

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

Duties and Qualifications

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

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

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

I have served nearly three decades in the United States Air Force, leading and managing complex organizations across the enterprise at the squadron, group, wing, and headquarters levels. My assignments have encompassed operational commands, installation management, and policy integration that directly align with the responsibilities of the Assistant Secretary of the Air Force for Energy, Installations, and Environment (ASAF(EI&E)). Throughout my career, I have overseen critical infrastructure defense, base operations, housing, environmental compliance, and energy resilience initiatives supporting both CONUS and OCONUS installations. My work has required balancing mission assurance, resource constraints, and quality-of-life imperatives — the very nexus of the ASAF(EI&E) portfolio. I have also served in deployed and joint environments, giving me a global understanding of how resilient installations underpin readiness and power projection. These experiences, combined with my background in strategic planning, interagency collaboration, and congressional engagement, have prepared me to execute the duties of this office with integrity, transparency, and mission focus.

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

My leadership philosophy is rooted in accountability, collaboration, and empowerment. Over my career, I have commanded at multiple echelons, including large, diverse organizations responsible for installation support, logistics, and security operations. In these roles, I have led thousands of Airmen and civilians, managed multimillion-dollar budgets, and executed mission-critical programs under conditions

of uncertainty and resource competition. I have also served as a senior advisor on infrastructure modernization, public-private partnerships, and intergovernmental support agreements — experiences that mirror the ASAF(EI&E)'s need to blend public stewardship with innovative management. Equally important, I have built and sustained strong relationships with state, local, and federal stakeholders, recognizing that partnerships are essential to modernize installations, enhance energy resilience, and deliver safe and sustainable communities for our Airmen and Guardians.

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

If confirmed, I will ensure the Office of the Assistant Secretary of the Air Force for Energy, Installations, and Environment maintains a transparent, responsive, and collaborative relationship with Congress, and the Senate Armed Services Committee in particular. I will prioritize timely and accurate communication, respond promptly to inquiries, and proactively share updates on critical installation, energy, and environmental initiatives. I will work closely with the Department and the Office of the Secretary of War to ensure congressional oversight is respected and supported. Most importantly, I will approach all engagements with Congress in good faith — grounded in candor, data, and a shared commitment to strengthening our national defense and supporting the well-being of our Airmen, Guardians, and their families.

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

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

Major Challenges

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

In my view, there are several major challenges confronting the ASAF(EI&E) to include adequately supporting the readiness, lethality, and well-being of Airmen, Guardians, and their families in an era of increasingly constrained resources. Among many priorities, we must address risks from infrastructure degradation to ensure the DAF maintains our world-wide operational edge in an era of manmade and natural resiliency challenges. Additionally, I believe we must modernize and right-size our installations by maximizing flexibility in acquisitions, investing in smart infrastructure solutions, and exploring innovative facilities. Finally, we must prioritize the health and well-being of Airmen, Guardians, and their families through

safe and healthy installations by addressing legacy environmental issues like PFAS and improving housing quality for our unaccompanied Airmen and Guardians and military families.

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

If confirmed, I would work with Secretary Meink, Under Secretary Lohmeier, the Chief of Staff of the Air Force, the Chief of Space Operations, and my counterparts across the Department to ensure proper prioritization of requirements for successful mission execution and services for all Airmen, Guardians, and their families. My initial focus would be to complete a comprehensive risk assessment of critical infrastructure to bolster resilience and global power projection followed by an acceleration of improvements to accompanied and unaccompanied housing to directly enhance Airmen and Guardian well-being. Concurrently, I will explore expedient and flexible acquisition pathways, ensuring we modernize installations and adapt to evolving mission requirements with smart, sustainable solutions.

Civilian Control of the Military

8. If confirmed, how would you ensure inclusion of the ASAF(EI&E) in the discussion, debate, and resolution of the Department of the Air Force, defense, and national security issues?

I understand that the ASAF(EI&E) plays a crucial national security role in addressing issues at the intersection of energy, installations, and the environment. Effective inclusion in discussions and decision-making is paramount to ensure that these critical perspectives are considered. If confirmed, I would prioritize proactive engagement and relationship building with key stakeholders, providing value-added insight and expertise to the Secretary of the Air Force and the Department, and advocate for the inclusion of the ASAF(EI&E) in relevant decision-making forums and discussions.

