

Senate Armed Services Committee
Advance Policy Questions for Mr. Brendan Owens
Nominee to be Assistant Secretary of Defense for
Energy, Installations, and Environment

Duties and Qualifications

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

The Secretary of Defense has provided three overarching priorities to guide DoD: Defend the Nation; Take care of our people; Succeed through teamwork. The ASD(EI&E) is responsible for providing safe and resilient installations for the warfighter and their families and has critical responsibilities in each of the Secretary's specific areas of focus.

Defend the Nation: The ASD(EI&E) has critical responsibilities to ensure force readiness. Force readiness requires installations to provide the infrastructure and capabilities to train and deploy forces whenever and however the mission dictates:

- i. Buildings must be designed, constructed and maintained to serve the needs of the warfighter and the associated support personnel they rely on.
- ii. Energy resources for installations and weapons platforms must be resilient, reliable and secure.
- iii. Training areas must be secure and maintained to allow our forces to train like they fight.

Take care of our people: The health and wellbeing of our Service members, civilians, military families and defense communities is closely tied to the buildings and environments they inhabit. The ASD(EI&E) has a critical role in ensuring that buildings and environments in and around military installations safeguard the health and wellbeing of the Total Force.

Succeed through teamwork: Each military Service has an Assistant Secretary for Energy, Installations, and Environment. The ASD(EI&E) does not have direct oversight for the Service EI&E Assistant Secretaries but is in an ideal position to convene, coordinate and advise the Service EI&E Secretaries to enhance and scale the impact across their broad portfolio of energy, installation, and environmental initiatives. Additionally, the ASD(EI&E) must support the rest of the Office of the Secretary of Defense in its policy and oversight of EI&E related issues for DoD.

The ASD(EI&E) is responsible for ensuring that DoD is on the leading edge of environmental and energy research and development, implementation of new technologies and strategies to optimize efficiency, resilience and lethality of our warfighters, and protecting the health and wellbeing of our Service members and their families.

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

Over my 25+ year career, I have been a catalyst for transformation in the way the built environment is designed, built and operated to optimize energy efficiency, integrate buildings into built and natural infrastructure, optimize water use, utilize renewable and non-renewable materials responsibly, and improve social equity and human health outcomes. I have a strong track record of partnering with executive leadership from both domestic and international government, utility sector, building sector and environmental and civil society NGOs to build effective and lasting coalitions.

I began my professional career working as a civilian contractor serving as the energy manager in the Department of Public Works/Directorate of Installation Support at U.S. Army Garrison Fort Belvoir. As energy manager, I was responsible for energy conservation initiatives and energy use reporting for Ft. Belvoir. Additionally, I served as Fort Belvoir's point of contact to coordinate the development of an Energy Savings Performance Contract (ESPC) that spanned Forts Belvoir, Meade, McNair, AP Hill and Myer (now Joint Base Myer-Henderson Hall). I also served on the source selection board for the \$28.5 M ESPC that was signed and continued to serve at Ft. Belvoir during the implementation and measurement and verification period for the ESPC. The technical and contracting experience gained during my time at Ft. Belvoir is a foundation for returning to government service.

In 2002, I joined the staff at U.S. Green Building Council to support the development and implementation of the industry defining LEED green building rating system. Over the almost 20 years I worked with USGBC, LEED became the global benchmark for high performance, healthy, resilient and efficient buildings. LEED has been used to improve energy efficiency, resilience and indoor air quality by hundreds of thousands of building projects in over 130 countries. As an executive leader at USGBC I was responsible for technical development of the LEED rating system.

For the past two years I have been running a consultancy focused on the intersection of decarbonization, health and equity initiatives in the built environment. In this work, I have enhanced my track record of building outcome focused coalitions and galvanizing industry-wide collaboration.

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

I have broad experience across supply and demand sectors of the energy industry with a focus on aligning and integrating technology and policy to optimize outcomes. This requires me to maintain a strong and active domestic and international professional network including relationships with executives in local state and federal government, industry associations, professional societies, National Laboratories, utilities, product manufacturers, commercial building owners, builders and contractors, architecture and engineering firms and the industrial sector.

I have leveraged these relationships to ensure that staff I was responsible for leading had access to the most current technology and policy information so that they were as informed as possible to execute the work they were assigned.

I have led professional staff and volunteers in a variety of capacities and have been the principal executive in my consulting firm since its founding.

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

In my experience, the most successful leaders are those that actively seek to grow and learn. While I feel well-grounded in most aspects of the technical and policy portfolio for EI&E, I will continue to grow and enhance my knowledge base on both fronts as there are DoD specific considerations and realities that necessitate an openness to looking at issues in a new way. If confirmed, I commit to bringing an open mind and willingness to learn and grow to the ASD(EI&E) position.

I recognize that I have no practical experience working in the Pentagon. While I have tried to familiarize myself with its business, cultural, and policy cadence, I do not believe it is possible to be fully prepared to be a productive part of an organization with the scope and scale of DoD without being fully immersed in it. If confirmed, I would lean heavily on the career Senior Executive Staff that reports up through OASD(EI&E) as well as leveraging key relationships with individuals who have served in senior leadership positions at the Pentagon to get up to speed as quickly as possible.

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?

I understand how crucial the working relationship between Congress and DoD is to ensure that DoD has the resources and authorities it needs to defend the nation. I am fully committed to creating a candid, transparent and, timely relationship with Congress and look forward, if confirmed, to working with legislators to advance the interests of the American people.

As a specific example, the close relationship between Defense Communities and their congressional representation is something that I recognize as a critically important information conduit. The ASD(EI&E) has a strong role in cultivating and maintaining the relationship between DoD and Defense Communities and this is one area, of many, where I see the whole of DoD and Congressional engagement being more than the sum of its parts.

