

**Senate Armed Services Committee**  
**Advance Policy Questions for Mr. Christopher Lowman**  
**Nominee to be Assistant Secretary of Defense for Sustainment**

**Duties and Qualifications**

- 1. If confirmed as the Assistant Secretary of Defense for Sustainment (ASD(S)), what do you believe would be your most critical duties and responsibilities?**

If confirmed as the ASD(S), my most critical duties and responsibilities would be to work with Congress, OSD stakeholders, and the Military Departments to identify sustainment challenges and enable mitigation strategies that ensure Service readiness and success on the battlefield. Additionally, it would be critical to maintain robust oversight that allows stakeholder input and drives the processes needed to identify opportunities to improve sustainment enterprise performance and efficiencies.

- 2. What background and experience do you possess that qualify you to perform the duties and functions of the ASD(S)?**

My sustainment experiences began as a young enlisted Marine as an Aviation communication/navigation repair technician, which gave me the acumen to understand the challenges our Service members face sustaining readiness. My civilian Army career included leading teams of Product Support Managers in the development of product support strategies; later, I led a team of policy experts at HQDA, developing field level maintenance and depot policy. From this position, I transitioned into leading theater-level logistics activities for USAREUR. After time in Germany, I led the organization responsible for acquisition logistics policy as the Deputy Assistant Secretary, which prepared me for deployment to Afghanistan leading an organization within a coalition environment building logistics capacity for the ANA/ANP. All of this experience culminated in serving as the Senior Official Performing the Duties of the Under Secretary of the Army.

- 3. What leadership and management experience do you possess that you would apply to your service as ASD(S), if confirmed?**

For the past 33 years, I have led sustainment teams and organizations at virtually every echelon of management. The leadership experience, coupled with my formal education has enabled me to lead sustainment activities in CONUS, in theater of operations preparing for war, and deployed coalition environments in Afghanistan. My operational experiences coupled with HQDA leadership opportunities on the ARSTAF and Army Secretariat has provided me with a keen insight to the challenges facing the sustainment enterprise and also highlighted the opportunities to reduce risk and introduce improvements.

- 4. Do you believe that there are actions you need to take to enhance your ability to serve as the ASD(S)? Please explain your answer.**

If confirmed, I will take immediate action to meet with USTRANSCOM, DLA, MILDEPs, and OSD stakeholders to better understand the immediate challenges facing sustainment and the progress that has been made mitigating the challenges. This will ensure that ASD(S) sustainment activities are aligned with Secretary Austin's priorities and that emerging changes to the NDS are accommodated. In addition, understanding the perspectives of those in the field who execute the mission every day is essential for ensuring resources are focused on priority missions. As such, I would visit key sustainment facilities to gain a first-hand understanding of their workloads, processes, and challenges."

- 5. If confirmed, what additional duties and functions might you expect the Secretary of the Defense, the Deputy Secretary of Defense, or the Under Secretary of Defense for Acquisition and Sustainment (USD(A&S)) to prescribe for you, particularly in light of the lines of effort set forth in the National Defense Strategy (NDS)?**

I understand a new National Defense Strategy is forthcoming, and the ASD(S) would have an integral part of adapting the policies and processes necessary to develop and posture the sustainment capabilities needed to meet the Secretary's priorities. If confirmed, I will work with Secretary Austin, Deputy Secretary Hicks, and the USD(A&S) to ensure that I have all of the necessary authorities and responsibilities needed to sustain readiness of our forces.

- 6. 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?**

Sustainment challenges, to include supply chain risk management, organic industrial base modernization and—in some cases—life-cycle costs require a whole of government approach to solve. This includes the critical support provided by the Congress and the SASC in particular. If confirmed, I am committed to engage in regular communications with this Committee, including hosting Members and staff at key installations.

- 7. If confirmed, what would you do to ensure that your tenure as ASD(S) epitomizes the fundamental requirement of civilian control of the Armed Forces embedded in the U.S. Constitution and other law?**

My experience across many positions within the Department of Defense, both in uniform and as a civilian, has affirmed the need for civilian control of our military, as set forth in the U.S. Constitution. I have been privileged to have support from teams of dedicated military and civilian career professionals at many of those positions. In order for our Department to be successful, we must be able to weigh the input from our dedicated men and women in uniform, as well as the input from civilian career professionals, to ultimately carry out the directives of our civilian government. If confirmed, I will ensure that I deliver my best civilian advice to Secretary Austin, Deputy Secretary Hicks, and the USD(A&S).

## **Major Challenges**

### **8. If confirmed, what would be your vision for the Office of the ASD(S)?**

Broadly, my vision for ASD(S) is to develop sustainment policies, processes and capabilities that are enabled by advanced data analytics, artificial intelligence, and the necessary resources to support the Military Service readiness requirements. A vision statement is somewhat aspirational and, if confirmed, I will work with the OSD Staff, MILDEPs and other stakeholders to ensure my vision aligns with the SECDEF priorities and pending NDS changes.

### **9. In your view, what are the major challenges that confront the ASD(S)?**

Cost of sustainment – The Department has made progress developing strategies to reduce O&S life-cycle costs but more must be done. Taking advantage of advanced data analytics and the rich set of usage and cost data now available provides the basis to better understand fleet performance, identify cost centers, and implement mitigating strategies that maintain readiness more efficiently.

Industrial Base – I am aware that assistance from this committee, OSD action, and MILDEP support has enabled a better understanding of industrial base requirements. However, as the MILDEPs continue to modernize to meet current and future threats our ability to modernize the organic industrial base must contain prudent decisions that balance the organic industrial base capabilities with our commercial partners. Modernization strategies and the subsequent capital investments must be aligned with the capabilities being introduced so that the department ensures the OIB plant and equipment and workforce skills are modernized at the same rate as the new capabilities are introduced and available when required.

Supply Chain Risk – The Department has made progress understanding supply chain risk. I believe that our ability to understand where risk is manifesting within the 3rd-5th tiers of the supply chain is critical to developing mitigating strategies. Whether the risk is cyber, foreign acquisition, or theft of intellectual property the Department needs the ability to visualize the supply chain, identify and characterize the risk nodes and mitigate the vulnerabilities. This might include on-shoring critical capabilities where appropriate.

