

**RECORD VERSION**

**STATEMENT BY**

**MR. J.E. "JACK" SURASH  
ACTING ASSISTANT SECRETARY OF THE ARMY FOR INSTALLATIONS,  
ENERGY, AND ENVIRONMENT**

**AND**

**SMA MICHAEL A. GRINSTON  
SERGEANT MAJOR OF THE ARMY**

**AND**

**LTG JASON T. EVANS  
HEADQUARTERS, DEPARTMENT OF THE ARMY DEPUTY CHIEF OF STAFF, G-9**

**BEFORE THE**

**SUBCOMMITTEE ON MILITARY CONSTRUCTION, VETERANS AFFAIRS,  
AND RELATED AGENCIES  
COMMITTEE ON APPROPRIATIONS  
UNITED STATES HOUSE OF REPRESENTATIVES**

**FIRST SESSION, 117TH CONGRESS**

**ON INSTALLATIONS, BUDGET ENVIRONMENT, QUALITY OF LIFE,  
AND OVERSIGHT**

**MAY 24, 2021**

**NOT FOR PUBLICATION UNTIL RELEASED BY THE  
COMMITTEE ON APPROPRIATIONS**

Chairwoman Wasserman-Schultz, Ranking Member Carter, and members of the Subcommittee: on behalf of the Soldiers, Families, and Civilians of the United States Army, thank you for the opportunity to present the Army's Fiscal Year (FY) 2022 budget request for installation infrastructure.

We would like to express our gratitude to members of this committee for your strong support of Army installations, Soldiers, and Families. Thank you for supporting our budget request and providing additional funding for key programs such as barracks, Family housing, and childcare facilities.

The Army strategy provides a clear path to transform and achieve overmatch against its adversaries in great power competition. The Army has evolved its priorities to people, readiness, and modernization. This reprioritization reflected the Army's success in rebuilding and sustaining tactical readiness over the past six years, establishing strategic readiness, investing in critical capabilities, and recognizing the fundamental role of our people and facilities in driving readiness and modernization. In support of the Army Strategy and the evolving priorities, the Army published additional supporting strategies, amongst them, the *Army People Strategy*, *The Army Modernization Strategy* and the *Army Installations Strategy*, help to guide resource and programmatic allocations.

You have heard the Acting Secretary of the Army and the Chief of Staff of the Army say People are our number one priority, our greatest strength, our most valuable asset, and our most important weapon system. *The Army People Strategy* describes how we will shift from simply "distributing personnel" to more deliberately managing the talents of our Soldiers and Civilians; how we will prioritize their quality of life; and how we will improve housing and barracks, healthcare, childcare, spouse employment, and permanent change of station moves. People drive our success in readiness, modernization, and reform.

Our FY22 Budget and our Quality of Life initiatives are guided by the *Army Installations Strategy* in developing modern, resilient, sustainable installations; enhanced strategic readiness that can operate in a contested environment; and provide quality facilities, services, and support to our Soldiers, Families, and Civilians.

Installations are platforms from which we build Army culture, care for our People, and project and sustain forces essential to strategic readiness and the Army's ability to deploy, fight, and win our nation's wars. With timely, adequate, predictable, and sustained funding, we will ensure that our People remain a priority and this will help us continue to recruit, train, and retain an Army of high quality Soldiers, prepared to win our Nation's wars.

## ***THE ARMY PEOPLE STRATEGY***

The Army People Strategy is foundational to the readiness, modernization, and reform efforts described in the *Army Strategy*. With the right people, in the right place, at the right time, our Army will successfully deploy, fight, and win in multi-domain operations and excel in support of the Joint Force.

### ***Improving the Current and Delivering the Future Army Culture***

In October 2020, the Secretary of the Army, Chief of Staff of the Army, and the Sergeant Major of the Army announced "People" as our top priority. Our Soldiers must be at the forefront of all that we do. We challenged our Soldiers this year to have tough conversations and get to know those around them to improve our culture. To achieve this, we have proudly developed new quality of life, talent management, and leadership development programs.

