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UNTIL RELEASED BY THE
HOUSE ARMED SERVICES COMMITTEE
SUBCOMMITTEE ON READINESS

STATEMENT OF
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(ENERGY, INSTALLATIONS, AND ENVIRONMENT)

BEFORE THE

HOUSE ARMED SERVICES COMMITTEE
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 discuss with you the critical work that happens in the Energy, Installations, and Environment (EI&E) portfolio of the Department of the Navy. It is an honor to have the opportunity to work on policy and programs that are foundational to making sure that our Sailors, Marines, and Civilians are ready – able to do all that our Nation asks them to do. As I lead our efforts across EI&E, I do so in partnership with my Marine Corps and Navy teammates and in service to the dedicated women and men of our Department. In a time where the enemy, the operational environment, and how we deter, train, fight, and win are evolving, the actions we take and investments we make in this portfolio are conspicuous and consequential. I remain focused on modernized and resilient installations, facilities, and infrastructure; unrivaled testing and training ranges; safe and healthy conditions for our people; and careful stewardship, purposeful prioritization, and cognizant decision making around the environment as an enabler at all levels to ensure a ready force.

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. They are able to do that because of the critical readiness enablers across the EI&E portfolio. Since we last met we have achieved some significant achievements across the partnership that have happened because of partnerships across the federal family and among the communities and state and local partners that share in the places that we live, work, and train.

On behalf of the Fleet and our military special operations forces, I would like to extend my gratitude for all of the work and support from this committee to enable the modernization of the Fallon Range Training Complex (FRTC) in Nevada. Due to incredible efforts over many years across Congress, the Department of Interior, tribal, and state and local stakeholders, we have taken a significant step in the readiness of our warfighters while also prioritizing the stewardship and safety of the sacred environmental and cultural resources in that area, and the health of the local economy. The inclusion of the FRTC expansion in the Fiscal Year 2023 National Defense Authorization Act means that Naval Aviators and Navy SEALs will have training ranges and facilities that provide them a more realistic environment to train like they fight. As we work to modernize the range in the coming years, the DON will support this critical mission and readiness enabler by adhering to our obligations as part of the community.

Late this summer, our Marine Corps proved the value of energy security to mission and community resilience during record temperatures in California. As customers across the commercial grid plugged in, the state's energy managers prepared for managed outages, "brownouts" to prevent a complete blackout. The Marine Corps Air Station at Miramar continued uninterrupted, staying on task and on mission because of stored renewable energy and its micro-grid, the station was resilient. Additionally, it was able to return excess stored energy back to the grid to aid the California commercial grid in providing uninterrupted power to the community and preventing a brownout and a blackout. The Marine Corps micro-grid ensured that the station and the community were resilient, and it has the added bonus of advancing the shared energy and climate goals of California and the Department of the Navy.

Additionally, in May, Marine Corp Logistics Base Albany became the first net-zero energy base in the Department of Defense, producing as much electricity from renewable energy sources

as it consumes from its utility provider measured during a year. By partnering with the local community, the base is independent and resilient, it saves taxpayer dollars, and is able to fulfill its mission of supporting Marines undeterred by any threat, whether natural or manmade.

Other milestones that we have reached indicate more work that we need to do. During my last update, we were months into our response to the November 2021 spill of fuel at the Red Hill Bulk Fuel Storage Facility (Red Hill) in Hawaii. A year later, we have made significant progress as a Department of Defense (DOD), with the Secretary of Defense standing up the Red Hill Joint Task Force (JTF) to oversee the defueling of the Red Hill and charging the DON with the closure of the facility. The DON is grateful for the attention and urgency that this Subcommittee provided as we responded to the contamination at Red Hill and as we continue our work. The DOD delivered its defueling plan July 1, 2022, and the DON delivered its closure plan November 1, 2022. As the JTF focuses on the safe and expeditious defueling of the Red Hill facility, DON is preparing for a similarly safe and expeditious closure of the Red Hill facility. Throughout this process, the DON is working closely with the JTF to ensure complementary actions and continuity of these intimately related efforts and to provide constant, clear communication with the community and other stakeholders. As the DON moves forward to permanently close Red Hill, we will remediate the remaining fuel contamination, conduct long-term monitoring to ensure that the water remains safe, and work with the Environmental Protection Agency and the Hawaii Department of Health. Additionally, we will engage with the local community to solicit input on our closure plan and the opportunities for non-fuel beneficial reuse of the Red Hill facility. With every action, we are prioritizing the health and safety of the people, environment, and communities in Oahu and look forward to continued productive and collaborative relationships with all stakeholders.

