

**Advance Policy Questions for Miranda A.A. Ballentine**  
**Nominee for the Position of Assistant Secretary of the Air Force**  
**for Installations, Environment, and Energy**

**1. 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.**

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

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

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

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

**2. Duties**

**a. What is your understanding of the duties and functions of the Assistant Secretary of the Air Force for Installations, Environment, and Energy?**

The Assistant Secretary of the Air Force for Installations, Environment and Energy (SAF/IE) formulates policy and procedures for effective management of the Air Force energy programs, real property, housing and other facilities; environmental protection; 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. This position manages the strategic basing process.

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

I bring nearly two decades of experience in the private and non-profit sectors. Most recently, I have spent the last six years at America's largest corporation, Walmart Stores Inc, which is also the largest private energy user in the United States. I lead a global team of 100+ engineers in over 25 countries who manage the environmental impact and energy portfolio of 11,000

facilities. I am a trusted advisor to top corporate leaders (Walmart's version of "top brass"), and I bring a proven aptitude in developing and implementing energy and environmental strategies, successfully balancing competing priorities between organizational mission, economics and community impact. I have a history of successfully collaborating within complex, matrixed, geographically-disperse organizations, as well as developing successful partnerships with outside stakeholder groups.

**c. 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 Air Force for Installations, Environment, and Energy?**

One can always enhance one's ability to perform at a higher level. If confirmed, the most immediate actions I intend to take to enhance my abilities include:

- meeting with members of Congress to ensure their top priorities are factored into policies;
- visiting bases to build a deeper understanding of the state of the Air Force's infrastructure;
- spending time with Airmen and their families, to align the SAF/IE policies with our warfighters' needs;
- analyzing existing programs and priorities to assess which programs ought to be accelerated and where there are areas of challenge or vulnerability;
- building relationships with the SAF/IE team, as well as other key partners across the Air Force and DoD.

**d. Assuming you are confirmed, what duties and functions do you expect that the Secretary of the Air Force would prescribe for you?**

If confirmed, I would expect the Secretary of the Air Force to prescribe the duties and functions stated above. Additionally, I would expect that the Secretary will request that I rely upon my years of experience to assist her in developing and implementing programs to meet the goals and priorities she has laid out for the Department.

**3. Relationships**

**If confirmed, what would be your professional relationship with:**

**a. Secretary of the Air Force**

If confirmed, I will seek to carry out the goals and priorities of the Secretary of the Air Force. Additionally, I expect to be the Secretary's advisor on matters related to installations, environment and energy, and to elevate important issues to her in a timely fashion.

**b. Under Secretary of the Air Force**

If confirmed, I will work closely 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 Air Force. Additionally, I expect to be the Undersecretary's advisor on matters related to installations, environment and energy, and to elevate important issues to him in a timely fashion.

**c. Air Force Chief of Staff**

If confirmed, I will provide the support that the Chief of Staff of the Air Force requires to execute his duties and responsibilities and achieve the Air Force mission. I and my staff will partner closely with the Chief and his staff as appropriate on his specific areas of focus.

**d. Air Force Vice Chief of Staff**

If confirmed, I will similarly work closely with the Vice Chief of Staff of the Air Force to execute his duties and responsibilities. I and my staff will partner closely with the Vice Chief and his staff as appropriate on his specific areas of focus.

**e. Other Assistant Secretaries of the Air Force**

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 Air Force.

**f. Under Secretary of Defense for Acquisition, Technology, and Energy**

If confirmed, I will work with the Under Secretary of Defense for Acquisition, Technology, and Energy to develop and execute the policies and initiatives of the President, the Secretary of Defense, and the Secretary of the Air Force.

**g. Deputy Under Secretary of Defense for Installations and Environment**

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 Air Force.

**h. The Assistant Secretary of Defense for Operational Energy Plans and Programs**

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 Air Force.

**i. The Assistant Secretaries of the Army and Navy for Energy, Installations, and Environment**

If confirmed, I will work closely with the Assistant Secretaries of the Army and Navy for Energy, Installations, and Environment to strengthen the cooperation between the Services. I will work to

foster a cordial and productive working relationship with these colleagues, and seek to leverage both knowledge and implementation wherever feasible and viable.