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

I understand the critical importance of civilian control of the military. It is fundamental to our democracy and the foundation upon which our national security is built. My experience in uniform has reinforced my understanding of the need for clear lines of authority and accountability, with ultimate decision-making residing with civilian leaders accountable to the American people. If confirmed, I am deeply committed to upholding this principle.

Military Housing Privatization Initiative

In the Fiscal Year (FY) 1996 National Defense Authorization Act (NDAA),

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

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

During my time in uniform, I experienced living in privatized military family housing firsthand. I am also aware of ongoing concerns surrounding the quality and safety of privatized housing units. I understand that reforms have been undertaken by the Department and all Services since the inception of the MHPI program. If confirmed, I am committed to prioritizing clean, safe, and comfortable housing and fair treatment for Airmen, Guardians, and their families as guaranteed in the Tenant Bill of Rights.

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

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

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

I understand there has been implementation of the Military Housing Privatization Initiative Tenant Bill of Rights to ensure families have access to all available resources for addressing untenable living conditions, to include a formal dispute resolution process, access to maintenance histories, and a universal lease. If confirmed, I look forward to increasing my understanding the Department's efforts to address housing concerns and if necessary, implement additional measures to ensure quality housing for Airmen, Guardians, and their families.

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

If confirmed, I will work with Department of the Air Force installation commanders to review the necessary staff, resources, and authorities needed in order to advocate for military families living in privatized housing. Additionally, I commit to ensuring that housing privatization reform requirements directed by Congress are fully implemented, and I will ensure that privatized housing companies meet the needs of their tenants and provide quality housing at the highest standards.

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

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

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

The MHPI reforms enacted in the FY2020 NDAA and subsequent amendments are crucial first steps in addressing the systemic issues within the privatized military housing portfolio. The reforms were essential in rebalancing the relationship between military families and private housing providers. If confirmed, I intend to prioritize a data-driven approach to assess the effectiveness of these reforms and will direct my staff to identify areas where progress has fallen short, and where further action may be necessary to effectively protect our airmen and their families.

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

It is my understanding that the Department did not plan for the appropriate level of oversight and accountability. The Department significantly reduced the size of Military Housing Offices and did not initially develop objective controls to measure the performance of MHPI companies. In addition, residents did not have many avenues to provide feedback or seek dispute resolution. With the limited people, processes, and feedback mechanisms in place, the Department did not have the means to properly hold MHPI project owners accountable. I believe the MHPI reforms that have been implemented since 2020 have addressed these root causes and, if confirmed, I will continue to look for ways to strengthen our oversight programs to ensure that we hold MHPI project owners accountable.

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

I believe the wellbeing of Airmen, Guardians, and their families is of utmost importance to the Department, and it takes seriously all concerns regarding their housing conditions. However, I believe more work is needed. If confirmed, I will work closely with the Department of the Air Force's experts, the MHPI project owners, military families, and Congress to continue efforts to improve the housing conditions for all Airmen, Guardians, and their families.

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

If confirmed, I will work closely with the Department of the Air Force's experts, the MHPI project owners, military families, and Congress to continue the ongoing efforts to improve the housing conditions for all Airmen, Guardians, and their families.

19. What role would you establish for yourself, if confirmed, in ensuring that the Department of Defense's use of direct hire authority to fill vacancies in military installation housing offices results in the timely hire of highly qualified individuals to perform these critical duties?

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

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

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

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

I believe my primary obligation is to ensure the Department of the Air Force provides safe and quality homes for Airmen, Guardians, and their families. If confirmed, I will review the business agreements of MHPI companies and set appropriate expectations to ensure they fulfill their commitments to our members. I will remain engaged with MHPI partners to reward success and address concerns as necessary.

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

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

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

Command accountability is essential for ensuring the success of the Military Housing Privatization Initiative program and the well-being of our members and their families. Integrating MHPI issues into the performance evaluations of both civilian and uniformed leaders is a critical step in that direction. This sends a clear message that the quality of life of our service members is a top priority and that leadership will be held responsible for ensuring that their housing needs are met.

