

State of Indiana

Submission to the
2005 Defense Base Closure
and Realignment Commission

Materials and Analysis Regarding
Department of Defense
BRAC 2005 Recommendations

June 20, 2005

*Saint Louis University
Busch Student Center
Multipurpose Room
20 North Grand Blvd
St. Louis, MO 63103*

103-06A –RH3 – State Input
Regional Hearing – June 20, 2005 – St. Louis, MO
BRAC COMMISSION – FY 2005
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State of Indiana Submission to the Defense Base Realignment and Closure Commission

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BRAC Hearing
State of Indiana Presentation
June 20, 2005
Saint Louis University
Busch Student Center
Multipurpose Room
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Opening Remarks

Lt. Governor Becky Skillman

John Clark, Senior Advisor to Indiana Governor Mitch Daniels

David Reece, Advisor to the Lt. Governor and former Executive Director, Naval Support Activity Crane

Ft. Wayne International Airport Air Guard Station/Hulman Regional Airport Air Guard Station

Representative Mark Souder (R-IN-3rd)

Defense Finance and Accounting Service, Indianapolis

Rick Wilson, District Director, Representative Dan Burton (R-IN-5th)

Ehren T. Bingaman, Executive Director, Ft. Benjamin Harrison LRA

Deputy Mayor Matthew M. Hopper, City of Lawrence, Indiana

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Carl Little, Chief of Staff, Representative John N. Hostettler (R-IN-8th)

Thomas Washburne, Chief of Staff, Representative Mike Sodrel (R-IN-9th)

Naval Support Activity Crane – Community Support

Indiana State Representative Eric Allen Koch (R-65)

Indiana State Representative Peggy Welch (D-60)

Indiana State Representative David Crooks (D-63)

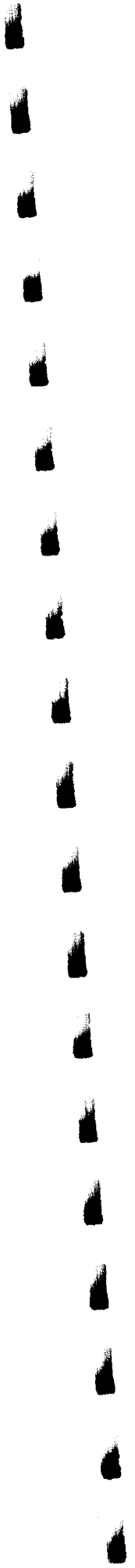
Mayor Don Bowling, Loogootee, Indiana

Naval Support Activity Crane – Employee Support

Andy Brough, President of Crane Federal Managers' Association

Bill Mason, President of Crane American Federation of Government Employees

David Reece, Advisor to the Lt. Governor and former Executive Director, Naval Support Activity Crane



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Governor

**INDIANA SUPPORTS BRAC PROCESS AND
STATE RECOMMENDATIONS BUT URGES
EXPANSION OF NSA CRANE**

By
Lt. Governor Becky Skillman
&
Senior Advisor to Governor Mitch Daniels, John Clark

In starting, let me say that all of us in Indiana were generally pleased and gratified by the overall content of the DOD recommendations. The state would experience a net increase in jobs and The Naval Support Activity, Crane will continue to be a vital part of our national arsenal.

The people of Indiana and their elected officials have been consistently supportive of the BRAC process in spite of the relatively heavy losses inflicted on our state by prior BRAC rounds. Governor Daniels supported this process during his service as Director of the Office of Management and Budget and has continued that support as Governor.

We have continued to believe in the BRAC process as the best way to get the maximum benefit from precious defense dollars, and provide our fine young men and women in uniform with the resources and support they need in this time of growing national peril.

We think Indiana's positive result in this round reflects the dedication and service of the patriots who work at the various Hoosier military installations. They are but another chapter in a proud history which shows Indiana in the forefront in terms of providing the finest of its young people to guarantee our nation's defense. We are proud to honor

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their long and distinguished record of service and to urge an expanded role for them going forward.

Throughout this process, we have taken a straightforward, professional and fact-based approach with DOD decision-makers, and will continue to do so with this Commission. We have consistently measured our recommendations by DOD's own stated decision criteria and always tried to be completely constructive in pressing our case.

After thoroughly reviewing the DOD analysis and recommendations, we understand and will not contest the need to close Newport and consolidate Air National Guard support of F-16's at Fort Wayne.

We realize that there may be some efficiency gains by consolidating all of Indiana's F-16 operations at one location in Indiana and that older F-16s are quickly becoming legacy aircraft as the Air Force transitions into its new role as an air and space force.

We express our support and optimism that the Air Force will select the 181st for the Predator mission and as the Midwest location for a Distributed Common Ground Station. Both missions are critical, viable and relevant to national and homeland security needs. In addition, Terre Haute's proximity to Camp Atterbury, Muscatatuck Urban Warfare Training Center, and the Jefferson Proving Grounds also provides the opportunity for efficient joint training operations providing value and cost benefit to the Department of Defense.

We are well-positioned to accommodate the additions proposed by DOD at both Fort Benjamin Harrison and Fort Wayne. Subsequent speakers will discuss this with you in

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greater detail. We invite comparison to other areas on quality of schools, roads, infrastructure, availability of both high quality and affordable housing and cultural opportunities. Regardless of how you keep score, we welcome the analysis.

We are also submitting for your consideration a more detailed paper regarding the clear reasons which support the recommendation of consolidating DFAS at the Major General Emmett J. Bean Federal Center in Indianapolis.

The Major General Emmett J. Bean Federal Center in Indianapolis is ideally positioned to assist in the efforts to consolidate and transform DFAS operations, an effort which has been underway since 1991. This Indianapolis facility is currently the largest DFAS facility in the nation, with the most personnel and overall capacity. Equally important, the facility can easily accommodate additional business, corporate and administrative DFAS functions since it also has the most excess capacity. In fact, this Indianapolis facility alone accounts for 35% of the entire nation's excess DFAS capacity.

In addition to its capacity strengths, the Indianapolis facility offers DFAS existing capabilities and potential for expansion unmatched elsewhere. As evidence of this, I would point out that a previous BRAC process preserved just the Indianapolis DFAS facility in a proceeding that closed the rest of the surrounding installation. This decision and the favorable assessment ratings achieved by the Major General Emmett J. Bean Federal Center provide tangible, concrete evidence of its value.

A footnote in the DOD report states: "This recommendation supports the Administration's urging of federal agencies to

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consolidate personnel services." This approach flows from an initiative Governor Daniels launched during his leadership at the Office of Management and Budget.

We suggest to the Commission that the same good reasons to consolidate related functions at Fort Ben and Fort Wayne exist for Crane. Similarly, the same good reasons that caused DOD to preserve Crane support a carefully crafted expansion of its role beyond the DOD recommendations. Further speakers and additional materials we will submit for the record spell out our specific recommendations which are completely consistent with DOD goals, and which can be accomplished with a minimum ripple effect.

But I want to talk for a moment about something that is perhaps even more important, though less quantifiable - how revered and honored military service and the national defense is in Indiana. I will not dwell on this because you may regard it as just a predictable expression of pride that would be replicated by forty-nine other states. But this strong Hoosier sentiment can be seen in the multiple applications for every job opening at Crane, with virtually no turn-over. It is not unusual to see the second generation following their fathers and mothers to careers at Crane. It is something you cannot measure in statistics, but that makes it no less real. This can also be seen in how Indiana is always among the national leaders in meeting or exceeding recruitment goals.

Governor Daniels was proud to commit Indiana to be the first state in the nation to join the "America Supports You" initiative. This new national effort to send tangible tokens of appreciation for the service of our troops around the world will be steadily expanded in the next few months as the initial pilot stage is completed. Governor Daniels announced

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Indiana's commitment to launch this initiative at the Indianapolis 500. The Governor noted that the Indianapolis 500 is a Memorial Day tradition and an annual tribute to our country's bravest men and women in uniform, and thus a fitting place to ask Hoosiers to show their support for our military.

Indiana was chosen to begin the "America Supports You" program because of the extraordinarily supportive sentiment for military service in our state. This sentiment will continue to make Indiana a gracious host for current and future military installations and activities.

Crane is a great place to grow. The legislature has assured it will never be encroached on, even around the very wide area that it now occupies. It has much room to grow as it acquires new business and other business inside the DOD. For example, Crane receipts have increased 66 percent since September 11, 2001, far exceeding other technical installations. In addition, Crane has just begun to scratch the surface of its private sector university partnership potential that will only enhance its current importance to the warfighter.

We specifically commend our white papers for your review, which we are submitting for the record. They address three issues we want to develop in some detail with the Commission staff. One of them, referenced above contains supporting arguments for the DOD decision regarding DFAS. The other two relate to our two specific recommendations in the areas of electronic warfare (EW) and special missions at Crane. In the case of EW, we urge the Commission to take a careful look at the application of military value to this recommendation. We think such an examination will suggest the possibility of revisiting the application of these

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supposedly vital criteria to Crane. If you agree, we have included corrective measures that can be accomplished with minimal disruptive effect.

Our paper on special missions calls attention to the critical importance of trusted and established relationships when dealing with special operations forces in the field. Perhaps even more important is the ability to respond completely and quickly to developing situations that can complicate and threaten missions. As a one-stop facility Crane possesses that capability, which will be lost if the DOD recommendations are carried through. We urge Commissioners and staff members to speak personally with special operations personnel on this point.

As stated above, we realize the complex nature of this BRAC Round and the ambitious goals it has for maximizing jointness. We further understand the need to minimize so called "ripple effects" which may result from suggested changes. We have been extremely aware of that in our suggestions, advocating only that which is absolutely necessary.

We would now like to turn to a more detailed discussion of the issues as they affect Crane. These points will be further developed by others in subsequent testimony.

Crane employs in excess of 5,000 Indiana residents from some 30 counties in the southern half of our State where unemployment runs chronically high. The Crane workforce is highly professional with over 50% scientists, engineers and technicians. Crane is the 12th largest employer in the State and has its largest contingent of scientists and engineers. Subsequent speakers will detail the importance of Crane and

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its workforce to Indiana and, particularly, to Crane's surrounding communities.

Crane, however, is much more than a vital economic engine for the State of Indiana; it is a critical National Defense resource. In the midst of what is, necessarily, a statistically driven analysis, we hope the Commission and staff will allow us to demonstrate what a valuable resource we have in Crane. Not all of these characteristics were captured in the DOD analysis, and we think this represents our last chance to bring them to your attention.

First, there is the question of sheer size. Crane has 63,000 acres that are completely encroachment free, with no environmental issues. It is remote from any potential terrorist threat and possesses abundant water and power utilities. It has extraordinary physical facilities and an almost unlimited technical workforce recruitment and retention ability. Crane has tremendous State and Community support, and is critical to the economy of its surrounding counties.

If I understand the underlying rationale for this BRAC, it calls for consolidation where that can be accomplished without degrading the mission or compromising the warfighter. The characteristics I listed immediately above would seem to constitute almost a blueprint for the ideal facility to promote this goal. Yet they were not all captured in the DOD analysis, and will remain ignored unless the Commission brings them into the equation.

The State has proven time and time again our support for the military, generally, and Crane in particular. Some recent initiatives include: A Military Base Protection Act that insures Crane will remain encroachment free. It also establishes the

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Military Base Council chaired by the Lt. Governor that addresses any issue that Crane feels might hinder its ability to support the Warfighter. Legislation has also been enacted that provides tax relief for companies who have an affiliation with Crane and settle near the base. Finally, there is legislation that allows multiple counties to jointly manage technology parks adjacent to Crane.

In addition, the State has initiated formal agreements with Crane and the Indiana National Guard and, with the State's Homeland Security Commission and Purdue's Institute of Homeland Security. These agreements augment Crane's capabilities in weapons, munitions and force protection support thereby increasing its military value. The State Legislature has also passed unanimous resolutions pointing out Crane's strengths and its value to the State and Nation.

The Naval Support Activity Crane hosts the **Naval** Surface Warfare Center Division, Crane and the Crane **Army** Ammunition Activity, which are co-located commands that perform multi-disciplinary tasking across ordnance, electronic and electronic warfare products and systems. These two commands have jointly built a cross service capability that leverages shared world-class facilities and unsurpassed expertise. Crane Navy and Army integrated capabilities provide extremely responsive technical and industrial support to the Warfighters of all services. This cross service integration has proven to help reduce costs, and support rapid deployment to meet the ever-changing needs in the Global War on Terror. Crane has a history of hands-on common sense solutions which have developed relationships of trust with the soldiers and sailors they serve.

In our view Crane seems to be a model installation with regard to matching the Department of Defense's BRAC goals

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of joint, encroachment free, multi-disciplinary, low cost, fast response, and provides the capacity necessary to grow, and to transform installations. Yet the BRAC recommendations had no scenarios that took advantage of Crane's high military value and model installation attributes. That tells us that the statistical focus of the DOD analysis missed much that is valuable.

Instead, the Crane realignment scenarios will fragment existing joint capabilities and lower the military value as well as increase costs of some programs currently resident at Crane. This seems to fly directly in the face of the goals announced for this BRAC round.

In particular, we would like to for you to re-address the BRAC recommendation to move the Depot Maintenance Workload and Capacity for ALQ-99 to the Fleet Readiness Center at Naval Air Station, Whidbey Island in the State of Washington; and, the recommendations to move Weapons and Armaments Research, Development, Acquisition and Test and Evaluation to Naval Air Weapons Station China Lake, California, and, to move Gun and Ammunition Research, Development and Acquisition to Picatinny Arsenal in New Jersey.

We believe that these particular recommendations do not reflect BRAC objectives. As stated above, we will offer alternative scenarios that will increase military value and return on investment. We have submitted white papers describing the issues with each of these recommendations, and a fairly detailed description of alternative scenarios. The white papers were researched and written by a team of recently retired Crane managers with significant experience and expertise in each area, working for the Southern Indiana Business Alliance, or SIBA. In every case, the approach has

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been completely professional and the resulting disruptions and dislocations are absolutely minimal. I will give you a brief description of each alternative:

The first alternative can be referred to as the Electronic Warfare Center of Excellence Specialty Site alternative:

Crane currently integrates all aspects of technical and industrial support of airborne, shipboard and subsurface Electronic Warfare systems for the Navy, Air Force, Marine Corps and Army. This total capability enables Crane to provide extremely responsive total life cycle support, and seems to exemplify the jointness this BRAC was designed to attain. Crane is no doubt the military value leader in Electronic Warfare, blending technical and industrial capability.

The DOD recommendation of separating the ALQ-99 Airborne Electronic Warfare system depot repair from the rest of Crane's total capability destroys synergy of operations and, in fact, lessens the military value of the ALQ-99 depot. We believe this recommendation does not reflect the Industrial Cross Service Group's strategy of maximizing military value at the commodity level. We believe the recommendation also deviates from the Group's strategy of minimizing sites by using commodity level capacity and military value. Crane has the highest Electronic Warfare industrial military value and one of the highest capacities. Detailed DOD data indicates that the ALQ-99 depot portion of the merger at Whidbey constitutes more than 75% of the cost of the entire realignment and never generates any Return on Investment. In addition, the ALQ-99 is a sunset system that will be replaced in the next decade or so. So the decision to separate its functions with

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the impacts mentioned above seems even more puzzling in light of its limited shelf life.

Our alternative, we believe accomplishes the fleet repair level merger objective, by using technology with a more comprehensive and less expensive end result. Our alternative scenario, creating a Center of Excellence Specialty Site for Electronic Warfare, also increases the overall military value of Electronic Warfare which is one of DOD's transformational capabilities.

The second alternative can be called the Special Missions Center of Excellence Specialty Site alternative:

The United States Special Operations Command and other customers including the Navy, Marine Corps and Army special operations communities have, over the last 25 years, established at Crane a joint "Center of Excellence" for quick response, high security Special Missions. This Center has achieved outstanding success by blending integrated Crane technical and industrial capabilities including special weapons, ordnance and explosives, power sources, pyrotechnics, visual augmentation devices, targeting devices, security systems and more. The ability to draw on all of these capabilities and develop, test and acquire at one secure isolated site has enabled extremely responsive support to the continually changing Special Mission requirements. Crane's Special Mission customers have access to not only superb technical and industrial capabilities but also world class test and training facilities including: a nearby, Crane owned, deep water explosive test capability; extensive air and surface weapons ranges at close by National Guard Camp Atterbury; and, an urban warfare training capability at near by Muscatatuck.

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Many of the details of this integrated capability and its use cannot be discussed due to classification and, we believe, were not adequately brought out during the BRAC data calls and scenarios. In addition there is no category of military value that addresses the functions and technologies that are integrated to provide responsive Special Mission Support.

In the particular area of Special Mission support, where responsiveness and turn around time are critical, fragmenting what is now available at a single installation and ending up with separate installations for munitions, weapons and peripheral devices, and for research, test, manufacture, support and training functions will, without question, add time and complexity to satisfying these requirements. In the high tension world of special operations warfare, time is perhaps the most precious commodity, next to the lives of our warfighters.

Our alternative builds on the BRAC recommendations that create Weapons and Armaments Centers of Excellence by adding Crane as a Special Missions site that provides the integrated capability for quick turnaround solutions and works with the other Centers who are focused more on longer term developments. This alternative provides the Centers with the wealth of Army, Navy and National Guard test ranges, Army and Navy industrial capability, and National Guard training facilities available at and through Crane. This alternative also eliminates the loss of expertise the movement of Crane functions would cause, and the duplication of facilities and equipment.

As I mentioned, we have submitted white papers detailing these two potential Centers of Excellence Specialty Sites that provide additional analysis and justification for you and your staff. We stand ready to help with any additional data

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and analyses required, and, look forward to working with you to increase the support capability for our Nation's men and women in uniform.

In conclusion, let us restate our strong support for the BRAC process and our ready acknowledgement of the enormously complex task and constricted time frame that confront you. We know Indiana has fared well in this process, and we are not here to carp and complain.

Our oral and written presentations are designed to re-enforce the sound decision to consolidate DFAS capabilities in our facility; and to demonstrate our willingness and ability to accommodate and welcome employees who choose to relocate here. Our state and local governments are pledged to extend the resources and commitment necessary to make this happen, and we look forward to working with The Office of Economic Assistance at DOD toward that end.

We are also grateful that Crane's value to our nation has been recognized. But we sincerely and honestly feel that many of the attributes which combine to make Crane the unique facility it is did not surface during the DOD analysis. No process grounded in statistics can be expected to identify and appreciate attributes beyond its own articulated value system.

In our oral and written submissions, we have attempted to focus on these attributes. Our suggested changes are surgical, precise and focused. They are grounded in mission success and maximum assistance to the warfighter. They are deliberately crafted to have the minimum possible impact on other areas of the DOD analysis.

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In conclusion, we thank you for your service, and assure you
of the continued dedication of the men and women of
Indiana to the defense and preservation of our freedom.

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Lt. Governor Becky Skillman

On January 10, 2005, Becky Skillman was sworn in as the first elected female Lieutenant Governor for the state of Indiana.

Lt. Governor Skillman began her career as a public servant in 1977 when she was elected as the Lawrence County Recorder. Eight years later, the voters of Lawrence County chose Becky Skillman to serve as County Clerk.

In 1992, Hoosiers in five southern Indiana counties elected Becky Skillman to represent them in the Indiana Senate. Rising quickly through the ranks, she held the second highest position as Majority Caucus Chair, becoming the first woman in Senate Republican leadership.

Now, serving as the fiftieth Lieutenant Governor of Indiana, Becky Skillman is a full partner with Governor Mitch Daniels on all matters of state government. She shepherded the Administration's legislative agenda through the Indiana General Assembly and served as President of the Senate.

Lt. Governor Skillman oversees the Office of Tourism Development, Energy Group, Indiana Housing and Community Development Authority, chairs the Indiana Counter Terrorism and Security Council and serves as the of Secretary of Agriculture and Rural Development under the State's, new and first ever, Indiana State Department of Agriculture and separate Office of Rural Affairs.

Growing up in rural Indiana, Becky Skillman has a passion for dealing with the needs of rural communities and has taken pride in having served as President of the Association of Indiana Counties. During her 12 years in the Senate, she led the charge to include the state's small towns and rural communities in its economic development plans. She authored plans for development in distressed counties and revitalization of downtown areas.

The Lt. Governor relies on the principles of faith, family, and hard work to guide her. She and her husband, Steve, have a son Aaron.

John W. Clark, Senior Advisor to the Governor

John W. Clark is Senior Advisor to the Governor responsible for the development and implementation of public policies and major projects to promote the sustainable growth of Indiana's future economy.

Clark joined the Governor's staff following almost thirty years experience in the energy business in senior public affairs and management positions. He served as Senior Vice President of CMS Energy (NYSE) and its principle subsidiary, Consumers Energy, for over sixteen years responsible for all corporate, public and governmental affairs including economic and community development activities in over twenty U.S. states and foreign countries. He also served as President of both the CMS and Consumers Energy Foundation. While at CMS, Clark co-chaired the Michigan Economic Development Foundation with then-Governor John Engler. Prior to CMS, Clark was Vice President of the American Gas Association representing the U.S. natural gas transmission and distribution industry.

Before joining the energy industry, Clark was Assistant Director of Congressional Affairs for both the U.S. Department of Energy (DOE) and U.S. Environmental Protection Agency (EPA) following several staff positions in the U.S. House of Representatives. He began his career in Indiana on the campaign staff of the Bill Ruckelshaus for U.S. Senator campaign in 1968 and then served as Legislative Aide to the Lieutenant Governor of Indiana during the 1969 General Assembly.

