

ONE HUNDRED FIFTEENTH CONGRESS  
**Congress of the United States**  
**House of Representatives**

COMMITTEE ON ENERGY AND COMMERCE

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February 8, 2018

The Honorable Dan Brouillette  
Deputy Secretary  
U.S. Department of Energy  
1000 Independence Avenue, S.W.  
Washington, DC 20585

Dear Mr. Brouillette:

Thank you for appearing before the Subcommittee on Energy on January 9, 2018, to testify at the hearing entitled "DOE Modernization: Advancing DOE's Mission for National, Economic, and Energy Security of the United States."

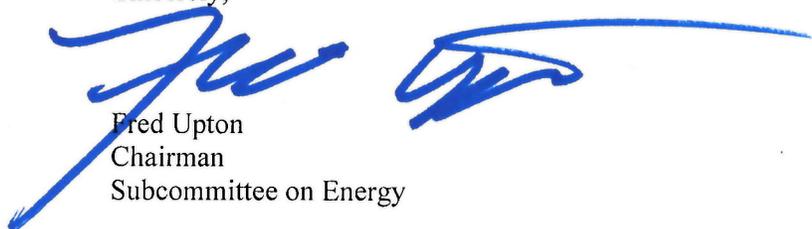
Pursuant to the Rules of the Committee on Energy and Commerce, the hearing record remains open for ten business days to permit Members to submit additional questions for the record, which are attached. The format of your responses to these questions should be as follows: (1) the name of the Member whose question you are addressing, (2) the complete text of the question you are addressing in bold, and (3) your answer to that question in plain text.

Also attached are Member requests made during the hearing. The format of your responses to these requests should follow the same format as your responses to the additional questions for the record.

To facilitate the printing of the hearing record, please respond to these questions and requests with a transmittal letter by the close of business on Friday, February 23, 2018. Your responses should be mailed to Kelly Collins, Legislative Clerk, Committee on Energy and Commerce, 2125 Rayburn House Office Building, Washington, DC 20515 and e-mailed in Word format to [kelly.collins@mail.house.gov](mailto:kelly.collins@mail.house.gov).

Thank you again for your time and effort preparing and delivering testimony before the Subcommittee.

Sincerely,



Fred Upton  
Chairman  
Subcommittee on Energy

cc: The Honorable Bobby L. Rush, Ranking Member, Subcommittee on Energy

Attachment

## Attachment 1—Additional Questions for the Record

### The Honorable Fred Upton

#### DOE's National Security Mission

1. The Department's national security mission and supporting activities plays a critical role in advancing and protecting our nation's national security. The National Nuclear Security Administration (NNSA) maintains our nuclear weapons deterrent, supports key non-proliferation programs, and prepares to respond to national emergencies. Other DOE programs also advance national security programs, and DOE is a member of the Intelligence Community. Much of the focus on DOE's national security activities is centered on NNSA facilities and the three NNSA managed national laboratories; however, the other national labs, such as Idaho, Pacific Northwest, and Oak Ridge National Laboratories also provide key national security services. The recent realignment separated the management of the Science laboratories from the remaining energy laboratories, thus all three Under Secretaries oversee a portion of the national security imperative. How will you assure that certain national security programs are not siloed and this most important DOE mission is fully recognized?

#### DOE Realignment and Reorganization

2. In 2013, then-Secretary Moniz announced as part of a DOE reorganization that he was combining the programs under the Office of Science with the applied energy programs under the newly created Under Secretary of Science and Energy. At the time, he noted this was done partially "to closely integrate and move quickly among basic science, applied research, technology demonstration, and deployment."
  - a. Your testimony notes the Department's recent realignment was executed to fully implement this Administration's agenda. Will you please describe for the Committee the rationale for returning to the former structure and how you will assure that the communication and collaboration between the science programs are not siloed from the work funded through the energy offices?
  - b. What are your views on elevating the Department's cross-cutting energy emergency and cybersecurity incident planning, response, and coordination functions?

#### Grid Modernization Laboratory Consortium

3. I understand that DOE is continuing the Grid Modernization Laboratory Consortium, which consists of 13 National Labs coordinating to address major challenges associated with

maintaining, protecting, and updating our aging national electricity infrastructure. This model helps ensure subject matter experts throughout the complex utilize unique skills to tackle a big problem.

- a. Are there similar big issues which would benefit from such an approach?
- b. The purpose of the Consortium offers the opportunity to fully capture the contractor system, yet the funding for the projects still is disbursed in minimal increments and therefore limiting the ability to “think big” and pursue game changing ideas. This budget atomization is detrimental to achieving DOE’s mission. What options are you considering for improving budgetary management as part of this consortium?

#### DOE Field Offices

4. DOE maintains field offices at all of the National Laboratory sites. The field offices serve as DOE’s eyes and ears to oversee the M&O contractor that runs the labs; however, high staffing levels combined with excessive micromanagement can inhibit the “GOCO” model, where the contractor runs the day to day operations at the Lab. Do you recognize that bloated field office staffing may lead to greater transactional interactions with the labs and what is your vision for the field office’s role?

#### ARPA-E

5. The Advanced Research Projects Agency for Energy was first funded in the 2009 Stimulus legislation and now, over eight years later, a handful of programs have been funded and completed, with the opportunity to evaluate the overall impact of those projects. How is DOE going to review ARPA-E’s efficiency and determine the best path forward to assure value for taxpayer funding?

#### Office of Project Management

6. The previous Administration established the Office of Project Management in 2015 to provide additional oversight for large capital projects, some of which have proven troublesome for the Department to appropriately manage. What is your vision for this office and are there other project oversight gaps that you view as opportunities to address?

#### The Honorable Richard Hudson

1. With the passage of the FAST Act in 2015, Congress designated the Department of Energy the lead Sector-Specific Agency for cybersecurity for the energy sector. As you know, the nation’s energy infrastructure is a highly interdependent network of oil and natural gas pipelines and electric facilities with overlapping jurisdictional boundaries. As the Sector-

Specific Agency, DOE is responsible for coordinating multiple federal and state agencies, in addition to infrastructure owners and operators, to keep the system running safely.

- a. Would you please describe the coordination conducted with the Department of Homeland Security and other agencies as it relates to cybersecurity for pipelines?
- b. Are there actions that Congress should take to clarify authorities or reallocate resources to improve the safety and security of the nation's pipeline system?

**Attachment 2—Member Requests for the Record**

*During the hearing, Members asked you to provide additional information for the record, and you indicated that you would provide that information. For your convenience, descriptions of the requested information are provided below.*

**The Honorable Larry Bucshon**

Please share some of the recommendations from the lab directors that were provided to you and some of the specifics of that with the committee.