Department of the Air Force

Presentation

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

Fiscal Year 2027 Military Construction Program

Witness Statement of

LIEUTENANT GENERAL KENYON K. BELL
DEPUTY CHIEF OF STAFF FOR LOGISTICS, ENGINEERING AND FORCE PROTECTION
UNITED STATES AIR FORCE

MS. KATHRYN L. KOLBE
ASSISTANT DEPUTY CHIEF OF SPACE OPERATIONS, INSTALLATIONS AND LOGISTICS
UNITED STATES SPACE FORCE

May 14, 2026

BIOGRAPHY

DEPARTMENT OF THE AIR FORCE

LIEUTENANT GENERAL KENYON K. BELL

Lt. Gen. Kenyon K. Bell 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 maintenance, 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. Bell received his commission from the U.S. Air Force Academy in 1995. He has commanded units stateside and overseas at the squadron, group and wing level and has served in multiple staff positions, including assignments at Headquarters Air Force and The Chairman's Joint Staff, as well as Aide de Camp to the Commander, U.S. Forces Japan and 5th Air Force. In his most recent assignments, he served as the Commander of the Ogden Air Logistics Complex at Hill Air Force Base, Utah where he was responsible for depot maintenance, repair, overhaul and modification of A-10, C-130, T-38, F-16, F-22, F-35 and Minuteman III Intercontinental Ballistic Missile system; and later as the Director of Logistics, where he was responsible for organizing, training and equipping more than 201,000 aircraft maintenance, munitions and logistics readiness personnel.

EDUCATION

1995 Bachelor of Science, Biology, U.S. Air Force Academy, Colorado Springs, Colo.
1999 Squadron Officer School, Maxwell Air Force Base, Ala.
2008 Master of Military Studies, Marine Corps Command and Staff College, Quantico Marine Base, Va.
2012 Advanced Program in Logistics and Technology, University of North Carolina at Chapel Hill
2014 Master of Arts, National Security and Strategic Studies, Naval War College, Newport, R.I.
2015 Depot and Arsenal Executive Leadership Program, The Institute for Defense and Business, Kenan-Flagler School of Business, University of North Carolina at Chapel Hill
2015 Lean Maintenance, Repair, and Overhaul, Haslam College of Business, University of Tennessee, Knoxville
2016 Leadership Development Program, Center for Creative Leadership, Colorado Springs, Colo.
2018 Enterprise Leadership Seminar, University of North Carolina at Chapel Hill
2021 Systems Acquisition Management Course, Defense Acquisition University, by correspondence
2022 Senior Leader Security Seminar, Montross, Va.
2022 Continuous Improvement & Innovation Executive Course, Chapel Hill, N.C.
2023 Advanced Senior Leader Development Seminar, Washington D.C.

ASSIGNMENTS

1. July 1995-October 1995, Student, Aircraft Maintenance Officer Course, Sheppard Air Force Base, Texas
2. October 1995-June 1999, Various Backshop Assignments culminating as Transient Alert and Sortie Generation Flight Commander, 89th Aircraft Generation Squadron, Andrews AFB, Md.
3. June 1999-November 2000, Chief, Quality Assurance, 374th Logistics Group; later Maintenance Supervisor, 374th Maintenance Squadron, Yokota Air Base, Japan
4. Nov 2000-Nov 2001, Aide-de-Camp to Commander, 5th Air Force and U.S. Forces Japan, Yokota AB, Japan
5. December 2001-December 2002, Sortie Generation Flight Commander, 35th Fighter Squadron; later 80th Aircraft Maintenance Unit Officer-in-Charge, 8th Aircraft Maintenance Squadron, Kunsan AB, South Korea

EFFECTIVE DATES OF PROMOTION

Second Lieutenant
May 30, 1995

First Lieutenant
May 30, 1997

Captain
May 30, 1999

Major
August 01, 2005

Lieutenant Colonel
March 01, 2010

Colonel
August 01, 2015

Brigadier General
December 02, 2020

Major General
December 05, 2023

Lieutenant General
September 19, 2025

ASSIGNMENTS (continued)

