

DCN 1157
Executive Correspondence

Congress of the United States
Washington, DC 20510

May 13, 2005

ORIGINAL

The Honorable Anthony Principi
BRAC Commission
521 South Clark Street
Suite 600
Arlington, VA 22202

Dear Chairman Principi,

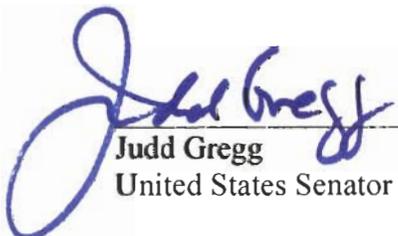
Congratulations on your appointment to the Base Realignment and Closure Commission. We write today to highlight the Portsmouth Naval Shipyard's important role in our national security infrastructure.

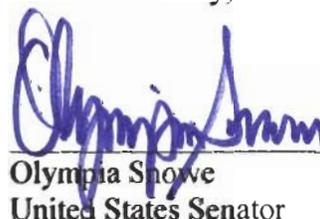
The Portsmouth Naval Shipyard – the most modern shipyard in the country - is an impossible to reconstitute asset. The Yard's workforce and its trade skills, nuclear licenses and permits, dry docks and deep water ports are irreplaceable. Though Portsmouth is renowned for its repair and overhaul of submarines, it is a multi-mission, joint-service installation, capable of performing maintenance on virtually all Navy and Coast Guard platforms. Moreover, the Yard is the home port of three Coast Guard cutters, with the ability to accommodate several more.

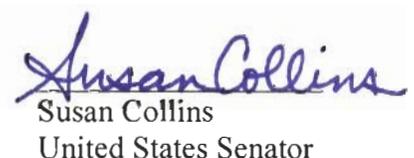
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We call your attention to the enclosed document, *Portsmouth: The Navy's Lean Machine*, which underscores the Portsmouth Naval Shipyard's vital role in our national security in the 21st century. We look forward to working with you and your staff as you examine military installations across the country in the coming months.

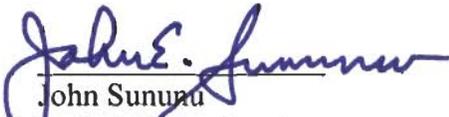
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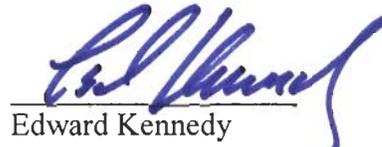

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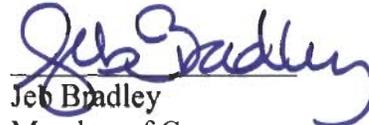
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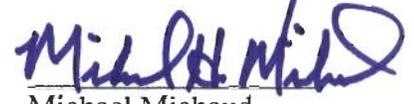

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Portsmouth Naval Shipyard

From Sails to Atoms

Navy's LEAN Machine



Warfighter Support

- *Delivering Ships Early*
- *Saving the Fleet Millions*
- *Joint-Use, Multi-Mission Facility*

Irreplaceable Assets

- *Navy's Most Skilled Workforce*
- *Nuclear License*
- *Strategic Deepwater Port*
- *State-of-the-Art Drydocks*



Chief of Naval Operations

The Secretary of the Navy takes pleasure in presenting the
MERITORIOUS UNIT COMMENDATION to

NAVAL SHIPYARD PORTSMOUTH



For service as set forth in the following

CITATION:

For meritorious service from 11 September 2001 to 30 August 2004. The personnel of Portsmouth Naval Shipyard and tenant activities **consistently** and **superbly** performed their mission while establishing a phenomenal record of cost, schedule, quality, and safety performance. The Shipyard embraced the One-Shipyard Initiative and is leading the **transformation** of our Navy's nuclear ship maintenance base through **innovation** and the application of LEAN industrial practices. Portsmouth Naval Shipyard personnel established new performance levels for submarine maintenance, modernization, and overhaul work by producing business results that are the benchmark among public and private sector nuclear shipyards. The Shipyard **completed six major submarine availabilities early**, exceeded Net Operating Result financial goals, reduced injuries by more than 50 percent and exceeded the Secretary of Defense's Fiscal Year 2006 Stretch Goal for lost workday compensation rates two years early. Naval Shipyard Portsmouth's extraordinary performance is translating into **increased U.S. Submarine Fleet readiness**. By their unrelenting **determination**, **perseverance**, and steadfast **devotion** to duty, the officers, enlisted personnel, and civilian employees of Naval Shipyard Portsmouth reflected credit upon themselves and upheld the highest traditions of the United States Naval Service.

