

Advance Policy Questions for Phyllis L. Bayer
Nominee for Assistant Secretary of the Navy for Energy, Installations, and Environment

Department of Defense Reforms

The National Defense Authorization Acts for Fiscal Year 2017 and 2018 included the most sweeping reforms since the Goldwater-Nichols Department of Defense Reorganization Act of 1986.

Do you support these reforms?

Yes. If confirmed, I would work closely with Secretary Mattis and Secretary Spencer to implement these reforms.

What other areas for defense reform do you believe might be appropriate for this Committee to address?

At this time, I have no further suggestions for the committee, however, if confirmed, I would support Secretary Spencer's efforts to identify additional areas for reform by reviewing and analyzing the operations and processes within the Assistant Secretary of the Navy (Energy, Installations, & Environment) (ASN(EI&E)) portfolio.

Duties and Qualifications

What is your understanding of the duties and functions of the Assistant Secretary of the Navy for Energy, Installations, and Environment (ASN(EI&E))?

The ASN(EI&E) has oversight of the Department of the Navy's policy and procedures related to the management of the Navy and Marine Corps real property holdings, housing and other facilities; environmental protection ashore and afloat; safety and occupational health for both military and civilian personnel; and, energy programs. This position is also responsible for efficient compliance with any mandated closures and realignments of installations that might occur under base closure laws.

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

My career as a civil servant in the Department of Defense has afforded me many opportunities to gain experiences that qualify me to perform these duties. From my beginning career as a field geologist for the Army Corps of Engineers to later as a program manager for utility privatization in the Office of the Secretary of Defense, I have a strong understanding of many areas in this portfolio. I have worked to protect critical habitat; cleaned-up closed or realigned military bases in a manner that promoted economic redevelopment for local communities; developed policies that protect the Department's test and training ranges from encroachment; and implemented the Department's effort to privatize utilities. Later, in my role to reduce the Department's

overhead, I became keenly aware of the management need to reduce headquarters elements in support of Readiness. Through these and other related work experiences, I am confident that I am prepared to perform these duties.

Do you believe that there are actions you need to take to enhance your ability to perform the duties of the ASN(EI&E)?

If confirmed, I would work to learn the broad range of programs within the ASN(EI&E) portfolio. I would also establish an open dialogue with Members of Congress and the communities they represent to ensure the Department of the Navy remains good stewards of the Department's resources. .

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

If confirmed, I expect the Secretary of the Navy will require me to support his priorities; taking care of Sailors, Marines, and their families, improving business processes, and increasing capabilities to support readiness in the areas within my purview as delineated in the duties and functions above.

Major Challenges and Priorities

In your view, what are the major challenges that confront the ASN(EI&E)?

The primary challenge facing the ASN(EI&E) is ensuring the Department receives adequate and stable predictable funding to sustain the necessary infrastructure to support the Navy and Marine Corps as they prepare for and execute the and Combatant Commander's operational requirements.

If confirmed, how would you address those challenges?

If confirmed, I would work closely with Congress, the Secretary of the Navy, the Chief of Naval Operations (CNO), the Commandant of the Marine Corps (CMC), and the Office of the Secretary of Defense (OSD), and other partners to proactively address these and other challenges.

What do you consider to be the most significant problems in the performance of the functions of the ASN(EI&E)?

I am not aware of any significant problems in the performance of the functions of the ASN(EI&E).

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

If confirmed, I would work closely with the Secretary and the Under Secretary of the Navy with a sense of urgency to review and identify opportunities where best management tools and practices can help lower the Department's total ownership costs.

If confirmed, what broad priorities would you establish in terms of issues that must be addressed by the ASN(EI&E)?

If confirmed, my broad priorities would be to support the Secretary's priorities and seek ways to improve the Department's processes to lower the total ownership costs of its infrastructure and redirect savings into readiness. Additionally, I would ensure the Department remains committed to protecting human health and safety and being good stewards of the environment.

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?

If confirmed, I would be committed to identifying and supporting opportunities to sustain or improve the quality of life programs for Sailors, Marines, and their families.

The ASN(EI&E) 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?

The Department's installations are the foundations upon which the Sailors and Marines build the ready lethal force. If confirmed, I will ensure that the programs within my purview work hand-in-hand with Congress and industry to advance both the Secretary of the Defense's and the Secretary of the Navy's priorities.

