DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION
2521 SOUTH CLARK STREET, SUITE 600
ARLINGTON, VA 22202
TELEPHONE: 703-699-2950
FAX: 703-699-2735

June 10, 2005
DSE #10

Chairman:
The Honorable Anthony J. Principi

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

Executive Director:
Charles Battaglia

Mr. Bob Meyer
Director
BRAC Clearinghouse
1401 Oak St.
Rosslyn VA 22209

Dear Mr. Meyer:

I respectfully request a written response from the Department of Defense concerning the enclosed document:

☐ *Base Closure & Realignment Commission question*

☐ *Question for the record*

☐ *Community input*

X☐ *COBRA run Please provide a COBRA Run for the Fleet Readiness Center recommendation on p. IND-19 without the piece of the recommendation that directs the realignment of 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.*

☐ *Other:*

I would appreciate your response by June 27, 2005. Please provide a control number for this request and do not hesitate to contact me if I can provide further information concerning this request.

Yours sincerely,

Frank Cirillo
Director
Review & Analysis

Enclosures (5): Questions for the record to the Secretary of Defense, Secretary of the Army, Secretary of the Navy, Secretary of the Air Force and the Under Secretary of Defense (Acquisition and Technology).

Pantelides, Thomas, CIV, WSO-BRAC

From: Epstein, David, CIV, WSO-BRAC
Sent: Monday, August 08, 2005 9:31 AM
To: 'Debbie Hohlt'; Epstein, David, CIV, WSO-BRAC; Pantelides, Thomas, CIV, WSO-BRAC; Durso, James, CIV, WSO-BRAC
Cc: Kerry Williams; Dave Reece; Carter Wood; Farrington, Lester, CIV, WSO-BRAC
Subject: ALQ-99 Work and Chem Bio

Dave Reese and others:

Just a heads-up to let you know that responsibility for presenting the entire Fleet Readiness Center Recommendation (IND-19) was assigned to Tom Pantelides. His phone is 703 699-2961 and his email is thomas.pantelides@wso.whs.mil

Also, Jim Durson has MED-15, which is the Joint Center of Excellence for Chemical, Biology, and Medical RD&A. A second of your four pieces is included in that recommendation. His contact data are 703 699-2911 james.durson@wso.whs.mil

I still have responsibility for TECH-15 and TECH-19 which cover your other two pieces.

I've talked with them about some of the issues, but you might want to follow up with both of them.

David
703 699-2947

From: Debbie Hohlt [mailto:debbie@hohlt.com]
Sent: Friday, July 29, 2005 10:39 PM
To: Epstein, David, CIV, WSO-BRAC; Les Farrington
Cc: Kerry Williams; Dave Reece; Carter Wood
Subject:

David and Les,

Attached is a list of the attendees for the meeting scheduled for 10am on August 2 at the BRAC HQ (2521 S. Clark Street, Suite 600, Arlington, VA) to discuss Crane (IN). Thanks for your time, we□ll make good use of it on Tuesday morning.

Debbie

Deborah M. Hohlt

Federal Representative, State of Indiana

202-624-1474 (office)

202-445-8999 (mobile)

202-833-1587 (fax)

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2521 SOUTH CLARK STREET, SUITE 600
ARLINGTON, VA 22202
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June 10, 2005
DSE #11

Chairman:
The Honorable Anthony J. Principi

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

Executive Director:
Charles Battaglia

Mr. Bob Meyer
Director
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Dear Mr. Meyer:

I respectfully request a written response from the Department of Defense concerning the enclosed document:

☐ *Base Closure & Realignment Commission question*

☐ *Question for the record*

☐ *Community input*

X☐ *COBRA run Please provide a COBRA Run for the Fleet Readiness Center recommendation on p. IND-19 only with the piece of the recommendation that directs the realignment of 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.*

☐ *Other:*

I would appreciate your response by June 27, 2005. Please provide a control number for this request and do not hesitate to contact me if I can provide further information concerning this request.

Yours sincerely,

Frank Cirillo
Director
Review & Analysis

Enclosures (5): Questions for the record to the Secretary of Defense, Secretary of the Army, Secretary of the Navy, Secretary of the Air Force and the Under Secretary of Defense (Acquisition and Technology).

DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION
2521 SOUTH CLARK STREET, SUITE 600
ARLINGTON, VA 22202
TELEPHONE: 703-699-2950
FAX: 703-699-2735

August 1, 2005
DSE #35

Chairman:
The Honorable Anthony J. Principi

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

Executive Director:
Charles Battaglia

Mr. Bob Meyer
Director
BRAC Clearinghouse
1401 Oak St.
Rosslyn VA 22209

Dear Mr. Meyer:

I respectfully request a written response from the Department of Defense concerning the following:

The Crane, IN community commented on the sub-recommendation of recommendation Ind-19 (Fleet Readiness Centers) that reads "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" with the observation that the ALQ-99 is scheduled to be phased out in a 2010-2015 timeframe. Please describe plans for that system, including (but not limited to) the year that this phase out is due to start and end. Assuming that the community statement is fairly accurate, please explain how much equipment is slated to be moved to Whidbey, how much it costs to train people if the Crane people do not move, how much equipment has to be purchased to set up the facility at Whidbey, and other relevant information. Please provide the COBRA of this sub-recommendation. Explain why it makes sense to approve the sub-recommendation, given the phase out plans.

I would appreciate your response by August 3, 2005. Please provide a control number for this request and do not hesitate to contact me if I can provide further information concerning this request. Alternatively, contact David Epstein (699-2947), the author of this request. Tom Pantelides (699-2961), who now has responsibility for Ind-19 may also be consulted.

Yours sincerely,

Frank Cirillo
Director
Review & Analysis

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.

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.

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 exactly10 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 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 Pentagons' 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.

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

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.

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.

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

30 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 is being done while Crane has over 700 personnel and world-class facilities and equipment in support of joint service EW systems. In addition to the costly MILCON at Whidbey Island, the issue of outdoor microwave radiation requirements for testing of microwave antennas and Radomes must also be addressed. The approval and establishment of microwave radiation testing capability required for the AN/ALQ-99 at Crane is very expensive and time consuming. The ALQ-99 movement requires extensive equipment and facility buildup at Whidbey that duplicates those at Crane. The military construction at Whidbey Island increases EW excess capability and 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		
(Airborne)	•	EA-6B (AN/ALQ-99, USQ-113, ALQ-218 V1)
(Airborne)	•	F/A-18 C/D & E/F (ALQ-162, ALQ-165 ASPJ & ALQ-214 IDECM RFCM)
(Airborne)	•	EA-18G (ALQ-218 V2, Communications Countermeasures system)
(Airborne)	•	Next Generation Jammer
(Airborne)	•	Low Drag RAM Air Turbine
(Airborne)	•	E2-C (Advanced Hawkeye)
(Airborne)	•	P3 Special Mission Avionics / EP-3 Aries
(Airborne)	•	Multiple Aircraft (IR Countermeasures/Expendables)
(Surface)	•	SLQ-32, SLQ-49, WLR-1, SQQ-82, Mk 245, NULKA, IR/Chaff Decoys
(Sub-Surface)	•	BLQ-10, SSY-1, MOIS, CCS
Air Force	•	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 (Expendable, autonomous, ground-based monitor/jammer) • Demilitoration technologies for ordnance based EW (Flares, Chaff, etc.)
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

Figure 1
The Cost of Moving ALQ-99

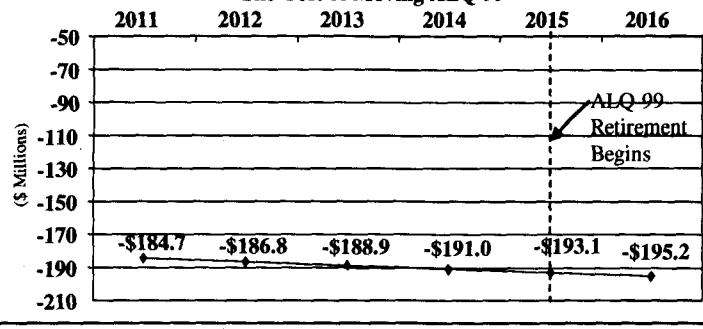
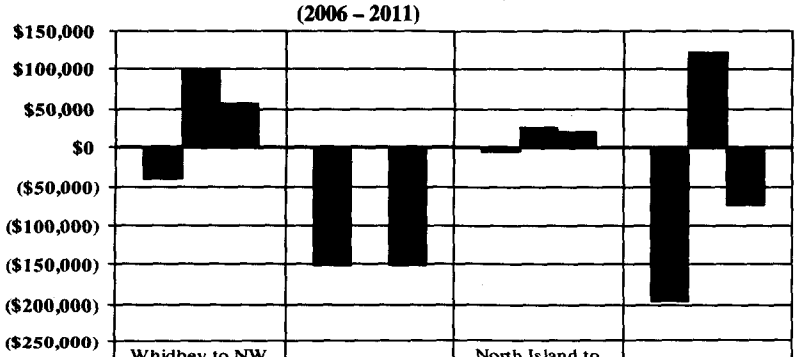


