

Senate Armed Services Committee
Advance Policy Questions for Mr. Ravi Chaudhary
Nominee to be Assistant Secretary of the Air Force for
Energy, Installations, and Environment

Duties and Qualifications

1. What is your understanding of the duties and responsibilities of the Assistant Secretary of the Air Force for Energy, Installations, and Environment (ASAF(EI&E))?

I understand the Assistant Secretary of the Air Force for Energy, Installations, and Environment (ASAF(EI&E)) is the Department of the Air Force principal responsible for Air Force and Space Force installations strategy and strategic basing; built and natural infrastructure; facility, process, and operational energy; environment, safety, and occupational health. The ASAF(EI&E) provides guidance, direction, and oversight for all matters pertaining to the formulation, review, and execution of plans, policies, programs, and budgets to ensure the sustainment, protection, and overall mission assurance of Department of the Air Force installations.

2. What background and experience do you possess that qualify you to perform the duties and functions of the ASAF(EI&E)?

I possess over 25 years of experience as an Aerospace Engineer, Air Force Pilot, and Senior Executive in Government. I spent a little over two decades on active duty, where I led a variety of critical missions-sets for the Department of the Air Force. From supporting space launch of the first GPS constellation to leading critical flight tests and joint combat operations, these missions afforded me the opportunity work at a diverse range of military installations and understand how they operate, and assess their needs. I've served at Operational Flying Installations, Training Bases, Test Ranges, Space Launch Complexes, Engineering Product Centers and Air Logistics Centers. I have also had the experience of flying into and out of numerous overseas and forward bases. As a result of these experiences, I gained a deep understanding of the vital role installations play in the readiness of our joint force. Furthermore, leading coalition operations in Iraq and Afghanistan gave me a comprehensive understanding of how combatant commanders depend on installations and their infrastructure to deter adversaries, and project combat power when deterrence fails—particularly during surge operations. My service also brought me to the Pentagon, where I worked on high-level strategy, force posture, budget, and transformation of the Total Force to reflect the right strategic mix between active and reserve components. I am a certified joint planner, and possess DOD's highest Acquisition Certifications, including Level III in Test and Evaluation and Level II in Program Management.

As a Technologist, I hold degrees in Aeronautical/Aerospace and Industrial Engineering. I am an Associate Fellow of the American Institute of Aeronautics and Astronautics. My senior undergraduate thesis focused reducing drag on aircraft through the use of winglets, and was published in peer reviewed conference proceedings. I also completed undergraduate design work on solar powered electric aircraft, designed for fuel savings and high loiter altitudes. In my doctoral program I published corporate strategies to accelerate drone aircraft development as a method of accelerating innovation in the information age.

In addition, I possess a complete understanding of theory, doctrine, planning, and execution of Air and Space Power. I am a graduate of Air Force Squadron Officer School, Air Command and Staff College, as well as Air War College (distance learning). I have received acclaim for my published works in the application of airpower at the strategic, operational, and tactical levels of war.

Upon completion of my Air Force career, I had the privilege of serving in Washington as a Senior Executive at the Federal Aviation Administration, where I was responsible for leading a team of Regional Administrators in nine regions, and a federal workforce of over one-thousand employees. Among my diverse responsibilities, I oversaw the transformation of major federal facilities and airports, including projects designed to reduced carbon footprint and increase environmental stewardship, and innovate in our nation's space program. My duties required extensive interagency collaboration with the DOD, EPA, Department of Interior, as well as State, Local, and Tribal governments on complex aviation issues ranging from navigation and spaceports to protection of our natural resources. I regularly collaborated with the Air Force on spaceport and other launch issues, and even worked with the National Reconnaissance Office (NRO). Many of the programs I led are directly applicable to the issues Air Force installations face, such as airspace deconfliction, aircraft noise in local communities, real property management, OSHA compliance, protection of endangered species, and environmental restoration. If confirmed, these executive experiences will arm me with the skills to be successful as ASAF (EI&I).

3. In particular, what management and leadership experience do you possess that would apply to your service as ASAF(EI&E), if confirmed?

As a former Senior Executive in the Federal Government, I have been entrusted with leading a large enterprise of federal employees, to include a nationwide team of 12 Regional Administrators and Deputy Regional Administrators leading operations in all 50 states. This experience includes developing and executing a strategic vision to support agency and administration priorities, execution of a large budget, and human resource activities for over a thousand federal employees. I possess executive management credentials certified by the Federal Government Office of Personnel Management (OPM), and I am a graduate of the Federal Executive Institute's seminal executive training course, "Leadership for a Democratic Society." I have studied executive leadership and innovation at the

doctoral level, and I am a graduate of the Georgetown University Doctoral of Liberal Studies program, where I studied advanced policy, global economics, ethics, post-modernism, innovation, and executive decision-making.

As a military officer I have experience as an Aircraft Commander, Assistant Operations Officer, Squadron Commander, and Director level staff activities. I have led both small and large-scale coalition operations in austere military bases, and theater wide command and control activities, and multi-national operations to execute joint rescue from command centers in Iraq. I have had the opportunity to lead or chair large cross functional teams such as Joint Interagency Working Groups, Industry Integrated Product Teams, or Science-Based Consortia with Academia, and the Non-Profit sector.

If confirmed, these executive experiences will arm me with the skills to be successful as ASAF (EI&E).

4. Do you believe that there are any actions you need to take to enhance your ability to serve as the ASAF(EI&E)?

If confirmed, I will meet with senior career leadership who manage their respective areas of the EI&E portfolio to gain a full understanding and status of current issues. I will make an assessment on what is working well and where adjustments should be made. I will also establish a collaborative relationship with EI&E counterparts in the other services and OSD to ensure consistency across the services and leverage best practices where they make sense. I will also take the time to visit Air Force and Space Force installations to meet with Airmen, Guardians, and their families to hear their perspective, understand their challenges, and be responsive to their needs. Furthermore, I will meet with communities adjacent to installations, and with local officials to strengthen partnerships. I will maintain an open-door policy and coordinate frequently with other federal agencies, states, tribes, Congressional offices, industry, and academia in order accomplish EI&E missions and goals.

5. If confirmed, what actions would you take to develop and sustain an open, transparent, and productive relationship between your office and Congress, and the Senate Armed Services Committee, in particular?

If confirmed, I will ensure that the office of the Assistant Secretary of the Air Force for Energy, Installations, and Environment, ASAF EI&E, maintains a collaborative relationship with Congress and the Senate Armed Services Committee. We will ensure a transparent, communicative, and responsive relationship exists with Congress. We will address Congressional inquiries and concerns with the utmost expediency and comply with Congressional mandates.