Staff Sergeants are often the most influential leaders in our Soldiers' lives. These junior leaders provide the leverage point to have the greatest impact on building the culture necessary to lead our Army into the future. Noncommissioned officers must be engaged leaders who build cohesive teams that are highly trained, disciplined, and fit. To that end, we must support our leaders with proper training, experience, and empowerment.

Our efforts in talent management will all directly support Staff Sergeants. The foundation for these efforts will begin with an upcoming Corporal initiative. This will include a pathway to laterally appoint Specialists to Corporal before their promotion to Sergeant. The process will also consist of formal testing of the Warrior Tasks and Battle

Drills and completion of the requisite professional military education. Through this initiative, and maintaining it through new promotion board guidance, we are setting Soldiers up for success as they grow into leadership positions. Specialists and Sergeants competing for promotions are now required to know about their Soldiers. Questions about their Soldiers' families and scenario-based questions replaced general knowledge questions that only served to test a Soldier's ability to memorize doctrine as opposed to its application.

We are also looking at enlisted leadership at the senior level. By placing the right leaders at the First Sergeant and Command Sergeant Major level, mentors will be ready to train and coach our Staff Sergeants as they encounter new situations for the first time.

Leaders at every level must know who is in their squad, get engaged in their Soldiers' lives, build cohesion throughout the team, then define what it means to be highly trained, disciplined, and mentally and physically fit. Finally, once that standard is set, leaders must hold themselves and their Soldiers accountable to that standard. This isn't a novel concept. This isn't a new Army program. This is the Army culture.

### ***Talent Management***

Talent Management is critical – both for the individual Soldier and the enterprise. First, we are getting Soldiers into the right positions to meet the needs of the Army and developing them into experienced leaders. Then, we are making sure to prepare those leaders for the assignments which they are matched. The Army Talent Management Framework focuses the Army on acquiring, developing, employing, and retaining talent to maintain a competitive edge.

We continue to see great results with the Colonel and Battalion Command Assessment Programs. These talent assessments provide a common lens to identify a leader's knowledge, skills, behaviors, and preferences. For enlisted soldiers, we are doing that with the Sergeant Major Assessment Program (SMAP). SMAP completed a successful pilot last fall and will conduct its first iteration in the first quarter of FY22 to select Brigade Command Sergeants Major, followed by a second iteration to select

Battalion Command Sergeants Major. This is a stark contrast to what we did in the past, which was simply a review of a leader's official record.

The First Sergeant Talent Alignment Assessment is another key effort in the revitalization of Army talent management for enlisted leadership. This initiative will give senior Command Sergeants Major the ability to view, assess, and place the most qualified Master Sergeants in First Sergeant positions across their installations. This new process will ensure that the First Sergeant is the right fit, not just someone filling an open position based on when they arrived.

Last year, we launched the Assignment Satisfaction Key-Enlisted Marketplace to allow all Soldiers to have more say in their assignment preferences. This matches Soldiers with assignments for which they are better suited. All of this will help build better Leaders, who must lead the cultural change required to build a stronger Army.

### ***Diversity, Equity, and Inclusion***

The number of women serving in Combat Arms continues to grow. Currently, 11% of jobs in Armor, Field Artillery, Infantry, Air Defense, Aviation, and Engineer fields are filled by women as they are eligible to perform duties in any position in the Army. The Army has integrated women into all combat roles throughout the operational force and remains committed to a standards-based process to maintain readiness. The Army embraces diversity as a way to maximize individual talent, increase morale, and enhance effectiveness—regardless of race, creed, or color.

This past year, the Army nominated its first woman to lead a combatant command: LTG Laura Richardson; and saw the first woman serve as a combatant command senior enlisted leader: CSM Sheryl Lyon. In May, CSM Veronica Knapp will assume the responsibilities of command sergeant major of the 101st Airborne Division, the first woman to serve in that role in any division in our Army's history.

