

**NOMINATIONS OF: HON. GABRIEL O. CAMARILLO
TO BE UNDER SECRETARY OF THE ARMY;
ANDREW P. HUNTER TO BE ASSISTANT SEC-
RETARY OF THE AIR FORCE FOR ACQUISITION,
TECHNOLOGY, AND LOGISTICS; RACHEL L.
JACOBSON TO BE ASSISTANT SECRETARY OF
THE ARMY FOR ENERGY, INSTALLATIONS, AND
ENVIRONMENT; ALEX WAGNER TO BE ASSIST-
ANT SECRETARY OF THE AIR FORCE FOR
MANPOWER AND RESERVE AFFAIRS**

HEARING

BEFORE THE

**COMMITTEE ON ARMED SERVICES
UNITED STATES SENATE**

ONE HUNDRED SEVENTEENTH CONGRESS

FIRST SESSION

OCTOBER 5, 2021

Printed for the use of the Committee on Armed Services



Available via: <http://www.govinfo.gov>

U.S. GOVERNMENT PUBLISHING OFFICE

COMMITTEE ON ARMED SERVICES

JACK REED, Rhode Island, *Chairman*

JEANNE SHAHEEN, New Hampshire
KIRSTEN E. GILLIBRAND, New York
RICHARD BLUMENTHAL, Connecticut
MAZIE K. HIRONO, Hawaii
TIM Kaine, Virginia
ANGUS S. KING, Jr., Maine
ELIZABETH WARREN, Massachusetts
GARY C. PETERS, Michigan
JOE MANCHIN III, West Virginia
TAMMY DUCKWORTH, Illinois
JACKY ROSEN, Nevada
MARK KELLY, Arizona

JAMES M. INHOFE, Oklahoma
ROGER F. WICKER, Mississippi
DEB FISCHER, Nebraska
TOM COTTON, Arkansas
MIKE ROUNDS, South Dakota
JONI ERNST, Iowa
THOM TILLIS, North Carolina
DAN SULLIVAN, Alaska
KEVIN CRAMER, North Dakota
RICK SCOTT, Florida
MARSHA BLACKBURN, Tennessee
JOSH HAWLEY, Missouri
TOMMY TUBERVILLE, Alabama

ELIZABETH L. KING, *Staff Director*
JOHN D. WASON, *Minority Staff Director*

CONTENTS

OCTOBER 5, 2021

	Page
NOMINATIONS OF: HON. GABRIEL O. CAMARILLO TO BE UNDER SECRETARY OF THE ARMY; ANDREW P. HUNTER TO BE ASSISTANT SECRETARY OF THE AIR FORCE FOR ACQUISITION, TECHNOLOGY, AND LOGISTICS; RACHEL L. JACOBSON TO BE ASSISTANT SECRETARY OF THE ARMY FOR ENERGY, INSTALLATIONS, AND ENVIRONMENT; ALEX WAGNER TO BE ASSISTANT SECRETARY OF THE AIR FORCE FOR MANPOWER AND RESERVE AFFAIRS	1
MEMBERS STATEMENTS	
Reed, Senator Jack	1
Inhofe, Senator James M.	3
WITNESS STATEMENTS	
Hunter, Andrew P., to be Assistant Secretary of the Air Force for Acquisition, Technology, and Logistics	5
Advance Policy Questions	44
Questions for the Record	64
Nomination Reference and Report	68
Biographical Sketch	69
Committee on Armed Services Questionnaire	70
Signature Page	75
Wagner, Alex, to be Assistant Secretary of the Air Force for Manpower and Reserve Affairs	7
Advance Policy Questions	75
Questions for the Record	89
Nomination Reference and Report	92
Biographical Sketch	93
Committee on Armed Services Questionnaire	95
Signature Page	101
Camarillo, Hon. Gabriel O., to be Under Secretary of The Army	11
Advance Policy Questions	101
Questions for the Record	128
Nomination Reference and Report	132
Biographical Sketch	133
Committee on Armed Services Questionnaire	135
Signature Page	141
Jacobson, Rachel L., to be Assistant Secretary of the Army for Energy, Installations, and Environment	9
Advance Policy Questions	141
Questions for the Record	157
Nomination Reference and Report	162
Biographical Sketch	163
Committee on Armed Services Questionnaire	164
Signature Page	171

This hearing is printed to include all available information
requested or required to be inserted for the record.

NOMINATIONS OF: HON. GABRIEL O. CAMARILLO TO BE UNDER SECRETARY OF THE ARMY; ANDREW P. HUNTER TO BE ASSISTANT SECRETARY OF THE AIR FORCE FOR ACQUISITION, TECHNOLOGY, AND LOGISTICS; RACHEL L. JACOBSON TO BE ASSISTANT SECRETARY OF THE ARMY FOR ENERGY, INSTALLATIONS, AND ENVIRONMENT; ALEX WAGNER TO BE ASSISTANT SECRETARY OF THE AIR FORCE FOR MANPOWER AND RESERVE AFFAIRS

TUESDAY, OCTOBER 5, 2021

UNITED STATES SENATE,
COMMITTEE ON ARMED SERVICES,
Washington, DC.

The Committee met, pursuant to notice, at 9:30 a.m. in room SD-G50, Dirksen Senate Office Building, Senator Jack Reed (Chairman of the Committee) presiding.

Committee Members present: Senators Reed, Shaheen, Gillibrand, Blumenthal, Hirono, Kaine, King, Warren, Peters, Manchin, Duckworth, Rosen, Kelly, Inhofe, Fischer, Cotton, Rounds, Ernst, Tillis, Sullivan, Scott, Blackburn, Hawley, and Tuberville.

OPENING STATEMENT OF SENATOR JACK REED

Chairman REED. Let me call the hearing to order.

The committee meets this morning to consider the nominations of Mr. Gabriel Camarillo to be Under Secretary of the Army; Ms. Rachel Jacobson to be the Assistant Secretary of the Army for Energy, Installations, and Environment; Mr. Alex Wagner to be the Assistant Secretary of the Air Force for Manpower and Reserve Affairs; and Mr. Andrew Hunter to be Assistant Secretary of the Air Force for Acquisition, Technology, and Logistics.

I thank the nominees for their long careers of service to the United States and their willingness to assume these important roles. I would also like to welcome the family member who are with us today. Mr. Camarillo, I welcome your daughter, Natalie; Mr. Wagner, I welcome your parents, Larry and Randy; and Ms. Hunter, I welcome your daughter, Margaret.

Mr. Camarillo, your nomination to be Under Secretary of the Army is welcome. In addition to your private sector experience you

bring a strong Defense Department background in both policy and acquisition, having served as Assistant Secretary of the Air Force for Manpower and Reserve Affairs and senior positions within Army acquisition, logistics, and technology.

There are a number of important duties that will require your attention within the Department. Among the most pressing is a question of the Army's push for a clean audit. The service has struggled in this effort, and I would your assessment of the process and any steps you would take to accelerate that progress. You will also be charged with navigating the perpetual tensions between end strength, modernization, and readiness, which tend to be exacerbated during times of physical constraint. Of concern to this committee is the potential of Army Futures Command shifting research and development dollars to near-term needs while neglecting longer-term research activities. I would ask that you share how you will balance these priorities.

Ms. Jacobson, you have been nominated to serve as Assistant Secretary of the Army for Energy, Installations, and Environment. Your previous experience as an attorney at the Departments of Defense, the Interior, and Justice should serve you well in this role. If confirmed, you will be responsible for managing the Army's physical footprint, and I am particularly concerned that the Army has been slow to process important contracts that would increase installation resilience and a modernized Army infrastructure, particularly in regard to energy. I hope you will discuss how you would approach streamlining the Army's contracting processes.

Congress has also required the Army and other services to update installation master plans to include measures to protect key off-post civilian infrastructure necessary to maintain mission readiness and plans to address the climate resiliency of military installations. To date, the committee has received little indication from the Army of any significant progress. I would ask that you share how this process can be accelerated, particularly for installations most vulnerable to climate risk like wildfires, drought, and flooding.

Mr. Wagner, you are nominated to be Assistant Secretary of the Air Force for Manpower and Reserve Affairs. If confirmed, you will face considerable challenges as the principal overseer of military and civilian personnel within the Department of the Air Force, including the Space Force. Your understanding of these issues, informed by your prior leadership roles in the private sector and at the Department of Defense will be critical.

One of Secretary Austin's priorities is to eradicate extremism within the ranks. While we continue to believe that the number of extremists in the ranks remains very small, even one is too many. I hope you will share your views on how you will approach this issue, especially as the line between action, thought, and speech becomes more difficult to define each day.

As we know from the President's Independent Review Commission that studied sexual assault and harassment in the military, there has been a dangerous erosion of trust and faith within the ranks in leaders' ability to effectively address this issue. While reforming how we prosecute sexual assault, harassment, and related crimes under the UCMJ is important, prevention is paramount. I

would ask that you share your views on how we can reduce the incidence of sexual assault and harassment across the force.

Finally, Mr. Hunter, you have a wealth of experience working on acquisition issues, both in the Pentagon, Congress, and defense think tanks. If confirmed as Assistant Secretary of the Air Force for Acquisition, Technology, and Logistics, you will oversee Air Force activities and a workforce with an annual budget in excess of \$60 billion for more than 550 acquisition programs. You will also oversee the Air Force's efforts to develop next-generation capabilities and the training and education of the Air Force acquisition workforce. A key challenge for you will be streamlining the process of Air Force acquisition. In order to field new capabilities that match the speed of technological change and emerging threats, you will need to take steps to ensure the Air Force has a secure and reliable industrial base and a trained and a qualified workforce.

Further, you will be charged with maintaining the Air Force's ability to develop and mature these technologies of the future through vectors like the Air Force Research Lab, small businesses, major primes, and universities. Importantly, you will be tasked with overcoming the Pentagon's so-called "valley of death," ensuring that research innovations turn into real operational capabilities, and I look forward to hearing how you will address these challenges.

Thank you again to your nominees. I look forward to your testimonies, and now let me recognize the ranking member, Senator Inhofe.

STATEMENT OF SENATOR JAMES M. INHOFE

Senator INHOFE. Thank you, Chairman Reed, and I thank our witnesses. This is one of the rare times that I am very supportive of all four witnesses. We are fortunate to have them at this time.

The world is more dangerous and complex than at any point in our lifetimes. The threats from China, Russia, North Korea, and Iran, they have all gotten worse since 2018, which was the National Defense Strategy Commission year, plus the threat of Islamic terrorism is now certain to rise. As General McKenzie told us last week, quote, "The war on terror is not over, and the war in Afghanistan is not over," unquote. We will face an evolving and accelerated threat from terrorists who want to strike our homeland. As General Milley said, quote, "The Taliban sitting in Kabul significantly emboldens the radical jihad movement globally."

This committee's top priority has been ensuring that we effectively implement the National Defense Strategy, as we just now pointed out. All of these threats are not in the 2040 time frame. They are happening now, and we are behind. Insufficient and uncertain funding has hamstrung our military for years. We must put our money where our mouth is and resource the strategy with the real growth of 3 to 5 percent, as we pointed out would be necessary back in 2018. That is why this Committee increases the defense top line by \$25 billion in this year's Defense Authorization Bill. We need to accelerate advanced technologies from hypersonic weapons and biotechnology and quantum computing. Our commanders tell us that by 2025, the Chinese will have more fifth-generation

stealth fighters on the front line than we do. Our days of air power dominance will be gone.

The nation and the Department of Defense must tackle these problems head on if we are to hope to defend our way of life from those who would do harm to us. The Department requires strong civilian leadership, and I hope that you will provide, and I am sure that you will provide that when you are confirmed.

We look forward to hearing your views on these and other important issues. Thank you, Mr. Chairman.

Chairman REED. Thank you, Senator Inhofe. I must depart for the Banking Committee for a quorum and a vote. I have asked Senator Shaheen to preside in my absence. She will first ask the standard questions, which are required of all nominees, and then introduce the witnesses for their testimony. Thank you, Senator Shaheen.

Senator SHAHEEN. [Presiding.] Thank you, Mr. Chairman. Good morning to all of our nominees. I would ask that each of you respond out loud to each of these questions, and we will start with Mr. Hunter. I will go right down the row.

First, have you adhered to applicable laws and regulations governing conflicts of interest?

Mr. HUNTER. Yes.

Senator SHAHEEN. Next. Mr. Wagner?

Mr. WAGNER. Yes, I have.

Senator SHAHEEN. Next. Ms. Jacobson?

Ms. JACOBSON. Yes.

Senator SHAHEEN. Mr. Camarillo.

Mr. CAMARILLO. Yes.

Senator SHAHEEN. Thank you. Have you assumed any duties or taken any actions that would appear to presume the outcome of the confirmation process?

Mr. HUNTER. No.

Mr. WAGNER. No, Senator.

Ms. JACOBSON. No.

Mr. CAMARILLO. No.

Senator SHAHEEN. Exercising our legislative and oversight responsibility makes it important that this committee, its subcommittees, and other appropriate committees of Congress receive testimony, briefings, reports, records, and other information from the Executive branch on a timely basis. Do you agree, if confirmed, to appear and testify before this committee when requested? Mr. Hunter?

Mr. HUNTER. Yes, I do.

Mr. WAGNER. Yes, Senator.

Ms. JACOBSON. Yes.

Mr. CAMARILLO. Yes.

Senator SHAHEEN. Do you agree to provide records, documents, and electronic communications in a timely manner when requested by this committee, its subcommittees, or other appropriate committees of Congress, and to consult with the requestor regarding the basis for any good-faith delay or denial in providing such records? Mr. Hunter?

Mr. HUNTER. I do.

Mr. WAGNER. Yes.

Ms. JACOBSON. Yes.

Mr. CAMARILLO. Yes.

Senator SHAHEEN. Will you ensure that your staff complies with deadlines established by this committee for the production of reports, records, and other information, including timely responding to hearing questions for the record?

Mr. HUNTER. Yes.

Mr. WAGNER. Yes.

Ms. JACOBSON. Yes.

Mr. CAMARILLO. Yes.

Senator SHAHEEN. Will you cooperate in providing witnesses and briefers in response to congressional requests?

Mr. HUNTER. Yes.

Mr. WAGNER. Yes, I will.

Ms. JACOBSON. Yes.

Mr. CAMARILLO. Yes.

Senator SHAHEEN. Will those witnesses and briefers be protected from reprisal for their testimony or briefings?

Mr. HUNTER. Yes.

Mr. WAGNER. Yes.

Ms. JACOBSON. Yes.

Mr. CAMARILLO. Yes.

Senator SHAHEEN. Thank you all very much. We will begin now with your testimony. We will start with you, Mr. Hunter.

STATEMENT OF ANDREW P. HUNTER TO BE ASSISTANT SECRETARY OF THE AIR FORCE FOR ACQUISITION, TECHNOLOGY, AND LOGISTICS

Mr. HUNTER. All right. Well, thank you very much, Senator Shaheen, and I want to thank the chairman as well, and Ranking Member Inhofe and all the members of the committee who are here today. I am honored to come before you as President Biden's nominee to be Assistant Secretary of the Air Force for Acquisition, Technology, and Logistics. I am extremely grateful to President Biden and Secretary Austin for their confidence in putting me forward for this position.

I want to start by thanking the committee for considering my nomination, and more importantly for your decades of bipartisan support to the Department of Defense. You have set the example of how Congress can and should perform its critical role in providing for the nation's security.

I also want to take a moment to thank some of the many people who have helped me to come before you today seeking your approval. That list begins with my family, especially my parents who emphasized the value of education and the need for a rigorous approach to problem solving, and who always supported my interest in public service. It includes my wife, Karen, and my children, Meg and Ben, who have been steadfast with their love and support. My daughter is extremely excited to join me here today.

I have also been fortunate to have many mentors in the national security arena that deserve recognition, including Congressman John Spratt, Congressman Norm Dicks, Congressman Ike Skelton, Dr. Ash Carter, Secretary Frank Kendall, Dr. John Hamre, and Dr. Kathleen Hicks. Although my time as a committee staffer was with

the other Armed Services Committee, I was privileged to observe and learn from the examples provided by chairmen such as Senator John Warner, Senator Carl Levin, and Senator John McCain.

If confirmed, taking on the duties of Assistant Secretary of the Air Force for Acquisition, Technology, and Logistics will allow me to build on more than 25 years spent working on and in the defense acquisition system as a congressional staffer, a senior executive in the Department of Defense, and as an expert providing advice, support, and analysis while working in my current position. This experience has allowed me to focus on issues relating to the successful development and execution of acquisition programs; the structure of and policy surrounding the defense acquisition system; the dynamics of the industrial base and its supply chains; acquisition and financial reform; rapid acquisition; contracting policy and alternatives to traditional contracting; and the development, training and management of the acquisition workforce.

If confirmed, I intend to use this experience to pursue a number of key priorities, including ensuring that we focus the acquisition system on delivering operational capability and meeting the needs, both current and future, of U.S. forces who are confronting rapidly evolving challenges from peer competitors and a fast-moving pacing threat; that we meet the challenge of sustaining a complex and aging Air Force fleet; that we improve our ability to field innovative new capabilities and especially to acquire software and software-intensive systems; and that we support and develop the skills of our acquisition workforce, allowing them to help our forces meet the challenges we face.

I look forward to answering your questions today, and if confirmed, to working closely with this Committee and the Congress to support our Air and Space Forces.

[The prepared statement of Mr. Hunter follows:]

PREPARED STATEMENT BY ANDREW PHILIP HUNTER

Good morning Chairman Reed, Ranking Member Inhofe and Members of the Committee. I am honored to come before you as President Biden's nominee to be Assistant Secretary of the Air Force for Acquisition, Technology, and Logistics. I'm extremely grateful to President Biden and Secretary Austin for their confidence in putting me forward for this position. I want to start by thanking the committee for considering my nomination and more importantly for your decades of bipartisan support to the Department of Defense. You've set the example of how Congress can and should perform its critical role in providing for the nation's security.

I also want to take a moment to thank some of the many people who have helped me to come before you today seeking your approval. That list begins with my family, especially my parents who emphasized the value of education and the need for a rigorous approach to problem solving, and who always supported my interest in public service. It includes my wife, Karen, and my children Meg and Ben, who have been steadfast with their love and support. My wife and daughter are excited to join me here today. I have also been fortunate to have many mentors in the national security arena that deserve recognition including Congressman John Spratt, Congressman Norm Dicks, Congressman Ike Skelton, Dr. Ash Carter, Secretary Frank Kendall, Dr. John Hamre, and Dr. Kathleen Hicks. Although my time as a committee staffer was with the other Armed Services Committee, I was privileged to observe and learn from the examples provided by Chairmen such as Senator John Warner, Senator Carl Levin, and Senator John McCain.

If confirmed, taking on the duties of Assistant Secretary of the Air Force for Acquisition, Technology, and Logistics will allow me to build on more than 25 years spent working on and in the defense acquisition system as a congressional staffer, a senior executive in the Department of Defense, and as an expert providing advice, support, and analysis while working in my current position. This experience has al-

lowed me to focus on issues relating to the successful development and execution of acquisition programs; the structure of and policy surrounding the defense acquisition system; the dynamics of the industrial base and its supply chains; acquisition and financial reform; rapid acquisition; contracting policy and alternatives to traditional contracting; and the development, training and management of the acquisition workforce. If confirm, I intend to use this experience to pursue a number of key priorities including ensuring that we focus the acquisition system on delivering operational capability and meeting the needs, both current and future, of U.S. forces who are confronting rapidly evolving challenges from peer competitors and a fast moving pacing threat; that we meet the challenge of sustaining a complex and aging Air Force fleet; that we improve our ability to field innovative new capabilities and especially to acquire software and software-intensive systems; and that we support and develop the skills of our acquisition workforce, allowing them to help our forces meet the challenges we face.

I look forward to answering your questions today, and if confirmed, to working closely with this Committee and the Congress to support our Air and Space Forces.

Senator SHAHEEN. Thank you, Mr. Hunter. Mr. Wagner.

**STATEMENT OF ALEX WAGNER TO BE ASSISTANT SECRETARY
OF THE AIR FORCE FOR MANPOWER AND RESERVE AFFAIRS**

Mr. WAGNER. Ranking Member Inhofe, Senator Shaheen, and, of course Chairman Reed, and distinguished members of this committee, it is an honor to appear before you today as you consider my nomination to be the Assistant Secretary of the Air Force for Manpower and Reserve Affairs.

I would like to recognize my parents who are here today, Larry and Randy Wagner, who have always believed in me, living demonstrations of the integrity, selflessness, and loyalty that inspire my commitment to public service.

I am humbled by the confidence that President Biden and Secretaries Austin and Kendall have placed in me. I also want to acknowledge former Army Secretary Eric Fanning, who, over the course of the past 12 years, has been my mentor, my friend, and my boss, challenging me while always providing me opportunities to learn, grow, and lead.

Although both my grandfathers served during World War II, one in Patton's 4th Armored Division during the Battle of the Bulge and the other flying B-29s in the Pacific for the Army Air Corps, I learned most of the details of their military experience after they passed away. Growing up in Los Angeles, I really did not know, or even know of, anyone else that served. In fact, it was not until well into my late 20s that I developed close friendships with active duty servicemembers, airmen stationed at McChord while I was practicing law in Seattle.

This somewhat atypical journey toward a career in national security—finding a way to contribute as an openly gay man with limited military ties—revealed a unique window on just what makes our military the greatest in the world, and a view on how best to reinforce that success. I am forever grateful for our Nation's steady progress toward a more perfect union and for the opportunity that now empowers so many of us to bring our authentic selves to this important mission.

During previous appointments in the Pentagon I was finally able to work alongside, engage, and befriend women and men in uniform, from across the different services, understand what motivates them, and gain insight into the unique challenges military service presents for their families.

Later on, I had occasion to experience military life from a different vantage point, visiting bases with Secretary Fanning as his chief of staff and hearing directly from junior enlisted soldiers. From Iraq to Alaska to Guam, sharing meals and frank conversations with diverse groups of young soldiers stationed across the world gave me insights and perspectives that I could never have accessed from inside the Pentagon. To this day, their stories motivate me to fight to expand their opportunity and enhance their quality of life.

More recently, I have supported HR leaders at some of America's most innovative companies as they recruit, train, and engage talent while trying to inspire the next generation. I have learned that what sets apart top employers is having an impactful purpose and an important mission, where each employee is made to feel included and a part of the team.

There is little doubt that the Air Force and Space Force are uniquely advantaged when it comes to purpose and mission, but to fully leverage the expertise and talent of every airman, guardian, and department civilian, there is more work to be done to ensure they, and their families, are supported, healthy, and safe.

If confirmed, I am eager to apply my public and my private sector experience, my dedication to the mission, and my appreciation for the people that support it to build on what is working and to improve what is not.

Thank you again for considering my nomination.

[The prepared statement of Mr. Wagner follows:]

PREPARED STATEMENT BY ALEX WAGNER

Chairman Reed, Ranking Member Inhofe and distinguished members of the Committee, it is an honor to appear before you today as you consider my nomination to be the Assistant Secretary of the Air Force for Manpower and Reserve Affairs. I'd like to recognize my parents who are here today, Larry and Randy, who have always believed in me, living demonstrations of the integrity, selflessness, and loyalty that inspire my commitment to public service.

I am humbled by the confidence that President Biden and Secretaries Austin and Kendall have placed in me.

I also want to acknowledge former Army Secretary Eric Fanning, who over the course of the past twelve years has been my mentor, my friend, and my boss; challenging me while always providing me opportunities to learn, grow, and lead.

Although both my grandfathers served during World War II—one in Patton's 4th armored division during the Battle of the Bulge and the other flying B-29s in the Pacific for the Army Air Corps—I learned most of the details of their military experience after they passed away. Growing up in Los Angeles, I really didn't know—or even know of—anyone else that served. In fact, it wasn't until well into my late 20s that I developed close friendships with active duty servicemembers—airmen, stationed at McChord—when I was practicing law in Seattle.

This somewhat atypical journey toward a career in national security—finding a way to contribute as an openly gay man with limited military ties—revealed a unique window on just what makes our military the greatest in the world, and a view on how best to reinforce that success. I am forever grateful for our Nation's steady progress toward a more perfect union and for the opportunity that now empowers so many of us to bring our authentic selves to this important mission.

During previous appointments in the Pentagon, I was finally able to work alongside, engage, and befriend women and men in uniform, from across the different services, understand what motivates them, and gain insight into the unique challenges military service presents for their families.

Later on, I had occasion to experience military life from a different vantage point, visiting bases with Secretary Fanning as his Chief of Staff and hearing directly from junior enlisted soldiers. From Iraq to Alaska to Guam, sharing meals—and frank conversations—with diverse groups of young soldiers stationed across the world

gave me insights and perspectives that I could never have accessed from inside the Pentagon. To this day, their stories motivate me to fight to expand their opportunity and enhance their quality of life.

More recently, I've supported HR leaders at some of America's most innovative companies as they recruit, train, and engage talent while trying to inspire the next generation. I've learned that what sets apart top employers is having an impactful purpose and an important mission, where each employee is made to feel included and a part of the team.

There's little doubt that the Air Force and Space Force are uniquely advantaged when it comes to purpose and mission, but to fully leverage the expertise and talent of every airman, guardian, and Department civilian, there's more work to be done to ensure they—and their families—are supported, healthy, and safe.

If confirmed, I am eager to apply my public and private sector experience, my dedication to the mission, and my appreciation for people that support it to build on what's working and to improve what's not.

Thank you again for considering my nomination.

Senator SHAHEEN. Thank you, Mr. Wagner. Ms. Jacobson.

STATEMENT OF RACHEL L. JACOBSON TO BE ASSISTANT SECRETARY OF THE ARMY FOR ENERGY, INSTALLATIONS, AND ENVIRONMENT

Ms. JACOBSON. Thank you very much, Senator Shaheen, thank you, Ranking Member Inhofe, please express my thanks to Chairman Reed, and thank you to distinguished members of the committee. It is a privilege to appear before you today to be considered for the position of Assistant Secretary of the Army for Installations, Energy, and Environment. I am honored by the confidence and trust placed in me by President Biden, Vice President Harris, Secretary Austin, Deputy Secretary Hicks, and Secretary Wormuth. If confirmed, I look forward to working with you cooperatively and in good faith to address the pressing needs of the Army's soldiers and their families, and to advance national security interests.

My career demonstrates my devotion to public service, which began at the U.S. Department of Justice. One of the first cases I brought was on behalf of the Army against a contractor that committed fraud by delivering defective tank parts. In another case, I sought financial contribution from an oil refinery to pay for cleanup of a petroleum plume that migrated through groundwater to a BRAC-closed Army facility. In every instance, the Army showed its integrity and professionalism, and in the environmental cases its commitment to environmental stewardship and protecting the public by ensuring that the cost of cleanup is borne by all those responsible, not just U.S. taxpayers.

My background provides me with a deep appreciation of the issues and the challenges of the position for which I am being considered. I served previously at the Department of Defense as the Deputy General Counsel for Environment, Energy and Installations, where I was privileged to contribute to the Army's mission on a variety of matters, ranging from reconciling a solar transmission line with critical testing and training, to resolving a long-standing interagency dispute regarding creation of a national monument. In each of my roles in the Federal Government, it has been an honor to serve the public.

If confirmed, I will be informed not only by my work at the Departments of Justice and Defense, but also at the Department of the Interior, where I gained significant policy experience. Based on my background, I understand how interagency cooperation and

transparency before this Congress is necessary to effectively implement the Army's installation, environmental, and energy missions.

If confirmed, I look forward to working with soldiers and Army civilians to confront emerging national security threats, and to ensure the readiness of the Army to deploy and fulfill its worldwide responsibilities. Energy and climate are directly related to mission and readiness. I believe that the Army must remain laser-focused on confronting climate change, including by incorporating resilience and energy security at Army installations. I am eager to work with the Army at all levels to capitalize on the dynamic efforts already underway, as well as to address unresolved challenges and to implement effective solutions.

I am keenly mindful that the Army's people are its top priority. Those who call an Army installation home deserve to be provided quality-of-life services that honor the sacrifices they make each day. I am committed to ensuring that Army installations and surrounding communities are not threatened by harmful contaminants, and that proactive remediation steps will be taken when required. I am also committed to ensuring that soldiers and their families can live with dignity in safe, high-quality housing. We must not break trust with those who serve us so very well.

I recognize the urgency required for the Army to effectively address these and other challenges. If confirmed, I will devote myself to the task of supporting the Army and the Department of Defense to advance our Nation's national security interests.

Thank you for your time and consideration today. I look forward to answering your questions.

[The prepared statement of Ms. Jacobson follows:]

PREPARED STATEMENT BY MS. RACHEL JACOBSON

Chairman Reed, Ranking Member Inhofe, and Distinguished Members of the Committee, it is a privilege to appear before you today to be considered for the position of Assistant Secretary of the Army for Installations, Energy, and Environment. I am honored by the confidence and trust placed in me by President Biden, Vice President Harris, Secretary Austin, Deputy Secretary Hicks, and Secretary Wormuth. If confirmed, I look forward to working with you cooperatively and in good faith to address the pressing needs of the Army's soldiers and their families, and to advance national security interests.

My career demonstrates my devotion to public service, which began at the U.S. Department of Justice. One of the first cases I brought was on behalf of the Army against a contractor that committed fraud by delivering defective tank parts. In another case, I sought financial contribution from an oil refinery to pay for cleanup of a petroleum plume that migrated through groundwater to a BRAC-closed Army facility. In every instance, the Army showed its integrity and professionalism, and in the environmental cases, its commitment to environmental stewardship and protecting the public by ensuring that the cost of cleanup is borne by all those responsible, not just U.S. taxpayers.

My background provides me with a deep appreciation of the issues and the challenges of the position for which I am being considered. I served previously at the Department of Defense as the Deputy General Counsel for Environment, Energy and Installations, where I was privileged to contribute to the Army's mission on a variety of matters, ranging from reconciling a solar transmission line with critical testing and training, to resolving a long-standing interagency dispute regarding creation of a national monument. In each of my roles in the federal government, it has been an honor to serve the public.

If confirmed, I will be informed not only by my work at the Departments of Justice and Defense, but also at the Department of the Interior, where I gained significant policy experience. Based on my background, I understand how interagency cooperation, and transparency before this Congress, is necessary to effectively implement the Army's installation, environmental and energy missions.

If confirmed, I look forward to working with soldiers and Army civilians to confront emerging national security threats, and to ensure the readiness of the Army to deploy and fulfill its worldwide responsibilities. Energy and climate are directly related to mission and readiness. I believe that the Army must remain laser-focused on confronting climate change, including by incorporating resilience and energy security at Army installations. I am eager to work with the Army at all levels to capitalize on the dynamic efforts already underway, as well as to address unresolved challenges and to implement effective solutions.

I am keenly mindful that the Army's People are its top priority. Those who call an Army installation home deserve to be provided quality of life services that are commensurate with their sacrifices. I am committed to ensuring that Army installations and surrounding communities are not threatened by harmful contaminants, and that proactive remediation steps will be taken when required. I am also committed to ensuring soldiers and their families can live with dignity, in safe, high quality housing. We must not break trust with those who serve us so very well.

I recognize the urgency required for the Army to effectively address these challenges. If confirmed, I will devote myself to the task of supporting the Army and the Department of Defense to advance our Nation's national security interests.

Thank you for your time and consideration today. I look forward to answering your questions.

Senator SHAHEEN. Thank you, Ms. Jacobson. Mr. Camarillo.

STATEMENT OF HON. GABRIEL O. CAMARILLO TO BE UNDER SECRETARY OF THE ARMY

Mr. CAMARILLO. Thank you, Senator Shaheen, thank you to Chairman Reed and Ranking Member Inhofe, and other distinguished members of the committee. I am grateful for the opportunity to appear today as the nominee for Undersecretary of the Army. It is a tremendous honor to be nominated by President Biden, and I thank Secretary Austin and Secretary Wormuth for the confidence they have placed in me to potentially serve in this very important role.

I must begin by also thanking my family, my mother and siblings for their support and the opportunities they afforded me. I am very grateful for my two children, Ethan, who is off to college in London this fall, and Natalie, sitting behind me, my 8th-grade daughter who can no longer be counted on to wear the large hair bows and shiny skirts that successfully captured this committee's attention the last time I appeared as a nominee 6 years ago.

I grew up in El Paso, Texas, a border community with an Army identity that stems from the presence of Ft. Bliss and nearby White Sands Missile Range. Growing up in this region, I witnessed the vitally important role that our Army plays the nation's defense, to include the decisive advantage shown during the Gulf War by Army air defense units that trained at Ft. Bliss, and I also learned the importance of Army installations to our communities, who support the talented soldiers and civilians that make the Army so effective at its missions.

Throughout my career, I have observed that the Army is frequently asked to meet a wide range of new and urgent missions, from combat operations in the most austere environments in the world, to disaster relief around the world, to COVID response here at home. At every turn, the Army has met these challenges with a characteristic "can-do" approach that fosters success and that has earned the success and confidence and trust of the American people. It is an incredible honor to be considered to help lead such a vital institution.

The Under Secretary of the Army is responsible for assisting the Secretary of the Army in fulfilling her Title 10 responsibilities to man, train, equip, and lead the world's very best Army and to prepare it for changes necessary to ensure it remains unmatched. I have been privileged to previously help lead the Army's acquisition and modernization efforts for nearly 6 years as Principal Deputy Assistant Secretary of the Army, and I also served as Air Force Assistant Secretary for Manpower and Reserve Affairs. Serving in both of these roles has prepared me to take on this one, and if I am confirmed I would provide Secretary Wormuth with my candid advice, based on my experience.

At its essence, the role of Under Secretary must be to catalyze action, especially where changes are needed to meet evolving threats in an increasingly complex security environment. The challenges posed by potential adversaries calls for the development of new operational concepts and the development of new warfighting capabilities. The emphasis on modernizing our weapon systems and adapting our approaches to developing them must continue.

But the key to the Army's success is its people, the soldiers and civilians who supply the talent and expertise that makes the Army the envy of the rest of the world. As Secretary Wormuth and General McConville have stated, the "full range of people issues" are our first priority, and if confirmed, I would work to ensure that we make progress on translating this objective into action. Protecting and promoting trust among our people is paramount, and this includes preventing and addressing the scourge of sexual assault, sexual harassment, suicide, extremism, discrimination and other destructive behaviors that undermine the Army's values and cohesion.

But overall, I would work to be a tireless advocate for soldiers, for the Army within the Department of Defense, and among external stakeholders, and I pledge that I would work closely with this committee and the Congress to ensure that the Army is transparent, ethical, and successful in meeting the challenges needed to fully meet our country's needs, now and into the future.

I look forward to your questions and thank you for the opportunity to be here today.