Major Challenges

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

I see five critical challenges within the ASD(EI&E) portfolio:

- i. Military family housing – Healthy, affordable, and resilient housing for Service members and their families is a critical readiness issue. I believe it's also something we owe to the extraordinary people in acknowledgement of the sacrifices they undertake on our behalf. While I am encouraged by the implementation of recent oversight reforms and investigative efforts designed to improve the experiences our Service members and their families have in privatized military housing, the circumstances that necessitated the institution of these reforms and investigations remain deeply concerning. If confirmed, I commit to be a strong partner for the Services, installation commanders, and Congress to ensure robust and effective oversight of privatized housing is in place to safeguard the health and wellbeing of our Service members and their families.
- ii. Environmental Clean-up/Remediation – Safeguarding the health of our Service members, their families, veterans, civilian employees, and defense communities is a responsibility everyone in a position of leadership within DoD must view as absolute. DoD has a responsibility to be transparent, follow the law, and address environmental contamination as effectively as possible. If confirmed I will work to ensure that DoD does all of these things. The potential health and environmental challenges the Red Hill Bulk Fuel Facility and DoD's use of materials like PFAS will require a dedicated, DoD-wide partnership to resolve. If confirmed I will work with senior DoD leaders and Congress to be a strong advocate for robust environmental clean-up and leverage resources to accelerate the transition toward more suitable materials.
- iii. Energy Resilience and Security – Energy resources for installations and weapons platforms must be resilient, reliable, and secure.
- iv. Climate Change – As I read through the DoD's Climate Adaptation plan and the follow on plans released by the Army and the Navy, the common thread that seems to connect them all is the acknowledgement of climate change as a humanitarian, ecological, and geopolitically destabilizing threat to national security with both strategic and tactical implications and that the solutions necessary to adapt to a changing climate and mitigate the growing threat are completely mission aligned. I strongly agree with this assessment.
- v. Flooding, extreme heat, wildfires and hurricanes, are already impacting force readiness and lethality by limiting DoD's ability to train like it fights. Sea level rise, increasingly extreme drought and weather patterns create unprecedented changes to operational environments and drive security risks that require a thorough and integrated strategic response. These changing conditions require deliberate action to not only ensure our forces are equipped for the national security challenges of today, but also foresight to be prepared for the challenges of the future. DoD installations and combat platforms must be resilient and reliable in the contested operating environments of today and tomorrow if they are to be effective. If confirmed, I will work with senior DoD leaders to implement all necessary climate adaptation and mitigation strategies to secure the nation and ensure that our warfighters are always prepared to deploy, fight, and win.
- vi. Facilities Sustainment, Restoration, Modernization and Demolition (FSRM) backlog – I have concerns about the risks that are assumed in FSRM backlog. If

confirmed, I will work to ensure that DoD is appropriately prioritizing life, health, and safety in its FSRM budgeting and I'll gladly go to battle for more O&M funding.

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

While the ASD(EI&E) portfolio is broad, the priority is to support the overall DoD to Defend the Nation; Take care of our people; Succeed through teamwork. If confirmed, I will work with senior DoD leaders, Congress, Federal Government partners, and external stakeholders to ensure that these priorities are met.

2022 National Defense Strategy (NDS)

In March, the Department of Defense transmitted to Congress the classified 2022 National Defense Strategy (NDS) and indicated that an unclassified NDS would be forthcoming. The 2022 NDS designates China as the pacing challenge for the United States, but it also states that Russia remains an acute threat to U.S. national interests. In addition, the Department must also manage the persistent threats posed by rogue regimes and violent extremist organizations.

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

The responsibilities of OASD(EI&E) are 100% aligned with and directly support the NDS. The OASD(EI&E) mission is to provide safe and resilient installations for the warfighter and their families. This requires installations to be fully capable of supporting the training and deployment needs of a mission ready force and this means that buildings must be maintained effectively and the energy resources are reliable and resilient. If confirmed, I will work with the Military Department EI&E Assistant Secretaries and other DoD leaders to ensure our installations are resourced and ready to deploy warfighters to face our defined pacing challenges.

9. In your view, what Department of Defense infrastructure and military construction investments would be necessary for the Joint Force to prevail in great power competition?

While I am familiar with the non-classified NDS fact sheet, I have not been briefed on a full version of the Strategy. If confirmed, I would work with senior DoD leaders to ensure that the Joint Force has appropriate posture to respond to the multi-domain threat posed by the PRC as our most consequential strategic competitor and to address the acute Russian challenge in Europe.

Military Housing Privatization Initiative

In the Fiscal Year (FY) 1996 National Defense Authorization Act (NDAA), Congress established the Military Housing Privatization Initiative (MHPI), providing the

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

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

Healthy, affordable, and resilient housing for Service members and their families is a critical readiness issue. I understand that the overall goal of DoD's housing program is to ensure that Service members have access to safe, quality, family housing within a reasonable commute of their duty station, whether in the U.S. or overseas. I am concerned that DoD may lack sufficient on-base family housing, and that as result, some Service members are being forced to live for extended periods in temporary lodging while they seek housing that meets their family's needs. If confirmed, I will ensure that the Military Departments conduct assessments of the off-post housing markets to determine the sufficiency of housing, and I will hold the Military Departments accountable for providing adequate on base housing that meets DoD's quality standards.

11. What are your views of the current goals and structure of the DOD's military housing privatization program?

I understand that, if confirmed as the ASD(EI&E), I will be the Department's Chief Housing Officer. I understand the Department has made significant progress in implementing MHPI reform actions, including the Tenant Bill of Rights. While I am encouraged by the implementation of recent oversight reforms and investigative efforts designed to improve the experiences our Service members and their families have in privatized military housing, the circumstances that necessitated the institution of these reforms and investigations remain deeply concerning. If confirmed, I will review the Department's MHPI program goals and oversight structure and implement any necessary refinements to ensure that the Department provides oversight as necessary to ensure quality housing for military families and to hold MHPI companies accountable for complying with project legal agreements.

12. What efforts has DOD taken to address servicemember and family member concerns regarding the untenable living conditions prevalent in certain privatized housing locales?

In addition to issuing the MHPI Tenant Bill of Rights and working with the MHPI companies to obtain their voluntary agreement to implement these rights at nearly all installations with privatized housing, the Department has implemented numerous other reforms, to include establishing a Chief Housing Officer and Deputy Assistant Secretary

for Housing, increasing senior leader oversight, hiring more than additional oversight personnel, establishing resident advocates, implementing new housing standards and inspection requirements, and working with the MHPI companies to accelerate project investment to improve the condition of existing housing units or to construct new units where feasible. If confirmed, I will ensure that the Department continues to implement the remaining MHPI reforms set out in the FY 2020 NDAA, to improve the safety, quality, and habitability of privatized housing, and to further enhance the Department's oversight of the MHPI program and projects.

13. If confirmed, what would you do to ensure accountability among DOD leaders for oversight of the privatized housing program?

I recognize the importance of holding DoD leadership accountable for providing appropriate oversight of the privatized housing program. If confirmed, I commit that as the Chief Housing Officer, I will ensure that leaders at all levels provide necessary oversight to ensure that the MHPI projects deliver safe, quality housing for Service members and their families and that they hold the MHPI companies accountable for project performance in accordance with project legal agreements. In addition, I will fully support inclusion of MHPI program oversight as a performance measure for DoD civilian and military leaders with DoD housing oversight responsibilities.