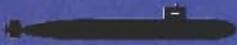
For the Secretary,

The image shows a handwritten signature in black ink, which appears to be "V.E. Clark".

V.E. Clark
Admiral, United States Navy
Chief of Naval Operations

May 12, 2005

WHAT'S AT STAKE?



Strategic Interests

- The **PNS workforce** is the premiere industrial workforce in the Navy and is leading the transformation of the ship maintenance industrial base while setting the standards for labor-management relations. The loss of this workforce will result in increased costs to the Navy associated with legacy practices prevalent throughout the rest of the industrial base.
- A **nuclear licensed** shipyard is an irreplaceable strategic asset. Given the realities of coastal development and nuclear licensing, the Navy is unlikely to ever successfully obtain another nuclear license along the nation's coasts or waterways.
- **Warfighter requirements** for submarines are increasing not decreasing. Navy's decision to reduce the submarine fleet is budget driven and does not accurately reflect warfighter requirements or anticipated 20-year threat scenarios.

Savings

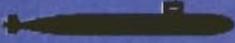
- PNS is **saving tens of millions of dollars** for the Navy and the taxpayer on every job. The Navy's understated costs to close PNS does not consider such cost avoidances.
- PNS returns **operational time** to the Combatant Commanders who have learned to expect the early return to the fleet of boats assigned to PNS.
- PNS has achieved their Net Operating Result goals for 7 consecutive years, returning \$31M to the Navy and **covering losses** at other shipyards.

"There are a lot of people saying we need more [submarines]. And those people are those combatant commanders who are calling for some 15 attack submarines, 24-7. Our Navy's numbers today support about nine of those submarines. You ought to take it on faith that those combatant commanders must know something that we don't know."

Admiral Frank Bowman,
Director, Naval Reactors

WARFIGHTER SUPPORT

*Saving Operational Time 12 Months
Every Year and \$200 Million*



Expanded LEAN business practices and the unique cooperation between management and workforce leads to improved efficiencies, higher quality, reduced costs and early delivery of submarines back to the fleet. Portsmouth is the LEAN process incubator for the entire Naval submarine community.

Year After Year: PNS Delivers — EARLY!

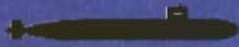
<u>Year</u>	<u>Boat</u>	<u>Time</u>	<u>Op Time Saved</u>
2000	SSN705, USS City of Corpus Christi	23.8 mo	1 week
2001	SSN755, USS Miami	12.3 mo	3 weeks
2001	SSN 706, USS Albuquerque	22.3 mo	7 weeks
2002	SSN757, USS Alexandria	10.8 mo	10 weeks
2003	SSN714, USS Norfolk*	22.2 mo	22 weeks
2003	SSN760, USS Annapolis*	12.0 mo	18 weeks

**Note: During the normal maintenance period, PNS also performed post-modernization availability tasks that normally require another 14 weeks of time alongside the pier at a later date.*

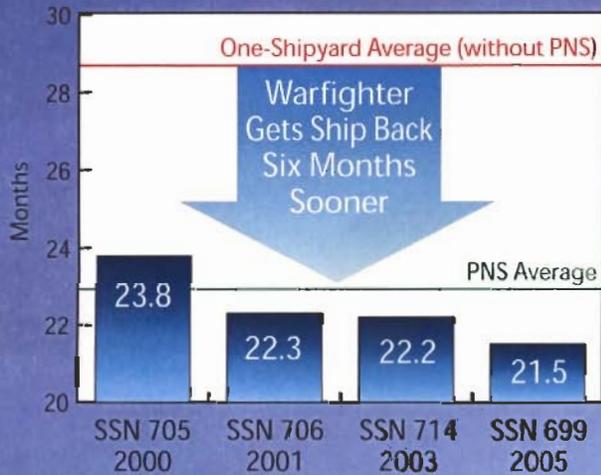
"Once again you have demonstrated your ability to take a monumental task and produce a high quality product on schedule .. you exacted a highly aggressive schedule with vim and vigor. As a result, CITY OF CORPUS CHRISTI returns to the Fleet as a potent weapon in our nation's arsenal."

