

**Advance Questions for Neile Miller**  
**Nominee for the Position of Principal Deputy Administrator**  
**National Nuclear Security Administration**

**Duties**

**Section 3141 of the National Defense Authorization Act for Fiscal Year 2002 stated that the Principal Deputy Administrator shall be appointed “from among persons who have extensive background in organizational management and are well qualified to manage the nuclear weapons, nonproliferation, and materials disposition programs of the Administration in a manner that advances and protects the national security of the United States.”**

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

*I am honored and humbled to be nominated by the President to serve as the Principal Deputy Administrator of the National Nuclear Security Administration (NNSA). I also am grateful for the confidence placed in me by Secretary Chu and Administrator D’Agostino in recommending me for this position.*

*As the senior career executive at the Department of Energy’s (DOE) Office of Budget, I believe that I have a unique set of qualifications and experience to serve as the Principal Deputy Administrator. In addition, due to my prior experience as a senior analyst at the Office of Management and Budget (OMB), I bring to this position a detailed knowledge of the technical programs, budgets, and personnel of the NNSA.*

*As a result of my prior experience in working with the NNSA and with its predecessor DOE programs, I have nearly 10 years of experience in reviewing the programs and budgets of the NNSA, both from the OMB as well as the Secretarial perspective. I am well aware of the significant challenges facing the NNSA in implementing the national security policies established by the President and the Congress.*

*As my prior experience was concentrated in the area of budget review, I am especially cognizant of the resource allocation issues facing the NNSA. I am prepared to work closely with the Administrator in making the difficult decisions needed to ensure that the Nation’s Nuclear Security Enterprise operates in the most effective and efficient manner possible. My most recent experience in this regard was in negotiating the final budget allocations in the President’s FY 2011 Budget needed to support modernization of the Nuclear Security Enterprise complex and prepare for implementation of pending nuclear arms reduction agreements.*

*Finally, I want to stress my background as a Federal career official. My Federal career experience at OMB and DOE provides unique insights into the day-to-day operations and management of the NNSA. I am well-prepared to address the mechanics of making the NNSA programs work as well as possible. If confirmed for this position, I intend to work*

*closely and constructively with the NNSA career managers and staff to improve all aspects of NNSA program execution and performance.*

*The NNSA program structure is complex, due to the pervasive interaction between Federal officials, major contractors responsible for the operation of the NNSA physical plant and infrastructure, and the Nation's leading scientists and engineers working at the three major NNSA national laboratories to advance our scientific and technological capabilities. My prior experience in interfacing with this complex structure in several different capacities will enable me to support the Administrator in implementing the mission of the NNSA.*

*In summary, my prior experience in the review of NNSA programs, budgets and management issues will enable me to quickly and easily transition into the position of Principal Deputy Administrator.*

**Do you believe that there are actions you need to take to enhance your ability to perform the duties of the Principal Deputy Administrator?**

*If I am confirmed by the Senate, one of my first tasks will be to review with the Administrator whether and what further actions I may need to take in order to enhance my ability to perform the duties of my position.*

*As a result of my prior experience in the review of NNSA programs and budgets, I have a significant background level of knowledge of NNSA programmatic, budget, management, and technical issues. Consequently, I do not anticipate the need for any type of "crash course" in order to assume my responsibilities. Nonetheless, I am fully aware that the processes, procedures, policies, and requirements are evolving constantly, and I plan to avail myself of the opportunities to keep current with changing circumstances.*

*I have benefited greatly throughout the course of my career from continuing professional development activities, and I plan to make continuing professional development an ongoing activity.*

**Section 3141 goes on to state that the Principal Deputy Administrator "shall perform such duties and exercise such powers as the Administrator may prescribe, including the coordination of activities among the elements of the Administration."**

**Assuming you are confirmed, what duties, and functions do you expect that the Administrator of the National Nuclear Security Administration (NNSA) would prescribe for you?**

*Based upon discussions I have had with the Administrator, should I be confirmed as the Principal Deputy Administrator, I would serve as NNSA's Chief Operating Officer (COO). As such, I would provide management oversight for NNSA Offices, while the Administrator would provide technical expertise, as the Chief Technical Authority (CTA). I would oversee the daily operations of the Office of the Administrator and the Headquarters organizations which report directly to this office. In addition, I would manage the interface between senior NNSA officials and DOE offices, primarily the*

*Office of the Secretary, Deputy Secretary, and the other Under Secretaries, the Chief Financial Officer (CFO), General Counsel, Inspector General, Office of Management, Chief Information Officer, and the Chief, Human Capital Officer. I would also serve as the head of the NNSA Management Council. Also, as required by the NNSA Act, I would stay fully and currently informed on all major NNSA programs, operations, and activities so that in his absence, I could act for the Administrator.*

**Are there any special projects or assignments on which you will focus?**

*Yes, based on my strong planning and budgeting background and experience in working with other Federal Departments and Congressional Committees and staffs, I will do all that I can to make sure that the NNSA budget is requirements-based and sufficient to carryout the activities in the Stockpile Stewardship, Defense Nuclear Nonproliferation, Naval Reactors, Counterterrorism, Emergency Operations, Safeguards and Security, and all related support programs to meet the priorities and objectives set forth by the Administrator, Secretary Chu, and the White House. In addition, I would oversee the NNSA's current work being carried out on Governance, Management Reforms, Complex Transformation, and the development of the new NNSA Strategic Plan.*

**Major Challenges and Problems**

**What is your understanding of the role that you will play in the overall administration of the NNSA, in the event that you are confirmed?**

*As noted above, based on my discussions with the Administrator, if confirmed, I would serve as NNSA's COO. My primary emphasis would be managing the day-to-day activities required to ensure that the NNSA is functioning in the most effective and efficient manner possible. In addition, I would lead the complex-wide effort to develop a new Strategic Plan for the NNSA.*

*The NNSA has numerous major program milestones and I see myself as the person charged by the Administrator to ensure that those milestones are met on time and within budget. Through my daily oversight of NNSA programs, and, as the Chair of the Program Review Council, the lead element of the NNSA's Planning, Programming, Budgeting, and Evaluation (PPBE) process, I would stay focused on each major program milestone, resolve issues impacting schedules, and, ensure compliance with completion dates. This would allow the Administrator to devote his time and attention to overseeing the highly specialized technical issues associated with NNSA's programs.*

