

**Advance Policy Questions for Alex A. Beehler
Nominee for the Position of Assistant Secretary of the Army
for Installations, Energy, 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.

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

At this time, I do not. If confirmed, however, I will assess the Department's operations and organizational structure within my purview to determine whether any reform measures could enable the Department to more efficiently and effectively execute its Title 10 responsibilities.

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

While I believe the current statutory framework is sufficient, I will, if confirmed, conduct an in-depth assessment and make any recommendations I believe will promote Army efficiencies on effectiveness.

Duties

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

I understand the Assistant Secretary of the Army for Installations, Energy and Environment has primary staff responsibility for policy development, program oversight, resource management, requirements validation, and other coordination as needed for a wide variety of Army activities relating to installations, energy and environmental matters. Such matters include the design, construction, operations, maintenance, and management of Army installations; disposal of base realignment and closure (BRAC) and excess properties; energy security and management; sustainability; privatization of Army family housing, lodging, real estate, utilities, and other infrastructure programs; environmental compliance, clean-up and waste disposal programs; and management of the Army's safety and occupational health programs. I also understand the Assistant Secretary's duties and functions include ensuring the Army complies with law, policy, and regulations within the Assistant Secretary's area of responsibility, ensuring Reserve Component integration, and providing guidance and oversight to the Assistant Chief of Staff for Installation Management.

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

My forty-year career in various Washington, DC legal and policy positions, with over twenty-five of those forty years concentrated in public and private sector environmental and energy regulatory and policy fields, qualifies me to perform these duties.

Most relevant are my five years with the DoD Office of the Secretary of Defense Installations & Environment in senior management positions as Assistant Deputy Under Secretary, Principal Deputy Under Secretary, and Acting Deputy Under Secretary. In these positions, I developed an understanding of many substantive areas in the Army IE&E portfolio, as well as an understanding of the management structure and responsibilities of the Department.

Additionally, as DoD's first Chief Sustainability Officer, I oversaw the clean-up of closed or realigned military bases in a manner that promoted economic redevelopment for local communities, and I developed policies that protected critical habitats and the Department's test and training ranges from encroachment. I also implemented the Department's energy facilities program, its occupational, safety, and health policies, and several other Department initiatives, including utilities privatization, facilities recapitalization and sustainment, and environmental remediation. Finally, I also served as the DoD historic preservation official.

I have remained engaged in many of these subject areas as a private consultant since leaving the Department.

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

If confirmed, I will quickly determine how the broad range of programs within the ASA IE&E's purview best supports the priorities of the Secretary of Defense, Secretary of the Army and, the Army Chief of Staff. I also will work closely with my counterparts in the other Services, this Committee, other Members of Congress, and state and local communities they represent to ensure the Department of the Army remains a prudent steward of taxpayer dollars.

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

If confirmed, I expect the Secretary of the Army to prescribe duties and functions consistent with the position's primary responsibilities. As provided in my response to question number 3, I understand these primary responsibilities to include policy development, program oversight, resource management, requirements validation, and other coordination as needed for a wide variety of Army activities relating to installations, energy, and environmental matters.

Major Challenges and Problems

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

The major challenges confronting the Assistant Secretary of the Army Installations, Energy and Environment largely stem from constrained and unpredictable funding based on the Budget Control Act caps. The fiscal environment over the last seven years has negatively impacted military construction, readiness, installation modernization, and energy programs.

The Army needs predictable, adequate, sustained, and timely funding to prevent negative impacts on its operations, now and in the future. I therefore am grateful to Congress for its recent passage of the FY19 National Defense Authorization Act. That passage is a positive step towards regaining momentum needed to improve readiness and the modernization of 156 installations and over 2800 National Guard and Reserve.

8. If confirmed, what plans do you have for addressing these challenges?

If confirmed, I will work with Congress to address concerns, issues, or questions that may delay timely enactment of defense authorization or appropriation bills. I fully understand the importance of communicating with Congress and welcome the opportunity to coordinate closely with members and staff to highlight Army resourcing requirements. In addition, I will maintain accountability of personnel and programs through deliberate oversight and leadership of the Army installation enterprise to ensure the effective and efficient use of scarce resources.

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

I understand the requirement to execute contracts late in the fiscal year due to delayed funding has negatively impacted multiple programs and construction projects. Such delays have negatively impacted our Soldiers, families, and DA Civilians across the total force. If confirmed, I will lean forward, with the assistance of Congress, to regain momentum toward predictable, adequate, sustained, and timely funding necessary for IE&E programs and operations.

