

**OPENING STATEMENT
MARK WESLEY MENEZES
NOMINATION HEARING
U.S. SENATE COMMITTEE ON ENERGY AND NATURAL RESOURCES
JULY 20, 2017**

Chairman Murkowski, Ranking Member Cantwell, distinguished Members of the Committee, and personal staff: Thank you for scheduling this nomination hearing and taking time from your demanding schedules to be here this morning. Thank you to those who met with me prior to the hearing to present your ideas and concerns, and make recommendations about the Department of Energy. These meetings have increased my appreciation for the importance of the Department's missions and its priorities. Thank you, Senator Cassidy for introducing me to the committee. It is an honor, and I am humbled, to be the President's nominee for Under Secretary of Energy. If confirmed, I look forward to working with this committee, Secretary Perry, and the dedicated workforce at the Department serving the American people.

Joining me for the hearing are my family and friends, without whom I would not be here today: my wife, Dr. Yun-hyang Lee, my inspiration for public service as the Division Chief of Interpreting Services at the State Department; children Paige Jennings, a former Senate staffer, now attorney here in town, Will Cho, a businessman in New Jersey. Daughters Stephanie Cho, a biomedical engineer in Tokyo, and Marisa, an attorney advisor for the Social Security Administration in Baltimore, another public servant, are unable to be here. My brother, Lewis, my sister, Donah, grandniece Miss Jolie, grandnephew Mr. Kayden; my sister-in-law Cheryl and other family members and friends who have been supportive over the years and share in my honor are here or are streaming the hearing live at various places throughout the country. And, the person most responsible for my life's achievements, my mother, a retired public school teacher, Doris.

As kindly described by Senator Cassidy, this will not be my first time in public service. Being in this grand committee room, I see former colleagues, and am reminded of our work together on the Energy Policy Act of 2005, a comprehensive energy bill that has shaped our nation's energy policy in many ways and put in place several programs in existence today at the Department. It was the work of several Congresses, begun by then Chairman Frank Murkowski, and then Ranking Member Jeff Bingaman, refined by subsequent Congresses and finally enacted under the leadership and dedication of Senators Domenici and Bingaman, and House Chairmen Billy Tauzin and Joe Barton and Ranking Member John Dingell.

To this day, when I see the light at the top of the Capitol dome shining above the Mall with its grand monuments that grace our nation's capital, I see a symbol of what can be accomplished with bipartisanship, collaboration, and dedication to working together to serve all Americans. That bill was not perfect; we didn't get everything right. Subsequent Congresses have refined it, multiple agencies have promulgated rules interpreting and implementing it, and courts have decided the fate of several of its provisions. But it was a product of our system of government working as it was designed with all three branches of the government doing their part. That experience of understanding opposing views, creating options and developing solutions will serve me well at the Department, should this committee approve my nomination and the Senate confirm me.

I have learned valuable lessons working for several of our nation's largest utilities, Central and South West which merged with American Electric Power, and, most recently Berkshire Hathaway Energy. These positions provide a shared experience of managing collectively almost \$150 billion in energy assets, over 38,000 employees, and serving over 17 million customers in almost half of our states. I gained management experience of large corporations with diverse workforces, worked to accomplish stretch goals under budget, faced the challenges in today's competitive energy markets, embraced the 24/7/365 days a year obligation to meet customer demands for affordable, reliable energy, and gained an understanding of the regulatory labyrinths of state commissions and the several Federal agencies that regulate energy companies today.

These corporations trained me in leadership and management styles and how to plan, set goals and measure performance. At Central and South West, I learned the Grid Management system that trains leaders to cultivate a culture of empowerment so all employees contribute in the pursuit of goals. This training calls managers to promote the best in leadership and empathy essentially teaching us the most important lesson that "not one of us is smarter than all of us" and that plans to achieve goals must be constantly critiqued and evaluated, with set measures of success. At Berkshire, I recently participated in management training in the "3-G Way" which emphasizes treating people with greatness, fulfilling dreams, and instilling a culture of shared values. Goals are achieved through a constant process of planning, acting, measuring, and correcting. Performance is systematically improved through "gap" analyses to ensure goals are being achieved. This training and experience I will bring with me to the Department, should I be confirmed.

As others have said before me, these are both exciting and challenging times to be in the energy space. Evolving, innovative technologies, many developed at our national labs and the Department's R&D programs have improved the quality of all aspects of our lives—not just energy but communications, transportation, science, health, and the environment. In my professional career, I have experienced the march of technological developments through establishing the prototypes of early wind and solar projects in West Texas to more recent technological advancements installed by Berkshire's MidAmerican Energy in its many wind projects across Iowa, making Iowa second only to Texas in wind production.

Members of the Committee, I wish to thank you again for allowing me to be here today. It is indeed an honor to come before the committee, and I ask for your favorable consideration of the President's nomination. I look forward to hearing your questions to learn more about the challenges facing the Department.

Thank you.