

Senate Armed Services Committee
Advance Policy Questions for Ms. Rachel Jacobson
Nominee to be Assistant Secretary of the Army for
Installations, Energy, and Environment

Duties and Qualifications

- 1. What is your understanding of the duties and responsibilities of the Assistant Secretary of the Army for Energy, Installations, and Environment (ASA(EI&E))?**

Answer: I understand that the ASA(IE&E) is the principal advisor to the Secretary of the Army on matters for installations, energy, and the environment, whose duties include program oversight for installations; facility sustainment; military construction; housing; environmental safety, compliance and restoration; natural resource management; water use; utilities; energy use and security; and resiliency from the impact of various natural and infrastructure threats facing installations.

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

Answer: My work for three federal agencies, as well as in the private and nonprofit sectors, provides me with the broad experience and expertise necessary to oversee the installations, energy and environment portfolio for the Army.

I am an expert on federal environmental laws, which I developed through a long career at the Environment and Natural Resources Division of the U.S. Department of Justice (DOJ), where DoD was among my clients. While at DOJ, I handled some of the largest environmental cases in U.S. history.

After leaving DOJ, I worked for the Congressionally-chartered National Fish and Wildlife Foundation, where I managed a \$100 million program promoting public-private partnerships to leverage conservation impact. *The Impact Directed Environmental Account* program I developed now plays a critical role in Gulf of Mexico restoration by investing over \$2 billion from the Deepwater Horizon oil spill.

I joined the Obama-Biden Administration in 2009 at the Department of the Interior (DOI) as Principal Deputy Solicitor, managing a team of 400 professionals and a vast legal portfolio that included energy development on federal lands and waters, endangered species protection, and historic preservation. In 2011, I became the acting Assistant Secretary for Fish and Wildlife and Parks, where, as the Obama-Biden Administration's longest serving official in that position, I oversaw policy for the U.S. Fish and Wildlife Service and the National Park Service. In that capacity, I represented DOI in interagency groups, before Executive Offices of the President, state officials, tribal officials, industry, trade associations, landowners, NGOs, foreign dignitaries, and the U.N. I testified before Congress, and, as the leading U.S. official for World Heritage Program, I led the U.S. delegation in UNESCO World Heritage proceedings. I oversaw

ecosystem restoration efforts for the Gulf of Mexico, Everglades, and Great Lakes. As acting Assistant Secretary, I also testified before Congress.

In 2014, I joined DoD as the Deputy General Counsel (Environment, Energy and Installations) in the Office of the Secretary of Defense. In that position, I served as lead lawyer for DoD on all matters pertaining to environment, energy, and installations. My portfolio included environmental compliance and clean up, natural resource management, endangered species protection, renewable energy procurement and siting, military construction, national monuments, coordinating DoD input Presidential Executive orders related to climate, energy and the environment, and international environmental compliance. I worked cooperatively with other federal agencies, including the Environmental Protection Agency (EPA), DOI, DOJ, Council on Environmental Quality (CEQ), Office of Management and Budget (OMB), Department of Commerce (DOC), Department of Transportation (DOT), and Department of State.

In 2017, I joined the WilmerHale law firm where I represent a variety of clients facing wide-ranging, complex, regulatory and litigation challenges related to environmental compliance, remediation and restoration, climate change, natural resource management, water infrastructure projects, automobile fuel emission standards, renewable energy project development, and congressional investigations. Private practice has also given me the opportunity to find solutions to balance resource protection and development.

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

Answer: I have served in leadership and management positions since I was promoted to a supervisory attorney at the DOJ in 1995, where I managed a team of environmental litigators, while also managing large, complex cases in litigation. At the National Fish and Wildlife Foundation, I managed a team of professionals to administer a \$100 million conservation program (that grew to over \$2 billion following the Deepwater Horizon oil spill). While at the DOI, as Principal Deputy Solicitor I managed 400 professionals located across the United States, and oversaw all litigation at the trial and appellate levels. As acting Assistant Secretary for Fish, Wildlife and Parks, I oversaw policy for the National Park Service and U.S. Fish and Wildlife Service. I represented DOI in interagency groups, before Executive Offices of the President, state officials, tribal officials, industry, trade associations, landowners, NGOs, foreign dignitaries, and the U.N. I served as lead U.S. official for World Heritage Program and led the U.S. delegation in U.N. proceedings. I oversaw ecosystem restoration efforts for the Gulf of Mexico, Everglades, and Great Lakes. At DoD in my role as Deputy General Counsel for Environment, Energy and Installations, I led a team of experienced professionals and supervised all legal matters that came before my office. I served as the Department's lead in a variety of settings ranging from interagency working groups to development of DoD's legal position in discussions with DOJ, CEQ, EPA, DOC, DOT, and the Department of State.

In sum, I have successfully managed people and programs for three federal agencies, and I have served as the lead policy official representing those agencies in countless settings. My management style is inclusive, transparent, fair, and communicative; setting clear goals and responsibilities. I am collaborative, results-oriented, and an outstanding advocate for people,

programs and policies. I would apply these experiences and traits in the role of ASA(IE&E), if confirmed.

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

Answer: If confirmed, among other actions, I will meet with senior career leadership who manage various aspects of the IE&E portfolio to get a full understanding of the status of each issue and assess what is working well and where there is a need for changes or improvement. I will meet regularly with my counterparts in the other services and OSD to align positions where appropriate and share knowledge. I will travel to installations to meet with commanders and Soldiers and families to observe what is happening on the ground and better understand needs. I will meet with communities neighboring installations and with local officials to forge and strengthen partnerships. I will maintain an open door policy and coordinate frequently with other federal agencies, states, tribes, Congressional offices, industry, and academia.