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

If confirmed, I will work closely with Army leadership to include the installation enterprise in ongoing efforts to address modernization and reform timelines. I have not yet received details on specific timelines to date, but I assure you that, if confirmed, I will keep the Office of the ASA-IE&E on a path towards regaining momentum needed to implement delayed programs and complete stalled military construction projects critical to Army operations.

I will also ensure careful stewardship of appropriated funds across the Assistant Secretary of the Army for Installations, Energy and Environment enterprise.

Priorities

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

If confirmed, my priorities will be in line with those of the Secretary of the Army. IE&E will focus on Readiness, Modernization, and Reform to ensure our efforts are integrated with the positive changes taking place across the total force. For example, I expect to work to promote a broad IE&E priority to create modern and resilient installations capable of conducting power projection activities in degraded conditions due to weather or hostile actions from adversaries.

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

If confirmed, I will sustain the Army's commitment to supporting Soldiers and their Families. I will explore opportunities to partner with non-Federal entities to expand services on installations that reduce the burdens repeated deployments place on Soldiers and their families. I also will review the housing and other installation programs in detail to ensure they provide quality benefits to every Soldier and Family member, and otherwise meet the Secretary's intent. Finally, I also will maintain the Army's commitment to providing programs that build strength, reduce stress, enhance resiliency, and support overall readiness across the total force.

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

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

If confirmed, I will proactively work with Army leadership to promote adequate funding for all programs with the ASA IE&E portfolio. I will also ensure funding within the ASA IE&E portfolio align with the Army's prioritization of Readiness, Modernization and Reform. Specific examples include:

- Readiness - Investment in training ranges and military construction as the Army focuses on defeating and deterring threats defined by the National Defense Strategy;
- Modernization - Building and/or enhancing facilities that house modernized equipment; and
- Reform – Integrating with Army efforts to change the way it does business and ensure that installations and other critical facilities of the future are protected in an efficient manner that maximizes resources.

Corps of Engineers

In recent years there have been significant challenges with projects managed by the Corps of Engineers. For example, the Congress was notified that the new hospital being constructed at Fort Bliss is 25% (\$249 million) over budget as a result of “errors” and “omissions.” Another example is the new headquarters facility for STRATCOM at Offutt AFB which is 16 months behind schedule and at least 10% over budget.

14. What actions do you believe are necessary, and will you take, to ensure the Corps of Engineers improves program management to deliver projects on time and on budget?

If confirmed, I will look to the USACE to sustain its drive towards completing military construction projects on time and on budget. I also will strive to identify contributors to construction delays and unanticipated cost increases for projects that are within my authority, and recommend action aimed at eliminating those delays and cost increases.

15. What steps do you believe are needed to hold individuals and organizations accountable for failure?

If confirmed, I will focus on increasing awareness and accountability at all levels, and I will look to the leadership of organizations that fail to meet expectations to address performance issues as they arise. In the specific contexts of these two unique and complex facilities, I would look for the U.S. Army Corps of Engineers to sustain its focus on accountability, visibility, communication, and issue resolution on both projects, and the military construction program in total.

Military Construction

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

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

If confirmed, I will work to ensure accurate and timely assessments of the Army's facility inventory to facilitate annual budget investment decisions that maximize benefits to military readiness. I also will review resourcing strategies and processes to ensure appropriate prioritization and efficient execution of those funds on installations.

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

The Army has a diverse portfolio of facilities with unique requirements for training, mobilization, and deployment that drive modernization and recapitalization costs. It is prudent to look at industry standards and best practices to determine whether any would benefit Army assessments of facility recapitalization rates.

If confirmed, I will review the Army infrastructure investment strategy and recapitalization rates to determine if other metrics are appropriate to guide investment decisions.

Incremental Funding

In recent years, Congress has used an incremental funding approach on projects that will not be able to execute the bulk of its funding until further into the FYDP. This allows shovel-ready unfunded military construction requirements to be brought forward increasing operational readiness through improved and new infrastructure across the globe.

18. What is your opinion of this approach?

If confirmed, I will evaluate Congress' practice of incrementally funding military construction projects, in conjunction with perspectives on this approach from OSD. I understand that by design this practice accelerates some military construction projects, but I have not yet had an opportunity to fully assess the overall advantage of this approach.