In January, we released an update to the Army's grooming standards. While the Secretary of Defense directed the review, it was critical that we made the right decision for the overall health and wellness of our force. We assembled a panel of 21 Soldiers, 19 of which were women, to evaluate and vote on proposed changes submitted by

Soldiers from across the force. Medical and equal opportunity professionals advised the panel on the benefits and risks of each recommendation and Sergeant Major of the Army Michael Grinston accepted the panel's recommendations in full.

Pursuant to the goal of equity, the Army continues to refine the Army Combat Fitness Test (ACFT). The ACFT recently entered the 3.0 phase by adding the plank as a fully-scored alternative to the leg tuck and exploring potential options to apply scores in a gender normed and more equitable way for certain administrative actions such as promotions, and evaluations.

For these administrative actions, in the future, the Army may separate all scores by gender and identify the top 1, 10, 25, and 50 percentile cutoffs each year. A Soldier's score could then place them into a tier based on their performance compared to others in their gender. This option will help account for the known physiological difference between the genders. In a gender blind promotion board, a voting member would only see the tier the Soldier fell into, not their raw score.

As part of ACFT 3.0, we expect all Soldiers to meet the exact same minimum standards, regardless of age, gender, or occupational specialty. We will not apply administrative actions, either positive or negative, on any Soldier based on their ACFT performance until completion of the independent study and establishment of further policy. Any policy decision will be data driven.

### ***Addressing Harmful Behaviors Impacting Our Culture***

Last summer, then-Secretary of the Army Ryan McCarthy unilaterally called for an independent review of the climate at Fort Hood. It was not directed or mandated by any advisory committee or governing body. Once complete, we openly shared and encouraged Soldiers and the American public to download and read it. It was clear that change was necessary, and the Army has been open and transparent. These issues are not unique to Fort Hood, and must be identified, owned, and actioned at all levels.

We established the People First Task Force, who is working through the recommendations of the Fort Hood Independent Review Committee. One effort is to redesign and refocus the Sexual Harassment/Assault Response and Prevention

Program for the entire Army. We say Response and Prevention—and the Army must have world-class response—but, we also need to understand what factors allow assaults to happen and focus more efforts on prevention.

The Army is fully committed to a holistic approach for preventing sexual assault, harassment, self-directed harm, and other prohibited abusive or harmful acts within the military community. The People First Task Force is working with partners across the Army and Department of Defense to improve our line of sight for policy compliance and command climate to place more emphasis on prevention measures.

The Army has focused on a comprehensive public health approach to prevent suicide. As no two individuals are identical, comprehensive prevention approaches are critical and include wide-reaching efforts to address risk factors and enhance protective factors.

We are looking at all programs that can help in this endeavor. The Holistic Health and Fitness Manual (FM 7-22) outlines techniques including an increase in spiritual fitness options for Soldiers seeking behavioral health assistance. The Vice Chief of Staff and Sergeant Major of the Army host monthly video-teleconferences to speak with senior commanders and Soldiers from around the Army to help identify solutions.

During a recent visit to Fort Hood, Texas, Sergeant Major of the Army Grinston asked a room of Soldiers if they believed Army leaders or Leader were only responding to “check a block.” While some admitted they believed that was the case, others mentioned they could start to see improvement at their level. Even with significant changes to policy, it will take the right leadership to change the culture.

### ***Tuition Assistance and Credentialing***

The Tuition Assistance (TA) program was one of the most-used benefits over the last year. As of February, the Army has paid more than \$107.7 million in TA to schools across the country, and helped more than 2,684 Soldiers complete an associate’s degree or higher in FY21.

The Army’s Credentialing Assistance Program provides our Soldiers additional training and development opportunities to enhance their military career and better

prepare them for post-Army employment with over 1,600 programs they can choose. Because of these opportunities, Soldiers are able to expand their self-development to include skills not inherently available through organizational or institutional training.

### ***Financial Literacy***

The Army's Financial Readiness Program provides life-cycle-based financial education and counseling to bolster a Soldier's financial fitness throughout their career. The Army's website, [www.FinancialFrontline.org](http://www.FinancialFrontline.org), provides financial literacy training modules for career and life milestones that match specific circumstances such as promotion, birth of a child, or deployment.

