

Senate Armed Services Committee
Advance Policy Questions for Mr. Charles A. Williams
Nominee for Appointment as Assistant Secretary of the Navy for
Energy, Installations, and Environment

Duties and Qualifications:

- 1) **Section 911(b) of the National Defense Authorization Act (NDAA) for Fiscal Year (FY) 2020 amended section 8016(b) of title 10, U.S. Code, to codify the office and principal duties of the Assistant Secretary of the Navy for Energy, Installations, and Environment (ASN(EI&E)). Do you support the establishment of the position of the ASN(EI&E) in law? Please explain your answer.**

Yes, I support the NDAA provision, and if confirmed, look forward to exercising the authorities provided for ASN EI&E.

- 2) **What is your understanding of the duties and responsibilities of the ASN(EI&E)?**
The ASN(EI&E) has oversight of the Department of the Navy's policy and procedures related to the management of the Navy and Marine Corps real property holdings, housing and other facilities; environmental protection ashore and afloat; safety and occupational health for both military and civilian personnel; and, energy programs. This position is also responsible for efficient compliance with any mandated closures and realignments of installations that might occur under base closure laws.

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

I have over 32 years of military leadership experience, in levels of responsibility ranging from Ensign through Rear Admiral, including one OINC and five commanding officer assignments. Additionally, I have 40 years of real estate experience, including commercial property management and construction, and associated environmental issues.

- 4) **In particular, what management and leadership experience do you possess that you would apply to your service as ASN(EI&E), if confirmed?**

Fundamentally, from my command experiences, I understand the critical importance of taking care of our personnel, their families, and the communities that support us. This is both the right thing to do, and has enormous operational and readiness impacts.

- 5) **Do you believe that there are actions you need to take to enhance your ability to serve as the ASN(EI&E)?**

If confirmed, I would work to learn the broad range of programs within the ASN(EI&E) portfolio. I would also establish an open dialogue with Members of Congress and the communities they represent to ensure the Department of the Navy remains good stewards of the Department's resources.

- 6) **If confirmed, what additional duties and functions might you expect the Secretary of the Navy to prescribe for you, particularly in light of the lines of effort set forth in the 2018 National Defense Strategy (NDS)?**

If confirmed, I expect the Secretary of the Navy will require me to support his priorities; taking care of Sailors, Marines, and their families, improving business processes, and increasing capabilities to support readiness in the areas within my purview as delineated in the duties and functions above.

- 7) **In your view, what role should the ASN(EI&E) play in the execution of the Acting Secretary of the Navy's three broad priorities and top five immediate objectives, as set forth in his memorandum of December 6, 2019?**

If confirmed, it would be my intent to execute the installation, energy and environment responsibilities that flow from the Secretary of the Navy's guidance, including as set forth in the memorandum of December 6, 2019.

- 8) **If confirmed, how would you order your relationships with the Deputy Chief of Naval Operations for Fleet Readiness and Logistics and the Deputy Commandant of the Marine Corps for Installations and Logistics?**

If confirmed, it will be a priority for me to understand these relationships so that we, as a team can effectively execute the Secretary's vision for matters under my responsibility.

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

If confirmed, I would frequently engage with this Committee and the Congress to ensure there is a clear, two-way communication that is transparent, productive, mutually beneficial, and respectful.

Major Challenges:

- 10) **In your view, what are the major challenges that confront the ASN(EI&E)?**

In general, the major immediate challenges confronting the ASN(EI&E) fall under housing and environmental responsibility and cleanup. This is, again, about taking care of our our soldiers and marines, their families, and the communities we live and work in. There will be critical decisions in facilities and basing driven by the dynamic security environment, and long-term installation resilience matters must also be addressed.

- 11) **If confirmed, specifically what management actions would you take, in what order of priority, and on what timeline—to address each of these challenges?**

If confirmed, I would work closely with the Secretary and the Under Secretary of the Navy with a sense of urgency to review and identify opportunities where best management tools and practices can help lower the Department's total ownership costs.

Civilian Control of the Military

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

At this time, I am not in a position to agree or disagree with this assessment, as it relates to the Department of the Navy.

- 13) **If confirmed, how would you ensure inclusion of the ASN(EI&E) in the discussion, debate, and resolution of Department of the Navy, defense, and national security issues?**

If confirmed, I will endeavor to build strong relationships with the Secretary, the Under Secretary, the other Assistant Secretaries, and their staffs, to ensure I am in a position to provide candid, accurate, and timely advice in areas within my purview, as we cooperate as a team to resolve Department of the Navy, defense, and national security issues.

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

If confirmed, I am committed to supporting the Secretary in fully exercising his Title 10 responsibilities to the Department of the Navy. As ASN (EI&E), I will execute fully my duties within the EI&E portfolio.

2018 National Defense Strategy

- 15) **The 2018 NDS moved beyond the “two-war construct” that has guided defense strategy, capability development, and investment for the past three decades, and refocused DOD on a framework that prioritizes “great power competition and conflict” with China and Russia as the primary challenges with which the United States must contend, together with the imperative of deterring and countering rogue regimes like North Korea and Iran. Finally the framework emphasizes the defeat of terrorist threats to the U.S. and the consolidation of gains in Iraq and Afghanistan, while moving to a “more resource sustainable” approach to counterterrorism. In your view, does the 2018 NDS accurately assess the current strategic environment, including the most critical and enduring threats to the national security of the United States and its allies? Please explain your answer.**

The NDS focuses the Navy’s efforts and provides the Navy with clear objectives for today’s challenges. The United States is in a strategic competition for global influence with China and Russia. This great power competition is the central security challenge for the United States. And North Korea and Iran, as we have recently seen continue to threaten the security and stability of their respective regions while VEOs remain a persistent problem.

- 16) **How do you believe the Office of the ASN(EI&E) directly supports the NDS?**

It is directly tied to readiness – EI&E manages the facilities ships and aircraft needed to train and operate from.

- 17) **What are the key areas in which the Navy and Marine Corps must improve to provide the necessary capabilities and capacity to the Joint Force to prevail in great power competition and potential conflict with China?**

Looking at this from an outside perspective, there are clear logistical challenges to Navy and Marine Operations in the western Pacific. It is a massive expanse of ocean requiring unique logistics and resupply solutions. While I would want to take a much more detailed look, we'll need to ensure we truly understand the overseas installation and energy requirements such a conflict would require.

- 18) **What Department of the Navy infrastructure and military construction investments would be required, in your view, to achieve these improvements?**

I cannot provide an informed assessment of this at present, but would pledge to study this issue and provide you a response, if confirmed.

- 19) **What are the key areas in which the Navy and Marine Corps must improve to provide the necessary capabilities and capacity to the Joint Force to prevail in great power competition and potential conflict with Russia?**

Like the Chinese conflict issue, there are unique logistical challenges to Navy and Marine Operations relating to Russian competition. Similarly, while I would want to take a much more detailed look, we'll need to ensure we truly understand the regional installation and energy requirements such a conflict would require, and numerous limitations we would have to overcome.

- 20) **What Department of Navy infrastructure and military construction investments would be required, in your view, to achieve these improvements?**

I cannot provide an informed assessment of this at present, but would pledge to study this issue and provide you a response, if confirmed

- 21) **Do you believe the Navy adequately budgets to meet its mission requirements for construction and facility sustainment to meet both NDS and annual Navy requirements?**

I support the President's Budget, and the Department's process for prioritization and input.

Alliances and Partnerships

- 22) **U.S. naval forces normally operate far from American shores. Accordingly, the ability to leverage alliances and partnerships is crucial to Navy and Marine Corps mission assurance. To this end, the 2018 NDS stresses the importance of strengthening existing U.S. alliances and partnerships and building or enhancing new ones. If confirmed, what specific actions would you take to strengthen existing U.S. alliances and partnerships, build new partnerships, and exploit opportunities in international cooperation, with a view to:**

- **providing U.S. naval forces access to key capabilities and technologies; and**

- **ensuring overseas access for Navy and Marine Corps forces during peacetime and contingency operations?**

I strongly believe alliances and partnerships are critical to mission assurance and strategic success. I would want to take a look at all of our current initiatives and efforts to this end, but I have participated in and seen first-hand the value of joint exercises. I also was fortunate to attend Naval War College and NATO courses where I built relationships with leaders from partner nations. These military to military relationships, both personal, and professional, are essential.

Reform the Department's Business Practices for Greater Performance and Accountability

- 23) **Building U.S. capability and capacity to address emerging challenges requires a critical self-assessment in every supporting function across the Department of Defense. 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. What business operations reforms has the Department of the Navy achieved and how much money has been saved as a result?**

I have not had access to the business operations reforms information of the Department, however, if confirmed, I will assess the business operations reforms to determine if there are opportunities within the ASN (EI&E) programs that could realize additional savings.

- 24) **To what readiness and lethality objectives or programs were these savings transferred?**

I am unaware of the objective or programs to where savings were transferred. If confirmed, I would work within the framework of the Acting Secretary's priorities to support readiness and lethality objectives and programs with cost savings.

- 25) **The Business Operations Management Council (BOMC) is the Department of the Navy's primary senior leader decision-making forum, charged to monitor major business initiatives across organizations and functional boundaries. The ASN(EI&E) is a principal member of the BOMC. If confirmed, what ideas would you recommend that the BOMC explore, further to reform the Department of the Navy's business operations?**

I am unaware of the current major business initiatives. If confirmed, I will work closely with those involved in the BOMC in the implementation of its initiatives, and the assessment of their impact to the Department of the Navy. Further, I will make it a priority to assess the operations of the Department of the Navy energy, installation, environment, and safety enterprise and make recommendations for further initiatives to the Acting Secretary where I determine such initiatives are necessary or beneficial.