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

Notwithstanding its challenges, privatizing housing allowed the Department of the Air Force to recapitalize large portions of its housing portfolio faster than would have been possible with historic funding levels of government owned housing. I

understand the Department of the Air Force is now moving to commercialize all government owned lodging at its installations. If confirmed, I commit to incorporating lessons learned from the MHPI to ensure quality lodging is available for Airmen, Guardians and their families. I will work closely with the Department of the Air Force experts as they work to meet long-term sustainment needs and revitalization of lodging facilities.

Base Realignment and Closure

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

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

I believe opportunities exist for the Department of the Air Force to optimize its installation footprint, which could result in a more strategic use of limited resources toward addressing our nation's warfighting needs. If confirmed, I commit to reviewing the Department of the Air Force's force structure to identify opportunities to improve posture and gain efficiency. I fully recognize the importance of the local communities that host Air Force and Space Force installations and their role in ensuring mission success. If confirmed, I commit to finding resourcing solutions that consider the impacts on those communities that support Department of the Air Force service members, families, and missions.

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

If another BRAC round is authorized by Congress it is my understanding that my primary role, if confirmed, would be to advise the Secretary of the Air Force on the goals intended to be achieved by the Air Force and Space Force from a BRAC, and serve as the primary liaison with Congress, State, and local community leaders regarding BRAC actions in their communities. I also understand that, if confirmed, I would play a key role in developing realignment and closure recommendations supported by assessing the military value and capacity of each installation, and the potential impact to the communities that support our installations. If the recommendations were to be approved, I understand I would be primarily responsible for ensuring all BRAC actions are executed according to statute, on time, within budget, while appropriately incorporating stakeholder equities.

27. How would you undertake execution of these responsibilities?

If confirmed, my first step would be to understand the prioritized objectives of a BRAC round as determined by the Secretary of War and the Secretary of the Air Force. I commit to reviewing the lessons learned from prior rounds of BRAC and ensuring those lessons are incorporated into any analysis or recommendation developed. I also commit to understanding what changes have occurred since the Department last conducted a BRAC, such as privatized housing agreements, virtual

training environments, and other technological advances that might warrant exploration of different approaches to this process.

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

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

Yes. If confirmed, and if Congress were to authorize a new BRAC round, I commit to applying the necessary oversight to ensure decisions are made based on reasonable and accurate cost and savings estimates. I would align Department of Air Force recommendations with the over-arching objectives established by the Department of War and the Secretary of the Air Force.

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

While I do not have access to the specific information the Department has shared with other Military Departments on emerging contaminants, I do know the Department of the Air Force plays a vital role in restoring and redeveloping bases closed under BRAC. If confirmed, I will leverage my authority to ensure the BRAC program meets its environmental cleanup responsibilities. I commit to sharing lessons learned with my military counterparts to get this right for the taxpayer and our warfighters across the Joint Force.

On multiple occasions, General Allvin has said that the Air Force has roughly 30 percent excess infrastructure.

30. What is your understanding of the underlying data that supports those public comments?

If confirmed, I will review the Department of the Air Force’s data to ensure I understand the challenges and opportunities presented by our existing infrastructure. I acknowledge that Air Force and Space Force installations are likely resource constrained and are challenged to modernize for the missions of tomorrow while maintaining legacy infrastructure. Sustaining the appropriate infrastructure footprint provides an opportunity to reduce the financial burden of sustaining installations.

Installation Modernization and Resilience

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

families.

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

I believe the funding the Department receives for its installations addresses our most urgent requirements but is not always adequate to fully address all existing challenges and future needs. I acknowledge overall funding decisions must balance Department modernization efforts with sustaining the current force, including infrastructure. Over the course of my Air Force career, I have seen the effects of underinvestment firsthand: degraded infrastructure which impacts readiness, hinders the adoption of new technologies, and diminishes the quality of life for our Airmen, Guardians and their families. If confirmed, I will advocate for increased and sustained investment in our installations to address the facility maintenance and repair backlog, accelerate infrastructure modernization, and ensure the Department of the Air Force can meet the evolving demands of the 21st-century security environment.

