

Advance Questions for William Anderson
Nominee for the Position of Assistant Secretary of the Air Force
for Installations and Environment

Defense Reforms

Almost two decades have passed since the enactment of the Goldwater-Nichols Department of Defense Reorganization Act of 1986 and the Special Operations reforms.

Do you support full implementation of these defense reforms?

Yes, I fully support the implementation of these reforms. Since its inception, the Goldwater-Nichols Act has clearly improved the organization and capabilities within the Department of Defense.

What is your view of the extent to which these defense reforms have been implemented?

I believe these reforms have been fully implemented.

What do you consider to be the most important aspects of these defense reforms?

The Act has improved both the organization and interoperability of the services through greatly improved integration of assets.

The goals of the Congress in enacting these defense reforms, as reflected in section 3 of the Goldwater-Nichols Department of Defense Reorganization Act, can be summarized as strengthening civilian control; improving military advice; placing clear responsibility on the combatant commanders for the accomplishment of their missions; ensuring the authority of the combatant commanders is commensurate with their responsibility; increasing attention to the formulation of strategy and to contingency planning; providing for more efficient use of defense resources; and enhancing the effectiveness of military operations and improving the management and administration of the Department of Defense.

Do you agree with these goals?

Yes.

Do you believe that any changes to this Act may be appropriate? If so, why?

Currently I am not aware of any specific proposals being considered. If confirmed, I would work with the Secretary of the Air Force on any proposed changes that pertain to installations, environmental or safety concerns.

Duties

What is your understanding of the duties and functions of the Assistant Secretary of the Air Force (Installations and Environment)?

There are numerous duties and functions in the Assistant Secretary of the Air Force for Installations and Environment portfolio. They cross a large spectrum of the Air Force mission. Central elements include providing quality housing to Air Force members and their families, a critical part of which is privatization. Privatization also extends to strategic outsourcing and utilities infrastructure. Environment, safety, and occupational health, as well as airspace and range issues, are also functions I will assume if confirmed. Currently base closure and realignment are important matters. These fall within the scope of assistant secretary for installations and environment. If confirmed, I will also exercise oversight of the Air Force logistics system.

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

Over the last nine years, I have served as a business general manager responsible for environmental affairs, safety, occupational health and facilities for one of the world's largest corporations. During that time, I built a team that has developed programs and processes that have driven continuous improvement in hundreds of operating locations across the world. The team established actionable operating performance metrics that have allowed our leaders to regularly pulse progress, focus resources and drive performance that overall significantly exceeds the average performance in the industry. Dozens of those facilities have been awarded recognition by governmental or third party bodies for excellence in environmental, health and safety performance.

For more than 20 years, I have been involved in virtually all areas of real estate and facilities management issues including transaction structuring, due diligence, construction, facility maintenance and refurbishment, demolition and brownfields redevelopment. These activities have been conducted around the world, including negotiating the privatization of previously state-owned enterprises in Eastern Europe. These activities have included working with local communities in developing reuse options for obsolete real property assets. These efforts resulted in maximizing returns for the seller, while at the same time ensuring reuse conforms with the overall development plans of the local communities.

Over the last dozen years, I've been a senior staff leader managing the supply chain function, utilizing productivity and quality tools such as "Six Sigma", "5S", "Change Acceleration Process" and "Lean" to improve team performance and deliver expected results to the customer. A component of these activities has included development of performance metrics tied to external (customer/stakeholder) requirements, rather than internal requirements, to ensure that customer expectations are exceeded.

Do you believe that there are actions you need to take to enhance your ability to perform the duties of the Assistant Secretary of the Air Force (Installations and Environment)?

I believe that upon the assumption of any new leadership assignment, significant work must be done to come up to speed on the team that will be managed; including current issues and programs, and relationships with other groups that will be necessary to successfully lead the function. If confirmed, I would develop a ninety day plan which includes, but is not limited to, site visits, briefing sessions (with team members, customers, stakeholders and other constituencies) and a leadership assimilation process focused on closing any knowledge gaps. This effort would take two distinct directions.

