

# United States Air Force

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Presentation

Before the House Appropriations  
Committee, Subcommittee on Military  
Construction and Veterans Affairs

***Air Force Fiscal Year 2012  
Military Construction,  
Housing, and BRAC  
Programs***

Witness Statement of  
General Norton A. Schwartz  
Chief of Staff, United States Air Force

April 7, 2011

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# BIOGRAPHY



## UNITED STATES AIR FORCE

### GENERAL NORTON A. SCHWARTZ

Gen. Norton A. Schwartz is Chief of Staff of the U.S. Air Force, Washington, D.C. As Chief, he serves as the senior uniformed Air Force officer responsible for the organization, training and equipping of 680,000 active-duty, Guard, Reserve and civilian forces serving in the United States and overseas. As a member of the Joint Chiefs of Staff, the general and other service chiefs function as military advisers to the Secretary of Defense, National Security Council and the President.

General Schwartz graduated from the U.S. Air Force Academy in 1973. He is an alumnus of the National War College, a member of the Council on Foreign Relations, and a 1994 Fellow of Massachusetts Institute of Technology's Seminar XXI. He has served as Commander of the Special Operations Command-Pacific, as well as Alaskan Command, Alaskan North American Aerospace Defense Command Region, and the 11th Air Force. Prior to assuming his current position, General Schwartz was Commander, U.S. Transportation Command and served as the single manager for global air, land and sea transportation for the Department of Defense.



General Schwartz is a command pilot with more than 4,400 flying hours in a variety of aircraft. He participated as a crewmember in the 1975 airlift evacuation of Saigon, and in 1991 served as Chief of Staff of the Joint Special Operations Task Force for Northern Iraq in operations Desert Shield and Desert Storm. In 1997, he led the Joint Task Force that prepared for the noncombatant evacuation of U.S. citizens in Cambodia.

#### EDUCATION

1973 Bachelor's degree in political science and international affairs, U.S. Air Force Academy, Colorado Springs, Colo.

1977 Squadron Officer School, Maxwell AFB, Ala.

1983 Master's degree in business administration, Central Michigan University, Mount Pleasant

1984 Armed Forces Staff College, Norfolk, Va.

1989 National War College, Fort Lesley J. McNair, Washington, D.C.

1994 Fellow, Seminar XXI, Massachusetts Institute of Technology, Cambridge

# Air Force FY 2012 Military Construction, Housing, and BRAC Programs

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## **ASSIGNMENTS**

1. August 1973 - September 1974, student, undergraduate pilot training, Laughlin AFB, Texas
2. October 1974 - January 1975, student, C-130 initial qualification training, Little Rock AFB, Ark.
3. February 1975 - October 1977, C-130E aircraft commander, 776th and 21st tactical airlift squadrons, Clark Air Base, Philippines
4. October 1977 - December 1977, student, Squadron Officer School, Maxwell AFB, Ala.
5. December 1977 - October 1979, C-130E/H flight examiner, 61st Tactical Airlift Squadron, Little Rock AFB, Ark.
6. October 1979 - November 1980, intern, Air Staff Training Program, Office of the Deputy Chief of Staff for Plans, Operations and Readiness, Headquarters U.S. Air Force, Washington, D.C.
7. November 1980 - July 1983, MC-130E flight examiner, 8th Special Operations Squadron, Hurlburt Field, Fla.
8. July 1983 - January 1984, student, Armed Forces Staff College, Norfolk, Va.
9. January 1984 - April 1986, action officer, Directorate of Plans, Office of the Deputy Chief of Staff for Plans and Operations, Headquarters U.S. Air Force, Washington, D.C.
10. May 1986 - June 1988, Commander, 36th Tactical Airlift Squadron, McChord AFB, Wash.
11. August 1988 - June 1989, student, National War College, Fort Lesley J. McNair, Washington, D.C.
12. July 1989 - July 1991, Director of Plans and Policy, Special Operations Command Europe, Patch Barracks, Stuttgart-Vaihingen, Germany
13. August 1991 - May 1993, Deputy Commander for Operations and Commander, 1st Special Operations Group, Hurlburt Field, Fla.
14. May 1993 - May 1995, Deputy Director of Operations, later, Deputy Director of Forces, Office of the Deputy Chief of Staff for Plans and Operations, Headquarters U.S. Air Force, Washington, D.C.
15. June 1995 - May 1997, Commander, 16th Special Operations Wing, Hurlburt Field, Fla.
16. June 1997 - October 1998, Commander, Special Operations Command, Pacific, Camp H.M. Smith, Hawaii
17. October 1998 - January 2000, Director of Strategic Planning, Deputy Chief of Staff for Plans and Programs, Headquarters U.S. Air Force, Washington, D.C.
18. January 2000 - September 2000, Deputy Commander in Chief, U.S. Special Operations Command, MacDill AFB, Fla.
19. September 2000 - October 2002, Commander, Alaskan Command, Alaskan North American Aerospace Defense Command Region and 11th Air Force, Elmendorf AFB, Alaska
20. October 2002 - October 2004, Director for Operations, the Joint Staff, Washington, D.C.
21. October 2004 - August 2005, Director, the Joint Staff, Washington, D. C.
22. September 2005 - August 2008, Commander, U.S. Transportation Command, Scott AFB, Ill.
23. August 2008 - present, Chief of Staff, Headquarters U.S. Air Force, Washington, D.C.

