

Advance Questions for Dennis V. McGinn
Nominee for the Position of Assistant Secretary of the Navy
for Energy, 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?

Answer: I believe the Goldwater-Nichols defense reforms have been very effective, and I am not aware of the need for any modifications.

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

Answer: I am not aware of the need for any modifications to Goldwater-Nichols, but if confirmed, I will work with the Secretary of the Navy and Under Secretary of the Navy on any proposed changes that pertain to Navy energy, installations or the environment.

Duties

What is your understanding of the duties and functions of the Assistant Secretary of the Navy for Energy, Installations, and Environment?

Answer: The Assistant Secretary of the Navy (Energy, Installations and Environment) formulates policy and procedures for the effective management of the Navy and Marine Corps energy programs, real property, housing and other facilities; environmental protection ashore and afloat; and, safety and occupational health for both military and civilian personnel. This position is also responsible for the timely completion of closures and realignments of installations under base closure laws.

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

Answer: During my 35-year career with the U.S. Navy I served as a naval aviator, test pilot, aircraft carrier commanding officer, and national security strategist. My capstone assignment

with the Navy was as Deputy Chief of Naval Operations for Warfare Requirements and Programs at the Pentagon, where I oversaw the development of future U.S. Navy capabilities. In my previous operational leadership roles, I commanded the U.S. Third Fleet.

In my civilian career I have served as co-chairman of the Center for Naval Analyses (CNA) Military Advisory Board advising policy makers on the nexus of energy and national security, and as an international security senior fellow at the Rocky Mountain Institute. I served on the Steering Committee of the Energy Future Coalition, as a member of the United States Energy Security Council, and as a member of the Bipartisan Policy Center Energy Board. I previously worked with Battelle Memorial Institute, where I was a corporate officer and led the energy, transportation, and environment division. While serving as the CEO and President of the American Council On Renewable Energy (ACORE), I led the advancement of the organization's mission of building a secure and prosperous America with clean, renewable energy.

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 Navy for Energy, Installations, and Environment?

Answer: I am confident that there is much that I can do to enhance my abilities to perform the duties of the Assistant Secretary of the Navy (Energy, Installations and Environment). If confirmed, I will seek to learn more about the individual programs and facilities within my purview, as well as the different requirements associated with military construction. Using my significant managerial experience, I would expect to parlay the expertise and views of those within the Department of the Navy, as well as those of the Secretary of Defense and the other military departments, to develop efficient and effective policies for the Department's use of our installations and the environment. If confirmed, I will also seek and listen to the advice and counsel of the Congress, and the communities in which we operate, to find ways to be the best steward of the Department of the Navy's properties.

Assuming you are confirmed, what duties and functions do you expect that the Secretary of the Navy would prescribe for you?

Answer: If confirmed, I would expect the Secretary of the Navy to prescribe the duties and functions stated above. Additionally, I would expect that the Secretary will request that I rely upon my years of operational experience to assist him in developing and implementing programs to meet the energy goals he laid out for the Department.

Relationships

If confirmed, what would be your professional relationship with:

The Secretary of the Navy

Answer: If confirmed, I will seek to carry out the goals and priorities of the Secretary of the Navy.

The Under Secretary of the Navy

Answer: If confirmed, I will work directly with the Under Secretary and seek his counsel and guidance as I work to support his efforts to carry out the goals and priorities of the Secretary of the Navy.

The Chief of Naval Operations

Answer: If confirmed, I will provide the support that the Chief of Naval Operations requires to execute his duties and responsibilities and achieve the mission of the Navy.

The Commandant of the Marine Corps

Answer: If confirmed, I will provide the support that the Commandant requires to execute his duties and responsibilities and achieve the mission of the Marine Corps.

The Deputy Under Secretary of Defense for Installations and Environment

Answer: If confirmed, I will work with the Deputy Under Secretary of Defense for Installations and Environment to develop and execute the policies and initiatives of the President, the Secretary of Defense, and the Secretary of the Navy.