**In your view, what are the major challenges that will confront the Principal Deputy**

*This is a moment of especially high expectations for the NNSA, on several fronts. The nuclear security complex is expected to continue to assure the safety, security, and effectiveness of the enduring stockpile, even as the complex must be modernized and recapitalized. Several major construction projects will be undertaken, each with an inherent set of risks and each estimated to cost in the neighborhood of several billions of dollars plus to construct. At the same time, the programs and projects of the Office Defense Nuclear Nonproliferation will be leading the way to meet the ambitious goals set forth by President Obama in his Prague speech. Given the critical role that strong*

*program and financial management will play in determining whether NNSA will be successful in meeting all of these challenges, I believe I am well-qualified to make an important contribution to the Administrator and the organization.*

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

*Initially, I would work on team building and establishing relationships based on mutual trust and confidence with all of my colleagues in the NNSA. Regarding the NNSA Budget Request, I would address the NNSA's requirements with the DOE CFO, the Office of Management and Budget (OMB), other involved Departments', such as the Department of Defense (DoD), to secure the funds required to ensure that the NNSA can meet its commitments to the DoD and other interagency partners. My approach to the Defense Programs' Complex Transformation initiative and Defense Nuclear Nonproliferation's ambitious efforts to meet the President's objectives set for in his Prague speech is basically identical in both cases. That is, I would: carefully assess the current status of both initiatives; identify any road blocks; take actions to overcome them; take advantage of any lessons-learned to date; track milestones; and, ensure that all commitments are met on schedule and within their respective budgets.*

**What do you consider to be the most serious problems in the performance of the functions of the Principal Deputy Administrator?**

*I may sound overly optimistic in this response, but I do not see any serious problems associated with the performance of the functions of the Principal Deputy Administrator. This is not to say that I don't anticipate serious challenges and potential difficulties as NNSA confronts the future. However, if confirmed, I would feel extremely fortunate to have the opportunity to work closely with the Administrator, and the Headquarters and Site Office leadership team, the directors of the national laboratories and the managers of the production plants. I have long-standing relationships with many of these team members and I consider them to be public servants of the highest order, extremely competent, committed to the mission, and to furthering the national security goals and objectives of the United States. I would consider it a high honor and privilege to serve as the Principal Deputy Administrator in such an outstanding organization.*

**If confirmed, what management actions and time lines would you establish to address these problems?**

*If confirmed, I would immediately meet with all of the NNSA senior leadership team followed by site visits to each major facility and focus on establishing effective working relationships at all levels of the organization. Based on my findings, I would work to develop whatever management tools I found necessary to ensure that all commitments would be met on schedule and within budget.*

## **Priorities**

**If confirmed, what broad priorities would you establish in terms of issues that must be addressed by the Principal Deputy Administrator?**

- *First, I would ensure that the NNSA management team is totally focused on the crucial role NNSA plays in implementing the President's nuclear security agenda, including his charge to secure all vulnerable nuclear material around the world within four years.*
- *Second, I would work within the Department, the Administration, and with you in the Congress to ensure we have the tools and capabilities, including the technical human capital base, required to effectively manage the nuclear weapons stockpile and the other NNSA missions to reduce the global nuclear danger.*
- *Third, I would do all I could to help recapitalize the NNSA nuclear infrastructure and deterrent capability. This includes the physical infrastructure needed to ensure a modern, sustainable Nuclear Security Enterprise. This investment will support the full range of nuclear security missions -- including Stockpile Stewardship, nonproliferation, arms control and treaty verification, counterterrorism, nuclear forensics, and Naval nuclear propulsion -- to ensure the security of the United States, now and in the future. Fourth, I would ensure that the Governance Model and the aggressive management reforms approved by the Administrator are fully implemented and completed. The NNSA must continue to be effective stewards of the taxpayer's money and ensure that the NNSA is an efficient and cost effective enterprise. Some examples of these reforms are:*
  - *the Zero-Based Security Review to implement greater security efficiencies;*
  - *the Supply Chain Management Center which has already saved taxpayers more than \$130 million, largely through "eSourcing" and "Strategic Sourcing;" and,*
  - *the Contracting and Acquisition Strategy must be implemented wherein the NNSA would consolidate site operations of the Y-12 National Security Complex and the Pantex Plant into a single contract, with an option for the phase-in of Savannah River Tritium Operations. This strategy is fully consistent with the Administrator's vision to move toward a fully integrated and interdependent enterprise.*

## **Relationships**

**Please describe your understanding of the relationship of the Principal Deputy Administrator with the following Officials:**

- A. The Secretary and Deputy Secretary of Energy;** *I would report through the Administrator to the Deputy Secretary and Secretary and represent the Administrator with these officials in his absence.*
- B. The Administrator of the NNSA;** *he would be my immediate supervisor.*

- C. The Deputy Administrators of the NNSA;** *I would serve as the immediate supervisor for the Deputy Administrators for Defense Programs, Defense Nuclear Nonproliferation, and Naval Reactors.*
- D. The Assistant Secretary of Energy for Environmental Management;** *within the NNSA, the Associate Administrator for Infrastructure and Environment is the principal interface with the Assistant Secretary for Environmental Management (EM). I would interact with the Under Secretary of Energy on EM matters, given that the Assistant Secretary for EM reports to that Under Secretary.*
- E. The Assistant to the Secretary of Defense for Nuclear, Chemical and Biological Defense Programs;** *The principal interface with this individual at the Pentagon is the NNSA's Deputy Administrator for Defense Programs. As necessary, I would represent the interests of the Administrator and the NNSA with this official.*
- F. The Chairman of the Nuclear Weapons Council;** *the Administrator, as a member of the NWC, is the principal interface with the Chairman. In the absence of the Administrator, I would represent the interests of the Administrator and the NNSA with the Chairman.*
- G. The Commander of United States Strategic Command;** *the Deputy Administrator for Defense Programs is the principal interface with this individual. As necessary, in the absence of the Administrator, I would represent the interests of the Administrator and the NNSA with the Commander in Chief of the U.S. Strategic Command.*
- H. The nuclear directorates of the Air Force and Navy;** *the Deputy Administrator for Defense Programs is the principal interface with these individuals. As necessary, I would represent the interests of the Administrator and the NNSA with these officials.*
- I. The Associate Administrator of NNSA for Facilities and Operations;** *(Infrastructure and Environment); I would serve as the immediate supervisor.*
- J. The Associate Administrator of NNSA for Management and Administration;** *I would serve as the immediate supervisor.*
- K. The DOE Director of Health, Safety and Security;** *in the absence of the Administrator, I would represent the interests of the Administrator and the NNSA.*