### **10. If confirmed, what management actions would you take, in what order of priority, and on what timeline—to address each of these challenges? Please be specific.**

Cost of Sustainment: If confirmed, I would immediately work with my staff and the MILDEPs to implement strategies that employ advanced data analytics to better understand cost at the fleet level. I would incorporate lessons learned within the product support management area to review LCSPs and make appropriate changes. Finally, I would work with my staff and the ASD(A) to ensure product support planning for

ongoing modernization programs incorporated lessons learned from current capabilities and the appropriate strategies are documented in the LCSP.

Industrial Base – If confirmed, I would work with my staff and the MILDEPs to gain an understanding of their individual OIB modernization strategies compared to funded modernization programs to ensure that our capital investment programs are aligned. Additionally, I would review the balance between the organic and commercial sectors to ensure that SCR is accommodated and mitigated where appropriate. Finally, I would work with OSD(P&R), my staff, and the MILDEPs to review the OIB workforce training plans to ensure new technologies that require novel industrial skills are planned, resourced and on-schedule.

Supply Chain Risk – If confirmed, I will work with the ASD(Industrial Base Policy) to ensure the necessary transparency of our national security supply chains. I will work with my staff and the MILDEPs to ensure that have the policy and processes in place that identify the vulnerabilities and mitigation strategies.

### **Major Acquisition Reforms**

**In recent years, Congress has enacted significant reforms of the defense acquisition organizational structure and system. As part of these reforms, the Department consolidated logistics, materiel readiness, energy, and the environment, as well as facility planning, design, construction, and sustainment under the authority, direction, and control of the ASD(S).**

**11. In your view, what is the role of the ASD(S) in improving acquisition outcomes from a sustainment perspective?**

The ASD(Sustainment) provides oversight of DoD's sustainment efforts, develops policy, sponsors key initiatives to improve sustainment outcomes and ensure cost-effective readiness throughout the service life of weapon systems. This includes making certain that sustainment attributes are included in capabilities' designs, and approving the program Life Cycle Sustainment Plan for Acquisition Category (ACAT) 1D and special interest programs. I believe it is incumbent on the ASD(S) to work closely with ASD(A), DPC, Comptroller, Services, and others to ensure effective and affordable product support solutions for our weapon systems.

**12. From your perspective, what is your assessment of the effects of recent acquisition reforms and what other potential opportunities for future reforms do you see?**

I believe the Department's recent acquisition reform efforts are critical to enhancing readiness and driving down sustainment costs. They are helping expedite the development and fielding of capabilities, while ensuring the product support required to sustain them. I understand these efforts are ongoing and if confirmed, I will work to identify metrics and tools that can to assess sustainment's contribution to warfighting capability. I will also work with other senior leaders within the Department to identify

opportunities for future reforms within both the acquisition and the planning, programming, budgeting & execution processes.

**13. Are there lessons learned with the implementation of recent acquisition reforms that you would want to apply in the Office of the ASD(S), if confirmed?**

There are always valuable lessons learned when reforms are initiated within the Department. It is imperative that we capture these lessons learned as quickly as possible for the benefit of the Department. If confirmed, I will ensure that these lessons learned are shared across the Components through the use of Communities of Practice, Publications, and formal training courses developed and sustained by the Department for the life cycle logistics workforce.

**Data**

**14. What steps will you take to collect operation and maintenance data from operational systems in order to inform sustainment policies and practices to control sustainment costs?**

It is critical to utilize data to understand the performance of our weapons systems to drive future sustainment investment decisions. I understand the USD(A&S) team is supporting the Department's efforts to build enterprise-wide business health metrics with multiple sustainment data inputs that support weapons systems throughout the life cycle. If confirmed, I will ensure that this data is based on authoritative data sources and used to support all maintenance policies and practices.

**15. If confirmed as ASD(S), how would you apply lifecycle cost data to anticipate requirements for new or replacement items?**

We must ensure that our new weapons systems not only meet warfighter performance requirements, but that they also are cost-effective to operate. If confirmed, I will work to incorporate cost data from the Services' cost data sources into new system requirements, assessments, and policies.

**16. Since technical data rights and intellectual property issues often drive sustainment costs and challenges, what specific ideas do you have to improve the Department's activities with respect to having access to needed technical data and Intellectual Property?**

Weapon system sustainment, particularly organic sustainment, requires access to appropriate technical data. Necessary data includes, among other things, depot repair procedures, repair bills of material, and technical manuals. The Department should pursue tailored data acquisition strategies that emphasize collecting and maintaining specific data needed for weapon system operation and life cycle support while avoiding blanket policies that may lead to acquiring and maintaining technical data that does not benefit the Department.

I believe that changes in contract requirements and the contracting approach can address the issue. Since sustainment costs can represent 70% of a program's lifecycle costs, if confirmed, I will work with my acquisition counterpart to ensure that sustainment considerations are taken into account early in the acquisition lifecycle.

### **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.**

#### **17. How, in your view, how does the Office of the ASD(S) directly supports the NDS?**

While the National Defense Strategy (NDS) guides the Departments way forward, those aspects of the strategy which will deal with sustainment and logistics must be translated into policy and then operationalized by the Department. The Office of the Assistant Secretary of Defense for Sustainment has the integral role to take the direction provided in the NDS and craft the DoD Directives and Instructions that will allow the Department to collaboratively and collectively meet the priorities of the Secretary of Defense.

#### **18. What is your current assessment of the risk of operational failure in a conflict with China as the result of a critical logistics failure?**

In any conflict, the success of global operations relies on logistical support. Conflict with China presents a set of unique and significant challenges to our supply chains. Even with ongoing efforts across the joint logistics enterprise to mitigate and manage risks, there are still significant threats to logistics operations and logistics nodes around the globe. The tyranny of distance in the Indo-Pacific, along with heavy burdens placed on our strategic mobility infrastructure to both deploy our forces and meet their resupply demands exacerbates that risk in any future conflict. Mitigating these risks requires strong alignment across strategic guidance, policy, and Combatant Commander planning, and must while leverage Joint, Coalition, and Partner exercises and engagements to validate logistical support concepts. If confirmed, I look forward to the opportunity to engage with the Joint Staff, Components and industry partners to support ongoing efforts across the Joint Logistics Enterprise to address the threats posed by China.

