

**Senate Armed Services Committee  
Questions for the Record  
Hearing on 3/15/05, #05-21**

**ATo consider the following nominations: Anthony J. Principi to be a Member of the  
Defense Base Closure and Realignment Committee@  
Witness: Principi**

**Senator John Warner**

Independence of the Commission

1. Mr. Principi, the Base Realignment and Closure (BRAC) Commission will receive the Secretary of Defense's recommendations for closures and realignments on May 16. From that date until you submit your recommendations to the President by September 8, 2005, the Commission will be under intense pressure from all types of groups to influence your decisions. If confirmed and appointed as Chairman, what measures will you take to ensure the proceedings of the Commission will result in independent decisions free from outside influence?

Quality of Life Considerations

2. Mr. Principi, one of the BRAC criteria refers to the ability of the infrastructure in local communities to support forces, missions, and personnel. Much of what a local community provides to military personnel can be characterized as Aquality of life@ issues, such as schools, housing, and local services. In anticipation of BRAC, many State and local communities have undertaken funding initiatives and programs specifically to improve the quality of life for military personnel. How do you plan to address quality of life issues and particularly the efforts of local communities in your assessment?

Force Structure Decisions

3. Mr. Principi, pursuant to section 2912 of the BRAC law, in February 2004, the Secretary of Defense certified that the 2005 round of BRAC recommendations will result in annual net savings for each of the Military Departments beginning not later than fiscal year 2011. It is anticipated that the Secretary of Defense will recommend BRAC proposals to relocate or consolidate major force units, such as army divisions, aircraft wings, and naval aircraft carriers, within the United States. In assessing the Secretary's recommendations for these relocations, how will the Commission quantify the savings from a major force unit relocation?

Conduct of the Commission

4. Mr. Principi, the BRAC process was established by Congress to ensure base closure and realignment recommendations are reviewed and assessed as fairly and objectively as possible by an independent commission. In your opinion, what policies of conduct and procedures should the Commission adopt to preserve the integrity of the process beyond any shadow of doubt?

#### Commissioner Visits

5. Mr. Principi, BRAC law requires that two commissioners must visit those installations that were not part of the Secretary's recommendations, but were added for consideration of closure or realignment by the Commission. BRAC law does not stipulate any requirements for visits by commissioners to bases recommended by the Secretary of Defense, yet I'm sure the communities affected by these recommendations will want to have an opportunity to talk to the Commission. If confirmed as a BRAC member and appointed as Chairman, do you anticipate establishing a policy or requirement for commissioner visits to those installations included in the Secretary's list?

#### Recusals from Commission Activities

6. Mr. Principi, in your answers to the committee's advance policy questions, you agreed to abide by specific procedures for recusal or divestiture. Has the White House or Department of Defense (DOD) asked you to sign any other type of agreement regarding recusals or divestitures due to conflicts of interest? If so, please provide a copy of any agreement you have signed.

## Senate James Inhofe

### Staffing

7. Mr. Principi, in every committee and commission worth its salt, it is supported by a very able and dedicated staff. I note in your answers to the committee's advanced questions, your first action will be to hire a staff director and that your staff will be impartial, professional, and free of political influence. However, you have another very important challenge with the staff. You must hire staff who are knowledgeable in the areas highlighted in the selection criteria. For example, you must have someone who understands the military value, environmental impact, economic impact, etc. How do you plan to ensure you have the right staff with the right stuff?
8. Mr. Principi, where will you look to get impartial individuals?
9. Mr. Principi, this BRAC is unique in several ways. For the first time cross-Service teams will take a functional approach in an effort to combine Service functions in a joint way where it makes sense. So, they will look at Service recommendations in areas like depots and force the removal of the traditional Service stovepipes to give this BRAC a more joint feel. How do you intend to make sure you have staff with the requisite expertise in these functional areas?

### Depots

10. Mr. Principi, as you may know one of my major concerns is with the preservation of our military industrial base. In the last administration there was a lot of talk about privatizing public depots. Congress passed several laws to prevent this from happening thus preserving our core capabilities in the depots. The best known law was probably 50/50 where we said that no more than 50 percent of the total amount spent on depot level maintenance could be on the private side of the equation. We felt that it was important to preserve our depots. I think the recent war and the surge capability required and demonstrated by the depots proved our point. I think the recent acquisition of more and more American businesses by foreign companies further makes the point that we cannot afford to give up these valuable assets. It is a matter of national security. When this administration came to power, it began to put money into the depots and the payoff has been amazing. Efficiency has increased in many cases over 200 percent. Are you familiar with the 50/50 legislation? Do you agree that this BRAC cannot violate existing laws such as the 50/50 law?
11. Mr. Principi, are you familiar with the amazing efficiencies realized by the public depots in recent years?

### Live Fire Ranges

12. Mr. Principi, another valuable resource in this country is its ranges. You may be familiar with the fight I led, and lost, to preserve the Vieques range in Puerto Rico. With environmental concerns, urban sprawl, community encroachment, and other factors, our live fire ranges are becoming extinct in this country. Add to that, the fact we are redeploying over 90,000 soldiers from overseas bases. This combination tells me we cannot afford to lose any more ranges. Are you aware of these concerns? How do you intend to evaluate our need for preserving ranges for military value and our need to realign and close bases for efficiency?