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

Improving the quality of life for our Airmen, Guardians and their families is central to readiness. If confirmed, I will review the Department of the Air Force's Installation Infrastructure Action Plan closely to ensure it appropriately prioritizes Quality of Life programs. I am aware of the Barracks Task Force stood up by Secretary Hegseth, and, if confirmed, I am fully committed to actively engaging with the Barracks Task Force to ensure our warfighters have clean, safe, and comfortable living conditions.

The Department has the goal of a 90% funding requirement for Facilities Sustainment, Restoration, and Modernization (FSRM). This goal does not buy down risk on the billions of dollars of backlogged projects, however. The FY25 NDAA mandated that each military department achieve a minimum 4% plant replacement value by 2030 with smaller metrics to be met beginning in 2027.

33. If confirmed, how will you ensure this 4% requirement is met and the outdated culture of meeting 90% of a 100% requirement is met? Please explain your answer.

If confirmed, I will advocate for increased and sustained investment in our installations to address the maintenance and repair backlog, modernize infrastructure, and ensure we can meet the evolving demands of the 21st-century security environment. I commit to working with Congress and the Senate Armed Services Committee to ensure the Department strikes the right resourcing balance in accordance with the law.

In recent years, the Department has responded to committee requests for information saying the Department would be in favor of a multi-year FSRM budget to align with the authorization time of the military construction authorization of 3 years.

34. What is your view of moving FSRM from a 1-year authorization to a 3-year authorization? What benefits would be realized from such a move?

In general, multi-year appropriations increase flexibility, stabilize investment cycles, and avoid a rush to award contracts at the end of the fiscal year, which can lead to less-than-optimal contract solutions.

35. If confirmed, would you advocate for this change throughout the Department of Defense?

If confirmed, I intend to engage with installation management, comptroller, and acquisition stakeholders within the Department of the Air Force, as well as my counterparts in the Army, Navy, and Office of the Secretary of War, to weigh the pros and cons of multi-year FSRM and advocate for what is in the best interest of the Department.

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

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

The Department is going through a significant modernization effort with programs like Sentinel and B-21, modernizing space launch infrastructure to meet increasing demand, as well as improving force posture in the Pacific. MILCON reform and appropriation is essential to enabling these critical modernization efforts and an increase in MILCON would be logical during a period of modernization. Without sufficient MILCON investment, those programs could be delayed or marginalized, allowing adversaries to surpass America's existing capabilities. Limited MILCON funding impacts readiness hinders the adoption of new technologies, and diminishes the quality of life for our Airmen, Guardians and their families.

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

37. What priority in the Air Force program would you accord the survivability of Air Force expeditionary advances bases, forward operating bases, and other locations?

Survivability is of paramount importance. Forward locations are critical for projecting air and space power, particularly in any scenario in the Pacific. I am aware that the Air Force's Agile Combat Employment, or ACE, concept relies on operating from a network of locations, and we need to make sure that these bases can withstand and recover from cyber and physical attacks, and extreme environmental events.

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

While I don't have details at this point, if confirmed, I will assess and prioritize the infrastructure needed to preposition fuel, munitions, and critical stocks. The Joint Force can't afford to rely on a single solution for logistics and infrastructure requirements. I will push for distributed logistics and maintenance options and resourcing that can survive persistent, multi-domain attacks to ensure the Department is prepared to project combat power.

Extreme Weather Events

Section 2801 of the FY 2020 NDAA required each major military installation to include military installation resilience in each installation's military plan.

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

My understanding is the Department of the Air Force is well underway to completing required Military Installation Resilience Components for its Installation Master Plans. If confirmed, I will review the Department of the Air Force Military Installation Resilience Component for its Installation Master Plans and ensure the Department submits reports to the Department of War on the status of these plans as required in Section 2801 of the FY2020 NDAA.

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

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

If confirmed, I will work towards a comprehensive approach that addresses extreme weather events that could pose risks to Department of the Air Force missions through impacts to operations, infrastructure and personnel readiness

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

During my career, the Department of the Air Force has regularly focused on developing plans addressing a variety of risks to operations, infrastructure and personnel readiness. If confirmed, I would emphasize completion of the remaining military resilience plans and implementation of those plans across the Department. I would also advocate for the needed resourcing to ensure that these extreme weather risks are addressed alongside facility maintenance backlogs and infrastructure modernization.

