

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

Duties and Qualifications

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

The ASN (EI&E) is the principal advisor to the Secretary of the Navy (SECNAV) and leads policy for the Department of the Navy (DoN) on matters including: Navy and Marine Corps installations and contingency bases; critical infrastructure ashore and afloat; energy programs; real estate; installation and operational resilience; environmental protection afloat and ashore; safety and occupational health; housing; and installation closure and realignment. I understand that the ASN (EI&E) also serves as the DoN Designated Agency Safety and Health Official under the Occupational Safety and Health Act.

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

I bring more than twenty years of private-sector experience in addition to a decade of active-duty service in the U.S. Navy. Most recently, I served for over 10 years as the Chief Operating Officer (COO) for a multi-billion dollar investment firm with domestic and international operations. In that role I led several Departments, including Facilities, Human Resources, Finance, Legal, IT, Investment Operations and Aviation and was responsible for organizational performance, personnel management, budgets, and regulatory compliance.

Before becoming COO, I was an investment Partner at an equity and debt investment Firm deploying capital on behalf of investors over a 10-year period. That work required evaluating hundreds of companies and situations and discerning the difference between perception and ground truth – skills that translate directly to program oversight and resource stewardship with the Department of the Navy. Earlier in my private sector career, after earning my MBA, I worked as a management consultant at McKinsey & Co, advising large enterprises on their most complex and strategic challenges.

Before entering the private sector, I served for 10 years as a SEAL Officer in Naval Special Warfare where I learned firsthand the importance of readiness, lethality and ensuring Sailors and Marines have the support and infrastructure they need to accomplish their missions. Lastly, as a son of a career Marine helicopter pilot, I also

grew up around Navy and Marine Corps installations and have a deep appreciation for how these bases shape the daily lives of service members and their families.

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

Throughout my military and private sector career, I have led organizations that operate in complex, high-stakes environments where accountability, precision, and adaptability are essential. I am comfortable making difficult decisions, taking responsibility for outcomes and holding others to high standards. My approach is fact-based and team-oriented, drawing on cross-functional expertise to reach the best possible decisions.

In the private sector, I developed a disciplined approach to identifying, assessing and mitigating risks. Not all risks are the same – understanding both the severity and the probability is essential to effective management. These skills translate directly to the ASN (EI&E) portfolio, where risks span operational readiness, infrastructure resilience and access to reliable water and energy. Managing that landscape will require continuous assessment, transparent communication, and proactive mitigation to ensure Sailors and Marines can execute their missions safely and effectively.

My time in Naval Special Warfare instilled in me a bias towards disciplined execution and mission focus. My experience in the financial community reinforced the importance of assessing early where to invest time, resources and capital to achieve results. Both environments taught me that not every effort succeeds at first. Effective leadership requires constant attention, the willingness to pivot and the persistence to re-attack challenges until the desired outcome is achieved.

Lastly, I believe in constant communication. Throughout my career, the vast majority of issues that I have had to deal with were caused by a lack of clear and concise communication. Given the number of stakeholders across the ASN (EI&E) portfolio, a focus on clear communication is a requirement.

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

Continuous learning is fundamental to effective leadership. If confirmed, I will actively seek out new information, perspectives and expertise to strengthen decision making. If confirmed, my priority will be to engage with key stakeholders to develop a clear understanding of the facts and challenges across the ASN (EI&E) portfolio, and, together with the team, establish clear priorities and lines of effort to deliver measurable and sustainable outcomes for the Navy and Marine Corps.

A critical part of this learning process will be visiting Navy and Marine Corps installations, engaging with Sailors, Marines, and civilian teammates, and listening carefully to best understand the challenges they face every day.

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

If confirmed, I will prioritize a trusted, transparent and collaborative relationship with Congress and the Senate Armed Services Committee. My staff and I will strive to provide timely and accurate responses to requests and engage in open dialogue about challenges and solutions. If confirmed, I look forward to working in partnership with Congress to advance a shared responsibility to improve the Navy and Marine Corps' readiness, resilience, and operational excellence.

