

**Advance Questions for Terry A. Yonkers**  
**Nominee for the Position of Assistant Secretary of the Air Force**  
**for Installations and Environment**

**Defense Reforms**

**The Goldwater-Nichols Department of Defense Reorganization Act of 1986 and the Special Operations reforms have strengthened the warfighting readiness of our Armed Forces. They have enhanced civilian control and clearly delineated the operational chain of command and the responsibilities and authorities of the combatant commanders, and the role of the Chairman of the Joint Chiefs of Staff. They have also clarified the responsibility of the Military Departments to recruit, organize, train, equip, and maintain forces for assignment to the combatant commanders.**

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

I have seen the benefits of the Goldwater-Nichols Act in terms of jointness, provision of military advice to the President, and interagency cooperation. At this time I see no specific changes in the Act that I would recommend.

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

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, energy, safety, or logistics concerns.

**Duties**

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

The Assistant Secretary of the Air Force for Installations, Environment and Logistics is responsible for the overall supervision of all matters pertaining to Air Force installations, environment and logistics. The Assistant Secretary provides guidance, direction, and oversight for all matters pertaining to the planning, acquisition, sustainment and disposal of Air Force real property and natural resources, environmental program compliance, energy management, safety and occupational health of its personnel and life cycle integrated logistics support.

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

I have nearly 40 years of professional experience as an environmental engineer, program manager, and policy director. I served twenty-two years of my professional career with the Department of the Air Force working environmental, safety, occupational health issues at all command levels within the Air Force. I previously served as the Acting Deputy Assistant Secretary of the Air Force (Environment, Safety, and Occupational Health) with worldwide responsibility for the Air Force's ESOH programs and policies and an annual ESOH budget in excess of \$2 billion. I spent three years of my Pentagon experience assigned to Air Force budget committees with responsibility for making corporate level decisions regarding allocation of Air Force fiscal, fixed, and personnel assets. I served as the Chief of Environmental Programs for the Air Force's Base Realignment and Closure Office and was instrumental in standing up the organization, developing the policies and procedures for expediting the clean up of contaminated sites and returning properties to local communities for productive reuse and managing an annual budget of over \$400 million. I spent nearly 10 years of my Air Force career in the Pentagon and have worked with my counterparts in the Office of the Secretary of Defense and the military services to develop practical and effective solutions to any number of ESOH challenges.

My fifteen years of private sector experience provides different perspectives that will provide balance and enhance my ability to deal with the challenges of this position. Four of those years included working for Southern California Edison Company learning the electrical generation and distribution business and the planning and licensing procedures to bring nuclear, hydroelectric, solar, wind, and fossil fuel facilities on-line. The last seven years have been spent as a Senior Vice President with ARCADIS-US, Inc. as a business development manager and strategic advisor to the company's global construction and environmental business interests

**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)?**

Yes. I will need to become reacquainted with the issues and challenges facing the Air Force in those areas for which I will have responsibility. I will need to build a working relationship with the Air Force team and my counterparts in OSD and the military services as well as the senior leadership in other federal agencies and communities who will be key to helping accomplish the mission of the Air Force. If confirmed, within the first few months I plan to visit a number of air bases (active, reserve, and guard) and the Logistics Centers (Hill AFB, Tinker AFB, and Robins AFB) to hear first hand from those on the front lines what challenges and recommendations they have to improve business practices and effectiveness of their jobs. I will meet with the Air Force services centers responsible for executing the energy, logistics, environmental, family housing and construction projects so critical to the Air Force mission and quality of life. If confirmed, I will also plan to meet with key members of agencies like the Environmental Protection Agency, Department of Energy, Department of Interior, General Services Administration, Council on Environmental Quality (and others) to outline how we can work together to develop synergies and achieve solutions to mutual problems.

**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.

**Relationships**

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

**Secretary of the Air Force**

If confirmed, I will meet and communicate with the Secretary of the Air Force on a regular and as required basis. I will provide him with my honest assessment and advice and support him in the implementation of his decisions and policy.

**Under Secretary of the Air Force**

If confirmed, I will work closely with the Under Secretary especially on energy issues and initiatives and advise and assist in the execution of those Air Force programs for which he/she is responsible.