Major Challenges

6. In your view, what are the major challenges that confront the ASAF(EI&E)?

In my view, major challenges that confront the ASAF(EI&E) include providing and maintaining adequate resources to support the mission and Airmen and Guardians. This can include addressing risks from infrastructure deterioration and maintenance, a changing climate to Department of Air Force facilities and infrastructure, such as more frequent and severe weather events; assuring reliable and resilient energy, both installation energy and operational energy, to successfully execute Air Force and Space Force missions; and remediation of emerging contaminants, such as PFAS at and surrounding Department of the Air Force installations.

7. If confirmed, what actions would you take, in what order of priority, and on what timeline—to address each of these challenges?

If confirmed, I would work with Secretary Kendall, Under Secretary Jones, the Chief of Staff of the Air Force, the Chief of Space Operations, and the ASAF(EI&E) Deputy Assistant Secretaries to ensure proper prioritization of requirements for successful mission execution and services for all Airmen, Guardians, and their families, at all Department of the Air Force installations. I would work with Congress to ensure the ASAF(EI&E) receives the necessary authorities and funding to continue successful implementation of Department of the Air Force installation priorities and initiatives.

National Defense Strategy and Interim National Security Strategic Guidance

The 2018 NDS outlines the threats confronting the United States: a rising China, an aggressive Russia, and the continued threat from rogue regimes and global terrorism. In March 2021, the Biden Administration issued its Interim National Security Strategic Guidance, which sets out the national security priorities for the Administration. Among these priorities is the requirement to “promote a favorable distribution of power to deter and prevent adversaries from directly threatening the United States and our allies, inhibiting access to the global commons, or dominating key regions”. The Administration has initiated the process of preparing a new National Defense Strategy, planned for issuance in 2022.

8. In your view, does the 2018 NDS accurately assess the current strategic environment, including the most critical and enduring threats to the national security of the United States and its allies? Please explain your answer.

Notwithstanding the current COVID pandemic, I think the 2018 National Defense Strategy accurately identifies the central challenge to the prosperity and security of the United States as the “re-emergence of long-term, strategic competition” by near-peer nations such as China and Russia. I believe peer and near-peer strategic competitors such as China and Russia will continue to be enduring threats to the

distribution of power across the world, in addition to regional actors like Iran and North Korea and non-state actors, such as violent extremist and terrorist organizations. Climate change, including climate-related disasters, will continue to be especially costly to Department of Air Force installations while simultaneously opening the Arctic Region to competition. These issues can create opportunity to invest in new ideas and concepts to ensure the Department of the Air Force remains a credible deterrent in the future strategic environment.

9. In your view, how does the Office of the ASAF(EI&E) directly support the NDS?

As a former Air Force officer, I know first-hand the Department of the Air Force fights from its bases. The readiness and resiliency of Department of the Air Force installations, especially those located at key locations across the globe, are a matter of strategic importance for the United States. With every Air Force and Space Force mission starting and ending on an installation, they are foundational enablers to rapid power projection, testing and development of key warfighting capabilities, and training and interoperability of the Joint force and key allies. Additionally, nearly 340,000 Active Component and 175,000 Reserve Component service members organize, train, and equip at Air Force and Space Force installations – and for thousands of Airmen, Guardians, and their families, installations also serve as their homes. The ability of the Department to provide a lethal force, ensure strong alliances and attract new partners, and achieve increased efficiencies depends on secure and effective installations.

10. What are the key areas in which the Air Force must improve to provide the necessary capabilities and capacity to the Joint Force to prevail in great power competition and potential conflict with China?

I understand Department of the Air Force installations will be important power projection platforms, especially those in the Indo-Pacific region, in any potential conflict with China. The ability of the Joint Force to deploy from forward OCONUS locations in the region or cross the Pacific Ocean rely on aircraft and other capabilities which originate at Department of the Air Force installations. If confirmed, I would work to ensure installations are ready and resilient against an ever-evolving myriad of challenges, including physical, cyber, natural, and extreme weather threats, to successfully deploy weapon systems and ensure continuity of space capabilities in support of global contingency operations. Additionally, I would work with ASAF(EI&E) experts to ensure optimization and modernization of legacy aircraft through operational energy initiatives to reduce the Department of the Air Force's reliance on fuel consumption and increase aircraft efficiency.

11. What Department of the Air Force infrastructure and military construction investments would be required, in your view, to achieve these improvements?

If confirmed, I would work with Secretary Kendall, Department of the Air Force leadership, and ASAF(EI&E) experts to continue implementing plans to ensure modernized military installations based on mission-driven requirements. Particularly, I commit to focusing on prioritizing military construction (MILCON) and infrastructure requirements that would best allow the Air Force and Space Force to deter potential aggression by China and Russia, as well as nuclear enterprise modernization and investments in housing, dormitories, child development centers, and community support centers to ensure the wellbeing and quality of life of Airmen, Guardians, and their families.

12. What are the key areas in which the Air Force must improve to provide the necessary capabilities and capacity to the Joint Force to prevail in great power competition and potential conflict with Russia?

Similar to a potential conflict with China in the Indo-Pacific region, I understand Department of the Air Force installations will be important power projection platforms in Europe to ensure air dominance and airspace control in support of contingency operations against potential aggression by Russia. If confirmed, I commit to ensuring Department of Air Force installations in Europe continue to be hardened against all threats, particularly cyber threats, thereby securing mission assurance and ensuring resilient critical infrastructure. Additionally, similar to the Department's efforts in the Indo-Pacific region, I would commit to working with ASAF(EI&E) experts to ensure optimization and modernization of legacy aircraft through operational energy initiatives to reduce reliance on fuel consumption, thereby increasing aircraft efficiency and ensuring Department of the Air Force aircraft are able to remain on station for longer periods of time.

13. What Department of the Air Force infrastructure and military construction investments would be required, in your view, to achieve these improvements?

If confirmed, I would work with Secretary Kendall, Department of the Air Force leadership, and ASAF(EI&E) experts to ensure Department of the Air Force investments in infrastructure at installations in Europe prioritize resiliency against physical attacks and cyber-attacks which would target mission assurance infrastructure, such as power sources. Overall, I commit to focusing on investments that would ensure power projection and support of contingency operations should conflict arise in Europe.

Military Housing Privatization Initiative

In the Fiscal Year (FY) 1996 National Defense Authorization Act (NDAA), Congress established the Military Housing Privatization Initiative (MHPI), providing the Department of Defense (DOD) with the authority to obtain private-sector financing and management to repair, renovate, construct, and operate

military housing. DOD has since privatized 99 percent of its domestic housing. In 2019, the Senate Armed Services Committee held three hearings to address concerns voiced by military families living in privatized housing that the program has been grossly mismanaged by certain private partners, that military and chain of command oversight were non-existent, and that in speaking out about the appalling condition of the quarters in which they lived, they were opening themselves to reprisal.

14. What are your impressions of the overall quality and sufficiency of Air Force family housing, both in the United States and overseas?