Major Challenges

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

Based on my current understanding, I believe the major challenges facing the ASN(EI&E) involve the state of installations and their impact to readiness, mission support and quality of life. Navy and Marine Corps installations directly support the fight and must be ready, reliable, and resilient. Additionally, I understand that coordination with other agencies and stakeholders needs to focus on reducing barriers to supporting the warfighter. I also recognize emerging threats to infrastructure cybersecurity is a challenge across the Department of War impacting the ASN(EI&E) portfolio. Addressing these issues requires strategic planning, technological investment, collaborative efforts, and a commitment to resilience to ensure naval operations remain effective and lethal.

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

If confirmed, I will work closely with Congress, the SECNAV, the CNO, the CMC, and the Office of the Secretary of War to prioritize and proactively address the Department's challenges. My immediate actions will include enhancing quality of life improvements and infrastructure resilience. If confirmed, I will want to understand how we can improve our installations through both Facilities Sustainment, Restoration, and Modernization (FSRM) investments as well as looking for areas to improve the return on Military Construction (MILCON) investments. Over the longer term, I will promote incorporation of new technologies to enhance mission readiness, work to expand interagency and stakeholder collaboration, and implement cybersecurity measures for infrastructure.

Civilian Control of the Military

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

I believe that the EI&E portfolio is one of the most important pillars in maintaining and enhancing lethality and supporting quality of life for Sailors and Marines by overseeing and modernizing installations, housing, partnerships, energy, sustainability, environment, safety, and occupational health. To ensure we have a seat at the table, I will establish myself as a reliable, knowledgeable, and willing partner with Navy, Marine Corps and DoW senior leaders.

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

If confirmed, I will diligently fulfill the duties and responsibilities of my office. This includes overseeing various policy areas, such as military construction, housing, and energy, that rely heavily on the important separation between the uniformed requirements and the civilian oversight. If confirmed, I will do my part to implement these policies in a manner that preserves civilian control while remaining focused on serving Sailors and Marines and their families.

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?**

Sitting outside the Department of the Navy, I am not fully aware of the current quality and sufficiency of Department of War or Department of Navy family housing. I am aware of challenges in the past and the engagement Congress has had on this topic. I also understand both the Navy and Marine Corps have made significant progress on

that front in recent years. If confirmed, I will seek to better understand the current state of DoN family housing so I can better assess where the DoN can make further improvements.

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

It is my understanding the goal of the MHPI is to provide Military members and their families with safe, quality, well-maintained housing and fair treatment from private companies. I understand that the MHPI program has generally met the intent of sustaining and improving privatized housing using private investment. However, there are additional opportunities to improve the experience for Service members and their families. Challenges to original assumptions and recent events, including storms, force structure changes and partner performance, may require updates to our contract structure and operating model based on actual performance. If confirmed, I will further assess the goals and structure and determine a 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?

I have not been briefed on the full Department of War privatized housing efforts.. However, I understand the DoN responded to concerns by increasing the number of government personnel overseeing privatized housing, introducing online work order tracking tools, strengthening the involvement of installation commanders in housing oversight, and working with the MHPI companies to make the Tenant Bill of Rights available to Sailors, Marines, and their families. Additionally, I understand the DoN finished a third-party inspection of all the privatized housing consistent with statutory requirements.

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

If confirmed, I will be responsible for the entire DoN MHPI program and I will work with senior DoN and DoW leadership to enhance accountability across the program. That accountability should be guided by clear oversight and measurable outcomes. In addition, I will seek to ensure that Navy and Marine Corps installation commanding officers have the staff, resources and authorities necessary to effectively advocate for military families who live in privatized housing.

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?

Accountability in all business agreements is a critical requirement. If confirmed, I would work to understand MHPI companies' business agreements and operations processes that can be modified to align with current force requirements, provide financial flexibility, and ensure quality performance of the DoN's partners. The business agreements and measures used today must align with the market and continue to focus on proper oversight and performance of privatized partners, while fostering open lines of communication.

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

I do not have the information needed to fully shape my views of the efficacy of the NDAA reforms. However, I understand the DoN implemented many of these initiatives, including the Tenant Bill of Rights and mandatory inspections of the homes, and continues working with MHPI partners and local housing offices on areas to improve the homes and communication with the families. If confirmed, I will gain a better understanding of the reforms made and then advocate for any additional necessary improvements.

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

While I understand the DoN made many improvements to the MHPI program, I do not yet have access to all the information necessary to identify all of the root causes of the MHPI crisis. If confirmed, appropriate oversight and accountability will be elements I will be looking for across our various housing operating models. Additionally, I will work with the Navy and Marine Corps leadership to determine where the program has fallen short and work to address those shortfalls.

