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

**STATEMENT OF
VICE ADMIRAL JEFFREY T. JABLON
DEPUTY CHIEF OF NAVAL OPERATIONS FOR
INSTALLATIONS AND LOGISTICS
U.S. NAVY**

**BEFORE THE

SENATE SUBCOMMITTEE ON MILITARY CONSTRUCTION,
VETERANS AFFAIRS AND RELATED AGENCIES,**

**OF THE

COMMITTEE ON APPROPRIATIONS
June 17, 2025**

Introduction

Chairman Boozman, Ranking Member Ossoff, distinguished members of the Committee, thank you for the opportunity to testify before you today. I am looking forward to discussing the critical role of our installations and infrastructure in effectively developing, generating, employing and sustaining the Navy and Joint Force. It is an honor to appear before you and a privilege to speak on behalf of the sailors and Navy civilians stationed at our 70 installations around the world. With strong Congressional support, we are improving our infrastructure to maximize operational readiness and improving the quality of life for our personnel and their families. Your trust, confidence, and commitment are vital to ensuring our Navy's capability to maintain the peace, respond to crises, and support critical Navy and Joint Force requirements to win decisively in war.

Strengthening Our Force from the Shore

The Secretary of Defense recently issued Interim National Defense Strategic Guidance, which directs Department of Defense activities to restore peace through strength. Through the framework of this new guidance, the Navy is standing ready if directed, to fight and win our nation's wars. In demonstrating that ability, the Navy is integral to reestablishing deterrence, defending the American homeland, and preserving our way of life. Our Naval Logistics Enterprise (NLE), which includes our installations and infrastructure, is vital to addressing the strategic challenges outlined in the Interim National Defense Strategic Guidance.

A fundamental aspect of ensuring lethality is the ability to effectively sustain military operations. To this end, the Navy is focused on the implementation of our recently published Maritime Sustainment Strategy to ensure the Navy can provide the right materiel and services, at the right place and right time, across the competition continuum, regardless of operational tempo and level of demand from distributed operational forces. The Navy understands that readiness starts from the shore, and effective infrastructure is the cornerstone of our Maritime Sustainment Strategy to sustain operations of the Navy and Joint Force around the globe.

Specifically, to ensure we are properly focusing our efforts and resources to deter aggression by Communist China in the Indo-Pacific region, we are assessing, prioritizing and programming resources to repair, modernize, or replace critical infrastructure directly supporting

operational readiness in the Indo-Pacific. The scope of our actions is focused on infrastructure required to support combat against the pacing challenge of China. Investment in our infrastructure maintains our progress toward a sustainable, modern, resilient, and ready network of installations and contingency locations that ensure fleet readiness and combat logistics capability across peacetime, competition, and contested environments to support both Navy and Joint Force lethality.

Military Construction (MILCON)

Investing in Navy installations is crucial for maintaining operational readiness and ensuring that our forces can respond immediately to emerging threats. The Navy's MILCON budget invests in the highest-priority projects that provide the necessary infrastructure to support advanced training, logistics, and mission-critical operations.

MILCON projects that support the Navy's nuclear deterrence mission, invest in INDOPACOM, support new platforms, advance Shipyard Infrastructure Optimization Program (SIOP) efforts, and enhance key facilities and infrastructure that contribute to warfighter lethality are critical. In addition, MILCON investment in quality of life (QoL) initiatives for our sailors and their families, including unaccompanied housing (UH), child development centers (CDCs). MILCON investment is also essential to sustaining fleet readiness. Prioritization of funds is based on guidance from Navy leadership, input from fleet and combatant commanders, and installation requirements.

Base Operating Support (BOS) and

Facilities Sustainment Restoration and Modernization (FSRM)

In addition to MILCON funding, our shore installations require FSRM funding to ensure the Navy is equipped with modern and well-maintained facilities to properly support warfighting capabilities around the globe. This funding provides the necessary infrastructure enhancements to support advanced training, logistics, and mission-critical operations. Navy Base Operating Support (BOS) comprises fleet operations, safety and security, facility support, QoL, and mission support and management programs provided to 70 Navy installations worldwide.

