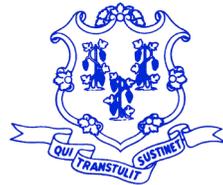


**STATE *of* CONNECTICUT**  
**OFFICE *of* MILITARY AFFAIRS**  
**(OMA)**

**Annual Report**  
**Fiscal Year 2021-2022**



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

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## **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 vital 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 worldwide. 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 to purchase 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 (SUBASE) and home of the Submarine School.

The first land-based campus of the U.S. 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 significant 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, public communications, financial management, legal counsel, information technology, economic research, and legislative affairs.

OMA is an active member of the national Association of Defense Communities (ADC), a Washington-based organization representing states and communities nationwide that host military installations. OMA Executive Director Bob Ross was elected to the ADC Board of Directors and serves as President. His many contributions to the organization include participation in numerous thought-leading programs in national and regional forums.

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

The year 2021 was challenging in the United States and worldwide. At home, the year began with a storming of the U.S. Capitol in Washington on Jan. 6 by former President Donald Trump supporters. At the time of the attack, Congress was in the process of certifying the victory of now-President Joe Biden in the 2020 election.

Also, the COVID-19 disease continued relentlessly around the world. In the United States, the U.S. Centers for Disease and Prevention (CDC) reported that 446,197 U.S. deaths were attributed to COVID-19 in 2021. This was significantly more than the 385,443 U.S. deaths in 2020, according to CDC's data.

Although these were terrible numbers, they could have been worse in 2021. A 2022 report from the U.S. Department of Health and Human Services (HHS) stated that there were 650,000 fewer COVID-

19 hospitalizations and 300,000 fewer deaths in 2021, thanks to vaccinations and booster shots given to U.S. citizens, mainly seniors. According to HHS, over 90% of seniors have been fully vaccinated, and more than 70% have received at least one booster shot. This has led to the significant decrease in deaths and hospitalizations in the United States.

However, in early 2022 CDC reported that only 61% of the entire U.S. population had been vaccinated. This slowed the nation's fuller recovery from COVID-19. In addition to the United States, countries worldwide in 2021 were exhorting their populations to get vaccinated, wear masks, and take other precautions to keep from getting COVID-19.

On the positive side, daily life started to return to some level of normality throughout 2021 and into 2022. Students returned to schools and colleges, stores and restaurants began to see customers, and workers gradually returned to their place of work.

Military organizations in Connecticut collaborated in a coordinated response to vaccinate service members, maintain operations, and accomplish all primary missions.

### ***National Security/Foreign Policy Issues***

As stated above, the security of the nation's Capital was challenged the first week in January 2021 when an angry mob -- supporters of defeated President Trump -- attacked the U.S. Capitol in a shocking assault on U.S. democracy. They fought hand-to-hand with overwhelmed Capitol Police, invaded the Capitol building, broke down doors and windows, looted offices, and sought to somehow invalidate the election results. Five people died in the chaos during or after the event, including a Capitol police officer.

Although the attack was eventually subdued and many hundreds of attackers arrested and charged with crimes, Trump has continued to falsely claim that the presidential election was stolen from him even though he lost by seven million votes. The House of Representatives

established an independent committee to investigate this attempt to disrupt the peaceful transition of power.

New President: On Jan. 20, 2021, Joseph R. Biden was sworn in as the 46<sup>th</sup> President of the United States. In his inaugural address, he urged the country to unite at this perilous time in U.S. history. "Today we celebrate the triumph not of a candidate, but of a cause – the cause of democracy." He said the country has been reminded that "democracy is precious, democracy is fragile, and at this hour, my friends, democracy has prevailed." The inauguration ceremony was unlike any the country has seen, with the new president addressing an empty National Mall. At the same time, thousands of National Guard soldiers guarded Capitol Hill and downtown Washington.

Afghanistan: Soon after being inaugurated, President Biden announced he would bring home all U.S. troops from Afghanistan later in the year. That happened in August 2021, when the Taliban unexpectedly captured the capital city of Kabul after a long battle with the Afghanistan government and security forces. A U.S. airlift, along with coalition partners, evacuated more than 123,000 people from the Kabul airport between Aug. 14 and 31. Despite the chaos, it was the largest non-combatant evacuation in U.S. military history. Tragically, there was a suicide bombing at the airport that killed some 180 persons, injured 150 others, and took the lives of 13 U.S. troops.

Russia: At the outset of the Biden Administration in 2021, relations between the United States and Russia were at a long-time low, dating back to the Cold War. Among other things, Russia had interfered in the 2020 U.S. election. And in December 2020, the United States accused Russia of a cyberattack against U.S. companies and federal agencies. On June 16, 2021, President Biden met with Russian President Vladimir Putin at a summit in Geneva. Officials from both countries said the two-hour meeting was productive. They agreed on a "Strategic Stability Dialogue" to limit

future weapons and reduce risks between the United States and Russia. Although there was some slight improvement in U.S.-Russia relations, it was completely shattered by Russia's invasion of Ukraine in early 2022.

Ukraine: Russia invaded Ukraine on Feb. 24, 2022, in an extension of the conflict that began in 2014 when Russia annexed Crimea. The invasion began as Russia amassed some 190,000 troops and equipment along its border with Ukraine. Russian President Putin called it a "special military operation" in an address to the nation. At the outset, Russia launched a vast ground invasion along with missiles and airstrikes throughout Ukraine, including the capital of Kyiv. As time passed, Russia's large-scale attacks were repelled, and surprisingly, Ukraine's highly motivated Army successfully drove back Russian troops. The United States and NATO countries condemned Russia and, with the Biden Administration in the lead, have provided hundreds of millions of dollars worth of sophisticated weapons to Ukraine. The invasion has caused tens of thousands of deaths on both sides and resulted in some 7.4 million Ukrainians fleeing the country – the largest refugee crisis since World War II. The war continued through 2022, with no end in sight.

