

**Senate Armed Services Committee**  
**Advance Policy Questions for Mr. Jordan Gillis**  
**Nominee for Appointment to be Assistant Secretary of Defense for Sustainment**

**Duties and Qualifications**

- 1. What do you believe would be your most critical duties and responsibilities if confirmed as the Assistant Secretary of Defense for Sustainment (ASD(S))?**

I believe that there are two key critical responsibilities that represent the broad nature of the portfolio that are particularly noteworthy. First, the NDAA directed the Secretary of Defense to appoint a Chief Housing Officer. Secretary Esper recently assigned that role to the ASD(S) and that will have an incredible impact on Service Members and families. The other critical area relates to strategic readiness as enabled by sustainment. That is, we must have the ability to provide the Secretary and Joint Chiefs of Staff a snapshot of the Department's operational readiness posture to the weapons system level.

- 2. What background and experience do you possess that qualify you to perform the duties and functions of the ASD(S)?**

First and foremost, I am a combat veteran. I am keenly aware of why we absolutely must meet requirements at the point and time of need. Next, I have served as the Principal Deputy Assistant Secretary of the Army for Installations, Energy, and Environment since October 2017, with over a year of that time spent as the Acting Assistant Secretary. That gives me direct experience from a Military Department perspective on a large and important part of the ASD(S) portfolio. During that time I have not only developed a deep understanding of the issues, but have also developed relationships with many key stakeholders including members of this committee and their staff. Finally, I bring business acumen from the private sector that I made a career of providing to clients as a management consultant for over a decade. I'll apply those skills and fresh eyes to the entire ASD(S) portfolio.

- 3. What leadership and management experience do you possess that you would apply to your service as ASD(S), if confirmed?**

I was taught leadership as a young Army officer. I made a practical application of that when leading soldiers in combat and leading teams in private sector business. I studied management and earned a Master's in Business Administration. I then applied that in practice not only doing it myself, but also teaching other leaders how to hone their skills in that regard.

- 4. Please provide an example of a situation in which you led and brought to conclusion a management improvement/change initiative in a complex organization.**

One of the practice areas in which I was engaged as a management consultant was nuclear power plant operational improvement. I led teams from my firm who were brought in to make decisive, measureable improvements at poorly performing plants. In each case, I found that it was primarily management and business processes – and not technical considerations – that needed to be addressed. The approach I used is the same that I would apply if confirmed as the ASD(S). First, assess the current state. Then articulate a future vision. Next, quantify the gaps between current state and the desired future state. Finally, create a plan to close the gaps and put into place accountability mechanisms to measure progress – and adjust as needed to drive continuous improvement.

**5. Do you believe that there are actions you need to take to enhance your ability to serve as the ASD(S)? Please explain your answer.**

I believe that in a role like this, there are personal and organizational actions that enhance effectiveness. If confirmed, an example of an action I would take to personally enhance my ability would be to benchmark private industry to understand leading practices – particularly in logistics – that could be applied for greater efficiency/effectiveness in the department. From an organizational standpoint, I would ensure that personnel and resources are focused on the priority missions. I would also work to attract and retain the right blend of talent to ensure that the organization is positioned to carry out work today – and into the future.

**6. If confirmed, what additional duties and functions might you expect the Secretary of the Defense, the Deputy Secretary of Defense, or the Under Secretary of Defense for Acquisition and Sustainment (USD(A&S)) to prescribe for you, particularly in light of the lines of effort set forth in the National Defense Strategy (NDS)?**

I believe that one of the key ways the ASD(S) contributes to the force posture required by the NDS is in Logistically Setting/Sustaining the Globe. That is, the DoD's logistics presence and posture must enable the nation's ability to project and sustain the force in contested domains. To ensure the Chairman and Secretary can properly posture assets in a way that resiliently supports dynamic force employment and distributed operations, they must be provided with sound advice that is based on a timely, accurate view of global supply and distribution requirements and capacity. Through the closer integration of commodity and transportation supply chains and the prioritization and integration of investments, a more agile, flexible, and responsive sustainment enterprise will directly contribute to warfighter readiness and lethality in support of the NDS.

**7. 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?**

In my current role, I have always been available and forthright with Congress – and with this Committee's members and staff in particular. If confirmed, I will commit to doing the same and will engage in regular communications via whatever forums are most helpful, whether they be regular office calls or hosting you at installations in your states. I would

consider it a personal failure if any Member feels that they can't reach out directly to me at any time.

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

I believe that is the very design and nature of the professional civil servants and political appointees on the OSD staff. If confirmed, I will ensure that I deliver my best civilian advice to Secretary Esper and Under Secretary Lord.

**Major Challenges**

**9. If confirmed, what would be your vision for the Office of the ASD(S)?**

I believe that an organizational vision is a picture of the future state. It is partially aspirational, but to be effective, it must also include a definition of success. While I know already that the organization's efforts must be absolutely aligned with SECDEF priorities and the vision outlined in the NDS, if confirmed, I would conduct a strategy session with DoD senior leaders to ensure that my vision is aligned with theirs before I share it more broadly.

**10. In your view, what are the major challenges that confront the ASD(S)?**

My approach to this answer is to consider the major challenges facing DoD that are in the ASD(S) portfolio. Given my current understanding, I believe that these six items are the most pressing:

- PFAS (Per- and Polyfluoroalkyl Substances). Although the Department has ensured that no one is drinking contaminated water on DoD installations and have a way forward to mitigate and eliminate the use of Aqueous Film Forming Foam by finding and deploying a replacement, there will be long-term clean-up obligations borne by the Department. Additionally, given that this is a national issue requiring a national solution, there will likely be emerging requirements that have not yet been defined.
- Privatized Housing. While OSD and the Military Departments have taken impactful steps over the past year, we must continue working with the Military Departments, MHPI companies, and resident advocates to ensure effective implementation of correction actions, including completing the implementation of the Resident Bill of Rights. We must balance these efforts with the steps to ensure the long-term viability of the projects while prioritizing the quality of life of Service Members and families.
- Measuring Readiness. I am aware that Sustainment has been at the forefront of a Department-wide effort to develop standardized metrics measuring effectiveness and efficiency of weapon system readiness. We must work to fully implement these

and use them to help improve identification of sustainment gaps—common causes of non-availability—and prioritization of resources to improve readiness.

- **Logistics Reform.** We received clear Congressional direction in the FY19 NDAA regarding logistics reform. If confirmed, I will conduct a deep dive into the details and seek to deliver results.
- **Installation Resilience.** The NDS states that the homeland is no longer a sanctuary. In order to operate in a contested environment, we need to ensure that installations are able to carry out critical missions even in the event of interruptions to the commercial power grid, off-post water supplies, or other challenges to surrounding land, water, and airspace – whether it comes from bad actors or extreme weather.
- **Organic Industrial Base.** The Department of Defense Organic Industrial Base (OIB), which is comprised of maintenance depots, manufacturing arsenals, public shipyards, and enabling engineering and logistics, is critical to our ability to maintain and modernize our warfighting assets. However, it is challenged by complications caused by operating and sustaining antiquated infrastructure and aging weapons systems.

If confirmed, I will continue to refine my assessment of these and other issues that face DoD and, specifically, the ASD(S) organization.

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

If confirmed, I will expeditiously assess and then advise the committee on challenges and potential actions.

### **Major Acquisition Reforms**

**In recent years, Congress has enacted significant reforms of the defense acquisition organizational structure and system. These reforms restructured the Office of the Under Secretary of Defense for Acquisition, Technology, and Logistics; returned more acquisition and program management authority to the Military Services; and created “mid-tier” acquisition pathways. As part of these reforms, the Department consolidated logistics, materiel readiness, energy and the environment, as well as facility planning, design, construction, and sustainment under the authority, direction, and control of the ASD(S).**

- 12. What are your views as to the efficacy of each of these three major acquisition reforms?**

I fully support the direction of Congress in its restructuring of the (former) AT&L and the devolving and streamlining of acquisition authorities and methods where appropriate.

- 13. If confirmed, what innovative ideas would you consider providing to the Secretary of Defense and the USD(A&S) to improve the organization and operations of the Office of the ASD(S)?**

If confirmed, I would not take any ideas off the table. I would like to take 90-100 days to undertake my own thorough assessment of the current state of the organization and operations of the office before providing specific recommendations for improvement. I do believe that in any organization, opportunities for optimization always exist. I imagine that most can be undertaken within the Department's own authorities, but some may require Congressional notification or other support. This is in line with the SECDEF's priorities. I would be pleased to come back, if confirmed, to discuss this topic in more detail.

**14. Does the ASD(S) need additional authorities or resources, in your view, to accomplish the breadth of his assigned duties and functions? Please explain your answer.**

At this time, I believe that the authorities and resources that currently exist are sufficient to accomplish the assigned duties and functions. However, if confirmed, I find that my assessment changes once in the role, I would not hesitate to share that with DoD leadership.

**15. Should any additional duties or functions be added to the ASD(S) portfolio?**

At this time, I am not aware of any. However, if confirmed, and I find that my assessment changes once in the role, I would not hesitate to share that with DoD leadership.

**16. Since technical data rights and intellectual property issues often drive sustainment costs and challenges, what specific ideas do you have to improve the Department's activities with respect to having access to needed technical data and Intellectual Property?**

Although I have not yet directly dealt with these challenges, it is my opinion that changes in contract requirements and the contracting approach can correct the issue. For instance, if the Department purchases a database system, I believe we should retain full ownership of the data. For other systems, a business case might be made for the department's purchase to include intellectual property rights to underlying technologies. Since sustainment costs can represent 70% of a program's lifecycle costs, if confirmed, I will work with my acquisition counterpart to ensure that sustainment considerations are taken into account during the acquisition phase.