## **SUMMARY OF JOINT ASSIGNMENTS**

1. July 1989 - July 1991, Director of Plans and Policy, Special Operations Command Europe, Patch Barracks, Stuttgart-Vaihingen, Germany, as a colonel
2. June 1997 - October 1998, Commander, Special Operations Command, Pacific, Camp H.M. Smith, Hawaii, as a brigadier general
3. January 2000 - September 2000, Deputy Commander in Chief, U.S. Special Operations Command, MacDill AFB, Fla., as a lieutenant general
4. September 2000 - October 2002, Commander, Alaskan Command, Alaskan North American Aerospace Defense Command Region and 11th Air Force, Elmendorf AFB, Alaska, as a lieutenant general
5. October 2002 - October 2004, Director for Operations, the Joint Staff, Washington, D.C., as a lieutenant general
6. October 2004 - August 2005, Director, the Joint Staff, Washington, D. C., as a lieutenant general
7. September 2005 - August 2008, Commander, U.S. Transportation Command, Scott AFB, Ill., as a general

## **FLIGHT INFORMATION**

Rating: Command pilot

Flight hours: More than 4,400

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Aircraft flown: C-130E/H, MC-130E/H/P, HC-130, AC-130H/U, YMC-130, MH-53 and MH-60

**MAJOR AWARDS AND DECORATIONS**

Defense Distinguished Service Medal with two oak leaf clusters  
Distinguished Service Medal  
Defense Superior Service Medal with oak leaf cluster  
Legion of Merit with two oak leaf clusters  
Defense Meritorious Service Medal  
Meritorious Service Medal with two oak leaf clusters  
Air Force Commendation Medal with oak leaf cluster  
Army Commendation Medal

**EFFECTIVE DATES OF PROMOTION**

Second Lieutenant June 6, 1973  
First Lieutenant June 6, 1975  
Captain June 6, 1977  
Major Nov. 1, 1982  
Lieutenant Colonel March 1, 1985  
Colonel Feb. 1, 1991  
Brigadier General Jan. 1, 1996  
Major General March 4, 1999  
Lieutenant General Jan. 18, 2000  
General Oct. 1, 2005

(Current as of August 2009)

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## **Introduction**

The United States faces diverse and complex security challenges that require us to respond with a range of agile and flexible capabilities. From the ongoing conflicts in Afghanistan and Iraq, to potential confrontation with aggressive state and non-state actors, to providing humanitarian assistance around the world, the United States Air Force continues to provide capabilities across the range of potential military operations. As part of this effort, we must ensure that we have appropriately-sized and efficient infrastructure that enables our Total Force Airmen—our most valuable resource—to perform their duties and maximize Air Force contributions to the Joint team, while ensuring responsible stewardship of materiel and financial resources. We therefore structured our resource choices by balancing them across the near- and long-term.

Over the last year, the Air Force has striven to deliver trademark effectiveness in the most efficient way possible. We are focused on five priorities, which serve as a framework for this testimony: (1) continue to strengthen the nuclear enterprise; (2) partner with the Joint and Coalition team to win today's fight; (3) develop and care for our Airmen and their families; (4) modernize our air, space, and cyber inventories, organizations, and training; and (5) recapture acquisition excellence.