Relations with Congress

What are your views on the state of the relationship between the Office of the ASN(EI&E) and the Senate Armed Services Committee in particular, and with Congress in general?

I understand that the office of the ASN(EI&I) maintains a positive and transparent working relationship with Senate Armed Services Committee and the Congress. If confirmed, I would work hard to personally foster an even closer and trustworthy relationship with this committee.

If confirmed, what actions would you take to sustain a productive and mutually beneficial relationship between Congress and the ASN(EI&E)?

If confirmed, I assure you that I would frequently engage with this Committee and the Congress to ensure there is a clear, two-way communication that is transparent, productive, mutually beneficial, and respectful.

Military Construction

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

If confirmed, I would ensure MILCON funding is allocated consistent with Department priorities to ensure maximum readiness to support current and future requirements of 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?

I am not familiar with the specific details of this complex initiative, but I understand the realignment of Marines in the Pacific is driven by an international agreement with the United States ally, the Government of Japan. If confirmed, I would commit to supporting that agreement as cost effectively as possible, and work to balance the costs of this realignment and funding for other programs that support Sailors, Marines, and their families.

Guam

This Committee remains concerned about the plans for the relocation of Marines from Okinawa to other locations in the Pacific, and specifically, the pace of execution. Congress has authorized and appropriated funds to move the project forward but the necessary agreements are not all in place and the numerous delays are causing concerns that the projects will not get executed when needed.

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

A geostrategic presence in the Pacific is vital to our security interests and will help strengthen ties with our allies. I understand that projects in support of this relocation are underway on Guam and I am committed to ensuring that the Marine Corps completes this realignment to enhance its readiness in the Pacific.

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

I am aware that Congress enacted a cost cap of approximately \$8.7 billion to implement this program. If confirmed, I will look closely at the Department's implementation plan and work to keep costs under this cap.

Construction Cost Premiums

Are you familiar with “A Report on Construction Unit Costs Characterizing the MILCON Cost Premium” provided for the Army Corps of Engineers, which states “The premium has been determined to be as high as 35% for some MILCON facility types”?

No.

Do you agree with the report's findings?

If confirmed, I will review the report in detail and seek opportunities to use these findings to help lower the total ownership cost of the Department's infrastructure.

If confirmed, will you look at the various factors and come back to the Committee with recommendations for actions that should be taken to reduce that premium?

Yes.

Remote Locations

The cost of construction in remote locations is particularly expensive. When these locations are designated as accompanied tours, this cost is magnified with the requirements for support facilities such as schools, larger hospitals, and family housing units. For example, the Department of Defense is looking to build a 5-bed hospital at Guantanamo Bay for \$250 million—or \$50 million per bed. The Army is proposing to build 52 single family homes for 18 military personnel, as well as for civilian personnel and contractors, on Kwajalein for \$1.3 million per home. Meanwhile, we do not have the resources necessary to maintain force structure, keep F-18s operational, or replace critical munitions.

If confirmed, what will you do to reduce the cost of construction at remote locations?

In my experience, construction projects in remote locations generally cost more than those within the continental United States. That said, anything “far from the flagpole” requires greater scrutiny and oversight. If confirmed, I am committed to reviewing the Department's planning, design, and construction practices, particularly those in remote locations, to seek opportunities to reduce those construction costs.

Diego Garcia

On June 22, 2017, the UN General Assembly adopted a resolution at the instigation of Mauritius seeking an advisory opinion of the International Court of Justice (ICJ) on the sovereignty of the Chagos Archipelago, which the United Kingdom (UK) administers as the British Indian Ocean Territory (BIOT). The resolution passed sending the issue to the International Court of Justice seeking an advisory opinion on the matter and whether the UK should surrender the Chagos Archipelago to Mauritius. The Archipelago includes Diego Garcia, which is home to U.S. military assets in the Indian Ocean.

Are you familiar with U.S. assets on Diego Garcia?

I am generally aware there is a Joint and Combined United Kingdom-U.S base at Diego Garcia that provides important geostrategic support to operational forces in the Indian Ocean and Persian Gulf.

Do you believe there exists a suitable replacement site for these assets?