Clark currently serves on the Board of Visitors of Indiana University's School of Public and Environmental Affairs and has served on advisory boards to the University of Michigan, Michigan State University and Ball State University. He is a past chair of the Energy and Natural Resources section of the Public Relations Society of America and served on the U.S. Agency for International Developments (USAID) advisory committee on Voluntary Foreign Assistance.

A graduate of Indiana University (1968) following a study program at the University of London (U.K.), Clark and his wife, Carole, live in Bloomington and Indianapolis.

David M. Reece, Director, Southern Indiana Business Alliance

Dave Reece is the sole proprietor of Reece Consulting and supports Navy-related organizations both public and private.

Reece is also serving as a Director of the Southern Indiana Business Alliance (SIBA), a Bloomington-based organization formed to help preserve and enhance the Crane Division, Naval Surface Warfare Center's roles in our Nation's defense and Indiana's high technology workplace and workforce.

Reece, a member of the Senior Executive Service (SES), retired from the Federal Service in 1996 as the Executive Director of the Crane Division, Naval Surface Warfare Center. As Executive Director, he was responsible for leading some 6,000 employees including 1600 engineers and scientists located at two major locations, in Indiana and Kentucky. At Crane for some 30 years, Reece worked his way from an electronic design engineer, to managing all of Crane's ordnance and electronic capabilities. Reece served as Crane's Executive Director for 10 years.

Before retiring, Reece, who had experienced the Base Closing rounds as Crane Executive Director in 1988, 1991, 1993 and 1995, was appointed by the Secretary of the Navy to lead the Navy's privatization of the large Navy industrial facilities in Indianapolis and Louisville. In this capacity Reece worked in the Pentagon for the Assistant Secretary of the Navy for Installations and Environment for several months.

Immediately after retirement, Reece spent time as Vice President of Indiana University's Advanced Research & Technology Institute where he was heavily involved in technology transfer and alternate uses of advanced technology developed at the University.

He earned a B.S. in Electrical Engineering from Rose-Hulman Institute of Technology and a Masters in Public Affairs from Indiana University.

Testimony of Congressman Mark Souder (R-IN)
Regional Base Realignment and Closure Commission Public Hearing
June 20, 2005
St. Louis, Missouri

Mr. Chairman and members of the Commission, I am pleased to have the opportunity to testify before this distinguished commission regarding the 122nd Fighter Wing in Fort Wayne, Indiana. As all of you may know, Fort Wayne's Fighter Wing was listed as a "gainer" on the Department of Defense's recommended list of closures and realignments on May, 13th of this year. This recommendation was welcomed with much enthusiasm in Northeast Indiana and I would like to share with you today why I believe the BRAC Commission should support this proposal. I was also pleased with the recommendations for other military installations in the State of Indiana and hope that you will adopt those recommendations, as well. Indiana is a patriotic state with strong support for our military and it is a great place to expand the military's presence.

With regard to the Secretary's recommendation for the 122nd Fighter Wing, it is my firm belief that the unit's location in the City of Fort Wayne provides the physical and geographical attributes necessary to the future missions of the Air National Guard that cannot be replicated anywhere else in the Midwest region of the United States. The 122nd Fighter Wing has been located at the Fort Wayne International Airport for more than 50 years and has developed a great partnership with the community and the airport at which it is located. With 166 acres of land leased at a nominal cost by the State of Indiana and the Fort Wayne Airport Authority, an additional 90 acres adjacent to the base reserved for military use, and 1250 acres of undeveloped land at the airport complex, the Fort Wayne Air Guard base is fortunate to have no land encroachment problems, making it an ideal location for future expansion as other bases with similar missions are consolidated.

Additionally, the Fort Wayne location is ideal for homeland security missions, which the Air National Guard is increasingly assuming. Given Fort Wayne's proximity to major cities such as Chicago, Indianapolis, and Detroit, the 122nd can provide air cover for these cities in less than 15 minutes from takeoff—a capability that other Midwest cities cannot provide. Providing airspace security over these cities is critical to our

nation's homeland security mission given the current threats we face. In fact, in 2001, after the September 11th attack on our country, the 122nd provided critical air security over Chicago. The Fort Wayne base was particularly suited for this mission as it had the open space and topographical characteristics necessary to storing and loading live ammunition on the base. Many other bases did not have this ability.

While other cities may have fractionally higher military value scores than Fort Wayne, these numbers do not take into account the ability of those bases to address homeland security concerns. No current fighter wing is in a better position to protect other major Midwest cities than the 122nd in Fort Wayne. As the BRAC Commission does consider the military value criteria, however, it is worth noting that Fort Wayne scored higher than the other two bases from which it may acquire planes on the evaluation of its ability to accommodate cargo and tanker missions. If the Air Force ever chose to change Fort Wayne's mission 10-20 years from now, Fort Wayne is the most flexible of these bases to take on other missions.

The 122nd's other physical attributes are also worth noting. The airport on which it is located has the largest commercial runway in the State of Indiana at 12,000 feet, providing the base with the flexibility needed to accommodate any type of plane should the base's mission change in the future. The Fort Wayne base also has state of the art facilities, most of which were recently built or renovated with regular federal funding and an additional \$37 million in Congressional earmarks, which includes more than \$12 million for a new FAA air tower. The 122nd fighter wing has quick access to a variety of special use airspace and range complexes that are readily available for training purposes. Four of these locations are within the State of Indiana: Hilltop MOA, 12 Mile MOA, Atterbury Range Complex and Jefferson Proving Grounds. The close proximity to these training areas saves the Air Guard money in the long run and helps ensure the Air Guard has the resources it needs for current and emerging mission requirements.

As noted in Secretary Rumsfeld's recommendations, the military recruiting in Northeast Indiana is also outstanding and is important to consider as the BRAC

Commission looks at where to locate what some may call a “megabase.” At a time when the National Guard and the Armed Services are having difficulty attracting new recruits, the 122nd is currently operating at 104.2% manning strength and ranks ninth in overall recruiting for the Air National Guard. And the National Guard is not alone, in 2004, Northeast Indiana was ranked first in the Midwest for Army recruiting. On the reserve side the most recent recruiting numbers are even more staggering. The latest third quarter numbers ending on June 13th revealed that Army reserve recruiters in Northeast Indiana exceeded their recruitment goals by 16 percent.

Finally, let me touch on another important characteristic of Northeast Indiana, which I think will prove to be even more valuable in the future. In recent years, the City of Fort Wayne and Allen County have experienced significant growth in the defense contracting industry, which currently employs more than 3,500 Hoosiers in Northeast Indiana. Defense contractors, which include General Dynamics, Raytheon, Northrop Grumman, ITT Industries, BAE Systems, and Phelps Dodge among others, view the Air Guard as a significant asset. With the Air Guard's future in Fort Wayne now more stable, these companies will be looking for new and innovative ways to partner with the 122nd, which will, in effect, help grow the defense industry's presence in Fort Wayne and the surrounding area.

Thank you again for this opportunity to speak with you about BRAC and the 122nd Fighter Wing in Fort Wayne, Indiana. I am happy to answer any questions you may have.

U.S. Representative Mark E. Souder (IN-03)

U.S. Representative Mark Edward Souder was first elected to Congress in 1994 after working for U.S. Senator Dan Coats (R-IN) for 10 years during Coats' tenure in the House and Senate.

Congressman Souder has served as Chairman of the Government Reform Subcommittee on Criminal Justice, Drug Policy and Human Resources since 2001. The Criminal Justice Subcommittee has jurisdiction over the domestic and international anti-drug efforts throughout the federal government, and is the authorizing subcommittee for the Office of National Drug Control Policy. In addition, the panel has oversight of several other agencies, including the White House Office of Faith-Based and Community Initiatives, as well as the Departments of Justice, Education, Health and Human Services, Commerce, and Housing and Urban Development, accounting for approximately 70 percent of the federal budget. In 2002, the subcommittee released a comprehensive 100-page report on our nation's border security, the first ever such report issued by a congressional committee.

The congressman also serves on the House Committee on Education and the Workforce and he is a member of the House Committee on Homeland Security, which is the primary body in Congress to address issues of terrorism and the security of the nation.

Through his committee and floor work, Souder has been a champion of legislation to make faith-based organizations eligible to receive federal grants to help address cultural problems such as drug addiction, teen pregnancy and gang activity. He is one of Congress's strongest supporters of our nation's national parks, monuments and historical sites.

During the 106th Congress, the prestigious Congressional Quarterly magazine named Souder one of the four most effective "conservative true believers" in Congress. He and Senator Richard Lugar were highlighted as two of CQ's Top 50 leaders in the premier edition of the publication's honorary list.

Mark Souder graduated from Leo High School in 1968 and from Indiana University at Fort Wayne in 1972 with a Bachelor of Science degree in business administration. Had he not been elected to Congress, perhaps his most significant achievement would have been his involvement in naming the IPFW "Mastodons" while he was student body president. Souder was one of the founders of the IPFW Alumni Association and one of its first Indiana University alumni presidents. He received an MBA from the University of Notre Dame in 1974, and in 1999 Souder and the three other members of Congress who are Notre Dame graduates were featured in the university's television ads on NBC during home football games.

Mark's family founded Souder's of Grabill in 1907. He is currently managing partner of Historic Souder's of Grabill, which owns the land and buildings of Souder's General Store, the Country Shops of Grabill and is the home of Elias Ruff Restaurant.

Mark married the former Diane Zimmer of South Bend in 1974. They have two grown children - Brooke and Nathan - and one teenage son, Zachary. The Souders reside in Fort Wayne where they attend Emmanuel Community Church.

Base Realignment and Closure Commission (BRAC)
Regional Hearing
St. Louis, Missouri

Rick Wilson, District Director
Honorable Dan Burton, (R-IN-05)

Good afternoon Mr. Chairman and members of the Commission. I am Rick Wilson, District Director for Congressman Dan Burton of Indiana's 5th Congressional district. I appreciate the opportunity to present Congressman Burton's statement supporting the proposed realignment of assets to the Major General Emmett Bean Federal Center in Lawrence, Indiana, and the Grissom Air Reserve Base, located in Bunker Hill, Indiana. Congressman Burton is joined by his colleagues, Representatives Julia Carson of the 7th district and Chris Chocoma of the 2d district. With your permission, I would submit the delegation's complete statement for the record.

Mr. Chairman, Congressman Burton regrets that he is unable to be here in person to discuss his strong support for the realignment proposed in the Secretary's recommendations to this Commission regarding the Bean Center and Grissom ARB, which he believes supports the Department of Defense's mission and integrates the

joint cross-service emphasis that is crucial to supporting our courageous troops who are successfully executing the Global War on Terror, supporting efficiency, and reducing aging and surplus infrastructure.

As you may know, Congressman Burton and then-Senator Dan Coats worked very hard to provide the necessary funding for the recently completed \$123 million renovation of the Bean Center, which provides a secure and state-of-the-art facility to house several operations vital to the Department of Defense and numerous other governmental agencies. The Congressman remains convinced that the Bean Center is one of the finest facilities in the inventory and should be fully utilized. Congressman Burton strongly supports the decision to consolidate the recommended 3,500 finance and accounting jobs there.

Located in the city of Lawrence, Indiana, on the beautifully restored grounds of Historic Fort Benjamin Harrison, the Center has easy access to the interstate system and Indianapolis International Airport, as well as "Downtown" Indianapolis. The community of

Lawrence boasts a high quality of life, excellent schools, ample affordable housing, and is close to shopping, cultural and sporting venues, and a host of other local area attractions.

The delegation's full testimony highlights much more of the benefits of realigning activities to the Bean Center and I am sure that Mr. Bingaman of the Fort Harrison Reuse Authority can provide specific details.

Briefly, with regard to the Grissom Air Reserve Base, the delegation is pleased that the Secretary seems to agree that Grissom ARB serves as a model for the potential for the Joint Basing/Joint Training/Joint Operations emphasis in transforming our military to face 21st century threats. Grissom's storied past continues to inspire the facilities future – and with the large buffer surrounding the area, encroachment issues will be muted well into the out years. Grissom Aeroplex, Business, and Industrial center is also positioned to be another BRAC success story. Because of its central location (with 65% of the Nation's population and several major seaports within a day's drive) and access by highway, rail, and air makes the Grissom

Aeroplex ideal for all types of manufacturing, distribution, aircraft maintenance and air cargo operations.

Congressman Burton and his colleagues wanted me to convey to you their thanks and appreciation for your willingness to offer your time and talent to serve our country in this difficult assignment. They would like to offer whatever assistance or information the offices can provide you and your staff.

Thank you again for this opportunity to present the delegation's statement to the Commission, and I will try to answer any questions you may have.

Rick Wilson, District Director, U.S. Representative Dan Burton, R-IN

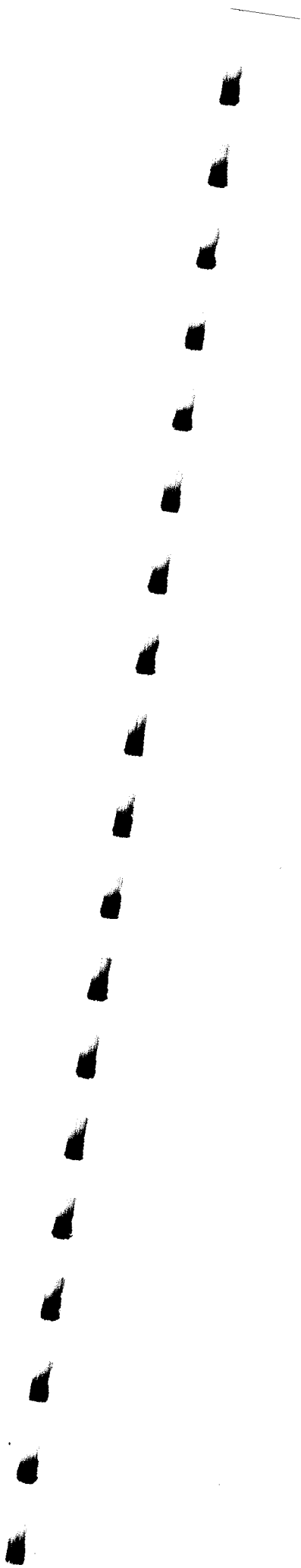
Rick Wilson serves as the District Director for Congressman Dan Burton. Mr. Wilson has also served as legislative aide to Mr. Burton for military and veterans' affairs and director of community relations and intergovernmental affairs. Based in the Representative's district office in Indianapolis, Mr. Wilson is responsible for monitoring and updating the Member on district and local issues. Mr. Wilson acts as liaison with federal, state, and local agencies, and represents the Member in the district. In addition, Mr. Wilson is responsible for monitoring Base Realignment and Closure issues and several transportation and infrastructure projects throughout the district. He manages a staff of 8 in two district offices. Mr. Wilson also serves as Professional Staff Member to the Congressional Insurance Caucus.

Prior to joining the Congressman's staff, Mr. Wilson served in the U.S. Army. Mr. Wilson served with the 101st Airborne Division and with the 3d Armored Division. He is a combat veteran of the Persian Gulf War (1990-91), decorated by the United States, Emirate of Kuwait, Kingdom of Saudi Arabia, and Kingdom of Denmark for his service in that conflict. While in Germany, he served as a part of the NATO defense of Europe along the "Iron Curtain," where he was witness to its collapse on November 9, 1989. Mr. Wilson is commissioned as a Colonel in the Indiana Guard Reserve.

Mr. Wilson graduated from the William Fremd High School in suburban Chicago and received his undergraduate degree (Bachelor of Science, Summa Cum Laude) in Political Science from Martin University. Mr. Wilson attended Indiana University, University of Maryland, City Colleges of Chicago, and the University of Wisconsin-Extension. Mr. Wilson is a graduate of the U.S. Army Training Center- Engineer, and was an Honor Graduate of both the U.S. Army Noncommissioned Officers Academy at Butzbach, Germany and the Indiana Guard Reserve Officer Training Academy at Camp Atterbury, Indiana. He is the recipient of the Order of the Kentucky Colonel from the Hon. Bereton Jones, Governor of Kentucky in 1995, an Honorary Admiral of the Hoosier Navy from the Hon. Joseph Kernan, Lieutenant Governor of Indiana in 1999, the Sagamore of the Wabash, the highest civilian honor given by the State of Indiana, from the Hon. Frank O'Bannon, Governor of Indiana in 2001, The President's Award, Martin University, and the Distinguished Alumni, Fremd High School, both in 2005.

Mr. Wilson was elected to the Lawrence Township Board in 1996 and served as President of the Township Board of Finance in 1997 and President of the Township Board in 1999 and 2000. Mr. Wilson is a past President of the Lawrence Township Republican Club and is a member of the National Association of Parliamentarians, the American Institute of Parliamentarians, and the American Political Science Association.

Mr. Wilson resides in Lawrence, Indiana, with his wife, Leslie. They have two adult children. Mr. Wilson enjoys golf, motorcycling, fishing, sporting clays, and spending time with his English Springer Spaniel, "Liberty." He is actively involved as an alumni volunteer with his college fraternity, Phi Kappa Tau. Mr. Wilson and his wife are members of Holy Cross Lutheran Church in Indianapolis.



Congress of the United States

Washington, DC 20515

BRAC Commission Regional Hearing

St. Louis, Missouri

Monday, June 20, 2005

Joint Testimony of:

The Honorable Dan Burton [R-IN-05]

The Honorable Julia Carson [D-IN-07]

The Honorable Chris Chocola [R-IN-02]

Mr. Chairman and distinguished Commissioners, as Members of the Indiana Congressional Delegation, we thank you for convening this important and timely hearing to examine the Department of Defense's (DoD's) Base Realignment and Closure (BRAC) recommendations.

From the onset, we want to express our sincere appreciation for the vote of confidence bestowed upon the great State of Indiana in the DoD's initial round of BRAC recommendations. For the first time in the history of the BRAC process, Indiana is positioned to achieve a net gain of approximately 2,197 new employment opportunities that will undoubtedly contribute to the future security and prosperity of the United States.

To be certain, we fully understand that yours is a difficult and daunting task - to efficiently and effectively integrate and consolidate United States military bases into more valuable and resourceful units - and we applaud the progress that the Secretary of Defense, Donald Rumsfeld, and the BRAC Commission have made since the beginning of this process. As you and your fellow BRAC Commissioners move forward and begin to examine these recommendations, we respectfully request that you take our testimony into consideration regarding two of Indiana's most important military facilities - the Major General Emmett Bean Federal Center (the Center) in Lawrence, as well as the Grissom Air Reserve Base in Bunker Hill.

Major General Emmett Bean Federal Center

Defense Finance and Accounting Service:

As you may already know, the Major General Emmett Bean Federal Center - the United States' second largest military facility behind the Pentagon - has a long-standing history of service and dedication to the defense of our great nation. In fact, since its initial construction, the Center has provided Army campus housing, served as a Defense Communications School, and at present, houses a large portion of the military's Defense Finance and Accounting Service. In its current capacity, the Center and the surrounding cities of Lawrence and Indianapolis have demonstrated the ability to effectively facilitate large scale DoD operations, as well as provide cost-efficient and family-friendly communities that embrace the dedicated men and women who represent the human capital of our Armed Forces.

The Center - located in Lawrence, Indiana - is an outstanding facility with a strong tradition of excellence in service to the DoD and stands more than ready to accommodate the proposed 3,495 new finance and accounting jobs. Among the Center's myriad of attributes, it is one of the most secure facilities in the DoD's inventory, it provides a state-of-the-art workplace, and it preserves the historic integrity of the

surrounding area. You may also be interested to note that the Center recently underwent a \$123 million dollar renovation, which updated the facility in order to maximize operations in service to the DoD.

In point of fact, the Center has the ability to accommodate an even greater realignment of workers should the Commission decide to further consolidate operations. While Fort Benjamin Harrison's 2,300 acre active military base was officially closed in 1996 as a result of the 1991 BRAC recommendations, the area has certainly not been left devoid of activity. Since the 1996 base closing, over 1,700 acres have been conveyed to the Indiana Department of Natural Resources for the Fort Harrison State Park and The Fort Golf Course, a nationally acclaimed 18 hole, Pete Dye redesign (frequently listed in *Golf Magazine's Top 50 Courses You Can Afford to Play*). The remaining 550 acres have been made available to the Fort Harrison Reuse Authority (FHRA) for redevelopment. While much housing and commercial redevelopment has already occurred, many other uses are being considered by the FHRA, including: additional market rate housing and apartments; a commercial/retail destination; a new library branch; professional office space; and a preliminary discussion for a high-tech business incubator. Ultimately, the FHRA seeks to develop an integrated multi-use central business district for the City of Lawrence, which we believe will directly benefit the DoD's vested interest in the Center. The FHRA's planning is already generating positive reviews within the private business sector. Technology firms (Dynaminc; Insight), design firms (Schneider Engineering; CSI Architects), and area professionals (doctors; advertising; etc.), all have expressed an interest in the multi-use central business district.