Rear Admiral Michael C. Tracy,
Commander, Navy Region Northeast
Commander, Submarine Group TWO

EARLY DELIVERY



Schedule Performance
Engineered Refueling Overhauls

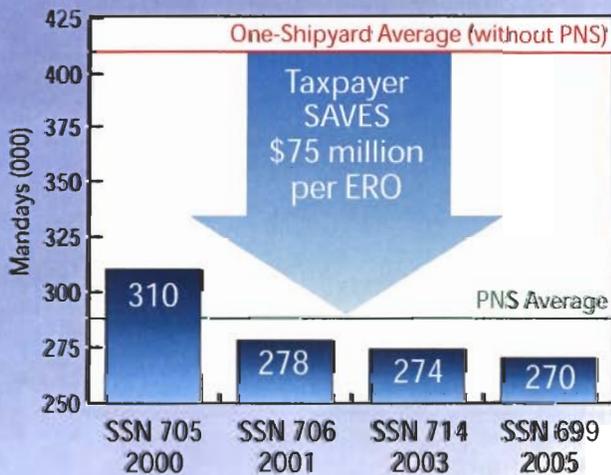


Schedule Performance
Depot Modernization Periods

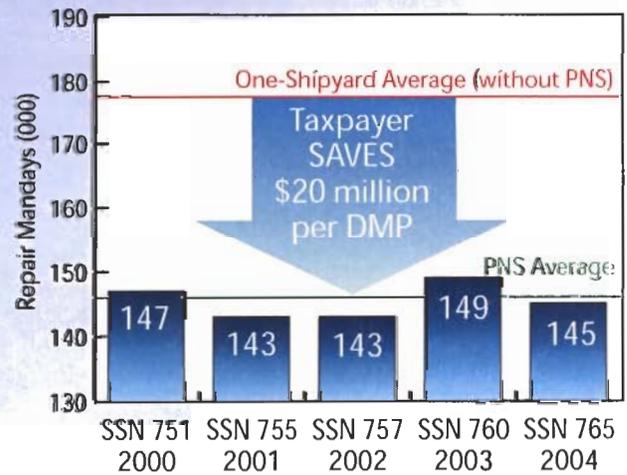


SAVING MILLIONS

Cost Efficiency
Engineered Refueling Overhauls



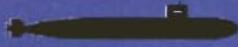
Cost Efficiency
Depot Modernization Periods



"... The cost efficiency will be at the very top of the priority list ..."

Vice Admiral Phillip Batiste,
Navsea Commander

MULTI-MISSION CAPABLE



Submarines

- Los Angeles Class
- Virginia Class
- Seawolf Class



- Trident Class
- SSGN

Homeland Security

- Coast Guard Homeport
- Regional HAZMAT Response Teams
- Radiological
- Chemical
- Biological



Special Programs

- Special Operations Advanced Seal Delivery System
- Deep Submergence
- Submarine Rescue
- NR-1
- Unmanned Underwater Vehicles



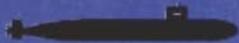
Surface Ships



- DDG-51 Destroyers
- FF/FFG Frigates
- CG-Guided Missile Cruisers
- Coast Guard-All Classes
- Future Classes
 - DD(X) Destroyers
 - LCS-Littoral Combat Ship

IRREPLACEABLE

The Navy's Transformational Workforce

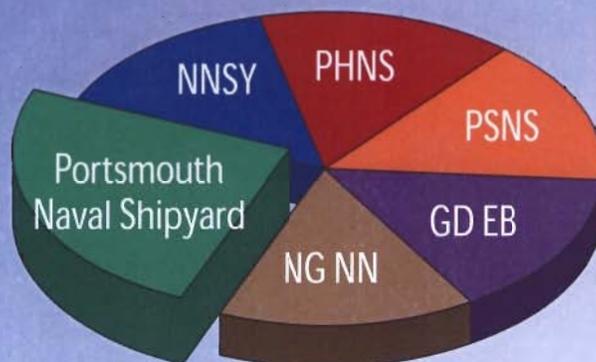


PNS is the cradle of American shipbuilding and has the most experienced workforce of any naval shipyard in the country. The shipyard preserves the most complete example of shipbuilding infrastructure, architecture and history in the Nation and its skilled craftsmen have built and overhauled ships and submarines for the Navy for over two hundred years.

Portsmouth's history is deeply rooted in a highly supportive community whose residents have passed down the trade skills of shipbuilding from generation to generation for more than two centuries. Men and women in the region consider employment at the Shipyard an immense privilege and each year applicants aggressively seek the limited number of PNS apprenticeships available.