**Senator Susan Collins**

Regionalization of Facilities

13. Mr. Principi, one of the great strengths of our Armed Forces is its geographic diversity. Having installations stretching across the country provides a whole host of benefits, including reach, coverage, surge capability, and rapid response. Having installations grouped together in only a few regions substantially increases our vulnerability and could even raise the likelihood of a terrorist attack, for example, in one area. Further, in this day and age, threats can come from any direction. Finally, its important that every part of our country participate in our national defense. Do believe that there is strong value in ensuring that there are active duty facilities in each region of the country?

[Answer Already Received]

Homeland Defense

14. Mr. Principi, the goal of our Armed Forces is to defeat enemies before they reach our shores. However, as we experienced on 9/11, we need to be prepared to deal with threats within our borders, as well. The Department of Defense is taking on an increasing role in homeland defense missions. How will the BRAC Commission ensure that homeland defense requirements and capabilities will be considered during its deliberations?

[Answer Already Received]

Total Force Structure

15. Mr. Principi, I read in your pre-hearing policy questionnaire that, in your opinion, the key elements of Amilitary value@ in BRAC criteria include Atotal force structure to include Guard and Reserve components and maximizing joint base utilization to facilitate joint warfighting, training and readiness.@ Specifically, what do you mean by a Atotal force structure contribution@?

[Answer Already Received]

16. Mr. Principi, what is your opinion on the value and utility of Joint Armed Forces Reserve Centers and providing a Aone stop shop@ for various Services= Guard and Reservists to train in one location?

[Answer Already Received]

## **Senator Saxby Chambliss**

### Core Logistics Capability

17. Mr. Principi, in Title X of the U.S. Code, there is a statutory requirement for the Department of Defense to maintain a core logistics capability. The Department is limited to spending no more than 50 percent of its depot-level maintenance and repair funds to contract for the performance of this workload. The Department of Defense published comments in the Federal Register that state that it is inappropriate to include statutory constraints in the selection criteria because they are too varied and numerous. The Department goes on to assure us that this absence of statutory constraints should not be construed as an indication that the Department will ignore these or any other statutory requirements in making its final recommendations. Part of the Commission's role will be to ensure that all statutory requirements are met. As you select your staff, I would encourage you to select those that have the requisite knowledge of these laws to ensure we do maintain a core logistics capability and the required bases and facilities needed to conduct depot-level maintenance. Now I know that DOD is required to evaluate all installations equally, but can you tell us how you will reconcile this evaluation requirement with existing statutory imperatives and congressional intent that would preclude discarding our depot capabilities?

### Cost Savings

18. Mr. Principi, the fifth criteria for consideration by BRAC relates to the extent and timing of potential costs and savings and an analysis of the amount of time required for the perceived savings to exceed the costs of closing a base. This criteria is designed to ensure that bases are not closed unless there is a clear basis for significant savings in the near term. What are your views on the maximum amount of time that should pass after a base closes before significant cost savings are realized?
19. Mr. Principi, can you give us your assurances that a base will not be closed simply to meet a quota as opposed to the result of a thorough analysis of cost savings?
20. Mr. Principi, how will you ensure that closing a base will actually result in financial savings great enough to justify the disruption of current operations while we are at war?

## Senator Carl Levin

### Comprehensive Review of Force Structure

21. Mr. Principi, last September when DOD submitted its "Strengthening U.S. Global Defense Posture" report to Congress, then-Under Secretary of Defense Feith stated in the introduction to that report that "the Defense Department will incorporate its projected overseas posture changes into the BRAC 2005 process.@ In addition, last year the Army started using emergency authorities to buy temporary buildings to station the first of the new so-called Amodular@ brigades. The Army provided a series of information papers to this committee on July 28, 2004 stating that, with respect to these 10 new brigades, APermanent stationing for all units will be fully addressed through the BRAC 2005 process.@ Do you believe the Commission must consider all major force structure changes, including the basing for forces to be relocated from overseas back to the United States and the permanent stationing of the Army=s new Amodular@ brigades, in order to ensure that the Commission takes account of all relevant factors that would affect closure and realignment decisions?

### Internet Access to Materials

22. Mr. Principi, do you plan, if confirmed, to make your materials available through the internet so that interested communities and citizens across the Nation can access it?

### Interpretation of Selection Criteria

23. Mr. Principi, the selection criteria for the 2005 round are essentially the ones used in the past three rounds, and are intentionally broad. The statutory criteria do not attempt to capture every nuance that might apply to every possible type of installation or facility. In the statement of managers on the conference report on the fiscal year 2005 defense authorization bill, Congress stated that: AThe conferees expect that the Secretary shall adhere, to the maximum extent possible, to responses in the analysis of comments to the draft selection criteria, as published in the Federal Register on February 12, 2004, including the incorporation of elements of military value, such as research, development, test, evaluation, maintenance, and repair facilities for weapon systems; and the interaction with a highly skilled local work force and local industrial and academic institutions.@ If the yardstick the Commission must use in evaluating the Secretary=s recommendations is whether the Commission feels the Secretary adhered to or deviated from the force structure plan and the selection criteria, do you believe that requires the Commission to interpret the criteria the way DOD interpreted the criteria?
24. Mr. Principi, do you believe the Commission should consider the Department of Defense responses to the public comments about the selection criteria to be relevant information that provides additional guidance about the meaning and interpretation of the selection

criteria that should be taken into account when the Commission evaluates the Secretary's list of recommended closures and realignments?