#### **19. In your view, what infrastructure, military construction, and logistics investments are required in order to provide the necessary capabilities and capacity to the Joint Force to prevail in great power competition and potential conflict with China?**

At home we must maintain our ability to project power utilizing the Defense Transportation System and our strategic ports (air and sea). Infrastructure and military construction abroad come from the Combat Commanders, their plans, and assessments. Logistics investments should be focused on maintaining or augmenting our strategic mobility capabilities (to include prepositioning), investments in demand reduction technologies, efforts to reduce our logistics footprint, and increase our supply chain visibility.

**20. To what extent should sustainability and logistics requirements factor into future force structure adjustments?**

Ensuring that our forces can be sustained should always be a consideration when developing force structure. If confirmed, I will work with the Joint Staff and Military Services to ensure that these considerations are taken into account as appropriate.

**Indo-Pacific Posture**

**First launched by the United States and Japan in 2002, the Defense Policy Review Initiative (DPRI) aimed to adapt the U.S.-Japan alliance to the dramatically changed threat security environment of the 21st century.**

**21. What is your understanding of the status of DOD's implementation of DPRI?**

It is my understanding that the program is still on track to meet the Department's goal to improve its Indo-Pacific defense posture.

**22. If confirmed to be the ASD(S), what would be your role in DPRI implementation and execution?**

I understand DPRI is the bilaterally-determined way forward for the realignment of Marine Corps forces on Okinawa and the main islands of Japan, including the establishment of a strong presence on the U.S. territory of Guam. If confirmed, I will work with the Undersecretary of Defense for Policy and the Assistant Secretary of Defense for Energy, Installations & Environment to review the implementation of this realignment plan. I will work with senior Department leadership to ensure DoD's sustainment and logistics efforts support the execution of the distributed U.S. basing infrastructure in the Indo-Pacific in support of the overall Defense Strategy.

**23. If confirmed, what specific actions would you take to address challenges in Guam and the Commonwealth of the Northern Mariana Islands (CNMI) that may result in an adverse impact on DPRI-related construction cost and schedule?**

While I am not completely familiar with any specific challenges, if confirmed, I will work with senior Department leadership to ensure DoD's sustainment and logistics

support on Guam and the CNMI is appropriately balanced with the critical national defense requirements associated with the DPRI program.

### **Contested Logistics**

**Over the last several years, DOD and INDOPACOM have conducted or sponsored several studies on contested mobility and logistics which have resulted in more than 50 recommendations. However, the GAO found that DOD has failed to implement many of these recommendations. As a result, DOD and INDOPACOM may be missing an opportunity to leverage existing knowledge on mobility challenges in contested environments and to increase resilience for major conflicts as envisioned in the National Defense Strategy and as part of the Joint Warfighting Concept. Given the “tyranny of distance” in the Pacific, there are significant challenges specifically related to energy and munitions requirements in a contested environment, some of which could be mitigated by making targeted investments and operational energy improvements to both military platforms and installations.**

- 24. If confirmed, how will you implement the multitude of recommendations referenced above and take actions necessary to decrease the logistics vulnerabilities in a contested environment?**

The U.S. military has enjoyed a freedom of movement for decades that has enabled global power projection and the ability to conduct and sustain operations virtually unhindered. However, in future conflicts, adversaries will target logistics in multiple domains from here in the homeland through the point of need. If confirmed, I will review the status of GAO recommendations and ensure sound and prudent measures are taken to reduce logistics vulnerabilities in contested environments.

- 25. If confirmed, how will you implement recommendations to make significant operational energy improvements throughout INDOPACOM?**

I am not familiar with the details of the studies mentioned above. However, if confirmed, I will review completed analyses regarding contesting logistics, and review opportunities for implementing recommendations to enhance energy supportability and demand reduction across Joint forces and plans.

- 26. If confirmed, how do you plan to work with the Joint Staff to ensure that insights from concept development work on contested logistics are prioritized and highlighted in other Department of Defense processes?**

I recognize the Joint Staff has invested significant time and effort to develop contested logistics concepts within the Joint Warfighting Concept and the Joint Concept for Contested Logistics. If confirmed, I would work closely with the Joint Staff to understand the insights gained and transformation necessary in order to effectively and consistently advocate in other Department processes.



## The F-35

The F-35 is one of the largest DoD weapon systems, with U.S. sustainment costs estimated at more than \$1 trillion over its 30 year life cycle.

- 27. What are the factors contributing to spare parts shortages for the F-35 and what has been the effect of such shortages on the F-35 mission capability rates?**

My understanding is that limitations on repair capacity are one of the major factors driving the parts shortages that are impacting F-35 mission capability rates. If confirmed, I will consult with the Department's and Services' supply chain and contracting experts to assess and identify areas of F-35 supply concerns and develop sustainment strategies to mitigate those risks.

- 28. If confirmed as the ASD(S), what steps would you take to address these spare part-related deficiencies?**

If confirmed, I will ensure that the F-35 program is closely and carefully managed with the sustainment rigor required to ensure that it can meet the Department's warfighting needs for peer competition. In addition, I will ensure that the F-35 Joint Program Office and the Military Services work to improve F-35 spare part-related deficiencies and pursue reliability improvement programs where appropriate.

- 29. In your view, has DOD documented requisite information about the technical characteristics and costs of the F-35 to effectively plan for its long-term sustainment?**

If confirmed, I will work with the Department's subject matter experts to advance initiatives that maximize the Department's position in obtaining the required data that improves the long-term sustainment strategy and warfighting capabilities for the F-35.

- 30. What should be done to increase the availability rates for the F135 engine? Should we increase maintenance capacity? Should we improve the timing and execution of transferring intellectual property on the F135 engine to government depots to increase engine availability?**

Addressing the serious readiness challenges related to the F135 engine will be one of my top priorities related to the F-35 program if I am confirmed. I will work with the F-35 Joint Program Office and Military Services to increase depot repair capacity, stand up additional repair sites, and reduce demand for repairs by improving reliability.

