

**NOT FOR PUBLICATION UNTIL
RELEASED BY THE SENATE
ARMED SERVICES COMMITTEE**

**STATEMENT OF
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MARINE CORPS BASE, CAMP LEJEUNE
BEFORE THE
SENATE ARMED SERVICES COMMITTEE
SUBCOMMITTEE ON READINESS AND MANAGEMENT SUPPORT
ON
21 MARCH 2001
CONCERNING
INSTALLATION READINESS**

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Mr. Chairman and Members of the Committee:

I am Colonel Tom Phillips, Assistant Chief of Staff, Facilities, Camp Lejeune, North Carolina. I appreciate this opportunity to appear before you today. I am particularly pleased to be able to discuss with you the very serious issue of the existing condition of buildings, structures, and infrastructure at Camp Lejeune. My intent is to provide you information regarding our current facilities, efforts to improve our facilities, and shortfalls and challenges we face in our attempts to provide our Marines and Sailors and their families with adequate facilities to perform their important missions.

Camp Lejeune is the Marine Corps' largest amphibious base. Located in southeastern North Carolina, the base is home to 40,000 active duty Marines and Sailors and an additional 100,000 dependents and retired military personnel. The base encompasses 153,000 acres and provides an essential training environment for the Marine Corps and other services.

Camp Lejeune's facilities problems are directly attributable to three factors: 1) the age of the base, 2) the size and complexity of the base, and 3) lack of adequate funding to repair, maintain and replace aging facilities.

Camp Lejeune was constructed in the early 1940's. Most of our facilities are approaching 60 years old. Because of the age of our facilities, we are now faced with the high cost of renovation and replacement of buildings and infrastructure along with the normal cost of maintaining the facilities. Advancements in training requirements, quality of life, and complexity of building systems have also increased the cost to maintain and operate facilities. The availability of funding in both the military construction (MCON) program and O&M accounts has not kept pace with the increasing facilities requirements.

Camp Lejeune has a plant replacement value of \$3.7 billion. In recent years, we have averaged approximately \$18 million annually in “replacement” MCON funding. Based on this current level of funding, we are on a 205-year cycle for replacement of facilities. We face tremendous challenges in meeting our stated goals of improved quality of life and adequate facilities for our personnel. Based on the Marine Corps’ goal of providing 2 X 0 room configuration for all troops, Camp Lejeune has an existing BEQ deficiency of over 6,000 manspaces.

Although we have replaced some shops and operational facilities in recent years, we still have many of our operational units working daily in old, inadequate facilities...many without heating systems and running water. In addition, environmental requirements, such as the construction of a new wastewater treatment plant and landfill, although desperately needed, have drawn limited construction dollars away from much needed billeting and operational requirements.

On the O&M side, our budget for maintenance and repair falls short of the needs generated by a base of this size. We currently have a \$106 million backlog of maintenance and repair. Much of the needed work is in facilities that directly affect our ability to meet our military mission. In many areas, while we are able to maintain a good outward appearance on the base by performing cosmetic repairs and maintenance, major problems lurk below the surface...problems such as aging utility systems, infrastructure deficiencies, hidden structural deterioration, and aging components such as basic wiring and plumbing. As I mentioned earlier, many of our facilities are approaching 60 years old. We can no longer merely paint and perform minor maintenance to keep these facilities operational. Most buildings are at the age where they require major renovation, including rewiring, replumbing, replacing structural members, and

removing hazardous materials such as asbestos and lead paint. The need and cost for performing these renovations has increased significantly in the last decade.

We have over four thousand family housing units at Camp Lejeune. The majority of the units were built in the 1940's and 1950's. Over 60% of these units are in need of replacement or major renovation. Many of the units have health hazards such as lead paint, asbestos, and contaminated soil that must be monitored continuously. We estimate the cost of replacing or renovating these units at over \$200 million. Adequate family housing is an issue that must be addressed in the very near future.

We have taken significant steps in recent years to improve efficiency and stretch our maintenance and construction dollars. In the past 4 years, we have demolished 432 facilities, eliminating over one million square feet of inventory that required maintenance. We have contracted many services that we felt could be completed more efficiently by the private sector. We have instituted Activity Based Costing procedures and other management tools to improve efficiency and effectiveness. We are currently completing a Business Process Improvement analysis aimed at organizing our operations around essential processes. We continually look for opportunities to improve. However, at some point, the bottom line is that adequate funding must be provided to match the total facilities requirement.

In conclusion, Mr. Chairman, I would again like to express my appreciation to the Committee for providing the opportunity to meet with you on this important topic. The condition of our facilities is an issue that is very dear to the Marine Corps. The benefits derived by the Marine Corps from better facilities, particularly in the areas of improved readiness and quality of life, are substantial. I sincerely hope that the information we provide today will help you determine how to best utilize our limited resources in the future.

Mr. Chairman, this concludes my statement. I will be pleased to answer any questions you may have.