6. December 2002–June 2004, 94th Aircraft Maintenance Unit Officer-in-Charge, 1st Aircraft Maintenance Squadron; later, Maintenance Supervisor, 1st Equipment Maintenance Squadron, Langley AFB, Va.
7. June 2004–June 2006, Chief, Fighter and Trainer Aircraft Systems, then Assistant Executive Officer, Directorate of Maintenance, Dep Chief of Staff for Logistics, Installations and Mission Support, Headquarters U.S. Air Force, the Pentagon, Arlington, Va.
8. July 2006–July 2007, Executive Officer, Directorate of Resource Integration, Deputy Chief of Staff for Logistics, Installations and Mission Support, Headquarters U.S. Air Force, the Pentagon, Arlington, Va.
9. July 2007–June 2008, Student, Marine Corps Command and Staff College, Quantico Marine Base, Va.
10. July 2008–June 2010, Commander, 3rd Equipment Maintenance Squadron Elmendorf AFB, Alaska, (July 2009–January 2010, Commander, 451st Expeditionary Maintenance Squadron, Kandahar Airfield, Afghanistan)
11. July 2010–July 2013, Strategy Branch Chief and later Readiness Branch Chief, Directorate of Logistics (J-4), The Joint Staff, the Pentagon, Arlington, Va.
12. July 2013–June 2014, Student, College of Naval Warfare, Naval War College, Newport, R.I.
13. July 2014–June 2015, Deputy Commander, 76th Propulsion Maintenance Group, Tinker AFB, Okla.
14. June 2015–April 2017, Commander, 76th Aircraft Maintenance Group, Tinker AFB, Okla.
15. May 2017–June 2019, Commander, 72nd Air Base Wing, Tinker AFB, Okla.
16. June 2019–July 2021, Commander, 82nd Training Wing, Sheppard AFB, Texas
17. July 2021–July 2023, Director of Logistics & Engineering, Air Force Global Strike Command, Barksdale AFB, La.
18. August 2023–August 2025, Commander, Ogden Air Logistics Complex, Hill AFB, Utah
19. August 2025–September 2025, Director of Logistics, Deputy Chief of Staff for Logistics, Engineering and Force Protection, Headquarters U.S. Air Force, the Pentagon, Arlington, Va.
20. September 2025–present, Deputy Chief of Staff for Logistics, Engineering, and Force Protection, Headquarters Air Force, the Pentagon, Arlington, Va.

SUMMARY OF JOINT ASSIGNMENTS

1. July 2010–July 2013, Strategy Branch Chief and later Readiness Branch Chief, Directorate of Logistics (J-4), The Joint Staff, Headquarters U.S. Air Force, the Pentagon, Arlington, Va., as a lieutenant colonel

MAJOR AWARDS AND DECORATIONS

Legion of Merit with two oak leaf clusters Defense Meritorious Service Medal
Meritorious Service Medal with silver leaf cluster Air and Space Commendation Medal
Joint Meritorious Unit Award
Afghanistan Campaign Medal with device Korean Defense Service Medal

OTHER ACCOMPLISHMENTS

2009 Air Force Lieutenant General Leo Marquez Award

(Current as of November 2025)

BIOGRAPHY

UNITED STATES SPACE FORCE

Ms. Kathryn L. Kolbe

Ms. Kathryn L. Kolbe, a member of the Senior Executive Service, is the Assistant Deputy Chief of Space Operations, Installations and Logistics, U.S. Space Force, the Pentagon, Arlington, Virginia. She supports the overall execution for Operations, Intelligence, Sustainment, and Nuclear Operations for the United States Space Force. She is primarily responsible for the Space Force Sustainment portfolio, which includes Military Construction, Weapon System Sustainment, Base Operating Support and Infrastructure, and Mission Support.

In her previous role, Ms. Kolbe was the Deputy Director of Staff for the Office of the Chief of Space Operations. Ms. Kolbe has also served as the Chief Operating Officer and Vice President for Administration of the National Defense University. Ms. Kolbe is a retired Air Force Colonel and former installation commander at Hill Air Force Base, Utah, home to the Ogden Air Logistics Complex, two fighter wings and the Utah Test and Training Range. Throughout her career, she also served as a Vice Wing Commander, Civil Engineer Squadron Commander, as a legislative fellow in the US Senate and completed two joint deployments during the Iraq War.

