

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

Duties and Qualifications

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

The mission of the Assistant Secretary of Defense for Energy, Installations, and Environment (ASD EI&E) is to provide safe, resilient, and robust platforms, enabling the warfighter to execute their mission, train, conduct maintenance, and support service member families.

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

I have a deep understanding of the EI&E mission across its multifaceted portfolio through almost 25 years of experience in uniform as a strategist and planner and almost 10 years as a federal civilian. My experience has ranged from leading teams conducting installation complex encroachment management action plans to address issues negatively impacting military missions and surrounding communities to completing the first in-depth process review of wind farms and their impacts on military missions for Congress, which led to the creation of the Department of Defense (DoD) Siting Clearinghouse. I've also led portions of Service budget prioritizations and successfully supported these programs during cost assessment and program evaluation.

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

I have been privileged to lead teams large and small from the Pentagon down to the installation level. During my time as the Chief of Staff in Afghanistan, I held responsibility for the management and sustainment for actions across the mission. I've also led complex teams in support of Homeland Defense under the North American Aerospace Defense Command (NORAD)/United States Northern Command (USNORTHCOM) and have been honored to support senior leaders at all levels within the Department. As the current senior civilian at Eglin Air Force Base, I lead a team of over 10,000 in developmental test and evaluation while simultaneously managing the stewardship, investments, and innovation of over 726 square miles of land range and over 124,000 square miles of over-water range, while collaborating with each of the Services and over 35 tenant organizations.

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

Each experience throughout my military and civilian career has prepared me to assume the duties of the ASD(EI&E). As a lifelong learner, and if confirmed, I remain open to interactions with Congress and other organizations, public and private, that would increase my understanding of this diverse portfolio.

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 there is a continual exchange of ideas and information to support and assist Congress in its oversight role of the Department's programs through regular and recurring engagements and dialogue.

Conflicts of Interest

Federal ethics laws, to include 18 U.S.C. §208, prohibit government employees from participating in matters where they, or certain family members or organizations with which they have certain relationships, have a financial interest.

Do you agree, without qualification, if confirmed, to disclose any potential conflicts of interest, including investments, business ties, family relationships, or other connections that could be perceived as influencing your decision making?

I agree to comply with all conflicts of interest disclosure requirements set forth in the Ethics in Government Act and implementing regulations.

Do you agree, without qualification, if confirmed, that if a conflict of interest arises, you will recuse yourself from participating in any relevant decisions regarding that specific matter?

I agree to comply with all recusal requirements under 18 U.S.C. § 208 and implementing regulations.

Do you commit, without qualification, if confirmed, to decision-making on the merits and exclusively in the public interest, without regard to private gain or personal benefit?

I commit to deciding matters on the merits based on the public interest, without regard to any private gain or personal benefit.

Major Challenges

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

Though I have not been confirmed and do not have a detailed appreciation of the many complex issues facing ASD (EI&E), my initial assessment is that the following concerns have significant impacts on its portfolio: budgetary constraints and making the best use of limited resources, installation resilience against threats regardless of the source (natural or manmade), real property management and the associated costs, aging and outdated infrastructure and its direct impact on readiness, and energy resilience both at home and in expeditionary environments. All of these are underpinned by the evolving security environment and the need for installation readiness to confront all challenges.

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

My priorities, if confirmed, would include a portfolio review to better understand the specific challenges facing ASD EI&E. I would focus on implementing priority changes based on influencing the next Future Years Defense Program (FYDP).

2022 National Defense Strategy (NDS)

The 2022 NDS designates China as the pacing challenge for the United States, but it also states that Russia remains an acute threat to U.S. national interests. In addition, the Department must also manage the persistent threats posed by rogue regimes and violent extremist organizations.

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

Practically everything DoD does in some form is directly touched or influenced by ASD EI&E, which in turn supports the National Defense Strategy. The office protects and sustains warfighter readiness by strengthening strategic and operational capacity, reducing costs, and increasing lethality by providing policy and governance for programs and activities that enable resilience for systems and installations.

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

The two main investments needed to prevail in great power competition are resilience and efficiency. Resilience investments are necessary to ensure that our infrastructure and military construction are ready when called upon to support the warfighter in whatever mission capacities are required. Efficiency ensures our military construction and infrastructure are affordable, have a low operating cost over time, and remain robust and relevant in the long term to support the warfighter requirements where and when needed. We cannot overlook opportunities to fully integrate our mutual efforts to provide the greatest return on those investments.

