

Advance Questions for Ms. Katherine Hammack
Nominee for the Position of Assistant Secretary of the Army
for Installations and Environment

Defense Reforms

The Goldwater-Nichols Department of Defense Reorganization Act of 1986 and the Special Operations reforms have strengthened the warfighting readiness of our Armed Forces. They have enhanced civilian control and clearly delineated the operational chain of command and the responsibilities and authorities of the combatant commanders, and the role of the Chairman of the Joint Chiefs of Staff. They have also clarified the responsibility of the Military Departments to recruit, organize, train, equip, and maintain forces for assignment to the combatant commanders.

Do you see the need for modifications of any Goldwater-Nichols Act provisions?

This milestone legislation is now more than 20 years old and has served our nation well. Although I believe that the framework established by Goldwater-Nichols has significantly improved inter-service and joint relationships and promoted the effective execution of responsibilities, the Department, working with the Congress, should continually assess the law in light of improving capabilities, evolving threats, and changing organizational dynamics. Although I am currently unaware of any reason to amend Goldwater-Nichols, if confirmed, I hope to have an opportunity to assess whether the challenges posed by today's security environment require amendments to the legislation.

If so, what areas do you believe might be appropriate to address in these modifications?

As noted above, I have no specific proposals to modify Goldwater-Nichols. As with any legislation of this magnitude, however, I believe it may be appropriate to review past experience with the legislation with a view to identifying any areas in which it can be improved upon, and then to consider with the Congress whether the Act should be revised.

Duties

What is your understanding of the duties and functions of the Assistant Secretary of the Army for Installations and Environment?

I have been informed that the Assistant Secretary of the Army for Installations & Environment has primary staff responsibility for policy development, program oversight and coordination of a wide variety of Army activities relating to installations, energy and environmental matters, to include resource management and requirements validation. These include (but are not limited to): design, construction, operations, maintenance and management of Army installations; base realignment and closure (BRAC) execution; energy security and management; sustainability; privatization of Army family housing, lodging, real estate, utilities and other infrastructure programs; environmental compliance, clean-up and site disposal programs; and management of the Army's safety and occupational health programs. Inherent in those responsibilities is the requirement to ensure the Army complies with law, policy and regulations within the Assistant Secretary's area of responsibility, ensuring Reserve Component integration and providing guidance and oversight to the Assistant Chief of Staff for Installation Management.

What background and experience do you possess that you believe qualifies you to perform these duties?

I have almost 30 years of experience in energy and the environment in the private sector. While employed by Carrier Air Conditioning, I was part of a small group that founded the US Green Building Council and the Leadership in Energy and Environmental Design or LEED certification program, which is now a requirement for all new Federal Buildings. This program sets sustainability guidance for facilities design, construction, maintenance, utilities and operations.

For the last four years I have been involved in developing a new energy and environmental building code. Currently, with Ernst & Young, I lead projects to certify some of the largest green buildings in the world to the Leadership in Energy and Environmental Design (LEED) certification program which involves renewable energy, energy efficiency, water efficiency, indoor environmental air quality and building material selection. If confirmed, I will apply my leadership to installation improvement, energy management and privatization efforts in the Army.

Do you believe that there are actions you need to take to enhance your ability to perform the duties of the Assistant Secretary of the Army for Installations and Environment?

Yes. If confirmed, I would seek to learn more about the installations and facilities within my purview, as well as to understand the installation and environment related issues, challenges and initiatives relating to them. Using my significant private sector

experience with large building projects, I would expect to work with the Secretary of the Army and my counterparts in the other Military Departments to develop efficient and effective policies for the Army's benefit. If confirmed, I would also plan to meet with key members of agencies such as the Environmental Protection Agency, Department of Energy and General Services Administration to determine how we can work together to leverage best practices, technologies and programs. I would also seek the advice and counsel of the Army institutional and operational commands to find ways to better serve the needs of Soldiers and Families.

Assuming you are confirmed, what duties and functions do you expect that the Secretary of the Army would prescribe for you? (I&E)

If confirmed, I would address the scope of my duties with the Secretary of the Army at the earliest available opportunity. I would expect the Secretary of the Army might ask me to use my background in the energy and sustainability fields to support the Army's Energy Security and Sustainability Programs, as well as policy and program oversight of all areas of installation management, to include BRAC execution. If confirmed, I would look forward to implementing the Secretary of the Army's guidance on how best to meet the needs of Soldiers and Families and to further Army and President's goals and priorities.

Relationships

If confirmed, what would be your professional relationship with:

The Secretary of the Army

As the head of the Department of the Army, the Secretary of the Army is responsible for, and has the authority to conduct, all affairs of the Department. As the Assistant Secretary of the Army for Installations and Environment, if confirmed, I would strive to establish and maintain a close, professional relationship with the Secretary of the Army, openly and candidly discussing with him all issues that arise as I execute the responsibilities he has assigned to me. I would expect the Secretary of the Army will discuss the roles and responsibilities he wishes me to assume in furthering the goals and priorities of the President.

