

**Senate Armed Services Committee**  
**Advance Policy Questions for the Honorable William (Jordan) Gillis**  
**Nominee to be Assistant Secretary of the Army for**  
**Installations, Energy, and Environment**

**Duties and Qualifications**

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

**Answer:** The ASA(IE&E) is the principal advisor to the Secretary of the Army on matters for installations, energy, and the environment and provides oversight to installation programs, facility sustainment, military construction, housing, environmental safety, compliance and restoration, natural resources management, water use, utilities, energy use, and installation resiliency from various threats. The ASA(IE&E) is also the Senior Co-chair of the Installations Program Evaluation Group, and the Designated Agency Safety and Health Official for the Department of the Army.

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

**Answer:** I was appointed as the Principal Deputy ASA(IE&E) (PDASA(IE&E)) in 2017 and in that capacity served as the Acting ASA(IE&E) for over one year. During that time, we met many key issues head-on, including significant challenges with privatized housing. After resuming the role of PDASA(IE&E), I was nominated by the President and confirmed by the Senate to serve as the Assistant Secretary of Defense for Sustainment, a position which I held for nearly one year. At that time, the Sustainment portfolio also included what is now under the purview of the ASD(EI&E), so in addition to being DoD's senior logistician, I was DoD's Chief Sustainability Officer and the first ever Chief Housing Officer. That experience uniquely qualifies me to serve as the ASA(IE&E). Additionally, I have over a decade of private sector experience as a management consultant providing strategy and operational performance improvement advice for the leading electric utilities in North America, which is directly applicable to the Energy portion of the IE&E portfolio. Finally, as a former active duty Army officer, I have first-hand experience working daily in Army facilities on Army installations and as a current officer in the Army Reserve, I have stayed in Army lodging and transient training barracks as recently as last week.

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

**Answer:** I have successfully led this exact organization. I have managed the budget process for the significant portion of the Army budget for which IE&E is responsible. I have performed talent management for this exact organization. I have also served at OSD and provided policy oversight of the Army IE&E organization. As a management consultant, I have honed the skills

required to influence an organization without having direct authority. As an Army officer, I have led soldiers in peacetime and in close combat.

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

**Answer:** I believe in personal growth and career development. I will always seek experiences that will make me a better manager, leader, and thinker. I constantly seek to learn through formal courses (e.g., I am currently on track to complete the Army's Intermediate Leader Education course, formerly known as Command and General Staff College) and self-directed study of business and history. While I am ready today to serve as ASA(IE&E), I do not discount that there will be opportunities in the future for me to enhance my ability to serve.

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

**Answer:** If confirmed, I would commit to open relationships between my office and Congress, and particularly the Senate Armed Services Committee, to include the professional staff, to ensure that Congress is fully informed of what we are doing and to make sure that key stakeholders are aligned.

**Major Challenges**

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

**Answer:** There is no shortage of challenges, but I believe there are three key ones: 1) Maintaining Soldier and Family quality of life, 2) Establishing preparedness in light of unprecedented challenges of near-peer adversaries and the new threats that they pose to our infrastructure, and 3) Maximizing the value of our investments within budgetary level and timelines constraints. If confirmed, I look forward to assessing such challenges in addition to the detailed changes potentially under the Army Transformation Initiative and deliver changes to continue modernizing our installations.

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

**Answer:** As I see it now, there are nine priorities I would tackle across the IE&E portfolio. The timing is immediate; if confirmed I will have less than four years in the role and I experienced how quickly that goes by. Of course, these may change when I am granted additional insight into the current state, if I am confirmed.

*Installations*

- Addressing shortfalls in housing and barracks by leveraging new and existing contracting authorities

- Finding ways to use current assets and authorities at installations to offset funding shortfalls, e.g., using Enhanced Use Leases (EULs) or public-private partnerships
- Setting conditions to extend Army training land access in Hawai'i beyond 2029
- Supporting southern border National Defense Areas through installation and land management

#### *Energy*

- Increasing installation energy and water resilience
- Leading the DoD's efforts to pilot nuclear microreactors on installations

#### *Environment*

- Addressing new PFAS requirements to ensure safe drinking water for our installations and surrounding communities

#### *Cross-cutting*

- Working toward obtaining a clean audit of real property and environmental liabilities
- Assessing and implementing the Army Transformation Initiative infrastructure requirements.

### **Civilian Control of the Military**

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

**Answer:** I believe that the IE&E portfolio is one of the most important pillars in maintaining and enhancing lethality and supporting quality of life for our Soldiers by delivering oversight and modernization to installations, housing, partnerships, energy, sustainability, environment, safety, and occupational health. To ensure that we have a seat at the table, I will establish myself as a reliable, knowledgeable, and willing partner with Army and DoD senior leaders. As I've done in previous roles inside and outside of government, I will develop and leverage personal relationships and the authorities of my position. If confirmed, I commit to working with the Secretary of the Army to advocate for these efforts within the Army, the Department of Defense, and the Administration.

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

**Answer:** I believe that civilian control of the Armed Forces is a cornerstone of American democratic governance, and if confirmed, I will serve at the direction of the Secretary of the Army to ensure that the Office of the ASA(IE&E) provides strong oversight of the Army's IE&E portfolio and make necessary recommendations to the Secretary of the Army to enhance lethality and support quality of life of the Army's uniformed and civilian personnel.