She has experience in the federal government at the Headquarters, Department of Homeland Security, where she led the Congressionally mandated consolidation of 22 component agencies and as the Executive Assistant Commissioner, Enterprise Services at Customs and Border Protection, providing full-spectrum mission support for 60,000 personnel, responsible for our nation's trade, travel, and border security.

She has a bachelor's degree in engineering from Lehigh University and is a distinguished graduate of the Air Force ROTC program. She also earned master's degrees from George Washington University and the Eisenhower School.

(Current as of November 2025)

Introduction: The Foundation of American Air and Space Power

Chairman Boozman, Ranking Member Ossoff, and distinguished members of the Subcommittee, thank you for the opportunity to appear before you today. We appreciate your continued leadership and oversight of the readiness of our Joint Force. It is an honor to represent the Airmen, Guardians, and civilians of the U.S. Air Force and Space Force who sustain, power, and enable the world's greatest Air and Space Forces.

The Department of the Air Force (DAF) is a global network of power-projection platforms. These installations are strategic assets from which we train our forces, generate combat power, exercise command and control, conduct intelligence and space operations, and sustain global readiness. They are the bedrock of our deterrence and are indispensable for achieving victory in any conflict, anywhere in the world.

Air Power depends on our readiness, our sustainment, our modernization, and above all, our people. We have a fundamental obligation to ensure that tomorrow's Airmen and Guardians inherit a force that can fly and fix in order to deter, and if necessary, fight and win. This immediate combat credibility hinges on the "fix" in our "fly and fix" mantra. It represents our unwavering commitment to sustainment and maintenance, as well as the way we present and prepare our forces.

'Fix' is paramount. If infrastructure, power, and airfields are not ready at our power projection platforms, then nothing flies, nothing gets fixed, and the mission stops. This is where Civil Engineers, Logisticians, Defenders, and Maintainers come in. The 'Fix' is about resourcing, building and defending the arenas from which we project power. Every day we construct and operate on resilient platforms - runways, hangars, housing and space launch - as a warfighting imperative that ensures recovery and rapid response after attack. The Airmen we are honored to lead don't just fix a runway; they restore our ability to fight. Furthermore, we are bolstering the resilience of our on-base energy and water systems through the deployment of microgrids and execution of rigorous exercises, ensuring we can sustain operations even under direct physical or cyber-attack.

Therefore, we are executing a two-fold strategy: to restore and sustain readiness for current global operations while simultaneously modernizing to meet the demands of the National Defense

Strategy. Our budget is designed to strengthen our warrior culture, bolster family readiness, and cultivate the next generation of leaders.

Policy Reform and Delivery at Speed

We are making fundamental transformations to how we deliver infrastructure to match the speed and adaptability required in today's strategic environment. Traditional military construction processes are too slow and rigid to support the dynamic demands of modern conflict.

To close this gap, we are adopting non-traditional, industry-proven models to compress timelines, reduce costs, and accelerate capability to the field. We are working closely with our partners in the Air Force Installation and Mission Support Center's (AFIMSC) Air Force Civil Engineer Center (AFCEC), U.S. Army Corps of Engineers (USACE), Naval Facilities Engineering Systems Command (NAVFAC), and industry to remove barriers and make positive change. AFCEC has also partnered with the Defense Innovation Unit (DIU) through their Building Resilience through Industrialized Construction (BR-IC) project. The BR-IC project will test and evaluate industrialized construction technologies to deliver cost and time efficiencies in both design and construction through economies of scale. Through this partnership, the Air Force acquisition professionals will gain experience in executing other transaction (OT) authorities and will be equipped to replicate DIU's commercial solutions opening process for future design and build awards.

New Construction Reform

A key element of accelerating how we deliver facilities is the institutionalization of standardized, modular, and rapidly deployable building solutions. Tension fabric shelters, for instance, provide a proven, scalable, and mission-responsive option that allows us to posture forces and protect assets far faster than traditional construction.

In more enduring locations, implementing standard designs reduces risk and accelerates procurement. This approach—where modularity enables flexibility and standardization enables speed—allows us to deliver the infrastructure our warfighters need at the pace the mission demands. Together, these options form a toolkit that can be deployed globally with predictable performance.