Moreover, the FHRA - in partnership with the DoD, United States Army, Defense Commissary Agency, and the Army Air Force Exchange Service - are already working to construct a new, state-of-the-art, Commissary and Post Exchange at historic Fort Benjamin Harrison. In fact, several Members of the Indiana Congressional Delegation - including Representatives Burton and Carson - helped secure approximately \$2 million in federal funding during the FY 2005 appropriations cycle to help cover building and construction costs. Given Indiana's National Guard deployment - the 5th largest nationally - this project will undoubtedly bolster Indiana's position to support the Global War on Terror in Iraq and around the world. The new Commissary and Post Exchange will also continue to provide essential services to local military personnel, retirees, and their families. In addition, the Commissary and Post Exchange project will provide vital access to valuable property that is essential for the development of the above mentioned business district in Lawrence. **(The FHRA is building the new PX/Commissary on the US Army Reserve Center property outside of the Reuse Area in exchange for the land where the current Harrison Village PX and Commissary now operate. This will not only better facilitate access and use by military personnel, but will also provide better continuity and security).*

Surrounding Communities – Cities of Lawrence and Indianapolis:

From a wilderness stop along a Native American trail in 1823, the City of Lawrence has evolved into an important community in northeast Marion County, Indiana. Strong public-private cooperation has made Lawrence a model for military base redevelopment and revitalization efforts. The City of Lawrence and the FHRA are working diligently on several economic development initiatives as outlined above. In fact, as a result of their joint efforts, approximately 1,100 new jobs and \$250 million dollars in local investment have been added to the area since the Fort Benjamin Harrison base closure.

As the gateway to Lawrence and the Center at the former Fort Benjamin Harrison, Indianapolis – the 12th largest city in the United States – has consistently proven to be a great place to do business. As evidence,

Indianapolis is home to a wide breadth of major corporate citizens, such as: Eli Lilly; Wellpoint; Simon Property Group; Roche Diagnostics American headquarters; and a multitude of banking and financial institutions. And as the Commission considers such a large consolidation of finance and accounting operations, we understand that the bottom line is important, which is why we believe Lawrence and Indianapolis possess a number of attributes that will contribute to the expansion of the Center and ultimately help achieve the DoD's vision of military transformation.

To begin with, the nearby communities in Lawrence and Indianapolis have an uncommonly high quality of life, which provides many valuable incentives to attract and retain high quality employees to the Center. In 2004, the National Association of Homebuilders named the Indianapolis Metropolitan Statistical Area the most affordable city with a population of over one million people. In addition, the City of Lawrence and the surrounding areas have high quality affordable residential opportunities in numerous diverse neighborhoods. In fact, in the City of Lawrence alone, there are now seven new subdivisions, with projected housing starts of approximately 1,000 homes between 2005 and 2006. Furthermore, the City of Lawrence has issued over 2,300 new parcels of land from 2001 to 2004 (an average of 612 parcels per year), and has assessed 2,268 new homes in the past four years (an average of 567 new homes per year). Perhaps most importantly though, these homes are very affordable, starting at approximately \$55,000, with an average median home price of \$69,900. In keeping with their vision of looking to the future, the City of Lawrence has been monitoring growth patterns for the last 10-15 years and has positioned itself to absorb continued growth, providing all normal and basic services to residents. The City has a strong working partnership with all developers whereby the development itself shares in the infrastructure costs. It is also important to note that Lawrence Township, and particularly the City of Lawrence, still have large tracts of land that will be developed for housing and commercial support structures in the next decade or two.

Location and accessibility are obviously also important factors to consider in this consolidation process, and we believe that Indianapolis is the natural selection. Besides having the most affordable housing in one of America's largest cities, Indianapolis is centrally located and is commonly referred to as the "Crossroads of America," with convenient interstate and air access to Chicago, Louisville, Cincinnati, and St. Louis; Indianapolis and the surrounding areas are literally the hub of the Midwest.

The realignment process not only affects the civilian employees and military personnel, but – more importantly – it affects their families. The City of Lawrence has excellent primary and secondary educational opportunities. From nationally recognized schools to preeminent Big Ten colleges, Lawrence is located an hour from Indiana University and Purdue University – two major research universities – as well as Indiana State and Ball State Universities. Furthermore, in the heart of Indianapolis are the joint Indiana/Purdue Campus, the University of Indianapolis, Butler University, Martin University, Indiana Wesleyan University, and Marian College.

Moreover, Lawrence Township Schools have won nation-wide recognition for all of their accomplishments, including six National Merit Finalists (2003) and 13 National Merit Semi-Finalists (2004). Student enrollment for the 2003-2004 school year is up – and the Township has just opened their 11th elementary school, adding to their two high schools and three middle schools – and Lawrence spends approximately \$9,900 per pupil (three-year average) to help ensure an average 97% graduation rate.

As for entertainment, Indianapolis has a thriving downtown community with national and world-renowned cultural and sporting activities. Indianapolis annually hosts some of the most exciting world-class sporting events, including the Indianapolis 500, the Brickyard 400, the Formula One United States Grand Prix, and several NCAA sporting tournaments. In addition, Indianapolis is home to several major sporting teams and organizations, including the Indianapolis Colts, Indiana Pacers, AAA Indianapolis Indians Baseball, and the NCAA headquarters. Beyond athletics, Indianapolis has excellent cultural offerings, from the Indianapolis Symphony Orchestra and Indianapolis Opera, to a vibrant nightlife – including the downtown Warehouse District and the eclectic Broad Ripple Village. Furthermore, Indianapolis is home to 17 museums, including the world's largest Children's Museum and the 7th largest art museum in the United States, as well as an extensive library system that includes the Indiana State libraries.

In addition, the City of Lawrence itself has approximately 900 acres of parkland – not including the 1,700 acre Fort Harrison State Park – summer play camps for children, 15 miles of walking paths, and youth sports facilities (29 baseball/softball fields, three football fields, six tennis courts, and 22 soccer fields). The City also plans to develop an additional three miles of pathways, a multi-sport indoor/outdoor athletic facility, and a 7,500-seat outdoor stadium. The former Fort Benjamin Harrison is also home to The Fort Golf Resort and Conference Center, Harrison House Suites with three renovated Officer's quarters, and The Garrison with dining and conference facilities. Yet another recreational area – Giest Reservoir with over 1,800 acres – is home to boating, dining, fishing, and water skiing activities.

Grissom Air Reserve Base:

While we are very pleased with the DoD's recommendation to realign approximately 3,500 employees to Fort Benjamin Harrison, we would also like to briefly register our continued support for the Grissom Air Reserve Base. Since its inception on July 1, 1942, the Grissom Air Reserve Base has amassed a proud and rich history of serving the United States. Units from Grissom have served or supported numerous contingencies, including operations in Bosnia, Kosovo, Northern and Southern Iraq, as well as recent combat operations in Afghanistan and the liberation of Iraq. Today, the base serves as a model for military transformation and Secretary Rumsfeld's vision of Joint Basing, Joint Training and Joint Operations.

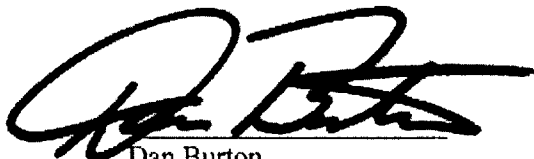
Grissom Air Reserve Base also plays an important role in the Indiana economy. The base has a combined military-civilian work force and serves as the largest employer in Miami County, and the third largest in north central Indiana. It is estimated the base has a direct annual economic impact of \$105 million, and another \$30 million in indirect economic activity.

At present, Grissom offers critical military and national security readiness, and serves as a model of economic redevelopment. With more than one million square feet of modern office, retail, warehouse, and industrial space, the Grissom Aeroplex is north central Indiana's most complete aviation, business, and industrial complex. The Aeroplex offers prospective companies modern, well-maintained facilities that are ideal for manufacturing, distribution, and air cargo or aircraft maintenance. By land, the Aeroplex is within a day's drive of 65 percent of the U.S. population and several of the nation's largest seaports. This solid transportation network includes four-lane highways, rail access, and general aviation airports.



Furthermore, the U.S. Commerce Department's Economic Development Administration (EDA) selected the Grissom Redevelopment Authority as the winner of the 2003 Economic Adjustment Excellence in Economic Development Award. We are particularly pleased that Grissom was recognized with an EDA Excellence Award for their outstanding work in economic development methods and practices. Their commitment to sound, research-based, market-driven economic development is critical to growing the economies and creating new jobs throughout North Central Indiana. Grissom's central location within the state also makes it ideal to accommodate and offer programs to benefit all Indiana communities, and we hope that you keep this in mind as the Commission moves forward with their consideration of the BRAC recommendations.

The State of Indiana – in conjunction with the Cities of Indianapolis and Lawrence – welcomes the opportunity presented at the Major General Emmett Bean Federal Center. The Lawrence community views the announcement of the proposed employment expansion at the Center as confirmation of the success at historic Fort Harrison. While we are sensitive to the losses that other communities face in the light of recent announcements, Fort Harrison and the City of Lawrence have "walked a mile in their shoes." The turn around at Fort Harrison is a sign that good things can happen with careful planning and a commitment to succeed. In short, we are well prepared to meet the needs of the roughly 3,500 new employees and their families and we strongly encourage the BRAC Commission to approve the DoD's recommendations as they relate to the Major General Emmett Bean Federal Center.

Once again, we want to thank you for allowing us the opportunity to share our joint testimony. We wish you the best as you move forward with your hearings and should you need additional information from any one of us, please do not hesitate to contact us directly.



Dan Burton
Member of Congress


Julia Carson
Member of Congress
Chris Chocola
Member of Congress

CC: The Honorable James H. Bilbray
Mr. Philip Coyle
Admiral Harold W. Gehman, Jr., USN (Ret.)
The Honorable James V. Hansen
General James T. Hill, USA (Ret.)
General Lloyd Warren Newton, USA (Ret.)
Mr. Samuel Knox Skinner
Brigadier General Sue Ellen Turner, USAF (Ret.)

Statement by Ehren Bingaman
Executive Director of the Fort Harrison Reuse Authority

Good afternoon Mr. Chairman, and members of the Commission. I am Ehren Bingaman, Executive Director of the Fort Harrison Reuse Authority, an LRA from the 1991 BRAC round, closed in 1996. On behalf of our Board and the administration and city council of Lawrence, IN, I too appreciate the opportunity to present supporting testimony to the proposed realignment of assets to the Major General Emmett Bean Federal Center. With your permission, I would submit the complete statement for the record.

As the representative of a regional economic development agency I offer strong support for the realignment proposed in the Secretary's recommendations to this Commission regarding the Bean Center which supports the Department of Defense's mission and integrates the joint cross-service emphasis that is crucial to supporting the war effort, Departmental efficiency, and reducing surplus infrastructure.

The proposed addition of 3,495 jobs to the Bean Center came as quite a surprise to our community. While we are sensitive to the fears and concerns that many other installations and communities are feeling today, including in Indiana, we also know that we must do everything we can to facilitate the Department of Defense's goals.

Ten years ago the City of Lawrence and central Indiana suffered from the same fears and uncertainty that these communities experience today. With careful planning, cooperation, and visionary leadership the City of Lawrence is home to one of BRAC's genuine success stories. Fort Harrison is now a hub of economic activity and is revered locally as one of the most desirable places for businesses to locate, people to work, and families to live. Additionally, in 2004, *Money* magazine rated the Lawrence area as the second most desirable community to live in the Central region with populations over 100,000 people.

In 2003, the Fort Harrison Reuse Authority was recognized by the National Association of Installations Developers (an Association of Defense Communities) as the national base reuse agency of the year. This recognition was the result of not only the turnaround that has occurred at Fort Harrison, but its long term impacts on greater Lawrence and Central Indiana.

The prospect of 3,495 new jobs coming to a community is great news, but it also brings challenges....challenges that we are already working locally to meet. We know that over the course of the next five years these jobs will transfer to the Bean Center. We have an idea of where many of these jobs will come from. We are working locally to compile the questions that need to be answered, but from our initial assessment we are confident that Lawrence and Central Indiana are prepared to absorb the impact of these new jobs.

Thanks in part to BRAC, the City of Lawrence houses a 1,700 acre state park and an 18-hole golf course that has been ranked as one of the best “Affordable New Public Golf Courses” by *Golf Digest*. We are attracting families with our preservation and historic amenities, architecture, and cultural awareness. In the next twelve months, Fort Harrison will complete its master vision for the Lawrence City Center, which will be a destination of retail, professional, residential and family uses and will further contribute to our community’s growing, vibrant and family friendly reputation.

The Lawrence Township School District is typically ranked among the highest in Indiana for its academic standards, performance, teacher support, leadership, athletics, and arts programs. The school district boasts eight National Blue Ribbon Schools and has been named one of three most Technologically Advanced School Districts in Indiana by the Ohana Foundation. The district is among the state’s most diverse and the BRAC 05 announcement comes at a time when the school district is conducting master planning for facility expansion. Lawrence will be prepared for these new jobs.

We also realize that not every employee will transfer to Lawrence and the Department of Finance and Accounting Services will be able to utilize the thousands of talented individuals produced by Indiana’s many colleges and universities to fill its employment opportunities. Additionally, the Fort Harrison

Reuse Authority is exploring options to partner with the local community college to develop a program that will train and provide community members with the skills needed to work for the Department of Finance and Accounting Services.

Lastly, Central Indiana, and specifically Lawrence, have been among the nation's leaders in new housing starts over the last 10 years. With over 12,000 single-family and 3,000 multi-family housing starts in the Indianapolis metropolitan area during 2004, the availability of high quality housing in great neighborhoods is abundant. Again, I say to you, our community is prepared to welcome the 3,495 jobs proposed on the Secretary's list.

In closing, I would like to thank you for this opportunity to inform the committee about the successes and future of Fort Harrison and Lawrence. We are ecstatic and prepared to welcome 3,495 new members to our community. Should the committee have any additional questions I will be available to provide further information.

Ehren T. Bingaman, Executive Director, Fort Harrison Reuse Authority

Ehren T. Bingaman is the Executive Director of the Fort Harrison Reuse Authority. Bingaman's previous experiences are in advocacy, not-for-profit fundraising and management, and community and economic development.

As Executive Director Bingaman is charged with completing the final phase of development at Fort Harrison, which is the Lawrence City Center, an 880 acres, mixed-use urban village that will serve as the downtown for the City of Lawrence, IN. Key to this developing is working with the U.S. Army, the Defense Commissary Agency, the Army Air Force Exchange Service, the Army Reserves and other agencies to relocate the PX and Commissary by building new facilities in a different location.

Bingaman is a graduate of Ball State University and has degrees in Urban Planning and Development, Environmental design, and Political Science.

He is married to Melinda, a fourth-grade teacher in Indianapolis; they have two girls. Bingaman enjoys spending time with family, volunteering, golf, reading, writing and officiating varsity high-school football.

TESTIMONY OF MATTHEW M. HOPPER
DEPUTY MAYOR, CITY OF LAWRENCE, INDIANA

Ladies and Gentlemen of the Commission, thank you for giving me the opportunity to come and speak with you today. My name is Matt Hopper and I am Deputy Mayor of the City of Lawrence, where DFAS is located.

The City of Lawrence is named after the Naval hero of the War of 1812, Captain James Lawrence, who is best remembered for the command, "Don't give up the ship!" This best exemplifies the City's determination to keep a military presence after the closing of Ft. Benjamin Harrison. For some 90 years, the military was an active and welcome partner in the life of our city and when the post closed, the City rallied and fought to keep the Post Exchange-Commissary for some 34,000 patrons made up of active duty, reserve, retired military and their families and the Defense Finance and Accounting Services, which is housed in the Major General Emmett Bean Center, that maintains an active military presence as well as civilian employment for hundreds.

Mayor Deborah Cantwell asked me to convey to you her delight to have the opportunity to welcome the proposed new federal employees into the City of Lawrence and her determination to make them feel welcomed and at home when they get there.

Let me tell you about our City.

For approximately 42,000 people, the City of Lawrence is home. This lively, active community offers many of the amenities of a traditional small town while located in the midst of the robust nine-county metropolitan area of Central Indiana.

We are a city made up of both historic and modern residential neighborhoods. We have a popular, award-winning school system, and offer a superb quality of life through more than 2,000 acres of parkland, recreational opportunities for all ages, and a vibrant mix of light industrial, commercial and retail uses.

Our school system, the Metropolitan School District (MSD) Lawrence, oversees a progressive system of two high schools, three middle schools and 10 elementary schools. MSD Lawrence traditionally achieves high performance results from its students and its teachers are regularly honored for their skills and dedication. Lawrence is home to several private schools as well which also offer high quality educational opportunities to interested families. And we proudly boast an Ivy Tech State College campus that is continuing to grow and thrive in our community.

Since the closing of Ft. Benjamin Harrison, the City of Lawrence and the Ft. Harrison Reuse Authority have been keenly aware of the need to balance land use to ensure a high quality of life while providing for diverse residential choices, interesting jobs, challenging educational options, attractive places to shop and exciting entertainment choices.

When new people arrive in our area, they will find the City of Lawrence is continuing to prove to be a thriving, progressive, forward thinking city. Within the next couple of years, we plan to break ground for a new city center, which is a rare opportunity to create a new downtown that will have a branch of the Marion County library as the centerpiece. Plans for the new PX-Commissary are continuing to move forward and when it is finished, it will better serve the needs of the active military and their families, as well as the retired military families, that use this facility on a regular basis. We are continuing to improve the Pendleton Pike corridor and to change the face of "Old Lawrence." We have started a new community policing program and recently announced the opening of a new Police Citizens Academy for our City.

When Ft. Ben closed, the 1700 acres of the military base were turned into Ft. Harrison State Park, which is the only urban State park in Indiana. It offers a golf course, hiking and biking trails, horseback riding, picnic areas and other amenities. Additionally, the City of Lawrence maintains 9 city parks that offer an extensive program of organized activities on 21 soccer fields, 3 football fields, 3 baseball and softball complexes, and neighborhood green spaces with play equipment. Lawrence prides itself as the "Home of Youth Soccer" with nearly 3,000 players participating in spring and fall leagues.

Like many Midwestern cities, the population of the City of Lawrence has become diversified and people from many cultures and ethnic groups have moved here to work and raise their families. They are represented throughout the city through thriving family owned businesses and European, Asian and Hispanic restaurants. Additionally, the MSD Lawrence operates an elementary school, which focuses on international cultures.

People who live in Lawrence enjoy several festivals throughout the year. One of our biggest festivals, the July 4th celebration, lasts for 4 days and includes a carnival, live entertainment, an exhibition softball game and a huge fireworks show that is always a crowd pleaser.

The City of Lawrence is poised and waiting to welcome these new federal employees and embrace them into our hearts and our community.

Matthew M. Hopper, Deputy Mayor, Lawrence, IN

Matthew M. Hopper was appointed to serve as Deputy Mayor for the City of Lawrence in May 2005.

Hopper has held various executive positions within state government, including legislative director for a number of agencies and as Director of the Indiana Board of Pharmacy's Drug Enforcement Division. Most recently, he served as Deputy Director of the Department of Natural Resources overseeing governmental relations.

Hopper participated in Lt. Governor Kathy Davis' taskforce for the State of Indiana BRAC commission on the Naval Support Activity Crane.

He previously served as the Mayor's Chief of Staff in the City of Vincennes from 1997 through 1999.

**Testimony of Carl Little
Chief of Staff to Rep. John Hostettler
before the
Defense Base Realignment and Closure Commission's
Regional Hearing in St. Louis, MO
concerning the Department of Defense's
Base Closure and Realignment Report**

June 20, 2005

Chairman Principi and Distinguished Commissioners:

My name is Carl Little and I am Chief of Staff to Congressman John Hostettler who has represented the 8th District of Indiana since January 1995. The Congressman is in Washington, DC today on official business and has asked me to testify on his behalf. He is, however, looking forward to testifying before the commission in Washington DC. Therefore, today I would just like to briefly cover a few highlights about BRAC and the 8th Congressional District.

The 8th Congressional district is home to the Naval Support Activity Crane, Newport Army Chemical Depot, and Hulman Field Air National Guard Base.

I would like to begin my testimony by talking about the flagship of America's Midwest Navy, the Naval Support Activity Crane. Crane is a versatile, well-balanced, forward-looking military installation. The Congressman likes to say Crane was "Joint" long before it was cool to be "Joint." Crane is war-fighter oriented, performance driven, and throughout its history it has never lost its vision, drive for excellence, or competitive edge.

Crane has a Hoosier 'can-do' attitude at this 63,000 acre joint Army-Navy installation. So while the Congressman is very pleased that Crane will remain open and continue to play an essential role for our warfighters, he is concerned that some of the BRAC recommendations could severely hamper Crane's ability to harness technology for our nation's warfighters.

For example, recommendations 1 & 2 in the areas of weapons and armaments would effectively dismantle integrated technical and industrial support provided to Crane customers, particularly Special Operating Forces, who depend on extremely responsive total technological solutions to ever changing threats. If the recommendations were implemented, our Special Operators will have to get technical munitions support from China Lake, technical gun support from Picatinny, and industrial munitions and gun support from Crane.

I submit to you that our Special Operators would be better served by the current one-stop shopping capability at Crane. And I would be remiss if I did not point out that this one-stop

shopping did not evolve at Crane over the years as a result of direction from above. It rather developed as Special Operators themselves concluded that crane delivered-literally- the best bang for their buck in meeting the requirements of their increasingly vital role in our war against terrorism – and beyond.

Instead of adopting the recommendations submitted to you by DOD, the Congressman respectfully requests for the commission to consider designating Crane as DOD's Center for Special Mission Support.

