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RELEASED BY THE HOUSE  
SUBCOMMITTEE ON MILITARY CONSTRUCTION,  
VETERANS AFFAIRS, and RELATED AGENCIES,  
COMMITTEE ON APPROPRIATIONS

**STATEMENT OF  
MAJOR GENERAL VINCENT A. COGLIANESE  
COMMANDER, MARINE CORPS INSTALLATIONS COMMAND**

**AND**

**ASSISTANT DEPUTY COMMANDANT, FACILITIES, INSTALLATIONS AND  
LOGISTICS DEPARTMENT**

**BEFORE THE**

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

**OF THE**

**COMMITTEE ON APPROPRIATIONS**

**APRIL 26, 2018**

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## *Preface*

Chairman Boozman, Ranking Member Schatz, and distinguished Members of the Committee, I appreciate the opportunity to discuss the Marine Corps installations infrastructure 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 our installation infrastructure.

Marine Corps installations represent an irreplaceable national asset. They are fundamental to combat readiness, particularly generation of combat power. Additionally, they are home to our Marines, Sailors and their families, and will continue to be integral to their quality of life through the provision of a range of housing, community support infrastructure.

As Commander, and the single authority on all Marine Corps Installation matters, the protection of our installations is my number one priority. There are myriad challenges in the current operating environment, and all the signs indicate those challenges will compound and grow. The most recent National Defense Strategy asserts the homeland is no longer a sanctuary, and recent asymmetric attacks on military installations across the country highlight the insider threat. The fact is, our installations are vulnerable targets for a growing host of sophisticated threats intent on disrupting and degrading our ability to generate combat power in support of the National Defense Strategy. Ensuring the protection of life and property serves to ensure our ability to execute those essential operations that enable the training and deployment of our combat forces. Maintaining the maneuver space to adapt and evolve our protection measures must occupy a central place in our conversations of modernization and readiness. It is imperative we have the ability and authority to execute investments that afford protection against both inside and outside threats.

The operation and maintenance of these installations as well as their future development and use require long-term planning, careful investment, and timely program execution. Implementation of the Commandant's Infrastructure Reset Strategy will ensure our installations are capable of supporting Marine Corps operations well into the future.

The Marine Corps has installations and support infrastructure worldwide valued at more than \$66 billion that are used to train, house, and provide quality of life for Marines and their families. This infrastructure must be properly maintained to prevent degradation of our capability to support these mission-essential tasks. Adequately protecting our installations, supporting new warfighting and training capabilities, and sustaining infrastructure are top installations management priorities for the Marine Corps.

### ***Impact of Budget Uncertainty***

With Congress' strong support, the Marine Corps has made significant progress over the last nine years in replacing old and unsatisfactory infrastructure. We appreciate actions taken by Congress to enact the Bipartisan Budget Act of 2018 that provides relief from the Budget Control Act defense spending caps in both Fiscal Years 2018 and 2019. However, budget uncertainty beyond Fiscal Year 2019 will erode our readiness and will continue to have negative impacts on our ability to make long-term decisions necessary for a healthy infrastructure portfolio. Long-term reduced funding of installations requirements will result in gradual degradation of our infrastructure and create a bow wave of increased future costs to return these assets to adequate condition. Your Marine Corps requires continued support from Congress with predictable budgets over a sustained period are needed in order to maintain and improve infrastructure readiness.

To maintain near-term operational readiness, the Marine Corps has been forced to accept risk in its infrastructure portfolio. Taking risk in the facilities sustainment, restoration and modernization, and military construction programs has resulted in the degradation of our infrastructure, which in turn increases lifecycle costs. Improving the current state of our installations is the single most important investment to support training, operations, and quality of life.

The Marine Corps has prioritized military construction projects that support new weapons platforms (primarily the F-35) and other projects associated with life, health, and safety concerns. Congress has been very supportive of prior MILCON budget requests. Thanks to the

Congress, the Marine Corps has received funding for many projects that positively impact readiness and training.

As part of ongoing business reform initiatives, the Marine Corps' Infrastructure Reset Strategy seeks to improve infrastructure lifecycle management and ensure infrastructure investments are aligned with Marine Corps installations that are capable, adaptive, and economically sustainable platforms from which to generate readiness and project combat power in a fiscally constrained environment. Implementation of this strategy consolidates and appropriately resets the infrastructure footprint within existing installations to improve operational readiness and generate resources for reinvestment. Successful execution of this strategy will depend on future budget stability.