[The prepared statement of Mr. Camarillo follows:]

PREPARED STATEMENT BY GABRIEL O. CAMARILLO

Chairman Reed, Ranking Member Inhofe and distinguished members of the Committee, I am grateful for the opportunity to appear today as the nominee for Undersecretary of the Army. It's a tremendous honor to be nominated by President Biden and I thank Secretary Austin and Secretary Wormuth for the confidence they have placed in me to potentially serve in this important role.

I must begin by also thanking my family—my mother and siblings for their support and the opportunities they afforded me. I'm very grateful for my two children: Ethan who's off to college in London this fall, and Natalie, my 8th grade daughter who can no longer be counted on to wear the cupcake hair bows and shiny skirts that successfully captured the committee's attention the last time I appeared as a nominee six years ago.

I grew up in El Paso, Texas—a border community with an Army identity that stems from the presence of Ft. Bliss and nearby White Sands Missile Range. Growing up in this region, I witnessed the vitally important role our Army plays the nation's defense, such as the decisive advantage provided during the Gulf War by Army air defense units that trained at Ft. Bliss. I also learned the importance of

Army installations to our communities, who support the talented soldiers and civilians that make the Army so effective at its missions.

Throughout my career, I've observed that the Army is frequently asked to meet a wide range of urgent missions, from combat operations in the most austere environments, to disaster relief around the world, to COVID response here at home. At every turn, the Army has met these challenges with a characteristic "can-do" approach that fosters success and has earned the confidence and trust of the American people. It's an incredible honor to be considered to help lead such a vital institution.

The Under Secretary of the Army is responsible for assisting the Secretary of the Army in fulfilling her Title 10 responsibilities to man, train, equip and lead the world's best Army and to prepare it for changes necessary to ensure it remains unmatched. I've been privileged to previously help lead the Army's acquisition and modernization efforts for nearly 6 years as Principal Deputy Assistant Secretary of the Army and also served as Air Force Assistant Secretary for Manpower and Reserve Affairs. Serving in these roles has prepared me to take on this one, and if confirmed, I would provide Secretary Wormuth with my candid advice based on my experience. At its essence, the role of the Under Secretary must be to catalyze action, especially where changes are needed to meet evolving threats in an increasingly complex security environment. The challenges posed by potential adversaries calls for development of new operational concepts and development of new warfighting capabilities. The emphasis on modernizing our weapon systems, and adapting our approaches to developing them, must continue.

The key to the Army's success is its people: soldiers and civilians who supply the talent and expertise that makes the Army the envy of the rest of the world. As Secretary Wormuth and General McConville have stated, the "full range of people issues" are our first priority. If confirmed, I would work to ensure that we make progress on translating this objective into action. Protecting and promoting trust among our people is paramount, and this includes preventing and addressing the scourge of sexual assault, sexual harassment, suicide, extremism, discrimination and other destructive behaviors that undermine the Army's values and cohesion.

Overall, I would work to be a tireless advocate for soldiers and for the Army within the Department and among external stakeholders. I would work closely with this Committee and the Congress to ensure that the Army is transparent, ethical, and successful in meeting the challenges needed to fully meet our country's needs—now and in the future.

I look forward to your questions and thank you for the opportunity to be with you today.

Senator SHAHEEN. Thank you very much and congratulations to the panel. Each of you finished before your 5-minute deadline, so that is an indication you are going to be very succinct in your responses to questions.

Mr. Camarillo, I would like to begin with you. One of the Army's modernization priorities is the enhanced night vision goggle binoculars. It is a next-generation capability that is actually manufactured in Londonderry, New Hampshire, so I have had the opportunity to see it. Most Americans saw those binoculars on Major General Donahue in that iconic picture of his leaving Afghanistan at the end of the evacuation. More than 6,000 ENVG-Bs have been fielded to U.S. soldiers for operational use.

So as you think about the future, what is your perspective on the need to balance the development of highly advanced, futuristic systems while also fielding operationally ready, next-generation technologies?

Mr. CAMARILLO. Senator, I fully agree with you that we have to strike the optimal balance between developing systems that meet current operational capability gaps and current threats, and those that we think are going to serve the Army well into the future. I certainly have a lot of experience overseeing, in my prior experience in the Pentagon, the ENVG program. I understand the capabilities that it provides to our soldiers and how the Army has been successful in iterating that capability over time to continuously im-

prove the ability of soldiers to train and fight in different operational environments. If I am confirmed, Senator, I would certainly work with Secretary Wormuth to strike that appropriate balance.

Senator SHAHEEN. Thank you. Ms. Jacobson, obviously energy is going to be a big issue as you take over responsibilities, if you are confirmed. What do you think the biggest energy challenge is, as you think about the role that you will play?

Ms. JACOBSON. Senator Shaheen, I agree with you that energy is a critical component of readiness, and the biggest challenge facing installations is ensuring energy resilience, particularly in the face of several threats, not just climate but also cyber and physical attacks. It is important that installations maintain access to power during outages. One of the most important aspects of my job, if I am confirmed, is to make sure that installations have energy resilience, have energy security, and have the ability to work with communities surrounding them, in public-private partnership, to promote those goals, using a variety of methods and means.

Senator SHAHEEN. You talked in your opening statement about efforts to do environmental remediation that you have been involved in. One of those areas is PFAS, a whole range of chemicals. One of the first places in the country that got notoriety for PFAS was the former Pease Air Force Base in New Hampshire. Obviously, it has proved to be a much bigger issue than just Pease.

So as you think about the challenges of cleaning up PFAS, can you talk about what your approach would be to that?

Ms. JACOBSON. Senator, I believe that those who live, work, or recreate on or near military installations should not be exposed to toxic chemicals that emanate from those bases. PFAS, true, has become what is known as an emerging contaminant because the understanding of its harmful effects are becoming more evident, because EPA has now focused on more—significantly focused on the potential health issues associated with PFAS, especially in drinking water.

This Congress has been taking a leadership in addressing PFAS in the last several defense bills, by increasing budget to address PFAS, both in terms of testing and remediation, and for understanding the health effects. So I continue to—I hope to continue to work with this Congress and with the Army and with EPA and with local communities, in particular, to make sure that we are addressing PFAS cooperatively and keeping families, soldiers, civilians who work on or near installations free from toxic effects of any contaminant that emanates from those installations.

Senator SHAHEEN. Well, thank you, and I am pleased to hear you mention testing and remediation, because obviously testing is a big piece of this, and it is this committee that has funded the first health study on PFAS that hopefully we will see results from in the next year or so.

I am almost out of time, but I just do want to raise a concern, Mr. Wagner, about the Space Force and your view of how National Guard and Reserves should fit into the new Space Force. I am out of time so I will ask you to think about that until the next round.

Senator Inhofe.

Senator INHOFE. Thank you very much. Well, first of all, let me thank Mr. Camarillo for the time you gave me in my office. It was

very rewarding. I do not know of anyone we have had as a witness who is more familiar and had more years' experience in every aspect of the Army. What would you single out, because we will be limited for time, but just one crisis—what is among the most serious problems that we have right now in our Army?

Mr. CAMARILLO. Thank you, Senator Inhofe, for that introduction. Certainly the Army faces a number of challenges, but top of mind for me, if I am confirmed, is to address the challenge of sexual assault in the Army and the Department of Defense writ large. As we have seen, this continues to be a problem. What the services and the Department have attempted to do in response to this challenge clearly has not worked as effectively as we would like, and I support what the Department has issued in terms of the Independent Review Commission and what the Secretary of the Army, Senator Wormuth, has stated regarding changes made within the Army, particularly in response to what we saw at Fort Hood, to be able to begin to address this challenge differently.

If I am confirmed, Senator, I would work with her to, first and foremost, work on ways to prevent this from happening at our installations and within our units, and certainly would partner with this committee as well.

Senator INHOFE. Yeah. Very good, and for Mr. Hunter—again, thanks for the time that you spent with me yesterday—I want to bring up my favorite subject, and that is the F-35, the most capable and cost-effective fighter available today. It has not been without problems. We watched the autonomic logistics information system as an example. But there is no other aircraft available today that offers the capability of the F-35, and that is what we will hear from not all the smart guys at the top but also the men and women who fly them.

So do you agree, Mr. Hunter, with Secretary Kendall that the best way to decrease the operating costs of the F-35 is to buy more?

Mr. HUNTER. Senator, the F-35 is an absolutely vital, in my view an absolutely vital system for the nation, the challenges that we confront with peer competitors, and particularly in the Indo-Pacific region. The cost of sustaining the F-35 has been something that has stressed the services, particularly the Air Force, which has the largest number of aircraft. If confirmed, it will be a top priority to work on lowering that cost.

It is true that there are fixed costs associated with all of the Air Force's platforms, and the more aircraft that you have, it does lower the operating cost per aircraft, as you are able to spread this cost over a larger number of assets. I think there are other avenues that we can and should take to lower the sustainment cost for the F-35, and if confirmed, I look forward to working with this committee to that end.

Senator INHOFE. Yeah, and for the record, why don't you give us a lot of information on that? There is not time to do that here, but that is very significant. I am saving one for Ms. Jacobson that is kind of usual, because of all of your extensive background and time that you have spent you have not had a lot of in the military privatized housing end. I think that makes you the perfect person

to be doing what you are going to be doing, because we have been saturated with people with all the background and experience.

I can remember when that first happened. I was assuming that the privatized housing problem that we had was only in my state of Oklahoma. Then I found out later on, as we had our hearings—we have had five hearings so far on this, and we know that this problem is a serious problem all throughout our system.

So coming from a background of not too much in the military privatized housing end of it, what do you think, from the outside looking in, what is your first effort going to be? Because I know you are going to be spending time. You even said that in your opening statement.

Ms. JACOBSON. Senator Inhofe, I believe that soldiers and families deserve to live with dignity in safe, affordable, high-quality housing that is free from hazards such as mold and lead paint. I very much appreciate the steps this Congress has taken to be proactive, to address this issue by holding accountable those who are in charge of privatized housing, particularly the companies who provide that housing.

If confirmed, I will make it a top priority to address conditions in housing—and barracks, by the way, and I come from an enforcement background. While I do not have a specific background in privatized housing, I spent the majority of my career at the Department of Justice enforcing environmental and other laws, and I am going to bring that enforcement mentality to oversight of the privatized housing program, so that we get it right, if I am confirmed.

Senator INHOFE. We will be looking forward to that. Thank you.

Ms. JACOBSON. Thank you.

Chairman REED. [Presiding.] Thank you, Senator Inhofe. Let me first thank Senator Shaheen and Senator Inhofe for keeping the fort secure while I had to go run and vote in the Banking Committee. So thank you both.

Mr. Camarillo, what modernization efforts do you see as most critical, given the current and projected threat, particularly the shift to the Pacific?

Mr. CAMARILLO. Mr. Chairman, certainly the Army has established six key priorities and 31 plus 4 top programs, and my understanding is those were developed really to address capability gaps and anticipated needs in conjunction with the National Defense Strategy. So certainly if I am confirmed, my goal would be to work with Secretary Wormuth and the acquisition community in the Army to make sure that we get those capabilities developed and that we can field them to give our soldiers the decisive advantage that they need. Certainly I would share the view that those remain the priorities, and would continue to work with the Army leadership on that issue.

Chairman REED. Thank you. Ms. Jacobson, as I mentioned in my opening statement, the Army has been lagging when it comes to getting off the grid, signing innovative contracts with local energy providers. In fact, my sense is that for strategic reasons, as well as cost efficiency, we should be trying to get off the grid at every location in the Department of Defense.

But can you give us an idea and commitment as to what you are going to do to get this process moving?

Ms. JACOBSON. Senator, I share your concern that it is important for installations to be energy independent, energy secure, and energy resilient, because as we have seen, the fence line is now the front line, and it is not acceptable for Army installations, or any military installations, to be without power, whether it is from natural causes, physical causes, or cyber causes.

I have been told that there has been some stalling with respect to contracting, particularly for public-private partnerships, to enhance these efforts, and if confirmed, I will make it one of my top priorities to examine what is causing that slowness in contracting, are those real obstacles or perceived obstacles, how quickly can they be removed, and to make sure that contracts are seamless, that have model language in them, so to speak, and can easily be entered into without too much of the delay that I understand has been experienced until now.

Chairman REED. Thank you, and Mr. Wagner, in your role one of your major challenges will be implement the changes to the sexual assault and harassment policy so that we have effective prevention and appropriate jurisdiction and adjudication, in addition to what has recently become apparent is the increased number of suicides within the military, and these are critical manpower issues. In fact, they might indicate something more than just the individual incident but a feeling of distrust among the troops or other, more profound issues that could impact their efficiency and effectiveness.

Can you commit to us that you will follow through aggressively on both these fronts?

Mr. WAGNER. Absolutely. Yes, I will, Senator.

Chairman REED. Is there any particular area or issue that you want to pursue in this regard?

Mr. WAGNER. Senator, I believe the American people deserve a military justice system worthy of the sacrifice that service men and women make every single day. So like Mr. Camarillo, with a laser focus I want to stamp out the scourge of sexual assault, sexual violence, including domestic violence, as well as child abuse, and look for solutions for the precursor of those, which is sexual harassment. So that would be one of my top priorities, if confirmed.

Chairman REED. Thank you very much, sir.

Mr. Hunter, getting back to Senator Inhofe's questions about the F-35, this goes well beyond the F-35, and that is the issue of sustainment costs. I must confess, we usually look at the sticker price of something, and that is it, and then we discover down the road, my God, this is hugely expensive to maintain, and the lifecycle cost is the right one to look at.

But what can you do to better estimate, plan for, and reduce sustainment costs, which will be a key challenge?

Mr. HUNTER. Senator, I agree 100 percent that sustainment is a vital issue. The Air Force has an aging fleet, and that has been driving up sustainment costs. As you rightly note, sustainment costs are the largest share for the vast majority of our weapons systems, of their total lifecycle cost.

My goal, if confirmed, would be to work at learning those costs. I think there are a number of opportunities that we can explore for how to do that. We have to make sure that we bake in sustainability on the front end, so for the systems that we have in development we will look to make sure that sustainability is considered early in the design, to lower those costs over the long term. We can also take systematic approaches, like modular open systems approaches, to make it easier to replace obsolete parts and systems as they age out with replacements that are both cheaper to maintain and also can give us additional capability upgrades over time.

So I look forward to working with Air Force Materiel Command, with the appropriate authorities, and the Space Force as well, to tackle these challenges.

Chairman REED. Thank you very much. Thank you all for your testimony, and I look forward to supporting your nominations.

With that let me recognize Senator Rounds.

Senator ROUNDS. Thank you, Mr. Chairman. First, good morning and thank you to all of you for coming before us today and offering your services to our country.

Mr. Hunter, I am glad to see the progress of the B-21 program and the diligent work by the Air Force to keep this one on time and on budget. As the ranking member of the Subcommittee on Cybersecurity, I believe appropriate cybersecurity controls should seamlessly integrate into the design and development process, and more importantly, that throughout product development those controls are significantly stress-tested before delivery.

With your extensive experience in acquisition processes and technology modernization, what are your thoughts on baking in cybersecurity controls and developing new technology, and if confirmed, I would like your commitment to conduct an in-depth review of cybersecurity risk management within the acquisition process, and perhaps within a couple of months report back to us with regard to your analysis, including an assessment on the B-21 program. Mr. Hunter?

Mr. HUNTER. Senator, if confirmed, I would be glad to do that. The nuclear deterrent is the top priority of the military. It supports our highest priority national security objectives. The Air Force has two legs of the triad that it is currently in the process of modernizing with critical modernization needs on both of those systems. That includes the B-21 aircraft, which is a program of deep personal interest and an absolutely vital system.

I agree with you that cybersecurity works best when we make it part of the design and think about it as we design the architecture for these system, and it requires constant vigilance, and it requires us to have the ability to respond and upgrade to threats that emerge over time, and be nimble and agile in our ability to incorporate software updates.

So these will be priorities for me, if confirmed, and I look forward to working with the committee on this issue.

Senator ROUNDS. As you have indicated earlier, with regard to Chairman Reed's question with regard to sustainment, it seems to me that if we bake in the opportunities for sustainment as we are developing these systems, the cost of sustainment, long term, is

less. But there is always a cost to that, and there has to be an understanding of how critical it is.

The recent resignation of the first-ever chief software officer highlighted a growing concern and frustration over the lack of investment in new technologies to enable joint command and control. More importantly, it highlighted the challenge of recruiting and retaining talent at critical positions needed to compete with growing global threats across every domain. I would like to hear your perspective on how, if confirmed, you would address this growing concern and what steps you would take to eliminate bureaucratic red tape within the acquisitions process, which is limiting innovation today.

Mr. HUNTER. Well, Senator, I am a firm believer that we need to approach the acquisition of software and software-intensive systems, which are providing most of, many of the cutting-edge new capabilities for our military, from a different vantage point, with alternative approaches and alternative tools, which the Congress has been generous in working with us to provide.

It is simply the case that when you are doing software acquisition, with the pace of change in that technology, our systems that were designed for a more industrial-type development approach really struggle with doing that. It will be a top priority for me, if confirmed, to find the enablers, many which have been demonstrated and piloted, and bring those to bear on this problem of acquiring software and ensuring we have cybersecure systems.

I agree with you that the workforce, making sure that we have the right skills in the acquisition workforce to do that work is also a top priority.

Senator ROUNDS. Thank you. I am getting close on time, but Mr. Wagner, the Armed Services Committee has received numerous briefings on the breadth and severity of the threats we face in space from both Russia and China. In a future conflict between great powers I believe the winner could very well be the country that best uses and protects its space assets, assets which serve as the eyes and ears of our armed forces.

How would you assess the current readiness in Space Force with regards to material, equipment, personnel, and training?

Mr. WAGNER. Senator, as I understand, the Space Force was created by Congress to address some of these near-peer threats like China and Russia, as well as defending our critical space assets that enable both our way of life here as well as our military connectivity.

While I am not yet familiar with some of the data with regard to Space Force readiness, if confirmed, I would work to ensure the Space Force has the right leadership, the right talent, and the right training in order to maintain a high degree of readiness in order to fight and win in the digital age.

Senator ROUNDS. Thank you. My time has expired. Thank you, Mr. Chairman.

Chairman REED. Thank you, Senator Rounds. Now let me recognize, via Webex, Senator Gillibrand.

Senator GILLIBRAND. Thank you, Mr. Chairman. Mr. Camarillo, I appreciate your remarks that you said regarding the Fort Hood report and sexual violence within the military. We know that we

have made hundreds of legislative changes over the last several Congresses, over the last decade, and it has done very little to improve the command climate and the abilities of the military to handle these complex crimes, like murder, especially the murder of Vanessa Guillen.

So I was hearted to see that the Army has followed some of the recommendations that President Biden's Independent Review Commission has made, including civilianizing the leadership of the Army Criminal Investigation Division. If confirmed, you will supervise Mr. Ford, who has been made Director of CID. Correct?

Mr. CAMARILLO. Yes, Senator, that is my understanding.

Senator GILLIBRAND. CID investigates sexual assault and other serious crimes such as murder. Correct?

Mr. CAMARILLO. Yes, Senator, that is my understanding.

Senator GILLIBRAND. Do you think that this change will improve the investigation process in the Army?

Mr. CAMARILLO. Senator, I would turn back to the Fort Hood report, which noted that a number of changes have to come about in order to address the underlying findings, one of which is having civilian leadership that would have some continuity to ensure that the Army's Criminal Investigation Division can, you know, promote expertise that is required, to recruit and to train, you know, highly qualified workforce to be able to investigate these types of crimes.

Certainly if I am confirmed, Senator, my goal would be to further the overarching objectives identified in the report to be able to better prepare the Army to respond and hopefully prevent these crimes from occurring.

Senator GILLIBRAND. Well, I appreciate that, because prior to those changes CID was led by an Army general, and now that the Army has seen the wisdom of removing authority of the commander for these kinds of investigations and put a civilian such as Mr. Ford, who is an attorney, in charge, I think that is a reform that will make a difference. I think that this will create more objectivity, it will create a professionalization of how these reviews are done, and it is why we have fought so hard in the Senate to remove all serious crimes from the chain of command so that they can be reviewed by independent military prosecutors.

So I appreciate your effort in doing that, and I appreciate your commitment to trying to solve the scourge of sexual violence.

Mr. Wagner, similarly, in April of last year, President-elect Biden was asked directly by a group of advocates whether he would remove serious crimes from the chain of command, not military crimes, such as, quote, "rape, murder, and child abuse," end of quote, and President-elect Biden, in response, quoted, "Yes, yes, yes."

Mr. Wagner, what is your view and your commitment to moving prosecutorial decisions outside the chain of command to trained independent military prosecutors?

Mr. WAGNER. Senator, there is clearly significant value towards moving crimes out of the chain of command with respect to sexual violence. I support Secretary Austin and Secretary Kendall's focus on those issues. I will have to look into the data regarding some of these other crimes, but as you have pointed out previously. I am aware, the prosecutions of some of these crimes had disproportional

tionate impacts based on race, and earlier this year the Air Force came out with its first Racial Disparity Review. Last month there was an update as well as a progress report.

I take disparities and racial prosecutions extremely seriously, and if confirmed, I would really look forward to working with you and the committee to making sure that all prosecutions for crimes were done free of bias in a way fair, that respects both the victims first as well as those who have been charged.

Senator GILLIBRAND. I appreciate that very much, Mr. Wagner, and one of the reasons why the bright line at serious crimes is so important is also because of Vanessa Guillen's case, specifically. There was no record of her reporting harassment or assault, but she was indeed murdered. That case may never have been investigated as a sexual assault and murder crime because at first they did not investigate it. They said it is an AWOL and we have no concerns about sexual violence.

That is why we want not only independence in the prosecution but we also want the civilian leadership in the investigation to have that highly trained eye towards solving these very difficult crimes.

Let me see if I have any time left. I do not, so I will submit for the record a question with regard to PFAS that is very much similar to what Senator Shaheen asked to Ms. Jacobson.

Thank you so much, Mr. Chairman.

Chairman REED. Thank you, Senator Gillibrand. Now let me recognize, via Webex, Senator Fischer.

Senator FISCHER. Thank you, Mr. Chairman.

Mr. Hunter, I appreciated our conversation last week and your interest in modernization the Air Force's portion of our nuclear forces. I look forward to working with you on programs like GBSD and LRSO as well as associated command and control systems such as the E-4B. As we discussed, these programs are absolutely vital, and there is no room for any additional delay in the modernization schedule.

Mr. Hunter, do I have your commitment that you will make these programs a priority, if confirmed?

Mr. HUNTER. Senator, the range of programs that the Air Force is engaged in for modernizing our nuclear deterrent are definitely at the top of my list of priorities. Among the many Air Force programs that are ongoing they are at the top of the list. I would commit to working with you on these programs, if confirmed, to ensure that we deliver the capabilities that our warfighters need, when they need them. You are correct that the timelines for delivering these new systems are very tight. Therefore, we will be pursuing, if I am confirmed, be pursuing these programs with urgency.

Senator FISCHER. Thank you very much, and Mr. Hunter and Mr. Camarillo, I am sure you both know there are some who argue that investments being made by the Army and the Air Force in long-range weapons, hypersonics in particular, are duplicative. On the other hand, people like General Hiten have argued that these investments are complementary and that there is value in having multiple ways to hold adversary targets at risk. What are your views on this challenge?

Mr. CAMARILLO. Senator, if it okay I will start. Certainly what we see in the National Defense Strategy and responding to the pacing threat of China in the INDOPACOM region, as well as in Europe, is the need for those long-range fires that will be able to degrade the anti-access integrated air defenses that we are likely to face. So having the ability to defeat these targets, from a range of different capabilities to include those that the Army is developing in my view are absolutely important to our national security.

Senator FISCHER. Thank you.

Mr. HUNTER. I concur with Mr. Camarillo, and just add that one of my main areas of focus will be working with our operational commanders to really dig into their specific operational needs and how the acquisition system can deliver capabilities to meet those needs. I think we can kind of sort the wheat from the chaff if we work closely with commanders to identify what are the true urgent needs and the most important, significant needs, understanding that we still have to work with the Joint Chiefs of Staff to adjudicate when there may be possible duplication, because there are limited resources. We will have to look at that carefully. But I think if we focus on operational needs, we will be able to discriminate the wants from the true needs.

Senator FISCHER. This has been an area that both services have prioritized in recent years. Do you both agree with that focus?

Mr. CAMARILLO. Yes, Senator.

Senator FISCHER. Just a yes or no.

Mr. HUNTER. Yes, Senator.

Senator FISCHER. Thank you, and also, gentlemen, as we discussed in our earlier conversations, with China modernizing its military at a speed and scale unlike anything we have seen since the Cold War, I remain deeply troubled that the Department of Defense is not moving forward quickly enough with our own modernization efforts. If confirmed, how will you navigate that tension between effectively using scarce resources and also tolerating the amount of risk that is required for innovation to take place? That is a balancing act, at best.

We had these conversations on the phone, but if you could articulate them publicly, and also how we could move forward faster on research.

Mr. CAMARILLO. Thank you, Senator. I will start. I certainly agree with you, and in our conversation, that there is a need to carefully balance the technical and programmatic risks in developing new warfighting capabilities. But certainly I think that the Army has done a very good job recently of taking advantage of the new rapid acquisition and prototyping authorities that this committee and the Congress have provided. Those tools enable the Army to go a little bit faster than they otherwise would, and at the same time be able to identify, manage, and mitigate those program risks in order to make sure that we deliver effective and safe capabilities to our soldiers.

Mr. HUNTER. Mr. Camarillo has said that well. I would just add that, again, as he said, the authorities Congress has provided are very helpful in letting us start programs quickly and also to use prototyping effectively to reduce risk. By reducing risk we can allow ourselves to be more aggressive in fielding capabilities when

the upfront risk has been reduced through our prototyping efforts. If confirmed, that is an approach I look forward to pursuing.

Senator FISCHER. Thank you very much. Thank you, Mr. Chairman.

Chairman REED. Thank you, Senator Fischer. Let me recognize Senator Hirono, please.

Senator HIRONO. Thank you, Mr. Chairman.

I will start with the following two initial questions that I ask of all nominees who appear before any of the committees on which I sit.

Since you became a legal adult, have any of you ever made unwanted requests for sexual favors or committed any verbal or physical harassment or assault of a sexual nature?

Mr. HUNTER. No.

Mr. WAGNER. No, Senator.

Ms. JACOBSON. No.

Mr. CAMARILLO. No.

Senator HIRONO. Have any of you ever faced discipline or entered into a settlement related to this kind of conduct?

Mr. HUNTER. No, Senator.

Mr. WAGNER. No, Senator.

Ms. JACOBSON. No.

Mr. CAMARILLO. No, Senator.

Senator HIRONO. Ms. Jacobson, I appreciate your testimony and your commitment to confront climate change, which is very much tied to our national security. I do have a number of questions for Mr. Camarillo.

Earlier this year, General McConville released the Multidomain Transformation Strategy, outlining how the military, or how the Army plans to transform itself to support the Joint Forces in the Indo-Pacific. While the Army's number one modernization priority is long-range precision fires, the Marine Corps is also investing heavily in this area. What steps do you plan to take, if confirmed, to ensure that the Army and Marine Corps efforts to support operations in the Indo-Pacific area are complementary and not redundant, to avoid wasting taxpayer dollars?

Mr. CAMARILLO. Senator, let me first say that I agree with you that we need to look at it from a joint perspective and ensure that we have an effective deterrent capability in that region and that we are prepared, as a joint force, to be able to respond to conflict, if it should arise.

Certainly if I am confirmed, Senator, my role would be to continue to support Secretary of the Army and General McConville, in their efforts to pursue experimentation, and hopefully that experimentation would continue to work with the other services.

You mentioned the multidomain task forces, the three that the Army is currently looking at establishing to help address threats in that region and in other AORs. Certainly I would work to make sure that those efforts reflect a joint consensus, and work with Army leadership to address your concerns.

Senator HIRONO. I say that the Marine Corps, in particular, is making some pretty major changes to how it will be operating in this AOR.

A focus of the Multidomain Transformation Strategy is leveraging the Army's unique ability to strengthen our alliances and our work with our allies in that area. I assume that if you are confirmed you will commit to maintaining those kinds of strengthening of alliances.

Mr. CAMARILLO. Yes, I would, Senator. I would note that even in the INDOPACOM region, 23 of the 33 senior officers are Army land officers, and our ability to engage in security cooperation activities with those partners and allies is absolutely critical to our ability to project power in the region and to have a very strong deterrent presence.

Senator HIRONO. I think it is also very important to be very aware of our commitments to our compact nation allies.

Mr. CAMARILLO. Yes, Senator.

Senator HIRONO. For you once again. In 2019, the Army noted that 45 percent of its infrastructure in Hawaii was in failing condition. This was a much higher percentage than in other installations. That is why Congress directed the Army to establish the Hawaii Infrastructure Readiness Initiative to address readiness and infrastructure challenges in Hawaii. I was disappointed to learn that the Army has recently decided to terminate HIRI by folding Hawaii infrastructure projects into its Facilities Investment Plan.

If confirmed, what steps would you take to ensure the Army addresses these pressing infrastructure challenges in Hawaii that, you know, was noted that we have major infrastructure issues?

Mr. CAMARILLO. Well, Senator, there is no question that installations are critical to our readiness and also critical to quality of life, retention of our soldiers, and certainly the well-being of Army families. I am not familiar with the retention initiative, but certainly if I am confirmed, Senator, I would love to work with you and this committee to ensure that partnering with the Secretary of the Army, that we address those challenges in Hawaii.

Senator HIRONO. Thank you. I really appreciate that, and one more thing, Mr. Camarillo. You have a commitment to addressing the issue of sexual harassment and the scourge of sexual assault in the military, and there is a plan to go forward. I have a concern that there is a pretty long implementation period for that plan, 5 years. I hope that you will address yourself to that plan and why it should take that long, and I am hopeful that we can implement the recommendations made by Secretary Austin's group to implement the changes much sooner.

Mr. CAMARILLO. Senator, I certainly share the view that, you know, this is an urgent, pressing problem for the Army and for the Department as a whole, and if I am confirmed I would certainly work with leaders in the Department, and with Secretary Wormuth, to ensure that we make the changes that are appropriate as quickly as we possibly can to tackle this tough problem.

Senator HIRONO. Thank you. Thank you, Mr. Chairman.

Chairman REED. Thank you, Senator Hirono. Let me recognize Senator Scott, please.

Senator SCOTT. Thank you, Chairman. I am very concerned about where Communist China, the actions of Communist China. If you just look over decade after decade, what administration after administration has done is watch as they have stolen our jobs, they

have stolen our technology, they have put the Uyghurs in prison, they lied to us about the South China Sea, completely lied to us about not militarizing the South China Sea. Then, in the last couple of years, they just, like that, took all the basic rights away from the Hong Kong citizens.

The United States and the international community has basically done nothing really to stop the actions of Communist China, and now the latest is Taiwan. So over 50 years Taiwan has been a growing democracy. They have been a great partner to the United States. They have operated outside the control of the Communist Party of China. They have been a significant contributor to peace and prosperity and stability around the world. As you know, they were treated horribly by the WHO.

What we have seen, over the weekend, is we saw the government of Communist China fly more than 93 different military aircraft near Taiwan air space. On Monday, the People's Liberation Army of Communist China flew 56 aircraft, including more than a dozen bombers, near Taiwan, which is the largest single show of force by Beijing against Taipei.

So, I mean, this has to alarm all of us, and we are not just talking about whether Communist China tries to take over Taiwan, but this is just, you know, first they demilitarized the South China Sea, then they take away the basic rights of Hong Kong. Now it is Taiwan.

So, Mr. Camarillo, do you believe, and do you agree that Communist China is bent on world domination and likely to increase its aggression against Taiwan?

Mr. CAMARILLO. Senator, there is no question that as Secretary Austin has stated that China is the pacing threat for our national security. Certainly I am concerned about ensuring that the Army and the Department of Defense as a whole can maintain a very strong and effective deterrent capability in the region, and that we are prepared to respond to conflict and aggression, should it arise. Certainly I can assure you, Senator, that if I am confirmed, that will be a very top priority for me, in working with Army leadership.

Senator SCOTT. For decades, the United States has had a policy of ambiguity with regard to our relationship with Taiwan and our willingness to support their democracy. I have a bill called the Taiwan Invasion Protection Act, which would end our policy of strategic ambiguity with Taiwan. Do you believe that the existing policy of ambiguity has worked, and should we have a new policy of making it clear, we will defend, with Japan, Taiwan?

Mr. CAMARILLO. Senator, if I am confirmed, what I would first do is make sure that these issues are addressed in the ongoing National Defense Strategy review that the Department is currently undertaking, and certainly would want to work with you, as part of that effort, to ensure that your concerns regarding our relationship, vis-&-vis Taiwan, and the clarity of that relationship is addressed.

Senator SCOTT. Do you think that ambiguity has worked?

Mr. CAMARILLO. Senator, I think certainly we need to make sure that we maintain a very strong commitment to having a deterrent capability in that region, and that would be my area of focus if I am confirmed into this position.

Senator SCOTT. Do you believe if had made clear to Communist China clear that we will defend Taiwan they would be doing these sorties all over Taiwan?

Mr. CAMARILLO. Senator, I have not seen the intelligence assessments or been privy to that analysis to be able to give you an accurate assessment, but certainly if I am confirmed, I would be happy to work with you on this to address this concern and make sure that we are responding appropriately.

Senator SCOTT. What is the Army's role in the strategic competition with Communist China?

Mr. CAMARILLO. Well, Senator, as it has been stated before, you know, the Army plays a very important role as part of the joint force, to include the ability to have long-range fires that will help degrade the anti-access area of denial defenses that we see in the region, to providing tactical, assured communications upon which the joint force will rely, and then in addition to that, supporting logistics, which will present some really significant challenges to us in that region, just given the tremendous geographic distances there. But I would also note that in the area of security cooperation, as I noted to Senator Hirono earlier, it is very important that the Army develop partnerships and alliances and help support the United States in doing so, and certainly if I am confirmed, I would help the Secretary and Army leadership accomplish these goals.

Senator SCOTT. So we have got quite a few adversaries. I do not know what you want to call them, whether it is Communist China, the government of Communist China, whether it is Russia, Iran, North Korea, you can name them. Do you think Army has the ability to successfully confront our adversaries?

Mr. CAMARILLO. Senator, what I have noticed is that every time the Army gets called to perform and to meet mission requirements in support of our national security, it has done so admirably and with success. I am incredibly proud of the men and women that support our Army and what they have been able to do.

I know we continue to ask them to take on new missions, and certainly if I am confirmed my role would be to support Secretary Wormuth, partner with her to ensure that we can meet all of our combatant commanders' requirements across the globe.

Senator SCOTT. Thank you. Thank you, Chairman Reed.

Chairman REED. Thank you, Senator Scott. Senator Kaine, please.