**j. General Counsel of the Air Force**

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

**k. Judge Advocate General of the Air Force**

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

**l. Deputy Chief of Staff of the Air Force for Logistics, Installations and Mission Support**

If confirmed, I will work with the Deputy Chief of Staff for Logistics, Installations, and Mission Support to identify and implement policies and practices that best support the needs of the Department of the Air Force.

**m. Civil Engineer of the United States Air Force**

If confirmed, I will work with the Air Force Civil Engineer to identify and implement policies and practices that best support the needs of the Department of the Air Force, our Airmen and their families.

**4. Major Challenges and Problems**

**a. In your view, what are the major challenges that confront the Assistant Secretary of the Air Force for Installations, Environment, and Energy?**

Many significant challenges confront the next Assistant Secretary of the Air Force (Installations, Environment, and Energy). Chief among them is ensuring our installations and infrastructure enables the Air Force's mission now and in the future. Enhancing readiness while controlling cost is a challenge in any environment, and I understand the Air Force had to make difficult choices while building this year's budget request and took risk in installation support.

With the largest energy bill in the Department of Defense, the Air Force will continue to be challenged to optimize energy productivity to ensure every dollar counts.

Environmental and occupational safety and health issues are of top concern for our people and installations as well.

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

If confirmed, I plan to work closely with Congress, the Secretary of the Air Force, the Chief of Staff of the Air Force, 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. I intend to promptly examine existing policies and procedures to accelerate winning solutions and to identify and repair less successful policies.

**c. What do you consider to be the most significant problems in the performance of the functions of the Assistant Secretary of the Air Force for Installations, Environment, and Energy?**

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

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

Again, I am not aware of any significant problems in the performance of the functions of the Assistant Secretary of the Air Force for Installations, Environment and Energy. If confirmed, I would initiate a review of Air Force programs within the SAF/IE portfolio immediately, evaluate the risks and prioritize the most pressing problems that will require focused attention. I will collaborate with my counterparts in DOD, the military services and within the Air Force where those issues overlay or may impact the responsibilities of others and develop a plan to address these issues.

**5. Priorities**

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

If confirmed, I will establish priorities consistent with those of the President of the United States, the Secretary of Defense and the Secretary of the Air Force. In broad terms, I will assist the Secretary of the Air Force in focusing on people, making every dollar count, and balancing readiness for today's fight with modernization to meet tomorrow's challenges. I will lead the Air Force in meeting the energy goals laid out for the Department, seek to allocate funding to develop the right infrastructure at the right time at the right cost to support the mission of the Air Force, our Airmen and their families, and work closely with Members of Congress, state and local officials, and the public when considering projects and processes with environmental impacts.

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

I am not in a position at present to develop specific plans with respect to improving the quality of life of our Airmen and their families. However, I clearly recognize the pressures repeated deployments have placed on our Air Force families. If confirmed, I will work in concert with the Secretary of the Air Force to identify and implement quality of life initiatives that can be influenced by the installations, environment, and energy portfolio. Whenever possible, I will seek the insight and views of Airmen and their families directly.

**The Assistant Secretary of the Air Force for Installations, Environment, and Energy has responsibility for, among other things, construction and maintenance of installations, family housing, energy, weapon system Energy, and environmental protection.**

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

I am not in a position at present to comment on the relative funding priorities of these programs. 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 Air Force.

My previous professional experience of developing strategies within limited capital budgets prepares me well to, if confirmed, execute thoughtful, open, transparent processes for budget-allocation decision-making.

## **6. Military Construction**

- a. What would be your highest priorities, if confirmed, for allocating military construction (MILCON) funding for the Department of the Air Force over the next several years?**

The military construction program priorities should fall in line with overall Air Force priorities. If confirmed, I will work to ensure that those top priorities receive appropriate military construction funding. I understand that the Air Force MILCON budget bore risk in FY15 as the Secretary and Chief were forced to make difficult funding decisions. If confirmed, I would work closely with the Air Force's leadership team to thoughtfully, openly, and transparently make decisions about capital allocation that best supports the mission.

