
Department of the Air Force

April 19, 2023

Department of the Air Force



Presentation

Before the Senate Appropriations
Subcommittee on Military Construction,
Veterans Affairs, and Related Agencies

Fiscal Year 2024 Military Construction Program

Witness Statement of

LIEUTENANT GENERAL TOM D. MILLER
DEPUTY CHIEF OF STAFF FOR
LOGISTICS, ENGINEERING
AND FORCE PROTECTION
U.S. AIR FORCE

MR. BRUCE HOLLYWOOD
ASSOCIATE CHIEF OPERATIONS
OFFICER
U.S. SPACE FORCE

April 19, 2023



BIOGRAPHY



UNITED STATES AIR FORCE

LIEUTENANT GENERAL TOM D. MILLER

Lt. Gen. Tom D. Miller is Deputy Chief of Staff for Logistics, Engineering and Force Protection, Headquarters U.S. Air Force, the Pentagon, Arlington, Virginia. He is responsible to the Chief of Staff for leadership, management and integration of Air Force logistics readiness, aircraft, munitions and missile maintenance, civil engineering and security forces as well as setting policy and preparing budget estimates that reflect enhancements to productivity, combat readiness and quality of life for Airmen.

Lt. Gen. Miller was commissioned as a distinguished graduate from the AFROTC program. He has served in a variety of leadership positions and has commanded maintenance squadrons in the United States and Iraq, a maintenance group in Afghanistan, a nuclear wing, an air logistics complex, and has served on the Air Staff and the Joint Staff. Prior to his current position, he was the Commander of the Air Force Sustainment Center, Air Force Materiel Command, Tinker Air Force Base, Oklahoma

EDUCATION

- 1990 Bachelor of Business Administration & Mgt, University of Texas, Arlington, TX
- 1993 Master of Business Administration, Aviation, Embry-Riddle Aeronautical University, Daytona Beach, FL
- 1995 Squadron Officer School, Maxwell Air Force Base, AL
- 2003 Air Command and Staff College, Master of Military Art & Science, Maxwell AFB, AL
- 2006 Air War College, Maxwell AFB, AL, by correspondence
- 2008 Advanced Program in Logistics Technology, University of North Carolina, Chapel Hill, NC
- 2009 Joint and Combined Warfare School, Joint Forces Staff College, Norfolk, VA
- 2010 National Defense Fellowship, The Brookings Institution, Washington, DC
- 2011 USAF Leadership Enhancement Program, Center for Creative Leadership, Greensboro, NC
- 2016 Continuous Process Improvement for Executives, Colorado Springs, CO
- 2017 Enterprise Leadership Seminar, University of North Carolina, Chapel Hill, NC
- 2019 Advanced Senior Leader Development Seminar, Warrenton, VA

ASSIGNMENTS

1. April 1991-August 1991, Student, Aircraft Maintenance Munitions Officer Course, Chanute Air Force Base, IL
2. September 1991-August 1993, Armament Flight Commander, 58th Maintenance Squadron and Officer in Charge of Maintenance, 555th Fighter Squadron, Luke AFB, AZ
3. September 1993-December 1995, Squadron Maintenance/Logistics Test Officer, F-15 and then F-16 Combined Test Forces, Edwards AFB, CA
4. January 1996-May 1997, Sortie Generation Flight Commander, 492nd Fighter Squadron, Royal Air Force Lakenheath, United Kingdom
5. June 1997-April 1999, Installation Deployment Officer, 48th Fighter Wing, RAF Lakenheath, United Kingdom
6. May 1999-July 2002, Maintenance Officer Assignments, then Executive Officer to the Director of Assignments, Air Force Personnel Center, Randolph AFB, TX
7. August 2002-June 2003, Student, Air Command and Staff College, Maxwell AFB, AL
8. July 2003-July 2005, Commander, 4th Component Maintenance Squadron, Seymour Johnson AFB, N.C. (September 2004-January 2005, 332d Expeditionary Maintenance Squadron Commander, Balad Air Base, Iraq)
9. July 2005-June 2006, Deputy Chief, Program Integration Branch "A4/7 Engine Room" Directorate of Resource Integration, Headquarters U.S. Air Force, Arlington, VA
10. July 2006-June 2007, Executive Officer to the Deputy Chief of Staff for Logistics, Installations and Mission Support, HAF, Arlington, VA