In regards to recommendation #3 which moved the ALQ-99 airborne electronic warfare system to Naval Air Station Whidbey Island, this action fractures Crane's ability to support joint Electronic Warfare for all of our armed services and moves one system's depot operation to a single service, in fact a single platform (EA-6B aircraft) within a single service.

Crane, using state-of-the-art technology, had already begun merging levels of maintenance throughout the fleet and shore sites by making engineering and high level technician expertise virtually available to the sailors in real time. This initiative will achieve a much more comprehensive merging of maintenance levels in the long run than would occur by physically moving the ALQ-99 depot. Moreover, recommendation #3 moves a function from a high military value to a lower one at a tremendous expense, violating the BRAC precepts of striving for joint operations, and moving functions to higher military value and capacity installations.

Given Crane's extensive role in Electronic Warfare, the Congressman respectfully requests the commission to consider designating Crane as DOD's Electronic Warfare Center of Excellence and consider moving additional electronic warfare functions to Crane from installations recommended for closure by DOD.

Regarding Hulman Field Air National Guard Base, the Congressman was pleased that this installation will remain open. However, the Congressman is disappointed that the Air Force used the BRAC process as a means to shrink the force structure of the Air National Guard. It is unfortunate that we do not choose to replace its aging fighter planes on a one-to-one basis. Moreover, our failure to have air dominance on 9-11 proved fatal to more than 3,000 people. Having left the Pentagon less than 15 minutes before American Flight #77 slammed into that building, shrinking our Air National Guard is not a lesson the Congressman would have learned in the aftermath of 9-11.

Finally, the closure of the Newport Army Chemical Depot has to be one of the few base closure recommendations in your docket that has garnered no opposition. The Commission is urged to adopt the closure recommendation for Newport.

In closing, I would like to take this opportunity on behalf of Congressman Hostettler to thank the Commissioners and their staff for answering the call of this great country of ours.

Thank you for the opportunity to appear before you today.

Carl Little

Carl Little is the chief of staff to Eight District Representative John Hostettler. He has been on Congressman Hostettler's staff since 1998. Carl has worked in Washington DC most of that time, but he and his family recently moved to Southwestern Indiana, and he is based out of Congressman Hostettler's Evansville office. Carl is a graduate of Indiana State University and earned a Juris Doctorate from the Regent University School of Law. He is admitted to the Maryland Bar. He has been married to his wife Kathie for 24 years and they have six children.

Remarks of Thomas W. Washburne, Chief of Staff, Congressman Mike Sodrel

BRAC Commission Regional Hearing

St. Louis, Missouri

June 20, 2005

Thank you.

Congressman Sodrel extends his regrets that scheduling and votes preclude his being here today, but he is looking forward to speaking to you when you take congressional testimony in Washington. I appreciate your allowing me to speak in his absence.

I have been involved with the Crane Naval Surface Warfare Center from the congressional perspective for over 10 years. In fact, it was almost exactly 10 years ago that I was working through this process as the BRAC staffer for then freshman Congressman John Hostettler.

I would like to begin with a few observations on Southern Indiana, and in particular the Crane Navy facility. First of all, and this may be obvious, Crane is in Indiana. But what might not be so obvious is the impact this has on the Pentagon's processes.

Crane is not on the Coast of Virginia, California, or any coast for that matter. You will not find naval recreation at Crane. You will not find Admirals passing through Crane on their way home. You will not find fine ships docked there, or anywhere close by. We have nice sunsets in Indiana, but you will not see the big sun rising or setting over a blue sea at Crane.

When Americans in uniform or otherwise think of the Navy, it is even doubtful that they think of Crane. And I believe that if Crane has an underlying weakness, this is it. For when you look at Crane objectively, you come to one conclusion: this is an extraordinary asset to our nation.

Crane comprises 63,000 unencumbered, fenced, secured, acreage. If I recall my facts correctly, it is the third largest U.S. Naval facility in the world. There is no other place like it in the Navy's inventory.

Another general observation I believe helpful to your work is that Southern Indiana is an economically reasonable place to be. Now, don't confuse what I am saying. Indiana is not economically depressed. Neither is it falling apart or ugly. In fact, Crane is nestled in one of the most beautiful parts of the State. It only became a base because of the needs of WWII. But the simple fact of the matter is that your money goes a long way in Southern Indiana, particularly in housing costs. Land is plentiful and, by East or West coast standards, cheap.

Why is this important? It is important because it is a major attraction to an engineer or scientist laboring under a government salary. This is why Crane has no problem recruiting and keeping thousands of folks who could, quite frankly, earn more in the private sector.

Another observation is that Crane enjoys Congressional support. In the last 10 fiscal years, Congress has ADDED \$63.2M in military construction to the Department of Defense Budget for Crane, and supported \$22.4M in projects contained in the Pentagon's request. And this is just in military construction. Congressional adds of the last decade account for another \$80M in research and development programs at Crane.

Why does the congressional delegation support Crane? It does so because not only is Crane vital to the defense of the country, it has the full support of the people of Indiana. We do not have protests. We do not have pickets. What we do have are people interested in patriotism and people who will be sure to report suspicious activity at the Crane perimeter.

It might be asked at this point, how does this translate to BRAC considerations? It may be becoming obvious. The goal of BRAC is to reduce excess capacity and increase military value. Crane has the lowest cost among all similar facilities. Crane has the best ability to expand and enjoys the support of the local, State, and federal officials.

When I read the BRAC scenarios, I am astounded that any Crane functions are shifting. I am equally amazed that functions are not being shifted to Crane. And when you consider the projected payoffs from the proposed shifts, the weakness in the arguments presented from the perspective of jointness or other important long-term goals, it appears to me that the Pentagon's processes were not designed to account for the uniqueness of a facility like Crane.

And why should this surprise us? As I noted before, Crane is not a coastal paradise. But it is, objectively, the best place for the Department of Defense to expand.

I encourage you to consider the technical data brought before you today and take note of the community support present before you. In doing so, I think that you will find that the proposed transfers out of Crane do not support the BRAC goals. Indeed, it is entirely possible that when geographical prejudices against the Midwest Navy are set aside, Crane is actually an outstanding candidate for a receiving facility under the goals of BRAC.

Again thank you for this opportunity.

Tom Washburne, Chief of Staff, U.S. Representative Mike Sodrel, R-IN

Thomas W. Washburne serves as Chief of Staff for U.S. Rep. Mike Sodrel, whose 9th Congressional District represents southeastern Indiana.

A 10-year veteran of Capitol Hill, Washburne has also served as Chief of Staff to Congressman John Hostettler (IN-08).

Washburne holds an engineering degree from Purdue University and a law degree from Indiana University School of Law – Indianapolis.

NSA Crane, Vital to National Defense and a Good Neighbor

by

Indiana State Representatives Eric Koch (Dist 65), Peggy Welch (Dist 60) and David Crooks (Dist 63)
Loogootee, Martin County Mayor Don Bowling

The Naval Support Activity Crane employs in excess of 3500 constituents in our 3 districts alone. Overall, over 5,000 employees go to work at Crane each day and another 3,000 jobs in our communities are indirectly created by Crane. Crane inputs over 1.5 million dollars per day into our economy and is the 2nd largest employer in the region. Crane drives 37% of wages in Martin County, 26% in Green, 14% in Daviess and 12% in Lawrence, those counties surrounding it. Crane also drives 67% of the wages in Loogootee, Martin County's largest town. However, Crane is much more than just an economic engine for a relatively poor region in our State.

Crane has the largest concentration of scientists, engineers and technicians in the State making up over 50% of their workforce. Particularly, for us in the southern part of the State, Crane is the employer of choice for our technically minded and educated sons and daughters. Crane is an important ingredient for mitigating our State's "brain drain" where some 70% of our engineering students graduating from Purdue, Notre Dame and Rose-Hulman leave the State. Crane's workforce, with 38% attaining bachelor's degrees or higher, gives a dramatic boost to the academic achievements of the surrounding counties where the average is around 10%. This leads to long term economic achievement and improved standard of living.

Crane invests heavily in improving their workforce through education and training. Some 200 Crane employees are continually enrolled in masters programs in our Universities. In addition, Crane invests 10s of millions of dollars annually in research and development partnerships with our Universities. At the high school level Crane sponsors science fairs, work/study programs, tutoring and class presentations that impact in excess of 2500 math and science students annually.

In addition to its technical workforce, Crane also employs hundreds in dozens of career paths ranging from electronic and ordnance mechanics to railroad engineers, crane operators, lawyers, truck drivers, contract specialists and on and on. The federal salaries, high for our area, and diverse job opportunities attract our citizens to come to work at Crane from over 30 counties.

Crane employees are leaders in their communities. They serve on school boards, economic development councils, chambers of commerce, manufacturers associations, University boards of advisors and so forth. We elected officials well know the abilities and willingness to take on community work of the Crane employees.

Crane offers Indiana and Indiana companies access to its extraordinary capabilities. For example, Crane is a leader in force protection with expertise in chemical, biological and explosive detection, explosive ordnance disposal, intruder detection systems, physical security systems and weapons. This capability can play a significant role in our State's homeland security programs. The State, Purdue's Homeland Defense Institute and Crane have signed an agreement to that end. Crane also has testing and analysis laboratories second to none that help Indiana firms with product development, evaluation and problem solving. Crane can and does play a significant role in enhancing our State's technology based business. In fact, three counties, Martin, Green and Davies that come together on the west border of Crane have initiated jointly managed technology parks to better take advantage of Crane's technology transfer and other economic development outreach programs. The Counties, the State, Indiana University, Purdue University, Rose-Hulman Institute of Technology, Notre Dame, Indiana State University and IVY Technical Institute are all partnering in this initiative to leverage Crane's economic development capability while, at the same time, increasing its military value.

The entire State of Indiana recognizes the value of Crane to National defense. The State legislature has passed, unanimously, several joint resolutions of recognition and support of Crane. In addition we recently passed legislation to better position Crane as a defense installation and as an economic engine. We passed a base protection act that ensures Crane will remain encroachment free, and integrates Crane issues into the State's decision making process. A Military Base Planning Council is set up that will address Crane's infrastructure needs, community support, encroachment threats and collaboration with Indiana's Universities and companies. We also passed legislation that will financially reward companies with Crane relationships that move into the Crane area. A joint agreement between Crane and Indiana's National Guard gives Crane access to the superb weapons ranges and training areas at Camp Atterbury and the Muscatatuck Urban Warfare Training Center. The State has routed a new section of Interstate highway, I-69 adjacent to Crane to further improve its transportation system.

The Pentagon's BRAC 2005 recommendations seriously impact Crane and our districts. Although the BRAC State summary states some 683 jobs are realigned it apparently does not include all of the support contractors. The more detailed BRAC information indicates some 767 direct and 349 indirect jobs will be lost. This results in an economic impact of over 13% in the Martin County economic area where Crane is located.

From our understanding of the BRAC 2005 objectives: reducing excess capacity and increasing military value with emphasis on joint operations, and mitigation of encroachment and environmental issues; it seems like Crane is a model installation.

Crane, is located in sparsely populated southern Indiana and has 63,000 acres completely encroachment free, with no environmental issues, is remote from potential terrorist threat,

with abundant water and power utilities, has extraordinary facilities and a almost unlimited technical workforce recruitment ability. Crane, with major joint Navy and Army mission tenants, has tremendous State and Community support, with a critical economic impact on its surrounding counties. Crane has recently won Department of Defense awards for Installation of the Year and Value Engineering. Crane has the lowest labor rate in its peer group and is held up as a model of process engineering and cost cutting.

Yet it seems to us that the BRAC recommendations did not take advantage of this "model" installation but, as we understand it, fragmented current joint operations and moved some functions to much smaller installations in high population areas with potential encroachment, and perhaps environmental issues. It seems somewhat illogical to us that paying the price of duplicating capability and expertise by moving parts of integrated functions will yield a real return on investment. In addition, since a small percentage of the tremendous human expertise will move, we believe that military value will be lost.

We hope you will take a close look at the recommendations made concerning Crane. We firmly believe that Crane is vital to the war on terror and its role should be strengthened.

Thank you very much for this opportunity to relate our concerns for the BRAC recommendations and our pride for Crane's vital role in our Nation's defense.

Dave Crooks, State Representative, D-63

Rep. Dave Crooks resides in Washington, IN. First elected in 1996, Crooks is serving his fifth term, representing District 63, which includes the entire Crane Naval Weapons Support Center base.

Crooks is the Assistant Minority Whip. He serves on the following committees: Public Policy and Veterans Affairs, Commerce and Economic Development and Utilities.

Crooks is President of DLC Media, Inc. which operates two radio stations in Washington, IN.

Eric Koch, State Representative, R-65

Rep. Eric Koch of Bedford, IN, represents District 65, which embraces portions of Bartholomew, Brown, Jackson and Lawrence Counties. First elected in 2002, Koch serves on the following committee: Technology, Research and Development (Vice Chairman); Government and Regulatory Reform; and Judiciary.

An attorney, Koch holds degrees from Georgetown University and a J.D. from the Indiana University School of Law.

Peggy Welch, State Representative, D-60

Rep. Peggy Welch of Bloomington, IN, was first elected in 1998, representing District 60, which covers portions of Brown, Greene, and Monroe counties. She serves as a member of the Ways and Means Committee.

Welch, a floor nurse at Bloomington Hospital, holds a nursing degree from Ivy Tech State College and a B.S. from Mississippi College.

Donald Bowling, Mayor, Loogootee, IN

Donald Bowling was elected in 2003 and is serving his first term as mayor of Loogootee, IN, a city with a population of approximately 2,700. Of those, about 300 work directly at the nearby Crane Naval base.

A lifelong resident of Loogootee, Bowling retired in 1990 after a 35-year career at National Gypsum. From 1983-90, he supervised National Gypsum's human resources department. From 1990-2003, Bowling volunteered for the St. Vincent De Paul Society in Loogootee.

BRAC Commission Remarks
Andy Brough
President, Crane Federal Managers Association

Introduction

Thank you for allowing us to address these issues that are of such importance to our Nation. My name is Andy Brough, I represent Chapter 170 of the Federal Managers Association. We have approximately 200 members in Chapter 170 and have members from each of the Navy and Army commands located at Crane. There are several concerns that we would like for you to take into consideration as you look for the best overall decision for the Department of Defense (DoD).

The DoD had several stated goals and objectives for the BRAC 2005 process. First they wanted to increase military value while also reducing excess and redundant capacity to generate savings. One approach to obtain these objectives was to investigate joint multi-functional, multi-discipline centers of excellence. These centers were to be located in areas to mitigate environmental and encroachment issues as well as the economic impact to local communities. We feel that Crane is uniquely positioned to help the DoD meet its objectives and requirements in the latest round of BRAC.

Crane embodies **mission** and **physical** capabilities that make it a unique, high military value, Defense & Industrial installation to support the 21st century's transformed defense forces and the Global War on Terrorism. I would like to take the opportunity to highlight those capabilities.

Mission:

Crane's technical capabilities support all the services: Major Navy and Army tenants at Crane perform synergistic technical and industrial support for all weapons, munitions and pyrotechnic products for all services. Crane Navy also provides technical and industrial support for Navy, Marine Corps, and Air Force electronic and electronic warfare systems. This level of joint support is rarely found at a single installation. In fact, total task order receipts by NSWC Crane at the end of FY04 show that almost 45% of its workload came from non-Navy customers.

Crane is a leader in the transformation of the Navy:

Transformation has been the highest priority of the Secretary of Defense and NSWC Crane has been a leader in transformation within the Navy and DoD. NSWC Crane has transformed its processes through Business and Process Reengineering and continues utilizing Lean principles to improve its efficiency and effectiveness. NSWC Crane has also been a leader in several initiatives to transform the logistics and support to the warfighter. NSWC Crane has been on the forefront of developing technologies such as Distance Support, which allows the warfighter real-time reach back abilities to gain critical support and to access the knowledge necessary to maintain complex systems. NSWC Crane has also been a leader in developing new strategies that improve the availability of our combat systems while also reducing costs. NSWC Crane has partnered with NAVSUP in developing multiple initiatives in areas such as Performance Based Logistics.

Crane is a steward of critical process and products for DoD: Crane helps preserve affordable DoD access to products and processes that are critical to the National defense; including vacuum electronic devices, printed wiring boards, radiation hardened electronics, electrochemical power systems, and pyrotechnics. This stewardship is required when there is limited commercial interest or support, domestic U.S. sources don't exist or are insufficient, or there are unique military requirements not met by industry. Crane strengthens the U.S. industrial base by facilitating information sharing and communication; providing test & evaluation, logistics, manufacturing, and repair support; and supporting the underlying technologies.

Crane provides critical Electronic Warfare capability: Electronic Warfare (EW) is a critical product area for our transforming military dealing with today's asymmetrical threats. The EW technology has commonality across all Services and platforms. NSA Crane has exceptional military value in both the Technical and Industrial aspects of EW. Their current Joint customer base and transformational EW support techniques have enabled Crane to establish the critical mass of a Joint EW Specialty Site. It has the ability to grow with unlimited space and no encroachment that would curtail high power microwave emissions. Realignment of additional EW support to NSA Crane from closing activities or other EW realignment should be considered.

Crane has an extraordinarily diverse capability: Crane's expertise extends to weapons, munitions, pyrotechnics, electronics, and electronic warfare technologies and products. Its functional capability includes development, test, prototype, acquisition or production, in-service support, maintenance, overhaul, and upgrade. Its facilities include electronic, microwave, and ordnance test and analytical laboratories; test ranges modeling and simulation laboratories; and production, maintenance, and depot overhaul lines. Crane products are part of every Navy airplane, ship, submarine, and SEAL teams. They are also with many Air Force planes, Army & Marine Corps vehicles and Special Operating Force Command Units. Crane is a major munitions storage and Army Power Projection Platform load-out facility.

Crane is especially relevant to the Global War on Terror: Having a total technical, industrial, supply, and logistics capability, Crane is extremely agile and responsive to rapidly changing warfighter requirements. Crane's expertise in weapons, ordnance, electronics, and electronic warfare is particularly suited to meet Special Missions needs, which includes USSOCOM, SPECWARCOM and the Marine Corps. Crane receipts have increased 66% since 9/11/01, far exceeding other technical installations. Crane delivered \$750M worth of products directly to the warfighter in 2004, and 100s of millions of pounds of munitions since 9/11.

Crane provides high military value in Special Missions arena: Military Value is demonstrated by the DOD unique capability at Crane to meet the requirements of Special Missions support to the Warfighters battling asymmetric threats in the Global War on Terrorism. Crane has a multifunctional, multidisciplinary capability that allow the rapid integration of special weapons, ordnance and explosives, power sources, pyrotechnics,

demolition devices, visual augmentation devices and targeting system to meet the Special Mission requirements. The ability to draw on these capabilities and to develop, test, acquire and train at one secure isolated site has enabled a hands-on systems approach to solve the Warfighter's requirements quickly and efficiently.

Crane is host to multiple Joint Operations:

Crane has hosted joint operations since 1977 when the Crane Army Ammunition Activity (CAAA) command was established. Crane is joint not just in the fact that government and military personnel from two services are stationed there, Crane is also joint in workload and facilities. CAAA and NSWC Crane have worked jointly on numerous tasks related to ordnance and pyrotechnics. In fact, this partnership has allowed for development, test, support and production of pyrotechnic flares at times when the commercial industry was unable to support the warfighter's requirements. In addition, CAAA and NSWC Crane have shared buildings, test ranges and equipment across a wide range of work.

Another synergistic capability that NSWC Crane has deployed supports the Special Operations community. Through NSWC Crane's unique blend of electronics, sensors, and ordnance expertise along with the breadth of knowledge from development through acquisition, production and support, NSWC Crane has been able to rapidly develop solutions using the latest available technologies to support emerging requirements from the GWOT. In fact, since the GWOT started, NSWC Crane task orders from Special Missions customers has increased substantially to account for almost 25% of our total task orders received.

Crane is a "best buy": Through continued aggressive business and process re-engineering, and enhanced by its location in a low cost part of the country, Crane Navy and Army have extremely low labor rates. Crane won the DoD "Installation of the Year" award in 2002, and the "Value Engineering" award in 2004.

Physical:

Crane has no encroachment: Crane's mission, including ordnance operations and disposal as well as high power microwave emissions, is not impacted at all by the surrounding community, nor is the community disturbed at all by the operations at Crane. In addition, Crane's ordnance disposal through open-air detonation and burning are fully permitted by the state. No explosive safety arc extends out of Crane's fence line.

Crane has an ideal location for a defense installation: Crane is located in a sparsely populated area of southern Indiana far from potential terrorist targets, however, Crane is close to excellent interstate, rail, and major airport transportation.

Crane's size will allow major expansion in mission: Crane is the host command of the third largest Navy base in the United States and consists of approximately 100 square miles (63,000 acres) of unencumbered land, with 163 miles of railway and 411 miles of roads.

Crane has superb facilities: Crane has some 3,000 buildings including 1,600 explosive magazines constituting about 20% of the Nation's capacity. Millions of square feet are available for operations and storage. The plant replacement value of Crane facilities exceeds \$3.3B. An aggressive military construction program, including joint Army-Navy MILCON, has continually increased facility capabilities.

Crane has extremely strong community support: Crane has an enormous impact on its community. It constitutes 37% of all the wages in its host county. Crane employees are major contributors of time and resources in the small towns surrounding the installation. The entire State is proud to host such a superb DoD installation, as demonstrated by unanimous joint resolutions of support by the State legislature and the 2005 Military Base Protection Act insuring encroachment-free operations continue in the future.