The Under Secretary of the Army

The organizational relationship between the Assistant Secretary of the Army for Installations and Environment and the Under Secretary of the Army is defined by the Secretary of the Army, and published in Army General Orders. The Under Secretary is the Secretary of the Army's principal civilian assistant and most senior civilian advisor, and designated Chief Management Officer (CMO) of the Army. If confirmed, I would establish a strong, cooperative and open relationship with the Under Secretary, keeping him informed of any and all significant issues, and supporting his business transformation efforts.

The Chief of Staff of the Army

If confirmed, I would work closely with the Chief of Staff of the Army, the senior military leader of the Army, as well as the Army Staff in areas of mutual interest and shared responsibility. I expect that I would coordinate closely with the Army Staff regarding the duties assigned to the Assistant Chief of Staff for Installation Management.

The Deputy Under Secretary of Defense for Installations and Environment

If confirmed, I look forward to establishing a cooperative and professional relationship with the Deputy Under Secretary of Defense for Installations and Environment in all areas of mutual interest. If confirmed, I would work collaboratively with the Deputy Under Secretary in the development and implementation of Department of Defense policies relating to installations, environment, and safety and occupational health.

The Other Assistant Secretaries of the Army

If confirmed, as part of the “One Army” team, I would work closely, openly, and collaboratively with the other Assistant Secretaries of the Army in executing the Army’s missions, goals, and objectives.

The Assistant Secretaries of the Navy and Air Force for Installations and Environment

I look forward to establishing a cooperative and professional relationship with the Assistant Secretaries of the Navy and Air Force for Installations and Environment, pursuing opportunities to enhance cooperation among the military services. If confirmed, I would work collaboratively with the other Service Secretaries in the development and implementation of Department of Defense policies relating to installations and environment, including joint-base operations.

The General Counsel of the Army

The General Counsel is the chief legal officer of the Army and serves as counsel to the Secretary and other Secretariat officials. Were I to be confirmed, my relationship with the General Counsel of the Army would involve close and regular consultation, given the legal complexities of the programs assigned to the Assistant Secretary of the Army for Installations and Environment. If confirmed, I would actively seek the General Counsel’s guidance in order to ensure that the policies and initiatives of the Assistant Secretary of the Army for Installations and Environment are in strict accord with all laws and regulations and the highest principles of ethical conduct.

The Judge Advocate General of the Army

If confirmed, I would work closely with The Judge Advocate General of the Army and in areas of shared responsibility and mutual interest. I expect that I would coordinate closely with The Judge Advocate General of the Army regarding the duties assigned to the Assistant Chief of Staff for Installation Management.

The Army Chief of Engineers

If confirmed, I would work closely with the Chief of Engineers and the U.S. Army Corps of Engineers' Districts and Divisions in areas of shared responsibility. I expect that I would coordinate closely with the Chief of Engineers regarding the military programs executed by the U.S. Army Corps of Engineers including military construction, BRAC, real property management and disposal, energy security, and environmental matters.

The Assistant Chief of Staff of the Army for Installation Management

If confirmed, I look forward to establishing a close and professional relationship with the Assistant Chief of Staff of the Army for Installation Management, one based on mutual trust and confidence. If confirmed, I would work collaboratively with the Assistant Chief of Staff of the Army for Installation Management and his staff to provide oversight in developing and implementing Departmental policies relating to management of the Army's real property assets, installations, and in particular, the Army's military family housing and barracks.

Major Challenges and Problems

In your view, what are the major challenges that confront the Assistant Secretary of the Army for Installations and Environment?

It is my understanding that the next Assistant Secretary of the Army for Installations & Environment will face a number of challenges. The most significant challenges relating to Soldiers and Families will include sustaining our installation facilities, services and programs in support of an Army at war and returning from war; achieving Energy Security and Environmental Sustainability; and successful implementation of BRAC 2005 -- all in the most cost-effective manner possible. As this committee is well aware, the Soldiers and Families of the Army have answered their nation's call to duty and we must ensure we deliver to them a quality of life that befits their service and preserves the All-Volunteer Force.

Assuming you are confirmed, what plans do you have for addressing these challenges?

If confirmed, I would work closely with Congress, the Office of the Secretary of Defense, Service counterparts, state and local governments, and other partners to develop and implement solutions to address our challenges and achieve administration objectives.

What do you consider to be the most significant problems in the performance of the functions of the Assistant Secretary of the Army for Installations and Environment?

At this time, I have not been informed of any significant issues or problems related to the performance of the functions of the Assistant Secretary of the Army for Installations and Environment.

If confirmed, what management actions and timelines would you establish to address these problems?

If confirmed, I would work closely with the Secretary and the Under Secretary of the Army to review and develop a strategic plan and appropriate processes to address issues that may arise.

Priorities

If confirmed, what broad priorities would you establish in terms of issues which must be addressed by the Assistant Secretary of the Army for Installations and Environment?