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?

Answer: If confirmed, I will ensure that the office of ASA(IE&E) is transparent, cooperative, responsive, communicative, constructive, and available to address Congressional inquiries and concerns and to comply with Congressional mandates.

Major Challenges

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

Answer: I understand the Army must compete for limited resources that, if insufficient, can impact readiness and modernization at Army installations. In my view, the Army needs predictable, adequate, sustained, and timely funding to ensure the readiness of the force. If confirmed, I look forward to working with Congress to advocate for adequate funding for installation infrastructure, quality of life programs related to housing and barracks, energy resilience, and environmental sustainability in order to support readiness, retention, and modernization. Further, if confirmed, I look forward to working with Congress to address these issues and corresponding funding needs to effectively serve the Army and its People and to support a ready and modern force.

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

Answer: If confirmed, I will work with ASA(IE&E) staff and the office of the Secretary of the Army, as well as installations leadership and Congressional staff, to develop a collective sense of priority needs and address them in a timely and effective manner, within the resources provided. Housing and energy resilience will be among the top priorities I intend to address.

Civilian Control of the Military

In its 2018 report, *Providing for the Common Defense*, the National Defense Strategy Commission cautioned, “there is an imbalance in civil-military relations on critical issues of strategy development and implementation. Civilian voices appear relatively muted on issues at the center of U.S. defense and national security policy.”

8. Do you agree with this assessment?

Answer: In my experience, civilian and military leaders in the Department of Defense work together as a cohesive team to achieve the strategic objectives established in the NDS. If confirmed, I will continue to promote collaboration and open and transparent debate. I will also ensure that the Secretary receives the advice of civilian and military leadership that enables effective problem solving.

9. If confirmed, how would you ensure inclusion of the ASA(IE&E) in the discussion, debate, and resolution of the Department of the Army, defense, and national security issues?

Answer: As I understand, the IE&E portfolio is one of the key pillars in supporting the quality of life for Soldiers and an integral component for the overall readiness of the Army, including installations and operational energy needs to promote national security interests. If confirmed, I commit to being an advocate for ASA(IE&E) within the Army and the Department of Defense.

10. If confirmed, specifically what would you do to ensure that your tenure as ASA(EI&E) epitomizes the fundamental requirement for civilian control of the Armed Forces embedded in the U.S. Constitution and other laws?

Answer: I believe that civilian control of the military is a hallmark of the American form of government. If confirmed, I will serve at the direction of the Secretary of the Army and work to ensure that she has the necessary information and decision space to develop Army policies, plans, and programs for the Army’s civilian and uniformed personnel.

2018 National Defense Strategy

The 2018 National Defense Strategy (NDS) outlines that the United States faces a rising China, an aggressive Russia, and the continued threat from rogue regimes and global terrorism.

11. 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.

Answer: If confirmed, I will request to be briefed fully on the 2018 NDS to learn better how the ASA(IE&E) authorities can address these issues. As a general matter, I believe that the Army should continue to assess the dynamic strategic environment in the context of the impacts of

climate change. If confirmed, I will support the efforts of Secretary Wormuth and Secretary Austin to ensure Army installations remain resilient, secure, and prepared to project forces in response to any global contingency.

12. In your view, how does the Office of the ASA(IE&E) directly support the NDS?

Answer: It is my understanding that there are three lines of effort articulated in the 2018 National Defense Strategy: (1) Build a More Lethal Force; (2) Strengthen Alliances and Attract New Partners; and, (3) Reform the Department for Greater Performance and Affordability. The role of ASA(IE&E) supports these efforts to varying degrees. Facility investments, installation modernization, energy resilience and security, quality of life programs—including housing—and environmental compliance ensure our Soldiers can train to standard at home-stations, enabling their ability to perform when called upon to do so. I also understand that the ASA(IE&E) can play a leading role in achieving affordable solutions, including by using third-party financing authorities to reduce energy costs.

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

Answer: Based on my understanding, to effectively deter China, the Army must continue to improve its ability to conduct large-scale ground combat operations if called upon to do so. If confirmed, I will support the Secretary's efforts to ensure multi-domain capabilities, force posture, power projection platforms, and installations are optimized so that the Army can rapidly support the Joint Force in the event of conflict. The Army must continue to maximize its advantages against potential adversaries, while balancing current and future threats.

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

Answer: If confirmed, I will seek to ensure that funds for infrastructure and military construction investments are allocated prudently and effectively to make installations in the Pacific more resilient and effective. Based on my understanding, China possesses offensive missile and cyber capabilities designed to disrupt or destroy critical facilities during conflict. The Army's facilities must be resilient in the face of a potential degraded energy grid. reconfigurable when under threat, and adaptable to ensure power projection if a conflict arises.

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

Answer: To deter Russia, I believe the Army must continue to improve its ability to conduct large-scale ground combat operations in Europe. If confirmed, I will do my part to ensure that force posture, power projection platforms, installations, and multi-domain capabilities are optimized to ensure the Army can rapidly support the Joint Force in the event of conflict.