The Portsmouth workforce's tradition of innovation and quality in shipbuilding has led to unsurpassed ship and submarine production. They have, in their long history, constructed 42 surface ships and 136 submarines. Portsmouth craftsmen have performed seventy-six major overhauls of nuclear powered fast-attack and ballistic missile submarines in the last fifty years – vastly more than any other shipyard, public or private. These achievements are directly

Submarines Built and Overhauls Completed



attributable to a culture of shipbuilding honed by centuries of tradition to become the premier industrial workforce in the nation. As a shipyard, as a workforce, as a family – the skilled artisans of Portsmouth are an irreplaceable force for securing the nation.

Today, the proud workers of Portsmouth Naval Shipyard continue to lead the way as the Navy's designated developers of the technologies and innovative processes necessary to move the Navy's ship maintenance industrial base into a new and more efficient era. Truly, Portsmouth Naval Shipyard is the Navy's Lean Machine.

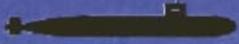
- Nuclear License
- Deep Water Port
- Drydocks

"The hull patch above the reduction gears was removed from USS MEMPHIS (SSN 691) this morning, one week ahead of schedule. PNS is a schedule-driven organization. It is a pleasure watching them take on jobs of mindstaggering proportion and meet or exceed their well developed plan."

Commander Rick Breckenridge,
Commanding Officer,
USS MEMPHIS (SSN 691)

HOW THE NAVY GOT IT WRONG

In The Testimony ...



SECNAV: “If you start pulling work out of our other yards to put in [Portsmouth], then the other yards start getting dips . . . so we use the submarine work as a filler, which gives us maximum efficiencies in the other yards.”

PNS is the most efficient shipyard in terms of cost and schedule. The Navy’s workload policy not only undermines military efficiency but value to the American taxpayer.

CNO: “my belief is the number in the future is going to be somewhere in the neighborhood in the low 40s. My number is 41.”

The 2004 Force Structure Plan that informed the BRAC process - data calls, scenarios, model inputs, etc. - is consistent with SSN levels called for in the only established comprehensive strategy document - the 2001 QDR. Changing the number now is a justification, for the decision not the driver.

SECNAV: “. . .increasing force protection effectiveness and costs through consolidation. . .”

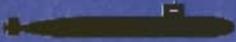
Force protection is improved by dispersal – a concept validated by DoD’s own BRAC recommendation to disperse 20,000 personnel out of leased space in the National Capital Region. Locating the only East Coast shipyard in a fleet concentration area increases the risk that a single WMD attack would disrupt both operational and repair facilities (see Pearl Harbor, 1941)

“... I am not comfortable with what we are doing for the next 10 to twenty years. Clearly, the size of the battle force has been declining, although the individual ship types have been dramatically improved. But the numbers – quantity has a quality all of its own and will determine the ability of naval forces to be forward before a crisis breaks out.”

LTGEN Robert Magnus, USMC

HOW THE NAVY GOT IT WRONG

In The Recommendation ...



Military Value: “Naval Shipyard Portsmouth had a low military value compared to operational homeports. . .”

*True military value for a shipyard is putting ships to sea early **and** under budget – only PNS is doing that for the Navy. PNS’ military value was higher than Pearl Harbor’s which is an operational homeport. Shipyards are not operational in nature.*

Excess Capacity: “There is sufficient excess capacity in the aggregate across the four shipyards [to justify the closure of one] . . .”

The model in the BRAC Report is based on efficient use of drydocks using notional man-days and duration for availabilities and does not consider emergent work rather than more accurate estimates based on a particular yard’s performance. PNS is the only shipyard that has consistently executed its work at or below notional man-day rates. Although the Navy exhibits excess capacity at all yards, PNS is the only one with availabilities under schedule and under budget.

Strategic Location: “Portsmouth was selected for closure . . . because it [would] satisfy retention of strategically-placed shipyard capability.”

When a ship is going to be in a planned, year or more-long depot maintenance period, it doesn’t matter how far away the theater of operations is. The work should be done by the shipyard that returns the boats months ahead of schedule and millions of dollars under budget.

Payback: “The net of all costs and savings to the Department during the implementation period is a savings of \$21.42 million.”