## **Overview**

Our Fiscal Year 2012 President's Budget Request contains \$2 billion for military construction, military family housing, and Base Realignment and Closure (BRAC). The \$1.4 billion military construction request represents an increase of \$97 million over Fiscal Year 2011, allowing us to invest responsibly in the top priorities of the Air Force and our combatant commanders, as we continue to contend with budgetary pressures. This request also ensures that new construction is aligned with weapon system deliveries and strategic basing initiatives. In addition, we continue our efforts to provide quality housing for Airmen and their families by dedicating nearly \$500 million to sustaining and modernizing overseas housing, and supporting housing privatization in the United States. Our unaccompanied Airmen remain a top priority; correspondingly, we request \$190 million to invest in dormitories, keeping us on track to meet our goal of eliminating inadequate housing for unaccompanied Airmen by 2017. Finally, we

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also request \$100 million to continue completing our legacy BRAC programs and environmental clean-up.

In the course of building the Fiscal Year 2012 budget request, we applied asset management principles to ensure maximum efficiency in today's fiscally constrained environment, without compromising the effectiveness of our installations, as they are the platforms from which we fly and fight. This was accomplished through the judicious funding of our sustainment priorities—for example, spending money in the right place at the right time to keep our facilities well maintained—and using military construction to recapitalize existing facilities first, as a preferred alternative to growing our footprint.

### **Continue to Strengthen the Nuclear Enterprise**

Since its inception, the Air Force has served as a proud and disciplined steward of a large portion of the Nation's nuclear arsenal. We steadfastly secure and sustain these nuclear weapons to deter potential adversaries and to assure our partners that we are a reliable force, providing global stability. Continuing to strengthen excellence, precision, reliability, accountability, compliance, and stewardship within the nuclear enterprise remains the Air Force's number one priority. While we have made progress in this area, we will take additional necessary and appropriate steps in the Fiscal Year 2012 budget request to continue to strengthen and improve this core function.

Air Force Global Strike Command achieved full operational capability on September 30, 2010, completing the move of all Air Force nuclear-capable bombers and Intercontinental Ballistic Missiles under one major command. In addition to ensuring that our organizations and human resource plans support this mission, we are also concentrating on the infrastructure and facilities that are crucial to our success. Air Force civil engineers have conducted enterprise-wide facility assessments, and subsequently have concluded that a significant portion of the existing infrastructure will require modernization or complete replacement in the years ahead. Our Fiscal Year 2012 budget request begins to address these issues with \$75.6 million in military construction for the nuclear enterprise, including a B-52 maintenance dock at Minot AFB, North Dakota, and an addition to the Air Force Nuclear Weapons Center at Kirtland AFB, New Mexico. These and similar projects in the years to come will ensure maximum effectiveness for one of the Air Force's most important missions.

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### **Partner with the Joint and Coalition Team to Win Today's Fight**

Our Air Force continues to project air, space, and cyber power to great effect in our conflicts in Afghanistan and Iraq, with Airmen making incredible contributions every day. We currently have more than 36,000 Airmen deployed, including nearly 2,300 Air Force civil engineers. Nearly half of these engineers are filling Joint Expeditionary Taskings, serving shoulder-to-shoulder with our Army, Marine, Navy, and Coast Guard teammates. Due to their wide array of skills, our Air Force Rapid Engineer Deployable Heavy Operational and Repair Squadron Engineers (RED HORSE) and our Prime Base Engineer Emergency Force (Prime BEEF) personnel are in high demand in several theaters of operation.

In addition to funding programs that support our Airmen, our Fiscal Year 2012 budget request invests \$366 million in projects that directly contribute to today's fight. Examples include:

- *Projects supporting our combatant commanders that will greatly enhance ongoing operations.* These include the recapitalization of Headquarters, United States Strategic Command at Offutt AFB, Nebraska, and a new air freight terminal complex at Andersen AFB, Guam.
- *New facilities for operations and mission support.* A new air support operations facility at Fort Riley, Kansas, will further our efforts to support Joint Terminal Attack Control specialists as they partner with ground forces to integrate air and surface power in Iraq, Afghanistan, and elsewhere. Additionally, we are strengthening communications capabilities of combatant commanders, with a SATCOM relay in Naval Air Station Sigonella, Italy, and a communications and network control center at Nellis AFB, Nevada.
- *Improvements at Andersen AFB, Guam.* Three projects continue to support the "Guam Strike" initiative, consolidating operational capability for fighter and bomber operations at the base.

