

**Advance Policy Questions for Robert McMahon**  
**Nominee for Assistant Secretary of Defense for Sustainment**

**Department of Defense Reforms**

Congress has enacted significant reforms of the defense acquisition system and organizational structure. These reforms restructured the Office of the Secretary of Defense, particularly with respect to the Under Secretary of Defense for Acquisition, Technology, and Logistics, returned more authority to the military services for program management, and created additional acquisition pathways. If confirmed, you will be part of implementing these reforms.

**What is your understanding of the major reforms you will be responsible for implementing, if confirmed?**

**If confirmed as the Assistant Secretary of Defense for Sustainment, my responsibility would be to serve as the principal advisor to the Secretary of Defense and the Under Secretary of Defense for Acquisition and Sustainment on all sustainment issues. This would include effectively melding together the former Assistant Secretary of Defense for Logistics and Material Readiness and Assistant Secretary of Defense for Energy, Installations, and Energy organizations into a single cohesive organization.**

**The Department has been slow to act on many of the reforms from National Defense Authorization Acts.**

**If confirmed, what steps would you take to ensure that the Department conforms with, and implements, these reforms?**

**If confirmed, I would work with the Congress to ensure effective and timely implementation of reforms within my area of responsibility.**

**What changes, if any, would you recommend to these reform-related statutory provisions?**

**None at this time.**

**Duties**

**What is your understanding of the duties and functions of the Assistant Secretary of Defense for Sustainment?**

- Establishing policies and procedures for the management of DoD installations and environment to support military readiness;**

- Prescribing policies and procedures for the conduct of logistics, maintenance, materiel readiness, strategic mobility, and sustainment support in the DoD to include supply, maintenance, and transportation;
- Providing oversight of DoD logistics to support warfighter, humanitarian assistance and disaster relief operations;
- Developing and leading key initiatives involving the integration of logistics into Federal wide programs;
- Developing policy and managing compliance to ensure DoD's Non-tactical vehicles are properly accounted for;
- Enhancing lethality, readiness and business practices for the Department's construction, sustainment and infrastructure modernization programs for facilities and installations;
- Providing oversight on the funds authorized, appropriated, and expended in the Military Construction, Operation and Maintenance, and base operating support accounts for DoD's real property facilities worldwide.
- Providing policies and governance to enhance energy resilience and efficiency;
- Preserving and improving the operating capabilities of the facilities, ranges and locations used by DOD to train, test, and operate;
- Developing policy and managing DOD compliance with national environmental, natural resource, and historic preservations laws;
- Preserving and enhancing military capabilities through environmental remediation;
- Providing oversight and coordination of the efforts within the Department to prevent or mitigate corrosion;
- Reviewing corrosion prevention control (CPC) programs of the Military.

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

**My background uniquely qualifies me for this opportunity:**

- Former Assistant Secretary of Defense for Logistics and Materiel Readiness;

- Retired Air Force Major General with 34.5 years of experience in logistics, sustainment, and acquisition;
- Former Director of Pollution Prevention Policy for the United States Air Force;
- Former Director of C-17 Field Operations for the Boeing Company;
- Former President of a commercial real estate company in Macon, Georgia;
- Former CEO of a community support non-profit advocating for the needs of a major military installation at the local, state, and federal level.

**What background or experience, if any, do you have in the acquisition and sustainment of major weapon systems?**

**I have extensive experience in acquisition and sustainment of major weapon systems including:**

- Former Assistant Secretary of Defense for Logistics and Materiel Readiness;
- Retired Air Force Major General with 34.5 years of experience in logistics, sustainment, and acquisition;
- Former Director of C-17 Field Operations for the Boeing Company.

**If you are confirmed, what duties and functions do you expect that the Under Secretary of Defense for Acquisition and Sustainment will assign to you?**

**If confirmed, I expect that the Under Secretary of Defense for Acquisition and Sustainment would assign me the duties previously outlined above, as well as having me specifically focus on improving F-35 sustainment and Department readiness in support of the National Defense Strategy.**

### **Operational Contract Support**

**The current DASD for Program Support serves an important role internally managing DOD's Operational Contract Support policies, and externally as the coordinator of an interagency working group across federal government.**

**Who will be the leader within your organization with direct responsibilities for Operational Contract Support (OCS) matters?**

**The Deputy Assistant Secretary of Defense (DASD) for Logistics will be the leader in the Sustainment organization with direct responsibilities for Operational Contract Support (OCS) matters. If confirmed, I will work through the DASD for**

**Logistics to continue the efforts initiated under the DASD for Program Support to institutionalize and advance OCS in the Department's policies and processes.**

**How will you ensure the continuity of the interagency working group as the DASD transitions out of the role and the new leader for OCS assumes their responsibilities?**

**Maintaining the strong relationships built across the interagency is critical for the success of OCS. Clear and consistent communication is essential to achieving an effective strategic-level "whole-of-government" approach. As the Assistant Secretary of Defense for Logistics and Materiel Readiness, I designated a senior military officer with considerable OCS experience to oversee the transition of OCS responsibilities from DASD for Program Support to DASD for Logistics to ensure the continuity of all aspects of OCS including the interagency relationships. If confirmed, I will continue to rely on that senior officer for continuity.**

**GAO has previously reported that the Department of Defense's OPLANs often do not include an approved Annex W addressing contract support requirements, contractor management plans, contract oversight processes, and manpower requirements to execute contractor oversight. Moreover, GAO has found that the few annexes that do exist merely "restate broad language from existing operational contract support guidance" and fail to identify military capability shortfalls that will require contract solutions or ensure that combatant commanders are aware of even the general scope and scale of contract support that will be needed for an operation.**

**Do you believe that the current level of military planning for contractor support in military operations is adequate and appropriate?**

**Planning for and executing contractor support in military operations is a complex and evolving process. While advances have been made, there is still room for improvement to ensure that contractor support is fully considered and integrated into plans.**

**If confirmed, what steps, if any, would you take to improve military planning for contractor support in military operations?**

**If confirmed, I will continue my strong partnership with the Joint Staff on ongoing efforts to improve integration of contracted support capabilities in plans and ensure that policy, doctrine, guidance, and OCS education and training are fully implemented.**

### **Degradation of Equipment Readiness Due to Operations Tempo**

**This Committee has received testimony from senior Department of Defense officials and the military services citing the effects of operations tempo on the materiel readiness of equipment deployed in support of contingency operations.**

**What is your understanding of the extent to which many years of combat operations have impacted the service life of major equipment items?**

**The demanding operational tempo over the past two decades, coupled with the harsh environments in which these systems operated, has adversely impacted the service life of Department legacy major weapon systems. Further, this combination of operational tempo and operating environment has reduced readiness rates and created a backlog of sustainment challenges.**

**If confirmed, what would be your approach to regenerating materiel readiness that has been degraded by the sustained high operations tempo after many years of combat?**

**If confirmed, I will work to ensure that the Department resets its systems to a level where they can fully support the National Defense Strategy. My first responsibility will be to effectively communicate to the Congress the need for appropriate funding to first reset the systems, and then sustain them at appropriate levels. My second responsibility will then be to ensure the DoD spends those dollars wisely to gain the highest degree of readiness possible.**