The Assistant Secretary of Defense for Operational Energy Plans and Programs

Answer: If confirmed, I will work with the Assistant Secretary of Defense for Operational Energy Plans and Programs to develop and execute the policies and initiatives of the President, the Secretary of Defense, and the Secretary of the Navy.

The Other Assistant Secretaries of the Navy

Answer: If confirmed, I will work as part of the team to ensure that we present the best collaborative approach to supporting the goals and priorities of the Secretary of the Navy.

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

Answer: If confirmed, I will work closely with the Assistant Secretaries of the Army and Air Force for Installations and Environment to strengthen the cooperation between the Services. I will work to foster a cordial and productive working relationship with these colleagues.

The General Counsel of the Navy

Answer: If confirmed, I will work closely with the General Counsel of the Navy to ensure that the programs we execute, and the policies we develop are consistent with the law.

The Judge Advocate General of the Navy

Answer: If confirmed, I will work closely with the Judge Advocate General of the Navy to ensure that the programs we execute and the policies we develop are consistent with the areas of law contained within her purview. I would also expect to work directly with the Judge Advocate General of the Navy on areas of mutual interest.

The Director of Naval Energy Policy

Answer: If confirmed, I will work with the Director of Naval Energy Policy to identify and implement policies and practices that best support the needs of the Department of the Navy.

Commander, Naval Facilities Engineering Command

Answer: If confirmed, I will work with the Commander, Naval Facilities Engineering Command to identify and implement policies and practices that best support the needs of the Department of the Navy.

Commander, Navy Installations Command

Answer: If confirmed, I will work with the Commander, Navy Installations Command to identify and implement policies and practices that best support the needs of the Department of the Navy, our Sailors, Marines and their families.

Major Challenges and Problems

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

Answer: There are many significant challenges confronting the next Assistant Secretary of the Navy (Energy, Installations and Environment). The most significant of these includes the Guam military construction projects, ensuring that the Department of the Navy has the right infrastructure at the right time for the right cost to support the country's warfighters and their families, and establishing the programs necessary to meet the Department's energy goals.

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

Answer: If confirmed, I plan to work closely with Congress, the Secretary of the Navy, the Chief of Naval Operations, the Commandant of the Marine Corps, the Deputy Under Secretary of Defense (Installations and Environment), as well as other governmental and non-governmental organizations to devise solutions to address these challenges and maximize successful outcomes for all parties involved.

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

Answer: I am not aware of any significant problems in the performance of the functions of the Assistant Secretary of the Navy for Energy, Installations and Environment.

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

Answer: If confirmed, I will work closely with the Secretary and the Under Secretary of the Navy to develop a strategic plan to address significant problems that arise.

Priorities

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

Answer: If confirmed, I will establish priorities consistent with those of the President, the Secretary of Defense, and the Secretary of the Navy. In broad terms, I will assist the Secretary of the Navy in meeting the energy goals he laid out for the Department, work closely with Members of Congress and state and local officials and the public to remain fully transparent when considering projects and processes with environmental impacts, and seek to allocate funding to develop the right infrastructure at the right time at the right cost to support our warfighters and their families.

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

Answer: Not at this time, but as a 35 year Navy veteran, I am very aware of the tremendous sacrifices made by Navy and Marine Corps families. If confirmed, I will be committed to identifying and implementing quality of life initiatives.

The Assistant Secretary of the Navy for Energy, Installations, and Environment has responsibility for, among other things, enhancing energy security, construction and maintenance of installations; family housing, and environmental protection.

In the competition for resources inherent in the Defense Department budget process, how do you believe funding for these various responsibilities should be balanced?

Answer: These important programs are not mutually exclusive. Although they would certainly compete for the same limited resources, the development of these programs must be done in conjunction with each other. All of these programs must work hand-in-hand to further the strategic vision and goals of the Secretary of the Navy.

Military Construction

What would be your highest priorities, if confirmed, for allocating military construction (MILCON) funding for the Department of the Navy over the next several years?

Answer: If confirmed, I will seek to allocate funding to develop the right infrastructure at the right time at the right cost to support our warfighters and their families.