**L. The Undersecretary of Energy for Science and the Director of the Office of Science;** *in the absence of the Administrator, I would represent the interests of the Administrator and the NNSA.*

**M. The Defense Nuclear Facilities Safety Board;** *in the absence of the Administrator, I would represent the interests of the Administrator and the NNSA.*

### **Management of the NNSA**

**What is the role of NNSA's Management Council and, if confirmed, what would be your relationship with the Council?**

*The NNSA Management Council is the formal mechanism to address cross-cutting issues and to identify opportunities for synergy across NNSA components (e.g. development and implementation of the NNSA's PPBE process: approval of major NNSA policies and directives; implementation of a new contractor performance evaluation system, etc.). The Council is the mechanism for high-level integration and dispute resolution. The Management Council is comprised of: the Principal Deputy Administrator; the Chief of Staff; the Deputy Administrator for Defense Programs; the Deputy Administrator for Defense Nuclear Nonproliferation; the Deputy Administrator for Naval Reactors; the Associate Administrators for Management and Administration; Emergency Operations; Infrastructure and Environment; and, Defense Nuclear Security.*

*As the Principal Deputy Administrator, I would be the lead official for all Management Council activities, and as such, would strive to ensure that all NNSA programs and activities are carried out in the most efficient and effective manner possible. In this capacity, I would keep the Administrator fully current on all Management Council activities and make sure that the work of the Management Council is carried out in full consonance with his overall management style and general direction.*

**In your view are there any changes needed to the management structure of the NNSA?**

*Based on my discussions with the Administrator and my interactions with NNSA senior management during my time at the OMB, and in my current assignment as the Director, Office of Budget for DOE, my view is that the NNSA is regarded as a highly effective and efficient organization. Therefore, I do not believe that any major changes are required at this time.*

**In your view are there clear lines of authorities and responsibilities in the NNSA?**

*Yes. The lines of authorities and responsibilities in the NNSA are clearly articulated in the roles and responsibilities document issued by the Administrator and in the NNSA Safety Functions, Responsibilities, and Authorities Manual. The lines of authority and responsibility flow from the Administrator and Principal*

*Deputy Administrator, who set the broad policy parameters and program goals, down through the Headquarters line managers who work with the Site Office Managers and the Management and Operating contractors to execute NNSA's major programs.*

**Do (you) believe that any changes are needed to ensure clear lines of authority and responsibility?**

*No, however, there is always room for improvement. If confirmed, I will focus my attention on this matter and make sure that the lines of authority and responsibility throughout the entire complex are clear and understood.*

**Weapons Programs Work Force**

**If confirmed, what specific steps would you recommend for the NNSA to retain critical nuclear weapons expertise, particularly design capabilities, in the Federal NNSA workforce and at the labs and the plants?**

*I know that the NNSA has been addressing this issue for many years as a generation of the subject matter experts with weapons design and actual nuclear weapons testing experience have retired over the last decade. The Congressionally mandated Chiles Commission examined this issue and provided recommendations to the Congress, the DOE, and the laboratories and production plants. Many of these recommendations have been implemented. The laboratories and production plants have identified the required skill sets and they have put into place programs to overcome this very real problem.*

*Initially, I would assess where the complex is in addressing this matter. Once I was informed, I would review the incentives available for retention and recruitment and implement adjustments, if necessary. The more obvious incentives include: retention and recruitment pay incentives; special pay categories; enhanced continuing education opportunities; unique and challenging assignments, to include rotations to other laboratories and institutions; and, incentives to delay retirements. Regarding the NNSA Federal workforce, the NNSA has put into place numerous programs, such as the Future Leaders Program, the Nonproliferation Graduation Fellowships, the Computational Science and Stewardship Graduates Fellowship, and management internships to infuse the Stockpile Stewardship Program with young, technically competent individuals. Through these programs, there are special recruitment and retention allowances, special pay categories, continuing educational opportunities, rotational opportunities, and challenging assignments, and if warranted, rapid advancement.*

*Before I suggest further steps to recruit and retain the needed technical talent required by the NNSA complex, I would like an opportunity to assess how these programs are working.*

**If confirmed, what specific steps would you recommend for the NNSA to ensure that adequate and appropriate technical skills are maintained in NNSA workforce and at the labs and the plants?**

*I would stay current on the workforce plans developed by the laboratories and plants to address the critical skills required to maintain the safety, security, and effectiveness of an aging stockpile. A key element of maintaining technical skills is the assignment of our scientific, technical, and engineering personnel to tasks that exercise their weapons design, production, and technical capabilities.*

*Having facilities like: the National Ignition Facility at the Lawrence Livermore National Laboratory (LLNL); the Device Assembly Facility (DAF) and JASPER at the Nevada Test Site; the Dual Axis Radiographic Hydrodynamic Test Facility at the Los Alamos National Laboratory (LANL); and, the Microsystems and Engineering Sciences Application (MESA) Facility at Sandia National Laboratories, together with the supercomputers at all three national laboratories, provide ample opportunities for our personnel to keep their skills finely tuned. These tools and the required activities necessary to annually certify the stockpile provide a high-level of assurance that these skills will not atrophy.*

*The President has clearly outlined the importance of nuclear issues for national security, and for keeping the U.S. nuclear deterrent safe, secure, and effective for the foreseeable future. The Administration's commitment to a clear and long-term plan for managing the stockpile, and the comprehensive nuclear security agenda, ensures the scientists and engineers of tomorrow will have the opportunity to engage in continuing challenging research and development activities.*

**In your view, what are the critical skills that are needed in the NNSA complex wide?**

*Examples of the educational and scientific, technical, and engineering skills required for the Stockpile Stewardship Program cover a wide range of specialized study and experience. Working closely with a number of universities and industry, the national laboratories and production plants have developed specific curricula to help fill the needs in each discipline. The more obvious needs are for those with advanced degrees and post-doctoral degrees in physics, the nuclear sciences and radio-chemistry, plasma physics, molecular chemistry, applied mechanics and advanced manufacturing, computational scientists and mathematicians, micro-systems engineering sciences, high performance computing, parallel processing, advanced simulations, information technology, and protection and distributed computing. The laboratories and plants have been focused on their needs in these areas and they have taken action through their partnerships with universities to establish potential pipelines of those talented students to positions with the laboratories and plants to carry out the Stockpile Stewardship Program.*