- 26) **To the extent the Navy performs business operations that duplicate or overlap those of other DOD Components, what would be your approach, if confirmed, to consolidating and reducing those redundancies?**

It is my understanding that the Secretary of Defense and the Acting Secretary of the Navy are driving initiatives to improve efficiencies. Although I am unaware of the specifics of those initiatives, I will make it a priority to be closely involved in current initiatives and will assess the energy, installations, environment, and safety portfolio to identify and implement further efficiencies.

Safety

27) The Department of the Navy continues to experience non-combat related injuries, fatalities, and mishaps that undermine its ability to execute mission-critical taskings, even when its Sailors and Marines are successfully trained. In your view, what is the role of Navy and Marine Corps leaders, including the ASN (EI&E), in promoting an organizational culture of continuous safety improvement?

- Navy and Marine Corps leaders, including the ASN (EI&E), have a paramount obligation to establish and communicate their commitment to promoting the safety and health of their employees. It is further incumbent on all leaders across the Department to create an environment and foster an organizational culture where of learning and safety improvements are a continuous process and knowledge is shared across the organization.
- If confirmed, I will ensure Safety is clearly communicated and is a priority in mission execution. I firmly believe that the Safety culture is driven by command leadership that requires buy-in and participation at all levels of the chain of command.
- If confirmed, I would be responsible for the management and administration of the DON safety and occupational health programs. I would ensure that programs, policies and practices are in place to produce an exceptional safety program, and further ensure that appropriate oversight and inspection mechanisms assess program effectiveness.
- Finally, I would advocate for the necessary resources to support the goals and objectives of the DON Safety Program and associated objectives in the current DON Business Operations Plan.

28) What are your ideas for improving mishap, hazard, and near-miss reporting and tracking?

I am aware that the DON is currently investing in a Safety Management System through a partnership with the United States Air Force to capture information required to address DON missions and platforms. The operational support tool will improve the DON's ability to track, trend and report mishaps in a more efficient manner.

The DON is also pursuing advancements in a Safety Program Management and enhanced Analysis and Dissemination capabilities. If confirmed I will support the implementation of those efforts to improve the DON's use of leading indicators for mishap prevention.

29) What specific steps would you take, if confirmed, to ensure that all Department of the Navy personal are protected from coercion, discrimination, or reprisal for reporting mishaps, hazards, and near misses?

- If confirmed, I would support and further the Secretary of the Navy's Safety Awareness Campaign, where two of the four themes encourage reporting of mishaps at every level in the chain of command. I would continue to stress the importance of reporting as articulated in the Safety Awareness Campaign in initiatives and communications.
- I would emphasize to DON leadership the requirement for an environment that fosters open communication and encourages reporting of mishaps, hazards and near misses. I firmly believe identifying, communicating, and mitigating safety and occupational health hazards before unplanned outcomes is a proven method to effectively manage risk and I would encourage commands to establish policy and program metrics to incorporate this methodology.
- I will fully comply with and promote existing laws, as well as the Secretary of the Navy Instruction for Military Whistleblower Protection.

30) In your view, how can available data, current systems, and technology be applied to predict safety risks, particularly as regards Sailor and Marine off-duty behavior and activities?

The DON is focusing on safety education, tracking, and oversight to reduce both mishaps and non-combat fatalities, including those occurring off-duty. Policy and programs that leverage available data and technology to specifically address Sailor and Marine off-duty risks include:

- Communication and enforcement of recreational and off-duty safety (RODS) policies, objectives, and directives, including the requirement that all Commands designate in writing, by name or position, a command RODS program manager of the command-sponsored RODS program having responsibility over RODS program elements
- RODS surveys, staff-assist visits, and evaluation during program assessments to identify program performance and improvements
- Leveraging of RODS mishap report and investigation information to communicate lessons learned
- Ensuring potential hazards are evaluated in the design, operation and maintenance of morale, welfare, and recreation (MWR) facilities and equipment
- Identification of those personnel who engage in high-risk recreational activities while off duty and ensure those Sailors and Marines who participate in potentially high risk activities are aware of the hazards and are properly trained to identify and mitigate risks of those activities.
- Ensuring the Naval Safety Center retains a repository of RODS risk awareness information (i.e., safety briefs, seasonal training, pre-activity checklists) for Commanders to use as communication media to their Sailors and Marines prior to any Federal holiday, extended weekends, or liberty periods.

31) If confirmed, by what principles would you be guided in executing the ASN(EI&E)'s role as Program Decision Principal Advisor for Safety for Acquisition Program Decision Meetings, Program Reviews, and Gate Reviews?

Safety in acquisition is a key element in ensuring the DON designs systems with forethought to protect warfighters, the environment, and material assets. It is also critical in inclusion of safety technological solutions in new platforms, material and equipment. This role is particularly critical as Section 804/806 of the National Defense Authorization Act authorized a Middle Tier acquisition pathway, separate from the traditional acquisition system for rapid prototyping and rapid fielding programs to acquire new or improved capabilities. Accordingly, if confirmed, I will work closely with ASN(RD&A) to ensure that Safety is not sacrificed for the sake of expediency. This will be accomplished by addressing barriers, investigating opportunities for streamlining and resolving system safety, and environmental challenges while finding efficiencies and reducing program risk.

32) What is your understanding of the role of the ASN(EI&E) in establishing medical surveillance policies and program criteria applicable to Department of the Navy military and civilian personnel?

- ASN(EI&E) has a very close working relationship with Navy Medicine and the Defense Health Agency to ensure the health of the DON force. If confirmed, my role would be to oversee medical surveillance and medical qualification policy development for the DON by BUMED. If confirmed, I also will oversee assistance to OSD in developing and updating DoD level medical surveillance policies.
- DON has standardized examination protocols for medical surveillance programs for DON military and civilian personnel. Additionally, the staff of the Office of the ASN (EI&E) has a good working relationship with the Naval Safety enterprise which ensures proper identification, tracking and completion of the correct Medical Surveillance Examinations. Based on these relationships, if confirmed, I will influence and establish medical surveillance policy to ensure the DON captures unique exposure based and certification exams.

33) What “safety” lessons learned were derived from the post-mishap investigations into the separate 2017 collisions that damaged the *USS Fitzgerald* and the *USS John S. McCain* and together killed seventeen sailors?

- As a result of the *USS Fitzgerald* and *USS John S. McCain* collisions the Navy developed the Readiness Reform Oversight Council where all recommendations from the Comprehensive Review and the Strategic Readiness Review were categorized into seven domains. These domains included: Command & Control, Operations, Manning, Training, Budgetary & Finance, Governance and Learning Culture & Industry Best Practices. Each of these Domain initiatives were managed at the flag level with status updates at the 4-Star and Under Secretary of the Navy level until corrective actions or improvements were implemented.
- Through coordination with the Readiness Reform Steering Group, the 31 specific Safety related recommendations were tracked to implementation. These safety related recommendations spanned the seven domains and will continue to be monitored and managed ensure continuous process improvement.

- Additionally, the Vice Chief of Naval Operations directed a comprehensive review of the Mission and Functions of the Naval Safety Center to best organize in order to capture modern data analytics as a predictive and preventive tool and to identify the most effective internal structural design. This has been accomplished through the standup of a Knowledge Management and Safety Promotions Directorate at the Naval Safety Center to share data an analysis across aviation, afloat, shore and expeditionary communities.

34) If confirmed as ASN(EI&E), what would you do to ensure that these lessons learned are inculcated in tactics, techniques, and procedures across the Navy and Marine Corps?

If confirmed, I will ensure recommendation and corrective actions from Mishap Reports and Hazard Reports are tracked and implemented to completion. Further, I will support the DON expanded use and implementation of the Joint and Navy Lessons Learned System. This will provide a platform for communication of lessons learned and best practices and facilitate sharing of information with sister services with similar platforms and/or equipment.

Defense Policy Review Initiative (DPRI)

35) 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 in the security environment of the 21st century. What is your understanding of the status of the Department of the Navy's implementation of DPRI?

Construction in support of the Guam relocation plan is in the execution phase and proceeding apace. While taking longer than planned, the schedule for the Marine Corps Base on Guam supports commencement of the Marine relocation per international agreement.

36) If confirmed to be ASN(EI&E), what would be your role in DPRI implementation and execution, particularly as to:

- **Realigning some U.S. Marines from Okinawa to Guam;**
- **Building-up of facilities at other locations in Japan, such as Marine Corps Air Station Iwakuni;**
- **Constructing the Futenma Replacement Facility;**
- **Developing new live-fire Range Training Areas in the Commonwealth of the Northern Mariana Islands (CNMI)**

If confirmed, my role in DPRI implementation will be to establish Navy energy, installation, and environmental policy related to the program, and oversee processes and procedures in support of those efforts.

With respect to the Guam and CNMI aspects of the program, this will include primarily:

- Overall program implementation of infrastructure planning, design and construction;
- Development of associated public works services to ensure compliance with department objectives;

- Oversight of the department's implementation of environmental, cultural, and regional commitments; and
- Coordination with the Office of Economic Adjustment to review strategy and progress of off-base construction projects.

With respect to DPRI implementation and execution in Japan, my role will be to oversee basing matters and to ensure the proper integration of DON and other Services' equities. If confirmed, I will work with senior Department of Defense officials to facilitate the DON's important partnership with the Government of Japan as they implement design and construction.