### ***Connecticut Defense Funding***

Connecticut did very well in the Fiscal Year (FY) 2022 defense authorization and appropriations bills. The former – the National Defense Authorization Act (NDAA) – was passed by Congress on Dec. 7, 2021, and signed into law on Dec. 21. The defense appropriations bill was part of an omnibus Consolidated Appropriations Act that Congress did not pass until March 10, 2022; it was signed into law on March 15. Due in large part to the support from the state's congressional delegation, the bills contained substantial funding for Connecticut-based defense programs.

The funding included a historical amount for Navy submarine construction and procurement, repair, research, and development, which cost \$12.5 billion. Rep. Joe Courtney of Connecticut,

chairman of the House Armed Services Subcommittee on Seapower and Projection Forces, said the submarine funding is "a big milestone for our U.S. Navy, [and] it means more work opportunities for our shipbuilders, engineers, and manufacturers in eastern Connecticut."

Following is a summary of key items:

- \$4.23B for two Virginia-class submarines, with Connecticut's Electric Boat (EB) as the prime contractor. The bill also included \$35 million to support shipyard facilities and industrial base improvements to support two Virginia-class subs a year.
- \$3B for the Columbia-class submarine program, including funding for the first Columbia-class sub and advance procurement for the second.
- \$130M to continue efforts to improve the nationwide submarine supplier base.
- \$773M for research and development of future submarine capabilities.
- \$710M for the USS Hartford (SSN 768) submarine maintenance.
- \$25M for partnerships with academic institutions researching undersea capabilities, such as the National Institute for Undersea Vehicle Technology, a collaboration between the University of Connecticut and the University of Rhode Island.
- \$8.7B for 85 F-35 Joint Strike Fighter aircraft; Connecticut's Pratt & Whitney (P&W) is the sole engine manufacturer for the plane.
- \$818M for F-35 advance procurement.
- \$1.5B for 11 CH-53K King Stallion helicopters built by Connecticut's Sikorsky, including \$250M for two additional CH-53Ks beyond the president's budget.

- \$841.8M for 24 UH-60 Black Hawk helicopters and nine additional Black Hawks for the National Guard.
- \$792M for 14 Sikorsky-manufactured Combat Rescue helicopters.

Speaking of the Connecticut-related provisions in the NDAA, Sen. Richard Blumenthal of Connecticut, a member of the Senate Armed Services Committee, said the bill "makes smart, strategic investments in submarines, helicopters, and other defense tools built by Connecticut's skilled manufacturing force," adding, "It will tremendously fortify our country's safety and strengthen our state's economy."

In addition to the critical defense provisions, the omnibus appropriations bill included \$50M for construction of the National Coast Guard Museum in New London. Previously, federal money could be used for displays in military museums but not for construction.

Sen. Chris Murphy of Connecticut, a member of the Senate Appropriations Committee, was instrumental in getting the appropriation, along with Rep. Rosa DeLauro, chair of the House Appropriations Committee; Sen. Blumenthal, and Rep. Courtney.

"The \$50 million included in this budget, and the removal of the previous prohibition of federal funds being used for construction costs, represents a breakthrough for the Coast Guard, for New London, and for southeastern Connecticut," Sen. Murphy said. "This project will not only create hundreds of jobs and annually pump millions into the local economy, but also inspire the next generation to serve."

"The Coast Guard is the only long-standing branch of the armed services without a national museum," he added. "We owe it to the brave men and women of the Coast Guard – past, present, and future – to finally make the museum a reality." The federal funding, he said, "is a tremendous step toward fulfilling that commitment."

## Defense Contracts

Although not as high as in previous years (see below on p. 6), Connecticut's defense industrial base had a very good year in 2021 with \$11.1B in defense contract awards. A large part of this came in March 2021 when companies in the Nutmeg state were awarded \$4.4B in military contracts. The largest was a \$2.4B contract to EB for constructing one Virginia-class submarine with a Virginia Payload Module. Also, that month, Sikorsky received seven contracts for various military helicopter programs totaling \$734.5M.

## Electric Boat

EB continues to grow at a highly rapid pace as it builds both Virginia-class and Columbia-class submarines while maintaining and modernizing existing submarines. "We are in the midst of a once-in-a-generation expansion," EB President Kevin Graney said on Jan. 21, 2022, in an address to the Connecticut Business and Industry Association. "And frankly, it may be the biggest in our history."

Graney said the Virginia-class subs USS Oregon and USS Montana were almost finished, with a dozen other fast attack submarines in production. Meanwhile, work started on the first 12 Columbia-class ballistic missile submarines. At the same time, EB is overhauling the USS Hartford, a Los Angeles-class submarine built by EB and commissioned in 1994. That work is expected to be completed late in 2026.

EB hired 2,533 workers in 2021 and is expected to hire some 3,000 more in 2022. Looking to the future, Graney said, "2033 is projected to be one of our peak years of hiring, and we are in the run-up to 2033 now. So, getting out there and educating people about opportunities here at Electric Boat is incredibly important to us."

EB now employs some 18,000 people, 62% in Connecticut and the remainder at Quonset Point, RI. It is the largest private employer in Connecticut and Rhode Island.

EB continues to enlarge its infrastructure to accommodate its construction requirements. Mar. 10, 2022, saw EB's "topping off" -- the last beam placed atop the structure --for the South Yard Assembly Building at its Groton headquarters. The huge building is the centerpiece of EB's \$1.85B expansion to support the construction of the Columbia-class submarines. It is the largest construction project at EB in over 50 years and is expected to be finished in early 2023.

## Pratt & Whitney

P&W's most prominent defense program continues to be the F135 engine for the F-35 Joint Strike Fighter aircraft. On Aug. 21, 2022, P&W announced that it had delivered its 1,000<sup>th</sup> F135 engine to the Department of Defense. "This milestone underscores the maturity of the F135, which has been proven in the field as the safest, most capable fighter engine in the history of military aviation," said Jen Latka, vice president of the F135 program. "We are proud to support our men and women in uniform as a partner on the F-35."