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.

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

I understand that the overall goal of DoD's housing program is to ensure that Service members have access to safe, quality, family housing, whether in the U.S. or overseas. I am concerned that DoD may lack sufficient affordable accompanied and unaccompanied housing. If confirmed, I will ensure that we have the appropriate oversight mechanisms in place to hold both the Military Departments and housing providers to the quality standards that our Service members deserve.

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

I believe the overarching goals and structure of the Department's military housing program—supported by the significant MHPI reform actions Congress enacted in recent NDAAAs—properly support the Department's efforts to provide day-to-day oversight of this portfolio, including the Military Housing Privatization Initiative. However, there is always room for improvement. If confirmed, I will review the Department's MHPI program goals and oversight structure to ensure the Department provides quality housing for military families and holds MHPI companies accountable for complying with project legal agreements.

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

It is my understanding that, in addition to issuing the MHPI Tenant Bill of Rights and working with the MHPI companies to obtain their voluntary agreement to implement these rights at nearly all installations with privatized housing, the Department has implemented numerous other reforms such as establishing a Chief Housing Officer and Deputy Assistant Secretary for Housing, establishing resident advocates, implementing new housing standards and inspection requirements, launching a publicly-available resident complaint database, and other measures. If confirmed, I will ensure that the

Department continues to improve the safety, quality, and habitability of privatized housing, and to further enhance the Department's oversight of the MHPI program and projects.

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

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

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

The success of the Military Housing Privatization Initiative relies, in part, on the MHPI companies and projects abiding by the terms of the project ground lease and associated legal agreements that comprise the project deal structures, and for those deal structures to incentivize good performance. If confirmed, I will request that Military Departments review the MHPI project legal agreements to ensure that they are enforcing existing standards of performance and to identify any areas where they should seek renegotiation of the terms of those agreements to incorporate clear and enforceable performance standards at the appropriate lowest level, and penalty provisions for failure to meet performance standards.

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

These reforms, especially the implementation of the MHPI Tenant Bill of Rights, have been transformative in ensuring DoD takes necessary actions to improve the MHPI program and to rebuild trust, which creates a positive living experience for service members and their families. If confirmed, I will embrace my responsibilities as the DoD Chief Housing Officer to oversee the Department's implementation of any remaining MHPI reforms and to hold DoD leadership and the private sector MHPI companies accountable for their project oversight and performance.

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

I understand that there was inadequate privatized housing oversight compared to what was originally envisioned at the outset of the MHPI program, which included exercising authorities in the project legal agreements to hold the MHPI companies accountable for project performance. If confirmed, I am committed to providing rigorous oversight in my role as the Department's Chief Housing Officer, and to ensuring the Military Departments hold MHPI companies accountable for providing safe, quality housing for Service members and their families that is responsive to any concerns raised by Service members and their families.

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

I believe the Department has made significant progress in rectifying the underlying oversight issues that caused the MHPI housing crisis, including implementing the MHPI Tenant Bill of Rights at nearly 100 percent of military installations with privatized housing. However, I also believe there is room for additional improvement, including implementing the remaining reforms. If confirmed, I will work with the Military Departments in my capacity as the Chief Housing Officer to ensure they continue to implement required reforms that will strengthen their oversight, hold MHPI housing companies accountable, and provide safe, quality housing for Service members and their families.

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

I believe in a proactive approach. If confirmed, I will work in my capacity as the Chief Housing Officer to ensure the Department of Defense continues to strengthen its oversight responsibilities and hold MHPI housing companies accountable for addressing complaints from military families.

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?

The MHPI housing crisis was due, in part, to reduced oversight of the privatized housing projects. I understand that the Military Departments have since hired more than 600 additional housing staff to provide necessary MHPI project oversight. If confirmed, I will ask the Military Departments to provide an update on their housing manpower requirements and take action as necessary to ensure they utilize all available and appropriate hiring authorities to augment staffing at their installation housing offices.

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?

I believe in a proactive approach based on open communication. The Chief Housing Officer is responsible for oversight of all aspects of the MHPI program. If confirmed, I

will ensure that the Military Departments exercise all available authorities within the project legal agreements to hold MHPI companies accountable for providing safe, quality housing for Service members and their families.

What do you view as your obligations to these partners?