- 31. How might a dearth of such information for the airframe and the engine impair DOD's ability to negotiate planned performance-based contracts or pursue alternative options?**

Performance Based Logistics contracts can be an excellent contract strategy to improve warfighter readiness through better weapon system availability and reliability at lower cost, especially if organic capacity is unavailable. If confirmed, I will work with the Services and the F-35 Joint Program Office to ensure that any decision to enter into a performance-based sustainment contract is data-driven and made based in the best interests of the warfighter. Additionally, I will work with the Department to ensure that we have a robust organic industrial base to meet statutory and core logistics requirements to sustain our warfighters in a contested logistics environment.

**32. If confirmed as the ASD(S), what steps would you take to ensure that the correct amount and quality of information is available to support DOD's needs?**

If confirmed, I will work with the Services and the F-35 Joint Program Office to ensure they have the appropriate access to the data they need for use across the entire lifecycle of the F-35 program.

**33. How can the Office of the ASD(S) contribute to further reducing F-35 sustainment costs?**

If confirmed, I will work with the F-35 Joint Program Office and Military Services to ensure prioritization of efforts that reduce sustainment costs and to determine if additional opportunities can be leveraged to reduce all F-35 program costs. More broadly, I will work with the Services on policies to drive efficiencies in their sustainment enterprises that will further improve F-35 affordability.

**Degradation of Equipment Readiness Due to Aging**

**This Committee has received testimony from senior Department of Defense officials and the Military Services regarding the effects of aging equipment on materiel readiness.**

**34. How would you propose that the Military Services balance increased readiness for current capability while maintaining or increasing the modernization schedule?**

If confirmed, I will work closely with our Defense Acquisition professionals and Component Acquisition Executives to evaluate the DoD and Military Services' plans to increase readiness for current capability while maintaining the Service modernization schedules. More specifically, I will work to ensure the Military Services are balancing modernization requirements with sustaining our legacy platforms at readiness levels necessary to meet current operations using advanced data analytics.

**35. If confirmed, what would be your approach to regenerating materiel readiness that is degraded by equipment that is simply "aging out"—often after many years of sustained high operations tempo in combat?**

If confirmed, I will continue to refine the capabilities that provide visibility into the current readiness of our weapon systems and employ advanced data analytics to

determine the underlying causes of degraded materiel readiness. Armed with this insight, I will work collaboratively with the Military Services to ensure that our limited sustainment resources are directed toward those efforts that will return the most readiness per dollar expended.

### **Depot Maintenance Strategic Plans**

The Military Departments are required to regularly update their depot maintenance strategic plans to address the appropriate levels of capital investment in facilities and equipment, public-private partnerships, workforce planning and development, and the integration of logistics enterprise planning systems.

**36. What is your understanding of the extent to which the Military Departments have updated or revised their depot maintenance strategic plans to address current and future logistics and maintenance requirements?**

I understand the Military Services regularly update their depot maintenance strategic plans and are actively working on Infrastructure Optimization Plans (IOPs) to make targeted improvements to the Organic Industrial Base. If confirmed, I will continue the process of evaluating the Military Services plans against their current and future logistics and depot maintenance requirements. I will ensure the Military Services' depot maintenance strategic plans are properly aligned with the National Defense Strategy priorities and meet applicable statutory depot maintenance requirements.

**37. In your view, is the level of funding programmed and budgeted for equipment repair and reset sufficient—not only to prepare forces for overseas contingency operations but also to improve the readiness of non-deployed forces for other potential contingencies?**

I believe the Department's prioritization procedures adequately consider priorities and risks across the entire portfolio. However, I am fully aware that competition for resources is always a challenge, and funding for equipment repair and reset is complicated by the mounting strain on weapon systems due to their age. If confirmed, I will focus on continuing to balance requirements for operationally deployed forces and units in garrison.

**38. What impact is this level of funding likely to have, if any, on the ability of National Guard units to support Homeland Defense and civil authorities missions?**

While the specific impacts are outside the scope of my current portfolio, I sincerely appreciate the total force contributions of the National Guard. They are a critical enabler to Homeland Defense and defense support to civil authorities. If confirmed, I will ensure that the National Guard's requirements are adequately resourced.

**39. Is it your understanding that as a general rule, Military Department depots are operating at optimal capacity to meet rebuild and repair requirements?**

I believe the Military Service depots are sized to be effective at meeting warfighter requirements. If confirmed, I will evaluate whether the Military Service depots are operating at optimal capacity and continue to monitor their performance to ensure statutory, core, and warfighter requirements are met.

**40. What additional steps, if any, do you believe could be taken to increase depot capacity?**

I understand the Military Services are continuously applying process improvements to increase throughput of their depots and, where advantageous, use public-private partnerships as a way to increase depot capacity and capability. If confirmed, I will continue to advocate and enable conditions that foster improvements and assess the Military Services plans to modernize their infrastructure and improve their productivity.

**41. What is your understanding as to how additional capacity that may exist across the organic industrial base is identified when needed to address critical backlogs?**

I understand the Military Services regularly collaborate to address issues and requirements of mutual concern, with their respective Sustainment Commands operating under a memorandum of agreement to that effect. If confirmed, I will work with the Military Services to look for additional opportunities enhance mutual support of cross service requirements.

**42. With the ship repair industrial base (organic and commercial) unable to keep up with demand and execute programs on time or within project costs, what should DOD and the Navy do to expand capacity and improve performance on ship depot maintenance programs?**

Our public and private industrial repair capability is critical to meeting our Navy's operational readiness requirements. I understand there have been issues with on time performance in recent years, and the Navy has undertaken the Shipyard Infrastructure Optimization Plan (SIOP) to help increase capacity. If confirmed, I look forward to understanding the Navy's progress with SIOP, incorporating lessons learned, and then ensuring we have continuity of effort across the commercial sector

**Condition-Based and Predictive Maintenance**

**43. What is your understanding of the Military Services' plans to collect, store, and analyze data related to improving maintenance efforts, decreasing maintenance and spare part costs, and increasing readiness?**

Weapon systems that are not available due to unplanned maintenance, part shortages, or overly-tasked maintenance resources jeopardize our national defense. When properly applied, condition-based and predictive maintenance efforts enable us to increase readiness, forecast requirements, and optimize the use of our limited resources. I believe

that the Services must fully embrace this concept and while much work has been done, the journey is not yet complete. If confirmed, I will work to ensure we continue the Department's efforts to institutionalize the tenets of condition-based and predictive maintenance.