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

Answer: Similar to our challenges in the Pacific, I believe that our European installations must be made more resilient and effective to prevail in near-peer competition or conflict with Russia. If confirmed, I will prioritize investments that enable resiliency in the face of a degraded energy grid, are reconfigurable when under threat, and are adaptable to ensure power projection if a conflict arises.

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 and their military sponsor to reprisal.

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

Answer: I understand that the overall goal of the Army's housing program is to provide a sufficient quantity of safe, quality, well-maintained housing for Soldiers and families stationed in the United States and abroad. I believe this mission is critical to the well-being of Soldiers and their families, and that it represents a commitment from the Army that must not be broken. If confirmed, one of my highest priorities will be to visit Army installations across the globe and assess the quality and sufficiency of Army Family Housing and barracks.

18. What is your view of the current goals and structure of the Department of the Army's military housing privatization program?

Answer: Based on my understanding, the Army has leveraged government investment with private sector investment in the military housing privatization program. I also understand that Residential Communities Initiative (RCI) companies identified a need for additional funds to invest in improvements of housing within their portfolios. If confirmed, I will examine the privatized housing financial structure to assure it is adequate to meet critical needs and that incentive fee metrics are not used to reward inadequate performance by housing providers. If confirmed, I am committed to rigorous oversight of this program and ensuring that the Army's partners are held accountable to provide housing that meets the highest standards of quality for Soldiers and their families.

19. What has the Army done to address Solider and family member concerns regarding the untenable living conditions prevalent in certain privatized housing locales?

Answer: I understand that the Army has developed procedures over the past two years to routinely monitor and resolve housing issues, including by regularly engaging Army senior leadership in oversight. I also understand that these efforts resulted in the improvement of conditions in Army housing. I believe, however, that more can always be done to ensure the highest quality housing for Army Soldiers and their families. If confirmed, I commit to rigorous oversight and accountability, and to supporting Secretary Wormuth in implementing the Military Housing Privatization reforms contained in recent National Defense Authorization Acts. If confirmed, I will ensure that the Army and its partners continue to address and improve housing conditions.

20. If confirmed, as the ASA(IE&E), what specifically would you do to ensure accountability in Army leaders for oversight of the privatized housing program?

Answer: If confirmed, I will work to hold commanders, leaders, and privatized housing companies accountable and ensure that Soldiers and families are housed in the quality housing they deserve. I am committed to ensuring that housing privatization reform requirements directed by Congress are fully implemented, that the Army-owned housing inventory is adequately funded, and that Basic Allowances for Housing are adequate to provide quality housing. If confirmed, I pledge to work cooperatively and diligently to ensure that privatized housing meets the needs of its tenants and the highest standards.

21. If confirmed, what specifically 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 Army?

Answer: If confirmed, I will request a comprehensive briefing on the status of partnership agreements in order to enforce existing standards of performance. Using available authorities, I would also seek to renegotiate terms of those agreements to incorporate clear and enforceable performance standards, and penalty provisions for failure to deliver performance standards.

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

Answer: It is my view that the NDAA reforms to privatized housing programs will be transformative. For example, the protections provided to Soldiers and families in the tenant bill of rights offers a suite of 18 enumerated provisions to protect against inadequate housing standards. Further, the creation at the DoD level of a chief housing officer to oversee standardization of policies and processes will help ensure accountability at the highest levels. If confirmed, I will evaluate with the Army team the progress in adopting these critical reforms.

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

Answer: I understand that a lack of oversight and inadequate chain-of-command involvement contributed to the MHPI crisis. If confirmed, I will reinforce newly implemented procedures that address internal and external accountability and actively pursue other improvements to the MHPI program.

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

Answer: It is my understanding that housing service providers are currently making substantial progress to resolve remaining housing issues. If confirmed, I am committed to engage in rigorous oversight and take appropriate action to ensure the highest standards of housing for Soldiers and their families.

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

Answer: If confirmed, one of my first acts will be to assess recent progress and determine if further programmatic changes are necessary and advise Secretary Wormuth accordingly. I am committed to using all remedies available to fulfill the Army's obligations to its Soldiers and families.

26. What role would you establish for yourself, if confirmed to be the ASA(EI&E), in ensuring that the Department of the Army'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?

Answer: I understand that the Army is conducting a housing manpower study at all levels. If confirmed, I will ensure the Army's budget requests incorporate funding that allows for adequate personnel at all levels in housing management and oversight, utilizing all available and appropriate hiring authorities, and I will advise Secretary Wormuth accordingly.

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

Answer: If confirmed, I will work with the Army's MHPI partners to encourage further progress in the provision of quality housing for Army Soldiers and families, and at the same time employ a vigorous oversight regime.

28. What do you view as your obligations to the "partners"?

Answer: If confirmed, I will vigorously work to ensure safe, high-quality housing for Army Soldiers and families remains the partnerships' highest priority. I will ensure that the partners understand the Army supports and encourages their efforts to improve housing, but will use all tools available to hold them accountable if they fail to meet their obligations under the governing legal documents to provide Soldiers and their families with high quality housing.

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

Answer: Soldiers and their families deserve to live with dignity, in safe, affordable, high-quality housing. If confirmed, this will be my top priority.

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

Answer: If confirmed, I will work with the DoD's Chief Housing Officer to support DoD housing initiatives and I commit to ensuring the Army's efforts are aligned with and supportive of DoD policies and directives.

31. 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?