- 1) Team, organizational accountability and relationships with other entities: Develop a thorough understanding of the capabilities of the Air Force Installations and Environment team, the current status of programs and the metrics that measure progress against commitments. Obtain a complete understanding of the interactions between this organization, its counterparts at Army and Navy, the balance of the Air Force and DoD team, as well as the Legislative and other Executive Branch organizations.
- 2) Issue recognition and understanding: Immersion in site issue briefings, budget targets and tracking, benchmarking against Installations and Environment counterparts at Army and Navy and regular meetings with SASC staff in order to establish priorities, develop a list of deliverables and begin tracking progress on key issues.

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

I would expect the Secretary to prescribe the duties and functions commensurate with the position and consistent with those specified in law.

In carrying out your duties if confirmed, how will you work with the following?

- A. The Secretary of the Air Force**
- B. The Under Secretary of the Air Force**
- C. The Air Force Chief of Staff**
- D. The Deputy Under Secretary of Defense for Installations and Environment**
- E. The other Assistant Secretaries of the Air Force**
- F. The Assistant Secretaries of the Army and Navy for Installations and Environment**
- G. The General Counsel of the Air Force**
- H. The Judge Advocate General of the Air Force**
- I. The Deputy Chief of Staff of the Air Force for Installations and Logistics**
- J. The Civil Engineer of the United States Air Force**

If confirmed, I will assist the Secretary and the Under Secretary of the Air Force, the General Counsel, the other Assistant Secretaries, along with the Air Force Chief of Staff, in forming a close relationship with the Deputy Under Secretary of Defense (Installations & Environment) to carry out the goals and priorities of the Department. I understand the importance of teamwork and information sharing. I will make it a top priority.

Major Challenges and Problems

In your view, what are the major challenges that confront the Assistant Secretary of the Air Force (Installations and Environment)?

Enhancing our ability to carry out the Air Force mission in the most cost-effective method will always be a priority. I anticipate a challenge in finding the right balance between maintaining a high status of readiness while conserving our scarce resources. Implementing the Base Realignment and Closure recommendations in a timely and fiscally responsible manner that benefits the Air Force, while working with environmental regulators and local communities, will be a challenge. Diligence in the areas of training ranges and airspace, as well as improving our family housing and the utility infrastructure and overseeing an immense logistics system, will be challenging.

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

If confirmed, my game plan would be as follows: (1) establish and communicate a clear vision for the organization consistent with the overall mission of the Air Force, (2) ensure that we have top talent in each position within the organization, then give these leaders the support and freedom to do their jobs, (3) engage in benchmarking and best practice sharing both inside and outside of the government to ensure we have the best tools and programs available to guarantee success, and (4) set up regular pulsing sessions within the organization to track progress against established goals and milestones.

What do you consider to be the most serious problems in the performance of the functions of the Assistant Secretary of the Air Force (Installations and Environment)?

I am not in a position at present to have sufficient knowledge of the position, the team or the challenges of the function to know of any serious problems, if any. However, based on my past experience, every team and function has room for improvement. If confirmed, the process I detailed above in response to the question regarding enhancing my abilities to perform this duty will allow me to assess gaps and issues, large or small. After that evaluation is completed, I would be in a better position to provide a specific response to this question.

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

If confirmed, I will work hard to establish an interactive and trustworthy relationship with members of Congress and their staffs, as well as Air Force and Department of Defense officials, directly responsible for matters within the jurisdiction of my office. Management actions will be prioritized based on input from each of these stakeholder groups. Based on this prioritization, I will lead the Installations and Environment team in establishing, communicating and tracking to specific initiative timelines.

Priorities

If confirmed, what broad priorities would you establish in terms of issues which must be addressed by the Assistant Secretary of the Air Force (Installations and Environment)?

If confirmed, I will establish priorities consistent with those of the Secretary of Defense and the Secretary of the Air Force.

