. Chris Moore - all part of the crew of a Connecticut Army National Guard CH-47 Chinook helicopter survey flood damage.

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 among so many public and private submarine defense industry and military organizations.

Submarines are designed and built at Electric Boat in Groton. All submarine personnel receive basic and advanced training at the Naval Submarine School on SUBASE. Fleet-wide

integrated tactics are developed by the newly established Naval Undersea Warfighting Development Center. The Naval Undersea Warfare Center in nearby Newport, RI, conducts research and development activities in Rhode Island and on the SUBASE. The Naval Undersea Medical Research Labs are located on the base. And the base is home to the Naval Submarine Force Library and Museum and the Historic Ship Nautilus. This is the Submarine Capital of the World, where the nation's submarine force history and heritage 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. Or as a University of Connecticut professor recently characterized this cluster “the Silicon Valley of the undersea world.”

One of the greatest affirmations of this synergy is demonstrated in the Navy's decision to establish the Naval Undersea Warfighting Development Center headquarters at Submarine Base New London. This global command impacts fleet operations and organizations all over the world from its headquarters in southeastern Connecticut.

Understanding the value of this synergy led the state also to 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. Since 2008, EB has generated over \$1.3B in sales and paid over \$400M in wages related to submarine work performed in these dry docks. That work includes overhaul, repair, maintenance, modernization and post shakedown

availability. These depot-level facilities, in close proximity to the SUBASE, are also a positive consideration that a future BRAC Commission will take into account when assessing the total *military value* of the SUBASE.

Subsequently, the state granted EB \$15M to help 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 new *Columbia-class* replacement for the aging *Ohio-class* strategic ballistic missile submarines (SSBN). From 2011 to 2017, EB has hired 2,766 engineers and 975 designers. 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 being added to the industrial base in New London.

In October 2014 Governor Malloy announced an agreement with EB to help finance the company's expansion in Groton. Under the terms of this agreement, the Department of Economic and Community Development provided a \$10 million grant to EB in support of this \$31.5 million project that will add or protect 8,900 jobs.

While investments in our submarine industrial base are concentrated in southeastern Connecticut, the impacts are state-wide. For example, in the *Virginia-class* program, over 900 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 \$1 billion worth of goods and services over a five-year period. As we seek to maintain production of *Virginia-class* submarines at two or more per year, the positive

impacts on our state economy will be pervasive for decades to come.

V. The National Coast Guard Museum

The United States Coast Guard (USCG) 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), a non-profit organization chartered to build the museum, proposed a state-of-the-art building 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 New London's multi-modal transportation hub.

The Governor directed all state agencies to collaborate in this undertaking and to help the USCG and City of New London advance the project. He also directed the OMA to coordinate the efforts of state agencies on his behalf.

Negotiations with stakeholders advanced swiftly. 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.



Artist rendering of the National Coast Guard Museum, courtesy of Payette Associates, Inc.

State agencies worked closely with project stakeholders to complete the Environmental Impact Evaluation (EIE) as required by the Connecticut Environmental Protection Act. The EIE authorized detailed engineering and design to proceed on the pedestrian bridge portion of the project.

Much of the financing for the \$100 million museum is being 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 2020.

Related to the National Coast Guard Museum project is the Thames River Heritage Park (TRHP) designation for the New London Harbor. Centuries of American maritime history at sites along the

shores of the Thames River is connected by a water taxi service. The TRHP Foundation obtained two surplus 40-foot USN liberty launches to provide this service and become part of the maritime heritage exhibit. The OMA Executive Director serves on the TRHP Foundation Board of Directors and worked with local officials to obtain the authentic Navy boats which provide waterborne access to Thames River historic sites, to eventually include the Submarine Force Museum and future National Coast Guard Museum.



USCG Photo by Lt. Charles Clark
NEW LONDON, CONNECTICUT. A Coast Guard crewmember jettisons a Maritime Object Tracking Technology marker as part of a Coast Guard Research and Development Center technology demonstration on the Thames River in New London.

The newly created Connecticut Port Authority granted the Town of Groton a \$750,000 grant through the Small Harbor Improvement Project Program (SHIPP) to construct a floating pier at the Submarine Force Library & Museum to receive TRHP boats. In the years ahead these Coast Guard and Navy museums, connected by the Thames River, will become the TRHP major anchor sites.

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 in Connecticut for duty assignments and 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 more 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. Area 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 benefits 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 reduces 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.

OMA contributed significant time and resources to help the Town of East Lyme and the Connecticut National Guard complete a DOD funded Joint Land Use Study (JLUS) to identify compatibility issues that arise from training operations in proximity to current and future municipal development. This study guides the Town planners in preventing encroachment and protecting the shared benefits of having two major National Guard bases in their jurisdiction.

A similar DOD funded JLUS has been completed with the municipalities surrounding the Subbase in Groton. A JLUS Implementation Committee was formed to take actions recommended in this study. The OMA Executive Director serves as chairman of the Implementation Committee.