The Blended Retirement System (BRS) has reached full operational capacity with every new Soldier enrolled in the program. BRS will help provide investment benefits for more than 85% of all Soldiers, compared to 20% in the legacy system. As of October 2020, all new Soldiers have their individual contributions automatically set to 5%, making them eligible for the maximum government contribution of 5% after two years of service.

## ***THE ARMY INSTALLATIONS STRATEGY***

The *Army Installations Strategy* (AIS) nests with the priorities of the *Army Strategy*, and complements and supports the *Army People Strategy* and the *Army Modernization Strategy*. It addresses people, readiness, and modernization, in the context of Army installations and encompasses taking care of people; strengthening readiness and resilience; modernizing and innovation; and promoting stewardship.

The *Army's Installations Strategy* published in December 2020, represents a pivot from an Industrial-Age paradigm characterized by rigidity and purpose-built specialization, to a data-rich, reconfigurable Information Age construct. A forthcoming



Army Infrastructure Investment Strategy will tie planned Army investments to measurable effects.

## ***Taking Care of People***

The Army wins through its People. Adaptable and tailorable quality of life programs for Soldiers, Civilians, and Families improve Army readiness and reduce uncertainty. Our People promote the Army as a great team to join, and installations as the best places to work and live. Facility conditions; modern services; Family programs; and Morale, Welfare, and Recreation functions are essential components for taking care of our People. Winning matters—the Army must be able to compete for and win the fight for talent—both for those who serve in uniform and those who seek to be part of our civilian workforce. What matters most to our people is not whether the Army owns or operates a facility but whether the services are delivered in a quality, safe facility, which are responsive, user friendly, and convenient.

### ***Quality of Life Priorities***

We are in competition for talent. If we want the best Soldiers and we want them to stay, we must invest in taking care of them by investing in their quality of life. Recognizing the important role quality of life plays in recruitment, retention, and readiness, we are focused on improving military housing and barracks, ensuring the best health care, expanding access to child care, improving opportunities for spouses to gain meaningful employment and build their own careers, and reducing the turbulence of moving. Another priority is support and resilience where our focus is on increasing support and resources to some of our remote, isolated, and challenged installations. These focused efforts help strengthen the Army team.

### ***Family Housing and Barracks***

Our Soldiers and Families deserve high quality, safe housing. Our focus is on fixing the privatized housing issues were first brought to light in fall of 2018, while simultaneously working with the Military Housing Privatizing Initiative (MHPI) companies

to strengthen the long-term financial health of the Army's Residential Communities Initiatives (RCI) privatized housing portfolio. We are conducting 100 percent quality assurance inspections on change of occupancy and life, health, and safety maintenance work orders.

The Army has fully implemented 14 of 18 Tenant Rights at 44 installations and fully expects to make the remaining four tenant rights (common tenant lease; 7-year maintenance history; dispute resolution; and rent segregation) available at the vast majority of installations with privatized housing by June 1, 2021. We continue to host weekly housing meetings with key stakeholders and Residential Communities Initiative (RCI) companies on a rotating basis to review physical and financial condition of privatized housing. We conduct quarterly Town Hall meetings with Commanders and residents; we have hired independent third-party experts to perform comprehensive financial and development reviews; we have established an enforceable incentive fee metric to reward improved work order response times, achieve better quality work, and increase resident satisfaction. RCI private partners are committing \$1.5 billion and reinvesting another \$1.3 billion to housing improvements.

The Army has also invested \$2.1 billion in barracks for construction, operations & maintenance, and restoration & modernization over the last three years. The Army is focused on modernizing barracks standards that incorporate user feedback and the latest technology. We must continue to work to increase the overall quality of housing—Army-owned and privatized housing, and barracks.