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

The success of the Military Housing Privatization Initiative relies, in part, on the MHPI companies and projects abiding by the terms of the project legal agreements that comprise the project deal structures. If confirmed, I will request that Military Departments conduct a comprehensive review of their MHPI project legal agreements to ensure that they are enforcing existing standards of performance, and to brief me on the results, to include identifying any areas where they should seek renegotiation of the terms of those agreements to incorporate clear and enforceable performance standards, and penalty provisions for failure to meet performance standards.

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

I think Congress demonstrated substantial and necessary leadership in directing the Department of Defense to implement the many MHPI reforms set out in the FY 2020 NDAA, and subsequent amendments. If confirmed, the safety and well-being of military families will be one of my top priorities. The Department's implementation of these reforms, especially implementation of the MHPI Tenant Bill of Rights, has been transformative in ensuring DoD takes necessary actions to improve the MHPI program and rebuild trust with Service members and their families. If confirmed, I will embrace my responsibilities as the DoD Chief Housing Officer to oversee the Department's

implementation of the MHPI reforms set out in the FY 2020 NDAA, as amended, and to hold DoD leadership and the private sector MHPI companies accountable for their project oversight and performance.

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

I understand that there was a lapse in DoD leadership involvement and inadequate staff support to perform required privatized housing oversight as it was originally envisioned at the outset of the MHPI program, to include exercising authorities in the project legal agreements to hold MHPI companies accountable for project performance. If confirmed, I will put military families first and I am committed to providing rigorous oversight in my role as the official designated as the Department's Chief Housing Officer. If confirmed, I will verify that the Military Departments are taking appropriate action to ensure that MHPI companies provide safe, high quality housing that is responsive to concerns raised by Service members and their families and implement any changes necessary to correct identified deficiencies.

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

I understand the Department of Defense has made significant progress regarding the oversight issues that contributed to the MHPI housing crisis, to include implementing the MHPI Tenant Bill of Rights at nearly all military installations with privatized housing. I believe DoD leadership should be fully committed to a culture of continuous improvement in service to our military families. As the Department has acknowledged, additional improvement is needed to include complete implementation and maintenance of reforms required by the FY 2020 NDAA, as amended. If confirmed, I will work with the Military Departments in my capacity as the Chief Housing Officer to ensure that they implement required reforms that will strengthen their oversight and hold MHPI housing companies accountable for addressing complaints from military families.

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

If confirmed, I will put military families first and I will work in my capacity as the Chief Housing Officer to ensure that the Department of Defense continues to implement reforms that will strengthen its oversight and hold MHPI housing companies accountable for addressing complaints from military families.

19. What role would you establish for yourself, if confirmed, in ensuring that the Department of Defense'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?

I understand that the Military Departments have hired more than 600 additional housing staff to provide necessary MHPI project oversight. If confirmed, I will ask the Military Departments to brief me on their housing manpower requirements and take action as

necessary to ensure that they utilize all available and appropriate hiring authorities to augment staffing at their installation housing offices.

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

The Chief Housing Officer is responsible for oversight of all aspects of the MHPI program. If confirmed, as part of my duties as the Chief Housing Officer, I will ensure that the Military Departments exercise the authorities within the project legal agreements to hold MHPI companies accountable for providing safe, quality housing for Service members and their families.

21. What do you view as your obligations to these partners?

The Chief Housing Officer has an obligation to ensure that the Military Departments adhere to the terms of the MHPI project legal agreements and provide appropriate oversight staff and support for full implementation of the Tenant Bill of Rights. If confirmed, as part of my duties as the Chief Housing Officer, I will maintain positive lines of communication with each of the private sector MHPI companies and support and encourage their efforts to improve their respective privatized housing portfolios, while also working with the Military Departments to hold MHPI companies accountable for providing a positive living experience for Service members and their families.

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

Service members and their families expect and deserve a safe and secure place to live in return for the sacrifices that make for our nation. If confirmed, I unequivocally commit to putting military families first. If confirmed, my priority as the Department's Chief Housing Officer will be to ensure that the Department of Defense meets our moral obligation to provide members of the armed forces and their families with access to safe, quality, affordable housing. This includes holding MHPI companies accountable for delivery of quality housing for Service members and their families over the life of the projects.

23. What are your views on establishing command accountability by having MHPI issues become a part of the performance evaluations of base commanders and their senior enlisted counterparts? Do you believe that both civilian and uniformed individuals should be held accountable for failures?

I believe that accountability is a core value for any organization and that all personnel, whether civilian or uniformed service, should be held accountable for their actions and performance. If confirmed, I will fully support inclusion of MHPI oversight responsibilities as a performance metric considered as part of performance evaluations for base commanders and their senior enlisted counterparts.

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

I am aware that the Army has privatized nearly all of its lodging facilities in the U.S. If confirmed, I will request a full briefing on the Army's lodging privatization program and DoD's non-appropriated lodging program to inform my understanding of each program's effectiveness and my views on further privatization of the 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.

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

I support all activities that will make DoD more efficient in its mission - whether that's from a fiscal or readiness and lethality perspective. It is my understanding that the Department is not currently focused on another BRAC round. If confirmed, I will review policies related to BRAC and work with the Military Departments and Congress to determine whether or not a request for BRAC authority would be appropriate.

26. Were Congress to authorize another BRAC round, what is your understanding of the responsibilities that would be assigned to the ASD(EI&E) for formulating BRAC recommendations? If confirmed, how would you plan to execute these responsibilities?

If Congress authorizes another BRAC round, it is my understanding that the Secretary of Defense will determine the roles and responsibilities for formulating future BRAC recommendations. It is my understanding that the ASD(EI&E) was responsible for managing the previous BRAC processes while working closely with the Services and Defense Agencies, and that these organizations developed the various recommendations.

27. If confirmed, specifically what would you do to improve the accuracy of DOD excess capacity estimates?

If confirmed and if Congress or senior DoD leadership determines an excess capacity analysis is necessary, I will examine previous DoD excess capacity estimates, related Government Accountability Organization (GAO) reports and any lessons learned to determine the best approach to assessing excess capacity.

28. How would you undertake execution of these responsibilities?

If I am confirmed, Congress authorizes a BRAC round, and I am assigned responsibility for overseeing a BRAC round, I will ensure that the BRAC process is a fair and

transparent process, incorporates lessons learned from previous five rounds, and addresses recommendations from GAO reports.