**The FY 2017 National Defense Authorization Act (NDAA) mandated an independent study on the consideration of sustainment in weapons systems life cycle. The study found that DOD has not given proper consideration to sustainment issues during the development and acquisition process. The FY 2019 NDAA mandated that DOD review and implement the findings of the study, as appropriate.**

**17. Have you reviewed the findings of this study?**

While I have not had a chance to review this specific study in my current role, I acknowledge the importance of building Sustainment into the acquisition process. If confirmed, I will review this study along with the Department's subject matter experts.

**18. Which of the study recommendations do you plan to implement?**

If confirmed, I will work with the Department's subject matter experts to determine which of the study's recommendations are appropriate for implementation.

**2018 National Defense Strategy**

The 2018 NDS moved beyond the “two-war construct” that has guided defense strategy, capability development, and investment for the past three decades, and refocused DOD on a framework that prioritizes “great power competition and conflict” with China and Russia as the primary challenges with which the United States must contend, together with the imperative of deterring and countering rogue regimes like North Korea and Iran. Finally, the framework emphasizes the defeat of terrorist threats to the U.S. and the consolidation of gains in Iraq and Afghanistan, while moving to a “more resource sustainable” approach to counterterrorism.

**19. In your view, does the 2018 NDS accurately assess the current strategic environment, including the most critical and enduring threats to the national security of the United States and its allies? Please explain your answer.**

It does. In my view, the National Defense Strategy provides an accurate and comprehensive assessment of current strategic environment, which is characterized by increasing great power competition and an increasingly complex security environment that requires our Joint Force to be ready and agile. Further, the Strategy correctly recognizes that the homeland is no longer a sanctuary, underscoring the need to build and maintain resilient installations.

**20. How, in your view, does the Office of the ASD(S) directly supports the NDS?**

Sustainment's responsibilities directly support the National Defense Strategy by ensuring the materiel readiness of our forces as well as their ability to operate from our installations.

**21. What is your current assessment of the risk of operational failure in a conflict with China as the result of a critical logistics failure?**

Logistics support is vital to any conflict or contingency. The threats to logistics networks and systems faced during conflict with China are significant and require action today to ensure success in the event that armed conflict occurs. While significant efforts to date and ongoing efforts across the joint logistics enterprise provide sufficient mitigation to ensure the risks are manageable, threats to logistics operations and logistics nodes around the globe still exist. If confirmed, I will engage with the Services and industry partners to understand requirements that may be needed to mitigate risk across a wide variety of scenarios.

**22. What are the key areas in which the Department of Defense must improve to provide the necessary capabilities and capacity to the Joint Force to prevail in great power**

**competition and potential conflict with China? What infrastructure, military construction, and logistics investments would be required, in your view, to achieve these improvements?**

The maintenance and enhancement of our infrastructure and logistics capabilities are critically important, and if confirmed, I will work to support the investments they require.

- 23. What are the key areas in which the Department of Defense must improve to provide the necessary capabilities and capacity to the Joint Force to prevail in great power competition and potential conflict with Russia? What infrastructure, military construction, and logistics investments would be required, in your view, to achieve these improvements?**

The maintenance and enhancement of our infrastructure and logistics capabilities are critically important, and if confirmed, I will work to support the investments they require.

- 24. Do you believe the Department adequately budgets to meet its mission requirements for construction and facilities sustainment in furtherance of the NDS?**

Based on my Army experience, the Department's process for determining facility investment levels adequately considers priorities and risks across the entire DoD portfolio. I am fully aware that the competition for resources is always a challenge and, if confirmed, I will work to obtain the necessary investments to support the National Defense Strategy.

#### **Defense Policy Review Initiative (DPRI)**

**First launched by the United States and Japan in 2002, the Defense Policy Review Initiative (DPRI) aimed to adapt the U.S.-Japan alliance to the dramatically changed threat in the security environment of the 21st century.**

- 25. What is your understanding of the status of DOD's implementation of DPRI?**

While this issue is not in my current portfolio, I understand that it is progressing.

- 26. If confirmed to be the ASD(S), what would be your role in DPRI implementation and execution, particularly as to:**

- **Sustaining adequate infrastructure in Okinawa;**
- **Building-up of facilities at other locations in Japan, such as Marine Corps Air Station Iwakuni and on Guam;**
- **Constructing the Futenma Replacement Facility; and**
- **Developing new live-fire Range Training Areas in the Commonwealth of the Northern Mariana Islands (CNMI).**

If confirmed, my role in DPRI implementation will be to ensure compliance with pertinent policies and to oversee processes and procedures in support of these efforts. This would

include oversight of basing issues, infrastructure planning, design and construction, public works, and environmental considerations. I will work with my colleagues in the Military Departments, as well as other senior DoD leadership, to ensure proper oversight and execution of design and construction, and will help maintain DoD's important partnership with the Government of Japan.

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

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

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

While this issue is not in my current portfolio, if confirmed, I will work with senior Department leadership to ensure DoD's installations and infrastructure support the force structure and implementation of the 2018 National Defense Strategy.

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

While this issue is not in my current portfolio, it is my understanding that the Government of Japan is responsible for the design and construction of the Futenma Replacement Facility. If confirmed, I will work with senior DoD leadership to better understand and mitigate the cost and schedule creep of the program.

### **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."**

- 30. If confirmed as the ASD(S), specifically what actions would you take better to align infrastructure to changing DOD force structure needs?**

Aligning infrastructure to force structure is critical to ensure effective resource management. If confirmed, I would continue to emphasize its importance.

- 31. Is DOD's joint basing program currently achieving its goals, in your view? What additional opportunities exist to reduce duplication of effort? If confirmed as ASD(S), specifically what actions would you take to avail the Department of such opportunities?**

It is my understanding the joint basing program is achieving its goals of reducing duplicative installation support requirements and generating cost savings. Having completed nearly 10 years of operations, now is an opportune time to review the program and apply lessons learned. If confirmed, I will review areas where we have duplication of effort and, in coordination with the Services, work to find solutions that generate cost savings without compromising military readiness.

- 32. 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?**

Evolving threat environments require a constant review of our infrastructure. If confirmed, I would continue to review the alignment of the Department's overseas infrastructure to threats and force structure.

- 33. If confirmed as the ASD(S), specifically 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?**

Effective utilization of our existing infrastructure should be a priority and, if confirmed, I would seek to utilize our own assets first. I would also work to ensure that use of commercial leased space is based on data-driven decision processes that appropriately consider operational requirements.

**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.**

- 34. 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?**

Accounting for our real property is a critical part of sound management and is a key element of our audit readiness. In my view, systems that enforce compliance with data standards, along with leadership emphasis on timely and complete records update processes

are essential. If confirmed, I will work with the Military Departments to prioritize improving real property data quality.

**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.**

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

I believe that this is designed to increase the quality of life for service members and families. It is my understanding that accompanied tours in remote locations are determined on a case-by-case basis by the Military Departments with input from the Joint Staff and other Office of the Secretary of Defense organizations. They provide continuity of operations in remote areas, decrease family separations, and reduce 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 review the value of designating remote locations as accompanied tours.

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

It is my understanding that mission stability and effectiveness is a primary factor when considering establishing accompanied tours in remote locations. An example is the Army's decision to maintain some accompanied positions at United States Army Garrison Kwajalein Atoll, where high turnover rates would negatively affect mission requirements. If confirmed, I will consult with the Department's subject matter experts in the Office of the Undersecretary of Defense for Personnel & Readiness to review the costs and benefits of designating remote locations as accompanied tours.

**37. What are your ideas for reducing the cost of construction at remote locations?**

Overseas construction projects at remote locations present complex acquisition and logistics challenges that result in higher costs to deliver and maintain warfighter capabilities. If confirmed, I will work with the Services, the Department's construction agents, and industry to review and identify opportunities to deliver construction at all locations, to include remote locations, in an efficient and effective manner. I would consider all practical options, such as pre-fabricated buildings, modular construction, and additive manufacturing that would deliver quality and low life-cycle cost.

**Base Realignment and Closure**

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

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

If confirmed, I will explore options to enhance the Department's ability to implement the National Defense Strategy, including whether a request for BRAC authority may be warranted. I would first want to fully understand the current state of space utilization compared to future needs across the Military Departments.

**39. Were Congress to authorize another BRAC round, what is your understanding of the responsibilities that would be assigned to the ASD(S) for formulating BRAC recommendations? How would you undertake to execute these responsibilities?**

I understand that in the past an entity now within the ASD(S) organization was responsible for managing the BRAC process, working closely with service counterparts to ensure compliance with legal requirements. If confirmed, and if another BRAC round were to be authorized, I would work with the Department's senior leadership to determine the specific roles and responsibilities for implementation.

**40. If confirmed as ASD(S), specifically what would you do to improve the accuracy of DOD excess capacity estimates?**

Managing our infrastructure depends on our visibility of its utilization. It is also my understanding that there is a difference in accuracy between detailed capacity analyses conducted within a BRAC round and existing capacity estimates derived from aggregated data. If confirmed, I would make improving the accuracy of the Department's utilization data a priority. I would examine lessons learned from prior BRAC rounds and other pertinent information to determine the Department's best approach.

**41. If confirmed, and were Congress to authorize another BRAC round, how would you go about setting priorities for infrastructure reduction and consolidation within the Department of Defense?**

If confirmed, and if another BRAC round were to be authorized, my focus would be on ensuring that actions taken using this authority must focus on increasing the military value of our installations.

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

It is my understanding that the Department has previously addressed the issue of setting excess capacity targets with GAO. The introduction of goals or overarching capacity targets could potentially subvert military value. If confirmed, and if Congress were to authorize another BRAC round, I will work with Department leadership to ensure that actions do not come at the expense of military value.