Summary

The DoD stated goals and objectives for the BRAC 2005 process included increasing military value, reducing excess capacity and developing joint multi-discipline centers of excellence. Crane's facilities and joint capabilities align well with these goals. Naval Support Activity (NSA) Crane is the host to, NSWC Crane and CAAA, co-located mission commands that perform multi-functional and multi-disciplinary tasking across ordnance, electronics and electronic warfare. These two commands have jointly built a cross service capability that leverages shared world class facilities and human capital that focus on development, acquisition, sustainment, maintenance, and distribution of ordnance and electronic products. This integration has proven to help reduce costs and support rapid deployment of ever changing needs to the warfighter today, tomorrow and for the future.

During the BRAC 2005 process, NSWC Crane has not received any gaining recommendations. It also appears that there was not any analysis or data to determine if these environmentally compliant facilities with no encroachment, vast resources and multi-disciplinary capabilities could help further meet DoD objectives. If current recommendations are approved the existing joint capabilities will at best be fragmented across the country and will impact the joint synergy already in place. Many of our customers, such as the Special Operations Community, rely on these synergies to provide them with the technologies and support they need for the GWOT. The current BRAC recommendations indicate that other functions will be moved across the country to installations that continue to promote single service, single platform capabilities within lower military value, encroached, and environmentally challenged facilities. We encourage the Commission to carefully review Crane's ability to provide higher military value and better integrated services to our warfighter and enhance DoD's ability to meet their BRAC objectives.

Thank you for your time and your attention.

Andy Brough, President, Federal Managers Association Chapter 170

Andy Brough was born in Linton, Indiana and raised in Eastern Greene County, Indiana. He graduated from Purdue University with a Bachelor's degree in Mechanical Engineering and began working for the Navy at Crane in 1989.

He started in the Electronics Packaging Branch, working with the Standard Hardware and Reliability Program, developing and analyzing cooling methodologies for electronics equipment. His next assignment was with the Next Generation Computer Resources program, working with private industry to develop standards for electronics to improve the interoperability and reduce lifecycle costs for both commercial and military systems. After serving as editor and chairman of several IEEE committees developing standards, he was reassigned to working with Submarine Combat Systems. During this assignment, he was integrally involved in the Acoustic Rapid COTS Insertion Program. This program allowed for the insertion of commercial technologies into the 688 class submarine combat systems to allow for reduced lifecycle costs and improved performance.

In 1997, Brough was promoted to Project Manager for the Submarine Integrated Combat Systems project at Crane. During this assignment he was responsible for 35 work-years of tasking at Crane supporting Submarine Combat Systems. In 1999, he was reassigned to develop business strategy for a newly formed Expeditionary Warfare Systems Division of Crane. After completion of this assignment, he was assigned the Manager of the Systems Development and Support Branch supervising 25 employees. After a reorganization, he was reassigned as Manager of the Electronics Packaging Branch, supervising 35 employees. In 2004, he was assigned to the staff of the Business Operations and Corporate Planning Department. Most recently, he was promoted to be the Business Operations Division Manager for NSWC Crane.

Brough also has a Masters of Mechanical Engineering from Rose-Hulman Institute of Technology, and a Masters of Public Affairs from Indiana University. He has served as President for Chapter 170 of the Federal Managers Association since January 2005. He is also active in his local community, serving as President of Eastern Greene School Board, as well as volunteering as a coach and sponsor for various youth activities.

Brough lives with his wife Teresa and two children in Eastern Greene County.

BASE REALIGNMENT AND CLOSURE 2005

REALIGNMENT AFFECTING NSA AND NSWC CRANE

WORKFORCE CONSIDERATIONS

Remarks by Bill Mason (President)

American Federation of Government Employees

Local 1415

300 Hwy 361, Bldg 39

Crane, IN 47522

June 20 2005

My name is Bill Mason, I am President of the AFGE Local 1415, Crane Indiana. We represent approximately two-thirds of the Government workforce on (NSA) Crane. I would like to thank you for the opportunity to speak today regarding facts concerning the Crane workforce. This information may not have been given proper weight and consideration when determining the recommendations provided to the BRAC Commission. These remarks will reflect facts concerning the entire workforce, not just the portion we represent.

As background, I would like to explain our labor/management relationship at Crane. In 1990, before the benefits of partnering had been recognized, both Labor and Management at NSWC, Crane decided to be pro-active in our relationship. As a result we went in the direction of interest-based actions, such as negotiations and grievance resolution. These actions have increased both the morale and efficiency of the employees and enhanced the day-to-day operations at the work sites. Our labor/management relationship encourages the improvement of working conditions and capabilities at NSWC Crane. As a result, in 2000 NSWC, Crane and AFGE Local 1415 won the John - N. Sturdivant Partnership Award presented by OPM. We continue in a partnering/interest-based relationship at NSWC, Crane.

Patriotism and duty to country are part of the culture of Southern Indiana communities. From these communities is where the workforce at Crane is derived. Over 26% of the NSWC workforce are veterans and over 50% of the workforce in the other Activities on NSA, Crane are veterans. Therefore it is no surprise that Crane's history is one of providing outstanding support and dedication to our fighting forces. Some examples of this include the following:

- (A) The willingness to travel to any parts of the globe to meet the Warfighters needs. Since FY 04 the Crane workforce has met these needs over one thousand times. In addition to the short-term assignments, we currently have nineteen employees on long term TDY supporting the Warfighter.
- (B) We have responded to over ninety-five hundred equipment casualty reports since FY 00. This is equipment that is fielded with our deployed forces. The average response and resolution time is less than four hours. As well, from FY02 thru 2/05 we have assisted the Fleet in over 15,400 request for assistance in resolving various types of problems they were having.
- (C) During Operations Iraqi Freedom and Enduring Freedom the Crane Army civilian workforce had the responsibility to ship the needed ordnance and supplies to equip our troops for the first thirty days of conflict. The Navy workforce, with no expectation of additional reward or recognition, stepped forward to assist in any way that was needed to ensure that the shipments went out on time. This just an example that the culture of Crane is that we are one team serving one nation.

Beginning September 1998 the Crane Labor/Management leadership team started an effort to make Crane the most efficient, cost-effective and relevant activity in the Navy. This effort was called Business & Process Re-engineering. Through the efforts of B & PR we identified the business that was most relevant to the Navy and redefined the

processes to focus our efforts in those areas. The B & PR process was audited and verified by the GAO. From this B & PR process we were able to generate over \$29 m in annual recurring savings. As a result Crane was awarded the Commander-In-Chief Installation Excellence Award. B & PR was a global look at Crane and it's over-arching processes. From that effort we moved to Lean, which has generated an additional \$8.8 m in savings to date with projections of \$17.8 m in savings by the end of FY 06. Lean is a more focused effort on individual organizations down to a cell as small as five people. Our early on Lean efforts resulted in us being awarded the DoD Value Engineering Award for 2004. These combined efforts have resulted in Crane having the lowest labor rates in the Warfare Centers. As a matter of fact, we have maintained labor rate increases below the rate of inflation for the past several years and the projected labor rates for Crane through FY 07 show an annual increase of only 2% per year.

The NSWC workforce is a highly skilled and stable technical workforce with vast amounts of expertise and knowledge in the areas of electronics, logistics and acquisition. This has allowed us to be the Activity of choice to provide product and service to the Warfighter. Our workforce is continually striving to improve their knowledge and enhance technical relevance and expertise. We have over two hundred employees currently enrolled in Indiana colleges in pursuit of degrees. Crane's training office offered over three hundred targeted technical training classes in 2004 to keep our employee's up-to-date in the latest technologies and capabilities. Crane has ongoing Co-op and apprentice programs to train new employees as well as those who have been redeployed as a result of B & PR or Lean.

The final thing I would like to say today is that the numbers speak for themselves with regard to retention. The average number of years of service for a Crane employee is 18.8 years. Over the last several years we have had as high as 12% of our workforce eligible to retire at any given time. However, our annual attrition rate is only 6%. This shows the dedication to duty from the Crane workforce. The workforce at Crane is here for the long haul, regardless of the distractions and disruptions that come their way. People come to work here to stay, they postpone retirement when they see the need to support the Warfighter, they are there when called on, putting duty to their fellow man above duty to self. I don't believe this can be measured in a data call or scenario.

In closing, I would like to pose a question to the Commission. We have clearly demonstrated that there is a level of devotion to duty at Crane that is a result of the culture of the area. Many of our employees are second and third generation which supports the idea that this devotion is a way of life for our employees. My question is this: Where is the wisdom in taking work from a group with this level of devotion to duty, which has been demonstrated time and time again, and taking it somewhere that may not have that same sense of duty and responsibility?

Thank you for your time today.

Bill Mason, President, AFGE Local 1415, NSWC, Crane Division

Bill Mason was born in Vincennes, Indiana. After graduation from North Knox High School in 1966, he worked as an Ordnance Learner at the Crane Naval Ordnance Depot (currently NSWC, Crane Div.). In December of 1967 he entered the Army and was stationed to Germany in the 545th Ordnance Company, where he became the Combat Communications Chief for the Communications Section. Shortly after discharge from the Army in June of 1971, he was re-employed at Crane in the electronics field working on several projects with the last as an Electronic Technician specializing in electronic systems calibration.

Mason joined AFGE Local 1415 in 1972 and became a Shop Steward in 1976. As a Shop Steward, besides doing the day to day representational duties, he was a member of several negotiation teams for Crane's Labor/Management Agreements. He was one of two union representatives on the 1990 negotiation team that established the Partnership concepts during those negotiations. In 1991 he was elected as Vice-President (Navy) of Local 1415. During this term his focus was progressing a partnership environment and the accomplishment of reaching a resolution on the FLSA status of approx. 1100 bargaining unit employees. In 1994 Mason was elected President of Local 1415. Since becoming President, he has worked to increase the partnering atmosphere within all levels of union and management, with a focus on resolving issues at the lowest levels, while respecting individual, union and management rights. He is also a strong supporter of reducing cost and improving efficiencies and effectiveness within government, utilizing government employees to accomplish these tasks.

Mason has received AFGE awards for Legislative Action, Outstanding Officer, the Trailblazer Award for the current Business and Process Reengineering Partnering efforts, as well as a joint National AFGE / NSWC Crane Command Award for Contributions to Labor/Management Partnership.

Mason and, wife, Teresa reside in Linton, Indiana

SENATOR EVAN BAYH'S TESTIMONY FOR BRAC COMMISSION REGIONAL HEARING
ST. LOUIS, MISSOURI- JUNE 20, 2005

I want to thank the Base Realignment and Closure (BRAC) Commission for holding this hearing and for giving me the opportunity to join with the rest of the Indiana Congressional delegation, the Governor of our state, local elected officials, and members of the impacted communities, to discuss the Pentagon's BRAC recommendations.

For the most part, I am very pleased with the Pentagon's recommendations, especially with the plan to move almost 3,500 jobs to the Defense Finance and Accounting Services (DFAS) facility in Lawrence, Indiana, just outside of Indianapolis. This realignment makes sense considering the Department of Defense's (DoD) long-term plan to consolidate DFAS operations, and also recognizes the attributes of the Lawrence site, including the existing facility and its capacity.

However, I am concerned with the Pentagon's recommendations regarding the work performed at Naval Support Activity (NSA) Crane, which hosts the Naval Surface Warfare Center Division Crane and the Crane Army Ammunition Activity. It is my understanding that the guidelines for the 2005 BRAC round included an emphasis on joint operations, multi-disciplinary capability, and mitigation of encroachment and environmental issues.

Crane meets and exceeds all of these requirements. Crane offers world-class facilities and a human intellectual capital that can meet the needs of both the Army and Navy on every level of production, from the development of new products to their distribution. Crane's technical know-how, combined with its top-level industrial capabilities, allows it to provide agile and responsive support for all servicemembers. As a result, Crane has been able to reduce costs and support rapid deployment to meet the military's constantly changing needs, abilities that are crucial to winning the war on terror.

In addition to its technical and industrial capabilities, Crane is ideally located on 63,000 acres in under-populated Southern Indiana. It is completely encroachment free; has no environmental issues; is removed from any potential terrorist threat; is in close proximity to excellent road, rail, and air transportation; has abundant power and water utilities; has extraordinary facilities; and has access to an almost unlimited technical workforce. Just as important, Crane enjoys tremendous state and community support.

Unfortunately, the BRAC recommendations did not fully consider Crane's high military value and the installation attributes I have just outlined. In fact, if the Pentagon's BRAC recommendations were implemented, the joint capabilities that exist at Crane would be scattered across the country, fracturing the joint efforts that have worked so well at Crane and potentially hurting efforts to support our servicemembers. Removing this work from Crane would also deal a significant blow to the counties surrounding Crane. According to the Pentagon's own report, the economic impact on Martin County would be the second largest of any BRAC realignment nationwide.

Indiana is incredibly proud of the work performed at Crane, the state's last major active military installation. The excellent work done there continues a long Indiana tradition of Hoosiers supporting our Armed Forces. On behalf of the 4,000 Hoosiers who work at Crane and the thousands of others supporting their efforts, I encourage you to take all of these factors into consideration as you re-evaluate the recommendation for Crane.

I want to thank you for your service to our nation and wish you the best throughout this process. If I can be of assistance, please do not hesitate to contact me.

Testimony of the Honorable Peter J. Visclosky
Defense Base Closure and Realignment Commission

**Saint Louis University
Busch Student Center
Multipurpose Room
20 North Grand Blvd
St Louis, Missouri 63103**

June 20, 2005

I would like to thank the distinguished Commissioners who are overseeing the 2005 Base Realignment and Closure (BRAC) process for holding this hearing today and state my appreciation for the opportunity to submit testimony. I understand you have a very difficult task ahead of you as you visit each installation recommended by the Pentagon for closure or realignment. As you review the Naval Surface Warfare Center at Crane, I believe that you will see what those of us in Indiana have always known, that Crane embodies mission and physical capabilities that make it a unique, high military value, defense technical installation that is well suited to support the 21st century's transformed defense forces and the global war on terrorism.

As you may know, Crane is the second largest Naval Installation in the United States, covering 63,000 acres and employing over 4,000 Hoosiers, including almost 3,000 engineers, making it the second largest employer in southern Indiana. The base has 100-square miles of unencumbered land with no encroachment. Crane's mission, which includes ordnance operations and disposal as well as high power microwave emissions, is not impacted at all by the surrounding community, nor is the community disturbed at all by the operations at Crane. As a result, Crane is primed to expand its operations and has plenty of capacity to accommodate future Navy and Army needs. Crane is also one of the largest munitions storage facilities in the United States, holding nearly 20 percent of the nation's ordnance. Crane has almost 3,000 buildings including 1,600 explosive magazines constituting 20 percent of the nation's capacity. The plant replacement value of Crane's facilities exceeds \$3.3 billion. An aggressive military construction program has continually increased facility capability.

Crane has the unique electronics and ordnance expertise for "smart" munitions. Every decoy flare in the Navy's current inventory was designed and developed at Crane. The base is also the Department of Defense's largest electronic warfare surface and air engineering and testing facility. It is the only site in the world that offers combined assembly, disassembly, and maintenance capability for the Surface Electronic Warfare System and the Air Electronic Warfare System. Crane has the Navy's most comprehensive material science failure analysis. It also hosts the Navy's only fully-integrated Printed Wiring Board and Interconnect Technology Engineering Manufacturing Facility. Crane's expertise is particularly suited to meet USSOCOM, SPECWARCOM and Marine Corps demands. Crane receipts have increased 66 percent since September 11, 2001, far exceeding other technical installations. Crane delivered \$750 million worth of products directly to the warfighter in 2004.

In addition to being a Naval base, Crane also has an Army Ammunition Activity on site, which has been military's leading source for the production and development of pyrotechnic devices, such as infrared decoy flares and "candles" for mortar and artillery illumination rounds.

Finally, I cannot impress upon the Commissioners enough that Crane has an enormous impact on its community in Martin County, where it constitutes 37 percent of all of wages earned. Crane employees are very involved throughout their surrounding community, volunteering their time and resources. The entire state is proud to host such a vital defense installation as has been demonstrated by statement from our Governor, Mitch Daniels, as well as through the approval of a unanimous joint resolutions of support by the Indiana State Legislature.

I appreciate the Commissioners' attention to my testimony. The Crane Naval Warfare Center is not only an invaluable resource to the State of Indiana, but also to the defense of the United States of America. When determining your final BRAC recommendations, I trust that you will look at the complete picture of Crane and all of its attributes.

Regional Base Realignment and Closure Commission Public Hearing

St. Louis, Missouri

June 20, 2005

Mr. Chairman, Members of the Commission, thank you for the opportunity to address the Base Realignment and Closure (BRAC) Commission today regarding the 122nd Fighter Wing in Fort Wayne, Indiana. We are here today representing the City of Fort Wayne, Allen County, and the Fort Wayne-Allen County Economic Development Alliance to offer our enthusiastic and strong support for the Department of Defense's base closure and realignment recommendations, particularly as they relate to the 122nd Fighter Wing. For the last sixty years, the 122nd Fighter Wing has proudly resided in our community while making vital contributions to our nation's air defense superiority and assisting millions of Hoosiers during natural disasters or state emergencies.

Mr. Chairman, we believe Northeast Indiana provides mission critical and physical attributes that cannot be found anywhere else in the Midwest region of the United States. With over 3,400 acres of land, including 1,250 acres of undeveloped property, and the largest commercial runway in the State of Indiana at 12,000 feet, Fort Wayne International Airport is the perfect location for the Air National Guard to consolidate like missions. While there are currently 225 acres of land dedicated for use by the 122nd Fighter Wing, we, along with the Fort Wayne – Allen County Airport Authority, have preserved contiguous land adjacent to the installation should the Air Guard need additional space to accommodate future missions or requirements.

When the Department of Defense released its list of recommended closures and realignments on Friday, May 13th, we could not have been more pleased with the outcome. As

you may know, Fort Wayne has a proud tradition and rich history of military service, particularly as it relates to the Air National Guard and supporting the needs of our servicemen and women. At a time when our armed services are having difficulty attracting new recruits, Northeast Indiana continues to have one of the highest recruitment and retention rates in the country. We, along with the Adjutant General and the Governor of the great State of Indiana, take great pride in the men and women serving in the 122nd, which we are pleased to inform you today is currently manned at 104.2% strength.

While we are most proud of our outstanding recruiting success in Northeast Indiana, we believe it is also important to discuss the state of the art facilities and wide variety of special use airspace and range complexes nearby and readily available for training purposes. There are four locations within the State of Indiana available for use by the Air National Guard, including: Hilltop MOA, 12 Mile MOA, Atterbury Range Complex and Jefferson Proving Grounds. These special use locations and ranges, coupled with \$35 million in military construction and air traffic control investments at the Fort Wayne International Airport in the last five years, will help ensure the Air Guard has the resources and facilities it needs for current and emerging mission requirements. Thanks largely to the strong support of Congressman Mark Souder, as well as Senator Richard Lugar and Senator Evan Bayh, the 122nd has seen a drastic increase in military construction projects at the Airport. Those projects include: a new Medical Training Facility, a new Fuel Cell and Corrosion Facility, a new hanger for on-loading and off-loading munitions, and a new parking ramp and taxiway. Future plans for Fort Wayne International call for the addition of a second, parallel runway. With five commercial airlines serving it, and a 20-year master plan behind it, Fort Wayne International Airport enjoys the strong support of our community.

In addition to our outstanding facilities at the Airport and the Air Guard installation, the City of Fort Wayne and Allen County have experienced significant growth in the defense industry in recent years, which employs over 3,500 Hoosiers in our community. The Air Guard is viewed as a significant asset by these contractors, which include: General Dynamics, Raytheon, Northrop Gruman, ITT Industries, BAE Systems, UltraElectronics and others. We believe the recommendations outlined in the Secretary of Defense's BRAC report will have a significant impact on these companies in terms of employment and collaboration related to the Air Guard's mission. With the Air Guard's future no longer in limbo, these companies will be looking for new and innovative ways to partner with the 122nd, which will in effect help grow the defense industry's presence in Fort Wayne and Northeast Indiana.

It can certainly be said that the 122nd Fighter Wing exists not in a vacuum, but in a community that uniquely understands and supports its overall mission in support of the defense of the United States. For many years, our community has enjoyed a unique relationship with the 122nd, one not just of host, but as neighbor and partner. During the epic Flood of 1982 that threatened the safety of thousands of Fort Wayne residents, 140 members of the 122nd responded, working shoulder-to-shoulder with citizen volunteers day after day to shore up failing dikes and save our city.

As community leaders, we understand that military installations are a vital asset to any community, not only in terms of economic impact and employment, but for homeland security purposes as well.

In closing, we want to express our sincere appreciation to the Members of the Commission and your hard working staff. We know you will give strong consideration to the Secretary's recommendations regarding the future of the 122nd. As community leaders, we can

say with every confidence, that our community will welcome with open arms the influx of new aircraft, troops and personnel. More specifically, through the Airport Authority, our Economic Development Alliance, the City of Fort Wayne, Allen County, local and state chambers of commerce, and others, our team is in place and working to accomplish all that is necessary to host the increased personnel and aircraft based on the Secretary's recommendations.

We understand that you have an enormous task ahead of you, and hope you will not hesitate to call upon us if you require any information related to the 122nd Fighter Wing. Thank you for your thoughtful consideration of our comments here today.