### **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?**

**Answer:** Having been a private citizen for the last 4-5 years, my sample set is dated. However, whether the housing is Army-owned, as is most overseas housing, or MHPI, as is most housing in the United States, we must always evaluate quality and sufficiency in ways that matter to Soldiers and Families. As I recall, across the Army-owned and privatized housing inventories, the Army has roughly 90,000 homes. If 1% of those homes have problems, that affects 900 Soldiers and Families – and that is too many. I believe that the Army has made significant progress over the past five years in the provision of safe, quality and affordable housing for our warfighters, both in the Army owned and privatized housing inventories. If confirmed, I will make every effort to ensure that we continue to do so.

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

**Answer:** As I recall from my role at OSD, the Title 10 authority for these programs rests with the Military Departments. So, while the DoD benefits from a consistent approach, each Military department has a somewhat unique program. In my view, the MHPI program has generally met the intent of sustaining and improving privatized housing using private investment, although projections used to meet the established goals have not materialized. Original assumptions underlying the goals were not completely accurate and may require updates based on the project's actual performance. If confirmed, I will further assess the goals and structure of the Army's MHPI program to determine the way forward.

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

**Answer:** I am committed to addressing Soldier and Family concerns in housing. I personally created the first version of the Tenant Bill of Rights along with the then SECARMY in 2018. As I understand it, the Army has continued to enforce the tenant bill of rights and has implemented a consistent dispute resolution process and online tenant feedback system and is in the process of

100% third party inspections to record privatized housing conditions. If confirmed, I will further assess the success of these actions to continue to improve the provision of safe, quality housing.

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

**Answer:** If confirmed, I will ultimately be accountable for the Army's MHPI program. I will also work with other Army senior leaders to maintain and improve oversight of the privatized housing program, focusing on training and education of Army leadership and housing professionals at all echelons to ensure roles and responsibilities are clear. Having been the Chief Housing Officer for DoD, I am passionate about this issue.

**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?**

**Answer:** If confirmed, I will continue to build on the work that the Army has done over the past six years to improve accountability of the MHPI partners, including enforcement of applicable NDAA provisions and Executive Orders through oversight of housing conditions, business practices, and financial performance. An example of an action Army has taken to gain assurance that MHPI companies are meeting performance metrics is a 100% review of completed work orders related to life, health and safety concerns. I believe this is the right approach and if confirmed, I will seek to sustain or expand our ability to independently verify that performance metrics are met.

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

**Answer:** As a private citizen, I have not seen the result of the reforms firsthand, but it is my understanding that the MHPI reforms instituted over the past six years have provided increased visibility and emphasis on housing oversight by Army leadership. If confirmed, I will assess the results of these reforms on performance and ensure continued improvement.

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

**Answer:** I believe that the Military Departments, including the Army, quite simply did not have adequate oversight of the program. This happened mechanically through reductions in manpower at housing offices and Directorate of Public Works at installations and scaling back of leadership and resident education programs. It also happened via policy where, for instance, a previous ASA(IE&E) directed commanders that they did not have authority to inspect privatized homes where their soldiers lived. I also believed that we drifted culturally; relentless deployments during GWOT drove leaders to be less intrusive in soldiers' personal lives while in garrison. Those gaps allowed maintenance issues in homes to go unidentified or unresolved and left Soldiers and their families without the resources they needed to get the results they were entitled to.

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

**Answer:** The Army has made significant progress over the past six years in the provision of safe, quality and affordable housing for our warfighters. If confirmed, however, I will review the current conditions of MPHPI housing and take all necessary action to continue improvements. As stated in an earlier response, if 1% of tenants have complaints – that is 900 Soldiers and Families – a significant number and we must address their concerns.

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

**Answer:** If confirmed, I will ensure my staff, and the Army chain of command remain engaged and fully involved in the decisions that MPHPI companies make to maintain and improve quality housing. We will continue to periodically reassess MPHPI baseline operating and ground lease agreements to ensure that our providers offer housing and services that our Soldiers and Families deserve.

**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?**

**Answer:** If confirmed, I will advocate for the Army's continued authority to use direct hire authority to fill vacant housing positions. We have seen the results of too little oversight of the MPHPI program at the installation level and cannot afford to leave these critical positions vacant.

**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?**

**Answer:** If confirmed, I will ensure my staff, and the Army chain of command remain engaged and fully involved in the decisions that MPHPI companies make to maintain and improve quality housing. The Army and privatized housing providers are partners and both bear responsibility for the successes and failures of the program. Consequently, the Army must be actively engaged in oversight of the projects.

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

**Answer:** I will actively engage our privatized housing providers as the minority partner and ensure that the Army's interests are represented in every decision. If confirmed, I will encourage continued partnership and collaboration at all echelons to provide quality housing for our Soldiers and families.

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

**Answer:** I believe it is the Army's obligation to ensure the care and welfare of our Soldiers and families; we are responsible for ensuring that military housing is safe and of good quality, be it Army owned, leased, or privatized housing.

**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?**

**Answer:** As I understand it, the FY22 NDAA contained provisions that reinforce leadership responsibilities over privatized housing. Command accountability for MHPI issues should be included in performance evaluations and the leaders should take responsibility for actions under their authority.