I don't have the specific information to properly answer this question, however, I believe it would be a significant challenge to find a suitable replacement site for any military facility, to include Diego Garcia which offers exceptional access and unique capabilities due to its location.

What would be the cost and strategic impacts of relocating U.S. assets from Diego Garcia?

I don't have access to information that would allow me to assess the cost and strategic impacts of relocating U.S. assets from Diego Garcia at this time. If confirmed, I will become more familiar with this effort and ensure cost implications are considered as part of the Department of the Navy basing decision process.

Base Realignment and Closure

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

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

Retaining excess infrastructure encumbers resources that could be used for priorities such as readiness and modernization. If Secretary Mattis determines that a BRAC round is necessary and requests authority for another round, and if confirmed, I would support the Secretary's request.

If Congress were to authorize another BRAC round, what is your understanding of the responsibilities of the ASN(EI&E) in formulating BRAC recommendations and implementing the decisions of the BRAC Commission?

If another BRAC round is authorized, the ASN(EI&E) will be responsible for ensuring the Department complies with the requirements of the authorizing language. If confirmed, I would work closely with the Service Chiefs, and advise the Secretary of the Navy in conducting the necessary analysis and preparing suitable recommendations consistent with the Secretary of the Navy's priorities. I would also be a primary interface with the Secretary of Defense team. In addition, I would serve as the liaison with the Congress, State and local community leaders regarding issues related to Department of the Navy installations in their jurisdictions. My office would also be responsible for ensuring the Department properly executes approved BRAC recommendations.

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?

If confirmed and if the Congress authorized another BRAC round, I would work with Navy and Marine Corps leaders to ensure the Department's recommendations align with military requirements and comply with the precepts of the BRAC authorization language.

If confirmed and if Congress were to authorize another BRAC round, what is your understanding of the responsibilities of the ASN(EI&E) in working with local communities with respect to property disposal?

If confirmed, I would be a primary liaison with State and local leaders for any BRAC property disposal actions and would work with them to support their economic redevelopment plans for any excess property.

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?

I was not involved in the BRAC 2005 round; however, I understand the 2005 BRAC round was used by the Department of Defense to implement a series of military transformational initiatives that prioritized enhancing military effectiveness over cost savings. I am not personally familiar with the specific details of any associated cost growth or unrealized savings.

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

If confirmed, I would work to ensure that any BRAC recommendations were implemented with appropriate management and oversight controls to generate savings and minimize costs.

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?

I have not had the opportunity to study the complete inventory of the Department's overseas force structure, however, if confirmed, and with that knowledge, I would work with the Secretary of the Navy, the Chief of Naval Operations, and the Commandant to make sure the Department's infrastructure is aligned with force structure needs.

Investment in Infrastructure

Witnesses appearing before the Committee in the past have testified that the military services underinvest in both the maintenance and recapitalization of facilities and infrastructure compared to private industry standards. Decades of underinvestment in Department of Defense 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?

If confirmed, I would work diligently to lower the total ownership costs by taking advantage of new technologies and partnering with private industry and adopting their best practices, as appropriate. I would also work to improve the living and working conditions for Sailors, Marines, and their families.

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?

The negative effects of the sequestration provision of the Budget Control Act of 2011 are partially manifested in these large infrastructure backlog repair bills. If confirmed, I would review the shipyard modernization plan and work closely with the Secretary of the Navy and the CNO to begin to address the highest priority needs at the Navy's shipyards, particularly where these needs are in direct support of readiness.

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

The long-term budget constraints imposed by the Budget Control Act place not only strains on the capabilities of the entire Department but make many sustainment and modernization projects more expensive the longer they are delayed. If confirmed, I would work to incorporate private sector best practices, identify efficiencies, incorporate innovative designs, and leverage emerging technologies to help modernize the Department's shipyards at lower costs.

If confirmed, what actions, if any, would you propose to increase resources to reduce the backlog and improve Navy and Marine Corps facilities?

If confirmed, I would ensure the Department works closely with the Congress and explore whether there are additional authorities that may help unleash and leverage the value of the Department's assets to lower costs and improve readiness. Given the current resource constrained environment, the Department must continue to leverage public private partnerships and use third-party financing alternatives to the maximum extent possible to help reduce the backlog and improve facilities.

