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Department of the Air Force

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May 18, 2022

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## Department of the Air Force

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Presentation

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

### *Fiscal Year 2023 Military Construction Program*

Witness Statement of

LIEUTENANT GENERAL  
WARREN D. BERRY  
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

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BIOGRAPHY



UNITED STATES AIR FORCE

LIEUTENANT GENERAL WARREN D. BERRY

Lt. Gen. Warren D. Berry 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. Berry earned a Bachelor of Science degree from the University of Notre Dame and was commissioned through the ROTC program as a distinguished graduate in 1987. He entered active duty in January 1988 as an acquisition officer at Wright-Patterson Air Force Base, Ohio, before cross-training into aircraft maintenance in 1992. He commanded the 435th Mission Support Group at Ramstein Air Base, Germany, and the 78th Air Base Wing at Robins AFB, Georgia. He served on the Joint Staff in the Strategic Plans and Policy Directorate and was the Director of Logistics, Engineering and Force Protection for both the U.S. Air Forces in Europe and Air Forces Africa and Headquarters Air Mobility Command. Prior to his current assignment, the general was the Deputy Commander, Air Force Materiel Command.

EDUCATION

- 1987 Bachelor of Science, Mechanical Engineering, University of Notre Dame, Ind.
- 1994 Squadron Officer School, Maxwell Air Force Base, Ala.
- 1996 Master of Science, Aviation Management, Embry-Riddle Aeronautical University, Fla.
- 1998 Air Command and Staff College, Maxwell AFB, Ala.
- 2002 Master of Arts, Strategic Studies, Air War College, Maxwell AFB, Ala.
- 2007 National Security Studies Program, The Elliott School of International Affairs, George Washington University, Washington, D.C.
- 2009 Senior Executive Fellows Program, John F. Kennedy School of Government, Harvard University, Cambridge, Mass.

ASSIGNMENTS

1. January 1988-August 1991, Program Manager, TR-1 Ground Communications System and later Executive Officer, Electronic Combat and Reconnaissance System Program Office, Wright-Patterson Air Force Base, Ohio
2. September 1991-June 1992, Program Manager, Acquisition Program Tracking System, Aeronautical Systems Center, Wright-Patterson AFB, Ohio
3. June 1992-November 1992, student, Aircraft Maintenance and Munitions Officer Course, Chanute AFB, Ill.
4. November 1992-March 1994, Command Post Controller and Emergency Actions Officer and Special Assistant for Quality Improvement, 23rd Wing, Pope AFB, N.C.
5. March 1994-February 1995, Sortie Generation Flight Commander, 2nd Airlift Squadron, Pope AFB, N.C.
6. February 1995-December 1995, Squadron Maintenance Officer, 75th Fighter Squadron, Pope AFB, N.C.
7. January 1996-July 1997, Flight Commander and Operations Officer, 33rd Student Squadron, Squadron Officer School, Maxwell AFB, Ala.
8. August 1997-June 1998, Student, Air Command and Staff College, Maxwell AFB, Ala.
9. July 1998-June 2000, Commander, 86th Logistics Support Squadron, Ramstein Air Base, Germany
10. June 2000-July 2001, Commander, 86th Maintenance Squadron, Ramstein AB, Germany
11. July 2001-June 2002, Student, Air War College, Maxwell AFB, Ala.
12. June 2002-June 2003, Chief, Logistics Studies and Analysis, Director of Maintenance, Deputy Chief of Staff for Installations and Logistics, Headquarters U.S.

Air Force, the Pentagon, Arlington, Va.



EFFECTIVE DATES OF PROMOTION

Second Lieutenant May 16, 1987	
First Lieutenant September 15, 1989	
Captain September 15, 1991	
Major August 01, 1997	
Lieutenant Colonel May 01, 2000	
Colonel August 01, 2004	
Brigadier General May 02, 2011	
Major General August 02, 2014	
Lieutenant General August 17, 2018	