Military Construction

The Department of Defense is using the rate of recapitalization of the physical plant to justify the levels of annual investment required for facilities and infrastructure. The Department had established a goal for the military services to propose levels of funding for military construction and facility modernization in the 2008 President's budget request that would equal a recapitalization rate of 67 years. To date, the services have been requesting in the annual budget a level of investment that results in a recapitalization rate of 110-140 years.

Do you believe the goal of a 67-year recapitalization rate of investment by 2008 can be achieved within the Air Force?

I understand the Air Force is currently programmed to achieve a facility recapitalization rate of 67 years by FY08, in line with established Office of the Secretary of Defense goals.

What other goals and metrics, if any, could be established to improve facility recapitalization?

If confirmed, I will review all current metrics associated with infrastructure replacement from both an installation and cost standpoint. In this review, I will examine other goals and consider additional metrics that might improve recapitalization.

Housing Privatization

In recent years, the Department of Defense and the Congress have taken significant steps to improve family housing. However, it will take many more years and a significant amount of funding to adequately meet the Department's housing needs. The housing privatization program was created as an alternative option to speed the improvement of military family housing and relieve base commanders of the burden of managing their family housing. If confirmed for the position of Assistant Secretary of the Air Force (Installations and Environment) you will have a key role in any decisions regarding military family housing.

What are your views regarding the privatization of family housing?

Family housing is critical to the men, women, and families of the Air Force. If confirmed, I will review this matter in depth to ensure our military members and their families are provided quality housing so that they may better go about conducting the Air Force mission.

What is your view of the structure and general goals of the Air Force's current housing privatization program? Do you believe the program should be modified in any way? If so, how?

I am generally aware of the Air Force's housing privatization program and schedules. If confirmed, I will seek to ensure the continued success of this program.

If confirmed, how would you ensure that funds originally appropriated for military construction, which are then used to accelerate the pace of Air Force housing privatization, would be accounted for, and reported to Congress?

If confirmed, I will ensure funds appropriated by the Congress for issues within the purview of the Assistant Secretary of the Air Force for Installations and Environment are assigned to specific projects, tracked through an appropriate project tracking mechanism, properly accounted for and reported to Congress.

The Army has contracted for a major housing privatization effort at Fort Hood, Texas, using a request for qualifications (RFQ) process instead of the more traditional request for proposals (RFP) process.

What are your views of the relative merits of these contracting approaches?

Both approaches have received broad application in the contracting world. If confirmed, I intend to utilize the most appropriate contracting tool available for each particular circumstance, while driving for continuous improvement in these tools and processes.

The Department of Defense has established 2007 as a goal to improve all of its military family housing in the United States.

Do you believe the Department of the Air Force can achieve this goal?

If confirmed, I will review the Air Force status of military housing. I will do everything in my power to meet goals and objectives of the Department of Defense. I understand the current budget and Future Years Defense Program (FYDP) is on track to meet the goal and I am fully committed to keep this process on track.

Base Closures and Realignment

The 2005 Defense Base Realignment and Closure (BRAC) process is currently underway.

What do you see as the roles and responsibilities of the Department of the Air Force in implementing BRAC decisions?

I believe the Air Force's roles and responsibilities are to implement the final decisions of the 2005 BRAC expeditiously and efficiently in the best interest of the local community, the federal government, the Air Force, and the American taxpayer.

What would your role be, if confirmed, in carrying out these responsibilities?

We need to develop strong relationships with state and local governments; those who have zoning authority, state environmental regulators, state and local development authorities and the private sector. If confirmed, I will seek to develop relations with the proper authorities within the government and in the local communities to implement the decisions in the best interest of all stakeholders.

If confirmed, what priorities would you set for the process of disposal of any property at Air Force bases affected by BRAC decisions?

Local communities and the Air Force need to take advantage of and benefit from the private marketplace as much as possible. Community redevelopment plans and the Air Force disposal plans should be integrated to maximum extent possible to take into account the anticipated market demand for surplus military property with the goal of maximizing value, while being sensitive to community needs and long-term plans. This approach will get property into reuse much more quickly, help accelerate job creation, and result in cost savings for military readiness.

