

United States Air Force



Presentation

Before the Senate Appropriations
Subcommittee on Military Construction
and Veterans Affairs

Fiscal Year 2016 Military Construction, Housing, and BRAC

Witness Statement of

Brig Gen Timothy S. Green, USAF
Air Force Director of Civil Engineers,
Deputy Chief of Staff for Logistics,
Installations and Mission Support

March 17, 2015

March 17, 2015



BIOGRAPHY



UNITED STATES AIR FORCE

BRIGADIER GENERAL TIMOTHY S. GREEN

Brigadier General Green is the Air Force Director of Civil Engineers, Deputy Chief of Staff for Logistics, Installations and Mission Support, Headquarters U.S. Air Force. He is responsible for installation support functions at 166 Air Force bases worldwide with an annual budget of more than \$11 billion. He is also responsible for organizing, training and equipping the 60,000-person engineering force, and for planning, development, construction, maintenance, utilities and the environmental quality of Air Force bases worldwide valued at more than \$251 billion. This responsibility also includes services for housing, fire protection, aircraft crash and rescue, explosive ordnance disposal and disaster preparedness.



General Green entered the Air Force in 1987 as a graduate of the ROTC program at Texas A&M University. He has commanded a civil engineer squadron and mission support group and served as Special Assistant to two commanders of U.S. European Command/Supreme Allied Commander of Europe. Prior to assuming his current position, General Green served as the Director of Installations and Mission Support for Air Mobility Command and then Air Combat Command.

The general served as Director of Installations for Air Force Forces in Southwest Asia during the 2007-2008 surge of U.S. forces into Iraq for Operation Iraqi Freedom, supporting more than \$1.2 billion in military construction and engineer operations at 15 installations in 10 countries throughout the U.S. Central Command area of responsibility. General Green is a registered Professional Engineer in the state of Texas.

March 17, 2015

EDUCATION

1986 Bachelor of Science degree in civil engineering, Texas A&M University

1992 Master of Science degree in civil engineering, Texas A&M University

1992 Distinguished graduate, Squadron Officer School, Maxwell AFB, Ala. 1997 Air Command and Staff College, by seminar

1999 Air Command and Staff College, Maxwell AFB, Ala. 2000 Air War College, by seminar

2005 National War College, Fort Lesley J. McNair, Washington, D.C.

ASSIGNMENTS

1. October 1987 - July 1990, Environmental Coordinator and Design Engineer, 47th Civil Engineer Squadron, Laughlin AFB, Texas

2. August 1990 - January 1992, Student, Texas A&M University, College Station, Texas

3. January 1992 - September 1994, Technical Assistant, Pollution Prevention Directorate, and Staff Officer, Pollution Prevention Division, Air Force Center for Environmental Excellence, Brooks AFB, Texas

4. October 1994 - September 1996, Chief of Engineering Contracts, Chief of Construction Management, 36th Civil Engineer Squadron, Andersen AFB, Guam

5. Oct 1996 - July 1998, Operations Flight Commander, 43rd Civil Engineer Squadron, Pope AFB, N.C.

6. August 1998 - June 1999, Student, Air Command and Staff College, Maxwell AFB, Ala.

7. July 1999 - June 2002, Assistant Executive Officer, Office of the Chief of Staff and Military Construction Program Manager, Engineering Division, Office of the Civil Engineer, Deputy Chief of Staff for Installations and Logistics, Headquarters U.S. Air Force, Washington, D.C.

8. July 2002 - July 2004, Commander, 31st Civil Engineer Squadron, Aviano Air Base, Italy

9. August 2004 - June 2005, Student, National War College, Fort Lesley J. McNair, Washington, D.C.

10. July 2005 - June 2007, Commander, 99th Mission Support Group, Nellis AFB, Nev.

11. June 2007 - June 2008, Director, Installations (A7), Air Force Forces, Combined Air and Space Operations Center, Southwest Asia

12. July 2008 - May 2009, Chief, Programs Division, Office of the Civil Engineer, Deputy Chief of Staff for Installations and Mission Support, Headquarters U.S. Air Force, Washington, D.C.

13. May 2009 - July 2011, Special Assistant to the Commander, U.S. European Command, and Supreme Allied Commander Europe, Supreme Headquarters Allied Powers Europe, Mons, Belgium

14. July 2011 - June 2013, Director of Installations and Mission Support, Headquarters Air Mobility Command, Scott AFB, Ill.