## **Safeguards and Security**

### **What role, if any, will you have in ensuring safety and security in the nuclear weapons complex?**

*In my discussions with the Administrator concerning my responsibilities, if confirmed, the Administrator will continue working closely with the Chief, Defense Nuclear Safety, the Environment, Safety and Health Advisor, and the Associate Administrator for Defense Nuclear Security, to provide the scientific and technical management oversight of our nuclear and non-nuclear safety programs as well as the nuclear security program. I will focus on the non-technical and business practices associated with each of these programs. I am well aware of the Congressional intent in the establishment of the NNSA to address a series of security incidents and to ensure through the implementation of the NNSA Act that we preclude such incidents from occurring in the future. I will play a very active role and be a vocal advocate for these programs, and do my best, to make sure the workers and the communities surrounding NNSA's facilities are kept safe and secure. That is, I will do my best to ensure that these programs have high-level management emphasis, and the highly skilled scientific and technical personnel, and financial resources required to safely carryout our potentially hazardous operations and to protect nuclear weapons, weapons components, including special nuclear material, and classified information in NNSA's custody.*

### **In your opinion, what are the biggest safety and security threats to the facilities and materials in the nuclear weapons complex?**

*As you know, much of our work in NNSA is hazardous and requires the utmost rigor and proper controls. NNSA also places a high priority on nuclear safety operations at all of our nuclear facilities as it presents the most significant threat. In addition, keeping our workers, the public, and the environment safe is always our number one priority. We cannot and will not accept complacency. Recent events around the country have shown how devastating low probability, high consequence events can be and NNSA understands the importance of preventing such a serious event from ever happening at our sites. NNSA has learned over the years that sound management systems and a strong safety and security culture had to be established and continually maintained. Systems such as Integrated Safety Management (ISM) that was established in 1995 have resulted in significant improvements throughout DOE and NNSA operations. ISM has been implemented in DOE and NNSA for over a decade and has withstood the test of time and changes in administrations. The Administrator and I strongly support ISM and will continue to provide the necessary leadership commitment to support it into the future. It requires that work is adequately defined, hazards identified, proper controls rigorously implemented, and continuous improvement embraced. These core functions when properly implemented reduce our most significant safety threats across the NNSA complex.*

*With respect to security, the NNSA continues to focus on defeating the threats posed by a well-organized, well-equipped terrorist organization bent on gaining*

*access to a nuclear weapon and/or special nuclear material. The NNSA is also very concerned about the threats posed by knowledgeable insiders bent on a hostile act after gaining access to a nuclear weapon and/or special nuclear material. Also, thousands of cyber security attacks are directed at NNSA's classified and unclassified networks each week, and staying ahead of the latest attack modes is a major challenge for our subject matter experts at NNSA Headquarters, the national laboratories, and production plants.*

**What role, if any, will you have in ensuring operational nuclear safety in the nuclear weapons complex?**

*I will be a vocal advocate for this nuclear safety program and provide high-level management emphasis and attention to its vital importance so that the NNSA Federal and contractor personnel recognize that this is our highest priority. Given that the Administrator has the specialized technical expertise to address specific program elements, I will support him and the NNSA Chief, Defense Nuclear Safety, by ensuring that our nuclear safety policies and procedures are clear and adhered to. I will also ensure that our nuclear safety commitments to the Defense Nuclear Facilities Safety Board (DNFSB) are met in a responsive and timely manner.*

**What role, if any, will you have with the Defense Nuclear Facilities Safety Board?**

*Based upon my discussions with the Administrator, if confirmed, I will do my best to ensure that the NNSA meets all of its commitments to the DNFSB. Because of his superior technical qualifications, the Administrator has decided that he will continue to serve as NNSA's Central Technical Authority and the NNSA focal point for interacting with the Chairman of the DNFSB. I will fully support the Administrator to the best of my abilities and do all that I can to emphasize the importance of nuclear safety to the senior management of the NNSA's Headquarters, Site Offices, national laboratories and production plants. In addition, I will ensure that nuclear safety performance standards are in place for each nuclear facility and that each contractor's performance is properly evaluated as part of the annual performance evaluation process.*

**Stockpile Stewardship Program**

**What is your view of the Stockpile Stewardship Program's progress towards its goal of being able to continuously certify the U.S. enduring nuclear weapons stockpile as safe, secure, and reliable, without the need for underground nuclear testing?**

*Based on my discussions with the Administrator, and my own experiences in assessing this program, I believe that the Stockpile Stewardship Program is highly effective and provides the data necessary to continually evaluate each weapon system in the stockpile. The NNSA is fully utilizing the tools and capabilities funded by the Congress to ensure the Annual Certification of the Stockpile. This year's, "Report on Stockpile Assessment" confirms that the*

*stockpile is safe, secure, and reliable. Critical to ensuring the annual assessment of stockpile effectiveness, the NNSA's FY 2011-2015 Budget Request contains substantial increases necessary to implement the Nuclear Posture Review and, the President's nuclear security agenda.*

**In your opinion, what are the greatest challenges confronting the Stockpile Stewardship Program?**

*I believe the greatest challenges are: retaining and recruiting individuals with the critical scientific, technical, and engineering expertise and capabilities needed to maintain an aging stockpile; constructing the facilities that are key elements of Complex Transformation, the major initiative to consolidate, modernize, and ensure the responsiveness of the NNSA's Nuclear Security Enterprise to meet future SSP requirements. Of primary importance are the Chemistry and Metalurogy Research Replacement (CMRR) Facility at Los Alamos National Laboratory, and the Uranium Processing Facility (UPF) at Y-12; and, maximizing the contributions of the NIF to address issues associated with the science of nuclear weapons.*

**Do you fully support the goals of the Stockpile Stewardship Program?**

*Yes. The Stockpile Stewardship Program (SSP) has, from my perspective, been very successful in terms of providing the scientific and technical expertise, capabilities, facilities, and tools necessary to ensure that the U.S. nuclear deterrent is safe, secure, and effective. Problems in the stockpile have been identified through the application of the above capabilities as have the fixes necessary to maintain the effectiveness of specific weapon systems. The SSP is critical to the success of the NNSA Nuclear Weapons Program and is absolutely essential to the Annual Certification Process, wherein the Secretaries of Defense and Energy, the Commander in Chief of the U.S. Strategic Command, and the three weapons laboratory directors advise the President on the condition of the stockpile and whether resumption of underground nuclear testing is necessary. The SSP has been in continuing development and refinement since 1993. At this time, it would be hard to imagine how the NNSA complex could carryout all of its nuclear weapons responsibilities without the SSP.*

