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HOUSE COMMITTEE ON ARMED SERVICES  
SUBCOMMITTEE ON READINESS

STATEMENT OF  
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(ENERGY, INSTALLATIONS, AND ENVIRONMENT)

BEFORE THE  
  
HOUSE COMMITTEE ON ARMED SERVICES  
  
SUBCOMMITTEE ON READINESS

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## **Introduction**

Chairman Waltz, Ranking Member Garamendi, and distinguished members of the Subcommittee, thank you for the opportunity to testify on the Department of the Navy's (DON) Fiscal Year (FY) 2025 budget request. We submit a request that invests in critical readiness enablers of the DON's Energy, Installations, and Environment portfolio, which is foundational to making sure that our Sailors, Marines, and Civilians have what they need in order to do all the Nation asks them to do.

## **Current Context**

A ready Navy and Marine Corps responds whenever the Nation calls. Around the globe, around the clock, the Navy and Marine Corps are where they need to be, when they need to be there, able to do all that we ask of them because of the critical readiness enablers across the EI&E portfolio. Over the last year, the Navy and Marine Corps have made significant progress across the portfolio and that progress has occurred because of the support of Congress, partnerships across the Federal family, with state and local partners, Tribal Nations, and all who are a part of the communities where we train, work, and live.

On behalf of the Department of the Navy, the people who serve in our Marine Corps and Navy, I thank this Subcommittee for your unwavering support and attention to the importance of safe, healthy, reliable homes and facilities, and for your prioritization of Quality of Life for all members and their families who reside on our installations. Since 2019, the DON has made steady improvements in oversight processes, customer service, staffing, operations, and maintenance and continues to prioritize improvement for housing of all types. DON Leaders at all levels of the Navy, Marine Corps, and the Department remain steadfast and focused on improving Unaccompanied Housing (UH) for service members on the installations and we will not lose sight of the importance of continuing to improve the Military Housing Privatization Initiative (MHPI) that supports housing the accompanied Sailors, Marines, and their families.

The Department of the Navy works to provide every single Sailor and Marine living in military housing with a safe and reliable living space. This is assured through the support of military and department leadership, with high-quality services provided throughout the entire residency process. Department leadership is aligning policy and programming through focused programs like the Marine Corps' *Barracks 2030* plan and the Navy's *Infrastructure Investment*

*Plan.* The DON is continuing to focus on housing through leadership emphasis and advocacy, providing rigorous oversight of the privatized housing program by implementing reforms; and we are seeing results from our efforts to bolster our installation housing offices. We also will continue to work with the Department of Defense and our sister services as we implement NDAA provisions that came out of the important work completed from last year's GAO report on Unaccompanied Housing.

The Navy and Marine Corps infrastructure portfolio continues to age. A significant number of facilities across the enterprise have exceeded their planned useful life, and deferred maintenance and sustainment have compounded risk in this critical portfolio. To fight and win the Department of the Navy requires ready, reliable, and resilient installations, and that includes the buildings, systems, and assets that comprise them. We are redoubling our efforts not only to prevent, remediate, and mitigate the risks resulting from vulnerabilities in the shore portfolio, but also to restore and sustain our infrastructure, including housing, core utility infrastructure, and operational facilities, such as our four public shipyards through the Shipyard Infrastructure Optimization Program. The Navy and Marine Corps are taking steps to improve how we resource these critical requirements, through their Installation Investment Plan (IIP) and the Facilities Investment Strategy (FIS), respectively. These efforts inform the development of the DON's 30-year infrastructure plan, which examines the interdependencies among projects through mission assurance in order to prioritize and sequence necessary investments in the infrastructure that keep our people safe and project power around the globe.

As we focus on the infrastructure that supports our critical missions, we remain engaged with our defense communities that create homes and care for our Sailors, Marines, and their families. When I last testified on the DON's budget request, the Secretary of Defense had directed the stand-up of the Red Hill Joint Task Force (JTF) to oversee the defueling of the Red Hill Bulk Fuel Storage Facility and charged the DON with the safe and expeditious closure of the facility. As of last month, the JTF has completed its mission to remove the fuel reserves from the facility and on March 28, 2024, the JTF conducted a transfer of authority ceremony, putting the Navy Closure Task Force-Red Hill (NCTF-RH) in charge of all activities at Red Hill. The mission of the NCTF-RH is the permanent closure of Red Hill and long-term environmental remediation, requiring coordination with state and Federal stakeholders in order to protect public health and the environment.

The DON remains focused on improving the reliability and resilience of our potable water utility systems and implementing watershed-based approaches on our Navy and Marine Corps installations and surrounding communities in Hawaii. On Oahu, the DON is engaged in series of projects to reduce water use intensity and improve water security through infrastructure repairs, leak detection studies, and holistic watershed management planning that help ensure the long-term health of Hawai'i's ecosystem.

