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SUBCOMMITTEE ON READINESS

STATEMENT OF

MAJOR GENERAL CHARLES L. HUDSON

**COMMANDER, MARINE CORPS INSTALLATIONS COMMAND
AND
ASSISTANT DEPUTY COMMANDANT, FACILITIES
INSTALLATIONS AND LOGISTICS DEPARTMENT
UNITED STATES MARINES CORPS**

AND

MAJOR GENERAL BRIAN D. BEAUDREAULT

**COMMANDING GENERAL, 2ND MARINE DIVISION
UNITED STATES MARINE CORPS**

AND

COLONEL CHRIS PAPPAS III

**COMMANDER, MARINE CORPS AIR STATION CHERRY POINT
UNITED STATES MARINE CORPS**

BEFORE THE

HOUSE ARMED SERVICES COMMITTEE

SUBCOMMITTEE ON READINESS

ON

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Major General Charles L. Hudson

Commander, Marine Corps Installations Command/Assistant Deputy Commandant, Installations & Logistics (Facilities)

Major General Hudson was commissioned in 1981 after graduation from The Citadel. He was subsequently assigned to the 2d Force Service Support Group where he served as a Platoon commander and Detachment Commander with 2d Landing Support Battalion and Marine Amphibious Unit Service Support Group 22.

In 1984, he reported to Headquarters, 12th Marine Corps District where he served as the Supply and Logistics Officer.

In 1988, he was assigned to the 1st Force Service Support Group and served as the Operations Officer and Executive Officer of Marine Expeditionary Unit Service Support Group 15 and as a Company Commander and Operations Officer for 1st Landing Support Battalion.

Assigned to the Marine Corps Combat Development Command from 1992-1996, he served as the Logistics Assessment Officer within the Warfighting Development Integration Division and as the Aide-de-Camp to the Commanding General.

From 1996 to 1998, he was assigned to I Marine Expeditionary Force where he served as the I MEF Maritime Prepositioning Force (MPF) Program Officer and the I MEF G-4 Operations Officer. From 1998 to 2000, he was assigned to 1st Force Service Support Group where he served as the Commanding Officer, Marine Expeditionary Unit Service Support Group 11 and the 1st Force Service Support Group G-3 Operations officer.

Following graduation from the Marine Corps War College, he served on the faculty of the Marine Corps Command and Staff College from 2001 to 2003.

From 2003 to 2006, he served as the 1st Marine Logistics Group Assistant Chief of Staff G-3, Chief of Staff, and Commanding Officer, Combat Logistics Regiment 15.

From 2006 to 2007, he served as the Chief of Staff, Logistics Directorate, U.S. Central Command.

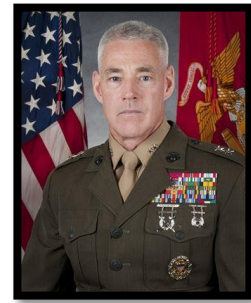
As a general officer, he has served as Chief, Office of Military Cooperation and the United States Defense Representative – Kuwait; Commanding General, 1st Marine Logistics Group; Commanding General, 1st Marine Logistics Group (Forward), the Logistics Combat Element for I MEF (Forward)/NATO Regional Command (SW) in Helmand Province, Afghanistan; Commanding General, Marine Corps Logistics Command; Commanding General, Marine Corps Installations Pacific and Commander, Marine Corps Base Camp Butler, Okinawa, Japan.

He has participated in operations conducted in Grenada, Lebanon, the Arabian Gulf, East Timor, Iraq, and Afghanistan.

Major General Hudson is a graduate of the Marine Corps Amphibious Warfare School, Marine Corps Command and Staff College, and the Marine Corps War College. In addition to a Master of Military Studies and a Master of Strategic Studies, he holds a M.S. in Human Resource Management.

Major General Brian D. Beaudreault

Commanding General, 2nd Marine Division, Camp Lejeune, NC



Major General Beaudreault was commissioned in May 1983 upon graduation from the University of Massachusetts, Amherst and was designated as an infantry officer upon completion of training.