Are you concerned that overseas initiatives, including the realignment of Marines in the Pacific, will consume an increasing share of the Department of the Navy MILCON budget - thereby crowding out other programs such as housing and quality of life programs for Sailors, Marines, and their families?

Answer: Although we find ourselves in a challenging fiscal environment, I am cautiously optimistic that we will be able to meet all of these challenges and fund the right investments at the right time.

Guam

The Committee remains concerned about the plans for the relocation of Marines from Okinawa to other locations in the Pacific, and specifically, the affordability, sustainability and operational viability of those plans. In April of last year, the U.S. and Japan announced a new plan for the Marines – called the “distributed laydown” – that envisions about 4,500 in Guam, about 2,500 in Australia, on a rotational basis, and some number in Hawaii. The Committee’s version of the National Defense Authorization Act for Fiscal Year 2014 would continue a prohibition on the use of U.S. or Japanese funds to implement the realignment of Marine Corps forces from Okinawa until several conditions, including the development of a master plan for the laydown of Marines in Guam and Hawaii, are met.

What is your understanding of the status of the Department of the Navy’s plans for the realignment of Marine Corps forces from Okinawa?

Answer: I have not had an opportunity to develop a thorough understanding of the issues associated with the relocation of Marines and their families from Okinawa to Guam. From the information that I have seen at this point, I understand the Supplemental Environmental Impact Statement (SEIS) and associated supporting studies are being prepared and that the

DON anticipates that the Draft SEIS will be formally released for public comment in early 2014 with a Record of Decision (ROD) expected in early 2015.

What is your understanding of the current estimated cost to implement the realignment of Marine Corps forces from Okinawa?

Answer: Although I am not familiar with the official estimates, I understand that the Department of Defense is identifying and incorporating comprehensive cost estimates as they become available upon completion of necessary environmental planning documents and the conclusion of host-nation discussions on cost-sharing.

When will the Department of the Navy provide the Senate Armed Services Committee with the Guam Master Plan so that the costs and timing of construction contracts for the entire project will be totally transparent?

Answer: My understanding is that the Department will be able to provide the Guam Master Plan after the Draft SEIS is released, sometime next year.

Futenma Air Station

The Committee understands that Futenma Marine Corps Air Station on Okinawa will require significant investments to maintain mission capability and readiness. In fact, the Marines estimate that current repair and construction demands will cost about \$180 million.

What is your understanding of the current plan to fund the nearly \$180 million in repairs and construction?

Answer: My understanding is that the Department has been working with the Government of Japan (GOJ) on a replacement facility for MCAS Futenma. In the interim the department is working with the GOJ to fund the repairs necessary to support operations at the base.

Base Closure and Realignments

The Department of Defense has requested another Base Realignment and Closure (BRAC) round.

Do you believe another BRAC round is necessary? If so, why?

Answer: I believe it is prudent to objectively assess our shore assets and make informed decisions about potentially excess infrastructure. A new assessment would allow the Department to take into account changes to the shore/platform interfaces as our weapons systems capabilities, testing, and how we employ them have evolved over time.

If Congress were to authorize a another BRAC round, what is your understanding of the responsibilities of the Assistant Secretary of the Navy for Energy, Installations, and Environment in formulating BRAC recommendations and implementing the decisions of the BRAC Commission?

Answer: If confirmed, I will serve as the Department of the Navy's primary senior leader charged with meeting our BRAC responsibilities. Accordingly, I will work closely with the Congress, the Secretary of the Navy, the Chief of Naval Operations, the Commandant of the Marine Corps, the Deputy Under Secretary of Defense (Installations and Environment), as well as other governmental and non-governmental organizations as appropriate in order to execute these statutory requirements.

If confirmed and if Congress were to authorize another BRAC round, how would you go about setting priorities for infrastructure reduction and consolidation within the Department of the Navy?

Answer: If confirmed and Congress were to authorize a BRAC, I would first seek to gain a thorough understanding of the extent of the Department's footprint ashore and how it supports the warfighter. I would then ensure we have the necessary tools and resources to evaluate what exists in terms of military value. I would also work with my counterparts in the other Services for opportunities to consolidate or co-locate functions, where it makes sense.