The end of March 2024 also marked the conclusion of two years of long-term drinking water monitoring at Red Hill, during which the DON conducted testing of more than 8,100 samples demonstrating the drinking water continued to meet all Federal and state standards. Additionally, the Navy has extended the long-term drinking water monitoring program for an additional 12 months. This is the right thing to do for the community, and goes beyond Environmental Protection Agency and Hawaii Department of Health requirements. NCTF-RH's motto is "Safe, Deliberate, Engaged, Committed." NCTF-RH and the DON are working to ensure continued access to safe drinking water at Red Hill, and with every action, we are prioritizing the health and safety of the people, environment, and communities of Hawai'i. We look forward to continuing productive and collaborative relationships with all stakeholders.

### **Strategic Priorities**

Secretary Del Toro set forth guiding principles for the DON to strengthen maritime dominance, build a culture of warfighting excellence, and enhance our strategic partnerships. These objectives support our National Defense Strategy and drive DON action. In my capacity as the Assistant Secretary of the Navy for Energy, Installations, and Environment, I support Secretary Del Toro's guidance by focusing on three cross-cutting areas: Critical Infrastructure, Communities, and Climate Action. As the DON's Designated Agency Safety and Health Official, I am driving safety as a foundation for our work. As the Chief Sustainability Officer for the Department of the Navy, I am providing guidance for the DON to make choices and investments that ensure that future Sailors, Marines, and Civilians have the same or enhanced access to natural and built resources that their present-day peers have. Critical infrastructure includes not only our power projection platforms, but also includes essential warfighting, readiness, and the Quality of Life (QoL) support that naval facilities provide. Our communities are the places that we come together to live, train, work, and includes the environment and

natural resources that surround these places. For Climate Action, climate readiness is mission readiness. The DON is implementing *Climate Action 2030* to create a force that can operate and succeed in any environment through the guidance of my Chief Sustainability Officer memorandum series. This includes the infrastructure we rely on to fight and win, which is vulnerable to threats such as extreme weather events and sea level rise. We are focused on building resilience and reducing the national security threat of climate change, and we view climate readiness as a tactical, operational, and strategic enabler for our Sailors and Marines.

### **Safety is Foundational**

Safety is a critical component of our Navy and our Marine Corps foundation and a key indicator of professionalism and discipline, directly contributing to the combat readiness of our Fleet and our Force. Safety is a combination of conditions and compliance, and the Department of the Navy is focused on driving down mishaps, and cultivating a culture of safety that prioritizes proactive behavior, continues to move left of near-misses, and applies lessons learned at every available opportunity.

The Department of the Navy re-established the Deputy Assistant Secretary of the Navy (Safety) position as a Tier 3 SES, elevating the DON's Safety portfolio commensurate with the importance we place on safety. Through the DON Shore Policy Board, the DON evaluates infrastructure through a safety lens. In addition, the Navy Executive Safety Board, chaired by the Vice Chief of Naval Operations, was reinitiated in 2024 and prioritizes action on systemic issues noted by the Naval Safety Command (e.g., DDG Wave Incursion Hazards, Shore Fire Protection Systems, Enterprise Safety Management System, and the LCS Small Boat Launch and Recovery System). The Marine Corps has prioritized a General Officer billet to lead Marine Corps safety with more senior attention and oversight.

As we transition to the Risk Management Information system, we continue to improve our analytic capability to facilitate identification of units which may be at risk of a potential mishap, and we are working with OSD, the Joint Safety Council, and our sister services to share what we are learning. We continue to refine the identification of occupational exposures like chemicals, noise, and blast overpressure, to better understand the effects of these exposures through science and improve methods to limit exposure. Creating and maintaining a culture of

safety within the DON ensures our warfighting readiness, and we remain committed to prioritizing safety education and promulgation.

### **Critical Infrastructure**

Navy and Marine Corps installations are power projection platforms from which naval forces train, deploy, and maintain forward presence to enable geographic Combatant Commanders to meet operational requirements. Historically, the DON has accepted a significant level of risk in the resourcing of our installations; as a result, the DON infrastructure portfolio carries known, aggregated risk from many years of underinvestment in the sustainment and recapitalization of our facilities, structures, and utilities infrastructure. We will not be successful without substantial, consistent investments in the infrastructure that comprises our installations and enables readiness. Additionally, the DON is reviewing our critical infrastructure to fully address the gaps in modernization and recapitalization. The DON's Critical Infrastructure Synchronization Forum continues to work through the challenges of infrastructure resilience to address the threats to most critical facilities and utilities infrastructure.

To fight and win, the DON requires ready, reliable, and resilient systems and assets. The DON is leading action to not only prevent, remediate, or mitigate the risks resulting from vulnerabilities of our infrastructure, but also to restore and sustain core utility infrastructure including water, electricity, and telecommunications. We have programmed \$137 million for cyber hardening using hardware and software modernization. Holistic recapitalization of our infrastructure and demolition of excess, failing infrastructure will ensure that our forces, systems, and facilities can continue to operate in expected future environments.