As the DON's Chief Sustainability Officer (CSO), I am establishing and overseeing the execution of sustainability goals and metrics across the DON. Sustainability is a mission enabler that facilitates essential operations; enhances readiness; maximizes independence, resilience, and security; minimizes environmental impact; and supports natural and man-made systems. We are applying a sustainability lens to the entire department to ensure that we are maximizing our resources, supporting today's mission needs and anticipating the needs of the future force.

Department of the Navy Priorities

Secretary Del Toro set forth guiding principles for the Department of Navy team to strengthen maritime dominance, build a culture of warfighting excellence, and enhance our strategic partnerships. These objectives support our National Defense Strategy and are the drivers of all that we do. 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.

Critical Infrastructure

For the Department of the Navy, our critical infrastructure is inextricably linked to readiness. 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. These installations comprise not only the buildings, piers, hangars, runways, training and support facilities but also the energy, water, and utility systems that serve as the backbone of our operations.

Installations play a key role supporting forward-deployed forces by providing a place for our Sailors and Marines to train, for our naval units to resupply and reset, and for our warfighters to project power and conduct operations. Naval installations are vital to warfighting readiness and

effectiveness, and the DON is prioritizing resources and to ensure that our installations are prepared to support our Sailors and Marines and ready to respond to what our Nation needs not only today, but also for the future force and fight. For this reason, we are beginning planning on a 30-year infrastructure plan that anticipates and plans towards the needs, requirements, sustainment, and future of these key platforms in our enterprise and the missions we support. We envision a plan that incorporates many of our ongoing infrastructure initiatives across the organic industrial base and key and fleet concentration areas.

The DON is committed to improving and optimizing our organic depots, which includes our four public shipyards, the Fleet Readiness Centers supporting the Naval Aviation Enterprise, and the Marine Corps Depots and Support Facilities. Notably, the Shipyard Infrastructure Optimization Program (SIOP) is modernizing the Navy's four public shipyards to generate Fleet readiness and strengthen our Nation's security. Through this program we will construct and recapitalize dry docks to reconfigure infrastructure using industrial modeling and simulation, detailed engineering studies, and master planning; and to modernize industrial plant equipment. These investments will increase the readiness of our nuclear fleet while also ensuring that this infrastructure is more resilient both to the effects of climate change by accounting for modeled sea-level rise, and adopting new technologies to drive down energy consumption, as well as to geological events by implementing advancements in seismic engineering. Over the past year, the Navy cut the ribbon on a new Production Training Facility at Norfolk Naval Shipyard; began design for a Gerald R. Ford-class aircraft carrier-capable dry dock at Puget Sound Naval Shipyard; completed the super flood basin to support the Dry Dock 1 at Portsmouth Naval Shipyard; and published the final Environmental Impact Statement for the Dry Dock 3 replacement project and Waterfront Support Facilities at Pearl Harbor Naval Shipyard. Through

sustained partnership with Congress, our workforce, and local communities, our goal is to deliver optimized facilities and infrastructure resulting in increased industrial throughput to support operational requirements.

More broadly, at our installations we are prioritizing mission assurance and reducing vulnerabilities by improving the efficiency and resilience of our facilities and systems. These focused actions include hardening our energy, water, and facility control systems, and investing in cutting-edge technologies for energy storage and micro-grids that can enable resilience against and rapid recovery from severe weather or cyber threats. We are placing these enhancements in key strategic locations and creating benefits for the warfighter and community partners. In October 2022, I was pleased to join the Ewa community – Hawaii State and Congressional leaders, Navy leadership, energy providers, Native Hawaiian leaders, and local residents – for a groundbreaking and blessing ceremony for the Kupono Solar Project at the West Loch Annex at Joint Base Pearl Harbor-Hickam. Under this partnership, the Navy and the State of Hawaii will achieve mutual renewable energy and community resilience goals by providing the site for a new solar and battery energy storage system. The new system will generate 42 megawatts of renewable energy, enough to power 10,000 homes, and will make electric power in Oahu, Hawaii, cleaner, more affordable and more reliable. In addition, the project will provide energy security for Joint Base Pearl Harbor's electrical grid so Navy can maintain operational capability in the event of power outages.

