# Department of the Air Force

Presentation

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

## *Fiscal Year 2026 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

BRIGADIER GENERAL ZACHARY S.
WARAKOMSKI
ASSISTANT DEPUTY CHIEF OF SPACE
OPERATIONS FOR OPERATIONS,
CYBER, AND NUCLEAR
UNITED STATES SPACE FORCE

June 17, 2025

BIOGRAPHY

DEPARTMENT OF THE 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 Air Force Reserve Officers' Training Corps 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
2023 Leadership at the Peak, Center for Creative Leadership, Colorado Springs, Colo.

**ASSIGNMENTS**

1. April 1991–August 1991, Student, Aircraft Maintenance Munitions Officer Course, Chanute Air Force Base, Ill.
2. September 1991–August 1993, Armament Flight Commander, 58th Maintenance Squadron and Officer in Charge of Maintenance, 555th Fighter Squadron, Luke AFB, Ariz.
3. September 1993–December 1995, Squadron Maintenance/Logistics Test Officer, F-15 and then F-16 Combined Test Forces, Edwards AFB, Calif.
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, Texas
7. August 2002–June 2003, Student, Air Command and Staff College, Maxwell AFB, Ala.
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

11. July 2007–June 2009, Chief, Maintenance Division, Directorate of Logistics (J4), The Joint Staff, Washington, D.C.
12. July 2009–May 2010, National Defense Fellow, the Brookings Institution, Washington, D.C.
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, Utah
15. July 2012–July 2013, Deputy Commander for Maintenance, Ogden Air Logistics Complex, Hill AFB, Utah
16. July 2013–June 2015, Commander, 377th Air Base Wing, Kirtland AFB, N.M.
17. June 2015–June 2017, Vice Commander, Air Force Sustainment Center, Tinker AFB, Okla.
18. June 2017–June 2018, Commander, Oklahoma City Air Logistics Complex, Tinker AFB, Okla.
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, Okla.
21. 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 and Space 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 March 2025)

BIOGRAPHY

UNITED STATES SPACE FORCE

# BRIGADIER GENERAL ZACHARY S. WARAKOMSKI

Brig. Gen. Zachary S. Warakomski is the Assistant Deputy Chief of Space Operations for Operations, Cyber, and Nuclear, Headquarters United States Space Force, the Pentagon, Arlington, Virginia. As the Space Force's Deputy Chief Operations Officer, he is responsible for formulating policy that advances space operations, sustainment, cyber and nuclear related efforts for the service.

Prior to this assignment, he provided advice to the Chief of Space Operations on the U.S. Space Force's cyber, spectrum and warfighting communications policy, strategy and operations.

Brig. Gen. Warakomski entered the U.S. Air Force as a graduate of the U.S. Air Force Academy in 1998 and transferred to the United States Space Force in 2021. He commanded the 56th Communications Squadron at Luke AFB, Ariz, and the 375th Communications Group at Scott AFB, Ill. Brig. Gen. Warakomski was the Commander, Peterson-Schriever Garrison, and then Commander, Space Base Delta 1 at Peterson SFB, Colo. In addition, he has served in positions at Headquarters Air Force, the Office of the Secretary of Defense, and as Special Assistant to the Chairman of the Joint Chiefs of Staff.

**EDUCATION**

1998 Bachelor of Science, Biology, U.S. Air Force Academy, Colorado Springs, Colo.
1999 Basic Communications Officer Training Course, Keesler Air Force Base, Miss.
2002 Squadron Officer School, Maxwell AFB, Ala.
2004 Master of Business Administration, University of Colorado, Colorado Springs
2007 Advanced Communications Officer Training Course, Keesler AFB, Miss.
2007 Air Command and Staff College, by correspondence
2010 Army Command and General Staff College, Fort Leavenworth, Kan.
2012 Air War College, by correspondence
2017 Master of National Security Strategy, National War College, Fort Leslie J. McNair, Washington, D.C.
2022 Leading Strategically Seminar, Center for Creative Leadership, Colorado Springs, Colo.
2024 Disruptive Technology Course for Senior Leaders, National Intelligence University, Bethesda, MD
2024 Capstone General and Flag Officer Course, National Defense University, Fort McNair, Washington, D.C.