Figure 2
ALQ-99 BRAC Recommendation Payback (2006 – 2011)



	Whidbey to NW FRC	Crane to NW FRC	North Island to NW FRC	NW FRC Total
Cost*	($39,733)	($151,337)	($4,744)	($195,814)
Savings*	$96,954	$525	$24,813	$122,292
Net Cost/Savings*	$57,221	($150,812)	$20,069	[redacted]

* Source: BRAC COBRA Data (2006-2011)

[redacted]

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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 are 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:

- A projected cost savings for spare parts is supporting Operational Forces. These spare part assets are available as needed to maintain readiness. Reducing numbers of assets in allowance or moving assets around does not constitute a real DoD savings. Ti simply locates the assets and their worth somewhere else.

The majority of the recurring savings is included under:

- A cost savings for Depot maintenance. These funds are expended whenever an asset is not capable of repair at O or I level and is returned to D level for repair. There are three possible ways that these savings can be generated. One is less failures, which is highly unlikely on an aging aircraft and system. Secondly, the I level capability to repair could dramatically improve, but this is not likely without any innovative changes in the maintenance process. Thirdly, if the movement of assets from I level to D level is not recognized or documented it would not eliminate the cost to repair. It would just move the cost to another account. This process would also drive the Navy Supply System to recalculate the new price of the effected asset upward to make up the difference. It appears these BRAC documented cost savings are questionable.

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.

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 Monmouth[3], Fort Belvoir[4], Naval Weapons Station Charleston[5], Naval Submarine Base Point Loma[5], and Naval Air Warfare Center Weapons Division Point Mugu[6], which have **lower military value** to the **EW Specialty Site Crane with higher military value**. (See Attachment A)

[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;

[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.

Attachment A

Sensors & Electronic Warfare Consolidation at Naval Support Activity Crane

Specialty Site Capabilities & Capacities: As indicated by industrial and technical military value scores and capacity information, Naval Support Activity (NSA) Crane possesses extensive capabilities to support multi-platform, multi-Service Sensors & Electronic Warfare (S&EW) systems. NSA Crane presently provides a full spectrum of Research, Develop & Acquisition, Test & Evaluation and Maintenance/Repair services and products for numerous Radio Frequency (RF) / Microwave based systems. This support covers land-based, surface/sub-surface and airborne S&EW systems, including Electronic Attack (EA), Electronic Protection (EP), EW Support (ES), Intelligence, Surveillance & Reconnaissance (ISR) and Radar systems. EW systems supported (ALQ-99 and SLQ-32) are extremely complex systems, comprised of multiple "black boxes" of widely varying RF, digital and analog technologies integrated together and controlled by operational software. NSA Crane capabilities outside of direct S&EW Divisions also bring a synergy for "one-stop shop" capability. These include capabilities for failure analysis, environmental testing, COTS/Diminishing Manufacturing Sources, printed circuit board/cables, and micro-miniature repair.

Fort Monmouth/Fort Belvoir – The Sensor and Electronic Warfare (S&EW) systems supported at these sites, such as MLQ-40 Prophet, Shortstop/Warlock, PRD-13, TPQ-36/37/47 and others are well within the capabilities and capacities of NSA Crane. Developmental efforts for new systems, such as Tactical SIGINT Payload, Aerial Common Sensor and block upgrade efforts to Prophet, are well within NSA capabilities and share process and technology similarities to on-going workload. Sustaining engineering and industrial efforts for Army S&EW systems are also well within the capabilities of NSA Crane. Opportunities for maximizing development of common technologies and sustaining support processes will be realized, reducing redundant efforts and individual Service costs and manpower requirements. NSA Crane also provides services and products related to logistics support (test equipment, publications, training, spares provisioning, asset management, etc). NSA Crane provides worldwide rapid reaction and sustained field support, providing technical support and repair for both operational systems and supporting test, evaluation and repair equipment.