37) If confirmed, what specific actions would you take to address munitions of explosive concern (MEC) on Guam and in the Commonwealth of the Northern Mariana Islands (CNMI) to mitigate adverse effects to DPRI-related construction cost and schedule impacts?

I take very seriously the safety and security of the DON workforce, contractors, and citizens of Guam and the Commonwealth of the Northern Mariana Islands (CNMI). I understand that Guam and CNMI, as World War II battlefields, contain the potential of unexploded ordnance. If confirmed, I will work to ensure construction on Guam and CNMI proceeds safely and appropriately balanced with the critical national defense requirements associated with the DPRI program.

38) In your view, should the DPRI strategy, particularly as it relates to Navy and Marine Corps force structure and posture in U.S. Indo-Pacific Command (INDO-PACOM), be adjusted, better to accomplish the goals of the 2018 NDS?

I have limited exposure to the implications of the DPRI strategy on the Navy Marine Corps force structure. If confirmed, I will work with senior department leadership and provide my views toward implementation of the 2018 NDS.

39) Recent reports state that relocation of U.S. Marine Corps Air Station Futenma from densely populated Ginowanto Henoko on Okinawa's eastern coast will cost \$8.5 billion and take 12 years, pushing its completion into the 2030s—essentially doubling the project's cost and schedule. What is your understanding of the current situation as it pertains to the cost overruns and delays?

I have read the press reports regarding construction on Okinawa in support of the Marine Corps. I am aware the Government of Japan is responsible for the design and construction of the Futenma Replacement Facility. If confirmed, I will work closely with senior Department of Defense Officials to understand and mitigate challenges with the cost and schedule of the program.

Diego Garcia

40) In February 2019, the International Court of Justice (ICJ), the United Nations' highest court, issued an opinion advising that the United Kingdom must return the Chagos Islands, home to U.S. military base Diego Garcia, to Mauritius, "as rapidly

as possible.” How vital are the U.S. base and assets on Diego Garcia to the United States’ execution of the NDS in INDO-PACOM?

DON’s presence is consistent with the National Defense Strategy. The joint U.S.-U.K. military base on Diego Garcia plays a critical role in the maintenance of regional and global peace and security. I fully support the Administration’s unequivocal recognition of the United Kingdom’s continued sovereignty over the British Indian Ocean Territory (BIOT).

41) In your view, does there exist a suitable replacement site for the basing of these assets?

I don’t have the specific information to comprehensively answer this question, though I believe it would be a significant challenge to find a suitable replacement site for any military facility, including Diego Garcia, which offers exceptional access and unique capabilities due to its location. The Administration has noted its status as a UK territory is essential to the value of the joint U.S.-UK base and the DON’s shared security interests. It would prove to be a substantial effort to relocate and replicate the long-relied upon capabilities of the base.

42) What would be the cost and strategic effect of relocating U.S. assets from Diego Garcia?

I do not have access to information that would allow me to assess the cost and strategic impacts of relocating U.S. assets from Diego Garcia should it be necessary. If confirmed, I will ensure cost implications and strategic considerations inform the Department of the Navy basing decision process. Just as it would be for any long-established U.S. installation, I anticipate there would be substantial costs associated with relocating and replicating the capabilities that Diego Garcia has offered for decades.

Real Property Accountability

43) A May 2018 Government Accountability Office (GAO) report identified internal control deficiencies that impaired the Department of the Navy’s ability to account for all of its real property. In 2019, the Navy achieved a 100% baseline review of all of its real property. In addition, the Marine Corps reduced future maintenance costs by divesting 11.5 million square feet of obsolete Marine Corps facilities. What are the Navy and Marine Corps’ “next steps” in properly accounting for all of their real property assets, establishing accurate valuation baselines, and implementing cost-effective real property recapitalization or divestiture processes?

I understand the DON is performing cyclic physical inventories of all real property assets to support accountability and auditability. As part of this process real property assets will be inventoried over the course of three years in order to sustain a supportable asset posture. If confirmed, I will ensure progress is made to achieve real property audit assertions.

44) If confirmed as the ASN(EI&E), what would be your role in ensuring these “next steps” are accomplished in a timely, accountable fashion?

If confirmed, I will ensure my office continues to vertically and horizontally integrate

stakeholder organizations that oversee, own and are responsible for ensuring the Navy's and Marine Corps' real property inventory is complete and accurate. I will also ensure a plan of action and milestones are carried out to satisfy all of the financial management assertions.

45) In your view, and given your personal background and experience, what are the key components of a sound and sustainable process to account for the existence and status of the Department of the Navy's real property assets?

Paramount to developing and sustaining a complete and accurate real property inventory is a having a dedicated workforce that understands the value and importance of accountability and knows what actions need to be taken to maintain an inventory. Also critical is clear messaging on why accountability is important to the DON, and having integrated and supportive leadership from the Secretary of the Navy to the local installation commanders who make accountability a priority. Finally, the necessary activities required to build and maintain an inventory over time must be properly resourced.

46) Do you believe the Department of the Navy currently maintains excess infrastructure overseas? Please explain your answer?

I have not had the opportunity to study the complete inventory of the Department's overseas force structure. However, if confirmed, and with that knowledge, I would work with the Secretary of the Navy, the Chief of Naval Operations, and the Commandant of the Marine Corps to ensure the Department's infrastructure is aligned with force structure and mission needs.

47) How would you seek to address the number, placement, and mission assurance of overseas infrastructure, if confirmed?

If confirmed, I would support the Secretary's basing initiatives and ensure the Navy and Marine Corps team executes decisions appropriately.

48) 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. For example, DOD had proposed to build a 5-bed hospital at Guantanamo Bay for \$250 million—or \$50 million per bed. The Army proposed to build 52 single family homes for 18 military personnel, as well as for civilian personnel and contractors, on Kwajalein Atoll, at a cost of \$1.3 million per home. What is the value in designating remote locations as accompanied tours, in your view?

Accompanied tours reduce forced separations and turnover, and promote family stability, provide continuity, and improve operational effectiveness.

49) Does the value of accompanied tours in this context outweigh the cost associated with constructing and maintaining the facilities required to support military families?

While unaccompanied orders can save on per person permanent change of station costs and family support facilities, these savings are balanced against the costs of high turnover rates and personnel ramp-up times. This challenge is most pronounced at high-tempo, operational locations, such as Naval Station Guantanamo Bay, where high turnover rates affect nearly every command function.

50) What are your ideas for reducing the cost of construction at remote locations?

Construction projects in remote locations generally cost more than those within the continental United States. OCONUS projects require greater scrutiny and oversight. If confirmed, I am committed to reviewing the Department's planning, design, and construction practices, particularly those in remote locations, to seek opportunities to reduce those construction cost.

Base Realignment and Closure

51) In past years, DOD has requested Congressional authorization to conduct another Base Realignment and Closure (BRAC) round. Do you believe another BRAC round is necessary? If so, why?

Every enterprise regularly evaluates its real property assets to determine the most effective use of capital in support of its overall strategy. The Department of Defense is no different. I believe that a regular assessment of the Navy and Marine Corps' real property footprint is necessary, but must take into account strategic factors and risks such as the impact on service members and their families, the proper disbursement of forces, the economic and environmental impact on local communities, and cost.

52) Were Congress to authorize another BRAC round, what is your understanding of the responsibilities that would be assigned to the ASN(EI&E) for formulating BRAC recommendations? How would you undertake to execute these responsibilities?

If another BRAC round is authorized, the ASN(EI&E) will be responsible for ensuring the Department complies with the requirements of the authorizing language. If confirmed, I would work closely with the Service Chiefs, and advise the Secretary of the Navy in conducting the necessary analysis and preparing suitable recommendations consistent with the Secretary of the Navy's priorities. I would also be a primary interface with the Secretary of Defense team. In addition, I would serve as the liaison with the Congress, State and local community leaders regarding issues related to Department of the Navy installations in their jurisdictions. My office would also be responsible for ensuring the Department properly executes approved BRAC recommendations.

53) If confirmed, and were Congress to authorize another BRAC round, how would you go about setting priorities for infrastructure reduction and consolidation within the Department of the Navy?

If confirmed, I would advise the Secretary of the Navy to ensure that BRAC decisions were "strategy" and not simply "cost" driven. Accordingly, BRAC should consider the

missions of today, but also those anticipated in the future. It is essential the DON accurately assesses its current and future requirements and that we focus on preserving those critical and often irreplaceable assets including testing and training ranges.

- 54) Were Congress to authorize another BRAC round, what is your understanding of the responsibilities that would be assigned to the ASN(EI&E) for working with local communities with respect to property disposal? How would you undertake to execute these responsibilities?**

If confirmed, I would be a primary liaison with State and local leaders for any BRAC property disposal actions and would work with them to support their economic redevelopment plans for any excess property.

- 55) It has been noted repeatedly that the 2005 BRAC round resulted in significant unanticipated implementation costs and saved far less money than originally estimated. Do you believe such issues could be anticipated and addressed suitably in a future BRAC round, and if so, how?**

I understand that BRAC 05 was affected by multiple challenges, including unforeseen conditions and increased MILCON costs. While it is not possible to completely account for such issues, if confirmed, I will work with the Service Chiefs to continue to improve the requirements generation process and to generate additional tools to assist with making more informed basing decisions.

- 56) What steps has the Department of the Navy taken to share with the other Military Departments and Services its “lessons learned” from environmental remediation in support of the redevelopment of military bases closed under BRAC—particularly as regards the remediation of emerging contaminants?**

DON continues to work with peers in the other military departments and share remediation approaches as well as the integration of environmental requirements into BRAC transfer documents. For emerging contaminants, and specifically for the high profile PFAS issues, DON participates along with the other military departments through the SECDEF’s PFAS Task Force.