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13. July 2003-July 2004, Logistics Panel Chairman, Director of Resources, Deputy Chief of Staff for Installations and Logistics, Headquarters U.S. Air Force, the Pentagon, Arlington, Va.
14. July 2004-April 2006, Commander, 435th Mission Support Group, Ramstein AB, Germany
15. April 2006-January 2008, Vice Commander, 78th Air Base Wing, Robins AFB, Ga.
16. January 2008-July 2009, Commander, 78th Air Base Wing, Robins AFB, Ga.
17. July 2009-November 2011, Assistant Deputy Director, Politico-Military Affairs, Western Hemisphere, Strategic Plans and Policy Directorate, Joint Staff, the Pentagon, Arlington, Va.
18. November 2011-September 2013, Director of Logistics, Installations and Mission Support, Headquarters U.S. Air Forces in Europe and Air Forces Africa, Ramstein AB, Germany
19. September 2013-August 2015, Director of Logistics, Headquarters Air Mobility Command, Scott AFB, Ill.
20. August 2015-August 2018, Vice Commander, then Deputy Commander, Headquarters Air Force Materiel Command, Wright- Patterson AFB, Ohio
21. August 2018-present, Deputy Chief of Staff for Logistics, Engineering and Force Protection, Headquarters U.S. Air Force, the Pentagon, Arlington, Va.

### SUMMARY OF JOINT ASSIGNMENTS

1. July 2009-November 2011, Assistant Deputy Director, Politico-Military Affairs, Western Hemisphere, Joint Staff, the Pentagon, Arlington, Va., as a colonel and brigadier general

### MAJOR AWARDS AND DECORATIONS

Distinguished Service Medal  
Defense Superior Service Medal  
Legion of Merit with oak leaf cluster  
Meritorious Service Medal with three oak leaf clusters  
Air Force Commendation Medal with oak leaf cluster  
Air Force Achievement Medal with oak leaf cluster  
Air Force Outstanding Unit Award with three oak leaf clusters

### OTHER ACHIEVEMENTS

1994 Secretary of the Air Force Leadership Award Winner  
2000 Air Force Maintenance Effectiveness Award  
2001 General Thomas P. Gerrity Award  
2004 General Curtis LeMay Trophy

(Current as of September 2019)



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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, 91<sup>st</sup> Operations Group, Minot AFB ND
3. January 1989 - January 1990, Executive Officer to the 91<sup>st</sup> Missile Wing Commander, 91<sup>st</sup> Missile Wing, Minot AFB ND
4. January 1990 - January 1991, Executive Officer to the 57<sup>th</sup> Air Division Commander, 57<sup>th</sup> 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, 3<sup>rd</sup> Space Operations Squadron, 50<sup>th</sup> Space Wing, Schriever AFB, CO
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

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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, 320<sup>th</sup> Missile Squadron, 90<sup>th</sup> 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



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### **Introduction**

Chairman Heinrich, 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 2023 (FY23) Military Construction Program.

Installations are platforms to enable and project combat power in support of the 2022 National Defense Strategy (NDS). Every mission starts and ends on an installation. We train and equip for joint operations, provide portions of the nuclear deterrent, project power, generate readiness, test new weapon systems to build and maintain an enduring advantage, and provide safe and healthy communities at our Air and Space Force installations. Our installations also serve as key nodes in a global network of operating locations enabling Joint Force mission success around the world. Additionally, for a significant number of our 700,000 Airmen, Guardians, and their families, Air and Space Force installations are “home.” Hence, the readiness, resiliency, and sustainability of installations are matters of strategic importance.

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; economic pressures; the competition for access to resources in the Global Commons; and the increasing rate of technology change. The FY23 President’s Budget Request supports the NDS and lays out a plan to modernize our military capabilities. Finally, we continue to experience the effects of changing climate, exemplified by the growing strength and frequency of extreme weather events, wildfires and droughts. Unmitigated, these endanger not only our Airmen, Guardians, and the places where they live and work, but our weapon systems, infrastructure, and water and power networks.

In the face of these challenges, the Department of the Air Force has made hard choices to prioritize decisions focused on integrated deterrence in an environment of shrinking advantage against aggressive competitors, operating in an evolving natural environment. The DAF Military Construction (MILCON) program prioritizes nuclear enterprise modernization and Combatant Command (CCMD) infrastructure support in the European and Pacific theaters. The centralized Facilities Sustainment, Restoration and Modernization (FSRM) portfolio continues to focus on infrastructure risk to mission, with prioritization based on “probability of failure” and “consequence of failure” methodology, ensuring timely maintenance and life-cycle repairs at our installations. We remain committed to sustaining the DAF’s power projection and enabling platforms—our installations—and appreciate the continued partnership with Congress to ensure the Air and Space Forces are well-postured to compete, deter and win.