### **Facilities Sustainment, Restoration, and Modernization**

The DON FY 25 budget request includes \$4.6 billion in Facilities Sustainment, Restoration, and Modernization (FSRM) funding for the Navy and \$1.35 billion for the Marine Corps to maintain the working order of our facilities and utility systems and to prevent the premature degradation of mission-critical assets. The Navy budget request targets key shore capability areas such as utility systems, Unaccompanied Housing, airfield operations, waterfront operations, depot maintenance, and ordnance facilities, as well as continued demolition funding to address excess facility footprint. The request also increases sustainment

funding to 100% of the modeled requirement for Nuclear Deterrence Facilities, infrastructure in support of Navy C5ISR missions related to Naval Operational Architecture, Unaccompanied Housing, and fitness centers. The Marine Corps budget request continues efforts to eliminate poor and failing facilities and improve Quality of Life through *Force Design 2030* initiatives. Our FY 25 budget request includes targeted FSRM investments to repair poor and failing facilities at Naval Air Station (NAS) Lemoore, NAS Oceana, Joint Base Pearl Harbor-Hickam, Naval Support Activity (NSA) Bahrain, Submarine Base Kings Bay, Naval Base Kitsap, Marine Corps Base (MCB) Camp Lejeune, Marine Corps Recruit Depot (MCRD) Parris Island, and MCB Quantico.

#### *Shipyard Infrastructure Optimization Program*

To keep our Nuclear Fleet ready, we continue to modernize our four public shipyards through the Shipyard Infrastructure Optimization Program (SIOP). As we continue to acquire the submarines and aircraft carriers we need today and invest in the development of the next generation of platforms and capabilities for the fight of tomorrow, we will not be successful without substantial, consistent investments in the infrastructure that enables these platforms, and we are grateful for Congress' shared focus on this national security priority. Over the past year, SIOP completed renovations of Dry Dock 4 at Norfolk Naval Shipyard and the Navy also made quick, urgent upgrades and repairs to ensure compliance with seismic requirements at Puget Sound Naval Shipyard.

SIOP construction projects comply with the Administration's objectives for informed action around environmental stewardship, climate change, and energy resiliency, as well as Navy criteria and industry standards. Specific examples include utility modernization; building new facilities to align with DoD inundation models; incorporating low impact, sustainable features to aid in environmental preservation and protection; and electrification of cranes and use of electric vehicles to minimize the carbon footprint. FY 2025 funding will support ongoing work for the replacement of Dry Dock 3 at Pearl Harbor Naval Shipyard, utilities upgrades at Norfolk Naval Shipyard, a Multi-mission Dry Dock at Portsmouth Naval Shipyard, and modernization of Dry Dock 3 at Norfolk Naval Shipyard. Through infrastructure optimization, we will also improve the Quality of Service (QoS) for more than more than 37,000 civil servants – engineers, artisans, and our Sailors whose platforms are undergoing maintenance and modernization at the

shipyards. As the Navy executes its largest-ever facility projects through SIOP, we continue to identify and apply cost-estimating and management lessons for infrastructure projects on these historically large projects to properly account for risk and uncertainty.

### Military Construction

The DON's FY 25 budget request includes \$4.6 billion for Military Construction (MILCON) to optimize Navy and Marine Corps installations to enable global logistics, warfighter development, and employment from the shore. The Navy requested \$3.4 billion, including \$2.0 billion for SIOP. The Marine Corps requested \$1.2 billion, and continues to support the Commandant's *Force Design 2030* strategy and the Defense Policy Review Initiative (DPRI). Additionally, there is \$291 million for new mission platforms supporting *Columbia Class* and D5 Life Extension Program 2 QoL, infrastructure improvements in Darwin, Australia, to support Marine Corps Forces, procurement of additional land to support the Fallon Range Training Complex Modernization in Nevada, and the replacement of aging infrastructure.

### Demolition

The DON is taking steps to reduce excess inventory. The FY 25 budget request includes \$166 million (Navy) and \$108 million (USMC) in demolition funding to reduce the current footprint, allowing the DON to better prioritize existing facilities sustainment resources across our most critical facilities. The Marine Corps has identified multiple excess barracks facilities, and, as part of their *Barracks 2030* initiative, will demolish those barracks in the poorest shape and focus recapitalization efforts on the remaining facilities. The Marine Corps will maintain this effort across future budgets to ensure that we right-size the current facility inventory. In addition to funding allocated for this purpose under FSRM, the DON will use the new authority granted in the FY 2024 NDAA to use Unspecified Minor Military Construction (UMC) funds.

### Focus on the Indo-Pacific Region

As we continue to strengthen our international partnerships, we are also focused on relationships in our defense communities. We are deeply committed to the government and citizens of Guam. We will begin the relocation of Marine Corps personnel from Okinawa to Guam in support of the Defense Policy Review Initiative, by December 2024. As we face an



unprecedented pace of our mission growth on Guam, infrastructure and facilities are required to support the expansion of our on-island infrastructure footprint. We greatly appreciate Congress' approval of an extension of the H2B visa program through 2029, which will provide measures to offset workforce capacity challenges in support of our missions on Guam. The Deputy Secretary of Defense has appointed the Under Secretary of the Navy to serve as the Senior Defense Official for Guam (SDOG). In this role, Under Secretary Raven will serve as the DoD's senior representative when meeting with key leadership and stakeholders in Guam. We are committed to working with our government partners and stakeholders in Guam, as well as our partners across the DoD, to ensure the success of the transition of our personnel, and we appreciate this committee's support as we carry out this process in a methodical and sustainable manner that will enhance the readiness of our forces throughout the Indo-Pacific.