Over the next 10 years, the Army has programmed over \$10 billion to improve barracks for all components. Our investment in military construction and repair and maintenance projects would eliminate most poor and failing (Q3/Q4-rated) barracks in the Army by 2036. We are encouraging greater leadership presence in the barracks, as well. The Army Barracks Management Program is providing a uniform management standard improving total quality of life for Soldiers. And, we have invested \$1.73 billion over the past three years in government-owned housing improvements and construction.

The Army Maintenance Application (App) allows Soldiers to quickly submit a maintenance claim from their cell phone without having to wait for their chain of command or make an appointment. The app will eventually become the primary tool for maintenance inquiries for residents of Army-owned Family housing and barracks across the Army.

### ***Historic Housing Program***

The Army is faced with the extraordinary challenge of managing the largest inventory of historic housing in the federal government. The Army must provide quality of life for Soldiers and their families; manage high renovation costs for historic housing; address hazards found in historic building materials such as lead-based paint and asbestos; and address the need for expanded living space and modernization of mechanical systems, all while preserving the historic and architectural character of its huge inventory of over 30,000 historic homes. Issued in September 2020, the *Program Comment for Department of the Army Inter-War Era Historic Housing, Associated Buildings and Structures, and Landscape Features (1919-1940)* establishes a new paradigm for integration of National Historic Preservation Act requirements as part of the solution to the Army's most critical military family housing concerns for over 3,200 Inter-War Era homes. The management actions addressed by the Program Comment directly improve the material living conditions and the quality of life, health, and safety for the thousands of Army family members who live in Inter-War Era housing, while mitigation measures ensure the historic and architectural character of this housing is preserved.

### ***Health Care***

Access to high-quality healthcare is an essential part of taking care of Soldiers and their Families. Attending to our beneficiaries' medical needs improves their quality of life, enabling Army readiness. Partnering with Defense Health Agency, Army Medicine will continue to deliver world-class care for our beneficiaries across our installations to maintain our Army Family's health. As the Military Health System

reforms, our focus is readiness. This means that we will emphasize operationally oriented training, modernized capabilities, and innovative operational concepts. We are grateful to Congress for increases in Health Professional Officer special pay caps. This needed investment ensures we can sustain the recruiting and retention of the best quality healthcare professionals for the sustainability of the force.

### ***Child Care***

Army Families do not always have the stability of an established neighborhood or the proximity of relatives to allow for a constant and reliable child care plan, thus Soldiers look to the Army to provide services that assist them in safely caring for their children so that they can focus on their mission and spouses on their careers. The Army is challenged by child care capacity, mainly for infants and toddlers. Additionally, availability of quality off-post care is limited in many communities, reducing options for Soldiers who cannot access on-post care. This drives longer wait times at some locations like Hawaii, the National Capital Region, and Joint Base Lewis-McChord. The Army is implementing mitigation strategies to maintain and, in some cases, increase access to care. This includes planning an additional 21 Child Development Centers over the next ten years, which will add up to 4,000 new spaces. Expanding Family Child Care, with aggressive marketing, recruitment and retention incentives, will increase the number of providers from 151 to 275 by the end of FY22. Finally, improving retention of staff through a comprehensive recruitment and retention strategy, including staff compensation adjustments in accordance with updated DoD guidance to remain competitive in local job markets.

### ***Spouse Employment***

Spouses are the “force behind the force,” balancing professional careers, Family, health, and well-being, all in the context of the unique Army lifestyle that includes deployments, frequent moves, and mission requirements. They often sacrifice their personal career goals for the benefit of the Army. Supporting spouse employment and careers without excessive delay or extra expense reduces Permanent Change of

Station (PCS) move stress, improves quality of life, and contributes to readiness and retention. The Army is grateful for the attention and support that Congress has provided in this area.