Installation Modernization and Resilience

- 57) Decades of underinvestment in Department of Defense installations has led to substantial backlogs in facilities maintenance and substandard living and working conditions for Sailors and Marines, 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 Sailors, Marines, and their families. In**

your view, how is the readiness of navy shore installations linked to the readiness and lethality of naval power?

Installations and infrastructure are essential to enable military readiness, project combat power, and provide for security of equipment, personnel, and family members.

58) In your view, does the Department of the Navy receive adequate funding for base operations support, writ large? Please explain your answer.

Base Operations Support accounts have historically been underfunded to help offset other higher priority mission requirements. If confirmed, I will work closely with the appropriate entities to examine the account and ensure we are budgeting to the appropriate levels

59) Do you have any specific plans to leverage infrastructure modernization to improve the quality of life for Navy and Marine Corps service members and their families, who are under considerable strain as a result of repeated deployments?

If confirmed, I would be committed to identifying and supporting opportunities to sustain or improve the quality of life programs for Sailors, Marines, and their families. Increased investments in Family Housing and Childcare along with increased community engagements are already establishing a pathway to improved services to Sailors and their families.

60) What is the status of development and enterprise-wide implementation of the Navy Infrastructure Readiness Plan (IRP)?

If confirmed, I will fully support ongoing efforts by the CNO and Commander, Navy Installations Command to develop a long term infrastructure strategy that will address risks that we have taken in shore infrastructure. This effort will inform the shore portion of a unified fleet readiness picture assessed by and reported through Fleet Commanders.

61) If confirmed, how would you adjust Department of the Navy investment in infrastructure preservation and modernization?

If confirmed, I will be committed to fully understand the Department's infrastructure sustainment, restoration and modernization requirements. I will work closely with the Navy and Marine Corps to balance investment in DON facilities with the operational lethality required for Great Power Competition.

62) The results of past underinvestment in infrastructure is particularly acute in naval shipyard facilities. According to the Navy's shipyard modernization plan, it may take as long as 17 years and require outlays of as much as \$3.4 billion to clear the infrastructure repair and maintenance backlog. If confirmed, how would you prioritize the resourcing of Navy shipyard modernization going forward, in light of other competing priorities?

If confirmed, I will work closely with all stakeholders, including Assistant Secretary of the Navy for Research, Development, and Acquisition ASN (RDA), and Naval Sea Systems Command (NAVSEA), to ensure the enterprise is focused on timely funding of public shipyard infrastructure. I recognize the committee's concerns and will be providing a report (due in March of 2020) that addresses "the feasibility of programming

and constructing a dry dock production facility at Pearl Harbor Naval Shipyard. The report will also address the planned sustainment, restoration, and modernization measures that will be undertaken to mitigate the effect of a further delayed replacement facility.”

- 63) **In your view, has the Shipyard Infrastructure Optimization Program achieved its objective of streamlining local project reviews, resulting in more predictable timelines and solutions for shipyard projects? If not, how would you adjust the Shipyard Infrastructure Optimization Program, if confirmed, to achieve these paramount objectives?**

The Shipyard Infrastructure Optimization Program was established in 2018 and has three phases. Phase I, which included the initial review of infrastructure problems, is complete. Phase II, modelling and simulation, and Phase III, development of an execution strategy are ongoing. Once all three phases are completed, the Navy will have a framework for recapitalizing the Shipyard infrastructure. If confirmed, I will work closely with other stakeholders, including Assistant Secretary of the Navy for Research, Development, and Acquisition ASN (RDA), Naval Sea Systems Command (NAVSEA), to ensure the program achieves its paramount objectives.

- 64) **The Department of the Navy defines “installation resilience” as the ability of the platforms from which it generates and projects naval power to accomplish their missions, despite actions by adversaries or other events to deny, disrupt, exploit, or destroy installation-based capabilities. The range of threats against which a military installation must maintain resiliency: cyber threats, physical attacks, political influence, and natural events, is ever-growing. Given the 2018 NDS, what priority in the Navy program would you accord the survivability of Navy and Marine Corps expeditionary advanced bases, forward operating bases, and cooperative security locations?**

If confirmed, I would place a high priority on the survivability of all Navy and Marine Corps installations, including expeditionary advanced bases, forward operating bases, and cooperative security locations. There are many and varied threats to installation resiliency. They are complicated and interwoven across many technical disciplines such as energy reliability, cyber security and resiliency, counter-UAS, digital controls, or environmental. The DON must continue to work with the Congress, industry leaders, and community partners to evaluate risks both inside and outside fence lines, incorporate those risks into various planning and management processes, and mitigate their effects in order to improve the resiliency of the Shore Domain.

- 65) **What are the Navy and Marine Corps doing to assess and prioritize facility requirements for prepositioned forward fuel, stocks, and munitions, as well as to generate options for non-commercially dependent distributed logistics and maintenance—all to ensure logistics sustainment in the face of persistent multi-domain attack?**

I am not familiar with the specific details of this complex issue, but if confirmed, I will work closely with the Navy and Marine Corps staffs to determine what steps are currently being taken and what remains to be done to improve the Navy and Marine Corps’

logistical position.

66) How are the Navy and Marine Corp addressing significant challenges with resilient storage for new generations of high-yield munitions in theater?

While not familiar with all aspects of new generations of munitions, I am generally aware that there is the potential need for modernizing and improving munition storage facilities in theater. If confirmed, I will work closely with the Navy and Marine Corps staff to address these challenges.

67) How would you lead the Navy and Marine Corps in improving the capability and capacity of ordnance magazines at each ordnance installation to meet the Global Requirements Based Load Plan—with a view to ensuring the most efficient resupply of supported war fighters and minimizing strategic lift requirements?

If confirmed, I will work closely with the Navy and Marine Corps staff to evaluate new and emerging technologies to adopt the most efficient and effective strategies and facilities to support war fighters.

68) In your view, might “digital twinning” offer a suitable means for enhancing the resiliency of new platforms and major modernization efforts alike?

If confirmed, I will work with my staff to ensure the most effective and efficient technologies are utilized to improve shore infrastructure.

Energy Resilience

69) It is essential that DOD maintain capability to sustain critical operations in the event of an energy disruption—including commercial grid outages. Following a coup attempt in July 2016, the Turkish government cut off power to Incirlik Air Base, which was the primary platform for launching coalition airstrikes in the fight against ISIS. For roughly a week, deployed units had to operate with only backup generators—a very expensive proposition and one that risked being unable to support the demanding operations tempo. More recently, the Air Force reported an incident in which a remotely piloted aircraft (RPA) mission based in the United States was flying a targeting mission overseas. Because of a power outage stateside, the RPA feed temporarily lost visual contact and the target was able to “get away” and “continue plotting against the United States and our allies.” If confirmed, specifically what would you do to inculcate energy resilience as a mission assurance priority for the Department of the Navy?

The DON is already using its Mission Assurance program to identify and prioritize threats energy resilience threats and vulnerabilities to Defense and Task Critical assets and to incorporate these requirements into installation planning. If confirmed, I am committed to supporting will require resources and innovation to deliver the additional secure energy needed for directed energy, laser and rail guns weapon systems

70) What is the purpose of the Energy Mission Integration Group and what would be your role in the Group’s planning and governance processes, were you confirmed as ASN(EI&E)?

The DON has implemented energy focused governance processes to mitigate its highest priority energy resilience gaps (e.g. the Navy Energy Mission Integration Group). By bringing multiple resiliency issues into an integrated Navy and Marine Corp planning and governance process, the DON is able to pursue innovative solutions involving communities, industry, and other Federal agencies. My role, if confirmed, will be one of high level mission-focused governance, promoting the use of Congressional authorities and creating partnership opportunities with other Federal, State, and local entities to improve energy resilience inside and outside the installations.

71) What progress has the Department of the Navy made in creating individualized Installation Energy Plans to identify and remediate resilience gaps on and off Navy and Marine Corps installations?

During FY19, the Navy conducted energy resiliency planning at fifteen high priority bases resulting in Installation Energy Plans that identify resilience gaps on and off-base. DON mission assurance assessments have highlighted resilience, reliability, and cybersecurity gaps both on and off the installation.

72) How can the Department of the Navy better integrate energy security and resilience as standard components of its Military Construction (MILCON) programs, in your view?

The DON is already taking steps address energy security and resilience in planning, design, construction, repairs and maintenance processes. The Department leverages the Mission Assurance program to identify cyber and energy resilience vulnerabilities and the Installation Energy Planning to capture current and future mission requirements including power quality and develop integrated solutions to meet these requirements.

73) To what extent, if any, are naval and Joint Force training exercises and wargames incorporating scenarios featuring energy-related threats and constraints—such as assessing blackstart ability in response to a cyberattack on commercial electric grids? If not, why?

The DON has not executed any black-start exercises but has partnered with the Massachusetts Institute of Technology – Lincoln Labs to conduct tabletop energy resilience assessments at several installations in California, Washington State, Pennsylvania, Virginia as well as overseas in Guam and Italy. Theses tabletop exercises simulate a multi-state outage of the electrical grid for 30-days while the installation maintains a state of constant readiness. If confirmed, I will work to mitigate vulnerabilities identified from these tabletop assessments, war gaming and mission assurance assessments.

74) Have Mobile Utility Support Equipment missions been effective in providing energy resiliency in support of mission critical and Fleet readiness requirements, and in natural disaster relief?