**Air Force Chief of Staff**

The Chief of Staff of the Air Force, except as otherwise prescribed by law, performs his duties under the authority, direction and control of the Secretary of the Air Force and is directly responsible to the Secretary. If confirmed, I would, as the senior civilian charged with policy decision for installations and environment initiatives, work hand in hand with the Chief of Staff to carry out the duties prescribed by the Secretary of the Air Force.

**Air Force Vice Chief of Staff**

If confirmed, I will similarly work closely with the Vice Chief of Staff of the Air Force on installations, logistics, and environment issues.

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

If confirmed, I plan to foster a harmonious working relationship with all my civilian contemporaries in the Office of the Secretary of Defense. I will communicate openly and directly with the Deputy Under Secretary of Defense for Installations and Environment in articulating the views of the Department of the Air Force.

**Other Assistant Secretaries of the Air Force**

If confirmed, I will establish and maintain close and professional relationships with each of the Assistant Secretaries and seek to foster an environment of cooperative teamwork, working together on the day-to-day management and long-range planning needs of the Air Force.

**Assistant Secretaries of the Army and Navy for Installations and Environment**

If confirmed, I will move quickly to establish and maintain a close and professional relationship with the Assistant Secretaries of the Army and Navy for Installations and Environment. I believe coordination with them will be critical in meeting national goals in energy and environmental security, installation management, housing and utility privatization.

#### **General Counsel of the Air Force**

The Air Force General Counsel has a significant role to play in virtually all policy decisions in the Air Force. If confirmed, I expect to have a strong relationship with The General Counsel and consistently seek his sound legal advice.

#### **Judge Advocate General of the Air Force**

If confirmed, I expect to establish a strong relationship with the Judge Advocate General of the Air Force as the Air Force's senior military legal counsel and senior leader of the Air Force Judge Advocate Corps.

#### **Deputy Chief of Staff of the Air Force for Installations and Logistics**

If confirmed, I will move quickly to establish a close and active professional relationship with the Deputy Chief of Staff for Installations and Logistics. This relationship will be critical, and if confirmed, one of my first tasks will be to meet with him to understand his priorities and how we can work together to meet our respective responsibilities.

#### **Civil Engineer of the United States Air Force**

A close working relationship is equally vital with the Civil Engineer of the United States Air Force. If confirmed, I will act quickly to meet with the Civil Engineer to understand his priorities and explore opportunities to work together.

### **Major Challenges and Problems**

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

Enhancing our ability to carry out the Air Force mission in the most efficient and cost-effective manner will always be a priority made even more pronounced with expected budgets. I anticipate challenges in finding the right balance between maintaining a high status of readiness while optimizing the use of our scarce resources in the areas of military construction, infrastructure management, depot maintenance and logistics, and environmental compliance. Energy security and meeting the goals of the Energy Acts and Executive Orders will be a priority that presents challenges with tremendous opportunities especially in the areas of renewable energy technologies and application. If confirmed, I look forward to meeting the evolving challenges presented by global climate change and control of greenhouse gases and the implications these may have on national security. Quality of life programs implemented through Military Construction, Family Housing, and the Air Force's safety and occupational health programs will also continue to present budget challenges as the Air Force balances resources allocations.

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

If confirmed, I will take the following initial actions: 1) articulate a clear vision, expectations, and priorities in those areas for which I will be responsible consistent with national priorities and the Air Force mission, 2) evaluate existing policies and procedures within the department to make sure they are aligned with the vision and path forward, 3) evaluate whether the organizational structure is optimal to meet the vision and requirements of the Air Force, 4) continue to recruit the best and the brightest and give the leadership team the support and flexibility they need to do their jobs, 5) look outside the department and harness the best ideas, processes and technologies being successfully used in the private sector as well as other government agencies, and 6) establish reasonable metrics to judge performance and establish feedback loops to ensure these metrics and policies are being implemented effectively and efficiently.

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

I am not in a position at this time to know what the most serious problems are with respect to the responsibilities of the Assistant Secretary of the Air Force (Installations, Environment, and Logistics). However, I know from experience that national priorities will change and we must be open minded and flexible in the way we approach problems and issues. We must continue to adjust to meet these emerging priorities and challenges staying focused on meeting the missions of the Air Force in the most responsible, efficient and cost-effective manner possible. If confirmed, one of my first tasks will be to understand the short and longer term issues facing the Air Force in Installations, Environment, and Logistics and consider how these challenges affect other Air Force programs. Once this evaluation is completed, I should have a good idea of which problems are most pressing and which present the highest risk and also understand the unintended consequences of taking one option as opposed to another.