Graham Richard
Mayor, City of Fort Wayne

Marla Irving
Commissioner, Allen County

Rob Young
President, Fort Wayne-Allen County Economic Development Alliance

**TESTIMONY OF THE HONORABLE BART PETERSON
MAYOR OF INDIANAPOLIS, INDIANA**

**Regional Base Realignment and Closure Commission Public Hearing
St. Louis, Missouri**

June 20, 2005

Mr. Chairman, Members of the Commission, thank you for the opportunity to submit for the record my testimony to the Base Realignment and Closure (BRAC) Commission today regarding the proposed consolidation of the Defense Finance and Accounting Service (DFAS) and the relocation to Indianapolis of many of the DFAS accounting, business, corporate and administrative functions. On behalf of the people of Indianapolis, Lawrence, and Marion County, let me say that we enthusiastically support the DFAS recommendations being made by the Department of Defense and look forward to working with the Department to make this transition successful.

The Base Realignment and Closure process is never easy and we appreciate the job the BRAC Commission is doing as you go around the country providing communities an opportunity to respond to the recommendations of the Department of Defense. In this year's round, we understand that there is a greater focus on military value and gaining efficiency from reducing excess capacity and consolidating operations. The current proposal calls for consolidating domestic Defense Finance and Accounting Service operations from 26 centers to 3. In Indianapolis, we are thrilled to have been recognized in the DFAS system as a site for expansion. I believe that the region is ideally positioned to provide the community support and

quality workers to enable the DFAS Center Indianapolis to become the leading facility in the Department.

The Center in Indianapolis currently has the largest number of employees of any DFAS facility in the country and has the greatest capacity for growth of any other DFAS facility in the country. It oversees a network of eight smaller DFAS facilities, disbursing more than \$39 billion annually and providing services to 1.9 million people

The MG Emmet J. Bean Federal Center, which houses DFAS Indianapolis, is the second largest federal building in the country. Only the Pentagon is larger. It meets the DOD Antiterrorism/Force Protection Standards and has benefited from a recently completed \$123 million renovation. The team at the DFAS Center in Indianapolis has a strong subject matter knowledge of DFAS business line missions and they are highly qualified to support one of the three operation centers under the proposed consolidation.

Clearly, with modern computer and communications technology, it makes sense to consolidate DFAS business operations to create efficiency in operations. At the same time, because of unpredictability of weather, the risks we now face from terrorists, and other threats, DFAS needs to build a strategic redundancy in its operations. We cannot afford to have the payroll system completely go down due to a national disaster at one of the operation centers and create financial uncertainty for the families of the brave men and women who are courageously serving our country. Having back up capabilities at another center will safeguard those

operations, but this can be done with 3 centers, not the current arrangement of 26 scattered around the country.

DFAS is by far the largest accounting firm in the world and we are extremely excited about the proposal to bring more than 3,000 new DFAS jobs to the Indianapolis Center. Since the Pentagon released its BRAC recommendations, I have met with the Deputy Director of DFAS in Washington, DC, General Eakle, and the director of the DFAS Center in Indianapolis, Steve Bonta, and told them that we are eager to work with them to facilitate the transition. It is my understanding that there will be a critical need to educate and train new workers to meet the facility's huge need for CPA's and others with financial and technical skills.

Indianapolis has a tradition of great partnerships with its business, community, and academic leaders and I have begun talking with them about working together to provide the training and transitional support to help the consolidation and growth at the DFAS Indianapolis Center. The proposed expansion is one of the most significant economic development opportunities we have enjoyed in recent years and we are committed to doing everything we can as a city and community to work with DFAS here and in DC to confirm the soundness of the Department of Defense's decision to expand Indianapolis into one of the three primary operation centers.

Indianapolis is one hour away from two major research universities, Purdue and Indiana University. The City is home to a joint campus of the two universities, Indiana University-Purdue University Indianapolis (IUPUI), that now has 29,000 students and offers 185 academic

programs. Altogether, there are more than 20 colleges with a combined enrollment of 175,000 within 60 miles of Indianapolis. In addition, more than 16,000 students are enrolled at the Indianapolis branch campus of Indiana's vocational college, Ivy Tech State College. Hoosiers are very proud of their extraordinary education system and high quality colleges and universities. It is one of the reasons that the Indianapolis is home to the world headquarters of companies like Eli Lilly, Wellpoint, Simon Property Group, Roche Diagnostics American Headquarters, and a variety of banking and financial institutions.

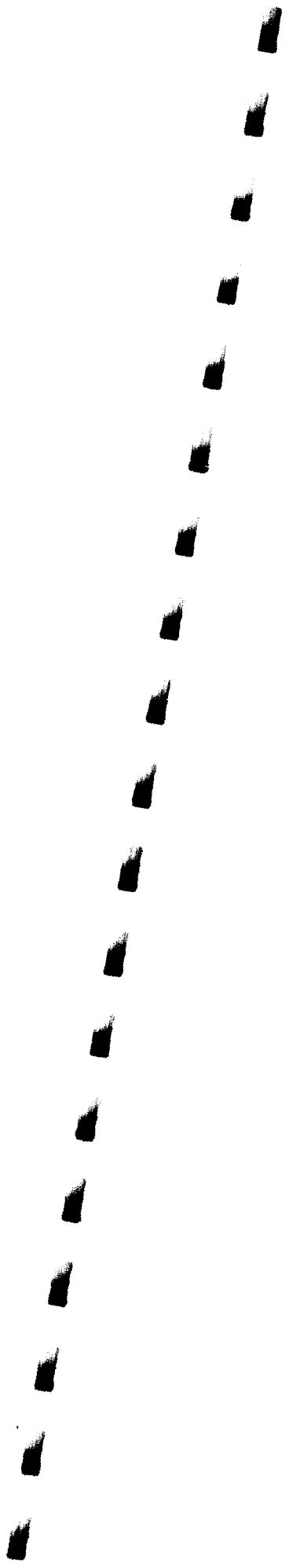
Indianapolis is the twelfth largest city in the United States with a thriving downtown and world class arts, cultural and sporting activities and amenities. We have 17 museums in Indianapolis including the largest Children's Museum in the country and the nation's 7th largest art museum.. The City is home to some of the most exciting world class motor sports events including the Indianapolis 500, Formula 1, and the Brickyard 400. Additionally, we are home to the NBA's Indianapolis Pacers and the NFL's Indianapolis Colts. The NCAA recently relocated its headquarters to Indianapolis and the City will now regularly host NCAA basketball events including a men's and women's Final Four every four years.

We are very proud of our quality of life which will make it easier for the DFAS Indianapolis Center to attract and retain talented employees. In 2004, the National Association of Homebuilders named the Indianapolis MSA the most affordable city over 1 million people. The city, because it encompasses nearly all of Marion County, has wonderful housing opportunities in diverse neighborhoods ranging from the vibrant downtown to the city's more rural outskirts.

Indianapolis also ranks as one of the cleanest and safest cities in the nation. Our cost of living and unemployment rates are below the national average. There are 149 neighborhood and regional parks in Marion County, 13 city owned golf courses, 32 miles of bike trails, and great opportunities for boating, fishing and other recreation.

Additionally, Indianapolis, the Crossroads of America, is extremely accessible by road and air. More interstates intersect Indianapolis than any other city in the country. We are a day's drive, 600 miles, to over half of the nation's population. Indianapolis Airport is a 12 minutes drive from downtown and serves 47 cities with 189 daily departures on 12 airlines. With a new airport terminal expected to be completed in 2008, travel will be even easier. The airport is also a major air cargo center. Indianapolis is now the second largest hub for Federal Express and is projected to become its largest facility in the next few years.

Mr. Chairman, Indianapolis is a world class city offering all the opportunities and resources that will enable to the Department of Defense to make the proposed expansion of the DFAS Center a major success. We are eager to work with DFAS to help make the finance center in Indianapolis the premier accounting and finance facility in the country. Our City is convenient and accessible, our workers are dedicated, our community is marked by pride and a strong sense of voluntarism, and our educational institutions are world renowned. On behalf of local government leaders in Central Indiana, I want to encourage you to support the recommendation of the Department of Defense to consolidate DFAS operations at the finance center in Indianapolis.



BASE REALIGNMENT AND CLOSURE 2005

**TECHNICAL CROSS SERVICE GROUP'S
NAVAL SUPPORT ACTIVITY CRANE, INDIANA**

**WEAPONS & ARMAMENTS RESEARCH, DEVELOPMENT & ACQUISITION, AND
TEST & EVALUATION, CENTER RECOMMENDATIONS**

**ANALYSIS AND ALTERNATIVES TO THE BRAC RECOMMENDATIONS
TO:**

"Realign Naval Surface Warfare Center Crane, IN, by relocating all Weapons and Armaments Research, Development & Acquisition, and Test & Evaluation, except gun/ammo, combat system security, and energetic materials to Naval Air Weapons Station China Lake, CA."

"Realign Naval Surface Warfare Center Crane, IN, by relocating gun and ammunition Research and Development & Acquisition to Picatinny Arsenal, NJ."

SIBA, Inc.
Southern Indiana Business Alliance

15 June 2005

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**BRAC 2005
TECHNICAL CROSS SERVICE GROUP'S
NAVAL SUPPORT ACTIVITY CRANE, IN
WEAPONS AND ARMAMENTS RECOMMENDATION**

1.0 INTRODUCTION

The Department of Defense has the primary goals in the 2005 BRAC round of increasing military value and reducing excess capacity in consonance with the Department's Transformation Goals. Guidelines included emphasis on joint operations, multi-disciplinary capability, and mitigation of encroachment and environmental issues.

The Naval Support Activity (NSA) Crane hosts the Naval Surface Warfare Center (NSWC) Division Crane and the Crane Army Ammunition Activity (CAAA); co-located mission commands that perform multi-functional and multi-disciplinary tasking across ordnance, electronics and electronic warfare (EW) products and systems. These two commands have jointly built a cross service capability leveraging shared world-class facilities and human intellectual capital that focuses on development, acquisition, test & evaluation, sustainment, maintenance, distribution, and storage. In-depth integrated technical and industrial capabilities provide extremely agile and responsive complete support to Warfighters of all Services.

NSA Crane, located in rural Southern Indiana has 63,000 acres; completely encroachment free; with no environmental issues; remote from potential terrorist threat; in close proximity to excellent road, rail and air transportation; with abundant power and water utilities; with extraordinary facilities; academic and industry partnerships; and, an almost unlimited technical workforce recruitment ability. NSA Crane gets very high marks when compared to DoD BRAC 2005 goals.

The following discussion covers the Naval Integrated Weapons and Armaments portion of BRAC 2005. It addresses in detail the recommendation to split and relocate a specialized, already integrated weapons and armaments capability from NSWC Crane Division to China Lake and Picatinny.

USSOCOM and other customers, including the Marine Corps and Army, have over the last 25 years established a Joint Center of Excellence for quick response, high security 'Special Missions' at Crane that represents the national center of mass in workload, facilities, and capabilities for these asymmetric requirements. Crane has been intensely utilized over the past few years (especially since 9/11) and has capabilities and capacity which was not disclosed due to their classified nature, and as a result we believe were not considered during the BRAC data calls and scenarios. This center has achieved a trusting relationship with the asymmetric Warfighters through outstanding success in drawing on the integrated Crane capabilities including special weapons, ordnance/explosives, power sources, pyrotechnics, demolition items, visual augmentation devices, targeting devices, security systems, and more. The ability to draw on all these capabilities and develop, test, acquire and train at one secure isolated site has enabled a hands-on systems approach to solve the Warfighter's requirements quickly and efficiently.

Crane's integrated, multifunctional capabilities are not only well suited for support of Special Operations Forces, but provide the perfect environment for rapidly fielding solutions to the asymmetric threat challenges faced by our Warfighters. An unclassified example, in response to the attack on the USS *Cole* in 2000, is that Crane created the Integrated Radar Optical Sighting Surveillance System (IROSSS), an integrated weapons, electro-optic, radar, and software system that allows ships to quickly detect, identify and deter or engage threats. Crane took IROSSS from concept to the first fielded system in 11 months.

Special Missions are those requiring tight security and quick response to our Warfighters battling asymmetric threats. Figure 1 is just one example of the importance of Crane to the Warfighter in our responses to asymmetric attacks throughout our Global War on Terror. Every piece of technology in this picture has been touched once or multiple times by Crane through the RD&A, T&E, Prototyping, Production, Maintenance, Distribution and Storage processes.



Figure 1. Operation Enduring Freedom

This type of Special Missions support cannot be provided except by an activity with multifunctional, multidisciplinary capabilities with uniquely trained and developed skills, and with the ability to provide both information security and physical isolation.

We propose an additional recommendation to *"Create an Integrated Weapons & Armaments Specialty Site for Special Missions at Naval Surface Warfare Center Crane, IN"* to officially recognize the existing capability and capacity at Crane. This will enhance military value, efficiency, joint operations, and provide a true, total capability specialty site for Special Missions.

By retaining this Special Missions capability that is unique to Crane, the BRAC concept of integrated DoD Centers of Excellence can be implemented in such a way as to increase the transformational value, cost efficiencies, and military value of the current recommendations. In addition, we believe that there is cause for concern in that the DoD BRAC current recommendation consolidates all guns and ammunition capability at one site, leaving the risk inherent in only a single site capability without geographical separation for risk reduction.

2.0 BRAC RECOMMENDATIONS

Recommendation 1: "Create a Naval Integrated Weapons & Armaments Research, Development & Acquisition, Test & Evaluation Center. Relocate all Weapons and Armaments Research, Development & Acquisition, and Test & Evaluation, except gun/ammo, combat system security, energetic materials, to Naval Weapons Station China Lake, CA."

Recommendation 2: "Create an Integrated Weapons & Armaments Specialty Site for Guns and Ammunition. Relocate gun and ammunition Research and Development & Acquisition to Picatinny Arsenal, NJ."

3.0 BRAC RECOMMENDATION ANALYSIS

To facilitate a robust joint analysis during BRAC 2005, the Secretary of Defense chartered seven Joint Cross-Service Groups (JCSGs) to make realignment and closure recommendations related to common business-oriented support functions. This functional, stovepipe alignment while addressing previous BRAC issues, has a potential weakness in that it does not provide for aggregation and analysis of multifunctional/multidisciplinary capabilities and capacities of co-located organizations across the JCSGs and Services. We believe the Crane Special Missions Specialty Site was undervalued as a result of this data analysis approach. The following supporting analysis is based on precepts that were derived from the DoD and Joint Cross-Service Group goals and objectives contained in their guidance documentation.

3.1 BRAC Precept – High Military Value

3.1.1 *BRAC Data*

A review of the detailed data provided by DoD has revealed the following:

- The TJCSG used the first four 2005 BRAC criteria to develop military value. These criteria are:
 - The current and future mission capabilities and the impact on operational readiness of the total force of the Department of Defense, including the impact on joint Warfighting, training, and readiness.
 - The availability and condition of land, facilities, and associated airspace (including training areas suitable for maneuver by ground, naval, or air forces throughout a diversity of climate and terrain areas and staging areas for the use of the Armed Forces in homeland defense missions), both at existing and potential receiving locations.
 - The ability to accommodate contingency, mobilization, surge, and future total force requirements, both at existing and potential receiving locations, to support operations and training.
 - The cost of operations and the manpower implications.

(Department of Defense Base Closure and Realignment Report Volume 12, 19 May 2005, page 21)

- Crane Indiana was not identified to the IEC as a Joint Base (NSWC Crane Division/Crane Army Ammunition Activity). Twelve other bases were identified as Joint Bases. (BRAC 2005 Infrastructure Executive Council (IEC) Meeting Minutes of 2 May, 2005)

3.1.2 Data Analysis

The key to enhancing these BRAC recommendations is Military Value. The Military Value of these functions at Crane, given the structure of data calls and scenarios, were not looked at in the aggregate context of Crane's integrated, collaborative, and joint functions, so critical in positively impacting the current recommendation. Understanding the aggregate Military Value, through jointness, connectivity, and functional integration is essential. The overall impact of consolidating functions at a few massive sites, based on Military Value, can still be achieved without losing a truly unique capability at Crane.

NSWC Crane performs its critical role in support of Special Missions for joint customers in a collaborative and integrated environment across related technologies and functional areas. This aggregate collection of functions which result in such outstanding work in support of Special Missions was not assigned a Military Value. **In other words, this integrated collection of activities performing complementary functions were assigned separate Military Value scores that did not reflect the aggregate Military Value required by Special Missions.** Only functional Military Value was considered, not capability based Military Value. As a result, the functions at Crane which are integrated to become the Special Missions capability were graded much lower than if they had been evaluated as the system of functions.

Additionally, the BRAC Military Value analysis did not account for the current performance, or effectiveness of an activity performing a particular function; only whether the activity performs the function. Ambiguity in the collected data resulted in quality and timeliness of work not being evaluated, and therefore relative Military Value between activities is brought into question.

While the first recommendation identified above is one of three DoD Weapons & Armaments Centers of Excellence recommended in the BRAC report, the second recommendation only provides for a single DoD specialty site for Guns & Ammunition, in violation of one of the two Technical JCSG BRAC principles covering geographic separation and competition of ideas.

We believe that if the integrated Special Missions capability had been assigned a Military Value, Crane would have been number one nationally. Crane's approach to supporting Special Missions has historically produced higher quality work, reduced transition times to the Warfighter, increased ordnance safety and configuration management, and all at a lower unit cost than non-Crane programs.

- USSOCOM and other customers have established a unique quick response/secure capability at Crane Indiana over the past 25 years, required for Special Missions.
- Crane has a workforce trained in applying governmental laws and regulations (including Weapon Systems Explosives Safety Review Board (WSESRB)) that govern classified rapid development and fielding efforts and satisfy the time constraints involved in providing asymmetric responses to asymmetric attacks.
- Synergy has been achieved with the co-location of NSWC Crane Division and Crane Army Ammunition Activity creating the multifunctional character of Crane Indiana. These two activities cover the full spectrum of RD&A, T&E, Prototyping, Production, Maintenance, Distribution and Storage.
- This multifunctional capability at Crane Indiana has been applied to the multidisciplinary needs of the Army, Navy, Air Force, Marine Corps, Department of Homeland Defense, and other Government Agencies in special pyrotechnics, demolition materials, small arms and minor caliber weapons, associated ammunition, power sources, visual augmentation devices, targeting devices, combat system security, and command communications.

- This multifunctional, multidisciplinary capability and capacity located in one location at Crane Indiana has transformed into a lean organization maximizing on the existing synergies to provide the SOF Warfighter with the best technological tools and devices in the shortest timeframe.
- This vital capability and capacity within DoD has been wrapped within a greater conventional Program support at Crane, to enhance non-disclosure of unique classified capabilities and capacity.
- We estimate that NSWC Crane Division would be given the highest Military Value score in the nation for providing this specialty support, if it was to be calculated. This specialty area does not appear to have been evaluated separately due to its classified nature. One clear indication of this significant Military Value is the tremendous NSWC Crane Division Special Missions workload growth since 9/11.

3.2 BRAC Precept – High Capacity

3.2.1 *BRAC Data*

A review of the detailed data provided by DoD has revealed the following:

- The 11 December 2004 TJCSG Capacity Analysis Report states that 8 parameters were to be used to measure the physical infrastructure and the technical output of the DoD facilities. Early in the capacity analysis phase, two issues arose. The first was how the components reported data. Data were reported organizationally, which does not align specifically with the definition of technical facility. The second issue arose due to different respondents interpreting and answering questions based on inconsistent definitions. To deal with the issue of respondents answering by organization, the TJCSG aggregated the data from all respondents in a technical capability area for a function by combining all records in the “bin” by physical location, as identified by zip code. To deal with the issue of respondents answering questions inconsistently, the TJCSG assessed technical capacity using work years, physical capacity, and test hours for the quantitative capacity analysis. (BRAC 2005 TJCSG Final Capacity Analysis Report, 19 May 2005, page A-6)

3.2.2 *Data Analysis*

The inconsistency in data collected from separate components did not provide the TJCSG with visibility of related data from all activities at Crane necessary for them to aggregate and consider. Therefore, the true capacity at Crane Indiana, including both the Navy component (NSWC Crane Division) and the Army component (Crane Army Ammunition Activity), has not been adequately identified to the TJCSG or the BRAC Commission.

Maintaining this capacity at Crane capitalizes on recently constructed, unencumbered facilities that are equipped with modern technology, and environmentally permitted open air training and testing ranges. These indoor and outdoor facilities are jointly utilized by multiple disciplines for environmental and function testing of energetic and mechanical/electrical devices.

Open Air Ranges were assigned to the Education and Training JCSG and therefore Open Air Range data was not provided to the Technical JCSG for them to aggregate and consider as part of the T&E Military Value. Test Range capacity is critical to the Weapons & Armaments, Guns & Ammo, and Special Missions centers. Crane environmental permits allow disposal of self-generated energetic waste streams as well as off-site generations. These permits are jointly used by Crane Navy and Crane Army.

Crane Indiana, being in rural Southern Indiana, does not have the encroachment problems or environmental issues being experienced by the DoD facilities on the east and west coasts.

In addition to the NSWC Crane and CAAA facilities, Indiana also contains two major test and training facilities operated by the Indiana National Guard – Camp Atterbury, a premier testing, training and mobilization facility, and Muscatatuck Urban Training Center. These facilities were not identified to the Technical JCSG or BRAC Commission for aggregation and consideration. Additionally, NSWC Crane has the Lake Glendora test facility which supports underwater ordnance testing and asymmetric warfare training. The combination of Crane, Camp Atterbury and Muscatatuck provides a unique, world class solution to Special Missions requirements, within a low visibility environment preferred by these customers.