**ASSIGNMENTS**

1. May 1998 – November 1998, Deputy Commander, Mission Systems Flight, 437th Communications Squadron, Charleston Air Force Base, S.C.
2. November 1998 – February 1999, student, Basic Communications Officer Training Course, Keesler AFB, Miss.
3. February 1999 – May 2000, Commander, Plans and Programs Flight, 437th Communications Squadron, Charleston AFB, S.C.
4. May 2000 – May 2003, Chief, Systems Integration, Directorate of Operational Plans and Joint Matters, DCS, Air and Space Operations, Pentagon, Washington, D.C.
5. May 2003 – April 2005, Combat Infrastructure action officer, Networks Division, Directorate of Communications and Information, Headquarters Pacific Air Forces, Hickam AFB, Hawaii
6. April 2005 – August 2006, Action Officer, Commander's Action Group, Headquarters PACAF, Hickam AFB, Hawaii
7. August 2006 – August 2008, Assistant Director of Operations, 4th Space Operations Squadron, 50th Space Wing, Schriever AFB, Colo.
8. August 2008 – February 2009, Chief Military Satellite Communications Systems, Capabilities Division, Directorate of Communications and Information, Headquarters Air Force Space Command, Peterson AFB, Colo.
9. February 2009 – December 2009, Commander's Speechwriter, Commander's Action Group, Headquarters AFSPC, Peterson AFB, Colo.
10. January 2010 – December 2010, Student, Army Command and General Staff College, Fort Leavenworth, Kan.
11. April 2011 – June 2013, Commander, 56th Communications Squadron, Luke AFB, Ariz.
12. June 2013 – July 2014, Executive Assistant to the Department of Defense Chief Information Officer, Office of the Secretary of Defense, Pentagon, Washington, D.C.

13. July 2014 – January 2015, Action Officer, Cyberspace Division, Directorate for C4/Cyber, Joint Staff J6, Pentagon, Washington, D.C.
14. January 2015 – July 2016, Special Assistant to the Chairman, Office of the Chairman of the Joint Chiefs of Staff, Pentagon, Washington, D.C.
15. July 2016 – June 2017, student, National War College, Fort Leslie J. McNair, Washington, D.C.
16. June 2017 – June 2018, Deputy Director, Cyberspace Plans and Strategy, 24th Air Force, Air Forces Cyber and Joint Force Headquarters-Cyber (Air Force), Joint Base San Antonio – Lackland, Texas
17. June 2018 – May 2019, Director, Cyberspace Operations–Integrated Planning Element, U.S. Transportation Command, and U.S. Cyber Command Liaison Officer to U.S. Transportation Command, Scott AFB, Ill.
18. May 2019 – June 2021, Commander, 375th Communications Group, Scott AFB, Ill.
19. June 2021 – July 2022, Commander, Peterson-Schriever Garrison; and then Commander, Space Base Delta 1, Peterson SFB, Colo.
20. August 2022 – July 2023, Deputy Commander, Combined Force Space Component Command, U.S. Space Command, Vandenberg SFB, Calif.
21. July 2023 – June 2024, Senior Cyber Officer, Office of the Chief of Space Operations, Headquarters United States Space Force, Pentagon, Washington, D.C.
22. June 2024 – Present, Assistant Deputy Chief of Space Operations for Operations, Cyber, and Nuclear, Headquarters United States Space Force, Pentagon, Washington, D.C.

**SUMMARY OF JOINT ASSIGNMENTS**

1. June 2013 – July 2014, Executive Assistant to the Department of Defense Chief Information Officer, Office of the Secretary of Defense, Pentagon, Washington, D.C.
2. July 2014 – January 2015, Action Officer, Cyberspace Division, Directorate for C4/Cyber, Joint Staff J6, Pentagon, Washington, D.C.
3. January 2015 – July 2016, Special Assistant to the Chairman, Office of the Chairman of the Joint Chiefs of Staff, Pentagon, Washington, D.C.
4. August 2022 – July 2023, Deputy Commander, Combined Force Space Component Command, U.S. Space Command, Vandenberg SFB, Calif.