## **7. Budget Pressures**

**In difficult budget times, funding for military construction and facilities sustainment is often deferred in favor of other near-term priorities. However, over the long-term, underfunding of these accounts increases the number of failed and failing facilities, escalates the risk that facilities will fail prematurely, and results in higher restoration and replacement costs.**

- a. Do you believe that current funding levels dedicated to military construction and facilities sustainment are adequate to support the operational, housing, and quality of life requirements of the Air Force?**

The Air Force, like all services, is making difficult investment trade-offs as budgets decrease. If confirmed, I will review the current and future requirements for infrastructure, to ensure that the Air Force can support its mission requirements and the Secretary of the Air Force's priorities.

## **8. Base Closure and Realignment**

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

- a. Do you believe another BRAC round is necessary? If so, why?**

It is my understanding that prior to BRAC 2005, OSD reported 24% in excess capacity for the Air Force. BRAC 2005 had little impact in reducing Air Force infrastructure, and since 2005 there has been significant drawdown in both personnel and number of aircraft, indicating the Air Force likely continues to maintain excess infrastructure. It appears another BRAC round would reduce infrastructure and allow the Air Force to concentrate its resources on personnel and mission capabilities.

**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.**

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

As I understand BRAC 2005, the key factor that drove the cost of the last BRAC round was the willingness of the Department, the BRAC Commission, and Congress to accept recommendations that were not designed to save money. From my current understanding of BRAC 2005, it appears this round focused on both transformation and efficiencies.

- b. How do you believe such issues could be addressed in a future BRAC round?**

If confirmed, I would work with the Department of Defense to ensure Air Force BRAC recommendations meet Department and Congressional guidelines in any future round of BRAC if authorized by Congress.

## **9. Phasing of Military Construction Projects**

**In some cases, the Department has proposed phasing, as opposed to incrementing, large military construction projects over multiple fiscal years even when each distinct phase does not satisfy the overall requirement of the Department. It has been shown that**

**phasing large military construction projects, rather than requesting a single authorization for the complete facility and then seeking incremental authorization of appropriations over multiple fiscal years, can result cost growth of 10 percent or more if all phases are executed independently.**

- a. Do you believe phasing, as opposed to incrementing, large military construction projects is appropriate? If so, when?**

I am not currently familiar with difference between phasing and incremental funding of military construction projects. If confirmed I will work to ensure that Air Force policy drives sound decisions regarding authorization and appropriation requests for large military construction projects.

- b. Do you believe phasing of large military construction projects can be justified even when it results in cost growth for the complete facility? If so, how?**

Again, I am not familiar with the specifics of phasing large military construction projects.

#### **10. Overseas facilities**

- a. Do you believe the Department of the Air Force currently maintains excess infrastructure overseas? If so, how would you seek to address this issue?**

I am aware a European Infrastructure Consolidation capacity analysis was directed by OSD last year, however, I have not been briefed on the Air Force or OSD results. I am also aware the report is due to be delivered to Congress this summer.

#### **11. 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 National Defense Authorization Act for Fiscal Year 2014 requires that future military construction projects funded using in-kind payments or in-kind contributions pursuant to bilateral agreements with partner nations be submitted for congressional authorization in the Military Construction Authorization Act.**

- a. 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 Air Force would otherwise pay with appropriated funds?**

If confirmed I would work to ensure Air Force payment-in-kind projects are selected which support identified U.S. priorities, in accordance with National Defense Authorization Act requirements.

## **12. 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.**

- a. If confirmed, what recommendations would you have for restoring and preserving the quality of our infrastructure?**

If confirmed, I will closely examine the way the Air Force manages its facilities and infrastructure and will work with the Secretary of the Air Force and the Chief of Staff of the Air Force to make sure our infrastructure supports the warfighter.

## **13. 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.**

- a. What is your understanding of the EUL authority?**

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 Air Force can use this authority to partner with industry and the outside community to maximize the value and use of Department property.

- b. What do you see as the future of the Department of the Air Force’s EUL program?**

I understand that there are several promising EUL opportunities that the Department of the Air Force is currently examining. If confirmed, I will seek to continue the success of the Air Force’s EUL program.