Senator Kaine. Thank you, Mr. Chair, Ranking Member Inhofe, and congratulations to the nominees. You are well qualified for the positions for which the President has nominated you.

Mr. Camarillo, there have been different pronunciations of your name today. Do you pronounce it Cama-rillo or Cama-reyo?

Mr. CAMARILLO. It is Cama-reyo, with a Y sound.

Senator Kaine. Okay. So the Spanish pronunciation. Mr. Camarillo and Ms. Jacobson, this question is for you.

Senator Inhofe asked a question about military housing, and Ms. Jacobson, you talked about your enforcement background, and that is great. I will say my disappointment on the military housing issue has been even greater internally with the Pentagon than it has been with the private providers, and I am very disappointed in the private providers.

But basically, you know, our troops did not sign up to be somebody's tenant. They signed up to be in the U.S. military, and it is the U.S. military that owes them housing that is decent, and the U.S. military was asleep at the switch. They were not enforcing contracts. Base commanders were giving out end-of-the-year bonus money, just handing it all out without even checking to see whether the housing companies had provided quality service. On many bases, people, when they complained about the quality of housing were being told, "We cannot do anything about it. It is a private contract now," which was false. They always had the ability to do something about it.

So I guess what I want to ask you, Mr. Camarillo and Ms. Jacobson, is what will be your approach to kind of the internal aspect of managing this important housing function, whether it is privatized housing or barracks, and putting, you know, real accountability on the shoulders of base commanders and others to make sure that these contracts are supervised?

Mr. CAMARILLO. Senator Kaine, I will start. Certainly I start with the premise that it is unacceptable for us to put soldiers and their families in substandard housing. It is absolutely critical to our readiness, it is part of the compact that we have with the men and women who serve, and it affects our retention, our ability to retain talent that we definitely need in the Army. So it would be a top priority of mine, Senator, if I am confirmed, to make sure that I work with Army leaders, including Ms. Jacobson, if she is confirmed, and the Secretary of the Army, to deal with it.

What I have seen is that the Army has reorganized to tackle the problem, placing it, as she said, under the purview of the Army Materiel commander, four-star commander. But beyond that, my understanding is the Army has also revised the metrics by which they evaluate these privatized housing companies, you know, things from how long it takes to get a maintenance work order processed, what is the quality of life, how quickly are improvements done at each particular facility?

Certainly if I am confirmed, I would work with Army leadership to ensure that these metrics accurately address the concerns. My understanding is also that there are regular monthly town halls at each installation, at privatized housing units, to be able to address those concerns. I would want to see what the results are of those efforts and fine-tune them and adjust as needed and work with Army leadership to do that.

Senator KAINE. Ms. Jacobson, do you have anything to add to that?

Ms. JACOBSON. Senator, the reforms directed by Congress have been transformative with leadership from this committee, to bring to light these important issues, and Secretary Wormuth has acknowledged that this affects recruitment, retention, and readiness. Housing is imperative.

In addition to the reforms that Mr. Camarillo described, such as placing leadership in Army Material Command and making sure installation commanders have accountability, the NDA also creates a position of Chief Housing Officer within DoD, which is also important, so there is departmental-wide oversight of this issue. But also because there is the Tenant Bill of Rights, that gives much

more voice and participation to soldiers and their families and gives them rights to dispute and so forth, to make sure that issues are being addressed. Plus there will perhaps be more flexibility in these contracts going forward, so that we can really bring accountability, rigorous enforcement of accountability on these issues. I look forward to working with Mr. Camarillo and the rest of the DoD-wide on these important issues, if confirmed.

Senator KAINE. Excellent. Here is something that I would like your advice about, should you be confirmed and have a chance to work in this area. I think the committee could be helped if you would provide advice on this topic. Some of the housing providers talk about the fact that they financed their capital improvements in military housing through issuance of bonds, pursuant to a Treasury regulation. The bonds that were issued back in the '90s, they cannot refinance them without either a change in the regulation or some action by Congress. The interest rates of those bonds are dramatically higher than what they would be if they were seeking financing now. Many of them have said if they could refinance, just like I could refinance my mortgage, to today's rate, they could free up enormous money that they could put back into more capital improvements in military housing.

I would like for you, at an appropriate time, should you be confirmed, to report back to the committee if there is action that we should take that would facilitate the refinancing of these bonds and free up more dollars that could be utilized to do capital improvements in housing, and should you be confirmed I will look forward to reaching out and hopefully getting your advice about that.

Ms. JACOBSON. If confirmed, Senator, absolutely, I will look into this issue and report back to the committee.

Senator KAINE. Great. Thank you so much. Thank you, Mr. Chair.

Chairman REED. Thank you, Senator Kaine. Senator Hawley, please.

Senator HAWLEY. Thank you very much, Mr. Chairman, and thanks to the witnesses for being here. Good to see all of you.

Mr. Camarillo, let me start with you, if I could. I spoke with Secretary Wormuth and General McConville earlier this year about the need to replace some of the housing at Fort Leonard Wood, in my home state. They assured me that this was the top priority and that the Army Materiel Command has done the same.

Here is my question, though. As I have looked into it I have learned that the Army has not yet set a timeline for the replacement of these housing units. So if confirmed, can you commit to ensuring that funds are set aside in a timely manner so that we make sure that these housing units get replaced and that all the members, all of the servicemembers at Fort Leonard Wood are able to continue to access high-quality housing?

Mr. CAMARILLO. Senator Hawley, it is absolutely important that we make sure that we have quality housing for our soldiers at Fort Leonard Wood and at all Army installations. I am not familiar with the particular prioritization that you referenced but I would be happy to work with you, if I am confirmed, to ensure that any needs at that installation get addressed.

Senator HAWLEY. Very good. Ms. Jacobson, can I have your commitment to do the same?

Ms. JACOBSON. Absolutely, Senator.

Senator HAWLEY. Very good. Thank you.

Mr. Camarillo, Fort Leonard Wood is also home to the Maneuver Support Center for Excellence, which, as you know, includes the Army's Engineer, Military Police, and CBRN Schools. Now it is my view, and you and I have discussed this a little bit, that the units that are trained and the capabilities that are developed there at the Maneuver Support Center will play a very essential role as the Army pursues modernization for the future.

Let me just ask you if you agree with that, and if you do, how you see these forces contributing to the Army's mission as it shifts back towards great power, near-peer competition?

Mr. CAMARILLO. Senator, as we discussed earlier, absolutely, I would be happy to work with you on these issues. Clearly, in order to be able to project power, there is a need to make sure that we are addressing enabling capabilities, such as those that are trained at Fort Leonard Wood, to include our CBRNE capabilities, would absolutely be critical for us in the future, and if I am confirmed, I would be happy to work with you to ensure that their needs are addressed.

Senator HAWLEY. Very good. Could you just give me a sense, if you are confirmed, how you will commit to making sure that the Army fully leverages all of the training opportunities that are available at Fort Leonard Wood? Talk to me a little bit about that.

Mr. CAMARILLO. Senator Hawley, if I am confirmed, the first thing I would do is conduct an assessment with the Secretary of how we are utilizing our facilities and our training capabilities across the Army. If there are gaps in which certain areas are underutilized and we can make more efficient and effective use of them, I would certainly work with Army leaders to ensure that we address those gaps.

Senator HAWLEY. Very good. Mr. Camarillo, Secretary Austin and Deputy Secretary Hicks have testified that the Indo-Pacific is the Department's pacing theater, and more specifically still, China is the pacing threat. I just want to get you on the record on this. Do you agree with those assessments?

Mr. CAMARILLO. Yes, Senator, I do. I certainly do, and I feel that the Army has a very important role to play in that INDOPACOM region.

Senator HAWLEY. Let me ask you a little bit more about that. TRADOC's December 2018 publication, which was called "The Army Multidomain Operations in 2028," stated that the Army needs to demonstrate the ability to immediately deny a fait accompli in order to deter an adversary like China.

I have asked General McConville about this earlier this year. He stated that that assessment was still accurate and one that he agreed with. Do you agree with that assessment that the Army needs to be able to maintain the ability to deny a fait accompli against China?

Mr. CAMARILLO. Senator, there is no question I would agree that the ability to have a strong deterrent capability in that region is absolutely critical to our national security.

Senator HAWLEY. Let me ask you about something the Secretary has testified to with regard to a Chinese fait accompli against Taiwan. She said, and I am going to quote here, "My own view is that we want to develop the kinds of capabilities required to present a sufficiently strong deterrent force, to make the Chinese continue to think twice about whether they actually want to undertake that amphibious landing."

Do you agree with the Secretary that the Army should continue to prioritize development of the forces and capabilities that are required to deter a Chinese fait accompli against Taiwan?

Mr. CAMARILLO. I do agree with her, Senator.

Senator HAWLEY. Okay. Very good.

Mr. Hunter, let me just come to you. If you are confirmed you will be responsible for overseeing many of the Air Force's most ambitious programs. Here is my question, which is rooted in a concern. The concern is that many of those programs will not mature until the 2030s, if I am not mistaken. Meanwhile, Admiral Davidson and others have testified to this committee that the Chinese threat in PACOM, particularly as it relates to Taiwan, could mature as soon as the 2020s, as early, as Admiral Davidson testified, as 2027.

Give me a sense of what you will do, if you are confirmed, to accelerate as many of those key programs as possible so that we can both deter China in the 2030s—we all agree that that is vitally important—but also so that we can meet this threat in the latter part of this decade.

Mr. HUNTER. Well, Senator, in my previous service in the Department of Defense I was able to work as Director of the Joint Rapid Acquisition Cell, working specifically on urgent operational needs. At the time that was very much focused on Afghanistan. But I bring that mindset, as well, to my next job, if confirmed. My approach would be to work closely with our operational commanders, to understand what makes a difference in the near term, what makes a difference in the long term, and to ensure that the Air Force elements of the acquisition system are working to deliver those capabilities in a timely manner.

I am very thankful that the Congress has given the Department a number of authorities to accelerate the delivery of capability, and if confirmed, would look to utilize those authorities to deliver timely capability.

Senator HAWLEY. Thank you all. Thank you, Mr. Chairman.

Chairman REED. Thank you, Senator. Senator King, please.

Senator KING. Thank you, Mr. Chairman. A question or a comment to Mr. Camarillo and Mr. Wagner.

In 2018, the Pentagon commissioned a study by the Institute on Defense Analysis on geographic diversity within the military, and they made some rather startling findings. In 1975, 48 percent of those serving in the military were from the South and the West, and at that same time, 47 percent were from the Midwest and the Northeast. Today it is 67 percent from the South and the West and only 30 percent from the Midwest and the Northeast.

Mr. Camarillo, I have a concern about that, that we do not want our professional standing Army, if you will, to reflect only one or two regions of the country. What can we do to strengthen the diver-

sity, the geographic diversity as well as other areas of diversity, but I am interested particularly in geography? Do we need additional recruiting effort, change of strategy? I do not think it is healthy for the country to have a regional standing army.

Mr. CAMARILLO. Senator, I agree with you on the need to pursue more geographic diversity in our recruiting efforts, and it is a view that I believe is shared by the Army leadership right now. As you noted, and we discussed this before, the number of youths in this country that are propensed to serve in the military has declined over the last couple of decades, which makes it very hard to be able to attract the talent that we need for our all-volunteer force. Certainly the ability to cast a wide net, geographically, across the United States and all the talent that it has to offer is an absolute imperative.

Now, Senator, my understanding is that the Army has taken steps in this direction by looking at major urban centers in different population areas in the country, other than those where it typically recruits, to be able to establish different recruiting efforts, to be able to attract talent into the Army in those regions. If I am confirmed, Senator, I would work with Army leaders and with Secretary Wormuth and with you to be able to address that issue as it relates to the Northeast.

Senator KING. I think one of the other things that has contributed to this, it is an unintended consequence of the way base distribution has been changed over the last 40 or 50 years. There are no substantial military bases in the Northeast. My hometown was home, for 50 years, to a naval air station. It was BRAC'ed at the beginning of this century, and so we lost those Navy people that the young people saw and would look up to. This report, in fact, refers to that as one of the major factors, is do the young people growing up in a community have some contact with, or familiarization with, the military? So we have changed that, fundamentally, because of decisions that I do not think all of which were well founded. But I think this is a serious problem.

Mr. Wagner, Manpower and Reserve Affairs, same question.

Mr. WAGNER. Senator, clearly diversity is one of America's greatest strengths, and it is not only the right thing to do but it also provides strategic advances, as you have pointed out. That includes geographic diversity.

When I served previously in the Department of the Army we were aware of the problem that you point out, what we called "the smile" that goes through the southern half of the United States. As I noted in my opening statement, I am an example of exactly what you point out. Growing up in Los Angeles, going to college in Rhode Island, and living in Seattle, I had scarce ability to interact with people who served, to see them every day, to socialize with peers and to have people to look up to. I was not until later on in my life that I actually engaged anyone in the military.

Senator KING. I do not mean to interrupt but I am running out of time. But I just hope that both of you, in your positions, will make a conscious effort to address this problem, not just, oh, we are having additional recruiting office in Boston or something, but to really think about this, because those numbers are pretty star-

ting, to have gone from an even distribution in 1975, to a two-thirds/one-third today. That is a shocking change to me.

Final question, in a few minutes, to Mr. Hunter. More of a statement, and this goes to the sustainment cost. When you are buying platforms, I hope that you will insist—in fact, I will insist that you insist—that you buy the intellectual property along with the platform, so that we can 3D print parts, that we are not subject to supply chain of OEM and the rest of the supply chain. The intellectual property is part of what we should be paying billions of dollars to acquire. Do you agree?

Mr. HUNTER. Senator, I do agree. I commit to you that, if confirmed, I will work on the intellectual property to ensure that we are acquiring the intellectual property the services need to sustain their systems, and to promote competition over the long term.

Senator KING. Thank you. Thank you, Mr. Chairman.

Chairman REED. Thank you, Senator King. Senator Tillis, please.

Senator TILLIS. Thank you, Mr. Chairman. Thank you all for being here. Congratulations on your nominations.

Mr. Camarillo, the INF, the United States followed the agreement. China never signed it. Russia cheated, and now we believe, with respect to long-range precision fires they have a discernable advantage in terms of where they are in development. Many believe that at this point U.S. forces could be outranged and outgunned.

So one question. How important are investments in long-range precision fires for the Army, and what investments are they making, and do you agree that that should be a priority? I am also kind of curious to see your thoughts on the deterrent value for land-based, long-range precision fires position in Indo-Pacific.

Mr. CAMARILLO. Senator, thank you for the question. I agree that those are very top priorities for the Army, and I am encouraged by the investments that they have been making in this area, to include, of course, the development of long-range hypersonic weapons, a precision strike missile that can exceed 500 kilometers in terms of its range and accuracy and lethality. These and other investments, I think are very critical to address the threats and the gaps that you just identified, and certainly, as you referenced, Senator, in the INDOPACOM region the Army will play a very important role in terms of providing that land-based, long-range fire capability to help degrade any A2/AD defenses that we encounter in the region.

Senator TILLIS. Thank you. Ms. Jacobson, for several years, first as chair of the Personnel Subcommittee and now as ranking member, Senator Gillibrand and I have worked on the issue of military family housing. Between Fort Bragg and Camp Lejeune, we have a lot of families in housing that I have observed first-hand that are simply unacceptable.

So do you have any sense—and I assume that you have at least tracked it, it was very much in the public view over the past couple of years—do you have any sense of what we need to do to, first, restore the trust of the families in there, but also work with the vendors to have a continuous improvement over the current situation?

Ms. JACOBSON. Senator, I very much share your concern about the condition of housing. As described by Secretary Wormuth, housing is imperative for retention, readiness, and recruitment. This Congress, particularly with the leadership of this committee, has made transformative changes in the way housing oversight will be conducted, Department-level wide.

As far as the Army is concerned, there is a new chain of command to oversee the provision of housing that will be led by Army Materiel Command with the involvement of base commanders. But also, significantly and importantly, the Tenant Bill of Rights, which gives soldiers and families a seat at the table, which gives them meaningful participation to make sure that their concerns are addressed, gives them a right for conflict resolution, and so forth, will also help in this regard.

Also to the extent that the contractors have had certain impediments, as discussed previously by Senator Kaine, such as lack of ability to refinance to make these improvements and so forth, it is also important to work cooperatively with them to find solutions. Sometimes it might have to be voluntary because of the contract's long-term effect, but if they are willing to step up and make some voluntary improvements then I am also going to be willing to work with them in that regard, if confirmed.

Senator TILLIS. Yeah, and I think a part of working on the problem, to Senator Kaine's point, is to go back and rethink. I do know that these are long-term, bonded investments, so there are all kinds of complexities in it, but there seems to me some constraint that may have made sense at the time. But now you have, I think, almost 80 different contracts governing military installations in stovepipes, instead of looking at the portfolio across any one of the private contractors has to be looked at. It has to be fair.

I am not going to go further, except to say I will be talking with you once you are confirmed about some of the health implications, because this military housing is not only unsafe or unclean housing, but there are a number of incidences, particularly with children and others, with respiratory conditions, mold, a number of other things, that we need to make sure that we are taking care of them after they have occupied what I consider to be unsafe housing.

Mr. Hunter, I am running out of time, but I did want to ask you a question about going into the role. You know, how would you describe the current industrial base that supports the Air Force and Space Force right now in the United States?

Mr. HUNTER. Well, Senator, it is a relatively strong industrial base. I think we have world-leading companies across most of the major areas of the defense industry that you would look to. At the same time, it is an industrial base under challenge, because of COVID, because of other vulnerabilities in supply chain, gaps in our modernization approach which have led to fragility in the industrial base, particularly among small suppliers.

So I think there is a real challenge there, and unquestionably the industrial base is critical to our national security, and so it is an area of focus and it will be a priority for me, if confirmed.

Senator TILLIS. Thank you, Mr. Wagner. I will submit a question for military family considerations, particularly something that I

have seen where the Air Force is surprisingly behind some of the other service lines with respect to providing high-quality childcare. But I will submit that for the record.

Thank you, Mr. Chair.

Chairman REED. Thank you, Senator Tillis. Let me now recognize, via Webex, Senator Manchin.

Senator MANCHIN. Hello.

Chairman REED. We can hear you, Senator. We can see you now.

Senator MANCHIN. Okay. Thank you. Thank you, Mr. Chairman, and for Ms. Jacobson, one of the technologies that I have advocated for developing to combat climate change are micronuclear reactors, and the Department of Defense has an unparalleled record for safety in operating nuclear reactors.

One particular program I am following closely, from the Strategic Capabilities Office and the Department of Defense is Project, they call it Pele. It is spelled "pele" but it called, which will begin constructing prototype mobile microreactors next year. I have also included language within this year's NDAA to authorize level funding and incorporate on the National Guard and the reactors testing an evaluation, which the Army will be overseeing at the Ames National Laboratory in Iowa.

So my question would be, how and where do you see a technology like this being used by the Army to offset greenhouse gas and ensure stable, reliable power and austere environments or after natural disasters?

Ms. JACOBSON. Senator, I think it is absolutely critical that we look at these sorts of technologies to promote energy security, energy resilience, and especially also operationally, in the field, not just on installations. The kind of technology you are talking about with microreactors and other technology that can promote grid independence and grid security on military bases, so that bases are not subject to power outages from either natural, physical, or cyber events is absolutely critical.

Senator MANCHIN. If I may—and I am sure when you are confirmed, and you will be, if you could just commit that within 30 or 60 days, no later than that, that you will be brought up to speed on, if you have not already, be brought up to speed on this tremendous opportunity we have, and not just for the bases that we currently have, but basically as we are moving around the world, this is a very mobile type operation, mobile type of technologies that can present the reliable power that we need and not reliant on the areas that we may be in, in parts of the world. We just need you up to speed as quickly as we can, and we will come back and visit this again.

Ms. JACOBSON. If confirmed, I will get up to speed as quickly as possible and come back and discuss this with you. I would like to do that. Thank you.

Senator MANCHIN. I would love to. Okay. Thank you.

Also, to Mr. Camarillo and Mr. Hunter, the force for tomorrow's fight against a near-peer adversary requires significant investment in manpower, recruitment, training, and systems acquisition. I am a firm believer that the interoperability amongst the services lacks as much in systems as it does in the process of acquisition of assets.

My question is, I would like to hear from each of you on your views of joint programs versus service-specific programs and how we can ensure every asset across the service is compatible to the other. The redundancy is sometimes just mind-boggling.

Mr. CAMARILLO. Senator Manchin, I appreciate the basis for the question. I would share your view that we ought to pursue joint programs, where possible, certainly where they achieve similar requirements and make more effective and efficient use of taxpayer dollars. If I am confirmed, Senator, I commit to you that I would work within the Department to ensure that we are addressing that concern.

Senator MANCHIN. How do we change the industrial base, basically, and get them to understand the need to change, so we can support interoperability? I understand the process. I have been around long enough to understand what goes on. The industrial base is quite strong and much needed, but they are not being responsible as far as with our taxpayers' resources, and also with our ability to have interoperability, no matter what the service, whether it is the Army or the Marines, the Air Force, the Navy, whoever. We are all one big military might, to defend our country.

Anybody else want to speak on this? Guys, we need your help on this.

Mr. HUNTER. Senator, I would like to address that as well, and thank you for the question. You know, jointness is critical to the way that we operate, and we need to understand that as we acquire systems. There are a number of efforts that have sought to solve this problem or sought to at least mitigate and remove the chance for redundancy or for systems that cannot talk to one another. Famously, there are Air Force systems that were built by the same manufacturer that do not talk to one another, although that problem is being addressed.

Senator MANCHIN. I know that very well, what you are talking about.

Mr. HUNTER. You know, I am aware the Air Force, you know, is taking a lead with its Advanced Battle Management Systems towards sort of joint, all-domain command and control, which is one effort to help us bring things together and to work jointly. If confirmed, I can pledge to you that I will work very carefully with my other service counterparts to address that need.

Senator MANCHIN. Well, I also pledge to all of you that we will not let this fall by the wayside, because this is so important for our country but also for us to be able to defend ourselves in do it in a most prudent way possible, responsible way.

Thank you all. Thank you, Mr. Chairman.

Chairman REED. Thank you, Senator Manchin, and Senator Sullivan, you are recognized, please.

Senator SULLIVAN. Thank you, Mr. Chairman. Thank you to our witnesses for your willingness to serve our country, and your families' willingness to sacrifice, along with you.

Let me get a commitment from each of you to come visit the great state of Alaska, maybe even in February or January? Can I get a commitment?

Mr. CAMARILLO. Yes, Senator. Absolutely.

Ms. JACOBSON. Absolutely. I love Alaska, even in the winter.

Mr. WAGNER. Yes, sir. I am looking forward to coming back.

Mr. HUNTER. Yes, Senator.

Senator SULLIVAN. Great. You know, the father of the Air Force, Billy Mitchell, called it "the most strategic place in the world." Secretary Austin was recently in Alaska, visiting our troops. He pretty much said the same thing. I do not want to paraphrase him but it was pretty much close. Take a look at his press conference in Alaska.

You know, on the Air Force side we will have, by the end of the year, over 100 fifth-generation fighters stationed in Alaska. You can get to the Taiwan Strait, Russia, Ukraine, anywhere, real fast—100. There is no place on the Planet Earth that has over 100 fifth-gen fighters but in my state. So very important in terms of the Air Force but also in terms of the Army.

Mr. Camarillo and Ms. Jacobson, I recently was briefed by the Secretary of the Army and the Chief of Staff of the Army on the Army's Arctic strategy. It plans to establish a new, two-star headquarters, an operational headquarters, specially trained and equipped combat brigades, improved material readiness for extended operations all the Arctic, better-trained regional forces, and importantly, quality of life improvement for personnel. Can I get your commitment to work with me and the Secretary, your Secretary, and the Chief of Staff to fully implement that robust Arctic strategy that the Army put out?

Mr. CAMARILLO. Yes, Senator. I definitely commit, and I want to thank you and congratulate you for calling attention to this important area of strategic competition.

Senator SULLIVAN. Great. Thank you. Ms. Jacobson?

Ms. JACOBSON. Absolutely. I will provide whatever —

Senator SULLIVAN. Have either of you read that Army Arctic strategy?

Mr. CAMARILLO. Senator, I have.

Senator SULLIVAN. Good. Have you?

Ms. JACOBSON. I saw a summary of it, Senator.

Senator SULLIVAN. Good. Thank you. I look forward to working with you on that.

Let me mention a related topic. Again, this has gone all the way to the chairman, the Secretary of Defense, not just Secretary of the Army. We had this amazing training, strategic location, although we have had problems, and one big one is a real troubling topic. Over the past 5 years, U.S. Army Alaska has experienced 32 suicides. Think about that. In the same period, 2016 to 2021, we lost 41 military members in Afghanistan in combat deaths due to hostile actions. So almost as many deaths by suicide, just in Alaska, in garrison, as we had in terms of combat deaths in Afghanistan.

Can I get a commitment from all of you to again continue the focus—and this is from the Secretary of Defense on down, and the Secretary of the Army, the Chief of Staff of the Army—they are very focused on addressing this. I have a lot of appreciation for that. It is military installation. It is more morale welfare aspects. In Alaska they have a plan, they are implementing it, but I want to get your commitment that you will strongly support your leadership in the Army and DoD on the implementation of this. Literally lives are at stake. Too many good young men and women, the best,

in my view, that our country has to offer, are taking their lives, a lot of them in my state, and it is very tragic.

Mr. CAMARILLO. Yes, Senator, you have my commitment. It is deeply troubling.

Ms. JACOBSON. You have my commitment as well, Senator.

Senator SULLIVAN. Thank you. Let me turn to our Air Force friends, Mr. Wagner and Mr. Hunter. Do you have any views on the E-3 AWACS replacement? Let me give you a quick anecdote. You know, the strategic competition, great-power competition is happening in the Arctic all the time—China, Russia. Last year you may have read about the Russians sent five different sorties at the same time to Alaska. They have never done anything that aggressive, and we had to go intercept these—our great men and women in the Air Force do this—five at the same time. Unbelievable, right? All the way up to Utqiagvik, down to Kodiak. Like they were essentially attacking our country, our state.

The great men and women—and, by the way, women, too, flying these F-22s—went and intercepted these Russians. It is a dangerous mission, at night. We had no AWACS at the time to quarterback these missions. Very, very dangerous, because these AWACS break all the time. I think one was down in the Lower 48. Normally we have AWACS stationed in Alaska.

Do you have a view on AWACS replacements, the E-3, maybe with the E-7 or other elements of this important aircraft that is old, and yet we need it, and this was a good example where we did not have it. Our great pilots did their job. Any views on that?

Mr. HUNTER. Senator, I think what you have described is certainly part of the challenge that we have with the Air Force of an aging fleet and the challenge of sustaining it, keeping our current fleet operating and also modernizing it, and enhancing our capabilities and ensuring that we can share information with all of our assets in the field.

So, if confirmed, I would look forward to working with you on this and making sure that we have those command and control assets for both our tactical operations and also our strategic forces, and that those capabilities are meeting the need.

Senator SULLIVAN. Great. Mr. Wagner?

Mr. WAGNER. Senator, I understand that having a sufficient number of pilots ready to fly these planes is critical to our readiness and our mission accomplishment, and if confirmed, I will look forward to working with you and the rest of the committee to make sure that we have the right pilots able to accomplish this incredibly important mission.

Senator PETERS. Thank you. Thank you, Mr. Chairman. I have a few more questions for the record that I will submit to the committee. Thank you.

Chairman REED. Thank you, Senator Sullivan. Senator Peters, please.

Senator PETERS. Thank you, Mr. Chairman, and to each of you congratulations on your nomination and thank you for being here today.

Mr. Camarillo, you will be assuming the number two position at the Army at a time when the service is attempting to transform itself into a force capable of dominating 21st century warfare. That

includes setting up a futures command, embracing multidomain operations, and, of course, bolstering our presence in the INDOPACOM.

In Michigan, we have been proud to host the Detroit Arsenal for more than 80 years. The Ground Vehicle System Center in Detroit Arsenal is right now conducting groundbreaking research in how military vehicles of the future are going to be developed, how they are going to be operated, how they are going to be powered.

So my question for you is, if confirmed, what will be your vision for developing an Army vehicle fleet that is autonomous, electric, and resilient?

Mr. CAMARILLO. Senator, I am very familiar with the capabilities at the Ground Vehicle System Center and in the broader Detroit Arsenal, and certainly appreciate the role that combat vehicle modernization plays in our ability to meet threats in the future. As many know and have noted, our current combat fleet is extremely capable, but there are areas in which we need to invest in modernization to be able to have the next-generation capabilities.

If I am confirmed, Senator, I would certainly work with the Secretary of the Army, certainly with other leaders in the Army, to ensure that these modernization programs and these efforts continue to move forward.

Senator PETERS. Great. Thank you.

Mr. Hunter, the Air Force is eager to divest legacy systems from its inventory to free up funding and personnel for missions that are clearly aligned with the future direction of the services, you have articulated, and others. Yet the Air Force has struggled to bring online airframes into service, such as the F-35 and the KC-46.

So my question for you is, if confirmed, you are going to be serving under an Air Force Secretary who is well versed in DoD acquisition policy and I know is eager for divestment, and you will be serving as the principal official driving that acquisition process. So my question for you is, how will the Air Force manage its desire to divest legacy systems, such as the KC-135, and the A-10, while also grappling with the, I should say, extensive acquisition issues related to the newer airframes, like the KC-46 and F-35, which are designed to replace the KC-135 and the A-10?

Mr. HUNTER. Well, Senator, excellent question. The challenge the Air Force has of engaging in strategic competition, competing with peer competitors, meeting the pacing threat, the requirement that that imposes on the Air Force to invest in modernization, combined with our challenge of sustaining an aging fleet, has created this dynamic, requiring Air Force leadership to think actively about how to allocate resources, how to achieve that balance.

I know that the Chief and the Secretary have talked about identifying the core assets that the Air Force intends to leverage going forward to achieve its missions, and the 4+1 approach, and if confirmed, I would look forward to engaging with them, to understand that strategy and to look at how the acquisition system can implement it.

At the same time, I do believe strongly, as I have referenced earlier today that we need to make sure that we are providing the capabilities that our operational commanders need, and that does mean supporting the current force and enhancing its capabilities,

where appropriate, so that it can meet mission needs. That is true for assets that we are bringing into the force, like the KC-46, to get that an operational aircraft to meet our operational needs as soon as possible, and for the aircraft that we are sustaining, and I will stop there.

Senator PETERS. Well, as the Air Force does move to consolidate the number of airframes, many installations in the Air Force may find themselves obsolete in that plan. So how can the Air Force modernize while also ensuring that we are not going to leave communities behind?

Mr. HUNTER. Well, Senator, some of my colleagues earlier talked about the strength of having community involvement and having engagement across the geographic range and the strength that diversity brings to that. I share those sentiments. When it comes to the acquisition system, we are typically somewhat agnostic as to where the ultimate operational location will be. But I would look forward to working with Secretary Kendall and the Chiefs within the Air Force and the Space Force on those issues, if confirmed.

Senator PETERS. Thank you, Mr. Chairman.

Chairman REED. Thank you very much, Senator Peters. Now let me recognize, via Webex, Senator Duckworth.

Senator DUCKWORTH. Thank you, Mr. Chairman. Mr. Camarillo, I wanted follow up on our conversation from last week. As chair of the Airlift Subcommittee I am closely monitoring the Army's future vertical lift program. A modular systems approach, or MOSA, modernization effort within the future vertical lift cross-functional team's portfolio is a potential game-changer, not only for future vertical lift but other programs currently in development.

Mr. Camarillo, given your background in acquisitions, logistics, and technology, can you talk a little bit about the importance of MOSA, and how can we leverage the lessons learned from future vertical lift to ensure that other modernization programs can benefit from this approach?

Mr. CAMARILLO. Senator Duckworth, as we discussed before, certainly the ability to employ a modular open systems approach has two distinct advantages for the Army and for the Department writ large. First, it allows there to be greater competition in terms of the individual components that go into a larger platform or weapons system, and certainly it also allows the Army, in this case, to do technology insertion, so that we have the latest generation capabilities within those platforms.

Certainly I would agree with you. The approach taken by the Army in future vertical lift has been a great example of what can work, because it really started from the bottom up. Before, you know, there were prototypes flying and being evaluated there were significant efforts to define a systems architecture that would allow everybody within the industrial base to understand what are the capabilities and what are the interfaces, et cetera, that need to be employed in order to develop these systems.

That effort to define the architecture was one done with academia, with industry. It was very collaborative, and certainly if I am confirmed, I would work to make sure that we follow that example.

Senator DUCKWORTH. Thank you, and I would like to apply that to the broader DoD efforts. Do you see opportunities for the future vertical lift cross-functional teams experience in doing this, on implementing MOSA to not only inform, as you said, future Army programs but broader DoD efforts as well?

Mr. CAMARILLO. Yes, Senator, I do, and I would certainly work with my colleagues in the other services to make sure that those lessons learned are distributed.

Senator DUCKWORTH. Can you think of any programs, any other opportunities do you see within the Army modernization priorities that we could apply these new practices? How do we improve our program management practices and build on lessons learned from FVL?

Mr. CAMARILLO. Well, Senator, I think any of the portfolios of Army modernization in which we are looking to upgrade capability continuously over time and that we have the ability to do that technology insertion I referred to, whether it is in our ground combat vehicle portfolio, our other air missile defense portfolios, the same principle would apply in terms of the ability to do that and achieve capability improvements and cost savings over time.

Senator DUCKWORTH. Thank you. I think it is absolutely critical that the Army leverage best practices to run its major programs efficiently and deliver high-quality systems to soldiers on time and on budget. I think we owe it both to the warfighter and the American taxpayer.

Shifting gears a little bit, Ms. Jacobson, I want to address another program intended to improve efficiency and deliver better value for our taxpayer dollars. Last year, I helped secure authorization to pilot the Army real property online tool to significantly improve the Army's unit stationing process and meet new or evolving mission requirements at lower cost.

I appreciate that Rock Island Arsenal in Illinois is leading the first case study, developing and deploying this new capability through the online real property space availability application—we have got to come up with a good acronym for this. This tool is going to help installation officials at Rock Island Arsenal match the supply of available facilities and installation space with the demand from units and organizations all around the globe.

Ms. Jacobson, how can the Army leverage tools such as the real property space availability application to make better use of existing inventory and reduce or avoid installation costs?

Ms. JACOBSON. Senator, I am a firm believer in efficiencies anywhere across government to save taxpayer dollars, and especially when there is a duplication of assets and facilities, and so forth, it is important to take stock of where the highest and best use for resources and assets can be deployed. If confirmed, I will look into this issue expeditiously and get back with you, and talk with Secretary Wormuth about recommendations, and then come back and report to you about how we can best accomplish this.