His operational assignments include: Platoon Commander and Company Executive Officer, 1st Bn, 3rd Marines, Kaneohe Bay, HI; Assistant Operations Officer, Logistics Officer, Maritime Special Purpose Force Commander and G Company Commander, Battalion Landing Team 2/9, 15th Marine Expeditionary Unit (SOC), Camp Pendleton, CA (Operation RESTORE HOPE, Somalia); Inspector-Instructor, 3rd Battalion, 23rd Marines, Memphis, TN; Operations Officer, 31st MEU (SOC), Okinawa, Japan (Operation Stabilise, East Timor); Regimental Executive Officer, 1st Marine Regiment, Camp Pendleton, CA; Commanding Officer, Battalion Landing Team 1/1, 13th MEU (SOC)/ Expeditionary Strike Group One (Operation Iraqi Freedom); Commanding Officer, 15th MEU(SOC), Camp Pendleton, CA (Operation Iraqi Freedom); Deputy Commander, Marine Forces Central Command/Commander MARCENT (Forward), Manama, Bahrain and commanded Task Force South in support of flood relief in Sindh Province, Pakistan.

His Supporting Establishment assignments include service as Guard Officer, Marine Corps Security Force Company, Naval Station Roosevelt Roads, Puerto Rico and Director, Expeditionary Warfare School, Quantico, VA

MajGen Beaudreault completed joint duty assignments as Ground Plans Officer (CCJ3-PP), Operations Directorate, US Central Command, MacDill AFB, FL; Deputy Director, Future Joint Force Development, Joint Staff (J7) and Deputy Director, Joint Training, Joint Staff (J7), Suffolk, VA.

His professional military education includes the following: The Basic School, Quantico, VA; Amphibious Warfare School, Quantico, VA; US Army Command and General Staff College, Fort Leavenworth, KS; Armed Forces Staff College, Norfolk, VA; Naval War College, Newport, RI (MA with Highest Distinction, National Security and Strategic Studies); Higher Command and Staff Course, UK Defence Academy, Shrivenham, UK; CAPSTONE, National Defense University; and COMANFOR, EMIA, Paris, France.

Colonel Chris Pappas III

Commanding Officer, Marine Corps Air Station Cherry Point, NC



Colonel Pappas graduated from Duke University receiving a Bachelor of Arts degree in Political Science and received his commission via the NROTC program in July of 1990. He completed The Basic School in March 1991 and was designated a Naval Flight Officer in April of 1993.

Following initial qualification in the FA-18D at MCAS El Toro, First Lieutenant Pappas reported to MAG-31 in MCAS Beaufort. Attached to VMFA(AW)-533, he completed two deployments to Aviano, Italy in support of OPERATION DENY FLIGHT, OPERATION DELIBERATE FORCE, and OPERATION DECISIVE ENDEAVOR. In June 1997, Capt Pappas reported to MCAS Cherry Point serving as the Aide-de-camp for the Commanding General of Second Marine Aircraft Wing before returning to VMFA(AW)-533 in May 1998 where he completed two deployments to MCAS Iwakuni, Japan and one deployment to Taszar, Hungary in support of OPERATION ALLIED FORCE and OPERATION NOBLE ANVIL. During this tour he attended the MAWTS-1 Weapons and Tactics Instructor course, USN Fighter Weapons School and was selected as the Marine Naval Flight Officer of the Year for 2000.

In August 2001, Major Pappas transferred to MCAS Yuma for duty as an FA-18 Instructor at MAWTS-1 where he deployed to Al Jabar, Kuwait in support of OPERATION IRAQI FREEDOM with 3rd Marine Aircraft Wing. He subsequently reported to the Naval War College, Newport, Rhode Island, graduating with Highest Distinction and receiving a Master of Arts degree in National Security and Strategic Studies.