**44. What steps would you take to ensure that developmental and operational activities collect, store, and share data in common repositories to enable continuous data analysis and to enhance modeling, simulation, and engineering activities in order to improve capabilities and reduce sustainment costs?**

As our Services operate more jointly, with common assets, it is essential to our decision making and strategy development processes that we maintain data where it can readily be accessed and utilized. A key aspect of condition-based and predictive maintenance is providing a common environment where the data, regardless of source, is understandable, comparable, and readily ingestible into our capability and decision-informing tools. I believe that making the best use of our artificial intelligence and machine learning initiatives will significantly enhance this effort. If confirmed, I will work with the Military Services and other agencies to continue fostering an environment that fully develops these shared goals.

**45. What is your understanding of the outcomes to date of condition-based and predictive maintenance programs and their utility in increasing readiness and reducing costs?**

Condition-based and predictive maintenance are initiatives the Department has been working for quite some time. I understand that the Services have numerous programs where the benefits of condition-based and predictive maintenance programs have been achieved and are being reaped. I also recognize that this journey is not yet over and the Department still has more work to fully realize our desired outcomes. If confirmed, I will fully support this initiative and its objectives as a readiness enabler and strategy for cost-effective life-cycle sustainment.

**Logistics and the Supply Chain**

**46. If confirmed, how would you assess the readiness of logistics across the force, and where do you foresee the greatest challenges?**

Logistics assets across the force face a multitude of challenges that are being addressed by the Department's professional logisticians on an ongoing basis. From aging weapon systems that are in operational use beyond their original life expectancy to new weapons system acquisition programs that contain the latest technological advances with sustainment considerations built in from the beginning, the Department requires a wide supplier base to support all of its requirements. If confirmed, I will work closely with all Components and my OSD counterparts to promote secure, dependable, and resilient supply chains that will ensure the readiness of our weapon systems.

**47. Given the number of sole source vendors with which DOD contracts, do you believe there is adequate competition across the supply chain?**

It is my understanding that there is adequate competition within our supply chains, but sole source contracts are often necessary, especially in unique areas. For example, legacy weapon systems often include specialty parts where competition is limited. When sole source contracts are necessary, I understand the Department has established tools and processes to help negotiate a fair and reasonable price. If confirmed, I look forward to working with the Components and other purchasing activities to continue enhancing those tools and processes and identify in-sourcing opportunities where appropriate.

**48. What steps can we take to reduce the costs of logistics?**

The Department's logistics cost makes up a large portion of the budget, and it is crucial we continue to employ the latest efficiency and effectiveness reforms to reduce the overall logistics cost while ensuring readiness. If confirmed, I will work to employ effective supply and financial executive metrics to ensure we return the most readiness per dollar expended. Analysis of these metrics can then be used to develop the appropriate policy and expansion of logistics initiatives which have proven effective and efficient sustainment solutions.

**49. In your view, how can we control costs of spare parts, especially in cases where there are limited suppliers of such parts?**

I recognize that the Department's weapon systems often include specialty parts produced by a limited number of suppliers. I understand the Department has established tools and processes to help negotiate fair and reasonable prices for spare parts. If confirmed, I will work to ensure that spare part inventories are supported by actual product demand with steady stock levels to stabilize procurements and prevent stock shortages or excess buying.

**Prepositioned Stocks**

**The Department of Defense positions materiel and equipment at locations around the world to enable it to quickly field a combat-ready force.**

**50. What is your understanding of the extent to which the Department is working across the Military Services to develop an integrated requirement for prepositioned stocks, based on a Department-wide strategy?**

Prepositioned materiel and equipment are a vital aspect of supporting global operations with minimal reaction time. If confirmed, I will work with the Joint Staff, Services and Combatant Commands to review prepositioned materiel program to ensure a sound and integrated requirements generation process.

**51. What are the logistical and maintenance implications of an expanded use of prepositioned stock, particularly in today's constrained budgetary environment?**

Today's budget-constrained environment demands an appropriate balance between requirements and costs and a clear understanding any potential risks. If confirmed, I will work with the Joint Staff, Services and Combatant Commands to understand the logistical and maintenance implications associated with prepositioned stock.

**52. Do you believe that the Military Services have adequately assessed which of the many pieces of nonstandard equipment that were purchased to meet urgent war fighter needs should be added to prepositioned stock sets?**

If confirmed, I will work with the Joint Staff, Services and Combatant Commands to review what role nonstandard equipment previously purchased should have in prepositioned stock.

**53. In your view, have the Military Services programmed adequate funding to execute plans to reconstitute their prepositioned stocks around the world?**

Prepositioned materiel and equipment are a vital aspect of supporting global operations with minimal reaction time. If confirmed, I will work with the Joint Staff, Services and Combatant Commands to review policy and requirements to assess if funding is sufficient.

**54. In your view, have the Combatant Commanders adequately planned for the defense of prepositioned stocks in a contested environment?**

In future conflict, adversaries will target logistics in multiple domains from here in the homeland through the point of need, and prepositioned stock will likely be targeted as well. If confirmed, I will work with Combatant Commanders to understand their plans for defense of prepositioned stock and any additional support they may require.

**Defense Logistics Agency (DLA)**

**On behalf of the USD(A&S), the ASD(S) is charged to ensure the effectiveness, efficiency, economy, and performance of the Defense Logistics Agency (DLA). In particular, the ASD(S) is accountable for DLA's mission performance and for ensuring that DLA is attentive and responsive to customer requirements, both inside and outside DOD.**

**55. If confirmed, what would be your approach to the supervision and oversight of DLA?**

The Defense Logistics Agency is the nation's combat logistics support agency, delivering global logistics support in both peacetime and war. It provides critical support to the Military Services, other federal partners, and allied nations. If confirmed, I will conduct

regular reviews with the DLA Director and the DLA leadership team to assess their performance metrics, ensure their strategic priorities and actions are aligned with the Department's goals, and leverage DLA's capabilities to enhance the sustainment enterprise.