19. Do you believe Army should be able to use incremental funding when developing its annual budgets?

Under certain circumstances that provide a savings, funding projects incrementally may be prudent, as long as no adverse impacts to the Department or Administration result. If confirmed, I will review the incremental funding practice in coordination with the Secretary of the Army, the OSD Comptroller, and OMB to gain a more complete understanding of the practice and its relation to operations within the IE&E portfolio.

Base Closure and Realignment

The Department of Defense has historically advocated for the authority to conduct another round of Base Realignment and Closure (BRAC) citing excess infrastructure and the need for cost savings. It has been reported that the 2005 round of BRAC resulted in significant implementation costs and saved far less money than originally estimated.

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

My understanding is that the Army set out to accomplish three objectives in the BRAC 2005 process: (1) redeploy tens of thousands of Soldiers from overseas to the U.S.; (2) accelerate Army Transformation from a Division-centric force to an Army Modular Force; and (3) realize cost savings. The Army accomplished all three and is realizing annual savings of \$1 billion per year. The new infrastructure required to accomplish objectives (1) and (2) required significantly higher investments, and these lengthened the payback period.

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

Working closely with Congress to establish a shared understanding of the objectives in a future BRAC round is essential.

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

Yes to the extent it supports the National Defense Strategy (NDS). The NDS provides, “The Department will also work to reduce excess property and infrastructure, providing Congress with options for a Base Realignment and Closure.” It is my understanding that DoD is exploring optimizing facility usage outside of a congressionally authorized round. As it pursues these efforts and after further evaluation of how infrastructure aligns with the NDS, the Department may conclude BRAC authority would enhance implementation of the NDS.

23. Do you agree with the “joint basing” concept that emerged from the 2005 BRAC and do you think it has worked at the locations where these joint bases were created?

I support the concept of joint basing where possible to implement common standards for installation support services in close proximity. Joint basing can achieve cost savings through economies of scale, optimization of service contracts, and paring of management personnel. I am also aware of subsequent GAO reports that have brought into question the effectiveness and savings behind this initiative. If confirmed, I would work with my colleagues across DoD to assess the program.

24. What authority do you believe the Department of Defense has to implement closures and realignments outside of an authorized BRAC?

I believe the Department has limited authority to implement closures or realignments outside of an authorized BRAC. If confirmed, I will comply with existing laws and policies, including 10 USC 2687.

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

My understanding is that the Assistant Secretary of the Army for Installations, Energy, and Environment would play a leadership role in advising the Secretary and the Chief of Staff of the Army during the process of developing recommendations and implementing approved recommendations. The exact leadership and decision-making processes would need to be reviewed in a future BRAC round, but I anticipate the ASA(IE&E) would play a leading role in the process.

Construction Cost Premiums

“A Report on Construction Unit Costs Characterizing the MILCON Cost Premium” provided for the Army Corps of Engineers stated that “the premium has been determined to be as high as 35% for some MILCON facility types.”

26. Do you agree with the report’s findings?

If confirmed, I will initiate a review of the findings to ensure applicable measures are being implemented to ensure that any premium, if necessary, is as reasonable as possible.

27. 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. I believe that the Army should receive high value for our MILCON investments. If confirmed, I would work with the Committee to address any recommendations or ideas to reduce premiums. If confirmed, I would work with this Committee to address any recommendations or ideas to reduce premiums.

Remote Locations

The cost of construction in remote locations is particularly expensive. When these locations are designated as accompanied tours, this cost magnifies with the requirements for support facilities such as schools, larger hospitals, and family housing units. For example, the Department wants 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 on Kwajalein for \$1.3 million per home. Meanwhile, we don’t have the resources necessary to maintain force structure, keep F-18s operational, or replace critical munitions.

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

It is my understanding that construction projects in remote locations almost always cost more than those within the continental United States and likely would require greater scrutiny and oversight. If confirmed, I will review the Department’s planning, design, and construction practices, particularly those for remote locations, to seek opportunities to reduce those construction costs.

Investment in Defense Industrial Infrastructure

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

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

I understand the vital role that the defense industrial infrastructure, and more specifically the Army's Organic Industrial Base, plays in support of our National Security Strategy. I also believe that the supporting infrastructure is a critical component within the industrial base that must be managed to ensure it is capable of efficiently and effectively accomplishing workloads both in peacetime and when required to surge. If confirmed, I will work closely with the Army Materiel Command to ensure that the Army identifies and prioritizes the requirements needed to sustain the organic base capabilities.