**If confirmed, by what standards would you measure the adequacy of logistics and materiel readiness funding?**

**The primary measure will be materiel availability of Department weapon systems and equipment. If confirmed, I will work with each of the Services to first understand their current availability rates and non-availability drivers, and then to understand their priorities in regenerating their needed readiness rates. I will validate their respective requirements and then work with the Congress to secure the funding to support the resource requirements that support their priorities.**

### **Overseas Contingency Operations (OCO) Funding**

**Given the uncertainty of OCO funding, what enduring maintenance capabilities and activities, if any, would you recommend be transferred to base budget requirements?**

**OCO funding will be required as long as the nation is engaged in contingency operations. If confirmed, I will work with the Congress and the Services to develop a strategy to properly identify, program and budget for enduring maintenance capabilities and activities and restore appropriate base funding levels.**

**What logistics and maintenance activities, if any, would you recommend eliminating that have been funded with OCO over the last decade?**

**At this time, I have no recommendations for eliminating activities that have been funded with OCO over the last decade.**

### **National Security Budget Reductions/Sequestration**

**The original discretionary caps imposed by the Budget Control Act (BCA) will be in effect for Fiscal Years 2018 through 2021, unless there is agreement to change budget levels.**

**In your assessment, what would be the impacts of continued implementation of the BCA discretionary caps through 2021 on the Department of Defense and national security?**

**The combination of aging fleets of weapon systems combined with the impact of reduced defense budgets since the implementation of the Budget Control Act of 2011 has undermined the near term readiness of Department weapon systems. In addition, an aging infrastructure combined with decades of underfunding of military construction and Facilities, Sustainment, Restoration, and Modernization (FSRM) has created a bow wave of installation sustainability issues. Continued underfunding of both weapon system sustainment and installation readiness will only exacerbate the current situation.**

**Do you believe that any future budget agreements must maintain parity between non-defense and defense discretionary funding?**

**There is insufficient budget top line to support all requirements within the nation. Therefore, the Congress working with the Executive Branch must collaboratively develop a prioritized set of requirements and fund them accordingly.**

**In your view, what is the impact on the Department of Defense and on the nation's ability to meet national defense requirements if these budget caps continue to be imposed on non-defense security agencies, such as the Department of State, Department of Justice, Department of Homeland Security, and the non-defense elements of the intelligence community?**

**The Department of Defense has always relied on its partners—allied nations and executive branch teammates—to successfully execute its missions. As the Department looks at the near-peer contested environments of the future, it will require support from both its allies and its executive branch teammates to be successful.**

### **Depot Maintenance Strategic Plans**

**The military departments regularly update their depot maintenance strategic plans to address the appropriate levels of capital investment in facilities and equipment, public-private partnerships, workforce planning and development, and the integration of logistics enterprise planning systems.**

**What is your understanding of the extent to which the military services have updated or revised their depot maintenance strategic plans to address current and future logistics and maintenance requirements?**

**The Services regularly update their depot maintenance strategic plans. If confirmed, I will evaluate the plans of all of the Services against their current and future logistics and maintenance requirements.**

**Do you believe that the steps taken by the military services are adequate, or are additional measures needed?**

**Given the systematic funding challenges faced by the Services, and the mounting strain on weapon systems due to their age and the impact of two decades of war, I believe there are likely additional measures that are needed. If confirmed, I will review each Service's plans, determine their adequacy, and then work with the Services to fund and implement any required additions.**

**What is your understanding of the extent to which the military services have assessed the effects of reset on the baseline budgets, competing demands to reset equipment to meet unit readiness goals, the preservation of core capabilities, and the risk level that organic depot maintenance facilities may be able to accommodate in order to complete reset workload requirements?**

**OCO funding will be required for equipment reset as long as the nation is engaged in contingency operations. If confirmed, I will work with the Congress and the Services to develop a strategy to properly identify, program and budget for enduring maintenance capabilities and activities and restore appropriate base funding levels.**

**Congress places great importance on the proper implementation of the laws contained in chapter 146 of title 10, United States Code. Please provide your interpretation and how you would implement, if confirmed, the following statutes: 10 U.S.C. 2460, 10 U.S.C. 2464, 10 U.S.C. 2466, and 10 U.S.C. 2476.**

**I am familiar with and fully support these statutes. If confirmed, I will work with the Services to ensure that the information is available to achieve readiness goals while maintaining full compliance with the statutes.**

**Do you believe the amounts allocated for the activation of new workloads, including military construction projects, at the covered depots should be included in the calculation to determine the minimum investment of capital budgets as required by 10 U.S.C. 2476?**

**Yes, I believe that amounts allocated for the activation of new workloads should be included in the calculation to determine the minimum investment of capital budgets.**

**Do you believe any of the sections included in chapter 146 of title 10, United States Code, or any other statute affecting the depots should be modified? If so, why, and what is your desired outcome?**

**I have no proposed modifications to any of the sections of this statute at this time. However, if confirmed, I will pledge to review and discuss any legislative issues with this committee.**

### **Condition-Based Maintenance**

**Department of Defense aviation assets continue to be under high demand and operating well beyond their anticipated flying hours.**

**What is your understanding of the military services' plans related to the transmission, storage, and analysis of data important to improving maintenance efforts, decreasing maintenance and spare part costs, and increasing readiness?**

**As an early adopter in my previous Air Force role, I advocated for Condition Based Maintenance Plus (CBM+) as the Department-wide initiative to transform maintenance to proactive and predictive maintenance based on evidence of need. I am a proponent of CBM+ and fully support this department-wide sustainment transformation initiative.**

**What is your understanding of how the military services share best practices and lessons learned with other service depots?**

**There are a variety of collaboration venues that exist to share best practices and lessons learned. If confirmed, I will build upon this foundation to enhance the integration and cooperative nature of managing the sustainment enterprise.**

**What is your understanding of how backlogs are addressed to look across the organic industrial base for additional capacity when needed?**

**A collaborative environment exists between the Services with recurring cross-talk on issues and requirements of mutual concern. Additionally, the Services' Sustainment Commands operate under a memorandum of agreement whose intent is to work together. However, there is room for improvement in this area and if confirmed, I will work with the Services to enhance mutual support of cross service requirements.**



**What is your understanding of the results of the condition-based maintenance effort thus far in terms of readiness and costs?**

**The Department has more work to do in this area. The Services have been employing CBM capabilities in limited application for decades. If confirmed, I will work to take CBM+ to the next level as a key to the Department's efforts to ensure continued readiness at reduced cost.**

### **Prepositioned Stock**

**As the Department of Defense positions materiel and equipment at locations around the world to enable it to quickly field a combat-ready force, it has been reported by the Government Accountability Office (GAO) that the Department's plans to expand the use and reporting of its prepositioned equipment beyond combat operations may include training and joint exercises with neighboring countries, humanitarian relief, and reconstruction activities. The National Defense Authorization Act for Fiscal Year 2014 required the Department to develop overarching strategic guidance and a detailed implementation plan to align the service-specific prepositioning programs and create a more joint Department-wide prepositioning program to achieve efficiencies and minimize unnecessary duplication, overlap, and fragmentation.**