## **Senator Edward Kennedy**

### Base Proximity to Academic/Industrial Centers

25. Mr. Principi, as you know, the decisions that you will make will influence the Department of Defense and our national security for years to come. As part of that process, you will review the recommendations for closure and realignment of not only bases, but also labs and technical centers. These labs and technical centers provide the intellectual foundation that allows our military to maintain its extraordinary advantage in technology. Many of us are concerned, however, that the BRAC criteria overlooks the unique values of these centers of innovative and advanced technology. Many experts have highlighted the value of regional technology clusters as the best way to stimulate innovation and establish valuable partnerships between the federal government, industry, and academic research. The proximity of these centers strengthens the capabilities of the Defense Department's labs and accelerates the process of moving new technology out of the labs and into the hands of our troops. This type of innovation has been the engine of both our national economic growth, and our military superiority. I know, for example, that the great synergy created by the close proximity of Massachusetts Institute of Technology (MIT) and the defense industry to the Natick Soldier Center has been of great benefit in the development of nanotechnologies for our troops. How important do you feel it is to keep Department of Defense centers of innovation close to academic and industrial centers of innovation?

### Loss of Expertise

26. Mr. Principi, most technical employees will not move to a new location following a BRAC decision to close a base, so the Department will lose valuable scientific and technical expertise when the base is closed. Do you think the BRAC criteria adequately value this potential cost of consolidating bases?
27. Mr. Principi, how does the Department plan to reconstitute this expertise that is lost when a major center is moved to a very different part of the country?
28. Mr. Principi, how do you assess the effect of such a move on the mission?

## **Senator Joseph Lieberman**

### Balancing Responsibilities

29. Mr. Principi, how do you plan to balance your new employment responsibilities as a Vice President of Pfizer, Corp. with those associated with being the Chairman of the Base Closure and Realignment Commission?

### Additions to BRAC List

30. Mr. Principi, what process will you use as a BRAC commissioner to systematically evaluate whether or not bases that have not been recommended for closure or realignment should be added to the list?

### Availability of Information

31. Mr. Principi, will the BRAC Commission make available to the general public (in electronic media) all information provided by the Secretary of Defense and Secretary of the Navy including but not limited to:
- a. Base Structure Data Base (BSDB)
  - b. Cost of Base Realignment Actions (COBRA) Model and all associated data
  - c. Naval Audit Service (NAVAUDSVC) Independent Audit Reports
  - d. Meeting Minutes and Associated Materials from all meetings of:
    - i. Infrastructure Evaluation Group (IEG)
    - ii. Infrastructure Analysis Team (IAT)
    - iii. Department of the Navy (DON) Analysis Group (DAG)
    - iv. Functional Advisory Board (FAB)
    - v. Joint Cross-Service Group (JCSG)
  - e. DON BRAC Information Transfer System (DONBITS) data files
  - f. Data Calls (including all supplemental/corrections requests):
    - i. DON Capacity Data Call
    - ii. DON Military Value Data Call
    - iii. DON COBRA/Scenario Data Call
  - g. Installation Visualization Tool (IVT) Data and associated materials

### Evaluation Metrics

32. Mr. Principi, what metrics will you use to compare and evaluate the bases recommended for and not recommended for closure or realignment against the eight BRAC selection criteria?

33. Mr. Principi, since individual data calls have been sent to multiple tenant commands that are collocated on bases and installations, how will you evaluate the synergy of these multiple organizations in evaluating recommendations for closure or realignment?
34. Mr. Principi, in some cases, the military value of a base is enhanced by the local presence of a large private firm (e.g., shipyard) that did not receive any Adata calls@ and may not have been factored into a base closure or realignment recommendation. How will you ensure that the BRAC Commission ensures that such relevant information is not overlooked in your deliberations?
35. Mr. Principi, among the Aother considerations@ in the BRAC selection criteria are economic impacts and environmental remediation costs. How will the BRAC Commission utilize economic impact data provided by host States/communities, and how will the BRAC Commission determine actual environmental remediation costs, since these costs are significantly affected by the future Areuse@ of the facility which is at best currently unknown?

#### Regional Public Meetings

36. Mr. Principi, do you intend to hold regional public meetings, and if so, how many BRAC Commissioners will be present at each public meeting and how much time will a community have to make its appeal?
37. Mr. Principi, do you intend to have BRAC commissioners visit each base that is recommended for closure or realignment, and during these visits will the BRAC commissioners meet with representatives from the local/host community?

**Senator Daniel Akaka**

Previous Experience

38. Mr. Principi, you stated in your answers to the advance policy questions that you were the minority staff director for this committee at the outset of the 1993 BRAC and that you were involved in hearings and site visits for that round of BRAC. You also state that you faced similar challenges as Secretary of Veterans Affairs (VA) when conforming VA's legacy infrastructure to the changes in 21st century healthcare. What lessons have you learned from these experiences that will assist you as Chairman of the 2005 BRAC Commission?