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

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

I believe the Army must retain modernized facilities to keep pace with DoD and Army warfighting weapon systems upgrade modernization efforts. Investments will likely come from a number of sources. If confirmed, I will work with all stakeholders to ensure depot maintenance and arsenal manufacturing investments are synchronized in a manner that best sustains readiness and capabilities. I will also support the Army Materiel Command in their pursuit of Public Private Partnerships as a strategy to establish complementary capabilities with the commercial industrial base.

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.

31. What is your understanding of the EUL authority?

My understanding is that EULs are executed under the Department's general leasing authority found in 10 USC 2667.

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

General leasing authority of non-excess property on Army installations is a powerful tool that, if confirmed, I intend to leverage to the extent practicable. Whether a long-term lease or shorter term out-grant of Army real property, I believe the authority to lease underused real property on Army installations provides an opportunity to gain additional resources that can be used across the installation and the Department for requirements such as the maintenance and repair of existing facilities.

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

I believe each EUL proposal should stand on its own merits, as supported by a market survey and business case analysis. I believe, however, that aligning EULs or out-grants (in general) with Army priorities, such as energy resilience or other installation-specific missions, makes the most sense.

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

I understand the Army's EUL program to be a bottom-up process. To that end, there is a broad spectrum of projects. More recently, there has been some focused effort towards using this authority at select locations for private investments of energy-related projects that support the Army's energy resiliency goals and objectives. I will continue this effort if confirmed.

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

Yes. The Army is pursuing this today through a large land-based real property portfolio, which supports these initiatives.

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

While I am not sufficiently knowledgeable about the Army's current approach to this issue, I will, if confirmed, study this issue in depth. If confirmed, I commit to receiving the best value for the Department, whether it comes in the form of cash, construction, or any alternate form of authorized in-kind consideration.

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.

37. 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?

My understanding is that construction is an authorized form of consideration under 10 USC 2667, and to that end I believe using EUL authority would be appropriate. If confirmed, I will ensure consideration in the form of a construction project is approved at the appropriate level within the Department and that the long-term requirements to operate and sustain a constructed facility are accounted for.

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

Using construction as the in-kind consideration derived from a EUL could be an effective strategy to mitigate the need for a MILCON requirement. The decision on the type or form of consideration will likely be site-dependent and should be based on the beneficial impact to operational requirements.

Facility Sustainment, Restoration, and Modernization Accounts

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

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

I understand the Army has experienced budget challenges that make it difficult to meet critical facility readiness needs. If confirmed, I will work with Army leadership to fund and execute facility sustainment with a focus on critical requirements for those facilities impacting readiness.

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

The Army needs the right mix of funding to maintain necessary quality while addressing modernization requirements. If confirmed, I will work with our Army leaders to identify and address infrastructure deficiencies, giving priority to our most critical mission facilities.

41. Do you believe that demolition funding is given adequate attention as divesting of unused infrastructure allows the services to realize cost savings vice using crucial readiness dollars to support buildings that are, at times, not habitable?

I believe excess infrastructure should be identified, and facilities that cannot be re-purposed should be excessed or demolished. If confirmed, I will work with Army leadership to consolidate Army units into the best facilities, re-purpose usable space, and dispose of unusable infrastructure. I view the recent Congressional authority to use O&M funds for conversion projects as extremely helpful in re-purposing excess to meet facility shortages.

Base Operating Support

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

I am aware that there are many “must fund” requirements in the base operation support programs of the military departments. If confirmed, I will ensure the Army conducts a “bottom-up” approach that incorporates input from all commands to ensure funding levels are adequate, synchronized, and balanced with Army needs and priorities.

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

My initial impression is that recent Army budgets in a resource-constrained environment have not been adequate to support a range of critical requirements including base operations. If confirmed, I will work diligently to ensure the Army’s annual budget request supplies adequate funding for base operations support.

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

In my view, the Army should continually look at base operations program execution data to assess opportunities for cost savings and service improvement. Best practices and contract improvements should be continually assessed to identify opportunities to improve, reshape, or divest capabilities.

Family Housing and Privatization

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

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

The Department of Army's housing program goal, both in the United States and abroad, is to improve the quality and quantity of Family housing. If confirmed, I will work to ensure that we continue to follow through with our commitment to provide safe, well maintained, high quality housing for our Soldiers and their Families.