29. If confirmed, and if Congress were to authorize another BRAC round, how would you go about setting priorities for infrastructure reduction and consolidation within the DOD?

If confirmed, and Congress were to authorize another BRAC round, my focus will be on increasing the military value of our installations, as informed by the National Defense Strategy. If confirmed and a BRAC round was authorized, I would work to align infrastructure to force structure to enable a more resource efficient, mission ready, resilient and lethal force.

30. With a view to helping DOD measure its reduction of excess infrastructure, would there be value—in any future BRAC round—in setting targets for eliminating excess capacity, in your view?

If confirmed, I will review whether there is value in setting targets if another BRAC round is authorized and whether it is best to have a process that is not constrained by a pre-determined target which could limit the analysis and limit flexibility of Department's senior leadership.

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

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

I understand that there were a number of factors involved in the increased costs. If confirmed, I will review lessons learned from the BRAC 2005 round, GAO reports and best practices for cost estimating.

32. What is your view of the efficacy of DOD's process of "bundling" multiple stand-alone realignments or closures into a single BRAC recommendation? How does "bundling" affect visibility into the estimated costs and savings generated by an individual closure and realignment?

I do not have any insight into this issue and if confirmed and if Congress authorizes a BRAC round, I will determine how this issue affected cost and savings estimates.

33. What steps has the DOD taken to share with the Military Departments and Services its "lessons learned" from the environment remediation in support of the redevelopment of military bases closed under BRAC—particularly with respect to the remediation of emerging contaminants?

Applying lessons learned is an essential part of process improvement for any organization. If confirmed, I commit to ensuring DoD evaluates and applies lessons learned to all sites within DoD's cleanup program, including those closed under BRAC.

34. If confirmed, and if Congress were to authorize another BRAC round, how would you apply these “lessons learned” proactively to new realignments and closures?

If confirmed, I will review the results of previous BRAC rounds and work in close coordination with the Services to apply lessons learned to all sites within DoD's cleanup program, to include those created by any new realignments and closures.

Installation Modernization and Resilience

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

35. In your view, does the DOD receive adequate funding for its installations? Please explain your answer.

I do not believe there is adequate funding within DoD's top line to address all installation requirements. In developing its annual budget, I understand DoD takes risk across a myriad of appropriations to fund its most critical priorities with facility investment accounts often being a bill payer. These risks must be assessed in coordination with readiness and sustainment priorities to ensure the liabilities they introduce are well understood and do not compromise mission capability.

36. In your view, how is the readiness of DOD installations linked to the readiness and lethality of the Armed Forces?

I understand the President and the Secretary of Defense have directed the Department to ensure installations and forces are resilient in the face of a wide range of challenges to include climate change, disruptions to energy or water supplies, and direct physical or cyber-attacks. Based on these priorities, it seems that there is a critical link between installation readiness and force lethality. If confirmed, I would seek to better understand the role that installations play in promoting readiness of our forces.

37. If confirmed, do you have specific plans to leverage infrastructure and modernization to improve the quality of life for DOD service members and their families?

The quality of life of our DoD members and their families is critical to maintaining the readiness of our Armed Forces. Infrastructure that is secure, reliable and resilient can directly enhance quality of life for Service members and their families. If confirmed, I would review the various quality of programs within the Energy, Installations and Environment portfolio and develop or enhance programs to ensure that quality of life remains a priority.

The Department has the goal of a 90% funding requirement for Facilities Sustainment, Restoration, and Modernization (FSRM). This goal does not buy down risk on the billions of dollars of backlogged projects, however.

38. Do you believe the 90% FSRM requirement goal should be reassessed and adjusted? Please explain your answer.

I believe that all DoD goals should be reviewed periodically to ensure they are reasonable, effective, and current. If confirmed, I will review DoD's goal to fund facility sustainment at 90% of the Facility Sustainment Model goal, and, if needed, recommend necessary changes.

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

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

I understand that DoD's military construction (MilCon) budgets are occasionally used as bill payers for other DoD initiatives. If confirmed, I will work with the CAPE and Comptroller organizations to advocate for higher MilCon fiscal goals to address key capabilities DoD needs to support mission readiness and Administration priorities. There is a critical and scientifically verified link between the quality of the built environment and work force performance and health. I believe these facts could be used to raise awareness about the importance of MILCON and sustainment budgets.

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

40. Given the 2022 NDS, what priority in the DOD program would you accord the survivability of DOD expeditionary advanced bases, forward operating bases, and other locations?

My understanding of the unclassified 2022 NDS priorities is that resilient installations and contingency locations are essential to defending the homeland, deterring strategic attacks, and deterring aggression in the Indo-Pacific and European theaters. The increasing all-hazard risks to the United States show the importance of resilient installations and expeditionary bases able to withstand, fight through, and recover quickly from disruption. If confirmed, I will work with other components of OSD, the Joint Staff, the Services, and the Combatant Commanders to balance investments in resilient bases with other investments in Joint capabilities.

41. What is your understanding of the Department’s efforts 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?

I understand that the Department must be prepared to succeed in a contested logistics environment to ensure the deployment, employment, and sustainment of Joint forces around the globe. I am familiar with the role of the Defense Logistics Agency in prioritizing requirements for prepositioned forward fuel and will work in close partnership with the ASD for Sustainment and the Joint Staff to ensure the full complement of fuel and other logistical stocks are available to the warfighter. It is my understanding that recent congressional language directed USTRANSCOM to become the element responsible for global bulk fuel management and delivery on a global basis. I look forward to working with USTRANSCOM and other relevant DoD stakeholders to implement the way forward.

42. How is DOD addressing significant challenges with resilient storage for new generations of high-yield munitions in theater?

It will be extremely important for DoD to ensure its munitions storage infrastructure is capable of safely storing the newer munitions coming into DoD’s inventory. If confirmed, I will collaborate with the Assistant Secretary of Defense for Sustainment to identify challenges with current munitions storage infrastructure and develop, in coordination with the Military Departments, plans to modernize these facilities consistent with safe storage of new-generation munitions.

43. In your view, how can the capability and capacity of ordnance magazines at ordnance installations be enhanced—with a view to ensuring the most efficient resupply of war fighters and minimizing strategic lift requirements?

If confirmed, I will work the Assistant Secretary of Defense for Sustainment, the DoD Explosive Safety Board, and the Military Departments to develop plans articulating the infrastructure requirements for safely and effectively meeting DoD’s munitions storage and resupply requirements.