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

**Answer:** Privatization of Army Lodging (PAL) was the right answer for the Army. By shedding a noncore function, the Army improved hotels and services and is better able to meet its transient housing needs. Within the last year, I stayed at an Army PAL hotel and also at a non-privatized hotel at an installation belonging to a sister service. The quality difference was stark. PAL is a success. If confirmed, I will work with the other Military Departments to the extent that they are interested in learning from the Army's approach.

**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?**

**Answer:** I believe that the Army should continue to assess and optimize our infrastructure to align to operational/training needs and organizational structure to ensure a more lethal Army through various ongoing initiatives like the Army Transformation Initiative and lease reduction efforts to optimize our organizational structure to ensure a more lethal Army. I am inclined to believe that realignments can be made without triggering BRAC thresholds. If confirmed, I would make it a priority to understand how the installation footprint needs to change (if at all) to support the Army Transformation Initiative.

Regarding Army installations, I've seen reports that the Army has ~17% excess space in buildings; however, I observed that this excess is spread out across buildings within our installations. The excess space does not always translate to excess buildings. We need to examine this on a case-by-case basis because in some cases we may find efficiencies, but in others we could create operational inefficiencies (e.g., splitting the operations of a single unit across four buildings just to "maximize space" would likely have adverse effects).

I believe that we have the means to perform this evaluation. It is my understanding that the Army is identifying potential consolidation opportunities through our Real Property Space Availability (RPSA) tool, which was authorized in the FY21 NDAA. This tool identifies available Army facility space and provides an online repository where the Army, DoD, or other federal entities can identify available assets to utilize. It is my understanding that the Army plans to utilize RPSA more broadly to ensure efficient use of resources/excess facilities for units requiring assets on Army installations. If confirmed, I will fully support efforts like this to rationalize our facilities.

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

**Answer:** I am aware that the previously assigned role of the ASA(IE&E), as per Army General Order No. 1 (AGO 2020-01), in BRAC was “Developing and overseeing policies and programs for: base closures, realignments; [and] reuse and economic adjustment programs....” Simply put, I believe that the ASA(IE&E) is responsible for the analysis and evaluation to support DoD’s BRAC recommendations.

**27. How would you undertake execution of these responsibilities?**

**Answer:** I would reconstitute a BRAC office staffed with personnel possessing the required skill sets. ASA (IE&E) would work across the Army and with OSD and Congress on selection criteria and BRAC structure to produce mutually beneficial efficiencies and savings. ASA (IE&E) would execute a transparent, meticulous, objective, and well documented analysis, with a focus on finding efficiencies to support future requirements.

**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?**

**Answer:** In my past roles, I reviewed the reports and editorials claiming incredible savings from BRAC and the ones that claimed BRAC 2005 cost more than it saved. I suspect the truth is somewhere in between. If there is a future BRAC, I would endeavor to ensure that previous lessons learned are incorporated into the analysis process.

I am aware of some steps that the Army has already taken to improve the analysis tools for BRAC and its routine stationing analysis. For example, in 2016-2018, the Army and OSD co-led a Joint team to examine the cost model used in BRAC 2005 and incorporate changes from audits and lessons learned. The resulting Cost Comparison Analysis Tool for Stationing model is more robust and addresses GAO best practices for cost estimation by including uncertainty analysis to better understand the risk associated with estimated costs.



The RPSA tool I mentioned prior provides an accurate understanding of our real property assets and consolidation opportunities; the concept is similar to a commercial real estate Multiple Listing Service where installations can list available real property. This tool, which did not exist during BRAC 2005, will allow the Army to more accurately account for the availability and condition of buildings, leading to more accurate plans for reuse and eliminating the need for unplanned MILCON or sustainment, restoration, and modernization, which were a large part of the BRAC 2005 cost drivers.

Ultimately, I believe that the Army would ensure a transparent, robust analysis. Validating the data and necessary assumptions used in the analysis, incorporating uncertainty and risk analysis into all recommendation assessments.

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

**Answer:** As a private citizen, I am not aware of all of the Army’s efforts in this regard, but I understand that the Army offers its lessons learned and best practices for environmental remediation activities on a frequent basis through the DoD PFAS Task Force and Emerging Contaminants Steering Group. The Services will collaborate on issues of mutual concern when and when necessary.

**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.**

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

**Answer:** In my view, the Army’s backlog of restoration and modernization requirements has continued to increase due to both inadequate sustainment funding and aging infrastructure. Many of the facilities constructed during “grow the Army” in the early 2000s now need significant investment, including key component replacements such as roofing and HVAC. The Army has dedicated funding to barracks and needs to take a similar approach to invest in other key facilities. As the proponent for Army installations, I will commit that IE&E will identify the full requirement for funding and I will fight for it, but as an enterprise leader, I acknowledge that installation funding must compete with other Army priorities. I want our Soldiers and Families to enjoy the highest quality installations, but we also must ensure that Soldiers have the absolute best equipment and training if they are sent to war.

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

**Answer:** Quality facilities for housing, maintaining equipment, and training are an important part of Soldier and unit readiness. The Army continues to seek innovative ways to construct resilient facilities at a reasonable cost using new technology and construction methods such as 3-D printing. The Army has invested heavily in barracks over the last few years and believes this will pay dividends for Soldier QoL. If confirmed, I look forward to assessing such successes and make recommendations to the Secretary of the Army to continue

**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.**

**32. 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.**

**Answer:** From my understanding, investing 2% - 4% of Plant Replacement Value (PRV) is standard in the commercial industry with some variation based on facility type and construction. I welcome that standard in the NDAA. Based on my understanding of the current budget, investing 4% of PRV of the existing infrastructure would require a large shift of Army's budget to facilities repair and maintenance. If confirmed, I will commit to studying the Army budget across the FYDP to understand how we are planning to meet the 4% requirement and will be an advocate of achieving that level of investment.