3.3 BRAC Precept - Transformational

3.3.1 *BRAC Data*

A review of the detailed data provided by DoD has revealed the following:

- The Secretary of Defense initiated the BRAC 2005 process to rationalize the Department's base infrastructure within the United States in support of the Department's long-term strategic capabilities...Continuous defense transformation is part of a wider governmental effort to transform America's national security institutions to meet 21st-century challenges and opportunities. Just as our challenges change continuously, so too must our military capabilities. The purpose of transformation is to extend key advantages and reduce vulnerabilities. We are now in a long-term struggle against persistent, adaptive adversaries, and must transform to prevail. (DoD Base Closure and Realignment Report, Volume I, Part 1 of 2: Results and Process, May, 2005, pages 3 thru 6)

3.3.2 *Data Analysis*

Crane is a transformational leader providing high Military Value to the Warfighter. Crane has been innovative and in the forefront in implementing Business & Process Re-engineering (B&PR), LEAN principles, and Technology Roadmapping. These actions have resulted in Crane being one of the most cost effective DoD installations. In addition to NSWC Crane and CAAA, as mentioned earlier Indiana also is home to the Indiana National Guard's Camp Atterbury, a premier training and mobilization facility, and Muscatatuck Urban Training Center. The combination of NSWC Crane, CAAA, Lake Glendora test facility, Camp Atterbury and Muscatatuck provides a unique, world class solution to Special Missions RD&A, T&E, and Training requirements.

Crane has refined the transformational style of adapting COTS/NDI products into tailored acquisition approval processes to achieve quick response solutions required to counter asymmetric threats. This transformational acquisition capability has evolved out of the fact that Crane historically has not been a "traditional DoD RDT&E laboratory" but rather a technology integrator. This balancing of COTS/NDI adaptations versus pure development is still transformational to most existing DoD RD&A activities. The broad product base that this acquisition style has been applied to at Crane has provided DoD with a critical mass of human capital, properly trained in applying governmental laws and regulations that govern classified rapid development and fielding efforts. The Military Value to the Special Missions Warfighter of this transformational acquisition style is validated by the significant increase in customer assignments.

3.4 **BRAC Precept - Low Risk**

3.4.1 ***BRAC Data***

A review of the detailed data provided by DoD has revealed the following:

- The COBRA Model Standard Factors for personnel which could not be overridden included:
 - Civilians Not Willing To Move: 6.00%
 - Civilian Turnover Rate: 9.16%
 - Civilian Early Retire Rate: 8.10%
 - Civilian Regular Retire Rate: 1.67%

(COBRA Model training Power Point Presentation 6/8/2005)

3.4.2 ***Data Analysis***

The risk with these Weapons and Armaments recommendations is that Military Value of a Center of Excellence is questionable when, as based on prior BRACs, only 10% - 15% of the people required will actually relocate to the Center of Excellence. Most engineers/techs currently supporting ordnance (guns, ammo, weapons) have an average of 15-20 years experience. This represents a significant level of expertise that DoD will be losing.

Crane is the leading hi-tech facility in the whole of Southern Indiana, employing in excess of 1500 Engineers, Scientists, and Technicians. These personnel support multiple products at Crane, with approximately 650 personnel supporting functions related to weapons and armaments systems in the Special Missions area. These Engineers, Scientists, and Technicians are predominantly graduates of the Indiana engineering and technical Universities and colleges, including Notre Dame, Purdue, Indiana, Rose Hulman, University of Evansville, Indiana State, Vincennes, and Ivy Tech. Crane's location in a low cost of living, rural environment results in extremely low turnover of this intellectual capital.

The human capital at Crane, integrated with its academic support from local renown public and private universities are jointly providing cutting edge technologies and concepts to meet the challenges of today's Warfighter. Many of the Crane workforce as graduates of these academic institutions, have developed strong relationships with their professors and the current graduate students. These contributing professors and graduate students will not move to educational institutions located near the gaining activities to retain this collaboration, so the benefit to the Warfighter will be lost.

Integration of Energetic material chemistry and physics with mechanical and electronic control mechanisms (Ordnance Engineering) is not a curriculum provided at any college or university in our country. These critical skills are only learned over several years on the job from senior personnel. Historical evidence proves that very few personnel from the losing activity make geographic transfers to the receiving activities. During this critical Global War on Terror, the United States cannot afford to lose this currently trained human capital capacity located at Crane.

The currently proposed movement of Weapons & Armaments and Guns & Ammunition from NSWC Crane to China Lake and Picatinny poses a significant level of risk to Special Missions. Crane's collaboration of government/contractor/academia provides a low risk option through competition of ideas (COTS/NDI adaptation versus pure development) by retaining a separate site from Picatinny, having a similar combination of technologies and functions.

3.5 **BRAC Precept - Return on Investment (ROI)**

3.5.1 ***BRAC Data***

A review of the detailed data provided by DoD has revealed the following:

- The first recommendation is identified as having a 7 year break even point for Return on Investment, occurring in 2015, and only a recurring savings of \$59.6M. The net of all costs and savings during the implementation period is a cost of \$148.7M. This provides DoD with a net present value of the savings over 20 years of \$433.4M. (COBRA Realignment Summary Report (COBRA v6.10) Created 5/3/2005, Technical JCSG, TECH-0018DR Final With Footnotes, page 1 of 120)
- The second recommendation is identified as having a 13 year break even point for Return on Investment, occurring in 2021, and only a recurring savings of \$11.3M. The net of all costs and savings during the implementation period is a cost of \$81.2M. This provides DoD with a net present value of the savings over 20 years of only \$32.6M. (COBRA Realignment Summary Report (COBRA v6.10) Created 4/27/2005, Technical JCSG, TECH-0018B, page 1 of 111)
- Crane has one of the lowest costs per work year of the activities evaluated by the Technical JCSG for these recommendations.

• Crane	Civilian Locality Pay Factor:	1.109
	Area Cost Factor:	1.05
	Per Diem Rate (\$/Day):	\$86
• China Lake	Civilian Locality Pay Factor:	1.109
	Area Cost Factor:	1.27
	Per Diem Rate (\$/Day):	\$157
• Picatinny	Civilian Locality Pay Factor:	1.193
	Area Cost Factor:	1.20
	Per Diem Rate (\$/Day):	\$157

(COBRA Realignment Summary Report (COBRA v6.10) Created 4/27/2005, Technical JCSG, TECH-0018B, pages 30 thru 34 of 111)
- The guidance allows a 15% reduction against all government personnel moved. (COBRA Realignment Summary Report (COBRA v6.10) Created 5/3/2005, Technical JCSG, TECH-0018DR Final With Footnotes, page 2 of 120) (COBRA Realignment Summary Report (COBRA v6.10) Created 4/27/2005, Technical JCSG, TECH-0018B, page 2 of 111)
- The guidance allows a 15% reduction against all contractor personnel and directs showing a \$200K Misc. Recurring Savings for each contractor eliminated. (COBRA Realignment Summary Report (COBRA v6.10) Created 5/3/2005, Technical JCSG, TECH-0018DR Final With Footnotes, page 2 of 120) (COBRA Realignment Summary Report (COBRA v6.10) Created 4/27/2005, Technical JCSG, TECH-0018B, page 2 of 111)
- According to the COBRA Realignment Summary Report, the first BRAC recommendation above eliminates 2,403 government civilian jobs in 8 economic regions, and re-establishes/relocates 2,043 of those positions at China Lake, CA (a reduction of 360

positions, or a 15% reduction in personnel). (*COBRA Realignment Summary Report (COBRA v6.10) Created 5/3/2005, Technical JCSG, TECH-0018DR Final With Footnotes, pages 25 thru 27 of 120*)

- According to the COBRA Realignment Summary Report, the second BRAC recommendation above eliminates 808 government civilian jobs in 7 economic regions, and re-establishes/relocates 688 of those positions at Picatinny Arsenal, NJ (a reduction of 120 positions, or a 15% reduction in personnel). (*COBRA Realignment Summary Report (COBRA v6.10) Created 4/27/2005, Technical JCSG, TECH-0018B, pages 24 thru 26 of 111*)

3.5.2 Data Analysis

The Personnel Realignment numbers contained in the COBRA Realignment Summary Report do not appear to match the numbers contained in Section 10 Recommendations of the BRAC report for either of the two recommendations stated above.

When doing an analysis on such a broad spectrum including a tremendous volume of data, standard formulas are utilized to provide standardization. Unfortunately, this standardization sometimes produces inaccurate results as appears to be the case in these two recommendations. With Crane having gone through significant B&PR and LEAN processes, a lot of the capability to reduce the supporting infrastructure in FTE and facilities has already been accomplished and reflected in the data provided for the scenario data calls. The standardized data used in these recommendations actually reward an activity that is large, inefficient, and costly; and penalizes activities that continue to increase their 'market share' of the RD&A, T&E market through quick responses in providing quality products while maintaining a small FTE and facility footprint, at a low cost to the warfighters and ultimately to the tax payers.

As noted in the above data, Crane has a lower overall geographic cost associated with providing this support to the Warfighter than either China Lake, CA or Picatinny, NJ. Moving these functions to the two recommended locations will increase the cost to the DoD Resource Sponsors and ultimately to the tax payer, reducing the identified annual recurring savings for these two recommendations.

The contractor figures in the COBRA data assume an arbitrary 15% reduction in contractor positions at the receiving site and an excessive annual recurring savings of \$200,000 per position eliminated. At Crane Indiana, the contractor cost per year is less than half of that amount. The cost to move this support to China Lake and Picatinny will increase the contractor per year cost due to their higher location cost, and therefore further dilute the minimal cost savings identified over the 20 years.

The recommendations to relocate Weapons & Armaments and Guns & Ammunition fall outside of the 83% of DoN recommendations that obtained a return on investment within 4 years. Since the return on investment for these recommendations are obtained in 7 and 13 years respectively at China Lake and Picatinny, versus the DoN's stated goal of 4 years, there is inherent risk in obtaining and maintaining sufficient funding and resources over these extended periods.

The risk of maintaining sufficient funding over the long payback periods increases the risk in achieving 3 of the 4 BRAC principles. The 3 principles at risk are (1) save money, (2) improve operational readiness and jointness, and (3) maintain quality of service. It is these risks that drove the DoN to a goal of 4 years for return on investment for BRAC recommendations.

The addition of a Special Missions Specialty Site at Crane Indiana to the Technical JCSG recommendation appears to provide for a lower one-time implementation cost for the overall recommendation and creates a greater annual recurring savings.

- No one-time implementation cost for Crane facilities required to be replicated at Picatinny or China Lake.

- No one-time implementation cost for transfer of Crane personnel to new locations.
- No increase in annual recurring FTE labor rates/contractor costs from current Southern Indiana locality.

The cost avoidances and cost savings offered by preserving the Special Missions capability at Crane appears to provide DoD with a shorter expected payback period.

3.6 BRAC Precept – Impact on Existing Communities

3.6.1 *BRAC Data*

A review of the detailed data provided by DoD has revealed the following:

- The first recommendation identified above, assuming no economic recovery, could result in a maximum potential reduction of 375 jobs (258 direct jobs and 117 indirect jobs) over the 2006-2011 period in the Martin County, IN, economic area, which is a 4.4 percent of economic area employment. (*Department of Defense Base Closure and Realignment Report Volume I Part 2 of 2 Detailed Recommendations, Section 10, May 2005, page Tech-16*)
- The first recommendation identified above realigns 193 civilian positions to NAVAIRWPNSTA China Lake, CA and eliminates 34 civilian positions. (*COBRA v6.10*) Created 5/3/2005, Technical JCSG, TECH-0018DR Final With Footnotes, page 15 of 120)
- The second recommendation identified above, assuming no economic recovery, could result in a maximum potential reduction of 421 jobs (289 direct jobs and 132 indirect jobs) over the 2006-2011 period in Martin County, IN, economic area, which is a 4.9 percent of economic area employment. (*Department of Defense Base Closure and Realignment Report Volume I Part 2 of 2 Detailed Recommendations, Section 10, May 2005, page Tech-21*)
- The second recommendation identified above realigns 201 civilian positions to Picatinny, NJ and eliminates 35 civilian positions. (*COBRA Realignment Summary Report (COBRA v6.10)* Created 4/27/2005, Technical JCSG, TECH-0018B, page 16 of 111)
- A recommendation of the Industrial JCSG, assuming no economic recovery, could result in a maximum potential reduction of 221 jobs (152 direct jobs and 69 indirect jobs) over the 2006-2011 period in the Martin County, IN, economic area, which is a 2.6 percent of economic area employment. (*Department of Defense Base Closure and Realignment Report Volume I Part 2 of 2 Detailed Recommendations, Section 6, May 2005, page Ind-25*)
- A recommendation of the Medical JCSG, assuming no economic recovery, could result in a maximum potential reduction of 99 jobs (68 direct and 31 indirect jobs) over the 2006-2011 period in the Martin County, IN economic area, which is a 1.2 percent of economic area employment. (*Department of Defense Base Closure and Realignment Report Volume I Part 2 of 2 Detailed Recommendations, Section 8, May 2005, page Med-18*)
- The impact of the local economic area for each installation considered for closure or realignment was assessed during the scenario analysis process using an Economic Impact Tool that provided a uniform methodology for estimating the total direct and indirect job changes associated with a closure or realignment scenario. The DoN is very concerned about economic impact and has made every effort to fully understand all of the economic impacts its recommendations might have on local communities. (*Department of Defense Base Closure and Realignment Report Volume I Part 2 of 2 Detailed Recommendations, Section 2, May 2005, page DoN-5*)

3.6.2 Data Analysis

Although the DoN has stated specific intentions to be sensitive to regional economic impacts, there is no mention in the BRAC Report that DoD/DoN recognizes any special impacts to the Martin County, IN economic region. This lack of acknowledgement for economic impact is despite the fact that this region is the second worst impacted area in the US, when compared to 241 other regions affected by BRAC recommendations.

The number of positions affected at Crane is higher than the BRAC recommended 683. DoD appears to have made a calculation error and did not accurately count contractors. This brings the total positions impacted to over 800 engineers/ technicians/logisticians. This will raise the economic impact to a number approaching 14%. These affected jobs include predominantly highly trained professional series employees such as manager, engineers, scientists, engineering technicians, computer programmers, and information technology specialists. These employees currently perform functions in high technology areas such as GPS Guided Navy Fuzes, GPS Guided Munitions, Laser Guided Bombs/Weapons, and other 21st century weaponry of the future such as high-energy lasers and electromagnetic guns.

4.0 CONCLUSIONS

The current BRAC recommendations optimize at the generic Weapons and Armaments level (i.e. those products that can be reasonably expected to have the broadest application across all Services and can be delivered through an open and visible acquisition process), BUT sub-optimize by eliminating a truly Transformational capability, developed over the past 25 years, to provide quick, competent, and invisible support for our asymmetric warfighters.

This sub-optimization significantly fragments the Special Missions Military Value of cross-Service capabilities sharing world-class facilities and human intellectual capital. These Crane Indiana capabilities focus on development, acquisition, test & evaluation, sustainment, maintenance, distribution, and storage for Special Missions customers. The existing recommendations break apart this integrated Special Missions capability and capacity creating a major loss of synergy and an increased cost to the RD&A programs.

The following additional recommendation complies with the second BRAC principle to provide competition of ideas through geographic separation and continuity of operations in the event of an unexpected disruption. The alternative also results in a lower one-time implementation cost for the overall recommendation, creates a greater annual recurring savings, and further enhances the Military Value of the DoD Centers of Excellence concept.

This addition to the Technical JCSG recommendations provides an official title to an existing joint Service capability and capacity that meets the DoD BRAC 2005 primary goals and objectives. This Specialty Site capitalizes on the synergy of the existing critical mass of Ordnance Engineering coupled with electro optics/electronics expertise at NSWC Crane, the Ordnance Depot/Industrial capability of CAAA, the unique training/testing capability at the Lake Glendora test facility, and the Indiana National Guard's Camp Atterbury and Muscatatuck Urban Training Center, to form an unequaled Special Missions capability in Indiana.

5.0 RECOMMENDATION

It appears that the concept of DoD centers put forth by the Technical JCSG can be enhanced to add additional Military Value by preserving the specialty site at Crane Indiana for 'Special Missions'. In summary:

Additional BRAC Recommendation:

1. ***Create an Integrated Weapons & Armaments Specialty Site for Special Missions at Naval Surface Warfare Center Crane, IN.***

This additional recommendation can be accomplished by adding the additional recommendation above, and deleting the following subparagraphs from their respective BRAC Recommendations identified in Section 2 above:

1. "Realign Naval Surface Warfare Center Crane, IN, by relocating all Weapons and Armaments Research, Development & Acquisition, and Test & Evaluation, except gun/ammo, combat security, and energetic materials to Naval Air Weapons Station China Lake, CA. (*Department of Defense Base Closure and Realignment Report Volume I Part 2 of 2 Detailed Recommendations, Section 10, May 2005, page Tech-15*)"
2. "Realign Naval Surface Warfare Center Division Crane, IN, by relocating gun and ammunition Research and Development & Acquisition to Picatinny Arsenal, NJ." (*Department of Defense Base Closure and Realignment Report Volume I Part 2 of 2 Detailed Recommendations, Section 10, May 2005, pages Tech-20*)

Since this Integrated Weapons & Armaments Specialty Site for Special Missions already exists at NSWC Crane, there are no required Realignment recommendations; Justification can be generated from the data analysis comments contained in this white paper; there is no cost involved in this recommendation so there is no Payback period; and there is no Economic Impact on Communities.

BASE REALIGNMENT AND CLOSURE 2005

**INDUSTRIAL CROSS-SERVICES GROUP
NAVAL SUPPORT ACTIVITY CRANE, INDIANA**

ELECTRONIC WARFARE RECOMMENDATION

**ANALYSIS OF AND ALTERNATIVE RECOMMENDATIONS TO DOD
BRAC RECOMEMENDATION**

**"Realign Naval Support Activity Crane, IN, By Relocating The Depot Maintenance
Workload And Capacity For ALQ-99 Electronic Warfare To Fleet Readiness Center
Northwest, Naval Air Station Whidbey Island, WA."**

SIBA, Inc.

Southern Indiana Business Alliance

15 June 2005

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**BRAC 2005
INDUSTRIAL CROSS-SERVICES GROUP
NAVAL SUPPORT ACTIVITY CRANE, IN
ELECTRONIC WARFARE RECOMMENDATION**

1.0 INTRODUCTION

The Department of Defense had the primary goals in the 2005 BRAC round of increasing military value and reducing excess capacity in consonance with the Department's Transformation Goals. Guidelines included emphasis on joint operations, multi-disciplinary capability, and mitigation of encroachment and environmental issues.

The Naval Support Activity (NSA) Crane hosts the Naval Surface Warfare Center (NSWC) Division Crane and the Crane Army Ammunition Activity (CAAA); co-located mission commands that perform multi-functional and multi-disciplinary tasking across ordnance, electronics and electronic warfare (EW) products and systems. These two commands have jointly built a cross service capability leveraging shared world-class facilities and a human intellectual capital that focuses on development, acquisition, sustainment, maintenance and distribution. In-depth integrated technical and industrial capabilities provide extremely agile, responsive, and complete support to Warfighters of all services.

NSA Crane, located in under-populated Southern Indiana has 63,000 acres, completely encroachment free; with no environmental issues; remote from potential terrorist threat; in close proximity to excellent roads, rail, and air transportation; with abundant power and water utilities; with extraordinary facilities; academic and industry partnerships; and, an almost unlimited technical workforce recruitment ability. NSA Crane gets very high marks when compared to DOD 2005 BRAC goals.

This discussion covers the Industrial Joint Cross-Service Group portion of BRAC 2005 recommendation to realign ALQ-99 EW Depot from NSA Crane to Fleet Readiness Center (FRC) Northwest. It is obvious from this analysis that the BRAC process did not take advantage of Crane's high military value and model installation attributes. There were no scenarios to investigate re-locating anything to Crane. In fact, if the BRAC EW recommendations remain, EW capabilities will be fragmented across the country and will negatively impact the existing synergy in the joint and transformational EW Specialty Site at Crane.

We are offering an alternative recommendation to establish an EW Specialty Site at NSA Crane. This recommendation greatly strengthens Military value and provides a much higher ROI when compared to the BRAC recommendation.

2.0 BRAC RECOMMENDATION

"Realign NSA Crane, IN by relocating the Depot maintenance workload and capacity for ALQ-99 EW to Fleet Readiness Center Northwest, Naval Air Station Whidbey Island, WA."

3.0 BRAC RECOMMENDATION ANALYSIS

The BRAC recommendation was analyzed by utilizing the Department of Defense primary goals of reducing excess capacity and increasing military value in consonance with the Departments' Transformational Goals. Guidelines include emphasis on joint operations, multi-disciplinary capability, and mitigation of encroachment and environmental issues. The analysis will show the BRAC recommendation to be in violation of the BRAC precepts.