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

Privatizing Family housing allowed the Army to leverage scarce resources with the end result being better quality, well-maintained homes and amenities for our Soldiers and their Families. If confirmed, I will focus on continuing to strengthen our partnerships with our Private Sector Partners to ensure adequate housing for our Soldiers and Families.

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

I believe the structure and the goals of the Army's privatization program are sound and viable. If confirmed, I will review the Army's policies and processes to ensure they promote long-term financial viability.

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

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

I am not aware that the Army is in the process of soliciting for a consultant contractor. If there is an ongoing solicitation, it would not be appropriate for me to comment on it in my current capacity.

49. 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 modification is required. If confirmed, I will take a close look at the program to determine any necessary changes to ensure the Army continues to provide quality family housing to Soldiers and their Families.

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

If source selections are required in the future, I will ensure they are conducted in a fair and objective manner if confirmed.

Army Barracks Requirements

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

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

I have not had the opportunity to review the Army's Unaccompanied Housing (UH) program to determine the sufficiency of Army investment to provide quality UH with appropriate privacy. If confirmed, I will look into the details of the UH program and make any required adjustments so that the Army can meet those established goals.

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

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

If confirmed, I will review the details of the Army UH programs to ensure that Army personnel are not living in deteriorated or substandard conditions. My focus would be to repair failed and failing buildings where possible; and where not feasible, remove those buildings from the inventory. I am committed to ensuring that Army UH is maintained at the highest quality the Army can provide.

Privatization of Unaccompanied Personnel Housing

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

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

I understand that the Privatization of Army Lodging program has been extremely successful. It has allowed the Army to partner with our private sector experts to divest of a non-core function, reduce operating costs, and significantly improve the quality of life of Service Members. Privatized unaccompanied personnel housing has also been a very successful part of the Army's privatized portfolio, but is a very small portion of the overall Army housing program. These public/private initiatives have allowed the Army to improve the quality of life for Army Soldiers and Families with minimal drawbacks.

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

If confirmed, I will evaluate privatization as a potential solution based on total value to the Army, financial feasibility to the private sector, and feasibility with regards the MHPI authorities. A challenge with using MHPI authorities arises when Soldiers are mandated to live in the barracks, which renders the concept infeasible given OMB's current scoring rules.

Overseas Installations

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

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

It is my understanding that the Army no longer normalizes tours in Korea. Should the Army again normalize tours in Korea, if confirmed, I will review the development and implementation of facility investment programs.

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

If confirmed, I will ensure installation master plans appropriately incorporate future needs, mission requirements, and sustainably accommodate the stationing of additional units.

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

If confirmed I will ensure investments for permanent facilities are made only at enduring locations where the DoD has validated that there is a long-term operational requirement. I will also ensure Army's investments in other-than-enduring locations, namely contingency locations that do not have an anticipated long-term mission, are prudent and in accordance with existing policies. This includes adopting common standards for planning, design, and construction that supports joint operations.

Environmental Challenges

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

I am aware of some of the environmental challenges confronting the Army and the DoD such as emerging contaminants, open burn and open detonation, and encroachment. If confirmed, I will work with the Army's subject matter experts to address these challenges to protect the environment and ensure human health and safety, all in support of the Army's warfighter.

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

I am aware of this challenge, and if confirmed, I will seek the appropriate balance of meeting environmental stewardship requirements while achieving the Secretary's priorities. Achieving long-term readiness and modernization goals requires a healthy environment in which our soldiers can live, work, and train.

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

If confirmed, I will work to ensure that the Army's investment in environmental compliance is maintained at appropriate levels to comply with state and federal laws and regulations for the continual protection of human health, safety, and the environment.

Environmental Restoration

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

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

I am aware of the many environmental challenges the Department faces as well as the significant success achieved in the past. If confirmed, I will work with the Army's environmental restoration subject matter experts to assess current program status to ensure it fully supports all applicable statutes as well as the Secretary's priorities and guidance.

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

If confirmed, I will work with OSD, Congress, and regulators to maintain sufficient funding levels to meet applicable laws, regulations, compliance orders or compliance agreements, and DoD policy while protecting human health and safety and the environment.