The following cost avoidances are ignored by Navy in their cost savings analysis:

- *PNS is completing EROs \$75M less than the average cost of the other yards;*
- *PNS, on average, completes DMPs \$20M less than the Navy notional cost;*
- *PNS will save \$60M per Engineering Overhaul (EOH) when executing one per year, and approximately \$125M when executing two EOHs per year.*

“... we will make our Navy’s business processes more efficient to achieve enhanced warfighting effectiveness in the most cost-effective manner ... savings captured by Sea Enterprise will play a critical role in the Navy’s transformation into a 21st-century force that delivers what truly matters: increased combat capability.”

Admiral Vern Clark,
Chief of Naval Operations

521

DCN 1157
Executive Correspondence



Congress of the United States

Washington, DC 20515

1157

ORIGINAL

May 13, 2005

General Lloyd Warren Newton, USAF (Ret.)
BRAC Commission
521 South Clark Street
Suite 600
Arlington, VA 22202

Dear Commissioner Newton,

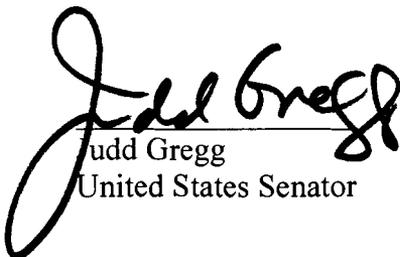
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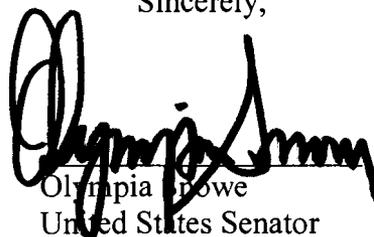
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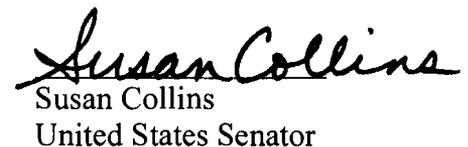
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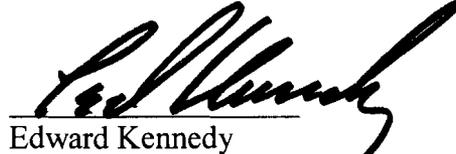

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United States Senator

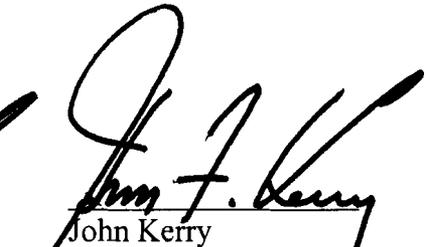

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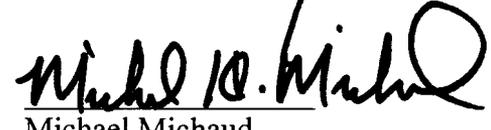

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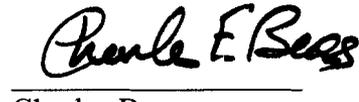

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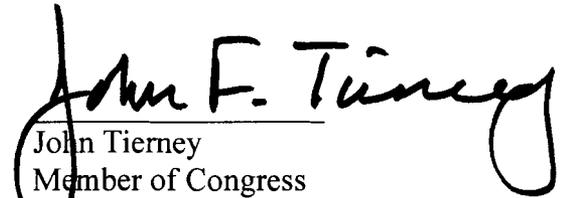

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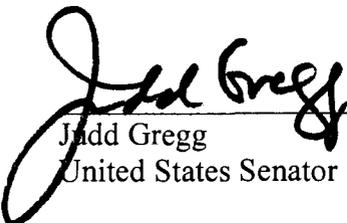
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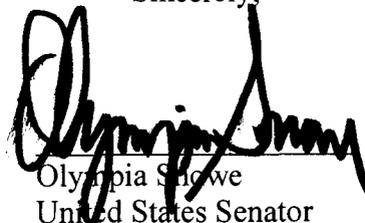
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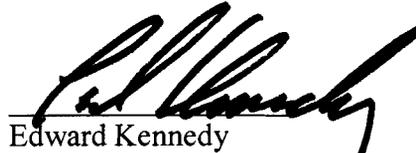

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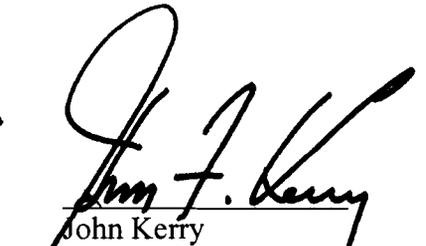