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

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

I understand that the increased implementation costs in BRAC 2005 were affected by many unforeseen conditions and deliberate Department decisions that expanded scope to either address known deficiencies or enhance capabilities. If confirmed, and if Congress were to authorize another BRAC round, I will work to ensure the analysis and decision making includes considerations of efficiency and cost-effectiveness in addition to operational requirements, while keeping military value as the primary consideration at all times..

- 44. 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, and if Congress were to authorize another BRAC round, I will review the merits and drawbacks of this approach.

- 45. What steps has DOD taken to apply “lessons learned” from past environmental remediation efforts in support of the redevelopment of military bases closed under BRAC—to the remediation of emerging contaminants on active DOD installations?**

From my experience in the Army, I know that we strive to apply lessons learned. If confirmed, I commit to support DoD's current practice to evaluate and apply lessons learned to all sites within DoD's cleanup program.

- 46. If confirmed, and were Congress to authorize another BRAC round, how would you apply these “lessons learned” proactively to new realignments and closures?**

If confirmed, I commit to support DoD's current practice to evaluate and apply lessons learned to all sites within DoD's cleanup program, to include any new realignments and closures, and would do so in close coordination with the Services.

### **Installation Modernization and Resilience**

**Decades of underinvestment in DOD installations has led to substantial backlogs in facilities maintenance and substandard living and working conditions for service members and their families, while making it more difficult for DOD to leverage new technologies that could enhance installation efficiency and productivity.**

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

Our installations are power projection platforms and are increasingly the very places from which we fight. They support every mission our warfighters undertake. Ensuring they are postured to support mission-essential activities is a key component of the readiness and lethality of our Joint Force.

- 48. If confirmed to the ASD(S), what specific actions would you take to leverage infrastructure restoration and modernization to improve the quality of life for service members and their families?**

All of our assets must be efficiently and effectively utilized. If confirmed, I will commit to advocate for the facility resources needed to address risks that we have taken in infrastructure investments. I will work closely with stakeholders to prioritize and systematically address maintenance backlog to improve facilities critical to support DoD missions and quality of life.

**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.**

- 49. Do you believe the 90% FSRM requirement goal should be reassessed and adjusted? Please explain your answer.**

In my experience, the Department's goal to program Facility Sustainment at 90 percent of the modeled requirements is appropriate. I consider the 90% goal for sustainment to represent a reasonable compromise between taking risk and minimizing maintenance backlog growth. For instance, it allows the Department to prioritize HVAC repairs ahead of carpet replacement or painting facilities.

**In general, "installation resilience" is the ability of the platforms from which DOD generates and projects military power to accomplish their missions, despite actions by adversaries or other events to deny, disrupt, exploit, or destroy installation-based capabilities. 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. The range of threats against which a military installation must maintain resiliency: cyber threats, physical attacks, political influence, and natural events, is ever-growing.**

- 50. Given the 2018 NDS, what program priority would you accord the survivability of DOD expeditionary advanced bases, forward operating bases, and cooperative security locations?**

The survivability and credibility of our DoD forward presence is essential to implementing the 2018 National Defense Strategy. If confirmed, I will work with OSD, the Joint Staff, the Services, and the Combatant Commanders to balance prioritizing survivability of these operating locations with other initiatives that increase our ability to deliver combat power.

- 51. What is DOD 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?**

Sustainability is a key tenet to implementing the 2018 National Defense Strategy. It is my understanding that the facility requirements supporting sustainability are assessed by the Combatant Commanders and prioritized through a collaborative engagement with stakeholders based on flexibility, resource efficiency, capability gap mitigation, and support to the warfighter. Further, the Defense Logistics Agency uses a similar process to prioritize requirements for prepositioned forward fuel. If confirmed, I will make sure that materiel readiness remains a priority for the ASD(S) organization.

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

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

- 53. 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 supported 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 support war fighters.

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

While this issue is outside the scope of my current portfolio, I understand that digital twinning offers an additional capability with great potential to gain insights into weapon system performance. Use of this capability may improve maintenance planning and ultimately increase operational readiness for both new platforms and modernization efforts of existing platforms. If confirmed, I will work closely with the Department’s subject matter experts to identify potential opportunities to utilize this capability.

## **Energy Resilience**

**It is essential that DOD maintain capability to sustain critical operations in the event of an energy disruption—including commercial grid outages. Following a coup attempt in July 2016, the Turkish government cut off power to Incirlik Air Base, which was**

**the primary platform for launching coalition airstrikes in the fight against ISIS. For roughly a week, deployed units had to operate with only backup generators—a very expensive proposition and one that risked being unable to support the demanding operations tempo. More recently, the Air Force reported an incident in which a remotely piloted aircraft (RPA) mission based in the United States was flying a targeting mission overseas. Because of a power outage stateside, the RPA feed temporarily lost visual contact and the target was able to “get away” and “continue plotting against the United States and our allies.”**

**55. If confirmed, specifically what would you do to inculcate energy resilience as a mission assurance priority for the Military Services?**

Energy is an essential enabler of military capability and the Department depends on energy resilient forces and facilities to achieve its mission. From my time in the Army, I understand that installations serve as initial maneuver platforms from where the Department deploys troops around the globe, and where it coordinates and controls various mission-related functions for units once deployed. Mission assurance and energy resilience are inextricably connected.

The Department has “moved the needle forward” over the past several years by setting the conditions for energy resilient operations through policy, programs and projects. For example, through the Installation Energy Planning (IEP) process the Department is ensuring the primacy of energy resilience requirements in all energy investment decisions. If confirmed, I will work to continue this positive momentum, as well as continue to find ways the Department can further work to close critical energy resilience and cybersecurity gaps across a full range of man-made and weather related hazards.

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

Based on my experience in the Army, the most efficient way to integrate energy security and resilience in DoD facilities is to ensure they are designed that way from the onset. This would require incorporating installation, energy, climate, and cyber resilience requirements into the relevant Unified Facilities Criteria. If confirmed, I would work with the Military Departments and DoD Construction Agents make the needed changes to guidance.

**57. To what extent, if any, are Joint Force training exercises and war games incorporating scenarios featuring energy-related threats and constraints—such as assessing blackstart ability in response to a cyberattack on commercial electric grids?**

From my current position in the Army, I can tell you that energy resilience and readiness exercises at Ft Stewart, Ft Greely, and Ft Bragg featured a “black start” scenario to rigorously test the resilience of critical missions to energy disruptions. I also understand that the other Services have conducted similar black start exercises. I believe that these are

essential. If confirmed, I will ask for a review of the role of energy outages in exercises and wargames to assess the need for specific changes or improvements.

### **Expanded Authorities to Promote Energy Resilience**

**DOD and the Military Departments have available any number of unique authorities and mechanisms to pursue distributed energy projects that improve installation resilience, increase readiness and mission assurance, and offer long-term cost savings. These include: Inter Government Support Agreements, Other Transaction Authority, Utility Privatization, Energy Savings Performance Contracts, Utility Energy Service Contracts, Enhanced Use Leases, and the Defense Community Infrastructure Program.**

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

My understanding is the Department has an Installation Energy Planning policy requiring the Components to take a holistic look at each base's energy and energy resilience requirements. Through this process the Components are assessing which authority best fits the implementation strategy to meet the requirement. If confirmed, I will work with my staff to ensure this approach continues in a way that provides a process to identify scalable and cost effective solutions to close energy gaps.

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

From my current viewpoint, I am grateful for the unique authorities that we have been granted and believe that they provide sufficient options. If confirmed, I will work with my staff to determine if the Department should seek additional authorities to expand the scope of third-party financing towards increasing energy resilience at DoD installations.

**Section 2805 of the NDAA for FY 2017 granted the Secretary of Defense new authorities to plan and fund military construction projects directly related to energy resiliency and energy security.**

- 60. In your view, for what types of construction projects should DOD and the Military Services leverage section 2805 authorities to enhance mission assurance, support mission critical functions, and address known vulnerabilities?**

Based on my experience in the Army, I know the Department appreciates Congressional support for the Energy Resilience and Conservation Investment Program (ERCIP). From my experience with the Army, the ERCIP program funds projects that improve mission readiness and assurance and meet critical mission requirements at installations, regardless of the technology. Additionally, the DoD Components have been developing Installation

Energy Plans and performing Energy Resilience Readiness Exercises (ERREs) to identify gaps in energy resilience. ERCIP projects should be used to fill these gaps.

- 61. If confirmed, how would you measure and assess whether DOD and Military Service investments in section 2805 projects were generating requisite energy resilience and security?**

If confirmed, I will work with my staff to assess how section 2805 projects have improved energy resilience and security in support mission readiness. Installation Energy Plans and Energy Resilience Readiness Exercises will be a key component of any assessment.

### **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. As early as 2004, then-General James Mattis cautioned Congress that “units would be faced with unacceptable limitations because of their dependence on fuel” and that resupply efforts “made us vulnerable in ways that would be exploited by the enemy.” On the battlefield of the future, warfighters will need exponentially more energy with rapid recharge and resupply over longer operating distances. The quality of electricity will matter too—military vehicles, sensors, robots, cyber forces, directed energy weapons, and artificial intelligence will be controlled by systems sensitive to fluctuations in voltage or frequency.

- 62. If confirmed to be the ASD(S), what role would you play in ensuring that DOD harnesses innovations in operational energy and links them with emerging Military Service and Joint operations concepts?**

If confirmed, I will work with the Office of the Under Secretary of Defense for Research & Engineering to study the results of recent joint exercises and war gaming and advocate for investments in technologies that address critical operational energy vulnerabilities.