March 17, 2015

15. June 2013 – March 2014, Director of Installations and Mission Support, Headquarters Air Combat Command, Joint Base Langley-Eustis, Va.
16. March 2014 – present, Air Force Director of Civil Engineers, Deputy Chief of Staff, Logistics, Installations and Mission Support, Headquarters U.S. Air Force, Washington D.C.

SUMMARY OF JOINT ASSIGNMENTS

May 2009 - July 2011, Special Assistant to Commander U.S. European Command and Supreme Allied Commander Europe; Supreme Headquarters Allied Powers Europe, Belgium, as a colonel and brigadier general

MAJOR AWARDS AND DECORATIONS

Defense Superior Service Medal Legion of Merit

Bronze Star Medal

Air Force Meritorious Service Medal with silver oak leaf cluster Air Force Commendation Medal

Joint Meritorious Unit Award

Air Force Outstanding Unit Award with three oak leaf clusters Air Force Organizational Excellence Award with oak leaf cluster National Defense Service Medal with bronze star

Global War on Terrorism Expeditionary Medal Global War on Terrorism Service Medal

EFFECTIVE DATES OF PROMOTION

Second Lieutenant May 10, 1987

First Lieutenant May 10, 1989

Captain May 10, 1991

Major Sept. 1, 1997

Lieutenant Colonel May 1, 2000

Colonel Aug. 1, 2004

Brigadier General April 1, 2011

(Current as of February 2015)

March 17, 2015

Introduction

The Air Force's fiscal year 2016 (FY16) President's Budget (PB) request sets us on the path to meeting defense strategy as set forth in the 2014 Quadrennial Defense Review (QDR) through strategy-based long-term resourcing decisions. This budget submission is rooted in necessity and is based upon our long-term strategy and vision to provide ready installations supporting the Secretary and Chief of Staff of the Air Force's three priorities of balancing today's readiness with tomorrow's modernization, taking care of our people, and making every dollar count to help ensure we can maintain and field a credible and affordable future force.

The Air Force's FY16 PB sets us on a path to provide the Air Force America needs and deserves. However, even at the FY16 PB level, the Air Force remains stressed to meet the defense strategy. The PB request is informed by our guiding principles which support the Air Force's core missions. We used a deliberate process to define what the Air Force needs to be ready today and what capabilities we need to invest in now in order to fight future threats. The end result is a budget which supports the defense strategy, is anchored to the Air Force 30-year plan, and meets combatant commanders' needs.

If sequestration funding levels return in FY16, the Air Force will not be able to meet the entire defense strategy, nor sustain its asymmetric advantage over potential peer competitors. Additionally, these levels will cause continued degradation of infrastructure and installation support. The Air Force would expect a reduction in Military Construction funding resulting in reduced support to combatant commands, reduced funding to upgrade the nuclear enterprise and support new weapons systems beddown, and elimination of permanent party dormitories from the FY16 budget request. The Air Force would also expect similar reductions in FY16 facility sustainment, restoration and modernization funding, forcing Air Force priority on day to day facility maintenance at the expense of much needed facility repairs.

Our unequalled security, economic, and political advantages depend on investment in an Air Force that is able to easily succeed against any competitor, in any environment. In order to ensure a trained and ready force to engage in a full range of contingencies and threats, at

March 17, 2015

home and abroad, we must provide the facilities and support that enable training, operations, and maintenance of increasingly complex and technology dependent systems. Now more than ever, the Air Force must make smart investments in its installations through military construction (MILCON) and facility sustainment.

Installations

Ready installations are an integral part of ensuring a ready Air Force. The Air Force views its installations as foundational platforms comprised of both built and natural infrastructure which: (1) serve as the backbone for Air Force enduring core missions - we deliver air, space and cyberspace capabilities from our installations; (2) enable worldwide access when our national interests are at risk or international partners need assistance; (3) foster partnership-building by stationing our Airmen side-by-side with our Allies and Coalition partners; and (4) send a strategic message to both allies and adversaries - installations signal commitment to our friends, and intent to our foes. Taken together, these strategic imperatives require us to provide efficiently operated, sustainable installations to enable the Air Force to support the defense strategy as set forth in the 2014 QDR.