Information Requests

39. Mr. Principi, you state in your answers to the advanced questions that you will seek all relevant information from the Department of Defense and you state that you have been assured that all requests will be honored. Should information not be provided to you from the Defense Department, will you inform Congress of this problem?

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**Witness: Principi**

**Senator John Warner**

Independence of the Commission

1. Mr. Principi, the Base Realignment and Closure (BRAC) Commission will receive the Secretary of Defense's recommendations for closures and realignments on May 16. From that date until you submit your recommendations to the President by September 8, 2005, the Commission will be under intense pressure from all types of groups to influence your decisions. If confirmed and appointed as Chairman, what measures will you take to ensure the proceedings of the Commission will result in independent decisions free from outside influence?
  - A. Every prospective candidate for a staff position will be interviewed to ensure that he/she has the requisite knowledge, experience, expertise, commitment and impartiality to serve on the Commission's staff. Politics or political influence will not be tolerated. I will make a commitment to ensure that the Commission's work is free from political influence or motivations, that potential conflicts of interests are addressed adequately, and that the BRAC process is independent, fair, equitable and open. I will also ensure that all BRAC Commissioners and staff are adequately trained, briefed and otherwise conform to all ethics and related requirements.

Quality of Life Considerations

2. Mr. Principi, one of the BRAC criteria refers to the ability of the infrastructure in local communities to support forces, missions, and personnel. Much of what a local community provides to military personnel can be characterized as quality of life issues, such as schools, housing, and local services. In anticipation of BRAC, many State and local communities have undertaken funding initiatives and programs specifically to improve the quality of life for military personnel. How do you plan to address quality of life issues and particularly the efforts of local communities in your assessment?
  - A. The ability of local communities to support forces, missions and personnel is one of the criteria identified in the BRAC legislation as an important consideration in making recommendations for realignments and closures by the Department of Defense. I am encouraged to learn that local communities do value military presence and are striving to ensure the highest quality of life possible for our servicemen and women. Moreover, I will take these efforts into consideration in providing local community representatives the opportunity to voice their concerns to the Commission. I trust that our efforts in this

regard will ensure that local communities affected by recommended BRAC closures and realignments will be provided with an opportunity to be heard. It is my hope that in the end, we will build a consensus by and through the BRAC process.

#### Force Structure Decisions

3. Mr. Principi, pursuant to section 2912 of the BRAC law, in February 2004, the Secretary of Defense certified that the 2005 round of BRAC recommendations will result in annual net savings for each of the Military Departments beginning not later than fiscal year 2011. It is anticipated that the Secretary of Defense will recommend BRAC proposals to relocate or consolidate major force units, such as army divisions, aircraft wings, and naval aircraft carriers, within the United States. In assessing the Secretary's recommendations for these relocations, how will the Commission quantify the savings from major force unit relocation?
  - A. The Secretary of Defense is obligated to provide the projected savings and underlying justification data that support the recommendations he makes to the BRAC Commission. The BRAC Commission will analyze this data, and compare it with other data, including that provided by the affected communities.

#### Conduct of the Commission

4. Mr. Principi, the BRAC process was established by Congress to ensure base closure and realignment recommendations are reviewed and assessed as fairly and objectively as possible by an independent commission. In your opinion, what policies of conduct and procedures should the Commission adopt to preserve the integrity of the process beyond any shadow of doubt?
  - A. As a preliminary matter I intend to stress the importance of the objectivity, impartiality and openness throughout the BRAC process, and I will establish internal guidelines and policies that effectuate this commitment to fairness and openness. I will ensure that the other Commissioners and staff members remain free from political pressures and conflicts of interest. I will work carefully and diligently to see that conflicts of interest are avoided so that there will be no reason to question the appearance of impartiality of BRAC Commissioners and staff.

#### Commissioner Visits

5. Mr. Principi, BRAC law requires that two Commissioners must visit those installations that were not part of the Secretary's recommendations, but were added for consideration of closure or realignment by the Commission. BRAC law does not stipulate any requirements for visits by Commissioners to bases recommended by the Secretary of Defense, yet I'm sure the communities affected by these recommendations will want to

have an opportunity to talk to the Commission. If confirmed as a BRAC member and appointed as Chairman, do you anticipate establishing a policy or requirement for Commissioner visits to those installations included in the Secretary's list?

- A. While it will not be possible for every Commissioner to visit the installations named in the Secretary of Defense's recommendations in light of the time constraints faced by the BRAC Commission, I will ensure that at least one Commissioner (and also where, appropriate, members of the BRAC staff) visits major installations and communities in order to meet with military, state and local officials along with interested members of the public. In addition, the Commission will hold regional hearings in locations designed to encourage maximum participation by affected communities so that elected officials, local leadership and the public may be afforded an opportunity to testify before the Commission.