- 63. How can DOD acquisition systems better address requirements related to the use of energy in military platforms?**

If confirmed, I will review the use of energy key performance parameters in the acquisition process, particularly the major capability and the mid-tier acquisition pathways.

- 64. How are energy performance and supportability considered in the requirements process?**

If confirmed, I will work with the Services to ensure their approach to assessing energy supportability during the requirements process is sound and can support the acquisition process.

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

Understanding past and expected energy usage should inform a range of strategic and operational level decisions. I understand the OSD energy team already is collaborating with Joint Staff, the Services, and DLA-Energy on a series of initiatives, and, if confirmed, I will continue to track these activities and look for additional opportunities for improvement.

### **Energy Conservation**

- 66. What do you perceive to be the core elements of an effective DOD energy conservation strategy?**

An effective DoD energy conservation strategy should include overarching policy and guidance, proper resourcing and training, leadership support, and sustained management engagement. This is important to the Department as it not only has the potential to deliver savings, but also has the potential to increase strategy and tactical flexibility. If confirmed, I will review the current strategy and make updates and changes as needed.

- 67. What do you perceive to be the most achievable and realistic energy conservation goals for DOD? What do you consider to be a "stretch goal" for DOD energy conservation? If confirmed, what specific actions would you take to reach these goals, and how would you measure your progress toward both?**

The energy resilience of our military installations is a high priority for the Department of Defense to ensure we have available, reliable, resilient power to support critical missions. Reducing the demand for installation energy through energy efficiency measures is an important part of gaining energy resilience and energy security as these measures enable operational endurance. If confirmed, I will work with my staff to determine the right mix of goals that will establish a balance between energy resilience and energy conservation that will not negatively impact mission readiness.

### **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.**

- 68. If confirmed, how would you lead DOD in developing a comprehensive water strategy that encompasses the domains of research, acquisition, training, and organization?**

From my experience in the Army, I know that water is an essential part of operational sustainment. I also consider reliable access to water as part of installation resilience. If confirmed, I will work with the various offices within the Office of the Secretary Defense

and with the Military Departments to strengthen the water resilience of our installations and operations.

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

From my experience in the Army, I can cite the example of a desalinization plant at Fort Bliss that was built in partnership with the community. I think this represents a good model to follow. If confirmed, I will continue to work with the Military Departments to better understand water supply, demand, water resource providers, and water rights across the entire DoD enterprise.

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

If confirmed, I will commit to working with the Office of the Under Secretary of Defense for Research and Engineering and the Military Services to continue research into technologies that increase water conservation and improve water treatment for installations and forward deployed forces.

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

I appreciate the importance of ensuring our installations are water resilient. From my Army experience, I've seen good effects from the privatization of installation water systems to recapitalize infrastructure. However, I acknowledge that approach may not apply in all cases. If confirmed, I will focus on using innovative approaches to conserve water, save costs, and ensure a continued water supply to fulfill installations' missions.

### **Emerging Contaminants**

**The environmental and health effects associated with exposure to certain Per- and Poly-fluoroalkyl substances (PFAS) have been a major concern for Congress, DOD, military families, and communities in the vicinity of military installations. According to the GAO, many DOD installations have been identified as the sites of known or suspected releases of perfluorooctane sulfonate (PFOS) and perfluorooctanoic acid (PFOA).**

**72. What is your understanding of the Department of Defense's strategy for monitoring drinking water on DOD installations, as well as public and private drinking water off-installation, for PFOS, PFOA, and other contaminants, and addressing any findings impacting water safety?**

Based on my experience in the Army, I am aware that DoD has monitored all of the drinking water it supplies on DoD installations for PFOS and PFOA and taken actions where needed, and is monitoring and taking action off-installations to address PFOS and

PFOA in drinking water where DoD is the known source under the federal cleanup law. At this time, I believe that no one is drinking water, on or off DoD installations, above the EPA lifetime health advisory of 70 ppt, where DoD is the known source.

- 73. If confirmed, what role would you establish for the ASD(S) in addressing potential PFAS-related contamination at DOD bases, installations, and operational platforms?**

If confirmed, I will assume the role of the chair of the PFAS Task Force and provide strong leadership and direction to the PFAS Task Force to ensure a coordinated, aggressive and holistic approach on DoD-wide efforts to proactively address PFAS issues.

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

It is my understanding that DoD follows the existing federal cleanup law, to investigate, prioritize and determine cleanup actions at our DoD installations, to include Reserve bases.

- 75. Given the new and modified authorities included in the FY 2020 NDAA, do you believe DOD has the authorities it requires to begin the cleanup of PFAS chemicals?**

Based on my experience in Army IE&E, I believe the Department has the necessary authorities to continue its remediation efforts. If confirmed, I will work with the Military Departments to review the authorities included in the FY2020 NDAA. Additionally, I believe that PFAS clean-up is an issue larger than the DoD. I would welcome the opportunity to work across the interagency to arrive at a nationwide solution.

### **Military Housing Privatization Initiative**

**In the FY 1996 NDAA, Congress established the Military Housing Privatization Initiative (MHPI), providing DOD with the authority to obtain private-sector financing and management to repair, renovate, construct, and operate military housing. DOD has since privatized 99 percent of its domestic housing. In 2019, the Senate Armed Services Committee held three hearings to address concerns voiced by military families living in privatized housing that the program had been grossly mismanaged by certain private partners, that military and chain of command oversight were non-existent, and that in speaking out about the appalling condition of the quarters in which they lived, they were opening themselves and their military sponsor to reprisal.**

- 76. Is DOD unaccompanied military housing, in both the United States and overseas, adequate in terms of overall condition and quantity? Please explain your answer.**

Given my prior experience, I can only speak to the Army's unaccompanied portfolio. While in some locations, there are still shortfalls in quantity, the worldwide portfolio will

meet DoD's goal to have 90 percent of the 172,000 bedspaces achieve a facility condition index of 80% in FY 2021. But I know that is still not where we want to be and I believe that all of the Services have prioritized investments in unaccompanied housing. If confirmed, I will work with the Military Services to ensure the unaccompanied DoD goal is met or exceeded.

**77. What role has the Office of the ASD(S) played in addressing and resolving servicemember and family member concerns regarding the untenable living conditions prevalent in certain privatized housing locales?**

The Office of the ASD(S) took lead in many areas of addressing military family concerns with privatized housing. I participated in many of those efforts. For instance, the ASD(S) organized and led a MHPI Task Force, to identify and track actions required to ensure privatized housing landlords provide safe, quality, well-maintained housing, and to ensure resident concerns are addressed in a timely, transparent, and accountable manner. This ASD(S)-led Task Force also developed the MHPI Tenant Bill of Rights, Tenant Responsibilities document, a common lease framework, and dispute resolution process. The ASD(S), as the newly-designated DoD Chief Housing Officer, continues to lead the effort to ensure the FY 2020 National Defense Authorization Act provisions are implemented. If confirmed, I will ensure this leadership role continues.

**78. In your view, is DOD's military housing privatization program—as currently configured—capable of implementing and sustaining the reforms enacted in the FY 2020 NDAA? Please explain your answer.**

Based on my participation in the ASD(S)-led MHPI Task Force and discussions with military department leadership responsible for privatized housing, I think the Department is making significant progress toward implementing the MHPI reforms enacted in the FY 2020 NDAA. Once implemented, I am confident that the Department will ensure those reforms are sustained.

**79. What progress has DOD made in developing and implementing a system-wide electronic work order system, as required by title 10, U.S. Code, section 2892?**

Based on my experiences and working with my Air Force and Navy peers, almost all privatized housing projects have implemented an electronic work order system to track all maintenance requests for each privatized housing unit consistent with the section 2892 requirements. If confirmed, I will work with the Military Departments to ensure such a process exists across the entire portfolio.

**80. What progress has DOD made in developing and implementing the uniform move-in and move-out, and maintenance checklists required by section 3056 of the NDAA for FY 2020.**

Through my participation on the ASD(S)-led MHPI Task Force, I am aware that these checklists are near completion. If confirmed, I will work with the Military Departments and MHPI landlords to issue the uniform checklists.

**81. If confirmed as the ASD(S), what role would you establish for yourself in reforming the MHPI program going forward?**

If confirmed, I would play a central role as the Department's Chief Housing Officer for implementing and overseeing the reforms outlined in the FY 2020 NDAA. In that role, I would oversee all aspects of the MHPI program, to include creation and standardization of MHPI program policies and processes, oversight of the administration of Department-wide policies regarding privatized housing units, and ensure the Military Departments maintain vigilance of the MHPI landlords.

**82. Has the Secretary of Defense designated the Chief Housing Officer, as required by title 10, U.S. Code, section 2890a? If not, which official would you recommend for designation as the Chief Housing Officer and when can Congress expect such designation to be finalized?**

Yes, on February 25, 2020, the Secretary of Defense designated the Assistant Secretary of Defense for Sustainment as the Chief Housing Officer. I look forward to serving in this capacity as part of my responsibilities as ASD(S), if confirmed.

**83. If confirmed as the ASD(S), specifically what would you do to ensure accountability in DOD leaders—military and civilian—for oversight of the privatized housing program?**

If confirmed as the ASD(S) and the Department's Chief Housing Officer, I would ensure that Military Department leadership performs their oversight responsibilities as originally intended at the outset of housing privatization, to include installation commander responsibility for day-to-day oversight of housing quality and service provided by privatization projects. I would establish performance metrics and implement quarterly housing reviews of each Military Department's privatized housing portfolio to monitor their oversight authority to ensure housing privatization projects provide safe, quality, well-maintained housing, and address resident concerns in a timely, transparent, and accountable manner.