**MAJOR AWARDS AND DECORATIONS**

Legion of Merit with two oak leaf clusters
Defense Meritorious Service Medal with oak leaf cluster
Meritorious Service Medal with four oak leaf clusters
Air Force Commendation Medal with oak leaf cluster
Air Force Achievement Medal with oak leaf cluster

**EFFECTIVE DATES OF PROMOTIONS**

| | |
|---|---|
| Second Lieutenant | May 27, 1998 |
| First Lieutenant | May 27, 2000 |
| Captain | May 27, 2002 |
| Major | Dec 1, 2007 |
| Lieutenant Colonel | Oct 1, 2012 |
| Colonel | Jan 1, 2019 |
| Brigadier General | Jun 7, 2024 |

(Current as of February 2025)

## Introduction

Chairman Boozman, Ranking Member Ossoff, and distinguished Members of the Sub-committee, thank you for the opportunity to discuss the Department of the Air Force (DAF) Fiscal Year (FY) 2026 Military Construction Program.

Our installations remain the platforms from which we enable and project combat power in and through the air, cyber, and space domains. 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.

Our nation continues to face the nexus of complex challenges: deterring the pacing threat of China in the Indo-Pacific region; the increasing complexity of multi-domain threats; the competition for access to resources; and the increasing rate of technological change. The People's Liberation Army is expanding, modernizing, and diversifying its entire military—including cyber, space, and nuclear forces—at a rapid pace to support revisionist goals and objectives. These developments pose unique and fundamentally new challenges for deterrence, and while conflict is certainly not inevitable, the risk of military confrontation is increased in this environment.

This new strategic environment demands that we reestablish the warrior ethos, and rebuild the lethal and ready force, to provide the warfighting capability our nation needs to compete and win. A foundational element of our deterrence is our installation infrastructure. We must ensure our installations are resilient, optimized, and operationally efficient to successfully defend the homeland; prevail against the full range of threats; deter strategic attacks against the United States, our allies, and our partners; deter aggression and be prepared to prevail in conflict when necessary.

In the face of these challenges, this year's budget reflects continued modernization efforts revolutionizing global strike capabilities built around the B-21 Raider and Sentinel Ground Based Strategic Deterrent; developing and fielding the Next Generation Air Dominance family-of-systems; cost-effective, resilient forward basing; and an expeditious transition to a wartime posture. 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 servicemembers and their families through investments in housing, dormitories, and child development centers (CDCs). We remain committed to sustaining the DAF's power projection platforms. We appreciate the continued partnership with Congress to ensure the Air Force and Space Force are well-postured to defend the homeland, deter, and win.

## INFRASTRUCTURE: LONG-TERM READINESS

The budget request includes infrastructure and other long-term readiness investments that we must fund now to create sustained readiness over time— to be prepared to fight well into the future. As the Air Force continues to focus balancing available resources against the current strategic environment and across the different time horizons, our infrastructure requires careful re-examination to ensure it is both resilient and efficient. Years of competing priorities have eroded the Air Force's ability to maintain its infrastructure across the globe. Simultaneously, air bases are threatened in ways not seen in modern history.

Installation resiliency has proven to be increasingly important as adversary long-range precision-attack capabilities have rapidly improved. Particularly in the Indo-Pacific, China has spent decades building a deep magazine of advanced cruise and ballistic missiles specifically to threaten U.S. force presence in the region. In response, the Air Force has spent considerable time, energy, and resources to develop an Agile Combat Employment (ACE) scheme of maneuver, emphasizing rapid mobility and force dispersal in the region. ACE complicates the adversary's wartime calculus and denies them the lucrative targeting opportunities that known, fixed, and thinly protected locations provide. Air Force installation infrastructure provides the backbone enabling our long-term readiness.

### Installations

The DAF relies on its MILCON and FSRM programs to provide ready and resilient installations. Yet, relying on direct investment at the historically budgeted levels is insufficient to reverse the longstanding trend of deteriorating facilities and failing infrastructure. Our portfolio of 177 installations, 69,000 facilities, and 183 million square yards of airfield pavement is not sized to optimize the vital infrastructure of the current force structure.

Two decades of assuming risk in infrastructure investment, coupled with the burden of excess infrastructure, has led to a backlog of maintenance and repair requirements and degraded infrastructure. The Department works to mitigate these challenges by setting clear objectives, goals, and key actions to align installations with critical mission capabilities; optimize vital infrastructure; and maximize mission assurance.