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### Installations

The Air Force continues to balance risk in installation investment in order to prioritize resources to our most mission-critical needs, ensuring the Air Force can continue to deliver combat capability to the Joint Force. The Air Force is performing installation investment through implementation of our Infrastructure Investment Strategy (I2S), increased senior leader oversight of the portfolio, and reforms within our MILCON program. First introduced in 2019, the I2S is the Air Force of the Air Force's long-term strategy to cost-effectively modernize and restore infrastructure readiness, improve the resiliency of mission-critical nodes, and drive innovation in installation management practices.

### Tackling the Climate Crisis

Last fall, the Secretary of Defense released the DOD Climate Adaptation Plan and DOD Climate Risk Analysis, emphasizing climate as a national security priority. Over the past several years, we have seen first-hand the impacts climate and severe weather can have on our installations and operations. Increasing temperatures, changing precipitation patterns, and more extreme and unpredictable weather conditions pose new risks to Air Force operations, readiness, installations, and facilities. The effects of climate change on the Air Force are accelerating; the time for action is now. As the largest fuel consumer in the DOD, the Air Force is not only addressing the need for climate adaptation to improve our resilience, but introducing climate mitigation efforts to optimize fuel consumption and reduce our logistics burden, while simultaneously reducing greenhouse gas emissions. Additionally, the Air Force is developing a comprehensive Climate Action Plan aligned with our national security imperatives that lays out our climate priorities and actionable goals to address the complex threat of climate change.

In recent years, Congress has included numerous provisions in legislation to enhance installation resilience efforts across the Department of Defense. The Air Force, in conjunction with the Office of the Secretary of Defense (OSD), is implementing these provisions. We are incorporating climate and energy resilience considerations into Installation Development Plans (IDPs), while over 90 locations completed the hazard screening and risk assessment portions of the *DAF Severe Weather and Climate Hazard Screening and Risk Assessment Playbook*. The *Playbook* gives installation-level planners a consistent and systematic framework to screen for severe weather and climate hazards and assess current and future risks. We will include these

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results into Installation Climate Resilience Plans (ICRPs), serving as the military installation resilience component of our major military installation master plans by the end of FY25. Additionally, as of the end of 2021, we completed 42 Installation Energy Plans at our critical and high-energy use installations to identify risks and track and adjust requirements to advance energy and water resilience goals.

The Air Force is integrating resilience considerations into MILCON and other construction projects as well. We assess all projects to determine if the planned facility could be impacted by current or future mean sea level fluctuations or if it is located in a 100-year floodplain for non-critical facilities and a 500-year flood plain for critical facilities. We implement resilience actions when required by the mission or when feasible and cost-effective. The Air Force drives changes to the Unified Facilities Criteria (UFCs) and then applies those revised building codes to all MILCON projects. Many of these UFCs have been updated to specifically incorporate resilience considerations, such as sea level rise scenario planning and updated structural engineering criteria to address wind, seismic, and flood threats.

To help address these challenges, the Air Force is leveraging data and analytics to make climate-informed decisions based on lessons learned from previous storm-related events. Climate considerations will continue to be incorporated into our guidance, plans, and policies to ensure our Air Force investments in facilities, infrastructure, and installation energy promote resilience to more frequent and severe weather events, while maximizing our readiness with a reduced energy footprint.

### **Special Interest Items**

#### *Natural Disaster Recovery Efforts*

Through the Natural Disaster Recovery program, the Air Force will rebuild Tyndall AFB, FL, and Offutt AFB, NE, in a more efficient and resilient manner. We are designing and constructing facilities using the latest UFCs. To buttress Tyndall AFB from future effects of climate change, the Air Force made a policy decision to design beyond the minimum UFC criteria for civil and structural engineering. We used a minimum design wind speed of 165 miles per hour for all new mission-critical facilities, exceeding the highest wind speed captured during Hurricane Michael, and incorporated best practices from the Florida Building Code's High Velocity Hurricane Zone for Miami-Dade, Broward, and coastal Palm Beach Counties. Facilities are also being designed 14 to 19 feet above today's mean sea level, which incorporates a 7-foot projected sea level rise scenario through the year 2100.



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Additionally, we emphasized coastal resilience in the plan for Tyndall AFB. This partnered approach includes cost-shared investments, which combine with Air Force investments to attenuate storm energy through natural infrastructure before it reaches built infrastructure. Key partners such as the Defense Advanced Research Projects Agency, Fish and Wildlife Service, Bay County, the Florida Department of Environmental Protection, and the University of Florida are working together as part of OSD's Readiness and Environmental Protection Integration Program. We are exploring several low life-cycle cost "Engineering with Nature" initiatives, to include sand fencing, submerged shoreline stabilization, living shorelines, oyster reefs, and marsh and seagrass enhancements.