NAWCWPNS Point Mugu – If relocated, NSA Crane, as an EW Specialty Site, provides a higher military value location than NSA China Lake. The EA-6B Weapons Systems Support Lab (WSSL) and Electronic Combat Systems Evaluation Lab (ECSEL) are specialty labs dedicated to support of EW systems performance analysis and operational software development and sustainment. NSA Crane currently has the capability and capacity for Software Support Activity (SSA) functions and currently executes SSA workload for the SLQ-32 shipboard EW system. NSA Crane's EA-6B weapons system hardware engineering and maintenance capabilities, combined with our SLQ-32 SSA capabilities, make for an ideal location for the EA-6B WSSL and ECSEL labs and associated workload.

In the cases of relocating S&EW workload, as delineated above, the Specialty Site at NSA Crane offers the greatest potential for minimizing relocation costs and maximizing the long-term benefits and transformation sought through the BRAC process. NSA Crane possesses comprehensive, state-of-the-art facilities and equipments that provide a dual-use capability for both technical and industrial support of S&EW systems. Our workforce of engineers, technicians, logisticians, and acquisition professionals are skilled and experienced in all aspects of development, fielding and sustainment of highly complex, multi-platform weapons systems and their associated logistics support systems. NSA Crane is the major support site for all DoD S&EW systems.

All of these systems are similar technologies to those supported in the EW Specialty Site at NSA Crane. Movement of these systems to NSA Crane would be more cost effective than the splintered movement in the BRAC scenarios. It would also re-locate EW systems to the activity with the highest EW military value and achieve BRAC goals.

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 <u>BRAC Precept – High Military Value</u>

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.

So Indiana is proud that this approach closed from an initiative Governor Daniels launched during his leadership of 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 also exist for Crane.

The same good reason that cause DoD to preserve Crane support a carefully crafted expansion of its role beyond the DoD recommendations. Further speakers are going to spell out our specific recommendations which are completely consistent with DoD goals and can be accomplished with a minimum ripple effect. But I want to talk for a moment about something that's perhaps very much more important, though less quantifiable. And that is how revered and honored military service and the national defense is in Indiana.

I'll not dwell on this, because you may regard it as a predictable expression of pride that could just be replicated by 49 other states, but this strong Hoozier sentiment can be seen in the multiple applications for every job opening at Crane. And with virtually no turnover. It's not unusual to see the second generation following their fathers and their mothers to careers at Crane. It's something that you

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can't measure in statistics but that makes it no less real. And Indiana's always among the national leaders in meeting or exceeding our 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 initial pilot stage is completed. Indiana was chosen by the White House 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 gracious hosts for current and future military installations and activities.

Crane is a great place to grow. The legislature has assured that it will never be encroached on. Even around the very white area that it now occupies. It has much room to grow as it acquires new business, and additional business, inside the DoD. Crane receipts have increased 66 percent since September 11, 2001, far exceeding other technical installations.

Crane has just begun to scratch the surface

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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. They address three issues we want to develop in some detail with the Commission staff. One of them that I referenced earlier contains supporting arguments for the DoD decision regarding DFAS. The other two relate to our two specific recommendations in the areas of electronic warfare 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 applications of these supposedly vital criteria to Crane. If you agree, we've included corrective measures that can be accomplished with minimal ripple effect. Our paper on special missions calls attention to the critical importance of trusted and established relationships when dealing with special operation 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

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that capability which would 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.

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 those ripple effects which may result from suggested changes. We've been extremely aware of that in our suggestions, advocating only that which is absolutely necessary.

We had now like to add to a more detailed discussion of the issues as they affect Crane. Crane employs in excess of 5,000 Indiana residents from some 30 counties in the southern half of our state, and that's where unemployment runs chronically high. The Crane workforce is highly professional with over 50 percent scientists, engineers and technicians. Crane is the 12th largest employer in the state and the second largest in all of southern Indiana. Our subsequent speakers will detail the importance of Crane's workforce to Indiana, particularly to Crane's surrounding communities.