In September 2021, P&W received more than \$1B in F135 contracts. It was awarded a \$736.6M contract on Sept. 3 for engine spare parts, modules, and support equipment for F135 engine requirements of the Air Force, Marine Corps, Navy, and non-DOD participants. Later in the month on Sept. 24, it received a \$285.5 M contract for non-recurring sustainment support, material and support equipment for depot maintenance facilities for F135 engines for the Air Force, Marine Corps, Navy, and Foreign Military Sales customers.

Separately, the USO (United Service Organizations) opened a new USO Center at the Naval Submarine Base New London in June 2021, funded in large part by P&W. In 2019, P&W pledged \$1M to help renovate the USO at the Reagan National Airport in Washington, DC, and more recently to build the USO center at the New London base. "As a company, we know it is critical to assist our service personnel every day," said Matthew Bromberg, President, Military

Engines, P&W. "This center located in our company's home state is one tangible way to show that support."

### Sikorsky

Sikorsky continues to build and maintain various helicopters for military and other programs.

In February 2021 it received a contract for five low-rate initial production presidential helicopters. Sikorsky is under contract to build 23 VH-92A presidential helicopters under the Presidential Helicopters Replacement Program. The five helicopters are scheduled to be delivered in 2023. Sikorsky is proud to have flown every U.S. president since Dwight Eisenhower and will continue to do so.

Sikorsky was awarded a \$736M contract in June 2021 for nine low-rate initial production of CH-53K heavy lift helicopters for the Marine Corps. Ten months later, in April 2022, the Marine Corps declared Initial Operational Capability (IOC) for the CH-53K helicopters. This validated the CH-53K for operational readiness to forward deploy Marines and equipment. The IOC will position the Marine Corps for full-rate production in 2023. Sikorsky is under contract for 200 CH-53Ks.

One of Sikorsky's most significant contracts in recent years occurred a year later, when it received a \$2.3B contract from the Army on June 27, 2022, for 120 H-60M Black Hawk helicopters. Moreover, the Army has the option to produce up to 225 more Black Hawk aircraft for the Army and Foreign Military Sales customers, for a total of \$4.4B.

Over the years, Sikorsky's Black Hawk helicopters have become one of the world's most favored and reliable military helicopters. Sikorsky has built more than 4,000 Black Hawks for the U.S. Army and 28 U.S. allies since developing the aircraft in the 1970s. The helicopter is used mainly for transporting troops and medical evacuation.

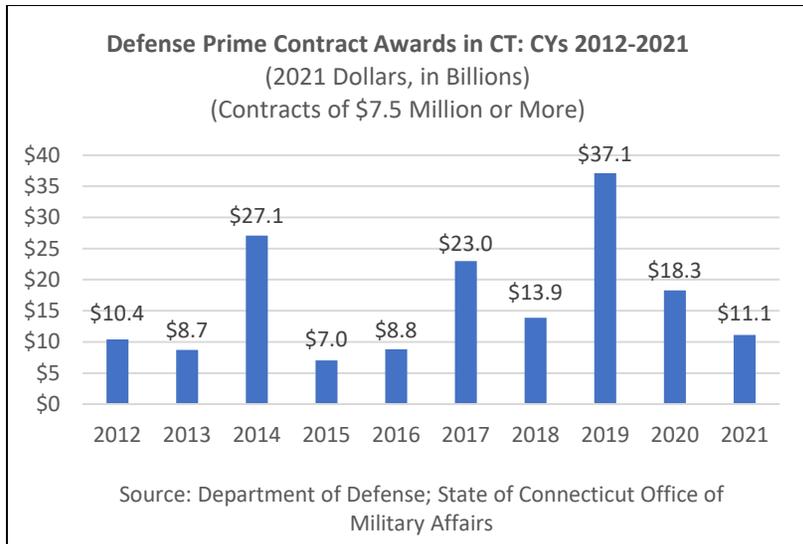
### **III. Connecticut Defense Industry Outlook**

As stated earlier in this report, the Connecticut defense industrial base received \$11.1B in defense contracts in 2021. However, this number is very conservative. It is based on the Department of Defense's daily announcement of contract awards. However -- importantly -- DOD's contract announcements apply only to prime contracts with a value of \$7.5M or more. The many thousands of DOD contracts under \$7.5M awarded annually are not included.

Connecticut's OMA has closely tracked defense contracts via the DOD daily contract announcements since it was established in 2007. Since then, the state's annual defense contract awards have been in the \$6-14B range. Recently, however, there have been years that soared far above this range. This has mainly been due to (1) EB's building of two Virginia-class submarines per year and now the start of Columbia-class submarine construction, (2) P&W turning out significant numbers of engines for the F-35 aircraft and sustainment of military engines, and (3) Sikorsky's steady and continued production of Black Hawk helicopters and, more recently, the CH-53K King Stallion and VH-92 presidential helicopters -- all mentioned above.

#### ***Trend in Prior Year Contracts***

Figure 1 below shows annual amounts of DOD prime contract awards of \$7.5M or more for calendar years 2012 through 2021. From 2012 through 2016, the annual contracts were relatively modest except for 2014. In that year, Connecticut defense contracts skyrocketed to \$27.1B. This was mainly due to a \$17.6B contract awarded to EB for 10 "Block 4" Virginia-class submarines. At the time, this was the largest Navy shipbuilding contract ever awarded.



[Figure 1]

In 2015 and 2016, the amounts dropped to lower levels of \$7.0B and \$8.8B, respectively. The number soared again in 2017, with a total of \$23B. This was due largely to a \$6.7B contract to P&W for sustainment of the F-119 engine used in the Air Force's F-22 Raptor jet fighter through 2025.