Answer: If confirmed, I will fully support inclusion in performance evaluations of accountability measures for installation commanders and their senior enlisted counterparts related to their oversight and management of privatized, government-owned, government-leased, and unaccompanied personnel housing.

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

Answer: If confirmed, I will seek a full briefing on this issue to examine the effectiveness of programs associated with Military Service lodging facilities.

Base Realignment and Closure

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

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

Answer: Like any large organization, I believe the Army must continually examine its real property and real estate inventory in order to determine if missions, locations, and resources are aligned. If confirmed, I am committed to undertaking this examination while being mindful that the Army must remain prepared for unforeseen challenges and threats. If it is determined that another BRAC round is necessary, I am committed to participating in a thorough and transparent review of existing holdings and their contributions to the nation's defense.

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

Answer: My understanding is the ASA(IE&E) would serve as a key advisor for the Secretary and the Chief of Staff of the Army during the process of developing recommendations, developing a BRAC stationing strategy, and implementing approved recommendations – including real property disposal and environmental remediation of closed installations.

35. How would you undertake execution of these responsibilities?

Answer: If confirmed, I will review the Army’s existing processes to execute and implement a future BRAC round. I will first study relevant reviews conducted by the Army and the Department of Defense after BRAC 2005 to gain insights and lessons learned. I will also review the Government Accountability Office reports which examined the BRAC 2005 process, as well as the recommendations proffered.

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

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

Answer: I believe such issues could likely be anticipated and addressed by applying the lessons learned from the 2005 BRAC round and developing a clear strategy for achieving the Army’s goals in in a future iteration. If confirmed, I am committed to learning from past experience and ensuring that any future BRAC round accounts for past implementation concerns and properly estimates cost savings.

37. What steps has the Department of the Army 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 in regards to the remediation of emerging contaminants?

Answer: I have not had the opportunity to review Army’s overall lessons learned from environmental remediation in prior BRAC rounds. I do, however, believe in cooperation among Federal agencies and the Services. If confirmed, I will work with other stakeholders to review and identify the lessons learned concerning the environmental remediation of surplus property from closed installations. I am also committed to furthering the Army’s reputation as a trusted environmental steward. I believe that a comprehensive environmental restoration program today, based on the latest available science, lowers the cost of future remediation efforts, enhances the health and safety of local communities, and supports the redevelopment of transferred properties. If confirmed, I am committed to sharing such lessons across the Services.

Installation Modernization and Resilience

Decades of underinvestment in DOD installations has led to substantial backlogs in facilities and 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 Soldiers and their families.

38. In your view, does the Department of the Army receive adequate funding for its installations? Please explain your answer.

Answer: If confirmed as the ASA(IE&E), it will be my responsibility to understand the installation requirements for resourcing the current and future needs of the Army and make recommendations to Secretary Wormuth accordingly. I commit to advocating for the necessary funding in the budget process to meet the Army's dynamic installations' requirements to best support Soldiers, their families, and Army readiness.

39. Do you have specific plans to leverage infrastructure and modernization to improve the quality of life for Army Soldiers and their families?

Answer: If confirmed, I will strive to support long-term modern, resilient, sustainable installations that enhance strategic readiness and support Soldiers, families, and civilians. I will leverage the Army's existing modernization strategy to evaluate areas of concern on installations in order to determine the most impactful actions that would increase quality of life for our Soldiers, families, veterans, and the civilian workforce.

Military Construction (MILCON) accounts have not been plussed-up to the same extent over the last several years as have other accounts such as procurement and research and development.

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

Answer: If confirmed, I will advocate for additional construction funding in the budget process for military construction projects to support the Army's priorities, Army facilities investment strategies, and the National Defense Strategy. I will also advocate for necessary funding to ensure all Soldiers and their families are provided quality housing and child development centers.

The Department of the Army 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: cyber threats, physical attacks, political influence, and extreme weather events, is ever-growing.

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

Answer: If confirmed, one of my most important areas of focus will be on the resiliency of the Army's permanent overseas bases, as well as the installations in the homeland. I believe that all Army installations must build resiliency against a growing number of threats, including conventional attacks, sabotage and espionage, the impacts of increasingly 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 Army installation strategy.

42. What is the Army 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?

Answer: It is my understanding that the Army maintains prepositioned stocks at a high level of readiness to meet immediate contingency or crisis theater requirements, and that readiness of those stocks and facilities is a priority. If confirmed, I will assess and prioritize opportunities to make facility adjustments to meet these needs to the extent practicable.

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.

43. 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?

Answer: I share DoD's view that climate change presents a growing threat to U.S. national security interests and defense objectives. DoD recognizes climate change as a threat multiplier. Severe weather events divert military personnel and resources for response efforts and deprive the military for critical training days due to severe heat, flooding, and wildfires. The effects of extreme weather on military assets are costly. Climate change contributes to an increase in the frequency and severity of natural disasters that have the potential to disrupt critical supply chains and logistics, challenge the resilience of installations, and increase disease vectors and other health-related hazards to the force. Moreover, the potential geopolitical instability that result from climate change cannot be understated. If confirmed, I will work to ensure that through implementation of resiliency measures, including changes in energy use, the Army can maintain its ability to live and train in environments altered by climate change and mitigate against future climate change impacts that threaten Army operations.

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

Answer: I believe that proactively responding to climate change is critical for the Army to maintain its strategic advantage. Adapting to and mitigating climate change is a combat enabler, which will give the Army sustainable access to energy resources and allow the Army to persist in climate-impacted settings. If confirmed, I will support the President and the Secretary of Defense's direction to prioritize climate change considerations in the Army threat picture, strategic plans, operations, and infrastructure design.