### **Develop and Care for Airmen and Their Families**

The all-volunteer force provides the foundation for our flexibility and agility. Our Fiscal Year 2012 budget request reflects a commitment to providing first-class housing, while focusing

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on training and education, and striving to improve the overall quality of life for our Airmen and their families.

The finest Airmen in the world deserve suitable facilities, and our Fiscal Year 2012 budget request supports that goal. We aim to build upon the foundation that was laid during the Year of the Air Force family, and utilize new data such as our 2010 Dormitory Master Plan, to ensure that we allocate taxpayer dollars effectively to our most pressing requirements.

***Billeting***

With the fourth phase of the Blatchford-Preston Complex at Al Udeid AB, Qatar, we continue our efforts to provide quality housing for our Airmen deployed to the U.S. Central Command area of responsibility. This \$37 million project will build two dormitories, raising the billeting capacity there to 3,332 rooms.

***Dormitories***

Housing for our unaccompanied Airmen remains a top priority, and our Dormitory Master Plan provides valuable insight into how to maximize the return from our investment. Our Fiscal Year 2012 budget request includes seven dormitory projects totaling \$190 million. These include dorms at Travis AFB, California; Osan AB, Korea; Eielson AFB, Alaska; Minot AFB, North Dakota; Ramstein AB, Germany; Thule AB, Greenland; and Cannon AFB, New Mexico. This investment keeps us on track to meet our 2017 goal of providing adequate housing for all unaccompanied Airmen. We are also supporting our partners at Joint Base Elmendorf, Alaska; Joint Base San Antonio, Texas; and Joint Base Langley-Eustis, Virginia, with the construction of three dormitories worth \$193 million. These projects represent the last of the joint base military construction funds that were transferred to the Air Force.

***Training and Education***

The most professional junior enlisted Airmen in the world develop into the world's best non-commissioned officers because of the investments that we make in their education, starting from the day that they enlist. We have two projects in this year's program, totaling \$78 million: (1) the fourth phase of the Basic Military Training Complex at Lackland AFB, Texas, and (2) an education center at Vandenberg AFB, California.

***Military Family Housing***

With continued investment to develop thriving housing communities, we maintain our commitment to caring for our Air Force family. Our Fiscal Year 2012 budget request for



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military family housing is nearly \$500 million. Included in this request is \$85 million to improve nearly 1,400 homes in Japan and the United Kingdom, and an additional \$405 million to fund operations, maintenance, utilities, and leases, and to provide oversight of privatized units for the family housing program.

Central to the success of our housing initiatives is housing privatization that leverages \$423 million into \$6.5 billion in private sector financing. At the start of Fiscal Year 2012, we will have 47,700 privatized units, increasing to 52,500 by January 2012, when 100 percent of our family housing in the United States will be privatized.

### ***Child Development Centers***

The final component of caring for Airmen and their families is ensuring that the children of our service men and women receive consistent standard of care at installations around the world, from bases in major metropolitan areas, to those in remote locations, to those overseas. The American Recovery and Restoration Act allowed us to allocate \$80 million for eight new child development centers, to help ensure that our force has adequate child care capacity. This year, we have only one requirement for a child development center, at Holloman AFB, New Mexico. This \$11 million project will get our Airmen's children out of substandard temporary facilities.

### **Modernize our Air, Space, and Cyberspace Inventories, Organizations, and Training**

Modernizing our force to prepare for a wide range of future contingencies requires a significant investment. For Fiscal Year 2012, a key focus area is enabling the beddown of several new weapon systems. Therefore, we are requesting \$233 million for a variety of military construction projects, including:

- *Five projects to bed down our newest fighter, the F-35.* This includes the F-35 development, test, and evaluation mission at Nellis AFB, Nevada; the second training location at Luke AFB, Arizona; and the first operational unit at Hill AFB, Utah.
- *Three projects supporting our HC/EC/C-130J fleet.* These projects include a joint use fuel cell at Davis-Monthan AFB, Arizona, and flight simulators at Davis-Monthan and Pope Field, North Carolina.