**In your view what additional capabilities will the Stockpile Stewardship Program need in the next 5 years?**

*The recently submitted Stockpile Stewardship and Management Plan (SSMP) lays out all of the requirements as we know them today (e.g. prior to CD-2 on CMRR and UPF, Life Extension Programs (LEPs), etc). The SSMP reflects the direction contained in the Nuclear Posture Review, the President's blueprint for a safe, secure, and effective stockpile.*

## Nuclear Posture Review and the Complex

**The Nuclear Posture Review (NPR), which was released in April, and the recently signed New START detail the Administration's plan to reduce the number of operationally deployed strategic nuclear warheads to 1550.**

**With the large number of refurbishment and other life extension program activities planned over the next 10 years, is there enough facility capacity and are there sufficiently qualified personnel in the NNSA workforce to also take on an increase in dismantlements during the same time period?**

*I have discussed this with the Administrator and senior management of Defense Programs and, I have been to the Pantex Plant to see the capacities and capabilities of the plant and the workforce. Pantex's ability to conduct the LEPs and dismantle excess warheads is a mix of timeliness and workflow across the Nuclear Security Enterprise. I am confident that Pantex will execute the proper workload balance between LEPs and dismantlement as directed by the NNSA program managers. I do not believe additional facility capacity is needed to accomplish this workload.*

**To meet its long term responsibilities with respect to extending the life of nuclear weapons and components, the NNSA is planning to build a new uranium processing facility and a chemical and metallurgical replacement facility. Each of these new facilities will be multi-billion dollar, technically complex, construction projects.**

**If confirmed, what actions would you take to ensure that requirements are clear and well defined, the cost is firmly established, the design is mature, and the schedule is fully developed before construction begins?**

*DOE Order 413, Construction Management, requires a disciplined review and approval process at a number of key points (including the independent review of cost, scope, and schedule required at CD-2) throughout the planning, design, and construction process. For example, 80% of design must be completed before the NNSA can request funds from the Congress for construction. If confirmed, I will work closely with the Administrator and the Deputy Administrator for Defense Programs, to make sure that all decisions relative to these projects are consistent with DOE Order 413 and other sound management principles.*

**If confirmed, what actions will you take to ensure that the project management team for each project is fully capable of executing the project and that the NNSA oversight is robust?**

*It is my understanding that the project management teams at the Y-12 and Los Alamos Site Offices, and the respective contractors, possess the skills needed to execute these projects. As the Principal Deputy Administrator, I will conduct project reviews with the Federal and contractor teams and participate in the Deputy Secretary's construction project reviews (Deep Dives), to ensure the completion of these projects on schedule and within their respective budgets.*

**With respect to the two construction projects what, in your view are the most challenging issues for each project?**

*Based on my experience with all projects, one must begin with a sound, independent cost, scope, and schedule review and, ensure that nuclear and operational safety is a major part of the design process. Quality assurance must also be carried out throughout construction of the project. The challenge is to adhere to those timelines and cost schedules. We will have regular project reviews at the NNSA and Departmental level to provide early indications of issues and identify solutions before they impact defined costs and schedules.*

**If confirmed, what role do you expect to play in the design, management, and construction of these 2 projects?**

*Regarding design, I will work closely with the Deputy Administrator for Defense Programs to ensure that all aspects of DOE Order 413 are met (e.g. independent review). Regarding management, I will perform regular project reviews with the Federal and contractor teams, and participate in the Deputy Secretary's Deep Dives. I will also ensure that lessons learned from the construction of other major projects are shared with all involved parties. My fundamental role will be to ensure the early identification of any issues related to any project, and bring the appropriate Federal and contractor personnel together to address these concerns. Regarding the actual construction, my key role will be to ensure we have the right on-site teams who have the right experience and skill sets to identify any key issues that would impact the cost and schedule. In summary, I see my role as conducting close and frequent engagement with the Federal and contractor project managers to stay on top of these key projects.*

### **Regulatory Reform**

**The Department of Energy (DOE) has announced that it is reviewing the regulations that govern the operations of the contractor operated facilities including those of the NNSA.**

**What is your view on this process?**

*Based on my discussions with the NNSA's safety and security professionals, as well as with the Administrator, I am in favor of the regulatory reforms initiated by Secretary Chu and Deputy Secretary Poneman. The approaches being taken to reform both the safety and security oversight programs are deliberate, measured, and well-thought out and should result in improved levels of performance. The perspectives of the DOE and NNSA safety and security professionals are given careful consideration and no precipitous actions have been taken that might compromise safety or security.*

**In your view will the process result in less oversight by NNSA?**

*No. Based upon my understanding of the reform initiatives, the oversight of NNSA safety and security programs would be more dynamic and risk-based than in the past. The overall intent is to make these oversight activities more efficient,*

*effective, and timely. Areas to be inspected would be selected and prioritized based on current conditions and risks. This process would provide NNSA and the DOE Office of Health, Safety, and Security with mechanisms to be more responsive to changing conditions that may trigger the need for an independent review, to perform targeted appraisals of specific high-consequence activities, and to monitor corrective action implementation in a timely manner. This process would be much more responsive to NNSA line management needs for assistance in solving complex programs that have remained unresolved by layers of duplicative oversight in the past. It is my understanding that this process was recently utilized for a security inspection at the Pantex Plant and that it was well-received by the Pantex Site Office and NNSA senior management.*

**In your view will the process result in equivalent, more, or less, assurance that the safety and security of the facilities is adequately maintained?**

*I believe that this process will provide greater assurances that the safety and security programs at NNSA facilities are being adequately maintained.*

### **Advisory Board**

**The NNSA had an external advisory board, which included technical and other subject matter experts to provide advice to the NNSA. The charter for the board was allowed to expire.**