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

I would initiate the review of Air Force programs immediately, evaluate the risks and prioritize the most pressing problems that will require focused attention. I will collaborate with my counterparts in DOD, the military services and within the Air Force where those issues overlay or may impact the responsibilities of others and develop a plan to address these issues.

**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 for Installations and Environment?**

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

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

I am not in a position at present to develop specific plans with respect to improving the quality of life of our Airmen and their families. However, I clearly recognize the pressures repeated deployments have placed on our Air Force families. If confirmed, I will work in concert with the Secretary of the Air Force and the other Services to institute positive change in those areas that can be influenced by the installations and environment portfolio.

**The Assistant Secretary of the Air Force for Installations and Environment has responsibility for, among other things, two largely distinct programs – the military construction program and the environmental program.**

**In the competition for resources inherent in the Defense Department budget process, which of these two major programs do you believe should have priority in terms of funding? Why?**

I am not in a position at present to comment on the relative funding priorities of construction and environmental programs. However, I can say with confidence, we have outstanding professionals on the SAF/IE team who have dedicated their lives to working these programs. If confirmed, I will work with these experts and ensure the final decisions that are made are in the best interest of the Air Force, the Department of Defense, and most importantly, our nation.

### **Military Construction**

**Over the last several years, the Air Force has had the smallest share of the Defense Department's overall military construction program. Additionally, the military construction programs of the Air National Guard and the Air Force Reserve have been substantially underfunded.**

**What would be your highest priorities for allocating military construction funding for the Air Force over the next several years?**

The military construction program priorities should fall in line with overall Air Force priorities. Today, those priorities are reinvigorating the nuclear enterprise, partnering with the joint and coalition team to win today's fight, developing and caring for Airmen and their families,

modernizing air and space inventories, and regaining acquisition excellence. If confirmed, I will work to ensure that those top priorities receive appropriate military construction funding.

**If confirmed, what would be your intention with regard to the funding levels for military construction for the Guard and Reserve in future budget requests?**

If confirmed, I will ensure that the Air Reserve Components are treated equitably within the corporate process and receive their fair share of AF resources.

### **Family Housing and Privatization**

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

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

I'm not in a position to judge the quality and sufficiency of the Air Force's family housing at this time. However, one of my first tasks, if confirmed, will be to make an evaluation of how the Air Force is doing with regard to family housing and meeting the goals of the department as well as the expectations of our service men and women.

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

Quality family housing communities are critical to the men and women of the Air Force and their families. If confirmed, I will ensure our military members and their families are provided access to safe, quality and affordable housing so that they may better carry out the Air Force mission. From my limited understanding, I believe the family housing privatization program has made significant progress in improving the housing and quality of life for Airmen and their families.

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

I understand that the Air Force goal is to privatize 100% of its housing in the United States and overseas by 2010. I understand the Air Force is on a path to meet this goal and I will do everything within my power to ensure the Air Force achieves its goal.

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

I do not have any specific changes I can recommend today. However, if confirmed, I plan on exploring all avenues to partner with industry in the most effective and mutually beneficial way. If I uncover any areas where legislative help is needed, I will request Congressional assistance.

**In light of the bankruptcy of American Eagle, does the Air Force intend to change the nature of its individual agreements with privatization contractors to the same sort of LLC arrangement as the other Services maintain?**

I am not currently in a position to comment on the details of the American Eagle initiative. However, if confirmed I will review the Air Force Housing Privatization program to better understand the best practices within the DoD and the Air Force and implement any necessary modifications.

**The Air Force has stated as its goal to privatize 100% of military family housing in the United States, Hawaii, Alaska, and Guam by the end of FY2010.**

**What is your understanding regarding the status of this privatization goal and when do you expect the Air Force will finish its housing privatization efforts?**

The Air Force continues to remain committed to providing high quality housing to Airmen and their families. The AF continues to work towards the goal of privatization of 100% of CONUS bases by the end of FY2010.