If confirmed and if Congress were to authorize another BRAC round, what is your understanding of the responsibilities of the Assistant Secretary of the Navy for Energy, Installations, and Environment in working with local communities with respect to property disposal?

Answer: I believe that the Department of the Navy is responsible for working with local communities to ensure an orderly and transparent transition from public ownership to private ownership.

It has been noted repeatedly that the 2005 BRAC round resulted in major and unanticipated implementation costs and saved far less money than originally estimated.

What is your understanding of why such cost growth and lower realized savings have occurred?

Answer: I am not familiar with the events leading cost growth in implementing BRAC 2005 .

How do you believe such issues could be addressed in a future BRAC round?

Answer: If confirmed, I would ensure that the program is implemented with management controls in place to help curtail excessive cost growth.

Overseas facilities

Do you believe the Department of the Navy currently maintains excess infrastructure overseas? If so, how would you seek to address this issue?

Answer: I have not had an opportunity to study Navy overseas force structure, however, if confirmed I will work with the Secretary of the Navy, the Chief of Naval Operations and the Commandant to make sure Navy infrastructure is aligned with force structure to support Naval operations.

In-kind Military Construction

The committee released a report on April 15, 2013, titled “Inquiry into U.S. Costs and Allied Contributions to Support the U.S. Military Presence Overseas.” Among other things, the committee’s inquiry found that in-kind payments from Germany, South Korea, and Japan have been used to fund questionable military construction projects. The Committee’s version of the National Defense Authorization Act for Fiscal Year 2014 includes a provision (section 2801) that would require that future military construction projects funded using in-kind payments pursuant to bilateral agreements with partner nations be submitted for congressional authorization in the Military Construction Authorization Act.

If confirmed, how would you ensure that in-kind payments are utilized only for identified U.S. priorities to offset costs that the Department of the Navy would otherwise pay with appropriated funds?

Answer: I do not have a complete understanding of this method of funding within the Navy but I have reviewed sections of the report mentioned in this question and I understand the issue and concerns. If confirmed, I will make certain I will work with the Assistant Secretary of the Navy (Financial Management and Comptroller) and others within the Department to respond to this question more completely.

Investment in Infrastructure

Witnesses appearing before the Committee in the past have testified that the military services under-invest in both the maintenance and recapitalization of facilities and infrastructure compared to private industry standards. Decades of under-investment in DOD installations has led to substantial backlogs of facility maintenance activities, created

substandard living and 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 infrastructure?

Answer: If confirmed, I will closely examine the way the Navy manages inventory and will work with the Secretary of the Navy, the Chief of Naval Operations and the Commandant to make sure our infrastructure supports the warfighter.

This underinvestment in infrastructure is particularly acute in naval shipyard facilities. According to the Navy's shipyard modernization plan, it will take 17 years and \$3.4 billion to clear the maintenance and infrastructure repair backlog.

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

Answer: Materiel readiness is a key enabler to maintaining freedom of the seas. I'm also aware of the fiscal challenges facing the Department. If confirmed, I will advocate for and work with the Chief of Naval Operations and the Assistant Secretary of the Navy (Research, Development, and Acquisition) to ensure that whatever funding may be available for shore infrastructure, including shipyards and depots, is allocated appropriately to meet mission critical needs.

How do you believe the difficult budget environment will affect the Navy's shipyard modernization efforts going forward in light of other competing priorities?

Answer: I believe the current fiscal environment will present significant challenges across the entire Department. When faced with reduced resources, any organization, whether a business or a household, must assess its short- and long-term objectives and make prudent expenditures and investments accordingly. I believe the same holds true for the Department of the Navy. If confirmed, I will look forward to meeting the challenge of balancing the Department's infrastructure investments across a broad array of requirements.

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?

Answer: My understanding is that the enhanced use lease authority is a valuable tool in the Department's infrastructure management toolbox. My understanding is that the Navy can use this authority to partner with industry and the outside community to maximize the use of Department property

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

Answer: I understand that there are several promising EUL opportunities that the Department of the Navy is currently examining.