If confirmed, I would review Army programs immediately and establish priorities consistent with those of the President, the Secretary of Defense, and the Secretary of the Army. I would work closely with my counterparts within the Department of Defense and the Army, as well as members of Congress, to develop and maintain our facilities, services, and programs in support of mission readiness, Soldiers and Families.

Do you have any specific plans to help improve the quality of life for Army families who are under considerable strain as a result of repeated deployments?

I am not in the position at this time to address specific plans, but I am very aware of the impact of repeated deployments on our Soldiers and Families. If confirmed, I would be completely committed to supporting Army quality of life initiatives.

The Assistant Secretary of the Army for Installations and Environment has responsibility for, among other things, two largely distinct programs - the military construction program and the environmental program.

In the competition for resources inherent in the Defense Department budget process, which of these two major programs do you believe should have priority in terms of funding?

Although I have not been fully briefed on these programs, my preliminary sense is that it may not be prudent to separate these programs as they complement each other in many ways.

Why?

Based on my current knowledge and understanding, all Army construction is predicated on sound environmental planning. To be good stewards of resources, I believe we must consider sustainability and energy security, as well as support for operational readiness, as we manage our facilities and installations. Construction and environmental programs must work in harmony to achieve Army goals and objectives.

Military Construction

The Department of Defense currently uses a range of facility assessment metrics to determine adequate levels of annual funding for military construction, modernization, and repair accounts. In recent budget years, investment goals were established by determining annual rates of capitalization of the physical plant to justify the levels of annual investment required for facilities and infrastructure. While the goal was annual funding for military construction and facility modernization equal to a recapitalization rate of 67 years, the military services consistently fell short of this rate of investment in their budget submissions.

Do you believe that current metrics provide an accurate assessment of the condition of facilities in order to allow military leaders to assess the impact on military readiness of annual budget investment decisions?

If confirmed, I would take time to gain a detailed understanding of the metrics and goals currently being used by the Army before taking any initiative to propose additions or modifications to them.

If confirmed, what other goals and metrics, if any, would you consider establishing to assess the rate of facility recapitalization?

If confirmed, I would take time to gain a detailed understanding of the metrics and goals currently being used by the Army before taking any initiative to propose

additions or modifications to them. I would ensure the Army is effectively measuring facilities recapitalization in a manner that supports addressing the worst facilities first.

Base Closure and Realignments

The Department of the Army is in the process of implementing the decision of the 2005 Defense Base Realignment and Closure (BRAC) round. The DOD installation closure process resulting from BRAC decisions has historically included close cooperation with the affected local community in order to allow these communities an active and decisive role in the reuse of property.

What would your role be, if confirmed, in carrying out these responsibilities?

If confirmed, and subject to the guidance of the Secretary of the Army, I would work closely with the Office of Economic Adjustment, Local Redevelopment Authorities, the Governors, and other appropriate State and Local officials to accelerate the property disposal process whenever possible.

If confirmed, what priorities would you set for the process of disposal of any property at Army bases affected by BRAC decisions?

If confirmed, my priority would be to support the acceleration of the property disposal process as much as possible so that affected communities can begin to redevelop the property. I understand that the Army is committed to the economic principles of redevelopment which dictate that capital investment is best achieved in the marketplace.

If confirmed, what goals would you establish to assist affected communities with economic development, revitalization, and re-use planning of property received as a result of the BRAC process?

If confirmed, I would work to understand communities' redevelopment plans and schedules. In my view, the Army needs to work closely with the Office of Economic Adjustment to ensure that affected communities have the resources necessary to accomplish their comprehensive planning for the reuse of installation property. I will evaluate the Army's BRAC Master Plan and environmental cleanup program to ensure they are in line with community development planning.

Although the Services have made solid progress in turning over properties from prior rounds of BRAC to local communities, there remain several properties that are both valuable and problematic. The Congress provided new authority in the fiscal year 2010 National Defense Authorization Act (NDAA) aimed at expediting the process and at removing legislative impediments that have caused friction between the Department and local communities.

Do you believe that those new authorities will be sufficient to jump start these long stalled negotiations?

Yes I do. I understand that the changes made to the Fiscal Year 2010 Authorization Act expand and broaden the Department's property disposal authorities, and if confirmed, I look forward to working with affected communities to expedite property disposal actions.

What is your understanding of a reasonable period of time to show substantial progress?

I have not had an opportunity to review the status of all conveyances, so I am unable to make such an assessment at this time. If confirmed, I would study each conveyance, particularly those at critical stages of negotiation, to set forth a reasonable period of time in which to show substantial progress.

The Department of the Army submitted to Congress a 2005 BRAC Implementation Plan that included specific decisions for military construction requirements and mission realignment plans in order to complete all moves by September 15, 2011.

If confirmed, would you ensure that Army BRAC actions are carried out in accordance with the plans submitted to Congress?

If confirmed, I would ensure the Army has the proper resources and policies in place to properly implement the BRAC 2005 decisions.

What steps, if any, do you believe the Army should take to update the 2005 BRAC Implementation Plan before spending amounts authorized by Congress specifically for BRAC construction projects on requirements that were not originally included in the Plan?