EFFECTIVE DATES OF PROMOTION

Second Lieutenant November 01, 1990	
First Lieutenant November 01, 1992	
Captain November 01, 1994	
Major December 01, 2001	
Lieutenant Colonel March 01, 2006	
Colonel October 01, 2009	
Brigadier General May 03, 2016	
Major General August 02, 2019	
Lieutenant General August 17, 2021	

Department of the Air Force

April 19, 2023

11. July 2007-June 2009, Chief, Maintenance Division, Directorate of Logistics (J4), The Joint Staff, Washington, DC
12. July 2009-May 2010, National Defense Fellow, the Brookings Institution, Washington, DC
13. June 2010-June 2011, Commander, 455th Expeditionary Maintenance Group, Bagram Air Base, Afghanistan
14. July 2011-July 2012, Vice Commander, Ogden Air Logistics Center, Hill AFB, UT
15. July 2012-July 2013, Deputy Commander for Maintenance, Ogden Air Logistics Complex, Hill AFB, UT
16. July 2013-June 2015, Commander, 377th Air Base Wing, Kirtland AFB, NM
17. June 2015-June 2017, Vice Commander, Air Force Sustainment Center, Tinker AFB, OK
18. June 2017-June 2018, Commander, Oklahoma City Air Logistics Complex, Tinker AFB, OK
19. June 2018-August 2021, Director of Logistics, Engineering, and Force Protection, Air Combat Command, Joint Base Langley-Eustis, VA
20. August 2021-August 2022, Commander, Air Force Sustainment Center, Tinker AFB, OK
20. August 2022-present, Deputy Chief of Staff for Logistics, Engineering and Force Protection, Headquarters Air Force, the Pentagon, Arlington, VA

SUMMARY OF JOINT ASSIGNMENTS

1. July 2007-June 2009, Chief, Maintenance Division, The Joint Staff J-4, the Pentagon, Arlington, VA as a lieutenant colonel

MAJOR AWARDS AND DECORATIONS

Distinguished Service Medal
Legion of Merit with two oak leaf clusters
Bronze Star Medal with oak leaf cluster
Defense Meritorious Service Medal
Meritorious Service Medal with three oak leaf clusters
Air Force Commendation Medal with oak leaf cluster
Afghanistan Campaign Medal with device
Iraq Campaign Medal with device
National Defense Service Medal with device
Global War on Terrorism Service Medal
Nuclear Deterrence Operation Medal with three oak leaf clusters
NATO Medal

PUBLICATIONS

"The Defense Sustainment Industrial Base", A Primer, Brookings Institution, 2010
"Capability, Capacity and Risk in Sustainment of Air Force Weapon Systems", Brookings Institution, 2022

(Current as of August 2022)



Department of the Air Force

April 19, 2023



BIOGRAPHY



UNITED STATES SPACE FORCE

BRUCE E. HOLLYWOOD

Mr. Bruce Hollywood a member of the Senior Executive Service, is currently the Associate Chief Operations Officer of the United States Space Force, the Pentagon, Washington DC. In this capacity, he supports the Chief Operations Officer in execution of overall responsibility for Operations, Intelligence, Sustainment, Cyber and Nuclear Operations of the United States Space Force. He played a key role in the December 2019 establishment of the United States Space Force as an independent Service.

Prior to the Space Force, Bruce served as Assistant Deputy Director for Joint Strategy and Planning in the Joint Staff J5. His team led the development of the National Military Strategy, the Joint Strategic Campaign Plan, and the Global Campaign Plans. He worked with interagency partners across the government to strengthen whole-of-government approaches to National Security challenges.

Bruce was a Fellow in the initial cohort of the White House Leadership Development Program. This Fellowship, sponsored by the Executive Office of the President, works to build enterprise leaders to tackle our Federal Government's highest priority and highest impact challenges. His White House assignment was focused on improving service member and veteran mental health and suicide prevention services.

Bruce served 21 years in the United States Air Force in a wide range of operational, staff, and leadership positions and retired as a Colonel.