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

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

Service members and their families expect and deserve a safe and secure place to live in return for the sacrifices they make for our nation. If confirmed, my priority as the Department's Chief Housing Officer will be to ensure the Department of Defense meets its obligation to provide members of the armed forces and their families with access to safe, quality, affordable housing.

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

I believe accountability is a critical core value for any organization and that all personnel, whether civilian or uniformed service, should be held accountable for their performance. If confirmed, I will fully support the inclusion of MHPI oversight responsibilities as a performance metric to be considered as part of performance evaluations for base commanders and their senior enlisted counterparts. I will also support granting commanders the requisite authorities and resources at the appropriate lowest level for supervision and oversight.

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

If confirmed, I would want to have a better understanding of the details of this practice and other business models that could enhance military service lodging to explore best practices to improve the efficiency and quality of these programs. Local conditions should always inform decisions on this matter.

Base Realignment and Closure

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

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

While I am aware the Department of Defense has excess infrastructure capacity, I am currently not in a position to fully understand how the Department's real property portfolio aligns with current and future needs across the Military Departments. I believe that BRAC is one of many tools available to address underutilized and excess infrastructure. If confirmed, I would also work closely with Congress to shape the definition, goals, and authorities required if BRAC was deemed necessary.

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

In my opinion, EI&E is the appropriate office within the Department to oversee and facilitate a BRAC round should it be authorized by Congress. The Secretary and other senior leaders, such as the Chairman of the Joint Chiefs and the Secretaries of the Military Departments, would set the strategic framework and determine the final recommendations. Implementing BRAC requires coordination with the Military Departments, Combatant Commands, and other appropriate stakeholders. It will be executed in accordance with the BRAC authorization enacted by the National Defense Authorization Act.

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

Decision-quality data is necessary to make informed decisions about the Department's excess capacity. If confirmed, I will work with the Military Departments, Combatant Commands, and other appropriate stakeholders to ensure the Department undertakes the necessary analyses to have a full understanding of its excess capacity.

How would you undertake execution of these responsibilities?

If confirmed, I would rely on a range of subject matter experts to assess the Department's infrastructure needs and review available options to properly align the infrastructure with the mission. I would coordinate with all Military Departments, Combatant Commands, and appropriate stakeholders to ensure that any recommendations are consistent with the National Defense Strategy and meet all legislative requirements.

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

If confirmed, I will work closely with the Military Departments, Combatant Commands, and other appropriate stakeholders to determine the best approach to BRAC implementation, while ensuring that all BRAC recommendations meet NDAA requirements and enhance installation military value to support mission requirements and the National Defense Strategy.

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

If confirmed, I will work with the Military Departments, Combatant Commands, and other appropriate stakeholders to assess excess capacity. Based on this assessment, the Department can determine if there is value in setting an infrastructure reduction target or whether it is better to have flexibility to focus on broader policy objectives.

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

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

It is my understanding that the BRAC 2005 round had high implementation costs due to its transformational nature, including deliberate decisions to build new infrastructure at locations that received missions from closed or realigned installations. If confirmed, I will examine ways to better anticipate costs, project savings, and meet the goals established by the BRAC authorization.

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

If confirmed, I will review the efficacy of how past realignments or closures were recommended to the BRAC commission. I am committed to ensuring cost and savings are clearly justified and visible as part of BRAC implementation and may require a more detailed approach.

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

I understand that OSD and the Military Departments have issued numerous policies and guidance that take into account "lessons learned" across the environmental remediation programs, including those related to the remediation of emerging contaminants. If confirmed, I will seek a better understanding of how "lessons learned" are incorporated into future actions affecting the redevelopment of closed military bases.

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

If confirmed, I will examine ways to better anticipate costs, project savings, meet the goals established by the BRAC authorization and promulgate comprehensive DoD guidance to new realignments and closures.

Installation Modernization and Resilience

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

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

The continuing challenge is to balance warfighter capability with installation support to enhance lethality. I recognize that the Department must prioritize its limited resources across a wide range of critical priorities. If confirmed, I will work with the Military Departments, Combatant Commands, and other appropriate stakeholders to analyze funding allocations for installations to gain a comprehensive understanding of resources versus the requirements. If there is not adequate funding for installations, I would recommend an increase of resources to address deficiencies in a prioritized and systematic manner consistent with need.

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

In my view, the installation is the weapons system and is foundational to the readiness and lethality of the force. They serve as initial maneuver platforms from which the Department can deploy troops around the globe and coordinate and control various mission-related functions for those units once deployed. This makes our installations critical to providing a distinct advantage to our warfighters over our adversaries.