The 2018 amount dropped down to a hefty \$13.9B. But it zoomed again in 2019 to \$37.1B, by far the highest amount since OMA has been tracking defense contracts. It was mainly the result of a staggering \$22.2B contract awarded to EB in December 2019, the Navy's largest single shipbuilding contract ever, surpassing the 2014 record award by \$5B. The 2019 contract was for nine "Block 5" Virginia-class submarines. Eight of them will have an 84-foot expansion of the hull, known as the Virginia Payload Module, which will increase the missile capacity. The 2020 amount of \$18.3B is the fourth highest since 2007.

With the significant annual contract spikes in 2014, 2017, and 2019, Figure 1 can give the impression of economic instability in the Connecticut defense industrial base. But this is not the case for the following reason: The total amounts of contracts announced by DOD are very often considerably greater than the amounts actually obligated, i.e., paid to the contractor, at the time the contracts are awarded. Rather, the contract amounts are spread out over many years. This is particularly true for very large contracts.

For example, Sikorsky was awarded a \$284.4M contract on March 30, 2021, for the Future Long Range Assault Aircraft Competitive Demonstration and Risk Reduction. However, only \$19.4M was obligated at the time of the award; the rest will come later.

Similarly, on Sept. 30, 2021, EB received a \$475M contract for lead yard support for Columbia-class ballistic missile submarines through 2028. In addition, there was production back-up units and continued outfitting of missile tubes. In all, work will continue through 2031. No funding was obligated at the time of award. Rather, payments will be spread over some 10 years.

In sum, the amounts of money from large defense contracts are very often spread out over many years, providing stability and predictability for Connecticut's defense industrial base. This stability is important in years with more modest contract awards. This is the case in 2021, with the total defense contract of \$11.1B – lower than the previous four years.

### ***Suppliers to Leading Contractors***

With construction of Columbia-class submarines getting started and the continued construction of two Virginia-class submarines each year, the future is extremely bright for Connecticut's submarine industrial base. But there is a significant challenge for suppliers in the state and around the country to keep up with the demanding pace of construction.

EB and its sub-construction counterpart, Huntington Ingalls's Newport News Shipbuilding, award suppliers hundreds of millions of dollars in sub-contracts annually. While it is difficult to track such spending, the Submarine Industrial Base Council in Washington, DC, compiles amounts spent or contracted to submarine suppliers for the major submarine programs. More than 2,500 first-tier companies nationwide make up the submarine industrial base. Moreover, the Council estimates that thousands of additional lower-tier suppliers exist nationwide.

In Feb. 2022, the Council issued a state-by-state report on contracts awarded to 2,557 known submarine industrial base suppliers over the last five years. The total amount nationwide was \$25.4B, some \$2.4B higher than a similar report issued in February 2021. For Connecticut, the amount was \$1.2B in purchase order awards for specialized components and materials, such as air revitalization equipment, control valves, specialty filters and alloys, oxygen generators, microswitches, high-speed bearings, and pipe fittings. Many of these were produced by highly skilled and well-paid workers.

The \$1.2B amount is higher than the total for Connecticut suppliers in the Council's 2021 survey, \$1.1B, and much higher than the 2020 survey, \$864.2M. The increase over the last two years is undoubtedly due to the Columbia-class and Virginia-class construction demands. The Council's 2022 report also states that Connecticut has 352 first-tier submarine industrial base suppliers, plus an unknown number of lower-tier supplier companies.

While Connecticut is a major submarine supplier state, it ranks 6<sup>th</sup> in supplier sub-contract amounts over the past five years, according to the Council's report, at \$1.2B. This was a step up for the state, ranking 7<sup>th</sup> in the 2021 report at \$1.1B. California is far and away in 1<sup>st</sup> place, at \$5.3B, followed by Virginia at \$3.6B and Pennsylvania at \$2.4B. See Table 1 below, listing the top 10 submarine supplier states by dollar amounts over the past five years.

**Top U.S. Submarine Supplier States**  
(By Dollar Amounts, 2017-2022)

1.	California	\$5.3B
2.	Virginia	\$3.6B
3.	Pennsylvania	\$2.4B
4.	Ohio	\$1.8B
5.	Maryland	\$1.3B
<b>6.</b>	<b>Connecticut</b>	<b>\$1.2B</b>
7.	Massachusetts	\$1.1B
8.	New York	\$938M
9.	Florida	\$659M
10.	Illinois	\$628M

[Table 1]

Interestingly, like Connecticut, many of the top 10 sub-contract amounts increased over the past year. For example, New York had \$667M in submarine sub-contracts in 2021. Ohio increased from \$1.6B to \$1.8B. This shows that the increased demand for submarine components is nationwide.

Connecticut has by far the largest number of submarine suppliers with 352, followed by Virginia at 270 and Massachusetts at 246. Table 2 below shows Connecticut at the top. Most of the states below it have much larger populations. Interestingly, three of the top 10 sub-supplier states are in New England, with Rhode Island in 7<sup>th</sup> place with 110.

**Top U.S. Submarine Supplier States**  
(By Number of Suppliers, 2022)

1.	Connecticut	352
2.	Virginia	270
3.	Massachusetts	246
4.	Pennsylvania	173
5.	California	160
6.	New York	132
7.	Rhode Island	110
8.	Florida	95
9.	New Jersey	93
10.	Ohio	91

[Table 2]

Overall, there are some 400 known small-to-medium size supply chain companies in Connecticut -- with thousands more in Rhode Island, Massachusetts and elsewhere -- that provide products not just for submarines but for three of DOD's largest Original Equipment Manufacturers (OEM): Electric Boat, Pratt & Whitney, and Sikorsky.