### **Base Closure and Realignments**

**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?**

If confirmed, I will ensure the Air Force has the proper resources and policies in place to properly implement the BRAC 2005 decisions, fulfill its statutory obligations and meet the mission needs of the Air Force, other services and Defense Agencies. I will also seek to cooperate with state and local governments, environmental regulators, and redevelopment authorities and the private sector to implement the decisions with consideration for the interests 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?**

I understand the Air Force has implemented a BRAC Master Plan that considers a number of criteria to facilitate disposal of property. I will take a close look at this master plan and evaluate if it meets the goals and expectations for property disposal commensurate with the local community's redevelopment plans and objectives. Historically, environmental cleanup issues have impeded the disposal and unrestricted use of BRAC properties. I also want to determine if environmental cleanup of BRAC properties can be improved both in terms of schedule and unrestricted use and adjust the BRAC program accordingly.

**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 of the Department of the Air Force within the 2005 BRAC property disposal process with respect to working with local communities?**

Collaboration and communication are critical to success. If confirmed, I would work closely with the communities and State and Local agencies affected by the BRAC 05 closures, ensure environmental cleanup is performed, and utilize all available assets to place the property into the hands of the local communities in a timely manner. 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?**

If confirmed, I want to understand the communities' redevelopment plans and schedules. The AF needs to work closely with the Office of Economic Adjustment (OEA) to ensure that affected communities have all the resources necessary to accomplish their comprehensive planning for the reuse of base property. I will evaluate the AF's BRAC Master Plan and environmental cleanup program to ensure these are in line with community development planning.

**Is the Air Force moving aggressively to implement the joint basing agreements that were mandated by BRAC 2005?**

I understand the Air Force is working with OSD and the other military services to implement the joint basing decisions mandated by BRAC 2005. Meeting the joint basing goals will be one of my priorities if confirmed, and I am fully committed to this challenge.

**What do you see as the main concerns related to the implementation of BRAC-directed joint basing agreements?**

I am not familiar with specific concerns with BRAC-directed joint basing agreements at this time. However, if confirmed, I will focus my initial efforts to ensure the Air Force has moved smartly and quickly to put the right foundational elements in place to support a seamless transition to a joint base with minimal impact to the mission and the base population.

**Will the Air Force have any trouble finishing the BRAC 2005 round on time?**

The Air Force reports its BRAC 2005 program is on track and will be complete with implementing its recommendations within the statutory time limit.

**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 our installations has led to substantial backlogs of facility maintenance activities, created substandard living and working conditions, and made it harder to take advantage of new technologies that could increase productivity.**

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

If confirmed, I will review the current and future requirements for our infrastructure, to ensure that the Air Force can support its missions and the Secretary of the Air Force's priorities.

**Enhanced Use Leases**

**The Congress has provided the authority for each of the Service Secretaries to lease underutilized non-excess property and to use revenues generated by those leases to enhance infrastructure and operating costs on those installations. This so-called "enhanced use lease" (EUL) authority is being used in different ways and for different purposes by each of the military departments. The Air Force, after some hesitation, seems to be embracing EUL opportunities including the recent implementation of a creative agreement at Hill Air Force Base in Utah.**

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

I understand that the Congress provided EUL authority to the military services and that it applies to underutilized property that has not been declared excess. I understand the Service Secretaries can enter into lease arrangements with private sector providers in exchange for infrastructure and

operating cost considerations. I understand that the EUL must be shown to promote the national interest or be in the public interest.

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

If confirmed, I will build upon the successes of the Air Force's EUL program. I view the EUL program as a significant asset management tool for the Air Force. Accordingly, it will help reduce the amount of underutilized assets, and create resources that can supplement Air Force goals and mission requirements.

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

If confirmed, I will continue the efforts underway and will focus on opportunities to support the Air Force's ongoing renewable energy and infrastructure initiatives. Further, I will continue traditional real estate transactions as the real estate market continues to rebound.

**If confirmed, what will be the main concentration of the EUL program?**

I believe the EUL program will provide Air Force the ability to leverage assets and establish long-term relationships with private and government partners. These efforts will cultivate meaningful support and improvement for Air Force installations and surrounding communities by enhancing future economic growth. Further, I believe the program can help substantially in achieving the Air Force's and DOD's energy and water efficiency goals.