**56. If confirmed, how would you measure DLA's responsiveness to the needs of an expansive customer base that makes use of its products and services, including: the Army, Navy, Air Force, Marine Corps, Space Force, Coast Guard, the 11 combatant commands, other federal agencies, and partner and allied nations?**

I understand DLA uses annual surveys and customer action plans to evaluate its responsiveness to its customer. If confirmed, I will work with DLA to ensure these measures cover all aspects of DLA support (strategic, operational, and tactical) and benchmark industry standards and trends. I will also work with DLA to ensure survey results are integrated into customer action plans that are transparent to customers.

**57. How would you measure DLA's price transparency and competitiveness?**

If confirmed, I will work directly with DLA's senior leadership, along with my counterparts in the Office of the Undersecretary of Defense (Comptroller), to maximize price transparency and competitiveness. I will also ensure DLA is well represented in key DOD logistics and sustainment governance venues to provide opportunities to share cost and pricing information with customer organizations.

**58. If confirmed, how would you seek to inspect and evaluate DLA's management of its Working Capital Fund?**

DLA's Working Capital Fund is vital to the successful operations across the Department. If confirmed, I would review the customer support performance of DLA's Working Capital Fund and support efforts that improve effectiveness, efficiency, and stability of the fund. I would rely on a collaborative approach, ensuring a close relationship between my office, OSD Comptroller, and DLA to maximize flexibility when opportunities arise to better manage the fund and support the warfighter.

**In addition to its well-known logistics offerings, DLA also operates the Defense Agency Initiative (DAI) system, which many DOD Components use as the basis for their financial and human resources management systems.**

**59. How would you exercise your responsibility to ensure that DAI is "audit ready"?**

Financial improvement and audit readiness remains an integral part of the Department's strategy, and DLA is a key enabler to that effort. I understand the DAI system has received a clean audit opinion for the last five years. If confirmed, I will work with DLA to ensure they maintain this same level of audit readiness focus for DAI going forward. Leaders throughout DoD are embracing financial improvement and audit remediation



responsibilities and working to increase transparency in how the Department manages its resources.

**The reform of DOD’s business operations is the third pillar of the 2018 NDS, with the goal of saving \$46 billion over four years—savings that would be reinvested in enhancing the readiness and lethality of the force.**

**60. What business operations reforms has DLA achieved, and how much money has been saved as a result of each such reform?**

My experience with DLA is that the agency has driven cost efficiencies for the Department over time through various techniques, including increased standardization and automation, greater consolidation of requirements across its customer base, and leveraging commercial supply chains to reduce inventory. While I am not specifically familiar with the reforms and associated savings DLA contributed in the last four years, if confirmed, I will ensure DLA remains focused on balancing cost efficiencies with improved readiness and business operations.

**61. To what readiness and lethality objectives or programs were these savings transferred?**

Although not specifically familiar with the savings recently generated by DLA, it is my understanding that DLA savings typically result in increased buying power for the Services and other customers.

**DLA customers have long expressed concerns that the non-availability of spare parts required to complete repairs and maintenance have led to delays in throughput and readiness shortfalls.**

**62. What is your assessment of DLA’s track record for ordering and delivering parts on time?**

I understand that DLA awards nearly 10,000 orders a day and that 90% of those orders are satisfied within less than a day as a result of DLA’s expansive supplier network and utilization of long-term contracts. My understanding is that DLA is revising Performance Based Agreements with customers to establish customer-centric, standardized baseline and partnership metrics. If confirmed, I would work with the DLA Director to continue linking costs to metrics performance and leveraging the data to adjust system levers to better align obligations with Service demands within operating cash thresholds.

**63. If confirmed, what actions would you take to improve DLA’s performance in this regard?**

If confirmed, I would utilize Department governance structures and mechanisms to improve demand forecasts, and order and delivery performance. I would work with DLA, the Military Services, and other stakeholders to continue to improve the accuracy

of demand predictions and end-to-end procurement and delivery times. I would focus on root cause analysis for any performance issues, continue improving data analytics to inform decision making, and focus on greater transparency for our Military customers.

**64. If confirmed, what will you do to assist the Military Services in improving the reliability of the spare parts forecasts they submit to DLA?**

If confirmed, I will work with DLA and the Military Services to leverage data analytics to inform decision making, continue improving forecast reliability, and reduce buyback rates, with an emphasis on transparency, governance, and accountability.

**65. If confirmed, what policies and procedures would you support to ensure that DOD Components do not acquire excess inventory of spare parts?**

My understanding is that inaccurate demand forecasting and changing requirements are the leading reasons for the accumulation of excess inventory, which also strains DoD's cash position. I understand DLA has already had some success in managing consumable items with alternative level-setting strategies that reduced excess inventory. If confirmed, I will continue to improve DoD's planning process by implementing data-driven inventory management procedures to deliver the best business outcomes for DoD and reduce excess inventory of spare parts.

**66. What is your understanding of DLA's role in Foreign Military Sales, and what steps would you take, if confirmed, to expedite requisite certification and acceptance processes?**

I understand DLA plays a critical role in providing Foreign Military Sales to our allied partners, especially sustainment of spares that impact readiness. If confirmed, I will work with DLA to reduce order wait time, prioritize stock availability, and support higher priority of demands as needed by our partners.

**67. If confirmed, how would you propose to assign priority among U.S. forces and allied and partner forces, for access to spare parts in the event of a shortage?**

If confirmed, I will ensure that spare parts are distributed in a manner consistent with the National Defense Strategy, Combatant Command requirements and the priority of the Administration. In the event of a shortage, I will review our policies and direct changes, where required, to attain the highest level of mission success.

**68. What is your understanding of the role DLA played in response to the COVID-19 pandemic for the Department of Defense and other federal agencies? What best practices should DLA seek to implement in the future regarding pandemic response?**

My understanding is that DLA played and continues to play a critical role in supporting the Nation, supplying billions of dollars in support for vaccines, test kits, and Personal Protective Equipment (PPE) for the Department and other federal agencies. In addition, I understand DLA utilized its logistical core competencies and supply chain management to provide vital PPE that was distributed on behalf the Department of Health and Human Services to the nation's health care providers.