**Connecticut's Defense Spending Ranking**

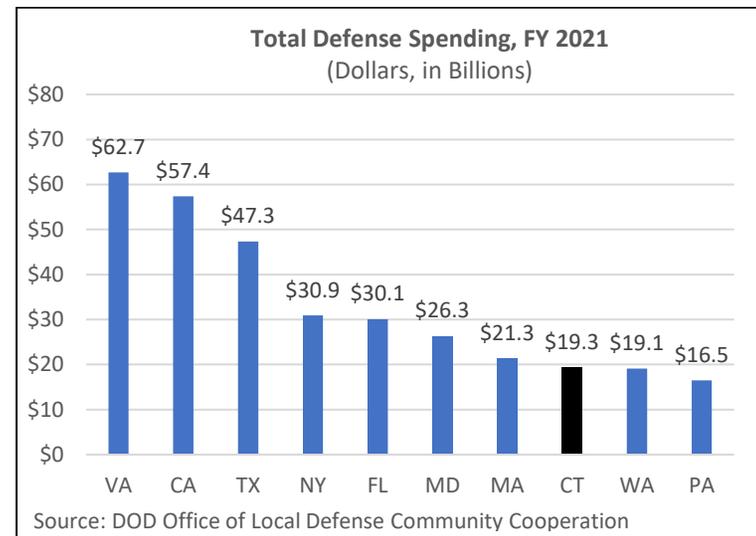
The most recent comprehensive analysis of state-by-state defense spending is *Defense Spending by State, Fiscal Year 2021*, released in October 2022 by the Office of Local Defense Community Cooperation (OLDCC) in the Department of Defense. The report is based on research done between March and September of 2022. It is drawn from numerous sources, mainly DOD's Defense Manpower Data Center and USAspending.gov, which the Department of the Treasury manages.

Connecticut did very well in the rankings, especially with its relatively small population of 3.6 million compared to other major defense-spending states. It is ranked 8<sup>th</sup> overall in total defense

spending, 4<sup>th</sup> in defense spending as a percentage of state gross domestic product (GDP), and 7<sup>th</sup> in defense contract spending.

On the other hand, the state is ranked much lower in defense personnel spending, i.e., salaries paid to active duty, National Guard, and reserve personnel in a state, along with civilian DOD employees. States with many large military bases such as Virginia, California, and Texas, dominate this category. Not surprisingly, Connecticut came in 36<sup>th</sup> in personnel spending and 38<sup>th</sup> in the number of defense personnel.

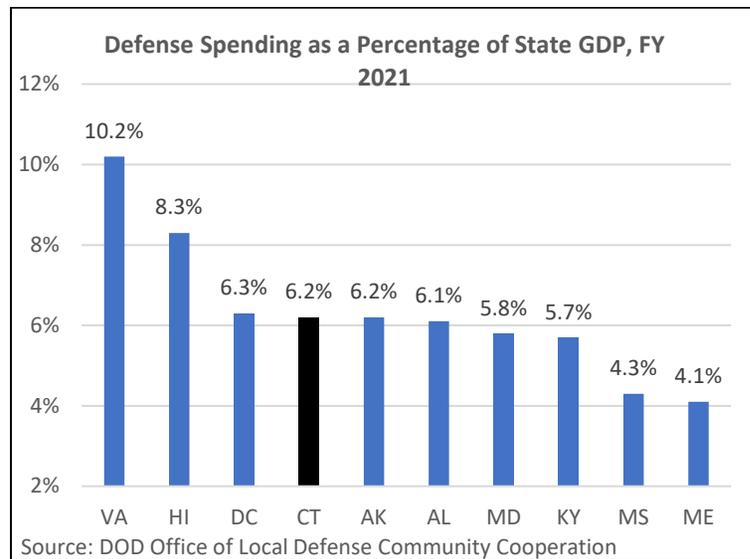
Figure 2 below shows the total defense spending rankings, including defense contracts and personnel. Interestingly, the DOD report states that defense spending nationwide fell in FY 2021 – it fell by \$34.9B, or 5.6%, over the previous year. This was mainly the result of a 9.2% decrease in contract payments. As stated above, Connecticut is ranked 8<sup>th</sup> in defense spending – with the amount of \$19.3B. This decreased from the previous year when Connecticut came in 6<sup>th</sup> with \$23.6B of spending.



[Figure 2]

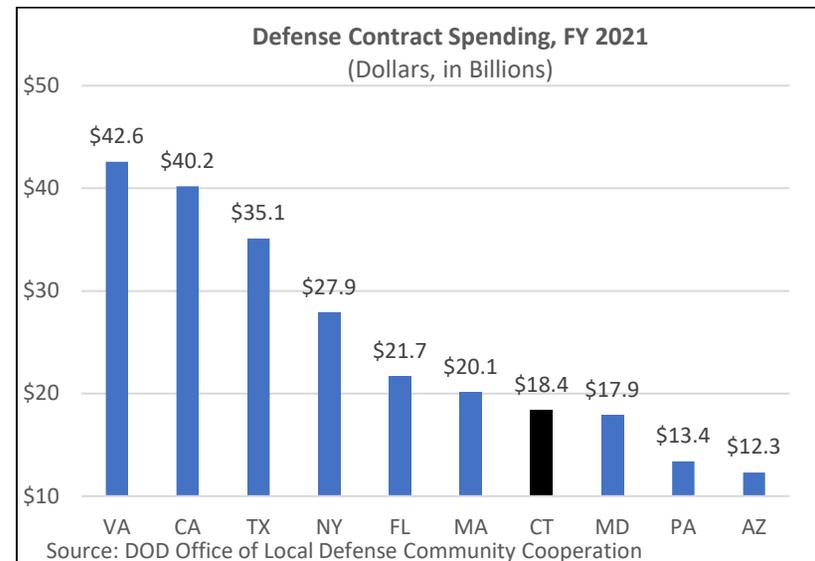
As shown in Figure 2, both New York and Massachusetts have ranked ahead of Connecticut. The report notes that New York and Massachusetts had the largest increases in spending. It says this is due to very large DOD contracts for COVID-19 vaccines and treatments in both states – in New York to Pfizer, Inc., and Regeneron Pharmaceuticals, and in Massachusetts to Moderna, Inc. Had it not been for these contracts, Connecticut would have been ranked 6<sup>th</sup> again, behind states with large amounts of defense contractors and military bases: California, Virginia, Texas, Maryland, and Florida. The report notes that New York has not even been in the top 10 in recent years.