Energy Resilience

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

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

Energy resilience directly supports the readiness and lethality of Airmen and Guardians, and it is my understanding it is the central aspect of the Department's approach to installation energy. If confirmed, I will work with the Secretary of the Air Force and Department senior leadership to ensure energy resilience continues to be an integral part of the Department's approach to mission assurance.

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

If confirmed, I will ensure that all energy resilience initiatives are strategically aligned with Installation Energy Plans, with a focus on identifying and closing resilience gaps both on and off Air Force and Space Force installations. I will collaborate closely within the Department and with Federal, State, and private sector stakeholders to address these vulnerabilities and strengthen mission assurance by advancing comprehensive energy reliance across the enterprise.

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

If confirmed, I will ensure the Department pursues initiatives that standardize and integrate common sense energy security and resilience practices into MILCON programs. They will be cost effective and promote installation survivability and recovery. I will ensure the Department is taking a holistic approach to improve its MILCON program to build infrastructure able to withstand and recover from the spectrum of threats to assure mission success.

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

Cyberattacks are on the rise and fuel storage facilities may not always be available when and where it is needed to protect our nation if the Department does not address these risks. It is my understanding that the Department of the Air Force is utilizing Installation Energy Plans and conducting Black Start Exercises to assess and prepare for such scenarios. If confirmed, I will emphasize the need for Air Force, Space Force, and Joint Force training exercises better incorporate real-world scenarios regarding energy-related threats and constraints. I will also review and analyze energy consumption data to make better-informed decisions on lethality and supportability in

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

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

Meeting the Department of the Air Force's energy needs requires close collaboration with both public and private sector partners. If confirmed, I will work to strengthen and expand these partnerships to reduce vulnerabilities, add redundancy, and improve energy management across installations and surrounding communities. By integrating utility operators, State and local governments, and private energy providers into resilience planning, the Department can better anticipate disruptions, enhance recovery capabilities, and ensure mission continuity.

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

From my understanding, micro-reactors can generate electricity and heat either as part of or independent from the commercial electrical grid while utilizing a small footprint with reduced logistics requirements. If confirmed, I will work with Department senior leaders and industry to evaluate all existing and emerging technologies that can provide long-term energy resilience for our installations.

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

I am aware that the development and use of long duration grid batteries is of growing interest in the energy sector. If confirmed, I will continue to explore how the Department can utilize such technologies to ensure our installations can operate independent from the grid where appropriate an island domestically and overseas.

Authorities to Improve Energy Resilience

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

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

During my tenure as commander of Air Force Installation and Mission Support Center's Detachment 3, I found the Office of Energy Assurance (OEA) serves an important function in advancing the Department of the Air Force's energy and resilience goals. If confirmed, I will work closely with senior leadership to improve OEA's effectiveness in identifying, developing, and executing proven, mission-aligned projects that support energy dominance Executive Orders while strengthening the energy resilience of Air Force and Space Force installations.

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

In my view, the Department of the Air Force must fully leverage all available funding mechanisms, to include third-party financing, to advance energy resilience and accelerate the deployment of cutting-edge energy technologies that underpin mission assurance. If confirmed, I will ensure the Department has the appropriate policies and governance structures in place to maximize these authorities to enable flexible, cost-effective solutions that strengthen operational readiness and national security.

51. What is your understanding as to why the number of non-DOD funded energy contracts have decreased over the last several years, and if confirmed, what recommendations, if any, would you have to ensure DOD secures utility savings for must-pay bills?

If confirmed, I will prioritize opportunities to better leverage non-DOD funded energy contracts to accelerate the development and deployment of advanced technologies that strengthen installation energy and water resilience. I will work with Department senior leaders to ensure the Department of the Air Force fully utilizes its statutory authorities and contracting tools to enhance resilience, modernize critical infrastructure, and diversify energy sources in support of mission assurance.

Areawide Contracts

The FY2024 National Defense Authorization Act included language providing the Department with explicit authority to use Areawide Contracts (AWCs) to procure utility services. AWCs are master services agreements with pre-negotiated terms and conditions that allow utilities to provide services in a fast, efficient, and cost-effective manner. Despite this clear authority, the Department is failing to consistently use AWCs in a manner consistent with the legislation.