If confirmed, do you have specific plans to leverage infrastructure and

modernization to improve the quality of life for DOD servicemembers and their families?

If confirmed, I plan on collaborating within DoD and with industry experts on what measures could be taken to apply modernization to installations that will increase the Quality of Life for our Service members and their families. I will also work with Military Departments to get an understanding of how to effectively support the forces through expediting the clearance of maintenance backlog and the streamlined incorporation of innovative technologies available to increase facility efficiency and mission productivity.

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.

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.

This issue will not improve over time, underscoring the tensions between warfighter requirements and aging infrastructure. I also understand this is an issue important to Congress. If confirmed, I will assess the Department's approach to prioritizing and funding investments in our infrastructure. Working with the Military Departments, Combatant Commands, and appropriate stakeholders, I will develop Department-level guidance and oversee infrastructure investments in execution to ensure the money is spent on the appropriate priorities. I will work with organizations across the DoD and Congress to balance increasing funding and reducing unneeded infrastructure to ensure investments enhance military readiness and warfighter lethality.

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.

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?

The potential benefits of a move to 3-year authorization include a better planning and execution period, budget predictability and stability, and alternate execution opportunities, which could be more attractive to DoD business partners. While moving to a 3-year FSRM authorization could provide some benefit to the Department, I believe the Department should move forward cautiously to determine the added value of a longer authorization. Specific performance, execution, and delivery metrics would be necessary to ensure that 3-year money is spent as intended. I understand the Commission on Programming, Planning, Budgeting, and Execution (PPBE) Reform presented a case study in their report that examined the limitations of FSRM as a one-year appropriation. I commit to reviewing their findings.

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

If confirmed, I would advocate for the Department to evaluate all options with regard to enhancing the flexibility and increasing the efficiency of FSRM funding. This may include a series of pilots to be executed with oversight from my office to determine the overall value of increasing the availability period. I believe that oversight and accountability of resources allocated for facility sustainment, restoration, and modernization are critical in a resource-strained environment. I will work with all stakeholders to ensure these funds are managed appropriately and effectively.

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.

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

If confirmed, I would focus on the key enabling role our infrastructure plays in supporting our Armed Forces and advocate for additional infrastructure investments through all funding sources, including MILCON. I would highlight the Department's investments in the IndoPacific, critical DoD infrastructure, and shipyards as good examples of missions that require immediate MILCON investments to increase our readiness and warfighting capabilities to enhance lethality.

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

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

The survivability and credibility of our DoD forward presence are essential to Joint deterrence and lethality. If confirmed, I will work with my counterparts in OSD, the Joint Staff, the Services, and the Combatant Commands to ensure the Department has a network of bases that can withstand cyber, kinetic, and extreme weather-related risks, and fully support warfighting requirements.

What is your understanding of the Department’s efforts to assess and prioritize facility requirements for prepositioned forward fuel, stocks, and munitions, as well as to generate options for non-commercially dependent distributed logistics and

maintenance—all to ensure logistics sustainment in the face of persistent multi-domain attack?

It is my understanding that the facility requirements supporting logistics sustainability are assessed by the Combatant Commands and prioritized through a collaborative engagement with stakeholders. If confirmed, I will work with the Assistant Secretary of Defense for Sustainment, our Combatant Commands, the Joint Staff, the Defense Logistics Agency, and other appropriate stakeholders to assess and prioritize the facility requirements for supporting logistics sustainment.

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

While I am not completely familiar with all aspects of new generations of munitions, I am generally aware that there is a need to modernize and improve munition storage facilities in theater. If confirmed, I will work closely with the Services and Combatant Commands to address these challenges.

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

If confirmed, I will work closely with the Services and Combatant Commands to evaluate new and emerging technologies to adopt the most efficient and effective strategies and facilities to better support our Warfighters.

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.

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

Military installations serve as force and power projection platforms and thus must be resilient to kinetic, cyber, and extreme weather-related risks. If confirmed, I will work across the Department to assess and mitigate extreme weather-related impacts on operations. This will include completing the military installation resilience portion of the Installation Master Plans and sharing those plans in a manner consistent with the law and the Secretary's direction.

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

How would you assess the readiness and resource impacts on the DOD from recent

extreme weather events?