In its Fiscal Year 2015 President's Budget request, the Air Force attempted to strike the delicate balance between a ready force for today with a modern force for tomorrow while also recovering from the impacts of sequestration and adjusting to budget reductions. To help achieve that balance, the Air Force elected to accept risk in installation support, MILCON, and facilities sustainment in FY15. However, in its FY16 request, the Air Force begins to ameliorate the impacts of that risk by increasing funding for installations in all three of the areas noted above.

In total, the Air Force's FY16 PB request for installations is \$1.9 billion more than our FY15 PB request and contains \$4.8 billion for MILCON, facility sustainment, restoration and modernization, as well as another \$331.2 million for Military Family Housing operations and maintenance and \$160.5 million for Military Family Housing Construction. For sustainment, the Air Force requests \$2.4 billion; for restoration and modernization, \$850 million; and for military

March 17, 2015

construction, \$1.59¹ billion. At these levels, the Air Force funds Facilities Sustainment to 80 percent of the OSD modeled requirement. The increase in MILCON begins infrastructure recapitalization while maintaining support to combatant commander (COCOM) requirements, the nuclear enterprise, new weapon system beddowns, and provides equitable distribution of \$203.8 million to the Reserve components.

Readiness

The Air Force FY16 PB request seeks to balance readiness for today's fights, while also modernizing our infrastructure for the future. The Air Force's FY16 budget proposes investments in infrastructure to support the 2014 QDR strategic guidance and combatant commanders' stated readiness needs in the following areas: nuclear defense operations (NDO); space; cyberspace; intelligence, surveillance and reconnaissance (ISR); and the Asia-Pacific theater.

Our FY16 PB supports Nuclear Enterprise priorities and includes three projects, totaling \$144 million. With this budget submission, the Air Force intends to provide a new state-of-the-art Weapon Storage Facility at F.E. Warren AFB, Wyoming which consolidates 22 aging facilities (some of which have been in service since the 1960s), achieving a 19 percent reduction in facility footprint while addressing security and operational inefficiencies through recapitalization. The Weapon Storage Facility at F.E. Warren will become the model for four future weapon storage facilities in the decades ahead. The Fiscal Year 2016 budget also includes investment to revitalize the Malmstrom AFB, Montana, Tactical Response Force Alert Facilities as well as the Whiteman AFB, Missouri, Consolidated Stealth Operations and Nuclear Alert Facility. Together, these projects will consolidate scattered installation functions, provide adequately sized and configured operating platforms, as well as reduce critical response times to generate alert sorties.

The Air Force also focused on space, cyberspace, and ISR investments in the MILCON budget request. These investment areas account for eight projects in the proposed FY16 PB, totaling \$172 million. The Air Force continues its multi-year efforts to construct the U.S. Cyber

¹ \$1.59 billion is the Total Force funding request including Active, Guard and Reserve

March 17, 2015

Command Joint Operations Center at Fort Meade, Maryland; strengthen its space posture through information and communication facilities; and enhance ISR readiness with remotely piloted aircraft facilities, intelligence targeting facilities, as well as digital ground stations.

Consistent with defense strategy as set forth in the 2014 QDR, the Asia-Pacific Theater remains an important strategic area for the Air Force where it will make an \$85 million investment in FY16 to ensure our ability to project power into areas which may challenge our access and freedom to operate, and continue efforts to enhance resiliency. Guam remains one of the most vital and accessible locations in the western Pacific. For the past nine years, Joint Region Marianas-Andersen AFB, Guam has accommodated a continuous presence of our Nation's premier air assets, and will continue to serve as the military's strategic and operational center in support of a spectrum of potential crises in the Pacific.

To further support Pacific Command's strategy, the Air Force is committed to hardening critical structures, mitigating asset vulnerabilities, increasing redundancy, fielding improved airfield damage repair kits and upgrading degraded infrastructure as part of the Asia-Pacific Resiliency program. In 2016, the Air Force plans to construct a hardened Wing Installation Control Center to sustain Guam's remote operations, ensure resiliency with the Dispersed Maintenance Spares and Storage Facility, and continue our efforts to upgrade Guam's South Ramp Utilities, supporting a Continuous Bomber Presence, Tanker Task Force, Theater Security Packages, and Global Hawk beddown. The Air Force also wraps up its development of the Pacific Regional Training Center by constructing a permanent road to support facilities located at Northwest Field. This Regional Training Center will enable mandatory contingency training and enhance the operational capability to establish, operate, sustain, and recover a 'bare base' at forward-deployed locations, and foster opportunities for partnership building in this vitally important area of the world.