52. What is your view of AWCs, and if confirmed, do you commit to follow the statute and issue guidance that allows the use of AWCs to more rapidly initiate and execute energy resilience projects?

Areawide Contracts are a useful tool, and I believe the Department should use them to strengthen installation resilience and protect critical infrastructure. If confirmed, I will work with Secretary Meink and senior leaders to ensure the Department's policies align with statute and allow the DAF to rapidly address energy resilience requirements.

Operational Energy

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

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

The Department of the Air Force must prioritize operational energy risk reduction for the current and future Joint Force. If confirmed, I will look closely at ways to mitigate the vulnerabilities of contested energy logistics for the Joint Force to ensure it can continue to project power. I will also work with Department of War and Department of the Air Force leaders to review new and emerging concepts in ultra-efficient aircraft and advanced engine design, as well as modern mission planning and execution tools and methods to optimize legacy aircraft efficiency.

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

The Department fights as a Joint Force and the Air Force, as the largest consumer of energy, must continue mitigating logistical vulnerabilities to ensure it can continue to project power. We must continue working closely with United States Transportation Command to model and simulate the operational energy distribution networks sustaining the Joint Force. Securing access of the Joint Force to energy and water in distributed and contested environments is critical to mission success. If confirmed, I will advocate for increased collection and analysis of aircraft energy consumption data in order to identify and address fuel logistics vulnerabilities.

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

I believe the Department of the Air Force's acquisition process must prioritize and address operational energy contested logistics risks, to include energy supportability requirements for military platforms, from day 1. If confirmed, I will support

incorporating energy supportability throughout the requirements development process and acquisition life cycle.

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

I believe the Department of the Air Force must ensure known and likely contested logistics risks are not only considered but mitigated in the requirements process. If confirmed, I will work to ensure proper emphasis is placed on energy supportability throughout the requirements process, informed by operational data, wargaming, analysis, and intelligence to ensure energy risks are adequately captured and addressed. Additionally, the Department of the Air Force must continue to work with United States Transportation Command in its role as the Department's single manager for global bulk fuel management and delivery to ensure that strategic energy considerations are closely analyzed for the potential operational risk, especially in contested logistics environments.

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

I believe operational energy improvements are critical to enhancing warfighting capability by optimizing fuel usage on the Department of the Air Force's weapon systems. If confirmed, I will review and analyze energy consumption data to make informed investment decisions on lethality and affordability in the strategic planning process. I will work with the acquisition community to ensure the Department implements energy key performance parameters, informed by energy supportability analysis, to increase combat capability and lethality.

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

Data analytics and associated technologies, to include artificial intelligence and machine learning, can provide commanders new insights into the delivery of combat capability. I believe the Department of the Air Force can leverage fuel consumption data to enable more missions in fuel-constrained environments, prepare for contingencies with logistics under attack, and reduce fuel and logistics burdens in peacetime. If confirmed, I will work with the Department of the Air Force Chief Information Officer and other stakeholders in the Department to leverage data analytics to identify the available options for commanders to more optimally execute the mission.

Energy Conservation

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

If confirmed, I will ensure that the Department of the Air Force's energy strategy is firmly rooted in mission-driven priorities, emphasizing energy reliability,

infrastructure resilience, and cost-effective innovation. While energy conservation and efficiency remain valuable tools, our foremost objective must be to ensure that energy systems directly support operational readiness, mitigate vulnerabilities, and deliver sustained power under all conditions. These principles are foundational to the Department's strategic energy planning and are indispensable to maintaining mission assurance across the force.

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

If confirmed, I will champion efforts to evaluate and optimize energy consumption across the Department of the Air Force to ensure energy is managed in direct support of mission readiness and operational reliability. The most practical and impactful goals will focus on reducing unnecessary demand, improving infrastructure performance, and reinforcing energy assurance with particular focus on contested or degraded environments. Energy conservation measures will be framed through the lens of resilience, lifecycle cost reduction, and the imperative to ensure installations have reliable access to energy whenever and wherever it is needed to sustain critical operations.