The Air Force currently carries significant excess infrastructure across the board, along with a $49.5 billion maintenance backlog that continues to grow. Since 1990, the Air Force has reduced in size considerably, including a 35% reduction in end strength and a 60% reduction in fighter squadrons, but it has only reduced its CONUS footprint by 15%. Moreover, today, roughly half of all infrastructure across the Air Force is in a moderate or high-risk condition. While the Air Force has been able to prioritize its resources to keep critical mission generation infrastructure (e.g., runways) in good working order, such prioritization has come at the expense of our supporting infrastructure. For example, over 70% of utility infrastructure on Air Force bases in the Indo-Pacific are in a high-risk condition, a problem made acute by the highly corrosive tropical or arctic environments of many facilities and by limited skilled local labor. Additionally, our buying power has eroded, with construction costs rising roughly 50% in the last ten years.

## 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 December 21, 2024, American Relief Act. The $487.3 million 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 (AFB), 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.

# 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 only two projects remaining to be awarded at Tyndall AFB, Florida. To date, we've awarded 96% of the NDR program, totaling over $4 billion of investments to improve mission readiness, resilience, and efficiency at Tyndall AFB, Florida, Offutt AFB, Nebraska, and Joint Base Langley-Eustis, Virginia.

## Taking Care of People: Child Development Centers and Dormitories

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 Servicemember'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 CDCs: targeted investments in FSRM to address facility condition concerns, and posturing MILCON projects to increase capacity. The DAF continues to invest in CDCs through our MILCON and FSRM, of the 138 CDCs in the DAF inventory, none are in poor or failing condition.

In FY25, we are spending $224 million in FSRM funding on six CDC projects. Additionally, Congressional support in FY22 through FY25 funded most of the CDC MILCON projects currently at an executable design stage (information on specific projects included in the FY26 request will be provided once available). 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 FY25 Continuing Resolution (CR) Spend Plan includes $59 million for the CDC at Mountain Home AFB, Idaho, which will also serve as the Department's first use of mass timber construction, and a $22.4 million addition and alteration of an existing CDC at Barksdale AFB, Louisiana.

Equally important to us is providing unaccompanied service members with high-quality housing on our dormitory campuses. We will meet the National Defense Authorization Act (FY22 NDAA) for FY 2022 Quality quality-of-life requirements for permanent-party dorms by investing $1.1 billion across FY22-26 to address facility and living conditions. This is a nearly three-fold increase over the previous five years. The Government Accountability Office report on barracks identified many issues; however, problems with our dorms are limited, and we remain committed to providing safe and adequate living conditions.

The DAF investment strategy for unaccompanied housing remains focused on restoration and modernization of dorms using FSRM funds, which allows MILCON funds to address capacity shortfalls and facility recapitalization. Additionally, the DAF appreciates the pilot program authority provided in the FY24 NDAA allowing the replacement of dormitories using FSRM funds when needed repairs exceed 75% of the MILCON project to replace it. Though the DAF has few dormitories that meet the replacement criteria, we can certainly make great use in some high-need areas. The FY25 CR Spend Plan included two new dorm projects, one at Joint Base Langley Eustis, Virginia for $106 million, and the first increment of a Medical Education and Training Campus dormitory at Joint Base San Antonio for $77 million.

The DAF remains steadfast in our support to our Airmen, Guardians and their families. Reducing childcare waitlists by 45% (from October 2023 through October 2024) is a significant achievement, but sustaining this progress requires consistent funding for on-base childcare options, subsidies, and staffing. Since FY19, 13 funded CDC projects created 2,100 new childcare slots. Our commitment to family housing remains strong, with $550 million allocated for FY24-FY25 to sustain safe living facilities for our Airmen. The DAF will continue to enhance quality of life for our service members and their families through construction of quality housing and childcare facilities.

## FY25 Air Force MILCON CR Spend Plan

In FY25, the Active-Duty Air Force and Space Force MILCON program is $3.35 billion. This funding supports the DAF's commitment to fulfilling our strategic requirements, postures us for the future 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 usable life or no longer meet mission requirements. Our request also focused on 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 improving confidence they will award within the programmed amount in the year of appropriation.