This year's President's Budget request also includes \$252 million for additional requirements at four COCOMs extending beyond NDO, space, cyberspace, ISR, and the Asia-Pacific Theater. In particular, the Air Force continues with phase two of the U.S. European Command Joint Intelligence Analysis Center Consolidation at RAF Croughton, United Kingdom.

March 17, 2015

Our total FY16 COCOM support makes up 21 percent of the Air Force's MILCON request.

Modernization

The FY16 PB request also includes critical infrastructure investments to support the Air Force's modernization programs, including the beddown of the F-35A, KC-46A, and the Presidential Aircraft Recapitalization efforts. The Air Force's ability to fully operationalize these new aircraft depends not just on acquisition of the aircraft themselves, but also on the construction of the necessary hangars, training facilities, airfields and fuel infrastructures funded within this FY16 budget.

This year's President's Budget request includes \$54.5 million for the beddown of the KC-46A at four locations. This consists of \$10.4 million at Altus AFB, Oklahoma, the Formal Training Unit (FTU); \$4.3 million at McConnell AFB, Kansas, the first Main Operating Base (MOB 1); \$2.8 million at Pease International Tradeport Air National Guard Base (ANGB), New Hampshire, the second Main Operating Base (MOB 2); and \$37 million at Tinker AFB, Oklahoma, for KC-46A depot maintenance.

This request also includes \$198.3 million for the beddown of the F-35A at five locations, consisting of \$69 million at Nellis AFB, Nevada; \$56.7 million at Luke AFB, Arizona; \$26.9 million at Hill AFB, Utah; \$37 million at Eielson AFB, Alaska; and \$8.7 million at Eglin AFB, Florida.

In preparation for the Presidential Aircraft Recapitalization acquisition, the Air Force's 2016 budget request accounts for the planning and design requirements essential to construction required to beddown these new aircraft. In total, our FY16 request represents a balanced approach ensuring critical infrastructure requirements to meet mission needs and operational timelines.

People

During periods of fiscal turmoil, we must never lose sight of our Airmen and their families. Airmen are the source of Air Force airpower. Regardless of the location, the mission, or the weapon system, our Airmen provide the knowledge, skill, and determination to fly, fight and win. There is no better way for us to demonstrate our commitment to service members and their families than by providing quality housing on our installations. The Air Force has

March 17, 2015

privatized military family housing (MFH) at each of its stateside installations, including Alaska and Hawaii, via 32 projects at 63 bases for 53,240 end-state homes.

The Air Force continues to manage approximately 18,000 government-owned family housing units at overseas installations. Our \$331.2 million FY16 Military Family Housing Operations and Maintenance (O&M) sustainment funds request allows us to sustain adequate units, and our \$160.5 million FY16 request for MFH MILCON funds allows us to upgrade and modernize older homes to meet the housing requirements of our Airmen, their families and the Joint service members the Air Force supports overseas.

Similarly, our focused investment strategy for dormitories enables the Air Force to remain on track to meet the DoD goal of 90 percent adequate permanent party dorm rooms for unaccompanied Airmen by 2017. The Fiscal Year 2016 President's Budget MILCON request includes four dormitories at Offutt AFB, Nebraska; Ellsworth AFB, South Dakota; Altus AFB, Oklahoma; and Joint Base San Antonio, Texas. With your support, we will continue to take care of our most valued asset, our Airmen and their families.

European Infrastructure Consolidation (EIC)

The United States remains committed to NATO and our presence in Europe. The Air Force invested in its European infrastructure in the last several years in order to ensure it is ready and able to defend U.S. interests and meet its commitment to our Allies and Partners now and in the future. At the same time, in the context of a challenging fiscal environment, the Department of Defense recently sought greater infrastructure efficiencies in Europe and to ensure it applies resources where they can have the greatest effect.

Two years ago, the Secretary of Defense directed a European Infrastructure capacity analysis to provide the basis for reducing long-term expenses through footprint consolidations, while retaining current and projected force structure. Under OSD direction, the Air Force used previously established Base Realignment and Closure (BRAC) processes to analyze the infrastructure capacity of 128 total sites, including six Main Operating Bases and six Forward Operating Sites in Europe.