#### Recusals from Commission Activities

- 6. Mr. Principi, in your answers to the committee's advance policy questions, you agreed to abide by specific procedures for recusal or divestiture. Has the White House or Department of Defense (DoD) asked you to sign any other type of agreement regarding recusals or divestitures due to conflicts of interest? If so, please provide a copy of any agreement you have signed.
- A. The White House did request me to sign an ethics agreement that addressed conflicts of interest and other issues. It is my understanding that other BRAC Commissioners will be asked to sign the same or a similar agreement, and I will be pleased to provide you with a copy of my agreement as long as the White House Counsel's Office does not have any objection. I plan to ensure that all financial and other conflicts of interest that may arise during the course of my service on the Commission, should I be confirmed, are addressed appropriately and in a timely fashion so as not to jeopardize the mission of the BRAC Commission.

## Senate James Inhofe

### Staffing

7. Mr. Principi, in every committee and commission worth its salt, it is supported by a very able and dedicated staff. I note in your answers to the committees advanced questions, your first action will be to hire a staff director and that your staff will be impartial, professional, and free of political influence. However, you have another very important challenge with the staff. You must hire staff who are knowledgeable in the areas highlighted in the selection criteria. For example, you must have someone who understands the military value, environmental impact, economic impact, etc. How do you plan to ensure you have the right staff with the right stuff?
  - A. The BRAC Commission will need to address many important and complicated challenges very quickly with a three-month timeframe established by statute. Therefore, this work can only be completed by talented individuals, and I consider myself personally, and the BRAC Commission more generally, to be extremely fortunate in drawing from a very talented pool of applicants and candidates, including staff members from previous BRAC Commissions and GAO detailees.
8. Mr. Principi, where will you look to get impartial individuals?
  - A. As I have mentioned earlier in this context, I consider the impartiality of the BRAC Commission to be a top priority and I will seek to ensure that in both the hiring and in the completion of the BRAC Commission's statutory duties that impartiality is exercised at all times by both the Commissioners and the BRAC staff. As I indicated above, the Commission will seek to hire former BRAC Commission staff members and GAO detailees.
9. Mr. Principi, this BRAC is unique in several ways. For the first time cross-Service teams will take a functional approach in an effort to combine Service functions in a joint way where it makes sense. So, they will look at Service recommendations in areas like depots and force the removal of the traditional Service stovepipes to give this BRAC a more joint feel. How do you intend to make sure you have staff with the requisite expertise in these functional areas?
  - A. I am aware of the functional areas in the BRAC 2005 and will seek staff with the expertise and experience in those areas.

## Depots

10. Mr. Principi, as you may know one of my major concerns is with the preservation of our military industrial base. In the last administration there was a lot of talk about privatizing public depots. Congress passed several laws to prevent this from happening thus preserving our core capabilities in the depots. The best known law was probably 50/50 where we said that no more than 50 percent of the total amount spent on depot level maintenance could be on the private side of the equation. We felt that it was important to preserve our depots. I think the recent war and the surge capability required and demonstrated by the depots proved our point. I think the recent acquisition of more and more American businesses by foreign companies further makes the point that we cannot afford to give up these valuable assets. It is a matter of national security. When this administration came to power, it began to put money into the depots and the payoff has been amazing. Efficiency has increased in many cases over 200 percent. Are you familiar with the 50/50 legislation? Do you agree that this BRAC cannot violate existing laws such as the 50/50 law?
- A. While I am not familiar with the law that you refer to, I am aware that this issue was raised in connection with the 1995 BRAC round. I am cognizant of the role that the private sector plays in depot maintenance, and should the same issue be relevant to the 2005 BRAC round, I will take the matter under advisement.
11. Mr. Principi, are you familiar with the amazing efficiencies realized by the public depots in recent years?
- A. I am not, but soon will be.

## Live Fire Ranges

12. Mr. Principi, another valuable resource in this country is its ranges. You may be familiar with the fight I led, and lost, to preserve the Vieques range in Puerto Rico. With environmental concerns, urban sprawl, community encroachment, and other factors, our live fire ranges are becoming extinct in this country. Add to that, the fact we are redeploying over 90,000 soldiers from overseas bases. This combination tells me we cannot afford to lose any more ranges. Are you aware of these concerns? How do you intend to evaluate our need for preserving ranges for military value and our need to realign and close bases for efficiency?
- A. I recognize the availability of ranges is an integral part of military training. Any consideration of retaining or closing ranges will, therefore, be measured on the basis of the DoD's recommendations and the statutory criteria.

**Senator Susan Collins**

Regionalization of Facilities

13. Mr. Principi, one of the great strengths of our Armed Forces is its geographic diversity. Having installations stretching across the country provides a whole host of benefits, including reach, coverage, surge capability, and rapid response. Having installations grouped together in only a few regions substantially increases our vulnerability and could even raise the likelihood of a terrorist attack, for example, in one area. Further, in this day and age, threats can come from any direction. Finally, it's important that every part of our country participate in our national defense. Do believe that there is strong value in ensuring that there are active duty facilities in each region of the country?

[Answer Already Received]

Homeland Defense

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Total Force Structure

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16. Mr. Principi, what is your opinion on the value and utility of Joint Armed Forces Reserve Centers and providing a one stop shop for various Services Guard and Reservists to train in one location?