Installations are essential to supporting a trained, ready, and deployable force. I understand from my time at both Tyndall and Eglin Air Force Bases how extreme weather events can have a sharp and sustained impact on the ability of an installation to effectively carry out military missions. Actions that support rapid recovery from kinetic, cyber, and extreme weather events send a clear message of deterrence to potential adversaries. If confirmed, I will focus the Department's efforts on a risk-informed approach to assess the readiness and resource impacts on DoD from recent extreme weather events.

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

To effectively mitigate risks from extreme weather events, the Department should leverage validated solutions developed through research and development programs that provide cost-effective approaches for infrastructure and installation resilience. By continuing to invest in innovative research and demonstration programs that draw on top talent from industry, universities, and federal partners, we can ensure our installations maintain mission readiness while adapting to increasing extreme weather challenges. If confirmed, I will focus the Department's efforts using a risk-informed approach that emphasizes lethality and operational resilience.

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

Construction projects are expected to last decades and can have significant near- and long-term impacts. While project expediency is critical, I am committed to assessing and mitigating near- and long-term consequences to military readiness for our Service members and their families. If confirmed, I will work with organizations across DoD to assess and refine the current Building Requirements Unified Facilities Criteria.

Energy Resilience

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

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

Energy resilience is key to maintaining the readiness of our installations and posture. If confirmed, I will work with my counterparts in the Military Departments, Combatant Commands, defense agencies, and interagency partners to continue to identify energy

resilience gaps for critical missions and prioritize DoD investments in energy projects based on mission assurance assessments.

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

If confirmed, I will continue to make individualized Installation Energy Plans the foundation of DoD planning for energy resilience investments and work with the Military Departments and Combatant Commands to prioritize the planning and execution of MILCON-funded projects based on contribution to mission assurance for the DoD enterprise. I would also work with others across DoD, the interagency, local communities, and industry to identify and address energy resilience gaps “off the installation,” and pursue opportunities available to address resilience gaps both on and off DoD installations.

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

It is my understanding that the Department leverages the Energy Resilience and Conservation Investment Program (ERCIP) as the primary mechanism for enhancing installation energy resilience via MILCON appropriations. If confirmed, I will work with the Military Departments, Combatant Commands, and other appropriate stakeholders to seek opportunities to integrate energy security and resilience into DoD’s MILCON projects and programs, such as ERCIP.

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

In my view, effective DoD and Joint Force training exercises and war gaming depend on robust and well-developed scenarios that reflect real-world threats to energy security. If confirmed, I will work to ensure that well-developed and validated scenarios reflecting these threats are made available for and integrated with war gaming and training exercises with the appropriate stakeholders and interagency partners. If confirmed, I also will direct that the lessons learned from black start exercises and cybersecurity readiness resilience exercises are reflected in these real-world scenarios to identify potential risks to energy the IndoPacific and other theatres.

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

If confirmed, I will join with my counterparts across DoD and the interagency to continue

to work with utility providers and other industry partners to identify energy resilience vulnerabilities and develop cost-efficient and innovative solutions to reduce vulnerabilities and add redundancy where needed. Given DoD's position as one of the world's largest energy customers and its critical dependence on commercial power, I will work to increase DoD's use of public-private partnerships via programs like the Environmental Security Technology Certification Program (ESTCP); leverage third-party financing authorities, such as energy performance contracting, that rely on private financing to reduce vulnerabilities and improve resilience and energy management; and leverage programs through the Office of Local Defense Community Cooperation that can serve as resources for communities and installations to partner together to address known vulnerabilities through the planning and construction of infrastructure enhancements – to include energy-related projects.

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

On-site nuclear power provides a significant opportunity for the Department to enhance deterrence, increase lethality, and improve the energy resilience at our installations through firm base load power. The Department of Defense is pioneering microreactors with Project Pele, which will be the first Generation IV nuclear reactor constructed outside of China when it turns on in the next few years. If confirmed, I will work to support the formulation of additional reactor programs across the services for future installation energy needs.

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

As I understand it, the Department works closely with the Department of Energy to jointly fund and execute demonstrations of various long-duration energy storage technologies. These technologies include electrochemical storage and thermal energy storage options. If confirmed, I would also work with industry and academic partners to explore energy storage technology to improve installation resilience against cyber, kinetic, and weather-related risks.

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 (ESPCs), Utility Energy Service Contracts, Enhanced Use Leases, and the Defense Community Infrastructure Program. ESPCs, in particular, are required by law to deliver cost savings, yet the number of energy contracts have decreased significantly over the last several years. 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.