**84. If confirmed, specifically what would you do to vest accountability in MHPI "contractors" for strict compliance with the terms of their partnership agreements?**

If confirmed, I would implement additional housing quality metrics and quarterly reviews to ensure the Military Departments provide proper oversight of MHPI project owners focused on the obligations in the MHPI project ground leases and legal agreements. This would include such actions as monitoring Military Department incentive fee awards, resident disputes, and project financial performance.

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

In my role as the Principal Deputy Assistant Secretary of the Army for Installation, Environment and Energy, I personally oversaw the Privatization of Army Lodging (PAL) program. This program did not experience the same facility condition or guest satisfaction issues experienced in the MHPI family housing portfolio. If the Navy or Air Force decided to pursue privatizing lodging on their installations, if confirmed, I would support reviewing those proposals. The quality of Army lodging improved significantly to world class hotels, including Candlewood Suites, that meet Intercontinental Hotel Group brand standards, and continues to improve. I think the MHPI authorities can provide similar results for the Navy and Air Force if they choose to pursue a similar course.

**86. Given the high costs of maintaining historic housing and the multiple remediations such homes require, what are your innovative ideas for restoring and sustaining historic housing subject to the MHPI, without adversely affecting the recapitalization of non-historic MHPI housing units or bankrupting the program?**

Historic housing presents unique challenges to the Military Departments, residents, and privatized housing projects. The Army successfully reached a programmatic agreement with the Advisory Council on Historic Preservation (ACHP) on one-time Army-wide mitigation of the entire category of Capehart-Wherry Housing built between 1949 and 1962, which included privatized units. The Army is now pursuing a similar agreement that would apply to interwar homes built between 1919 and 1942. If confirmed, I would work with the Military Departments to expand this approach on a DoD-wide level.

**87. As you understand the requirements of current MHPI partnership agreements, in what condition do you expect MHPI homes to be returned to the Department at the end of the 50-year lease period?**

Based on the Army's MHPI project ground leases and legal documents, I would expect the privatization project owners to maintain quality housing over the life of the ground lease, such that, at the end of the 50-year ground lease, the project will return quality, habitable housing units to the Military Departments.

**Control System Resilience**

**The Department increasingly depends on integrated, digital control systems to govern and monitor many aspects of military installation and platform operations. Although digital technology improves efficiency, it adds risk and increases vulnerability to cyber exploitation or attack.**

**88. What progress has DOD made in securing the facility control systems supporting its Defense and Task Critical Assets?**

Facility related control systems supporting the Department's critical infrastructure are essential to performing warfighting capabilities, executing critical missions, and projecting power. From my time in the Army, I know we are required to submit cyber security plans for facility related controls supporting critical assets and missions. If confirmed, I will work with my Component counterparts to ensure progress towards these plans is being made in securing facility related control systems for Defense and Task Critical Assets across all Services.

- 89. To what extent has the More Situational Awareness for Control Systems (MOSAICS) been implemented across all DOD installations, and what is your assessment of MOSAICS's effectiveness in enhancing the capability of control systems to detect, respond, and recover from cyberattacks?**

Faced with escalating threats, the Department needs a comprehensive and effective framework for detecting, responding, and recovering from cyber attacks on our facility related control systems. While I am not familiar with MOSAICS, if confirmed, I will review this project to evaluate its effectiveness in enhancing cybersecurity.

### **Weather Resilience**

**In 2018, extreme weather caused roughly \$9 billion in damage at military bases across the United States. More recently, in the aftermath of the July 2019 earthquakes that struck outside Ridgecrest, California, the Navy was required to recover and restore critical weapons system test and development capabilities at Naval Air Weapons Station China Lake.**

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

I am aware that the extreme weather and natural disaster events experienced between 2017 and 2019 significantly impacted DoD installations in the continental United States and in territories in the Caribbean Sea. If confirmed, I will work with the Military Services to ensure DoD remains ready and able to adapt to a wide variety of threats—regardless of the source—to fulfill our mission to deter war and ensure our nation's security.

- 91. If confirmed to be the ASD(S) how would you respond to FY 2020 NDAA requirements to update the DOD Building Requirements Unified Facilities Criteria (UFC) to incorporate designs more resilient to the effects of extreme weather?**

If confirmed, I would ensure the Department is adequately resourcing necessary updates to its relevant criteria to maintain currency with industry standards for resilience. I would also ensure the Department is evaluating impacts of recent weather event experiences and applying lessons learned to the Department's building codes to further enhance resilience, as the Air Force has done with its evaluation of damage at Tyndall AFB. These insights can and should improve our criteria across the entire Department of Defense.

## **Environmental Compliance**

**DOD and the Military Services have implemented robust environmental compliance programs to ensure the Department can accomplish its mission, in balance with its responsibilities for environmental stewardship and conservation.**

- 92. If confirmed to be the ASD(S) what policies and programs would you enable to educate DOD leaders and the force about the imperative of complying with laws and regulations addressing environmental matters and the substantive tenets of same?**

I am very proud of the Department's record of environmental stewardship and the installation professionals across the force who work on this locally every day. If confirmed, I will work with the Military Services to ensure continued compliance with all legal requirements, including those related to the environment. I will also emphasize that DoD must continue to support the needs of the warfighter, be a good steward of the environment, and preserve of our Nation's resources. This includes managing environmental compliance, emerging chemicals of concern, clean-up efforts, and conservation of natural and cultural resources.

- 93. If confirmed, what level of investment in the Defense Department's Environmental Research Programs would you recommend?**

If confirmed, I will review the level of investment being made in our SERDP and ESTCP programs to ensure these programs are meeting DoD goals while supporting the Secretary's priorities.

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

It is important for decision makers to understand the impacts of their proposed actions. It is also critical that the Department assess those impacts in a timely manner to support the mission. During my tenure at the Army, we took steps to better identify requirements in advance of beginning the National Environmental Policy Act (NEPA) process and thereby streamline the process. If confirmed, I will continue to support NEPA streamlining efforts across the Department.

- 95. What progress is DOD making through the Recovery and Sustainment Partnership initiative with U.S. Fish & Wildlife Service to secure Endangered Species Act delisting, with a view to enhancing DOD mission accomplishment?**

This partnership with the Department of Interior is beginning to show significant progress and I appreciate their engagement. If confirmed, I will continue to work with the U.S. Fish and Wildlife Service to identify the top mission priority species and develop specific action

plans leading towards species downlisting or delisting to increase mission flexibility at our installations and ranges.

### **Environmental Restoration**

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

If confirmed, my main priorities are for DoD to protect human health, follow the federal cleanup laws, conduct cleanup in an open and transparent manner, and coordinate DoD efforts with other Federal and State agencies.

### **Encroachment on Military Installations**

**Competition for space and other forms of encroachment continue to challenge the resiliency of DOD ranges and amplify the need for larger hazard areas to execute training, testing, and operations to meet NDS requirements. Encroachment on military installations by commercial and residential development can negatively impact ongoing operations and significantly delay or halt the construction of new testing and training facilities vital to generating readiness going forward.**

**97. In your view, what is the gap between current testing and training range capabilities, as compared to current requirements?**

I believe that we should focus more on understanding future requirements in order to position installations to support modernized weapons systems and/or threats. If confirmed, I will work closely with the Military Departments and Joint Staff to understand any/all current and future gaps across the department.

**98. What steps has DOD taken to document an assessment of encroachment risks for every testing and training range under its purview?**

I am aware that the Military Departments routinely assess range capability and constraints due to encroachment. If confirmed, I will work with the Military Departments to ensure an accurate and consistent assessment of encroachment risks across the Department for training and testing locations.

**99. Specifically what would you do, if confirmed, to assist the Departments of the Navy and Air Force in securing or expanding operations, testing, and training capabilities at key aviation ranges?**

If confirmed, I will work closely with the Departments of Navy and Air Force to understand their operational, testing and training requirements and determine how best the Sustainment organization can assist in achieving the necessary capabilities at key aviation ranges. I

believe that a key aspect moving forward is close and frequent engagement with local communities and other stakeholders.

**100. If confirmed, how would you lead DOD and the Military Services in projecting future operations, testing, and training range requirements?**

If confirmed, I commit to working closely with the Military Departments and Joint Staff to understand their future operational requirements, and to translate those operational requirements into range capabilities. I would also ensure that the ASD(S) team is tied in closely with the Acquisitions team in order to identify facility and infrastructure requirements early in the process.

**101. In your view, does the ASD(S) have a role in engaging with communities surrounding DOD ranges, to address and resolve concerns, while ensuring the resilience of range capabilities? If so, how would you execute this role, if confirmed?**

I understand the important role local communities play in supporting the Department's ability to execute its missions. I am aware of programs such as the Readiness and Environmental Protection Integration (REPI) program and the Military Aviation and Installation Assurance Siting Clearinghouse, both of which proactively engage communities to protect the Department's ability to train, test and operate. If confirmed, I will continue to prioritize proactive community engagement as a key mission support activity.

**The 80 Percent Mission Capable Mandate**

**In September 2018, then-Secretary of Defense Mattis ordered the Air Force and Navy to increase mission capable rates for the F-35, F-22, F-16, and F-18 inventories to above 80 percent by the end of September 2019. In addition, Secretary Mattis directed the Military Services to achieve demonstrable reductions in operating and maintenance costs on all four platforms, beginning in FY 2019.**

**102. By platform, what progress has the Department made in increasing mission capable rates and demonstrably decreasing costs?**

While specific mission capable rates and cost data are outside the scope of my current duties, I understand that positive progress was made on mission capable rates and best practices were developed across the tactical fighter fleets. If confirmed, I will work to ensure that resources are effectively applied in support of readiness requirements within and across fleets.

