Chairman Inhofe, Ranking Member Reed, distinguished committee members. On behalf of our Sailors, Marines and civilian teammates, thank you for your bipartisan efforts to restore funding stability.

The concept of a strategy is the application of resources to attain a goal. The Navy strategy for restoring readiness, strengthening relationships and reforming our processes has been set and we will build on that with a disciplined focus on our people, capabilities, and processes.

The restoration of readiness is underway and we are seeing progress each day. My analogy is that all the wind vanes are pointed in the correct direction, but we are continuously increasing the velocity. We’re building the strength of our team through hiring for areas of critical need, such as cyber security specialists, aviation technicians, scientists and engineers, human resource specialists, public shipyard workers, and digital warfare officers.

We’re aligning and enhancing our educational institutions and distributed learning venues though the Education for Seapower Review, and we’re taking aggressive action to return private military housing to a premium product, mindful that we recruit the individual, but we retain the family. All of these actions support the goal of increased readiness.

We’re building our capabilities through investments in hypersonics, machine learning, additive manufacturing, quantum computing, and directed energy.
We’re building the fleet in pursuit of the 355 ship Navy, manned and unmanned, to include the Columbia-class submarine, Next Generation Frigate, and remotely piloted platforms such as Sea Hunter and Orca. These efforts are increasing lethality through increased distributed maritime operations.

To reach the goal of 80% mission capable aircraft, we’re realigning investments to spares, aviation engineering and logistics support through the Navy Sustainment System, incorporating best practices from commercial airline maintenance leaders. As a pilot program, these activities have moved us to review our processes in all areas of maintenance within the Naval enterprise.

Driven by the Marine Corps Force 2025 capability investment strategy, we’re investing in the Amphibious Combat Vehicle, loitering munitions, and unmanned logistic systems in order to maintain our competitive advantage. Exercising the Marine Corps Operating Concept is moving us to rapidly becoming a continuous learning organization as we adapt and experiment in our new competitive environment.

Yet while we affect the aforementioned, the Marine Corps is also contending with the unprecedented double impact of Hurricanes Florence and Matthew, which together damaged or destroyed more than 3.7 billion dollars in infrastructure across many of our east coast installations. Camp Lejeune is a primary force generator for the Naval Services, directly contributing to the capacity and readiness of our force and took the majority of the blunt impact of the storms.
Over the past year, we have meaningfully increased our interaction with our allies and friends. Exercises and education have strengthened our ability to operate together, therefore increasing the depth of our collective ability to deliver the resources as requested. Compared to a year ago, the increased depth of our relationships with our allies and friends has been the prime contributor to this outcome.

Our Navy has implemented 91 of the 111 Readiness Reform and Oversight Council recommendations, transforming a culture of risk removal to one of understanding and managing risk. We’ve reviewed and are in the process of remediating our business processes following our first ever top-to-bottom audit of the Department of the Navy. The audit is proving to be a tool that can leverage lethality.

We’re using this information to streamline operations and reimagine how support functions can be modernized in order to drive continued learning therefore producing ever increasing efficiencies for the American taxpayer. We owe it to them to ensure that every dollar is invested in the most effective manner possible. And I’m proud to work with this committee to keep that promise. Thank you.