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

I believe the Department has worked in good faith to improve privatized housing for military families over the last few years. Ensuring and improving the quality of housing available to service members and their families is an ongoing process and will be a priority for me as there are always improvements to make.

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

If confirmed, I would continue to seek ways for Department leadership to advocate for military families and to give installation commanding officers the tools they need to provide oversight of MHPI companies.

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

If confirmed, I will advocate for installations to use all available tools to ensure the necessary oversight of privatized and government housing.

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

If confirmed, I will review the DoN's business agreements to understand the ASN(EI&E)'s relationship with the MHPI companies and work to establish regular and transparent communication with partners to ensure performance and best practices are shared across the portfolio. If confirmed, I would also like to have a robust resolution process in place to address any operational or financial issues that may arise.

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

I understand that the Department's obligations are codified in the business agreements with MHPI companies. If confirmed, I will review those agreements to better understand the specific obligations of the Department.

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

I believe it is the DoN's responsibility to ensure military members and their families have safe, quality, well-maintained housing and fair treatment from MHPI companies. Standards for performance must be clearly set in the contracts and the appropriate personnel must have the authorities to enforce those contracts. If confirmed, I would also like to understand the risk sharing and ownership sharing constructs of these important agreements. This is a critical area for ensuring quality of life and if confirmed, will be a priority area for me.

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?

Recognizing the multiple facets to MHPI relationships and associated responsibilities, I believe Installation and Command leadership retain a responsibility to their people and families. If confirmed, I will work with the Navy and Marine Corps to determine how this command accountability can be best and fairly implemented at the installation commander and senior enlisted leadership level.

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

I do not yet have sufficient information to form an opinion on lodging privatization. I recognize that other Services have valuable experience in this area, and I am eager to learn from their insights. If confirmed, I will draw upon those lessons to guide decisions that best serve the interests of the Department of the Navy, the broader Department of War, and our personnel.

Base Realignment and Closure

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

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

I do not have sufficient information to opine on whether another round of BRAC is necessary. That said, I believe the Navy and Marine Corps should continuously review real property to optimize its infrastructure. The DoN owes it to the taxpayer to ensure infrastructure aligns to operational/training needs in order to deliver a more lethal Navy and Marine Corps.

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

If confirmed, and if another BRAC round is authorized, I would be responsible for carrying out the requirements of the BRAC authorizing language and executing BRAC recommendations. I would be the primary liaison with Congress, State and local community leaders regarding BRAC actions in their jurisdictions.

27. How would you undertake execution of these responsibilities?

If confirmed, and if tasked with BRAC recommendation responsibilities, I would look to leverage the DoN personnel who are recognized subject matter experts and have experience with prior BRAC rounds. The specific role that I would play as ASN (EI&E) is to work across the DoN and with OSW and Congress on selection criteria and BRAC structure to produce mutually beneficial efficiencies and savings. The output would be to 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?

It is my understanding that the 2005 BRAC 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. I understand that there were also costs associated with environmental remediation that may not have been taken into account. If confirmed, I will examine ways to better anticipate costs, project savings, and meet the goals established by any future BRAC authorization.

29. What steps has the Department of the Navy 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?

I understand the DoN has a robust environmental restoration program and participates in several DoW working groups, along with the other Military Departments, to share lessons learned regarding environmental remediation successes and challenges.

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 Navy receive adequate funding for its installations? Please explain your answer.

I understand there is a significant backlog of maintenance needs across the DoN attributable to a variety of causes, including underfunding or competing funding. Like many communities across our Nation, many DoN facilities and utility systems are 60-plus years old, and bringing these aged facilities and complex infrastructure up to meet modern requirements continues to outpace budgetary top line increases. If confirmed, I will look for innovative solutions and advocate for budgets to support modernizing Navy and Marine Corps installation infrastructure.

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

Quality of life is an important aspect of readiness. Ensuring Sailors and Marines are afforded modern facilities from which to work and quality housing in which to live is a top priority. While I do not yet have all the information necessary to form specific plans, if confirmed, I am committed to identifying and supporting opportunities to

sustain and improve the quality of life for Sailors, Marines, and their families. I am also supportive of the Department's efforts to prioritize critical infrastructure and quality of life projects, including the focus on unaccompanied housing.

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.