Finally, in accordance with the President's agenda and learning from the Strategic Capabilities Office's Project Pele, we are leading the Department in the development of advanced nuclear energy. At Eielson Air Force Base, we are pioneering the first commercial application of a microreactor on Department property. This project, along with our partnerships with the Defense Innovation Unit, will accelerate the deployment of small modular and microreactors, providing even our most strategic and austere installations with safe, reliable, and grid-independent power for decades to come.

Installation Resilience

Ruggedizing our installations against evolving natural and man-made threats to continually project power and compete in an era of pacing threats from the People's Liberation Army is paramount for overall installation resilience and Department of Air Force mission assurance.

The Air Force appreciates the approximately $1.6 billion provided in the 2025 American Relief Act. The $487.3 million in Military Construction (MILCON) funding is being used to design and construct the critical infrastructure projects necessary to address the destruction resulting from Typhoon Mawar on Andersen Air Force Base, Guam. Moreover, the flexibility provided in the Disaster Relief Supplemental language will allow us to construct facilities to be more resilient to future destructive weather events.

Military Construction and Facilities Sustainment (MILCON & FSRM)

The readiness of our infrastructure has been in decline following years of not prioritizing funding. The FY27 budget request marks a turning point and represents a landmark investment in our infrastructure. Our request for Facilities Sustainment, Restoration, and Modernization (FSRM) represents an increase of over 110%, totaling $14.3 billion across the DAF [$11.5 billion Air Force, $1.8 billion Space Force, $743 million Air National Guard (ANG), $265 million Air Force Reserve (AFR)].

For the Space Force, the increase in FSRM is more than 200% from last year, representing investments in generational improvements to infrastructure, including our space launch facilities on both coasts. To ensure these funds are executed with speed and efficiency, we are preparing a bow-wave of "shovel-ready" priority projects.

This budget request further includes $11.1 billion in MILCON to fund 60 major projects encompassing new mission beddown and repair of our most essential facility inventory. This increase is due to, in part, how the critical cost of maintaining our installations has been impacted by construction industry costs that have outpaced inflation, eroding our purchasing power.

The FY27 President's Budget requests a DAF MILCON investment of $11.1 billion is an increase of $7.7 billion over the FY26 request. This serves as a critical down payment on the future. This year, investment in New Mission MILCON has increased 400% over the last year from [$1.25 billion] to [$5.9 billion] and is 53% of our total MILCON budget. We are asking for this level of funding in FY27 as we are sprinting hard to take advantage of new authorities granted in FY26, such as other transaction authority (OTA) and progressive-design-build (PD-B) among others. As we explore the various new non-FAR-based acquisition methods available, many require a larger amount of capital upfront in order to enter the campus-scale construction contracts and partnerships we are envisioning.

To this end, the DAF's FY27 MILCON budget devotes $2.7 billion to Design, a more than $2 billion increase over any previous year. This request consists of $1.8 billion for the Air Force, $670 million for the Space Force, $247 million for the ANG, and $1.3 million for the AFR. This funding ensures the executability of key modernization programs in their year of appropriation, reducing timelines and costs. Key programs include $1 billion for Sentinel Ground Based Strategic Deterrent construction plus $317 million for design, along with $1 billion for Space Force Resilient Operations, $731 million for F-47 campus build out, $329 million for B-21 Bomber infrastructure, and $180 million for F-35.

Combined, the FY27 New Mission investment plus projects Design funding represent a tremendous opportunity to tackle the most ambitious weapons systems modernization program in DAF history and allows us to remain the world's premier Air Force and Space Force. Combined with the generational shift in opportunities for executing MILCON under new Authorities, we are ecstatic regarding the opportunity to integrate industry-proven best practices and shorten execution timelines, reduce MILCON premiums, and increase partnership and transparency.

In addition to modernization, DAF is investing $2.2 billion in Current Mission MILCON by funding dorms, child development centers (CDC), and Combatant Command missions. This is also where we are making investments in our Total Force through investments at Selfridge ANG, Pittsburg ARS, and Redstone Arsenal.

To maintain flexibility, the DAF request also includes $326 million for Unspecified Minor Military Construction projects, allowing us to address lower-cost emergent requirements. This includes $120 million for critical support missions, such as T-7 base support and fire station improvements, $81.6 million for the Space Force, $9 million for the ANG, and $1.3 million for the AFR.