As shown in Figure 3, Connecticut does very well in the ranking of defense spending as a percentage of Gross Domestic Product (GDP), in 4<sup>th</sup> place at 6.2% and closely behind the District of Columbia. Virginia is at the top, with Hawaii a distant second. On average, for all states, defense spending comprised 2.3% of the nationwide GDP, almost one-third of the GDP spending in Connecticut.



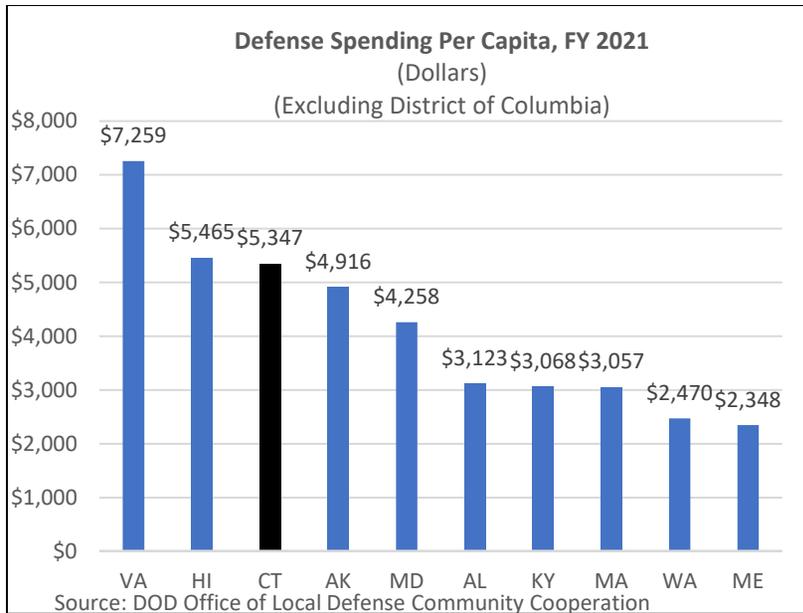
[Figure 3]

In the category of defense contract spending -- excluding DOD spending on personnel -- Connecticut is ranked 7<sup>th</sup> in the nation at \$18.4B. Again, had it not been for the large New York and Massachusetts COVID-19 contracts, the Nutmeg state would have been ranked 5<sup>th</sup>, behind states with much larger populations and more military bases – Virginia, California, Texas, and Florida. See Figure 4 below.



[Figure 4]

Another way of measuring the strength of Connecticut's defense industrial base relative to other states is by per capita defense spending – see Figure 5 below. According to the OLDCC report, FY 2021 per capita defense spending in Connecticut– both for contracts and personnel spending – was \$5,347. Remarkably, the state is ranked third, behind only Virginia at \$7,259 and on the heels of Hawaii at \$5,465. Hawaii has a very low population of 1.5 million. Also, Connecticut's per capita defense spending is far above the average state per capita defense spending across the entire United States, \$1,684.



[Figure 5]

The OLDCC report lists the ten leading defense contractors in each state, based on defense contract spending in FY 2021, i.e., from Oct. 1, 2020, through Sept. 30, 2021. It shows EB at the top with \$8.7B, followed by Sikorsky at \$4.7B and P&W at \$3.9B. Most of the amounts were lower than the prior year's DOD report. For example, EB's FY 2020 contracts were shown as \$11.6B, P&W at \$5.8B, and Sonalysts at \$77.8M. This is mainly due to the FY 2021 nationwide decrease in defense spending, as noted above. Table 3 shows the entire list in the current report.

### Top CT Defense Contractors, FY 2021

1.	Electric Boat	\$8.7B
2.	Sikorsky	\$4.7B
3.	P&W	\$3.9B
4.	MB Aerospace	\$46.4M
5.	Sonalysts	\$45.5M
6.	Murry Benjamin	\$44.8M
7.	Gartner	\$43.9M
8.	Kaman Corp.	\$39.7M
9.	Emprise Corp.	\$38.0M
10.	Hartford Provision Co.	\$34.5M

[Table 3]

Finally, the OLDCC report lists the top 10 defense contract spending locations nationwide in FY 2021. Interestingly, New London (County) is listed as 8<sup>th</sup>, at \$8.9B, due no doubt to EB contract awards. The large contracts in New York, NY, and Middlesex, MA, can certainly be attributed to COVID-19 contracts, as discussed previously. Had it not been for those contracts, New London would have been ranked 6<sup>th</sup>, mainly behind locations in the large states of Virginia, Texas, and California. See Table 4 below.

### Top Defense Contract Spending Locations, FY 2021

1.	Fairfax, VA	\$17.5B
2.	New York, NY	\$13.8B
3.	Middlesex, MA	\$13.5B
4.	Tarrant, TX	\$12.0B
5.	San Diego, CA	\$10.5B
6.	Los Angeles, CA	\$10.0B
7.	Madison, AL	\$10.0B
8.	<b>New London, CT</b>	<b>\$8.9B</b>
9.	St. Louis, MO	\$8.8B
10.	King, WA	\$8.5B

[Table 4]

## **Summary**

This DOD report shows that Connecticut continues to rank among the leading states nationwide for defense contracting despite its modest population. All the data discussed above points to a vibrant defense industrial base providing the nation with critical weapons. In the last few years in particular -- due largely to EB's Virginia-class and Columbia-class submarines, P&W's F-35 engines, and Sikorsky's Black Hawk and other helicopter programs -- the state's defense contracts have been growing substantially. Suppliers have been busier than ever, particularly for submarines.