In June 2005, he returned to MCAS Beaufort where he deployed to Al Asad, Iraq in support of OPERATION IRAQI FREEDOM with 2nd Marine Aircraft Wing. Upon return, Lieutenant Colonel Pappas served as Executive Officer of VMFA(AW)-332 and then Executive officer of Weapons and Field Training Battalion, MCRD Parris Island.

He served as Commanding Officer of VMFA(AW)-242, the Marine Corps only permanently forward deployed FA-18 squadron, from January 2009 until June 2010 in MCAS Iwakuni, Japan. Following command, he transferred to Ft McNair, Washington DC for study at the Industrial College of the Armed Forces where he graduated with a Master of Science degree in National Resource Strategy. Following graduation, he served on the Joint Staff with the directorate for Joint Force Development and served as Chief, Joint Lessons Learned Division where he assumed his current rank.

Colonel Pappas' personal achievements and decorations include the Defense Superior Service Medal, Meritorious Service Medal, Air Medal Strike/Flight Award with bronze numeral five, Navy and Marine Corps Commendation Medal with combat V and three gold stars, the Navy and Marine Corps Achievement Medal, over 2200 Hornet hours and the designation as a Weapons and Tactics Instructor.

Introduction

Chairman Wittman, Ranking Member Bordallo, and distinguished Members of the Committee, I appreciate the opportunity to discuss the Marine Corps' facilities infrastructure and support services programs which are critical to our ability to train forces and be ready. Thanks to the strong support we have received from the Congress, the Marine Corps has been able to make significant improvements in the quality and condition of facilities on our bases and stations.

The Marine Corps looks at readiness through the lens of our 5 pillars of readiness – high quality people, unit readiness, capacity to meet the combatant commanders' requirements, infrastructure sustainment, and equipment modernization. These pillars represent the operational and foundational components of readiness across the Marine Corps.

Marine Corps bases and stations represent an irreplaceable national asset today and as far into the future as we can project. They are fundamental to combat readiness, particularly the pre-deployment training, launching, sustaining, and reconstituting of Marine operating forces. Additionally, our bases and stations are and will continue to be integral to the quality of life of Marines, Sailors, and their families through the provision of an array of support facilities and related infrastructure.

The operations and maintenance of these installations as well as their future development and use require comprehensive planning, wise investment, and sound execution. Numerous Marine Corps-wide efforts are underway, such as implementation of the Marine Corps Facilities Investment Campaign Plan, to ensure Marine Corps installations are ready, responsive, and capable of meeting current and future support requirements of the Marine Corps force.

The Marine Corps has infrastructure and facilities worldwide valued at more than \$58 billion that are used to train, house, and provide quality of life for Marines, Sailors and their families. These facilities must be appropriately maintained to prevent degradation of our capability to support these mission-essential tasks. Adequately protecting our installations and

sustaining facilities and equipment are top installations management priorities for the Marine Corps.

Impacts of the Budget Control Act

As General Dunford stated earlier this year as Commandant of the Marine Corps, the Marine Corps' ability to remain the Nation's force in readiness will be tested if the Budget Control Act budgetary caps are sustained in the out-years. The recently enacted Bipartisan Budget Act of 2015 provided funding relief in the near term to help maintain this readiness. The fiscal challenges we face today will be exacerbated and significant challenges will be forced on all the Services if the Budget Control Act caps remain. In order to maintain the Marine Corps' near-term readiness, such as funding minimally adequate levels for facilities services and base operations, we have planned risk in long-term warfighting modernization and facilities sustainment as a result of the Budget Control Act caps.

Though the Marine Corps has made significant progress over the last 8 years in replacing old and unsatisfactory infrastructure, our fiscal planning based on the Budget Control Act caps will have long term impacts on our future operating budget, force posture, and the overall health, welfare and safety of our Marines. Long term constraints of facilities sustainment requirements will result in the gradual degradation of our infrastructure and create a bow wave of increased long-term costs to return these assets to current conditions.