Investing in Our People: Quality of Life Initiatives

Our most decisive advantage is our people. We are committed to providing our Airmen, Guardians, and their families with the quality of life they have earned and deserve. This budget makes targeted investments in childcare, unaccompanied housing (dormitories), and family housing to support our force and enhance readiness and retention.

Quality of Life – Child Development Centers (CDCs)

Access to affordable, high-quality childcare is a critical factor impacting both readiness and retention. Our 2023 Master Plan identified a need for 35 new CDC projects to address capacity shortfalls. We have since funded 17 of these, which will add 2,780 childcare spaces and reduce our overall capacity gap by 63%.

The FY27 budget continues this effort with a planned CDC MILCON project at Little Rock Air Force Base, and we have programmed $50 million in FSRM to maintain our existing 138 CDCs to the highest standard. We are also proud to report that the FY26 funding for new centers at Luke, Eglin, Travis, and Tinker Air Force Bases is being successfully executed to support the families in those communities.

Quality of Life – Unaccompanied Housing (Dormitories)

We have a sacred responsibility to provide clean, safe, and comfortable living conditions for our unaccompanied Airmen and Guardians. To that end, we are currently executing the largest investment in permanent party dormitories in more than a decade, with an estimated $1.1 billion invested from FY22 through FY26. As part of our Barracks Task Force, we conducted a 100% inspection of our dormitories and have certified that all unaccompanied personnel are living in safe and suitable conditions.

While this secures the immediate standard of living, we must now address the long-term health of our inventory. We recognize that nearly 55% of our dormitories are ready for major repairs or replacement of key systems due to their age. To this end, we are excited that the Barracks Task Force devoted $105 million into 8 Air Force projects ($85 million) and 5 Space Force projects ($20 million) on top of eight FY26 projects totaling $73.5 million awarded as of February.

To meet this challenge, the FY27 budget request continues this historic commitment. First, it targets our most urgent capacity shortfalls with a request for $330 million in MILCON funding to build three new dormitories at Joint Base San Antonio-Fort Sam Houston, Texas (Increment 2) ($308 million); Cannon Air Force Base, New Mexico (Increment 2) ($10 million); and Goodfellow Air Force Base, Texas (Increment 2) ($12 million). Second, the request funds our largest investment to date in renovations and repairs, dedicating $2.7 billion in FSRM funding. This significant sum, more than double the funding over the previous five years, will allow us to aggressively recapitalize our aging facilities.

Quality of Life – Holistic Housing Overview

The DAF is aggressively pursuing creative solutions and making deliberate investments to meet our housing needs, addressing both our government-owned inventory and our privatized housing portfolio.

For our 14,228 government-owned homes, we are requesting a significant increase in funds for Fiscal Year 2027. This deliberate investment will allow us to address more than 560 of our currently inadequate units. However, the scale of the challenge is significant, as we project that more than 650 other units will become inadequate in FY27 alone – a trend we see continuing without similar levels of sustained, year-over-year investment. Our total FY27 request of $1.3 billion for military family housing is designed to combat this decline.

This includes $821.5 million for Family Housing Operation and Maintenance. The request further allocates $479 million for Family Housing Construction, which will fund the improvement of homes at Yokota and Misawa Air Bases with $172 million, replace 12 homes at RAF Croughton with $24 million, and restructure the Joint Base Elmendorf-Richardson Phase II project with $156.9 million. To ensure a pipeline of ready projects, we are also requesting $125.9 million for

Design—a three-fold increase from FY26—which will prepare additional units for future recapitalization.

For the 52,000 homes in our Military Housing Privatization Initiative, spanning 31 projects across 63 installations, our focus is on financial stability and rigorous oversight. Critically, we continue to hold our partners accountable for the living conditions they provide. For example, project owners at Barksdale and Keesler Air Force Bases were required to complete community action plans. At Keesler, the project owner was held financially accountable for $58 million in mold remediation costs. We are also tying Tenant Satisfaction Survey results to performance incentive fees at 59 installations and using National Defense Authorization Act (NDAA) provisions to enforce payments for life, health, and safety projects.