I have seen publicly available information, such as from news articles in the past, that described an inadequate quality and poor experiences in privatized housing. However, I understand that reforms have been undertaken. I have not had any recent personal experience with Department of the Air Force privatized housing. If confirmed, I will prioritize safe, quality, well-maintained housing and fair treatment from Military Housing Privatization Initiative (MHPI) companies for Airmen, Guardians, and their families.

15. What are your views of the current goals and structure of the Department of the Air Force's military housing privatization program?

I believe service members and their families deserve safe, quality, well-maintained housing, as well as fair treatment from Military Housing Privatization Initiative (MHPI) companies. If confirmed, I will review the current goals and structure of the Department of the Air Force's housing program and determine how we can improve privatized housing for Airmen, Guardians, and their families.

16. What has the Air Force done to address service member and family member concerns regarding the untenable living conditions prevalent in certain privatized housing locales?

While I do not currently have specifics on the Department of the Air Force's efforts on this issue, I understand there has been implementation of the MHPI Tenant Bill of Rights to ensure military families have access to all available resources for addressing untenable living conditions, to include a dispute resolution process, access to maintenance histories, and a universal lease. If confirmed, I look forward to understanding what efforts the Department has done to address this topic.

17. If confirmed, as the ASAF(EI&E), what would you do to ensure accountability among Air Force leaders for oversight of the privatized housing program?

If confirmed, I will work to ensure all Department of the Air Force installation

and garrison commanders have the staff, resources, and authorities needed in order to advocate for military families living in privatized housing. Additionally, I commit to ensuring that housing privatization reform requirements directed by Congress are fully implemented, as well as to diligently work to ensure that privatized housing companies meet the needs of their tenants and provide housing quality at the highest standards.

18. If confirmed, what would you do to improve applicable business operations constructs and vest accountability in MHPI contractors for strict compliance with the terms of their public-private partnership agreements with the Department of the Air Force?

If confirmed, I will review the Department of the Air Force's MHPI agreements with privatized housing companies and evaluate their business operations constructs to ensure they provide safe, quality homes for Airmen, Guardians, and their families for the duration of the MHPI agreements.

19. What are your views of the efficacy of the MHPI reforms enacted in the FY2020 NDAA, as amended by the FY 2021 NDAA?

At this time, I do not have access to the information necessary to provide views of the efficacy of the NDAA reforms. However, if confirmed I will review the provisions in detail and evaluate the efficacy of the provisions, as well as additional areas where Congress might assist in improving the MHPI program for all Airmen, Guardians, and their families.

20. What do you believe to be the root causes of the MHPI crisis?

At this time, I do not have access to the information necessary to identify the root causes of the MHPI crisis. However, if confirmed, I will work with the ASAF(EI&E) experts and senior leadership to determine where the MHPI program may have fallen short, what has been accomplished to address the root causes of the MHPI crisis, and work swiftly toward addressing any remaining shortfalls.

21. Do you believe the Air Force has rectified these problems, notwithstanding Congress's continued receipt of complaints from military families?

I believe the wellbeing of Airmen, Guardians, and their families is of utmost importance to the Department and it takes seriously all concerns regarding their housing conditions. However, I believe more work is needed and if confirmed, I will work closely with the ASAF(EI&E) experts to continue efforts to improve the housing conditions for all Airmen, Guardians, and their families.

22. If not, what would you do differently to address this issue, if confirmed?

At this time, I do not have access to the information necessary to address an alternative course of action on this issue. However, if confirmed, I will review previous actions undertaken by the Department and continue to seek ways to advocate on behalf of military families and have a structure that responds to their needs.

23. What role would you establish for yourself, if confirmed to be the ASAF(EI&E), in ensuring that the Department of the Air Force’s use of direct hire authority to fill vacancies in military installation housing offices results in the timely hire of highly qualified individuals to perform these critical duties?

If confirmed, I will review the hiring process and advocate for direct hire authority, as well as other tools, to enable better oversight of privatized housing.

24. If confirmed, how would you view and order your relationship with the private contractors who own and manage the privatized housing agreements with the Air Force?

If confirmed as a senior leader in the Department of the Air Force with responsibility over housing, I would work closely with MHPI companies, ensuring open communication and collaboration to resolve any issues that would impact the quality of life of the Airmen, Guardians, and their families living in privatized housing.

25. What do you view as your obligations to the “partners”?

If confirmed, I will review the business agreements of MHPI companies and set appropriate expectations to ensure they fulfill their agreements to provide safe and quality home for Airmen, Guardians, and their families.

26. What do you view as your obligations to the Airmen and family members who reside in military housing?

If confirmed, my obligation would be to ensure all Department of the Air Force service members and their families are provided the safe, quality, well-maintained housing they deserve.

27. If confirmed to be ASAF(EI&E), how would you order your relationship with DOD’s Chief Housing Officer?

If confirmed, I would seek to establish a healthy partnership with the DOD Chief Housing Officer and pursue collaborative opportunities to improve housing for Airmen, Guardians, and their families.

28. What are your views on establishing command accountability by having MHPI issues become part of the performance evaluations of base commanders and their senior enlisted counterparts?

As a former Air Force officer, I understand that commanders have responsibility for the wellbeing of their Airmen and Guardians under their command and residing on their installations. If confirmed, I will consult Department of the Air Force leadership to determine how best to implement this command accountability across the chain of command.

29. Given the challenges associated with the MHPI, do you support the further privatization of the Military Service lodging facilities?

If confirmed, I would consult with Department of the Air Force experts regarding the business case for privatization of military service lodging facilities and leverage best practices and lessons learned from MHPI if privatization is feasible and advisable.

Base Realignment and Closure

In past years, DOD has requested Congressional authorization to conduct another Base Realignment and Closure (BRAC) round.

30. Do you believe another BRAC round is necessary? If so, why?

If confirmed, I commit to consulting with Air Force and Space Force leadership, as well as ASAF(EI&E) experts, to determine if the Department of the Air Force would benefit from an additional round of BRAC. Additionally, I commit to reviewing the Department of the Air Force's force structure laydown to identify opportunities to improve posture and reduce excess capacity in support of national defense. I fully recognize the role military communities play and how important they are to the success of the Air Force and Space Force. If it is determined that another BRAC round is necessary, I would commit to finding solutions to support both the effectiveness and efficiency of the military, but also consider the impacts on the communities that support Department of the Air Force installations.

31. Were Congress to authorize another BRAC round, what is your understanding of the responsibilities that would be assigned to the ASAF(EI&E) for formulating BRAC recommendations?