At Offutt AFB, we are consolidating facilities to higher ground—out of the 100-year floodplain. Where relocation is not possible due to mission requirements, we are raising the finished floor elevation above the floodplain and building in a way to minimize clean-up should flooding occur again.

### Taking Care of People

In early 2020, the Air Force established a cross-functional Child Care Capacity Initiative Working Group to address unmet child care needs. This team prioritized child development and school age care facility projects based on unmet child care demand, staffing, and building conditions. We issued a Strategic Enterprise Executive Decision memo directing installations to initiate planning actions for 14 projects identified on the prioritized list. The Air Force is using the \$11 million in MILCON Planning and Design (P&D) funds provided in FY20 to initiate designs and posture these projects for future execution. Five of our top priority child development centers (CDCs)—Sheppard AFB, TX; Joint Base San Antonio (JBSA)-Lackland, TX; JBSA-Fort Sam Houston, TX; Wright-Patterson AFB, OH; and Royal Air Force (RAF) Lakenheath, in the United Kingdom—were authorized in the FY22 NDAA and funded within the FY22 Consolidated Appropriations Act. Construction of a new CDC at Tyndall AFB is scheduled to be complete by December 2022, and construction of a new CDC at Joint Base Andrews, MD, is expected to be ready to award in the summer of 2022. Because CDCs have not historically competed well against other mission-related priorities in the MILCON program, we have turned to FSRM resources to address childcare facility concerns while we posture MILCON projects for future execution. In FY22, we have prioritized 6 CDC FSRM projects, valued at \$19.7 million.

The Air Force is also committed to ensuring unaccompanied service members are provided quality housing on our dormitory campuses. The Air Force has underscored the roles and

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responsibilities of Commanders in protecting the health and safety of unaccompanied Airmen. Commanders enforce inspection criteria to identify and report conditions requiring immediate and future maintenance, as well as adequately resource maintenance and repair programs to effectively address requirements. Funded from the Air Force FSRM account, the investment strategy for dormitories focuses on sustainment, restoration and modernization of these facilities in their existing configurations. This enables the Air Force to focus MILCON funds on modern, formal training facilities for newly recruited Airmen, such as the Airman Training Center at JBSA-Lackland.

### **FY23 Air Force MILCON Program**

In FY23, the Air Force MILCON request is \$2.05 billion. This request will support the Air Force's commitment to fulfilling National Defense Strategy (NDS) requirements, posturing for the future high-end fight, and taking care of our Airmen by providing functional operational work spaces. The program supports Combatant Commanders with a focus on the Pacific and European theaters and modernizing the nuclear enterprise. Our request also focused on P&D to reinforce the Air Force's MILCON program stability and consistency. 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.

#### **Combatant Commander Infrastructure**

The FY23 MILCON program prioritizes Combatant Commander requirements with a particular emphasis on the Indo-Pacific and European theaters. Support to U.S. Indo-Pacific Command will enhance the United States defensive posture in the region, reassure allies and partners, and increase readiness capabilities. The request included \$451 million for projects in Alaska, Japan, and the Northern Mariana Islands to recapitalize key facilities, disperse resources, and construct operational and maintenance facilities, as well as provides Pacific-focused P&D. The request also included construction of fuel storage and aircraft parking apron on Tinian, aircraft operations and maintenance facilities in Japan, and a runway extension to increase airfield capacity in Alaska.

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 FY23, the Air Force requested \$244.9 million for EDI to include support for the prepositioning of equipment in Italy, Iceland, Spain, and Hungary, as well as base perimeter security in Norway. These projects will further improve

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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 U.S. Strategic Command; and fuel and maintenance facilities supporting U.S. Central Command.

### *New Mission Bed Downs*

The FY23 budget request also supported the bed down of new weapons systems and missions, with a heavy focus on modernizing the nuclear enterprise. The request included two projects at Ellsworth AFB, SD, to bed down the first B-21 Raiders. It also included three projects at F.E. Warren AFB, WY; two projects at Hill AFB, UT; and one project at Vandenberg Space Force Base (SFB), CA, to support transition from the Minuteman III intercontinental ballistic missile weapon system to the Ground Based Strategic Deterrent (GBSD). 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. 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 Air Force appreciates the legislative authorities which posture the GBSD program for success. The FY21 NDAA provided significant flexibility for the Launch Facility/Launch Center conversion under MILCON authorization, authorized \$15 million of MILCON P&D for GBSD, enabled all GBSD construction to be carried out under direction and supervision by the Secretary of the Air Force, and allowed a single prime contractor to plan, design, and construct all GBSD projects. The Air Force will continue to inform Congress on the Air Force's progress during design, construction, and commissioning of GBSD facilities.