What Navy and Marine Corps EUL projects do you see as most viable in the near term?

Answer: Because I am not aware of all the current projects or those projects being considered, I could not identify the most viable in the near term. If confirmed, I will examine all of our projects more fully before making such an assessment.

If confirmed, what would be your priorities for the Department of the Navy's EUL program?

Answer: I do not have a sufficient level of understanding to identify priorities at this time. If confirmed, I will examine all of our projects more fully and discuss with Navy stakeholders before making such an assessment.

If confirmed, would you consider the authority to provide support to energy initiatives?

Answer: If confirmed, I will utilize the EUL program to ensure our warfighters and their families have the highest quality environment in which to live and work and that the Department's real estate is put to the highest valued uses.

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?

Answer: I have not yet had an opportunity to study this issue, but if confirmed, I certainly will do so.

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

Answer: Since I have not had an opportunity to study this issue, I do not know how I would address such proposals if confirmed.

Base Operating Support

What is your understanding of the base operating support requirements of the Department of the Navy and Marine Corps?

Answer: My understanding is that Base Operating Support (BOS) requirements of the Department of the Navy are critical to the overall mission readiness of our Navy and Marine Corps. BOS funding finances shore activities that support ship, aviation, combat operations, critical training, facilities infrastructure maintenance, public safety, and family programs for both active and reserve components.

In your view, is the Department of the Navy receiving adequate funding for base operating support?

Answer: I have not had an opportunity to review BOS funding in detail, but if confirmed, I will closely examine funding levels to ensure the highest quality living and working conditions for our Sailors, Marines, and their families.

How might the Department of the Navy distribute base operating funds to best ensure sound investment of constrained resources?

Answer: If confirmed, I am committed to learning the methods and processes in place across the Department to guide investment decisions and distribution of 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 Navy for Energy, 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 Navy and Marine Corps family housing both in the United States and abroad?

Answer: My understanding is that major improvements have been made to the overall of the quality and sufficiency of family housing inventory, both domestically and overseas.

What are your views regarding the privatization of family housing?

Answer: I believe the use of the housing privatization authorities was an important and necessary tool to revitalize a large inventory of homes in a relatively short period of time.

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

Answer: I believe the structure and general goals of the Department's housing privatization program are sound.

Do you believe the housing program should be modified in any way? If so, how?

Answer: I have not had an opportunity to review the housing program in detail to determine if it should be modified in any way, but if confirmed, I will closely examine it to ensure the highest quality living and working conditions for our Sailors, Marines, and their families.

Environmental Restoration

The Department of the Navy's environmental restoration budget remains a significant part of the Navy's overall environmental program budget.

What do you see as the main priorities for clean-up within the Department of the Navy program?

Answer:

The Department of the Navy's priorities for clean-up are established by the Deputy Under Secretary of Defense (Installations and Environment), and, if confirmed, I will work closely with the Deputy Under Secretary to ensure that those priorities are implemented

What will 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?

Answer: If confirmed, I will ensure that I fully understand the clean-up priorities, as established by the Secretary of the Navy, and will work with the Secretary, as well as Members of Congress, to ensure that adequate funding for clean-up is both requested and received.

Past Water Contamination at Camp Lejeune

For more than 12 years, the Department of the Navy has been trying to understand and resolve issues associated with past water contamination suspected at Camp Lejeune in

North Carolina. However, aspects of this matter remain unresolved, including the nature and extent of various scientific studies into the potential human exposure.

If confirmed, what will you do to help ensure that all reasonable actions are taken to resolve this matter as expeditiously as possible?

Answer: The Department of the Navy is committed to ensuring the health and safety of all its personnel – both past and present. I know that the Department has commissioned numerous scientific studies to inquire into a possible connection between past water contamination at Camp Lejeune and health issues of personnel who served there. I have not, however, been made privy to their results. If confirmed, I will ensure that the Department, using the information from these studies, acts promptly and in accordance with all applicable laws to resolve this important matter.