I understand that the Army submits a budget justification book every year to Congress that lists its BRAC projects for the fiscal year. I also understand that if changes become necessary the Army submits notification in accordance with the procedures established by Congress.

In your opinion, can the Department of the Army implement all BRAC decisions by the statutory deadline of September 15, 2011?

I understand that the Department of the Army has an aggressive set of plans and milestones to implement BRAC 2005; it is my understanding that the Department is on track to meet the 2011 BRAC statutory deadline.

Investment in Defense Industrial Infrastructure

Witnesses appearing before the Committee in the past have testified that the military services under-invest in both the sustainment and recapitalization of depots, arsenals, and ammunition plants compared to private industry standards. Decades of under-investment in our industrial facilities has led to substantial backlogs of facility maintenance activities, created substandard working conditions, and made it harder to take advantage of new technologies that could increase productivity.

If confirmed, what recommendations would you have for restoring and preserving the quality of our defense industrial infrastructure?

I have not had an opportunity to study the quality of the Army's industrial base. If confirmed, I would work closely with the Assistant Secretary of the Army for Acquisition, Logistics and Technology and the Army Chief of Staff to develop a plan that ensures the viability of our defense industrial infrastructure and facilities.

This underinvestment in infrastructure is particularly acute in Army arsenals and ammunition plants.

If confirmed, how would you plan on addressing this shortfall?

If confirmed, I would work closely with my counterpart, the Assistant Secretary of the Army for Acquisition, Logistics and Technology and with the Army Staff to ensure resources are available to adequately invest in industrial facilities.

Enhanced Use Leases

The Congress has provided the authority for each of the Service Secretaries to lease underutilized non-excess property and to use revenues generated by those leases to enhance infrastructure and operating costs on those installations. This so-called "enhanced use lease" (EUL) authority is being used in different ways and for different purposes by each of the military departments.

What is your understanding of the EUL authority?

I understand that Congress provided EUL authority to the Military Departments and that it applies to underutilized property that has not been declared excess. I understand that the revenue from these leases may be used, in part, to supplement installation maintenance and repair expenses and can even be used for the construction of facilities.

What do you see as the future of the Army's EUL program?

I understand that the Army has completed several EUL projects and has several more in various stages of completion. This program is a significant asset management tool that creates needed revenue for the Army.

What EUL projects do you see as most viable in the near term?

I am not in a position to know what EUL projects are presently being considered by the Army. Nevertheless, if confirmed, I intend to become fully informed about this program in order to make such an assessment.

What is your understanding of the main concentration of the Army's EUL program?

I am not currently in a position to know the specifics of the Army's EUL program. However, if confirmed, I would study the program closely.

Do you think the authority should be used to provide support to energy initiatives?

Yes. Given what I know at this time, I believe that the EUL authority can be an effective tool in putting energy initiatives in place at Army installations. If confirmed, I would consider such initiatives wherever it was in the best interests of the Army.

If confirmed, would you continue the Army's focus on the construction of facilities and in-kind reimbursement to base operating costs?

The construction of facilities and the receipt of in-kind reimbursement to installation operating costs are proven approaches to lease consideration. Nevertheless, each EUL proposal is unique and, if confirmed, I would focus on those proposals that are in the best interest of the Army.

The Congressional Budget Office has expressed concern that EUL authority could be used to acquire expensive facilities through long-term leases that commit the Department of Defense to make payments (rather than receiving payments) over an extended period of time.

Do you believe that it would be appropriate to use EUL authority to commit future-years Department of Defense funds for long-term projects to acquire facilities that have not received approval through the normal budgeting process?

No. My understanding of the EUL authority is that acquiring facilities through long-term leasing that commits future-year funding is not allowed.

If confirmed, how would you address proposals to use EUL authority in this manner?

If confirmed, and based upon my current understanding of the EUL authority, I would not support such proposals.

Facility Sustainment, Restoration, and Modernization Accounts

The Army has historically budgeted for facility sustainment accounts at 90% of the annual requirement. Much of this funding is then used to address emerging facility repair and modernization requirements during the year of execution.

How would you assess the level of funding actually carried out for facility sustainment on an annual basis to maintain Army facilities and infrastructure?

I have not had the opportunity to review facility sustainment accounts in detail, so I cannot make specific assessment about their use. My understanding is that facility sustainment, restoration and modernization are crucial to the Army's mission given the current initiatives to grow the Army. If confirmed, I would review the current funding level, and if necessary, develop a strategy to ensure that adequate funding is garnered for restoration and modernization.

If confirmed, what would you do to address adequate levels of facility sustainment, repair, and modernization?

I would continue the ongoing development of a Facility Investment Strategy to ensure future infrastructure requirements are properly identified.

Base Operating Support

What is your understanding of the processes used by the Department of the Army to determine annual requirements for "must-pays" and discretionary base operating support?

It is my understanding the Department of the Army "must pays" are those that the Army is legally obligated to pay and that if unfunded would result in mission failure or loss of life or limb. Although discretionary requirements support the mission, reducing the level of support does not prevent the mission from being accomplished.