EDUCATION

- 1984 Bachelor of Science, Information Systems/Administration, Southern Nazarene University, Bethany OK
- 1991 Master of Science, Administration, Central Michigan University, Mt. Pleasant MI
- 1998 US Army Command and General Staff College, Fort Leavenworth KS
- 2004 Master of Science, Strategic Studies, Air University Maxwell AFB AL
- 2010 Massachusetts Institute of Technology - Seminar XXI, Airlie House, Warrenton VA
- 2016 White House Leadership Development Program, The White House, Washington DC
- 2018 Candidate Development Program, Internal Revenue Service, Washington DC

CAREER CHRONOLOGY

1. February 1986 - June 1986, Student, Undergraduate Missile Training, Vandenberg AFB CA
2. June 1986 - January 1989, Deputy Crew Commander, Crew Commander, Instructor, Evaluator, 91st Operations Group, Minot AFB ND
3. January 1989 - January 1990, Executive Officer to the 91st Missile Wing Commander, 91st Missile Wing, Minot AFB ND
4. January 1990 - January 1991, Executive Officer to the 57th Air Division Commander, 57th Air Division, Minot AFB ND
5. February 1991 - November 1993, ICBM Operations Test Officer, Chief ICBM Test Operations, Chief ICBM Test Management, TOP HAND, Vandenberg AFB CA
6. December 1993 - August 1996, Chief, Advanced Warning Requirements, Directorate of Requirements, Air Force Space Command, Peterson AFB CO
7. August 1996 - April 1997, Operations Officer, 3rd Space Operations Squadron, 50th Space Wing, Schriever AFB, CO

Department of the Air Force

April 19, 2023

8. June 1999 - January 2000, Deputy Chief, Space Launch Division, Directorate of Space and Nuclear Deterrence, Assistant Secretary for Acquisition (SAF/AQS), Pentagon, Washington DC
9. January 2000 - January 2001, Chief, Air Force Resource Allocation Process Reengineering Team, HAF 2000, Office of the Secretary of the Air Force, Pentagon, Washington DC
10. January 2002 - June 2003, Commander, 320th Missile Squadron, 90th Missile Wing, FE Warren AFB WY
11. June 2004 - August 2007, Chief, Strategic Planning Branch, Directorate for Force Structure, Resources and Assessment, The Joint Staff, Pentagon, Washington DC
12. November 2008 - March 2019, Deputy Chief, Joint Operational War Plans Division, Assistant Deputy Director for Strategy and Policy, Directorate for Force Structure, Resources and Assessment, The Joint Staff, Pentagon, Washington DC
13. March 2019 - December 2019, Executive Director, Air Force Space Command - Forward Element, Pentagon, Washington DC
14. December 2019 - December 2021, Director of Staff, Office of the Chief Operations Officer, United States Space Force, Pentagon, Washington DC
15. December 2021 - present, Associate Chief Operations Officer, Office of the Chief Operations Officer, United States Space Force, Pentagon, Washington DC



Department of the Air Force

April 19, 2023

Introduction

Chair Murray, Ranking Member Boozman, and distinguished members of the Subcommittee. Thank you for the opportunity to discuss the Department of the Air Force (DAF) Fiscal Year 2024 (FY24) Military Construction Program.

Our installations remain the platforms from which we enable and project combat power in and through the air and space domain. DAF installations serve as key nodes in a global network of operating locations that enable Joint Force mission success around the world; making the readiness, resiliency, and sustainability of installations matters of strategic importance. Our installations are where we train and equip for joint operations, control, and sustain air and space weapon systems, test new weapon systems, generate readiness, and provide safe, healthy communities that many of our Airmen, Guardians, and their families call home. However, after decades of operating our installations with nearly unprecedented freedom of action, the homeland is no longer a sanctuary - as the National Defense Strategy (NDS) clearly describes.

Our Nation faces the nexus of complex challenges: the rise of great power competition with China and Russia; the increasing complexity of multi-domain threats; the competition for access to resources; and the increasing rate of technology change. We must ensure our installations are resilient, optimized, and operationally efficient to successfully defend the homeland; prevail against the full range of man-made and natural threats; deter strategic attacks against the United States, our Allies, and our partners; deter aggression and be prepared to prevail in conflict when necessary; and build a resilient Joint Force and defense ecosystem. We recognize the foundational capability our installations provide in advancing these priorities through integrated deterrence, campaigning and building enduring advantages.