Communities

When the Navy and Marine Corps create an installation, facility, base or station, our Sailors, Marines, and families call it home. We recognize and take seriously that this is a shared home with those outside the fence line, which include residents, businesses, and the environment. As

our people live, train, work, and operate, we form a connection and an opportunity to strengthen the resources and resilience for the entire community.

In January 2023, I joined the Commandant of the Marine Corps for the reactivation ceremony of Marine Corps Base (MCB) Camp Blaz in Guam. Camp Blaz, the first newly constructed Marine Corps base in 70 years, will serve as a strategic hub in the Pacific and will promote regional security. Camp Blaz is a pointed example of how an installation enables warfighting readiness while supporting the local economy, preserving cultural heritage, enabling environmental resilience, and working together with the local community to achieve shared goals. Together with the government of Guam, the DON has modernized water treatment systems, improved roadways and bridges, upgraded power systems, studied the CHamoru culture, and enhanced natural habitats to protect endangered and threated species.

The DON is leveraging the Department of Defense Readiness and Environmental Protection Integration Program (REPI) to partner with local governments and non-governmental organizations to advance mission readiness through mutually beneficial, sustainable communities near our installations and ranges. The recently-announced 2023 REPI Challenge includes several projects that support DON installations, to include: shoreline stabilization near Marine Corps Base Quantico, Virginia; invasive species management and reef preservation near Pacific Missile Range Facility Barking Sands and Marine Corps Base Hawaii; and habitat improvement and species management at Marine Corps Base Camp Pendleton, Naval Base Coronado, Naval Base Ventura County Point Mugu, Naval Weapons Station Seal Beach in California. In 2022, the DON and the State of Hawaii entered into a cooperative agreement using REPI Challenge funding to implement landscape scale watershed protection, restore native forests to replenish the Pearl Harbor Aquifer, and provide long-term protection of 7,155 acres of forested lands in the

watershed directly above Joint Base Pearl Harbor-Hickam. These native forests protect the source of drinking water for JBPHH and the surrounding local community, provide a buffer from major storm events that cause erosion and flooding, and subsequently minimize impacts to mission operations. This is but one example of a project that proactively mitigates future degradation of our land, facilities, or training activities, and importantly, results in mutual benefit to our local community.

The DON is taking action at our installations and ranges across the world as we protect the environment as a strategic asset that supports our National Defense. In January 2023, after decades of collaborative conservation efforts at the Navy's San Clemente Island, the U.S. Fish and Wildlife Service announced last month that five species – San Clemente Island paintbrush, lotus, larkspur and bush-mallow plants and San Clemente Bell's sparrow –have fully recovered and no longer require Endangered Species Act protection. What was once a largely barren landscape now supports numerous endemic species of plants and animals, including the five species being removed from the federal lists of threatened and endangered species, and with the benefit of this progress, we now have enhanced access to key training range and resources. Our conservation efforts on San Clemente Island demonstrate how the DON's responsible management of natural resources not only can preserve, protect and conserve the natural environment while simultaneously reducing costs to the DON and enhancing our national security mission.

Just as we are committed to the health and safety the community that hosts our installations, we are also committed to the health and safety of our Sailors, Marines, Civilians, and their families. As the DON Designated Agency Safety and Health Official (DASHO), I am focused on reducing and eliminating occupational and off-duty accidents, injuries and illnesses while

cultivating a learning culture to sustain readiness. The DON does this through a comprehensive safety and occupational health program that addresses a wide range of functions and missions in various complex environments. The DON continues to leverage venues such as the Learning to Action Board and organizations such as the Naval Safety Command to implement a Safety Management System that fosters learning, anticipates needs and enhances the safety culture, and highlights programmatic shortfalls and manages risk at the proper level.