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

Answer: If confirmed, I will deliver budget requests to the Secretary that reflect: (1) the conditions impacting Army operational environments, (2) the pervasiveness of climate impacts across installations, personnel, fleet, operations, training, and other aspects of the force, and (3) the likely increasing cost of resources in a world impacted by climate change.

46. 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?

Answer: If confirmed, I will ensure Army master plans include installation resilience requirements in accordance with all applicable laws and regulations. I will review and evaluate current Army regulations and policies to ensure they align with these requirements. I will also ensure timely submission of Army data to the Secretary of Defense for inclusion in the Department's annual report to Congress.

Energy Resilience

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

47. If confirmed, specifically what would you do to inculcate energy resilience as a mission assurance priority for the Department of the Army?

Answer: It is my understanding that the Army has already begun to integrate energy resilience as a mission assurance priority. I am informed, the Army Installation Energy and Water Resilience Strategic Plan links the resilience of energy and water systems directly to the success of the strategic support area in multi-domain operations. This plan calls for these requirements to be implemented in military operations, protection, installation management, sustainment of critical infrastructure, and emergency management. If confirmed, I will evaluate the effectiveness of these programs, make adjustments and necessary, and see to it that these requirements are fully implemented.

48. If confirmed, what steps would you take to direct 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- Army installations?

Answer: I believe the Army is prioritizing sustainment of resilient energy and water supplies, facilities, and infrastructure that support critical missions. I am informed that the Army's Installation Energy and Water Plans (IEWPs) outline critical mission requirements, assess energy and water baseline conditions, and develop a prioritized approach for projects that will improve energy and water resilience across each Army installation. My understanding is Army IEWPs include plans to address major deficiencies across the full spectrum of available funding sources, both appropriated and non-appropriated. If confirmed, I will continue the Army's efforts to prioritize investments from all available sources to address these deficiencies, to include the efforts of the Army Office of Energy Initiatives.

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

Answer: I have reviewed the Army Modernization Strategy, which states installations must modernize "at pace" with the rest of the Army. It is my understanding that the Army must modernize installations to provide the facilities, systems, and connectivity to support the Army on its path toward full multi-domain operations readiness by 2035, as identified in the Army Installations Strategy. If confirmed, I will ensure the detailed programmatic process to prioritize MILCON investment considers energy security and resilience as it supports Army modernization priorities.

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

Answer: If confirmed, I will advise the Secretary of the Army on how the Army can best incorporate energy-related threats and constraints into its training exercises and war-games. Developing scenarios that realistically account for adversaries' ability to inject energy-related threats, as well as developing a greater understanding of geographic energy constraints, are crucial for the Army to maintain its strategic advantage.

51. Given the Department of the Army'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?

Answer: I believe Army installations should be fully integrated members of neighboring communities on a day-to-day basis, and during emergency situations. At the same time, the Army must ensure through redundancy or otherwise that critical military operations can continue to function without reliance on commercial utility grids. My understanding is that the Army is planning and investing to ensure resilience for contingency scenarios as outlined in the Army Installations Energy and Water Strategic Plan in coordination with local authorities to maximize

public-private partnerships, as well as partnerships among government entities. If confirmed, I will support Army partnerships with utility companies and the private sector to build resilience for Army installations and their surrounding communities. I will also support partnerships with other Federal agencies—such as the Department of Energy (DOE) and Department of Homeland Security—through which the Army can support DoD in efforts to prioritize Federal investment to protect national security interests.

52. 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 Army installations?

Answer: I am aware of the DOE and DoD efforts to evaluate the potential of a commercially-licensed reactor (stationary) for use where resilience is needed and electricity prices are high. While I understand the Army is not leading this effort, if confirmed, I will ensure the Army carefully examines the use of stationary micro-reactors as a potential technology to add to the tools available for energy resiliency.

53. What initiatives is the Department of the Army undertaking in regards to development of long duration grid batteries for use on bases?

Answer: I believe that energy storage, including batteries, is key to resilience efforts across the Army. I understand that the Army is an active participant in the Federal Consortium for Advanced Batteries (FCAB). In my assessment, battery development and production is a strategic imperative for the U.S., both as part of the clean energy transition, and as a key component for the competitiveness of the U.S. automotive industry. The FCAB brings together those Federal agencies with a stake in establishing a domestic supply of batteries to accelerate the development of a robust, secure domestic industrial base for advanced batteries. The FCAB also encourages cooperation and coordination across the U.S. Government agencies. If confirmed, I will support the Army's participation in this consortium, and explore additional options to increase energy storage on installations.

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 includes: 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 Army 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.

54. If confirmed, what steps would you take to streamline the process of writing and awarding contracts that will improve mission assurance through the Army's Office of Energy Initiatives?

Answer: I am a strong believer in leveraging public-private resources through the use of these mechanisms, in particular Energy Savings Performance Contracts and Utility Energy Service Contracts. If confirmed, I will gather information about Army's use of these various contract vehicles to promote energy resilience and enhance Army readiness. I will work cooperatively to incorporate any changes as necessary in the process to more easily develop and execute these contracts.