**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.**

**33. 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?**

**Answer:** I generally believe that greater flexibility would benefit the Army. For example, having multi-year FSRM funding in years where the Army receives a late appropriation will allow for a more deliberate and less hasty obligation of funds. This would preclude the common practice today of end of year pressure to award contracts by 30 September, often increasing the contract cost.

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

**Answer:** I would. However, I would require additional time and data insights to determine if extending the authorization is appropriate and/or if the PPBE Reform Commission recommendation of a percentage of allowable carryover might be a consideration. Additionally, I would want to be able to recommend what controls would need to be implemented to make sure we use the flexibility appropriately.

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

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

**Answer:** The Army is not immune to inflation and increased costs. Flat budgets, MILCON or otherwise, result in decreased buying power. Additionally, as the Army accelerates evolution of its forces and concepts, infrastructure requirements must be considered and funded through MILCON and FSRM commensurate with the pace of change. However, before considering additional funds, I would want to ensure that we are making the best use and getting the best value from the funds that we already receive. If confirmed, I will look for ways to work within existing authorities to get better “bang for our buck.” If additional authorities or legislative relief are required, I will advocate for them.

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

**36. What priority in the Army program would you accord the survivability of Army expeditionary advances bases, forward operating bases, and other locations?**

**Answer:** The survivability of expeditionary advance sites is critical to the success of Army and DoD missions and personnel. These expeditionary, and typically urgent, requirements will be guided by direction from OSD and the combatant commands. If confirmed, I will fully coordinate with OSD to accurately prioritize them.

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

**Answer:** Past National Defense Strategies and Army Installation Strategies have acknowledged that Army installations, and the homeland more broadly, can no longer be assumed to be sanctuaries. We will need to learn from ongoing conflicts, such as those in Europe and the Middle East, but will also need to adapt to the geographic and mission challenges unique to

possible fights in the Pacific. If confirmed, I will work with my teams and across the Army to understand the unique missions, operational environments, and battlefield adaptations required to sustain our global missions in ways that are resilient to all hazards. This will include continuing to modernize Army Prepositioned Stocks and how we store them to prepare for priority theaters, embracing diverse authorities for working with both foreign and corporate partners to share the burden of sustaining the fight, and continuing to invest in the resilience of our defense industrial base.

### **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.**

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

**Answer:** If confirmed, I will establish an annual reporting cycle to provide this committee with information related to ensuring our installations are building facilities and utility systems that increase resilience across all the threats they face daily.

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

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

**Answer:** I am aware there were costly hurricanes, wildfires, storms, and even a rogue wave since 2018. If confirmed, ensuring we track these costs but also learning how to build our facilities to be more resilient to withstand extreme weather events is critical. Our Army's readiness is a top priority and resilient facilities and utilities are critical to ensuring we are ready to fight and win when called upon.

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

**Answer:** I am proud that as the Acting ASA-IE&E, I fought to fund the Army Climate Assessment Tool, which became the Defense Climate Assessment Tool. In spite of the title, the goal was not related to climate but to inform common-sense building approaches. This came from my experience at the Fort Calhoun Nuclear Power Plant, which was built in a flood plain. When the plant inevitably flooded, it was not able to be cost effectively restarted and the multi-million dollar asset was lost. We can't afford that mistake in our portfolio. We needed a tool to show where flooding and other events are likely to happen – so we don't build there. I also believe rapidly implementing new construction methods and resilient utility construction is critical. Our ability to rapidly integrate the lessons we've learned from past events directly increases our strength and resilience going forward.

## **Energy Resilience**

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

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

**Answer:** Energy resilience is a national security issue. Installation energy resilience directly supports the readiness and lethality of warfighters. In today's Army, and in today's world of cyber warfare, we increasingly fight from our installations. That's why we previously established a requirement for installations to have 14 days assured access to energy and water. That was a great start. However, I believe that a one-size-fits-all requirement is not appropriate and resilience goals should be set based on an installation's critical missions. If confirmed, I will follow a policy of setting reliance standards tailored to mission requirements and pursuing the best source of energy for that location – whether that is conventional, renewable, or nuclear – and use whichever acquisition authority that provides the best value.

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

**Answer:** As I understand it, the Army has completed the majority of Installation Energy and Water Plans (IEWPs), which identify critical energy and water resilience requirements, pinpoint deficiencies, and plan projects to address the highest risk findings. If confirmed, I will first continue to support these IEWP efforts and encourage a greater focus on how off-post utility infrastructure may pose risks to Army missions. Second, I will back the integration of identified deficiencies and requirements at the HQDA level to effectively prioritize solutions across the Army. Lastly, I will advocate with the Department of Defense and Congress for continued access to authorities, such as Energy Savings Performance Contracts, and funding for programs like the Energy Resilience and Conservation Investment Program, which have a significant impact on the Army's capacity to address energy resilience challenges.