PFAS

We are addressing the challenge of Per- and Polyfluoroalkyl Substances (PFAS) through a proactive, risk-based strategy. This approach prioritizes the most immediate risks to human health and the environment and includes a deliberate transition to fluorine-free alternatives such as the complete exchange of PFAS-containing Aqueous Film Forming Foam (AFFF) to Fluoride-Free Foam (F3) in our firefighting operations.

We are working towards our cleanup responsibilities under the Comprehensive Environmental Response, Compensation, and Liability Act (CERCLA) framework, which guides our investigation, mitigation, and remediation of PFAS releases both on and off our installations. Furthermore, we are actively investing in our on-base water infrastructure to meet new Environmental Protection Agency standards for drinking water, ensuring its safety and quality for our personnel and their families.

Strategic Infrastructure and Force Posture

Just as we have a profound responsibility to be good stewards of the environment and the health of our communities, we have an even greater responsibility to be good stewards of our national defense. This requires that our infrastructure investments be deliberately aligned with strategy. We must posture the right capabilities in the right locations – collocating forces where mission integration demands it and dispersing them where survivability and operational flexibility require it.

The DAF and Secretariat are deeply committed to executing our strategic basing process in a manner that is transparent, repeatable, and data-driven, as directed by statute. This disciplined methodology is overseen by the highest levels of our service and ensures that all basing decisions are rooted in mission requirements and operational effectiveness while prioritizing the best military judgment needed to protect our national security interests.

UNITED STATES SPACE FORCE

Guardians are a vital component of the modern Joint Force, seamlessly integrating space operations into every global military mission to secure victory and safeguard the homeland. The Space Force is foundational to our national security and to the ability of the Joint Force to deter, and if necessary, defeat our adversaries.

The Space Force must grow to secure our nation's interests in a contested space domain. Growth is needed to turn the advanced systems we are buying into credible combat power. Advanced systems are only as effective as the trained Guardians who operate them and the resilient infrastructure that supports them.

To ensure our Guardians can continue to meet the demands our nation places upon them, we need robust and dedicated facilities to support the beddown of new weapons systems to continue to support existing ones.

We are grateful to Congress for expanding MILCON authorities in the FY26 National Defense Authorization Act (NDAA) and we are preparing to utilize those authorities to support Space Force MILCON needs. The Space Force cannot fulfill its mandate of “speed to mission” while relying on traditional, sequential procurement and frameworks, and will therefore have to rely on these new MILCON authorities. In order to leverage the new MILCON authorities for infrastructure modernization, the Space Force plans to leverage commercial sector best practices and expertise.

MILCON

The DAF requested $177.6M for Space Force MILCON in the FY26 President's Budget and received $259M in the final FY26 Consolidated Appropriations Act. FY26 USSF MILCON projects included $83M to construct a Space Rapid Capabilities Office Headquarters at Kirtland AFB, New Mexico; $29M to construct an Operations Support Facility at Diego Garcia, British Indian Ocean Territory; and $11.4M to install a Wastewater "Force" Main along ICBM Road, $10.4M to install a Water Main along ICBM road and $28M to construct a Haul Route along Phillips Parkway at Cape Canaveral Space Force Station, Florida. The last three projects supported our Spaceport of the Future initiative. Additionally, $97.2M was requested and received in FY26 for general Design so the Service could rapidly develop, provide accurate estimates, and maximize the opportunity to award future MILCON projects in the year of appropriation.

The DAFFY27 budget request includes $2.165B in Space Force MILCON funding. This request includes $1.409B for new mission capabilities to include $1B for combatant command support, $3.6M for current mission requirements, $81.6M for unspecified minor military construction (UMMC), and $670M for design.

The $670M for MILCON design is to maintain our competitive advantage and meet critical deployment timelines for new weapon systems and support additional training throughput requirements to grow the force, as well as build resiliency. The Space Force requires a significant investment in design funding to support future infrastructure requirements. The request for $670M in MILCON design supports the service's commitment to invest in the combat units, global posture, and advanced training necessary to deter conflict and secure our nation's interests in space. That investment directly enhances warfighting advantage and integrates space capabilities across the Joint Force.