Base Operating Support

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

My understanding is that the Base Operating Support (BOS) Operation and Maintenance (O&M) account funds the operation of the Department's installation infrastructure and are therefore the foundation upon which the Navy and Marine Corps readiness is built. This account funds critical mission support activities such as port and airfield operations, bachelor quarter operations, installation utility systems, base administration, supply operations, quality of life, and base services such as security, transportation, environmental and hazardous waste management, personnel support functions, and information technology.

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

I have not had the opportunity to review the BOS account in detail, however, knowing the Department has been under sequestration since 2011, I suspect this account has been underfunded to help offset other higher priority mission requirements. If confirmed, I will closely examine the account to ensure the highest quality of living and working conditions possible for Sailors, Marines, and their families.

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

If confirmed, I would be committed to learning the management practices that guide how these resources are invested and seek to ensure the Department makes sound, informed investment decisions.

Family Housing and Privatization

In recent years, the Department of Defense and 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, 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?

I understand the goal of the Department of Defense housing privatization program is to improve the quality and quantity of family housing. I have not yet had the opportunity to visit Navy and Marine Corps family housing to verify that goal, however, if confirmed, I would make it a priority to review the Navy's housing privatization program and assess how well that program is meeting its intended goals.

What are your views regarding the privatization of family housing?

I believe privatizing family housing helps leverage limited federal funds to improve housing and thereby, improved living conditions for Sailors, Marines, and their families.

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

I am not familiar with the detailed structure and specific goals of the Department's housing privatization program, but if confirmed, I will review these goals closely to determine if they are appropriate.

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. If confirmed, I would take a close look at the program to see if changes are required so that the Department can continue to provide high quality family housing to 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 cleanup within the Department of the Navy program?

The Department of the Navy's main priorities for clean-up are ensuring protection of human health and the environment in a fiscally responsible manner. If confirmed, I will work closely with the Congress, the Office of the Secretary of Defense, and the regulatory community to ensure the Department meets its cleanup obligations.

What will you do to ensure that adequate funding is requested and received so that cleanups under the Installation Restoration Program and under the Military Munitions Remediation Program continue apace?

If confirmed, I would work to fully understand the Department's current and future cleanup requirements, and communicate those requirements to you and the Congress so that funding can be received to meet the Department's obligations to protect human health and the environment.

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?

I am aware that the Department faces many encroachment challenges from a variety of sources that can negatively impact readiness. If confirmed, I would work to ensure the Department has what it needs to conduct realistic and effective test and training activities.

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

If confirmed, I would support energy development that is compatible with military readiness requirements.

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?

Open communication early and often is the key to avoid most conflicts. If confirmed, I would encourage greater communication with residential communities, state and local governments, and non-governmental organizations, to ensure compatible development in the near-term and into the future.

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

If confirmed, what would you propose as objectives and goals to address this issue?

As with other encroachment sources, if confirmed, my goal would be to support other development as long as it does not interfere with the Department's ability to meet its readiness requirements.

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

I understand the FY18 NDAA codified the Military Aviation and Installation Assurance Siting Clearinghouse and that this Clearinghouse process will allow the Department to work with potential developers in a timely manner to assess proposed projects and ensure compatible development.

Environment

If confirmed, will you comply with environmental regulations, laws, and guidance from the Environmental Protection Agency?

Yes.

If confirmed, will you make the same level of investment for the Defense Department's Environmental Research Programs?

If confirmed, I would work to continue to balance the Department's investment in the environmental research programs to ensure they maintain and enhance readiness.

If confirmed, will you work with the Department of Interior and the U.S. Fish & Wildlife Service to find cooperative ways to ensure military readiness and protect the environment on and around U.S. military installations?

Yes, if confirmed I would work closely with the Department of Interior, U.S. Fish & Wildlife Service, and other agencies and stakeholders to protect and manage environmental resources and support the mission.

Emerging Contaminants

In your view, what are the main challenges the Department of the Navy faces with the identification, remediation, and cleanup of emerging contaminants?

Addressing emerging contaminants is an immense challenge to both the Nation and the Department of the Navy. If confirmed, I would seek to improve information sharing amongst the public health and regulatory communities and support data-informed decisions to protect human health and the environment.