#### *Quality of Life Investments*

DON is committed to investment prioritization in a way that clearly values, links, and acknowledges the essential Warfighting, Readiness, and QoL support that naval facilities provide. Building on FY 24, this budget request provides \$415 million to execute major renovations of 10 Unaccompanied Housing barracks across the DON. It also provides \$570 million to operate and maintain Child Development Centers and Child Youth programs. Additionally, this budget request includes a \$377 million Family Housing Operations budget request to maintain and operate over 3,500 government owned family housing units, over 62,000 privatized units, and over 1,650 leased family units worldwide. This request supports construction of 93 family housing units on Guam, as well as funds the renovation of 64 family homes in Iwakuni, Japan. We have already begun investing in the most pressing infrastructure problems, including essential utilities, barracks, energy security, and Wi-Fi. The Navy has established a pilot program to provide free Wi-Fi in 12 barracks in the Norfolk area, and Marine Corps is establishing a pilot program to provide free Wi-Fi in select barracks at one West Coast installation and one East Coast installation.

#### *Housing for our Sailors, Marines and Families*

The DON remains committed to the health and safety of our Sailors, Marines, and their families. We are focused on the early identification and resolution of housing issues, as well as

improving processes and oversight of our resident's experiences. For barracks, this request includes \$1.2 billion over the FYDP for barracks construction and renovations and \$144 million for housing sustainment and management. The Marine Corps is now in its second year of using the Capital Planning Tool (formerly the Readiness Maximization Tool) to leverage a tiered and targeted approach to facility lifecycle management. This tool has enabled the reduction of the facility footprint while prioritizing investments where they will have the most impact on the portfolio, and we believe that this is a tool that can and should be more widely applied to FSRM funding approaches.

We continue to work with sister services and OSD on implementation of the NDAA and recent GAO recommendations. The Marine Corps' *Barracks 2030* initiative lays out an ambitious plan to improve the Marine Corps management of barracks, modernize the inventory, and update the refresh rate of material. In February, the Marine Corps announced a 100% wall-to-wall Environmental, Health, and Safety inspection of every barracks room to establish the baseline conditions of habitability. In March, they completed that review and overall, more than 50% of the rooms inspected had deficiencies requiring corrective actions that the Marine Corps is addressing. The deficiencies found are in line with the September 2023 GAO report and underscore the importance of addressing the problem now. In other environments, we recognize we will be requesting waivers to ensure we are prioritizing QoL, and we will be requesting time to come brief on these requests in the coming weeks. For example, to ensure mental health and wellbeing, the Navy has established that no Sailors reside on-ship during maintenance availabilities and that berthing barges are available for duty section personnel.

#### *Military Housing Privatization Initiative Family Housing*

For the Military Housing Privatization Initiative (MHPI), we are reinforcing DON oversight and exercising active leadership to ensure that the families who live in privatized housing have the tools and support they need. FY 25 includes requests for \$245 million in construction as well as \$377 million for operations, including the management, services, furnishings, utilities, maintenance, leasing, and privatization support, in support of our family housing program. Since their inclusion starting in the 2020 NDAA, the DON Housing team implemented many oversight and QoL initiatives including full implementation of the Tenant Bill of Rights, universal lease, completion of the third-party inspection of homes, increased

resident advocates and home inspectors, and other NDAA and audit recommendations. We continue to improve the tools to perform better analyses of our processes, policies, and the overall program to ensure higher levels of service and satisfaction for our Sailors, Marines, and their families.

#### Government-Owned Family Housing

The DON's government-controlled inventory of over 8,500 homes is primarily located in overseas locations, areas such as Japan, Guam and Cuba, except for a few locations in the United States. The DON continues to fund the operations, oversight and sustainment, and modernization of these homes while bringing 186 additional homes to Guam in 2022 and 2023 with additional new construction planned for this year. We have seen the efforts and self-improvement techniques, for example, increased communication with the service members, their families and third-party inspections, utilized in privatized housing, work for Government-owned housing oversight and service member engagement.

#### Government-Owned Unaccompanied Housing

UH supports Navy and Marine Corps Readiness by providing eligible unaccompanied Sailors and Marines with housing and related services in support of the DON's mission and readiness. The DON is focusing on targeted investments and policy changes to improve the condition of inadequate UH and identification of a sustainable, optimized UH program to ensure safe, reliable housing for all Sailors and Marines. The DON's current government owned UH inventory consists of approximately, 268,329 beds in 1,347 UH buildings (Navy has 689; USMC has 658) throughout the DON's installations. At the end of Fiscal Year (FY) 2022, 60% of Navy UH and 84% of Marine Corps UH have a Condition Index (CI) of less than 80. We have prioritized our effort in this part of the portfolio. The Navy and Marine Corps increased investment in the UH program as part of their FY 25 submission.