**What is your understanding of the extent to which the Department is working with the military services to develop an integrated requirement for prepositioned stocks that is based on a Department-wide strategy?**

**The Department has demonstrated that use of prepositioned stocks does improve the overall logistics capability required to ensure critical mission success. The FY14 NDAA required the development of strategic guidance and an implementation plan, both of which are now in place. If confirmed, I will work with the Joint Staff, the Services, Combatant Commands, and DLA to execute the implementation plan.**

**What are the logistical and maintenance implications of an expanded use of prepositioned stock, particularly in today's constrained budgetary environment?**

**If confirmed, I will evaluate the impact of prepositioned stocks on logistics operations, including the possibility of reducing the overall transportation costs for missions such as joint/combined exercises and humanitarian assistance efforts, especially in large geographic areas like the Indo-Pacific region.**

**How would you plan to coordinate military service efforts to identify and validate the requirements for the expanded use and increase in demand of prepositioned stocks?**

**If confirmed, I will review current Department policy to ensure it provides guidance for validating expanded use of, and demand for, prepositioned stocks.**

**Do you believe that the military services have adequately assessed which of the many pieces of nonstandard equipment that were purchased to meet urgent war fighter needs should be added to the prepositioned stock sets?**

**The concept of assessing existing equipment for prepositioning potential is a good concept, but the Services have not completed their respective reviews. If confirmed, I will review existing policies and the data on such nonstandard equipment and then work with the Services on a way forward.**

**What additional reset and sustainment resources will be needed to add to these stocks?**

**If confirmed, I will initiate a review of prepositioned stock resource requirements, and if required, articulate the requirement for any additional resources.**

**In your view, have the military services identified adequate funding to meet their plans to reconstitute their prepositioned stocks around the world?**

**There have been significant drawdowns of prepositioned stocks over the past two decades due to support operations in Afghanistan and Iraq. If confirmed, I will review whether Service funding is sufficient to reconstitute prepositioned stock levels.**

**If confirmed, what steps, if any, would you take to address these issues?**

**Prepositioning decisions should be based on strategy, plans, and requirements that are consistent with logistics capabilities. If confirmed, I will work to ensure that policies on prepositioned equipment provide the Services with the guidance needed for programming decisions and the data to track implementation and shortfalls.**

### **Defense Logistics Agency (DLA) Management**

**Your position exercises authority, direction, and control over the Director of DLA.**

**How do you expect to execute this authority to oversee the agency?**

**The Defense Logistics Agency is the nation's combat logistics support agency, providing worldwide logistics support in both peacetime and wartime. That support is provided to the military services as well as several civilian agencies and foreign countries. If confirmed, I will execute my authority in the same way I did during my 34 years on active duty. I will hold regular reviews with the Director and his leadership team to assess their performance metrics, as well as discuss issues of interest with the Director and his team.**

**If confirmed, what steps will you take to ensure that DLA is responsive to the needs of the military departments who use its offerings and transparent in its pricing of these products?**

**If confirmed, I will ensure 1) the Services have clearly communicated their requirements, 2) that DLA clearly understand their requirements, 3) that the Services and DLA share a common set of performance metrics, and 4) that DLA has viable recovery plans in those instances they are not meeting customer expectations.**

**If confirmed, how would you evaluate the management of DLA's Working Capital Fund and would you make any changes to its policies?**

**DLA's Working Capital Fund is essential to the successful operation of the Department. If confirmed, I would review the customer support performance of DLA's Working Capital Fund and support efforts that improve effectiveness and efficiency.**

**In addition to its well-known logistics offerings, DLA also operates the Defense Agency Initiative system, which constitutes a large portion of financial management systems for other defense agencies.**

**If confirmed, I will remain committed to the Department audit and to ensuring accountability for billions of dollars of Department inventory. Whether those dollars appear as credits and debits in a financial system, or screws and bulkheads in an inventory system, they ultimately represent the responsibility DLA has to the American taxpayers.**

**Given the increasing focus on audit readiness across the Department of Defense, how will you execute your responsibility over this system?**

**Financial improvement and audit readiness must become an integral part of the DoD DNA. If confirmed, I will work with DLA and the OSD staff to ensure ASD/Sustainment considers and reviews audit readiness in the same way it reviews other critical metrics.**

### **Spare Parts Shortage**

**Recently, the military services have expressed concern that the non-availability of spare parts to complete repairs and maintenance is leading to delays in throughput leading to readiness shortfalls. Even a small percentage of spare parts that are not delivered on time can render a weapon system non-mission capable.**

**What is your view of DLA's track record on ordering and delivering parts on time?**

**DLA has a proven record of providing exceptional supply support to the Department. If confirmed, I will work with DLA to identify opportunities to increase their level of supply support to the Services even more.**

**What changes, if any, do you think are needed to improve DLA's performance in this regard?**

**If confirmed, one of my primary objectives will be to continue to improve visibility and performance measurement of the entire DoD supply chain. Improved visibility and measurement will drive improved performance.**

**In the past, there have been multiple reports and investigations conducted by the Department of Defense Inspector General and GAO that have identified several instances in which DLA and the military services have significantly overpaid for spare parts.**

**If confirmed, what will you do to ensure the Department, military services, and other defense agencies do not allow contractors to overcharge for spare parts?**

**If confirmed, I will continue to champion the Department's efforts to ensure fair and reasonable prices for all Department purchases in collaboration with its industry partners.**

**If confirmed, what will you do to ensure that the Department, military services, and other defense agencies do not acquire excess inventory of spare parts?**

**The Department has made a significant improvement in the management of excess inventory of spare parts as evidenced by the removal of inventory management from the GAO High Risk List in February 2017. If confirmed, I will continue to support the programs and policies that prevent excess inventory of spare parts.**

**If confirmed, what will you do to ensure the military services improve the reliability of their spare parts forecasts they submit to DLA?**

**If confirmed, I will support the Department's ongoing efforts to improve the current collaboration processes within the DoD supply chain. This includes examining current and planned efforts to improve the spare parts forecasts that the military services provide to DLA, ensuring best practices are implemented across the Department.**

### **Corrosion Prevention and Control**

**GAO has estimated that the Department of Defense spends over \$22 billion per year in costs related to corrosion of equipment and infrastructure. While the Department has established a central corrosion program management office and has institutionalized**

**corrosion prevention and mitigation as a key component of the Department's Planning, Programming, Budgeting, and Execution process, efforts are frequently underfunded.**

**What is your understanding of the challenge to the readiness of the military services as a result of corrosion in equipment and materiel and the extent to which the services are coordinating their efforts?**

**Corrosion has been a persistent challenge that every weapon system in the DoD has faced, and corrosion has a negative impact on readiness, cost and safety. If confirmed, I will examine current practices and work with the Services, defense agencies, and commercial entities to pursue the best solutions at the least cost to the Department.**