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

**Answer:** The Army's MILCON program is driven by both Commander requirements and a robust technical analysis. For energy resilience projects to compete more effectively, both factors must be fully understood. Activities like Black Start Exercises and the Army's energy resilience planning process through Installation Energy and Water Plans, are helping our Commanders better understand the risks energy disruptions pose to mission execution. This will drive increased consideration of energy risk in developing MILCON requirements. Additionally, more robust resilience metrics can be added to the technical analysis of MILCON projects to ensure energy resilience risk reduction is better valued.

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

**Answer:** I understand that OSD and the Army have made strides in better understanding energy resilience risk in the U.S. Indo-Pacific Command (USINDOPACOM) area of responsibility, but I agree more work is needed. The Army has completed initial Installation Energy and Water Plans or IEWPs for all Army locations in USINDOPACOM which is a critical first step in understanding and mitigating the risk of outages to installations, regardless of cause. The Army is also expanding the Black Start Exercise program to USINDOPACOM installations to ensure Commanders are planning for various energy grid outage scenarios. It may be worthwhile to expand Black Start Exercises to include larger fuel supply chain considerations. Additionally, it may be valuable to consider aligning installation focused Black Start Exercises with larger Army or DoD wargames and exercises to ensure realistic constraints on all energy sources, from the grid and liquid fuel, are well understood and appropriately addressed.

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

**Answer:** If confirmed, I will prioritize strengthening the Army's collaboration with both public and private sectors to enhance installation resilience and energy security. Leveraging established authorities such as Energy Savings Performance Contracts, Utility Energy Service Contracts, EULs, and utility privatization, the Army can effectively integrate industry expertise and innovative solutions into its energy management strategies. These mechanisms enable the Army to identify efficiencies, reduce vulnerabilities, and build redundancy while fostering partnerships that drive sustainable and resilient energy systems. By combining the strengths of public and private entities, we can ensure our installations are equipped to meet current and future energy challenges.

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

**Answer:** Yes. Having been a management consultant serving the electric utility industry at several nuclear power plants in North America, I believe that nuclear energy is clean, safe, and reliable. Stationary micro-reactors are certainly a workable and viable option to provide long-term energy resilience. The President's recent executive orders are rapidly transforming the landscape to design, build, approve, and operate a reactor. The Army's mission, as directed in one of these executive orders, is to operate a reactor on a domestic base or installation by September 30, 2028. If confirmed, I will work closely with Congress to ensure visibility on the Army's actions and progress.

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

**Answer:** I am aware that many of our installations already include large scale batteries in their projects focused on energy resilience. I personally participated in the ground-breaking and ribbon cutting at a number of these projects. If confirmed, I will continue to explore how we utilize new technologies such as long duration batteries to ensure our installations can operate as an island domestically and overseas, to include in contested environments.

**Authorities to Improve Energy Resilience**

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

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

**Answer:** I believe that the Office of Energy Initiatives is a great asset for the Army. My familiarity with their projects and project pipeline is dated, but I would like to see a prioritization of projects that reflects that importance of an installation, and greater efforts to standardize project structure. If confirmed, I would look at the Army's business and land use decision making processes for opportunities to reduce the time to bring market-driven solutions to Army installations.

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

**Answer:** In my view, the Army should continue to capitalize on its current efforts identifying energy related risks and capability gaps, and holistically coordinating outcomes through these tools, ensuring they are aligned to our identified gaps and prioritized based on installation mission priorities. The authorities mentioned above allow the Army to partner with private industry, municipalities, and public universities and identify proven technologies that enhance the security of microgrids and the larger utility system.

**50. 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?**

**Answer:** It is my understanding that the decline in the number of non-DoD funded energy contracts over the past several years stems from a combination of factors, including past priorities within the Department, challenges in aligning contract terms with long-term operational needs, and evolving market dynamics that impact private sector participation. Additionally, administrative hurdles and resource constraints may have limited the Army's ability to fully capitalize on available opportunities to secure utility savings. I also suspect that we addressed most of the "low hanging fruit" early on and now need to be more innovative. If confirmed, I would recommend a holistic approach to ensure the Army optimizes its energy contracts and secures utility savings for must-pay bills.

### **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.**

**51. 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?**

**Answer:** When I arrived at IE&E in 2017, I was shocked to find that different Army installations with the same utility provider were often on different rate structures. I've believed since then that opportunities exist across DoD to align on the lowest available rates or tariffs. AWCs do provide another tool that allows installations to significantly enhance their resilience and protect critical infrastructure to ensure mission readiness. I am aware there were some challenges with various sections of the Federal Acquisition Regulations, but if confirmed, I will assess the barriers to using AWCs, determine the next steps, and issue guidance to execute energy resilience projects across our installations as quickly as possible.

### **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.**



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

**Answer:** Battlefield capabilities and complexities are evolving at a faster pace than ever before. Ensuring our Soldiers have the energy they need, when they need it, with the appropriate quality and reliability are priorities. The Army must accelerate the rate at which it develops and fields new capabilities that increase lethality and reduce our reliance on logistical resupply. I am encouraged by the Army's focus on transformation and the integration of these capabilities across all domains. If confirmed, I will work with Army leaders and Congress to ensure we remain focused on increasing our combat capabilities while reducing our logistical burdens.

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

**Answer:** It is my understanding that the Army strategic planning processes currently incorporates energy requirements. Considering the availability of fuel in contested areas or the accessibility of advanced batteries, I believe the Army recognizes the crucial need for a secure and resilient supply of energy, and this is included in the strategic planning processes. If confirmed, I will work with Army Senior Leaders to ensure planning and wargaming not only includes the current energy production and storage systems but rapidly fields new technologies fielded across the formations.