In the face of these challenges, we made hard choices to prioritize efforts focused on integrated deterrence in an environment of shrinking advantage against aggressive competitors, operating in an evolving security environment. Last year, in a continued effort to meet the challenge of pacing adversaries, we focused on seven operational imperatives. This year's budget reflects continued modernization efforts in a resilient, effective space order of battle; operationally optimized Advanced Battle Management System; achieving Moving Target Indication at scale; development and fielding of a Next Generation Air Dominance family-of-systems; cost-effective, resilient forward basing; global strike capabilities built around the B-21 Raider; and expeditious transition to a wartime posture.

Department of the Air Force

April 19, 2023

In support of these imperatives, the DAF Military Construction (MILCON) program continues to prioritize nuclear enterprise modernization and Combatant Command (CCMD) infrastructure support with an emphasis on the Pacific and Europe. The Facilities Sustainment, Restoration and Modernization (FSRM) portfolio remains focused on sustaining our existing infrastructure. Furthermore, we preserve the well-being and quality of life of our service members and their families through investments in housing, dormitories, and child development centers (CDCs). We remain committed to sustaining the DAF's power projection, enabling platforms, and searching for operational energy improvements to increase range and operational capability. We appreciate the continued partnership with Congress to ensure Air and Space Forces are well-postured to compete, deter, and win.

UNITED STATES AIR FORCE

Installations

We advance our commitment to optimizing installation investment through implementing the Infrastructure Investment Strategy (I2S), increasing senior leader oversight of the portfolio, and pursuing reforms within our MILCON program. First introduced in 2019, the I2S is the Department's long-term strategy to cost-effectively modernize and restore infrastructure readiness, improve the resiliency of mission-critical nodes, and drive innovative installation management practices. We are refining and refreshing our strategy and expect to complete an update by late 2023.

We oversee I2S implementation efforts through recurring Infrastructure Councils and Infrastructure Program Management Reviews to assess resourcing and asset management practices on infrastructure readiness. The Council developed a series of metrics that quantify the impact of I2S policies and investment decisions on infrastructure condition, facility space use, and MILCON cost growth. Regular assessments of the I2S allow senior leaders to make timely decisions, which affect program execution and future budget decisions.

Installation Resilience

Our Installation Energy Program focuses on ensuring Air and Space Force installations are truly resilient to the broad range of threats from adversaries, cyber-attacks, and changing climate. We define resilience within the "5 Rs" of robustness, redundancy, resourcefulness, response, and

Department of the Air Force

April 19, 2023

recovery. Installation Energy Plans apply the “5Rs” to assess gaps and prioritize energy, water, and climate projects to ensure mission readiness. The “5Rs” help describe how a system is prepared for crises using the preventative attributes of robustness, redundancy, and resourcefulness, as well as how the system functions during crises using the performance attributes of response and recovery.

Adversarial threats and natural hazards pose a growing risk of prolonged power outages for installations. Using a mission thread perspective, we are working to identify key nodes on and off installations that, in a denial-of-service scenario, may result in a significant impact on our ability to deliver key capabilities. A comprehensive understanding of mission requirements, current system operations, accurate reporting, and historical outage data assist in identifying possible service vulnerabilities. We strive to mitigate operational impacts from disruptions to energy and water through increasing investment in and improving maintenance of energy systems.

Special Interest Items

Natural Disaster Recovery Efforts

The Natural Disaster Recovery (NDR) program has greatly benefitted from Congressional support over the last several fiscal years and we are seeing the results of this sustained and significant investment. The program is substantially complete with Planning and Design (P&D), nearly complete with acquisition, and by the end of September 2023 it will have awarded and started construction on a majority of projects included in the program. The first two Tyndall AFB reconstruction projects, the Air Battle Management Simulator Facility and Fire Station No. 2, were awarded only 11 months after Hurricane Michael. The Air Battle Manager Facility reached Beneficial Occupancy in August 2022, and Fire Station No. 2 will be ready by the end of second quarter FY23 for Team Tyndall Firefighters. The DAF will make use of the \$360 million Congress provided in FY23 to address inflationary and supply chain increases which continue to affect the program. To date, we have awarded 84% of the NDR program, totaling over \$3 billion of investments to improve mission readiness, resilience, and efficiency at Joint Base Langley-Eustis, VA, Tyndall AFB, FL and Offutt AFB, NE.

Department of the Air Force

April 19, 2023

Taking Care of People

We strive to provide a high quality of life for our members and their families. At the heart of that goal is affordable, accessible childcare for our Airmen and Guardians and safe, high-quality dorms for our unaccompanied members.