**The National Defense Authorization Act for 2019 removed the statutory requirement for the Corrosion Prevention Office to fall under the office formerly known as the USD AT&L.**

**Where and under what organizational framework do you believe the corrosion office should reside?**

**As part of the USD/AT&L reorganization, the Corrosion Policy and Oversight Office was organizationally aligned under the Assistant Secretary of Defense for Sustainment and assigned to the Deputy Assistant Secretary of Defense for Materiel Readiness for management. This alignment is ideal to address the negative impact corrosion has on readiness, cost and safety, while ensuring full alignment with the broader sustainment enterprise.**

**If confirmed, what changes would you make to that office? What would be your relationship with the director of the Corrosion Policy and Oversight Office?**

**At this time, I have no recommended changes for the Corrosion Policy and Oversight Office. If confirmed, I will take an active role in integrating and aligning the Corrosion Prevention and Control efforts across the maintenance and sustainment enterprise.**

**What is your understanding of a Department-wide strategy to combat corrosion of weapon systems?**

**I fully support the current Department-level corrosion mitigation program, and if confirmed, will strive to integrate corrosion prevention and control efforts more effectively across the maintenance and sustainment enterprise.**

**If confirmed, how would you assess the implementation and effectiveness of corrosion prevention and control efforts in programs under your purview and,**

**working with other responsible officials, how would you address identified areas of concern?**

**Corrosion prevention and control must be addressed across the entire life cycle of defense equipment from conception to disposal. If confirmed, I will fully empower the Director of Corrosion Policy and Oversight and existing corrosion prevention control mechanisms to produce enterprise optimized outcomes. In addition, I will address corrosion control and prevention as part of the materiel readiness function during design and development of weapon systems.**

### **Data Validation for Depot Maintenance Public-Private Workload Distribution Report**

**Section 2466 of title 10, United States Code, directs the Secretary of Defense to submit a report to Congress by April 1 of each year outlining the percent distribution of depot-level maintenance and repair workload between the public and private sectors for the preceding fiscal year and the projected distribution for the current and ensuing fiscal years. One of the continuing problems noted in the preparation of this report is the validity and accuracy of data submitted by the military services. As a result, the actual percentage of work completed at public depots is less than what is reported by the Department of Defense in some cases.**

**If confirmed, what steps will you take to ensure the accuracy of the Department's public-private workload distribution reporting?**

**Section 2466 is an integral part of the Department's overarching mission to preserve a ready and controlled source of technical competence that underpins its ability to sustain warfighter readiness. In light of the current global security environment and the age and condition of our current fleets, this statute is more important today than ever before. If confirmed, I will work with the Services to provide clear guidance and ensure accurate reporting and fullest compliance.**

### **Life Cycle Costs**

**If confirmed, what steps, if any, would you take to ensure that life cycle maintenance requirements and sustainment support are considered in the acquisition process for new Department of Defense systems?**

**The best method to ensure weapon systems have meaningful lifecycle maintenance and sustainment plans is to identify those requirements early in the acquisition process, during requirements generation, Analysis of Alternatives (AoA), and design. If confirmed, I will emphasize realistic sustainment concepts of operation in the AoA. The recommendations will help lead to effective and realistic sustainment parameters in the requirements documents and in the system specification to industry.**

**Are you aware of information or concerns that new major weapon systems' operating and support costs may have exceeded estimates?**

**Yes. While some O&S cost changes are due to factors outside of a program manager's control, such as quantity increases, price of fuel and manpower, and OPTEMPO, some O&S costs are program controllable such as spare parts, maintainability and reliability.**

**If confirmed, what actions will you take to ensure rising operating and support costs do not adversely affect the readiness of new equipment and the operational units to which this equipment is issued?**

**If confirmed, I will continue to emphasize O&S cost control by continuously monitoring the drivers of O&S cost for each system. The Department has had success within program offices by establishing "cost war rooms," which continuously monitor cost and readiness drivers and introduce remedies, and I will help champion them.**

**If confirmed, what actions will you take to ensure that the Department will have the resources to properly maintain the readiness of this new equipment?**

**If confirmed, I will work with the Service programmers, budgeteers, and OSD CAPE to ensure the Department's readiness accounts are adequately funded to meet readiness requirements.**

**The National Defense Authorization Act for Fiscal Year 2009 requires the Department of Defense's life-cycle cost analysis for new capabilities to include the fully burdened cost of fuel during the analysis and evaluation of alternatives in the acquisition program design trades.**

**Do you believe that the fully burdened cost of fuel is an appropriate factor for the Department to consider in the evaluation of acquisition alternatives?**

**Yes. Fuel costs are one of three primary cost levers impacting weapon systems...primarily aircraft. As such, understanding projected fuel consumption and its impact on operating costing is key to creating an accurate estimate of life cycle sustainment costs.**

### **Sustainment Costs**

**How do you intend to identify and implement best practices to drive down costs of weapon systems sustainment?**

**The National Defense Strategy recognizes "improving readiness and lethality" as its first line of effort. The Strategy also identifies reforming Department processes**

as its third line of effort. If confirmed, I will continue to fully support ongoing efforts to reform logistics processes through the Department's logistics reform team. These reforms not only will enhance readiness, but also drive down sustainment costs. Additionally, I will focus on identifying a common set of metrics and a tool to measure and monitor sustainment's contribution to warfighting capability, in terms of availability of weapon systems and cost per day of availability.

**How do you intend to identify and implement best practices for sustainment of software-intensive systems?**

I fully support the Department's first step of publishing a DoD definition of "Software Maintenance." This definition, which is consistent with those in the private sector, is a critical step in providing guidance across the Department regarding sustainment of software-intensive systems. Additionally, if confirmed I will emphasize the need for new programs to include software license and intellectual property (including source code and development and test environment enablers) in the system acquisition source selection criteria.

### **Military Construction**

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

The National Defense Strategy sets three lines of effort for the Department: to rebuild military readiness, strengthen alliances, and reform the Department's business practices. DoD's military construction program has a role in each of these efforts. If confirmed, I will work with the Services to align infrastructure and facility investments to achieve these goals. I will also work with the Services, Defense Agencies, and the Department's Design and Construction Agents to evaluate DoD's military construction guidance and implement changes in policy and processes, informed by industry practices, to provide more timely and cost effective and efficient delivery of facilities to support the warfighter and national security priorities.