- c. What Air Force EUL projects do you see as most viable in the near term?**

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.

**d. If confirmed, what would be your priorities for the Department of the Air Force's EUL program?**

Without yet fully evaluating the existing EUL projects, I am not yet in a position to state what my priorities would be, if confirmed. I will however, look to leverage lessons of both successful Air Force projects and those of other branches. If confirmed, I will leverage 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.

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

It is my understanding that the Air Force is already actively using the EUL authority for energy initiatives, specifically renewable energy project development, and I support such an approach.

**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. Additionally, the National Defense Authorization Act for Fiscal Year 2011 included a provision designed to ensure that EULs cannot be used to commit future-years DOD funds for long-term projects that have not received approval through the normal budgeting process.**

**a. 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?**

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

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

Since I have not had an opportunity to study this issue, I do not know how I would address such proposals if confirmed, but I would ensure that EULs meet legal requirements

**14. Real Estate Transactions**

**Recent budget cuts continue to adversely impact availability of funds for Air Force military construction projects. To mitigate, the Air Force has used innovative methods to continue to meet the infrastructure requirements of the warfighter. For example, this included working with Oklahoma state officials to lease a former automotive plant to accommodate additional work performed by the Oklahoma City Air Energy Complex and**

**the purchase of property contiguous to the base for KC-46 depot maintenance. Another initiative is the Enhanced Use Lease project at Hill Air Force Base. However, as with any new public/private endeavor, questions have arisen as to the projects' compliance with statutes written long ago and designed to regulate other practices. Resolving these questions has greatly slowed the approval process for a number of these projects.**

- a. How might the law and regulations be modified to facilitate approval of innovative projects based on their merits rather than delayed to ensure compliance with potentially obsolete legal and administrative requirements?**

If confirmed, my intent is to identify where these situations exist and identify ways to streamline processes or request legislation that enables doing so.

## **15. Base Operating Support**

- a. What is your understanding of the base operating support requirements of the Department of the Air Force?**

My understanding is that Base Operating Support (BOS) requirements of the Department of the Air Force are critical to the overall mission readiness. BOS funding finances installation activities that support operations, critical training, facilities infrastructure maintenance, public safety, and family programs for both active and reserve components.

- b. In your view, is the Department of the Air Force receiving adequate funding for base operating support?**

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 Airmen and their families.

- c. How might the Department of the Air Force distribute base operating funds to best ensure sound investment of constrained resources?**

If confirmed, I am committed to learning the methods and processes in place across the Department to guide investment decisions and distribution of resources.

## **16. Facilities Sustainment, Restoration, and Modernization**

- a. What is your understanding of the facilities sustainment, restoration, and modernization (FSRM) requirements of the Department of the Air Force?**

My understanding is that facilities sustainment, restoration, and modernization (FSRM) funds maintenance, repairs, and minor modification to facilities and infrastructure.

- b. In your view, is the Department of the Air Force requesting and receiving adequate funding for FSRM?**

I have not had an opportunity to review FSRM funding in detail, but if confirmed, I will closely examine funding levels to ensure the highest possible quality living and working conditions for our Airmen and their families within resource constraints and operational imperatives.

**c. How might the Department of the Air Force distribute FSRM funds to best ensure sound investment of constrained resources?**

If confirmed, I am committed to learning the methods and processes in place across the Department to guide investment decisions and distribution of resources.

**17. 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 Air Force for Installations, Environment, and Energy you will have a key role in decisions regarding military family housing.**

**a. What are your impressions of the overall quality and sufficiency of Air Force family housing both in the United States and abroad?**

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

**b. What are your views regarding the privatization of family housing?**

I believe the use of the housing privatization authorities was an important and necessary tool to revitalize a large inventory of inadequate homes.

**c. What is your view of the structure and general goals of the Department of the Air Force's current housing privatization program?**

I understand the Air force met its planned privatization goal at the end of Fiscal Year 2013. If confirmed, I will do all within my power to ensure the continued success of the Air Force housing privatization program.

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

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 conditions for our Service Members and their families.