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

Answer: If confirmed, one of my priorities will be to understand how to better leverage private sector opportunities to fund Army infrastructure, increase distributed energy generation, and better meet resilience needs and mission requirements, including cyber-secure microgrids. I will ensure the Army continues to use all authorities for maximum development 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. As early as 2004, General James Mattis cautioned that, “units would be faced with unacceptable limitations because of their dependence on fuel” and that resupply efforts “made us vulnerable in ways that would be exploited by the enemy.” 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 Army’s vehicles, sensors, robots, cyber forces, directed energy weapons, and artificial intelligence will be controlled by systems sensitive to fluctuations in voltage or frequency.

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

Answer: In my assessment, the Army requires resilient and expeditionary means to source, store, distribute, and convert energy that is cost-effective, affordable, and secure. If confirmed, I will work with the Army Futures Command and other Army stakeholders to ensure energy is adequately considered at all levels of operational planning and capability development.

57. In what specific areas do you believe the Department of the Army needs to improve the incorporation of operational energy considerations and distributed energy resources into the strategic planning purposes?

Answer: If confirmed, I will make mission assurance and energy resilience a priority to ensure that the Army has the energy it requires where and when it needs it. I also will commit to

examining where the Army can improve the planning processes to make sure energy considerations are adequately considered.

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

Answer: In my assessment, operational energy is a critical warfighting capability to provide power to vehicles and systems. If confirmed, I will ensure the Army continues to seek improvements in energy efficiency to reduce operational costs. I am informed the Army acquisition systems offer a variety of tools to ensure energy needs are addressed in military platforms, including by using emerging technologies.

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

Answer: If confirmed, I will follow the Office of the Secretary of Defense's operational energy performance mandates. I am aware that the Army has initiated development of an alternative power strategy to allow the Army to operate with a significantly lower energy demand in future conflicts. I am also aware that the Army has initiated an effort to study how electric propulsion, among other forms of energy, can be proliferated inside the Army's vehicle fleet to improve effectiveness and efficiencies, reduce demand, and contribute to climate control initiatives. If confirmed, I will fully support the Army capability development in these areas.

60. Specifically, how can the Army broadly include operational energy improvements in its weapons platforms?

Answer: In my view, the Army should seek improvements in energy efficiency to reduce operational costs and simplify logistics. If confirmed, I will examine options to include operational energy in weapons platforms.

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

Answer: It is my understanding that the Army is experimenting in these areas, and using data collected to provide recommendations for improvements in fuel consumption. If confirmed, I will support the Army's efforts to explore advanced technologies.

Energy Conservation

62. What do you perceive to be the core elements of an effective energy conservation strategy for the Department of the Army?

Answer: In my view, an effective conservation strategy includes setting goals, informing users, tracking progress and rewarding success. If confirmed, I will fully support the Secretary of the

Army's annual energy and water awards program which promotes reduction in energy and water usage.

63. What do you perceive to be the most achievable and realistic energy conservation goals for the Department of the Army?

Answer: I understand that the Army's Installation Energy and Water Strategic Plan outlines the Army's energy conservation goals. If confirmed, I will review and promote these goals, including to the goal of annually reducing installation energy consumption and costs.

64. What do you consider to be a "stretch goal" for Department of the Army energy conservation?

Answer: I currently do not have enough information to make an assessment of what would be a "stretch goal" for Army energy conservation. If confirmed, I commit to ensuring the Army is achieving the Administration and Department of Defense goals, reviewing the adequacy of existing Army goals, reviewing the ongoing efforts to achieve them, and exploring the opportunities for additional Army goals.

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

Answer: I understand the Army's Installation Energy and Water Strategic Plan identifies certain actions, which will be taken to reach established goals, develop Army-wide data analytics capability in order to identify and implement efficiencies by 2024, and establish an installation-wide utility monitoring and control system by 2028. I am informed the plan notes that progress will be measured through annual reduction of energy use intensity. If confirmed, I will work to ensure the timely and effective implementation of this plan.

66. In your view, what has been the impact of the current Department of the Army energy conservation goals? Please explain your answer.

Answer: I believe conservation through energy efficiency is a cornerstone of resilience. If confirmed, I will examine the impact of energy conservation measures on Army readiness, resiliency and cost reduction.

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.

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

Answer: If confirmed, I will lead the Army in developing a comprehensive water strategy by assessing the short and long-term mission needs related to installation and operational water requirements. I will also assess the Army's access to water, including through water rights. I will encourage leaders and Soldiers at all levels to consider the water implications of their actions and decisions, whether in training or operations, and during development and acquisition.

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

Answer: I do not have a detailed understanding of current Army efforts to secure water sources, but I agree it is an important issue. If confirmed, I will work to understand the actions the Army has already undertaken to improve access to sustainable water sources in drought-prone areas in the United States and across the globe, and how the Army can work to address issues of water access.

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

Answer: At this time, I cannot fully assess whether the Army has a specific technology roadmap for addressing water production, treatment, and purification capability gaps. However, the Army's Installation Energy and Water Strategic Plan provides a roadmap for Army installation energy and water infrastructure supporting critical missions. If confirmed, I will seek to understand the status of such projects and work to promote progress in those activities which will ensure secure and reliable water supplies for critical missions on installations and in support of operational deployments.

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

Answer: The Army's Installation Energy and Water Strategic Plan identifies the pillars for Army installation energy and water infrastructure to support critical missions, which are resilience, efficiency, and affordability. If confirmed, I will evaluate the Army's performance towards achieving the pillars established in the Strategic Plan related to water systems.