#### Privatized Unaccompanied Housing

Using the authority provided by Congress to pilot privatized UH, the Navy has observed QoL success with the two pilot program privatized UH projects. The first pilot in San Diego consisting of 6,080 beds was privatized in 2006 and continues to score the highest of all

privatized efforts inside the DON's privatized housing portfolio. The second privatized UH project was established in 2007 in the Hampton Roads fleet concentration area and is also a QoL success. We were pleased to see the results in the recent GAO report on Military Unaccompanied Housing that noted that service members living in privatized barracks consistently stated that they were satisfied with the condition of their housing, and that this led to Quality of Life improvements. The Navy intends to maximize use of the current pilot authority for additional privatized UH in San Diego and Norfolk, and looks forward to working with Congress to evaluate expanding the authority to be able to create privatized UH in other DON installations.

### **Communities**

Wherever the Navy and Marine Corps have an installation, facility, base or station, our Sailors, Marines, and families call that defense community home. We build relationships with residents and businesses in these communities, and we continually examine opportunities to strengthen the resources and resilience for the entire community.

### **Tribal & Indigenous Affairs**

The Department of the Navy has created enduring relationships with federally recognized Tribal Nations, Native Hawaiian Organizations, and Indigenous Communities. These communities have traditionally occupied and relied upon the lands and waters for subsistence and cultural practices where the Navy and Marine Corps have installations and train to ensure mission readiness. In October 2023, the DON hired the first Director of Tribal and Indigenous Affairs, to develop a comprehensive program throughout the Navy and Marine Corps to ensure continued transparency in our consultations with Tribal Nations and Indigenous Communities.

As we work to execute our modernization at the Fallon Range Training Complex in Nevada, we continue to appreciate your support for this critical capability, which will ensure that Naval Aviators and Navy SEALs have training ranges and facilities that provide them a realistic environment to train like they fight. The Department of the Navy will increase the readiness of our warfighters while also prioritizing the stewardship and safety of the sacred environmental and cultural resources, and the health of the local economy. After a diligent, committed process with the Tribal Nations to ensure their concerns were addressed, the Navy is reviewing the final

range access Memorandum of Agreement which will be signed at a formal ceremony within weeks. The DON will continue to meet its obligations as part of the community and stewards of the environment, while enabling the warfighting mission.

#### *Environment and Mission Readiness*

The DON is actively pursuing a broad portfolio of environmental stewardship actions at our installations and ranges across the world to protect the environment, an asset that supports our National Defense. Our FY 25 budget request includes more than \$1 billion to fund compliance with environmental laws and regulations; conserve and manage natural, cultural, and marine resources on our installations and ranges; and conduct environmental planning and environmental consultation and permitting. This allows us to continue investigations and cleanup on installations; implement the DoD ongoing per- and polyfluoroalkyl substances (PFAS) response strategy at our installations; sustainably manage and modernize our ranges and mitigate compatibility risks; and build environmental resiliency into our planning, operations, acquisitions, and installation management. The DON will continue to seek opportunities to partner through programs such as the Readiness and Environmental Protection Integration Program to advance the National Defense Strategy, protect investments in critical infrastructure, and to build installation resilience.

#### *Readiness and Environmental Protection Integration Program*

The DoD Readiness and Environmental Protection Integration (REPI) program is a key instrument to address encroachment that limits or restricts military training, testing, and operations. The DON continues to benefit from the REPI program and the authorities Congress has provided. Our partnerships with local governmental and non-governmental organizations enables us to leverage our shared resources towards achieving sustainable communities and mission readiness. In FY 23, the DON received \$54 million in REPI program funding which was executed across 27 installations and ranges, including more than \$15 million to protect vital assets at Department of the Navy installations in the Indo-Pacific region. These projects contribute to warfighter readiness by preventing incompatible development, contributing to the recovery of threatened, endangered and at-risk species, improving water quality and security, building coastal resilience, and protecting installations from catastrophic wildfires. The DON is

working to obligate approximately \$55 million in FY 24. As an example, in FY 24, the Navy has secured easements for approximately 1,200 acres of land to prevent incompatible development, conserve at-risk species, and preserve test and training missions at Naval Air Station Patuxent River and Atlantic Test Range.

### *Per-and Polyfluoroalkyl Substances Response*

The presence of PFAS in the environment is a long-standing issue due to its wide-spread use in many commercial and industrial products. OSD has the Department of Defense (DoD) lead for PFAS, and the DON participates as part of the PFAS working group for this effort. In line with OSD policy, DON's management response continues to include protocols such as ensuring safe drinking water on DON installations in accordance with the Safe Drinking Water Act; eliminating exposure from DON sources of PFAS to off-installation public and private drinking water; transition from Aqueous Film-Forming Foam (AFFF) to PFAS-free firefighting solutions (shipboard use is currently exempt); and work closely and collaboratively with the public and key stakeholders in our defense communities.