**18. Environmental Restoration**

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

**a. What do you see as the main priorities for clean-up within the Department of the Air Force program?**

I understand the Department of the Air Force's priorities for clean-up follow priorities established by the Department of Defense which are to clean up sites that pose the greatest threat to safety, human health, and the environment first. If confirmed, I will work closely with the Deputy Under Secretary of Defense for Installations and Environment to ensure that those priorities are implemented in the Air Force.

**b. 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?**

If confirmed, I will ensure that I fully understand the Air Force clean-up program needs as they relate to the Department of Defense priorities previously referenced, and that adequate funding requests are prepared and submitted to meet those needs in accordance with those priorities; if confirmed, I will advocate for funding to support a program pace commensurate with Department of Defense cleanup performance goals to put cleanup remedies in place and cleanup responses complete.

**19. Encroachment on Military Installations**

**Encroachment by commercial and residential development on military installations can negatively impact Air Force operations at military airfields, training ranges, and the development of new facilities.**

**a. What do you see as the main constraints on the Department of the Air Force's ability to use its facilities, including training ranges?**

I am not aware of any specific constraints on the Department of the Air Force's ability to use its facilities, including training ranges. However, if confirmed, I will ensure the Air Force monitors development around Air Force installations, including ranges, and works to actively establish long-term relationships with our local communities and participate in the local land use planning process.

**b. If confirmed, what policies or steps would you take to ensure energy development avoids negatively impacting Air Force missions and, where possible, enhances operations and training?**

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.

- c. How can the Department of the Air Force address the issues of encroachment around its bases in the United States, particularly with respect to encroachment caused by residential development?**

I believe the best way to address the issues of incompatible development is to actively establish long-term working relationships with our local communities and participate in the local land use planning processes.

- d. What is your understanding of the Air Force's ability to receive information and plans from potential developers in a timely and effective manner?**

I am not aware of any specific concerns but, as I stated previously, I believe the best way to address the issues of timeliness of potential development information is to actively establish long-term working relationships with our local communities and participate in the local land use planning processes.

## **20. Energy Policy**

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

If confirmed, I will oversee implementation of the energy program throughout the Air Force. My responsibilities would include working with the Secretary and the Under Secretary of the Air Force, the other Assistant Secretaries, and the Air Force Chief of Staff and Vice-Chief of Staff to develop overarching energy policy and provide oversight within the Air Force to ensure energy priorities and goals are addressed.

As previously mentioned, with the largest energy bill in the Department of Defense, the Air Force will continue to be challenged to optimize energy productivity to ensure every dollar counts.

- b. What is your view of the adequacy of Department of the Air Force funding to meet statutory and regulatory energy conservation goals?**

I am not in a position at present to comment on the relative Air Force funding to meet statutory and regulatory energy conservation goals against overall Air Force priorities. If confirmed, I will review the requirements for Air Force energy programs to ensure they are adequate to meet the challenges the Air Force faces while enhancing mission effectiveness.

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

If confirmed, I will work with Air Force leadership and the corporate structure programming and budgeting process to ensure adequate funds are available to meet Air Force energy goals.

## **21. Department of the Air Force 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, Air Force technical centers, laboratories and test centers do not appear to have fared well in the internal Air Force competition for limited military construction and facility sustainment funds.**

- a. What metrics would you use to assess the amount of investment in the recapitalization of Air Force technical centers, laboratories and test centers to determine its adequacy?**

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 Air Force (Acquisition) to determine the appropriate metrics to use.

- b. If confirmed, how would you work to properly recapitalize the Air Force's technical centers, laboratories and test centers?**

If confirmed, I will work directly with the Assistant Secretary of the Air Force (Acquisition) to gain a better understanding of the requirement and within the Air Force Corporate Structure to ensure they have the necessary information to make sound funding decisions.

## **22. 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.**

- a. What is your assessment of this authority?**

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

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

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

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

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 provide a specific example today. If confirmed, I will evaluate and ensure the authority is used appropriately.

### **23. 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.**

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

Yes.

- b. 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 Air Force for Installations, Environment, and Energy?**

Yes.

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

Yes.

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

Yes.