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

Energy conservation is a fundamental element of mission assurance through energy assurance. If confirmed, I will ensure that DAF policies and implementation strategies are aligned with the directives outlined in Executive Orders. A realistic and impactful stretch goal will be to achieve measurable reductions in energy demand across key installations without compromising operational readiness and prioritizing technologies and practices that enhance resilience, lower lifecycle costs, and maintain energy availability in contested environments.

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

If confirmed, I will collaborate with Department senior leadership, the Department of Energy, and other key stakeholders to establish mission-focused, measurable energy benchmarks. These benchmarks will enable transparent tracking of energy project performance and ensure alignment with the goal of achieving American energy dominance. Through this approach, the Department of the Air Force would strengthen energy assurance, modernize infrastructure, and reinforce the Department's operational readiness.

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

If confirmed, I will ensure the Department's energy policies are laser-focused on strengthening mission readiness and securing reliable energy access. Energy conservation is a matter of national security. Energy conservation efforts must directly support our warfighters by reducing vulnerabilities, hardening our infrastructure, and ensuring that our installations have the power they need to operate

under any condition. These efforts will be aligned with Executive Orders and the broader vision of American energy dominance.

Water Resilience

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

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

If confirmed, I will lead the Department in building a bold, results-driven water strategy that supports our warfighters and protects our installations. I believe that involves investing in the right technologies, training our teams to operate in contested environments, and ensuring our policies reflect the urgency of the threat. I will work with Secretary Meink, senior Air Force and Space Force leaders, and our partners at the Department of Energy and other Federal and State level agencies to ensure the Department is securing reliable water access wherever and whenever our forces need it.

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

I understand the Department of the Air Force has launched projects that enhance water resilience, working hand-in-hand with local and state partners to secure reliable water supplies. If confirmed, I will ensure those efforts not only continue but accelerate, ensuring the Department understand water access as a strategic asset.

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

I understand the Department has rightly embedded water resilience into its Installation Energy Strategic Plan, with a framework that prioritizes quantity, quality, and access. Our installations must be equipped to operate under pressure, and that starts with securing the water they need to sustain the mission. If confirmed, I will ensure that technology, research, and innovation remain front and center.

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

I understand the Department has taken meaningful steps to improve water conveyance systems by reducing loss, recapitalizing aging infrastructure, and strengthening access to reliable water supplies across installations. Water is a critical mission enabler, and the DAF must ensure its infrastructure can support operational

requirements under all conditions. The Department should continue to invest in technologies and partnerships that deliver resilient, efficient, and mission-ready water infrastructure to support the warfighter and sustain operations in contested environments. If confirmed, I will ensure that innovation and modernization of these critical systems remain a top priority.

Resilience to Extreme Weather Events

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

I understand the Unified Facilities Criteria are regularly reviewed and updated by experts and senior leaders across the Military Departments. If confirmed, I will ensure the Department of the Air Force brings a clear, mission-first focus to those reviews. Our infrastructure must be built to withstand disruption, support the warfighter, and operate under any condition, which starts with making sure our building standards reflect the realities of a wide variety of threats, including those posed by extreme weather events.

Emerging Contaminants

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

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

Environmental contamination is a serious issue affecting our Airmen, Guardians, their families, and the communities that support Air Force and Space Force installations. If confirmed, I will advocate for the resources necessary to meet the Department of the Air Force's PFAS remediation responsibilities and implement measures that directly mitigate PFAS impacts. I will fully support the DoD PFAS Task Force in coordinating a Department-wide approach to address PFAS issues, including identifying and implementing practical, science-based solutions that protect health and safety without compromising mission readiness. I will also ensure the Department is responsive to Congressional oversight and is fully compliant with the Department's obligations under CERCLA.

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

The Department of the Air Force recognizes the importance of PFAS-related environmental cleanup and restoration at our installations and in the communities impacted by the Department's releases. If confirmed, I will ensure this work is executed with urgency, transparency, and accountability. I will uphold the Department's obligations under CERCLA and push for decisive action, streamlined compliance, and a relentless focus on protecting the health and safety of our service members and the communities that stand behind them.

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

Nothing is more important than the health and well-being of service members and their families. If confirmed, I will ensure health concerns and reports of potential exposure on or resulting from Air Force bases are promptly and thoroughly reviewed.