Without adequate funding, the military construction and restoration and modernization accounts will be unable to provide adequate infrastructure to support training, housing, quality of life, operations, communications, logistics, and maintenance facilities critical to the Marine Corps mission. Facilities restoration and modernization is currently funded to meet the most urgent life, safety, and health issues. Demolition of facilities no longer required would be deferred due to higher funding priorities. Reduced funding availability will also adversely impact the frequency and quality of training, whether that training is associated with live-fire, maneuver, simulation, or classroom.

Base Operations

The Marine Corps currently funds base operations to the minimum acceptable levels necessary to continue operations throughout the fiscal year. At the minimum acceptable level, only mission-essential services are provided and minimum legal and safety requirements are met. Mission-essential services refer to aviation operations support, fire protection and emergency services, transportation, messing, environmental, health and safety and other administrative, supply, and financial support and service functions. These functions, as a whole, ensure that the Marine Corps' bases and stations remain ready and able platforms for operating forces training and deployment. Under Budget Control Act funding levels, the Marine Corps bases and stations will be forced to curtail base operations functions during periods of the fiscal year or eliminate lower priority functions that least affect the training and operations of our deploying forces. These actions may result in immediate and noticeable reductions in service hours, customer support, and access to training areas and facilities that support routine operations of the Marine Corps and quality of life programs for Marines and their families.

Facilities Sustainment

Constraints on facilities sustainment funding increases the rate of degradation of Marine Corps infrastructure. This leads to more costly repairs, restoration, and new construction in the future. Once these facilities degrade, the long-term cost to return these facilities to an acceptable condition increases. The current five-year sustainment budget submitted to Congress meets 74% of the facilities sustainment requirement, as opposed to the OSD goal of 90%. Full implementation of the out-year Budget Control Act limits could require further reductions to facilities sustainment, which would accelerate the degradation of our facilities, creating \$1 billion in additional restoration requirements to bring our facilities back to their current condition. With the majority of our facilities directly tied to readiness (runways, operations, maintenance, communications, training, and utilities) or quality of life (barracks, mess halls, and fitness centers), this would have adverse impacts on both warfighter readiness and quality of life for Marines and Sailors. Examples of the effects of underfunding sustainment are as follows:

- Increased unresolved HVAC problems which can cause mold or inefficient operations.

- Delaying roof repairs which can lead to roof leaks that can deteriorate the building structure and interior.
- Delaying repairs to operational facilities, such as runways or training ranges, can impact mission readiness, safety and may cause damage to other assets (e.g., foreign object debris on runways can damage aircraft).
- Deferral of routine maintenance and repair service calls. Delaying maintenance could result in additional damage or degradation of other building assets.

Military Construction

The need for military construction is driven by the needs of the operational force and Marine Corps-wide mission requirements such as (1) introducing new platforms or weapons, (2) relocating forces to better position assets to meet the national strategy, (3) meeting a force protection or safety standard, (4) enhancing or replacing facilities that are in poor condition, (5) meeting new and improved training standards for the 21st century Marine Corps, (6) modernizing critical infrastructure, (7) improving utilities reliability and resilience to support readiness, (8) meeting environmental regulations and laws and energy reduction goals, (9) improving training areas to include aerial/ground ranges, and (10) acquiring additional land as necessary for operational forces training.

Congress has been very supportive of prior military construction budget requests. Thanks to the Congress, the Marine Corps has received funding for many projects that positively impact readiness and training. A few recent examples include funding of the expansion of training areas at Twentynine Palms, California, expansion of the aerial bombing range Townsend, Georgia, numerous training ground and aviation simulator support facilities, the Marine Forces Cyber Command operations facility at Fort Meade, Maryland, and significant improvements at Marine Corps University at Quantico, Virginia.