3.1 BRAC Precept – High Military Value

It is impossible to tell from the BRAC data the overall technical and industrial EW military value as the data was not collected in this format. However, Crane’s EW military value is the highest for Electronic Warfare as reported under the Industrial Joint Cross-Services Group Summary Military Value Report for maintenance and 2nd under the Technical Joint Cross-Services Group Analysis and Recommendations for Sensors, Electronics, and EW D&A. From past experience, we believe Crane is number *ONE* in DoD technical EW military value, as well as industrial.

Crane is the leading hi-tech facility in the whole of Southern Indiana, employing in excess of 1,500 Engineers, Scientists, and Technicians. These personnel support multiple products from power systems to EW, with approximately 700 personnel supporting functions in the EW Specialty Site. The recommendation to move the ALQ-99 Depot from a very high EW military value activity (Crane), to a very low EW military value activity (Whidbey) is in violation of the importance BRAC placed on military value.

3.2 BRAC Precept – High Capacity

The BRAC criteria included movements from low to high capacity. It was also a goal to reduce the overall DoD footprint. The BRAC recommendation moves the ALQ-99 Depot from a high EW capacity activity to a low EW capacity activity. It also requires the military construction of additional capacity at NAS Whidbey Island. This while Crane has over 700 personnel and world-class facilities and equipment in support of joint service EW systems. The ALQ-99 movement requires extensive equipment and facility buildup at Whidbey that duplicates those at Crane. This is a violation of the BRAC capacity precept.

3.3 BRAC Precept – Jointness

Crane is an EW Specialty Site supporting *Joint Services EW and Microwave Systems* for the Navy, Air Force, Marine Corps, Army, Coast Guard, and multiple countries. Services, platforms, and systems supported include:

Navy	<ul style="list-style-type: none">• EA-6B (AN/ALQ-99, USQ-113, ALQ-218 V1)• F/A-18 C/D & E/F (ALQ-162, ALQ-165 ASPJ & ALQ-214 IDECM RFCM)• EA-18G (ALQ-218 V2, Communications Countermeasures system)• Next Generation Jammer• Low Drag RAM Air Turbine• E2-C (Advanced Hawkeye)• P3 Special Mission Avionics / EP-3 Aries• Multiple Aircraft (IR Countermeasures/Expendables)• Navy Surface Combatants (SLQ-32, SLQ-49, WLR-1, SQQ-82, Mk 245, NULKA, IR/Chaff Decoys)• Navy Sub-Surface (BLQ-10, SSY-1, MOIS, CCS)
Air Force	<ul style="list-style-type: none">• B-52 Stand-Off Jammer• Advanced Material Decoy• B-1 (Off-board countermeasures (Chaff, IR, and Microwave Deception)• Multiple Aircraft (ALQ-131, ALQ-135, ALQ-152, ALQ-155, ALQ-161, ALQ-184)

Army	• Wolfpack
	• Demil technologies
Marine Corps	• JSF (Electronic Attack Studies)
	• EA-6B (AN/ALQ-99, USQ-113, ALQ-218 V1)
Coast Guard	• WLR-1
NATO	• Threat seeker trials (IR measurements of foreign assets)
SOCOM	• Fleet Testing (IRCM)
US/Australia/Canada	• NULKA

The BRAC recommendation fractures a truly *Joint EW Specialty Site* that supports all services. It moves one system's Depot operation to a single service, in fact a single platform (EA-6B aircraft) within a single service. This violates the BRAC jointness precept. It also violates the Office of Secretary of Defense (OSD) guidelines of capability basing (EW) vice threat basing.

3.4 BRAC Precept – Cross-Functional

Crane provides support across the life cycle for a large number of EW systems. The support is multi-functional, including engineering, acquisition, logistics, maintenance, and supply support. There are several other functional areas at Crane that support the EW Specialty Site including microwave tubes, power systems, interconnect devices, physical repair, failure analysis, antenna testing range, anechoic chambers, solid-state devices, corrosion control, wind tunnel, composite repair, and commercial off-the-shelf (COTS) technology.

The Crane EW Specialty Site is successful because the support functions of Research, Development and Acquisition, Test and Evaluation, and maintenance required are co-located and fully integrated. It is a *joint EW capability* with the resources to provide rapid response as needed by the Warfighter. The Site supports multiple EW systems across all Services. This supports the BRAC Cross-Functional precept. However, the BRAC recommendation minimally satisfies the Cross-Functional precept by consolidating the AN/ALQ-99 Depot to one of the numerous I level EA-6B sites. This stovepipes the maintenance process to a single service, single platform activity.

Crane was analyzed in the BRAC process by several "stove-piped" teams: Navy, Army, Industrial Cross-Service, and Technical Cross-Service. This tended to fragment its evaluation and not recognize its cross-functional integrated military value. The EW capability was evaluated by the Industrial and Technical Cross-Services teams separately. Yet, its value to the Warfighter lies in the integration of the industrial and technical capabilities.

3.5 BRAC Precept – Transformational

A major factor in establishing the Depot for ALQ-99, and numerous other EW and microwave systems and components at Crane was Crane's innovative approach to maintenance and extensive expertise and capability in microwave technology. Crane is a recognized leading activity in developing new and transformational maintenance processes in support of the Warfighter.

The BRAC recommendation only moves the ALQ-99 Depot from one location to another. No transformational changes in the maintenance process are involved. Approximately 60% of the ALQ-99 Depot workload originates from non-Whidbey sites. The BRAC action only combines the Depot with the I level at Whidbey. Multiple other O and I level maintenance sites still exist and they will lose connection to the extensive EW Depot capabilities provide by Crane.

Crane, prior to BRAC, had already initiated virtual presence at all O and I level maintenance sites. When fully implemented, this will merge O, I and D level maintenance. Only the extremely

difficult to repair assets will be moved back to the Depot for repair. This is done through using state of the art technology, making engineering and high-level technician expertise virtually available to the sailors in real time. Crane is the leading activity that can provide this state-of-the-art transformational support because of their EW and related technologies expertise. Through this technology, the EW technical data and expertise will be available to ALL ALQ-99 operating sites aboard ships, or land based at NAS Whidbey, MCAS Cherry Point, MCAS Iwakuni Japan, Reserve Units at NAF Washington DC, or the USAF Sembach, Germany Van Complex. With this approach, problems are resolved at the operating site, thereby minimizing the need to physically ship assets back to the Depot and minimizing the repair parts inventory.

The Crane approach is much more transformational and of higher military value than the BRAC proposal for several reasons.

- First, it enhances the readiness of the deployed Warfighter by quickly resolving the problem at the site and making that asset ready for issue.
- Secondly, it virtually connects the maintainer to Crane's vast EW capability allowing them to make changes in the EW system to meet new and evolving threats.
- It keeps the ALQ-99 maintenance integrated with the technical expertise and the cross-functional industrial and technical EW Specialty Site at Crane.

This alternative approach was validated by a Business Case Analysis (BCA) dated 22 November 2004. This analysis showed a ROI of 117.4% beginning on Fiscal Year 2007 to 950% for Fiscal Year 2010. This concept is currently being implemented. Some examples of its success include:

- NSA Crane installed a video learning capability at Whidbey to facilitate interaction between depot and I-level workers. Very early into the installation, Crane was able to view a transmitter chassis that was diagnosed as cracked and slated for depot level repair. Through video analysis, Crane EW engineers and technicians determined the crack to be superficial and the transmitter was returned Ready For Issue, negating the requirement to send it to the depot.
- NSA Crane provided materials and set-up for establishing new high-band radome maintenance at Whidbey Island. This virtual maintenance approach provides training and continuous interactive support, greatly reducing the total cost of ownership.

3.6 BRAC Precept – Low Risk

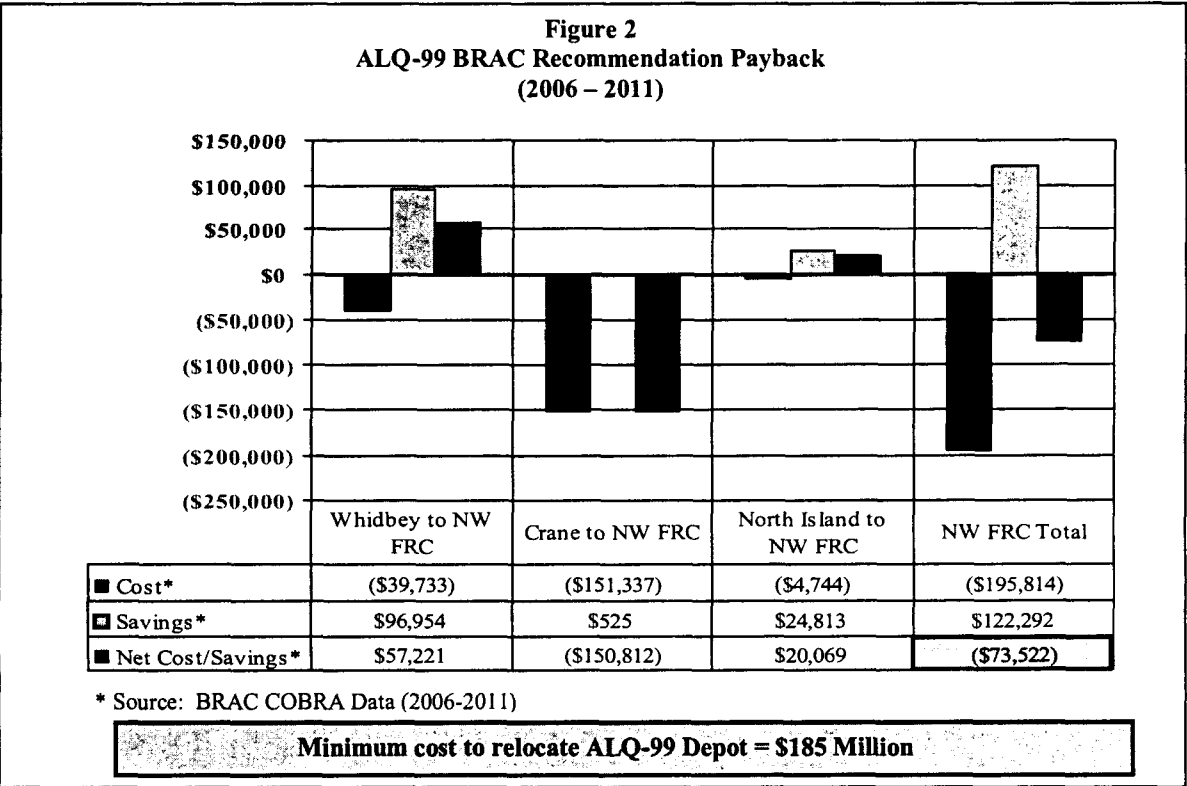
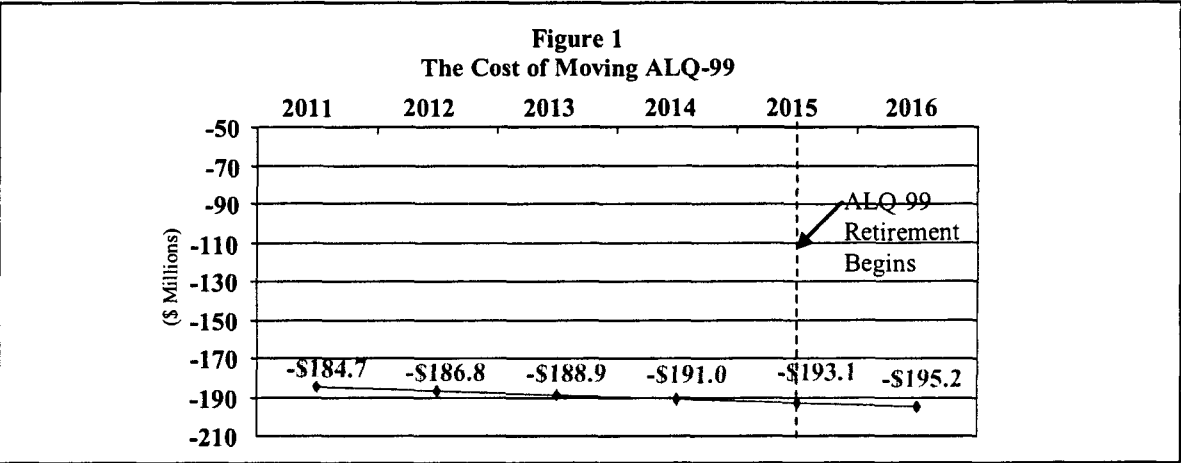
EW systems are technologically challenging. EW systems are extremely complex, with high technology, multiple sub-systems and components! EW is an enduring capability that requires utilization of emerging technologies. Microwave (MW) technology is the heart of EW systems and is a core capability at Crane. Examples of EW and associated technologies include: Radio Frequency (RF) Amplifiers, RF Antenna/Arrays, RF Receivers; RF Exciters, High Voltage Power Supplies, RF/Microwave Components; A/D & D/A Converters; Digital Beam Forming, Ram Air Turbine Generators, Composite Structures & Radomes, and of course, test, maintenance and operational software. *Support of such systems cannot be moved indiscriminately and still maintain long-term Fleet readiness.*

EW Engineers and Technicians are not recent graduates, as schools teach very few EW concepts. EW Engineers and Technicians are grown over long time periods and once lost are difficult to replace. The ALQ-99 movement requires extensive equipment and facility buildup at Whidbey that duplicates those at Crane. The EA-6B ALQ-99 system is a "sunset" system with retirement plans in 2014/2015. With the expected relocation of only 5% of the maintenance expertise from Crane to Whidbey Island, it is very doubtful the expertise can be developed at Whidbey prior to the retirement of the ALQ-99. It

appears the complexity of EW systems and the EW capabilities resident at Crane have not been analyzed by DoD and Navy decision makers. The ALQ-99 movement is high cost and high risk.

3.7 **BRAC Precept – Return on Investment (ROI)**

The cost of establishing the ALQ-99 Depot at NAS Whidbey is approximately \$195M (See Figure 1) through 2016 based on BRAC scenario data. The ALQ-99 cost represents approximately 95% of the total cost for establishment of the entire Northwest FRC. Analysis of the data shows **no positive ROI for movement of the ALQ-99 Depot**, thereby violating the BRAC ROI precept. Excessive costs are being incurred on an aging system going into retirement. Figure 2 depicts the BRAC Northwest FRC cost and savings.



After analysis of the BRAC data it appears the projected cost savings is invalid. The one-time and recurring savings on page 5/12 of the COBRA Realignment Detail report raised some serious questions about the claimed savings.¹ These savings are explained within notes on page 8 of the COBRA data. The majority of the one-time savings are:

- Shore Consolidated Allowance List (SHORECAL). These are shore based pool assets available as needed to maintain readiness. Reducing numbers of assets in allowance does not constitute a real DoD savings. It simply reduces your assets by relocating the assets and their worth somewhere else.

The majority of the recurring savings is included under:

- Aviation Depot Level Repairable (AVDLR). AVDLR funds are expended whenever an asset is not capable of repair at I level and is returned to D level for repair. There are three possible ways that AVDLR costs can be reduced. One is less failures, which is highly unlikely on an aging aircraft and system. Secondly, the I level capability to repair could deteriorate. Thirdly, if they do not recognize movement of assets from I level to D level thus not incurring an AVDLR cost. This process would drive NAVAL Inventory Control Point (NAVICP) to recalculate the new price of the effected asset upward.

3.8 BRAC Precept – Impact On Existing Communities

Movement of the ALQ-99 comes with a very high price tag and questionable payback. According to the BRAC data, Martin County (Crane impact area) has the 2nd largest economic impact of any economic area (13.1% total for proposed BRAC realignments) in the BRAC study. This is catastrophic to an area that is already economically depressed.

Crane, Indiana has a much lower cost of living than Oak Harbor, Washington (NAS Whidbey Island) as indicated by the OSD BRAC database. This is indicative in the locality pay structure with Crane being 10.9% and Whidbey at 15.1%. This causes an automatic increase in labor costs of 4.2%. This will also have a significant impact on personnel moving a long distance across country. The median housing in Crane is \$98,773 and Whidbey \$223,100. This will not be affordable for most technicians.

4.0 CONCLUSIONS

EW is a critical product area for our transforming military dealing with today's asymmetrical threats. The EW technology has commonality across all Services and platforms. Crane has the critical mass of a joint EW Specialty Site. It has the ability to grow with unlimited space and no encroachment that would curtail high power microwave emissions. Realignment of additional EW support to NSA Crane from closing or other EW realignment should be considered.

Detailed analysis comparing maintaining the ALQ-99 Depot at Crane vice moving to Whidbey is in favor of maintaining the Depot at Crane. Crane is the best value in all of the major BRAC precepts including; military value, capacity, jointness, cross-functional, transformational, risk, ROI and impact on existing communities. The BRAC recommendation of moving the Depot to Whidbey violates all of the BRAC precepts and cannot be justified.

¹ (COBRA v6.10) page 5/12: Department – Industrial; Scenario File – z:/Cobra/Maintenance/Working Cobra Submissions/MX 1.4P/IND0104 MX 1.4P 04272005.CBR;

5.0 RECOMMENDATIONS

The analysis and conclusions warrant three recommendations that will increase military value and give a higher ROI:

1. Create a DoD EW Specialty Site at NSA Crane.
2. Delete the BRAC recommendation for relocating the ALQ-99 Depot workload and capacity from NSA Crane, IN to FRC Northwest, NAS Whidbey Island, WA.²
3. Change BRAC recommendations to move EW support functions from Fort Monmouth³, Fort Belvoir⁴, Naval Weapons Station Charleston⁵, Naval Submarine Base Point Loma⁵, and Naval Air Warfare Center Weapons Division Point Mugu⁶, which have **lower military value** to the **EW Specialty Site Crane with higher military value**.

² DoD Base Closure and Realignment Report, Volume 1, Part 2 of 2: Detailed Requirements, Section 6 Industrial Joint Cross-Service Group, Page 22.

³ DoD Base Closure and Realignment Report, Volume 1, Part 2 of 2: Detailed Requirements, Department of Army Section, Page 11.

⁴ DoD Base Closure and Realignment Report, Volume 1, Part 2 of 2: Detailed Requirements, Department of Army Section, Page 12.

⁵ Technical Joint Cross-Service Group, Section 10, Page 9.

⁶ Technical Joint Cross-Service Group, Section 10, Page 28.

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DFAS Consolidation

As part of the 2005 BRAC process, the Headquarters and Support Activities Joint Cross-Service Group recommended the consolidation of Defense Finance and Accounting Service (DFAS) operations to DFAS Indianapolis and two other sites (Columbus and Denver). DFAS Indianapolis, located within the Major General Emmett J. Bean Federal Center in Lawrence, Indiana (outside Indianapolis), is ideally positioned to assist in the efforts to consolidate and transform DFAS operations.

Capacity analysis

The Center is the United States' second largest military facility behind the Pentagon, and houses the largest DFAS facility in the nation. DFAS Indianapolis has the largest amount of DFAS personnel (2,712), as well as the greatest amount of used space (433,920 usable square feet). It also has 60 percent of the nation's entire usable square footage for DFAS safes, vaults and financial systems.*

Even more important, DFAS Indianapolis has the greatest ability of any DFAS facility to accommodate additional business, corporate and administrative DFAS functions. Despite its status as the largest current DFAS facility, DFAS Indianapolis also has the most overall capacity and excess capacity. Of the Center's total capacity of 682,885 usable square feet, the current usage is just 64 percent (433,920 usable square feet). As a result, DFAS Indianapolis has 248,965 usable square feet in excess capacity available for future growth. In fact, DFAS Indianapolis alone accounts for 35% of the entire nation's excess DFAS capacity.

Military Value

In addition to its capacity strengths, DFAS Indianapolis offers existing capabilities that rank among the highest in the nation. While DFAS Indianapolis ranked 9th in the DFAS Military Value scoring plan, the primary reason for this ranking was its location outside a Department of Defense owned installation with a controlled perimeter. Similarly, its location also affected its ranking by impacting its terrorist threat assessment ratings. Nonetheless, the facility does meet the DoD Antiterrorism/Force Protection (AT/FP) standards. As a result, without the location criteria, DFAS Indianapolis would have ranked among the top three DFAS facilities nationwide.

Ironically, the reason DFAS Indianapolis is no longer on a DoD owned installation is the closing of the surrounding installation (Fort Benjamin Harrison) as a result of the 1991 BRAC proceeding. Yet, while this previous BRAC process closed the rest of the installation, it preserved the Major General Emmett J. Bean Federal Center given its significant value.

The other criteria utilized in the Military Value scoring plan provide additional evidence of DFAS Indianapolis' worth. The facility ranked among the highest scorers in many other criteria, particularly with respect to local workforce, hiring, and network services. The BRAC report further notes that DFAS Indianapolis has the potential to evolve into a separate Business Line Center of Excellence and further enhance "unit cost" reductions beyond the BRAC facilities/personnel savings aspect.

Community strengths

DFAS Indianapolis is located in the city of Lawrence, near Indianapolis. This area, often referred to as the "Crossroads of America," offers convenient interstate and air access to the entire Midwest. In addition, the community boasts a high quality of life, with excellent schools, ample affordable housing, and abundant cultural opportunities. These qualities have helped the area attract a top caliber workforce, as noted in the Military Value scoring discussed above.

Conclusion

DFAS Indianapolis provides a unique opportunity to consolidate DFAS operations. The Major General Emmett J. Bean Federal Center offers unmatched capacity for growth, and the existing DFAS Indianapolis operation ranks among the highest DFAS facilities nationwide. This combination of capacity and capability make clear that DFAS Indianapolis represents the optimal choice for DFAS consolidation and transformation.