The FY27 MILCON budget request supports space launch resiliency and enables our Guardians to support the Joint Force with both employed-in-place and forward-deployed capabilities. The FY27 Space Force MILCON request funds the following launch support projects at Cape Canaveral Space Force Station (SFS): $84M for a Launch Support Facility, $48M for a Security Forces Operations Facility, $64M for a Base Support Warehouse, $48.4M

for a Communications Plant Warehouse, $85M for a Command Facility, and $80.4M for a LRS Vehicle Maintenance Facility.

Facility Sustainment, Restoration, and Modernization (FSRM)

We view the FSRM and MILCON programs as interdependent. Together, these funding streams provide the sustainable foundation for six Space Force bases, eight stations, and more than 80 smaller geographically separate units, sites, and ranges. FSRM preserves infrastructure readiness by providing flexibility to repair facilities and infrastructure, including launch infrastructure, thereby maximizing lifespan. The Space Force requested $445M for FSRM in the FY26 President's Budget Request and received $557M in the FY26 Consolidated Appropriations Act.

Our top FSRM execution priority areas as a service are combat readiness, mission assurance, installation resiliency, and enabling our employed-in-place force presentation model. Our FSRM investments strengthen our installations as warfighting platforms and ensure the availability of these weapons systems for our no-fail missions. The Space Forces total FY27 FSRM request of $1.8B addresses existing infrastructure and focuses on improving readiness and quality of life for Guardians, Airmen, their families and mission partners. These initiatives are focused on electrical, heating and cooling, water, fire suppression, roofs, and dorm improvements.

National Security Space Launch

The National Security Space Launch (NSSL) program provides assured access to space to launch critical National Security Space assets for our nation's warfighters, in addition to supporting the growing commercial space launch industry. Space Force spaceports are indispensable national assets critical to the United States' ability to maintain space superiority and expand the space economy. Most U.S. space launches are conducted from Cape Canaveral SFS and Vandenberg Space Force Base (SFB). Cape Canaveral SFS is the world's busiest spaceport.

Advancing national security interests through globally competitive ranges with capacity to support launch and test operations on demand is enabled by treating infrastructure as an essential element of assured access to space.

Our space launch ranges require modernization to meet the demands of an ever-increasing operations tempo. U.S. launch rates have surged in recent years, from 33 launches in 2017 to 180 in 2025 (a 445% increase) for our USSF spaceports. This surge is driven by commercial demand. In Calendar Year (CY) 2025, 88% of all launches from Space Force spaceports were commercial. The continued surge in launch demand emphasizes the need to plan, fund, and execute requirements to sustain and improve the ranges and their supporting infrastructure.

NSSL is a three-phase approach to modernizing our space launch infrastructure. NSSL Phase One fixes the foundation of the launch enterprise by addressing decaying infrastructure required for known operational cadence increases, begins to eliminate known infrastructure bottlenecks, increases launch availability, and reduces personnel impacts. NSSL Phase Two paves the way for super-heavy launch vehicles and spaceport modernization, continues to eliminate known infrastructure bottlenecks, and builds for the next generation of space launch through planning, design, and environmental projects. Phase Two continues to eliminate known infrastructure bottlenecks and upgrade and improve critical infrastructure. NSSL Phase Three strategy expands on Phase Two with a dual-lane approach that assures access to space for missions that require the highest reliability and provides opportunities for emerging launch providers to compete for more risk-tolerant missions.

There is more work to do to keep pace and improve NSSL resiliency. We thank Congress for providing initial authorities in the FY24 NDAA to recoup indirect costs from commercial launch providers and reinvest those funds back into launch infrastructure. We look forward to the expiration at the end of FY26 of the $5 million annual limit on indirect cost capture, so that we can increase industry contributions to infrastructure modernization.

USSF Facility Expansion for Critical Missions

The Space Force's facility expansion plan identifies a requirement for four new resilient operations centers to support resiliency and critical missions, including advanced Space Based Sensing and Targeting, Tracking, Data Transport, improved Space Control capabilities, and range/aggressor operations. The resilient operations centers will be located at Kirtland Air Force Base (AFB), Redstone Arsenal, Grand Forks AFB, and Schriever Space Force Base (SFB).