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

I understand that the Army has proactive initiatives to address the risk unexploded ordnance and other munitions pose to the public, such as public outreach and education and research initiatives that explore safer, more efficient munitions responses. If confirmed, I will work with the Army's munition and explosive subject matter experts to balance the program against the Army's readiness mission. I will also work with Congress to continue these initiatives and make improvements.

Encroachment on Military Installations

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

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

I am aware the Army's facilities and training ranges are facing constraints that affect its mission (e.g., threatened and endangered species, cultural sites, and wetlands.) If

confirmed, I will work with Army's subject matter experts to address these constraints so the Army can best support the warfighters.

65. 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 will collaboratively engage with other Services, Federal Agencies, States, local communities, and private entities to achieve balanced outcomes that preserve the Army's operational and training capabilities, while also advancing energy development

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

If confirmed, I will continue to work with local, state, and federal stakeholders to address residential development around our installations and training ranges to identify and advance our mutual interests in compatible land use.

Environment

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

Yes, if confirmed, I will ensure the Army continues to comply with applicable environmental regulations, laws, and guidance from the Environmental Protection Agency and state regulatory authorities.

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

Yes. If confirmed, I will work to ensure the Army maintains its investment in environmental research programs at appropriate levels to foster a culture of conservation, innovation, and discovery in support of the Army's warfighting mission.

69. 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 will ensure the Army continues to work closely and cooperatively with the Department of Interior and the U.S. Fish & Wildlife Service to remain good stewards of our Nation's most valuable natural resources, while maintaining sufficient land to train for the Army's warfighting mission.

Emerging Contaminants

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

If confirmed, I will make it a priority to assess the scope of the Army's challenges in identification, remediation, and cleanup of emerging contaminants. After this assessment, I will communicate with the OSD, the other Services, and Congress on the challenges of emerging contaminants and ensure continued transparency and outreach to impacted communities.

71. 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, ground water and other sources at active, guard and reserve installations as well as nearby communities?

I have a general awareness about some of the environmental challenges of the cleanup and restoration activities related to PFAS contamination. If confirmed, I am committed to gaining a better understanding of this issue and working transparently with all stakeholders to develop mutually acceptable solutions.

The Fiscal Year 2018 National Defense Authorization Act 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.

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

I understand PFAS is an emerging issue with evolving science. If confirmed, I will cooperate fully with DoD and other Federal Agencies to meet Congressional requirements or studies.

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.

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

If confirmed, I will review the GAO's findings and will cooperate with OSD and the other Services to share lessons learned from the environmental remediation performed at BRAC installations.

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.

74. Do you share the view that the Department of the Army 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. I believe the Army will continue to face long-term challenges related to water security. If confirmed, I will work to address and mitigate these challenges.

75. 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?

If confirmed, I will ensure the Army submits information in a timely manner to meet this reporting requirement, and I will work collaboratively with the committees to ensure the products are of value to the Army and other stakeholders.

Energy Policy

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

If confirmed, I will ensure that Army policies support the Army's mission requirements, consistent with Department of Defense policies. My responsibilities will include working with the Secretary and the Under Secretary of the Army, the other Assistant Secretaries, and the Army Chief of Staff and Vice Chief of Staff to develop overarching energy policy and provide oversight within the Army to address energy priorities and goals.

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

From my experience during my previous tour in the Pentagon, I believe any energy strategy must begin with energy resilience to enable mission assurance and readiness, and also include energy efficiency, diversified on-site energy production, and strong personal leadership. If confirmed, I will provide that leadership, while reviewing and revising all existing energy related strategies as required.

78. The Army is the largest federal electricity consumer. What is your understanding of the energy conservation goals within the Department of Defense and the Department of the Army?

I have not had an opportunity to assess and appreciate the extent of the Army's progress to achieve energy conservation and incorporate specific energy conservation measures. I believe that energy conservation contributes directly to risk reduction and achieving installation resilience. If confirmed, I will review and build upon the Army's efforts to promote energy conservation and comply with the President's goals set forth in Executive Order 13834.

79. Do you believe any of the energy conservation goals negatively impact the Department of the Army?

I believe that pursuing energy conservation is an effective way to reduce costs while improving energy resilience and mission assurance.

80. 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 Army installations have energy resiliency and mission assurance in the event of a power outage?

I share the concern regarding the need for the Department of Defense to sustain critical operations in the event of an energy disruption. If confirmed, I will review all existing Army energy policies and practices to ensure fullest possible consideration is given to energy resilience and mission assurance.