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- *Three projects supporting the Pacific Regional Training Center at Andersen AFB, Guam.* This requirement was driven by the re-location of the 554th RED HORSE from Korea to Guam in 2007, along with an increased need for expeditionary training in the Pacific.
- *Other projects.* These will support diverse mission areas, including C-5 training, F-22 support, the F-16 beddown at Holloman AFB, New Mexico, as well as support activities at Barksdale AFB, Louisiana; Fairchild AFB, Washington; the United States Air Force Academy, Colorado; and Cannon AFB, New Mexico.

### **Recapture Acquisition Excellence**

The Air Force continues its efforts to optimize the effective use of taxpayer resources in the acquisition of goods and services. By focusing on asset management principles, we are building a culture that supports the warfighter by delivering the right products and services on time, within budget, and in compliance with all applicable laws, policies, and regulations. Where possible, we seek strategic sourcing opportunities to maximize the use of available dollars, pursuing ways to leverage our size as we purchase common commodities and services to be used across our extended enterprise. Our engineering and contracting communities continue to partner on efforts to transform the processes that support Air Force installation-related acquisition.

### **Other Programs of Note**

#### ***Base Realignment and Closure Actions***

Completing Air Force BRAC actions remains a priority for the Air Force and Department of Defense. The Fiscal Year 2012 budget request includes \$123.5 million for legacy BRAC actions at our 28 remaining former bases, and \$1.97 million to perform program management, environmental restoration, and property disposal at locations that were closed in BRAC 2005. The Air Force is on track to fully implement all BRAC 2005 recommendations by the mandated September 2011 deadline.

#### ***Joint Basing***

The Air Force remains committed to maximizing installation efficiency and warfighting capability, while saving taxpayer resources. The Air Force has equity in 10 of the 12 joint bases, and is the lead Service for 6 of the 12. All 12 bases achieved full operating capability on

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October 1, 2010. We anticipate that the derived benefits from consolidation will yield efficiencies and cost savings.

## ***Energy***

The Air Force energy vision is to reduce demand through conservation and efficiency, increase supply through alternative energy sources, and create a culture where all Airmen make energy a consideration in everything that they do. In pursuit of this vision, the Air Force continues as a Federal energy-conscious leader by advancing energy awareness. Key components of the Air Force strategy include coordinating efforts that aim to minimize energy costs, leveraging proven technology in conservation measures and renewable energy development, while matching reliability of the national electric grid system and resilience of Air Force critical mission assets. These efforts effectively reduce dependence on commercial supply and delivery systems, and enhance energy security for the Air Force. The Air Force is committed to reducing its greenhouse gas emissions and carbon footprint by reducing its consumption of fossil fuels, both directly by vehicles and facilities, and indirectly through fossil fuel-generated electricity from the national electric grids. In Fiscal Year 2012, we will continue our energy conservation efforts, which have already reduced facility energy use nearly 15 percent from 2003 levels. In Fiscal Year 2010, we exceeded our goals and produced or procured nearly 7 percent of our total facility energy from renewable sources, and we continued to lead the Department of Defense as the number one purchaser of renewable energy for the fifth year in a row.

## **Conclusion**

The Air Force remains a trusted and reliable Joint partner. We are “all in” to provide air, space, and cyber capabilities to our combatant commanders as they face myriad short- and long-term security challenges in their areas of responsibility. Nearly two-thirds of the men and women serving in our Air Force today, from installations all over the world, are actively supporting combatant commanders in their missions across the full spectrum of military operations.

Our Fiscal Year 2012 budget request balances warfighter requirements, recapitalization efforts, new mission beddowns, and quality of life requirements. It remains aligned with the fundamental priorities of our Air Force: (1) continue to strengthen the nuclear enterprise; (2) partner with the Joint and Coalition team to win today’s fight; (3) develop and care for our

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Airmen and their families; (4) modernize our air, space, and cyber inventories, organizations, and training; and (5) recapture acquisition excellence. In addition to being committed to providing and maintaining effective infrastructure—efficiently and appropriately sized to support our missions and priorities—we are also committed to ensuring that we continue to care for our Total Force Airmen and their families. This includes making good on our promise to provide attractive dormitories and housing, with a focused determination to eliminate inadequate housing for all by 2017.

Finally, we remain committed to ensuring the judicious and responsible use of taxpayer resources with every decision we make. In so doing, we remain focused on efficiencies that allow our trademark delivery of effective air, space, and cyber power, while ensuring maximum utility from every dollar spent.