In terms of best practices, I believe DLA should continue to leverage its access to integrated supply chains, contingency contracting, strategic sourcing, inventory optimization, and the incorporation of emerging business technologies to rapidly scale in support whole of government responses. DLA should partner in support of the lead federal agencies to promote rapid and effective federal response to future pandemics and other contingencies.

### **Corrosion Prevention and Control**

**Corrosion negatively affects DOD equipment and infrastructure and can lead to reduced asset availability, deterioration in performance, and increased weapon system and infrastructure costs.**

**69. What is your understanding of the efficacy of the Department-wide strategy to prevent and mitigate weapon systems corrosion?**

Corrosion remains a challenge for DoD weapon systems and facilities. The Department updated its strategy in 2021 to better address acquisition, sustainment, and technology challenges, directly aligning the strategy with the NDS and DoD Business Enterprise Architecture outcomes. The strategy now focuses on a data-driven approach to reduce readiness, cost, and safety impacts through clearly defined lines of effort. If confirmed, I will work with the Military Departments, Defense Agencies, and commercial entities to fully implement this strategy.

**Prior to 2018, the Corrosion Policy and Oversight Office reported directly to the Under Secretary of Defense for Acquisition, Technology, and Logistics. With the establishment of the USD(A&S), the Corrosion Office was moved to the Office of the ASD(S).**

**70. If confirmed, what would be your relationship with the Director of the Corrosion Policy and Oversight Office?**

I understand the Director of the Corrosion Policy and Oversight Office is assigned to the Deputy Assistant Secretary of Defense for Materiel Readiness DASD(MR), who in turn reports directly to the ASD(S). If confirmed I will work closely with DASD(MR) and the Director to integrate corrosion prevention and control into sustainment policies and to transition innovative technologies and processes focused on reducing the impact of corrosion on systems and facilities across the sustainment enterprise.

**71. If confirmed, what approach would you take to reviewing corrosion programs and funding levels proposed by the Military Departments, and in making recommendations to the Secretary of Defense regarding those programs and proposed funding levels?**

If confirmed, I will work closely with the Director, Corrosion Policy and Oversight and the Military Department Corrosion Control and Prevention Executives (CCPE) to define the requirements for the Military Department Corrosion Programs and establish programmatic and budgetary reporting expectations that support the DoD Corrosion strategy. Consistent program requirements and reporting will ensure a successful implementation of the strategy and enable me to make informed and actionable recommendations to the Secretary of Defense on these matters.

**72. If confirmed, what steps would you take to improve oversight of corrosion with respect to the Military Services?**

If confirmed, I will work with the Military Department CCPEs to improve communication and collaboration. In addition, I will integrate corrosion prevention and control into Sustainment Reviews where appropriate.

**Planning for Contractor Support in Contingency Operations**

**GAO has reported that DOD OPLANs often fail to include an approved “Annex W” addressing contract support requirements, contractor management plans, contract oversight processes, and manpower requirements for the execution of contractor oversight.**

**73. What progress has the Office of the ASD(S) made promulgating policies and processes to assist Combatant Commanders in identifying and planning for the scope and scale of contract support that will be needed for a particular operation?**

It is important that more precise and more rigorous planning methods are used to develop contract support (commercial) requirements and that those requirements are incorporated in Commanders’ planning and execution frameworks. It is also crucial that Commanders are able to determine scope and scale of those support requirements so that appropriate oversight mechanisms are in place to ensure contracted support continues to deliver effective and efficient operational capabilities to Combatant Commanders. If confirmed, I will review the progress made to establish policy and processes for operational contract support.

**74. What steps has the Office of the ASD(S) taken to establish policy for foreign vendor vetting by combatant commands?**

If confirmed, I will review policy and progress on establishing a program and oversight for foreign vendor vetting as well as the work underway by combatant commanders to prevent contracting with adversaries.

**75. In your view, what steps must DOD take to integrate operational contract support in functional areas beyond logistics? What would be the benefits of such integration? Are there downsides to such integration, in your view?**

Contractors are used across many functions, not just in logistics (e.g., intelligence/reconnaissance, engineering, and command and control). As such, operational contract support concepts should be integrated across all applicable functional areas and domains, so that Combatant Commands may adequately plan for contracted requirements and manage contracted support to get the best results for the Department and the taxpayer. Benefits include more clearly quantified requirements, more timely planning, less contracting fratricide/waste, and more favorable mission outcomes. If confirmed, I will work to implement policy and processes that ensure the effective use of contracted services to achieve operational objectives.

**76. If confirmed, what steps would you take to improve the execution of contractor oversight in the context of a contingency operation?**

If confirmed, I would continue to work with partners in ASD(Acquisition), the Joint Staff, the Services, and Combatant Commands to support work already underway in this area. I would also advocate for continuous improvement of contractor oversight by ensuring it and other operational contract support considerations are appropriately addressed in policy, processes, systems, and training.

**Life Cycle Costs**

**In a February 2019 report, GAO asserted that approximately 70 percent of the life-cycle costs of a weapon system are incurred in the system's operating and support phase.**

**77. In your view, what more could the Office of the ASD(S) do to advocate and influence a life cycle focus for effective product support?**

Given that sustainment costs can represent 70% of total weapon system lifecycle cost, the Office of ASD(S), must drive early sustainment planning, in coordination with the Services and industry. The best opportunities to influence affordability occur prior to production as systems are being designed. Once the design is set, and production begins, the Department has very little ability to influence affordability.

If confirmed, I will continue to fully support ongoing efforts to reform logistics processes through the Department's logistics reform team. These reforms not only will enhance readiness, but also drive down sustainment costs. Additionally, I will focus on identifying a common set of metrics and tools coupled with a robust governance structure to measure and monitor sustainment's contribution to warfighting capability, in terms of availability of weapon systems and cost per day of availability.

**78. If confirmed, what steps, if any, would you take to ensure that life cycle maintenance and sustainment requirements are considered in the acquisition process for new DOD systems and platforms?**

Maintenance and Sustainment requirements should be identified as early as possible in the acquisition process. Influencing the design of the weapons system for supportability is the principal way that long term maintenance and sustainment requirements can be reduced or even eliminated. If confirmed, I will support the recently published policy that requires the assignment of a Product Support Manager at program inception. This individual is the principal resource provided to the Program Manager to ensure that maintenance and sustainment requirements are considered early in the program's life cycle. Additionally, I will continue to support the development and identification of analytical tools and training to enable the PSM to provide this support.