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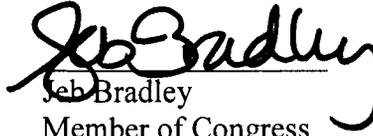
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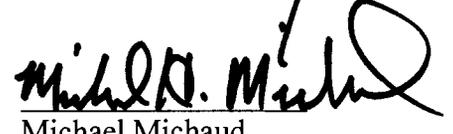

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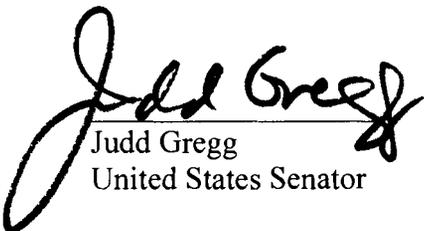
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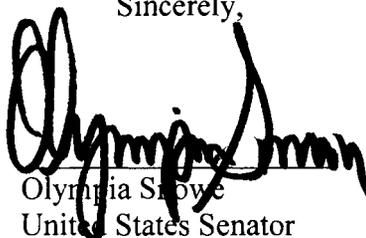
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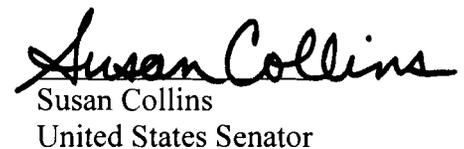
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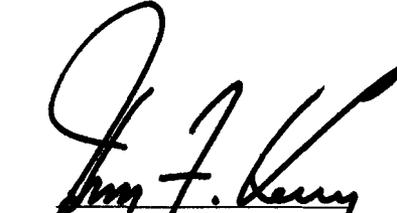

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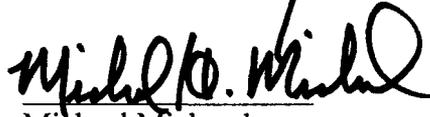

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Member of Congress


Charles Bass
Member of Congress


John Tierney
Member of Congress

ORIGINAL

Congress of the United States
Washington, DC 20510

May 13, 2005

The Honorable Phillip Coyle
BRAC Commission
521 South Clark Street
Suite 600
Arlington, VA 22202

Dear Commissioner Coyle,

Congratulations on your appointment to the Base Realignment and Closure Commission. We write today to highlight the Portsmouth Naval Shipyard's important role in our national security infrastructure.

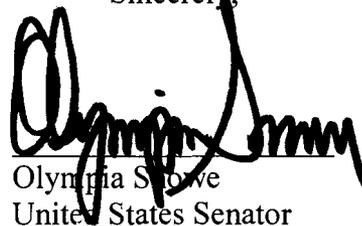
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We call your attention to the enclosed document, *Portsmouth: The Navy's Lean Machine*, which underscores the Portsmouth Naval Shipyard's vital role in our national security in the 21st century. We look forward to working with you and your staff as you examine military installations across the country in the coming months.

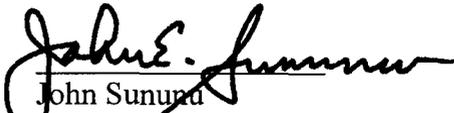
Sincerely,

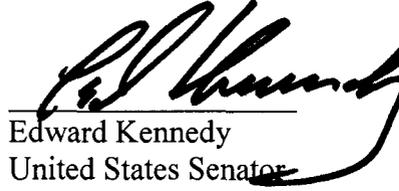

Judd Gregg
United States Senator

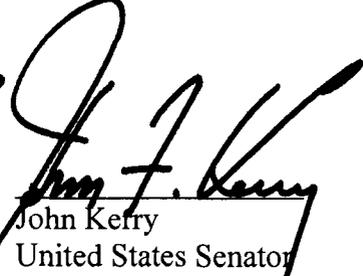

Olympia Snowe
United States Senator


Susan Collins
United States Senator

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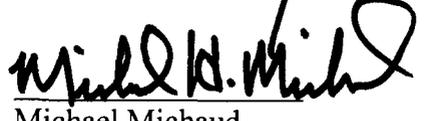