The BOS program sustains mission capabilities, ensures regulatory compliance, and promotes QoL for sailors and their families. BOS funds personnel and infrastructure support, contributes to morale and retention, and enhances work force productivity.

I would like to express my sincerest gratitude to Congress for providing \$2.2 billion in supplemental funding to address damage from Typhoon Mawar in Guam. This funding included \$900 million for FSRM, \$130million for Family Housing and \$1.13billion for MILCON. Damage from Typhoon Mawar impacted both civilian and military infrastructure, affecting mission support and QoL for both residents and service members.

Restoration and Modernization (RM) funding is essential for revitalizing critical infrastructure that has deteriorated over time and use. DON RM investment priorities are aligned strongly with the Department's focus on lethality. Increased funding for the utilities and fuels programs is critical to account for recent volatile global markets and to ensure "must pay" bills do not take funds at the expense of fleet modernization RM projects.

The FY2025 NDAA directs the military departments to spend 4% of their real property plant replacement value (PRV) on FSRM by FY2030. Once implemented, this represents a historically significant increase in shore infrastructure investment, will arrest future degradation, begin to recover the maintenance backlog, and increase average facility condition and remaining service life. We look forward to working with you on the best implementation of this requirement.

Shipyard Infrastructure Optimization Program (SIOP)

The Navy's SIOP is well underway, having completed 45 projects at our four public shipyards totaling over \$1 billion. These projects deliver facility and utility improvements, maintain dry dock certifications, ensure safe handling of nuclear material, correct facility safety deficiencies, and increase resilience. SIOP has an additional 49 projects (including four dry docks) costing \$6 billion under contract.

The Navy is focused on construction and recapitalization of dry docks (DD) and piers to support the class maintenance plans for our nuclear powered submarines and aircraft carriers. The FY2025 NDAA requires the SIOP to update cost and schedule management policy and guidance. The SIOP is required to brief Congress quarterly on dry-dock construction

performance, and the Government Accountability Office’s 2025 audit is focused on SIOP planning and contract management. We look forward to working with you to ensure visibility and transparency on our schedules and costs on this vitally important program.

Unaccompanied Housing (UH)

The Navy is committed to delivering QoL commensurate with the sacrifices of our sailors. A key element to this is providing quality UH for eligible sailors. The Navy is committed to, and focused on, improving the current conditions of UH and addressing new concerns, while producing a sustainable inventory enterprise-wide.

The Navy has made meaningful progress to address UH conditions and occupant concerns, but there is more work to do. The Navy has taken significant actions in UH to improve the QoL of our sailors. We’ve increased RM funds by \$45 million to repair poor-condition UH facilities. We’ve also launched a free wi-fi pilot program at 12 UH locations in Hampton Roads, Virginia, and are currently confirming future funding availability for free high-speed wi-fi access for all UH residents. In addition, SECNAV signed out a Department of the Navy UH Bill of Rights and Responsibilities and Universal Lease with updated guidance, and we are continuing to streamline the maintenance reporting process.

Another significant action has been the Navy’s “Forging Communities of Excellence” initiative to address the September 2023 GAO report findings and FY2024 NDAA requirements. This initiative focuses improvements along three distinct Lines of Effort (LOE): Facilities Improvement, Management, and QoL. LOE 1 aims to improve the quality of the Navy’s barracks through targeted investments in government-owned barracks and expansion of UH privatization where appropriate. The Navy has continued QoL enhancements in Military Housing Privatization Initiative (MHPI) UH to expand projects for both Hampton Roads, Virginia, and San Diego, California. These expansions will privatize an additional 8,078 bedrooms in Hampton Roads and 3,435 bedrooms in San Diego. The Navy’s pilot Higher Rate of Partial BAH authority for UH MHPI was carried out using 10 USC 2881(a)