The state's high level of defense production will likely be the case for years to come, as Connecticut continues to build and maintain the world's most sophisticated nuclear submarines, state-of-the-art military jet engines, and various military helicopters used in the United States and worldwide. The future for the state's defense economy is very bright.

## **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 Base Realignment and Closure (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 \$6B in annual economic impacts 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 the DOD will continue to make adjustments to force structure and military bases. However, another formal BRAC round is not currently requested by DOD, and Congress continues to resist this politically difficult process. Subject matter experts widely believe DOD will eventually request another BRAC round. However, future BRAC rounds may be much different from previous rounds. Previous rounds focused on cost savings and strategic basing. Future rounds will likely add new criteria, including the quality of host community public schools, state-level efforts to address military spouse unemployment and licensure reciprocity, and relocations required due to climate change and sea level rise.

OMA will continue to closely monitor developments in BRAC requests and basing criteria. And OMA 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 whenever it comes.

In 2007, the Connecticut General Assembly authorized \$40 million for future 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. It aims to assess and enhance the *base's military value*, 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 has established a legal framework through which the state can transfer funds directly to the Navy for carefully selected projects at the SUBASE. Connecticut was the first state to develop such a process.

In May 2019, Governor Lamont participated in the formal change of command ceremony at SUBASE New London. In his remarks, he reconfirmed the state's unwavering commitment to enhancing the *military value* of the SUBASE. While the state had a new Governor and the SUBASE a new commanding officer, the innovative investments and unprecedented partnership endures.

Previous state-funded projects have included the construction of new buildings to support operations and maintenance, construction of training equipment, installation of a new high-efficiency boiler for base-wide steam utilities, and purchases of land and structures for encroachment mitigation on both the northern and southern perimeters of the base and in the Navy's area of operations within the Thames River. The state-funded a complete road renovation leading to the main gate, significantly improving public safety, traffic management and physical security. In September, the Town of Groton leaders voted to give this new road the honorary name "Submarine Capital Avenue" as the gateway to the Submarine Base and Submarine Force Library and Museum. Collectively, these

projects represent a wholly unique partnership with the Navy in diverse and creative areas of base improvements.



(Photo by: Mark Jones)

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 resilient infrastructure and 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. In response to the state's proposal, the Secretary of the Navy agreed to provide staff authority and expertise. The Secretary sent delegations to meet with state and local officials to advance the microgrid project.

Fuel cell construction is complete. The microgrid, with a high-tech integrated distribution and monitoring systems, is expected to be fully operational in 2023. The project was initiated with funding from OMA, then with a larger grant from the Connecticut Department of Energy and Environmental Protection. The total value of this project is projected to be close to \$100M over the life

of several agreements, including an Enhanced Use Lease (EUL), Energy Savings Performance Contract (ESPC), Long-term Power Purchase Agreements (PPA) and other Public-Private Partnerships (PPP) agreements. This project reflects an impressive collection of innovative financing tools and creative partnering between public and private sector organizations, all dedicated to creating affordable, resilient energy security for the SUBASE.

The State Bond Commission also authorized OMA to fund the removal of a derelict floating dock on the Town of Waterford's shore of the Thames River. This abandoned structure was removed to create additional maneuvering room and a turning basin for the much longer Block 5 Virginia class submarines to be homeported at the SUBASE beginning in 2025.

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 \$500M worth of planning, demolition and construction projects on the base, with about \$27M funded by the state. So, the state is an important but modest partner in a much larger effort to modernize the base.

In Apr. 2022, Governor Lamont joined Navy leaders to sign three Intergovernmental Support Agreements (IGSAs) with state, regional and local governments. These agreements will use shared services and economy of scale in purchasing goods and services to reduce costs for the Navy and enhance base operations.



Intergovernmental Support Agreements announcement and signing ceremony  
(Photo by: MC3 Maxwell Higgins)

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 *base's military value* and protect it from closure in a future BRAC round.

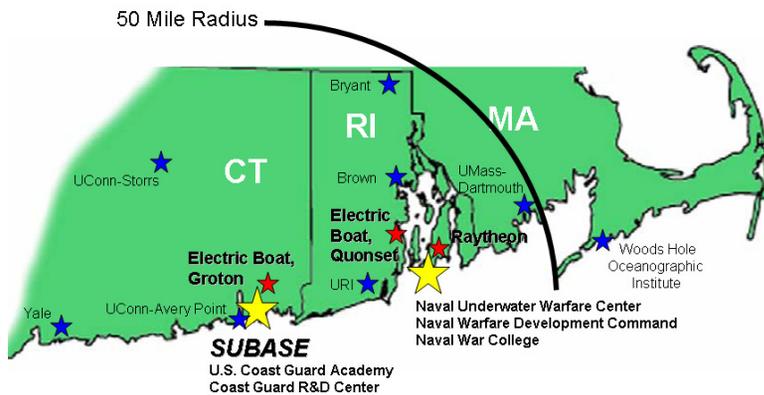
### ***Connecticut's Submarine Industrial Base***

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

In recent years new organizations have emerged to collaborate and leverage the region's undersea expertise. The National Institute for Undersea Vehicle Technology (NVIUT) is a university-industry partnership that collaborates with the Navy to advance workforce, research and technology innovations. The Naval and Maritime Consortium (NMC) is a network of companies that collectively address challenges, share solutions, and collaborate on opportunities in growing national undersea, maritime, and offshore wind supply chains. The OMA Executive Director serves on the advisory boards of both organizations.

Submarines are designed and built at EB in Groton. All submarine personnel receives 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 the nation's military undersea profession.

### The Nation's Center of Undersea Warfare Excellence



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 worldwide from its headquarters in southeastern Connecticut.

Understanding this synergy's value led the state 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 \$9.9M investment helped EB complete a \$65M renovation project that helped keep submarines in Connecticut and brought other business to the region. Since 2008, EB has generated billions in sales and hundreds of millions 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 such 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). Since 2011, EB has hired thousands of engineers and designers. The building also accommodates a workforce to produce ongoing technology upgrades for the *Virginia-class* submarines. This facility has already reached its capacity as new employees are being added to the industrial base in New London.