**What improvements, if any, do you believe should be made to the MILCON budget justification materials submitted to Congress, to include any revisions or changes in format to the DD Form 1391s?**

All aspects of the military construction process should be reviewed with an eye towards making them more transparent and informative, including the DD Form 1391, which is the form used to document the requirement, scope, and cost of a MILCON project. If confirmed, I will work with the Services to ensure military construction project justification documents accurately reflect the scope, schedule, and cost requirements. In addition, I will work with Congress to ensure the



**Department is effectively communicating the desired information, and that the format of the form is appropriate.**

**Do you believe that the current planning and design process adequately captures total life cycle costs for a facility to include operating costs which are later paid through operation and maintenance accounts? If not, if confirmed, what changes would you make to ensure that a project's full life cycle costs, similar to a weapons system, are understood before a project is approved?**

**If confirmed, I will work with the Services and the Department's Design and Construction Agents to evaluate the military construction planning and design process to ensure it adequately reflects the facility's full life cycle costs, to include operating costs. If required, I will implement changes in policy and guidance to reform the process.**

### **Construction Cost Premiums**

**"A Report on Construction Unit Costs Characterizing the MILCON Cost Premium" provided for the Army Corps of Engineers states, "The premium has been determined to be as high as 35% for some MILCON facility types."**

**Do you agree with the report's findings?**

**Although I am not familiar with the April 2013 Cost Premium study, my prior military and civilian government experience leads me to believe that the Federal Government does pay more than the private sector for construction. The Federal Acquisition Regulations and other laws and policies require MILCON contractors to meet more arduous requirements, such as security enhancements, quality assurance reviews/documentation, or detailed contracting review processes than in the private sector. The additional requirements can drive up costs on DoD MILCON projects.**

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

**If confirmed, I will work with the Military Departments, the Department's Design and Construction Agents, and Congress to look for opportunities to reduce the cost of MILCON projects.**

### **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 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?**

**If confirmed, I will work with the Services and the Department's Design and Construction Agents to review the construction cost process, including the factors that are used for projects in remote locations to ensure they are current and accurate. I will also ensure the Services and the Department's Design and Construction Agents explore alternate construction materials and leverage innovative private sector practices to reduce construction and life cycle costs in remote locations while ensuring continued safety and resiliency of the facilities.**

### **Budget Pressures**

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

**Do you believe that current funding levels dedicated to MILCON and facilities sustainment are adequate to support the operational, housing, and quality of life requirements of the Department of Defense?**

**Based on my military and civilian service in the Department, I do not believe facility investments have kept pace with requirements. I am aware that the condition and modernization of facilities in DoD have declined, particularly since enactment of the Budget Control Act. If confirmed, I will work with the Services to ensure facility investments are linked to the National Defense Strategy goals so that mission risk is minimized and the facilities support the quality of life for members of the Armed Forces.**

### **Base Closures and Realignment**

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

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

**If confirmed, I will explore options to enhance our ability to implement the National Defense Strategy, including whether a request for BRAC authority may be warranted.**

**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?**

**If confirmed I will look into details of the BRAC 2005 round. My understanding is that this round focused on transformation, jointness, relocating forces from overseas to the United States, and included a significant amount of new construction for realignments and new mission requirements.**

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

**If confirmed, and if Congress were to authorize a BRAC round, I will seek to ensure the analysis and decision making consider efficiency and cost-effectiveness in addition to operational requirements.**

**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?**

**The consolidation of overhead through joint basing makes some sense, and my understanding is that it has resulted in significant savings.**

### **Phasing of MILCON Projects**

**In some cases, the Department of Defense has proposed phasing, as opposed to incrementing, large MILCON projects over multiple fiscal years even when each distinct phase does not satisfy the overall requirement of the Department. It has been shown that phasing large MILCON projects, rather than requesting a single authorization for the complete facility and then seeking incremental authorization of appropriations over multiple fiscal years, can result in cost growth of 10% or more if all phases are executed independently.**

**Do you believe phasing, as opposed to incrementing, large MILCON projects is appropriate? If so, when?**

**If confirmed, I will review the impacts of phasing and incrementing large military construction projects to ensure that both our requirements definition processes and our budgeting policies allow DoD to deliver the facilities and associated capabilities necessary to enhance warfighter readiness in the most effective and efficient way.**

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

**If confirmed, I will review the impacts of phasing and incrementing large military construction projects to ensure that funding policies allow DoD to deliver the facilities and associated capabilities necessary to enhance warfighter readiness in the most effective and efficient way.**

### **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.**

**What is your opinion of this approach?**

**If confirmed, I will commit to evaluating Congress' practice of incrementing military construction projects in the context of its effect on DoD near- and long-term investment strategies.**

**Do you believe the Department should be able to use incremental funding when developing its annual budgets?**

**The Department has an obligation to adhere to Administration policies regarding the development of annual budgets. If exceptions to funding policies are needed, based on individual circumstances, I believe DoD should seek those exceptions. If confirmed, I commit to examining the incremental funding practice to determine, in coordination with OSD Comptroller and OMB, when exceptions are needed.**

### **In-Kind MILCON**

**This Committee released a report on April 15, 2013, titled, "Inquiry into U.S. Costs and Allied Contributions to Support the U.S. Military Presence Overseas." Among other things, the Committee's inquiry found that in-kind payments from Germany, South Korea, and Japan have been used to fund questionable military construction projects. The National Defense Authorization Act for Fiscal Year 2014 requires that future MILCON projects funded using in-kind payments or in-kind contributions pursuant to bilateral agreements with partner nations be submitted for congressional authorization in the Military Construction Authorization Act.**

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

**If confirmed, and in order to implement the National Defense Strategy, I will review DoD policies and procedures for prioritizing military construction requirements using host nation funds and ensure they are focused on enhancing the readiness of**

our forces, consistent with the requirements for military construction projects funded with U.S. appropriations. I also will ensure that the Combatant Commanders, as well as the Military Departments, actively participate in the requirements validation process to ensure host nation funded construction projects support U.S. priorities.

### **Investment in Infrastructure**

Witnesses appearing before the Committee in the past have testified that the military services under-invest in both the maintenance and recapitalization of facilities and infrastructure compared to private industry standards. Decades of under-investment in Defense Department installations have 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 will work with the Services to ensure an accurate assessment of the condition and capability of infrastructure and facilities is used to inform future investments. I understand the Department has issued policy and tools to identify and track facility conditions. I will capitalize on this and ensure the resulting data can be used to direct resources to projects with the greatest impact on readiness while preserving the life, safety, and health of the Armed Forces. I will also work with the DoD Components to advocate for additional resources to improve the infrastructure supporting mission resiliency and readiness.**

**What is your understanding of the base operating support (BOS) and facilities sustainment restoration and modernization (FSRM) requirements of the Department?**

**Based on my previous military and civilian government experience, I know that BOS and FSRM accounts are often used to resource near-term operational requirements. I also recognize that the Department has traditionally underfunded these accounts, which places higher risk on the delivery of services the installation populace rely on. This strain will take greater resources and effort to reverse. If confirmed, I will work with the DoD Components to determine and advocate for increased BOS and FSRM funding levels to decrease the impact of past shortfalls.**

**In your view, is the Department receiving adequate funding for BOS and FSRM?**

**Based on my experience in the Federal Government, I believe BOS and FSRM funding should compete more favorably for investment. If confirmed, I will work with the DoD Components to assess the processes and goals for setting BOS and FSRM funding levels and determine if changes are needed to ensure military**

**readiness and operations are not jeopardized due to decreased facilities operations and maintenance funding.**

**How might the Department better distribute BOS and FSRM funds to best ensure sound investment of constrained resources?**

**If confirmed, I will work with the Services to assess the processes and goals for setting BOS and FSRM funding levels to determine if changes are needed to ensure military readiness and operations are not jeopardized by decreased operations and maintenance funding.**

### **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 familiar with U.S. assets on Diego Garcia, and understand that Diego Garcia provides unique capabilities as a strategic base for naval logistical support and the U.S. Air Force.**

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

**Diego Garcia offers unique capabilities due to its geographic location. If confirmed, I will look into this issue and help assess whether there are suitable replacement sites.**

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

**I do not have access to information that would allow me to assess the cost and strategic impacts at this time. If confirmed, I will work to ensure cost implications are considered as part of basing decisions, regardless of location.**

### **Enhanced Use Leases**

**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 “enhanced use lease” (EUL)**

authority is being used in different ways and for different purposes by each of the military departments.