[Answer Already Received]

## Senator Saxby Chambliss

### Core Logistics Capability

17. Mr. Principi, in Title X of the U.S. Code, there is a statutory requirement for the Department of Defense to maintain a core logistics capability. The Department is limited to spending no more than 50 percent of its depot-level maintenance and repair funds to contract for the performance of this workload. The Department of Defense published comments in the Federal Register that state that it is inappropriate to include statutory constraints in the selection criteria because they are too varied and numerous. The Department goes on to assure us that this absence of statutory constraints should not be construed as an indication that the Department will ignore these or any other statutory requirements in making its final recommendations. Part of the Commissions role will be to ensure that all statutory requirements are met. As you select your staff, I would encourage you to select those that have the requisite knowledge of these laws to ensure we do maintain a core logistics capability and the required bases and facilities needed to conduct depot-level maintenance. Now I know that DOD is required to evaluate all installations equally, but can you tell us how you will reconcile this evaluation requirement with existing statutory imperatives and congressional intent that would preclude discarding our depot capabilities?
- A. Thank you for encouraging me to choose able legal staff --- I fully intend to do so. Concerning the depot-level maintenance issue, this Commission has no interest in violating the intent of the 50/50 statute (Title 10 U.S. Code 2466) which ensures that no more than 50% of any Service's depot-level maintenance funds are spent with a non-federal workforce, or the underlying statute which requires the DoD to maintain an organic source for core logistics workload. We will carefully work within the data available to the Commission to ensure that any depot-level maintenance currently performed at an organic installation recommended for realignment or closure will be relocated to another organic installation within the remaining DoD infrastructure.

### Cost Savings

18. Mr. Principi, the fifth criteria for consideration by BRAC relates to the extent and timing of potential costs and savings and an analysis of the amount of time required for the perceived savings to exceed the costs of closing a base. This criterion is designed to ensure that bases are not closed unless there is a clear basis for significant savings in the near term. What are your views on the maximum amount of time that should pass after a base closes before significant cost savings are realized?
- A. The cost/savings profile of each recommendation must be evaluated within the context of all the evaluation criteria rather than compared to arbitrary or even statistically-derived metrics. Recommendations with higher than average costs or extended payback periods may actually be furthering and supporting transformational initiatives that profoundly

affect future military value. A discrete evaluation of only the cost profiles of these transformational recommendations would be incomplete and reduce the effectiveness of the Commission's decisions. While a shorter payback period is preferred, the Commission is best served to address costs and savings as part of a holistic evaluation of the recommendation. In doing so, the Commission is capable of determining the acceptability of the projected time that will pass after a base closes before significant cost savings are realized.

19. Mr. Principi, can you give us your assurances that a base will not be closed simply to meet a quota as opposed to the result of a thorough analysis of cost savings?
  - A. You have my assurance that each recommendation will be assessed in accordance with the criteria specified by law.
20. Mr. Principi, how will you ensure that closing a base will actually result in financial savings great enough to justify the disruption of current operations while we are at war?
  - A. The BRAC law establishes quite clearly the parameters under which the Commission must exercise its responsibilities.

## **Senator Carl Levin**

### Comprehensive Review of Force Structure

21. Mr. Principi, last September when DOD submitted its "Strengthening U.S. Global Defense Posture" report to Congress, then-Under Secretary of Defense Feith stated in the introduction to that report that "the Defense Department will incorporate its projected overseas posture changes into the BRAC 2005 process." In addition, last year the Army started using emergency authorities to buy temporary buildings to station the first of the new so-called modular brigades. The Army provided a series of information papers to committee on July 28, 2004 stating that, with respect to these 10 new brigades, Permanent stationing for all units will be fully addressed through the BRAC 2005 process. Do you believe the Commission must consider all major force structure changes, including the basing for forces to be relocated from overseas back to the United States and the permanent stationing of the Army's new modular brigades, in order to ensure that the Commission takes account of all relevant factors that would affect closure and realignment decisions?
  - A. I believe that the Commission must consider all major force structure changes.

### Internet Access to Materials

22. Mr. Principi, do you plan, if confirmed, to make your materials available through the internet so that interested communities and citizens across the Nation can access it?
- A. Making the BRAC process open and accessible to the public and to Members of Congress is an important priority for me. To this end, I plan on making hearings open to the public with the transcripts of the hearings made available on an electronic format through a website that will be set up for the public and the BRAC Commission's use. Further, I plan on posting public comments and letters in an electronic format on this website so that the public is able to communicate effectively and openly with the Commission.