Mobile Utility Support Equipment has enabled mission accomplishment to include: pier side utility shortfalls; short notice ship movements and deployments; maintenance for submarines, carriers and surface ships (often related to their nuclear plant); planned and unplanned outages at critical facilities (e.g. communications and operations centers); and

support in the wake of natural disasters (e.g. Hurricane Maria in Puerto Rico). MUSE deployments have also occurred in support of the Ford Class Carrier, F35 Joint Strike Fighter (JSF), and contingency engineering operations (e.g., Camp Lemonier Djibouti and NB Guantanamo Bay.)

75) How can the effectiveness of these platforms be improved, in your view?

The MUSE program would benefit from continued recapitalization of inventory, with a focus on cleaner burning units that utilize emergent technology such as selective catalytic reduction (SCR) facilitating prime power production that meets EPA emission standards.

76) Given the Department of the Navy's dependence on non-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?

The DON Installation Energy Planning process identifies installation resilience, reliability, efficiency requirements and the capability of public and private sector utilities to meet these requirements. As these plans mature, there are opportunities to leverage existing congressional authorities, third party financing and Office of Economic Adjustment resiliency initiatives to improve energy resilience and management.

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

The DON is working with DOD on the feasibility of stationary micro-reactors to provide long-term energy resiliency to U.S.-based installations.

78) What initiatives is the Department of the Navy undertaking in regard to development of enterprise-wide battery standards and promoting the safety of lithium-ion batteries?

The Navy has recently established a "Battery Development and Safety Enterprise Office" to participate in the development of enterprise-wide battery standards and the safety of lithium-ion batteries.

Expanded Authorities to Promote Energy Resilience

79) DOD and the Military Departments can use any number of unique 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. Has the Department of the Navy utilized one or more of these authorities to date, and to what effect? Have one or more of these mechanisms yielded outcomes of particular promise?

The Department of the Navy is using the mentioned authorities to execute over 20 critical power energy resiliency projects to improve installation resilience. As an example, the Department recently awarded a significant infrastructure upgrade at Naval Base

Guantanamo Bay funded through an Energy Savings Performance Contract. Among other upgrades, the project will construct a new power plant that incorporates a multi-fuel power solution using liquefied natural gas as its primary fuel. This solution enables this remote outpost to operate for 30 days without refueling.

- 80) **In your view, how can the Department of the Navy use one or more of these authorities to secure access to advanced energy-related technologies and concepts, including cyber-secure microgrids, hardened feeder lines, or multi-fuel operations?**

The Department conducted robust mission assurance assessments that highlighted resiliency gaps on and off the base. As a result, the Department has implemented energy focused governance processes to mitigate the highest priority gaps. By bringing multiple resiliency issues into an integrated Navy and Marine Corps planning governance process, the Department is able to pursue innovative solutions using the mentioned authorities involving communities, industry, and other Federal agencies.

- 81) **Should the authorized scope of existing third-party financing authorities be expanded to include other specific investments that could improve energy resilience and mission assurance? Please explain your answer.**

The current authorities are sufficient to close energy security gaps identified in mission assurance assessments.

- 82) **Section 2805 of the NDAA for FY 2017 granted the Secretary of Defense new authorities to plan and fund military construction projects directly related to energy resiliency and energy security. In your view, for what types of construction projects should the Navy and Marine Corps leverage section 2805 authorities to enhance mission assurance, support mission critical functions, and address known vulnerabilities?**

I understand that DON appreciates congressional support for the Energy Resilience and Conservation Improvement Program (ERCIP.) If confirmed, I will work to identify further projects.

- 83) **If confirmed, how would you measure and assess whether Navy and Marine Corps investments in section 2805 projects were generating requisite energy resilience and security?**

If confirmed, I will assess the impacts on mission resiliency from multiple aspects, and assess their ability to reduce risk to the mission and enhance the lethality of the warfighter.

Operational Energy

- 84) **The Department defines *operational energy* as the energy required for training, moving, and sustaining military forces and weapons platforms for military operations, including the energy used by tactical power systems, generators, and weapons platforms. As early as 2004, then-General James Mattis cautioned Congress that “units would be faced with unacceptable limitations because of their dependence on fuel” and that resupply efforts “made us vulnerable in ways that**

would be exploited by the enemy.’’ On the battlefield of the future, warfighters will need exponentially more energy with rapid recharge and resupply over longer operating distances. The quality of electricity will matter too—the Navy’s vehicles, sensors, robots, cyber forces, directed energy weapons, and artificial intelligence will be controlled by systems sensitive to fluctuations in voltage or frequency. If confirmed, what priorities would you establish for Department of the Navy investments in operational energy technologies to increase warfighter combat capabilities and reduce logistical burdens?

Although operational energy responsibilities no longer fall in the EI&E portfolio, and are under ASN(RDA), I believe that investments in emergent technologies will play a large role in reducing the logistics burdens.

85) In what specific areas, if any, do you believe the Navy and Marine Corps need to improve the incorporation of operational energy considerations in their strategic planning processes?

Although operational energy responsibilities no longer fall in the EI&E portfolio, and are under ASN(RDA), I believe strategic planning must include operational energy requirements for directed energy including rapid refueling, storage, and logistics.

86) If confirmed, what specific actions would you take to ensure that the Navy and Marine Corps harness innovations in operational energy and link them with emerging Military Service and Joint operations concepts?

Although operational energy responsibilities no longer fall in the EI&E portfolio, if confirmed, I would work with ASN(RDA) to study the results of recent joint exercises and war gaming and urge actions that address critical operational energy vulnerabilities in DON and Joint fueling and re-fueling capabilities in the Pacific.

87) How can Navy acquisition systems better address requirements related to the use of energy in military platforms?

This is now under the purview of ASN(RDA).

88) In your view, should energy performance and supportability be considerations in the requirements process?

Although operational energy responsibilities no longer fall in the EI&E portfolio, and are under ASN(RDA), I believe energy performance and sustainability requirements should be identified in order to integrate new operational energy technologies into existing networked energy and utility systems.

89) In your view, how can the Department of the Navy better leverage advancements in data analytics and associated technologies to improve commanders’ visibility of fuel consumption by the force?

Advancements in data analytics are improving commanders’ visibility of fuel consumption by their forces enabling better predictive and scenario analysis.

Energy Conservation

90) What do you perceive to be the core elements of an effective energy conservation strategy for the Department of the Navy?

I believe the core elements of this strategy are Policy, Resourcing, Leadership and Management.

91) What do you perceive to be the most achievable and realistic energy conservation goals for the Department of the Navy? What do you consider to be a “stretch goal” for Department of the Navy energy conservation?

I understand that DON has reduced energy consumption by 40%, is aligned with DOD guidance to reduce overall energy intensity each year as its stretch goal, and has developed the energy security framework establishing energy resilience, reliability and efficiency as the three pillars for delivering power to meet mission requirements. Energy efficiency which includes conservation is important in ensuring judicious use of resources and in creating cost savings that can be invested to meet increasing demand energy resilient and high quality power.

92) If confirmed, what specific actions would you take to reach these goals, and how would you measure your progress toward both?

Installation energy goals need to be linked to mitigating mission assurance vulnerabilities and enabling mission readiness and lethality. I understand the Installation Energy Plans (IEPs) are the current mechanism for identifying resilience, reliability and efficiency. If confirmed, I would ensure continued focus on IEP development, implementation and sustainment.

93) In your view, do any of the current Department of the Navy energy conservation goals negatively impact the Navy or Marine Corps? Please explain your answer.

Energy and water goals need to be established in the context of DON mission readiness and our ability to train, deploy, sustain and reconstitute warfighting capabilities. We are investing in systems of systems and individual conservation goals may drive sub-optimized investments.

Water Resilience

94) 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. If confirmed, how will you lead the Department of the Navy in developing a comprehensive water strategy that addresses research, acquisition, training, and organizational issues?

The hazards DON installations face regarding water security vary depending on geographical location, source, age of the conveyance systems, and mission requirements. I will continue to collaborate with industry and community leaders to encourage best management practices, and improve water security at our installations. If confirmed, I will build upon the great process of the Mission Assurance Program to make sure that water security risk and dependency on local infrastructure is addressed in a multi-functional way.

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

The Department actively engages with state and local governments in drought-prone areas to balance our mission needs and access to sustainable water sources, along with the surrounding community. The DON uses a combination of alternative water sources (ie rainwater collection), xeriscaping, drought tolerant plants, natural precipitation, drip/sprinkler irrigation, and weather monitoring to reduce use of potable water.

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

The Department promotes water conservation strategies that work best for the varied geographical locations. Reducing consumption for non-core functions is one of the methods the DON is using to improve water security, and I understand the DON does this by a variety of processes such as constructability reviews, planning and development working groups, design assessments, installation work-induction boards, and acquisition strategy boards.

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

The Department uses the Mission Assurance Program to establish a uniform approach to assess water security and improve infrastructure, leak detection, treatment and equipment because the risks vary depending on geographic location, age of the water conveyance systems, and mission requirements. As a result, the Department is able to pursue innovative solutions involving communities, industry, and other Federal agencies to prioritize projects and mitigate risks. Additionally, The Department conducts annual assessments of water quality, consumption rates, infrastructure age, operating costs, and maintenance requirements to target high risk and vulnerable operating systems for resource investment.