**103. If confirmed, specifically what would you do to expedite progress toward achieving the "80 percent mission capable" and cost reduction goals on a lasting basis?**

If confirmed, I will work with my counterparts in OSD, Joint Staff, and the Military Services to evaluate MC80 outcomes, and to determine if other measures are more advantageous to monitoring readiness. I will continue identifying sustainment gaps,

common causes of non-availability, and prioritizing resources to deliver readiness and control costs. I will apply lessons learned to institutionalize the positive aspects of the tactical fighter MC80 experience, and focus on lasting strategies that drive fleet-wide aircraft availability improvements.

## **The F-35**

**The F-35 is DOD's most costly weapon system, with U.S. sustainment costs estimated at more than \$1 trillion over its life cycle. As of October 2019, there were more than 435 U.S. and international F-35 aircraft in operation, with more than 3,300 aircraft expected to be fielded throughout the life of the program. DOD faces significant challenges in sustaining this growing fleet.**

**104. What are the factor contributing to spare parts shortages for the F-35 and what has been the effect of such shortages on the F-35 mission capable rates?**

While the specifics of the F-35 program are outside the scope of my current duties, it is my understanding that the spare parts shortages exist. If confirmed, I will consult with the Department's subject matter experts to understand the root causes of these shortages and the specific effects on readiness.

**105. If confirmed as the ASD(S), what steps would you take to address these spare part-related deficiencies?**

Having sufficient spare parts either on-hand or available is critical to the readiness of any weapons platform, including the F-35. If confirmed, I will work with the Department's subject matter experts on actions to address these deficiencies.

**106. In your view, has DOD documented requisite information about the technical characteristics and costs of the F-35 to effectively plan for its long-term sustainment?**

It is my understanding that because the F-35 Program was initially designed as Contractor Logistics Support for the life of the program, critical technical data to support sustainment was never procured from the original equipment manufacturers (OEMs). I believe that there remain several areas where the Department does not have access to intellectual property necessary to meet our requirements. If confirmed, I will work with the Department's subject matter experts on actions to address these deficiencies.

**107. How might a dearth of such information impair DOD's ability to negotiate planned performance-based contracts or pursue alternative options?**

It is my understanding that the Department has convened a Joint Independent Performance-Based Logistics (PBL) assessment team to evaluate the merits and impacts of any potential PBL approach, in response to a PBL contract proposal from Lockheed Martin. Securing the technical and cost data necessary to make an informed decision is a key focus of the

assessment team. If confirmed, I will work with the Services and the F-35 Joint Program Office to ensure that any decisions are data-driven and made based in the best interests of the warfighter.

**108. If confirmed as the ASD(S), what steps would you take to address this lack of information?**

It is my understanding that efforts are underway with both Lockheed Martin and Pratt & Whitney to secure the cost and technical data the Department needs to meet warfighter requirements. If confirmed, I will work with the Services and the F-35 Joint Program Office to ensure that the Department gets the information it needs.

**109. How can the Office of the ASD(S) contribute to the significant reduction in F-35 sustainment costs required in order for the Military Services to operate the F-35 as planned?**

Reducing F-35 sustainment cost is critical to support the growing fleet, and to meeting the Services' budget-informed affordability constraints. If confirmed, I will work with the Services and the F-35 Joint Program Office to ensure that F-35 sustainment is affordable within the Services' future budgets.

**Degradation of Equipment Readiness Due to Aging**

**This Committee has received testimony from senior Department of Defense officials and the Military Services regarding the effects of aging equipment on materiel readiness.**

**110. How would you propose that the Military Services balance increased readiness for current capability while maintaining or increasing the modernization schedule?**

We must field new weapon systems to prepare for the next fight, which may render our legacy platforms obsolete. We must also replace our current inventory of weapon systems that have been strained from decades of deployments around the globe. As we bring modern weapon systems into the inventory, sustainment cannot be an afterthought. We must address long term fleet sustainment plans early in the acquisition process. If confirmed, I will work closely with our Defense Acquisition professionals and Component Acquisition Executives to ensure that sustainment considerations are a key performance parameter in new acquisition programs. I will also work to balance modernization requirements with sustaining our legacy platforms at readiness levels necessary to meet current operations and training requirements.

**111. If confirmed, what would be your approach to regenerating materiel readiness that is degraded by equipment that is simply “aging out”—often after many years of sustained high operations tempo in combat?**

If confirmed, I will continue to refine our capabilities that provide visibility into the current readiness of our weapon systems and employ advanced data analytics to determine the underlying causes of degraded materiel readiness. Armed with this insight, I will work collaboratively with the Military Services to ensure that our limited sustainment resources are directed toward those efforts that will return the most readiness per dollar expended.

### **Depot Maintenance Strategic Plans**

**The Military Departments are required to regularly update their depot maintenance strategic plans to address the appropriate levels of capital investment in facilities and equipment, public-private partnerships, workforce planning and development, and the integration of logistics enterprise planning systems.**

**112. What is your understanding of the extent to which the Military Departments have updated or revised their depot maintenance strategic plans to address current and future logistics and maintenance requirements?**

I understand the Services regularly update their depot maintenance strategic plans and provide an annual maintenance program and budget review to ASD(S). If confirmed, I will continue the process of evaluating Service plans against their current and future depot maintenance requirements. I will ensure the Services' depot maintenance strategic plans are properly aligned with the National Defense Strategy priorities and meet applicable statutory depot maintenance requirements.

**113. In your view, is the level of funding programmed and budgeted for equipment repair and reset sufficient—not only to prepare forces for overseas contingency operations but to also improve the readiness of non-deployed forces for other potential contingencies?**

I believe the Department's prioritization procedures adequately consider priorities and risks across the entire portfolio. However, I am fully aware that competition for resources is always a challenge, and funding for equipment repair and reset is complicated by the mounting strain on weapon systems due to their age. If confirmed, I will focus on continuing to balance requirements for operationally deployed forces and units in garrison.

**114. What impact is this level of funding likely to have, if any, on the ability of National Guard units to respond to Homeland Defense and defense support to civil authorities missions?**

While the specific impacts are outside the scope of my current portfolio, I sincerely appreciate the total force contributions of the National Guard, having served in combat with the Utah ARNG's 2-222 FA. They are a critical enabler to Homeland Defense and defense support to civil authorities. I confirmed, I will ensure that the National Guard's

requirements are adequately resourced.

**115. Is it your understanding that as a general rule, Military Department depots are operating at optimal capacity to meet rebuild and repair requirements for reset?**

I believe the military depots are sized to be effective at meeting warfighter requirements while operating efficiently with the resources provided. If confirmed, I will continue to monitor the performance of the Military Department depots to ensure statutory and warfighter requirements are met.

**116. What additional steps, if any, do you believe could be taken to increase depot capacity?**

I understand the Military Services are continuously applying process improvements to increase throughput of their depots and where advantageous, use public-private partnerships as a way to increase depot capacity and capability. If confirmed, I will continue to advocate and enable conditions that foster improvements.

**117. What is your understanding as to how additional capacity that may exist across the organic industrial base is identified when needed to address critical backlogs?**

While this issue is not in my current portfolio, I am aware that the Services have processes to adjust capacity and shift resources to address critical backlogs. If confirmed, I will work with the Services to ensure these processes are responsive to warfighter requirements.

**Condition-Based and Predictive Maintenance**

**118. What is your understanding of the Military Services' plans to collect, store, and analyze data related to improving maintenance efforts, decreasing maintenance and spare part costs, and increasing readiness?**

While this issue is outside my current portfolio, I understand that the Department's Condition Based Maintenance Plus (CBM+) initiative leverages data-informed decision support for proactive and predictive maintenance based on evidence of need. I am aware that each Military Service has CBM+ policies and plans, and is in the process of implementing this approach for both new acquisition and field weapon systems. If confirmed, I will continue efforts to improve how maintenance-related data is collected, stored, analyzed, and used.

**119. What steps would you take to ensure that developmental and operational activities collect, store, and share data in common repositories to enable continuous data analysis, and enhance modeling, simulation, and engineering activities to improve capabilities and reduce sustainment costs?**

If confirmed, I will ensure that sustainment policy aligns the appropriate life cycle stakeholders' responsibilities and activities to ensure that the data informs improvements to sustainment capability and cost goals. I understand there are a variety of collaboration venues that exist to share best practices and lessons learned and, if confirmed, I will build upon this foundation to enhance the integration and cooperative nature of managing the sustainment enterprise.

**120. What is your understanding of the outcomes to date of condition-based and predictive maintenance programs and their utility in increasing readiness and reducing costs?**

I understand the Department is making progress in this area, and that efforts are ongoing. If confirmed, I will work to continue making progress on the Department's efforts to ensure continued readiness improvements at reduced cost.

**Logistics and the Supply Chain**

**121. If confirmed, how would you assess the readiness of logistics across the force, and where do you foresee the greatest challenges?**

It will be a priority for me to understand where readiness shortfalls exist and how they impact our warfighters as they execute operations in support of conflicts across the globe. If confirmed, I would work closely with the Services and Joint Staff to review and identify shortfalls then work with a sense of urgency to remedy those issues to better support our Combatant Commanders and their forces deployed in harm's way.

**122. Given the number of sole source vendors with which DOD contracts, do you believe there is adequate competition across the supply chain?**

Yes, but I understand the importance of supply chain resilience. I believe there is adequate competition and resiliency within our supply chain. My understanding is that approximately three quarters of all contracts are competitive. Sole source vendors are often within specialty areas.