Through the DoD working group, we reviewed EPA's recently finalized National Primary Drinking Water Regulation for six PFAS under the Safe Drinking Water Act, and DON continues to examine our existing data to determine what actions will need to be taken for our drinking water test protocols, drinking water systems, and in our environmental cleanup program, to include impacts to off-base drinking water.

In January 2023, the Navy published a fluorine-free foam (F3) Military Specification and has qualified three products to replace AFFF on installations. The Navy and Marine Corps are developing AFFF replacement plans that include detailed information on the locations and amounts of AFFF that will need to be replaced in facilities and mobile assets. The AFFF replacement plans include proposed schedules, estimated cost, and procedures to use products free of intentionally added PFAS products and other available technologies, such as water-only systems. The plans also include information on disposal of AFFF that has been installed in systems. Stockpiled AFFF will be used for Navy ocean-going vessels.

## **Climate Action**

As scientists continue to indicate that this is a decisive decade for climate action – we continue to see that this is a decisive decade for our military as well. These two threats are coming at us together: we face the pacing challenge of China and the dangerous transboundary threat of climate change. Climate change makes the world a more volatile place: it brings extreme weather events, more humanitarian crises, and heightened friction around essential natural resources. A more volatile world calls on the United States Navy and Marine Corps. These calls increase demands on our forces while simultaneously impacting the capacity to respond to those demands. This threat impacts not only where they are needed, but how and what drives the demand for operations. It is impacting the way our Sailors and Marines train, equip, and deter aggression. If they are called to do so, it will change how they fight and win. At the same time, as allies and partners around the world begin to feel the very real impacts of this transboundary threat, support and partnership that we can offer to those geographies and populations that are vulnerable and affected are meaningful on the global stage.

### *Climate Action 2030*

For the Navy and Marine Corps, climate readiness is mission readiness. The DON is operating under Climate Action 2030 to create a force that can operate and succeed in any environment. We are focused on building resilience and reducing the national security threat of climate change, and we view climate readiness as a tactical, operational, and strategic enabler for our Sailors and Marines. To create a warfighting advantage, we are increasing the resilience of our bases and making our logistics chains, structures, power grids, fuel distribution systems and water lines more survivable. We are also leveraging science to seek innovative solutions, partnering with industry and other government entities, and investing responsibly to achieve mission readiness, jointly with our partners in Congress. As we consider competition, we modernize, electrify, hybridize, and move to alternate sources of energy to stay agile, quiet, reduce our vulnerability, shorten our logistics tail and increase time on station. As we collaborate with allied militaries, we see these practices are necessary to ensure interoperability and resilience as our partner naval services and militaries do the same. As the Chief Sustainability Officer for the Department, I have issued five memoranda on infrastructure, water security, nature-based resilience, sustainable acquisition and procurement, and shore energy

goals. These memoranda direct the Navy and Marine Corps to make tangible progress on these key components of our climate strategy, important enablers of resilience. We are also engaging with allies and partners around the world as climate change is top of mind for many key partners in the INDOPACOM and SOUTHCOM Areas of Responsibility who face stark climate adaptation challenges.

In June, I will be hosting two DON-led table-top exercises that will test us in key partner environments, looking at the impact of climate change on mission and operational environment and diversification of energy supplies in contested environments. *Climate Action 2030 TTX III (Climate Action III)* the Department's third climate strategy-related tabletop exercise. This exercise will be focused on the challenges posed by climate change throughout the Caribbean, and how we can work with and support key regional partners on topics including health and safety, data and tech transfer, and resilient infrastructure. Also of note, I am hosting an operational energy tabletop exercise starting at the end of this month aimed at energy resilience in the Philippines. The objective of this tabletop exercise is to bring together commercial industry with government partners to inform both the integrated deterrence implications of allied energy infrastructure as well as inform opportunities for positive regional engagement on energy and climate issues. I look forward to sharing the outcomes of both exercises with you.

### *Installation Resilience*

Navy and Marine Corps installations are constantly challenged by natural hazards like extreme rainfall, drought, and coastal erosion. As directed by the FY 2020 National Defense Authorization Act, the Navy and Marine Corps have added a resilience component to the master plans of major installations, leveraging the lessons learned from Parris Island and San Diego. The DON has also completed resilience studies on smaller installations such as the United States Naval Academy, where impacts from storm surges and high-tide flooding affect daily operations through closures of flooded roads, sidewalks, and building entry points. In February, NSA Annapolis released a Request for Information to gather insight, expertise, and potential solutions from industry experts to evaluate renewable energy generation at the Naval Academy Dairy Farm that will help meet DoD's Carbon Free Electricity goals. As part of the DoD's proactive approach to achieving a more sustainable and secure energy future, the Navy



has committed to achieving net-zero carbon emissions from its shore installations by 2045 through investment in clean energy sources.