March 17, 2015

In January 2015, the Secretary of the Defense approved the results of the European Infrastructure Consolidation (EIC) process. This process produced eight consolidation opportunities that will eliminate excess infrastructure capacity, consolidate missions, and produce savings without reducing force structure. In the United Kingdom, the Air Force will divest of RAF Mildenhall and consolidate intelligence and support activities from RAF Alconbury and RAF Molesworth to RAF Croughton. The Air Force also reaffirmed previous decisions to streamline operations at Moron Air Base, Spain, and Lajes Field, Portugal, and returned four small unused facilities back to their respective host nations.

The Air Force European Infrastructure Consolidation opportunities will cost approximately \$1.1 billion (FY16 – FY21) to implement, but will enable the Air Force to save \$315 million a year, while still maintaining our readiness and responsiveness capabilities in Europe. Most of the implementation costs are paid for through previously programmed European Infrastructure Consolidation (EIC) funding.

The EIC ensures Air Force installations in Europe are right-sized and at the right location. Our capability in Europe, along with our ability to meet commitments to Allies and partners, is not diminished by these actions. The Air Force is maintaining sufficient infrastructure in Europe to support six Combatant Commands, the North Atlantic Treaty Organization, and U.S. strategic allies through permanently stationed forces, additional rotational forces, and contingency requirements. The EIC adjustments will allow the Air Force to address emerging concerns in Europe and elsewhere, by focusing resources on critical operational support infrastructure.

We have consulted closely with our allies on our specific plans and the broader security picture. These consolidations, force realignments, and new deployments were validated through the EIC and other processes and approved by the Secretary of Defense, in full coordination with the U.S. State Department, and after discussions with the host nations.

Closures and Realignments

Building on the success of the European Infrastructure Consolidation process, the Air Force strongly supports DoD's request for an FY17 BRAC round in the United States.

In FY15 budget discussions, Congress requested that the Services update their analyses

March 17, 2015

of CONUS infrastructure capacity based upon current infrastructure data and current force structure projections.

The Air Force has completed a high-level capacity analysis, comparing current infrastructure capacity to projected force structure and mission requirements. The results of the analysis indicate the Air Force has approximately 30 percent excess infrastructure capacity.² This excess capacity results from decreases in Air Force personnel and force structure outpacing reductions in infrastructure. Since the last BRAC round in 2005, the Air Force has 50,000 fewer personnel and 500 fewer aircraft in its planned force structure.

Since the last congressionally directed round of BRAC in 2005, the Air Force has worked diligently to identify new opportunities and initiatives to enable it to maximize the impact of every dollar. We have demolished excess infrastructure, recapitalized our family housing through privatization, unlocked the fiscal potential of under-utilized resources through leasing and partnerships, and reduced our energy costs. All of which have paid dividends. But these efforts are not enough to allow us to continue to fund infrastructure we do not need and pale in comparison to the savings that can be achieved with BRAC authorities.

Despite our best efforts and innovative programs, the Air Force must continue to spend money maintaining excess infrastructure that would be better spent recapitalizing and sustaining our required infrastructure and weapons systems, training to improve readiness, and investing in the quality of life needs of its Airmen. The Air Force recognizes that it can achieve its greatest savings to smartly reinvest when fully divested of unneeded infrastructure. Therefore we strongly support DoD's requests for another round of BRAC; specifically an efficiency BRAC focused on reducing the Air Force's 30 percent excess infrastructure capacity and ultimately reducing the demand on resources.

Conclusion

The Air Force made hard strategic choices during formulation of this budget request. The Air Force attempted to strike the delicate balance between a ready force for today with a

² The 30 percent excess infrastructure capacity estimate was calculated using the same approved methodology that has been employed to measure excess infrastructure prior to previous rounds of BRAC.

March 17, 2015

modern force for tomorrow while also recovering from the impacts of sequestration and adjusting to budget reductions. Our FY16 PB request begins the recovery of installation and infrastructure investments necessary to meet the defense strategy while maintaining support to combatant commander requirements, the nuclear enterprise, new weapon system beddowns, and provides equitable distribution to our Reserve components. However, a return to sequestered funding levels will halt readiness recovery, cut capacity and slow modernization efforts as AF installations around the world will continue to experience infrastructure and installation support degradation.

Finally, we continue to carefully scrutinize every dollar we spend. Our commitment to continued efficiencies, a properly sized force structure, and right-sized installations will enable us to ensure maximum returns on the Nation's investment in her Airmen, who provide our trademark and essential airpower capabilities for the Nation.