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**DEPARTMENT OF DEFENSE  
NATIONAL DEFENSE UNIVERSITY  
WASHINGTON, D.C. 20319-5066**

**REPLY TO  
ATTENTION OF:**

NDU-CTNSP

29 June 2005

The Honorable Anthony J. Principi  
Chairman, Base Realignment and Closure Commission  
2521 South Clark Street, Suite 600  
Arlington, VA, 22202.

Dear Mr. Chairman:

The Center for Technology and National Security Policy has been in touch with Commissioner Hal Gehman to see if our experience in the area of Science and Technology (S&T) can be useful to the Base Realignment and Closure (BRAC) Commission. The Center employs several very senior scientists, including former directors of each Service Defense Lab (see list attached). We have also conducted the so-called Section 913 study on the relevance of the Defense Labs. Admiral Gehman and the Commission staff encouraged us to prepare a letter with our views on the impact of BRAC recommendations on the Defense Labs. Our review considered only the potential impact of the BRAC recommendations on DOD S&T programs.

We are in general pleased with the discretion shown in recommending relocations and closures regarding S&T. Efficiencies in consolidation are often overshadowed by a loss of key personnel and by a loss of the innovation brought about by diversity. The DOD S&T workforce has also become somewhat fragile due to previous BRAC closures and the outsourcing of the expertise the DOD requires to participate in the global S&T enterprise. While we did have a few concerns (given below), we found positive recommendations for relocation as well. For example the consolidation of sensors related S&T from Hanscom and Rome to Wright Patterson Air Force Base should strengthen the Air Force sensor program even though a few senior S&T personnel may be lost. Similarly, the actions proposed for the Naval Air Warfare Center, China Lake; Naval Surface Warfare Center, Dahlgren; and Naval Surface Warfare Center, Indian Head accomplish a long sought after Navy objective of rationalizing the S&T programs among those locations. In addition, there are positive steps being taken in the cross-service area. These include the realignment and consolidation of several service gun and ammunition activities to the Integrated Weapons and Specialty Site for Guns and Ammunition to be located at Picatinny Arsenal. The concerns mentioned above are detailed below:

1. The future will be characterized increasingly by the globalization of science and technology. While the United States will continue to be a major force in science and technology, its share of the world's program will decline. In such a world the DOD would be wise to move toward greater engagement and diversity regarding science and technology. The BRAC recommendations indicate some worrisome trends in this regard. For example, the co-location of DOD science and technology funding organizations at Bethesda and the removal of DOD contingents from other government locations could reduce the diversity of DOD science and technology efforts and hamper the coordination of DOD science and technology with efforts funded by other government agencies. Such an outcome would not be in the best long-term interests of DOD.

2. Though figures vary from location to location, data from the last BRAC round indicate that on average only about 25-30 percent of scientists and engineers assigned to relocate actually do so, and many of those who do relocate subsequently leave the government.<sup>1</sup> If this BRAC round results in a similar proportion of resignations, it would mean a very serious loss of technical talent. In this regard, the proposed closure of Fort Monmouth and the relocation of the Communications and Electronics Research, Development and Engineering Center (CERDEC) to Aberdeen Proving Ground and the relocation of the CERDEC Night Vision and Electronics Sensors Directorate from Fort Belvoir to Aberdeen are troubling. Also, because of the need to construct new facilities at Aberdeen (there is no core of C4ISR expertise or culture there) the consolidation would take several years. During this time, again based on past experience, there could be a serious slump in productivity in an area where maintaining a vigorous S&T program is of national importance for combating terrorism as well as for the network-centric operations of the Army's Future Combat System.

As a concluding observation, even at the S&T level it is important to facilitate the concept of "Jointness." It is important to keep this in mind as S&T activities move from one location to another as a result of BRAC decisions. The establishment of the proper infrastructure is often a key to enabling "Joint" activities at the S&T (and higher) level. For example, C3 is an area that clearly requires "Joint" S&T work. By its very nature, C3 is a distributed activity and need not be conducted at only one location. However, "Joint" geographically distributed work in this area requires deliberate infrastructure investments and planning. While not equivalent to C3 from a warfighter's perspective, a successful example in this regard is the

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<sup>1</sup> Michael L. Marshall, "Defense Laboratories and Military Capability: Headed for a BRACdown?" *Defense Horizons* 44 (Washington, DC: National Defense University Press, July 2004). Also based on data supplied by Army Research Laboratory for early 1990s BRAC consolidation at Adelphi, Maryland.

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DOD High-performance Computing Program. This is a cross-Service activity that is distributed among a number of DOD laboratories and selected universities. The program has been very valuable in modernizing and facilitating computing for DOD S&T purposes. It has also facilitated "Joint" activity among the laboratories. However, without infrastructure investments, coordination and planning, the program would not have been successful. The time to consider the necessary investments is the time at which moves are decided upon. Such planning may therefore be relevant to BRAC decisions.

The above considerations are called to your attention in the hope that they may contribute to the very thorough inquiry that your Commission will perform regarding the BRAC recommendations. We would be pleased to discuss these matters with you should you so desire.

Sincerely,



Hans Binnendijk,

Director

Center for Technology and

National Security Policy

The National Defense University

Attachment

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**Senior Scientists at the Center for Technology and National Security Policy**

**Dr. Timothy Coffey**  
***Former Director of Research, Naval Research Laboratory***

**Dr. Richard Chait**  
***Former Director of Army Research and Laboratory Management***

**Dr. Donald Daniel**  
***Former Deputy Assistant Secretary of the Air Force for Science, Technology and Engineering***

**Dr. John Lyons**  
***Former Director of the National Bureau of Standards and former Director of the Army Research Laboratory***

**Dr. Elihu Zimet**  
***Former Head of the Expeditionary Warfare Science and Technology Department, Office of Naval Research***