What challenges are you aware of specifically related to the environmental cleanup and restoration activities of per- and polyfluoroalkyl substances (PFAS) contamination in drinking water, groundwater, and other sources at National Guard and Reserve locations and nearby communities?

I am aware that cleanup of PFAS has emerged nation-wide as an environmental issue. I understand that this is a challenge for the Department as well as the nation; and, if confirmed I would work with the public health and regulatory communities and the Congress to confront these issues and protect human health and the environment.

The conference agreement for the National Defense Authorization Act for Fiscal Year 2018 authorizes the Secretary of Health and Human Services, acting through the Centers for Disease Control and Prevention and the Agency for Toxic Substances and Disease Registry in consultation with the Department of Defense, to commence a study on the human health implications of PFAS contamination in drinking water, ground water, and other sources.

What is your view of the PFAS issue and do you commit your support to conducting the human health study?

I believe it is important that the U.S. public health agencies have the lead for our nation in studying and determining the health implications of PFAS from all sources. If confirmed, I commit to providing data and information from our naval activities and installations that may be helpful to these agencies as they address this issue.

Earlier this year, GAO found that the Defense Department has improved its reporting on the cost of environmental cleanup for installations closed under the BRAC process, but recommended that the Department include estimates of cleaning emerging contaminants in future reports to Congress and develop a process for collecting and sharing lessons learned on environmental cleanup. In the report accompanying the Committee-passed National Defense Authorization Act for Fiscal Year 2018, the Committee directs the Department to implement GAO's recommendation to share lessons learned from environmental remediation among the military services to promote the redevelopment of closed military bases.

Do you agree with GAO's findings and commit to implementing its recommendations as directed by the Committee?

Yes.

Water Strategy and Technology Roadmap

While there has been much attention placed on the cyber vulnerabilities of energy use and the fragility of the electric grid, a secure and reliable supply of water is essential to the Department of Defense's ability to perform its critical missions on its installations and in support of operational deployments. The report accompanying the Committee-passed National Defense Authorization Act for Fiscal Year 2018 directs the Department, in coordination with the military departments and combatant commands, to submit a technology roadmap to address capability gaps for water production, treatment, and purification and a comprehensive water strategy addressing research, acquisition, training, and organizational issues.

Do you share the view that the Department of the Navy will continue to face long-term challenges related to its water requirements, coupled with the increased potential for security risks and destabilization impacts requiring the Department's response around the globe?

Yes.

Do you commit to delivering in a timely manner to the congressional defense committees the required comprehensive water strategy and technology roadmap related to water?

Yes. If confirmed, I will ensure the Department of the Navy submits information in a timely manner to OSD(AT&L)/EI&E to meet this reporting requirement.

Energy Policy

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

If confirmed, my responsibilities would be to align with the Secretary of Defense and the Secretary of the Navy to develop and implement their energy policies.

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

As Sec. Mattis has stated, the Department should invest in energy solutions that are good for the warfighter, support readiness, and have a strong business case.

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

I have not had an opportunity to study the details of the Department's conservation goals, however, it seems prudent that the Department would embrace cost effective energy conservation measures that lower the total ownership cost of infrastructure.

Do you believe any of the energy conservation goals negatively impact the Department of the Navy?

I have not yet had the opportunity to study the specific impacts of the Department's conservation goals but if confirmed, I would commit to understanding all impacts, positive and negative of the Department's energy conservation programs, and adjust as appropriate.

Recently, there has been concern with the Department of Defense's ability to sustain critical operations in the event of an energy disruption. If confirmed, what steps would you take to ensure that Department of the Navy installations have energy resiliency and mission assurance in the event of a power outage?

If confirmed, I would seek to understand the Department's current energy security posture and work with the Secretary of the Navy and the CNO to harden critical infrastructure to protect against power outages and ensure the Department's installations have energy resiliency and mission assurance.

The threat of commercial grid disruption is growing. If confirmed, what steps would you take to ensure critical military infrastructure has assured access to energy?

If confirmed, I would seek to understand the current energy security posture for each installation and critical asset and work to urgently prioritize actions needed to ensure energy resiliency for those assets and protect against power disruptions.

How can the Department of the Navy better integrate energy security and resilience within MILCON and the development of combat platforms?