**In your view is there any benefit to reconstituting and advisory board? Why or why not?**

*Based on my review of the referenced NNSA Advisory Board Charter, which was essentially to provide advice and recommendations to the Administrator on matters of technology, policy, and operations within the mission and responsibilities of the NNSA, I do not see a need to reconstitute this Board at this time. However, I would defer to the Administrator, if in the future, he determined that the NNSA would benefit from the advice and recommendations of such a Board. Currently, the Administrator has a wide-range of objective, technically competent sources for advice and assistance. For example, the JASON's, the National Academy of Sciences, the National Science Foundation, the Foster Panel, the Chiles Commission, and other organizations and groups have lent their scientific and technical expertise to the assessment of many NNSA programs. In addition, through the NNSA's membership in the Nuclear Weapons Council, the Strategic Advisory Group Stockpile Assessment Team [FYI: part of a USSTRATCOM Advisory Committee that provides technical expertise to the USSTRATCOM Commander in Chief on nuclear weapons issues] and other formalized interagency organizations, the NNSA has received objective technical assistance necessary to ensure that NNSA meets its commitments to the DoD, and other interagency partners.*

*In addition, the Administrator and Deputy Administrators also reach out to numerous non-governmental organizations to discuss national security related*

*matters to keep them informed on NNSA programs and to solicit their views and perspectives, which is always beneficial.*

## **Facilities and Infrastructure**

**Upon its creation, NNSA inherited an infrastructure in need of significant repair and modernization, particularly at the nuclear weapons plants. At the request of the Department of Energy, Congress, in section 3133 of the National Defense Authorization Act for 2002, established the Facilities and Infrastructure Recapitalization Program (FIRP). Although FIRP has made progress in addressing the maintenance backlog, the program will be coming to an end shortly.**

**What recommendations would you make to ensure that current and future maintenance activities, under the Readiness in the Technical Base and Facilities program, are in line with industry benchmarks when FIRP is terminated?**

*Based on my discussions with the Administrator and other officials in the NNSA, and my own experiences, I believe that the FIRP has been very successful in restoring the condition of mission critical facilities and infrastructure across the Nuclear Security Enterprise to an acceptable condition. It is my understanding that deferred maintenance has been reduced by almost \$800 million; the overall Facility Condition Index has been improved from 8.7% to 5.5%; and, over 3.2 million sq. ft. of facility space has been permanently removed. In addition, the FIRP has been instrumental in improving the energy efficiency at NNSA facilities by replacing older, less efficient equipment and, in meeting NNSA's small business contracting commitments. The pressure on the Readiness in the Technical Base and Facilities (RTBF) Program will be very high over the next five years and beyond. The RTBF budget in the out-years must accommodate maintaining the current facilities and infrastructure, in addition to supporting several very large, long-term construction projects, the Chemistry and Metallurgy Research Replacement and the Uranium Processing Facility. In short, my recommendations are: acknowledge the importance of recapitalization; establish and communicate its high priority within the overall mix of NNSA critical activities; make the tough decisions/trade-offs to provide adequate funds; and, carry this message in all deliberations. I believe it is important to acknowledge what the loss of the FIRP combined with the increasing pressures on the RTBF budget mean to sustain the gains achieved over the past decade. The Administrator and I have discussed this and we agreed upon the critical importance of continuing efforts to restore the condition of mission critical facilities and infrastructure across the complex. To this end, I am committed to ensuring that funding for recapitalization of mission critical facilities remains a priority in budget deliberations at every level of discussion (e.g., with the Office of the Deputy Administrator for Defense Programs, the NNSA organization responsible for managing the RTBF Program; the NNSA Program Review Board, the NNSA executive council for framing budgeting decisions (which I would*

*chair); the Deputy Secretary's Resource Board, the Department's executive council for budgeting decisions; and, the OMB and Congress).*

**The Department of Energy and the NNSA have looked at, and have in some circumstances used, third party or other alternate financing options for construction projects.**

**If confirmed, would you commit to review carefully any NNSA proposal to undertake construction projects with funding approaches that deviate from the traditional line item funding approach?**

*Yes. Based upon my experiences in the Department and at the OMB, I am well aware of the concerns this Committee has with some alternative funding approaches. If confirmed, before I would entertain such alternatives, I would ensure that all appropriate options are reviewed and considered that would provide cost, efficiency, and/or effectiveness information to meet mission requirements. I commit to work closely with this Committee to ensure that any proposed alternatives were consistent with the Committee's preferences.*

**In addition, would you commit to keep the committee fully informed of any such proposals, to fully coordinate any proposal with the Office of Management of Budget, and to ensure that any such proposals include a business case documenting that any alternative financing approach is in the best interests of the taxpayer?**

*Yes. Alternative financing or third party financing, are often considered because they are viewed as providing a number of potential benefits such as reducing overall construction costs, reducing asset acquisition time, lowering operations and maintenance costs, and providing for a temporary need, while still meeting OMB Circular A-11 Criteria.*

*NNSA's experience, although limited, has indicated these types of arrangements can be beneficial to the Federal Government under certain circumstances, but they must be evaluated carefully to fully understand all the long-term implications. I believe that it is essential that proposals of this type follow a rigorous and consistent approval process that take into account the best interests of the taxpayer. A critical part of this process must be an economic analysis that demonstrates that costs to the government are reasonable and are supported by the business case alternatives. If confirmed, I will ensure that the comprehensive DOE review process is followed consistently, and that any third party financing projects that are proposed, will be able to withstand the most rigorous review and analysis by the Congress. I will work closely with OMB to protect the financial interests of the government, and of course, will keep the Committee fully informed when these types of proposals are under consideration.*

**One of the goals of the effort to modernize the nuclear weapons complex is to reduce the number of square feet of building space.**

**As the NNSA proceeds with construction projects in the future, would you commit to support the goal, and work to include in the total project cost of any new facility the cost to dispose of any buildings or facilities that are being replaced?**

*I know from my own experience, as well as from my discussions with the Administrator, that reducing the overall square footage of the complex is one of the key goals in the Complex Transformation process, which is well underway, and is one which I fully support. Eliminating excess facilities saves operating costs in the short-term and reduces the Department's long-term liability. In an effort to ensure that older facilities are being removed when their replacements are constructed, the NNSA has been following a "1 up, 1 down" policy whereby every square foot of newly constructed space must be offset by the elimination of a square foot of excess space. This requirement and the funding provided by the FIRP have resulted in the elimination of over 3.2 million sq. ft. of facility space.*