If confirmed, and if another BRAC round is authorized by Congress, I understand my primary role would be to advise the Secretary of the Air Force on the goals intended to be achieved by the Air Force and Space Force from a BRAC, as well as serve as primary liaison with Congress, State, and local community leaders regarding BRAC actions in their jurisdictions. I also understand I would play a

key role in developing realignment and closure recommendations supported by both operational imperatives and business cases. If the recommendations were to be approved, I understand I would be primarily responsible for ensuring all BRAC actions are executed on time and within budget and appropriately incorporate local community equities.

32. How would you undertake execution of these responsibilities?

If confirmed, the first step is understanding the objectives of a BRAC round as determined by the Secretary of Defense and the Secretary of the Air Force, as well as the priority order. I commit to reviewing the lessons learned from prior rounds of BRAC and ensure those were incorporated into any analysis or recommendation developed. I also commit to understanding what changes have occurred since DOD last conducted a BRAC, such as privatized housing agreements and technological advances that might warrant exploration of different approaches to this process.

It has been noted repeatedly that the 2005 BRAC round resulted in significant unanticipated implementation costs and saved far less money than originally estimated.

33. Do you believe such issues could be anticipated and addressed suitably in a future BRAC round, and if so, how?

While I do not have first-hand knowledge of the 2005 BRAC round, if confirmed I commit to ensuring robust management and oversight of the program, paired with proactive communication with Congress and community stakeholders. If another BRAC round is authorized in the future, I believe there should be a clear focus to develop recommendations to achieve savings through reduction of excess infrastructure.

34. What steps has the Department of the Air Force taken to share with the other Military Departments and Services its “lessons learned” from the environment remediation in support of the redevelopment of military bases closed under BRAC—particularly with respect to the remediation of emerging contaminants?

At this time, I do not have access to the information necessary to understand the specific steps shared with the other Military Departments and Services. However, if confirmed, I commit to ensuring the Department of the Air Force BRAC program is appropriately resourced and has the processes in place to comply with DOD’s established mechanisms for sharing lessons learned, including those from environmental remediation and the unique challenges posed by emerging contaminants.

Installation Modernization and Resilience

Decades of underinvestment in DOD installations has led to substantial backlogs in facilities maintenance, while making it more difficult for DOD to leverage new technologies that could enhance installation efficiency and productivity. Yet, the quality of installation resilience directly impacts the entire spectrum of military operations—from force development through power projection, interoperability with partner nations, and force sustainment—while providing an appropriate quality of life for Airmen and their families.

35. In your view, does the Department of the Air Force receive adequate funding for its installations? Please explain your answer.

I understand the Department of the Air Force fights from its installations and they are vital to its mission capability and readiness. If confirmed, it will be my responsibility to ensure the allocation of adequate funding to the maintenance of these facilities to ensure execution of operational requirements and the quality of life aspects for all Airmen, Guardians, and their families.

36. Do you have specific plans to leverage infrastructure and modernization to improve the quality of life for Air Force service members and their families?

If confirmed, I will use all processes available to me to improve quality of life issues. The first step will be working with Department of the Air Force senior leaders, ASAF(EI&E) experts, Airmen, and Guardians identify the areas where quality of life has been diminished and then execute the most efficient methods to address these issues. Congress will continue to be a vital partner in this process.

Military Construction (MILCON) accounts have failed to see the same amount of growth over the last several years as have other accounts such as procurement and research and development.

37. If confirmed, what arguments would you advance to advocate for additional MILCON dollars during budget builds?

If confirmed, I will closely examine the way the Air Force prioritizes funding for and manages its facilities and infrastructure. I will also work with appropriate agencies within the Department to determine appropriate funding levels and budget to those levels.

The Department of the Air Force defines “installation resilience” as the capability of a military installation to avoid, prepare for, minimize the effect of, adapt to, and recover from extreme weather events, or from anticipated or unanticipated changes in environmental conditions. The range of threats against which a military installation must maintain resiliency is every growing, including: cyber threats, physical attacks, political influence, and extreme weather events.

38. Given the 2018 NDS, what priority in the Air Force program would you accord the survivability of Air Force expeditionary advances bases, forward operating bases, and other locations?

I understand that the Air Force and Space Force fight from their installations and infrastructure resilience supports the Department's ability to project power. I agree with Secretary Kendall's assessment that "the U.S. Air Force needs to spend more to protect its Pacific bases from Chinese missiles." If confirmed, one of my top areas of focus will be on the resiliency of the Department's permanent overseas bases, as well as CONUS installations. I believe that all Air Force and Space Force installations must build resiliency against a growing number of threats, including conventional attacks, sabotage and espionage, severe natural disasters and climate change, and non-geographic domain threats including information, space, and cyber. If confirmed, I will advocate for continued analysis, stress-testing, and investment in an integrated Department of the Air Force installation strategy.

39. What is the Air Force doing to assess and prioritize facility requirements for prepositioned forward fuel, stocks, and munitions, as well as to generate options for non-commercially dependent distributed logistics and maintenance—all to ensure logistics sustainment in the face of persistent multi-domain attack?

At this time, I do not have access to the information necessary to make an informed assessment of current Department of the Air Force efforts to prioritize these particular facility requirements and how it plans to operate outside of commercially supported logistics and maintenance. If confirmed, I will request an update on how the Department identifies and prioritizes requirements for operating in a contested environment, as well as what options are available for independent logistics and maintenance. Additionally, I will ensure this process supports the warfighter and the National Defense Strategy.

Extreme Weather Events

President Biden has declared that climate change is an essential element of national security and foreign policy. Secretary Austin has stated that DOD will include the security implications of climate change in risk analyses, strategy development, and planning guidance. If confirmed, you would sit on the Secretary's Climate Working Group and your portfolio would oversee energy resilience and environmental threats to military installations. Thus, you would have a major role in implementing this guidance.

40. What is your understanding of the ways in which climate change poses a risk to national security and the Department's responsibility to prepare for its impacts?

I understand climate change may drive increased mission demands or contingencies in regions in response to resource competition, geopolitical instability, and a growing need for humanitarian assistance and disaster response to recover from severe weather or climate-related events. The changing climate and more frequent and severe weather events are a threat multiplier and impact Department of the Air Force installations around the world. Increasing temperatures, changing precipitation patterns, and more intense and unpredictable extreme weather conditions pose continuing and new risks to Air Force and Space Force installations, facilities, operations, and readiness.

41. How do you believe the Department should incorporate climate change into its risk analyses, strategy development, and planning guidance?

I believe preparation is the key to creating a more operationally-ready Air Force and Space Force that can effectively execute its missions and contend against strategic competitors. If confirmed, I would work with Secretary Kendall and Department leadership to incorporate climate change considerations into relevant strategy, planning, and analyses to minimize climate change and severe weather event impacts while maximizing the Department's ability to successfully execute the mission.