The FY23 President's Budget did not include funding requests for the F-35A bed down program. After the generous FY22 F-35A bed down support for facilities at RAF Lakenheath and Luke AFB, AZ, funding requests will resume in future years to complete the full bed down program. Lastly, the budget request included a three-bay depot maintenance hangar at Tinker AFB, Oklahoma to directly support reliable and responsive infrastructure for the KC-46A weapons system depot maintenance.

### *Existing Mission Recapitalization*

The FY23 request also sought \$218.3 million to recapitalize facilities that surpassed their useable life or no longer met mission requirements. This request included additional funding for

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our Basic Military Trainee Recruit Dormitory modernization, to include an increment for Dormitory 7 at JBSA-Lackland. Other recapitalization projects included a supplement to the MIT-LL West Lab CSL/MIF at Hanscom AFB, MA, and a RAPCON facility at Shaw AFB, SC which is a resilience project designed with previously appropriated resilience funds.

### Planning and Design

P&D remains a central focus of the Air Force MILCON program to reinforce program stability and consistency. 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. Without sufficient P&D, the Air Force must award designs by design phase, which adds risk associated with costs and timely delivery of design. With the FY23 P&D request of \$136 million, the Air Force intends to fully fund designs for our planned FY24 and FY25 projects, as well as initiate design for FY26 projects. The outcome of our two year budget lock policy is a stable MILCON program allowing us to efficiently use P&D for future projects.

### **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. Our I2S drove changes in how we execute the FSRM program by prioritizing projects based on mission risk and 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. FSRM funding distributed directly to installations (considered decentralized FSRM), empowers 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.

The Air Force will continue to utilize I2S principles to restore the health of our installations by refining business processes and implementing private sector best practices. These include implementing cost management strategies specific to different spending categories, leveraging data to improve the timing of sustainment and recapitalization actions, and establishing standards of services and equipment to achieve economies of scale. In order to maximize the near-term impact of current funding levels, the Air Force will also continue to assess mission thread

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vulnerabilities and prioritize infrastructure repair requirements which directly affect an installation's primary mission.

### **Housing Construction, Operation and Maintenance**

The Air Force prioritizes providing safe and healthy homes to our families. The Air Force Housing program provides for housing construction, P&D, and operations and maintenance. The military construction funding enables planning studies and design for future construction projects and supporting the restructures of privatized housing projects. 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. The increased cost of construction 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.

Our military family housing operation and maintenance enables us to sustain, improve, and modernize our Government-owned inventory of approximately 15,200 family housing units and provide enhanced oversight of over 52,000 privatized homes. Combined, the family housing operations and maintenance and construction programs will ensure continued support for the housing needs of Airmen, Guardians, their families, and our Army, Navy, and Marine Corps teammates housed in government-owned and privatized inventory.

### **Privatized Housing**

The Air Force is committed to ensuring that Military Housing Privatization Initiative (MHPI) projects provide safe, quality, well-maintained housing where military members and their families will want and choose to live. We remain focused on improving our privatized housing portfolio and addressing the remaining elements of the MHPI reforms set out in the FY 2020, FY2021 and FY2022 National Defense Authorizations Acts (NDAA). The Air Force has made significant progress implementing reforms to enhance our oversight of privatized housing and hold MHPI companies accountable for delivering quality housing that provides a positive living experience for tenants. An important effort is the DOD MHPI Tenant Bill of Rights. On August 1, 2021, DOD issued a revised and updated MHPI Tenant Bill of Rights that includes all 18 rights set out in 10 U.S.C. 2890. Applying many of these rights at existing MHPI housing projects

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requires voluntary agreement by the private companies who own, operate, and maintain the projects. Most Air Force companies have agreed to implement all 18 rights at their existing projects. With few exceptions, all rights are fully available at all installations with Air Force MHPI housing.

The Air Force has improved oversight by adding 218 government positions across the privatized housing program, increasing inspections, providing additional training to housing personnel and revamping housing governance placing more structure to housing policy and management. Resident Councils have been established at Air Force sites to provide two-way communication between the residents and installation and project owner leadership. Additionally, the feedback from tenant satisfaction surveys (work order and annual) are used to develop action plans for improving the resident experience. The Air Force has also established Resident Advocates at Air Force sites to engage with residents, installation leadership and MHPI company and its property management representative to help resolve any disputes at the lowest level and improve communications with all stakeholders. In addition, the Air Force established a toll free housing call center where tenants have 24-hour access to elevate concerns.