Senator DUCKWORTH. Thank you. I look forward to working with you. I think it is a real opportunity. You know, we have all these empty buildings with some of these installations and yet we have units going out and renting space across government, when we could actually be locating them on vacant installation properties.

Thank you very much. I yield back, Mr. Chairman.

Chairman REED. Thank you very much, Senator Duckworth. Let me recognize, via Webex, Senator Rosen.

Senator ROSEN. Well, thank you, Chairman Reed, and, of course, Ranking Member Inhofe. I really appreciate you holding this hearing, and I want to thank the nominees for testifying here today and for your willingness to serve. It is really important.

I want to talk a little bit about cyber readiness, because as our nation grapples with the aftermath of recent unprecedented cyberattacks, the U.S. is expected to face a shortage of 3.4 million—over 3 million skilled technical workers by next year. It is not sometime way in the future, but by next year.

There are particularly large gaps in cybersecurity. DoD continues to face challenges addressing requirements for certain key skill areas, such as those in the cyber and STEM fields. To help address this shortfall, inspire future generations of talent, last year's NDAA included a bipartisan bill I introduced with Senators Rounds, Peters, and Blackburn, which authorized the Secretary of Defense to carry out a program to enhance the preparation of students in Junior ROTC for their training and education in the fields of STEM.

This year's NDAA, as reported out of committee, included bipartisan legislation I introduced with Senator Blackburn to create a civilian cyber reserve, which will also help address cyber defense personnel needs.

So Mr. Wagner, if confirmed, how would you recruit and train personnel in cybersecurity and, of course, all the other STEM fields that we need to ensure that the Air Force maintains its technological superiority?

Mr. WAGNER. Senator, thank you for that important question and for your work highlighting all of those key pieces of legislation. I understand that this committee has long worked hard to expand the authorities available to the Air Force to fight and win in the digital age, and I truly believe in now this golden age of space that the Air Force and the Space Force are uniquely positioned to attract and retain high-quality cyber talent.

If confirmed, I will work closely to build military and civilian talent in software engineering, in cybersecurity, in coding, and related disciplines so that the U.S. can continue to maintain its technological edge, as well as leverage my private sector experience working with some of America's most innovative companies who face many of these same challenges.

Senator ROSEN. Well, thank you. I appreciate that. I want to just follow up a little bit, because how do you envision training the high-skilled airmen when NCOs, warrants, and even officers, they can oftentimes find more lucrative, more balanced work-life opportunities in the private sector? So how are you going to navigate that?

Mr. WAGNER. Senator, there is no mission like there is defending this nation and our national security, and some of the roles that airmen and guardians will play in the cyber field are unique. You cannot do that in private industry. You certainly cannot do that in Silicon Valley.

So making sure we have the right amount of training, making sure it is effective will help both increase our ability to recruit the best America has to offer and retain them. Because what I have learned consistently is that mission matters, and if confirmed, I really look forward to engaging further with you and the rest of this committee to maintain that important mission, so critical to our readiness.

Senator ROSEN. Thank you. I want to move over to you, Mr. Hunter, because I am worried about some of the risks to our defense industrial base, because DoD's fiscal year 2020, the Annual Industrial Capabilities Report, it highlighted a number of risks affecting the defense industrial base, including the presence of foreign suppliers and critical supply chains, again, addressing what we just had talked about, poor cybersecurity, constrained domestic production capacity, workforce challenges, among other things.

So Mr. Hunter, what are the highest-priority defense industrial base risks you believe are facing the Air Force today, and what steps would you take to pursue to mitigate these risks, if confirmed?

Mr. HUNTER. Well, Senator, I agree with you that there is a huge challenge facing the supply chain. There are a number of vulnerabilities that have been identified by the Department, and by the companies that work for the Department, and those are things that require us to take a significant focus. That is a commitment that I know several leaders in the Department today—Secretary Kendall, Secretary Austin, and others—have made. If confirmed, I would look forward to working with them on that.

I would highlight, you know, I mentioned that some of our top priority programs are those associated with nuclear modernization. We certainly have supply chain issues associated with those programs. In addition, when you look at emerging technology that is an area where some of our peer competitors have been very actively working to take technology from U.S. suppliers and also to gain leverage over companies in the United States. So that will be another primary focus, if confirmed.

Senator ROSEN. Thank you, Mr. Chairman. I see my time is up. I will submit the rest of my questions for the other nominees for the record. Thank you.

Chairman REED. Thank you, Senator Rosen. Let me recognize Senator Kelly, please.

Senator KELLY. Thank you, Mr. Chairman, and congratulations on each of the nominees, and thank you for your willingness to continue to serve our nation.

If confirmed, I hope you will all spend some time in the great state of Arizona and meet the dedicated men and women serving in the many military installations in our state.

Ms. Jacobson, I have got a few questions about combatting climate change on our Army installations, in Arizona, specifically. The Army has greatly benefited from the Readiness and Environmental Protection Integration, or REPI, program, which aims to protect the military's vital test and training missions. Likewise, Sentinel Landscapes, a partnership between the Departments of Agriculture, Defense, and Interior, along with state and local agen-

cies in the private sector have been successful in reducing encroachment and protecting natural resources and wildlife habitat.

In the West, where installations often rely, in part, on groundwater, and the program's ability to protect water resources during historic drought, it is especially valuable.

So if confirmed, will you continue to support the Army's participation in both the REPI and Sentinel Landscapes programs?

Ms. JACOBSON. Senator, thank you for that question that is something very near and dear to me. I think I was the signatory on the MOU for the Sentinel Landscapes program while I was at Department of Interior.

So having said that, these are vitally important programs. They are innovative. They demonstrate public-private partnerships because these programs involve, by necessity, land trusts, states, counties, willing landowners, tribes, and other Federal agencies, in cooperation, in recognition that these resources are important for conservation purposes, but not only conservation purpose, for military readiness and training and also resiliency.

If confirmed, I will absolutely make it a priority that these programs continue as successfully as they have in the past. Thank you.

Senator KELLY. Thank you. Do you support using these programs for protecting ranges from encroachment, including electronic ranges, like the Electronic Proving Ground at Fort Huachuca?

Ms. JACOBSON. Absolutely, Senator. This committee leadership in successive defense bills has expanded the authorities, particularly of the REPI program, so that it can be used to mitigate all sorts of potential threats, including the threats you described today.

Senator KELLY. Well, thank you. As required by Section 335 of the fiscal year 2018 NDAA, the Army submitted a list of the 10 U.S. installations most at risk from recurring flooding, drought, desertification, wildlife, thawing, permafrost, and rising sea levels. This list included two Army installations in Arizona—Yuma Proving Grounds and Fort Huachuca—and listed what they called desertification as the primary concern. Desertification is actually a fairly widespread challenge and was identified as the primary climate driver for 9 of the 10 listed Army installations.

It is important that we ensure responses are tailored for the specific needs of each of these 9 installations. So I am concerned that the Army treated both Arizona installations the same, despite the differences in the Köppen climate classification for the two bases. Fort Huachuca is a cooler, semi-arid climate while Yuma is valued by the Army for testing work specifically because of the hot desert climate. So they are a little different. There are also significant differences in annual rainfall between the two installations.

I further note that the Army's ranking did not appear to take into account the significant steps taken by installations in Arizona to ensure sustainable operations, including reducing water usage and preserving habitat. These same efforts have been acknowledged in our committee's fiscal year 2021 NDAA report.

So if confirmed, will you agree to carefully review the Army's analysis of installations where the primary driver of climate change is desertification?

Ms. JACOBSON. Absolutely, Senator. The Army does have in place a number of tools that should take into account those kinds of distinctions in planning and addressing specific threats from climate change, and if confirmed, I will look specifically at the desertification questions, and I am happy to report back to you, if confirmed.

Senator KELLY. Well, thank you, and in that review I would ask you to do a couple of things. One is recognize the impact of successful programs undertaken by Army installations, like Fort Huachuca to reduce water usage, and take steps to avoid categorizing challenges by state or region and ensure that the Army properly differentiates between bases by considering the unique circumstances of each installation.

Ms. JACOBSON. Absolutely, I will take those considerations into account in examining these issues, if confirmed.

Senator KELLY. Well, thank you, and I encourage you, after you are confirmed, to work with regional and Federal stakeholders to continually strengthen collaborative efforts to address these critical issues. So thank you very much.

Ms. JACOBSON. Absolutely.

Chairman REED. Thank you, Senator Kelly. Let me thank the witnesses for their very, very informative testimony, and also thank you for your service previously and your expected service. I look forward to your confirmation.

Thank you very much. With that I will adjourn the hearing.

[Whereupon, at 11:39 a.m., the Committee adjourned.]

[Prepared questions submitted to Mr. Andrew P. Hunter by Chairman Reed prior to the hearing with answers supplied follow:]

QUESTIONS AND RESPONSES

DUTIES

Question. Section 8016 of title 10, United States Code, provides that the Assistant Secretaries of the Air Force shall perform such duties and exercise such powers as the Secretary of the Air Force may prescribe, and that the principal duty of the Assistant Secretary of the Air Force for Acquisition, Technology, and Logistics (ASAF(AQ)) shall be the overall supervision of acquisition, technology, and logistics matters of the Air Force.

What is your understanding of the duties and functions of the ASAF(AQ)?

Answer. My understanding is that the Assistant Secretary of the Air Force for Acquisition, Technology and Logistics serves as the Service Acquisition Executive (SAE) and the Senior Procurement Executive (SPE) for the Department of the Air Force. The position serves as the SAE for the U.S. Air Force and the U.S. Space Force until such time as a separate SAE is confirmed for the U.S. Space Force, per the direction in the Fiscal Year 2020 National Defense Authorization Act. It is the senior position authorized to exercise, on behalf of the Secretary, overall responsibility for acquisition functions within the Department of the Air Force to include enforcing all relevant acquisition regulations, policies, and procedures; serving as the Milestone Decision Authority for programs delegated to the SAE; and managing the Department of the Air Force science and technology program. Additionally, the Assistant Secretary for Acquisition, Technology and Logistics is responsible for leading the acquisition workforce.

Question. What recommendations, if any, do you have for changes in the duties and functions of the ASAF(AQ) as set forth in section 8016 of title 10, United States Code, or in Department of Defense regulations pertaining to functions of the ASAF(AQ)?

Answer. I have no recommendations for changes in the duties and functions of the position at this time; however, if confirmed, I will continually evaluate the need

for any modifications to the duties and functions of the position and will keep Congress apprised of my findings.

Question. If confirmed, what additional duties, if any, do you expect the Secretary of the Air Force to prescribe for you?

Answer. I am not aware of any additional duties likely to be assigned to the position at this time. If confirmed, I will diligently perform the duties of the ASAF(AT&L) and I will be ready to execute any additional duties as directed by the Secretary of the Air Force.

MAJOR CHALLENGES AND PRIORITIES

Question. In your view, what are the major challenges that you would confront if confirmed as ASAF(AQ)?

Answer. If confirmed, I anticipate confronting several major challenges in this position. The

Department of the Air Force is a critical part of the United States efforts, along with our allies, to promote and maintain open and free political and economic systems in a strategic competition with peer competitors. Success in this competition requires making and managing a range of key investments which will serve as major challenges for the ASAF(AT&L) position. Modernizing the capabilities of the U.S. Air Force and the U.S. Space Force are national priorities, particularly the core elements of the U.S. nuclear deterrent. In addition to managing individual modernization programs, the Department must structure and manage its acquisition processes to enable sustained innovation, which requires improvements in the acquisition of software and software-intensive systems as well as related enabling investments in the acquisition workforce. In addition, the Department is a leading element of the U.S. research and development enterprise which must invest wisely to ensure that it continues to underpin U.S. national security and economic vitality over the long term.

Question. If confirmed, what plans do you have for addressing each of these challenges?

Answer. If confirmed, I will work closely with the Department's leadership and the Congress to ensure sound management of Department of the Air Force acquisition programs by actively managing programmatic risks and working closely with the operational community to focus on addressing key warfighters requirements and fielding capability at pace with operational needs. To enable sustained innovation, I would work to leverage the tools Congress has provided to accelerate the fielding of new capabilities from both traditional and non-traditional partners and ensure effective acquisition of software through adapting acquisition processes to enable best practices in software development and cybersecurity, along with developing related skill sets in the acquisition workforce. To ensure effective investment in research and development, I would work closely with Department leadership to resource this area and extend and enhance ongoing Air Force efforts to align this investment with national and Departmental priorities, effectively leveraging related private sector investment and encouraging the development of innovative firms.

Question. If confirmed, what management actions and timelines would you establish to address each of these challenges?

Answer. If confirmed, I will engage immediately in assessing the current acquisition programs of the Department of the Air Force, the state of the Department's efforts to adapt its processes and workforce for sustained innovation, and the Department's management of its research and development investment. I will focus on ensuring that the SAF/AQ and SAF/SQ organizations are actively engaged with the Air and Space Staff organizations to ensure efforts critical to our national security are correctly prioritized and delivering needed capabilities. I will work with industry to ensure effective and accountable relationships that leverage and develop world leading capabilities with secure and resilient supply chains, and also work with Congress to understand and align our efforts according to our common priorities. Once I have completed these assessments, I would work closely with Departmental leadership to direct efforts to address the plans I've articulated as well as effectively implement direction from the Congress, the President, and the Secretary.

Question. If confirmed, what broad priorities would you establish and how would you measure progress in achieving these priorities?

Answer. If confirmed, I will establish my priorities in alignment with the plans and initiatives outlined in the previous questions as well as those of the Office of the Secretary of Defense and the Secretary of the Air Force. I will ensure these priorities are communicated to the acquisition community to ensure its efforts align with my objectives. If confirmed, I will work with Department leadership and the Congress to measure progress from clear, objective, and realistic metrics that em-

phasize the delivery of operational improvements and new capabilities along with demonstrated process improvement. The effectiveness of government research and development investments is very evident over longer time frames, but is often hard to measure in the short term. If confirmed, I would work with Department leadership and Congress to identify and monitor useful metrics for this investment.

RELATIONS WITH CONGRESS

Question. If confirmed, what actions would you take to sustain a productive and mutually beneficial relationship between Congress and the Office of the ASAF(AQ)?

Answer. If confirmed, first and foremost, I will establish and maintain open lines of communication with members of the Congressional Defense Committees and their staff. Frequent and timely updates on the Department of the Air Force programs are paramount to executing the acquisition mission and ensuring proper oversight. If confirmed, I look forward to working closely with Congress on all matters of acquisitions.

BUDGET

Question. If confirmed, by what standards would you measure the adequacy of the Air Force funding for the programs under your purview?

Answer. If confirmed, I will routinely assess the programs under my purview to ensure they are appropriately funded to deliver needed capabilities and manage programmatic risk. I will work closely with the Air Force and Space Force system commands to ensure that we are investing appropriately in the workforce to deliver the near term and long-term capabilities that nation requires. And, for overall acquisition funding, I will ensure appropriate balance across near term investments that can sustain and transform the current force and longer-term advancements for the future force.

ACQUISITION

Question. If confirmed, what would be your plan for improving Air Force acquisition activities?

Answer. If confirmed, improving Department of the Air Force acquisition will be my central priority. I will approach all working relationships with Department leadership, the USD(A&S), the USD(R&E), the Joint Chiefs of Staff, Chief of Staff of the Air Force, Chief of Staff of the Space Force, and the Air Force acquisition workforce with the 'one team, one fight' mindset. Establishing strong working relationships with these organizations is an important first step. From there, if confirmed, I will work with to adapt our acquisition process to identify, support, and enable best practices in the acquisition enterprise, including relevant best practices from the private sector. There is a clear need today to adapt our processes to enable better software acquisition and cybersecurity. There is also a need to work with industry to ensure secure and resilient supply chains for our key capabilities. If confirmed, these areas would be among my top initial priorities.

Question. What do you perceive to be the recent successes and shortfalls in Air Force acquisition activities?

Answer. I believe that the Department of the Air Force has a number of major acquisition programs that are built on solid foundations of good analysis, prudent planning, and effective risk management, especially those which are currently modernizing the nation's nuclear deterrent. There are many newer programs which are seeking to leverage rapid prototyping and new approaches to rapidly demonstrate capability and aggressively identify and address programmatic risks. If confirmed, I will assess these programs to ensure that they are being effectively managed to deliver needed capabilities. I am encouraged to see the Department embracing digital acquisition principles and taking steps to develop adaptable systems with the ability to evolve capabilities at the speed of relevance. I see effective sustainment of existing Air Force and Space Force capabilities as a clear area of challenge. As part of this, effective management of contracts and contractors is needed to improve the outcomes the acquisition system is providing to warfighters.

Question. If confirmed, what steps would you take specifically to improve oversight in the requirements determination, resource allocation, and acquisition management processes?

Answer. If confirmed, I will work with the Chief of Staff of the Air Force and the Chief of Space Operations to establish cost effective and achievable requirements for future programs with a focus on meeting current operational needs and preparing for future operational needs as part of a sound concept of operations. A key part of this effort will require being able to articulate and effectively engage over time with clearly identifiable units and organizations that represent the user community.

I will team with Air Force financial management and strategic planning leaders to ensure the budget is allocated and managed to deliver the right solutions to Department of the Air Force requirements. I will work closely with the Program Executive Officers and the System Commands to ensure effective acquisition management by improving the skills of the acquisition workforce and providing sound, consistent, and appropriate acquisition policy direction. The Department also needs to work with industry, academia, and our warfighters to develop solutions to problems using careful problem definition that informs requirements. If confirmed, I will ensure the requirements are achievable on a reasonable timeline and I will advocate for and use improved modeling and simulation capabilities, digital tools, and experimentation/ prototyping to reduce risk and inform concept development.

Question. How can the Department of Defense and the Air Force better access and integrate commercial and military technology to remain ahead of potential adversaries?

Answer. If confirmed, I will work closely with the Secretary and military leadership to identify technologies that can make a difference in the Department of the Air Force's performance of its missions and enable effective concepts of operations. When relevant technologies are identified, I will work to enable their acquisition. For many commercial and military technologies, especially those that are software-intensive, timely acquisition will require the development of new business models that enable more rapid development and adaptation of technologies while effectively aligning industry's incentives with meeting the Department's needs. It is my understanding that AFWERX, along with several of the Department's other elements and offices such as the Defense Innovation Unit, have pioneered several promising new business models designed for this purpose. If confirmed, I will work closely with the leaders of these organizations to further foster and develop these efforts.

Question. What roles do you see for developmental planning, prototyping, and experimentation in the fielding of future Air Force capabilities?

Answer. I believe that both commercial and military technology must be understood as key enablers for military missions that are carried out to advance the national defense strategy and must integrate into concepts of operations designed to meet challenges from a wide range of potential adversaries. The most stressing of these potential adversaries are peer competitors with aggressive modernization programs. The United States is challenged to effectively integrate and adapt the technologies needed to address advances made by these competitors. If confirmed, I would look to accelerate technology maturation and demonstration through prototyping and experimentation to allow the Air Force to take advantage of innovations from the commercial realm, defense industry, or academia at a faster pace.

Question. How would you propose the Air Force better plan and prepare for weapon system sustainment as part of its acquisition activities?

Answer. Effective sustainment requires good planning and it is one of the Department of the Air Force's key challenges. If confirmed, I will work with the Air Force sustainment community, industry, and other services to review the current methods for sustainment planning and ensure data-driven updates to sustainment methods. I believe sustainment is an area where digital engineering can play a large role in improving outcomes.

The National Defense Authorization Act (NDAA) for fiscal year 2020 created the Senate-confirmed position of Assistant Secretary of the Air Force for Space Acquisition and Integration. Under that provision, beginning in fiscal year 2022, this new Assistant Secretary will assume responsibilities of the Service Acquisition Executive (SAE) for the Space Force.

Question. What is your vision for the transition of appropriate SAE responsibilities to the newly established Assistant Secretary of the Air Force for Space Acquisition and Integration?

Answer. If confirmed, I would serve as the Service Acquisition Executive for the Department of the Air Force and support work to stand-up the new office. Once a Space Service Acquisition Executive is confirmed, I will ensure a seamless transition of responsibility and applicable authorities.

Question. If confirmed, what role would you play in Space Force acquisition activities until such transition occurs?

Answer. If confirmed, I will perform the responsibilities of the Service Acquisition Executive for space programs within the Department of the Air Force until there is a confirmed Assistant Secretary of the Air Force for Space Acquisition and Integration.

COST AND SCHEDULE ESTIMATES

Question. The Government Accountability Office (GAO) has reported that the Air Force's use of unrealistically optimistic cost and schedule estimates is a major contributor to cost growth and program failure.

What do you perceive to be the adverse effects of the Air Force's use of unrealistically optimistic cost and schedule estimates?

Answer. Historically, poor cost and schedule estimation has resulted in damaging churn in the Air Force's modernization portfolio and has sometimes led to shortfalls in operational capability and waste. If confirmed, I would assess the Department of the Air Force's cost and schedule estimates for its acquisition programs, including GAO's review of these programs, and make necessary and/or appropriate adjustments.

Question. If confirmed, how would you propose to counter or mitigate these adverse effects?

Answer. I understand that unrealistically optimistic cost and schedule estimates lead to unachievable expectations, as well as eventual program performance issues. If confirmed, I would ensure appropriate cost and schedule analysis is being conducted and that programs that are off course are reevaluated.

Question. What steps do you believe the Air Force can and should take to ensure that cost and schedule estimates are fair and independent, and that such estimates provide a sound basis for decision-making on Air Force programs?

Answer. If confirmed, I would abide by the policies adopted by the Department of Defense for Major Defense Acquisition Programs, which require the development of an Independent Cost Estimate by a cost agency external to the Service to be considered as part of program milestone reviews and when establishing program baselines. For other programs, I will ensure program managers are providing the Milestone Decision Authority (MDA) cost estimates at the necessary confidence level at decision reviews, pulling in Air Force Cost Analysis Agency for estimates, where needed. These cost estimates must identify the total ownership cost and major cost drivers so the MDA can make an informed decision before proceeding.

SOFTWARE ACTIVITIES AND ACQUISITION OF INFORMATION TECHNOLOGY (IT)

Question. What is your understanding of the role of the ASAF(AT&L) with respect to IT acquisition and software activities of the Air Force?

Answer. If confirmed, I will be the Service Acquisition Executive for all Department of the Air Force IT acquisition programs and I will play a key role in transforming the software activities of the Department. I would work to enable adoption of innovative software best practices, cyber security solutions, artificial intelligence and machine learning technologies across programs, while lowering barriers to agile software development and

IT INNOVATION.

Question. If confirmed, how would you plan to address systemic and persistent cultural, process, and technical barriers to improving the Air Force's treatment of software activities and IT acquisition?

Answer. If confirmed, I will make it a priority to understand where the Department of the Air Force stands in terms of software activities and IT acquisition. I will work across the acquisition and IT communities to address cultural, process, and technical barriers to IT innovation, as this is integral to providing warfighting capability.

Question. If confirmed, how would you work with the research and testing community, the Air Force's Chief Information Officer, and with the other Military Services—including their Chief Information Officers—in the development and deployment of Air Force business IT systems?

Answer. Development and deployment of IT systems is of great importance to every Service and Department and there is much to be learned from and leveraged by each other. If confirmed, I will work with the Department of the Air Force Chief Information Officer, and those of the other Services, to collaborate on ways to harness software development innovation, including institutionalizing DevSecOps to address security issues early on in the development life cycle of our systems.

Question. If confirmed, what major improvements would you make in the Air Force's development and deployment of major IT systems?

Answer. If confirmed I will quickly seek to understand the current Department of the Air Force practices for development and deployment of IT systems, with the intent to optimize efficiency and to meet the changing needs of its mission and objectives. If confirmed, I will encourage the continued use of modern business meth-

ods, as they apply in a Department of the Air Force context, to better leverage both Government and industry best practices to help the Department reduce cost, exceed performance expectations, and meet schedule goals.

Question. If confirmed, what would be your highest priority IT and software-related initiatives?

Answer. Working to adapt the Department of the Air Force's policies and practices to enable better acquisition of software and IT would be one of my highest priorities, if confirmed. The Department of the Air Force's approach to the acquisition of software and software-intensive systems must enable the regular upgrade of these systems in weeks and months, not years. I would carefully assess the status of the Department's the IT and software-related initiatives so I have a full understanding of the landscape. Where there are potential gaps or there is a lag in progress I would make it a priority to address that challenge.

Question. In your view, what is the appropriate relationship between the Air Force's efforts to implement enterprise IT programs and supporting computing services and infrastructure to support Air Force missions, and the efforts being undertaken by the Defense Information Systems Agency?

Answer. I understand the Defense Information Systems Agency (DISA) conducts Defense Information Network operations for the joint warfighter to enable lethality across all warfighting domains. If confirmed, I will learn more about the touch points and synergistic work between DISA and the Department so I can make an assessment on the appropriate relationship between the Department and DISA.

Question. If confirmed, how would you ensure that appropriate business process reengineering is undertaken and accomplished before initiating new business systems, IT program development, and deployment?

Answer. During an age in which technology disruption is the norm and business models must constantly change to adapt, business process reengineering is a journey of continuous reinvention. If confirmed, I would partner with the DAF CIO and Chief Management Officer to ensure that business models are adaptable and support continuous business transformation.

Question. If confirmed, how would you coordinate the development or procurement of cloud computing services within the Air Force with other Department of Defense and federal government cloud computing initiatives?

Answer. If confirmed, I would assess the Department of the Air Force's cloud computing initiatives as well as related initiatives across DOD to ensure that the Department of the Air Force is appropriately coordinated and leveraging the work of other entities.

Question. In your view, what is the appropriate role for cloud computing capabilities in Air Force acquisition, research, testing, and logistics programs and activities?

Answer. I expect that cloud computing will be a key enabler for Department of the Air Force acquisition, research, testing, and logistics program and activities. Acquisition is a highly complex undertaking and cloud computing offers access to scalable processing power, massive data storage and information sharing, and access to innovative algorithmic capabilities. These attributes are necessary for digital engineering and sophisticated modeling and simulation. If confirmed, I will examine this area and determine the appropriate role for cloud computing capabilities in the Department of the Air Force.

Question. Where do you believe the best opportunities for collaboration and joint execution between the Air Force and Defense Digital Service (DDS) might exist?

Answer. I understand the Defense Digital Service (DDS) team includes software developers, engineers, data scientists, designers, product managers, and digital experts from the private sector and within Government. If confirmed, I look forward to learning more about the work of DDS and finding opportunities for collaboration and joint execution.

CONTRACTING

Question. What are the major challenges facing the Air Force with respect to contracting activities?

Answer. I understand that the Air Force has a robust contracting capability, one that was leveraged by the nation to great benefit to acquire life-saving vaccines, medicines, and PPE to combat COVID-19. At the same time, I understand that there have been challenges with

Air Force contract management, including with long-term fixed price contracts that have sometimes delivered subpar performance and hindered solving warfighter problems. If confirmed, I look forward to working with the Department's leadership, including the Deputy Assistant Secretary for Contracting, to analyze the challenges, develop options, and execute solutions.

Question. If confirmed, how would you drive greater use of flexible contracting authorities while also ensuring appropriate oversight of such use?

Answer. If confirmed, I will engage with the Heads of Contracting (HCA) for the Air Force and Space Force to assess current use of flexible contracting authorities available and identify opportunities for improved use. Additionally, I would work with the Committee to identify and scope additional authorities that may enhance the effectiveness of acquisition.

Question. What additional flexible contracting authorities might you recommend the Congress enact?

Answer. At this time, I do not have any recommendations regarding additional authorities. However, if confirmed, I will engage with Program Executive Officers and the HCA for the Air Force and the HCA for US Space Force to assess any additional authorities that may be needed in the future to enhance the effectiveness of acquisition. Additionally, I would work with the Committee to identify and scope additional authorities that may be of benefit.

Question. In what instances do you believe the Air Force should use fixed price contracts for development programs?

Answer. If confirmed, I will assess the maturity of a program, technology risk within a program, and other factors to determine the appropriate contract type for that program. This is a decision that is unique for each program. A fixed-price development contract should only be used if there is appropriate program maturity and risk, which is rare.

Question. Do you perceive that the Air Force is making appropriate use of non-FAR-based contracting approaches, such as Other Transaction Authority (OTA)? If confirmed, how might you modify the Air Force's efforts to and processes for the use of these approaches?

Answer. In addition to a solid policy foundation for using these instruments, which I believe the Department of the Air Force has established, success with these contracting approaches depends critically on a skilled workforce with experience using these non-traditional instruments. If confirmed, I will continue to encourage the development of the necessary capacity to use these approaches to bolster business agility across a broader DOD and economic spectrum.

Question. If confirmed, how would you ensure that Air Force personnel are properly trained in the use of non-FAR-based contracting methodologies?

Answer. If confirmed, I will ensure Department personnel are properly trained in non-FAR-based contracting methods through organic training programs for organizations likely to benefit most, leverage use of Defense Acquisition University to provide training on Other Transactions, and leverage other tools like the Periodic Table of Acquisition Innovations that provides examples of use.

Question. In your view, what are the general advantages and disadvantages of FAR and non-FAR based contracting approaches, respectively?

Answer. Other Transactions can offer less barriers for non-traditional vendors and small businesses, as well as providing flexibilities necessary to adopt and incorporate business practices that reflect the broader commercial industry standards, best practices, and norms. It also allows for sole source follow-ons to enable continuity and reduce time for production contracts following prototyping.

MULTIYEAR PROCUREMENT CONTRACTS

Question. Section 2306b of title 10, United States Code, establishes the criteria that are prerequisite to a Military Department's exercise of multiyear contract authority.

What types of programs are appropriate for the use of multiyear contracts, in your view?

Answer. When a present value analysis shows that a multiyear contract will result in a significant savings to the Government over annual contracts and the program promotes the national security of the United States, exercising this authority is appropriate. When the criteria at 10 U.S. Code § 2306b(a) are met, multiyear contracts have the potential to generate not only savings to the Government but they can present strong incentives to industry to reduce negotiated amounts through long-term agreements with suppliers, enhance facilities investment, increase production capacity, and reduce risk through production process improvements.

Question. If confirmed, how would you ensure that the Air Force fully complies with the requirements of section 2306b?

Answer. If confirmed, I will ensure the Air Force fully complies with the requirements of section 2306b.

Question. What is your understanding of the requirement that a multiyear contract result in “significant savings,” as compared to the cost of carrying out a program through annual contracts?

Answer. Although section 2306b and the Federal Acquisition Regulation do not quantify “significant savings,” the Government must seek maximum savings when pursuing multiyear procurements. As outlined in House Conference Report 114–270, a 10 percent savings over the cost of an annual contract is a key evaluation threshold. However, each program must stand on its own merits and the present value analysis should be evaluated based on the circumstances surrounding the immediate acquisition to determine the benefits to the Government and industry.

Question. What is your understanding of the requirements regarding the timing of a Department of Defense request for legislative authorization of a multiyear procurement contract for a particular program?

Answer. Proposed multiyear contract costs must be provided with the President’s budget submission or as a budget amendment. A multiyear procurement contract may not be initiated if the contract would exceed \$750 million unless authority for the contract is specifically provided in an appropriations act and also authorized. The Department of Air Force and Congress must be committed to ensuring sufficient funds are provided to complete the multi-year contract at planned production rates.

The Navy budget request for fiscal year 2022 included insufficient funding to avoid breaking a multiyear contract for the DDG–51 destroyer program. The committee views this action as breaking a moral commitment from the Department to fully fund multiyear procurement programs for the duration of the contract. Such an action should only be taken in the direst of circumstances. The Air Force is also managing a number of multiyear contracts.

Question. Can you assure the committee that you intend to fully fund all multiyear contracts within the purview of the Air Force in future budget request and that you would only recommend a budget request that fails to do so in a dire emergency?

Answer. Yes, if confirmed, my intent is to work with Department of the Air Force leadership to fully funding multiyear contracts in budget requests.

MIDDLE TIER ACQUISITION

Question. Section 804 of the Fiscal Year 2016 NDAA authorized DOD to employ an acquisition approach (“Middle Tier Acquisition”) that was intended to support the rapid delivery of new capability to meet emerging operational needs.

In your view, what benefit has the Department of the Air Force derived from its use of Section 804 authorities?

Answer. In my view, Section 804 authorities have provided a toolset that has enabled a wide variety of rapid prototyping efforts with the potential to meaningfully reduce risk and establish new pathways toward the fielding of needed capabilities. Like any powerful tool, the key determinant of Section 804’s utility is how this toolset is used. If confirmed, I would anticipate leveraging Section 804, working with Department leadership and the Congress, to ensure we deliver capabilities to the warfighter at the speed of relevance.

Question. What risks have accrued and been accepted by the Air Force as a consequence of the use of these authorities?

Answer. If confirmed, I will ascertain how these authorities are being used and ensure programs are properly mitigating associated risks.

Question. If confirmed, what processes would you put in place to ensure appropriate oversight of the Department’s use of 804 authorities? Please explain your answer.

Answer. If confirmed, I will assess the oversight applied to these authorities and work with Department leadership and the Congress to implement any needed changes.

Question. What best practices can the Air Force employ to generate realistic and technically achievable specifications, particularly in sophisticated, rapidly-evolving technical areas such as cybersecurity, hypersonics, and artificial intelligence?

Answer. The areas identified are all areas where the work of the acquisition community must be tightly coupled with the operational community to ensure we are correctly prioritizing our efforts and solving the most acute operational problems. I believe that digital acquisition practices such as digital engineering, open systems architecture, and agile software development are best practices in these areas. They enable acquisition agility and adaptation in rapidly-evolving technical areas such as cybersecurity, hypersonics, and artificial intelligence. If confirmed, I will ensure the

acquisition community is closely engaged with operators in pursuing technology and continues to employ best practices as we develop capability to meet evolving threats.

TEST AND EVALUATION

Question. Under what circumstances, if any, do you believe it appropriate to procure weapons systems and equipment that have not been demonstrated through test and evaluation to be operationally effective, and operationally suitable?

Answer. Rigorous independent test and evaluation is one of the Department's most critical capabilities. It is essential that the Department's leaders have access to the findings and recommendations of the test community to use in making key operational and investment decisions. It is also important that this information is shared with Congress. If confirmed, I would work closely with the test and evaluation community to ensure this vital capability is maintained and resourced, and that the work of the test and evaluation community is shared with all the relevant stakeholders.

Question. What do you see as the role of the developmental and operational test and evaluation communities with respect to rapid acquisition, spiral acquisition, and other streamlined acquisition processes?

Answer. Developmental and operational test and evaluation communities play a crucial role in streamlined acquisition processes. These communities serve as the bridge between ideation and fielding of capabilities to the warfighter. They also can signal when it is time to consider off ramps for programs that are unable to meet requirements and, therefore, ensure the best use of taxpayer dollars.

Question. In your view, does the Department of the Air Force have adequate test and evaluation capabilities? In which areas, if any, do you feel the Air Force should be developing new test and evaluation capabilities?