In your view, do the Army's annual budgets adequately fund base operating support to meet those requirements?

I have not had an opportunity to review base operating funding in detail so I cannot make specific judgments or assessments about the adequacy of funding for such a large complex set of requirements. If confirmed, I would review the current and future requirements for base operating support funding to ensure that the Army can support its mission.

In your view, how might the Department of the Army distribute base operating funds to best ensure sound investment of constrained resources?

I do not yet have an understanding of the options available to distribute base operating funds. If confirmed, I am committed to learning the methods and processes the Army has in place across the Department to guide investment decisions and distribute resources.

Family Housing and Privatization

In recent years, the Department of Defense and the Congress have taken significant steps to improve family housing. The housing privatization program was created as an alternative approach to speed the improvement of military family housing and relieve base commanders of the burden of managing family housing. If confirmed for the position of Assistant Secretary of the Army for Installations and Environment you will have a key role in decisions regarding military family housing.

What are your impressions of the overall quality and sufficiency of Army family housing both in the United States and abroad?

I understand that the Department of the Army has taken huge strides in just the past few years to improve the quality and amount of housing inventory, and that quality family housing is very important to retaining quality Soldiers and their Families. If confirmed, I would visit military installations to assess the quality and sufficiency of family housing and take steps to ensure the Army continues to make progress in this important area.

What are your views regarding the Army's success in privatizing family housing?

I understand that family housing privatization has proven to be a great success in that it has allowed the Department of the Army to partner with private industry to leverage industry expertise and market incentives for the benefit of America's Soldiers and their Families.

What is your view of the structure and general goals of the Army's current housing privatization program?

Based on what I have learned to date, I believe the structure and general goals of the Department's housing privatization program are sound. The goals of the program have been to provide Soldiers and Families with quality housing. This is absolutely critical given our commitment to maintaining the All-Volunteer force.

The Department of the Army has historically relied on consultants to assist with assessment of industry trends, analyses financial statements, and the preparation of proposals. The Department of the Army is currently in the process of soliciting requests for proposals for a contractor to provide future consultation.

How would you assess the quality of this support to date?

I am not in a position to make a judgment about the quality of this support at this time. If confirmed, however, I look forward to evaluating the Army's use of consultants in this area.

Do you believe the housing program should be modified in any way?

I am not in a position to make such an assessment. If confirmed, however, this is an area to which I would devote focused study.

If so, how?

If confirmed, would you expect to take part in the source selection process to ensure a fair and objective review of proposals?

I believe that any federal procurement should be conducted in a manner that treats all offerors fairly and objectively. If confirmed, however, I do not anticipate being involved in the source selection process.

Army Barracks Requirements

The Army has established goals to ensure adequate housing for unaccompanied personnel both in the condition of the quarters and the privacy of the rooms.

In your opinion, is the Army investing at an adequate level in various facility accounts to be able to meet their goals?

To answer this question appropriately will take a greater measure of understanding, review and analysis on my part than I am able to provide at this time. I look forward to learning as much as possible about the Army's goals and accomplishments in this area, if confirmed.

The Army has had to respond repeatedly in past years to complaints about deficient conditions of living quarters for Army personnel, including housing for wounded warriors, troops returning from deployments, and transient personnel.

If confirmed, what steps would you take to ensure that Army personnel are not required to live in deteriorated or substandard conditions?

If confirmed, I would need to learn as much as possible about the current living conditions of our Soldiers and their Families. I understand that providing all Soldiers, including wounded warriors, troops returning from deployments, and transient personnel, with quality housing is a critical element in maintaining the All-Volunteer force. It is simply the right thing to do for those who have sacrificed so much for the safety and security of our nation. If confirmed, I would commit my efforts to improving the quality of life in this regard for all Soldiers.

Privatization of Unaccompanied Personnel Housing

The Army has recently used authorities granted by Congress to enter into public/private transactions for the construction, maintenance, and operation of Army lodging and certain unaccompanied personnel housing projects.

What do you view as the pros and cons of these transactions and initiatives?

I have been advised that early reviews of the lodging privatization program are positive. However, I do not have a deep enough understanding of the program at this time to identify pros and cons of these transactions and initiatives.

In your opinion, how can privatization authorities be used to address barracks requirements for junior enlisted personnel?

This is an issue that I would need to review at more length. I understand that the idea of using privatization authorities to address barracks requirements for junior enlisted personnel seems to have great potential, but believe that such an initiative would need to be evaluated based on benefits of the program in light of Army culture issues and deployment considerations.

Overseas Installations

The Army maintains a global basing infrastructure to support a substantial number of forward deployed troops. Recent decisions contained in the 2009 Quadrennial Defense Review will result in substantial changes in the Army's current plan for overseas bases.

If confirmed, what would your role be in the development and implementation of facility investment programs for the normalization of tours in the Republic of Korea?