**Will you consider the authority to provide support to energy initiatives?**

Yes. If confirmed, I will ensure the AF considers and continues seeking out energy opportunities looking at all renewable energy options as well as how we can support Smart Grid technologies and applications.

**Will you continue to focus on the construction of facilities and in-kind reimbursement to base operating costs?**

Yes. I believe it is essential for the AF to leverage its non-excess real estate assets to obtain private sector capital to offset operating costs and for facility construction. These are "win/win" projects that will help installation commanders sustain base operations and meet their most urgent needs.

**The Congressional Budget Office has expressed concern that EUL authority could be used to acquire expensive facilities through long-term leases that commit the Department of Defense to make payments (rather than receiving payments) over an extended period of time.**

**Do you believe that it would be appropriate to use EUL authority to commit future-years Department of Defense funds for long-term projects to acquire facilities that have not received approval through the normal budgeting process?**

No. My understanding of the EUL authority is that acquiring facilities through long-term leasing committing future years funding is not allowed.

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

Based upon my current understanding of EUL authority, I would not support any such proposals.

### **Base Operating Support**

**In your view, is the Air Force receiving adequate funding for base operating support?**

If confirmed, I will review the current and future requirements for base operating support funding to ensure that the AF can support its missions.

**Based on your experience, how might the Department of the Air Force distribute base operating funds to best ensure sound investment of constrained resources?**

I believe our commanders are in the best position to determine how best to allocate limited base operating support dollars. I am committed to ensuring our Wing commanders have the resources to execute their missions at the tactical level.

### **Air Force Laboratory and Test Center Recapitalization**

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

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

I am not currently in a position to comment on Air Force laboratory and test center recapitalization but if confirmed, I will actively work to establish the right metrics to assess their recapitalization rates.

**How would you propose to address this recapitalization issue for the Air Force laboratories and test centers?**

I am not currently in a position to comment on Air Force laboratory and test center recapitalization. However, if confirmed, I will work with the appropriate OSD and Air Force leadership to address the recapitalization of Air Force laboratories and test centers.

**Joint Strike Fighter Basing Decisions**

**The Air Force intends to announce soon a down select of bases for the future bed down of the F-35 Lighting.**

**What is your understanding of the Air Force's process for making basing decisions for the Joint Strike Fighter?**

It is my understanding that the Air Force has a comprehensive process which evaluates every basing decision including the beddown of major weapon systems. The process is initiated by the Air Force Major Commands taking into account a number of criteria such as facility and infrastructure requirements, airspace, environmental and energy demand/impacts, logistic support requirements and quality of life support facility requirements. These requirements are arrayed against possible beddown locations and reviewed by an Executive Steering Group and finally by the Secretary and the Chief. The results of this initial analysis is the release of a candidate basing list.

Once the possible basing alternatives have been identified, the Air Force begins the NEPA process including coordination with the public and local communities. The NEPA analysis culminates in a record of decision followed by an announcement of the preferred beddown.

**Based on your understanding of the basing decision process, including the implications of the National Environmental Policy Act, what is your view on how the decision process can best suit the needs of the Department while also complying with the legal and regulatory requirements associated with such decisions?**

I see NEPA as an excellent tool and well suited to assist the Air Force in making better, more informed, basing decisions when looking at a set of reasonable alternatives. This informed decision-making further assists the Air Force in mitigating potential impacts to a broad spectrum of environmental issues including air and water quality; noise and encroachment; and endangered species and historic preservation - - all of which have a basis in regulatory guidance.

**What factors contribute to the possibility of litigation filed in response to basing decisions like the one underway within the Department of the Air Force with respect to the Joint Strike Fighter?**

Factors that can contribute to the possibility of litigation include - but are not limited to - issues associated with the Clean Air Act, Endangered Species Act, aircraft noise, and historic preservation or simply not appropriately complying with the NEPA process.

### **Environmental Restoration**

**Over the past several years, the Air Force has maintained level funding in its installation restoration accounts, but more still needs to be done to remediate the long legacy of environmental contamination.**

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

The prevention of exposure hazards and the remediation of contaminated land are the main priorities of the Air Force environmental restoration program. The Air Force has set a goal of having Remedies-in-Place or Responses Complete (RIP/RC), whichever comes first, by FY2012 (two years ahead of the DoD goal of 2014) and the completion of Site Inspections of currently identified Military Munitions Response (MMRP) sites by FY10.

