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SUBCOMMITTEE ON MILITARY CONSTRUCTION, VETERANS
AFFAIRS, AND RELATED AGENCIES, COMMITTEE ON
APPROPRIATIONS

STATEMENT OF

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U.S. NAVY

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AFFAIRS AND RELATED AGENCIES, COMMITTEE ON
APPROPRIATIONS

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Introduction

Chairman Boozman, Ranking Member Ossoff, and distinguished members of the Committee, thank you for the opportunity to testify today. I appreciate the chance to discuss the critical role our installations and infrastructure play in developing, generating, employing, and sustaining the Navy and Joint Force.

It is an honor to represent the Sailors and Navy civilians serving at our 70 installations worldwide. With strong Congressional support, we are improving our infrastructure to maximize readiness and operational effectiveness while enhancing the quality of life for our personnel and their families. Your continued trust, confidence, and commitment are essential to ensuring our Navy can deter conflict, respond to crises, and, when required, fight and win decisively.

Sustaining Readiness and Generating Combat Power

The National Defense Strategy emphasizes restoring peace through strength while maintaining the readiness to fight and win our nation's wars. The Navy stands ready to do so. Recent actions in Operation EPIC FURY underscore the importance of our ability to deliver naval combat power when called upon.

Our Naval Logistics Enterprise—including installations and infrastructure—is fundamental to meeting the strategic challenges outlined in the National Defense Strategy. A key component of lethality is the ability to sustain operations effectively. We remain focused on delivering the right materiel and services, at the right place and time, across the competition continuum—regardless of operational tempo or demand from distributed forces.

As the Chief of Naval Operations has emphasized, readiness begins ashore. Resilient installations and modern infrastructure form the foundation of our ability to sustain global operations. A deliberate, sustained investment strategy is essential.

We are prioritizing efforts to deter aggression by the People's Republic of China through strength, not confrontation. This includes assessing, prioritizing, and programming resources to repair, modernize, and replace critical infrastructure—particularly in the INDOPACOM area of responsibility. These investments ensure a resilient, modern network of installations and contingency locations capable of supporting fleet readiness and combat logistics across peacetime, competition, and conflict.

Military Construction (MILCON)

Investment in Navy shore infrastructure is essential to maintaining operational readiness and ensuring our forces can respond rapidly to emerging threats. The Navy's MILCON program targets the highest-priority projects supporting strategic deterrence, INDOPACOM readiness, advanced training, airfield and waterfront operations, maintenance, and quality of life initiatives.

The FY27 President's Budget requests \$7.0 billion for 47 critical MILCON projects. These investments are prioritized based on Navy leadership guidance, input from fleet and combatant commanders, and installation requirements.

Base Operating Support (BOS) and Facilities Sustainment, Restoration, and Modernization (FSRM)

In addition to MILCON, our installations require sustained investment through FSRM to ensure facilities remain modern, resilient, and capable of supporting global warfighting requirements. A Sailor's readiness begins at homeport, and our investments in BOS and FSRM are directly tied to producing a focused, resilient warfighter.

BOS provides essential services that support our people, while FSRM delivers the infrastructure required to train, operate, and fight.

The FY27 President's Budget requests \$15.1 billion for the shore enterprise, fully funding FSRM at 100 percent and increasing BOS to restore critical installation services. This represents a historic, warfighter-focused investment and a foundational element of our competitive advantage.

BOS funding supports fleet operations, safety and security, facilities, quality of life, and mission support across 70 installations worldwide. These investments sustain mission capability, ensure compliance, and improve morale, retention, and workforce productivity.

Restoration and Modernization funding remains essential to addressing aging and degraded infrastructure. FY27 investments will improve unaccompanied housing, airfields, depot maintenance facilities, and ordnance infrastructure. The FY25 NDAA directs the Services to achieve 4 percent of plant replacement value for FSRM by FY2030. The Navy is on track to reach 1.75 percent in FY27—representing a significant step toward that goal.

Shipyard Infrastructure Optimization Program (SIOP)

SIOP remains a critical investment in improving the readiness of our nuclear fleet, reducing maintenance timelines, and addressing longstanding infrastructure challenges at our four public shipyards.