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.

44. 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?

It is my understanding the Department has recognized that climate change is a critical national security issue and threat multiplier. Climate change is already having impacts and will continue to amplify operational demands, impact the health and safety of our Service members and their families, and adversely impact energy resilience and installation infrastructure performance and reliability. These effects and costs are likely to increase as climate change accelerates. I agree with the Secretary of Defense who has stated that not adapting to climate change will be even more consequential, with failure measured in terms of lost military capability, weakened alliances, enfeebled international stature, degraded infrastructure, and missed opportunities for technical innovation and economic growth.

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

I believe that the Department must take bold steps to accelerate climate change adaptation and mitigation to reduce the adverse impacts of climate change. These efforts will require assessing and adjusting strategic objectives and missions so the Department can deter aggression and defend the nation under all conditions. If confirmed, I will work to advance new and update existing policies and guidance; improve construction codes and standards to reduce and mitigate climate impacts; continue to provide tools to assess and evaluate climate exposure at installations; put forward a requirement for comprehensive installation master planning; increase efforts to improve energy reliability, security and resilience; and accelerate science and technology research and development to better understand adaptation and mitigation requirements.

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

The Department's combat forces must be capable of operating under the most extreme and adverse conditions, including the kinds of disruptions we are increasingly seeing around the world: droughts, floods, wildfires, and rising sea levels. To improve readiness, the Department needs to train and equip forces for these climate-changed conditions. In my opinion, budgeting should be commensurate with the need for agile and flexible readiness.

Section 2801 of the FY 2020 NDAA required each major military installation to

include military installation resilience in each installation's military plan.

47. If confirmed, how would you ensure these plans are completed and shared with this Committee?

I am aware that NDAA FY20 Section 2801 requires that 10 USC 2864 be updated to require that installation master plans include observed and projected climate and extreme weather hazards, including sea level rise, wildfires, flooding, and other changes in environmental conditions, with particular emphasis on critical infrastructure within and outside the installations necessary for mission capability.

If confirmed, I will ensure that comprehensive military installation resilience policy and guidance is produced to guide preparation of these plans are prepared in priority order. Furthermore, I will ensure that the number of completed military installation resilience plans are reported annually to Congress.

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

48. How would you assess the readiness and resource impacts on the DOD from recent extreme weather events?

I understand that, based on prior extreme weather events, DoD is assessing how to integrate climate change-related considerations and life-cycle costs into planning, business processes, supply chain, and acquisition. These efforts will require using risk management processes including analysis of costs associated with climate effects and how these costs can be reduced through effective climate change adaptation. Overall, I think DoD finds itself similarly vulnerable to the effects of climate change as many cities do and that urgent action is required to mitigate the threat to readiness extreme weather presents.

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

Extreme weather and climate change effects vary regionally and locally. It is my understanding that the Department's approaches to reduce the risks to built and natural infrastructure into the future will also depend on the sensitivity of missions and operation to these risks. In my opinion, the Department can begin to reduce the effects of climate change and extreme weather by reviewing recent damaging events and sharing lessons learned that will support the ability to recover from these events in a way that reduces the likelihood of disruption in the future. Improving the Department's understanding of the effectiveness of climate change adaptation and mitigation measures on our infrastructure components and ecosystems is critical.

Further, I believe the Department should evaluate how to plan and prioritize maintenance and repair of facilities, sometimes past their useful lifespan, or in locations where

repeated climate hazards have occurred. Reviewing and updating policies and technical guidance to reflect this evolving knowledge will improve the Department's ability to adapt to observed and reasonably foreseeable climate impacts to built and natural infrastructure.

50. If confirmed to be the ASD(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?

I understand the Unified Facilities Criteria (UFC) adopts or incorporates current building codes and consensus-based standards for new facilities or major renovations. If confirmed, I will work with the Military Departments and DoD Construction Agents to ensure the UFCs reflect criteria that addresses climate change and installation resilience.

Energy Resilience

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

51. If confirmed, what would you do to inculcate energy resilience as a mission assurance priority for the DOD?

Military installations are strategic assets for generating readiness, and energy resilience is key to DoD's mission effectiveness. It is my understanding that the DoD has taken a strategic approach to installation energy resilience which includes energy efficiency, and onsite generation favoring microgrids, clean energy generation, and storage. If confirmed, I will continue to prioritize installation energy resilience efforts that support critical missions.

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

If confirmed, I will work with the Military Departments to identify and prioritize infrastructure requirements resulting from the Installation Energy Plans and work with the Components on resourcing strategies to address these requirements.

53. In your view, how can the DOD better integrate energy security and resilience as standard components of its MILCON projects and programs?

I believe it is necessary for installations to understand what energy or climate vulnerabilities they may be exposed to in order to design new or recapitalize existing facilities. If confirmed, I will work with the Military Departments to ensure each installation completes the installation resilience plans required by Congress and

incorporates the results in their installation master plans. I believe there are numerous opportunities to demonstrate the interconnectedness of energy security and resilience and readiness that could improve projects and programs funded through MILCON.

54. In your view, how can DOD and Joint Force training exercises and wargames better incorporate real-world scenarios regarding energy-related threats and constraints—such as the availability of fuel in the Pacific and assessing black start abilities in response to a cyberattack on commercial electric grids?

If confirmed, I will work to better understand the DoD's current strategy for joint contested logistics regarding fuel for operations, and its posture concerning black start abilities and cybersecurity, and look for ways to bolster our capabilities to reduce vulnerabilities to DoD's fuel supply and from cybersecurity threats to the grid.

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

I understand that the Department requires installations to address their reliance on critical energy infrastructure and services from outside providers, in individual Installation Energy Plans. I believe an important aspect of this is documenting the private sector providers' response in restoring energy and power to installations, and recovery of mission readiness, in the event of a disruption. If confirmed, I will work with the Services to continue developing effective approaches to best address DoDs reliance on private sector energy sources and integrate the best solutions to address vulnerabilities, add redundancy, and improve energy management. DoD's size presents an opportunity to not only support its community partners but also the entire country in commercializing new and scaling existing technology with an eye towards enhancing energy resilience, energy independence, reliability, equity and health in the U.S

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

If confirmed, I will work to evaluate every viable technology option, including advanced nuclear energy, to build a portfolio of energy projects that increases the Department's installation resilience and reduces its carbon footprint. Microreactors and other advanced nuclear reactors are technologies that offer the potential for resilient energy on a smaller scale than traditional nuclear power plants. It is my understanding that the DoD plans to demonstrate microreactor technology at Eielson Air Force Base to assess the potential for enhanced installation energy resilience and mission assurance.