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

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

**Based on your experiences in both the government and private sectors, what changes, if any, in the DOD restoration program do you think could help expedite clean-up efforts at active and former defense sites?**

The DOD is doing a good job cleaning up its contaminated sites and, if confirmed, I will work with the Deputy Under Secretary for Installations & Environment to review the department's cleanup program and metrics.

**At the beginning of 2009, there were 11 sites within the Department of Defense that were listed on the National Priority List (NPL) but were not yet covered by signed interagency federal facility agreements. Seven of the 11 were Air Force sites.**

**What is your understanding of the status of these agreements and do you believe it is important to have signed federal facility agreements for NPL sites?**

I fully support working as partners with the Environmental Protection Agency and state regulators in NPL cleanup agreements. To that end, it is important to have signed federal facility agreements (FFA) in place.

## **Pollution Prevention**

**In each annual budget request since at least FY2006, the Air Force has requested over \$80 million for pollution prevention programs. However, for FY2010, the Air Force requested less than \$45 million.**

**What is your understanding of the reasons for this significant reduction in pollution prevention funding?**

If confirmed, I will review the budget request for pollution prevention programs to ensure that they are adequate to meet the challenges the Air Force faces.

**If confirmed, what would be your intentions with regard to future funding for pollution prevention programs?**

I believe funding for pollution prevention is an investment in the future that will reduce maintenance costs, create a healthier and safer work place for military and civilian workers, and meet the goals and expectations of the Department. If confirmed, I will review requirements for Air Force pollution prevention programs to ensure that they are adequate to meet the challenges the Air Force faces and comply with the new Executive Order.

## **Energy Policy**

**The Secretary of the Air Force, in a June 16, 2009, memorandum, established the Assistant Secretary of the Air Force for Installations and Environment as the Office of Primary Responsibility supporting the Under Secretary of the Air Force in his capacity as the Department's Senior Energy Official.**

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

If confirmed, I will support the Under Secretary of the Air Force, in his or her role as the Air Force's Senior Energy Official, and will oversee implementation of the energy program throughout the Air Force. My responsibilities would include working with the Secretary and the Under Secretary of the Air Force, the other Assistant Secretaries, and the Air Force Chief of Staff and Vice-Chief of Staff to develop overarching energy policy within the United States Air Force.

**What do you see as the key elements of the Air Force's energy strategy?**

I understand the Air Force's stated goals are to reduce energy demand, increase the availability and types of energy supplies, and change the Air Force's culture to make energy a consideration

in all we do. If confirmed, I will continue to support these goals.

**What is your understanding of the energy conservation goals within the Air Force and the Department of Defense?**

Congress and the President have established various energy conservation goals that will reduce dependence on foreign sources of energy and help sustain the Air Force's mission readiness and responsiveness on a global scale. These goals include reducing the Air Force's facility and ground vehicle energy consumption each year, while increasing the amount of renewable energy and alternative fuels we use.

**If confirmed, what steps would you take to promote energy conservation within the Department of the Air Force?**

I strongly support energy conservation, and I will encourage energy conservation using both traditional and innovative strategies to ensure that the Air Force meets or surpasses all energy standards and goals. If confirmed, I will continue to endorse the Air Force's energy vision to make energy a consideration in every activity. I will also continually encourage the sharing of best practices with sister Services, Federal agencies and other stakeholders outside of the Air Force to identify those ideas and initiatives that can lead to greater energy security.

**With respect to renewable energy, which strategies do you believe provide the best prospects for meeting the energy needs at Air Force installations and in the ground fleet?**

If confirmed, I will promote the development and use of renewable and alternative energy at facilities and in ground vehicles and equipment. I will work with the other Assistant Secretaries and the commanders at the Major Commands and installations to identify potential opportunities to expand the availability and use of renewable and alternative energies. Likewise, I will work with OSD (Deputy Undersecretary Installations & Environment) to identify research and development opportunities and investments that will support meeting the department's energy goals.