81. 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 will work with federal, state, and local authorities as well as industry partners to ensure critical military missions have assured access to the energy needed to accomplish mission objectives.

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

I believe military construction programs should include projects that address energy vulnerabilities and support installation resilience. Regarding combat platforms, if confirmed, I will continue to encourage stakeholder engagement across the requirements and acquisition communities to identify and address energy security and resilience concerns.

83. What is your definition of energy security and mission assurance?

I agree with the energy security definition codified in 10 U.S.C. 101 thanks to Congress' leadership in the FY18 NDAA: "Having assured access to reliable supplies of energy and the ability to protect and deliver sufficient energy to meet mission essential requirements." While I understand that there are official DoD definitions of mission assurance, to me, mission assurance is sustaining critical missions in any operating environment.

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

I believe support to U.S. warfighters is paramount. The Army's operational energy and facility energy policies should ensure that they remain the world's most lethal fighting force. If confirmed, I will act to promote installation and operational energy policies focused on increased resilience and capabilities so the warfighters are positioned to project power and protect our nation's interests.

Third-Party Financed Projects

The Department of Defense and the military services have upgraded 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.

85. Do you support the Department of the Army continuing these efforts?

If confirmed, I will support ongoing efforts to use third-party financing to enhance security and resilience, reduce consumption, lower cost and/or mitigate price fluctuation risk over the long-term, as well as improve mission readiness on Army installations.

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

Yes. If confirmed, I will fully support exploring new ways to use third-party financing to obtain increased energy resilience and mission assurance for Army installations and overall Army readiness.

87. In your view, how can the Department of the Army 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?

In my view, the Department should use all authorities, including third-party financed projects, to enhance mission assurance and improve energy resilience. If confirmed, I will ensure necessary policies are in place to best leverage these authorities.

88. If confirmed, will you continue to leverage third-party financing on Energy Savings Performance Contracts and Utility Energy Service Contracts?

Yes. My understanding is that the Army has had great success with such contracts in the past; if confirmed, I will continue to use these programs to improve resilience at Army installations.

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.

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

Yes. I am committed to those energy investments on Army military installations, especially those that enhance energy resilience and mission assurance, to include investments in energy efficiency and distributed generation from all sources and enabled by micro-grids.

90. What is your definition of energy resilience?

In addition to the statutory definition in 10 USC 101(e)(6), the Army's Energy Security and Sustainability (ES2) Strategy further defines resilience as the ability to anticipate, prepare for, and adapt to changing conditions, and withstand, respond to, and recover rapidly from disruptions. I support these definitions as a comprehensive view of resilience.

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.

91. 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?

I believe military construction program priorities should include projects that directly address energy vulnerabilities and support installation energy resilience. While I cannot commit to any specific funding thresholds without greater understanding of the Army's internal priorities, if confirmed, I will explore the use of all available authorities to increase energy resilience and security throughout the Army.

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.”

92. Do you believe this issue remains a challenge for the Department of the Army?

Yes. Reducing reliance on liquid fuel would extend the reach and endurance of Army formations and reduce risk by limiting supply convoy exposure to enemy attacks. Anything the Army can do to make the most effective use of existing supply of liquid fuel, including reducing demand and fielding alternative means of power generation, is ultimately good for the force.

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

If confirmed, I will encourage leaders and Soldiers at all levels to consider the energy implications of their actions and decisions, in training and operations, and during development and acquisition. Making energy-informed decisions that extend range and endurance reduces associated risks and makes our formations more capable and survivable. I will also look to implement policies that will allow the Army to explore alternative technologies and more efficient alternatives to current equipment.

94. If confirmed, what priorities would you establish for Department of the Army 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?

For the Army to provide Soldiers with the best weapons and equipment available, operational energy technologies are essential. If confirmed, I will encourage the Army to invest in operational energy technologies that support the Army’s modernization priorities. In addition, I will encourage technology demonstration projects for our installations that can provide mission assurance and which we can apply at other installations.

95. What is your view of the current staffing of operational energy plans and programs of the Department of the Army?

I do not have access to enough information at this point to make an informed assessment of current staffing. If confirmed, I will assess the sufficiency and capability of staffing for operational energy activities.

96. 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 Army have sufficient staff of appropriately qualified and trained personnel to carry out their duties and responsibilities?

If confirmed, I will work to understand requirements and resources available to ensure the Army is making the right resourcing decisions that affect the operational energy mission.