### Interpretation of Selection Criteria

23. Mr. Principi, the selection criteria for the 2005 round are essentially the ones used in the past three rounds, and are intentionally broad. The statutory criteria do not attempt to capture every nuance that might apply to every possible type of installation or facility. In the statement of managers on the conference report on the fiscal year 2005 defense authorization bill, Congress stated that: The conferees expect that the Secretary shall adhere, to the maximum extent possible, to responses in the analysis of comments to the draft selection criteria, as published in the Federal Register on February 12, 2004, including the incorporation of elements of military value, such as research, development, test, evaluation, maintenance, and repair facilities for weapon systems; and the interaction with a highly skilled local work force and local industrial and academic institutions. If the yardstick the Commission must use in evaluating the Secretary's recommendations is whether the Commission feels the Secretary adhered to or deviated from the force structure plan and the selection criteria, do you believe that requires the Commission to interpret the criteria the way DOD interpreted the criteria?
- A. The BRAC Commission is required by statute to review and analyze the recommendations forwarded to it by the Secretary of Defense based on the final selection criteria you refer to. The Secretary is also required to fully justify, by submitting certified data to the Commission, the rationale for making those recommendations. However, Section 2903 of the BRAC statute specifies that the Commission may change such recommendations if it determines that Secretary deviated substantially from the force structure plan and the final criteria in making such recommendations. Therefore, there may be differences in the way the Secretary applies or interprets the final selection criteria and the way in which the BRAC Commission considers the same criteria. I believe this possibility may have been anticipated by Congress in giving the BRAC Commission the ability to make changes to the Secretary's recommendations.
24. Mr. Principi, do you believe the Commission should consider the Department of Defense responses to the public comments about the selection criteria to be relevant information

that provides additional guidance about the meaning and interpretation of the selection criteria that should be taken into account when the Commission evaluates the Secretary's list of recommended closures and realignments?

- A. I have not seen the DoD responses to the public comments about the selection criteria and, therefore, cannot comment on it at this time.

**Senator Edward Kennedy**

Base Proximity to Academic/Industrial Centers

25. Mr. Principi, as you know, the decisions that you will make will influence the Department of Defense and our national security for years to come. As part of that process, you will review the recommendations for closure and realignment of not only bases, but also labs and technical centers. These labs and technical centers provide the intellectual foundation that allows our military to maintain its extraordinary advantage in technology. Many of us are concerned, however, that the BRAC criteria overlooks the unique values of these centers of innovative and advanced technology. Many experts have highlighted the value of regional technology clusters as the best way to stimulate innovation and establish valuable partnerships between the federal government, industry, and academic research. The proximity of these centers strengthens the capabilities of the Defense Department's labs and accelerates the process of moving new technology out of the labs and into the hands of our troops. This type of innovation has been the engine of both our national economic growth, and our military superiority. I know, for example, that the great synergy created by the close proximity of Massachusetts Institute of Technology (MIT) and the defense industry to the Natick Soldier Center has been of great benefit in the development of nanotechnologies for our troops. How important do you feel it is to keep Department of Defense centers of innovation close to academic and industrial centers of innovation?
- A. The proximity of DoD centers of research and development to academic and industrial centers is very important.

Loss of Expertise

26. Mr. Principi, most technical employees will not move to a new location following a BRAC decision to close a base, so the Department will lose valuable scientific and technical expertise when the base is closed. Do you think the BRAC criteria adequately value this potential cost of consolidating bases?
- A. The question the Commission must address is whether the Defense Secretary's recommendations adequately account for this cost.
27. Mr. Principi, how does the Department plan to reconstitute this expertise that is lost when a major center is moved to a very different part of the country?
- A. This is a question that the Commission will pose in its analysis.
28. Mr. Principi, how do you assess the effect of such a move on the mission?

- A. The law is quite clear. If the moves enhance military value and the Defense Secretary has not substantially deviated from the force structure plan and selection criteria, then the Commission would most likely approve the recommendations.

## **Senator Joseph Lieberman**

### Balancing Responsibilities

29. Mr. Principi, how do you plan to balance your new employment responsibilities as a Vice President of Pfizer, Corp. with those associated with being the Chairman of the Base Closure and Realignment Commission?
- A. I plan to resign from my position with the Pfizer Corporation.

### Additions to BRAC List

30. Mr. Principi, what process will you use as a BRAC commissioner to systematically evaluate whether or not bases that have not been recommended for closure or realignment should be added to the list?
- A. The process for adding installations to the list provided by the Secretary will be arduous and complete. The staff will review the Secretary's recommendation to determine if the DoD analysis was complete and, more importantly, if it was accurate. For example, was the proper weighting assigned to all elements; were all installations treated equally; and was the data used accurate? The staff will also conduct independent analysis of the information obtained during base visits and regional hearings, and other public input. Additionally, the staff will consider the GAO report to be submitted on July 1, 2005, in determining if other installation candidates should be considered in addition to those on the Secretary's list. The staff will then recommend applicable installations to the Commissioners who will make the final determination in accordance with the statute. Please be aware that adding an installation to the Secretary's list allows the Commission to analyze and visit that installation; it does not automatically result in the closure or realignment of that installation. I should mention that, in past BRAC rounds, the communities were a valuable extension of the BRAC staff in that they often provided creditable analysis which complemented and supplemented BRAC staff analysis.

### Availability of Information

31. Mr. Principi, will the BRAC Commission make available to the general public (in electronic media) all information provided by the Secretary of Defense and Secretary of the Navy including but not limited to:
- a. Base Structure Data Base (BSDB)
  - b. Cost of Base Realignment Actions (COBRA) Model and all associated data
  - c. Naval Audit Service (NAVAUDSVC) Independent Audit Reports
  - d. Meeting Minutes and Associated Materials from all meetings of:
    - i. Infrastructure Evaluation Group (IEG)

- ii. Infrastructure Analysis Team (IAT)
  - iii. Department of the Navy (DON) Analysis Group (DAG)
  - iv. Functional Advisory Board (FAB)
  - v. Joint Cross-Service Group (JCSG)
  - e. DON BRAC Information Transfer System (DONBITS) data files
  - f. Data Calls (including all supplemental/corrections requests):
    - i. DON Capacity Data Call
    - ii. DON Military Value Data Call
    - iii. DON COBRA/Scenario Data Call
  - g. Installation Visualization Tool (IVT) Data and associated materials
- A. The Commission will make available to the general public in electronic media or hard copy all information provided by the Department of Defense, except classified information.