Emerging Contaminants

The environmental and health effects associate with expose 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.

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

Answer: If confirmed, I will support DoD initiatives and to study and address Army-related PFAS impacts at Army bases, installations, and operational platforms. I envision the role for ASA(IE&E) with respect to PFAS is to be the Army's lead for policy setting, advocating for sufficient resources to meet remediation needs, coordinating across the Army, DoD, Congress and other federal agencies, and, perhaps most importantly, increasing transparency with the Army community and those communities surrounding Army installations regarding PFAS remediation efforts.

72. In your view, what role should the Army 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?

Answer: It is my understanding that the Army oversees the funding of PFAS-related environmental cleanup and restoration activities for Army Reserve and National Guard locations and those communities adjacent to or near military bases that may be impacted by Army or Reserve or Guard releases of PFAS. If confirmed, I will continue this oversight role, upholding the Army's commitment to minimize or eliminate impacts from Army use of PFAS, including by the Army Reserves and the National Guard.

73. If confirmed, what would be your approach to addressing public health concerns—including the concerns of increased transparency to service members and their families—regarding alleged exposures to potentially harmful contaminants on or deriving from Army bases?

Answer: If confirmed, I will intensify efforts to inform Soldiers and their families, and surrounding communities, concerning Army plans to address risks to public health and the environment, consistent with applicable law and regulations and DoD policy directives.

Resilience to Extreme Weather Events

In 2018 alone, extreme weather caused roughly \$9 billion in damage at military bases across the United States.

74. How would you assess the readiness and resource impacts on the Department of the Army from recent extreme weather events?

Answer: I am aware of large-scale National Guard deployments to fight wildfires in the western U.S. and disaster relief following storms this summer. As climate change exacerbates the impacts of extreme weather, the Army will need to continue adapting to meet this threat and assessing the costs of asset damage caused by extreme weather events. If confirmed, I will support the Army's use of science and resource-informed data to assess readiness and resource impacts from extreme weather events and climate change. I will support the use of these assessments to anticipate changing conditions, better position the Army to maintain readiness, and to mitigate or minimize associated risks.

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

Answer: I believe the best way to mitigate risks is through the study and application of science-based initiatives, broad collaboration, and timely direct action. In my assessment, the Army must tap into the creativity, capabilities, and commitment of the defense industrial base, research institutions, fellow federal agencies, the private sector, and our partners and allies. If confirmed, I will work to leverage best practices based on current climate science across U.S. agencies and engage with local communities and foreign partners to ensure mutual readiness, security, and resilience in a rapidly changing environment.

76. If confirmed to be the ASA(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?

Answer: If confirmed, I will work closely with the U.S. Army Corps of Engineers to ensure climate-resilient design considerations, with informed perspectives from the latest science, are integrated into the Unified Facilities Criteria (UFC) and applied to Army projects.

Environmental Compliance

The Department of the Army has implemented a robust environmental compliance program to ensure the Army can meet its “man, train, equip” and other title 10 responsibilities, in balance with the need for environmental stewardship and conservation.

77. If confirmed to be the ASA(EI&E), what policies and programs would you enable to educate Army leaders and the force about the imperative of complying with laws and regulations addressing environmental matters and the substantive tenets of the same?

Answer: If confirmed, I will ensure the Army has the necessary and appropriate environmental policies, programs, and training in place to provide a clear understanding of the Army’s legal obligations. I will also promote a culture that values environmental stewardship, and protection of species, ecosystems, and significant historic properties. These values are not inconsistent with military readiness, in my view.

78. 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?

Answer: If confirmed, I will work in collaboration with DoD, Department of Interior, and the U.S. Fish & Wildlife Service (USFWS) to meet mutually agreed upon goals for stewardship of the Nation’s resources, while at the same time protecting the Army’s military readiness mission. A good working relationship with the other agencies is key to a successful natural resources

program, to resilience of Army lands, and to mission readiness. I will work with DoD, Department of Interior, and the USFWS to meet mutual goals through the recovery and protection of species and to protect critical environments in and around Army installations.

79. 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?

Answer: If confirmed, I will work with the Council on Environmental Quality (CEQ) to update the Army's National Environmental Policy Act (NEPA) regulation. Based on my current understanding of these regulations, my review will include possible revisions that streamline EIS preparation procedures, align them with federal initiatives to increase environmental review efficiencies, revise and add categorical exclusions, reduce paperwork and delays, and promote better decisions consistent with national environmental policy set forth in NEPA.

Environmental Restoration

Funding for the Department of the Army's environmental restoration program remains a significant part of the Army's overall environmental program budget.

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

Answer: I believe the main priority for environmental cleanup and restoration is the health and safety of Service members, their families, Army civilians, and the communities surrounding installations.

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

Answer: If confirmed, I will ensure the Army remains committed to making the substantial investment necessary to continue forward progress to address cleanup sites under the Installation Restoration and Military Munitions Response Programs. In my judgment, funding priorities should focus on ongoing actions, executing remedies, the timely completion of ongoing investigations, and starting new investigations, as required.

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.

82. In your view, how might virtual testing and training solutions contribute to the Department of the Army's ability to meet capability requirements and mitigate the adverse effects of encroachment?

Answer: It is my view that virtual testing and training can provide essential capabilities to the warfighter. Further, it is my understanding that virtual training provides opportunities to increase proficiency ahead of live training exercises and increased iterations with less time required on live-fire ranges. If confirmed, I will encourage the continued development of virtual capabilities to provide the ability to simulate large scale combat activities in a virtual environment without encroachment considerations.