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

**Answer:** As the Assistant Secretary of Defense for Sustainment, it was my mission to ensure that new acquisition programs included a life cycle sustainment plan and evaluated total cost of ownership. I believe we need to take a similar approach to energy requirements. For new platforms, the Army can benefit from a lighter logistics trail and additional on-board and off-board power for its platforms. These newer requirements are necessary to power the latest equipment being fielded that increases lethality. Small Unmanned Aircraft Systems (s-UAS) detect-deter-defeat systems, night vision devices, next generation communication, etc., will all require additional power. If confirmed, I will work with my acquisition counterparts and ensure that these requirements are included in the acquisition system.

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

**Answer:** If confirmed, I will ensure the Army continues to seek improvements in energy efficiency to reduce operational costs and the overall logistics tail. The way we were able to operate logistics in the GWOT and prior will likely not be an option in future near peer conflict. The Army's acquisition systems offer a variety of tools to ensure energy issues are addressed in military platforms. If confirmed, I will continue to work with our leaders responsible for the

Army's acquisition process and ensure modern technology capabilities are reflected and included in the requirements process.

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

**Answer:** Operational Energy enables the ability to train, project power, and sustain forces with over-the-horizon capabilities from Army installations. Ensuring improvements are included in our weapons platforms requires synchronization across the various Army labs, Army Commands, and the acquisition process. As the acquisition process modernizes, in alignment with the Secretary's vision, these technological improvements will be nested in this process. If confirmed, I will continue to stress the importance of these partnerships.

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

**Answer:** I've been a proponent for integrating the latest proven technology into our current processes. Including this capability into our logistical systems only improves our ability to rapidly obtain needed information and be more lethal on the battlefield. As the Army transforms, ensuring these sensor suites are included in the acquisition process will provide the commander with visibility of this data. If confirmed, we will continue to evaluate new and proven technologies into our new platforms providing our commanders tools that will provide accurate and timely data on the capability of their units.

**Energy Conservation**

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

**Answer:** I believe there are three core elements:

- 1) **Efficiency:** The Army must prioritize reducing energy consumption across installations and operations by implementing advanced technologies, optimizing energy-intensive processes, and promoting behavioral changes that encourage conservation. This includes leveraging data analytics to identify inefficiencies and deploying energy-saving measures such as modernized infrastructure, smart grids, and energy-efficient building designs.
- 2) **Resilience:** Energy conservation must be integrated with efforts to enhance energy security and resilience. This involves diversifying energy sources, increasing on-site energy generation, and incorporating microgrids and energy storage systems to ensure continuity of operations during disruptions.
- 3) **Innovation:** The Army must continue to foster partnerships with industry, academia, and other government agencies to drive innovation in energy technologies. By investing in research and development and leveraging agile acquisition pathways, the Army can adopt

cutting-edge solutions such as advanced battery systems, alternative fuels, and artificial intelligence-driven energy management tools.

If confirmed, I will work to ensure that these elements are embedded in the Army's energy conservation strategy, enabling us to reduce costs, improve operational readiness, and contribute to national energy goals.

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

**Answer:** I've watched as the Army has pursued energy efficiency for decades and has employed high-impact low-cost measures such as efficient lighting fixture replacements. The remaining energy conservation items are more costly with less impact. I am aware of a recent study where one large installation identified life-cycle cost-effective (LCCE) energy conservation measures which will achieve 12% energy savings on the selected buildings. The scope of work included a request to strive for deep energy retrofits, but higher intensity energy conservation measures were not LCCE. This may or may not be representative of opportunities across the enterprise. If confirmed, I would study this further and understand what other work has occurred to identify the next round of realistically achievable savings.

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

**Answer:** If confirmed I will assess where we are with our current energy conservation goals, balance with the increasing energy demand associated with the Golden Dome, s-UAS detect--deter-defeat efforts, and other existing and future simulation requirements. Based on this assessment, I will develop a goal for our installations to achieve.

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

**Answer:** Continuing to work with our partners who conduct Energy Savings Performance Contracts and Utility Energy Savings Contracts is key. Leveraging third party financing along with their expertise is critical in moving forward to achieve these goals.

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

**Answer:** It is my understanding and experience that the Army has made great strides in reducing their energy requirements. These savings allow the Army to offset rising energy prices, as well as invest back into the overall Army topline. If confirmed, we will continue to stress energy conservation, which is directly tied to energy and national security. The less energy an installation needs reduces the amount they need to store and generate to conduct its mission if the grid is down.

**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.**

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

**Answer:** I agree that a secure and reliable supply of water is essential to DoD operations and a key mission enabler for the Army. While the Army continues to make strides in its Water Resilience, I would ensure that ongoing efforts like the Army Strategic Plan prioritize investing in advanced technologies and partnering with industry and communities on Water Resilience solutions for our installations. The Army continues to work with DoD to identify regional threats and vulnerabilities to our water supply. Additionally, the Army continues to analyze installation-specific threats and planning and designing regional specific solutions to mitigate. If confirmed, I would ensure that Army leadership is aware of the threats and prioritize necessary investments to modernize and enhance the resilience of our infrastructure while also working with our utility providers and the local community to identify cost-effective ways to continue to enhance our installation resilience.