I have not had the opportunity to study this area to properly respond to this question, however, if confirmed, I would review how, and to what degree, the Department integrates these specific programs (i.e., MILCON, energy security, and development of combat platforms) and take steps to improve upon this collaborative effort to improve energy resilience and mission assurance in the Department's combat platforms.

What is your definition of energy security and mission assurance?

10 U.S. Code § 2924 defines energy security as having assured access to reliable supplies of energy and the ability to protect and deliver sufficient energy to meet mission essential requirements. If confirmed, I would work with the Secretary of the Navy and the CNO to apply this definition throughout the Department.

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?

If confirmed, I would advocate for and support the Secretary of the Navy's energy policies and work to establish measurable goals and performance metrics that support those policies.

Third-Party Financed Projects

The Department of Defense and the military services have upgraded its infrastructure and taken advantage of third-party financing mechanisms and authorities to pursue distributed energy projects that improve installation resilience, increase readiness and mission assurance, and offer long-term cost savings.

Do you support the Department of the Navy continuing these efforts?

Yes. If confirmed, I would continue to take advantage of third-party financing opportunities to pursue projects that improve installation resilience, increase readiness and mission assurance, and offer long-term cost savings.

Do you believe that the Department of the Navy should pursue ways to expand the scope of third-party financing to include additional investments that could improve energy resilience and mission assurance?

Yes. In the face of limited budgets, expanding the use and scope of third-party financing mechanisms to include investments in energy resilience and mission assurance, will be important to deliver energy solutions that are good for warfighting and improve readiness.

In your view, how can the Department of the Navy pursue and prioritize resilience in its third-party financed distributed energy projects and leverage payment in-kind options for capabilities like black-start ability in the event of grid outages,

cyber-secure microgrids, additional feeder lines, islanded operations, and other assets?

I have not had the opportunity to become familiar with this initiative, however, if confirmed, I will work to better understand the prioritization process of third-party financed energy projects and seek to increase opportunities to increase energy resiliency at reduced costs.

Energy Resilience

The threat of severe weather and events such as the 2013 sniper attack on PG&E's Metcalf Substation, successful cyber-attacks on Ukraine's electrical grid in 2015 and 2016, and the loss of power at Incirlik Air Base during the July 2016 coup attempt have put a focus on our need to improve installation energy resiliency in the event of a commercial grid outage.

Are you committed to investing in energy efficiency, distributed generation, and microgrids to improve energy resilience and mission assurance?

I am not familiar with the specifics of the events listed above, however, if confirmed, I would work diligently to support any investments that will improve energy resilience and mission assurance.

What is your definition of energy resilience?

The Department of Defense defines energy resilience as: "The ability to prepare for and recover from energy disruptions that impact mission assurance on military installations."

Section 2805 of the National Defense Authorization Act for Fiscal Year 2017 gave the Defense Department new authority to plan and fund military construction projects directly related to energy resiliency and mission assurance, and to help address and mitigate against incidents like Incirlik, not to mention secure microgrids to help prevent cyber-attacks.

If confirmed, will you commit to using section 2805 to support mission critical functions, address known energy vulnerabilities with projects that are resilient and renewable, and commit to at least \$150 million per year through the FYDP?

If confirmed, I commit to learning more about the section 2805 authority and the role the Congress intended for this authority to play in addressing energy vulnerabilities.

Operational Energy

In his responses to the advance policy questions from this Committee, Secretary Mattis talked about his time in Iraq, and how he called upon the Department to "unleash us from the tether of fuel." He stated that "units would be faced with

unacceptable limitations because of their dependence on fuel” and resupply efforts “made us vulnerable in ways that were exploited by the enemy.”

Do you believe this issue remains a challenge for the Department of the Navy?

Yes, I believe there is more work to be done to improve our operational energy posture.

If confirmed, what will you do to unleash the Department of the Navy from the tether of fuel?

If confirmed, I would continue to support investment in technologies that enable the integration of high-energy combat capability, increased operational reach, improve time on station, and improve the resiliency of energy supply lines. Additionally, I would work to ensure a culture of energy conservation permeates throughout the Department.

If confirmed, what priorities would you establish for Department of the Navy investments in and deployment of operational energy technologies to increase the combat capabilities of warfighters, reduce logistical burdens, and enhance mission assurance on our installations?