LOE 2 ensures consistent service through a well-sourced, well-trained, and well-equipped workforce. LOE 3 continues to build trust and partnerships with residents by providing high-quality ancillary services, comfortable surroundings, and consistent, meaningful interaction. Under LOE 3, for example, the roll out of quick response (QR) maintenance codes at four pilot

locations resulted in a 50% decrease in maintenance response times in one year. We are targeting rollout of this capability across the enterprise by the end of calendar 2025. Furthermore, the Navy is implementing the Navy Housing Accreditation Inspection Program in the 4th Quarter of FY2025 for all government-owned or -leased UH. This program will generate performance data to drive decision making and quality improvement initiatives. The Navy expects to identify best practices and performance gaps with this program in the coming fiscal year.

Family Housing

The Navy continues to prioritize execution, long-term monitoring, and oversight of Navy Family Housing (FH) operations to enable safe and affordable housing for service members and their families. Congress has appropriated additional funding for FH, particularly at the Service oversight level. The additional funding enabled us to increase to nearly 200 new employees focused on oversight and/or inspections of public-private venture (PPV) MHPI Housing. The new staffing levels advance the Navy's ability to better assess policies and processes, and respond to the needs of our sailors and their families.

Inspections have yielded additional insights on the overall conditions and quantity of available housing units. The Navy has completed 100% of the required FY2020 and 2021 NDAA-required one-time inspections. We've also implemented processes to ensure inspections occur with each move-in and move-out, as well as lease pre-termination inspections upon request. The Navy provides inspection results to PPV partners for immediate remediation. We continually monitor health and safety conditions, as well as maintenance work orders and follow-ups with residents. PPV staff and partners have participated in 13 audits assigned from GAO, the Naval Audit Service and the DoD Office of Inspector General. The results of these audits have assisted the Navy in improving our standards, procedures, and guidelines.

The Navy has also launched the Department of Defense (DOD) Housing Feedback System (DHFS) to increase transparency and accountability of DOD PPV FH. DHFS provides sailors and their family members with the ability to publicly share feedback on housing conditions. In addition, Tenant Satisfaction Surveys are conducted annually, informing the PPV partners about resident concerns so they can take corrective actions. Installation commanders monitor the actions taken to address tenants' concerns.

Navy Child and Youth Programs

Navy Child and Youth Programs provide affordable, quality child and youth services to our sailors and their families and are a workforce enabler that directly enhances the readiness, efficiency, and retention of our Navy. The Navy continues to pursue military construction, facility sustainment (including equipment), and playground funding to improve or maintain the condition of our CDCs and School-Aged Care facilities.

The Navy is focused on expanding childcare capacity that involves staffing initiatives, construction of new Navy childcare facilities, and use of community resources. The quality of child youth programs is high, but the Navy continues to face capacity shortfalls, particularly in the fleet concentration areas of Norfolk, San Diego, Kitsap, Pearl Harbor, Jacksonville and the National Capital Region.

The current total unmet waitlist for Navy Child Development Centers is 2.5K, which is down from 5.3K at the start of FY2023. The Navy is working to increase staffing levels, currently at 87%. Efforts include updating management staffing structure, enhancing training, recruitment incentives, and staff childcare discounts. Also, Military Childcare in Your Neighborhood fee assistance is available to families that are geographically dispersed or in locations with long waitlists for on-base care. The Navy has expanded fee assistance to over 9,000 spaces, which is up from 6,500 at the start of FY2024.

Conclusion

To deter aggression by Communist China and others, we are assessing, prioritizing and programming resources to focus on infrastructure directly supporting the Navy and Joint Force in the Indo-Pacific, as well as providing quality of life around the globe to our vitally important sailors and their families.

Thank you for the opportunity to testify before you today, and thank you for supporting our uniformed personnel, civilians, and their families around the world doing incredible work on behalf of the security of this country. As Deputy Chief of Naval Operations for Installations and Logistics, I look forward to working with you in the continued pursuit of warfighting capability, readiness both afloat and ashore, and support for our sailors and their families.