*In my opinion, this approach is more effective and flexible than pursuing this goal by including the cost to dispose of any buildings or facilities being replaced in the overall cost of a line item. The "1 up, 1 down" policy applies to all new construction, not just to projects which are replacing existing space. In this way, it potentially results in a greater reduction in square footage. Also, the costs to D&D existing older facilities can be very high, which could place an unnecessary burden on a new construction project. This could discourage or delay a project which might otherwise result in immediate benefits through cost reductions or mission accomplishment and, adds cost and schedule uncertainties which could make project and risk management more challenging.*

**In some instances the disposition of old buildings might be more appropriately handled by the Office of Environmental Management (EM). In your view under what circumstances should EM be responsible for the disposition and under what circumstances should the NNSA be responsible?**

*It is my understanding that if a building is radiologically contaminated (e.g., contamination in the drains, sumps, and ductwork) then the mission and expertise reside with the EM organization. If a building is located over contaminated soil or groundwater, and the soil or groundwater are part of EM's cleanup scope, then I would support EM being responsible for the disposition of the building, so that the soil and groundwater could be appropriately remediated. NNSA has been responsible for disposition of non-contaminated or lightly contaminated buildings and structures (e.g., office buildings, trailers, laboratories, shops, etc.).*

**Do you believe that clear criteria exist on which to make disposition determinations?**

*I believe that NNSA and EM have worked well together to understand the criteria to determine the appropriate disposition organization.*

## **Environmental Restoration and Waste Management**

### **What responsibility do you believe the NNSA should have for funding, managing, and disposing of its current and future hazardous waste streams and for future environmental restoration?**

*The current construct, which seems to work well, is that all NNSA sites are responsible to manage their newly generated waste streams, whether hazardous, radioactive or “mixed” (i.e., contains both hazardous and radioactive constituents). All sites maintain the necessary permits and must request adequate funding through NNSA to manage their waste treatment and storage facilities and disposal activities. In the case of transuranic waste, all NNSA sites are required to meet the Waste Acceptance Criteria for the Waste Isolation Pilot Plant (WIPP) where the transuranic waste is disposed.*

*Regarding environmental restoration, EM-funded legacy cleanup (i.e., environmental restoration activities) are essentially completed at the: Livermore Main Site; Kansas City Plant; Sandia and Pantex, and these sites are considered to be in “long-term stewardship,” where the agreed upon remedy (e.g., pumping and treating of groundwater; maintaining engineered caps, etc.) is funded and managed by NNSA. The Agreements that define EM-completion of the environmental restoration activities and NNSA-long term stewardship requirements are codified in the Critical Decision-4 packages. There are provisions to reopen EM-funded environmental restoration activities if: remedies prove ineffective; regulatory requirements become more stringent; and/or, a “new” contamination stream is determined to require remediation. Although NNSA has only begun its role of Long-Term Environmental Stewardship, it seems to be working satisfactorily.*

### **What specific steps do you believe the NNSA should take to negotiate programmatic responsibilities for environmental activities between the NNSA and the Office of the Assistant Secretary for Environmental Management?**

*I do not believe that any action on this matter is required. The relationship and responsibilities between EM and NNSA is clear and well established. NNSA is responsible for dealing with newly generated waste and EM is responsible for dealing with legacy waste.*

### **If confirmed, what role do you anticipate you will play in this process?**

*If there are disagreements between NNSA program officials and EM that cannot be resolved at the Assistant Secretary level, I will meet with the Under Secretary of Energy to ensure that the responsible parties carryout their respective duties.*

## **Defense Nuclear Nonproliferation Programs**

**In your view, are any policy or management improvements needed in the Defense Nuclear Nonproliferation Programs? If so, what improvements would you recommend?**

*I do not believe that any policy or management improvements are necessary in terms of program management, however, this program will benefit from the appointment of Anne Harrington, once she is confirmed and on-board as the Deputy Administrator. The President's Nuclear Security Agenda provides clear policy direction and this program's project plans, work scope, and actual threat reduction results show an effective management of these accelerating programs. For example, to date, NNSA has: completed security upgrades at 93% of Russian nuclear material and warhead sites of concern; monitored the downblending of more than 380 MT of former Soviet-weapons-origin HEU for use in U.S. power plants, providing 10% of U.S. electricity; developed new radiation detection methods and technologies in support of U.S. and international arms control verification requirements; and, completed the installation of radiation detection equipment at 30 MEGAPORTS, with work ongoing at another 19 MEGAPORTS worldwide. This is a very impressive record of accomplishments and I believe the Congress will continue to see similiarly successful results for this program in the future.*

**NNSA has significantly expanded its work in the Megaports program in cooperation with the Department of Homeland Security and in the new initiative to secure vulnerable weapons usable materials worldwide, the Global Lockdown program, which is being implemented in cooperation with the Department of Defense.**

**If confirmed, would you commit to keeping the Congress fully informed as to the success of, as well as any problems with these cooperative relationships?**

*Yes, including the on-time submission of various reports now required by the Congress. In addition, I will encourage the nonproliferation office to provide regular updates during the year on these relationships.*

**The NNSA has responsibility for the bulk of the Federal Government's basic research on radiation detection technologies as well as other nuclear technologies, such as those used in nuclear forensics.**

**If confirmed, would you commit to undertake a review of the nonproliferation research and development program to ensure that it is adequately funded and fully coordinated with the activities of other federal agencies?**

*Yes. Recognizing the importance of the Nonproliferation Research and Development Program in the development of technologies for the global detection of proliferation and its critical role in verifying a CTBT, I will, if confirmed, continue to foster technology discussions with all appropriate interagency elements to ensure that technology needs are identified. I will work closely with*

*the Department, the OMB, and the Congress to secure appropriate funding for these efforts.*

**The NNSA nonproliferation programs have occasionally had implementation issues that have resulted in large carryover balances.**

**In your view is the management in place to implement the new Global Lockdown program and to ensure that the funds are spent in a timely and effective manner?**

*I believe that the management of our nonproliferation programs is effective. Regarding carryover balances, the NNSA's nonproliferation programs only pay for threat reduction work after it is completed and verified within the host country. Completion of many of these international projects often extends beyond the end of the fiscal year, which gives the appearance of large carryover when in fact; the carryover is due to work still in progress or pending final approval for payment.*