Emerging Contaminants

98) The environmental and health effects associated with exposure to certain Per- and Poly-fluoroalkyl substances (PFAS) have been a major concern for Congress, DOD, military families, and communities in the vicinity of military installations. According to the GAO, the Navy has identified 127 installations with known or suspected releases of perfluorooctane sulfonate (PFOS) and perfluorooctanoic acid (PFOA). What is your understanding of the Department of the Navy's strategy for monitoring drinking water on Navy and Marine Corps installations, as well as public and private drinking water off-installation, for PFOS, PFOA, and other contaminants, and addressing any findings impacting water safety?

It is my understanding the Navy and Marine Corps have drinking water sampling data for all DON installations world-wide. Drinking water provided at all these locations does not contain PFOS or PFOA above the EPA lifetime Health Advisory (HA). Additionally,

where DON suspected a PFAS release may have migrated off an installation, permission was obtained and private and public water systems were tested, and if PFOS or PFOA was detected above the HA, alternative water was provided immediately.

99) If confirmed, what role would you establish for the ASN(EI&E) in addressing potential PFAS-related contamination at Navy and Marine Corps bases, installations, and operational platforms?

If confirmed, I would represent DON on the DoD PFAS Task Force to provide strategic leadership and direction to ensure a coordinated, aggressive, and holistic approach on DoD-wide efforts to proactively address the myriad of PFAS issues. I will ensure we address the effects from DON PFAS releases, as we take care of Sailors and Marines and their families, and the affected communities surrounding our bases.

100) In your view, what role should the Navy and Marine Corps take in funding and overseeing PFAS-related environmental cleanup and restoration activities at Reserve locations and in communities adjacent to or near military bases, installations, and operational platforms?

I understand Navy and Marine Corps have already conducted comprehensive reviews of our DON installations, including Reserve locations and communities adjacent to our bases. This review identified 148 installations with at least one known or suspected PFAS release. Initial investigations are underway at these locations. I believe DON must continue funding investigations and cleanup actions in close coordination with our regulatory partners that will result in protection of human health and the environment.

101) What are your views of the importance of the Navy's efforts to find a replacement for Aqueous Film Forming Foam?

I believe it is critically important for Navy to work closely with the DoD research and development programs to find a suitable firefighting agent that does not contain PFAS and which has the same life-saving firefighting performance capabilities as aqueous film forming foam.

102) If confirmed, what would be your approach to addressing public health concerns—including the concerns of service members and their families—regarding alleged exposures to potentially harmful contaminants on or deriving from Navy and Marine Corps bases?

If confirmed, I will ensure we are communicating openly with our service members and their families regarding the latest scientific information regarding potential PFAS exposures. I understand DON has been communicating transparently in locations where there were suspected PFAS releases being investigated off our installations. I would ensure DON continues building on these successful engagements.

Data, Network, and Control System Resilience

103) Complex interconnected global networks both provide the Navy and Marine Corps with tremendous military advantage and make them targets for disruptive and

damaging attacks. Attacks on DOD networks are not new, but attempts to steal critical information are increasing in both severity and sophistication. In response to the increased role data and information play in maintaining a maritime competitive advantage, the Secretary of the Navy recently established a new Special Assistant for Information Management and Chief Information Officer (CIO). If confirmed, what would you do to improve the cybersecurity and data hygiene culture across the Office of the ASN(EI&E)—including military, civilian, and contractor employees?

The responsibility for cyber defense of Navy ICS/SCADA resides with the local system owners at the installations. System owners work closely with Naval Facilities Engineering Command (NAVFAC) who is the cybersecurity technical authority for these systems.

The responsibility for defensive cyber operations of ICS/SCADA systems is Marine Corps Forces Cyberspace Command (MARFORCYBER). MARFORCYBER is responsible for the overall security, operations, and defense of the Marine Corps Enterprise Network.

If confirmed I will continue efforts with DON CIO to develop and deploy unique capabilities required by Operational Technology.

104) If confirmed to be the ASN(EI&E), how would you order your relationship with the new CIO?

The interconnectivity of DON IT systems with OT and ever increasing pace of change makes the relationship with the DON CIO very important to me and pivotal to achieving installation resilience and delivering lethality.

105) From an installations perspective, on which Information Technology (IT) projects would you expect to collaborate with the CIO?

I believe continuous collaboration with the CIO is important on all IT projects that enable our bases to operate including data analytics required for business, financial, safety, environmental, geo-spatial, planning, engineering, and maintenance operations of installations. Also, the implementation of 5G is going to be a very big nexus for interaction with the DON CIO.

106) What sort of Operational Technology (OT) projects would benefit from your collaboration?

DON's OT projects benefit from the engagement of DON CIO to include: development and deployment of a cyber-secure enterprise architecture, creation of a Navy laboratory to validate cybersecurity and interoperability of ICS/SCADA prior to deployment, piloting of MOSAICS, and data analytics from the SMART Grid enabling higher performance and efficiency of water, steam, and electrical systems.

107) What progress has the Department of the Navy made in inventorying all OT systems, and in developing plans, processes, and tools to identify, track, respond to, and mitigate the vulnerabilities of each such system?

The Department of the Navy has taken a forward leaning approach in meeting threats from nation states for facilities cybersecurity across the shore. Both the Navy and Marine Corps are rapidly deploying comprehensive architectures that include accrediting and hardening the control systems (ICS/SCADA) in our infrastructure such that they can stay resilient in any fight. These comprehensive architectures provide secure operating environments and are being deployed in a manner to target the most mission critical facilities first.

108) What is the Department of Navy doing to deploy “small cell” and 5G wireless technologies on Navy and Marine Corps installations?

The Department is revising its 2016 policy on expediting deployment of wireless broadband on its installations to better accommodate “small cell” 5G networks. In short, the new policy urges installation Commanders to support requests by wireless carriers to install networks on their installation, identifies the process for obtaining approvals for bill of materials, spectrum clearance, site approval, environmental compliance and issuance of real estate agreements. Under this policy, the goal of the Department is to issue a real estate agreement within 12 months of receipt of a request from a wireless carrier.

In addition, the Department adopted the USDA Rural Utility Services Programmatic Agreement. This agency provides low-cost loans and grants to wireless carriers to extend wireless broadband into rural communities. Adoption of their Programmatic Agreement assists their deliberations on whether to provide funding for proposals that require the use of Department of the Navy installations, including ranges.”

109) How will such technologies enhance command and control capabilities and improve the quality of life for Sailors, Marines, and military families living on base?

Deployment of 5G technologies on Department of the Navy installations is a force enabler. Many Sailors and Marines have wireless devices that are essential for meeting mission. Reliable 5G technology will improve ability to use these devices, thus improving performance and readiness posture. I believe that deployment of 5G technologies on DON installations is a quality of life issue. For many children, access to dependable wireless broadband is essential for their schoolwork.

110) How should the security and resiliency of local power and telecommunications networks and supporting industries affect Department of the Navy decisions about where locate those new technologies, in your view?

The DON process of accommodating wireless broadband considers supply chain provenance, spectrum clearance and suitability of sites. It ensures that installation and operation of any equipment does not compromise security and safety concerns.

111) From your perspective, what value accrues to the Department of the Navy from participation in First Net?

The DON began participating in First Net in 2019. Department of the Navy installations currently operate public safety communications systems that are accessed solely by DOD entities. While First Net is not a replacement for these systems, it is complementary to these systems. Over time that Navy and Marine Corps first responders will migrate to

First Net given the interoperability of the system with other federal and non-federal first responder communications systems and the expected advanced capabilities provided by First Net user devices.

- 112) The Department increasingly depends on integrated, digital control systems to govern and monitor many aspects of military installation and platform operations. Although digital technology improves efficiency, it adds risk and increases vulnerability to cyber exploitation or attack. What progress has the Department of the Navy made toward securing the facility control systems supporting its Defense and Task Critical Assets?**

I understand the Navy and Marine Corps have a deliberate phased approach to securing ICS/SCADA, and that the Navy is currently on track with securing the most critical infrastructure first with completion of first phase by the end of FY21, and Marine Corps' plan for its ICS/SCADA cyber secure by the end of FY25.

- 113) What is the Department of the Navy's role in implementing DOD's More Situational Awareness for Control Systems (MOSAICS), and what is your assessment of MOSAICS's effectiveness in enhancing the capability of control systems to detect, respond, and recover from cyberattacks?**

The Navy is leading the DOD effort to detect, respond, and recover from cyberattacks to control systems by piloting the initial phases of DOD More Situational Awareness for Control Systems (MOSAICS). MOSAICS addresses concerns identified in an "8-star" memorandum from Commander, U.S. Northern Command and Commander, U.S. Pacific Command to the Secretary of Defense regarding cybersecurity risks to ICS supporting Department of Defense (DOD) critical infrastructure and the current National Defense Strategy. Anticipated DON Warfighter Benefits include:

- Faster, more comprehensive detection of control system threats
- Improved situational awareness, driving real-time decisions to act
- Semi-automated response and recovery that disrupts attacker's kill chains
- Enhanced information sharing that degrades attacker's ability to re-use capabilities
- Validated standardized defensive tool suite.

Physical Security Resilience

- 114) What are your ideas for countering the rapidly developing "drone" threat at Navy and Marine Corps mission critical locations?**

In execution of the National Defense Strategy, it is a priority to protect its warfighters and missions from the growing threats associated with the rapid increase in Unmanned Aircraft Systems (UAS) technology. If confirmed, I will continue to focus on specific projects that have solutions designed to protect high-value and critical naval assets afloat and ashore as well as defensive measures at all shore installations.