The DOD installation closure process resulting from BRAC decisions has historically included close cooperation with the affected local community in order to allow these communities an active and decisive role in the reuse of property.

In your view, what are the roles and responsibilities for the Department of the Air Force within the 2005 BRAC property disposal process to work with local communities?

Collaboration and communication are critical to success. If confirmed, I would develop a plan to quickly inventory the real property, personal property, and natural infrastructure assets at the bases to determine their value. Working with the communities, we can develop strategies to quickly market these assets. This approach can ensure that the community will quickly recover from the impacts of base closure and realignments.

If confirmed, what goals would you establish to assist affected communities with economic development, revitalization, and re-use planning of property received as a result of the BRAC process?

The Air Force will take great care to work with communities and stand ready to provide support and assistance. If confirmed, I would ensure we work closely with the Office of Economic Adjustment (OEA) to ensure that effected communities have all the resources necessary to accomplish comprehensive planning for the reuse of base property. I will continue to foster this proactive approach to ensure that communities are treated fairly in the BRAC process.

Investment in Infrastructure

Witnesses appearing before the Committee in recent years 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 our 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 propose to restore and preserve the quality of our infrastructure?

If confirmed, I will review all issues associated with infrastructure investment. I believe I bring experiences in how to assess and improve infrastructure so it can best serve our warfighters and their families.

Energy Efficiency

Executive Order 13123 lays out a number of specific steps that agencies should take to promote energy conservation. These include the use of energy savings performance contracts, utility energy efficiency contracts, and other contracts designed to achieve energy conservation; conducting energy efficiency audits for approximately 10% of an agency's facilities each year; and exploring opportunities for energy efficiency in industrial facilities for steam systems, boiler operation, air compressor systems, industrial processes, and fuel switching.

Do you support the use of these energy conservation approaches?

As evidenced by my efforts at General Electric, I support energy conservation, and if confirmed, I will review the entire Air Force effort in this area to ensure we meet or surpass all of the standards and goals. In my experience, focused attention, along with leadership accountability as relates to the full range of energy conservation options, can result in significant conservation wins.

Are there other steps that you would take, if confirmed, to promote energy conservation by the Department of the Air Force?

If confirmed, I will encourage energy conservation using both traditional and innovative strategies, as well as continually encouraging best practice sharing outside of the Air Force to ensure we have the largest pool of ideas to work from to maximize our likelihood for success.

Do you believe that the energy conservation goals established in the Executive Order are achievable?

I have not had the opportunity to examine all of the Air Force's efforts towards realizing the goals of the Executive Order, but I understand they are making significant strides with several projects in a number of areas. If confirmed, I will closely examine this important issue.

Encroachment on Military Installations

The encroachment of commercial development near military installations has negatively impacted Air Force operations at military airfields. For example, combat aircraft can no longer safely take off with live armaments on one end of the runway at Nellis Air Force Base, Nevada and Luke Air Force Base, Arizona due to the construction of private residential areas adjacent to the base.

If confirmed, what policies or steps would you take to curtail the negative impact on operations and training resulting from residential encroachment?

I believe we need to work closely with local communities as they develop land use plans. If confirmed, I will ensure encroachment issues are treated comprehensively and that the appropriate programs or initiatives are implemented to address potential readiness problems. We need to understand the community needs and they to know how land use planning can affect our ability to meet military training and readiness needs.

Reports and Notifications to Congress

A responsibility of the Department of the Air Force is to satisfy statutory report and notification requirements to Congress. Many notifications require a wait period of a specific number of days after notification is received by Congress before the Department can carry out the action. The current Air Force policy is to answer all questions generated by Congress regarding the notification before proceeding with the action.

Do you support and will you adhere to this policy?

Yes.

Congressional Oversight

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

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

Yes.

Do you agree, when asked, to give your personal views, even if those views differ from the administration in power?

As a political appointee, I consider it my duty to be an advocate for the policies of the Administration. However, I will always be prepared to provide my best professional judgment when asked.

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

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?

Yes.