If confirmed, I would work closely with the Office of the Secretary of Defense, the command and staff of U.S. Forces Korea, the Army Chief of Staff and my counterpart in the Office of the Assistant Secretary of Manpower and Reserve Affairs to plan and implement Secretary of Defense directed tour normalization in the Republic of Korea. If confirmed, one of my objectives would be to ensure that our bases in Korea have the facilities investments needed to provide soldiers and families with a quality of life that meets Army standards and is consistent with that on Army installations worldwide.

If confirmed, what would your role be in the establishment of installation development master plans for installations in U.S. European Command to support the stationing of four Brigade Combat Teams?

If confirmed, I would work closely with Army Chief of Staff and the staff of European Command to execute facilities investment planning to support the four Brigade scenario. In addition, I would endeavor to ensure that the resultant Master Plan is appropriately resourced to provide adequate facilities for the two Brigade Combat Teams impacted by the recent Quadrennial Review should they remain stationed in the European Theater.

If confirmed, how would you ensure prudent investments in facilities in the U.S. Central Command area of responsibility?

If confirmed, I would work closely with the Office of the Secretary of Defense and the Army Chief of Staff to ensure the U.S. Central Command area of responsibility receives an appropriate and prudent level of facilities investments in direct support of its current missions. As I understand it, planning and programming for these investments would be accomplished and monitored through the U.S. Army Central Command.

Environmental Challenges

In your view, what are the most critical environmental challenges facing the Army, and what is the best way for the Army to address these challenges?

In my view, based on what I know today, one of the most critical environmental challenges will be ensuring execution of the 2005 BRAC as mandated by Congress and Army Transformation actions. I understand that these challenges include cleanup and disposal of closed installations, adherence to applicable regulatory requirements for environmental documentation under the National Environmental Policy Act, and consideration of the mandates of the Endangered Species Act. I have not yet had the opportunity to study the Army's approaches to addressing these challenges, however, if confirmed I will work closely with the Secretary of the Army to ensure the Army meets its regulatory obligations. From my perspective, another important challenge will be ensuring compliance with environmental sustainability and energy goals in federal mandates.

If you are confirmed for this position, how would you balance the need to maintain military readiness and the goal of protecting the environment?

If confirmed, I would work closely with the Secretary of the Army to strike the right synergy and balance between maintaining a well trained and well equipped force, while maintaining the Army's longstanding commitment to environmental stewardship of its lands, facilities and operations.

How is the Army prioritizing funding for environmental compliance expenditures necessary to comply with requirements of law and regulation?

I am not in a position at present to comment on the current Army funding priorities. If confirmed, I would work with the appropriate experts to ensure that the final funding decisions are in the best interest of the Army, the Department of Defense, and our nation.

Environmental Restoration

What do you see as the main priorities for clean-up within the Army's environmental restoration program?

My understanding is that the Army's top cleanup priority is to address sites that represent the highest risk to human health and the environment. I understand that the Office of the Secretary of Defense and the Secretary of the Army have established cleanup goals that reflect a cleanup strategy to address this "worst first" priority.

If confirmed, what would you do to ensure that adequate funding is requested and received so that clean-ups under the Installation Restoration Program and under the Military Munitions Remediation Program continue apace?

If confirmed, I would ensure that I fully understand the cleanup goals as established by the Office of the Secretary of Defense and would work closely with the Secretary of the Army to ensure that these two cleanup programs are adequately funded to achieve their respective goals.

What is your understanding of the Army's unexploded ordnance problems, and what steps do you plan to take, if confirmed, to address these problems?

It is my understanding that the Army is responsible for addressing unexploded ordnance issues not only at its own installations, but also on properties no longer controlled by the Department of Defense. If confirmed, I would emphasize safety and work with regulators and community stakeholders to ensure that these sites are addressed as quickly as possible.

In August 2009, the Deputy Under Secretary of Defense for Installations and Environment signed a memorandum that sets forth the benefits of green and sustainable remediation practices and encourages the military departments to consider and implement such strategies where appropriate.

What is your view of bioremediation technologies and other sustainable remediation strategies, in general?

I believe that bioremediation is a promising strategy, particularly as applied to certain chemical pollutants. I understand that the Army Corps of Engineers has utilized bioremediation strategies successfully in several applications. If confirmed, and as bioremediation technologies and techniques continue to be developed and improved, I look forward to employing these techniques in Army facilities in an appropriate manner.

If confirmed, what will you do to ensure the Department of the Army actively considers and implements green and sustainable remediation strategies where appropriate?

The priority in any cleanup is protecting human health and the environment. Where green and sustainable remediation strategies have shown to be effective and lifecycle costs are competitive, I would, if confirmed, encourage the Army to take full advantage of the benefits of such strategies.

Encroachment on Military Installations

Encroachment by commercial and residential development on military installations has negatively impacted operations at military airfields and training ranges, and development of new facilities has been problematic.

What do you see as the main constraints or encroachments on the Army's ability to use its facilities, including training ranges?