**123. The most recently published DOD Logistics Strategic Plan is dated July 2010. When can the Congress expect a fully modernized Logistics Strategic Plan, grounded in the requirements of the 2018 NDS, to be published?**

While progress on updating the DoD Logistics Strategic Plan is outside my current portfolio, I understand the FY 2020 NDAA established the requirement for several reports tasking the Department to explain materiel readiness, sustainment performance, and depot maintenance quality. If confirmed, I will review progress on updating the Logistics Strategic Plan, and ensure that it prioritizes sustaining weapon systems in order to meet required availability and reliability, while continuing to improve repair cycle times and managing life cycle costs.

## **Prepositioned Stocks**

The Department of Defense positions materiel and equipment at locations around the world to enable it to quickly field a combat-ready force.

- 124. What is your understanding of the extent to which the Department is working across the Military Services to develop an integrated requirement for prepositioned stocks, based on a Department-wide strategy?**

The Department has demonstrated that use of prepositioned stocks are a key element of combat readiness. In February 2020 the Department published the implementing guidance necessary to institutionalize joint oversight of prepositioned materiel and equipment. If confirmed, I will work with the Joint Staff, the Services, Combatant Commands, and DLA to execute the implementation plan and ensure prepositioned stocks are aligned with our National Defense Strategy.

- 125. What are the logistical and maintenance implications of an expanded use of prepositioned stock, particularly in today's constrained budgetary environment?**

If confirmed, I will evaluate the impact of prepositioned stocks on logistics operations, including the possibility of reducing the overall costs for missions such as joint/combined exercises and humanitarian assistance efforts, especially in large geographic areas like the Indo-Pacific region.

- 126. Do you believe that the Military Services have adequately assessed which of the many pieces of nonstandard equipment that were purchased to meet urgent war fighter needs should be added to prepositioned stock sets?**

If confirmed, I will review current policy and information on the use of nonstandard equipment and subsequently work with the Services to determine the way forward.

- 127. In your view, have the Military Services programmed adequate funding to execute plans to reconstitute their prepositioned stocks around the world?**

It is my understanding that there have been significant drawdowns of prepositioned stock due to support operations in Iraq and Afghanistan along with movement of stock to the Indo-Pacific region. If confirmed, I will initiate a review of prepositioned stock reconstitution requirements and support the requirement for additional funding, if necessary.

- 128. In your view, have the Combatant Commanders adequately planned for the defense of prepositioned stocks in a contested environment?**

Prepositioned stock supports DoD's global defense posture by providing capabilities that support rapid force projections and enabling military operations. If confirmed, I will

review campaign plans and work with the Joint Staff, the Services, and Combatant Commands to ensure adequate defense posture of these critical resources.

### **Defense Logistics Agency (DLA)**

**On behalf of the USD(A&S), the ASD(S) is charged to ensure the effectiveness, efficiency, economy, and performance of the Defense Logistics Agency (DLA). In particular, the ASD(S) is accountable for DLA's mission performance and for ensuring that DLA is attentive and responsive to customer requirements, both inside and outside DOD.**

#### **129. If confirmed, would be your approach the supervision and oversight of DLA?**

The Defense Logistics Agency is the nation's combat logistics support agency, providing worldwide logistics support in both peacetime and wartime. That support is provided to the military services as well as several civilian agencies and partner, and allied nations during peace time and contingency operations. If confirmed, I will hold regular reviews with the DLA Director and his leadership team to assess their performance metrics, as well as discuss issues of interest with the Director and his team. I would also look to eliminate duplication of effort across DoD and Service contracting agencies.

#### **130. If confirmed, how would you measure DLA's responsiveness to the needs of an expansive customer base: the Army, Navy, Air Force, Marine Corps, Space Force, Coast Guard, the 11 combatant commands, other federal agencies, and partner and allied nations, that makes use of its products and services?**

If confirmed, I will ensure: 1) the Services have clearly communicated their requirements, 2) that DLA clearly understands their requirements, 3) that the Services and DLA share a common set of performance metrics, 4) that DLA has viable recovery plans in those instances they are not meeting customer expectations, and 5) that DLA remains fully nested in the 11 Combatant Commands – both physically, and through logistics planning.

#### **131. How would you measure DLA's price transparency and competitiveness?**

If confirmed, I would work directly with DLA's most senior leadership to ensure effective price transparency and competitiveness.

#### **132. If confirmed, how would you undertake to inspect and evaluate DLA's management of its Working Capital Fund?**

DLA's Working Capital Fund is essential to the successful operation of the Department. If confirmed, I would review the customer support performance of DLA's Working Capital Fund and support efforts that improve effectiveness and efficiency.

**In addition to its well-known logistics offerings, DLA also operates the Defense Agency Initiative (DAI) system, which many DOD Components use as the basis for their financial and human resources management systems.**

**133. How would you exercise your responsibility to ensure that DAI is “audit ready”?**

Financial improvement and audit readiness is an integral part of the DoD DNA. I understand the DAI system has received a clean audit opinion the last three years. If confirmed, I will work with DLA to ensure they maintain this level audit readiness in the same way they review other critical metrics.

**The reform of DOD’s business operations is the third pillar of the 2018 NDS, with the goal of saving \$46 Billion over four years—savings that would be reinvested in enhancing the readiness and lethality of the force.**

**134. What business operations reforms has DLA achieved and how much money has been saved as a result of each such reform?**

DLA played a significant role in the Department’s business operations reform (Defense Wide Review (DWR) 1.0) in 2019. According to the DWR Savings Report to Congress, DLA savings totaled \$513M between fiscal years 2021 and 2025. This was mainly achieved through the transfer of non-DoD missions. If confirmed, I would continue to be a proponent of DoD business operations reforms.

**135. To what readiness and lethality objectives or programs were these savings transferred?**

It is my understanding that these funds were applied to programs focused on increasing Military Service readiness and Combatant Command lethality.

**DLA customers have long expressed concerns that the non-availability of spare parts required to complete repairs and maintenance had led to delays in throughput and readiness shortfalls.**

**136. What is your assessment of DLA’s track record for ordering and delivering parts on time?**

While this is not a part of my current portfolio, I understand that DLA has a proven record of providing effective supply support to the Department. If confirmed, I will work with DLA to identify opportunities to increase their level of supply support to the Services even more.

**137. If confirmed, specifically what actions would you take to improve DLA’s performance in this regard?**

If confirmed, one of my primary objectives will be to continue to improve demand planning, visibility and performance measurement of the entire DoD supply chain. Improved visibility and measurement will drive improved performance. I understand the importance of this to Combatant Commands and warfighters.

**138. If confirmed, what will you do to assist the Military Services in improving the reliability of the spare parts forecasts they submit to DLA?**

If confirmed, I will work closely with DLA and the military services to improve forecast reliability metrics and buyback rates. Increased visibility, governance, and accountability should continue to improve forecasts.

**139. If confirmed, what policies and procedures would you emplace to ensure that DOD Components do not acquire excess inventory of spare parts?**

The Department has made a significant improvement in the management of excess inventory of spare parts as evidenced by the removal of inventory management from the GAO High Risk List in February 2017. My experience from the private sector is that inventory levels must be demand-supported and require regular refinement. If confirmed, I will continue to support the programs and policies that prevent excess inventory of spare parts.

**140. What is your understanding of DLA's role in Foreign Military Sales, and what steps would you take, if confirmed, to expedite requisite certification and acceptance processes?**

I understand DLA plays a significant role in Foreign Military Sales (FMS) and I understand the importance of FMS to the Department. If confirmed, one of my primary objectives will be to increase the visibility, accountability and prioritization of the FMS spares ordering and delivery process.

**141. If confirmed, how would you propose to assign priority among U.S. forces, our allies, and partners, for access to spare parts in the event of a shortage?**

If confirmed, I will ensure that in the event of a shortage, spares prioritization is aligned with the National Defense Strategy, Combatant Command Operation Plans, and the Administration's most recent priorities.

**Research and Development Activities**

**142. What is the role of DLA's research and development program in supporting DLA missions?**

As the nation's combat logistics support agency, DLA supports a wide array of missions around the world. Their research and development program is geared toward staying on the

cutting edge of technology in order to provide world-class logistics support. If confirmed, I will ensure that this is included in my regular review of DLA operations.

**143. What critical new capabilities and technology areas should DLA be investing in to support DLA missions?**

If confirmed, I will work with DLA to ensure that we are investing in data analytics tools, such as artificial intelligence, machine learning, big data, and additive manufacturing in order to better support the Warfighter and whole of government partners.

**144. How should DLA work with commercial innovators and industry to leverage the best new technologies emerging from the private sector to support DLA missions?**

If confirmed, I would encourage and support DLA to partner with industry and academia to apply and leverage best practices and emerging technology into their mission support.

**145. How would you work with the Under Secretary of Defense for Research and Engineering and the Military Services to ensure that research on sustainment capabilities is appropriately prioritized in budgets, given the role that sustainment plays in driving life cycle costs?**

If confirmed, I would work with the Under Secretary of Defense for Research and Engineering and the Services to ensure sustainment planning and sustainment capabilities are considered while supporting efforts to push the edges of the technology envelope. I view these as complementary efforts leading to the development of effective, sustainable and affordable weapon systems.

### **Corrosion Prevention and Control**

**Corrosion negatively affects DOD equipment and infrastructure and can lead to reduced asset availability, deterioration in performance, and increasing weapon system and infrastructure costs. The cost impact of corrosion to DOD in fiscal year 2016 was \$20.6 billion.**

**146. What is your understanding of the efficacy of the Department-wide strategy to prevent and mitigate weapon systems corrosion?**

I am aware that corrosion has been a persistent challenge for DoD materiel, and negatively impacts readiness, cost, and safety. If confirmed, I will strive to integrate corrosion prevention and control efforts more effectively across the maintenance and sustainment enterprise to include the identification of facility requirements.