**What is your understanding of the EUL authority?**

**EUL authority authorizes each Service Secretary to lease some of its real property to public or private entities for fair market value, retaining the rental income or in-kind consideration for sustainment purposes.**

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

**If confirmed, I will look into the particulars of how each Service is utilizing the authority and will evaluate options for future use of the program.**

### **Real Estate Transactions**

**Currently, section 1511 of the Armed Forces Retirement Home Act of 1991 (24 U.S.C. 411) authorizes the Secretary of Defense to acquire, dispose of, or lease real property for the benefit of the Armed Forces Retirement Home (AFRH). The AFRH has proposed legislation to authorize the Chief Operating Officer of the AFRH to exercise this authority. Currently, the Secretary of Defense exercises this authority through the U.S. Army Corps of Engineers (USACE). The justification for AFRH's proposal states that the USACE has run into several policy and authority questions in managing and signing leases on behalf of AFRH, delaying the execution of leases on AFRH's behalf and resulting in the loss of significant revenue and missed opportunities to lease additional properties.**

**In your view, should authority to acquire, dispose of, and lease real property on behalf of the AFRH be changed from the Secretary of Defense to the Chief Operating Officer of the AFRH?**

**Section 2873 of the Fiscal Year 2018 National Defense Authorization Act (P.L. 115-91) does assign this authority to the AFRH's Chief Operating Officer.**

**In your view, does the Chief Operating Officer of the AFRH have the experience and expertise in real property matters to exercise this authority, especially when the USACE has found it to be challenging?**

**I do not have any knowledge or possess information concerning the qualifications or experience of the AFRH's COO in real property matters. My understanding is that the Department's Chief Management Officer is overseeing the operations of the AFRH. If confirmed, I will consult with the Department's Chief Management Officer and look into the real property management functions and authority of the AFRH.**

**In your view, does the Chief Operating Officer of the AFRH have greater expertise than the USACE in addressing the policy and authority questions related to real property matters involving the AFRH?**

**My understanding is that the Department's Chief Management Officer is overseeing the operations of the AFRH. If confirmed I will work with the Chief Management Officer to ensure he has the appropriate level of support on real property management operations at the AFRH.**

### **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 family housing both in the United States and abroad?**

**I believe DoD's housing inventory quality, both government-owned and privatized, is in much better condition than before the privatization authorities were passed by Congress. I am also aware that the housing privatization partners have been sustaining high levels of occupancy and satisfaction rates indicating the program is achieving the expectations DoD anticipated when pursuing privatization.**

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

**From my previous experience as an Air Force officer, DoD took a bold step to outsource a function that many thought was inherently governmental and proved that the private sector could provide and maintain better quality housing. If confirmed, I will work with the Services and private developers to ensure that long-term viability of this effort is maintained.**

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

**For the housing program, I believe the Department made the right choice to partner with the private sector to shift ownership and management. I am aware of congressional concerns regarding the long-term financial viability of the program, and, if confirmed, I will actively work with the Services, private partners, and Congress to thoroughly review the financial health of each project to ensure they are solvent and structured to deliver quality housing over the life of the agreements.**

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



**I cannot recommend any changes to the housing program at this time.**

**In your view, can and should the privatization program be expanded to include military barracks?**

**Each Service should look at opportunities to privatize unaccompanied housing. If confirmed, I will work with the Services to identify opportunities for expanding unaccompanied housing privatization on military installations where it is fiscally viable.**

### **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 and military services continuing these efforts?**

**Yes, I support the continued use of third-party financing to pursue distributed energy projects that improve installation resilience, increase readiness and mission assurance, and offer long-term cost savings.**

**Do you believe that the Department 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 work with my staff to determine how the Department should pursue ways to expand the scope of third-party financing that can increase energy resilience.**

**In your view, how can the Department 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 micro grids, additional feeder lines, islanded operations, and other assets?**

**The Department should continue to prioritize resilience in every energy investment, to include third party financing, with the maximum flexibility to address mission assurance and readiness priorities.**

### **Energy Resilience**

**The threat of severe weather and events such as the 2013 sniper attack on PG&E's Metcalf Substation, successful cyberattacks 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 micro grids to improve energy resilience and mission assurance?**

**I agree with Secretary Mattis that the Department should continue to invest in energy efficient technologies to improve energy resilience and provide for mission assurance. If confirmed, I will work to identify reliable, secure, and cost-effective energy technologies that reduce the risks of dependence on vulnerable sources of energy and increase access to assured, reliable, quality energy supplies.**

**What is your definition of energy resilience?**

**My definition is the legal definition. Title 10 defines energy resilience as, “the ability to avoid, prepare for, minimize, adapt to, and recover from anticipated and unanticipated energy disruptions in order to ensure energy availability and reliability sufficient to provide for mission assurance and readiness, including mission essential operations related to readiness, and to execute or rapidly reestablish mission essential requirements.”**

**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 micro-grids 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?**

**Assured access to reliable, available, and quality power assists in providing for critical mission readiness and mission assurance. If confirmed, I will commit to work to explore how the Department can leverage every authority Congress has authorized, including 10 U.S.C. 2914 as modified by section 2805, to improve energy resilience and mission assurance.**

### **Environment**

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

**If confirmed, I will comply with all legal requirements, including those from the Environmental Protection Agency.**

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

**If confirmed, I will assess the investment levels for environmental research programs to confirm they meet the goals of DoD and support Administration priorities.**

**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.**

### **Emerging Contaminants**

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

**Emerging contaminants pose many challenges to the Department. If confirmed, I will work with the other federal agencies, to include the Environmental Protection Agency, to identify and address these challenges.**

**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 military installations and nearby communities?**

**PFAS is a national issue with effects well beyond military installations. If confirmed, I will work with other federal agencies, to include the Environmental Protection Agency and Congress, to ensure DoD is taking the proper actions to address the impact of these chemicals.**

**The FY18 and FY19 NDAA 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 and in consultation with DOD 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?**

**PFAS is a national issue with effects well beyond military installations. I am committed to fulfilling Congress's direction to support the study.**

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?