Answer. Ensuring that the test and evaluation community is able to provide the capability that the Department of the Air Force and the nation needs will require continuous investment. I believe that additional investment in test and evaluation capability may soon be required to foster the development of artificial intelligence and autonomous systems. If confirmed, I will review the test and evaluation capabilities of the Department of the Air Force and work with Department leadership and the Congress to make any necessary changes.

TECHNOLOGY TRANSITION

Question. The Department of Defense continues to struggle with the transition of new technologies into existing programs of record and major weapons systems and platforms. Further, the Department also has struggled with moving technologies from the Department's programs rapidly into the hands of operational users.

What impediments to technology transition do you perceive to exist within the Air Force?

Answer. It has been historically challenging to overcome the proverbial "valley of death" between emerging technology solutions and acquisition programs of record. Recent attention and increased emphasis on prototyping and experimentation, as well as digital engineering and open architecture designs, have provided opportunities to improve technology transition. One of the challenges the DOD faces is a lengthy budgetary process. The Department of the Air Force needs resources, an adaptable planning process, and authorities to take immediate advantage of emerging technological advances or initiate a rapid acquisition in response to an emerging threat.

Question. To what extent could and should the Air Force Research Laboratory and other Air Force systems engineering commands play a greater role in enabling the transition of promising technologies from a successful initial demonstration to a program-of-record, which may include working with industry and the desired program executive officer (PEO) to develop and assist with a systems engineering plan necessary to achieve transition to the PEO?

Answer. If confirmed, I will assess the Air Force's recent efforts to hasten technology transition and work to identify opportunities for collaboration between the Department of the Air Force and industry stakeholders to address and overcome barriers.

Question. If confirmed, what steps, if any, would you take to enhance the effectiveness of technology transition efforts?

Answer. The Department of the Air Force must define as early as possible those technologies that will provide the greatest advantage against our peer competitors. If confirmed, I will employ prototyping and experimentation to identify technologies from multiple sources, including the Air Force Research Laboratory, academia, industry, and DOD and agency partners. This approach supports the requirements

process, getting operationally relevant capability to the field faster, while reducing acquisition risk and costs.

Question. In your view, what can be done from a budget, policy, and organizational standpoint to facilitate the transition of technologies from science and technology programs and other sources, including small businesses, venture capital-funded companies, and other non-traditional defense contractors, into acquisition programs?

Answer. It is my understanding that ensuring access to technologies from small businesses, venture backed companies, and non-traditional contractors was the impetus behind the Department of the Air Force's decision to establish AFWERX with its AFVentures division, focused on technology capture and connection with warfighter needs. I confirmed, I will assess AFWERX's efforts and work with the Department's leadership and the Congress to implement any needed changes. Further flexibility in acquisition programming and budgeting could accelerate technology transition.

AIR FORCE-RELATED DEFENSE INDUSTRIAL BASE

Question. What is your understanding and assessment of the systems and processes for identifying, evaluating, and managing risk among the entities that form the Air Force industrial base and supply chain?

Answer. The industrial base is a critical national asset and ensuring that supply chains for Department of the Air Force systems are secure and resilient is a top priority. Executive Order 14017, the supply chain work carried out by the Congressional Defense Committees, and the recent announcement of a supply chain resiliency working group DOD should further the Department's understanding of the risks and provide mechanisms to address identified issues. If confirmed, I look forward to engaging with the Department's leadership and Congress in that effort.

Question. What is your view of the current health of the industrial base that supports the Air Force?

Answer. I have seen great resiliency from the industrial base as it has recovered from and adjusted to the impacts of COVID-19. At the same time, there are significant warning signs that indicate we cannot take the health of the industrial base for granted. There has been a long-term decline in the dynamism of the defense industrial base as measured by the entrance and advancement of new suppliers who bring added innovation to solve national security problems. There is fragility among some key DOD suppliers that must be effectively managed. And there is a significant and growing risk to the industrial base from cyber threats. If confirmed, I will work with acquisition leaders to consider impacts on—and continue to grow—the industrial base to meet growing warfighter readiness requirements, reduce sustainment costs, increase supply chain resiliency, address cyber threats, and posture for the future.

Question. How should Air Force acquisition leaders consider impacts on the industrial base when addressing requirements for recapitalization or modernization of major end items such as aircraft, munitions, or key repair parts?

Answer. Impacts on the industrial base must be understood and considered in making key investment decisions for recapitalization and modernization as well as in making investments in science and technology. If confirmed, I would work closely with Department leadership so that they understand and carefully consider the industrial base implications of their decisions. If confirmed, the industrial base would also be a key consideration for me and those I would supervise in making important acquisition decisions.

Question. If confirmed, what changes, if any, would you pursue in systems and processes to improve identification, monitoring, and assessment of actions to ensure that risk in Air Force-relevant sectors of the defense industrial base is adequately managed?

Answer. If confirmed, I look forward to assessing the Department of the Air Force's systems and processes for evaluating the industrial base to determine where improvements may be made in reducing risk to the Department of the Air Force-relevant sectors of the defense industrial base. I would work with the Department's leadership and Congress to address any needed improvements.

Question. In your view, what actions should the Air Force take to maintain access to critical elements of the defense industrial base?

Answer. The Department of the Air Force should continue to assess risks to the industrial base and pursue mitigations collaboratively with the other Military Departments and OSD. I believe additional steps may be needed to prevent stagnation or sole source vendors, such as providing opportunities to and supporting innovation from new entrants and non-traditional suppliers. Additionally, the Department

needs to engage carefully and constructively with traditional suppliers to ensure key industrial capabilities are maintained and innovation in core defense systems continues. The Department of the Air Force has a particularly important role to play in advancing market shaping capabilities such as digital engineering in the industrial base which provide a foundation for future innovation and economic competitiveness. If confirmed, I will work with Department leadership and Congress to pursue these actions.

Question. If confirmed, what would you see as your office's role in working with or supporting efforts of the Air Force Office of Small Business Programs?

Answer. I believe in the power of small businesses as part of the U.S. defense industrial base and programs like the Small Business Innovation Research/Small Business Technology Transfer (SBIR/STTR) programs are especially important. If confirmed, I look forward to working with and supporting the efforts of the Air Force Office of Small Business Programs to strategize together how to leverage the innovation resident in U.S. small businesses.

Question. If confirmed, what would you see as the relationship between your office and DIU?

Answer. I understand DIU and AFWERX have a very close relationship, as well as with other innovation organizations. I am supportive of continued collaboration, and believe AFWERX provides complementary scale and organic warfighter engagement to transition technologies that DIU might identify. I understand this has been the case with the AFWERX Agility Prime program as a transition partner from DIU.

SCIENCE AND TECHNOLOGY

Question. What is your understanding and assessment of the role that science and technology programs have played and will play in developing capabilities for current and future Air Force systems?

Answer. The Department of the Air Force has historically been an avid developer and integrator of advanced technology for military advantage with significant benefits also flowing to the U.S. economy. If confirmed, I look forward to identifying and investing in a portfolio of emerging and transformational technologies to enhance Air Force and Space Force systems and ensure U.S. technological leadership.

Question. If confirmed, how would you ensure that successful Air Force science and technology programs will transition to operational warfighting capabilities?

Answer. The Department of the Air Force must define as early as possible those technologies that will provide the greatest advantage against our peer competitors. If confirmed, I will employ analysis, experimentation, and prototyping to identify technologies from multiple sources, including the Air Force Research Laboratory, academia, industry, and DOD and agency partners. This approach reduces risk, shortens the requirements process, and transitions operationally relevant capability to the field faster.

LABORATORIES AND TEST CENTERS

Question. What experience do you have in working with the Air Force's labs and test centers?

Answer. I have had limited opportunity to work directly with the Air Force Research Laboratory and Test Centers, but I am familiar with these organizations from my time working in the Department of Defense, in the private sector, and on the staff of the House Armed Services Committee. If confirmed, I look forward to engaging more deeply with the labs and test centers to ensure they continue to provide the military and economic edge the nation requires.

Question. If confirmed, what steps would you take to assess and enhance the interaction between Air Force labs and test centers and with the acquisition community?

Answer. Cooperation and collaboration across technology, requirements, and acquisition organizations is key to the modernization of our Department of the Air Force. If confirmed, I will ensure these activities are aligned to strategic priorities and outcomes, and look to enhance the relationships between these key sectors of the acquisition ecosystem.

Question. If confirmed, what steps would you take to ensure that the Air Force's labs and test centers can attract and retain a technical workforce with the necessary skills and capabilities?

Answer. If confirmed, I will work with Department of the Air Force acquisition and talent management leaders to better understand and address the challenges to recruiting and retaining a highly-skilled technical workforce as well as resourcing necessary education and training to ensure critical skills development.

Question. If confirmed, what steps would you take to ensure that the Air Force's labs and test centers have the resources they need to acquire and maintain research and testing infrastructure and equipment?

Answer. If confirmed, I will conduct a full assessment of the Air Force's labs and work with test and evaluation leaders to best support the vital work of the research labs and testing centers.

SENIOR MILITARY AND CIVILIAN ACCOUNTABILITY

Question. If confirmed, what steps would you take to improve individual and organizational accountability in acquisition management?

Answer. Accountability must be directly tied to authority and resources. If confirmed, I will continue to improve accountability and discipline in acquisitions by first ensuring program managers have the appropriate authorities to execute their missions, and second, to ensure transparency in how they execute those authorities.

Question. If confirmed, how would you propose to hold acquisition officers accountable for failing to follow acquisition laws and regulations?

Answer. Delegation of responsibility for performance and execution is paramount to the successful development of the next generation Air Force and Space Force. If confirmed, I will keep my Senior Military and Civilian Leaders accountable for their programs and emphasize the importance of training to ensure the acquisition workforce is equipped to make decisions in accordance with Federal Acquisition Regulations.

Question. What are your views regarding the appropriate standard of accountability for senior civilian and military leaders of the Air Force with regard to acquisition program failures?

Answer. Senior leaders expect to be held accountable for their decisions and actions and it is appropriate that they are so treated. Acquisition often presents the challenge that the full implications of decisions become apparent only after several years, at which point decision makers may have moved to other programs and/or duties. However, it is still important for accountability to identify and address bad or improper decisions that lead to program failures. If confirmed, I will work with the Department's leadership to ensure effective accountability in the acquisition system.

Question. If confirmed, what steps would you take to ensure that senior leaders of the Air Force under your supervision and oversight are properly held accountable for their actions and performance?

Answer. Accountability begins with setting clear performance expectations, ensuring open communication for managing issues as they arise, and then addressing performance that does not meet expected standards. If confirmed, I will work closely with the leaders under my supervision to ensure that expectations are clear and channels of communication are open. I would also hold myself accountable for setting realistic expectations and for enabling those under my supervision in the effective performance of their jobs. I would remain in close communication with the Defense Committees on what programs have been effective and ineffective, as well as corrective actions taken.

MANAGEMENT AND DEVELOPMENT OF THE AIR FORCE ACQUISITION WORKFORCE

Question. The transformation of the armed forces has brought with it an increasing realization of the importance of efficient and forward-thinking management of the acquisition workforce.

What is your vision for the management and development of the Air Force acquisition workforce, including the scientific and technical fields?

Answer. A highly-skilled acquisition workforce is critical for managing swift-moving technology and highly technical warfighting system portfolios. If confirmed, I will work with the acquisition workforce leadership to continue emphasizing the pivot to digital engineering and modern software development by leveraging commercial practices and standards.

Question. Do you believe that the Air Force has an appropriately sized acquisition workforce, with the proper skills, to manage into the future? If not, please describe the gaps you perceive to exist and how you would address them.

Answer. If confirmed, I will review the current Department's acquisition workforce, including both size and skill composition. A properly sized workforce of appropriately trained and capable civilian and military acquisition professionals is essential to effective acquisition execution.

Question. If confirmed, would you recommend any changes to the statutes, regulations, or policies regarding the Air Force's acquisition workforce? If so, what changes would you recommend?

Answer. The key to successful acquisition, technology development, and delivery of capability to the warfighter is ensuring the ability to attract, hire, and retain the best people, particularly highly-skilled technical and acquisition experts. If confirmed, I will ensure the Department of the Air Force takes full advantage of the multiple workforce authorities it has been afforded through legislation to date. I understand many of these authorities are temporary or considered pilot programs, and I will work with Congress to extend those which prove their value.

Question. If confirmed, how would you work with the Defense Acquisition University and other educational institutions to improve the education and training of all members of the Air Force acquisition workforce?

Answer. If confirmed, I plan to work closely with the Offices of the Secretary of Defense for Acquisition and Sustainment, the Defense Acquisition University, and the Department of the Air Force acquisition leadership to continue to improve the training and development provided to the acquisition workforce at all levels. If confirmed, I will work closely with the Department's Director, Acquisition Career Management, who manages the Air Force Acquisition Professional Development Program, to ensure the Department of the Air Force's training resources are fully leveraged.

Question. In your judgment, how should decision-makers determine which acquisition tasks are best accomplished by government employees, military personnel, and support contractors?

Answer. Government civilians, military personnel, and support contractors all bring different expertise and advantages to the fight. The Department relies heavily on the diversity of perspectives and acumen of the total acquisition workforce. If confirmed, I will ensure that responsibilities and tasks are appropriately assigned based on authorities required and subject matter expertise.

AIR FORCE DEFENSE CAPABILITIES

Question. What is your opinion of the necessity of modernizing Air Force weapons systems in light of current and emerging threats?

Answer. I believe the Department must continue to prioritize modernization of capabilities to ensure we as a country keep pace with technological developments and maintain the advantage over potential adversaries, especially peer competitors. If confirmed, I will ensure all modernization efforts are aligned with our strategy and executed in a cost-effective manner.

Question. If confirmed, how would you plan to balance Air Force readiness for today's conflicts and modernization for future conflicts?

Answer. Readiness and modernization are both compelling priorities that place significant demands on Department of the Air Force resources. It is my understanding that the Air Force has worked to balance its force structure and properly resource these priorities by identifying its core platforms along with a plan to consolidate around them. If confirmed, I will work to understand the Department's plans to balance its force structure and resource modernization as well as the acquisition system's role in executing these plans. In the role of ASAF(AT&L), if confirmed, I would be an advocate for the modernization resources needed to compete with potential adversaries including peer competitors.

Question. What are the most critical capabilities the Air Force needs to prioritize over the next 10 years in your view?

Answer. Nuclear modernization stands out as an essential priority for Air Force acquisition over the next ten years, but there are a wide range of other critical needs. If confirmed, I look forward to taking stock of the core functions the Nation expects of its Air Force and Space Force, relative to threat assessments provided by the intelligence community, and focus efforts on the programs that close the capability gaps. I believe that improving the Department's ability to acquire software and software-intensive systems is a major imperative.

Question. If confirmed, how would you contribute to keeping Air Force acquisition costs under control and schedules on time to ensure the U.S. taxpayer receives the best defense capabilities for their precious and scarce defense dollars?

Answer. Program performance is greatly shaped by the key decisions made at the initiation of system development. If confirmed, I would exercise milestone decision authority to ensure that acquisition programs are built upon solid technical and programmatic foundations. If confirmed, I would also work closely with the Program Executive Officers to ensure all acquisition programs are on track to meet cost, schedule, and performance criteria, and take appropriate actions where needed when this is not the case.

Question. If confirmed, how would you plan to meet both Air Force capability and capacity requirements consistent with the Defense Planning Guidance?

Answer. I share Secretary Kendall's 'one team, one fight' mindset. If confirmed, I will work with Department of the Air Force leaders to ensure the work of my office is consistent with the National Security Strategic Guidance and National Defense Strategy when issued by the Secretary of Defense.

NUCLEAR ENTERPRISE

Question. The Air Force is responsible for maintaining and operating two legs of the Nation's strategic nuclear Triad, as well as most U.S. tactical nuclear capabilities and much of the global command, control, and communications architecture needed to direct these forces. The two previous Administrations recognized the importance of modernizing aging U.S. nuclear capabilities, and prioritized investments to support the replacement and recapitalization of Air Force nuclear capabilities.

What is your understanding of the condition of existing Air Force nuclear deterrence capabilities, including delivery systems, command, control, and communications systems, and infrastructure?

Answer. It is my understanding that several systems, including the current ground-based leg of the nuclear triad, the Minuteman III Intercontinental Ballistic Missile, are operating decades beyond their initial design life. If confirmed, I will thoroughly review all legacy systems as well as the recapitalization and modernization efforts to replace them.

Question. Do you agree that modernizing all aspects of the nation's nuclear forces is a critical national security priority?

Answer. Yes. As Secretary Austin, Secretary Kendall, and Admiral Richard have noted, it is critically important to modernize our nuclear deterrent to ensure it remains credible and secure. In order to properly maintain a nuclear deterrent posture, the United States must continue its efforts to modernize and maintain all the critical elements of the nuclear enterprise. In addition to the issues created by the aging of U.S. systems, the significant investments of potential adversaries in nuclear modernization also drive the needs for modernization of the Department of the Air Force's nuclear capabilities.

Question. Do you believe that the current program of record is sufficient to support the full modernization of Air Force nuclear capabilities?

Answer. If confirmed, I will review all of the nuclear modernization programs and work with the Combatant Commands to ensure all efforts are in accordance with national priorities.

Question. Do you support the current program of record for the Ground Based Strategic Deterrent?

Answer. I support the Ground Based Strategic Deterrent (GBSD) program. If confirmed, I will carefully review the status of the GBSD program to ensure that it is postured to deliver the deterrence capability that the nation needs on schedule and at affordable cost.

Question. Do you support the current program of record for the Long Range Standoff Weapon?

Answer. I support the Long Range Standoff (LRSO) weapon program. If confirmed, I will carefully review the status of the LRSO program to ensure that it is postured to deliver the deterrence capability that the nation needs on schedule and at affordable cost.

Question. Do you support the current program of record for integrating nuclear dual-capability into the F-35A fighter?

Answer. I support the plan to integrate nuclear dual-capability into the F-35A fighter. If confirmed, I will carefully review the status of this effort to ensure that it is postured to deliver the deterrence capability that the nation needs on schedule and at affordable cost.

Question. Do you support the current programs of record for modernizing the full range of Air Force nuclear command, control, and communications systems, including the Survivable Airborne Operations Center?

Answer. Nuclear Command, Control, and Communication (NC3) is the essential nervous system that connects the nuclear triad. I support modernizing the nation's NC3 system and if confirmed, I will carefully review the NC3 portfolio and status, to include the Survivable Airborne Operations Center, to ensure that we are postured to deliver the NC3 capability that the nation needs on schedule and at affordable cost.

Question. Do you support the current programs of record for modernizing Air Force nuclear force enabling capabilities and supporting infrastructure, such as replacing the Vietnam War Era intercontinental ballistic missile security helicopters and Weapons Generation Facility construction?

Answer. I support modernizing the Air Force's Intercontinental Ballistic Missile (ICBM) security helicopters and other support facilities. If confirmed, I will carefully review the ICBM security helicopter replacement program to ensure that it is postured to deliver the security capability that the nation needs on schedule and at affordable cost.

Question. If confirmed, would you continue to prioritize resources for these programs in a manner consistent with importance of the nuclear deterrence mission, which Secretary Austin has stated is "the Department of Defense's highest priority"?

Answer. Overhauling the nuclear forces is critical for our national security. As the Secretary Austin and Secretary Kendall have stated, maintaining a safe, secure, and effective nuclear deterrent is a top Department of Defense priority. If confirmed, I will continue to prioritize resources for these programs in line with the priorities and guidance of Department leaders.

Question. What do you view as the most appropriate contracting strategy for the Ground Based Strategic Deterrent and the Long Range Standoff Weapon?

Answer. If confirmed, I will review the contracting strategies for these efforts and share my findings with Department leadership and Congress when requested.

F-35 JOINT STRIKE FIGHTER

Question. If confirmed, you may be the SAE responsible for the Joint Strike Fighter (JSF) program.

In your view, does the current management structure of the JSF program provide the optimal alignment of accountability and responsibility? Why or why not?

Answer. I am aware Congress has directed the Secretary of Defense to submit a report on potential alternative management structures for the F-35 program. If confirmed, I look forward to reviewing the analysis conducted in support of this report.

Question. What changes, if any, would you recommend to the current management structure?

Answer. If confirmed, I look forward to reviewing the pros and cons of any potential changes to the F-35 Program Office management structure and would share my views on this matter with Department leadership and with Congress when requested.

Question. What is your view of the proposed strategy for Follow-On Modernization (FOM), dubbed Continuous Capability Development and Delivery (C2D2)? In your view, is the strategy achievable and affordable? Why or why not?

Answer. I believe the F-35, as with most other defense systems, will need to be continually adapted to meet emerging threats and evolving operational requirements over its lifecycle. If confirmed, I will work closely with OSD, Air Force, Navy, and F-35 Program Office leaders to determine the best overall strategy for improving the capabilities of the F-35 fleet at affordable cost.

Question. In your view, how will the Air Force afford the sustainment of its planned fleet of 1,763 F-35As?

Answer. Sustainment costs are a significant challenge across the Air Force and are particularly important for a relatively new platform like the F-35 where key operational data is only now becoming robust and operations routine. I am aware the Air Force is currently reviewing the estimated sustainment costs of the projected F-35A fleet and, if confirmed, I will emphasize the need, and work hard, to reduce the sustainment costs of the program.

Question. The F-35 is one of the most inexpensive aircraft in the current inventory to operate, but the Air Force continues to publicly question its ability to operate and sustain the planned fleet.

If confirmed, how would you balance Operating and Sustainment costs with the required capability needed to meet the requirements of the National Defense Strategy?

Answer. Achieving a balance between capability and cost is important as the Department looks at the threats the U.S. faces today and in the future. If confirmed, I will actively engage with Air Force pilots, maintainers, and commanders to understand the key drivers of F-35 Operating and Sustainment costs and the Department's plans for managing these costs. If confirmed, I look forward to reviewing the current and proposed F-35 sustainment strategy to ensure the Department is striking the appropriate balance.

Question. What changes would you recommend to the current JSF sustainment strategy to ensure the F-35 is affordable to operate and sustain?

Answer. I do not have recommendations regarding the F-35 sustainment strategy at this time. If confirmed, I look forward to reviewing the current and proposed F-35 sustainment strategy with OSD, industry, and other Services to ensure that the

Air Force employs best practices in operating and sustaining the Air Force's F-35 fleet.

B-21 LONG RANGE STRIKE BOMBER

Question. In June 2021, the Acting Secretary of the Air Force reported that the B-21 bomber was an exemplary acquisition program.

If confirmed, what would be your role in the management of the B-21 bomber program to ensure cost, schedule, and performance remain on track?

Answer. If confirmed, I will perform active and close oversight of the B-21 program, a critical capability in the Department's nuclear modernization effort, to ensure the B-21 program cost, schedule, and performance stays on track. Also, as the Air Force Service Acquisition Executive and a member on the Department of the Air Force Rapid Capabilities Office Board of Directors, I would support the B-21's Milestone Decision Authority, the Under Secretary of Defense for Acquisition and Sustainment, in all major decisions and milestone reviews pertaining to the B-21 Raider program.

Question. The NDAA for fiscal year 2017 directed enhanced reporting of B-21 program cost, schedule, and performance data to GAO for more frequent assessments and focused oversight.

If confirmed, specifically what would you do to assess and implement proactive approaches to increase the transparency of the B-21 program to the American public?

Answer. If confirmed, I will ensure the Air Force and the Department of the Air Force Rapid Capabilities Office continue to work closely with the intelligence community to appropriately balance protecting national security information with providing as much transparency as possible to the American public, understanding that the B-21 program classification was established to protect vital technologies and capabilities. If confirmed, I would commit to communicating program progress to Congress and the American public.

PRESIDENTIAL AIRCRAFT REPLACEMENT (PAR)

Question. The Air Force's total cost estimate for PAR program development is \$4.8 billion in fiscal year 2021 dollars. After President Trump stated, "[PAR] costs are out of control, more than \$4 billion," the Boeing CEO stated his company will, "get it done for less than that... we're going to make sure that he gets the best capability and that it's done affordably."

If confirmed, how would you ensure the Air Force keeps PAR development costs "less than that," especially as the Air Force signed a development contract with a cost-plus reimbursement structure?

Answer. If confirmed, I will review the PAR program in detail, to include its contract and cost structure, working closely with the Defense Acquisition Executive and Air Force leadership, to ensure the program is, and remains, on track to meet cost, schedule, and performance criteria.

ADVANCED BATTLE MANAGEMENT SYSTEM

Question. The Air Force is currently developing its Advanced Battle Management System through a number of short-term efforts to rapidly field capabilities.

What is your view on the approach the Air Force is taking to the development of this essential system?

Answer. I understand the importance the Department of the Air Force has placed on leveraging emerging technology to enable significant advances in command and control. I support the ABMS program's objective to lead the way in developing the Department's push toward Joint All-Domain Command and Control (JADC2) in coordination with programs in the other services. I believe it makes sense to leverage the rapid prototyping tools that Congress has provided as part of this effort. I concur with the comments that Secretary Kendall has made about focusing the ABMS program on providing significant capability to operational commanders. There can be no system where it is more essential to serve the needs of operational forces than a command-and-control focused system such as ABMS. If confirmed, I will assess the progress that the ABMS program has made to date and work with Secretary Kendall, the Department's military leadership, and Congress to ensure the program is appropriately focused, resourced, and managed.

Question. In your view, does the Air Force approach properly balance the need for rapid development with the key elements of a business case?

Answer. If confirmed, I will assess the ABMS program and evaluate the program's acquisition approach and business case. I would inform the Congress of my conclusions and work with Congress in ensuring the program is well executed.

Question. What changes, if any, would you recommend to the program, if confirmed?

Answer. At this time, I do not have recommendations to make on the ABMS program but if confirmed, would keep Congress regularly informed on the program's plans and progress.

Question. If confirmed, how would you ensure integration of the program with the efforts of the other Military Services and Joint Staff efforts to further Joint All Domain Command and Control?

Answer. I understand the importance and challenge of integration in any effort across other Military Services and the Joint Staff to fielding warfighting capability. If confirmed, I would work closely with colleagues in the other services to ensure the necessary integration.

REPLACEMENT OF THE E-4B NATIONAL AIRBORNE OPERATIONS CENTER (NAOC)

Question. The E-4B will be reaching end of life in the late 2020s. This is a unique asset for performing the full range of the Secretary of Defense's title 10 responsibilities, including nuclear command, control, and communications. There is concern that a possible split of the missions of the NAOC among separate future aircraft could cause a loss of functionality in the E-4B's current mission sets.

What are your views on the current approach to the E-4B replacement program?

Answer. It is essential that we continuously modernize and upgrade our nuclear command and control capabilities even as we modernize the other elements of our nuclear deterrent. I understand E-4B serves as the National Airborne Operations Center and is a key component of the National Military Command System for the President, the Secretary of Defense, and the Joint Chiefs of Staff. If confirmed, I will assess plans to replace this system and work with Department leadership and the Congress to ensure we field all needed command and control capabilities.

Question. If confirmed, how would you ensure that any replacement program retains the capability to perform the full E-4B mission set, now and in the future?

Answer. I understand the importance of these nuclear command, control, and communications capabilities, and if confirmed, I will ensure they are modernized and upgraded.

Question. Will you commit that, if confirmed, should you determine at any time that the acquisition of the E-4B replacement will not meet all combatant commander requirements, you would promptly inform the congressional defense committees of your determination?

Answer. If confirmed, I will do the required capability analysis of the replacement plan and will inform the Congressional Defense Committees accordingly.

MUNITIONS

Question. Air Force munitions inventories, particularly those of precision guided munitions, have declined significantly due to high operational usage, insufficient procurement, and a requirements system that does not adequately account for the ongoing need to transfer munitions to our allies and for operations short of major combat.

If confirmed, what steps would you take to ensure the Air Force has sufficient inventories of munitions to meet combatant commanders' needs?

Answer. If confirmed, I will work to ensure our Combatant Commanders are supported and equipped to meet both current and future threats. I will work with the Secretary and military leadership to ensure that the Department has a robust requirements process for munitions that supports both national interests and those of close international partners.

Question. How would you accelerate the development and production of 5th Generation Weapons to meet the requirements of the National Defense Strategy?

Answer. If confirmed, I would work with Congress and Department of the Air Force leadership to ensure the acquisition of the weapons capabilities needed to support the Department's mission including leveraging allied technology contributions where possible. To keep pace with near peer adversaries, I would also support effective management techniques to accelerate acquisition including the use of consolidated program elements where it makes sense to do so.

Question. If confirmed, what steps would you recommend to bolster the munitions industrial base's depth and surge capacity?

Answer. The ability to effectively and affordably develop and produce munitions is a core capability of the U.S. industrial base. It is often the case that munitions procurement is cyclical, rising during periods of intense conflict and decreasing when operational tempo slows. If confirmed, I will work to mitigate the impacts such cycles have on industry and develop working solutions that sustain the indus-

trial base while increasing the nation's ability to field innovative new weapon capabilities.

SPACE

Question. What is your view on the desirability and efficacy of greater competition for the launch of Department of Defense payloads?

Answer. I believe competition is critical for affordability and encourages innovation in industry. If confirmed, I expect to continue the DOD's strategy of fostering competition as appropriate, which includes within the launch industrial base.

Question. The NDAA for Fiscal Year 2017 prohibits the use of Russian rocket engines after December 31, 2022. In your view, how soon could U.S. dependence on the use of Russian rocket engines be ended? Could this dependency be ended even before December 31, 2022, in your view?

Answer. It is my understanding that the DOD has already procured its last Atlas V launch service using the Russian RD-180 engine. If confirmed, I will assess launch requirements in order to ensure our dependency ends on time or before, if possible.

Question. In your view, how should the two SAEs in the Department of the Air Force acquisition structure function so as to promote efficacy, while minimizing duplication of effort?

Answer. It will be essential for the two SAEs in the Department of the Air Force to work in close partnership to ensure effective acquisition and integration of needed warfighter capabilities. It is my understanding that current planning for the two organizations is postured to promote a close partnership that leverages common functional capabilities to promote efficiency. If confirmed, I will ensure the ASAF(AT&L) organization supports the Space SAE and its organizational construct.

CYBER AND ELECTRONIC WARFARE

Question. Cyber operations cut across many departments and agencies of the Federal Government, from the intelligence community to the Department of Defense, the FBI, Homeland Security, the State Department, the Justice Department, and so on. The cross-cutting nature of these operations, coupled with the complexities associated with the cyber domain, severely challenge the ability of the interagency effort to integrate and collaborate effectively.

Do you believe the Air Force is organized and postured appropriately to address the full spectrum of cyber threats to the Air Force's air, space, and cyberspace operations?

Answer. In general, I believe the Department of Defense needs improvement in its ability to effectively acquire cyber capabilities along with other software-intensive capabilities. If confirmed, I will assess the current posture of the Air Force to address cyber threats and carryout cyber operations, and the effectiveness of the acquisition system in supporting these efforts. I would work with Department leadership and the Congress to implement needed improvements.

Question. What are your recommendations for improving Air Force acquisition of offensive and defense cyber capabilities?

Answer. Central to improving the acquisition of cyber capabilities is the ability to work closely with cyber operators to understand their needs and continuously update acquisition efforts to keep pace with those needs. If confirmed, I will review current efforts and work with cyber leaders across the Department to ensure warfighters are armed with the cyber capabilities necessary to compete in this dynamic and ever evolving threat environment.

Question. The Defense Department recently released its electronic warfare (EW) strategy. The Air Force has relied more heavily on Navy and Marine Corps EW capabilities since retiring the EF-111 Raven aircraft in 1998.

In your view, what should be the appropriate Air Force contribution to U.S. EW capabilities?

Answer. EW is a vital mission area for U.S. operations and a clear area of focus for potential adversaries. If confirmed, I will assess the Air Force's EW capabilities to ensure they are adapting to meet adversary threats and enable U.S. forces to effectively operate across the electromagnetic spectrum. I would work with colleagues across the Department to integrate Air Force and Space Force EW capabilities to enable joint operations. I would work with the Congress to implement any needed changes in the Air Force's EW capabilities.

FUTURE TANKER REQUIREMENTS

Question. A high-intensity conflict in INDOPACOM would severely tax the existing Air Force tanking capacity, given the need to maintain simultaneous support to

nuclear deterrence operations. In addition to requiring more capacity, pacing threats imply the need for greater survivability of tanker aircraft than converted commercial airliners can readily provide.

What are your views on the priority and affordability of increasing the capacity and survivability of the strategic tanker force?

Answer. The tanker force enables the United States to project power, particularly in the Indo-Pacific theater. I understand that recapitalizing the aging tanker fleet has been a priority for the Department of the Air Force to enable continued force projection in an increasingly demanding operational environment. If confirmed, I will work with the Secretary and the Air Force Chief of Staff to deliver the tanker capabilities needed by the warfighter to operate in a complex anti-access/area denial threat environment demanded by the pacing threat.

Question. Are there other missions requiring heavy lift aircraft, such as cargo transportation, that would benefit from a modernized and more survivable platform?

Answer. I believe emerging capabilities pose a risk to logistics efforts, including to cargo aircraft. Modern and survivable aircraft are important to maintaining a credible military deterrent. If confirmed, I will work with the Secretary and the Air Force Chief of Staff to deliver the airlift capabilities needed by the warfighter to operate in a complex anti-access/area denial threat environment.

SUSTAINING AIR POWER AND LOGISTICS SUPPORT IN GREAT POWER CONFLICTS

Question. The People's Republic of China's (PRC) anti-access/area denial strategy includes deploying massive numbers of long-range ground attack missiles and formidable long-range air defense systems and capabilities. The PRC's ground-attack missiles are intended to threaten the airfields and carriers from which fixed-wing aircraft are launched and recovered, and thereby limit the effectiveness of U.S. 5th generation fighters and limit our ability to conduct re-supply operations using existing transport aircraft.

Broadly speaking, what technical and operational approaches do you think are viable to operate from locations that are within PRC missile ranges?

Answer. At this time, I do not have the access required to assess the Department's analysis of potential technical and operational approaches to these challenges. If confirmed, I will work with Air Force leadership and the Combatant Commands on the required capabilities to ensure the effectiveness of military forces operating within range of adversary forces.

Question. What relative priority and importance do you ascribe to these approaches?

Answer. If confirmed, I will work to assess the Department's approach to these operational challenges and properly prioritize responses.

Question. In your view, should the Air Force examine the potential of runway-independent vertical take-off and landing (VTOL) approaches to resupplying forward forces along the island chains in INDOPACOM?

Answer. It is my understanding the Air Force is collaborating with technology start-ups and investing to develop electric vertical takeoff and landing aircraft through AFWERX Agility Prime. If confirmed, I look forward to learning more about this effort and commit to providing information to the Committee on possible applications of this emerging technology.