Environmental Compliance

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

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

If confirmed, I will prioritize a proactive and comprehensive approach to environmental education within the Department of the Air Force. I would emphasize the mission criticality of environmental compliance, highlighting not only the legal requirements but also the positive impact to readiness and mission assurance. Where policies are unclear or unnecessarily burdensome, I will advocate to clarify and streamline policy to foster more effective understanding and implementation.

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

If confirmed, I will ensure the Department of the Air Force maintains a strong partnership with the Department of the Interior and the U.S. Fish & Wildlife Service. Environmental stewardship must be rooted in common sense. If confirmed, I will champion science-based conservation efforts that respect the land without compromising our ability to train, test, and operate. Where regulations threaten readiness, I will advocate for flexibility to ensure, rather than constrain, the Department's ability to defend the nation.

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

It is my understanding that earlier this summer, the Department of the Air Force adopted new National Environmental Policy Act (NEPA) Implementing Procedures from the Department of War and subsequently rescinded its NEPA implementing regulations. If confirmed, I would support the identification of efficiencies in NEPA processes for the Department, while still meeting the requirements set forth in the law.

Environmental Restoration

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

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

If confirmed, I will ensure the Department of the Air Force meets its legal obligations for environmental cleanup under CERCLA. I will prioritize protecting the health and safety of our service members, their families, surrounding communities, and natural resources we operate on and within. I will prioritize the highest-risk sites first, using a risk-based approach consistent with CERCLA and maintaining transparency with all stakeholders.

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

If confirmed, I will make sure the Department of the Air Force has identified all known Installation Restoration and Military Munitions cleanup requirements and programs. I will address identified fiscal shortfalls early and work across the Department, with the Department of War, and Congress to secure the funding needed to adequately resource cleanup efforts.

Encroachment on Military Installations

Competition for space and other forms of encroachment continue to challenge the resiliency of DOD ranges and amplify the need for larger hazard areas to execute training, attesting, and operations to meet NDS requirements.

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

Virtual testing and training solutions can contribute to the Department of the Air Force's ability to meet requirements, and, in my view, help mitigate the effects of encroachment. However, based on my experience, I believe virtual solutions cannot replicate all training requirements. Virtual solutions can supplement training but must be balanced with live training.

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

If confirmed, I will work with Secretary Meink, as well as Air Force and Space Force leaders, to assess the Department's facilities and infrastructure portfolio in supporting current requirements and address identified future capability gaps. I would then advocate the Department incorporate the assessments into the Department of the Air Force's strategy, force design, resourcing, and planning processes.

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

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

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

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

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

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

If confirmed, I will work with Air Force and Space Force installation commanders, operational leadership, local communities, State governments, and industry to develop solutions that address community concerns while enabling Department of the Air Force critical national defense missions. I would also encourage the Department to work closely with the Department of War Military Aviation and Installation

Assurance Siting Clearinghouse during mission mitigations for potential financial contributions from industry for innovative technology and upgrades.

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

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

Department of the Air Force Laboratory and Test Center Recapitalization

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

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

Technical centers, laboratories, and test centers are the backbone of the Air Force's technological edge. These institutions provide the foundation for everything we do, from developing next-generation weapons to testing systems that keep the Joint Force ahead of our adversaries. If confirmed, I will advocate for these centers to receive the support, investment, and strategic direction necessary to continue driving American air and space superiority.

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

If confirmed, I will take a disciplined, data-driven approach to determine the right level of investment to support the Department's technical centers, laboratories, and test centers by looking at facility condition assessments, evaluating the demand for specific RDT&E services, and understanding the existing and future required capacity.

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

Department of the Air Force technical centers, laboratories, and test centers are the foundation for American air and space superiority. If confirmed, I will work closely with the Assistant Secretary of the Air Force for Acquisition, Logistics, and Technology, as well as other key stakeholders, to establish clear, consistent lines of communication. I commit to work together to identify operational requirements and build investment strategies that are tightly aligned with Department of the Air Force's strategic priorities.

Congressional Oversight

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

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

Answer: Yes

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

Answer: Yes

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

Answer: Yes

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

Answer: Yes

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

Answer: Yes

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

Answer: Yes

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

Answer: Yes