I am not presently in a position to have developed an informed opinion on the main constraints or encroachments affecting the Army's ability to use its facilities and training ranges. I believe that the Army should consider sensible workarounds to limit or avoid adverse environmental impacts in its use of land and airspace, ever mindful of the need to ensure that the quality of training and testing of equipment is not compromised.

If confirmed, what policies or steps would you take to curtail the negative impacts on operations and training resulting from encroachment?

I strongly believe the Army should work closely with the local communities around installations to ensure that its requirements are properly balanced with community

needs. If confirmed, I would work with the Secretary of the Army to develop and implement a comprehensive multi-faceted policy and program that provides Army installations with the appropriate tools and strategies to engage current and future encroachment challenges.

In your view, how can the Army best address the issues of encroachment around its bases in the United States, particularly with respect to encroachment caused by residential development?

I believe that the ideal way to address encroachment issues caused by residential development is to engage with the local community to identify the community's requirements and concerns about the use of the land surrounding our installations. If confirmed, I would ensure to continue and endeavor to enhance positive Army working relationships with local communities and participation in, local land use planning and zoning efforts to ensure compatible land use.

Energy Policy

If confirmed, what would your responsibilities be for setting and implementing energy policy within the Department of the Army?

It is my understanding that the Assistant Secretary of the Army for Installations and Environment has oversight of Army installation energy policies; the responsibility to promulgate policies for energy security measures (including renewable and alternative energy generation); building energy efficiency; standards for energy efficiency; and performance of military construction and renovations. I understand that the Assistant Secretary also co-chairs the Army's Senior Energy Council with the Vice Chief of Staff of the Army.

What do you see as the key elements of the Army's energy strategy?

It is my understanding that energy security is the driving concept for the Army's energy strategy. The Quadrennial Defense Review provides the Department of Defense definition of energy security as - *assured access to reliable supplies of energy and the ability to protect and deliver sufficient energy to meet operational needs*. I have been advised that the Army Energy Security Implementation Strategy is consistent with this definition and establishes the Army's five strategic energy security goals:

- Reduced energy consumption
- Increased energy efficiency across platforms and facilities
- Increased use of renewable/alternative energy
- Assured access to sufficient energy supply
- Reduced adverse impacts on the environment

What is your understanding of the energy conservation goals within the Department of Defense and the Department of the Army?

My understanding is that the Army's goals are tightly linked to the federal energy mandates set forth in legislation and executive orders.

If confirmed, what steps would you take to promote energy conservation within the Department of the Army?

Although I have not had an opportunity to assess and appreciate the full progress made by the Army to achieve energy conservation and incorporate specific energy conservation measures, if confirmed, I would review and build on efforts to date and promote energy conservation across the Army to its full potential.

With respect to renewable energy, which strategies do you believe provide the best prospects for meeting the energy needs at Army installations and in the ground fleet?

I understand that the Army is pursuing many options to incorporate renewable energy on installations and in its facilities and that the Army's fundamental strategy relates to energy security, providing sufficient power for its operational needs. In light of this, if confirmed, I would endeavor to identify the best renewable energy solutions for a given installation or facility.

Renewable energy technologies such as solar currently carry a high capital cost and so financing is a major obstacle. CBO often cites direct scoring costs which can prevent the investment or loan guarantees necessary for solar implementation.

If confirmed, what steps will you take to tackle this issue?

Although I am aware of the high capital cost of many renewable energy technologies, current federal and state incentives and innovative alternatives (such as Enhanced Use Leases) can significantly reduce costs. I have not had an opportunity to explore the details of direct scoring of costs for renewable energy systems potentially useful to the Army. If confirmed, I would review this issue and assess renewable energy opportunities at my earliest opportunity.

What renewable technologies and fuel types have the most potential for certification and use by Army ground and air platforms?

It is my understanding that all bulk fuel is purchased for the Department of Defense by the Defense Energy Support Center, which has the responsibility to certify those fuels. I do not have enough information at this time to know what technologies and fuel types have the most potential for certification and use by Army ground and air platforms. If confirmed, I would review this matter closely at my earliest

opportunity. I would also coordinate with the other Army Assistant Secretaries, the other Services and the Office of the Secretary of Defense to address this important issue.

With respect to aviation fuel requirements, what examples can you provide of policies or initiatives currently in practice that both conserve fuel use and cost while balancing appropriate readiness levels and pilot training requirements?

I understand that mission readiness is a top priority for both fixed and rotary wing Army aviators. If confirmed, I would coordinate with Army operational and training commands to explore what approaches could be employed under the Army energy security program to conserve fuel usage while balancing readiness and training requirements.

Do you believe energy audits are helpful in reducing demand and increasing energy efficiency?

Yes. I believe that energy audits are an important tool for helping to reduce energy demand and increase energy efficiency in buildings, vehicles and energy-consuming operations. I expect that energy audits will be helpful to the Army in prioritizing energy-efficiency projects.

When was the last energy audit conducted on Army installations?

I am not currently in a position to have access to the progress of the Army energy auditing program.