42. How should readiness and budget concerns factor into these assessments?

How the Department prepares the force and invests today will directly impact mission effectiveness tomorrow. The Department of the Air Force must balance the need to modernize the force to be more resilient and more agile to climate change considerations while also seeking out efficiency savings and balancing the fiscal concerns of return on investment. If confirmed, I would work with Air Force and Space Force leadership to make investments in infrastructure, weapon systems, and equipment to maintain or enhance readiness while also improving the forces' ability to address climate change considerations.

43. Section 2801 of the FY 2020 NDAA required each major military installation to include military installation resilience in each installation's military plan. If confirmed, how would you ensure these plans are completed and shared with this Committee?

If confirmed, I would ensure guidance and appropriate resources were available to complete military resilience plans in a timely manner. I understand that in accordance with the FY22 NDAA, the Department of the Air Force has identified to Congress two installations to have Installation Climate Resilience Plans completed by the end of the year and there is a requirement to report back to Congress on those plans.

Energy Resilience

It is essential that the Department of the Air Force maintain the capability to sustain critical operations in the event of intentional and unintentional grid outages.

44. If confirmed, what would you do to inculcate energy resilience as a mission assurance priority for the Department of the Air Force?

It is my understanding that energy resilience is already part of the Department of the Air Force mission assurance process. If confirmed, I would work with Air Force and Space Force leadership to further ensure continuity of energy resilience across the enterprise and that all Airmen and Guardians are prepared to continue their mission during outages.

45. If confirmed, what steps would you take to direct the execution of projects (MILCON or non-DOD funded) to fill gaps in individualized Installation Energy Plans, to oversee the execution of these projects, and to identify and remediate resilience gaps both on- and off- Air Force installations?

I believe the Department of the Air Force should prioritize sustainment of the systems, facilities, and infrastructure that support critical missions, including energy and water requirements. If confirmed, I will work with Air Force and Space Force leadership, as well as ASAF(EI&E) experts, to address any critical gaps identified during the development of Installation Energy Plans.

46. How can the Department of the Air Force better integrate energy security and resilience as standard components of its MILCON projects and programs?

I believe the Department of the Air Force should consider energy security and resilience as an aspect of project development—essentially, all projects are energy projects. If confirmed, I will ensure the Department actively evaluates energy security and resilience requirements during the consideration of potential MILCON projects and programs.

47. How can Air Force and Joint Force training exercises and wargames better incorporate real-world scenarios regarding energy-related threats and constraints—such as less rosy assumptions about the availability of fuel in the Pacific and assessing black start ability in response to a cyberattack on commercial electric grids?

I believe the Department of the Air Force must continue to identify operational energy risks to explore traditional and alternative energy support concepts during wargames, as well as through weapon system design and sustainment activities. If confirmed, I will review and analyze energy consumption data to make better-informed decisions on lethality and affordability in the strategic planning process.

I will also help ensure exercise and wargame scenarios realistically include adversaries' ability to inject energy-related threats.

48. Given the Department of the Air Force's dependence on non-DOD energy sources, how can the public and private sectors best be integrated in installation resilience plans and programs to reduce vulnerabilities, add redundancy, or improve energy management?

I understand the Department of the Air Force partners with both the public and the private sector to enhance resilience. If confirmed, I will continue to encourage those partnerships and will engage with those parties to ensure the Department provides installations with the energy and water necessary to achieve critical mission success.

49. In your view, is the use of stationary micro-reactors a workable option to provide long-term energy resiliency to U.S.-based Department of the Air Force installations?

While I am aware the Department of the Air Force is currently engaged in a micro-reactor pilot program, at this time I do not have access to the information necessary to definitively state if stationary micro-reactors can provide long-term energy resiliency to its installations. If confirmed, I will ensure the Department continues to identify and evaluate existing and emerging technologies for the potential to provide energy resiliency to the Air Force and Space Force.

50. What initiatives is the Department of the Air Force undertaking with respect to development of long duration grid batteries for use on bases?

I understand the Department of the Air Force frequently partners with industry to identify and evaluate new energy technologies. However, I am unaware of any specific Department efforts concerning grid batteries.

Authorities to Improve Energy Resilience

DOD and the Military Departments can use any number of authorities and mechanisms to pursue distributed energy projects that improve installation resilience, increase readiness and mission assurance, and offer long-term cost savings. These include: Inter-Government Support Agreements, Other Transaction Authority, Utility Privatization, Energy Savings Performance Contracts, Utility Energy Service Contracts, Enhanced Use Leases, and the Defense Community Infrastructure Program. The Air Force faces a litany of challenges to fund its infrastructure. If contracts are written properly, non-DOD-funded mechanisms are excellent ways to lock in cost savings for 25 years, increase resilience, modernize infrastructure, and diversify energy sources.

51. If confirmed, what steps would you take to streamline the process of

writing and awarding contracts that will improve mission assurance through the Air Force's Office of Energy Assurance?

I strongly believe in leveraging public-private resources and, if confirmed, I commit to utilizing the authorities provided by Congress to enhance the Department of the Air Force's energy resilience. As part of that commitment, I will work cooperatively with the Office of the Secretary of Defense and Department of the Air Force senior leaders to incorporate any changes as necessary in the process to more easily develop and execute agreements.

52. In your view, how can the Department of the Air Force improve its use of the above mentioned authorities to secure access to advanced energy-related technologies and concepts, including cyber-secure microgrids?

If confirmed, one of my priorities will be to understand how to better leverage private sector opportunities to advance technologies that could enhance Department of the Air Force installation energy and water resilience. I will ensure the Department continues to use all authorities for maximum development and fielding of new energy related technologies with stakeholder collaboration.

Operational Energy

The Department defines operational energy as the energy required for training, moving, and sustaining military forces and weapons platforms for military operations, including the energy used by tactical power systems, generators, and weapons platforms. On the battlefield of the future, warfighters will need exponentially more energy with rapid recharge and resupply over longer operating distances. The quality of electricity will matter too—the Air Force's vehicles, sensors, robots, cyber forces, directed energy weapons, and artificial intelligence will be controlled by systems sensitive to fluctuations in voltage or frequency.

53. If confirmed, what priorities would you establish for Department of the Air Force investments in operational energy technologies to increase warfighter combat capabilities and reduce logistical burdens?

The Department of the Air Force must prioritize advanced operational energy capability. If confirmed, I will look closely at ways to mitigate the logistical vulnerabilities of the Joint Force to ensure it can continue to project power. I will also work with DOD and Department of the Air Force leaders to review new and emerging concepts in ultra-efficient aircraft and advanced engine design, as well as methods to optimize legacy aircraft efficiency.

54. In what specific areas do you believe the Department of the Air Force needs to improve the incorporation of operational energy considerations and distributed energy resources into strategic planning processes?

The DOD fights as a Joint Force and the Air Force, as the largest consumer of energy, must continue mitigating logistical vulnerabilities to ensure it can continue to project power. Securing access of the Joint Force to energy and water in distributed and contested environments is critical to mission success. If confirmed, I will advocate for increased collection and analysis of aircraft energy consumption data.