57. What is your understanding of the initiatives, if any, the DOD is undertaking with respect to development of long duration grid batteries for use on bases?

My understanding is that the Department has issued guidance, based on recent NDAA language, that installations should favor on-site generation and microgrids in addressing

energy resilience gaps. Energy storage is an important element of resilient and reliable energy systems because it can extend the time over which an installation can be without grid power in the event of a disruption. Additionally, storage enhances the efficacy of on-site microgrids utilizing clean energy generation technologies like wind and solar. If confirmed, I work with the Services to effectively incorporate the appropriate storage technologies into energy resilience plans and projects.

Authorities to Improve Energy Resilience

DOD and the Military Departments can use any number of authorities and mechanisms to pursue distributed energy projects that improve installation resilience, increase readiness and mission assurance, and offer long-term cost savings. These include: Inter-Government Support Agreements, Other Transaction Authority, Utility Privatization, Energy Savings Performance Contracts, Utility Energy Service Contracts, Enhanced Use Leases, and the Defense Community Infrastructure Program. 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.

58. If confirmed, what steps would you take to streamline the process of writing and awarding contracts that will improve mission assurance through the various DOD energy offices?

If confirmed, I will review the responsibilities of the various stakeholder groups in the mission assurance and installation communities, in order to develop a common understanding and playbook of definitions, risks, and investment options for energy resilience for critical missions; optimize communications with industry; and streamline the process of awarding contracts to support energy assurance.

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

I understand that Congress has provided the Department with several unique authorities that provide options for obtaining access to advanced energy technologies. My understanding is the Department has an Installation Energy Planning policy requiring the Services to take a holistic approach to each base's energy needs and energy resilience requirements, and assess which authority best fits a specific implementation strategy for an energy resilience project. If confirmed, I will work with my staff to make sure the Department is fully utilizing those authorities and determine if the Department should seek additional authorities to expand options necessary for increasing energy resilience at DoD installations.

Operational Energy

The Department defines operational energy as the energy required for training,

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

60. If confirmed, what priorities would you establish for DOD investments in operational energy technologies to increase warfighter combat capabilities and reduce logistical burdens?

I believe reducing energy demand, bolstering our energy supply chains, and diversifying energy supplies will increase the Department’s ability to effectively operate in contested logistics environments. If confirmed, I will review operational energy risks to Department missions, and work within the Department’s planning, programming, budgeting, and execution process to mitigate the most urgent risks.

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

I understand that the Department is reviewing energy demand reduction and energy supportability in current programs, the role of energy in strategic guidance, and opportunities for changes in policies and procedures affecting requirements and acquisition. If confirmed, I will ask for an overview of these efforts to date and work with other elements of OSD, the Joint Staff, and the Military Departments to integrate operational energy and distributed energy resources into Department strategic planning.

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

If confirmed, I will review the role of energy demand and supportability in the acquisition process, to include major capability and the mid-tier acquisition pathways.

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

I understand that OUSD(A&S) has launched an initiative to decrease energy demand and increase energy supportability in Joint capability development. If confirmed, I will work closely with OUSD(A&S), the Joint Staff, and the Military Departments to implement this initiative and ensure that energy supportability is integrated into capability requirements.

64. How can the DOD broadly include operational energy improvements in its weapons platforms?

I understand that OUSD(A&S) has launched an initiative to decrease energy demand and increase energy supportability in Joint capability development. If confirmed, I will work closely with OUSD(A&S), the Joint Staff, and the Military Departments to implement the Deputy Secretary's initiative and ensure operational energy considerations are included in Department weapons platforms.

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

Comprehensive and timely information on the Department's previous and future energy use should inform not only strategic decisions, but a range of operational and tactical-level decisions. If confirmed, I will request an update on the state of fuel and power data analytics and identify additional opportunities for improvement.

Energy Conservation

66. What do you perceive to be the core elements of an effective energy conservation strategy for the DOD?

Energy conservation should be a core principle in assessing, planning and designing efforts to ensure energy for the DoD mission. It is my understanding that the Department pursues energy conservation as part of its broader efforts to bolster energy resilience and mission assurance. In this regard, a successful energy conservation strategy needs to be mission-driven and include proper policy, guidance, governance, training, and appropriate resourcing over time. Energy is vital to the Department's essential missions and must be available where and when needed. Reducing energy demand through conservation has the potential to deliver cost savings, decrease vulnerability of supply lines, and reduce the resources needed to achieve energy resilience. If confirmed, I will review the current strategy and make updates and changes as needed.

67. What do you perceive to be the most achievable and realistic energy conservation goals for the DOD?

It is my understanding that the Department is in the process of completing Installation Energy Plans for all its locations. It is also my understanding that the Plans should provide insight into the most pressing energy resilience needs of each location so that projects can be developed to close any identified gaps. In many cases those planned projects should not only bolster resilience but also enhance conservation, increase energy efficiency, and implement clean/ low-carbon energy solutions. It is also my understanding that Installation Energy Plans will inform the Department's broader climate adaptation and climate mitigation efforts. If confirmed, I will work with my staff to determine the right mix of goals that will establish a balance between energy resilience and energy conservation that will not negatively impact mission readiness.

68. What do you consider to be a “stretch goal” for DOD energy conservation?

I am aware that energy resilience of our military installations is a high priority for the Department of Defense. The Department must ensure it has available, reliable, and resilient power to support critical missions. Reducing demand for energy through energy efficiency measures is an important part of gaining energy resilience and energy security as these measures enable sustainable operations. If confirmed, I will work with my staff to determine the right mix of goals that will establish a balance between energy resilience and energy conservation that will not negatively impact mission readiness.

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

As stated above, if confirmed, I will work with my staff to determine the right mix of goals that will establish a balance between energy resilience and energy conservation that will not negatively impact mission readiness. In terms of progress measurement, I understand there is a Department-wide effort to develop an enterprise-wide metrics system to integrate data from a wide variety of sources across the Department, including energy, and perform advanced analytics on that data. If confirmed, I will review this effort and work to identify metrics and tools that may support the advancement of Department energy conservation goals.

70. In your view, what has been the impact of the current DOD energy conservation goals? Please explain your answer.

From my review of published reports, it is my understanding that the Department’s energy conservation efforts have made meaningful impacts in a broad array of categories including, but not limited to, facility efficiency investment, energy use intensity, and high-performance sustainable building investment. In addition to reducing energy demand, it is also my understanding that the Department’s efforts have also strengthened its mission assurance and energy resilience postures. If confirmed I will work with my staff and the Military Services to better understand the impact that current DoD energy conservation goals have had on the Department.