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

**Answer:** As a private citizen, I have limited insight into specific actions the Army has taken recently. It is my understanding that the Army has a series of water supply and infrastructure assessments that measure our ability to assure our water supply and distribution capacity upon a disruption in service. Identified vulnerabilities, including those associated with drought-prone areas, are incorporated into IEWPs where mitigation solutions are identified and added to each installation Master Plan for execution prioritization. Additionally, in collaboration with DoD, the Army has completed Water Management Security Assessments (WMSAs) at over 100 installations to identify broader region-specific risk and vulnerabilities to our utility served water supplies. The purpose of the WMSAs is to identify and prioritize, at DoD level, which installations are most at-risk to water scarcity and its impact to mission assurance, thus ensuring risk mitigation solutions are prioritized and funded. If confirmed, I will look into the actions taken or planned to make sure that they will address water needs of Army installations and operations.

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

**Answer:** It is my understanding that Army installations use their IEWPs to identify solutions to their water supply and distribution infrastructure risks and vulnerabilities. The IEWPs leverage the results from annual installation status assessments that measure mission-sustainment

capacity. Along with these, installations add other necessary infrastructure improvement requirements coming from changes in law to fully meet the requirements of the Safe Drinking Water Act, to include complying with PFAS, lead, and copper mitigations. Army installations actively pursue strategies (including new technologies) to prioritize investments for both current and future water needs.

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

**Answer:** If confirmed, I will ensure the Army continues taking significant steps to improve water conveyance systems, reduce losses, and recapitalize aging infrastructure to ensure installations meet their mission requirements. These actions include prioritizing the modernization of aging water conveyance systems, including replacing aged and degraded pipelines, pumps, and storage facilities with more resilient and efficient options to reduce water loss due to leaks while improving reliability. I am aware that the Army has engaged with private sector partners and has privatized about a quarter of its water conveyance systems to leverage utility provider expertise and resources in upgrading water infrastructure. These partnerships help accelerate project timelines and ensure the use of best practices. These steps ensure that the Army water conveyance systems meet all applicable environmental and regulatory standards, safeguarding both operational effectiveness and sustainability. Additionally, to reduce potable water demand and meet installation mission requirements, the Army continues to implement alternative water projects which include the use of reclaimed wastewater for process reuse or for irrigation requirements. These types of projects ensure that mission-critical potable water needs are met while reducing the operating costs of potable water systems. I support these efforts and will engage to make sure that they continue.

**Resilience to Extreme Weather Events**

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

**Answer:** If confirmed, I will work with the Secretary of the Army to ensure that the Army continues its effort to update the Unified Facilities Criteria (UFC) in cooperation with OSD and the other Services, as the entire UFC program is going through a rapid review and update to its effectiveness given current changing environments. I understand that the UFC for master planning is in active review and includes provisions for military construction projects and mission resilience against extreme weather, cyber, and other potential threats.

**Emerging Contaminants**

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

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

**Answer:** If confirmed, I would establish a proactive and coordinated approach for the office in addressing potential PFAS contamination. The Army follows federal cleanup standards and DoD PFAS policies and commits to a data-driven, risk-based prioritization to ensure resources are directed to the highest risk sites first while advancing Army readiness and environmental stewardship. Further, I will work with federal, state, and local partners to streamline efforts and efficiently allocate resources. I am committed to the health and safety of Army and surrounding communities.

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

**Answer:** I recognize that the Guard and Reserve components are integral to the Total Force. Guard and Reserve locations, and the communities which support them, are key to the strategic depth needed to meet U.S. defense requirements. If confirmed, I would welcome the opportunity to work with the local partners of all Army installations and facilities, both large and small.

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

**Answer:** If confirmed, I would prioritize transparency for impacted Soldiers and their Families and support the Army in pursuing enduring solutions.

**Environmental Compliance**

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

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

**Answer:** Taxpayers have entrusted the Army with over 13 million acres of public lands, and as the Army just celebrated its 250th birthday, I recognize my role, if confirmed, is to ensure that the Army has the natural resources it needs for the next 250 years. Too often in the past, environmental factors were considered in isolation, addressed and managed independently from

the military readiness mission. However, the loss or alteration of natural landscapes directly impacts the Army's ability to conduct the realistic training necessary to support Warfighting excellence and remain mission ready. Additionally, environmental factors are strategic assets that are critical to maintaining mission-readiness.

If confirmed, I will make sure that leaders throughout the force understand that environmental compliance and protection enables the Army to be ready and lethal.

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

**Answer:** Maintaining the lands and ecosystems serving Army installations is vital to readiness. These lands provide vital resources, and space to train. I recognize that the most efficient environmental programs will be the ones that leverage federal, state, and local partners to ensure that lands remain open to Army readiness. Since my last time in the Office of the ASA(IE&E), I understand that the Army has established an interagency agreement with the U.S. Fish and Wildlife Service, including a liaison supporting Army compliance with environmental laws and regulations.

Additionally, it is my understanding that the Army has an agreement with Department of Interior as a whole, that has enabled partnerships across Interior, including with the United States Geological Survey and the Bureau of Land Management. I believe that these types of partnerships pay dividends. If confirmed, I will ensure that they are given appropriate attention and resources.