**What renewable technologies and fuel types have the most potential for certification and use by aircraft?**

If confirmed, I will perform a comprehensive review of Air Force efforts regarding the specific technologies and fuel types and recommend to the Secretary of the Air Force and Chief of Staff of the Air Force those alternative fuel sources that I believe would be worthwhile to pursue further.

**With respect to aviation fuel requirements, what examples, if any, can you provide of policies or initiatives currently in practice that both conserve fuel use and cost while balancing appropriate readiness levels and pilot training requirements?**



While I have not had the opportunity to examine all of the Air Force's initiatives in this area, I am aware that the Air Force's published policy calls for operational aviation effectiveness through validating mission and training requirements, moving flight training to simulators when practical, and developing a fuel conservation culture within the aviation operations community. I know the Air Force has taken proactive steps in these areas. If confirmed, I will encourage continued efforts to conserve fuel use and cost while optimizing readiness and training.

### **Encroachment on Military Installations**

**The encroachment of commercial development near military installations has negatively impacted Air Force operations at military airfields and ranges.**

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

Operations at facilities and ranges are affected by a variety of constraints including development in the clear zones, height of buildings and structures, and commercial facilities that affect the electronics on aircraft particularly radar. Training may be moved or delayed because of seasonal or time of day restrictions. In other instances operations can be affected by competition for airspace or incompatible development adjacent to our test and training ranges, or under our Military Training Routes, and Special Use Airspace.

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

I believe that we need to work closely with local communities as they develop their 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 need to know how land use planning can affect our ability to meet military training and readiness needs. If confirmed, I will ensure the Air Force has a comprehensive encroachment policy and management program that supports proactive engagement on encroachment challenges with a broad range of tools and strategies.

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

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

### **Occupational Safety**

**In 2006, the Secretary of the Air Force implemented within the Air Force the Occupational Safety and Health Administration's Voluntary Protection Program (VPP).**

**What is your understanding of the Air Force's VPP?**

I understand VPP is a voluntary program where the Air Force takes proactive steps and conducts self-assessments to meet the health and safety standards set by OSHA. I know that similar voluntary programs have been successfully adopted in the private sector. I see the VPP program as a tool to stay focused on the Air Force's health and safety programs and to constantly improve the Air Force's already good health and safety record.

**If confirmed, what would be your responsibilities under the VPP?**

I believe my primary responsibility lies in overseeing VPP implementation and providing policy guidance for the Air Force Safety Center, major commands and installations.

**If confirmed, how will you ensure that safety programs under your cognizance are effective and successful?**

If confirmed, I will work closely with the Air Force Vice Chief of Staff as co-chair of the Air Force Environment, Safety & Occupational Health Council to monitor performance and provide guidance as needed. I will partner with the Air Force Chief of Safety to ensure policy implementation fosters improved workforce safety and mission execution.

### **Logistics**

**Within the Department of the Air Force, the Assistant Secretary of the Air Force for Installations and Environment also has responsibility for logistics.**

**What is your understanding of these responsibilities?**

I understand SAF/IE has overall responsibility for installations, energy, environment, safety and occupational health and weapon systems logistical support for the Department of the Air Force. Specific to logistics the Assistant Secretary (I&E) provides guidance, direction, and oversight for all matters pertaining to the formulation, review, and execution of plans, policies, programs, and budgets for logistics.

**If confirmed, what would be your priorities with respect to materiel support, supply chain management, and sustainment?**

If confirmed, my priorities will be to advocate for and support the resources within the corporate structure to meet the logistic functions of the Air Force. I will continue to seek process improvements to reduce the cost, energy, and environmental footprint of the Air Force's logistics centers while improving the Air Force's ability to meet the warfighting mission. I will continue

to support research and development into new materials and technologies that will improve the performance, cost, and sustainability of Air Force weapon systems. Maintaining the robust technology sustainment capabilities organic to the three Logistics Centers, in my view, is critical to meeting the sustainment challenges of the Air Force and will be a priority for me, if confirmed.

**What initiatives are you aware of within the Department of the Air Force that are designed to account for the full life cycle costs of munitions, particularly as those costs relate to disposal, unexploded ordnance and munitions-constituent contamination?**

I am not aware of any specific initiatives, however, I fully understand our responsibilities to be good stewards of the environment and if confirmed I will ensure we comply with the environmental laws as established by Congress.

### **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, 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

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

YES