If confirmed, I will work closely with DoN stakeholders to ensure we are contextualizing the relationship of infrastructure investments to mission requirements, including the Secretary of War and Departmental priorities, in order to align toward meeting the 4% requirement.

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?

Moving FSRM from a 1-year to a 3-year authorization would provide greater stability, predictability, and efficiency in planning and execution. It would allow for more strategic investment decisions and improve long-term project outcomes by enabling better alignment of resources with mission priorities. Specifically, it would provide the ability to stabilize workload planning for both FSRM and MILCON projects across the fiscal year.

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

If confirmed, I would advocate for this change as beneficial to the DoN, as it promotes more effective planning, enhances resource efficiency, and supports long-term mission readiness.

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?

If confirmed, I would emphasize that strategic investment in MILCON is essential to sustaining readiness, modernizing infrastructure, and supporting the quality of life for our service members and their families. As we advance cutting-edge capabilities through procurement and research and development, it is equally important installation infrastructure and utilities evolve to support these missions. I believe MILCON is a critical enabler of operational effectiveness, resilience, and long-term cost efficiency, and should be resourced accordingly during budget builds. If confirmed, I would identify and assess potential changes to the Unified Facilities Code that would result in giving the DoN more flexibility in the MILCON dollars spent and provides better value for each dollar allocated to this important area.

The Department of the Navy 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 Navy program would you accord the survivability of Navy expeditionary advances bases, forward operating bases, and other locations?

If confirmed, I will ensure installation investments are informed and prioritized by operational mission plans, policy objectives, risk impacts and operational requirements, whether in the homeland or at the operational edge.

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

I am not yet fully informed of the DoN’s efforts in this regard. That said, I am aware of the immense distances across the Indo-Pacific region and that managing logistics in that AO requires purposeful planning and coordination with the Combatant Commanders, Defense Logistics Agency, and other critical stakeholders. However, if confirmed, I will work to better understand component fuel and ammunition prepositioning facility requirements to ensure that they are prioritized, particularly those defending the homeland and countering China. If confirmed, I will also work to learn all that we have done to ensure forward facilities have reduced their risk surface and are hardened to cyber and other non-traditional attacks.

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?

If confirmed, I will commit to integrate resilience into each installation's master plan and to share them with the Committee upon request.

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?

I do not have sufficient information to speak to impacts from recent extreme weather events. However, if confirmed, I will work to understand these impacts and work with Navy and Marine Corps installation commanders to assess the tools and resources they need to plan, prepare, adapt, and recover from threats to our installations and infrastructure whether they be natural or man-made.

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

I believe advance planning for impacts greatly helps mitigate risks. To that end, I believe that Navy and Marine Corps installation commanders must incorporate mission and infrastructure resilience into installation management to the maximum extent possible, including emergency action plans, continuity of operations, installation master planning, facility siting, design, and construction. Installation Commanding Officers must collaborate with local communities, utility service providers, and the private sector.

Energy Resilience

It is essential that the Department of the Navy 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 Navy?

If confirmed, I will take steps to elevate energy resilience as a mission assurance priority for the DoN, which would include prioritizing integrating energy resilience into planning processes and ensuring it is embedded in strategic and operational frameworks. To do so, I would leverage existing and improved regular vulnerability assessments, develop robust mitigation strategies and incorporate energy resilience

requirements in all relevant policies and guidelines. Additionally, I would promote partnerships with public and private entities to share best practices and integrate innovative technologies that enhance energy resilience across DoN installations.

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- Navy installations?

If confirmed, I would adopt a comprehensive strategy to ensure execution of projects to address gaps in Installation Energy Plans and enhance resilience both on- and off-Navy and Marine Corps installations. To this end, I would work across the DoN to conduct a thorough assessment of current Installation Energy Plans to identify specific energy and resilience gaps related to meeting operational requirements, and prioritize projects based on their impact on mission readiness and associated risks.

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

I do not have insight into the current integration of security and resilience in the Department's MILCON projects. I believe it is critical for stakeholders to recognize the mission significance of these projects and their broader operational impact to better prioritize security and resilience. If confirmed, I will work across the DoN to conduct a comprehensive review of existing programmatic approaches and data used to inform and integrate energy security and resilience in MILCON projects.