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

I currently do not have enough information to make this assessment. If confirmed, I will review the adequacy of existing practices and work to ensure full consideration is given to operational energy requirements in the planning and programming processes.

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

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

Good decisions rely on good data. If confirmed, I will work with the other Assistant Secretaries, the Army Staff, and the Army Commands to ensure Commanders have the data they need to make energy-informed decisions.

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.

99. Do you agree with Secretary Mattis?

I agree with Secretary Mattis. If confirmed, I will work to ensure the Army explores these alternative solutions.

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

If confirmed, I will work with the requirements, logistics, and acquisition communities within the Army to ensure energy-related vulnerabilities are considered during operations, as well as during the development of the future force.

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

Energy must be a prime consideration from the beginning of the acquisition process. The Army must design future systems that make the most effective use of the energy they consume. If confirmed, I will promote this concept in my role.

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

I understand the Army incorporates energy considerations into its Title 10 wargames. If confirmed, I will encourage the development of scenarios for exercises and wargames that consider the impact of energy outages.

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

I understand that current wargames do model the impact of fuel and other energy-related constraints on the battlefield. I would support the addition of incidents such as cyberattacks on the commercial electric grid into future wargames. The National Defense Strategy emphasizes that the homeland is no longer a sanctuary. It is important to understand how an attack on the commercial electric grid would impact our ability to generate and project power from our installations.

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

Yes. I believe this is an important consideration and support the J-4's efforts.

105. 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. As an indicator of energy supportability under combat conditions, the "energy key performance parameter" provides an important tool 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.

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

If confirmed, I will look for ways to continue making our transportation operations more effective and efficient. I will endeavor to create mutually beneficial transportation opportunities with our corporate partners and local authorities. I will also look for opportunities to learn from initiatives like the Smart Cities Challenge to leverage leading practices for the Army.

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.

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

Yes, I support Secretary Mattis's statements. Changes to the climate could affect our operating environment, as well as the conditions on military installations, and needs to be factored into Army planning.

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

Yes. The Army needs to be able to train and carry out its mission for this Nation under any condition.

109. 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 Army missions and infrastructure associated with climate-related events?

Yes. If confirmed, I will deliver the Army's comprehensive threat assessment and implementation master plan in a timely manner.

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

I support Secretary Mattis's concerns related to the risk to infrastructure, resources, and subsequent regional stability in theater, with differential effects likely for individual countries in any one particular region. I believe these effects will influence Soldiers' ability to execute their missions in the field, both humanitarian and combat, and on their activities such as training that occurs on our installations.

111. What do you believe will be the impact of climate change, if any, on the Army's missions?

Changes to the climate could adversely impact the training, testing, and equipping missions that occur on our installations and around the world where the Army operates.

Department of the Army Laboratory and Test Center Recapitalization

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

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

I believe prioritization of investments for the recapitalization of the Department's infrastructure must consider several criteria including: current condition of the facility; its capacity to support assigned missions; and the overall impacts to the mission. This prioritization of investments is especially important for labs and test centers where support to new and emerging technologies often requires recapitalization. If confirmed, I will ensure investment decisions take all of these measures into account.

113. If confirmed, how would you work with the Assistant Secretary of the Army for Acquisition, Technology, and Logistics and other stakeholders to properly recapitalize the Army's technical centers, laboratories, and test centers?

If confirmed, I will work across the Department to capture infrastructure recapitalization investments and funding priorities. I understand the Army has existing processes and senior leader forums to prioritize these investments. I pledge to continue that collaboration as I believe stakeholder input is critical to making the right investment decisions for the Army.

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.

114. What is your assessment of this authority?

I believe authorities provided in Title 10, Section 2808, are sufficient and an effective means to respond to emergent construction requirements in support of a national emergency or declaration of war.

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

As indicated above, I believe the authorities provided in Title 10, Section 2808 are sufficient and provide an effective means for responding to emergent construction requirements in support of a national emergency or declaration of war. I am not sufficiently familiar with the specific use of this authority to comment on what restrictions, if any, might affect the Department's ability to use it. If confirmed, I will work to understand this authority better and determine if restrictions are appropriate.

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

As indicated 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 its use complies 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 the Congress are able to receive testimony, briefings, and other communications of information.

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

Yes.

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

Yes.

119. 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.

120. 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.

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

Yes.

122. 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.