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.

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

I understand that the Department has identified assured access to water supply as critical to military security and readiness, at home and abroad. If confirmed, I would build on statutory requirements to provide a comprehensive strategy to meet this critical need.

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

I understand that the Department has for a number of years reduced its water use intensity as reported annually. Also, I note that the Defense Climate Risk Analysis published by the Department in October 2021 identifies drought as one of a number of climate hazards that drive insecurity globally, with a potential for Department intervention. The Department relies on the skills and technical expertise of the US Army Corps of Engineers as it considers water resources management to improve water resources utilization and availability. If confirmed, I will build on these efforts to enhance sustainable water access in the Department's drought-prone areas

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

I understand that the DoD Strategic Environmental Research and Development Program (SERDP) and Environmental Security Technology Certification Program (ESTCP) oversee a research portfolio addressing innovative technologies to improve treatment and purification for drinking water and wastewater. If confirmed, I will review and assess the program for progress and gap areas to address Department needs at home and abroad.

74. What actions has the DOD undertaken to improve water conveyance systems to reduce loss, recapitalize aging infrastructure, and meet installation mission requirements?

I understand that each Military Department has a tailored program addressing their installation mission needs around water. These approaches include taking advantage of the utilities privatization programs as one method to recapitalize deteriorated infrastructure and meet installation requirements. If confirmed, I will review and assess the effectiveness of this and other programs with a view toward accelerating water system updates.

Emerging Contaminants

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

75. What is your understanding of the DOD's strategy for monitoring drinking water on DOD installations, as well as public and private drinking water off-installation, for PFOS, PFOA, and other contaminants, and addressing any findings impacting water safety?

I understand that DoD is monitoring and taking actions to address PFOS and PFOA in drinking water on and off DoD installations under the federal cleanup and drinking water laws.

76. If confirmed, what role would you establish for the ASD(EI&E) in addressing potential PFAS contamination at DOD installations and operational platforms?

If confirmed, I will assume the role of the chair of the PFAS Task Force and will exercise EI&E's oversight authorities to ensure the Department's efforts to address PFAS are coordinated, aggressive, and transparent.

77. What is your understanding of the role DOD has 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, if the contamination found is linked to Guard or Reserve activity?

It is my understanding that DoD follows the existing federal cleanup law, to investigate, prioritize and determine cleanup actions at our DoD installations, to include Guard and Reserve bases.

78. If confirmed, what would be your approach to addressing public health concerns—including the desires for increased transparency to service members and their families—regarding alleged exposures to potentially harmful contaminants on or deriving from DOD installations?

Protecting our Soldiers, Sailors, Marines, Airmen, civilian workforce, and all of our families who live and work on our installations and in our surrounding communities is of the utmost importance. If confirmed, I will make the transparency of the Department's actions to address PFAS a top priority and work to enhance communication and dialogue with Service members, their families, and defense communities.

79. What is your understanding of the role of other federal agencies in addressing this issue?

I believe that PFAS is an issue larger than the Federal Government. Many federal agencies, private enterprises, non-profits, and academic institutions have a role in addressing this challenge and I would welcome the opportunity to work across the interagency and beyond to arrive at a comprehensive, nationwide solution.

Environmental Compliance

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

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

If confirmed, I will ensure DoD leadership is informed and educated on legal and Executive Order requirements, as well as applicable environmental laws and regulations. I will also affirm that DoD must continue to support the needs of the warfighter, be a good steward of the environment, and preserve our Nation's resources. This responsibility includes managing environmental clean-up, compliance, emerging chemicals of concern, conservation of natural and cultural resources; collaborating with Federal, state and local government Agencies; and ensuring public transparency as practicable.

81. 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 DOD installations, bases, and ranges?

If confirmed, I will continue the long and successful collaboration with the US Fish & Wildlife Service balancing mission needs with the protection of the natural resources, habitats and species under the stewardship of the DoD. This collaboration will be even more important as we work to ensure DoD lands and waters are resilient to and can successfully adapt to a changing climate.

82. 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?

It is important for decision makers to understand what impacts would likely result from a decision to proceed with a proposed action. It is also critical that the Department assess environmental impacts in a timely manner to support the mission. If confirmed, I will continue to support National Environmental Policy Act (NEPA) streamlining efforts across the Department. A critical element of making informed decisions is having current and relevant information on hand to support the analysis required for an EIS. I will take steps to improve the Department's efforts to inventory environmental conditions and resources on their lands, as well as reach out to stakeholders early in the planning process to identify critical environmental concerns.

Environmental Restoration

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

83. What do you see as the main priorities for environmental cleanup and restoration in the context of the DOD program?

If confirmed, my main priorities are for DoD to protect human health, follow the federal cleanup laws, conduct cleanup in an open and transparent manner, and coordinate DoD efforts with other Federal and State agencies.

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

If confirmed, I work with my staff to review the needs of the program, and take the actions necessary to adequately resource and accelerate DoD's cleanup program as appropriate.

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.

85. In your view, can virtual testing and training solutions contribute to the DOD's ability to meet capability requirements and mitigate the adverse effects of encroachment? If so, how.

I understand the important role that virtual testing and training solutions can play in DoD's ability to meet requirements, but also recognize the need for continued live training and testing to support the priorities of the National Defense Strategy. I understand the adverse impacts that encroachment can have on military mission, and if confirmed, I will work closely with the Military Departments and Joint Staff to understand their current and future test and training requirements, so that I can work collaboratively to identify solutions to mitigate the adverse effects of encroachment and support operational requirements.

86. If confirmed, how would you contribute to the DOD in projecting future operations, testing, and training range requirements?

If confirmed, I commit to working closely with the Military Departments and Joint Staff to understand their future operational requirements, and translate those operational requirements into projected installation and range infrastructure to support emerging capabilities.

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

I recognize the important role DoD communities play in supporting the Department's ability to execute its missions and promote military installation and range resilience, and I

understand that the Department has a number of community-oriented programs to promote proactive community engagement and military mission sustainment. If confirmed, I will continue to prioritize proactive community engagement as a key element to protect the Department's missions and capabilities; and I will seek to further promote partnerships focused on enhancing opportunities for community-installation resilience.

88. If confirmed, how would you address the challenging demands for compensation for noise impacts being levied by communities surrounding DOD installations?