44. How can Navy 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?

Training and wargames should reflect real vulnerability scenarios such as fuel constraints in the Pacific and cyber-driven grid failures. If confirmed, I will work across the DoN and with joint partners to include real vulnerability scenarios in wargames and leverage Black Start exercises and other tools to assess the ability of DoN installations to restore power to critical missions in the event of a cyberattack on the commercial electric grid.

45. Given the Department of the Navy'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?

Engagement and collaboration with the surrounding community, utilities supporting installations, and the private sector are essential for ensuring resiliency, especially

during emergencies. To best support our energy needs, I do believe that utility privatization is a useful tool to consider on a case by case basis. If confirmed, I will work across the DoN to review existing information sharing and exercise mechanisms with these entities to increase opportunities for integration.

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 Navy installations?

Stationary microreactors are one of many possible opportunities for long-term energy resilience at DoN installations and worth the time and energy to fully evaluate. I understand there are several efforts in this area underway and if confirmed, I will review current plans and requirements to determine the optimal way to address long-term energy resiliency across each of the installations.

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

I do not have insight into current Departmental initiatives pertaining to the development of long duration grid batteries for use on DoN installations. If confirmed, I will work to identify opportunities where batteries can help enhance grid resilience on DoN installations.

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 Navy 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 Navy's Office of Energy Initiatives?

I am not fully aware of the contracting processes of the Navy's Office of Energy Initiatives but if confirmed, look forward to learning more about this important area. Recognizing that different rules apply across this spectrum of authorities, if confirmed, I will review current processes to identify opportunities to improve existing mechanisms and will work to ensure the DoN is resourced and empowered to

leverage all authorities granted by Congress to improve mission assurance. I would also seek out industry feedback on best practices.

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

While I do not have insight into the DoN's current use of authorities, I am generally aware of mechanisms such as Inter-governmental Support Agreements (IGSA), Enhanced Use Leases (EULs), and the Department of War's Energy Resilience and Conservation Investment Program (ERCIP) that can enable access to advanced energy related technologies. If confirmed, I will work to review current programs, constraints and alternative authorities that may allow us to better and more efficiently meet mission needs and requirements.

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?

I do not have insight into the existence or cause of any decline in non-DoW funded contracts within the DoN. If confirmed, I will assess what may have caused any such reduction, such as market conditions, process challenges, or risk posture, and recommend adjustments that maintain cost control for must-pay obligations while supporting mission resilience.

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?

If confirmed, I will encourage appropriate use of this authority and coordinate with the DoW on guidance in alignment with the FY24 NDAA to advance energy resiliency.

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 Navy investments in operational energy technologies to increase warfighter combat capabilities and reduce logistical burdens?

I am aware that the Department is focused on the opportunity for energy technologies to increase warfighting capability, like providing more time-on-station and silent watch while reducing logistics burdens. If confirmed, I will work across the DoN to review existing technologies to identify gaps that can be closed to extend operational capabilities and reduce logistical burdens.

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

I do not yet have the information necessary to identify specific areas for improvement. I believe the DoN can improve operational energy considerations in budget, program, and operational planning. If confirmed, I will work to understand the role of energy considerations and distributed energy resources in the DoN’s strategic planning process. If confirmed, I will be interested in better understanding our capabilities to distribute operational energy in a contested environment. All sources of energy including batteries will be factors to consider.

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

If confirmed, I will partner with DoN acquisition leadership to pursue opportunities that reduce risk and logistical vulnerability through the integration of energy requirements across platforms such as ships, airplanes, and ground combat systems.

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

If confirmed, I will ensure that key energy performance indicators are aligned with mission needs. I believe the integration of energy supportability issues early in the

capability development process is essential to enhancing warfighting capabilities while also mitigating logistical risks in contested environments.

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

It is critical to have alignment and traceability to strategic guidance to expand integration of operational energy capabilities to meet the evolving energy demands required of a lethal and ready Naval force. This ensures the Naval forces can fight and win in contested environments by assuring all weapons systems and platforms are energy effective and logistically supportable. If confirmed, I will ensure the Navy continues to evaluate, invest in and expand energy technologies that best support our weapons platforms.

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

I do not have access to the analytics currently utilized by the DoN to track energy consumption and how that information is relayed. If confirmed, I will work across the DoN to understand the current advanced data analytics and analysis capabilities in operational energy and how those capabilities are being utilized to provide commanders with tools and data that allows them to make the best possible decisions in this area.