## Combatant Commander Infrastructure

The FY25 MILCON CR Spend Plan prioritized CCMD requirements with a particular emphasis on the Indo-Pacific and European theaters. Direct support to the CCMDs accounts for 17% of the FY25 MILCON program and aligns with the Interim National Defense Strategic Guidance to Build a More Lethal Force, while directly Prioritizing Preparedness for War. Our FY25 program addresses some of the urgent U.S. Indo-Pacific Command (USINDOPACOM), U.S. Strategic Command (USSTRATCOM), and U.S. European Command (USEUCOM) facility priorities.

Support to USINDOPACOM will enhance the United States' defensive posture in the region, reassure allies and partners, and increase readiness capabilities. 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 region. Three projects in the FY25 CR Spend Plan support the Pacific Deterrence Initiative (PDI) totaling $187.4 million: a runway extension at Yap International Airport ($96 million), Federated States of Micronesia; a Theatre Corrosion Control Hangar, Kadena AB, Japan ($66.4 million); and the Tactical Multi-Mission Over-the-Horizon Radar project in Palau ($25 million).

The Air Force remains committed to USEUCOM priorities and its European partners for collective security and territorial integrity. In FY25, the Air Force CR Spend Plan included $106 million for the European theater to support the prepositioning of equipment in Denmark. This project will further improve deterrence efforts in the theater and enable joint and coalition forces to quickly respond to aggressive regional actors. The Air Force CR Spend Plan also supported Combatant Commands within the United States to include a continued focus on Weapons

Generation Facilities directly supporting USSTRATCOM at Ellsworth AFB, South Dakota and Malmstrom AFB, Montana.

## New Mission Bed Downs

Approximately 41% of the program, $1.42 billion, supports New Weapon Systems to ensure the DAF remains the world's premier air and space force. These systems include the Sentinel Ground Based Strategic Deterrent, B-21 bomber, C-130J, F-35 fighter, T-7A training aircraft, Long Range Stand Off facilities, F-16 Mission Training Center, Combat Rescue Helicopter, Over the Horizon Radar System, and the E-11A Battlefield Airborne Communications Node aircraft.

The DoD is building a force that is lethal, resilient, sustainable, survivable, agile, and responsive through modernization of key capabilities, the first of which are nuclear forces. The FY25 CR Spend Plan continues the focus on modernizing the nuclear enterprise by supporting the bed down of new weapons systems and missions. The plan funds four projects at Ellsworth AFB, South Dakota, for a total of $284.5 million, and two projects at Dyess AFB, Texas, totaling $31.3 million to bed down B-21 Raiders. It also includes three projects at F.E. Warren AFB, Wyoming, totaling $417 million, a project at Malmstrom AFB, Montana, totaling $20 million, and two projects at Vandenberg Space Force Base (SFB), California, totaling $277 million, to support transition from the Minuteman III intercontinental ballistic missile weapon system to the Sentinel Weapon System.

Sentinel will develop and deploy modern Aerospace Vehicle Equipment, Command and Launch infrastructure (e.g. launch facilities, launch centers, and other ground infrastructure), and Support Equipment & Trainers. 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. The Minuteman III-to-Sentinel conversion must occur on a precise timeline to maintain the operational readiness of the nuclear. We will continue to inform Congress on the Air Force's progress during design, construction, and commissioning of Sentinel facilities. Once online, the B-21 Raider and Sentinel weapons systems will ensure the Air Force can effectively deliver two-thirds of the nation's nuclear triad well into the future, should the need ever arise.

## Existing Mission Recapitalization

The FY25 MILCON CR Spend Plan also includes $719.2 million to fund current mission projects, focusing on the most critical recapitalization of existing infrastructure. It also includes a new dormitory in Virginia and another in Texas, a CDC in Idaho, research facilities in Massachusetts, Joint Integrated Test and Training Center in Alaska, Security Forces facility in Georgia, a Fire Station in Ohio, the U.S. portion of a NATO Airlift Hangar in Spain, and support for infrastructure in the United Kingdom.

## Design

Design funding remains a central focus of the DAF program to reinforce program stability and consistency. Sufficient design funding enables projects to progress rapidly through design and meet maturity criteria for admissibility into the program, provides more accurate cost estimates, and maximizes the opportunity to award projects in the year of appropriation. Without sufficient design funding, the Air Force must award designs by design phase, adding risk associated with costs and timely delivery of design. The DAF design program includes weapons-system-specific design funds supporting the B-21, Sentinel, Survivable Airborne Operations Center, and other programs.