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

**Answer:** In my experience, current processes associated with EISs are generally too slow. As the Army's primary senior official for environmental compliance, the ASA(IE&E) is responsible for developing and overseeing Army policy, guidance, and programs for National Environmental Policy Act (NEPA) compliance. I believe the Army should prioritize EISs for multi-region and nationwide actions to ensure the most efficient and effective implementation of NEPA. This would allow the Army to concentrate efforts and resources on proposed actions with the greatest potential for large-scale environmental effects, while utilizing Environmental Assessments (EAs), Programmatic EAs, and mitigated Findings of No Significant Impact for single-region and installation-level actions. If confirmed, I would work with congress and other agencies to implement these ideas or others that would make the process more efficient.

**Environmental Restoration**

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

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

**Answer:** The Army enables mission readiness through its environmental restoration program by protecting service members and their families from environmental contaminants and military munitions, remediating sites through a “worst-first” approach, returning land to usable condition, compliance with federal cleanup laws, and community engagement.

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

**Answer:** If confirmed, I would prioritize reviewing and advocating for stable, multi-year funding to continue the cleanup activities under these programs. The Army must accelerate efforts where able and seek out innovative technologies to maximize the effectiveness of ongoing 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.**

**76. 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?**

**Answer:** In my view, virtual training certainly has a place in maintaining a ready and lethal Army. From my own time as a field artillery officer, I have seen how the Army utilizes advanced technologies both to enhance realism and to decrease costs, so that our Soldiers can get as much training time as possible. However, I believe it is important to emphasize that there is no substitute to getting our Soldiers out into the field, training in environments similar to the ones they might fight in.

One of the greatest strengths of the Army’s installation community is the environmental diversity contained within over 13 million acres of training lands. Virtual training can help to meet capability requirements, but it is not a full solution to encroachment, nor a full substitute for the lands the Army maintains.

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

**Answer:** From my time in uniform, as well as my experience at both HQDA and OSD, I have seen the important role that our installations, energy programs, and environmental programs play in preparing to be ready any time the nation needs us.



If confirmed, I will ensure that the Army's IE&E program coordinates closely with Defense Planning Guidance and the Interim National Defense Strategic Guidance to be ready to enable missions that protect American interests overseas and defend America at home. Likewise, I would keep an eye on the future, ensuring that the infrastructure for training and modernization is provided, such as the Army's recently announced Army Transformation Initiative. My experience has taught me that the fight is Joint. If confirmed, I will make sure that the Army efficiently prepares and modernizes in parallel with the installation initiatives of our its sister Services and DoD.

**78. How would you structure your role as the ASD(IE&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?**

**Answer:** If I recall correctly, most installations are required to establish Encroachment Plans. The Army has different avenues for dealing with encroachment issues, including the Readiness and Environmental Protection Integration (REPI) program. Additionally, if confirmed, I will make sure the Army is paying attention to emerging areas of concern, including the role foreign investment plays in encroachment. I would also pursue opportunities to better engage with state and local community partners on environmental, encroachment, and zoning issues.

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

**Answer:** As your question notes, one of the most common issues across the Services is preserving the ability to conduct testing or training activities that generate noise. This issue is the direct result of the proximity of civilian populations to installations, ranges, and operating areas. REPI buffers can protect against development and decrease the number of conflicts between communities and loud noise events like live-fire training and weapons testing, noted above, or helicopter training and other aviation. As a field artillery officer, I know better than most how noisy Army training can be. There is no substitute for real-world training, and the Army cannot afford to sacrifice training opportunities for our Soldiers. However, there are certainly opportunities to reduce noise complaints through coordination of training schedules, intelligent land use planning, and selective use of alternative training methodologies such as simulators. My first priority would be to reduce the potential for noise impacts. Discussions of compensation, as your question acknowledges, are challenging, and would be best addressed case-by-case.

**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.**

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

**Answer:** I believe REPI has a great track record leveraging interagency partnerships. In addition, the DoD has programs such as Sentinel Landscapes which help strengthen military readiness on and off installations. Deconflicting land uses between new and emerging uses can be enhanced through strategic utilization of existing authorities such as DoD's Strategic Environmental Research and Development Program and the Environmental Security Technology Certification Program. These kinds of programs enable the Army to develop and demonstrate innovative, scalable technologies that enhance military readiness, improve warfighter capabilities, and strengthen defense infrastructure.

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

**Answer:** National defense needs to be addressed in its totality, including the nation's prosperity and protection of its territorial integrity. If confirmed, I will direct my staff to apply mission-first, science-driven assessments to competing uses for Army lands.

**Department of the Army Laboratory and Test Center Recapitalization**

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

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

**Answer:** Technical centers, laboratories and test centers are critical keys to staying relevant today and in the future, in this rapidly changing environment. Army must invest adequately in these important facilities.

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

**Answer:** As we do with most facilities, metrics used to validate facility requirements look at the condition of a building's systems and the ability of the facility functionalities to satisfy the current mission requirements and anticipated future requirements. I understand that the Army is in the initial stages of incorporating a mission dependency index to prioritizing its facility investment projects.

**84. If confirmed, how would you work with the Assistant Secretary of the Army for Acquisition, Logistics, and Technology and other stakeholders to ensure that the**

**Department of the Army technical centers, laboratories, and test centers are properly recapitalized?**

**Answer:** If confirmed as the ASA(IE&E), I will establish and maintain a regular coordination with ASA(ALT) and other stakeholders on all facility investments, to review the appropriate investments and focus on technical centers, laboratories and test centers.

### **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.**

**85. 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

**86. 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

**87. 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

**88. 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

**89. 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**

**90. 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**

**91. 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**