As many naval installations are coastal by the nature of our service, sea level rise and extreme weather events have a direct and forceful impact on Navy and Marine Corps infrastructure and installation operations. We are focused on applying updated standards in the Unified Facilities Criteria to our infrastructure, implementing the guidance of the CSO memos, conducting training exercises and planning processes that harden and support quick recovery for our installations and facilities extreme weather events and energy disruptions. The DON's FY 25 budget request will increase the energy resilience of our installations by modernizing energy infrastructure, deploying microgrids, supporting electrification and the transition to zero-emission vehicles, increasing third-party financing capabilities, and making energy systems cyber-secure. The Navy and Marine Corps continue to leverage the Title 10 authorities granted by Congress to increase the energy and water reliability and resilience of our installations. We currently have \$3.97B in awarded third-party financing contracts and ongoing efforts to replace and modernize failing critical infrastructure through third-party financing. By investing in state-of-the-art systems and modern infrastructure, the DON is positioning our installations – our power projection platforms – to prevent, recover, and survive a prolonged loss of electrical service from natural or manmade events. We continue to test the energy security of our installations through Energy Resilience Readiness Exercises (ERREs), with twelve conducted in 2023 at NAS Meridian, Marine Corps Air Ground Combat Center 29 Palms, NAS Key West, and Naval Support Activity Hampton Roads. Our FY 25 budget includes funding to conduct 16 EREEs at installations across the world.

### Contested Logistics

Operating in a contested environment requires our shore installations and logistics enterprise to be completely integrated into the fight: a battlespace with persistent, agile, and flexible naval combatants. The Marine Corps' *Installation and Logistics 2030* initiative is looking at sustaining the force in the 21st century, recognizing that the operating environment is contested across all domains and at global scale every day. The Marine Corps is making changes across the tactical, operational, and strategic levels, and we are also making installations ready for the contested environment with a focus on energy, utility, and climate

resiliency, and the ability to recover rapidly after attack. The Navy continues to employ the principles of the Navy Global Strategy Ashore to enable and improve Fleet readiness, to transform logistics to better sustain the Fleet, and to sustain the momentum for evolving wartime support across the sustainment kill-chain, from the industrial base, and to the point of highest impact.

### **Energy.**

Energy security is critical to mission success, the DON's ability to provide global presence and ensure stability, deter adversaries, respond to crises, and, if necessary, fight and win our Nation's wars, and we have requested \$1 billion across the DON portfolio in this year's budget to ensure we are ready and reliable. It addresses how we operate in a contested logistics environment, as well as the increasing demand for clean and reliable energy to support electrification and power Artificial Intelligence, directed-energy weapons, autonomous vehicles, and future technologies. In recent years, the DON has begun development of the Next Generation-Medium Tactical Truck (NG-MTT) to reduce bulk fuel logistics burdens and improve fuel economy. The DON has also developed and patented a safety mitigation container solution to enable the fielding of battery-powered ground vehicles, the first step toward hybridization efforts for Navy ships. Of note, the contribution to the joint force is decreased man hours required for the support of this capability—enabling energy storage technology and increased safety around its use. Additionally, the Department continues to invest in analytic assessments to support decision-making to meet fuel metering and monitoring requirements.

### **Operational Energy**

FY 25 invests \$639 million in initiatives, building on last year's investment, prioritizing investments to sustain operations in contested logistic environments to include energy storage, power controls, and distribution; mobile fuels distribution assets, platform upgrades for sea and air; synthetic fuels certification and power sources, metering and monitoring, and platform thermal management. Reflecting the challenges of contested logistics and guidance from the National Defense Strategy, the DON will ensure rigorous energy-informed requirements for new capabilities and then sustain those requirements throughout our acquisition decision-making. To

make our operational forces more lethal and more effective, we are focused on extending the operational reach of current and future weapons systems through more-effective use of energy; reducing energy consumption and external energy logistics requirements to forward deployed strike groups and expeditionary units; increasing energy resilience of forward bases, supply depots, and cooperative security locations; increasing the effective use, conversion, storage, distribution, and control of energy of our of future weapons and sensors onto platforms; and fostering an energy culture in our Sailors and Marines through policy, training, and education.

DON's budget request invests more than \$100 million on improving the energy efficiency of our existing operational platforms and propulsion systems, and this funding is targeted to gain capability and reduce logistics supply requirements for deployed forces through digital flight planning tools, aircraft drag reduction technologies and hybrid propulsion. We are also upgrading the fuel efficiency of the Marine Corps Medium Tactical Vehicle Replacement (MTVR) fleet, which will produce significant cost savings over the life of the MTVRs and improve combat effectiveness by reducing logistics requirements, increasing expeditionary capability and extending operational range. The FY25 budget request also funds efforts to improve integration of weather and ocean forecasts into ship routing, ship response and propulsion efficiency planning, and Refueling at Sea logistics planning, as well as prediction of hazardous and extreme weather events and trends for climate adaptation, resilience, and mitigation. With an eye towards future operations, our FY 25 request supports the advanced mobility fuels program, which is responsible for the development and sustainment of qualification protocols, fuel testing, analysis and coordination between Navy, other DoD entities, industry, and international partners to qualify the use of Low Carbon Tactical Fuels for Navy aircraft and ships. This effort will position the Navy to procure low carbon tactical fuels, ensure operational flexibility, and take advantage of reductions in life-cycle greenhouse gas emissions without impacting platform performance or durability. The Navy is also funding the assessment, development, maturation, and transition of batteries and fuel cells, thermal management, and engine and airframe efficiency technologies to increase the mission capability of Naval aircraft; increasing range and payload capacity of unmanned aerial vehicles (UAVs), significantly reduce time and cost to optimize power and thermal solutions to current aircraft, increase emergency capability, reduce total ownership costs and future non-recurring engineering costs for aircraft batteries, and increase aircraft range and time on station.