ENERGY AND ACQUISITION

Question. How can our acquisition systems better incorporate the use of energy in military platforms, and how, if at all, are assessments of future requirements taking into account energy needs as a key performance parameter?

Answer. The Department of the Air Force of the future must lean on commercial industry and emerging technologies to maximize energy in new platforms. I understand existing platforms have historically looked at performance as a parameter and not energy efficiency. If confirmed, I will ensure energy efficiency is considered as a Key Performance Parameter. This not only ensures maximum performance of systems but also reduces the operating costs of our systems. Therefore, this is a critical item when evaluating systems.

SEXUAL HARASSMENT

Question. In responding to the 2018 DOD Civilian Employee Workplace and Gender Relations survey, 17.7 percent of female and 5.8 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.

What is your assessment of the current climate regarding sexual harassment and gender discrimination in the office of the ASAF(AQ)?

Answer. I find the results of the 2018 survey, and other related surveys of the Department's workforce on these issues that I have seen discussed in the media, troubling. If confirmed, I will make it a priority to review the organization's most recent climate survey and develop an informed assessment of the current climate. I also will ask for an overview of policies and practices in place to foster a safe, inclusive, and professional work environment. If confirmed, I will work closely with Secretary Austin and other relevant members of Department leadership to ensure that our efforts are fully engaged in all efforts to combat sexual harassment and gender discrimination. I can assure you there will be no tolerance for any form of sexual harassment or discrimination of any kind.

Question. If confirmed, what actions would you take were you to receive or become aware of a complaint of sexual harassment or discrimination from an employee of the Office of the ASAF(AQ)?

Answer. If confirmed, I would follow the Department of the Air Force reporting guidelines in instances of sexual harassment or discrimination and would take appropriate action based on the findings of any resulting investigations.

CONGRESSIONAL OVERSIGHT

Question. 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.

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

Answer. Yes.

Question. Do you agree, without qualification, 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? Please answer with a simple yes or no.

Answer. Yes.

Question. Do you agree, without qualification, 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? Please answer with a simple yes or no.

Answer. Yes.

Question. Do you agree, without qualification, 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? Please answer with a simple yes or no.

Answer. Yes.

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

Answer. Yes.

Question. Do you agree, without qualification, 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? Please answer with a simple yes or no.

Answer. Yes.

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

Answer. Yes.

[Questions for the record with answers supplied follow:]

QUESTIONS SUBMITTED BY SENATOR JEANNE SHAHEEN

REMOTE VISION SYSTEM

1. Senator SHAHEEN. Mr. Hunter, with the importance of the KC-46 to the Air Force, it is imperative that fixing the aircraft's Remote Vision System is a priority. If confirmed, will you commit to personally reviewing the schedule and plans for the KC-46 Remote Vision System 2.0 redesign and implementation, in search of any issues standing in the way of declaring operational capability for non-refueling missions, like cargo, aeromedical, and passenger flights?

Mr. HUNTER. I know fielding a KC-46A capable of performing operational missions is an important step in recapitalizing the Air Force's aging tanker fleet. In the role of ASAF(AT&L), if confirmed, I will make it a priority to get the full details, schedule, and plan for the KC-46 Remote Vision System redesign. I will identify any issues standing in the way of declaring operational capability for non-refueling missions and implement appropriate solutions.

SMALL BUSINESS INNOVATION RESEARCH

2. Senator SHAHEEN. Mr. Hunter, I have long supported the Small Business Innovation Research (SBIR) and Small Business Technology Transfer (STTR) programs across the Federal Government. At the Department of Defense (DOD), I believe those programs are critical tools to drive innovation and foster development of small businesses in an industry otherwise dominated by large companies. In the Fiscal Year 2017 National Defense Authorization Act (NDAA), I was able to secure a 5 year SBIR/STTR reauthorization. However, that authorization is due to end in 2022. How important do you believe the SBIR/STTR program is for the Air Force and Space Force's efforts to procure innovative technologies?

Mr. HUNTER. The Department needs to harness the innovative power of the country's small businesses now more than ever. As a Nation, we face strategic competition from China and other peer competitors that spans the economic, political, and military realms. I believe bringing small businesses into the DOD research and development arena through the Small Business Innovation Research/Small Business Technology Transfer (SBIR/STTR) program is an important step to meeting this challenge. If confirmed, I look forward to leveraging the program to help small businesses explore their technological potential to meet critical national, as well as Air Force and Space Force, needs.

3. Senator SHAHEEN. Mr. Hunter, do you believe the Department of Defense would benefit from the permanent reauthorization of this critical program?

Mr. HUNTER. Yes. From my current knowledge and understanding of the program, I believe the DOD would benefit from the permanent authorization of the Small Business Innovation Research/Small Business Technology Transfer (SBIR/STTR) program.

QUESTIONS SUBMITTED BY SENATOR ELIZABETH WARREN

GLOBAL POSITIONING SYSTEM ENTERPRISE SOLUTION

4. Senator WARREN. Mr. Hunter, as you know our airborne systems, whether aircraft or weapons, rely heavily on the Global Positioning System (GPS) for much of their navigation and targeting capability. This reliance has created a vulnerability, as adversaries have increasing capability to undermine or defeat GPS. There is great urgency to address this vulnerability. In May 2021, the Government Accountability Office (GAO) issued a report titled, "Defense Navigation Capabilities". The report documents DOD's failure to field alternatives to GPS-based navigation and underscores the need for senior leadership to address the challenge. Chapter 4 of the report, "Alternative PNT [positioning, navigation, and timing] Challenges and Options That May Help Address Them," presents a series of institutional obstacles and management failures that continue to prevent the development and adoption of urgently required alternative navigation capabilities, especially for GPS-denied environments:

4.1.5 Complex and costly integration

"[I]ntegration is both expensive and time consuming, resulting in platforms using outdated PNT technology. One DOD official stated that integration is often addressed on a case-by-case basis due to the number of platforms that require PNT. Another DOD official stated that customized integration drives up costs. Two officials from different military services cited increased costs associated with integrating a new technology into a legacy system."

4.1.6 Limited transfer of new technologies to operational systems

“Experts said that transitioning alternative PNT technology from R&D [research and development] to a program of record is a challenge. According to the PNT Roadmap, new technologies can be demonstrated to show that they work, but few successfully transition to operational systems. The PNT Roadmap cites multiple reasons, including some of the challenges described above such as unclear performance requirements and complex and costly integration.”

“In addition, one DOD official said vendor lock-in on the platform level (where the program is dependent on the vendor, making it costly to switch to a new technology) is a challenge.”

My understanding is that the Office of the Secretary of Defense (OSD) and the Air Force have made progress on the development of solutions that utilize updated acquisition approaches using small business innovation to provide the necessary solutions. Moreover, these efforts have focused on providing an enterprise solution applicable to not simply one system but many systems in a rapid and cost-effective approach to integration and fielding.

Do you see this as a serious problem worthy of senior leadership attention?

Mr. HUNTER. Yes. Overcoming the type of obstacles outlined in the GAO report is worthy of senior leadership attention, not only in terms of fielding alternatives to GPS-based navigation, but also across many of the Department of the Air Force’s modernization efforts to overcome increasing operational challenges presented by peer competitors. Solving challenges with vendor lock, legacy system integration, and transitioning and fielding innovative technology is vitally important for the Department. If confirmed, as the Assistant Secretary of the Air Force for Acquisition, Technology, and Logistic, I will fully explore these challenges and potential solutions, including for alternative PNT approaches.

5. Senator WARREN. Mr. Hunter, if confirmed, will you work within the Air Force, with OSD, and with us in Congress to ensure these problems are addressed in an effective and timely manner?

Mr. HUNTER. As Secretary Kendall has said, the Department is being more effectively challenged militarily today than at any other time in our history and as a nation there isn’t time to waste. If confirmed, I will work within the Department of the Air Force, across the Services, with OSD, and with the Congress to timely and effectively address these problems.

QUESTIONS SUBMITTED BY SENATOR JACKY ROSEN

SOLE SOURCE CONTRACTS

6. Senator ROSEN. Mr. Hunter, I have heard concerns about vendor lock within the Air Force. Relying on sole-source contracts to the largest defense contractors can be expedient, but does not always result in the best value or capability for the Government. In August, the U.S. Court of Federal Claims appeared to contemplate this when it ruled that the Air Force unjustly awarded a particular sole-source contract for helicopter upgrades and directed the Air Force to inject more competition into the upgrade program. If confirmed, how do you plan to maintain a healthy industrial base by taking steps that break vendor lock and allow mid-tier original equipment manufacturers (OEMs) to have more opportunities to fairly compete for programs?

Mr. HUNTER. Department of the Air Force modernization in this time of strategic competition relies on a strong competitive industrial base that can provide innovative capabilities at the speed of relevance. If confirmed, I will lead the acquisition community and work with industry to reduce vendor lock and increase competition, while ensuring careful and thorough treatment of data rights and intellectual property with the long-term lifecycle in mind. Skillful implementation of digital acquisition and modular open systems approaches will expand competitive opportunities throughout a product/weapon system life cycle. Additionally, embracing additive manufacturing and other advanced manufacturing and digital engineering techniques will help address vendor lock and obsolescence problems. Last, I understand the Department has also stood up the DAF Intellectual Property (IP) Cadre—a cross-functional team of IP subject matter experts—that is focusing on tackling the challenge of vendor lock while addressing legitimate industry interests in IP.

QUESTIONS SUBMITTED BY SENATOR THOM TILLIS

F-35 JOINT STRIKE FIGHTER

7. Senator TILLIS. Mr. Hunter, new lot aircraft are performing much better, and the overall readiness rates of the F-35 are now reported as the highest in the Fighter inventory. The program requires a steep production ramp in the coming years, and the sustainment enterprise has reached the point where it can maintain and sustain the already fielded aircraft. The Joint Program Office has stated they believe industry capacity has now reached levels where sustainment and procurement no longer compete. Given the F-35 sustainment costs are cheaper than every combat aircraft with exception of the F-16 and A-10, are you concerned about sustainment costs?

Mr. HUNTER. Yes. Sustainment costs continue to place stresses on the Services, particularly the Air Force which operates the largest number of these vital aircraft. As key operational data is aggregated, the Air Force will be able to adjust sustainment strategies and implement further affordability measures. If confirmed, I will work with the Joint Program Office, Department of the Navy, the Office of the Secretary of Defense, and industry to ensure the Air Force is employing cost effective and affordable strategies to sustain the F-35A for the long term.

8. Senator TILLIS. Mr. Hunter, do you believe, as Secretary of the Air Force Frank Kendall has stated, that the best way to decrease F-35 sustainment costs is to increase the size of the fleet?

Mr. HUNTER. Increasing the size of the F-35A fleet would definitely allow the Air Force to achieve greater economies of scale by spreading the fixed costs associated with the F-35 fleet over a larger number of aircraft, reducing sustainment cost on a per aircraft basis. If confirmed, I will work with the sustainment enterprise to assess and implement every viable method, such as bolstering the supply chain, to further reduce sustainment costs.

9. Senator TILLIS. Mr. Hunter, now that the Air Force has closed the 4,000 person maintainer gap for Active Duty, do you still plan to transition maintainers from legacy platforms in order to build a sufficiently sized and qualified team of F-35 maintainers?

Mr. HUNTER. I do not have enough insight at this time into the specific Air Force maintenance personnel requirements and plans for the F-35 and legacy aircraft, such as the A-10. If confirmed, I look forward to engaging with Air Force leadership to understand the strategy and how the acquisition enterprise can assist in implementing it.

QUESTIONS SUBMITTED BY SENATOR DAN SULLIVAN

READINESS

10. Senator SULLIVAN. Mr. Hunter, over several years this Committee has worked tirelessly to restore military readiness—across each of our Services—to levels that would enable our success in a conflict. We've had some success, but there is still a lot of work to do. If you have not done so already, I recommend that every senior defense leader read T.R. Fehrenbach's "This Kind of War", which provides a cautionary tale of our Nation's failure to adequately fund and train our Armed Forces before the Korean War. The consequences were steep and American servicemembers paid with their lives. If confirmed, all of you—based on your positions—will invariably make decisions that directly or indirectly impact readiness. Accordingly, will you commit—if confirmed—to work with this Committee and within the Department on further bolstering military readiness to ensure the failures we endured in the Korean War never happen again?

Mr. HUNTER. I understand today's threats require the unique capabilities resident in the Department of the Air Force to be ready for any fight, anywhere. If confirmed, I commit to working with the committee and across the Services and OSD on understanding the needs of operational commanders, bolstering readiness for today's fight, and ensuring the force is modernized for both potential near-term and longer-term fights.

STRATEGY DRIVEN BUDGET

11. Senator SULLIVAN. Mr. Hunter, the National Defense Strategy (NDS) Commission report, the two previous Senate-confirmed Secretaries of Defense (SECDEF), and the previous and current Chairman of the Joint Chiefs of Staff (CJCS) have all stated the need for sustained 3–5 percent annual real growth to the defense budget

to implement the NDS, increase readiness, and advance long-overdue modernization. Further emphasizing the need for consistent and increased funding, the NDS Commission report stated, “America is very near the point of strategic insolvency, where its ‘means’ are badly out of alignment with its ‘ends’.” This critical situation is negatively compounded by the Biden administration’s dismal defense topline that does not keep pace with inflation. With these facts in mind, and understanding your ability to influence the budget will be limited to future year submissions, will each of you commit to advocating for a strategy-driven budget vice a budget-driven strategy?

Mr. HUNTER. Yes, near peer adversaries are aggressively investing in capabilities to counter the current fleets and secure future air dominance. If confirmed, I will work with Combatant Commands and Air Force leadership to advocate for a budget that is consistent with National Security Guidance and the National Defense Strategy when it is issued by Secretary Austin.

E-3 AIRBORNE WARNING AND CONTROL SYSTEM REPLACEMENT

12. Senator SULLIVAN. Mr. Hunter, the Assistant Secretary of the Air Force (Acquisition, Technology & Logistics) (ASAF(AT&L)) serves as the principal advisor to the Secretary and Chief of Staff of the Air Force for acquisition, research and development, test, production, and modernization efforts within the Air Force. The E-3 Airborne Warning and Control System (AWACS) supported the North American Aerospace Defense Command (NORAD) in intercepting over 60 aircraft off the coast of Alaska last year—the most since the cold war. This aircraft uses early 1970’s technology and an airframe designed in the late 1950’s. In February 2021, the Pacific Air Forces (PACAF) Commander, General Kenneth Wilsbach, spoke at the Aerospace Warfare Symposium and advocated for the Air Force to procure the E-7 Wedgetail to replace the E-3, which is getting “harder and harder to get airborne”. Air Force Chief of Staff General C. Q. Brown testified this year that the Air Force is looking at replacement options, including the E-7, which our Australian allies currently operate. What are your thoughts on modernizing Air Force Airborne Early Warning and Control platforms to keep pace with Chinese and Russian capabilities?

Mr. HUNTER. The Air Force is challenged by sustaining an aging fleet, including the E-3 AWACS, while also ensuring modernization with the enhanced capabilities required for the threat environment. If confirmed, I will work to gain a full understanding of all of the command and control assets for tactical operations and strategic forces and will ensure modernization programs for those systems to keep pace with and outpace Chinese and Russian capabilities.

QUESTIONS SUBMITTED BY SENATOR MARSHA BLACKBURN

AIR FORCE TESTING INFRASTRUCTURE

13. Senator BLACKBURN. Mr. Hunter, how do you see the relationship between Air Force and Space Force testing efforts and acquisition priorities, as complimentary?

Mr. HUNTER. Modernization is the top acquisition priority of the Department of the Air Force and it is not attainable without the critical role of the testing enterprise. If confirmed, I look forward to fostering a collaborative relationship with the entire test enterprise to ensure priorities are aligned to support warfighter needs.

14. Senator BLACKBURN. Mr. Hunter, how can the Air Force best ensure our testing facilities are sufficiently well-maintained and modernized to meet the demands of high-priority programs?

Mr. HUNTER. If confirmed, I am committed to working with Air Force Test and Evaluation leaders and the OSD Test Resource Management Center to focus investment on increasing current capacity demands and modernizing facilities to meet emerging national requirements.

15. Senator BLACKBURN. Mr. Hunter, Air Force testing facilities like Arnold Engineering Development Complex are forced to forgo crucial installation repairs to ensure that backlogged testing is conducted. Would cost sharing mechanisms between contractors, who directly benefit from the use of these facilities, and the base that provides the testing serve as a viable way to attack the millions of dollars in deferred maintenance across our test centers?

Mr. HUNTER. I believe that test centers provide vital capability to the Department of the Air Force and to the Nation. Our test center infrastructure is a significant national economic asset. I do not have enough information at this time to make an

informed assessment on the potential to use cost sharing mechanisms for test center modernization. If confirmed, I look forward to gaining a better understanding of test center modernization efforts and strategies to maintain these facilities with minimal impact to testing demands.

[The nomination reference of Mr. Andrew P. Hunter, follows:]

NOMINATION REFERENCE AND REPORT

PN915

AS IN EXECUTIVE SESSION,
SENATE OF THE UNITED STATES,
July 22, 2021.

Ordered, That the following nomination be referred to the Committee on Armed Services:

Andrew Philip Hunter, of Virginia, to be an Assistant Secretary of the Air Force, vice William Roper.

_____, 2021.
(Date)

Reported by Mr. Reed _____
(Signature)

with the recommendation that the nomination be confirmed.

□ The nominee has agreed to respond to requests to appear and testify before any duly constituted committee of the Senate.

[The biographical sketch of Mr. Andrew P. Hunter, which was transmitted to the Committee at the time the nomination was referred, follows:]

Bio
Andrew P. Hunter

Education:

- Harvard University, University, 1990-1994, Bachelor of Arts, June 1994
- Johns Hopkins University, 1998-2001, Master of Arts, May 2001

Employment Record:

List all jobs held since college including title or description of job, name of employer, location of work, and dates of employment.

- Director, Defense Industrial Initiatives Group and Senior Fellow, International Security Program, Center for Strategic and International Studies, Washington, DC, November 2014-Present
- Director, Joint Rapid Acquisition Cell, Office of the Under Secretary of Defense for Acquisition, Technology, and Logistics, Department of Defense, Washington, DC, May 2013 to November 2014
- Chief of Staff, Office of the Under Secretary of Defense for Acquisition, Technology, and Logistics, Department of Defense, Washington, DC, February 2011-May 2013
- Professional Staff Member, House Armed Services Committee, Washington, DC, March 2005-February 2011
- Appropriations Associate and Military Legislative Assistant, Representative Norm D. Dicks, Washington, DC, January 1999-February 2005
- Professional Staff Member, Select Committee on U.S. National Security and Military/Commercial Concerns with the People's Republic of China, June 1998-January 1999
- Legislative Director and Military Legislative Assistant, Representative John M. Spratt, Jr., August 1994-January 1999

Honors and Awards:

- Secretary of Defense's Medal for Outstanding Public Service, November 2013
- Secretary of Defense's Medal for Outstanding Public Service, October 2014

[The Committee on Armed Services requires all individuals nominated from civilian life by the President to positions requiring the advice and consent of the Senate to complete a form that details the biographical, financial, and other information of the nominee. The form executed by Mr. Andrew P. Hunter in connection with his nomination follows:]

117th CONGRESS, 2020 -- 2021
UNITED STATES SENATE
COMMITTEE ON ARMED SERVICES
ROOM SR-228
WASHINGTON, D.C. 20510-6050
(202) 224-3871

COMMITTEE ON ARMED SERVICES QUESTIONNAIRE
INFORMATION REQUESTED OF CIVILIAN NOMINEES

INSTRUCTIONS TO THE NOMINEE: Answer all questions and provide all requested information. If more space is needed, attach an additional sheet of paper to the Questionnaire and cite the part of the Questionnaire and the question number (e.g., A-9, B-4) to which the continuation of your answer applies. Unless otherwise required, an answer of "yes", "no", or "not applicable" is appropriate.

QUESTIONNAIRE, PART A

NOTE: Information furnished in this part of the Questionnaire will be made available in Committee offices for public inspection prior to the hearing, if any, and will be entered in the hearing record, also available to the public.

BIOGRAPHICAL INFORMATION TO BE MADE PUBLIC

1. Name (Include any former names you have used):

Andrew Philip Hunter

2. Position to which nominated:

Assistant Secretary of the Air Force for Acquisition, Technology, and Logistics

3. Date of nomination:

July 22, 2021

4. Education (List names of secondary and higher education institution attended, type of school [vocational, technical, trade school, college, university, military college, correspondence, distance, extension, and on-

line], dates attended, degree received, and date degree granted):

Leon High School, High School, 1986-1990, High School Diploma, June 1990
 Harvard University, University, 1990-1994, Bachelor of Arts, June 1994
 Johns Hopkins University, 1998-2001, Master of Arts, May 2001

5. **Employment record (List all jobs held since college, or in the last 10 years, whichever is less, including the title or description of the job, name of employer, location of work, and dates of employment. If the employment activity was military duty, show each change of military duty station as a separate period of employment):**

Director, Defense Industrial Initiatives Group and Senior Fellow, International Security Program, Center for Strategic and International Studies, Washington, DC, November 2014-Present
 Director, Joint Rapid Acquisition Cell, Office of the Under Secretary of Defense for Acquisition, Technology, and Logistics, Department of Defense, Washington, DC, May 2013 to November 2014
 Chief of Staff, Office of the Under Secretary of Defense for Acquisition, Technology, and Logistics, Department of Defense, Washington, DC, February 2011-May 2013

6. **Government experience (List any advisory, consultative, honorary, and other part-time service or positions with Federal, State, or local governments, other than those listed in response to question 5, above):**

Professional Staff Member, House Armed Services Committee, Washington, DC, March 2005-February 2011
 Appropriations Associate and Military Legislative Assistant, Representative Norm D. Dicks, Washington, DC, January 1999-February 2005
 Member, Criminal Justice Advisory Board, Fairfax County, Virginia, Fairfax Virginia, December 2004-April 2010
 Professional Staff Member, Select Committee on U.S. National Security and Military/Commercial Concerns with the People's Republic of China, June 1998-January 1999
 Legislative Director and Military Legislative Assistant, Representative John M. Spratt, Jr., August 1994-January 1999

7. **Business relationships (List all positions currently held as an officer, director, trustee, partner, proprietor, agent, representative, or consultant of any corporation, firm, partnership, or other business enterprise, and of any educational or other institution):**

Consultant, Susquehanna International Group

8. Memberships (List all memberships and offices that you currently hold, as well as any memberships and offices you have previously held in professional, fraternal, scholarly, civic, business, charitable and other organizations):

Trustee, Little River United Church of Christ
 Director, Procurement Roundtable
 President and Trustee, Montessori School of Northern Virginia

9. Political affiliations and activities:

- a. If you have ever been a candidate for, or have been elected or appointed to a political office, list the name of the office(s); whether you were a candidate/elected/appointed; the year(s) during which you were a candidate, or in which the election was held or the appointment was made; and the term of office (if applicable):**

No

- b. List all memberships and offices held in, and services rendered to, all political parties or election committees during the last 5 years:**

Member, Defense Agency Review Team, Biden Presidential Transition Team
 Member, Defense Policy Working Group, Joe Biden for President
 Member, Defense Policy Working Group, Hillary for America

- c. Itemize all individual political contributions of \$100 or more to any individual, campaign organization, political party, political action committee, or similar entity during the past 5 years. List each individual contribution (not the total amount contributed to the person or entity) over this period:**

Joe Biden for President, \$300, 2020
 Biden Victory Fund, \$500, 2020
 Evelyn Farkas for New York, \$250, 2020
 Act Blue, \$100, 2020
 Democratic Congressional Campaign Committee, \$250, 2018
 Act Blue, \$100, 2018
 Act Blue, \$100, 2017
 Virginia House Democratic Caucus, \$100, 2017
 Virginia House Democratic Caucus \$100, 2017
 Democratic Senatorial Campaign Committee, \$250, 2016

Hillary For America, \$100, 2016

10. **Honors and awards (List all scholarships, fellowships, honorary degrees, honorary society memberships, and any other special recognition received for outstanding service or achievements):**

Secretary of Defense's Medal for Outstanding Public Service, November 2013
Secretary of Defense's Medal for Outstanding Public Service, October 2014

11. **Published writings (List the titles, publishers, and dates of books, articles, reports, or other published materials that you have written or for which you served as co-author or editor, including articles and blogs published on the internet):**

See Attachment for List of Publications

12. **Speeches (Provide the Committee with two copies of any formal speeches you have delivered during the last 5 years—of which you have copies—in which you addressed matters relevant to the position to which you have been nominated).**

See relevant Congressional Testimony Attached:

"U.S. Ground Force Capability and Modernization Challenges in Eastern Europe" Statement before the House Armed Services Committee Subcommittee on Tactical Air and Land Forces, March 1, 2017

"DoD's Role in Competing with China" Statement before the House Committee on Armed Services, January 15, 2020

COMMITMENTS IN FURTHERANCE OF CONGRESSIONAL OVERSIGHT

NOTE: In order to exercise their legislative and oversight responsibilities, it is important that this Committee, its subcommittees, and other appropriate committees of Congress timely receive testimony, briefings, reports, records—including documents and electronic communications, and other information from the executive branch. A simple "yes" or "no" response is appropriate.

13. **Do you agree, if confirmed, and on request, to appear and testify before this Committee, its subcommittees, and other appropriate Committees of Congress?**

Yes

14. 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 timely?

Yes

15. 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?

Yes

16. 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

17. 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?

Yes

18. 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?

Yes

19. 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?

8

[The nominee responded to Parts B-F of the committee questionnaire. The text of the questionnaire is set forth in the Appendix to this volume. The nominee's answers to Parts B-F are contained in the committee's executive files.]

SIGNATURE AND DATE

I hereby state that I have read and signed Parts A and B of the foregoing Senate Armed Services Committee Questionnaire, and that the information provided therein and in any document appended thereto, is, to the best of my knowledge and belief, current, accurate, and complete.



This 3rd day of August, 2021

[The nomination of Mr. Andrew P. Hunter was reported to the Senate by Chairman Reed on October 21, 2021, with the recommendation that the nomination be confirmed. The nomination was confirmed by the Senate on February 2, 2022.]

[Prepared questions submitted to Mr. Alex Wagner by Chairman Reed prior to the hearing with answers supplied follow:]

QUESTIONS AND RESPONSES

DUTIES AND QUALIFICATIONS

Question. What is your understanding of the duties and functions of the Assistant Secretary of the Air Force for Manpower and Reserve Affairs (ASAF(M&RA))?

Answer. I understand that the duties of the office include providing guidance, direction, and oversight for the Department of the Air Force's Total Force Human Capital portfolio, which includes: personnel and manpower programs; medical readiness and health affairs; as well as Reserve Component affairs. I also understand that this role is responsible for oversight of the operation of the Air Force Review Boards Agency and its component boards.

Question. In your view, are the duties and functions of the Assistant Secretary of the Air Force for Manpower and Reserve Affairs (ASAF(M&RA)) the same for both the Air Force and the Space Force?

Answer. Yes.

Question. What background and experience do you have that qualify you for this position?

Answer. I believe that my combined national security and management experience, leading the aerospace and defense industry's talent and workforce policy efforts as well as having served nearly seven years in a variety of roles in the Department of Defense, has provided me with the experience and exposure to ensure the success of the Air Force and Space Force through the development of policies, programs and processes to improve the quality of service and quality of life of DOD servicemembers, civilians, and their families.

Over the last three years, I've built the Aerospace Industries Association's talent and workforce division from scratch. The division operates a Leadership Council comprising industry Chief Human Resource Officers, a Committee comprising Chief Diversity Officers, and working groups focused on talent attraction/development and the future of work and workspaces. In this role, I regularly convene industry leaders to share best practices, define industry-wide approaches, and explore with policymakers and experts ways to attract and develop a world class workforce. In addition, I've also led the American Rocketry Challenge, the aerospace industry's premier annual competition focused on attracting and engaging middle and high school students into STEM disciplines.

In previous roles at the Pentagon, I was involved with policy efforts during the Obama administration to open all combat positions to women, remove barriers for open service by transgender soldiers, and ensure permanent religious accommodations to certain uniform and grooming standards. From 2011–2017, I also developed

and taught an annual civil rights course at Georgetown Law that included classes focused on public employment, including the rights of servicemembers.

Finally, throughout my private sector career, both as a policy leader and lawyer, I have consistently been involved in the development and management of personnel initiatives designed to create a more inclusive workforce, as well as seeking to broaden recruiting and empower mentoring initiatives.

For over 20 years, from my first job after graduating college at a boutique national security consulting firm through my current role supporting industry's efforts to recruit, retain, and develop a 21st century workforce to support America's warfighters, I've gained a deeper appreciation for the needs of soldiers, sailors, airmen, marines, and now guardians, and the central role they fulfill in defending our Nation.

MAJOR CHALLENGES AND PRIORITIES

Question. In your view, what are the major challenges confronting the ASAF(M&RA), and how would you address them, if confirmed?

Answer. ASAF(M&RA) is responsible for oversight of both the personnel and medical portfolios within the Department of the Air Force, as such, COVID-19 response and mitigation actions will continue to be a challenge. Additionally, completing the Military Health System transformation, implementing the recommendations of the Independent Review Commission on Sexual Assault and the forthcoming requirements in the Fiscal Year 2022 National Defense Authorization Act, and building a resilient and inclusive workforce will be priorities. If confirmed, these issues will be some of the first I address by working with the staff and leadership to understand the key details and then identifying and implementing appropriate solutions.

CIVILIAN CONTROL OF THE MILITARY

Question. If confirmed, how would you adhere to and further the fundamental principle of civilian control of the armed forces?

Answer. I believe that civilian control of the military is pivotal to the foundation of our democracy. If confirmed, I would work closely with the Secretary of the Air Force and DOD leadership to follow, as well as advocate for, the appropriate civilian-military dynamics within the Department.

Question. If confirmed, how would you ensure your inclusion in the discussion, debate, and resolution of U.S. defense and national security issues?

Answer. If confirmed, in my role as ASAF(M&RA), I would develop the relationships both up and down the leadership chains required for me to exercise the responsibilities of the position. I will work with the Secretary's office to ensure inclusion in all meetings appropriate to my position. Additionally, I will maintain awareness of key topics and how they are being addressed in the staff.

PERSONNEL POLICY IMPLEMENTATION

Question. If confirmed, what Air Force and Space Force personnel policies and processes would you implement to improve the efficiency and effectiveness of human resources management—both military and civilian—across the Department of the Air Force?

Answer. If confirmed, I plan to take an extensive look at the Air Force and Space Force Human Capital strategies to ensure there is synergy between the two services, maximizing resource sharing and avoiding duplicative processes and policies. As is the case in any environment, it is my belief that efficiencies and improvements can always be made, and I intend to ensure that the Department of the Air Force is at the forefront of personnel policy best practices.

Question. What is your understanding of your responsibility, if confirmed, to inform and consult with this Committee and other appropriate committees of Congress, on the implementation of Department of the Air Force personnel policies directed by law?

Answer. I believe it is vital to maintain a strong and cooperative relationship with this Committee and all appropriate committees of Congress, to best posture the Department of the Air Force for mission success. I believe open and transparent communication is key to maintaining and improving these relationships. If confirmed, that would include regular engagements and updates to communicate all key personnel policies, to include those directed by law.

Question. If confirmed, what specific steps would you take to ensure consultation with the Committee on significant changes to Air Force and Space Force personnel policies, including when the changes are not directed by law?

Answer. If confirmed, I would ensure frequent interactions with all Defense Committees, including regularly scheduled staffer days, information visits to the Hill to

keep information flow at the forefront. Additionally, I would build Congressional notifications into the cross check for all key personnel policy updates.

NON-DEPLOYABLE SERVICEMEMBERS

Question. In your view, should airmen and guardians who are non-deployable for more than 12 consecutive months be subject either to separation from the service or referral to the Disability Evaluation System, as is current Department policy?

Answer. If confirmed, I will ensure policies that support non-deployment decisions take into account individual circumstances and the needs of the Department of the Air Force. I will also work with DAF leaders to ensure deployability rates meet the mission needs.

Question. Under what circumstances would the retention of an airman or guardian who has been non-deployable for more than 12 months be in the best interest of the Air Force or Space Force?

Answer. I do not have enough information to speculate on the frequency of this occurrence; however, I do believe there are circumstances that would warrant retention in certain circumstances. If confirmed, I will work with DAF leaders to understand the current approach, and consider mission and readiness requirements of the Department of the Air Force.

Question. In your view, how should this policy be applied to airmen and guardians with HIV? To those who identify as transgender?

Answer. I understand the Department of Defense continues to review medical and readiness policies in light of updates to medical treatments and prevention of HIV. If confirmed, I will work with the leadership across the Department of Defense to ensure individual fairness and mission readiness are considered in any updates to policy.

If confirmed, I will also work with leadership across the Department, including medical professionals to understand the current standards, their impact on readiness, and determine if any adjustments are needed.

The new Department of Defense policy on service by transgender persons, as set forth in DOD Instruction 1300.28, provides that “any determination that a transgender servicemember is non-deployable at any time will be consistent with established Military Department and Service standards, as applied to other servicemembers whose deployability is similarly affected in comparable circumstances unrelated to gender transition.”

Question. Please provide an example of a “comparable circumstance” that would be used to determine deployability of a transgender servicemember.

Answer. I have not had access to internal deliberations of the Department of the Air Force in these circumstances. If confirmed, I will work with leadership to understand the process used to make such decisions and ensure fairness and equity are balanced with mission readiness requirements.

Question. In your view, should an airman’s or guardian’s readiness to perform specific missions, functions, and tasks required in the context of a particular deployment also be considered in determining whether that servicemember is deployable?

Answer. Each case should be evaluated individually in consideration of mission readiness requirements. If confirmed, I will work to ensure those policies are applied consistently.

Question. What are your ideas for addressing the challenges of medical non-deployability in the Department of the Air Force Reserve components?

Answer. I have not had access to the non-deployability rate for the Reserve components. If confirmed, I will work with DAF leadership to understand the factors contributing to the deployability rate, assess the current rate of medical non-deployability, and I will work with Air Force Reserve leaders to address any necessary adjustments.

DIVERSITY AND INCLUSION

Question. In general, what is your assessment of the diversity of the Department of the Air Force military and civilian workforces?

Answer. I believe the Department has made progress cultivating a diverse population of talent, but as the Racial Disparity Review and the more recent Diversity Review point out, there is much room for improvement. For instance, while the DAF is far more demographically diverse at entry levels within the military and civilian workforce, it is less so at the more senior ranks and grades. If confirmed, I intend to learn more about the programs the Air Force has been pursuing to increase diversity in operational career fields, and explore ongoing barrier analysis efforts to understand issues that are affecting this uneven distribution as people progress in rank.