Crane, however, is much more than a vital economic engine for the State of Indiana. It's a

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critical national defense resource in the midst of what is necessarily a statistical 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's the question of sheer size. Crane has 63,000 acres that are completely encroachment free with no environmental issues. It's 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 it's critical to the economy of its surrounding counties. I'd now like to turn to John Clark who is going to discuss the specifics of our proposals for Crane.

MR. CLARK: The underlying rationale for this BRAC calls for consolidation. Well, that can be accomplished without degrading the mission or compromising the warfighting. The characteristics listed immediately above would seem to constitute almost a blueprint for the ideal facility to promote

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this goal. Yet they were not at all captured in the DoD analysis and will remain ignored unless the Commission brings them as they relate to Crane back into the equation. The naval support activity at Crane hosts the naval's surface warfare center mission at Crane, and the Crane Army ammunition activity which are collocated commands that perform multidisciplinary tasking across ordnance, electronics and electronic warfare products and systems. These two commands have jointly built a cross service capability that leverages share the 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 terrorism. Crane has a history of hands-on common sense solutions which have developed relationships of trust over time with the soldiers and the sailors they serve.

In our view Crane seems to be a model installation with regard to matching DoD's BRAC goals of joint encroachment-free multidisciplinary low-cost, fast response and provides the capacity necessary to

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grow and 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 mentions much that is valuable.

Our main concern is that the Crane realignment scenarios that DoD has proposed will fragment existing joint capabilities, lower military value, and increase the cost 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'd like for you to readdress the BRAC recommendations to, one, move the depot maintenance workload and capacity or ALQ99 to the fleet readiness center at the naval air station at Whidbey Island in Washington.

And, two, the recommendations to move weapons and armament research, development, acquisition, tests and evaluation to naval air weapons station China Lake in California.

And, three, to move gun and ammunition research development and acquisition to Picatinny arsenal in New Jersey.

We believe that these particular

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recommendations do not reflect BRAC objectives. As stated above, we have offered 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 with significant experience and expertise in each area, working for the Southern Indiana Business Alliance. In every case the approach has been completely professional and the resulting disruptions and dislocations, if adopted, are absolutely minimal.

I'll give you a brief description of each alternative which, again, are fully supported by either subsequent panels or in the directive.

The first alternative can be referred to as 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

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in electronic warfare, blending technical and industrial capability. The DoD recommendation of separating ALQ 99 airborne electronic warfare system depot repair from the rest of Crane's total capability, destroys the 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 strategy of maximizing military value at the commodity level. We believe the recommendation also deviates from the group strategy of minimizing sites by using commodity level capacity in military value.

Crane has the highest electronic warfare industrial military value and one of the highest capacities. Detailed DoD data indicate that the ALQ 99 depot portion of the merger at Whidbey constitutes more than 75 percent of the cost of the entire realignment and never generates any return on the investment.

In addition, the ALQ 99 is a sunset system that will be replaced in the next decade or so. So the decision that separates its function with the impacts mentioned above seems even more puzzling, in light of its limited shelf life. Our alternative accomplishes the fleet repair level merger objective

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by using technology with a more comprehensive and less expensive end result. Our alternative scenario, creating a center of excellence specialty site for electronic welfare -- pardon me, 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 Mission Center of Excellence Specialty Site Alternative. The U.S. Special Operations Command and other customers including the Navy, Marine Corps and Army special operations communities have over the last 2[illegible] years established at Crane a joint center of excellence called 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 the tests and acquire at one secure isolated site, has enabled extremely responsive support to the continually changing special mission requirements.

Crane special mission customers have access

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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 Air Guard Camp Atterbury and urban warfare training capability at nearby Muscatatuck.

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 turnaround 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 manufacturer support and training functions, will without question add time and complexity to satisfy these requirements.

In the high-tension world of special operations warfare, time is perhaps the most precious

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commodity next to the lives of our warfighters themselves. Our alternative builds on the BRAC recommendations that create weapons and armament centers of excellence by adding Crane as a special mission site that provides the integrated capability or quick turnaround solutions, and works for the other centers who are focused more on longer term developments.

This alternative provides the centers with 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 us and the duplication of facilities.

As I mentioned, we have submitted white papers detailing these two potential centers of excellence special sites that provide additional analysis and justification for you and your staff. We stand ready to help with any additional data and analyses required and look forward to working with you to increase the support capability for our nation's men and women in uniform.