### Shore Energy

The DON invests in shore energy initiatives to ensure that our installations remain the power projection platforms from which we man, train, and equip our Sailors and Marines and that installations are resilient to a broad spectrum of interrelated and interdependent threats that cross both domains and dimensions. The FY 25 budget request invests \$365.2 million for Shore Energy to address the increase in power demanded by missions at our installations. In addition, the investment will improve energy resilience and reliability through investments in clean energy solutions which are necessary to implement electrification initiatives, and to support the high energy demand from data centers, directed-energy weapons, and autonomous vehicles. The FY 25 request invests in energy resilience technologies such as cyber-secure microgrids that will be implemented at all DON installations where Task Critical Assets and DoD Critical Assets reside. Additionally, the DON will invest in battery energy storage systems to complement investments in on-site carbon pollution-free energy, and the planned addition of more than 3,000 electric vehicle charging facilities (EVCF) in FY 25, most of which are commercial-grade Level 2 chargers. We are also partnering with communities and state entities to reduce our climate impact and make our installations more resilient and survivable. For example, since signing an Intergovernmental Service Agreement with the Port of San Diego in September 2022, we have generated \$12.5 million with our first-of-its-kind partnership to support further electrification efforts for both Naval Base San Diego and the Port of San Diego, which also improves air quality and public health on and around the San Diego Bay Working Waterfront. We will be adding two more ports, Naval Base Point Loma and Naval Base Coronado, in California this year. The Navy and Marine Corps will continue to look for more opportunities to collaborate and work together to enhance our energy resilience as one community in all of our defense communities.

### Nature-Based Solutions and Sustainability

Together with new technology, we recognize the opportunity for nature-based solutions to enhance our resilience and mission readiness for training and operations. Our FY 25 budget request supports the development, planning, design, and execution of future environmental resilience projects including shoreline stabilization and erosion mitigations. As we pursue natural resources-based solutions to increase carbon sequestration, we are looking to address

erosion and sea level rise through riverine and coastal shoreline restoration, to decrease wildland fire through habitat management and fuels reduction; and to increase water retention through vegetation enhancement/restoration and soil management conservation. We have worked in partnership with the U.S. Army Corps of Engineers, Engineering With Nature Program to conduct 15 workshops at DON installations across the Southeast, Southwest, and Hawai'i. These workshops have involved interagency experts as well as state, industry, and non-profit partners with the goal of developing nature-based solutions that reduce the risk of threats from flooding, drought, sea level rise, wildfire, and other hazards and build resilience on the installation and surrounding communities. These sessions have produced assessments of nature-based resilience opportunities, and led to the scoping and design of 17 projects between the Navy and Marine Corps, while building a pipeline of many more opportunities. The DON is also supporting the development of offshore wind energy, and we are committed finding solutions that support clean, efficient energy development for the community in a manner that is compatible with national defense requirements. The DON continues close collaboration with Bureau of Ocean Energy Management and industry to advance offshore wind leases in support of renewable energy generation.

The Fiscal Year 2022 National Defense Authorization Act section 2861 directed the military departments to execute a pilot project to evaluate the use of sustainable building materials in military construction. The DON selected a Child Development Center project at Joint Expeditionary Base Little Creek, Virginia for this pilot, and that project is currently under design, with a focus on using mass timber as one of the main structural components, in addition to testing and evaluating multiple other sustainable materials. Information gained from this pilot project will be used to influence future designs as we move towards a more sustainable building portfolio.

The DON is also executing a net-zero carbon emissions pilot project to test and evaluate new construction materials and systems designed to create facilities with zero scope 1 carbon emissions. The DON selected a Child Development Center project at Naval Support Activity Norfolk, Virginia for this pilot project. That project is being executed utilizing Other Transaction Authority, and we are grateful for the authority to use this alternative procurement method to drive forward on this important mission imperative. A second net-zero emissions pilot project, the F-35 Sustainment Center at MCAS Cherry Point, is also in development and is

included in the FY 2025 budget submission. We have partnered with our sister services to develop consistent program criteria and evaluate state-of-the-art sustainable building material technologies and approaches for their implementation. We remain committed to achieving the best value for the taxpayer and see the use of sustainable building materials as a pathway to maximize resilience and cost-effectiveness.

### **Conclusion**

Thank you for your steadfast commitment to our Sailors, Marines, Civilians and their families and for your purposeful focus on our FY 2025 budget request. I look forward to our continued partnership and dialogue as we work together to ensure the Navy and Marine Corps remain the world's greatest maritime fighting force, ready to meet both today's operational demands and the warfighting needs of the future.