



DEPARTMENT OF THE AIR FORCE
502D AIR BASE WING
JOINT BASE SAN
ANTONIO



11 Jan 2023

MEMORANDUM FOR JOINT BASE SAN ANTONIO

FROM: 502 JBSA/CC

SUBJECT: 4 Pillars of Infrastructure Sustainment

As the largest Joint Base in the Department of Defense, Joint Base San Antonio (JBSA) consists of a significant infrastructure portfolio. Our facilities range from historic structures dating back to the late 1800's to relatively modern facilities. Unfortunately, the San Antonio environment is harsh on these structures, creating an environment that demands cooperative engagement from all stakeholders to ensure the safety, security, and resilience of our shared infrastructure. Indeed, proper infrastructure sustainment can only succeed under the careful balance of Four Pillars: Installation Support Teams, End Users, Command Teams, and Industry Standards. Each of these Pillars bear unique characteristics, roles, and responsibilities:

1. Installation Support Teams: Installation Support Teams include the 502d Civil Engineer Group, Army Support Activity (at JBSA-Fort Sam Houston), privatized housing contractors, and external providers contracted, either by the government or privatized housing entities, to perform specific services. It is the collective mission of this team to provide superior housing, engineering, construction, environmental, and maintenance services to support JBSA and our mission partners. Together, they bear responsibility to provide responsive services, meet industry standards of performance, and invest in infrastructure improvements. These professionals must also effectively prioritize amongst limited time and funding resources, and respond accordingly. From the top down, this team bears a solemn responsibility for professional conduct, professional and thorough performance of their work, and to hold accountable the other elements across this Pillar to meet the mission. Finally, this team must continue to strive to improve the delivery of installation support and services, to include enhancing trust-building communications with the customer.
2. End Users: End Users (residents, dependents, Service Members, Veterans, civil servants) share a responsibility to JBSA as one of the Four Pillars. Put simply, End Users across JBSA are stewards of the property with which they have been entrusted. As such, End Users bear specific responsibilities: first and foremost, to do their part for the day-to-day upkeep of their respective location. End Users bear responsibility for proper user-level operation of utilities and to meet basic standards of cleanliness. Additionally, End Users bear responsibility to communicate infrastructure issues through established work order and governance processes. When these processes do not yield results, End Users are expected to use the chain of command to facilitate Command Team engagement. End Users should understand and use the established communication processes (whether work orders, privatized housing maintenance scheduling, or Command Team engagement) because they are trackable, persistent, and subject to oversight. Of note, the 502 ABW continues to enhance our communications infrastructure with an aim to ensure these channels are transparent to all stakeholders, and continuously improve. End Users should maintain high service expectations but also understand the fiscal and time constraints under which Installation Support Teams must make resource decisions.

Notably, the installation's organizational structure includes key linkages between these two Pillars: Facility Managers (FMs) and the Military Housing Office (MHO). FMs/MHOs are crucial End User advocates, but also must be well-versed on Installation Support Team processes, procedures, and activities. FMs/MHOs must be proactively engaged on both fronts.

3. Command Teams: Command Teams are uniquely positioned to hold Installation Support Teams and End Users accountable. Mistakes may be made, emails lost, or miscommunication may occur—these are natural in a human organization. This is where Command Team engagement is critical to identify mistakes, delays, and/or miscommunication; to help “right the ship” and ensure proper and prompt service is provided. Regarding End Users, Command Teams also bear responsibility to ensure tenants meet their stewardship responsibilities, often clearly stated in contractual agreements. I am asking for active Command Team engagement, across the whole of JBSA, to help support the spaces in which we all live and work, as well as the people we care for and beside whom we serve. To that end, the chain of command shares the responsibility to be both a demanding and an understanding customer. Demanding by providing constructive feedback to processes and customer service. Demanding also of the individuals within their organizations to know the processes and their roles in supporting JBSA. Understanding by knowing the current environment and the scarcity of resources. Understanding also in promoting the upkeep of our facilities through building walkthroughs and active participation in the JBSA governance structure. I respectfully ask that Command Teams serve as a catalyst to promote cooperative, positive teamwork to realize improvements.

4. Industry Standards: JBSA, both residents and workforce, are beholden to industry standards. Industry standards are established and enforced through a myriad of mechanisms at the Federal, DoD, and State level, and Installation Support Team members are expected to meet those standards. “Industry standards” also refers to DoD and/or Service policy regarding expected levels of service. Moreover, industry standards form a consistent baseline of expectations from which each of the Pillars can work. Our Installation Support Teams will meet applicable industry standards, but given the challenging constraints under which they operate, they will not spend additional resources unnecessarily to exceed said standards. To do so takes time and limited funds away from other areas that do not meet these standards. When exceptions are warranted, they should be based on documented rationale approved at an appropriate level.

Above all, the proper care and maintenance of JBSA extensive infrastructure requires teamwork, trust, and communication. I am committed to driving professional cooperation between the first three Pillars, bounded and guided by the fourth. I ask JBSA stakeholders, whether they find themselves in one or multiple Pillars, to join me in constructively pursuing the same. We enjoy a great community and a highly motivated and talented workforce. Together we can make JBSA the #1 place to work, train, and live in the DoD!

RUSSELL D. DRIGGERS, Brig Gen, USAF
Commander