The Department of the Navy recently signed a memorandum of agreement with the Department of Agriculture to commit to cooperation and coordination on energy matters.

Is there a similar plan for the Army or with other federal agencies, and would such an agreement be helpful for the Army?

I am not currently in a position to have access to Army agreements. It is my understanding that other federal agencies have specific expertise and roles in technology development that can support the Army energy security strategy. If confirmed, I would explore possible avenues of cooperation and collaboration across the Federal government that could benefit the Army energy program.

Much of your background has involved LEED advisory work and “greening” of various buildings.

If confirmed, would you intend to focus on similar initiatives to Army installations?

Yes. I believe that the programs and guidelines defined by the LEED (Leadership in Energy and Environmental Design) program provide excellent guidance. The Army

dropped the “SPiRiT” program in 2006 and adopted the LEED program as a design and construction requirement.

And if so, specifically how?

LEED is a menu of options for green buildings with a few mandatory characteristics. Every building built to LEED program standards will have different energy efficiency characteristics; some could be barely above building code minimums. In January 2010 a building code version of LEED was introduced. This standard (189.1) provides more guidance and direction to facilities that want high performance green buildings and energy efficiency. 189.1 was developed in building code format and consists of mandatory characteristics with a few optional compliance paths. I have spent the last 3.5 years serving on the 189.1 committee to develop the standard and I believe that compliance with 189.1, as part of the Army's LEED program, will result in more sustainable, energy efficient buildings. A study conducted by National Renewable Energy Laboratory identified a 30% improvement in energy efficiency on average in buildings designed or remodeled to 189.1 criteria.

The Department of the Army has stated it will lease several thousand Neighborhood Electric Vehicles (NEVs) at installations to reduce fuel costs and lower green house emissions. However, the energy which powers NEVs is currently derived from the electric grid which is largely powered by coal supplies.

Is there a plan to supply NEVs and Army installations at large with truly renewable or “green” energy sources, other than coal and petroleum products?

It is my understanding that the utilization of electric and hybrid vehicles at Army installations addresses the primary mandates of the Energy Independence and Security Act of 2007 and Executive Order 13423 as they specifically relate to reducing federal fleet fossil fuel use by 20% by 2015. If confirmed, I would explore the opportunities to expand renewable and alternative energy sources for the Army vehicle fleet.

Other countries such as Germany, Spain, and China are aggressively investing in renewable energy sources such as wind and solar power production capabilities.

Is there legislation or funding mechanisms that other countries benefit from that the Army could possibly adopt that would enhance or ease the transition to renewable energy platforms?

If confirmed, I would perform a thorough analysis of possible legislative options and funding mechanisms that could enhance the Army’s energy program.

The Department of Defense recently announced that it will reduce greenhouse gas emissions from non-combat activities 34 percent by 2020. The target includes more than

300,000 buildings and 160,000 fleet vehicles which account for roughly one quarter of DOD's energy consumption but nearly 40 percent of its greenhouse gas emissions.

What is the Army's plan, milestones, and funding strategies to meet these goals?

Executive Order 13514 mandated that the Department of Defense develop a sustainability performance plan to support its greenhouse gas emissions reduction goals. It is my understanding that this plan is due by June 2010 and has not been fully vetted through the Services and other Department of Defense agencies. If confirmed, I would ensure that the Army plan, milestones, and funding strategies support the Department of Defense plan, the Federal mandate, and Administration goals.

Implications of Climate Change

What do you see as the national security implications of climate change for the United States?

My views align with those expressed in the 2010 Quadrennial Defense Review regarding climate change. Climate change has the potential to act as an accelerant to instability. Economic and environmental conditions in already fragile areas of Asia, Africa and the Middle East may further erode if food production declines, diseases increase, clean water becomes increasingly scarce, and populations migrate in search of resources.

What do you believe will be the impact of climate change on the Army?

As indicated in the 2010 Quadrennial Defense Review, the military will need to adjust to the impacts of climate change on facilities and operational capabilities. In terms of facilities, drought conditions could affect water supply, and increased frequency and intensity of storms may create flood risks for coastal and island installations. Operational effects may include increasing demand to respond to growing numbers of climate-induced disaster events and peace-keeping operations to stabilize conditions before conflict arises.

Congressional Oversight

In order to exercise its legislative and oversight responsibilities, it is important that this Committee and other appropriate committees of the Congress are able to receive testimony, briefings, and other communications of information.

Do you agree, if confirmed for this high position, to appear before this Committee and other appropriate committees of the Congress?

Yes

Do you agree, if confirmed, to appear before this Committee, or designated members of this Committee, and provide information, subject to appropriate and necessary security protection, with respect to your responsibilities as the Assistant Secretary of the Army for Installations and Environment?

Yes

Do you agree to ensure that testimony, briefings and other communications of information are provided to this Committee and its staff and other appropriate Committees?

Yes

Do you agree to provide documents, including copies of electronic forms of communication, in a timely manner when requested by a duly constituted Committee, or to consult with the Committee regarding the basis of any good faith delay or denial in providing such documents?

Yes