The inability to access affordable and quality childcare can impact a service member's ability to report for duty and his or her decision to stay in the service. To this end, the DAF is using a two-prong programmatic approach to improve Child Development Centers (CDCs): targeted investments in FSRM to address facility condition concerns, and posturing MILCON projects to increase capacity. In FY23, we are spending \$7.6 million in FSRM funding on four CDC projects, and in FY24 we intend to commit \$42 million in FSRM funds for CDC projects. Generous Congressional support in FY22 and FY23 funded most of the CDC MILCON projects currently at an executable design stage, and the DAF is actively working the design of CDC projects for inclusion in future President's Budget and Unfunded Priority List submissions. The Child and Youth Facility Master Plan facilitates project advocacy by identifying CDC MILCON and FSRM projects that address child and youth facility condition and capacity challenges. The FY24 President's Budget includes a \$20M Cost to Complete request for the CDC at Joint Base San Antonio-Lackland, and a \$37M request for the CDC at Hanscom AFB.

Equally important to us is providing unaccompanied service members high quality housing in our dormitory campuses. Commanders' responsibilities include protecting the health and safety of unaccompanied Airmen and Guardians. It is their responsibility to enforce inspection criteria to identify and report conditions requiring immediate and future maintenance. While 99.6% of permanent party beds assessed as "adequate" in FY23, the DAF has planned \$251M for 38 projects in FY24 to repair and improve dormitory facilities. This level of investment is a significant increase of over dormitory investments in recent years. The DAF investment strategy for unaccompanied housing focuses on restoration and modernization of dorms in their existing configurations with FSRM funds, which allows MILCON funds to address capacity shortfalls and facility recapitalization. The FY24 President's Budget includes a request for one new dorm project at RAF Lakenheath.

FY24 Air Force MILCON Program

In FY24, the Active-Duty Air Force and Space Force MILCON request is \$2.6 billion. This funding supports the DAF's commitment to fulfilling NDS requirements, postures us for the future

Department of the Air Force

April 19, 2023

high-end fight, and ensures we continue taking care of our Airmen, Guardians, and their families. The program supports Combatant Commanders with a focus on the Pacific and European theaters and modernizing the nuclear enterprise. Additionally, the MILCON program continues efforts to bed down new weapons systems and seeks to recapitalize facilities that have outlived their useable life or no longer meet mission requirements. Our request also focused on Planning and Design to reinforce the Air Force's MILCON program stability and consistency. Program stability continues to be a major focus, ensuring mature projects are included in the budget and improve confidence they will award within programmed amount in the year of appropriation.

Combatant Commander Infrastructure

The FY24 MILCON program prioritizes Combatant Commander requirements with a particular emphasis on the Indo-Pacific and European theaters. Direct support to the Combatant Commanders accounts for 36% of the FY24 MILCON request and aligns with the National Defense Strategy to Build a More Lethal Force, while directly Prioritizing Preparedness for War. Our FY24 program addresses some of the urgent U.S. Indo-Pacific Command (INDOPACOM), U.S. Strategic Command (STRATCOM), and U.S. European Command (EUCOM) facility priorities.

Support to INDOPACOM will enhance the United States defensive posture in the region, reassure allies and partners, and increase readiness capabilities. Ten projects supporting the Pacific Deterrence Initiative are included as part of the \$574 million request for INDOPACOM. The investment of resources to improve infrastructure and facilities throughout the Indo-Pacific Theater provides our allies, partners, and potential competitors a clear indication of the United States' long-term commitment to the Pacific.

The Air Force remains committed to European Defense Initiative (EDI) efforts to reassure North Atlantic Treaty Organization (NATO) allies and other European partners of United States commitment to collective security and territorial integrity. In FY24, the Air Force requests \$220 million for EDI to support the prepositioning of equipment in the United Kingdom, Spain, and Norway. These projects will further improve deterrence efforts in the theater and enable joint and coalition forces to quickly respond to aggressive regional actors. The Air Force request also included support to Combatant Commands within the United States to include a continued focus on Weapons Generation Facilities directly supporting STRATCOM at Ellsworth AFB and Barksdale AFB.