**79. Do you believe that the fully burdened cost of fuel is an appropriate factor for the Department to consider in evaluating acquisition alternatives? Please explain your answer.**

The fully burdened cost of fuel is an important factor that should be considered when evaluating acquisition alternatives because it recognizes the additional infrastructure costs associated with delivering and protecting the energy supply chain. I understand that the current Analysis of Alternatives (AoA) guidance includes the requirement to consider the fully burdened cost of fuel. If confirmed, I will continue to emphasize the importance of utilizing the fully burdened cost of fuel factor when performing the AoA.

**80. If confirmed, by what standards would you measure the adequacy of lifecycle maintenance and support funding?**

Lifecycle funding should reflect the Mission Capability requirements, Operating Hours, equipment population, and fielding locations reflected in weapon system planning documentation. The Military Services set these requirements and should fund operations and maintenance accounts accordingly. If confirmed, I will continue to work with the Military Services and advocate for funding requirements for lifecycle maintenance and support.

**81. If confirmed, what steps, if any, would you take to ensure that life cycle maintenance and sustainment requirements are adequately funded via the Planning, Programming, Budgeting, and Execution process?**

If confirmed, I would track and monitor Service Program Objective Memorandum (POM) submissions to ensure sustainment planning is adequately funded. I would also work with the Military Services to ensure they manage equipment portfolios such that new weapons systems and retiring weapon systems are balanced in light of top line funding.

**82. What steps would you take to use technologies developed by the Department of Defense and commercial and defense industries to help reduce sustainment costs?**

New and emerging technologies are critical to enhance the Department's ability to reduce sustainment costs. These include prognostics, health management, and Condition Based Maintenance for detecting potential failures, as well as new and unique turbine blade coatings for extended service life. If confirmed, I will support Department efforts to invest in these technologies that result in sustainment cost reductions.

**83. What incentives would you provide to industry to help reduce sustainment costs?**

Incentives for industry can take many forms to include award term for contracts or greater profit margins when overall sustainment costs are reduced and system availability metrics are met or exceeded. If confirmed, I will continue to work with the logistics communities in the Department and Industry to identify more incentives to reward cost reduction and system availability increases.

**84. What is your view on the use of share-in-savings to create incentives for industry to provide technologies that will reduce sustainment costs?**

I believe the Department should provide incentives for industry to reduce sustainment costs and foster sustainment vehicles that allow for long-term investments that yield a return in the form of increased system reliability and lower repair costs. This would also include incentives for industry to invest in organic depot repair efficiencies through the use of Public Private Partnerships. In anticipation of these benefits, the Department should incorporate contract terms and conditions that allow for government and industry to share in these savings.

### **Household Goods Moves**

**Many military families communicated with the Committee about the significant hardships they experienced during the 2018 summer Permanent Change of Station (PCS) cycle, including: unprofessional and untrained household goods packers and movers; unannounced and extensive delays in the pickup and delivery of household goods; extensive damage to personal property; and limited engagement by the Military Services in providing oversight and taking corrective action on complaints.**

**85. What role has the Office of the ASD(S) played in addressing systemic concerns about DOD's household goods transportation system?**

In my role performing the duties of the Undersecretary of the Army, I am aware that the ASD(S) joined with USTRANSCOM, the Services, and other stakeholders to identify actions to improve the program, supports the award of the Global Household Goods Contract, and participates in senior leader forums that address the concerns of military families. If confirmed, I would continue these critical efforts to improve the relocation process for Service members and their families.

**86. What progress has the Office of the ASD(S) made in addressing these concerns?**

I am aware that a cross-functional team, co-chaired by ASD(S) and USD(Personnel and Readiness), identified a number of short and long-term actions to improve DoD's Household Goods Program, including awarding a multiyear Global Household Goods Contract (GHC). If confirmed, I would support the rollout of the GHC and the completion of the other reforms with the goal of delivering high-quality, on-time moving experiences for Service members and their families that are free from loss and damage to property.

**87. What are your views of TRANSCOM's effort to privatize management of household goods moves under the Global Household Goods Contract (GHC)?**

It is my understanding the GHC does not "outsource" household goods shipments; rather, it integrates activities currently performed by hundreds of separate commercial providers into a contract with a single move manager. USTRANSCOM continues to set requirements for the program through its contract with the single move manager. If confirmed, I would work with USTRANSCOM and the Services to transition to the GHC, which I understand may begin as early as Spring of Calendar Year 2022 in order to support the Calendar Year 2023 moving season.

**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.**

**88. What is your assessment of the current climate regarding sexual harassment and gender discrimination in the Office of the ASD(S)?**

I understand that, just like every other organization within DoD, the Office of the ASD(S) is aligned with the Secretary Austin's and Deputy Secretary Hicks' emphasis on eliminating sexual harassment and gender discrimination. I fully support this emphasis and will ensure that the workplace is one that is safe and equitable for all staff.

**89. If confirmed, what actions would you take were you to receive or otherwise become aware of a complaint of sexual harassment or discrimination from an employee of the Office of the ASD(S)?**

Sexual harassment and discrimination have no place in any organization that I have led and will not have any place in an organization I may lead in the future. If I am confirmed and I receive a complaint from an employee, I would take immediate action to ensure that complaint is appropriately addressed.



## Congressional Oversight

In order to exercise legislative and oversight responsibilities, it is important that this committee, its subcommittees, and other appropriate committees of Congress receive timely testimony, briefings, reports, records—including documents and electronic communications, and other information from the executive branch.

**90. 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 yes or no.**

Yes.

**91. Do you agree, without qualification, if confirmed, to provide this committee, its subcommittees, other appropriate committees of Congress, and their respective staffs such 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 yes or no.**

Yes.

**92. Do you agree, without qualification, if confirmed, to consult with this committee, its subcommittees, 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 yes or no.**

Yes.

**93. Do you agree, without qualification, if confirmed, to keep this committee, its subcommittees, 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 yes or no.**

Yes.

**94. 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 yes or no.**

Yes.

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

Yes.

**96. 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 yes or no.**

Yes.