The Army continues to make improvements in the spouse employment arena. We are improving policies for military spouse preference and non-competitive civil service appointments and conducting a pilot program for advanced application of Military Spouse Preference in certain foreign overseas locations. We are also assessing an initiative that better connects spouses to hiring officials prior to an overseas move. We reimburse up to \$1,000 for qualified relicensing costs for fees or costs associated with getting the same or similar license in a new state after a move. We improved the portability of home based businesses—streamlining the application and approval process to operate home based businesses on our installations. We have about 585 home based businesses on installations and 478 are operated by spouses. The Army Civilian Employment Assignment Tool allows certain non-appropriated fund employees to quickly transfer between installations. Since inception in August 2018, there have been 449 successful transfers; 259 were military spouses. We are also adding additional Employment Readiness Program Staff over the next 24 to 36 months. The Army continues to work with Office of the Secretary of Defense to promote workforce development scholarships, improve state license reciprocity and professional license compacts, and reduce barriers to overseas employment.

### ***Permanent Change of Station (PCS) Moves***

PCS moves are significant, and at times frustrating events for Army Families. To ease the stress and reduce financial burdens, the Army is making great strides to improve the household goods and relocation experience. We continue to follow health protection protocols to ensure safety of everyone involved in the moving process. We are issuing orders earlier (120 days prior to report date) to help Soldiers and Families better plan moves. We are hiring additional quality assurance inspectors with approximately 365 inspectors on board to include 41 spouses or Family members to

ensure moving companies comply with DoD standards. Finally, we have increased the Personally Procured Move monetary allowance from 95% to 100% of the estimated cost the government would have paid a moving company.

Last year, we also launched a new interactive app, "Army PCS Moves," which includes information on entitlements, move types, planning/scheduling moves, and claims procedures; with more than 13,000 downloads.

### ***Safety and Occupational Health.***

Ensuring our Soldiers and Civilians are ready to support the Army mission requires extensive continual investments in proactive injury and illness prevention both on the installations and during mission execution. The Army is developing prevention through design and facilities systems safety policies to identify and reduce safety and occupational health risk in our facilities during construction, life cycle, and beyond. The adoption of these modern practices in our military construction process are critical to Army readiness, long-term use, and disposal of our facilities. To ensure these techniques are adequately implemented and evaluated, the Army is investing in the readiness of its safety and occupational health workforce through training, education, and partnerships.

## ***Strengthen Readiness and Resilience***

As the Army's initial maneuver platforms, installations must be able to operate and meet power projection requirements in and from an increasingly contested multi-domain operational environment. As indicated in the AIS, Army installations support total Army operations to mobilize and project forces and capabilities anywhere in the world, at any time. Energy and water resilience, or uninterrupted access to energy and water, are essential for Army readiness and ensuring the Total Army can deploy, fight, and win. They advance the capability of systems, installations, personnel, and units to respond to unforeseen disruptions and quickly recover critical missions.

The recently published Army Installation Energy and Water Strategic Plan aligns with the Army Installations Strategy and establishes resilience, efficiency, and

affordability as strategic goals. They also must be prepared to address cyber, physical, and natural threats including climate change.

### ***Climate Change***

The Army recognizes climate change as a growing global security threat. In line with the President and the Secretary of Defense's direction, we are prioritizing climate change considerations in our threat picture, strategic plans, operations, and infrastructure design. We will include climate risk analyses in our war-gaming, modeling and simulation activities, and our daily operational missions. The Army is poised to build on past efforts with a focus on integrating climate security factors within assessments and planning, installation resilience, science and technology, operational energy, sustainable land management, and procurement. We are taking significant steps to address climate change and extreme weather impacts, which include the Army Directive 2020-08, U.S. Army Installation Policy to Address Threats Caused by Changing Climate and Extreme Weather, the Army Climate Assessment Tool and the Army Climate Resilience Handbook. In March 2021, the Army established the Army Climate Change Working Group to synchronize and direct Army activities to address climate implications and policy, planning and implementation across the force, and execute climate change objectives.

### ***Energy and Water Resilience***

The Army is the largest consumer of installation energy in the Department of Defense, spending more than \$1 billion per year on facility energy and water. Our installations rely, with few exceptions, on commercial energy and water sources to accomplish critical missions. The vulnerabilities in the interdependent electric grids, natural gas pipelines, and water resources supporting our installations jeopardize mission infrastructure, installation security, and the Army's ability to project power and sustain global operations.