Question. If confirmed, how would you propose to increase diversity and inclusion within the Department of the Air Force writ large?

Answer. If confirmed, data-informed programs and changes will be key to finding solutions with long-term success in diversity and inclusion. The Racial Disparity Review and its update are an important start. Leveraging best practices from corporate America, I will work to understand the baseline, what is being measured, and determine up front what success looks like. The DAF must constantly strive to develop and build the skills of its uniformed and civilian populations in ways that make them feel valued and invested in, so that they want to stay and continue their critical service to our nation.

Question. A recent Air Force analysis of the eligible military recruiting pool and Air Force demographics found that Asian Americans are the most underrepresented racial group on Active Duty military service. Why do you believe this is the case? Specifically what would you do, if confirmed, to attract more Asian-American persons to military service?

Answer. I do believe the Department recognizes that it has not made enough of an investment in certain communities of talent, and this includes Asian Americans and Pacific Islanders, but also others like American Indians and Alaska Native communities. If confirmed, I will work closely with members of these communities to improve engagement while increasing awareness of the many career fields that enable rewarding professional service in the Air Force, not only with regard to airplanes, but also medical personnel, lawyers, engineers, information technology specialist, human relations, and meteorologists, etc. After a fulfilling career in the service to our Nation, many go on to further their career in industry, academia and the non-profit sectors. There is also an opportunity to serve in a part time capacity, by joining the Air Force Reserve or Air National Guard.

Overall, I believe the Department can do a better job of educating all communities on the benefits of service, while building bridges to underrepresented communities, to encourage and mentor talented youth to choose professions in the Air Force or Space Force.

Question. If confirmed, specifically what would you do to make progress toward the goal of ensuring that the Air Force and Space Force, at all levels, especially within the senior officer ranks, reflect the broad diversity of the nation?

Answer. It takes 25 to 30 years to groom an officer to serve as a general officer. To see benefits sooner, the DAF must look to improve its retention numbers of the diverse airmen and guardians it has in the forces today while also focusing on expanding the aperture at the beginning of the pipeline in those career fields that have the largest disparities. If confirmed, I will work to provide development opportunities and reinforce inclusive environments that expand the propensity to serve in underrepresented communities while strengthening those members' inclination to build careers in military service.

Question. If confirmed, how would you increase diversity and inclusion in the Department's civilian workforce, especially at the senior General Schedule and Senior Executive Service levels?

Answer. Ensuring diversity among civilian leaders is just as critical as it is for senior military officers. It is more than just the right thing to do, but provides an advantage by leveraging a wide variety of perspectives and experiences to solves some of the challenging problems when the stakes are the highest. If confirmed, I will work with leadership to retain the talent the Department gets in the door earlier in their careers, ensure appropriate career development opportunities free from bias, and also invest in attracting talent from industry. The DAF must invest in its diverse junior civilians so they want to stay with the Department long term—and that includes ensuring they see people like them succeeding in senior roles.

Question. If confirmed, how would you increase geographical diversity in the Air Force and Space Force—promoting the accession or enlistment of persons from areas of the country and local communities that are currently underrepresented in the military force?

Answer. If confirmed, I think the DAF must invest more in community outreach, particularly in those areas not located near military installations. The Department has put more resources into recruiting in recent years, but there is more to be done. I would also look to leverage the pop culture awareness of the Space Force and this new golden age of space to increase opportunities for public engagement, in order to enhance the visibility and recognition of the unique mission and roles that exist with the Active and Reserve components of the Services.

EXTREMISM

Question. What is your view of the prevalence and effect of extremism within the armed forces?

Answer. I believe that any amount of extremist activity within the Department of the Air Force is detrimental to the health of the organization, as it undermines morale and combat readiness. While I have not yet been privy to specific data related to airmen and guardians with extremist ties, I understand it is low but I firmly believe that extremist activities are incompatible with military service.

Question. If confirmed, what would you recommend the Secretary of the Air Force do to eliminate extremism within the Air Force and Space Force ranks?

Answer. If confirmed, I would first want to understand what the Department has already done and assess accession and recruitment policies, overall training programs, as well as the transition programs for departing members. With this information in hand, I could then, if confirmed, develop recommendations for the Secretary.

SEXUAL ASSAULT PREVENTION AND RESPONSE

Question. In your view, how adequate and effective are Department of the Air Force policies, programs, and training in regard to the prevention of and response to sexual assault in the force?

Answer. Not enough progress has been made since the last time I served in government, and I'm aware from recent incidents just how much work there still is to be done. If confirmed, I will make prevention and response to sexual assault a top priority just as the Secretary of Defense did within his first week in office. I understand the Air Force is currently re-examining its sexual harassment and assault policies, programs, and training; and exploring best practices, particularly in light of the recommendation contained within the Independent Review Commission report. If confirmed, I will work with Department leadership to implement any directed and statutory changes regarding accountability, as well as try to find additional ways to improve prevention and response.

Question. What is your assessment of the potential impact, if any, of proposals to remove from military commanders case disposition authority over most felony violations of the Uniform Code of Military Justice?

Answer. While I do not have full details of the potential impact of such proposals, if confirmed, I will work with the Secretary of the Air Force to thoroughly analyze these proposals and any other promising ideas for alternative criminal processes. If legislation in this area is enacted, I will be ready to implement in coordination with leaders in the Department.

Question. If confirmed, specifically what would you do to increase focus on the prevention of sexual assaults in the force?

Answer. If confirmed, I will confer with the Secretary, and work with DAF leadership to understand the approaches the Department is taking toward prevention, including positive prevention efforts such as the Cadet Healthy Personal Skills (CHIPS) primary prevention program. I would work with Department leaders to ensure the DAF is focused on prevention, educating and training servicemembers, holding perpetrators accountable, and implementing recommendations from the Independent Review Commission.

Question. What is your assessment of the Department of the Air Force's implementation of protections against retaliation—most notably social ostracism and reputation damage—against members of the Air Force and Space Force who report sexual assault?

Answer. This is fundamentally a leadership responsibility. If confirmed, I will partner with DAF leaders to assess the culture within commands, and ensure every airman and guardian understands retaliation against survivors is not only wrong but illegal, and I will hold perpetrators of such behaviors appropriately accountable.

The Government Accountability Office (GAO) recently found that the timing, amount, and mix of legal training provided to commanders may not be meeting their needs.

Question. In your view, do military and civilian leaders within the Department of the Air Force have the training, authorities, and resources needed to hold subordinate commanders and supervisors accountable for the prevention of and response to sexual assault and retaliation? If not, what additional training, authorities, or resources do you believe are needed, and why?

Answer. I have not had access to the Department training and resources available to military and civilian leaders; therefore, I cannot provide my opinion at this time. However, I understand that the Independent Review Commission has made a number of relevant recommendations, some of which address training, resources, and au-

thorities, and that the Department of Defense has developed a roadmap to guide implementation of such recommendations. If confirmed, I would work with DAF leadership on implementation to strengthen the approach to sexual assault and retaliation.

Question. If confirmed, what actions would you direct to improve legal training for commanders?

Answer. If confirmed, I will work with the Department's Inspector General and legal teams as well as engage Commanders to understand any improvements required or directed for prevention and response training.

SEXUAL HARASSMENT

Question. What is your assessment of the effectiveness of the military sexual harassment programs of the Department of the Air Force?

Answer. Recent reports indicate the DAF is not making the improvements needed to significantly reduce and eliminate sexual harassment, and this poses a threat to Air Force and Space Force readiness. The Independent Review Commission released its findings and recommendations, and if confirmed, I will work with OSD and Air Force and Space Force leaders to best implement changes within the DAF.

Question. In your view, do methods for tracking the submission and monitoring the resolution of informal complaints of harassment or discrimination in the force provide Air Force and Space Force leaders, supervisors, and managers with an accurate picture of the systemic prevalence of these adverse behaviors?

Answer. At this time, I do not have data available on how well the methods for tracking the submission and monitoring the resolution of informal complaints work in practice. However, I believe it is critical that these methods are as effective and efficient as possible to gain airmen and guardians' trust and confidence in the process and that starts with individuals being held appropriately accountable. If confirmed, I will work with DAF leadership to identify ways to strengthen confidence in the reporting process to help airmen and guardians see the value in reporting.

Question. If confirmed, what actions would you take to improve the quality of investigations into allegations of sexual harassment in the force?

Answer. At present, I am not aware of the issues with these investigations. However, if confirmed, I am committed to review the current investigative process and work with DAF leadership to take the appropriate steps to ensure all airmen and guardians receive a comprehensive, timely and objective investigation into any and all allegations of sexual harassment.

Question. Does the Department of the Air Force's method for recording the outcomes of informal complaints of harassment or discrimination provide leaders, supervisors, and managers with a means of identifying repeat perpetrators?

Answer. I am not familiar with the process the Department utilizes to track the informal complaints. I believe, however, that this is an issue at the core of mission readiness and if confirmed, I am committed to work with leadership to identify additional ways to continue to improve information tracking and sharing. This will ensure the Department is better able to identify potential repeat perpetrators, as appropriate and in accordance with the law.

Question. Does the Department of the Air Force's method for responding to complaints of harassment or discrimination in the civilian workforce provide appropriate care and services for victims?

Answer. I do not have data on DAF-internal methods for responding to such complaints nor what care and services are provided to civilian reporting incidents of harassment or discrimination. If confirmed, I will work with DAF leadership to ensure all military and civilian personnel are treated with dignity and respect, as well as made fully aware of their legal rights, avenues for reporting incidents, and availability of quality and professional care and services, to which they are entitled.

Question. If confirmed, what actions would you take were you to receive or become aware of a complaint of sexual harassment or discrimination from a civilian employee of the Office of the ASAF(M&RA)?

Answer. I would immediately notify the appropriate Human Resources and Equal Employment Opportunity offices. I take complaints of this nature very seriously. As such, I will ensure appropriate accountability at all levels, leverage opportunities to train and educate leaders and their staff, and reinforce my stance that this behavior has no place in the DAF workplace.

UNITED STATES AIR FORCE ACADEMY

Question. What is your assessment of the diversity of cadets at the United States Air Force Academy (USAF)? In your view, what measures could be taken to increase diversity at USAFA?

Answer. I understand from recent news reports that the Air Force Academy has consistently increased diversity over the last ten years. That said, there are substantial opportunities for improvement. If confirmed, I plan to engage with Academy leadership and others in the Department to learn what actions have been taken and identify critical areas for improvement. The Air Force Academy must continue to devote significant focus and resources on recruiting diverse talent and reducing barriers to ensure that talent has the same opportunities to succeed.

Question. What is your assessment of the efficacy of the policies and processes in place at USAFA to prevent sexual assault and sexual harassment, and to ensure that cadets who do report assault or harassment are not subject to retaliation—social ostracism and reputation damage—in particular?

Answer. I am aware that Department and Academy leadership are committed to preventing the sexual assault and harassment, reducing barriers to reporting, and holding perpetrators accountable. While there are many programs in place and others being developed, there is still much to do. If confirmed, I will work with USAFA leadership to further ensure a culture and climate that rejects retaliation against victims and upholds the Air Force and the Academy's values.

Question. What is your assessment of the efficacy of suicide prevention programs at USAFA?

Answer. I am aware of recent public reporting and understand the Air Force Academy continues to take seriously this critical issue. If confirmed, I will ensure that I am able to appropriately assess the efficacy of efforts taken to date and look at ways to improve suicide prevention processes and programs.

Question. Do you believe the current five-year minimum Active Duty service commitment for Military Service Academy graduates is sufficient return on investment for the U.S. military and the American taxpayer?

Answer. I'm not aware of any analysis done on the current commitment. The cost of higher education has escalated over the past twenty years, so too has the value of an Air Force Academy education. If confirmed, I will ensure that I understand the basis for the current commitment and review any recommended changes while ensuring that any commitment both helps the Department manage the force and facilitates retention in mission critical career fields which strengthens readiness.

Question. In your view, does USAFA contribute to the pool of military officer accessions commensurate with its attendant costs? Why or why not?

Answer. I am unfamiliar with the balance between the costs and the contributions made by this pool of officers. I am familiar with the high quality officers that are produced and, if confirmed, look forward to learning more to ensure that the nation is getting the appropriate return for its investment.

Question. How is USAFA adjusting its cadet development model to account for its role of commissioning officers into the Space Force?

Answer. If confirmed, I look forward to learning how the Academy has adjusted its curriculum to address the Space Force. The space mission in itself is not new to USAFA, so I am sure that it has programs in place and will continue to adapt and/or expand these programs to better meet the emerging needs of the Space Force.

Question. Under what conditions would you deem it appropriate, if confirmed, to permit an Air Force or Space Force officer to play professional sports prior to completing at least two consecutive years of commissioned service following graduation from USAFA?

Answer. I'm aware of this issue generally from my experience in the Department of the Army. I understand that these are unique cases that warrant individual review, and while there is value in the visibility provided to the Department from certain high performing athletes, developing professional athletes is not the role of the service academies. Rather, they exist to educate, train and develop leaders of character. If confirmed, I look forward to better understanding the benefits to the member, the Academy, and the Department before advising on such decisions.

Question. What is your understanding of the need for a so-called "tenure" track system at USAFA for civilian employees? In your view, how would such a system work under existing authorities and limitations applicable to the Federal civilian workforce?

Answer. I am not aware of any need for a tenure track system for USAFA civilian professors. If confirmed, I will ensure any tenure system considered for USAFA would conform to OPM civilian personnel policy which will ensure USAFA personnel receive the same benefits and accountability as other federal civilians.

Recently, 240 cadets were found to have violated the Air Force Academy honor code by cheating on various academic tests and assignments. The vast majority of these cadets were placed in a rehabilitative probation program. Only 15 cadets, who were found to have cheated, were disenrolled. The ASAF(M&RA) reviews these

cases and makes recommendations to the Secretary of the Air Force as to how they should be handled.

Question. If confirmed, what criteria will you use to determine whether a cadet who violates the honor code deserves to be expelled from the Air Force Academy?

Answer. If confirmed, I will make it a priority to understand the details of the honor code and the criteria used in the determination of follow on actions. Decisions about a cadet's future deserve my full understanding before I make any determination on specific criteria.

Question. If confirmed, what criteria will you use to determine whether a cadet who is expelled from the Air Force Academy should be enlisted in the Air Force or required to reimburse the government for the cost of his/her Academy education?

Answer. If confirmed, I will ensure collateral consequence determinations continue to be consistent with existing statutory requirements, personnel policies, as well as made in equity and good conscience, and in the best interest of the Department and the Nation.

Question. What evidence does the Air Force have that the current honor probation program successfully rehabilitates and improves the morals and behavior of cadets who previously violated the honor code?

Answer. I'm aware that the Air Force Academy is highly respected throughout academia and consistently ranks among the best of our Nation's colleges and universities. Although I have no metrics on the efficacy of its honor program, if confirmed, I look forward to learning more about how the honor code system is applied.

SENIOR RESERVE OFFICERS' TRAINING CORPS

Question. In your view, does the Senior Reserve Officers' Training Corps (SROTC) program remain a viable source of officer accessions for the Air Force and Space Force?

Answer. While I am not currently well versed in the details of accessions via SROTC, the geographically diverse nature of the Air Force ROTC program should provide an officer force with the wide variety of demographics, backgrounds, and experiences necessary to ensure the continued readiness of both the Air and Space Force. If confirmed, I will review Air Force ROTC to ensure it is an effective and viable source of officers.

Question. What is your assessment of the diversity in Air Force ROTC programs? What measures can be taken to increase diversity in Air Force SROTC?

Answer. I am unaware of the details of ROTC diversity programs. If confirmed, I will ensure the Department continues to place significant focus on and devote resources to recruiting diverse talent and reducing barriers to diversity.

In 2020, the Air Force began awarding full scholarships to any SROTC cadet enrolled at a Historically Black College and University (HBCU) or Hispanic-Serving Institution (HSI). HBCUs and HSIs account for only 28 percent of all African American and Hispanic SROTC cadets. Additionally, more than half of the 22 SROTC programs that fail to meet Air Force viability criteria are located at an HBCU or HSI. 70 percent of all African American and Hispanic SROTC cadets do not receive a full scholarship, despite usually attending schools with more successful SROTC programs.

Question. In your view, what role should individual merit and Air Force requirements play in determining who should receive a full ROTC scholarship? Under what conditions would you deem it appropriate for the Air Force to deviate from considerations of individual merit and Air Force requirements to award scholarships to others?

In my view, merit and requirements should always be the driving factors in selecting those that will lead America's sons and daughters in the profession of arms. If confirmed, I will ensure that I understand the scholarship process and consider any deviations on their individual merits.

Question. Which SROTC detachments have produced the most African American and Hispanic officers over the last 5 years?

Answer. Unfortunately, I do not have access to that information at this time. If confirmed, I will gather that information and follow-up as appropriate.

Question. In your view, should the Department of the Air Force continue to operate SROTC units at colleges and universities that fail to meet their minimum annual commissioning requirements? If not, please explain the factors you believe should be used to determine which units should be terminated.

In my view, the decision to discontinue operating an Air Force ROTC unit should not be solely based upon a single factor. If confirmed, I will ensure a thorough review of all available criteria that could/should inform such a decision.

Question. How would you modify the SROTC scholarship program to attract the top talent that our armed forces need to meet national defense?

Answer. Air Force ROTC scholarship programs should be designed to enable the Department to be competitive in attracting and retaining our Nation's best talent. If confirmed, I look forward to working with Department leadership, the OSD, and Congress to ensure Air Force ROTC scholarship programs are oriented as such.

Question. How would you modify the SROTC program to enhance geographic diversity in Air Force and Space Force officer accessions?

Answer. My understanding is that the Air Force ROTC program currently has detachments serving universities located in communities all across the United States. If confirmed, I will direct regularly recurring reviews to ensure the Air Force ROTC program's geographic diversity enhances accessions while continuing to meet the needs of the Department.

SPACE FORCE PERSONNEL MATTERS

Question. What is your understanding of the progress made by the Departments of Defense and Air Force in standing up the Space Force, including specifically the transfer of personnel from other military services into the Space Force ranks? What further challenges would you anticipate having to address, if confirmed?

Answer. It is my understanding that the United States Space Force has made considerable progress since Congress signed it into law in December 2019 as an independent military service under the Department of the Air Force. In particular, I know that they currently have over 6,000 uniformed guardians (and about an equal number of civilian employees). I am aware that these guardians currently are comprise both former Air Force personnel as well as members from the other military services. I am not aware of any specific challenges confronting the Space Force, but if confirmed I will work with the Secretary of the Air Force, the Chief of Space Operations and other senior leaders to ensure the Department's newest Service has the tools and policies in places as it matures to meet its mission of securing and defending U.S. interests in space and executing its mission reliably and effectively as part of the Joint Force.

Question. What unique issues or challenges, if any, is the Department of the Air Force facing with respect to promotion boards considering officers who will or plan to transfer to the Space Force?

Answer. I am not aware of any specific promotions board challenges the Space Force faces right now but if confirmed, I will look into the promotion board process and any unique challenges the Space Force might have.

Question. In your view, what is the justification, if any, for increasing the number of general and flag officers authorized in the Department of Defense to accommodate the Space Force leadership structure?

Answer. If confirmed, I will work with the Secretary of the Air Force and the Chief of Space Operations to ensure the Space Force is appropriately manned with the right levels of leadership necessary to carry out its statutory responsibilities as well as those prescribed by the Secretary of the Air Force.

Question. In your view, is the current Air National Guard structure, which supports Space Force operations, sufficient to enable the Space Force to meet mission requirements?

Answer. I know there are several options being considered for how to support the Space Force. If confirmed, I will work to gain a better understanding of the Air National Guard structure and its support to Space Force operations ensuring implementation of any proposals are efficient, effective, and appropriate for Space Force missions.

MILITARY COMPENSATION

Question. Do you agree that the primary purpose of a competitive military pay and benefits package is to recruit and retain a military of sufficient size and quality to meet national defense objectives?

Answer. Overall, yes and to the extent that it meets the specific Air Force mission objectives.

Question. What is your assessment of the adequacy of the current military pay package in achieving this goal?

Answer. In an all-volunteer force, the overall compensation package must be competitive enough to attract and retain talent. If confirmed, I will assess and advocate for any necessary changes to allow the DAF to remain competitive for talent.

Question. What changes, if any, would you recommend to the current military pay and benefits package, if confirmed?

Answer. I will need to assess the situation and be informed on recent studies as well as existing challenges within the Department of the Air Force. If confirmed, I would explore how to use existing authority to address and meet those challenges before making additional recommendations for change.

Question. What specific recommendations do you have for controlling rising military personnel costs, including entitlement spending?

Answer. If confirmed, I will work with the Secretary of the Air Force and leaders across the Department of Defense to evaluate a holistic approach since I understand that these costs comprise nearly one-third of the Department's budget. DoD has a responsibility to adequately pay and provide for servicemembers and their families. The DAF would benefit from a DOD-wide approach to address rising personnel costs that not only addresses military compensation and benefits, but also the force management and overall personnel mix decisions that affect overall costs.

PROFESSIONAL MILITARY EDUCATION

Question. The National Defense Strategy notes that professional military education (PME) has stagnated and does not foster the skills and abilities needed for independent action during combat. A recent RAND report on Air Force Professional Military Education (PME) found an imbalance in the assignment of Air Force officers to PME programs. Specifically, RAND found that a greater proportion of officers who are ranked lower by the central developmental education board are assigned to PME at Air University than those higher in the rankings, who tend to be assigned to non-Air Force schoolhouses or fellowship programs. Survey results also show that Air Force officers view PME at Air Force schools less favorably than other options, and few perceive Air University options as top quality.

Answer. If confirmed, what actions would you take to improve the quality of education at Air University?

I have not yet had the opportunity to see Air University in person, nor deep dive into their educational programs, but I do believe the development of airmen and guardians is vital to our national security. If confirmed I will look into how to improve experiences and programs at Air University for all servicemembers.

Question. What actions would you take to enhance the perception of Air Force officers about the quality and value of the Air University?

Answer. If confirmed, I look forward to talking with experts inside and external to the Department about the findings of the recent RAND report and better understanding its recommended improvements for Air University.

RECRUITING AND RETENTION

Question. What do you believe to be the primary reasons that fewer than 30 percent of American youth in the 17–24-year range are eligible for military service, and how would you propose increasing the size of that pool?

Answer. I understand that medical factors, significantly being overweight, disqualify many youth in this age group. If confirmed, I will work within DAF and across DOD to increase the number of young Americans qualified for military service in order to sustain the all-volunteer force.

Question. Similarly, why do you believe the propensity of American youth to serve in the military continues to drop and is at its lowest level in years? What would you do, if confirmed, to address this issue?

Answer. To improve propensity, the DAF must change misperceptions of what it means to serve in the military. Today, fewer Americans have a personal connection to the military than at any time in the past several decades, and the gap between the American people and their military continues to grow wider. If confirmed, I will support initiatives that bridge knowledge gaps, correct misperceptions and reinforce a consistent, positive message in the market that raises the esteem of joining the military. This will ensure youth and influencers know that serving is a great way of life and one that will provide many great opportunities.

Question. Do you believe that non-native English speakers are disadvantaged in qualifying for military service by current testing processes?

Answer. It is my understanding that the Department is in the process of conducting an overarching review of best practices used by academia to assess academic achievement for non-native English speakers. If confirmed, I will review these results and those of similar efforts, and direct actions that achieve a wider reach to all populations while maintaining appropriate enlistment standards.

Question. How would you address any such disadvantages to increase the pool of eligible and interested youth?

Answer. If confirmed, I will review the current efforts across the Department to ensure valid, reliable, and fair criteria and measures are used to access applicants

with the highest potential, to include non-native English speakers. If necessary, I will direct actions that achieve a wider reach to all populations while maintaining appropriate standards.

Question. In your view, should existing medical and other qualification standards be reconsidered to accommodate youth willing to enlist for service in certain high-demand specialties, such as remotely piloted aircraft pilots or the cyber workforce?

Answer. Although certain standards are at the core of military health and wellness, if confirmed, I believe it makes sense to review all standards to ensure continued relevance to service in the Air Force and Space Force. I am committed to working with Congress and OSD to increase interest and eligibility for military service among young Americans.

DEPARTMENT OF THE AIR FORCE RESERVE COMPONENTS

Question. In your view, do the Reserve components serve as an operational Reserve, a strategic Reserve, or both? In light of your answer, should the Reserve components be supported by increased training, improved equipment, and higher levels of overall resourcing for readiness?

Answer. I have not had access to the specifics of operational tempo in the Reserve components. If confirmed, I will work with component leadership to understand their utilization and the impact it has on recruiting, retention, readiness and resources

Question. In your view, what actions can be taken to improve permeability between the Active and Reserve components in the Air Force?

Answer. Although I am not yet aware of the specific challenges to those transitioning between Active and Reserve components, if confirmed, I would review the processes and procedures, and work to address any issues identified.

Question. In your view, what actions can be taken to improve permeability between the Active and Reserve components in the Space Force?

Answer. The Department of the Air Force is working with OSD to develop the policy and legislative proposal needed to integrate the Reserve components into the USSF. If confirmed, I will work with Space Force leadership to understand and take advantage of the opportunities presented by a new military service with a flatter organization and identify areas for innovation.

Question. In your view, are the current requirements for becoming a Joint Qualified Officer appropriate for Reserve component officers? If not, how should they be revised to better meet the needs of Reserve component officers?

Answer. Although I am not currently familiar with these requirements, if confirmed, I will work with the Reserve component leadership to examine the qualifications and ensure both part-time and full-time Reserve components have sufficient joint assignment opportunities for leadership development.

Question. In your view, is the current Air Force PME system appropriate for the Department's Reserve components? If not, what changes would you recommend?

Answer. If confirmed, I will review the DAF PME system to ensure it properly addresses and includes the Reserve components and continue to work with the Reserve component leadership to ensure all in-residence and correspondence offerings meet the Total Force needs for force development, growing leadership, and future mission execution.

MILITARY QUALITY OF LIFE

Question. If confirmed, what quality of life and morale, welfare, and recreation (MWR) programs would you consider to be a priority?

Answer. Quality of life and MWR programs are important to airmen, guardians, and their families. If confirmed, these will be a priority for me, as they are key to fostering a ready and resilient force. Quality of life programs not only build a strong DAF community, they also play an important role in recruitment and retention of the force. Those programs and capabilities that have the greatest impact on family readiness and resiliency will be my initial priority.

Question. What metric would you apply in determining which MWR and quality of life programs should be sustained or enriched and which should be eliminated or reduced in scope as ineffective or outmoded?

Answer. If confirmed, I would use data and advice from DAF leaders closest to the programs, but more importantly I will listen to feedback from airmen, guardians, and families. The data and feedback will be used to evaluate the effectiveness of MWR and quality of life services. I'll ensure the Department's efforts and resources focus where they have the most impact to the health and resiliency of the airmen, guardians, and families.

MILITARY FAMILY READINESS AND SUPPORT

Question. What do you consider to be the most important family readiness issues for servicemembers and their families?

Answer. I believe family readiness is key to sustaining a resilient and ready force. airmen and guardian retention is often linked to family readiness and the member's ability to balance it with mission demands. If confirmed, I will work with DAF leadership and DAF families to understand the complex challenges military families face on a day-to-day basis and pursue efforts that have the greatest potential to enhance DAF family readiness.

Question. If confirmed, what specific actions would you take to ensure that military families are provided with accessible, high-quality childcare, at an appropriate cost?

Answer. DAF families are reliant on quality and affordable childcare, and the Department must ensure this capability is ready and available to support the DAF's mission. If confirmed, I will meet with families to better understand their concerns and identify potential solutions that I can work with DAF leaders to implement.

Question. If confirmed, how would you ensure that airmen and guardians with special needs family members relocate to new duty stations where services are available to address those needs?

Answer. If confirmed, I would work with DAF leadership to assess the Exceptional Family Member Program. Ensuring the program is effectively relocating airmen, guardians and families to installations with the necessary medical, educational, and support services they need is a key part of family readiness.

Question. If confirmed, how would you ensure outreach to those military families with special needs dependents so they are able to obtain the support they need?

Answer. Connecting to DAF Families who have special needs dependents will be key to ensuring the success of the DAF's Exceptional Family Member Program. If confirmed, I will work with DAF leadership to better understand what touchpoints are currently established and ensure all military families with special needs dependents have a voice in obtaining the support they need.

Use of Military Leave and Carryover Authority

Question. The Department of the Air Force recently announced enhanced leave carryover authority for airmen and guardians unable to use military leave due to COVID-19 travel restrictions, effective through the end of fiscal year 2024, despite data showing that the only ranks with leave balances in excess of the existing statutory carryover authority are general officers.

What is your understanding of the importance of servicemembers using their available leave, even if travel is limited due to COVID or other factors?

Answer. I believe that use of military leave is important for the mental well-being of the force. However, I also understand the unusual circumstances many personnel have experienced due to COVID-19. If confirmed, I will review how the Department has permitted leave use and determine if other alternatives should be considered.

Question. Do you believe the use of military leave is important for the mental health of the force, and family readiness, and that it should be used rather than accumulated?

Answer. During my time at the Department of the Army, I saw military personnel undertake intense workloads, many times in high stress environments. I believe taking leave is vital to the mental health of all servicemembers and is essential to family readiness. Leave is an earned benefit that contributes to a member's ability to appropriately balance personal and professional responsibilities. How an individual chooses to use their leave is dependent on many factors and no one answer is correct for all.

Question. If confirmed, what actions would you take to encourage airmen and guardians to use, rather than accumulate, their military leave?

Answer. If confirmed, I would need to review DAF data to understand where airmen and guardians sit with leave balances and determine if there are issues. If a problem is identified, I will work to understand the factors involved and work with leadership to identify solutions.

Question. Do you believe that existing leave sell back authorities may inappropriately disincentivize servicemembers from using their leave?

Answer. I am not currently familiar with existing sell back authorities and how they incentivize servicemembers. If confirmed, I will work with DAF staff to ensure servicemembers appropriately utilize their leave.

DEPARTMENT OF THE AIR FORCE CIVILIAN WORKFORCE MATTERS

Question. How would you describe the current state of the Department's civilian workforce, including workforce morale, as well as the Department's ability to successfully recruit and retain top talent?

Answer. Civilian employees are necessary and equal partners; they cannot be managed in isolation from the other Total Force elements. The ability to recruit and retain top talent is directly tied to the quality of their work environment. Quick and deliberate responses to employee feedback increases employee engagement, improves the work environment, and elevates the workforce morale, increasing the probability of top talent selecting the DAF as their "employer of choice." If confirmed, I will continue to focus on improving DAF leadership communication and the work environment, as well as opportunities for the professional growth of civilians, and other areas supporting DAF civilian employee success.

Question. In your judgment, what are the biggest challenges facing the Department of the Air Force in effectively and efficiently managing its civilian workforce?

Answer. While the DAF has a professional and dedicated workforce, I understand that the Department needs a personnel system for all civilian airmen and guardians that incorporates flexibilities that will enhance the Department's ability to effectively compete. If confirmed, I would look to maximize the numerous hiring and compensation flexibilities and authorities the Congress has provided over the years, and look forward to continuing to evolve the force for the future.

Question. In your view, would there be any value in eliminating the moratorium on the use of A-76 public/private competitions that has been in effect since 2009?

Answer. I understand that decisions on the use of A-76 public/private competitions must weigh the health of DAF's civilian workforce against potential gains from outsourcing certain mission sets. If confirmed, I would work with experts in the Department to examine whether a change in policy would benefit DAF.

Question. In your view, how could the Department of the Air Force better utilize telework, while maintaining supervisory and employee accountability for high quality performance and the appropriate use of official time?

Answer. As I understand it, over the course of the pandemic, the DAF has successfully proved that telework is an effective tool which allows for continuity of mission regardless of employee location. While telework is a valuable tool, I also understand that it has limitations. For example, there are critical jobs in the Department that require personnel to be physically onsite at a specific location while doing their work. If confirmed, I will continue to evaluate how the DAF can effectively integrate telework and other workplace flexibilities to achieve maximum efficiency and job performance for and from civilian airmen and guardians.

TECHNICAL WORKFORCE

Question. In your view, what are the pros and cons of having Active Duty Air Force and Space Force personnel—as opposed to civilian employees—trained and working as scientists, engineers, software coders, and in other technical positions across the Department of the Air Force research, development, and acquisition enterprise?

Answer. The unique missions of both the Air Force and Space Force requires a mix of military and civilian personnel trained and working in these technical positions. Both the Active Duty military and civilians bring their own unique sets of knowledge, expertise and perspective to the enterprise; which is important to maximize the talent in these vital areas, and particularly so in these high tech services. If confirmed, I will work across the Department to recruit, develop, and retain the appropriate workforce mix needed in these technical disciplines.

SENIOR EXECUTIVE SERVICE

Question. Given that competent and caring leadership is one of the most significant factors in shaping a high-performing Department of the Air Force civilian workforce, what factors and characteristics would be most important to you in selecting candidates for appointment to the Senior Executive Service?

Answer. It is essential for the Department to recruit and select civilian leaders with a process that ensures diversity and agility in the SES corps. If confirmed, I will ensure that the selection process considers those candidates that have the technical expertise, executive leadership qualities with a proven track record of success, and commitment to serving in ever-changing environments.

Question. If confirmed, how would you ensure that SES under your authority are held accountable for both organizational performance and the rigorous performance management of their subordinate employees?

Answer. If confirmed, I will ensure DAF expectations and goals for SES performance are clearly articulated. These management policies will guarantee DAF senior executives will be held accountable for organization, subordinate, and personal performance using clear performance objectives.

ACQUISITION WORKFORCE

Question. In your view, in what ways could the Air Force better train military personnel to be acquisition professionals?

Answer. I am aware this is a priority for Secretary Kendall and if confirmed, I will work with Department's acquisition leadership to continue to improve the training and development provided to the acquisition workforce at all levels. The acquisition workforce has a wealth of development programs, training resources, and educational institutions like Defense Acquisition University. I will, if confirmed, support acquisition career management to ensure the Department is fully leveraging all available resources.

Question. How, in your opinion, could acquisition workforce management policies be modified to make and hold leaders accountable for cost overruns on procurement contracts?

Answer. Accountability must be directly tied to authority and resources. If confirmed, I will continue to improve accountability and discipline in acquisitions by first ensuring program managers have the adequate authorities to execute their missions, and second to ensure transparency in how they execute those authorities.

Question. In your judgement, how should acquisition program offices decide which tasks are best accomplished by government employees, military personnel, and support contractors?

Answer. Government employees, military personnel and contractors bring a wealth of experience and expertise to the acquisition workforce. If confirmed, after first ensuring tasks are delegated in accordance with applicable rules and regulations, I would defer to the judgement of decision-makers and work to support them by appropriately assigning tasks on the strengths and expertise of their varied workforce.