If confirmed, I would seek to better understand the ongoing technology initiatives, and advocate for those that are best for warfighting, readiness, and that have a strong business case. I would support the ongoing efforts to improve energy security and mission assurance at our installations, including those funded using third party financing. I would also work closely with the ASN(RD&A) to ensure future weapons platforms consider energy as a key performance parameter.

What is your view of the current staffing of operational energy plans and programs of the Department of the Navy?

If confirmed, I would review the current energy posture and drive programs to align with the Secretary of the Navy’s energy policy and strategy.

If confirmed, what role, if any, do you expect to play in ensuring that the operational energy planning and program functions of the Department of the Navy have sufficient staff of appropriately qualified and trained personnel to carry out their duties and responsibilities?

If confirmed, I would coordinate with CNO, Commandant of the Marine Corps, and ASN(RD&A) to ensure that the operational energy program is properly resourced and staffed to meet the Secretary of the Navy’s priorities.

Do you think that the Department of the Navy is currently doing an adequate job of coordinating operational energy planning and programming?

I believe the Department has done a credible job coordinating operational energy planning and programming. If confirmed, I would review and assess the current level of coordination with an eye toward opportunities for improvement.

Battlefield energy command and control systems can provide commanders the information they need to extend operational reach.

Do you believe that it should be a priority for the Department of the Navy to leverage advancements in data analytics and associated technologies to improve commanders' visibility of fuel consumption by the force?

If confirmed, I would work with the Secretary of the Navy, the CNO, and the Commandant of the Marine Corps to use all available technologies to improve the Department's combat capability, including improving the visibility of energy consumption.

Energy and Acquisition

Secretary Mattis told the Committee that the Department of Defense's acquisition process should explore alternate and renewable energy sources that can relieve the dependence of deployed forces on vulnerable fuel supply chains and increase the readiness and reach of the force.

Do you agree with Secretary Mattis?

Yes, the Department should explore all energy sources if they are good for warfighting, readiness, or that have a strong business case

In confirmed, what steps would you take to reduce energy related vulnerabilities and increase the reach of the deployed force?

If confirmed, I will continue to support the development of and investment in energy efficient technologies that enhance readiness and increase operational reach, improve time on station, and integrate high-energy combat capabilities.

How can our acquisition systems better incorporate the use of energy in military platforms?

As Secretary Spencer previously testified, acquisition systems need to be structured to ensure energy demand remains in the trade space discussions. Future requirements need to take into account parameters such as range, payload, power & energy, supportability and sustainment impact on the force.

Energy Resilience in the Fight Against the Islamic State of Iraq and Syria (ISIS)

Back in July 2016 after a coup attempt, the Turkish government cut off power to Incirlik Air Base, which is the primary platform for launching coalition airstrikes in the fight against ISIS. For roughly a week, deployed units had to operate off backup generators, which is expensive and not the preferred method of operation given the demanding tempo of sorties against ISIS.

If confirmed, specifically how will you address and make energy resilience and mission assurance a priority for the Department of the Navy, to include acquiring and deploying sustainable and renewable energy assets to improve combat capability for deployed units on our military installations and forward operating bases?

I have not had the opportunity to become familiar with the details of the scenarios described above, however, if confirmed, I would commit to examine where the Department can improve energy resiliency, most importantly in the Fight Against ISIS, and in any other forward deployed locations.

To what extent, if any, are title 10 training exercises and wargames dealing with energy outages? If not, why?

If confirmed, I will work with CNO and CMC and seek opportunities to assess energy risks during exercises and wargames.

Do you believe that war games conducted by the Navy and Marine Corps should model the impact of fuel and other energy-related constraints and threats such as cyberattacks on the commercial electric grid?

Yes.

Do you support the J-4's enforcement of the energy supportability key performance parameter in the requirements process?

Yes.

Do you believe the energy key performance parameter is important? If confirmed, will you commit to strengthening the process for assessing the energy performance of future weapons system acquisitions?

Yes. If confirmed, I would work with CNO, CMC, and ASN(RD&A) to strengthen the process for assessing energy performance of future weapons systems acquisitions.