Department of the Air Force

April 19, 2023

New Mission Bed Downs

The NDS directs the Department of Defense to build a force that is lethal, resilient, sustainable, survivable, agile, and responsive through modernization of key capabilities; the first of which are nuclear forces. The FY24 budget request focuses on modernizing the nuclear enterprise by supporting the bed down of new weapons systems and missions. The request included three projects at Ellsworth AFB, SD, for a total of \$395M to bed down the first B-21 Raiders. It also included three projects at F.E. Warren AFB, WY to support transition from the Minuteman III intercontinental ballistic missile weapon system to the Sentinel Weapon System. The Sentinel program is the largest Air Force land acquisition effort since the original Minuteman, primarily to acquire temporary construction easements for utility corridors in the missile fields. We appreciate the support of Congress for the additional appropriation of inflation funds in FY23 to ensure the program remains on schedule. Minuteman III-to-Sentinel conversion must occur on a precise timeline to maintain the operational readiness of the nuclear deterrent and deliver Full Operational Capability to the warfighter by 2036. We will continue to inform Congress on the Air Force's progress during design, construction, and commissioning of Sentinel facilities. Once on-line, these weapons systems will ensure the Air Force can effectively supply two-thirds of the nation's nuclear triad well into the future.

The FY24 President's Budget also includes funding requests to support the KC-46A program, with 8 projects totaling \$435.5M at March ARB, CA, MacDill AFB, FL, and Tinker AFB, OK. KC-46 beddown is proceeding without major issues and supports National Defense Strategy priorities by ensuring continued support of mobility through airpower. Lastly, the budget request continues to support modernization of the fighter force with \$82M for F-35A beddown, and \$39.5M to support the beddown of the T-7A and allow appropriate pilot training.

Existing Mission Recapitalization

The FY24 request also sought \$320 million to recapitalize current mission requirements. These include an Aircraft Corrosion Control facility at Buckley AFB, CO, a fire station at Fort Wayne ANGB, IN, and a supplement to the Massachusetts Institute of Technology-Lincoln laboratory (MIT-LL) West Lab Compound Semiconductor Lab - Microsystems Integration Facility (CSL/MIF) at Hanscom AFB, MA. These projects enable installations to continue to support their current missions as the DAF pursues modernization efforts.

April 19, 2023

Planning and Design

P&D remains a central focus of the Air Force MILCON program to reinforce program stability and consistency, and the FY24 Budget Request included a large increase over prior years to support this effort. Sufficient P&D enables projects to progress rapidly through design and meet maturity criteria for admissibility into the program, provides more accurate cost estimates, and maximizes opportunity to award projects in the year of appropriation. The Air Force goal is to be 100% designed at end of fiscal year before the budget year. Without sufficient P&D, the Air Force must award designs by design phase, adding risk associated with costs and timely delivery of design. Within the FY24 DAF P&D request of \$434.9 million, the Air Force intends to support Sentinel, Over the Horizon Radar, and other large projects in the program. The outcome of our two-year budget lock policy is a stable MILCON program that allows efficient use P&D to set the stage for future program success.

Facility Sustainment, Restoration, and Modernization (FSRM)

We view the FSRM and MILCON programs as interdependent. Together, these two funding streams serve as the foundation of sustainable Air Force installations. FSRM provides a non-MILCON pathway to repair facilities and infrastructure, maximizing their lifespan. The FSRM program prioritizes projects based on mission risk with the goal of timing investments at the optimal point in the asset lifecycle. The centralized FSRM scoring model targets investments at an asset's "sweet spot" in its life cycle rather than at end-of-life failure, which is significantly more expensive. In FY23, Congress provided the DAF \$5.3 billion in FSRM funding, and in FY24 we have requested \$5.4 billion. Our priority for FSRM continues to be sustaining our existing infrastructure with increased emphasis on quality-of-life projects (i.e., dormitories, CDCs) and our operational and training infrastructure. In order to maximize the near-term impact of current funding levels, the Air Force will also continue to assess mission threat vulnerabilities and prioritize infrastructure repair requirements which directly affect an installation's primary mission. Our I2S drove changes in how we execute FSRM funding distributed directly to installations (considered decentralized FSRM), empowering Commanders to make the right local investment decisions, including day-to-day maintenance and smaller scale repair and sustainment projects, based on mission requirements and I2S guidance.