- 115) Has the Defense Biometrics Identification System (DBIDS) been implemented at all Navy and Marine Corps installation gates and access control points to ensure personnel and visitors are properly vetted prior to coming aboard bases and installations?**

The primary Entry Control Points (ECPs) at all Marine Corps Installations (CONUS and OCONUS) have been equipped with DBIDS. All Navy CONUS Installations have DBIDS installed and implementations for OCONUS installations are underway and will be complete by December 2020.

Weather Resilience

- 116) In 2018, extreme weather caused roughly \$9 billion in damage at military bases across the United States, Camp Lejeune among them. More recently, in the aftermath of the July 2019 earthquakes that struck outside Ridgecrest, California, the Navy was required to recover and restore critical weapons system test and development capabilities at Naval Air Weapons Station China Lake. How would you assess the readiness and resource impacts on DOD from recent extreme weather events?**

I understand facilities and installations have had impacts from extreme events. If confirmed, I will seek a detailed understanding of impacts and work toward capability recovery.

- 117) In your view, how can the Navy and Marine Corps best mitigate risks to Department missions and infrastructure associated with extreme weather, within the constraints of a fixed topline that requires prioritization of investments among a myriad of competing requirements?**

The Department considers resilience in the installation planning and basing processes, to include impacts on built and natural infrastructure. This includes consideration of environmental vulnerabilities in installation master planning, management of natural resources, design and construction standards, utility systems/service, and emergency management operations. Naval Facilities Engineering Command also developed an Installation Adaptation and Resilience Climate Change Planning Handbook to assist Navy and Marine Corps Installation planners in analyzing and developing viable action alternative strategies to address challenges they face due to climate change.

- 118) If confirmed to be the ASN(EI&E), how would you address proposals to update the DOD Building Requirements Unified Facilities Criteria (UFC) to incorporate designs more resilient to the effects of extreme weather?**

DON works to ensure installations and infrastructure are resilient to a wide range of challenges, including climate and other environmental considerations. The Department continues to engage as member of the Tri-Service UFC Board to prudently plan and design facilities to address local weather and environmental conditions.

Environmental Compliance

- 119) The Department of the Navy has implemented a robust environmental compliance program to ensure the Navy and Marine Corps can meet their title 10 responsibilities, in balance with the need for environmental stewardship and conservation. If confirmed to be the ASN(EI&E), what policies and programs would you enable to educate Navy and Marine Corps leaders and the force about**

the imperative of complying with laws and regulations addressing environmental matters and the substantive tenets of same?

I will stress to Navy and Marine Corps leaders that DON must continue to be a good steward of the environment, balancing the needs of the warfighter with the preservation of our Nation's resources. This includes managing emerging contaminantschemicals, clean-up efforts, and conservation of natural and cultural resources on shore and at sea.

120) If confirmed, what level of investment in the Defense Department's Environmental Research Programs would you support?

The Department of Defense's research and development programs must aim to support mission capabilities while improving environmental performance and reducing costs. If confirmed, I will review the R&D program to ensure it is meeting these goals while supporting Department priorities.

121) If confirmed, how will 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 Navy and Marine Corps installations, bases, and ranges?

I am aware that the Department of the Navy has a successful track record as stewards of our nation's natural and cultural heritage. If confirmed, I will work with the Department of the Interior, the U.S. Fish & Wildlife Service and other agencies and organizations to find cooperative ways to ensure military readiness and environmental protection at Navy and Marine Corps installations and in the surrounding areas that impact military operations.

122) 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?

I understand the Department has recently implemented policies and procedures to streamline the environmental planning process including revising their National Environmental Policy Act (NEPA) regulations that became effective on January 6, 2020. I will continue to support NEPA streamlining efforts.

123) Where do the Fallon Range Training Complex Expansion, Northwest Training and Testing, and Mariana Island Training and Testing projects stand in the National Environmental Policy Act Record of Decision process?

I understand these actions are progressing appropriately and will ensure they are completed in time to support mission requirements.

124) What progress is the Department of the Navy making through the Recovery and Sustainment Partnership initiative with U.S. Fish & Wildlife Service, to secure Endangered Species Act delisting of one or more species, with a view to removing unnecessary environmental encumbrances on Navy and Marine Corps installations?

I understand the Navy is working closely with the Department of the Interior on this effort and if confirmed, I will ensure we make significant progress on reducing environmental restrictions while at the same time supporting endangered species recovery

goals.

Environmental Restoration

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

125) What do you see as the main priorities for environmental cleanup and restoration in the context of the Department of the Navy program?

I understand that the Department of the Navy's main priorities for clean-up are ensuring protection of human health and the environment in a fiscally responsible manner. If confirmed, I will work closely with the Congress, the Office of the Secretary of Defense, and the regulatory community to ensure the Department meets its cleanup obligations.

126) Will you commit to this Committee that you will work to ensure that the Department of the Navy continues to program, budget, and execute adequate funding to permit cleanups under the Installation Restoration and Military Munitions Remediation Programs to continue apace?

Yes.

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, testing, and operations to meet NDS requirements. Encroachment on military installations by commercial and residential development can negatively impact ongoing operations and significantly delay or halt the construction of new testing and training facilities vital to generating readiness going forward.

127) In your view, what is the gap between "as is" testing and training range capabilities, as compared to current requirements?

The Department of the Navy's weapons systems are becoming increasingly lethal and more powerful, and require greater amounts of land, air and sea space to test and train effectively and safely. If confirmed, I intend to work closely with ASN RD&A, CNO, and CMC to evaluate current capabilities and determine where training and testing gaps exist as well as developing strategic solutions to close those gaps.

128) Specifically what has the Department of the Navy done to secure or expand operations, testing, and training capabilities at key aviation ranges (e.g., El Centro, Fallon, Barry M. Goldwater Range)?

I am aware of initiatives to expand and modernize key aviation training ranges to support the next-generation of warfighter requirements, and if confirmed, will make the execution of these modernization efforts a top priority.

129) Has the Department of the Navy documented an assessment of encroachment risks for every testing and training range under its purview?

Yes. The FY 2018-FY 2028 Strategic Plan for DoD T&E Resources and the DoD Sustainable Ranges Report to Congress provides details on the encroachment risks assessed at Department of Navy test and training ranges.

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

Virtual training and testing concepts have the potential to overcome limitations on ranges from a number of constraints, including adverse impacts from encroachment. However, while technology can be a powerful tool, I believe that no simulation is as effective as real, hands-on training.

131) If confirmed, how would you lead the Department of the Navy in projecting future operations, testing, and training range requirements?

If confirmed, I will work closely with ASN RD&A, the Chief of Naval Operations, and the Commandant of the Marine Corps to support the Secretary of the Navy's priorities

132) How would you structure your role as the ASN(EI&E), if confirmed, with regard to engaging with communities surrounding Navy and Marine Corps ranges, to address and resolve concerns, while ensuring the resilience of range capabilities?

I recognize the importance of open communication with communities surrounding installations and ranges. If confirmed I will encourage community engagement by installation and range commanders and their support staff. If confirmed, I will also ensure lines of communication are open all the way to my office to enable timely, reliable responses to address community concerns.

133) One significant issue for the Navy has been the potential interference with aircraft radars by wind farms installed around military installations and ranges.

I agree and if confirmed will work with all involved parties to ensure we balance the need for economic development with national security requirements.

134) If confirmed, what would you propose as objectives and means for addressing this issue?

If confirmed, my objective will be to advocate for Navy and Marine Corps mission requirements while working closely with the DoD Military Aviation and Installation Assurance Siting Clearinghouse, federal agencies like the Department of the Interior, state governments, and industry to identify solutions that support domestic energy development without impacting military requirements for operations, testing, and training.

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

I support domestic energy development when it is compatible with the military's mission, and, if confirmed, I intend to collaborate with energy stakeholders to develop a greater understanding of how and where Navy and Marine Corps missions may be impacted by

energy development, and identify opportunities through project siting and design that can avoid impacting readiness activities.

Military Housing Privatization Initiative

In the FY 1996 NDAA, Congress established the Military Housing Privatization Initiative (MHPI), providing 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 had been grossly mismanaged by certain of the private partners, that military and chain of command oversight were non-existent, and that in speaking out about the appalling condition of the quarters in which they lived, they were opening themselves and their military sponsor to reprisal.

136) What are your impressions of the overall quality and sufficiency of Navy and Marine Corps family housing, both in the United States and overseas?

I understand that the Department of the Navy's privatized housing has come under additional scrutiny in the last year by the media, by military members and their families, and by Congress. I know that the Department of the Navy, in conjunction with the Department of Defense and other Military Departments, is working diligently to improve the quality of family housing and resolve those issues. I personally have not yet had the opportunity to visit Navy and Marine Corps family housing to inspect the conditions or progress improvements made, however, if confirmed, I would make it a top priority to review the Navy's housing privatization program and assess how it is meeting its intended goals and the requirements recently enacted in the FY20 NDAA.

137) What is your view of the current goals and structure of the Department of the Navy's military housing privatization program?

I have reviewed the testimony from past housing hearings, the reforms in the FY2020 NDAA, and believe that the Department of the Navy has a robust and deliberate plan towards improving our privatized military housing. If confirmed, I plan on reviewing those goals and initiatives in greater detail to determine if we are meeting the mark or if additional efforts should be added.

138) What have the Navy and Marine Corps done to address Sailor, Marine, and family member concerns regarding the untenable living conditions prevalent in certain privatized housing locales?

I have not had the opportunity to review in detail the actions completed thus far by the Department of the Navy, but I know from past media reports and testimony that the DON is increasing its oversight and leadership engagement and working with the private housing partners to correct untenable living conditions as they are reported. If confirmed, I will continue to monitor our progress and improve our ability to fix unacceptable living conditions as quickly as possible.