**If not, what changes would you recommend?**

*Based upon my knowledge of the Defense Nuclear Nonproliferation programs and the management team, I believe the management is in place to implement the new Global Lockdown Program and ensure that funds are spent in a timely and effective manner. As noted above, the leadership and experience Anne Harrington will bring to the nonproliferation programs will be invaluable. Many of the current senior executives and senior program managers in the Office of Defense Nuclear Nonproliferation have been engaged in the nonproliferation programs from the beginning, dating back to the mid-1990s. As such, they are very experienced in negotiating terms of work with their foreign counterparts. Also, they have experience working with the technical specialists in the national laboratories who partner with the Federal program managers to accomplish work in a timely and cost effective manner.*

*The U.S. Congress has facilitated the implementation of the Global Lockdown Program by providing the new funds necessary to undertake the negotiation of new work efforts. This has been critical. Availability of new funds translates into the ability to take on new work scope, which in turn, accelerates progress towards meeting the goal to secure and remove all vulnerable nuclear material from the most vulnerable sites by the end of 2012.*

### **National Laboratories**

**The NNSA, as the steward of the 3 National Security laboratories, has a responsibility to ensure that the labs are capable of meeting their broad national security obligations, not just those of the NNSA.**

**What is your view on the role of the 3 National Security laboratories in addressing broad national security challenges and the role of the NNSA in overseeing those activities?**

*I believe that the three NNSA national laboratories are truly national assets. The NNSA senior leadership team is implementing a vision and strategy that is transforming the nuclear weapons complex into a Nuclear Security Enterprise. A key element of this strategy is to partner with other Federal agencies, and the Department at-large, and use the remarkable scientific, technical, and engineering capabilities developed for Stockpile Stewardship and expand opportunities to deliver on national security priorities that a single agency working alone could not otherwise accomplish. If confirmed, I will do all I can to help the Administrator secure the expertise and resources required by these institutions to meet these national challenges.*

**In your view are there any changes that are needed to facilitate or improve the work for others program at the 3 National Security laboratories?**

*I know that the Administrator has initiated actions to make the Work for Others (WFO) Program more effective in meeting the goals and objectives of other Federal agencies in the national security, energy, science, and innovation arenas. I would focus on making sure that these actions are fully implemented and I would look for additional ways to maximize the benefits of the WFO Program for the other agencies and the NNSA*

**Materials Disposition Program**

**The NNSA is responsible for implementing the United States commitment to the Russian government to dispose of 34 metric tons of weapons grade plutonium. There are many issues and challenges facing the program including the fact that it is substantially over budget.**

**What role will you play in ensuring that all aspects of this program will be on schedule and on budget?**

*The NNSA's disposition programs will be carried out at the MOX Facility, which is now under construction at the Savannah River Site, and the new effort stemming from the Department's decision to evaluate an approach to combine NNSA's Pit Disassembly and Conversion Facility (PDCF) and EM's Plutonium Preparation Project (PuP). If confirmed, my fundamental role will be to ensure the timely identification of any issues related to these projects, and to bring together the appropriate Federal and contractor personnel to address any concerns. In summary, I see my role as conducting close and frequent engagement with the Federal and contractor project managers to stay on top of these key projects.*

## **National Ignition Facility**

**The National Ignition Facility (NIF) is scheduled to achieve ignition by 2010 or early 2011 and become a facility that supports nuclear weapons experimental work but also has the capability to support a broad range of science and energy research challenges.**

**If confirmed, what role, if any, will you play in ensuring the success of the NIF and to ensure that NIF is fully utilized?**

*It is my understanding that work is currently underway to undertake the initial experiments, later this year, for the first attempt to demonstrate ignition. I will work very closely with the Administrator, the Deputy Administrator for Defense Programs, and if necessary, the Congress to ensure that the LLNL has the resources necessary to achieve thermonuclear ignition. I will also do all I can to make sure that the NIF not only makes major contributions to the SSP, but also to the broader national science goals of the United States.*

## **Contractor Operated Facilities**

**What recommendations, if any, would you make to improve oversight of and contractor management of the facilities in the nuclear weapons complex?**

*I believe that NNSA's oversight of its contractor operated facilities has been rigorous and is continually improving. In addition to oversight by the NNSA Site Offices, the NNSA Chief, Defense Nuclear Safety and Chief, Defense Nuclear Security, have been routinely conducting reviews of nuclear safety, and the Office of Health, Safety, and Security, routinely conducts independent assessments at our facilities. Beginning this year, the Senior Advisor for Environment, Safety, and Health will join those assessments for the purpose of evaluating non-nuclear programs and worker safety programs. These assessments evaluate both Site Office and contractor operations, and follow-up on previously identified findings. NNSA has continuously focused on learning from and improving its oversight. The Administrator has initiated reform activities and established an Enterprise Review Team to evaluate ways to improve operations across the NNSA enterprise. The conduct of Federal and contractor oversight is one of those initiatives or as we refer to it, Line Oversight and Contractor Assurance Systems (LOCAS). Our contractors are contractually bound to provide effective contractor assurance systems that include comprehensive corrective action programs and transparent reporting systems for use by NNSA Federal overseers. These improvements will not only result in improved contractor performance but allow NNSA Headquarters and Site Offices to allocate Federal oversight resources most efficiently focusing on nuclear safety, and other high risk areas or emerging issues. The NNSA has seen much improvement already. I am committed to provide my support to the Administrator to assure these initiatives continue to drive improvement across the NNSA Federal and contractor operations.*

**In your view what is the role of the NNSA field offices in the oversight of the contractor operated facilities?**

*The Site Offices perform a broad array of functions regarding the oversight of the contractor operated facilities. These include: contract administration; business management; facilities, projects, and safety basis functions; safeguards and security; and, facility operations.*

*The Site Offices are responsible for providing direction, day-to-day oversight and contract administration activities related to the laboratory or plant contract and associated business management functions, such as: information technology; cyber security; human resources; procurement; personal property management, to list a few. In the area of construction project management, the Site Offices provide oversight and contract administration of construction project planning and execution. The Site Offices also provide direction for ensuring satisfactory development of the safety basis requirements for their respective laboratories or plants.*

*Regarding security, the Site Offices provide oversight to ensure the effective implementation of the overall safeguards and security programs to include nuclear material control and accountability, personnel security, and emergency management. The Site Offices also evaluate the effectiveness of the contractor protection plans and strategies in comparison to the current Design Basis Threat and site-specific vulnerability assessments.*

**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 Principal Deputy Administrator?**

*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 in a timely manner?**

*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 for any good faith delay or denial in providing such documents?**

*Yes.*