Department of the Air Force

April 19, 2023

Housing Construction, Operation and Maintenance

The Air Force prioritizes providing safe and healthy homes to our families. The military construction funding enables planning studies and design for future construction projects and supports the restructures of privatized housing projects. The Air Force Housing program provides for housing construction, P&D, and operations and maintenance using the Family Housing Master Plan (FHMP) to posture a comprehensive investment strategy to execute projects at the right time, scope, and cost. The FY24 President's Budget request for Family Housing construction includes \$220M to support three Military Housing Privatization Initiative (MHPI) restructures across 11 bases.

The military family operations and maintenance program supports the day-to-day operations and administration of our military and privatized family housing, correcting health and safety deficiencies, and provides for the alterations and major repair projects to sustain and modernize the housing inventory. The high cost of construction continues to present challenges to improvements of Air Force-owned family housing, which will require solutions within the Air Force family housing construction program to achieve full scope on projects. The Air Force continues to focus investment in the Air Force housing inventory to provide adequate housing for all service members and their families.

Privatized Housing

Quality, affordable housing has a direct correlation to recruitment, retention, and readiness. Hence, we remain focused on improved oversight, long-term financial health, and sustainment of the housing inventory. We are committed to ensuring Military Housing Privatization Initiative (MHPI) projects provide safe, quality, and well-maintained housing where military members and their families and caregivers will want and choose to live.

We continue our efforts to improve our privatized housing portfolio and address the remaining elements of the MHPI reforms set out in the FY 2020-23 National Defense Authorization Acts (NDAA). We made significant progress to implement reforms to enhance our oversight of privatized housing and hold MHPI companies accountable for providing quality housing. Specifically, several congressionally mandated provisions were implemented throughout various DAF housing programs including:

Department of the Air Force

April 19, 2023

- FY 2020 NDAA Section 3011: We collaborated with the private-sector MHPI companies to adopt 18 rights set out in the MHPI Tenant Bill of Rights. All but two companies have either implemented or agreed to implement all 18 of these rights.
- FY 2020 NDAA Section 3036: We implemented the amended section 606 payments to MHPI Projects to focus on the most urgent needs of underfunded MHPI projects and ensure the projects invest these funds investing appropriately to safeguard long-term project viability.
- FY 2020 NDAA Section 3051: We began the process to complete standardized privatized housing and government-owned housing inspections and assessments at all locations, using DoD's uniform housing standards, completing inspections at 15 installations in CY22.
- FY 2022 NDAA Section 2813: We verified the appropriate application of Disability Laws and Collection of Modification Costs requirements are documented in existing MHPI projects' transaction documents. These requirements ensure the projects make reasonable accommodations for any resident with a disability.

In 2020, we added 218 government positions across the privatized housing program, increased inspections, provided additional training to housing personnel, and revamped housing governance. We continue to maintain Resident Councils for two-way communication between the residents and installation and project owner leadership. We then utilize feedback from tenant satisfaction surveys to develop action plans for improving the residents' experiences and encourage our Airmen and Guardians, and their families to engage with Resident Advocates to help resolve any disputes and improve communications among all relevant DAF stakeholders.

We also expanded our metrics for assessing the health of the privatized housing portfolio, particularly with regards to resident satisfaction, maintenance quality and responsiveness, and property management operations. Most of our private partners meet or exceed DAF standards as prescribed in our metrics. However, when we identify concerns with operational performance, we have placed a small number of private partners on Community Action Plans, or if more systemic, on Performance Improvement Plans with milestones and schedules. The goal is to remedy deficiencies and ensure our military families receive quality service and housing.

Some privatized housing projects require financial restructuring to continue to remain financially stable and market comparable. The restructure goals are to ensure the projects can fully fund operational expenses, debt servicing, and sustainment of the homes for the life of the lease

Department of the Air Force

April 19, 2023

and also fund reinvestment needs during the mid-term reinvestment period. The FY24 President's Budget request includes \$220 million to support three such restructures for AETC Group 2 MHPI project, Hickam MHPI project, and Southern Group MHPI project.

Base Realignment and Closure (BRAC)

The FY24 request includes \$124 million for the BRAC cleanup program for environmental restoration and property transfer activities at 34 former Air Force installations closed through prior BRAC initiatives. Our BRAC cleanup program focuses on protecting human health and the environment, projects that transfer acreage and achieve beneficial reuse of property, and investigations and response actions associated with PFAS. Property transfer is complete for 35 out of 40 former installations, and we expect to complete transfer of the remaining 1,654 acres at five former installations by FY27. The Air Force greatly appreciates Congressional support for our efforts to address PFAS contamination and continue the cleanup and transfer of BRAC properties.