Working with the Eastern Connecticut Chamber of Commerce, annual military appreciation events have been 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 these initiatives.



U.S. Navy Photo by PHAN Milosz Reterski ATLANTIC OCEAN. The MH-60S Knighthawk is a multi-mission version of the Sikorsky UH-60L Black Hawk helicopter and its Navy variant, the SH-60B Seahawk.

In partnership with the Chamber of Commerce of Eastern Connecticut, the Navy, the Coast Guard, and the National Guard, OMA orchestrated the sixth annual Military Orientation Day to expose future community leaders to all of the military branches in eastern Connecticut. The day includes an orientation at the SUBASE, a tour of a nuclear-powered submarine, a tour of the USCG Academy or Station New London, and visits to several National Guard facilities throughout southeastern CT. Weather permitting, air transportation is provided by National Guard Black Hawk helicopters, ground transportation is donated by a local livery service, and waterborne transportation by the USCG. This program is designed to educate future community leaders on Connecticut

based military’s missions, ongoing operations, economic impacts, and civic contributions to the region. These future leaders can in turn inform other people within their spheres of influence.

The OMA Executive Director continued to serve as a founding board member 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 deeply ingrained in the social, civic and economic landscape of Connecticut.



U.S. Navy Photo by Mark C. Jones GROTON, CONNECTICUT. Elected officials and community and military leaders comprising the Southeastern Connecticut Council of Governments stand behind the flag designating Southeastern Connecticut a Great American Defense Community.

VII. Conclusion

Connecticut's Office of Military Affairs demonstrates an efficient model for achieving tangible strategic outcomes. Since it was established, the office produced a partnership with the Navy that was 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.

The state's diversified defense industries continue to thrive. Connecticut defense industries are thriving 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 a foundational 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) 500-2374 or to bob.ross@ct.gov.

Appendix A: Public Act No. 15-65

Connecticut General Assembly
House Bill No. 6833
Public Act No. 15-65

AN ACT CONCERNING THE QUALIFICATIONS AND DUTIES OF THE EXECUTIVE DIRECTOR OF THE OFFICE OF MILITARY AFFAIRS.

Be it enacted by the Senate and House of Representatives in General Assembly convened:

Section 1. Subsection (b) of section 32-58b of the general statutes is repealed and the following is substituted in lieu thereof (Effective October 1, 2015):

(b) The Governor, in consultation with the Commissioner of Economic and Community Development, shall appoint an executive director to manage the daily activities and duties of the Office of Military Affairs. The executive director shall have the necessary qualifications to perform the duties of said office, including, but not limited to, having prior military experience, and having attained the rank of a field grade or senior officer within a branch of the armed forces. The Governor shall give preference to any person with the necessary training and experience who has served in the Navy or who has knowledge or prior experience with the federal Base Realignment and Closure or "BRAC" process. Within available appropriations, the executive director shall: (1) Appoint, employ and remove such assistants, employees and personnel as deemed necessary for the efficient and effective administration of the activities of the office; (2) coordinate state and local efforts to prevent the closure or downsizing of Connecticut military facilities, particularly United States Naval Submarine Base-New London, located in Groton; (3) maximize the state's input into the federal Base Realignment and Closure or "BRAC" process, including, but not limited to, (A) acting as liaison to the state's congressional delegation on defense, military and BRAC issues, and (B) coordinating the activities of consultants hired by the state to assist in monitoring activities related to BRAC; (4) encourage the relocation of military missions to the state; (5) coordinate state and local efforts to enhance the quality of life of all branches of military personnel stationed in or deploying from Connecticut and their families living or working in Connecticut; (6) review and make recommendations for state policies that affect Connecticut's military facilities and defense and homeland security industries; (7) coordinate state, regional and local efforts to encourage the growth of Connecticut's defense and homeland security industry; (8) serve as an advocate for service members and their families to other state agencies; (9) initiate and sustain collaborative partnerships with local military commanders; (10) consult with the Department of Economic and Community Development on proposed financial assistance agreements with defense and homeland security firms; and (11) prepare and submit a report of activities, findings and recommendations annually to the Governor and the joint standing committees of the General Assembly having cognizance of matters relating to commerce and public safety, in accordance with the provisions of section 11-4a.

Approved June 19, 2015

Appendix B: Biography of OMA Executive Director



ROBERT T. ROSS

Bob Ross is Executive Director of the Connecticut Office of Military Affairs. He was originally appointed by Governor M. Jodi Rell in July 2009 and reappointed twice 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 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 was director of community and media 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 was selected by the national Association of Defense Communities as the 2014 Member of the Year for leadership and commitment and currently serves as a member of their Board of Directors. He is a Trustee of the Chamber of Commerce of Eastern Connecticut and former Commissioner on the Connecticut Maritime Commission. He's a former Adjunct Professor of Public Policy in the UCONN Graduate School and is a recipient of the UCONN Department of Public Policy Distinguished Alumni award for continued commitment and excellence in public administration.