- 139) If confirmed as the ASN (EI&E), what specifically would you do to ensure accountability in Navy and Marine Corps leaders for oversight of the privatized housing program?**

If confirmed, my expectation is Navy and Marine Corps leaders at all levels will be held accountable to carry out the direction and policy of my office towards oversight of the privatized housing program. I will be continuously monitoring their progress through regular updates to ensure we are moving forward on improving the privatized housing program.

- 140) If confirmed, what specifically would you do to improve applicable business operations constructs and vest accountability in MHPI “contractors” for strict compliance with the terms of their public-private partnership agreements with the Department of the Navy?**

I have not yet had the opportunity to review the current business operations agreements, but will do so if confirmed. Upon review, I will review our current plans for accountability and make recommendations for improvement as needed.

- 141) What are your views of the efficacy of the MHPI reforms enacted in the FY 2020 NDAA?**

I believe that the steps taken in the FY 2020 NDAA are a good step toward reforming and improving the overall MHPI. If confirmed, I will make it a priority to implement new requirements to improve the future of the privatized housing program.

- 142) What do you believe to be the root causes of the 2019 MHPI crisis? Do you believe the Navy has rectified these problems, notwithstanding Congress’s continued receipt of complaints from families? If not, what would you do differently to address this issue, if confirmed?**

Having only seen media reports on this topic, I would say the DON failed our military members and their families by employing less stringent oversight of, and leadership involvement with, our privatized housing partners and families. I believe steps have been taken to address this and other issues by the Department and through enactment of the FY 2020 NDAA. If confirmed, I will make it a priority to continue to monitor, follow-up, and adjust course to keep improving the program.

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

If confirmed, I would require regular updates from Navy and Marine Corps leadership on the progress of hiring personnel including how often direct hire authority was used. I would also require feedback from leadership on any other obstacles to efficient hiring and would recommend or provide policy to eliminate or reduce any identified obstacles.

- 144) If confirmed, how would you view and order your relationship with the private contractors who own and manage the privatized housing agreements with the Navy?**

What do you view as your obligations to the “partners”? What do you view as your obligations to the Sailors, Marines, and family members who reside in military housing?

If confirmed, my obligation to meet the needs of our Sailors, Marines, and their families will always come first. They are our greatest asset and deserve safe and quality housing in which to reside. Regarding our private partners, my goal would be to foster a relationship of mutual support and trust. The government is a partner in these arrangements; however, we must also hold them accountable when they do meet the requirements of their agreements. I would work to strengthen our existing relationships through constant dialogue and work to implement improvements for our privatized housing program.

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

If confirmed, I would welcome the relationship and look forward to working with the new Chief Housing Officer towards further improving and standardizing policies and processes for our military housing units.

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

If confirmed, I will seek to understand this function and the business case for privatization. If the case for savings is a clear one, I would seek to undertake the next steps toward privatization, by determining in an open competition, whether privatization would be more cost effective than Government-run lodging operations.

Department of the Navy Laboratory and Test Center Recapitalization

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

147) What is your view of the importance of technical centers, laboratories, and test centers to the ability of the Department of the Navy to accomplish its mission—now and into the future?

In order to maintain maritime superiority, the Navy must continue to compete on a global scale with new technologies and in new domains. Laboratory and test facilities are key to those efforts.

148) What metrics would you use to assess and determine the appropriate level of investment in the recapitalization of Department of the Navy technical centers, laboratories, and test centers?

I would work closely with all the relevant stakeholders to examine the issue and determine the appropriate metrics to use.

- 149) If confirmed, how would you work with the Assistant Secretary of the Navy for Research, Development, and Acquisition and other stakeholders to ensure that the Department of the Navy technical centers, laboratories, and test centers are properly recapitalized?**

If confirmed, I would work with the ASN(RDA) to ensure the unique requirements of the RDT&E community are properly defined, funding mechanisms are well understood, and priorities are accurately presented in order to deliver cost-effective warfighting capabilities.

Sexual Harassment

In responding to the inaugural DOD Civilian Employee Workplace and Gender Relations survey administered in 2016, 14.2 percent of women DOD employees and 5.1 percent of men indicated that they had experienced sexual harassment and/or gender discrimination by “someone at work” in the 12 months prior to completing the survey.

- 150) What actions has the Department of the Navy taken to establish a modern, comprehensive harassment prevention and response policy and program for the Navy and Marine Corps’ civilian employees?**

I understand that the Secretary of the Navy has issued a Department-wide anti-harassment statement to all employees, leaders, supervisors, and managers that harassment is prohibited and will not be tolerated. Education and training programs and a complaints resolution process are in place to prevent and respond to claims of harassment and discrimination. These programs cover the identification, prevention, and resolution of sexual harassment and reprisal prevention and are directed at all personnel from entry-level to executive level.

- 151) In your view, do Navy and Marine Corps’ methods for tracking the submission and monitoring the resolution of informal complaints of harassment or discrimination provide appropriate leaders, supervisors, and managers, with an accurate picture of the systemic prevalence of these adverse behaviors in the Department of the Navy civilian workforce? With the ability to identify and track repeat offenders?**

I am aware that Department of the Navy has no tolerance for harassment of any kind nor unlawful discrimination and that acts of harassment and unlawful discrimination are contrary to the Department of the Navy’s core values of honor, courage, and commitment. I am also aware that the Department maintains an equal employment opportunity program consistent with all statutory and regulatory requirements, a key aspect of which is to inform senior leaders on a regular basis to ensure consistent and effective program execution.

While I am familiar generally with equal employment opportunity processes applicable to the civilian workforce from my time on active duty, I have not had the opportunity to review the specific methods employed within the Department of the Navy currently. If confirmed, I will review all aspects of the Department of the Navy’s program to ensure that the Department utilizes all legal means to track repeat offenders, prevent sexual harassment, and protect victims of such misconduct.

- 152) In your view, is the harassment prevention and response training provided to Navy and Marine Corps civilian employees adequate and useful? What metric does the Department of the Navy apply to assess the efficacy of such training?**

While I am familiar generally with equal employment opportunity processes applicable to the civilian workforce from my time on active duty, I have not had the opportunity to review the specific methods employed within the Department of the Navy. If confirmed, I will review all current aspects of the Department of the Navy's program to ensure that the Department utilizes all legal means to prevent and respond to complaints of harassment and discrimination.

- 153) Do Navy and Marine Corps' methods for responding to complaints of harassment or discrimination in their civilian workforces provide appropriate care and services for victims, in your view?**

I understand that the Department of the Navy continuously reviews its policies and processes for responding to complaints of harassment and discrimination in order to ensure that it provides appropriate avenues of redress for victims and to take appropriate corrective measures when necessary.

The DOD and Navy Civilian Workforce

DOD is the federal government's largest employer of civilian personnel. The vast majority of DOD and Navy civilian personnel policies comport with requirements set forth in title 5 of the U.S. Code, and corresponding regulations under the purview of the Office of Personnel Management. Over the years, Congress has provided numerous extraordinary hiring and management authorities applicable to specific segments of the DOD and Navy civilian workforces.

- 154) In your judgment, what is the biggest challenge facing the Department of the Navy in effectively and efficiently managing its civilian workforce?**

In my opinion, the Department's biggest challenge is competing for talent, especially in cutting-edge technical fields and with a strong economy. Specialized technical talent is in high demand and necessary to advancing the National Defense Strategy. Statutory and regulatory restrictions can hinder DoD's ability to offer market-based and competitive salaries. Although well-intentioned, numerous special hiring authorities and complex rules have complicated the ability to efficiently hire. This has historically resulted in policies which are difficult to administer. We appreciate the authority granted in the NDAA for FY2020 to allow DoD to streamline certain existing hiring authorities.

- 155) How will the provision of Paid Parental Leave to new birth or adoptive parents, as authorized by the NDAA for FY 2020, affect the recruitment, administration, and retention of the Navy civilian workforce, in your view?**

I understand that Congress passed the Paid Parental Leave act in the recent NDAA to provide another benefit the Federal civilian workforce. A comprehensive assessment of the effect on recruitment, administration and retention on the Navy civilian workforce cannot take place until after the law takes effect on October 1, 2020. If confirmed, I will cooperate in the Department's assessment on the impact of this benefit.

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.

- 156) Do you agree, if confirmed, and on request, to appear and testify before this committee, its subcommittees, and other appropriate committees of Congress?**

Yes.

- 157) Do you agree, 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?**

I respect Congress's authority to seek information from the Department. If confirmed, I agree to accommodate all congressional requests for information by supplying the requested information to the fullest extent, consistent with the constitutional and statutory obligations of the Executive Branch.

- 158) Do you agree, 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?**

I respect Congress's authority to seek information from the Department. If confirmed, I agree to accommodate all congressional requests for information by supplying the requested information to the fullest extent, consistent with the constitutional and statutory obligations of the Executive Branch.

- 159) Do you agree, 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?**

Yes.

- 160) Do you agree, 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?**

I respect Congress's authority to seek information from the Department. If confirmed, I agree to accommodate all congressional requests for information by supplying the requested information to the fullest extent, consistent with the constitutional and statutory obligations of the Executive Branch.

- 161) Do you agree, 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?**

I respect Congress's authority to seek information from the Department. If confirmed, I agree to accommodate all congressional requests for information by supplying the requested information to the fullest extent, consistent with the constitutional and statutory obligations of the Executive Branch.

- 162) Do you agree, 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?**

Yes, I agree to protect the member from unlawful retaliation.