We must prioritize Infrastructure Reset – we must improve infrastructure lifecycle management and ensure infrastructure investments are aligned with Marine Corps capability-based requirements to support the warfighting mission and contribute directly to current and future Force readiness. PB19 funds the Infrastructure Reset Strategy with realized long-term cost savings through a reduction of 1,056 failing structures (14 million square feet) during the Future Years Defense Program (FYDP) and yield savings in Facilities Sustainment, Restoration and Modernization (FSRM) accounts. Our installations provide three critical force enabling functions. First, they are deployment platforms from which our expeditionary forces fight and win our Nation's battles; second, they are where our Marine Air Ground Task Forces (MAGTFs) train and hone their combat readiness; and third, they house our Marines and families.

### ***Military Construction***

The Marine Corps' Fiscal Year 2019 Military Construction (MILCON) program includes 16 projects valued at approximately \$906 million which is an 18% increase over the Fiscal Year 2018 budget submission of \$765 million.

Marine Corps MILCON requirements are driven by operating force and other mission requirements such as: (1) introducing new platforms or weapons; (2) relocating forces to better position assets to meet the national military strategy; (3) meeting force protection or safety

standards; (4) enhancing or replacing infrastructure that is in poor or failing condition; (5) meeting new and improved training standards for the 21<sup>st</sup> 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 mandates; (9) improving training areas to include aerial/ground ranges; and (10) acquiring land needed to support training.

The primary focus areas of the Fiscal Year 2019 Marine Corps MILCON budget request include: (1) supporting the bed down of new capabilities and platforms; (2) providing infrastructure to support force relocations; (3) recapitalization and replacement of inadequate facilities; and (4) meeting safety and environmental mandates. Our Fiscal Year 2019 budget accomplishes the following:

- Supports new platforms such as Joint Strike Fighter (F-35) and Amphibious Combat Vehicle (ACV) with new aircraft and vehicle maintenance facilities.
- Provides aviation maintenance facilities to continue support for the relocation of aviation squadrons to Marine Corps Base, Hawaii.
- Provides ordnance, training, and quality of life infrastructure to support the relocation of Marines from Japan to Guam.
- Improves security, safety, and environmental compliance posture at various bases.
- Replaces and modernizes numerous inadequate and obsolete facilities and infrastructure in order to improve operations, quality of life, and training.
- Supports our Reserve component with operational and training facilities at Seal Beach, California.

### ***Infrastructure Sustainment, Restoration, and Demolition***

The President's Budget for Fiscal Year 2019 funds 80% of the OSD facilities sustainment model requirement for the Marine Corps. When restoring and modernizing our infrastructure, we prioritize life, health, and safety issues and efficiency improvements to existing infrastructure and focus on repairing only the most critical components of our mission critical facilities. By deferring less critical repairs, especially for non-mission critical infrastructure, we are allowing certain facilities to degrade and causing our overall facilities maintenance backlog to increase. We acknowledge this backlog must eventually be addressed.

The first step in addressing this backlog is reflected in the Marine Corps request of \$77 million in Fiscal Year 2019 for the demolition of 1.8 million square feet of failing and obsolete facilities to enable implementation of the Commandant's Infrastructure Reset Strategy.

### ***Family Housing***

Our world-wide family housing inventory is 96% privatized, which has improved the homes in which our families live and support infrastructure such as community centers, playgrounds, and "green spaces" that help create neighborhoods and a sense of community for our Marines and their families. Combined with traditional military construction, privatized housing will continue to build and improve the homes necessary to supplement local community housing.

The Marine Corps is not requesting any new family housing construction in Fiscal Year 2019 through either traditional MILCON or through the use of privatization authorities. However, we are requesting \$16.6 million in the family housing, construction improvements account for the sustainment and restoration of 44 junior enlisted family housing townhouse units at MCAS Iwakuni, Japan in order to continue with the renovation of Iwakuni housing neighborhoods. This will provide much needed improvements to quality of life for our Marines and their families stationed overseas.

### ***Conclusion***

In past years, we took risk in our installation portfolio to support near-term operational readiness. Continued reduced funding of our long-term infrastructure needs will create increasingly disproportionate long-term costs, inconsistent with disciplined fiscal principles and business reforms prioritized by the Secretary of Defense. As outlined in the National Defense Strategy, our installations must prove resilient in the face of the threats we face. We must modernize our installations to protect our blunt and surge layer forces and reassure our partners and allies. Our operational capabilities are adapting to meet these changes, and we need to invest in a next generation installation infrastructure to match the growing MAGTF capability. Your

support is crucial as we begin to develop installation infrastructure to support our Next Generation MAGTF. The Fiscal Year 2019 budget request supports this premise.

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