Evaluation Metrics

32. Mr. Principi, what metrics will you use to compare and evaluate the bases recommended for and not recommended for closure or realignment against the eight BRAC selection criteria?
- A. The basic metrics used to accept or reject those installations recommended by the Secretary will largely focus on the DoD and BRAC analyses which will be independently conducted. Those analyses will ultimately be compared with the force-structure plan and final selection criteria as spelled out in statute. Additionally, the Commission will consider and review those metrics provided by representatives of the affected communities. In the end, the Commissioners will be presented the analysis and recommendations of the DoD, communities and Commission staff in making the final determinations. A vital factor is the overall, professional judgment of the Commissioners in the final determination
33. Mr. Principi, since individual data calls have been sent to multiple tenant commands that are collocated on bases and installations, how will you evaluate the synergy of these multiple organizations in evaluating recommendations for closure or realignment?
- A. Comparing disparate data will certainly be a challenge to our staff. They will ultimately be required to review many of the individual questions asked of each organizational element, along with the associated metric available in the answer set. Comparing these answer sets and adjusting for differences will allow for apples to apples analysis by our staff.
34. Mr. Principi, in some cases, the military value of a base is enhanced by the local presence of a large private firm (e.g., shipyard) that did not receive any data calls and may not have

been factored into a base closure or realignment recommendation. How will you ensure that the BRAC Commission ensures that such relevant information is not overlooked in your deliberations?

- A. The availability of non-governmental services which may affect military value will be carefully considered during base visits by Commissioners and staff, analysis of all the relevant facts and by community meetings and presentations. All appropriate factors will be weighed in our deliberations.
35. Mr. Principi, among the other considerations in the BRAC selection criteria are economic impacts and environmental remediation costs. How will the BRAC Commission utilize economic impact data provided by host States/communities, and how will the BRAC Commission determine actual environmental remediation costs, since these costs are significantly affected by the future reuse of the facility which is at best currently unknown?
- A. I note for the record that Congress has amplified the selection criteria for environmental impact and that the DoD, in response to such amplified criteria, has widened its analysis and the scope of its recommendations accordingly. The criteria being employed by the 2005 BRAC Commission includes, for example, the impact of costs related to potential environmental restoration, waste management and environmental compliance activities. While environmental-related criteria are not the sole criteria to be used in the BRAC process, it is a significant factor nonetheless. Economic impact data provided by host states/communities will also be evaluated against the information provided by the DoD.

#### Regional Public Meetings

36. Mr. Principi, do you intend to hold regional public meetings, and if so, how many BRAC Commissioners will be present at each public meeting and how much time will a community have to make its appeal?
- A. I intend to hold as many regional hearings as may be deemed adequate to provide public outreach and input. This, along with base site visits and public input from other sources, will provide the Commissioners and me, if I am confirmed, with a good overview of the impact, militarily, economically and in terms of the human factors that the closure and realignment process will play. While it may not be possible for me to predict with any degree of reliability the number of regional hearings and visits that may be required, I will work to ensure that at least three Commissioners are present at regional hearings. Further, local communities will be allocated adequate time to present issues, questions and evidence for the BRAC Commission to consider.

37. Mr. Principi, do you intend to have BRAC Commissioners visit each base that is recommended for closure or realignment, and during these visits will the BRAC Commissioners meet with representatives from the local/host community?
- A. While it may not be possible to visit every facility in light of the time constraints faced by the BRAC Commission, I fully intend to ensure that major base site visits and the regional hearings are organized so that the public and local leaders have an adequate opportunity to reach out to the BRAC Commission and make their concerns known to it. BRAC Commissioners will participate in all regional hearings and as many site visits as possible.

## **Senator Daniel Akaka**

### Previous Experience

38. Mr. Principi, you stated in your answers to the advance policy questions that you were the minority staff director for this committee at the outset of the 1993 BRAC and that you were involved in hearings and site visits for that round of BRAC. You also state that you faced similar challenges as Secretary of Veterans Affairs (VA) when conforming VA's legacy infrastructure to the changes in 21st century healthcare. What lessons have you learned from these experiences that will assist you as Chairman of the 2005 BRAC Commission?
- A. My experience has shown that every organization must right-size itself from time to time to reflect changes in policies, requirements, technologies, etc. I have also learned that these changes affect peoples' lives in profound ways and that their concerns must be factored in.

### Information Requests

- 39 Mr. Principi, you state in your answers to the advanced questions that you will seek all relevant information from the Department of Defense and you state that you have been assured that all requests will be honored. Should information not be provided to you from the Defense Department, will you inform Congress of this problem?
- A. Yes, Mr. Senator, I will certainly keep you and the Congress fully advised of such problems, should they occur.