**I am committed to fulfilling Congress's direction and, if confirmed, will evaluate DoD's progress on implementing GAO's recommendations.**

### **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 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?

**Smart water resource management is critical in supporting the Department's mission, and, if confirmed, I will commit to continue to strengthen the environmental resilience of our installations and infrastructure.**

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

**Yes, if confirmed I will commit to submitting the report to Congress.**

### **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 committee-passed FY18 NDAA directs DOD to conduct a comprehensive threat assessment and implementation master plan on the risks and vulnerabilities to DOD missions and infrastructure associated with climate-related events.

**Do you share Secretary Mattis views on climate change?**

**Yes, and, if confirmed, I will work with the Services to address vulnerabilities of our infrastructure and installations to preserve mission capabilities and ensure installation resiliency.**

**Do you agree that DOD should be prepared to mitigate any consequences of a changing climate?**

**Yes. Risk mitigation is an integral part of military planning and installation management.**

**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 DOD missions and infrastructure associated with climate-related events?**

**Yes, if confirmed, I will commit to submitting the report to Congress in a timely manner.**

### **Encroachment on Military Installations**

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

**What do you see as the potential main constraints encroaching on the Department’s ability to use its facilities, including training ranges?**

**In multiple locations, the Department experiences negative impacts on its ability to test, train, and operate as a result of incompatible development in the vicinity of DoD installations and training areas. The adverse impacts of incompatible development will continue to increase as development expands closer to the Department’s economically attractive installations. While external pressures are increasing, DoD’s requirements for training and testing are also increasing with the need to deploy new technologies and strategies in support of the National Defense Strategy.**

**If confirmed, what policies or steps would you take to ensure private development avoids negatively impacting Department missions and, where possible, enhances operations and training?**

**If confirmed, I will seek mutually-beneficial solutions to compatibility challenges, and will advocate for the preservation and expansion of the operating space needed to enhance military readiness, while working to strengthen partnerships with other Federal agencies. Additionally, I will support continued efforts to help states and communities partner with the military services and local installations to plan and carry out strategies to promote compatible community development in support of our installations and ranges.**

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

**If confirmed, I commit to developing a strategy to deal with the issues of encroachment around military installations, and sharing that strategy with the Congress.**

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

**I understand that the Department can accept early information from developers for the purpose of evaluating potential project impacts. If confirmed, I will encourage this practice to help protect the capabilities of the Department's military installations and ranges.**

**Since 2013, DOD has cooperated with the Departments of Agriculture and the Interior in the Sentinel Landscapes partnership in states such as Arizona and North Carolina, in order to preserve key rural landscapes, farms, ranches, and forests that also protect vital test and training missions conducted on military installations that anchor such landscapes across the U.S.**

**What is your understanding of the Sentinel Landscapes program and do you commit to supporting the program's continuation and partnership, if confirmed?**

**The Sentinel Landscapes Partnership strengthens interagency coordination and better aligns Federal programs to preserve and enhance military readiness, while advancing mutually beneficial goals of each agency. Section 317 of the FY2018 NDAA, formally establishes this partnership and further supports efforts by the agencies to work collaboratively around key military installations and ranges. If confirmed, I commit to supporting the continuation of the Partnership's goals and objectives.**

**Energy Policy**

**The Department of Defense is the largest consumer of energy in the federal government and spends billions of dollars to power military installations and to fuel combat platforms. As threats to energy resources increase, the Department's energy planning is critical to ensuring successful missions in the future.**

**The threat of commercial grid disruption is growing. What steps would you take to ensure critical military infrastructure has assured access to energy?**

**If confirmed, I will work to develop a comprehensive approach to ensure mission assurance requirements are met while reducing the Department's exposure to the vulnerabilities of the commercial electrical grid.**

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

**If confirmed, I will work with the OSD staff and the Services to identify better ways to integrate energy resilience into Department MILCON investments and future weapon systems.**

**If confirmed, what changes, if any, would you make to the Department's current energy policy?**

**If confirmed, I will review the National Defense Strategy with the Services to determine the need for any changes to current policy.**

**What is your definition of energy security and mission assurance?**

**Title 10 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." I support that definition.**

**Current Department policy, DoDD 3020.40, defines mission assurance as a "process to protect or ensure the continued function and resilience of capabilities and assets, including personnel, equipment, facilities, networks, information and information systems, infrastructure, and supply chains, critical to the execution of DoD mission-essential functions in any operating environment or conditions." I support that definition.**

## **Research and Development**

**What do you see as the role or need for research and development to meet the Department of Defense's energy, installations, and environmental needs?**

**If confirmed, I will review the energy, installation, and environment Research and Development programs to ensure they are meeting current and future Department needs.**

**What is your current understanding of the way that the Office of the Secretary of Defense and the military departments coordinate budgets for energy and environmental research and development?**

**If confirmed, I will work with the Under Secretary of Defense for Research & Engineering and the Comptroller to evaluate and coordinate Defense-wide and Service-specific research and development investments in energy and the environment.**

**If confirmed, what steps would you take to coordinate the research and development efforts of the military departments for energy and the environment?**

**If confirmed, I will work to ensure that Defense-wide and Service-specific investments in energy and environmental programs focus on current and future Departmental needs, and that the Services coordinate their research and development efforts to further strengthen these programs.**

**What role do you believe DARPA should play in research and development to meet energy and environmental needs?**

**If confirmed, I will explore opportunities for further cooperation between DARPA and the Department's energy and environmental programs.**

**In your view, should the Department accelerate demonstration programs with respect to renewable energy platforms to better aid deployed forces in combat zones where energy and resources are derived solely from power generators and convoy/airlift support? If so, what steps would you take, if confirmed, to accelerate such programs?**

**As Secretary Mattis has stated, the Department should seek renewable energy sources that are reliable, cost effective, and capable of relieving the dependence of deployed forces on vulnerable fuel supplies. If confirmed, I will ask for an update on the current status of these activities to determine how best to accelerate their implementation.**

**If confirmed, what specific metrics would you use to assess funding targets and priorities for the Department's long-term research efforts and determine whether the Department is making adequate investments in its basic research programs?**

**If confirmed, I will coordinate with the Under Secretary of Defense for Research and Development on appropriate priorities for basic research for energy and environment.**



**The Operational Energy Capability Improvement Fund (OECIF), Strategic Environmental Research and Development Program (SERDP), and Environmental Security Technology Certification Program (ESTCP) demonstrate and validate the most promising innovative technologies that can meet DOD's most urgent warfighter requirements.**

**Do you support the OECIF, SERDP, and ESTCP programs and commit to their continued funding across the FYDP?**

**If confirmed, I will work with the Comptroller to continue funding for these programs within the fiscal restraints of the Department and promote the transition of these R&D projects to Service-funded programs of record.**

### **Department of Defense Laboratory and Test Center Recapitalization**

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

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

**If confirmed, I will work with the Under Secretary for Research and Engineering to help identify measures that would define the laboratory and test community's facility requirements. I would also work with them to develop a long range funding strategy using both military construction and research and engineering resources.**

**If confirmed, how would you work to properly recapitalize the technical centers, laboratories, and test centers?**

**If confirmed, I will work with the Under Secretary of Defense for Research and Engineering to help identify measures that would define the laboratory and test community's facility requirements. I would also work with them to develop a long range funding strategy using both military construction and research and engineering resources.**