55. How can Department of the Air Force acquisition systems better address requirements related to the use of energy in military platforms to decrease risks to warfighters?

I believe the Department of the Air Force's acquisition process must consider energy as a foundational capability and include energy requirements for military platforms from day one. If confirmed, I will support incorporating energy considerations throughout the requirements development process and acquisition life cycle.

56. In your view, how can energy supportability that reduces contested logistics vulnerabilities become a key factor in the requirements process?

I believe the Department of the Air Force must ensure that strategic energy considerations are closely analyzed for the potential operational risk, especially in contested environments. If confirmed, I will work to ensure proper emphasis is placed on energy throughout the requirements process, informed by operational data and wargaming to ensure energy risks are adequately captured and addressed.

57. How can the Air Force broadly include operational energy improvements in its weapons platforms?

I believe operational energy improvements are critical to enhancing warfighting capability by optimizing power usage on the Department of the Air Force's weapon systems. If confirmed, I will review and analyze energy consumption data to make better informed investment decisions on lethality and affordability in the strategic planning process. I will work with the requirements community within the headquarters to follow Secretary Kendall's pledge to ensure the Department considers energy key performance parameters and improvements in energy use across weapons platforms and throughout the requirements development process and acquisitions life cycle with the goal of increasing combat capability and lethality.

58. In your view, how can the Department of the Air Force better leverage advancements in data analytics and associated technologies to improve commanders' visibility into fuel consumption by the force?

Data analytics and associated technologies to include artificial intelligence and machine learning can provide commanders new insights into the delivery of

combat capability. I believe the Department of the Air Force can leverage fuel consumption data to enable more missions in constrained fuel environments, prepare for contingencies with logistics under attack, and reduce fuel and logistics burdens in peacetime. If confirmed, I will work with the Department of the Air Force Chief Information Officer and the Office of the Secretary of Defense to leverage data analytics to identify the available options for commanders to more optimally execute the mission.

Energy Conservation

59. What do you perceive to be the core elements of an effective energy conservation strategy for the Department of the Air Force?

I believe an effective energy conservation strategy for the Department of the Air Force should consider impacts to resilience and cost. The Department should also consider how to conserve energy without putting undue risk to the mission and within fiscal constraints.

60. What do you perceive to be the most achievable and realistic energy conservation goals for the Department of the Air Force?

If confirmed, I will evaluate Department of the Air Force energy consumption to ensure energy and water are utilized in the most effective and efficient way possible to meet critical mission requirements.

61. What do you consider to be a “stretch goal” for Department of the Air Force energy conservation?

I understand the Department of the Air Force will continue to work towards mission assurance and incorporating the “stretch goals” set forth in the Biden administration’s new Executive Orders to increase clean energy and sustainability across the government.

62. If confirmed, what specific actions would you take to reach these goals, and how would you measure your progress?

If confirmed, I would work with Air Force and Space Force senior leaders to create meaningful, measurable benchmarks and set achievable goals together while encouraging the innovations needed to meet these goals. In addition, I would communicate Department of the Air Force requirements to other Federal Agencies (e.g. the Department of Energy) and industry leaders. Technologies and innovative applications of technologies in the energy and water sectors are advancing at an amazing pace and I would work with ASAF(EI&E) experts to ensure the Department is leading in these areas.

63. In your view, what has been the impact of the current Department of the

Air Force energy conservation goals? Please explain your answer.

It is my understanding that current Department of the Air Force energy conservation goals have strengthened installation resilience. Given the Department's mission-centric approach, I understand energy conservation initiatives are undertaken to support mission assurance.

Water Resilience

A secure and reliable supply of water is essential to the Department of Defense's ability to perform its critical missions on installations and in support of operational deployments.

64. If confirmed, how would you lead the Department of the Air Force in developing a comprehensive water strategy that addresses research, acquisition, training, and organizational issues?

I believe water resilience is critical to both short- and long-term Air Force and Space Force operations. I understand the Department of the Air Force takes a proactive, risk-based approach to water resilience, and that is a framework I support. If confirmed, I will work with Secretary Kendall and Department of the Air Force senior leaders to ensure policies and strategies incorporate such an approach and address the need for secure and reliable sources of water.

65. What actions has the Department of the Air Force already undertaken to improve access to sustainable water sources in drought-prone areas across the United States and the globe, and with what result?

It is my understanding the Department of the Air Force has successfully implemented various projects to conserve water, such as xeriscaping. If confirmed, I will ensure the Department continues to pursue projects to conserve water where it makes mission and fiscal sense.

66. What progress is the Department of the Air Force making in developing and implementing a technology roadmap to address capability gaps for water production, treatment, and purification?

I understand the Department of the Air Force incorporated the need for water resilience into its Installation Energy Strategic Plan, with a framework focused on water quantity, availability, and quality. If confirmed, I will ensure the Plan or its supporting implementation roadmap addresses those water capability gaps.

67. What actions has the Department of the Air Force undertaken to improve water conveyance systems to reduce loss, recapitalize aging infrastructure, and meet installation mission requirements?

While I am unaware of the specific actions undertaken by the Department in this area, my understanding is installations work with Department of the Air Force organizations, such as the Office of Energy Assurance, to identify and improve aging energy and water systems. If confirmed, I will ensure improvements to critical energy and water systems remain a focus.

Emerging Contaminants

The environmental and health effects associated with exposure to Per- and Poly-fluoroalkyl substances (PFAS) have long been a major concern for Congress, DOD, military families, and communities in the vicinity of military installations.

68. If confirmed, what role would you establish for the ASAF(EI&E) in addressing potential PFAS contamination at Air Force bases, installations, and operational platforms?

I fully recognize and understand the importance of addressing the national PFAS issue. If confirmed, I will ensure the Department of the Air Force Environmental Restoration Program is appropriately resourced. I will continue to contribute to the valuable work of the DOD PFAS Task Force to find solutions that are protective of the health and safety of Airmen, Guardians, their families, and the communities surrounding Air Force and Space Force installations. I will also ensure the Department is responsive to Congressional requests for information and complies with the PFAS-related requirements of the National Defense Authorization Act.

69. In your view, what role should the Air Force take in funding and overseeing PFAS-related environmental cleanup and restoration activities at Guard and Reserve locations and in communities adjacent to or near military bases, installations, and operational platforms?

It is my understanding the Department of the Air Force oversees the funding of PFAS related environmental restoration activities at Air National Guard and Air Force Reserve locations, as well as those communities adjacent to or near military installations which may be impacted by Active Component or Reserve Component releases of PFAS. If confirmed, I will continue this oversight role to ensure that the Department of the Air Force upholds its commitment to address impacts from PFAS under the Comprehensive Environmental Response, Compensation, and Liability Act (CERCLA). I will also ensure appropriate resourcing for PFAS related environmental restoration activities across the Air Force and Space Force enterprise, including for the Air National Guard and Air Force Reserve.