UNITED STATES SPACE FORCE

We established the United States Space Force as a lean, agile, and mission-focused military Service, relying on the United States Air Force for infrastructure, logistics, security, medical services, and a host of other support functions at our Space Force installations. Formal agreements, directives and instructions codify stakeholder roles and responsibilities for support to the mission, and to the Guardians, Airmen, Civilians, and their families that work and live on Space Force installations.

Most of the combat-ready space forces that we field are "Deployed-in-Place", meaning they execute Combatant Command missions from their home station. Mission-ready, resilient installations and facilities are absolutely integral to our readiness and effectiveness.

In FY22 the Space Force received, prioritized, and obligated our first independent appropriation for Facility, Sustainment, Restoration and Modernization (FSRM) funding. The Department of the Air Force provides an allotment of military Construction (MILCON) funding to the Space Force based on the Space Force's portion of the total plant replacement value. This approach provides flexibility to resolve resource challenges due to the Space Force's prioritization of requirements as a new, independent Service. We implemented a governance process for infrastructure investments, which leverages existing Department of the Air Force processes. We prioritize projects to reduce risk to mission by addressing energy redundancy and resilience,

Department of the Air Force

April 19, 2023

physical security, and risk to force through quality-of-life requirements such as dormitories and child development centers.

Military Construction (MILCON)

MILCON increases capacity and readiness for the Space Force. In FY23 the Space Force requested \$98.2M and was appropriated \$291.9M. Projects include a \$72M dormitory at Clear Space Force Station, Alaska, supporting the Long Range Discriminating Radar mission; a \$90M Secure Integration Support Lab at Maui, Hawaii; a \$97M Consolidated Communication Center, a \$8.4M Underground Electrical Distribution System, and \$7.3M Water Distribution Loop at Patrick Space Force Base, Florida; a \$6.1M Retaining Wall at Vandenburg Space Force Base, California; and \$11.1M for General Planning & Design (P&D).

The Space Force's FY24 President's Budget Request includes \$15M for a Commercial Vehicle Inspection Facility, \$12M for Final Denial Barriers at the South Gate and \$15M for Increment 2 of the Consolidated Communications Center project at Patrick Space Force Base, Florida. Notably, the Space Force requested \$90.3M for P&D, including \$24M for assured access to Space (Space Port of the Future). This significant P&D request is necessary for projects to rapidly mature in development, providing accurate estimates and maximizing opportunity to award in the year of appropriation.

Facility Sustainment, Restoration, and Modernization (FSRM)

We view the FSRM and MILCON programs as interdependent. Together, these funding streams provide the sustainable foundation for 14 Space Force installations and more than 70 smaller geographically separate units, sites, and ranges. FSRM provides flexibility to repair facilities and infrastructure, maximizing lifespan. The FY23 budget request of \$235M with \$293M appropriated reflects a 32% increase from FY22 appropriated levels. The Space Force requested \$679M in the FY24 President's Budget request. The large increase in FY24 will include funds for the repair of a Pituffik Space Base Power Plant that powers the Missile Warning/Missile Defense weapons systems, and electrical distribution projects supporting both the Eastern and Western Space launch ranges.

Conclusion

The FY24 Budget Request supports the National Defense Strategy and postures the DAF to support combatant commanders today, while investing in the force infrastructure we need for

Department of the Air Force

April 19, 2023

the future. The MILCON program prioritizes nuclear enterprise modernization and supports Combatant Commanders, with particular focus on the Pacific and European. The housing program provides the resources needed to sustain and improve the DAF's inventory of government-owned homes, and oversight of privatized housing project owners.

We are committed to ensuring that resilient, optimized installations deliver the foundational capabilities necessary in a changing operating environment. While we remain extremely capable, we cannot deliver these capabilities alone. We must operate as One Team—within the Department, across the Joint Force and interagency, and in lockstep with our allies and partners. Only through true partnership can we successfully compete, deter, and if necessary, win our One Fight against a very capable pacing threat in China and the acute threat that is Russia. With congressional support, we remain confident we can preserve the platforms necessary to enable and project combat power in Air and Space.

Thank you for the opportunity to discuss the Department's FY24 MILCON program. We appreciate Congress' continued support for our enterprise and look forward to working with you on our FY24 priorities.