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

I understand the Department is working to improve its overall acquisition processes in order to get mission-relevant solutions "down range" faster. This includes the energy solutions that power our platforms, formations, and installations. If confirmed, I will ensure the Department utilizes all available acquisition authorities and I will explore potential new methods of acquisition to improve budget execution to enhance infrastructure resilience and energy security.

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

It is my understanding that, in alignment with various statutory and policy imperatives, DoD is favoring the development of resilient and cybersecure microgrids on its installations. Through microgrids, DoD has the opportunity to ensure military installations have reliable energy to power their missions during prolonged grid disruptions or cyber incidents. I also understand the Department continues to leverage Other Transaction Authorities and third-party financing authorities to implement modern and advanced energy technology solutions, including advanced nuclear and advanced geothermal technologies. If confirmed, I look forward to better understanding how the Department can better leverage these alternative financing authorities to address its mission's needs.

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?

I understand that energy contracts at DoD installations are increasingly complex, addressing resilience and incorporating cybersecurity while relying on energy and water cost savings to fund much-needed improvements. In my view, utility costs are expected to increase; however, using third-party financed energy contracts could help mitigate future price increases, and the Department could leverage those utility cost savings to drive infrastructure modernization, increase resilience, and enhance energy security.

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.

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?

I appreciate Congress' recognition of AWCs' value and the additional potential available by using them. I understand these contracts are already used to some extent across DoD, freeing up significant financial resources for other priorities. However, I believe there may be additional capabilities that these contracts can provide the Department with more widespread usage and additional training. If confirmed, I will explore additional opportunities to leverage AWCs to bolster DoD energy resilience and security, as part of a more proactive toolkit of streamlined resources to rapidly initiate and execute energy resilience projects.

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.

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

In my view, addressing operational energy requirements remains one of the biggest warfighting challenges in the EI&E portfolio. If confirmed, my priority would be to align the Department's operational energy innovation initiatives with the priorities set by the President and the Secretary of Defense. I will align energy innovation for both the Administration's key areas of interest and the DoD Operational Energy Strategy to support the development of the power, energy and thermal management, controls, distribution, and storage solutions to support Warfighter combat capabilities and defense of the homeland from threats by peer, near-peer, and rogue adversaries.

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

In a contested environment, the availability of energy to the Joint force cannot be guaranteed. If confirmed, I will ensure that DoD understands and incorporates energy constraints into operational planning and addresses those gaps throughout requirements, acquisition, and Planning, Programming, Budgeting, and Execution (PPBE) processes.

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

Given the impact of energy on mission effectiveness and cost, energy supportability requirements should be an integral part of weapons system development and acquisition. If confirmed, I will prioritize strengthening the integration of the Energy Key Performance Parameter (KPP) and energy supportability considerations throughout the requirements, acquisition, and sustainment process aligned with priorities set by the President and the Secretary of Defense. This commitment is driven by the statutory requirements in 10 USC § 2911 and the necessity of ensuring our forces have a secure and reliable energy supply in contested environments.

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

Clearly defined and data-backed energy-related capability requirements are crucial for the development of energy-supportable systems that are able to operate over long distances in austere environments. If confirmed, I will work with the Military Departments, Combatant Commands, and other appropriate stakeholders to better align analyses in the requirements process with the statutorily required energy key performance parameter.

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

Operational energy must be integrated throughout the lifecycle of a program, from requirements development and system design through sustainment and modernization. If confirmed, I will work to ensure programs assess the benefit of operational energy innovation and improvements during the analyses of alternatives, detailed design, and operations, and as part of system modernization or significant overhauls.

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

The Department recognizes the critical need for improved visibility into fuel consumption across the Joint Force. Leveraging advancements in data analytics offers a significant opportunity to enhance operational endurance and readiness. If confirmed, I envision a future where real-time data, coupled with predictive analytics and machine learning, empowers commanders at all levels with actionable insights.

Energy Conservation

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

An effective DoD energy conservation strategy requires a multi-pronged approach, prioritizing mission assurance while promoting innovation and collaboration. Key elements include data-driven decision-making through robust energy monitoring, aggressive adoption of efficient technologies, cultivating a culture of conservation to reduce consumption, fostering strategic partnerships, and prioritizing lifecycle cost analysis in procurement. Bolstering resilience through on-site generation and enhanced grid security is paramount.