Encroachment on Military Installations

Encroachment by commercial and residential development on military installations can negatively impact Navy and Marine Corps operations at military airfields, training ranges, and the development of new facilities.

What do you see as the main constraints on the Department of the Navy's ability to use its facilities, including training ranges?

Answer: I am not aware of any specific constraints on the Department of the Navy's ability to use its facilities. I believe that the Department has completed or is completing environmental impact statements for its training ranges, and that these ranges are operated in accordance with the results.

If confirmed, what policies or steps would you take to balance the trade-off between energy development and the impact on operations and training?

Answer: I believe that military operations and energy development are not mutually exclusive. If confirmed, I would work closely with federal, state, and local governments as well as the energy developers to meet the needs of the Department while enabling access to new sources of energy.

How can the Department of the Navy address the issues of encroachment around its bases in the United States, particularly with respect to encroachment caused by residential development?

Answer: I believe the Department of the Navy must take a two-pronged approach to addressing issues of encroachment around its bases. First, it is important to communicate concerns with local communities. Second, where appropriate, the Department should seek additional land surrounding its bases.

One significant issue for the Navy has been the potential interference to aircraft radars of wind farms installed around military installations and ranges.

Given your qualifications, including as a former naval aviator, what would you propose as objectives and goals to address this issue?

Answer: As a naval aviator, I know that while wind turbines can physically interfere with aircraft operations and military training routes, that problem is a merely matter of proper siting. The much more difficult issue is the electromagnetic interference caused wind turbines which can impact radars many miles away. I'm aware the Department of Defense has created a body to assess the impact of these projects and if confirmed I will work to ensure we can reap the benefits from alternative energy development without impacting training and operations.

What is your understanding of the Navy's ability to receive information and plans from potential developers in a timely and effective manner?

Answer: I believe the Department of Defense has established procedures to assess the impact of these proposed projects and that while the process is still fairly new and developing, it does afford an opportunity for the Navy to review these plans. If confirmed I would work to ensure this system continues to improve.

Pending Land Withdrawal Requests

As part of the President's Budget request for Fiscal Year 2014, the Department of Defense has requested legislation for a number of land withdrawals, including the reauthorization of the land withdrawals at the Chocolate Mountains and at China Lake, as well a land withdrawal to support an expansion at the Marine Corps base at 29 Palms.

What is your understanding of these requests and why are each of these withdrawals important to the Department of Navy missions and capabilities?

Answer: My general understanding is that the Department of Defense seeks to control only the minimum amount of property necessary to meet the military requirement. From my experience, I know the Chocolate Mountain range, the test center at China Lake and the Marine Corps base at 29 Palms are key DON installations.

Energy Policy

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

Answer: If confirmed, my responsibilities would be to support the Secretary's Navy Energy Office and work towards meeting the Secretary's shore and operational energy goals.

Do you support the Department of Defense policy on alternative fuels released in July 2012 that the Department of Defense will not make bulk purchases of alternative drop-in replacement fuels unless they are cost competitive with petroleum products?

Answer: Yes, I support the DOD policy to only make bulk purchases of alternative drop-in fuels that are cost competitive with conventional fuel.

In your view, how does the bulk use of alternative drop-in replacement fuels improve the military capabilities of the fleet?

Answer: In addition to reducing reliance on foreign sources of energy, "drop-in" fuels would not require any infrastructure or operational changes to bring on line.

Given recent forecasts about oil production in the United States over the next thirty years, what do you see as the national security implications, if any, of a dependence on fossil fuels?

Answer: Fossil fuels, whether imported or domestically produced, are subject to price volatility and uncertainty of supply. Deriving fuels from other than petroleum sources adds to the supply and helps mitigate fluctuating prices.

In your opinion, are the statutory and regulatory goals for the Department of the Navy regarding the use of renewable energy and alternative fuels realistic and achievable?

Answer: I have not yet had an opportunity to study this issue, but if confirmed, I will review the Department's progress towards meeting the statutory and regulatory goals regarding the use of renewable energy and alternative fuels. If confirmed, it is my intention to meet these goals unless otherwise directed.