LT. GOVERNOR SKILLMAN: If there are no questions, I'd like to announce the next panel, and

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time permitting I would make a few concluding remarks at the end.

COMMISSIONER GEHMAN: Okay. Actually, before you get away, the next panel is going to go on some other subject, DFAS or something like that?

LT. GOVERNOR SKILLMAN: That's correct.

COMMISSIONER GEHMAN: I do have a question. One is, if indeed you have white papers or information which at least in your view challenges the calculations of military value or anything else, we would very much like to have them. We view you and your staff as adjuncts to the commission and by doing it that way we get thousands more analysts working on this issue. So we would very much like to have whatever it is that you're speaking from or whatever it is that you use to come up with different numbers, so that we can adjudicate the difference.

I have a question about Crane. Actually, it's a question about depots in general. And that is, is my understanding correct, without getting into any specifics, but I assume Crane is a working capital-funded organization. Some customer has to pay for everything you do there?

MR. REECE: Yes, sir, that's correct.

COMMISSIONER GEHMAN: So the overhead has to

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

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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 greater detail. We invite comparison to other areas on quality of schools, roads, infrastructure, availability of both high quality and affordable housing and cultural

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

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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 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

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

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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 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

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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 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.

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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 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.

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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 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

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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 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.

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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.

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,

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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 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

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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.

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.

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.

Why Did the BRAC Process Shortchange NSA Crane?

by

Dave Reece (former Crane Executive Director) 6/12/05

General

The Department of Defense had the primary goals in the 2005 BRAC round of reducing excess capacity and increasing military value 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 Crane hosts the Naval Surface Warfare Center Division Crane and the Crane Army Ammunition Activity; co-located mission commands that perform multi-functional and multi-disciplinary tasking across ordnance, electronics and electronic warfare 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, sustainment, maintenance and distribution. In-depth integrated technical and industrial capabilities provide extremely agile and responsive complete support to Warfighters of all services. 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.

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 road, rail and air transportation; with abundant power and water utilities; with extraordinary facilities; and, an almost unlimited technical workforce recruitment ability. NSA Crane has tremendous State and Community support, and critical economic impact on its surrounding counties. ***NSA Crane seems to be a model installation with regard to matching DOD's BRAC goals.***

Yet, the BRAC process recommendations had no scenarios that took advantage of Crane's high military value and model installation attributes. In fact, if the Pentagon's BRAC recommendations remain, the existing joint capabilities will be fragmented across the country and will negatively impact the existing synergy. Some of the functions will be moved to installations with single service, single platform capabilities of lower military value and, that, almost certainly, have encroachment and environmental issues. The recommendations will also place a disproportional economic impact on the counties surrounding NSA Crane. In fact, according to the Pentagon's report, Martin County has the 2nd largest economic impact of any economic area at 11.4%. The 11.4% is, in fact understated. The impact including support contractor positions approaches 14%

The Recommendations:

1 & 2: *Create a Naval Integrated Weapons & Armaments Research Development & Acquisition, Test and Evaluation Center at China Lake, California. Create an Integrated Weapons & Armaments Specialty Site for Guns and Ammunition at Picatinny Army Arsenal, New Jersey.*

These two recommendations move some 225 Crane positions to China Lake and 235 to Picatinny. The 460 positions include some 300 engineers and technicians.

These two recommendations disassemble integrated technical and industrial support provided to Crane clients, particularly Special Operating Forces who depend on extremely responsive total technological solutions to ever changing threats. After implementation of the recommendations, they will have to get

technical munitions support from China Lake, technical gun support from Picatinny, and industrial munitions and gun support from Crane, as well as several other technical and industrial functions from Crane.

The recommendations also destroy the joint synergy between Crane Navy and Army where Crane Navy provides ammunition and munitions engineering and logistics support and Crane Army provides manufacture, storage and disposal.

Further, the recommendations reduce the military value to, particularly, the Special Operations Forces of the combination of Crane, Camp Atterbury, and Muscatatuck capabilities for development, test and training. These joint facilities provide air and surface weapons test, surface and underwater munitions test and special mission training facilities that together exceed those at China Lake or Picatinny.

The consolidation of all DOD gun technical capability at Picatinny violates a BRAC precept of not having a single technology "failure point" and providing for competition of ideas and innovation.