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

In my view, at minimum, leveraging Installation Energy and Water Plans and the resulting energy project planning and prioritization will strike the right balance between resilience and conservation while exploring additional opportunities. These plans drive a more integrated and systematic approach to energy management through informed energy planning and support a more holistic energy plan with input from stakeholders. If confirmed, I will review opportunities to apply enabling authorities, such as the Energy Act of 2020, to address energy conservation opportunities and progress toward energy reduction goals at installations.

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

Any energy conservation effort the Department pursues should focus on measures that enhance warfighter effectiveness, mission support, and lower life-cycle costs. Energy conservation should not come at the expense of lethality.

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

If confirmed, I will assess the Department's approach to prioritizing and funding energy efficiency and conservation investments. Trends in energy consumption and performance need to be compared to near-, mid-, and far-term requirements for resilience and mission capabilities. If confirmed, I would work with key energy stakeholders to develop a data-informed approach to measure and achieve energy conservation goals.

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

In my view, energy conservation has increased energy efficiency, enhanced the resilience of our installations, reduced utility costs, and mitigated future price risks. By applying energy conservation measures to improve energy performance, I understand the

Department has achieved notable reductions in water and electrical consumption.

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.

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

Consistent access to water is essential to building and maintaining military strength and lethality. Water is critical to supporting the warfighter, protecting health, conducting mission-essential operations, and sustaining the defense industrial base. If confirmed, I will continue the Department's work to improve resilient installation capabilities that reduce risk and allow for quick recovery from disruptions.

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

As I understand it, the Department evaluates installations' water source conditions to identify risks to water under adverse conditions such as wildfire and drought. The DoD also manages water resources serving installations in the western U.S. and tracks water rights to promote water security and maintain a competitive advantage. The collection and management of water rights support DoD's mission by supporting planning, preparing, and providing for an adequate water supply and proactively addressing current and potential curtailments.

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

It is my understanding that DoD is integrating data on water availability, quality, and infrastructure conditions to identify areas where technology or resources are lacking, enabling more targeted investments in innovative solutions. Once areas are identified, this data will support water resilience and infrastructure investments.

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

As I understand it, DoD has developed the Water Management and Security Assessment that centralizes installation water resilience data, including those about aging infrastructure and leak detection. Assessment results support risk-informed prioritization

of actions to ensure installation water security and strategically focus investments. If confirmed, I will continue to support water resilience efforts that build military strength and lethality.

Emerging Contaminants

Per- and Poly-fluoroalkyl substances (PFAS) contamination associated with military chemical spills and past use of AFFF are a concern for Congress, DOD, and military families.

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

I understand Congress codified the DoD PFAS Task Force in the law and established the ASD(EI&E) as the chair in 2021. If confirmed, I will ensure that DoD continues to aggressively address PFAS in a comprehensive manner across the Department while working with the interagency and community partners.

Environmental Restoration

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

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

I understand the Department has made significant progress over the years to address contamination from its past activities, and there is still work to be done. If confirmed, I will prioritize high-risk locations. The main priorities for environmental cleanup will include areas with the highest risk to human health and locations where cleanup will provide additional lands to support the DoD mission.

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

If confirmed, I will work with the Military Departments to ensure these important programs receive appropriate support through the programming, budgeting, and execution process.

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.

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.

In my opinion, the Department's test and training complexes are national treasures and vital to warfighter readiness and lethality. Virtual solutions can never fully replace physical ranges, but they can enhance and augment test and training capabilities and remain an important tool for research, development, and operational effectiveness and efficiency.

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

If confirmed, I will work within the Department and with the Combatant Commands to evaluate/determine future operations, testing, and training range requirements and ensure that the assets supporting these requirements are protected. I would explore expanding programs such as the Readiness and Environmental Protection Integration (REPI) program to protect future operations, testing and training ranges. REPI enables DoD to work with other federal agencies, state, and local partners to protect assets such as critical air space from incompatible development.

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

Community engagement is an important aspect of EI&E's work – the Department lives and works within the local community. I believe the various programs under the Office of Local Defense Community Cooperation, specifically the Installation Readiness Program, the Readiness and Environmental Protection Integration (REPI) program, and the Defense Community Infrastructure Program (DCIP) offer some of the best means for engaging the community. Collaboration with the local community fosters cooperation with military installations to enhance the military mission and enrich the community.