John Sununu
United States Senator


Edward Kennedy
United States Senator

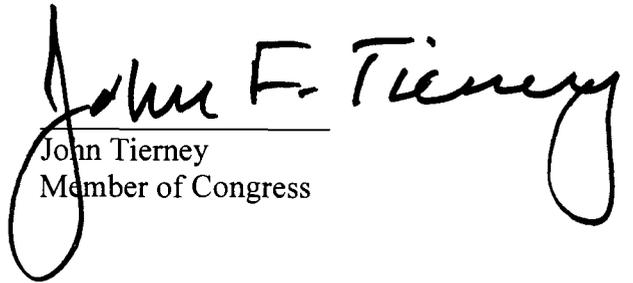

John Kerry
United States Senator


Tom Allen
Member of Congress


Joe Bradley
Member of Congress


Michael Michaud
Member of Congress


Charles Bass
Member of Congress


John Tierney
Member of Congress

Congress of the United States
Washington, DC 20510

ORIGINAL

May 13, 2005

Brigadier General Sue Ellen Turner, USAF (Ret.)
BRAC Commission
521 South Clark Street
Suite 600
Arlington, VA 22202

Dear Commissioner Turner,

Congratulations on your appointment to the Base Realignment and Closure Commission. We write today to highlight the Portsmouth Naval Shipyard's important role in our national security infrastructure.

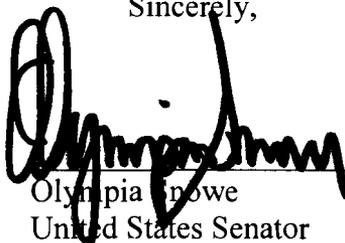
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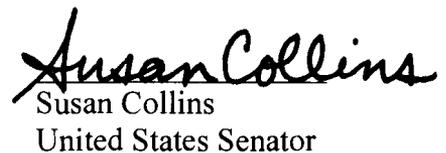
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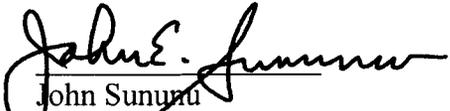
Sincerely,


Judd Gregg
United States Senator


Olympia Snowe
United States Senator


Susan Collins
United States Senator

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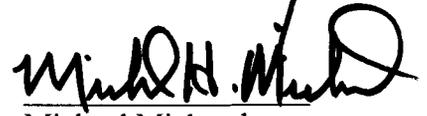

John Sununu
United States Senator

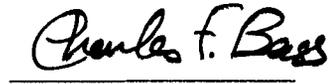

Edward Kennedy
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Tom Allen
Member of Congress


Jeb Bradley
Member of Congress


Michael Michaud
Member of Congress


Charles Bass
Member of Congress


John Tierney
Member of Congress

Congress of the United States

Washington, DC 20515

May 13, 2005

ORIGINAL

Admiral Harold W. Gehman, USN (Ret.)
BRAC Commission
521 South Clark Street
Suite 600
Arlington, VA 22202

Dear Commissioner Gehman,

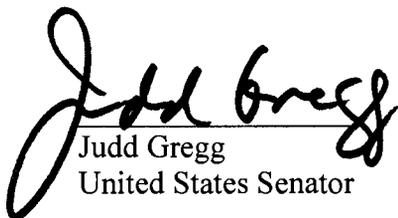
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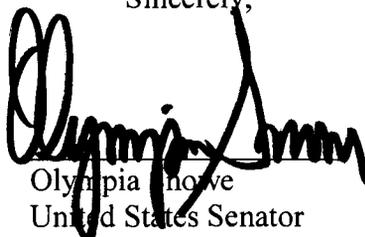
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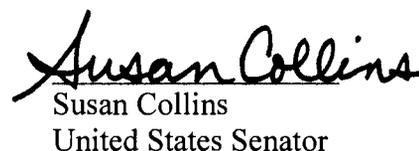
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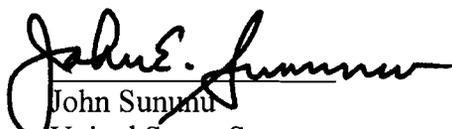
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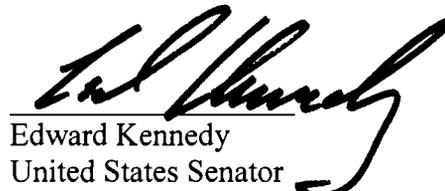

Judd Gregg
United States Senator


Olympia Snowe
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Susan Collins
United States Senator

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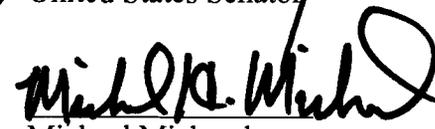