## Housing Construction, Operation and Maintenance

Quality of life for our Airmen and Guardians and their families remains a top readiness priority for the DAF. We continue to focus investment and innovation on our housing, dormitories, and CDCs.

*Dormitories / Unaccompanied Housing*

The DAF is on track to meet the FSRM investment requirements established by the FY22 NDAA. This is part of the largest dorm investment in over a decade. However, we recognize more is needed. In FY22-FY24, we funded 104 projects totaling $570 million to repair and renovate dorms, HVACs, roofs, and other critical facility systems. Projects are underway or being planned at eighteen installations that will continue our efforts to improve quality of life for our most junior Airmen and Guardians.

The DAF unaccompanied housing (UH) inventory includes nearly 58,000 permanent party and over 45,600 training beds. Per FY24 NDAA requirements, interim guidance from DoD established Building Condition Index (BCI, a 0-100 scale) as the UH Uniform Condition Index. The DAF's overall strategy remains focused on restoring and modernizing dorms with FSRM funds and addressing capacity shortfalls and facility recapitalization with MILCON funds. The DAF Dormitory Master Plan guides this effort by providing the comprehensive forecasts, estimates, and recommendations required to strategically execute dormitory projects when and where they are most needed. Current assessments show 0.1% of permanent party beds are rated less than 60 on the BCI.

Training dorms are another key component of our military service members' growth and development. Current assessments show only 0.1% of training beds are rated less than 60 BCI. Notably, the DAF executed seven FSRM projects for $67 million at training dorms in FY23-FY24.

*Family Housing*

The DAF is focused on eliminating inadequate housing from the DAF inventory and correcting health and safety deficiencies. In addition to enabling planning studies, designing for future construction projects, and renovating existing DAF-owned homes, the Military Family Housing construction program also supports restructuring Military Housing Privatization Initiative (MHPI) projects.

In FY26, the DAF Military Family Housing construction program focuses on planning studies, designs for future construction and two projects to improve housing in Japan: one project at Yokota AB and one at Kadena AB.

Our Military Family Housing Operation and Maintenance (O&M) funds efforts to sustain, improve, and modernize our inventory of approximately 14,900 DAF-owned family housing units and provides enhanced oversight of over 52,000 privatized homes. Combined, the family housing O&M and construction programs will ensure continued support for the housing needs of Airmen, Guardians, their families and caregivers, as well as our Army, Navy, and Marine Corps teammates living in DAF-owned and privatized family housing.

The DAF MHPI inventory contains over 52,000 privatized end-state unit homes spanning 31 projects across 63 installations. In some cases, the financial assumptions and economics of the

deals fell short of expectations through no fault of the project owners. In these cases, the DAF requests funding to restructure to ensure projects don't default on loans and conditions of the homes remain acceptable.

## 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 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 NDAAs. 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.

Since 2020, we have 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 use feedback from tenant satisfaction surveys to develop action plans for improving the residents' experiences and encourage our Airmen, 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 and also fund reinvestment needs during the mid-term reinvestment period.

## UNITED STATES SPACE FORCE (USSF)

Space Force Guardians secure our nation's interests in, from, and to space. Our core purpose as a service is to achieve space superiority in a rapidly evolving and increasingly contested domain. Space superiority requires the Space Force to be trained, equipped, and ready to conduct space warfighting operations. Through achieving space superiority, the Space Force will provide the foundation for the Joint Force to project power and dominate other domains, secure the homeland, deter, and, if necessary, defeat aggressors who threaten our nation and way of life.

The Space Force presents combat-ready squadrons and detachments to the combatant commands through component field commands. While the service provides deployable combat detachments to the combatant commands, most of the combat-ready space forces we field are employed-in-place, meaning we execute combatant command missions from our installations, which serve as power projection platforms. Mission-ready, resilient installations and facilities are therefore integral to Space Force readiness and warfighting effectiveness.

The Space Force is committed to resourcing infrastructure requirements by identifying those projects that directly impact the performance of weapons systems and prioritizing them for funding consideration. We prioritize projects balancing weapons systems, quality of life, and force support infrastructure requirements to reduce risk to mission and address the requirements of an independent military service. Our investment in MILCON increases capacity and focus on reducing risk to mission and force. We've placed a particular emphasis on mission bed down, energy resilience, assured access to space, security improvements, and combatant command requirements within the Indo-Pacific. Our investments in FSRM address existing infrastructure and focus 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.