We will site adapt the design of the Consolidated Space Operations Facility (CSOF) currently in construction at Schriever SFB, Colorado across multiple locations, and leverage new construction authorities including OTAs for construction as well as a progressive-design-build project delivery method. We are moving to a common ground interface and cloud-based cyber-secure tactical command and control interfaces to rapidly scale, innovate, and deploy capability in a cyber-secure ecosystem for space warfighting. While the permanent facilities are under construction, we will use relocatable facilities (RLFs) as a temporary solution to ensure mission readiness for the FY27-FY28 stand-up. USSF will design each new operations center and associated RLFs to accommodate 400 personnel, ensuring we have the space needed for operational continuity and future growth.

Weapon System Infrastructure (WSI)

Space Force installations serve as home to our Guardians, Airmen, mission partners, and their families who live and work there. Most of our combat-ready Guardians are employed-in-place at their home stations, executing their missions from our installations which serve as power projection platforms. Given this construct, it is imperative we understand that our WSI is an inherent part of our capabilities and directly enables their operation. WSI enables employed-in-place warfighting and must be prioritized to ensure mission success.

The Space Force's ability to conduct critical 24/7 operations from our home stations is reliant on resilient installation systems and infrastructure. We have identified the key systems and infrastructure that are essential to mission success.

In response to identified vulnerabilities at our installations, we are working to ensure investments in major upgrades at electrical substations and critical industrial controls for key enablers like network cooling systems. These investments will ensure continuity and resiliency of USSF missions against modern threats to our homeland.

Quality of Life

The Space Force's employed-in-place model presents unique challenges to Guardians. Given most of our members are not deployed downrange like many of their sister service counterparts, Guardians must balance executing their mission and managing the responsibilities

of family and home life. When our Guardians are free from worry, they can better dedicate themselves to protecting our nation's interests in, from, and to space.

Supporting our Guardians and their families is a readiness imperative. The Space Force is committed to providing Guardians and their families access to affordable, high-quality childcare and family housing. We continue to invest in Child Development Centers (CDCs) through FSRM funding to execute repairs and maintenance and through MILCON funding to increase capacity. We increased FSRM investments for our CDCs by $5M in FY26 to both expand capacity and maintain our facilities in good condition. We are adding 16-20 spaces at the CDC at Peterson SFB and 24 spaces at the Vandenberg SFB CDC, with both projects expected to be completed in June 2026.

Taking care of unaccompanied service members in dormitories is among the most fundamental responsibilities of Commanders and enlisted leaders. We increased FSRM investment by $20M in FY26 via Public Law Number 119-21 and we are finalizing the Dorm Master Plan (DMP) to validate requirements and inform future MILCON/FSRM investments across the FYDP. We are following the DAF strategy that focuses on restoration and modernization of dorms while meeting new Department of War minimum design standards with FSRM funds, which allows MILCON funds to address capacity shortfalls and facility recapitalization. The USSF dormitory inventory consists of 99 dorms (28 Military, 55 Contractor, 15 Contingency/Transient, and one Training). The Space Force inspected 100% of our dorm rooms as mandated by the OSW Barracks Task Force and all dorm rooms passed. DAF does not operate any privatized barracks/dorms, and there are no plans for any USSF privatized dorms.

Providing quality family housing for Guardians is a priority for both the Space Force and DAF. DAF is accelerating oversight, accountability, and enforcement in line with the Military House Privatization Initiative (MHPI) set by Congress. Examples of DAF initiatives include hiring additional housing personnel to improve quality assurance; implementing new accessible processes to submit feedback and obtain assistance before change of station; and standardizing a formal system to handle disputes between landlords and tenants.

CONCLUSION

The Department of the Air Force Energy, Installations, and Environment portfolio fully supports the 2026 National Defense Strategy. They are the foundations that connect our strategy to our forces. Resilient infrastructure, assured energy, environmental responsibility, and a commitment to our people are not separate lines of effort; they are a single, integrated system that generates American air and space power.

We invest in our ability to deter and win. By securing our energy, we ensure mission continuity under fire. By protecting our environment, we help maintain the trust and health of society and the long-term viability of our training and operations. And by caring for our service members and their families, we strengthen the very heart of our force.

This is a pivotal moment for our national defense. The challenges are great, but the resolve of your Air Force and Space Force is greater. The Department is laser-focused on restoring peace through strength. We look forward to working with this Subcommittee to deliver the infrastructure, energy, and environmental capabilities our Airmen and Guardians need to deter aggression today and prevail in conflict tomorrow.