The *Army Installation Energy and Water Strategic Plan* sets a vision and establishes goals, strategic objectives, and measurable targets to shape efforts to

achieve long-term infrastructure resilience, efficiency, and affordability. Building and measuring resilience enables Army readiness by improving the ability to prevent and recover from disruptions to vital energy and water utility services.

We gain valuable insights into our existing infrastructure condition and capability gaps, resource access, and system operations and plans through planning and condition assessments. Installation Energy and Water Plans (IEWPs) outline critical mission needs, characterize energy and water baseline conditions, and propose prioritized approaches for projects and operational activities to increase energy and water resilience. The Army has 30 IEWPs at or near-completion; all remaining installations are scheduled to be completed by the end of FY22. IEWP results will be incorporated into installation master plans. Black Start Exercises assess capabilities and reveal gaps, which are not always discoverable during table top exercises. They have also resulted in improved communications between the Army, local community, and utility companies that service an installation.

The Office of Energy Initiatives (OEI) is the Army's central program management office that develops, implements, and oversees privately financed, large-scale energy projects. Energy generation, storage, and control capabilities are favored; when combined, these capabilities create an "island" effect—enabling critical mission sustainment during an electrical grid outage. Their portfolio includes 11 operational projects with 325 MW of energy production capacity. These projects have resulted in \$627 million of private sector investment in Army resilience, on top of anticipated life-cycle operations and maintenance values of \$603 million.

The Army also leverages private sector expertise and partnership through Energy Savings Performance Contracts and Utility Energy Service Contracts to improve efficiency and contribute to resilience. While these projects are targeted at reducing energy and water consumption, they also enable Army to address maintenance and repair backlogs sooner than if we rely solely on constrained appropriated funds.

The Energy Resilience and Conservation Investment Program is the DoD's only direct-funded program targeted for energy resilience. In FY21, the Army received \$35.1 million for two projects that included energy and water resilience capabilities.



The Army's Utilities Privatization Program conveys utility systems to a non-government entity, usually a utility company, through a utility services contract. These contracts allow the Army to access private sector financing for up to 50 years to modernize and recapitalize utilities infrastructure. We have privatized utilities at 14 of 18 Power Projection Platforms and all four of our Mobilization Force Generation Installations.

### ***Safety and Occupational Health.***

Ensuring our Soldiers and civilians are ready to support the Army mission requires extensive continual investments in proactive injury and illness prevention both on the installations and during mission execution. The Army is developing prevention through design and facilities systems safety policies to identify and reduce safety and occupational health risk in our facilities during construction, life cycle, and beyond. The adoption of these modern practices in our military construction process are critical to Army readiness, long-term use, and disposal of our facilities. To ensure these techniques are adequately implemented and evaluated, the Army is investing in the readiness of its safety and occupational health workforce through training, education, and partnerships.

### ***Modernize and Innovate***

The Army Modernization Strategy states installations must modernize “at pace” with the rest of the Army to support a modernized Army by 2035. To do this, installations must provide facilities, ranges, airfields, and support infrastructure that possess the appropriate physical characteristics required by new Army weapons systems.

Army modernization requires that installations provide the facilities, systems, and connectivity to support the Army on its path toward full multi-domain operations readiness by 2035. Installation management practices must transform to accommodate new information-era technologies. Innovation efforts support the Army priority of

Reform. We will prioritize those that create efficiencies, expand workforce productivity, and generate resilience.

The Army will plan for upgrades to maintenance facilities, motor pools, ranges, network infrastructure, administrative facilities, housing, barracks, secure facilities, and utilities upgrades to keep pace with other modernization efforts. Force projection also requires assessment of roads and highways, bridges, ramps, marshaling yards, ammunition supply points, railways, and airfields. Real property master plan processes will expand in technical sophistication, using data-informed analysis and modeling to accommodate new specifications for modern equipment and achieve better environmental analysis necessary to fulfill requirements of the National Environmental Policy Act.