### **Department of Energy**

**If confirmed, how would you work with the Department of Energy (DOE), including the Advanced Research Projects Agency – Energy, on the development of new or advanced approaches for energy requirements?**

**If confirmed, I would work with the Under Secretary of Defense for Research and Engineering and the Services to determine how cooperation with the Advanced Research Projects Agency – Energy may support meeting the objectives for lethality and agile logistics outlined in the National Defense Strategy.**

**Are there any specific areas where you think the Department of Defense or services are best suited to partner with the DOE?**

**If confirmed, I would consult with the Under Secretary of Defense for Research and Engineering and the Services to understand current initiatives with the Department of Energy and identify areas for further cooperation.**

### **Logistics**

**If confirmed, what would be your priorities with respect to logistical and materiel support, supply chain management, and sustainment efforts as they pertain to energy, installations, and the environment?**

**If confirmed my priorities would align with the National Defense Strategy's three lines of effort: 1) improve readiness and lethality; 2) enhance partnerships; and 3) reform business processes. These three lines of effort apply across the entire portfolio of the Assistant Secretary for Sustainment.**

**If confirmed, what is your view of the role you would play in addressing logistical support challenges associated with the delivery of energy to deployed units, particularly in harsh environments like Afghanistan, Iraq, Syria, and Africa?**

**If confirmed, I will work to integrate logistics supportability into Department planning, programming, budgeting, and execution decision-making, and seek close partnerships with the Joint Staff and the Services to identify and mitigate logistics risks to the lethality and readiness of our forces.**

**The proliferation of multiple, often proprietary, battery storage systems across weapons platforms threatens to drive costs and logistics to unsustainable levels.**

**Do you agree that our goal should be to provide a family of common energy storage solutions that can expedite design and certification and lower acquisition life cycle operations and support costs?**

**If confirmed, I will conduct a review of energy storage requirements, technologies, and roles and responsibilities to identify opportunities for common energy storage solutions.**

### **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?**

**This authority was used to support our operations in Afghanistan and Iran during the “Global War on Terror.” It allowed rapid provision of facilities in austere environments. As such, I believe the authority is an important tool for DoD to have available during a declared national emergency.**

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

**If confirmed, I will evaluate existing policies in coordination with legal, fiscal, and operational experts to 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?**

**If confirmed, I will work with the DoD General Counsel and the OSD staff to understand the legal limits of the authority as it applies outside of theaters of armed conflict.**

### **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 Defense Department?**

**Yes. Fuel and power are critical enablers of operational capability. Adversaries have demonstrated the ability to disrupt energy and logistics networks around the globe, and the National Defense Strategy outlines the need for agile and resilient logistics to sustain operations in increasingly contested operating environments.**

**If confirmed, what will you do to unleash the military from the tether of fuel?**

**If confirmed, I will focus on better identifying warfighting challenges and opportunities by more realistically evaluating the energy storage and distribution risks in the Department’s operational plans. The results would then be fed into how**

**the Department develops new operating concepts, acquires new combat platforms, and fields equipment and capacity to increase resilience, readiness, and lethality.**

**If confirmed, what priorities would you establish for Defense 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 will work with OSD and the Services to understand how our current operational technology initiatives should be adapted or improved. In addition, if confirmed, I will summarize these priorities in the statutorily required Operational Energy Strategy.**

**What is your view of the current staffing of operational energy plans and programs of the military departments and defense agencies?**

**If confirmed, I will request an update from the Services and defense agencies on their current staffing for operational energy to evaluate their adequacy for supporting operational energy activities.**

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

**If confirmed, I will collaborate with the Joint Staff, Services, and defense agencies to meet the objectives of the National Defense Strategy. As part of that collaboration, I will use my role in the planning, programming, budgeting, and execution process to understand and affect the resources applied to operational energy functions.**

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

**The Department is currently coordinating operational energy planning and programming, but it can be improved. If confirmed, I will work the OSD staff and the Services to identify 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 to leverage advancements in data analytics and associated technologies to improve commanders' visibility of fuel consumption by the force?**

**Energy command and control is an important capability for the warfighter. Understanding past and expected energy usage should inform a range of strategic**

and operational level decisions. The Services already are collaborating with DLA-Energy on a series of initiatives, and, if confirmed, I will continue to track these activities.

### 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.

In 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 OSD, the Joint Staff, the Services, and the Combatant Commands to understand and incorporate these sustainment risks across Department decision-making.

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

If confirmed, I will review the use of energy key performance parameters in requirements and ensure use of the fully burdened cost of energy in analyses of alternatives.

Sustainment costs for the F-35 are an issue of interest for the Committee. Will you commit to assessing potential engine improvements like the Navy's Fuel Burn Reduction program to improve fuel efficiency in the F-35?

If confirmed, I will be responsible for a range of initiatives associated with reducing the sustainment costs of the F-35. I will work with the Services and Joint Program Office to evaluate opportunities for increasing the capability of the F-35 and/or reducing refueling requirements through improvements to propulsion and other components.

Years ago, the guided-missile destroyer (DDG) *USS Cole* was bombed while refueling. Today, the Navy continues to focus on operational energy improvements to increase platform range, endurance, and ordnance payload. Given the high rate of deployments and constant stress on readiness, the Navy has used operational energy investments like hybrid-electric drive (HED) systems that can allow a DDG to remain on-station for an extra 11 days per year.

**Do you support the Navy's commitment to conducting at least one DDG HED installation per year over the FYDP?**

**If confirmed, I will work with the Navy to better understand the capability and value of HED systems for guided missile destroyers.**

### **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 U.S. military, 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?**

**If confirmed, I will follow Secretary Mattis' guidance that the Department should explore reliable and cost-effective renewable energy technologies that reduce the risks of dependence on other, more vulnerable sources of energy. In addition, I will advocate for the continued use of third party financing to enhance energy resilience at Department installations while decreasing the Federal burden.**

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

**The Services are currently including energy constraints across multiple wargames and exercises. If confirmed, I will ask for a review of the role of energy outages in exercises and wargames to assess the need for specific changes or improvements.**

**Do you believe that war games conducted by the Department of Defense and the services 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? 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 for improving the capability of the future force. If confirmed, I will work with the Joint Staff, OSD, and the Services to strengthen the process for assessing the 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 better incentivize military installations to partner with industry and local communities to explore mutually beneficial transportation opportunities like the Smart Cities Challenge?**

**DoD has taken a proactive approach in reducing the size and cost of its Non-Tactical Vehicle fleet. The Department has implemented policy to review all vehicles not meeting utilization goals to determine if they have unique mission requirements justifying their low utilization or if they are candidates for pooling or turn-in. The Department has implemented a requirements process to ensure any vehicle requested has a critical need that cannot be satisfied by alternative means prior to any new lease or purchase. These initiatives have resulted in a reduction in fleet size, maintenance costs, and petroleum usage. If confirmed, I will continue current work to control expenditures on non-tactical vehicles while continuing to support military training and missions.**

### **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 ASD(S)?**

**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, 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.**