If confirmed, I will review the complex issue of noise generated by the Department's operations, training, and testing missions and work within the Department and with Congress to adequately resource EI&E capabilities and determine the best path forward to address community concerns.

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

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

If confirmed, I commit to working closely with the Military Departments to understand their current and future installation encroachment and resilience challenges; and will work to identify and enable expanded partnership opportunities through the Readiness and Environmental Protection Integration Program. If confirmed, I also commit to collaborating with the Military Departments, as well as industry, to explore an expanded range of solutions for mitigating potential conflicts between base radar and energy development.

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

If confirmed, I commit to working closely with the Military Departments to understand their current and future installation encroachment and resilience challenges; and will work to identify and enable expanded partnership opportunities through the Readiness and Environmental Protection Integration Program. If confirmed, I also commit to collaborating with the Military Departments, as well as industry, to explore an expanded range of solutions for mitigating potential conflicts between base radar and energy development.

Real Property Accountability

DOD manages a portfolio of real property assets that, at last report included about 586,000 facilities—including barracks, maintenance depots, commissaries, and office

buildings. The combined replacement value of this portfolio is almost \$1.2 trillion and includes about 27 million acres of land at nearly 4,800 sites worldwide. This infrastructure is critical to maintaining military readiness. Since 1997, DOD Infrastructure Management has been on the Government Accountability Office (GAO) “High Risk List.”

91. If confirmed as the ASD(EI&E), what actions would you take to better align infrastructure to changing DOD force structure needs?

I understand that DoD has the greatest number of real property assets within the federal government. If confirmed, I will review the authorities that are available to the Department, and consult with the Military Departments and Joint Staff to identify opportunities to better align infrastructure to future needs. I believe DoD should take all opportunities to be efficient and enhance resilience with its real property.

92. Is DOD’s joint basing program currently achieving its goals, in your view? What additional opportunities exist, if any, to reduce duplication of effort? If confirmed as ASD(EI&E), what actions would you take to avail the Department of such opportunities?

If confirmed, I will review the Department’s joint basing program to assess if the program generates financial and physical infrastructure savings for the taxpayer without compromising mission effectiveness. In partnership with the Military Departments, I would explore future opportunities where the Department can reduce duplication of effort, generate financial savings, and utilize our physical infrastructure efficiently.

93. Do you believe the DOD currently maintains excess infrastructure overseas? Please explain your answer. How would you seek to address the number, placement, and mission assurance of overseas infrastructure, if confirmed?

If confirmed, I would review the alignment of the Department’s overseas infrastructure against our objectives, strategy, and force structure. The evolving threat environment requires a constant assessment of our infrastructure requirements. As such, I will work with OSD, the Joint Staff, the Military Departments, and the Combatant Commanders to ensure the Department’s infrastructure is properly postured and sized to meet a wide range of military missions in support of the NDS.

94. If confirmed as the ASD(EI&E), how would you go about relocating functions from commercial leased space to existing space on a DOD installation— reducing leases and better utilizing excess space?

If confirmed, I will work with the Military Departments to assess the utilization and availability of DoD owned space at installations and opportunities to relocate DoD tenants from commercial-leased space to government-owned space.

95. In November 2018, GAO reported that DOD’s Real Property Assets Database contained inaccurate data and lacked completeness: DOD was missing utilization data for about 93,600 facilities.

If confirmed, I will work with the appropriate real property specialists to evaluate the current status of utilization reporting and address any gaps accordingly.

96. In your view, what are the key components of a sound and sustainable process to account for the existence and status of the DOD’s real property assets?

In my view, a key component for a sound and sustainable process is a real-time asset accountability platform for inputting, tracking and analyzing real property inventory data that will help ensure Real Property Asset data quality across the Department.

The cost of construction in remote overseas locations is particularly expensive. When these locations are designated as accompanied tours, this cost is magnified by requirements for support facilities such as schools, larger hospitals, and family housing units.

97. What is the value in designating remote locations as accompanied tours, in your view?

I understand that designating remote locations for military operations, whether accompanied or unaccompanied, is based on many factors. If confirmed, I will work with the appropriate OSD, Joint Staff, and Military Department organizations to ensure these designations meet operational objectives and in a cost effective manner. Designating a location as an accompanied tour could enhance recruitment and retention for the force but this necessarily needs to be balanced with additional costs.

98. In your view, what is the appropriate mechanism for deciding whether the value of accompanied tours in this context outweighs the cost associated with constructing and maintaining the facilities required to support military families?

The cost benefit analysis for the value of accompanied tours needs to take into account factors like readiness, recruitment, retention, force morale, and cost among others. If confirmed, I will work with the appropriate OSD, Joint Staff, and Military Department organizations to ensure these designations meet operational objectives and in a cost effective manner.

99. What are your ideas for reducing the costs of construction at remote locations?

If confirmed, I will work with the Military Departments and DOD Construction Agents to identify various technologies, logistics, and use of local materials that might be incorporated into facility designs that could drive down costs while meeting expected performance outcomes.

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

If confirmed, I will work with OSD leadership and staff within OASD(EI&E) to determine whether a command climate survey would benefit the OASD(EI&E) team in their work.

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

If a command climate survey is warranted, I would, if confirmed, first identify if there are areas where organizational transformation is needed (morale, team cohesion, organizational accountability, etc.). If change is warranted, I would, if confirmed, consult with both internal and external leadership to address the areas where improvement will yield benefits and develop a plan to address deficiencies or improve team performance.

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.

102. What is your assessment of the current climate regarding sexual harassment and gender discrimination in the DOD?

Hostile work environments are an anathema to good order, morale, and high performance. The results of the 2018 DoD Civilian Employee Workplace and Gender Relations survey are both disheartening and frustrating and clearly highlight an area where DoD can and must do more to support its most important resource.

103. 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 ASD(EI&E)?

I have yet to be briefed on the policies and procedures for supporting DoD employees who have been subjected to sexual harassment or discrimination. If confirmed, I commit to being briefed and fully understanding the role and responsibilities a leader in OSD has regarding responding to harassment and discrimination. If confirmed, I further commit to being a visible and proactive champion for a culture of respect, accountability, and dignity within OASD(EI&E) and that there is no place where harassment and/or discrimination will be tolerated. Additionally, I will work to ensure that there are no repercussions for DoD personnel who come forward in response to harassment or discrimination.

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.

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

Yes.

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

Yes.

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

Yes.

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

Yes.

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

Yes.

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

Yes.

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

Yes.