## Military Construction (MILCON)

MILCON increases capacity and readiness for the Space Force. The Space Force received $109.8 million in the FY25 MILCON CR Spend Plan . FY25 USSF Unspecified Minor Military Construction projects include $7.2 million to install redundant power distribution at Strategic Weapons System Ashore and Space Launch Complex 46 at Cape Canaveral Space Force Station (SFS), Florida; $6.3 million to install an emergency generator at Morrell Operations Center, Cape Canaveral SFS, Florida; and $11 million to replace fire and water wells at Clear SFS, Alaska. The first two projects support our Spaceport of the Future (SOTF) initiative. Additionally, $84.9 million was included in the FY25 MILCON CR Spend Plan for Design, including $63 million for assured access to space (Spaceport of the Future). This significant Design request is necessary for projects to rapidly develop, to provide accurate estimates, and maximize the opportunity to award future MILCON projects in the year of appropriation.

In an era of rapid technological advancement and evolving security threats, the Space Force needs agile space architecture to appropriately address the unpredictable challenges we face. The launch complex remains the foundation of our assured access to space. Assured access to space procures launch services and delivers on-orbit capabilities used by joint warfighters, combatant commands, intelligence agencies, civilian services, and the commercial space industry. Globally competitive ranges with capacity and infrastructure to support launch and test operations on demand therefore advance our national security interests.

The SOTF program invests USSF MILCON dollars into our aging launch infrastructure to guarantee the DoD's ability to provide world-class launch capabilities to public and private partners. Launch Ranges at Cape Canaveral SFS and Vandenberg SFB were established in the 1950s to support long range testing and emerging government space launch actions. Despite the infrastructure for these ranges being established decades ago, they have been continuously maintained, sustained, and improved through the years to meet the needs of a limited range customer base.

However, as demand for national security, civil, and commercial space capabilities continues to grow, our launch range infrastructure has not modernized sufficiently to meet the significant increase in launch demand. Accordingly, the Space Force undertook a broad effort to analyze our launch infrastructure enterprise and assess range modernization efforts to maximize our ability to support U.S. launch requirements. Launch rates rose approximately 30% each of the last two years, and we expect rates to continue to rise through the Future Years Defense Plan. Therefore, the Space Force is prioritizing enhancements so that we have the infrastructure needed to meet these launch demands. Increased demand requires significant planning and resources; all of which are captured under SOTF. SOTF is an all-encompassing initiative for which the Space Force is taking a comprehensive, holistic approach to review all factors contributing to range costs and launch throughput.

## Facility Sustainment, Restoration, and Modernization (FSRM)

We view the FSRM and MILCON programs as interdependent. Together, these funding streams provide the sustainable foundation for fourteen Space Force installations and more than 80 smaller geographically separate units, sites, and ranges. FSRM preserves infrastructure readiness by providing flexibility to repair facilities and infrastructure, thereby maximizing lifespan. The Space Force received $444.5 million in the FY25 MILCON CR Spend Plan.

Our top FSRM execution priority areas as a service are Combat Readiness and Mission Assurance. Space Force FSRM focuses on 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.

## 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.

To maintain morale, retain our members and their families, and secure mission readiness, Space Force quality of life programs and associated MILCON and FSRM investments serve as essential force multipliers. Our service is committed to investing MILCON and FSRM resources to support CDCs and providing safe, quality, well-maintained housing and dorms for Guardians and their families. When our Guardians are free from worry, they can better dedicate themselves to protecting our nation's interests in, from, and to space.

## Weapon System Sustainment (WSS)

Space Superiority also relies on a robust Weapon System Sustainment (WSS) strategy, fully integrated with FSRM and MILCON programs. This integrated approach is critical given the Space Force's employed-in-place operational posture. WSS directly contributes to space superiority by ensuring sustained system availability and maintainability through depot-level maintenance, including software updates and sustained engineering. This proactive sustainment posture safeguards equipment health and readiness, ultimately maximizing operational capability and ensuring continued dominance in the space domain.

Thank you for the opportunity to discuss the Department of the Air Force's MILCON and FSRM programs. We appreciate Congress' continued support for our enterprise and look forward to working with you on our MILCON and FSRM priorities.