The DON is continuing to focus on privatized housing by providing rigorous oversight of the companies that provide privatized housing for our military families and ensuring that our leaders are advocates for Sailors, Marines and their families. In December 2022, the Marine Corps completed its annual Tenant Satisfaction Survey, which is conducted by a third party, to solicit feedback from residents of privatized or government-owned homes on our installations. Additionally, this past fall, the Navy completed third-party inspections of all of its privatized family housing units; we are on track to receive the full inspection reports in Spring of 2023. Finally, we continue to appreciate Congress's support of increased government personnel in housing offices at the installation, regional and headquarters. The DON remains dedicated to providing oversight, quality control, and support, and we are striving for continued improvement in the operation, maintenance, and customer service in privatized family housing.

Outside of our fence lines, the communities that host our Navy and Marines Corps installations continue to utilize the Defense Community Infrastructure Pilot (DCIP) program to fund community infrastructure projects that benefit local installations, enable the DON's warfighting mission, and provide support to our service members, and their families. Using 2022 DCIP grant funds, Onslow County in North Carolina will upgrade a runway at a local airport to benefit travel in southeastern North Carolina, including Marine Corps Base Camp

Lejeune, Marine Corps Air Station New River, and Marine Corps Air Station Cherry Point. In Florida, a new water main will improve capacity and pressure for not only for Naval Station Mayport, but also the surrounding community where many of our Sailors, Marines, Civilians and their families live. Finally, the city of Newport News in Virginia will undertake a $15 million project at the Harwood's Mill Reservoir Dam to increase flood protection for the entire community and ensure a reliable water supply to Naval Weapons Station Yorktown.

In addition to supporting our communities to compete for DCIP grants, Navy and Marine Corps installations continue to look for ways to smartly leverage the authorities granted by Congress, like Intergovernmental Support Agreements, Utility Privatization, Energy Savings Performance Contracts, Utility Energy Service Contracts, and Enhanced Use Leases. These authorities are invaluable because they enable us to effectively leverage expertise in the private sector, strengthen our ties with the local community, pursue best value with taxpayer dollars, and generate cost savings for our installations. We have seen many successes over the past year. Last April, Submarine Base Groton announced several new partnerships with the State of Connecticut Department of Transportation, the Capitol Region Council of Governments, and Groton Utilities, which will allow the installation to obtain lead abatement services, fencing repair, and improved storm water infrastructure while generating cost savings for the Navy. And in November, the DON awarded a $22 million utility energy service contract for Marine Corps Base Camp Lejeune to deploy an innovative micro-grid solution that enhances energy security and includes upgraded electrical infrastructure, 5 megawatts (MW) of on-site natural gas-fired generation, a 5.4-MW battery energy storage system, integration of an existing solar photovoltaic system, and a micro-grid controller to provide integrated demand management, black start and islanding capability. Most recently in January 2023, the Department of the Navy, along with the

Department of the Army and Department of the Air Force, came together under a state-wide IGSA for the Texas Department of Transportation to provide operation and maintenance support military bases across the state, generating an overall estimated cost savings of 25 percent for the DoD. Finally, in San Diego, Navy Region Southwest and the Port of San Diego signed an IGSA memorializing a first-of-its-kind partnership that will provide millions of dollars for further electrification efforts for both Naval Base San Diego and the Port of San Diego, and improve air quality and public health on and around the San Diego Bay Working Waterfront. As other states join California in adopting Low-Carbon Fuel Standards and other policies to transition to cleaner energy sources and reduce greenhouse gas, the Navy and Marine Corps will look for more opportunities to collaborate and work together to enhance our energy resilience as one community.

Climate Action

For the Navy and Marine Corps, a changing climate means a contested operational environment. 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.

Scientists have indicated that this is a decisive decade for climate action – indeed, it is a decisive decade for our military as well as it faces what the recently released National Security Strategy and unclassified National Defense Strategy identify as the pacing challenge of China

and the dangerous transboundary threat of climate change. Indeed, China has been engaged to support island nations who face this existential threat most imminently and prepare with awareness of the importance of logistics in any confrontation.