The Air Force has expanded its metrics for assessing the health of the privatized housing portfolio, particularly with regards to resident satisfaction, maintenance quality and responsiveness, and property management operations. Many of these business health metrics are now also included in the new Performance Incentive Fee (PIF) agreements Air Force has negotiated with its largest private partners giving them a financial incentive to meet or exceed the standards established for our MHPI program.

Timeliness and thoroughness of repairs continues to be a challenge, compounded by the national labor shortage and complications posed by COVID; however, indications are that maintenance quality is holding steady or improving, as evidenced by work order survey data and Military Housing Office change of occupancy maintenance inspections. The Air Force has implemented a Portfolio Assessment Program that places increased emphasis on maintenance performance and change of occupancy maintenance, driving engagement at all levels with the project owners to improve performance.

The Air Force continues to remain focused on improved oversight, long-term project health, and sustainment of the housing inventory to provide military families access to safe, quality, affordable, and well-maintained housing communities where they choose to live. Some privatized housing projects will require financial restructuring to continue to remain financially

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stable and market comparable. The restructure goals are to fully fund operational expenses, debt servicing, and sustainment of the homes for the life of the lease and to fund reinvestment needs during the mid-term reinvestment period. The Air Force included \$230 million in the FY23 request to complete the required Air Force MHPI restructures at select locations.

### **Base Realignment and Closure (BRAC)**

The FY23 request includes \$107 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. Through the BRAC process the Air Force has closed 40 installations and sites and transferred more than 98% of the property back to communities for beneficial use, producing \$2.9 billion in annual savings. Property transfer is complete for 35 former installations, and we expect to complete transfer of the remaining 1,858 acres at five former installations by 2027. 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

In accordance with Department of Defense direction that the Space Force be established as a lean, agile, mission-focused military Service, the Space Force will rely on the Air Force for infrastructure, logistics, security, medical services, and a host of other support functions at their bases. Formal agreements and implementation plans are in place to codify all stakeholder roles and responsibilities. In FY22, the Air Force transferred FSRM, unaccompanied housing, and facilities operations funds to the Space Force for planning, programming, budgeting, and execution.

In FY23, the Department will allot MILCON funding based on Space Force's portion of the total plant replacement value rather than transferring MILCON funds. This approach was chosen to provide flexibility to resolve any resource challenges supporting Space Force requirements. The Space Force also developed a separate governance process for their infrastructure investments, leveraging current DAF processes, to ensure strategic alignment of investments to Space Force priorities.

Space Force's FY23 MILCON program priorities support US SPACE COMMAND

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through the beddown of a new weapon system, the Long Range Discrimination Radar (LRDR). An eighty-four person dormitory at Clear Space Force Station, Alaska, eliminates a dormitory deficit and provides bed spaces needed to accommodate LRDR support personnel.

Additionally, the FY23 MILCON program is focused on P&D to prepare future requirements for execution and reinforce program stability, as well as execute one Unspecified Minor Military Construction project at Vandenberg Space Force Base to stabilize a road that provides sole access to a radar site and is prone to landslides. Space Force's FY23 Facility Sustainment, Restoration and Modernization priorities include reducing risk to mission and force by addressing energy redundancy and resilience, physical security, and quality of life requirements.

### **Conclusion**

The Department of the Air Force supports the 2022 National Defense Strategy and laid out a plan to defend the homeland, deter pacing threats, and modernize our military capabilities while taking care of our Airmen, Guardians, and families. The I2S continues to guide MILCON and FSRM budget decisions and business practices as we endeavor to deliver ready, resilient installations as cost effectively as possible.

The MILCON program prioritizes nuclear enterprise modernization and supports Combatant Commanders, with particular focus on the European and Pacific theaters. 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.

The Department of the Air Force remains committed to working through challenges affecting this portfolio and delivering effective, efficient installation engineering services. DAF energy, installation, and environment priorities ensure that our Airmen, Guardians, weapon systems, and installations continue to be ready to defend American interests now and in the future.

Thank you for the opportunity to discuss the Department's FY23 MILCON program. We appreciate Congress' continued support for our enterprise and look forward to working with you on our FY23 priorities.