70. If confirmed, what would be your approach to addressing public health concerns—including the desires for increased transparency to service members and their families—regarding alleged exposures to potentially

harmful contaminants on or deriving from Air Force bases?

The health and well-being of all service members and their families is of the utmost importance. If confirmed, I will make sure the Department of the Air Force is transparent in its actions and proactively communicates with Congress on this issue. In addition, I will ensure that when health concerns are reported, they are promptly reviewed, investigated, and mitigated as appropriate.

Resilience to Extreme Weather Events

In 2018 alone, extreme weather caused roughly \$9.0 billion in damage at military bases across the United States.

71. How would you assess the readiness and resource impacts on the Department of the Air Force from recent extreme weather events?

If confirmed, I would direct the development of an actionable plan with specific, measurable goals to address readiness and resource impacts caused by extreme weather events across the Department of the Air Force. This plan would acknowledge these challenges and further address the effects of climate change.

72. In your view, how can the Air Force best mitigate risks to Department missions and infrastructure associated with extreme weather events?

I believe that, when possible, constructing facilities and infrastructure out of harm's way is one of the easiest and most cost effective means to protect Department of the Air Force investments. When mission requirements make it impossible to relocate from potentially vulnerable areas, the next best way is to design new facilities from the ground up to be resilient to the effects of extreme weather and climate change. Once a facility is built, mitigating extreme weather should be tied to keeping the facility in good working condition. A well-maintained facility can withstand strong winds, heavy rains, and other severe weather much better than a facility which has fallen into disrepair.

73. If confirmed to be the ASAF(EI&E), how would you update the DOD Building Requirements Unified Facilities Criteria to incorporate designs more resilient to the effects of extreme weather events to ensure that MILCON-funded structures exist and remain fully functional for their intended lifecycles?

If confirmed, I would work with the Office of the Secretary of Defense and the other Services to update Unified Facilities Criteria by incorporating industry best-practices for more resilient planning and design of facilities. I would ensure priority is given to specific updates which further incorporate major resilience challenges such as sea level rise, extreme wind, seismic, and flood threats. Furthermore, I would also incorporate changes which have made Department of

the Air Force facilities and infrastructure easier to maintain, recognizing a well maintained building is more able to withstand severe weather events and the impacts of climate change.

Environmental Compliance

The Department of the Air Force has implemented a robust environmental compliance program to ensure the Air Force can meet its title 10 responsibilities, in balance with the need for environmental stewardship and conservation.

74. If confirmed to be the ASAF(EI&E), what policies and programs would you support to educate Air Force leaders and the force about the imperative of complying with laws and regulations addressing environmental matters?

If confirmed, I will ensure the Department of the Air Force has the resources, environmental policies, training, and education programs necessary to comply with all applicable environmental protection laws and regulations. I will ensure the policies direct Department of the Air Force leaders to incorporate applicable environmental considerations in all Department programs and activities. I will also ensure the use of a governance structure and management system framework that keeps all levels of leadership and operational forces abreast of Department of the Air Force environmental obligations with performance monitoring, risk reduction, and continuous improvement serving as central tenets for sustainable Air Force and Space Force operations.

75. If confirmed, how would you work with the Department of Interior and the U.S. Fish & Wildlife Service to ensure military readiness, while protecting the environment on and around Army installations, bases, and ranges?

If confirmed, I will ensure the Department of the Air Force continues the successfully collaborative relationship which exists with the Department of Interior and the U.S. Fish and Wildlife Service. I will encourage and support initiatives and projects that mutually benefit the Department of the Air Force readiness mission, while also helping to achieve the Department of Interior and U.S. Fish and Wildlife Service goal of species recovery on and around Department of the Air Force installations and ranges.

76. What are your ideas as to how the process associated with generating an Environmental Impact Statement (EIS) could be streamlined, with a view to completing any future EIS in two years or less, from start to finish?

If confirmed, I will work with the Council on Environmental Quality (CEQ) to update the Department of the Air Force National Environmental Policy Act (NEPA) implementation regulations. Based on my current understanding of these regulations, my review would include possible revisions that streamline EIS

preparation procedures, align them with federal initiatives to increase environmental review efficiencies, revise and add categorical exclusions, enhance public participation, and reduce paperwork and delays to promote better decisions consistent with national environmental policy as set forth in NEPA.

Environmental Restoration

Funding for the Department of the Air Force’s environmental restoration program remains a significant part of the Air Force’s overall environmental program budget.

77. What do you see as the main priorities for environmental cleanup and restoration in the context of the Department of the Air Force program?

I understand the Department of the Air Force’s main priorities for clean-up follow the priorities established by the Department of Defense, which are to clean up sites that pose the greatest threat to safety, human health, and the environment first. If confirmed, I will work to ensure those priorities continue to be implemented by the Department of the Air Force.

78. If confirmed, what specific steps would you take to ensure that the Department of the Air Force continues to program, budget, and execute adequate funding to permit cleanups under the Installation Restoration and Military Munitions Remediation Programs so that they continue apace?

If confirmed, I will ensure that the Department of the Air Force remains committed to making the substantial investments necessary to facilitate timely cleanups under the Installation Restoration and Military Munitions Response Programs. In my view, funding priorities should maintain forward progress on ongoing restoration activities and support continued efforts to address emerging contaminants such as PFAS.

Encroachment on Military Installations

Competition for space and other forms of encroachment continue to challenge the resiliency of DOD ranges and amplify the need for larger hazard areas to execute training, attesting, and operations to meet NDS requirements. Encroachment on military installations by commercial and residential development can negatively impact ongoing operations and significantly delay or halt the construction of new testing and training facilities vital to generating readiness going forward.

79. In your view, can virtual testing and training solutions contribute to the Department of the Air Force’s ability to meet capability requirements and mitigate the adverse effects of encroachment? If so, how.

Yes. Virtual testing and training solutions do contribute to the Department of the Air Force's ability to meet requirements and do mitigate the effects of encroachment. However, based on my experience, I believe virtual solutions, such as flight simulators, cannot replicate all training a pilot experiences. Virtual solutions can supplement training but must be balanced with live training.

80. If confirmed, how would you contribute to the Department of the Air Force in projecting future operations, testing, and training range requirements?

If confirmed, I would work with Secretary Kendall, as well as Air Force and Space Force leaders, to ensure the Department has the correct facilities to assess current and future capability gaps. I would then work to ensure these capability assessments will be incorporated into the Department of the Air Force's master planning process.

81. How would you structure your role as the ASAF(EI&E), if confirmed, with respect to engaging with communities surrounding Air Force ranges and training areas, to address and resolve concerns, while ensuring the resilience of range capabilities?