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. We view this as a tactical, operational, and strategic enabler. We create a warfighting advantage by increasing the resilience of our bases, making our structures, power grids, fuel distribution systems, and water lines more survivable. For the Navy and Marine Corps, climate readiness is mission readiness. We maintain our maritime dominance and the superiority of our naval forces by constantly seeking innovative solutions, leveraging science, partnering with industry and other government entities, and investing responsibly to achieve mission readiness, jointly with our partners in Congress.

Navy and Marine Corps installations are constantly challenged by natural hazards like extreme rainfall, drought, and coastal erosion. Because 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 the Navy's and Marine Corps' infrastructure and installation operations. We are focused on applying updated standards in the Unified Facilities Criteria to our infrastructure, conducting training exercises and planning processes that harden and support quick recovery for our installations and facilities extreme weather events and energy disruptions. We are also expanding partnerships and installing advanced technology – like energy load monitoring, distributed power generation, smart grids, and micro-grids – to increase energy efficiency and provide energy security for our critical-mission infrastructure, along with practices that reduce consumption. By investing in state-of-the-art systems and modern infrastructure, we are

positioning our installations to prevent, recover and survive a prolonged loss of electrical service from natural or manmade events.

Our Navy and Marine Corps operational forces also need resilient and reliable energy in order to perform their mission. Navy and Marine Corps operational energy challenges have only increased in the past decade as platforms and weapons systems require increasing capability and increased range to sustain and strengthen the United States' deterrence with the People's Republic of China as our pacing challenge. Fuel demand is projected to increase by as much as 14 percent between now and 2030 as a result of increased demand of weapons systems, force structure, and distributed maritime operations. As a result, the DON is focused on enhancing the lethality and effectiveness of our operational forces by 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.

Together with new technology, we recognize that nature-based solutions enhance our resilience and mission readiness for training and operations. This past year, the DON partnered with the U.S. Army Corps of Engineers' Engineering with Nature program on a series of workshops covering eleven installations to provide a science-based assessment of opportunities. Teams of scientists, engineers, landscape architects and planners visited installations that are experiencing diverse environmental stressors, like severe weather and shoreline erosion at Naval Air Station Key West, Florida, and drought and desertification at Marine Corps Air Station

Yuma, Arizona, to develop landscape-scale projects to address resilience challenges that threaten our infrastructure and our mission assurance.

Under the Fiscal Year 2022 National Defense Authorization Act, the DON is conducting a pilot program to evaluate the use of sustainable building materials in military construction. And this year, we 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. As part of this pilot program, the Navy has identified new projects that will be built with sustainable materials. We remain committed to our responsibility to achieve best value for the taxpayer, and are exploring building materials that maximize resilience, are cost-effective, and sustainable.

The DON is also partnering with communities and state entities to reduce our climate impact and make our installations more climate-resilient. In January 2023, the California Energy Commission approved nearly $2 million in funding for Navy Electric Vehicle Pilot Program and the Electrification Blueprint Studies for three Navy and three Marine Corps installations in California. These projects mark the most recent accomplishment that has stemmed from the Navy and California Energy Commission 2021 Memorandum of Understanding to foster collaboration on energy and water related issues to generate cost savings, resilience, and mission and community success.

The Navy and Marine Corps team continues to use science-based tools and strategies to ensure our master plans remain relevant and useful living documents for long-term installation planning. Earlier this year, the DON provided a briefing to this committee on our progress at two installations that are at risk from extreme weather events: Marine Corps Recruit Depot Parris Island, South Carolina and Naval Base San Diego, California. The Navy and Marine Corps are

adding a resilience component to the master plans of our major installations, leveraging the lessons learned from Parris Island and San Diego. In addition, the DON has recently completed resilience studies on smaller installations such as the United States Naval Academy. We continue to prioritize and fund projects to that will enhance resilience, protect our investments and mission assurance at these locations.

Conclusion

A changing operational environment with fresh and unprecedented challenges demands a ready Navy and Marine Corps. I view my role as essential to generating and sustaining that readiness. Thank you for this committee's support of the Navy and Marine Corps and for your focused attention on the Energy, Installations, and Environment portfolio.