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

The Community Noise Mitigation Program – which supports the installation of insulation for some communities impacted by military fixed-wing aviation noise - is a tool that the Department can use to work with specific communities to address these types of problems. If confirmed, I will work to see what approaches can help alleviate noise concerns while ensuring DoD mission success.

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.

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

If confirmed, I will work with interagency and intergovernmental partners at the federal, state, and local levels, as well as with industry, to identify new and innovative approaches to ensure the continuity of DoD's mission and readiness while also ensuring critical energy development. I will focus the Department's efforts on finding solutions through early engagement and identifying areas of concern that emphasize military lethality, and work to keep those areas and capabilities unimpeded, alongside industry if applicable.

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 will work with the Military Departments, intergovernmental partners, industry, and academia to integrate efforts and identify sustained radar updates and modernization solutions to defend the homeland against adversarial attacks. I will engage proactively with industry to overcome radar interference through early engagement on the identification of areas of concern that emphasize military lethality and work to keep those areas and capabilities unimpeded.

Real Property Accountability

DOD manages a portfolio of real property assets that, at last report included about 586,000 facilities—including barracks, maintenance depots, commissaries, and office buildings. The combined replacement value of this portfolio is almost \$1.2 trillion and includes about 27 million acres of land at nearly 4,800 sites worldwide. This infrastructure is critical to maintaining military readiness. Since 1997, DOD Infrastructure Management has been on the Government Accountability Office (GAO) “High Risk List.”

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

If confirmed, I will work with the Military Departments and Combatant Commands to explore all options to enhance the Department's ability to restore lethality to our forces in the most efficient way possible, including examining how our current infrastructure is supporting the operational requirements of the warfighter.

Is DOD’s joint basing program currently achieving its goals, in your view? What additional opportunities exist, if any, to reduce duplication of effort? If confirmed as

ASD(EI&E), what actions would you take to avail the Department of such opportunities?

If confirmed, I plan to partner with the Military Departments and Combatant Commands to assess the effectiveness of the joint basing program. Through this assessment, I believe we can identify opportunities to improve the program's effectiveness and reduce duplication of effort while enabling the important missions that call these joint bases home.

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

I am not currently in a position to determine how much, if any, excess infrastructure the Department maintains overseas. Decision-quality data is necessary to make informed decisions about the Department's excess overseas capacity. If confirmed, I will work with the Military Departments, Combatant Commands, and other appropriate stakeholders to ensure the Department undertakes the necessary analyses to ensure our overseas infrastructure efficiently and effectively supports force posture, mission requirements, and National Defense Strategy implementation.

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

If confirmed, I will work with the Military Departments, Defense Agencies, the Government Services Agency, DoD Field Activities, and other appropriate stakeholders to smartly identify opportunities to relocate functions from commercial leased spaces to existing space on DoD installations while ensuring minimal disruption to operations. I am committed to improving the utilization of our existing space and reducing unnecessary expenditures on leases.

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

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

A sustainable real property accounting process for DoD requires visibility to support informed decision-making. Visibility relies on detailed, accurate, and consistent data collection through regular inventories and condition assessments that reflect capabilities on the ground. Beyond clear DoD guidance, I believe a key component of this process is consolidating data from different real property records into a single, comprehensive database. Such a system should provide sufficient tracking, reporting, and lifecycle cost analysis capabilities to enable informed decision-making.

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

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

It is my understanding that this designation is designed to increase the quality of life for Service members and families by providing continuity of operations in remote areas, decreasing family separations, and reducing staff separations. If confirmed, I will consult with the Department's subject matter experts in the Office of the Undersecretary of Defense for Personnel & Readiness to assess the value and the cost of designating remote locations as accompanied tours.

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

It is my understanding that mission stability and effectiveness are primary factors when considering establishing accompanied tours in remote locations and have a direct impact on recruiting and retention. If confirmed, I will consult with the Department's subject matter experts in the Office of the Undersecretary of Defense for Personnel & Readiness to assess the costs and benefits of designating remote locations as accompanied tours.

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

I understand that each remote location has inherently unique challenges for construction, such as the availability of labor, equipment, and materials required, which are unlikely to be available locally and usually must be imported from external markets. If confirmed, I will work with the DoD construction agents and industry to identify innovative acquisition, supply chain, and technical solutions to efficiently execute projects at these locations and throughout the world.

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.

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

Yes.

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

Yes.

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

Yes.

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

Yes.

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

Yes.

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

Yes.

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

Yes.