In Oct. 2014, the state 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 \$31.5M capital expansion project to purchase and renovate a building in Groton. This new space was needed to accommodate 200 new purchasing and supply chain management jobs.

In 2019, as previously described, EB held a groundbreaking ceremony for a massive \$852M shipyard expansion project to

prepare for the construction of *Columbia*-class nuclear-powered SSBNs to replace the decommissioning *Ohio*-class submarines. All the new *Columbia*-class submarines will be assembled in the Groton shipyard.

While investments in our submarine industrial base are concentrated in southeastern Connecticut, the impacts are state-wide. For example, in the *Virginia*-class program, almost 400 suppliers are dispersed throughout the state. Altogether, they supply over \$1B worth of goods and services over five years. 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. And the new *Columbia*-class submarines will further enhance this economic impact and create thousands of high-end jobs. The direct and indirect employment related to submarine construction and repair is forecast to last for decades.

## **V. The National Coast Guard Museum**

The United States Coast Guard (USCG) is the only Armed Service that does not have a national museum. On Apr. 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 the New London City Pier. It will be adjacent to the Union Station, the Greyhound bus station and Cross Sound and Fisher's Island Ferry landings. The State Bond Commission authorized up to \$20M 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 the City of New London

advance the project. He also directed the OMA to coordinate the efforts of state agencies on his behalf.

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, the 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.

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.



National Coast Guard Museum Association Chair Susan Curtin, board members, and community leaders sign the keel.

(Photo courtesy of the National Coast Guard Museum Association)

Much of the financing for the \$100M museum is being raised in a national fundraising campaign coordinated by the NCGMA. On Aug.

19, 2022, a ceremonial Keel Laying event was held in New London to mark the beginning of a bulkhead and fill project to improve public access and create space needed for the museum. The event included an announcement of \$50 million in federal funding to support the project.

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 three surplus 40-foot USN utility boats 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.

The 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. This new pier should be operational for the 2023 summer season. In the years ahead these Coast Guard and Navy museums, connected by the Thames River, will become the TRHP major anchor sites and are expected to draw tens of thousands of people to southeastern Connecticut.

## **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. Families in transition

occasionally need reasonable accommodations, and OMA actively engages state agencies and local organizations on their behalf.



Homecoming event at Naval Submarine Base New London in Groton, CT  
(Photo by: Chief Petty Officer Joshua Karsten)

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, and 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 children in military families face. Deployments, relocations, separations, and service-related disabilities all take a toll on children and through awareness and training we enable communities to better recognize and respond to these issues.

In Aug. 2021, Governor Lamont visited the SUBASE to meet with military leaders, military spouses, and community leaders to sign into law an Act that expanded economic opportunities for licensed professionals in Connecticut. The new law directs licensing agencies to grant licenses to professionals moving into Connecticut and explicitly identifies military spouses arriving with professional licenses in good standing from other states. The law also directs commissioners to investigate existing interstate compacts to determine if membership in such compacts can further expedite employment for military spouses.

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 military installations in their municipality.



CT National Guard CH-47F Chinook working with the USCG Cutter OAK (WLB-211)  
(Photo by: Sgt. Matthew Lucibello/U.S. Army)

A similar DOD-funded JLUS has been completed with the municipalities surrounding the SUBASE in Groton. A JLUS Implementation Committee was formed to take the actions recommended in this study. The OMA Executive Director serves as chairman of the Implementation Committee. A subsequent project related to the JLUS was a follow-on study investigating impacts expected in the regional housing market related to significant growth at EB as civilian and military families are added to the workforce in southeastern Connecticut. And a new project is underway examining parking and transportation challenges and opportunities created by the expansions of facilities and workforce at EB.

Working with the Chamber of Commerce of Eastern Connecticut, annual military appreciation events have been established in southeastern Connecticut to honor service members from all military branches. 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.

In partnership with the Chamber of Commerce, the Navy, the Coast Guard, and the National Guard, OMA orchestrated an 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 USCG Station New London, and visits to several National Guard facilities throughout southeastern Connecticut. 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 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 was a founding board member of the Southeastern Connecticut Cultural Coalition and now serves on its Advisory Council. This newly formed non-profit advocates for the region's economy's entertainment, arts, and cultural sectors. Military art, history and performance units have played an instrumental role in the region, and having the military represented in the organization's leadership reflects an appreciation of how the military is so deeply ingrained in the social, civic and economic landscape of Connecticut.

## **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 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 spending, and positive 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's defense industrial base is 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.



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Robert T. Ross  
Executive Director

Questions or comments concerning this report should be directed to the OMA Executive Director, at (860) 500-2374 or [bob.ross@ct.gov](mailto:bob.ross@ct.gov).

## Appendix A: Biography of OMA Executive Director



**ROBERT T. ROSS**

Bob Ross is the Executive Director of the Connecticut Office of Military Affairs. He was initially appointed in July 2009 and reappointed Governors Dannel P. Malloy and Ned Lamont. He serves as an advisor to the Governor and legislature on defense industry issues and the primary liaison to the Connecticut congressional delegation on military and defense matters. He coordinates 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 was the director of community and media relations for the 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 previously selected by the national Association of Defense Communities as their Member of the Year for leadership and commitment and currently serves as President of their Board of Directors. He is a Trustee of the Chamber of Commerce of Eastern Connecticut and a former Commissioner on the Connecticut Maritime Commission. He is a former Adjunct Professor of Public Policy at 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.

## Appendix B: Statutory Authority of the Connecticut Office of Military Affairs

Enacted June 19, 2015

Sec. 32-58b. Office of Military Affairs established. Duties of executive director. (a) There is established an Office of Military Affairs within the Department of Economic and Community Development for administrative purposes only. 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.

(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.