83. If confirmed, how would you lead the Department of the Army in projecting future operations, testing, and training range requirements?

Answer: If confirmed, I will advise the Secretary of the Army to continue to employ a scientific approach to optimizing future operations, testing, and training range requirements, utilizing virtual simulations when possible. I will also recommend soliciting feedback from Army leaders and continued assessments of the suitability of current capabilities. This approach would help inform assessments of capability gaps and future priorities to be incorporated into the Army master planning process.

84. How would you structure your role as the ASA(IE&E), if confirmed, with regard to engaging with communities surrounding Army ranges, to address and resolve concerns, while ensuring the resilience of range capabilities?

Answer: If confirmed, I will ensure that ASA(IE&E) is closely aligned with the Army and DoD components that provide assessments of Army testing and training requirements and support to local communities. I believe that opportunities exist to partner with Federal, state, local, and tribal authorities to examine ways to address specific community concerns.

One significant tool the Department of the Army can use to mitigate impacts to 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.

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

Answer: I understand that the DoD Readiness and Environmental Protection Integration program (REPI), Military Aviation and Installation Assurance Siting Clearinghouse, and the grant assistance program of the Local Defense Community Cooperation are highly beneficial programs to reduce the potential for mission conflict and address installation resilience. If confirmed, I will seek innovative solutions within the Army for leveraging funding sources, new technologies and technology demonstrations, cost avoidance, cost offsets by energy developers,

and other advances and cost efficiencies will be explored for all avenues to mitigate potential conflicts.

86. 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?

Answer: In my view, training is necessary to maintain operational readiness. If confirmed, I will assess solutions to preserve training capabilities while encouraging energy development and radar modernization.

Department of the Army Laboratory and Test Center Recapitalization

Historically, Department of the Army 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.

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

Answer: It is my view that the Army's technical centers, laboratories, and test centers are critically important to ensuring that the Army can operate and dominate in increasingly complex environments. The technological advantage necessary to develop and produce the most advanced weapons systems needed to compete with and defeat a potential adversary now and in the future can only be achieved with modernized technical centers, laboratories, and test centers.

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

Answer: I understand the Army uses readiness metrics to assess the condition of technical facilities and how well they are meeting Army needs. If confirmed, I will collect more information about the metrics that allow the Army to predict the appropriate level of investment necessary for these centers to thrive.

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

Answer: In my judgement, modern buildings, equipment, and adequate resourcing are vital to ensuring the Army stays at the cutting edge of technology and continues to recruit and retain the most talented personnel. It is my understanding that due to a myriad of contributing factors,

many research and test facilities would likely benefit from revitalization and recapitalization. It is my further understanding that the Army can leverage multiple authorities to resource and modernize facilities. If confirmed, I will engage with the Assistant Secretary of the Army for Acquisition, Logistics, and Technology, and other stakeholders to better understand the infrastructure requirements and explore solutions to ensure the Army makes the necessary investments to sustain, restore, and modernize its technical centers, laboratories, and test centers.

Command Climate Survey

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

Answer: If confirmed, I will administer a command climate survey to the IE&E workforce.

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

Answer: If confirmed, I will begin by sharing the results with the leaders in the organization and the workforce. I will look to sustain those areas where the organization is having success and target the areas where the organization needs improvements. If confirmed, I will lead members of the IE&E team in developing a plan to address identified shortcomings, establish appropriate benchmarks for improvement, and provide regular updates to the workforce on progress.

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 experience sexual harassment and/or gender discrimination by “someone at work” in the 12 months prior to completing the survey.

92. What is your assessment of the current climate regarding sexual harassment and gender discrimination in the Department of the Army?

Answer: It is my understanding that the Army is continuously promoting and nurturing a positive climate where sexual harassment and gender discrimination are prohibited. I am informed the Army has a long history of mandating training for all personnel and supervisors on the prevention of sexual harassment and discrimination. If confirmed, I will fully support the Secretary of the Army and the Secretary of Defense in efforts to foster a climate free from sexual harassment and gender discrimination and ensure all policies and program aimed to preventing sexual harassment and gender discrimination are being fully promulgated and implemented.

93. 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 ASA(EI&E)?

Answer: If confirmed, I am committed to providing a workplace that is free from all forms of harassment and discrimination, where individuals are treated with dignity and respect.

Harassment and discrimination jeopardizes readiness and mission accomplishment, weakens trust among colleagues, and erodes organizational cohesion. If confirmed, upon receiving, or learning of, a complaint of sexual harassment, discrimination, or other harassment from an employee, I will ensure that appropriate action is taken in accordance with Federal law, as well as EEOC, DoD, and Army policy. I will coordinate with my servicing legal advisor, EEO official, and Civilian Personnel Official and take the necessary action to promptly investigate, address, and resolve the matter at issue, including taking appropriate corrective or disciplinary action as warranted. Further, I will ensure there are appropriate policies and resources in place committed to prevent all forms of harassment/discrimination and encourage reporting. Finally, I will ensure that all training and education requirements and standards are met.

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.

94. 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.

Answer: Yes.

95. 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.

Answer: Yes.

96. 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.

Answer: Yes.

97. 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.

Answer: Yes.

98. 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.

Answer: Yes.

99. 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.

Answer: Yes.

100. 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.

Answer: Yes.