Non-Tactical Vehicle Transportation Options

Significant cost savings could be achieved through the more efficient use of non-tactical government-owned mobility and transportation on military installations. Notably, the Defense Department spends roughly \$435 million each year for non-tactical passenger vehicles and light trucks, with a use rate of just 7%. New technologies and approaches could be used to meet Department needs while also improving overall efficiency. The recent Department of Transportation Smart Cities Challenge provides useful insight to innovative approaches that might be beneficial to the Defense Department.

In your view, how can the Department of the Navy better incentivize military installations to partner with industry and local communities to explore mutually beneficial transportation opportunities like the Smart Cities Challenge?

I have not had access to information on the Department of Transportation's Smart Cities Challenge program, however, if confirmed, I would examine such partnerships to determine if there are opportunities within those ideas and technologies that would enhance the Department's readiness goals.

Implications of Climate Change

Secretary Mattis stated to the Committee, "where climate change contributes to regional instability, the Department of Defense must be aware of any potential adverse impacts," "climate change is impacting stability in areas of the world where our troops are operating today," and "the Department should be prepared to mitigate any consequences of a changing climate, including ensuring that our shipyards and installations will continue to function as required." The report accompanying the Committee-passed National Defense Authorization Act for Fiscal Year 2018 directs the Department to conduct a comprehensive threat assessment and implementation master plan on the risks and vulnerabilities to Department missions and infrastructure associated with climate-related events.

Do you share Secretary Mattis's views on climate change?

Yes.

Do you agree that the Department of the Navy should be prepared to mitigate any consequences of a changing climate?

Yes.

Do you commit to delivering in a timely manner to the congressional defense committees the required comprehensive threat assessment and implementation master plan on the risks and vulnerabilities to Navy and Marine Corps missions and infrastructure associated with climate-related events?

Yes. If confirmed, I will ensure the Department of the Navy submits information in a timely manner to OSD(AT&L)/EI&E to meet this reporting requirement.

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

I agree with Sec. Mattis' assertion that we should always be prepared to mitigate any consequences of a changing climate, including adverse implications on shipyards and installations.

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

It is prudent that the Department plan for and respond to the adverse impacts from destructive weather and rising sea levels. I understand the Department has been experiencing rising sea levels along the coastlines, particularly in Virginia and North Carolina.

Department of the Navy Laboratory and Test Center Recapitalization

There has been concern over the adequacy of recapitalization rates of the Department of the Navy's laboratory facilities and test centers. Historically, Department of the Navy technical centers, laboratories and test centers do not appear to have fared well in the internal Department competition for limited military construction and facility sustainment funds.

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

If confirmed, I would work closely with all the relevant stakeholders to examine the issue and determine the appropriate metrics to use.

If confirmed, how would you work with the Assistant Secretary of the Navy for Research, Development, and Acquisition and other stakeholders to properly recapitalize the Navy's technical centers, laboratories and test centers?

If confirmed, I would work with the ASN(RDA) ensure the unique requirements of the RDT&E community are properly defined, funding mechanisms are well understood, and priorities are accurately presented in order to deliver cost-effective warfighting capabilities.

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?

I believe authorities provided in Section 2808 are sufficient and an effective means to respond to emergent construction requirements in support of a national emergency or declaration of war.

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

I am not sufficiently familiar with the use of this authority to comment on what restrictions, if any, might affect the Department's ability to use the authority. If confirmed, I will work to better understand this authority and determine if restrictions are appropriate.

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

As noted above, I have yet to gain a full appreciation for the Department's use of this authority. If confirmed, I will review the authority to ensure it is used in accordance with applicable laws and regulations.

Congressional Oversight

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

Do you agree, if confirmed, to appear before this Committee and other appropriate committees of 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 ASN(EI&E)?

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 this Committee regarding the basis for any good faith delay or denial in providing such documents?

Yes

Do you agree to answer letters and requests for information from individual Senators who are members of this Committee?

Yes. If confirmed, I agree to respond appropriately to letters and requests for information from members of this Committee.

If confirmed, do you agree to provide to this Committee relevant information within the jurisdictional oversight of the Committee when requested by the Committee, even in the absence of the formality of a letter from the Chairman?

Yes. If confirmed, I agree to respond appropriately to letters and requests for information from members of this Committee.