Since these realignments do not involve any closures and Crane has lower labor costs than either China Lake or Picatinny, the payback or "return on investment" of moving personnel and facilities is slight and the break even point is some 13 years out.

One would think that some sort of Army/Navy integration could be accomplished that could integrate the capabilities of Crane, China Lake and Picatinny; providing increased capability to all of their clients without the expense of duplicating facilities and moving people, and losing key human capital in the process.

Crane, in particular, could augment and enhance the China Lake and Picatinny Centers by becoming DOD's Center for Special Mission Support.

3: *Create Fleet Readiness Centers at Strategic Fleet Concentrations and designated satellite sites that merge current operational, intermediate and depot level maintenance.*

This recommendation moves the ALQ-99 airborne electronic warfare system, with 152 positions including 31 engineers and 107 technicians, to the Naval Air Station at Whidbey Island in Washington State.

This action fractures a truly joint Electronic Warfare Center that supports all services, and moves one system's depot operation to a single service, in fact a single platform (EA-6B aircraft) within a single service. What happened to the BRAC goal of Joint?

The ALQ-99 movement requires extensive equipment and facility buildup at Whidbey that duplicates those at Crane. The cost for this preparation and movement is extremely high. The ALQ-99 part of this recommendation has no payback. The ALQ-99 on EA-6B aircraft is a "sunset" system with new aircraft and system upgrades already in the works. Systems may well be out of the inventory in 10-12 years.

Crane, using state of the art technology has 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 physically moving the ALQ-99 depot.

In summary, this action moves a function from a high military value to a lower one at a tremendous expense, and violates the BRAC precepts of striving for joint operations, and moving functions to higher military value and capacity installations.

In addition, since Crane clearly is the DOD Electronic Warfare Center of Excellence, with the highest military value, why aren't Electronic Warfare functions in closing or realigned activities moving to Crane?

4: *Create joint Centers of Excellence for Chemical, Biological, and Medical Research Development and Acquisition.*

This recommendation moves Crane's Development, Acquisition and Support of Chemical and Biological detection devices to Edgewood at Aberdeen, Maryland. Some 57 positions, including 16 engineering and 15 technician, move.

This action separates the Chemical and Biological detection technical capability which moves, from the industrial depot repair which stays. This causes duplication of knowledge and facilities.

The BRAC criteria include intention to provide Homeland Defense capability improvement. Crane and the State of Indiana, including the Purdue Institute for Homeland Security, are working together to increase Homeland Security capability in the State and Nationally. This action will fracture that alliance and, therefore, be detrimental to the State and region. ***It would seem that some dispersion of Homeland security expertise throughout the Nation might be more important than the slight efficiency gains of clustering it in one location.***

Again here Crane's labor rates are lower than Edgewood's, and, there are no closures involved so the payback will be marginal at best.

Conclusion:

With Crane such an obvious choice to realign functions into, why did all the recommendations move functions out and seemingly, for the most part, violate either BRAC guidance or common sense? Perhaps some reasons are:

- Crane is so diverse that its capabilities are not well understood by the DOD and Navy decision makers. Crane works at the product level so is not known for key systems like a shipyard, or an Arsenal like Picatinny that focuses on one commodity, guns.
- 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 integrated military value. For example, Crane's Electronic Warfare capability was evaluated by the Industrial and Technical Cross service teams separately. Yet its value to its client lies in the integration of the industrial and technical capabilities. Another example, Crane's pyrotechnic and munitions military value lies in the joint Army/Navy capability yet the analysis was done by each service separately and by the technical and industrial cross service teams separately.
- Crane is a joint activity with the Navy ownership and yet some 80% of the area is used by the Army for munitions operations and storage, even though the Navy has 85% of the employees. Perhaps this results in neither service having a really strong sense of ownership of the installation. Then jointness hurts rather than helps as it is supposed to.

In any case, it appears that the BRAC process, at least in the Pentagon, shortchanged one of its outstanding installations!!!

BRAC Hearing
State of Indiana Presentation
June 20, 2005
Saint Louis University
Busch Student Center
Multipurpose Room
20 North Grand Blvd
St Louis, MO 63103

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

Naval Support Activity Crane - Congressional Support

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

State of Indiana
Submission to the
Defense Base Realignment and Closure Commission

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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.