**Prior to 2018, the Corrosion Policy and Oversight Office reported directly to the Under Secretary of Defense for Acquisition, Technology, and Logistics. With the**

establishment of the USD(A&S), the Corrosion Office was moved to the Office of the ASD(S).

**147. If confirmed, what would be your relationship with the Director of the Corrosion Policy and Oversight Office?**

The Director of the Corrosion Policy and Oversight Office is assigned to the Deputy Assistant Secretary of Defense for Materiel Readiness DASD(MR), who in turn reports directly to the ASD(S). If confirmed I will work closely with DASD(MR) and the Director to develop policies and processes, and to transition innovative technologies to mitigate the impacts of corrosion on readiness, control sustainment costs, and improve workforce safety.

**148. If confirmed, what approach would you take to reviewing corrosion programs and funding levels proposed by the Military Departments, and in making recommendations to the Secretary of Defense regarding those programs and proposed funding levels?**

If confirmed, I will incorporate the review of corrosion prevention and control funding recommendations by the Military Departments into the existing planning, programming, and budgeting execution review processes within ASD(S). I will ensure proper corrosion risk assessments are part of the Military Department corrosion strategies.

**149. If confirmed, specifically what steps would you take to improve corrosion oversight of the Military Services?**

If confirmed, I will examine current practices and work collaboratively with the Services, defense agencies, and commercial entities to pursue optimal solutions that support the National Defense Strategy.

**Planning for Contractor Support in Contingency Operations**

GAO has reported that DOD OPLANs often fail to include an approved “Annex W” addressing contract support requirements, contractor management plans, contract oversight processes, and manpower requirements for the execution of contractor oversight.

**150. What progress has the Office of the ASD(S) made promulgating policies and processes to assist Combatant Commanders in identifying and planning for the scope and scale of contract support that will be needed for a particular operation?**

If confirmed, I will review the progress made to establish policy and the regulatory framework for operational contract support. It is important that requirements and planning factors for contracted support are incorporated in that framework and that current oversight requirements are in place to ensure this work continues to progress forward.

**151. What steps has the Office of the ASD(S) taken to establish policy for foreign vendor vetting by combatant commands?**

If confirmed, I will review current policy and information on foreign vendor vetting and the work underway by combatant commanders to prevent contracting with adversaries.

**152. In your view, what steps must DOD take to integrate operational contract support in functional areas beyond logistics? What would be the benefits of such integration? Are there downsides to such integration, in your view?**

Contractors are used across many functions, not just in logistics. We need to integrate operational contract support in all applicable functional areas so we adequately plan for contracted requirements and manage contracted support to get the best results for the Department and the taxpayer. If confirmed I will work to implement policy and processes that ensure the effective use of contracted services to achieve operational objectives.

**153. If confirmed, what steps would you take to improve the execution of contractor oversight in the context of a contingency operations?**

If confirmed, I would continue to work with the Joint Staff, the Services, and Combatant Commands to support work already underway in this area. I would also advocate for continuous improvement of contractor oversight by ensuring it and other operational contract support considerations are appropriately addressed in policy, processes, systems, and training.

**Life Cycle Costs**

In a February 2019 report, GAO asserted that approximately 70 percent of the life-cycle costs of a weapon system are incurred in the system's operating and support phase.

**154. In your view, what more could the Office of the ASD(S) do to advocate and influence a life cycle focus for effective product support?**

In my view, the Office of the Assistant Secretary of Defense for Sustainment plays a pivotal role in improving sustainment and sustainment planning. The office can identify potential sustainment impacts, communicate best practices (both to the internal and external customer), work with the Military Services to develop appropriate and affordable product life cycle sustainment strategies, and encourage/facilitate training for program and product support managers.

**155. If confirmed, what steps, if any, would you take to ensure that life cycle maintenance and sustainment requirements are considered in the acquisition process for new DOD systems and platforms?**

If confirmed, I would work in coordination with the Under Secretary of Defense for Research and Engineering and the Military Services to ensure that maintenance planning and sustainment capabilities are considered early in weapon system development. I view these as complementary efforts leading to the development of effective, sustainable and affordable weapon systems.

**156. Do you believe that the fully burdened cost of fuel is an appropriate factor for the Department to consider in evaluating acquisition alternatives? Please explain your answer.**

Yes. Fuel efficiency directly reduces the size of the logistics footprint. High fuel consumption places a significant logistics burden on the strategic and operational flexibility of the joint force. Further, it directly increases operating costs and taxpayer burden. The Department measures alternatives based on what we can control with design choices. Fuel is a major expense for the Department, and we should lead acquisition alternatives that consider fuel efficiency and its effect on range, lethality, flexibility and operational effectiveness.

**157. If confirmed, by what standards would you measure the adequacy of lifecycle maintenance and support funding?**

I believe the standard should be whether the life cycle sustainment plan is executable and adaptable, effective in meeting operational requirements, and affordable.

**158. If confirmed, what steps, if any, would you take to ensure that life cycle maintenance and sustainment requirements are adequately funded via the Planning, Programming, Budgeting, and Execution process?**

If confirmed, I would work closely with the Military Services to facilitate comprehensive life cycle sustainment planning to ensure maintenance and sustainment requirements are accurately assessed and sufficient funding is requested to satisfy these requirements.

**159. If confirmed as ASD(S), how would you apply lifecycle cost data to anticipate requirements for new or replacement items?**

If confirmed, I would take steps to ensure the Department uses the comprehensive lifecycle cost data it collects as a basis to build appropriate parametric forecasts of the lifecycle costs of new or replacement items. I believe this forecasting should then be applied early in the acquisition planning process.

### **Household Goods Moves**

**Many military families communicated with the Committee about the significant hardships they experienced during the 2018 summer Permanent Change of Station (PCS) cycle, including: unprofessional and untrained household goods packers and movers;**

**unannounced and extensive delays in the pickup and delivery of household goods; extensive damage to personal property; and limited engagement by the Military Services in providing oversight and taking corrective action on complaints.**

**160. What role has the Office of the ASD(S) played in addressing systemic concerns about DOD's household goods transportation system?**

It is my understanding that ASD(S) has been working closely with USTRANSCOM and the Services to facilitate implementation of the Global Household Goods Contract, and has been working to ensure the level of service meets the expectation of our Service members and their families. If confirmed, I would continue these critical efforts to improve military family relocations.

**161. What progress has the Office of the ASD(S) made in addressing these concerns?**

I was moved here from Georgia courtesy of the government in 2018. I have experienced many of these concerns first hand and am now well-versed in the claims process. In support of this effort, I would work to further understand the concerns raised by military members, families, and members of Congress over the relocation process. If confirmed, I would work with the Services and USTRANSCOM to adjust policy, increase quality assurance inspections and implement process changes to drive improvements to customer service and satisfaction. Additionally, I understand USTRANSCOM is expected to award the Global Household Goods Contract no earlier than the end of April to better ensure the capacity and quality of the move experience.

### **Office of Economic Adjustment**

**On a recurring basis, DOD Appropriations Acts have assigned to the Office of Economic Adjustment (OEA) responsibility for the administration of a grant program, and execution of the associated Defense-Wide funding, to construct, renovate, repair, or expand elementary and secondary public schools on military installations.**

**162. What progress has been made toward the completion of this mission and what remains to be done?**

Progress has been made in carrying out the Public Schools on Military Installations Program, leveraging our states and Local Education Agencies to repair or replace public schools prioritized by the Department due to their disrepair and/or overcrowding. Efforts to date have addressed the thirty-eight worst schools on that prioritized list, benefitting 17,000 defense-connected students annually. The program is presently reaching out to work with the next six worst schools on the Department's updated 2019 prioritization.

**163. In your view, is OEA the DOD organization best suited to execute this mission? Please explain your answer.**

It is my understanding that OEA has the experience to best execute this mission.

### **Sexual Harassment**

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

**164. If confirmed, what actions would you take were you to receive or otherwise become aware of a complaint of sexual harassment or discrimination from an employee of the Office of the ASD(S)?**

I would take immediate/appropriate action – and would not hesitate to elevate the issue through my chain of command. My goal is a workplace that fosters respect and dignity of all members of my staff.

### **Congressional Oversight**

**In order to exercise legislative and oversight responsibilities, it is important that this committee, its subcommittees, and other appropriate committees of Congress receive timely testimony, briefings, reports, records—including documents and electronic communications, and other information from the executive branch.**

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

Yes.

**166. Do you agree, if confirmed, to provide this committee, its subcommittees, other appropriate committees of Congress, and their respective staffs such witnesses and briefers, briefings, reports, records—including documents and electronic communications, and other information, as may be requested of you, and to do so in a timely manner?**

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

**167. Do you agree, if confirmed, to consult with this committee, its subcommittees, other appropriate committees of Congress, and their respective staffs, regarding your basis for any delay or denial in providing testimony, briefings, reports, records—including documents and electronic communications, and other information requested of you?**

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

**168. Do you agree, if confirmed, to keep this committee, its subcommittees, other appropriate committees of Congress, and their respective staffs apprised of new information that materially impacts the accuracy of testimony, briefings, reports, records—including documents and electronic communications, and other information you or your organization previously provided?**

Yes.

**169. Do you agree, if confirmed, and on request, to provide this committee and its subcommittees with records and other information within their oversight jurisdiction, even absent a formal Committee request?**

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

**170. Do you agree, if confirmed, to respond timely to letters to, and/or inquiries and other requests of you or your organization from individual Senators who are members of this committee?**

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

**171. Do you agree, if confirmed, to ensure that you and other members of your organization protect from retaliation any military member, federal employee, or contractor employee who testifies before, or communicates with this committee, its subcommittees, and any other appropriate committee of Congress?**

Yes, I agree to protect DoD personnel from unlawful retaliation.