We are focused on recapitalizing dry docks and piers to support maintenance requirements for nuclear-powered submarines and aircraft carriers. To date, we have completed 56 projects totaling over \$1.8 billion, delivering facility and utility upgrades, maintaining dry dock certifications, improving nuclear safety, and increasing resilience.

An additional 44 projects, including four dry docks, valued at \$6.6 billion, are currently under contract. We have also delivered 328 pieces of industrial plant equipment valued at \$730 million, reducing the average age of this inventory by four years since 2018.

We remain committed to transparency and look forward to continued collaboration with Congress on

this vital program.

Unaccompanied Housing (UH)

The Navy is committed to delivering quality of life commensurate with the service and sacrifice of our Sailors. High-quality unaccompanied housing is essential to readiness, retention, and overall well-being.

The Navy has a standardized inspection program for all government-owned and leased Unaccompanied Housing (UH) to ensure uniformed and frequent inspections across all installations. Typical inspections include change of occupancy, routine occupancy, investigatory and command directed. In addition, in May 2025, the Shore Commander ordered inspections by Regional Commanders of all unaccompanied housing within their area of responsibility after Sailors were discovered living in "clearly unacceptable living conditions" in Guam. Similar inspection programs are mandated by our Public Private Venture partners and enforced by the Navy Housing Service Center.

We are focused on providing safe, clean, and modern facilities, reliable connectivity, and responsive housing services across the enterprise. The \$375 million provided by Congress in Public Law 119-21 directly supported the restoration of six major facilities and enables commanding officers to make immediate, impactful improvements.

We have made measurable progress, including completing 86 percent of enterprise-wide free and subsidized Wi-Fi implementation. The CNO's "No Sailor Lives Afloat" initiative moved over 5700 Sailors off of ships and into the barracks in order to improve their quality of life. We are continuously reviewing our UH programs to inform future investments.

FY27 efforts will focus on targeted infrastructure upgrades like, expanded cooking capabilities expanded Wi-Fi access, and execution of our digital maintenance request system pilot program which enhances the maintenance request systems with increased responsiveness and communication. With over \$2.5 billion allocated to unaccompanied housing infrastructure, we'll be able to modernize and address critical health and safety concerns caused by failing infrastructure. These investments will profoundly impact sailors' quality of life.

Family Housing

The Navy continues to prioritize execution, oversight, and long-term accountability for Family Housing programs. The FY27 President's Budget requests \$443 million for Family Housing Construction and \$589 million for Family Housing Operations—significant increases that reflect our commitment to safe, affordable housing.

Additional funding for oversight enables increased inspections and improved accountability across 39,147 privatized housing units. Our focus remains on occupancy, tenant feedback, and sustained facility performance.

We have implemented recommendations from audits conducted by the Naval Audit Service, DoW Inspector General, and Government Accountability Office. These actions include improved inspection standards and enhanced dispute resolution processes, directly benefiting service members and their families.

Navy Child and Youth Programs

Child and Youth Programs are a critical readiness enabler, directly supporting workforce stability, efficiency, and retention. Our approach focuses on three key drivers: staffing, community partnerships, and facility expansion.

The FY27 budget includes targeted investments to reduce and ultimately eliminate childcare waitlists. We are addressing staffing challenges through increased compensation, improved benefits, and incentives such as childcare discounts for employees.

We are also expanding capacity through the Military Child Care in Your Neighborhood program, adding approximately 12,000 spaces in high-demand areas. These efforts have reduced unmet demand by over 30 percent since FY25.

To improve quality and outcomes, we are implementing the “Early Learning Matters” curriculum and transitioning to a modern, cloud-based management system to enhance efficiency, data collection, and user experience.

Conclusion

To deter aggression and ensure readiness, we are prioritizing investments in infrastructure that directly support the Navy and Joint Force, while also strengthening quality of life for our Sailors and their families.

Thank you for the opportunity to testify today and for your continued support of our uniformed personnel, civilians, and families worldwide. As Acting Deputy Chief of Naval Operations for Installations and Logistics, I look forward to working with you to advance warfighting capability, sustain readiness ashore and afloat, and deliver the support our Sailors deserve.