If confirmed, I would encourage communication with all appropriate federal partners, State and local governments, and non-governmental organizations. For energy projects, I would also encourage the Department of the Air Force to work closely with the DOD Military Aviation and Installation Assurance Siting Clearinghouse as the single point of contact for working with stakeholders to resolve mission compatibility issues.

82. How would you deal with challenging demands for compensation for noise impacts being levied by communities surrounding Air Force installations?

If confirmed, I would work with the Department of the Air Force and other DOD agencies' environmental and noise experts to evolve the noise mitigation program to respond to community and Congressional concerns.

One significant tool the Department of the Air Force can use to mitigate impacts of base encroachment and preserve natural habitat buffers to bases is the Readiness and Environmental Protection Integration Program. Another avenue to mitigate potential conflicts between base radar and energy development is software updates and the modernization of radars, which are often paid for by energy developers.

83. If confirmed, what new ideas would you propose as means for addressing this issue?

If confirmed, I would work with Air Force and Space Force installation commanders, operational leadership, local communities, State governments, and industry to develop solutions benefitting the community and Department of the Air Force critical national defense missions. I would also encourage the Department to work closely with the DOD Military Aviation and Installation Assurance Siting Clearinghouse during mission mitigations for potential financial contributions from industry for innovative technology and upgrades.

84. If confirmed, what policies or steps would you take to balance the trade-off between energy development, radar modernization, and impact on operations and training?

If confirmed, I would work with ASAF(EI&E) experts to investigate solutions to preserve training while encouraging energy development and radar modernization. I would also engage with Air Force and Space Force installation commanders, operational leadership, local communities, State governments, and industry directly to enhance relationships to build common energy strategies for trusted mitigations on impacts on operations and training.

Department of the Air Force Laboratory and Test Center Recapitalization

Historically, Department of the Air Force technical centers, laboratories, and test centers do not appear to have fared well in the internal Department competition for limited military construction and facility sustainment funds; as many facilities in these categories approach the mid-point or near-end of their life cycles, recapitalization has become a concern.

85. What is your view of the importance of technical centers, laboratories, and test centers to the ability of the Department of the Air Force to accomplish its mission now and into the future?

It is my view that the Department of the Air Force's technical centers, laboratories, and test centers are the backbone required for developing the technology required to counter peer and near-peer adversaries.

86. What metrics would you use to assess and determine the appropriate level of investment in the recapitalization of Department of the Air Force technical centers, laboratories, and test centers?

I have not had an opportunity to assess the amount of investment required. If confirmed, I commit to looking into any public perception that Department of the Air Force technical centers, labs, and test centers have not fared well in the competition for limited funds and work with the Assistant Secretary of the Air Force for Acquisition, Technology and Logistics and the Assistant Secretary of the Air Force for Space Acquisition and Integration to determine the appropriate metrics to assess recapitalization investment levels.

87. If confirmed, how would you work with the Assistant Secretary of the Air Force for Acquisition, Technology, and Logistics and other stakeholders to ensure that the Department of the Air Force technical centers, laboratories, and test centers are properly recapitalized?

If confirmed, I would work with Department of the Air Force leadership to understand which authorities are and are not being fully utilized by the Department of the Air Force technical centers, laboratories, and test centers to support research innovation. Based on that review, I would be better positioned to recommend a way forward.

Command Climate Survey

88. If confirmed, would you plan to administer a command climate survey to the workforce under your leadership and management?

Yes.

89. How would you plan to address the outcomes of such a survey?

If confirmed, I would work closely with the ASAF(EI&E) Deputy Assistant Secretaries to fully understand the findings of the climate survey to 1) identify areas to improve and 2) leverage those areas where the organization and Department could excel. I would share the survey findings with Department of the Air Force senior leadership and lead the team to develop measures and actions to address areas needing improvement, identify milestones, and actions to ensure improvement.

Sexual Harassment

In responding to the 2018 DOD Civilian Employee Workplace and Gender Relations survey, 17.7 percent of female and 5.8 percent of male DOD employees indicated that they had experienced sexual harassment and/or gender discrimination by “someone at work” in the 12 months prior to completing the survey.

90. What is your assessment of the current climate regarding sexual harassment and gender discrimination in the Department of the Air Force?

I understand the Department has made the matter of sexual harassment and gender discrimination priority issues and the Department continues to prioritize prevention activities, training, and response actions. I support these priorities and if confirmed, I will work to ensure all members of the Department are treated fairly, equally, and safely.

91. If confirmed, what actions would you take were you to receive or become aware of a complaint of sexual harassment or discrimination from an employee of the Office of ASAF(EI&E)?

I have zero tolerance for any kind of discriminatory or harassing behavior and, if confirmed, I would take swift action to address any such charges/claims by a member of the ASAF(EI&E) staff.

Congressional Oversight

In order to exercise its legislative and oversight responsibilities, it is important that this Committee and other appropriate committees of Congress are able to receive testimony, briefings, reports, records (including documents and electronic communications) and other information from the Department.

92. Do you agree, without qualification, if confirmed, and on request, to appear and testify before this committee, its subcommittees, and other appropriate committees of Congress? Please answer with a simple yes or no.

Yes.

93. Do you agree, without qualification, if confirmed, to provide this committee, its subcommittees, and other appropriate committees of Congress, and their respective staffs, with witnesses and briefers, briefings, reports, records (including documents and electronic communications) and other information as may be requested of you, and to do so in a timely manner? Please answer with a simple yes or no.

Yes.

94. Do you agree, without qualification, if confirmed, to consult with this committee, its subcommittees, and other appropriate committees of Congress, and their respective staffs, regarding your basis for any delay or denial in providing testimony, briefings, reports, records - including documents and electronic communications, and other information requested of you? Please answer with a simple yes or no.

Yes.

95. Do you agree, without qualification, if confirmed, to keep this committee, its subcommittees, and other appropriate committees of Congress, and their respective staffs, apprised of new information that materially impacts the accuracy of testimony, briefings, reports, records - including documents and electronic communications, and other information you or your organization previously provided? Please answer with a simple yes or no.

Yes.

96. Do you agree, without qualification, if confirmed, and on request, to provide this committee and its subcommittees with records and other information within their oversight jurisdiction, even absent a formal Committee request? Please answer with a simple yes or no.

Yes.

97. Do you agree, without qualification, if confirmed, to respond timely to letters and/or inquiries and other requests of you or your organization from individual Senators who are members of this committee? Please answer with a simple yes or no.

Yes.

98. Do you agree, without qualification, if confirmed, to ensure that you and other members of your organization protect from retaliation any military member, federal employee, or contractor employee who testifies before, or communicates with this committee, its subcommittees, and any other appropriate committee of Congress? Please answer with a simple yes or no.

Yes.