Energy Conservation

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

An effective energy strategy ensures installations and operational forces have reliable, hardened, and defensible power. It should reduce exposure to single-point vulnerabilities and enable commanders to maintain operations under disrupted grid or fuel conditions, and energy decisions should be driven by operational capabilities. If confirmed, I will work across the DoN to ensure that these elements are met and maintained across the Department.

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

I do not have sufficient information to form an opinion on what energy conservation goals may be achievable or realistic. I believe goals aligned with strategy and operational requirements are the most coherent and realistic. If confirmed, I will work across the DoN to ensure energy conservation goals align with statutory,

strategic and operational requirements, and seek to contribute to a more lethal force, even in contested or logistically constrained environments.

60. What do you consider to be a “stretch goal” for Department of the Navy energy conservation?

If confirmed, I will work with Navy and Marine Corps leadership to better understand where current gaps exist, what current actions are being executed, and what actions are needed. Once this review is finished, I will develop a goal for DoN installations.

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

If confirmed, I would collaborate across the DoN to identify an appropriate series of actions and intermediate steps to reach those goals identified.

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

As I understand it, the Department has made great strides to improve its ability to meet energy requirements to fight and win. If confirmed, I would build on current DoN accomplishments while directing future efforts toward capabilities that increase endurance and reduce vulnerability under contested conditions.

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 Navy in developing a comprehensive water strategy that addresses research, acquisition, training, and organizational issues?

If confirmed, I will use a data- and threat-driven approach to develop a water resilience strategy, including balancing operational requirements, plans, policy priorities and technologies to ensure mission resilience, and ensure the safety and security of water infrastructure supporting DoN installations. I will also strengthen partnerships with interagency stakeholders, utility providers, and local communities to ensure access to safe, secure, and resilient water infrastructure.

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

I am not aware of specific actions the DoN has taken to improve access to sustainable water sources in drought-prone areas. If confirmed, I would assess the state of the Department's policy for monitoring and management of its water infrastructure and identify areas for continued improvement.

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

Though I am not aware of specific actions the DoN has taken to develop and implement a technology road map for water resilience, I believe water resilience is critical to mission success. If confirmed, I will evaluate the current water technology roadmap and collaborate with key stakeholders within the DoN, DoW, other federal agencies, and industry partners to optimize those efforts.

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

I am not aware of specific actions the DoN has taken to improve water conveyance systems to reduce loss, recapitalize aging infrastructure, and meet installation mission requirements. I understand the Department has an annual MILCON and FSRM budget, which includes utility systems such as water and energy. If confirmed, I will evaluate and determine appropriate actions necessary to ensure investment in water infrastructure is prioritized to meet mission requirements.

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.

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

If confirmed, I would promote a proactive and coordinated PFAS response effort prioritized by risk to human health and the environment and mission readiness requirements, in compliance with statutes, regulatory standards and DoW PFAS policies. I would actively pursue my role as the DoN representative on the DoW PFAS Task Force to oversee implementation of policies and resourcing. I would also work with Federal, state, and local partners to address this critical issue.

68. In your view, what role should the Navy and Marine Corps take in funding and overseeing PFAS-related environmental cleanup and restoration activities at

Reserve locations and in communities adjacent to or near military bases, installations, and operational platforms?

The PFAS cleanup program is vital to protect the health of Sailors, Marines, civilians, their families, and the communities in which they serve, and if confirmed, I will commit to supporting this program to the benefit of our long-term mission goals.

69. 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 Navy and Marine Corps bases?

If confirmed, I will promote early, meaningful, and transparent communication with service members, their families and members of the public.

The FY 2020 NDAA required the Department of Defense to phase out the current aqueous film forming foam (AF3) containing PFAS by 2024, with an exception for ships and submarines.

70. What is your understanding of the current progress made to date in finding a replacement for Aqueous Film Forming Foam?

I believe the DoN is actively supporting DoW's research and development effort to identify suitable replacements to transition to a PFAS-free firefighting alternative on installations. To date, I understand this effort has identified alternatives that meet military requirements.

The current Navy-owned military specification for AF3 is largely based on the need to extinguish fires on ships and submarines within 30 seconds from contact. Recently tested non-PFAS alternatives can extinguish fires in roughly 39 seconds and some Jet-A fires in 21 seconds or less.