The current 5-year budget supports elimination of some requirement gaps with respect to fielding new aviation platforms, data center consolidation, training needs, security, safety, environmental compliance, force relocations, and replacement of poor and failing facilities. However, as a result of using limited resources to prioritize near-term readiness, many other

projects have had to be deferred as a result of the out-year Budget Control Act limits. Examples of the types of projects that have to be deferred as a result of the Budget Control Act include:

- Projects to replace existing poor and failing facilities (i.e., “recapitalization”) that directly support operational forces and mission readiness. Impacted assets would include those that support training, operations, maintenance, and quality of life and result in continued use of substandard facilities negatively impacting mission effectiveness and efficiency.
- Training-related projects resulting in a lack of appropriate facilities to fully support the training of Marines.
- First-responder facility replacements resulting in the continued utilization of undersized and improperly located buildings, impacting life safety and mission efficiency.
- Entry control point/gates configuration improvements to meet the most current force protection standards.
- Communication facilities to achieve consolidation of data centers and associated efficiencies.
- Maintenance depot projects, including support equipment, that would positively impact the efficiency and effectiveness of depot operations to process the repair of vehicles and equipment to sustain and reset the operating forces.

Training

The Marine Corps schedules over 1,780 training ranges, maneuver areas, and blocks of training airspace. This invaluable training infrastructure is not a static inventory but a reconfigurable, dynamic set of assets that supports the training of Marines across the spectrum of mission areas and at every level of training from the individual Marine to the most complex Marine Air Ground Task Force. Our major installations at Camp Pendleton, California and Camp Lejeune, North Carolina schedule more than 250 separate training events every day and our other installations are comparably busy to serve the demands of their training units. Constructing, sustaining, and operating this training infrastructure in a manner that is responsive to the changing training needs of our force requires predictable, well-coordinated resourcing across a number of funded programs.

Military Construction and Facilities Sustainment is critical for the physical infrastructure but they must also be integrated with the Training Support dollars that acquire and sustain training systems such as targets, threat arrays, and range instrumentation systems that turn the basic facility into a training environment. Base operations funds are also required, to provide that “last mile” investment of resources that make a program or capability truly come to life. Finally, environmental compliance and encroachment mitigation programs are critical in both meeting our statutory requirements and protecting our access to these crucial training capabilities.

Even in a robust and predictable funding environment, it can be challenging to plan and coordinate this suite of programs in a way that can meet the rapidly changing training priorities of our deploying units. With the out-year funding constraints imposed by the Budget Control Act and the uncertainty of sequestration, we have had to make some difficult decisions to defer modernizing some of our training facilities to ensure that we could sustain the capabilities we had already fielded. Training, of course, is always our priority and, despite the uncertainties, we will continue to look for ways to ensure our forces have access to the training capabilities they require.

Conclusion

Our infrastructure programs are an important part of maintaining our high state of readiness as the Nation’s crisis response force. As funding becomes more constrained in the future, the Marine Corps will continue to rely on the sound stewardship of facilities and infrastructure to support our needs. Reduced funding of infrastructure programs as a result of the Budget Control Act caps will significantly stretch our bases and stations to meet warfighter needs.

The Marine Corps is also sensitive to the impacts that lower funding levels will have on our Marines, Sailors, and civilians. Beyond the specific and tangible challenges described above is the human cost. The Budget Control Act has created great uncertainty in the force, even with the passage of two Bipartisan Budget Acts. It is important that our people know they will have the resources to get the job done. It is also important that they know they will have the training,

equipment, support, family services, medical care, and quality of life they need and deserve. The impacts in all these areas will chip away at their confidence. Our service-members should be singularly focused on accomplishing their mission. Neither they, nor their families, should ever have to face doubts of whether they will be deployed in harm's way without the best training and equipment our Nation can afford. The foundation of the all-volunteer force is trust – sequestration will erode the trust that our young men and women in uniform, civil servants, and families have in their leadership. The cost of losing that trust is incalculable.

Thank you for the opportunity to testify before you today. I look forward to working with you to sustain the warfighting capability and quality of life of the Marine Corps.