We will leverage our data to produce new return-on-investment (ROI) metrics expressed not solely in terms of the condition of the buildings, roads, and utilities, but in new terms of personnel, readiness, modernization, and/or cyber effects. For example, ultimately what matters is not whether we have too many Q3/Q4 barracks, but whether barracks investments observably move the needle on retention or reductions in disciplinary and health problems. Another example is a recent RAND study that revealed in the case of tactical equipment maintenance facilities (TEMFs), the lack of overhead crane lift capacity correlated with lower Fully Mission Capable (FMC) ratings for Armored Brigade Combat Team companies and battalions. In particular, Fort Hood had converted some old tactical vehicle wash racks into shelters to mitigate the lack of overhead crane lift capability in the older TEMFs. Over time, this resulted in higher than expected FMC ratings given the overall age of the TEMF inventory. Perhaps smaller targeted investments can yield significant improvement in FMC ratings over time.

### ***Promote Stewardship***

The Army's mission is inseparable from the environmental resources that are critical to accomplishing that mission. Readiness training for multi-domain operations; high intensity conflict; and development, testing, and fielding for combat system modernization; all require access to realistic natural landscapes, ecosystems, and

environmental conditions that Soldiers and materiel experience during combat. Mission supporting capabilities of our training and testing sites are directly impacted by the loss or alteration of the natural infrastructure. Limitations on training and testing, loss of range facilities and assets due to increases in wildfires, floods, and training restrictions due to increasing endangered species and critical habitats are some of the documented impacts to the mission. Due to the 226 threatened or endangered species found on 170 Army installations and facilities in the United States, the Army has species-related restrictions on over two million acres of training and testing lands. As the Army sustains and improves the natural infrastructure containing endangered species habitat on our installations, endangered species populations increase. When endangered species populations increase, the military capabilities of mission critical natural landscapes are enhanced. Due to the recovery of endangered species populations, species related training restrictions have been lifted on 325,000 acres of critical Army land at Fort Hood, Fort Bragg, and Fort Stewart. Effective planning and management ensures training and testing realism, and also makes certain natural infrastructure assets remain viable and accessible. The Army's focus on sustaining its natural infrastructure ensures training and testing realism, and makes certain these natural assets remain viable, accessible and resilient into the future.

## ***FY 2022 BUDGET REQUEST FOR INSTALLATION INFRASTRUCTURE***

The Army's FY22 budget requests funding for near-term requirements to help make installations multi-domain ready and resilient.

### ***Military Construction***

Request funding for active and reserve components military construction; Family housing construction, maintenance, and operations; and in the legacy Base Closure Account for environmental cleanup and care-taker activities at closed bases.

### ***Pilot Program for Additional Child Development Center Construction.***

The Army also looks forward to working with the committees to conduct a pilot program for child care construction as outlined in the FY21 National Defense Authorization Act, section 2865. The Services were directed to conduct a pilot program under which the service secretaries may carry out military construction projects not otherwise specified in law. The Army plans to utilize the existing \$27 million authorization provided in FY20 to accelerate one or more Child Development Center projects, subject to the availability of funds.

## ***Operation and Maintenance of Facilities***

### ***Facilities Sustainment, Restoration, and Modernization (FSRM).***

The Army requests funding in FSRM to address our backlog of facilities maintenance and to slow the degradation of facilities.

### ***Army Sustainment.***

The Army's Facilities Sustainment funding is based on the Facility Sustainment Model requirements for all Components. It funds maintenance work orders on all facilities and preventative maintenance orders on Quality of Life and mission readiness facilities.

## ***CONCLUSION***

Army Readiness begins on our installations. We need ready and resilient installations to ensure our Soldiers are properly trained and can be deployed anywhere in the world in order to fight and win our nation's wars. Your continued advocacy helps to ensure we will remain an attractive option for current and future generations who want to serve their Nation and also retain the current force by meeting the expectations of an all-volunteer Army with capable, high-quality, and modernized installations.

Thank you for the opportunity to present this testimony and for your continued support of our Soldiers, Civilians and Families.