71. Given that the required phase out of PFAS in AF3 does not apply to ship and submarines, what do you view as the effects of more than one specification going forward: one for ships and submarines, and another for bases where AF3 cannot contain PFAS?

Firefighting agents are critical to ships, submarines, and shore installations. If confirmed, I will validate AFFF availability and take any necessary actions to address any shortfalls in the supply chain supporting firefighting agents.

Resilience to Extreme Weather Events

72. If confirmed to be the ASN(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?

It is my understanding that Unified Facilities Criteria are actively updated to be on par with current industry standards for resiliency to extreme weather events. If confirmed, I will provide oversight to ensure these designs account for the effects of extreme weather events and allow for resiliency in recovering from any impacts to operational readiness.

Environmental Compliance

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

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

If confirmed, I would ensure the DoN promulgates robust and clear policies and instructions to Navy and Marine Corps leaders on the integration of environmental protection, natural resources and cultural resources into all operations and activities to enable mission readiness and lethality.

74. 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 Navy installations, bases, and ranges?

If confirmed, I would promote and support partnerships with the Department of the Interior, U.S. Fish & Wildlife Service, other federal and state agencies and non-governmental organizations to ensure environmental management and mission readiness on and around Naval installations, bases and ranges.

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

I do not have sufficient information to identify specific opportunities to streamline the EIS process but fully support any and all efforts that can streamline that process. If confirmed, I would coordinate with the Council on Environmental Quality and the interagency to identify improvements to the EIS process.

Environmental Restoration

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

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

I understand that the DoN 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, complying with federal cleanup laws, and conducting community engagement.

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

I understand the DoN has a mature Environmental Restoration Program under federal cleanup law. If confirmed, I will promote efficient and effective allocation and execution of resources to protect human health and the environment.

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.

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

Virtual test and training solutions are a great augment to live solutions but will not be a full replacement. If confirmed, I would work to ensure the Department has what it needs to conduct realistic and effective test and training activities.

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

If confirmed, I would work with Navy and Marine Corps leadership to ensure the Department’s forces have the right facilities with the right iterative development capabilities and processes to train, fight, and win. I will make sure the DoN efficiently prepares and modernizes in parallel with the installation initiatives of the other Military Departments and the DoW.

80. 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?

It is my understanding that Installation Commanding Officers are encouraged to establish robust engagement strategies with local communities. If confirmed, I would support commanding officers' efforts with regards to these engagements and provide guidance to enable unity of effort. If confirmed, I would welcome opportunities to engage with local communities and solicit their input and thoughts on how we can best partner in taking on potential encroachment challenges.

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

If confirmed, I would encourage communication with residential communities, state and local governments, and non-governmental organizations to reduce or eliminate the impact to DoN activities.

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.

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

I do not have sufficient information to propose new ideas at this time. If confirmed, I would continue to leverage relationships across the DoN, to include installation commanders and industry, to develop solutions that benefit the community and the Department's critical national defense mission.

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

If confirmed, I would take deliberate and informed steps to balance trade-offs focusing on the national security requirements of military operations and test and training activities.

One significant tool the Department of the Navy can use to mitigate impacts to 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.

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

I do not have sufficient information to propose new ideas. If confirmed, I would continue to leverage relationships across the DoN, to include installation commanders and industry, to develop solutions that benefit the community and the Department's critical national defense mission.

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

If confirmed, I would take deliberate and informed steps to balance trade-offs focusing on the national security requirements of military operations, and test and training activities.

Department of the Navy Laboratory and Test Center Recapitalization

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

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

The DoN's Research, Development, Testing and Evaluation community provides weapons, systems, and platforms for the Navy and Marine Corps that ensure a technological edge over the United States' adversaries. The Department's technical centers, laboratories, and test centers are uniquely positioned to partner with industry to develop and accelerate warfighting technology and capabilities and rapidly deliver advantages to the current and future Naval force.

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

If confirmed, I would work closely with the Department's Research, Development, Testing and Evaluation community to look at the metrics used to validate facility requirements based on the current condition of a building's systems and the ability of

the facility functionalities to satisfy current and anticipated future mission requirements in partnership with the commercial industry.

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

If confirmed, I would partner with other DoN leaders to understand the unique infrastructure requirements of the Department's warfare centers and labs, as well as all available funding solutions to find the best fit solution.

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.

89. 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.

90. 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.

91. 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.

92. 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.

93. 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.

94. 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.

95. 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.