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John Tierney
Member of Congress

Congress of the United States

Washington, DC 20515

ORIGINAL

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May 13, 2005

The Honorable Samuel Knox Skinner
BRAC Commission
521 South Clark Street
Suite 600
Arlington, VA 22202

Dear Commissioner Skinner,

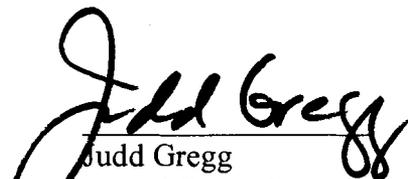
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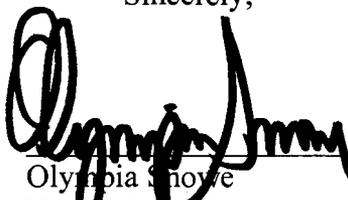
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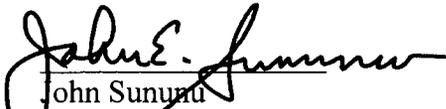
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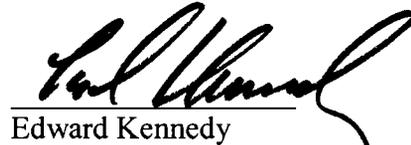

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Susan Collins
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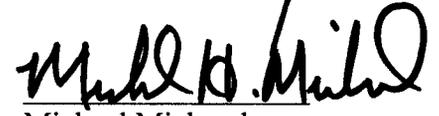

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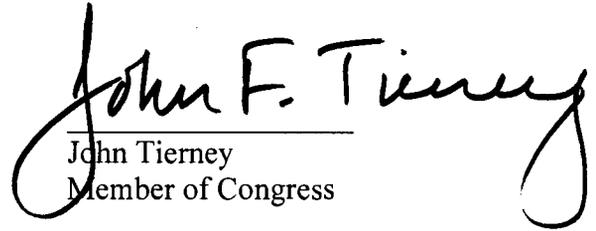

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Member of Congress

Congress of the United States

Washington, DC 20515

ORIGINAL

May 13, 2005

General James T. Hill, USA (Ret.)
BRAC Commission
521 South Clark Street
Suite 600
Arlington, VA 22202

Dear Commissioner Hill,

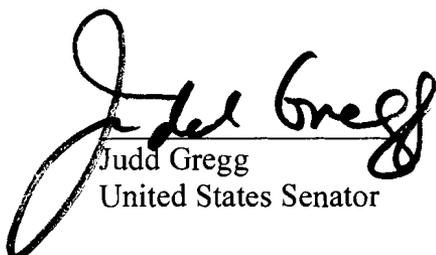
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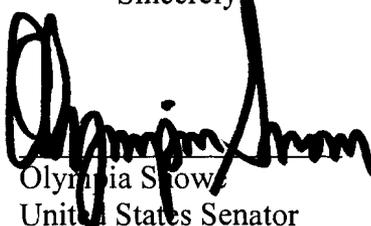
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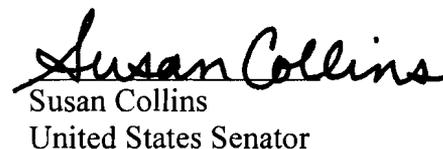
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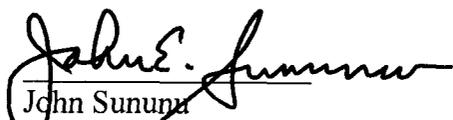
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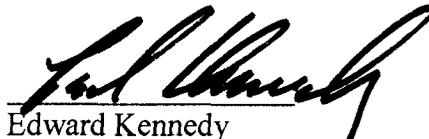

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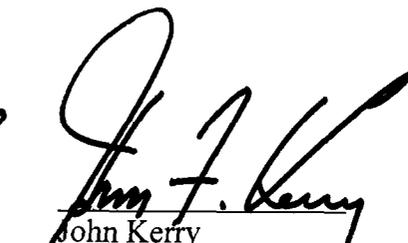

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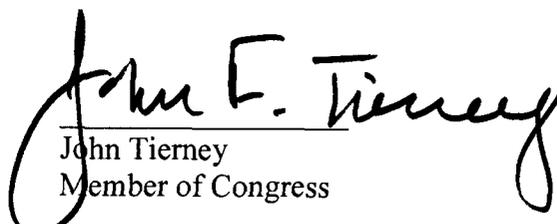

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