What is your view of the adequacy of Department of the Navy funding to meet statutory and regulatory energy conservation goals?

Answer: At this point, I do not have in-depth knowledge of the Department's budget, but I am aware of the significant fiscal challenges it faces. If confirmed, I will advocate for and work with the Secretary of the Navy, the CNO, the Commandant, the General Counsel, and the Judge Advocate General, to ensure statutory and regulatory conservation goals are met.

Do you believe that significant additional funding will be needed in future years to meet such goals?

Answer: At this point, I do not have in-depth knowledge of the Department's budget, but I am aware of the significant fiscal challenges it faces. Further, energy security directly enhances national security. If confirmed, I will advocate for and work with the Secretary of the Navy, the CNO and the Commandant to ensure the continued support of the Department's energy goals while meeting the needs of the warfighter.

If confirmed, what energy goals and policies will you promote for the Department of the Navy for investments and initiatives that provide direct and tangible benefit to the warfighter or less cost for the Department?

Answer: If confirmed, I will establish priorities consistent with those of the President, the Secretary of Defense, and the Secretary of the Navy. In broad terms, I will assist the Secretary of the Navy in meeting the energy goals laid out for the Department in 2009. I will promote energy policies that provide energy security for fleet and shore units, enable additional combat capability for operational forces, and leverage opportunities to reduce the energy cost of operating shore infrastructure.

Implications of Climate Change

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

Answer: Climate change will affect food production and living conditions to varying degrees worldwide. Rising sea levels will impact coastal communities as well as critical Navy infrastructure located in these communities.

What do you believe will be the impact of climate change, if any, on the Navy and Marine Corps mission?

Answer: I believe the Navy and Marine Corps mission will remain the same however, we will need to enhance Navy capabilities to operate in Arctic waters, including weather and sea-condition forecasting. There is also likely to be a growing number of requests for help responding to natural disasters, food shortages, and government instability caused by climate change.

Department of the Navy Laboratory and Test Center Recapitalization

There has been concern over the adequacy of recapitalization rates of the Department's laboratory facilities and test centers. Historically, Navy technical centers,

laboratories and test centers do not appear to have fared well in the internal Navy competition for limited military construction and facility sustainment funds.

What metrics would you use to assess the amount of investment in the recapitalization of Navy technical centers, laboratories and test centers to determine its adequacy?

Answer: I have not had an opportunity to assess the amount of investment required, but if confirmed, I will closely examine the issue and work with the Assistant Secretary of the Navy (Research, Development, and Acquisition) to determine the appropriate metrics to use.

If confirmed, how would you work with ASN (RD&A) and other stakeholders to properly recapitalize the Navy's technical centers, laboratories and test centers?

Answer: If confirmed, I will work directly with the Assistant Secretary of the Navy (Research, Development, and Acquisition) to gain a better understanding of the requirement and with the Assistant Secretary of the Navy (Financial Management and Comptroller) to ascertain what are the available financing mechanisms and constraints.

Section 2808 Authority

Section 2808 of title 10, United States Code, allows the Secretary of Defense, in the event of a declaration of war or national emergency, to undertake military construction projects supporting the use of armed forces with otherwise unobligated military construction funds.

What is your assessment of this authority?

Answer: I believe this authority is vital to provide construction projects necessary under a national emergency or declaration of war.

From a policy standpoint, what restrictions do you believe are appropriate for the use of this authority?

Answer: I am not fully versed in the policy regarding this statute. If confirmed, I will ensure the Department is executing any projects under this statute in accordance with applicable guidance.

Do you believe it is appropriate to use this authority outside theaters of armed conflict? If so, in what instances?

Answer: I believe the statute is necessary to allow the department flexibility in executing urgent construction projects in the event of a declaration of war or national emergency. I

have not had an opportunity to study it in detail and cannot today provide an example of a hypothetical situation.

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?

Answer: 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 Navy for Energy, Installations, and Environment?

Answer: 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?

Answer: 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?

Answer: Yes.