LABORATORY, SCIENCE AND TECHNOLOGY, AND TEST RANGE STEM PERSONNEL

Question. If confirmed, specifically what would you do to support the maximum use of the personnel flexibilities provided by Congress to improve the quality of the Department of the Air Force's STEM workforce?

Answer. Leading talent and workforce initiatives for the aerospace and defense industry, I'm keenly aware of the criticality of the STEM workforce in support of our Nation's national security requirements. If confirmed, I would initiate a review of all available personnel flexibilities to ensure the Department is capable of recruiting quality candidates.

Question. If confirmed, what approach would you take to delegating authority for these use of these flexibilities to the lowest appropriate level in the organization, so they can be exercised with the speed necessary to compete with private sector hiring practices by unnecessary delay and additional costs?

Answer. I have not been briefed on the delegation of authorities covering these flexibilities, however if confirmed, would support delegation to an appropriate level in order to remain competitive with industry hiring practices.

STEM EDUCATIONAL OPPORTUNITIES FOR MILITARY DEPENDENTS

Question. What role do you think the military services, including the Air Force and Space Force, should play in supporting STEM educational opportunities for military children?

Answer. I think the Department of the Air Force is uniquely positioned to provide STEM opportunities for military children. The characteristics of STEM are integrated into all of the Departments missions' capabilities in air, space and cyber. If confirmed, finding opportunities to educate and influence military children, will help positively shape the next generation of future airmen and guardians.

Question. If confirmed, how would you work with the Department of Defense research and development organizations to increase STEM educational opportunities for children of military personnel?

Answer. If confirmed, I will work with the various research and development agencies to look for potential partnership opportunities between those agencies and Department child development programs to engage DAF children in STEM educational programs.

CONGRESSIONAL OVERSIGHT

Question. 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.

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

Answer. Yes.

Question. Do you agree, without qualification, 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? Please answer with a simple yes or no.

Answer. Yes.

Question. Do you agree, without qualification, 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? Please answer with a simple yes or no.

Answer. Yes.

Question. Do you agree, without qualification, 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? Please answer with a simple yes or no.

Answer. Yes.

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

Answer. Yes.

Question. Do you agree, without qualification, 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? Please answer with a simple yes or no.

Answer. Yes.

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

Answer. Yes.

[Questions for the record with answers supplied follow:]

QUESTIONS SUBMITTED BY SENATOR JEANNE SHAHEEN

SPACE DOMAIN

1. Senator SHAHEEN. Mr. Wagner, the need to operate in contested domains like, space and cyber, are transforming the nature of modern warfare, requiring specialized knowledge and skills . . . Can you share your views on how the Air Force needs to develop the specialized skill sets needed for those missions while sustaining the capability to fill manning shortfalls in critical areas in the Active component?

Mr. WAGNER. Senator, although I have not yet had the opportunity to fully examine the Department of the Air Force's talent management and recruiting initiatives in these critical areas, I fully agree that space and cyber are transforming modern warfare. Ensuring the Department attracts, retains and internally develops both military and civilians with these priority skills will be one of my highest priorities, if confirmed.

2. Senator SHAHEEN. Mr. Wagner, many of our National Guardmembers have civilian careers that enable them to bring scope and depth to their military positions. How can we apply that advantage to emerging and evolving warfare domains, such as cyber and space?

Mr. WAGNER. Senator, there's no question that one of the strengths the Reserve Component is that those airmen can leverage their private sector experience in service to our Nation. And given the high tech mission of the Department, these Air National Guard and Air Force Reserve professionals play an outsized role by bringing their experience and specialized knowledge of cutting edge technology into a mission set unlike any other. This enhances our responsiveness to the changing character of war, and evolving warfighting capabilities. If confirmed, I will work with the Department leadership to fully leverage the unique capabilities and expertise both the Guard and Reserve bring from their civilian experience, and focus attention on talent in those emerging missions in cyber and space.

SPACE NATIONAL GUARD

3. Senator SHAHEEN. Mr. Wagner, the National Guard has been performing the space mission for over 25 years. With the creation of the Space Force, discussion has shifted to the development of a similarly aligned National Guard branch for space. What is your view on the creation of a space-oriented National Guard branch and how would the creation of such an entity enhance our space operations?

Mr. WAGNER. Senator, the 2,700 space professionals in the Reserve Component provide incredible value and expertise to the Department's space missions. I'm aware that this topic is of great interest to Congress as well as the subject of pending legislation. If confirmed, I will work with Department leadership to build a structure that brings to bear the capabilities the USSF requires, while ensuring efficient and effective implementation.

QUESTIONS SUBMITTED BY SENATOR DAN SULLIVAN

READINESS

4. Senator SULLIVAN. Mr. Wagner, over several years this Committee has worked tirelessly to restore military readiness—across each of our Services—to levels that would enable our success in a conflict. We've had some success, but there is still a lot of work to do. If you have not done so already, I recommend that every senior defense leader read T.R. Fehrenbach's "This Kind of War", which provides a cautionary tale of our Nation's failure to adequately fund and train our Armed Forces before the Korean War. The consequences were steep and American servicemembers paid with their lives. If confirmed, all of you—based on your positions—will invariably make decisions that directly or indirectly impact readiness. Accordingly, will you commit—if confirmed—to work with this Committee and within the Department on further bolstering military readiness to ensure the failures we endured in the Korean War never happen again?

Mr. WAGNER. Yes. Military readiness has many components including mission, operational, health—both mental and physical, and family components. If confirmed, I commit to working to bolster all aspects of readiness.

STRATEGY DRIVEN BUDGET

5. Senator SULLIVAN. Mr. Wagner, the National Defense Strategy (NDS) Commission report, the two previous Senate-confirmed Secretaries of Defense (SECDEF), and the previous and current Chairman of the Joint Chiefs of Staff (CJCS) have all stated the need for sustained 3 to 5 percent annual real growth to the defense budget to implement the NDS, increase readiness, and advance long-overdue modernization. Further emphasizing the need for consistent and increased funding, the NDS Commission report stated, "America is very near the point of strategic insolvency, where its 'means' are badly out of alignment with its 'ends'." This critical situation is negatively compounded by the Biden administration's dismal defense topline that does not keep pace with inflation. With these facts in mind, and understanding your ability to influence the budget will be limited to future year submissions, will each of you commit to advocating for a strategy-driven budget vice a budget-driven strategy?

Mr. WAGNER. Yes, Senator. If confirmed, I will engage my counterparts in OSD and support DAF leadership to ensure the new strategy takes into account the Department of the Air Force's most critical asset—its people—and work to support them during the budget process.

QUESTIONS SUBMITTED BY SENATOR MARSHA BLACKBURN

AIR FORCE DIVERSITY EQUITY AND INCLUSION INVESTMENTS

6. Senator BLACKBURN. Mr. Wagner, in your nominated billet, you would be responsible for “ensuring diversity at all levels of the Air Force and Space Force.” What are some of the Service’s named initiatives within this lane?

Mr. WAGNER. Senator, I am aware the Department of the Air Force has recently conducted two Disparity Reviews to better understand the impediments to fielding a more diverse force. The first report, released last December, identified 16 specific disparities for Black/African American airmen and guardians. The second Disparity Review, released in September 2021, expanded the focus to gender and additional races/ethnicities, as well as disparities in discipline, investigation and personnel opportunities. If confirmed, I am committed to utilizing the data from these recent efforts, along with other relevant sources, to guide new efforts within the Department of the Air Force.

7. Senator BLACKBURN. Mr. Wagner, the Air Force “considers diversity and inclusion a warfighting imperative”. What is your definition of diversity and inclusion?

Mr. WAGNER. Senator, the strength of the U.S. military is rooted in its diversity. Enhancing diversity is not only the right thing to do, but provides us with strategic advantages over our adversaries. In the private sector, I’ve seen the business case for diversity in action, with diverse teams outperforming homogeneous ones and bolster the bottom line. While diversity certainly must account for people from different races and ethnicities as well as gender identity and sexual orientation, it also includes those aspects of an individual’s life experiences and culture, as well as geographic and socioeconomic backgrounds. Inclusion ensures that individuals feel comfortable bringing all their talents, traits, and experiences to the workplace in order to fully leverage the power of diverse teams.

8. Senator BLACKBURN. Mr. Wagner, the office to which you have been nominated to would place you in charge of “recruitment, accessions, education, training, development, promotions, and separations.” How will you balance prioritizing meritocracy and partiality?

Mr. WAGNER. Senator, there is no conflict between merit and enhanced diversity and inclusion. Selection and promotion processes must be based on merit. The law requires it, and the Department of the Air Force’s future success depends upon it. Any increased focus on diversity and inclusion is about creating the best overall team, one that will bring highly qualified individuals of all backgrounds together to perform some of the highest stakes missions this Nation demands. In order to succeed in that mission, we must ensure all members are valued, included, and provided impartial opportunities, allowing them to perform in a positive, motivating environment.

All airmen and guardians, no matter their background, deserve an equal opportunity to demonstrate their talent, effort, achievement, and potential so they can be considered for advancement in their respective careers. The recent Disparity Reviews revealed real disparities in personnel development and career opportunity that require improvement. If confirmed, I will ensure the Department continually evaluate those processes that affect the development and career opportunities for fairness, including in recruiting/outreach, accessions, retention, force development/promotions, and organizational climate.

9. Senator BLACKBURN. Mr. Wagner, is issuing guidance requiring a racial, gender, ethnic, or other categorical quotas to be met in recruit pools, as an outcome of promotion boards, or as the basis for who is retained or force out of the Service considered a “warfighting imperative”—and please explain why?

Mr. WAGNER. Senator, diversity and inclusion are fundamental to readiness and mission success and increasing the overall diversity of the Department of Defense is a warfighting imperative. If I am confirmed, I commit to work hard to enable the Department to continue fully operationalizing diversity and inclusion to leverage the Nation’s greatest strength—its remarkably diverse citizenry—for decisive, lethal advantage.

The Department of the Air Force must not miss out on talented individuals, whether civilian or military, and it is equally important to ensure our culture is designed to do everything possible to retain that talent. Different backgrounds, different cultures, and a variety of different beliefs make the Department a highly effective force. They underwrite the ability to be agile and innovative, to compete, deter, and win.

[The nomination reference of Mr. Alex Wagner, follows:]

NOMINATION REFERENCE AND REPORT

PN1002

AS IN EXECUTIVE SESSION,
SENATE OF THE UNITED STATES,
August 9, 2021.

Ordered, That the following nomination be referred to the Committee on Armed Services:

Alex Wagner, of the District of Columbia, to be an Assistant Secretary of the Air Force,
vice Shon J. Manasco.

_____, 2021.
(Date)

Reported by Mr. Reed _____
(Signature)

with the recommendation that the nomination be confirmed.

**□ The nominee has agreed to respond to requests to appear and testify before any
duly constituted committee of the Senate.**

[The biographical sketch of Mr. Alex Wagner, which was trans-
mitted to the Committee at the time the nomination was referred,
follows:]

Bio
Alex Wagner

Education:

- Brown University
 - 9/1995 - 5/1999
 - A.B. with honors
- Georgetown University Law Center
 - 8/2002 – 5/2005
 - J.D. cum laude

Employment Record:

List all jobs held since college including title or description of job, name of employer, location of work, and dates of employment.

Aerospace Industries Association, Vice President for Strategic Initiatives, Arlington, VA (Jan 2018- Present)

Georgetown University Law Center, Adjunct Professor of Law, Washington, DC (Jan 2011 – May 2017)

Avicenna Strategy, Of Counsel, Washington, DC (Feb 2017 – Dec 2017), Policy Director (May 2015 – Oct 2015)

Department of the Army, Chief of Staff to the Secretary of the Army, Washington, DC (Nov 2015 – Jan 2017)

Uber Technologies, Global Policy Development Manager, Washington, DC (Sept 2014 – April 2015)

Department of Defense,

- Senior Advisor to the Deputy Assistant Secretary of Defense, Rule of Law and Detainee Policy, Washington, DC (March 2011 – Sept 2014) [office renamed “Stability and Humanitarian Affairs” in early 2014];
- Special Assistant to the Assistant Secretary of Defense, Global Strategic Affairs, Washington, DC (June 2009 – Feb 2011).

Obama for America, National LGBT Vote Research Manager/Surrogate Radio Manager, Chicago, IL (Aug 2008 – Nov 2008)

K&L Gates, Associate Attorney, Seattle, WA (Oct 2005 – Mar 2009; on leave of absence for Obama campaign work from Aug 2008 – Nov 2008)

Levine Sullivan Koch & Schulz LLP, Law Clerk, Washington, DC (Spring 2005)

Georgetown University Law Center, Summer Research Assistant, Washington, DC (Summer 2003)

American Constitution Society, Law Clerk, Washington, DC (Oct 2002 – April 2003)

Arms Control Association, Non-Proliferation Analyst & Reporter, Washington, DC (July 2000 – Aug 2002)

DFI International, Research Analyst, Washington, DC June 1999 – July 2000)

Honors and Awards:

- Samuel A. Lamport Prize (Best Paper Promoting International Understand), Department of Political Science, Brown University (1999)
- Preston Gates & Ellis LLP Diversity Fellowship (2004)
- Dean's List, Georgetown Law Center (2003, 2004, 2005)
- Jim Ellis Pro Bono Award Recipient, Preston Gates & Ellis (2006)
- Best Lawyers Under 40, National LGBT Bar Association (2012)
- Exceptional Public Service Medal, Office of the Secretary of Defense (2014)
- Security Fellow, Truman National Security Fellowship (2014)
- Decoration for Distinguished Civilian Service (renamed "Distinguished Public Service Medal"), Department of the Army (2017)

[The Committee on Armed Services requires all individuals nominated from civilian life by the President to positions requiring the advice and consent of the Senate to complete a form that details the biographical, financial, and other information of the nominee. The form executed by Mr. Alex Wagner in connection with his nomination follows:]

117th CONGRESS, 2020 -- 2021
UNITED STATES SENATE
COMMITTEE ON ARMED SERVICES
ROOM SR-228
WASHINGTON, D.C. 20510-6050
(202) 224-3871

COMMITTEE ON ARMED SERVICES QUESTIONNAIRE
INFORMATION REQUESTED OF CIVILIAN NOMINEES

INSTRUCTIONS TO THE NOMINEE: Answer all questions and provide all requested information. If more space is needed, attach an additional sheet of paper to the Questionnaire and cite the part of the Questionnaire and the question number (e.g., A-9, B-4) to which the continuation of your answer applies. Unless otherwise required, an answer of “yes”, “no”, or “not applicable” is appropriate.

QUESTIONNAIRE, PART A

NOTE: Information furnished in this part of the Questionnaire will be made available in Committee offices for public inspection prior to the hearing, if any, and will be entered in the hearing record, also available to the public.

BIOGRAPHICAL INFORMATION TO BE MADE PUBLIC

1. **Name (Include any former names you have used):** Alex Wagner
2. **Position to which nominated:** Assistant Secretary of the Air Force for Manpower and Reserve Affairs
3. **Date of nomination:** August 9, 2021
4. **Education (List names of secondary and higher education institution attended, type of school [vocational, technical, trade school, college, university, military college, correspondence, distance, extension, and on-line], dates attended, degree received, and date degree granted):**
 - Georgetown University Law Center, 8/2002 – 5/2005, J.D. *cum laude* (May 2005)
 - Brown University, 9/1995 – 5/1999, A.B with honors (May 1999)

5. **Employment record (List all jobs held since college, or in the last 10 years, whichever is less, including the title or description of the job, name of employer, location of work, and dates of employment. If the employment activity was military duty, show each change of military duty station as a separate period of employment):**

Aerospace Industries Association, Vice President for Strategic Initiatives, Arlington, VA (Jan 2018- Present)

Georgetown University Law Center, Adjunct Professor of Law, Washington, DC (Jan 2011 – May 2017)

Avicenna Strategy, Of Counsel, Washington, DC (Feb 2017 – Dec 2017), Policy Director (May 2015 – Oct 2015)

Department of the Army, Chief of Staff to the Secretary of the Army, Washington, DC (Nov 2015 – Jan 2017)

Uber Technologies, Global Policy Development Manager, Washington, DC (Sept 2014 – April 2015)

Department of Defense, Senior Advisor to the Deputy Assistant Secretary of Defense, Rule of Law and Detainee Policy, Washington, DC (March 2011 – Sept 2014) [office renamed "Stability and Humanitarian Affairs" in 2014]

6. **Government experience (List any advisory, consultative, honorary, and other part-time service or positions with Federal, State, or local governments, other than those listed in response to question 5, above):** n/a
7. **Business relationships (List all positions currently held as an officer, director, trustee, partner, proprietor, agent, representative, or consultant of any corporation, firm, partnership, or other business enterprise, and of any educational or other institution):** n/a
8. **Memberships (List all memberships and offices that you currently hold, as well as any memberships and offices you have previously held in professional, fraternal, scholarly, civic, business, charitable and other organizations):** DC Bar Association, American Civil Liberties Union.
9. **Political affiliations and activities:**
- a. **If you have ever been a candidate for, or have been elected or appointed to a political office, list the name of the office(s); whether you were a**

candidate/elected/appointed; the year(s) during which you were a candidate, or in which the election was held or the appointment was made; and the term of office (if applicable): n/a

b. List all memberships and offices held in, and services rendered to, all political parties or election committees during the last 5 years: Biden for President (2020, Defense Working Group - Volunteer); Pete for America (2019-2020, Defense Working Group - Volunteer).

c. Itemize all individual political contributions of \$100 or more to any individual, campaign organization, political party, political action committee, or similar entity during the past 5 years. List each individual contribution (not the total amount contributed to the person or entity) over this period:

- Elissa Slotkin, \$500 (4/2021)
- Abigail Spanberger, \$500 (10/2/2020)
- Alan Gross, \$100 (9/21/2020)
- Chrissy Houlahan, \$500 (9/17/2020)
- Biden Victory Fun, \$100 (9/3/2020)
- Elissa Slotkin, \$250 (8/29/2020)
- Biden Victory Fund, \$150 (8/27/2020)
- Elaine Luria, \$500 (8/16/2020)
- Joe Biden, \$250 (8/12/2020)
- Xochil Torres Small, \$500 (7/29/2020)
- Joe Biden, \$100 (6/23/2020)
- Joe Biden, \$1000 (4/19/2020)
- Joe Biden, \$100 (3/3/2020)
- Jamie Harrison, \$100 (2/29/2020)
- Sarah Gideon, \$100 (2/20/2020)
- Pete Buttigieg, \$500 (1/13/2020)
- Abigail Spanberger, \$100 (11/26/2019)
- Elissa Slotkin, \$250 (11/19/2019)
- Kamala Harris, \$500 (6/28/2019)
- Dan Baer, \$100 (6/24/2019)
- Cory Booker, \$500 (6/19/2019)
- Dan Feehan, \$100 (10/30/2018)
- Elissa Slotkin, \$250 (9/21/2018)
- Beto O'Rourke, \$250 (8/31/2018)
- Buffy Wicks, \$100 (8/27/2018)
- Stacy Abrams, \$250 (8/13/2018)
- Elissa Slotkin, \$250 (7/25/2018)

- Lauren Baer, \$250 (4/26/2018)
 - Doug Jones, \$100 (9/27/2017)
 - Hillary Clinton, \$1000 (10/2/2016)
 - Hillary Clinton, \$500 (9/26/2016)
 - Jason Kander, \$500 (9/18/16)
10. **Honors and awards (List all scholarships, fellowships, honorary degrees, honorary society memberships, and any other special recognition received for outstanding service or achievements):**
- Samuel A. Lamport Prize (Best Paper Promoting International Understand), Department of Political Science, Brown University (1999)
 - Preston Gates & Ellis LLP Diversity Fellowship (2004)
 - Jim Ellis Pro Bono Award Recipient, Preston Gates & Ellis (2006)
 - Best Lawyers Under 40, National LGBT Bar Association (2012)
 - Exceptional Public Service Medal, Office of the Secretary of Defense (2014)
 - Security Fellow, Truman National Security Fellowship (2014)
 - Decoration for Distinguished Civilian Service (renamed "Distinguished Public Service Medal"), Department of the Army (2017)
11. **Published writings (List the titles, publishers, and dates of books, articles, reports, or other published materials that you have written or for which you served as co-author or editor, including articles and blogs published on the internet):**
- *What Trump's Trans Order Gets Wrong and Why It Matters*, Lawfare Blog (Sept 2017), with Richard Eisenberg
 - *Winter Is Here, But the U.S. is Not Ready for Cyber War*, Defense One (Sept 2017)
 - *Trump's Trans Troops Ban Would Require a Cruel and Expensive Witch Hunt*, Slate.com (July 2017)
 - *Why Congress and the Pentagon Should Bypass Trump's Defense Spending Bill*, Defense One (June 2017)
 - *Blurred Lines: An Argument for a More Robust Legal Framework Governing the CIA Drone Program*, Yale J. Int'l L. Online, v. 38 (Fall 2012), with Andrew Burt
 - *Current Development, The "Outing" of Valerie Plame: Conflicts of Interest in Political Investigations After the Independent Counsel Act's Demise*, 17 Geo. J. Legal Ethics 977 (2004), with John Padilla
12. **Speeches (Provide the Committee with two copies of any formal speeches you have delivered during the last 5 years—of which you have copies—in which you addressed matters relevant to the position to which you have been nominated). n/a (made relevant presentations but not speeches with formal text prepared in advance)**

COMMITMENTS IN FURTHERANCE OF CONGRESSIONAL OVERSIGHT

NOTE: In order to exercise their legislative and oversight responsibilities, it is important that this Committee, its subcommittees, and other appropriate committees of Congress timely receive testimony, briefings, reports, records—including documents and electronic communications, and other information from the executive branch. A simple “yes” or “no” response is appropriate.

13. Do you agree, if confirmed, and on request, to appear and testify before this Committee, its subcommittees, and other appropriate Committees of Congress? Yes
14. 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 timely? Yes
15. 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? Yes
16. 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
17. 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? Yes
18. 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? Yes
19. 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

[The nominee responded to Parts B-F of the committee questionnaire. The text of the questionnaire is set forth in the Appendix to this volume. The nominee's answers to Parts B-F are contained in the committee's executive files.]

SIGNATURE AND DATE

I hereby state that I have read and signed Parts A and B of the foregoing Senate Armed Services Committee Questionnaire, and that the information provided therein and in any document appended thereto, is, to the best of my knowledge and belief, current, accurate, and complete.



This 16th day of August, 2021

[The nomination of Mr. Alex Wagner was reported to the Senate by Chairman Reed on October 21, 2021, with the recommendation that the nomination be confirmed. The nomination was confirmed by the Senate on June 7, 2022.]

[Prepared questions submitted to The Honorable Gabriel O. Camarillo by Chairman Reed prior to the hearing with answers supplied follow:]

QUESTIONS AND RESPONSES

DUTIES AND RESPONSIBILITIES OF THE UNDER SECRETARY OF THE ARMY:

Question. Section 7015 of title 10, United States Code, states the Under Secretary of the Army shall perform such duties and exercise such powers as the Secretary of the Army may prescribe.

What is your understanding of the duties and functions of the Under Secretary of the Army?

Answer. By statute, the Under Secretary of the Army performs such duties and exercises such powers as the Secretary of the Army prescribes. It is my understanding that the Under Secretary is the Secretary's senior civilian assistant and principal adviser on matters related to the management and operation of the Army. To that end, the Under Secretary is charged with communicating and advocating Army policies, plans, and programs to external audiences, including Congress, foreign governments, and the American public. The Under Secretary also serves as the Chief Management Officer of the Army. In this capacity, the Under Secretary is the principal adviser to the Secretary on the effective and efficient organization of the Army's business operations and initiatives for the business transformation of the Army, and directly supervises the Office of Small Business Programs. I also understand the Under Secretary is the senior official for all executive and senior professional personnel actions and, as such, is responsible for developing policies and programs, as well as supervising and directing, the Civilian Senior Leader Management Office. Finally, my understanding is that under the restructuring of the Criminal Investigation Division (CID), the Under Secretary will now supervise the CID Director.

Question. What background and experience do you possess that render you qualified to perform these duties and responsibilities?

Answer. The role of Under Secretary of the Army requires experience, skill and judgment needed to assist the Secretary of the Army in fulfilling Title 10 functions and in providing civilian leadership to the Army. If confirmed, I believe I would bring a uniquely qualified blend of experience gained from a diverse career background in national security, public service, law and the private sector to fulfill this important role.

First, I have substantial experience in leading organizations in the Pentagon directly tied to the Title 10 functions of the military services. As Assistant Secretary of the Air Force for Manpower and Reserve Affairs, I was responsible for super-

vising personnel matters for the Department of the Air Force, a combined workforce of 674,000 active duty, Reserve component and civilian members. I led efforts to attract, recruit and retain diverse talent in the Air Force and worked closely with service leaders to implement talent management reforms. In addition, I worked closely with the Air National Guard and Air Force Reserve, which provided me valuable experience in implementing and reinforcing a total force approach that addressed the unique challenges faced by the Reserve Component.

Additionally, as Principal Deputy Assistant Secretary of the Army (Acquisition, Logistics and Technology), I helped lead the Army's acquisition functions and acquisition workforce for nearly 6 years. In this role, I helped oversee Army acquisition programs, contracting actions, logistics, R&D investment and industrial base issues. This provided me with experience and expertise that will be critical as the Army continues to pursue modernization of warfighting capabilities. If confirmed, my combined experience as a senior political appointee in the Army and Air Force would enable me to immediately make a positive contribution to the Army as Under Secretary and allow me to effectively advise the Secretary of the Army in fulfilling her Title 10 responsibilities to man, train and equip the Army. In both government roles, I worked very closely with the Congress, external stakeholder organizations and other DOD and Federal agencies to manage issues in my area of responsibility, including associated budgets and policies.

Last, I have extensive experience in the private sector, both as a lawyer with a strong background in government ethics and conflict of interest law, and as an executive at SAIC. In the latter role, I acquired first-hand experience in leading business units with thousands of employees providing IT and engineering services to the Federal Government. I have developed significant experience in managing issues affecting supply chains and the broader Defense Industrial Base. My combined professional experience would, in my opinion, serve me well in fulfilling the full range of responsibilities of this important position if I am confirmed.

Question. In particular, what management and leadership experience do you possess that you would apply to your service as Under Secretary of the Army, if confirmed?

Answer. Over the course of my career, I have enjoyed the privilege of serving in politically appointed senior leadership roles in both the Army and the Air Force. These opportunities have given me deep experience in acquisition, R&D and contracting issues as well as personnel, talent management and Reserve component issues that would directly apply to the role of Army Under Secretary if I am confirmed. Moreover, I have held executive leadership roles in both the public and private sector, and have a strong background in enterprise-level management and in driving positive change and fostering cooperation and teamwork within and among organizations.

As noted above, I have previously served in the Pentagon in a deputy position responsible for assisting in the management and oversight of a complex enterprise. If confirmed, I believe this experience would translate well to the role of Army Under Secretary, who is responsible for advising and assisting the Secretary of the Army in fulfilling her Title 10 functions and performing any duties assigned directly to the Under Secretary by the Secretary of the Army. If confirmed, I would endeavor to be a strong advocate for the Army, its soldiers and civilians and play a constructive and cooperative role as part of the leadership team.

Question. What recommendations, if any, do you have for changes in the duties and functions of the Under Secretary of the Army, as prescribed by the Secretary of the Army or as set forth in Department of Defense and Department of the Army regulations?

Answer. At this time, I do not have any specific recommendations for changes to the Under Secretary's duties or functions. If confirmed, I will focus my efforts and attention in full support of the Secretary's priorities of People, Readiness, and Modernization.

Question. What additional duties, if any, do you expect the Secretary of the Army will prescribe for you, if confirmed?

Answer. At this time, I am unaware of any additional duties the Secretary might delegate to the office of the Under Secretary.

DUTIES AND RESPONSIBILITIES AS ARMY CHIEF MANAGEMENT OFFICER (CMO):

Question. What is your understanding of the duties and responsibilities of the Under Secretary in their capacity as CMO of the Department of the Army?

Answer. My understanding is that the Under Secretary is assigned the position of CMO in accordance with the National Defense Authorization Act of 2008. As CMO, the Under Secretary is the principal advisor to the Secretary of the Army,

who assigns the duties and authorities required to organize and administer the business operations of the Army in an effective and efficient manner. The Under Secretary is also responsible for developing a comprehensive business transformation plan, as well as a business systems architecture and transition plan.

Question. Please provide an example of a situation in which you took action to improve the effectiveness and efficiency of the business operations of a large organization.

Answer. Throughout my career in public service, I have worked to assess opportunities to improve and streamline business operations and implement creative strategies to achieve efficiencies resulting in improved organization performance or savings made available for reinvestment. As Assistant Secretary of the Air Force, I led efforts in 2015–2016 to address the accretion of non-core missions and responsibilities stemming from accumulated Air Force regulations and policies that impacted unit readiness and airmen's ability to focus on mission critical functions. The need for this review was made urgent by the Air Force's shortage of trained pilots and the lack of personnel at flying squadrons. I assembled a team of subject matter experts, stakeholders from across the Air Force and worked diligently to either eliminate, reduce or modify dozens of Air Force regulations that created a patchwork of non-mission related duties and training requirements. Our efforts resulted in a 50 percent increase in training time efficiency without creating risks for airmen.

Question. Do you believe that the Under Secretary/CMO has the resources and authority needed to carry out the business transformation of the Department of the Army?

Answer. If confirmed, I would consult with the Army leadership and the Director of Business Transformation to assess the current State of transformation efforts and to determine whether any additional authorities or resources are needed to sustain the momentum of Army business transformation efforts.

Question. If confirmed, on which specific business operations would you focus in your role as Army CMO, and why?

Answer. If confirmed, I will focus on re-engineering and improving the major end-to-end business processes that support Army people, readiness, and modernization efforts, while doing so in ways that generate the best value to our Nation. This focus ensures the Army enterprise is prepared to meet current and anticipated future operational challenges and demonstrates continuing Army commitment to fiscal stewardship and audit readiness.

BUDGET:

Question. If confirmed, by what standards would you measure the adequacy of funding for the Army?

Answer. If confirmed, I will measure the adequacy of the Army's funding based upon the Army's ability to meet the President's Interim National Security Strategic Guidance and its ability to meet the Army's requirements under the National Defense Strategy. The Army must be able to successfully deter and defeat military aggression that threatens our national security interests. I would also work with the Secretary of the Army to ensure that the Army's priorities of People, Readiness, and Modernization align with the Secretary of Defense's priorities of defending our Nation, innovating and modernizing the Force, maintaining and enhancing readiness, taking care of our people, and succeeding through teamwork.

Question. How will you ensure the Army is appropriately resourced to simultaneously modernize, improve readiness, and take care of its people?

Answer. If confirmed, I will support the Secretary of the Army and the Secretary of Defense in working with Congress to ensure resources are adequate to meet the Army's mission based on the Interim National Security Strategic Guidance, and when published, the new National Defense Strategy. To meet these requirements, the Army must balance the necessity of providing for soldiers and their families with resourcing essential readiness and modernization efforts.

Question. Section 222a of title 10, U.S. Code, provides that not later than 10 days after the President's submission of the defense budget to Congress, each Service Chief must submit to the congressional defense committees a report that lists, in order of priority, the unfunded priorities of their armed force.

If confirmed, would you support the Chief of Staff of the Army in providing his unfunded priorities list to Congress in a timely manner?

Answer. Yes. If confirmed, I commit to supporting the Chief of Staff of the Army in meeting the requirement to provide a timely list of Unfunded Requirements to Congress after the President's annual budget request is released.

NATIONAL DEFENSE STRATEGY:

Question. The 2018 NDS outlines that the United States faces a rising China, an aggressive Russia, and the continued threat from rogue regimes and global terrorism.

Do you believe that the 2018 NDS accurately assesses the current strategic environment, including the most critical and enduring threats to the national security of the United States and its allies?

Answer. The 2018 National Defense Strategy correctly emphasized the rapidly advancing military capabilities of China and aggressive Russian posture as areas of strategic challenge. In this era of great power competition, if confirmed, I would work with the Secretary of the Army to ensure that the Army is postured and prepared to address the range of threats and challenges posed by nation State actors and global terrorism identified by the 2018 National Defense Strategy.

Question. In your view, is the Army adequately sized, structured, and resourced to implement the current NDS and the associated operational plans? Please explain your answer.

Answer. At this time, I do not currently have sufficient information to assess the Army's current size, structure, and resourcing compared to the requirements of the National Defense Strategy and current operational plans. The Army is also asked each year to respond to emerging requirements across a range of missions that include disaster relief and more recently, COVID response. If confirmed, I will work with the Secretary of the Army, Army leadership, and Department of Defense leadership to ensure the Army effectively balances modernization, force structure, and readiness needs within its allocated resources to ensure that the Army is ready to support the National Defense Strategy and meet the full range of missions it is called upon to meet.

Question. Does the Army have the requisite analytic capabilities and tools to support you, if confirmed as the Under Secretary of the Army, in evaluating the Army's force structure and sizing strategies? Please explain your answer.

Answer. It is my understanding that the Army currently employs trained analysts, force models and analytic tools to evaluate the Army's force structure as part of the joint force. If confirmed, I would work with the Secretary of the Army to undertake an assessment of these tools and capabilities to determine whether modifications or investments are required that have the potential to improve the fidelity, scope, and veracity of these capabilities.

Question. If confirmed, how would you advise the Secretary of the Army to address any gaps or shortfalls in the Army's ability to meet the requirements of the operational plans that implement the current strategy?

Answer. If confirmed, I would support the Secretary of the Army's ongoing efforts to develop and field modernized capabilities in support of the Army's joint role in multi-domain operations. The Army continues to place significant emphasis on developing modernized weapon systems designed to deter and defeat potential adversaries while addressing critical requirements to include cyber security, electronic warfare, long range precision fires, improved air defense systems. These requirements also include the need for interoperability and shared data across command and control systems.

In addition, I would support the Secretary of the Army in addressing talent management through Army programs designed to recruit, train and retain critical talent and in addressing readiness through force management models like the Regionally Aligned Readiness and Modernization Model (ReARMM), which places Army forces in predictable readiness and modernization windows that produce optimal capabilities integration with the Joint Force.

MAJOR CHALLENGES AND PRIORITIES:

Question. What would you see as your highest priorities for the near-term and long-term future of the Army, if confirmed as Under Secretary of the Army?

Answer. The Army's current priorities are people, readiness, and modernization. If confirmed, I would work with the Secretary of the Army to address the full range of issues affecting soldiers and their families as part of the Army's People Strategy, with emphasis on eliminating harmful behaviors that undermine the safety and well-being of our soldiers such as sexual assault, sexual harassment and suicide. I would support the Secretary of the Army in her efforts to focus on prevention of these behaviors, with emphasis on accountability, response and command climate focused initiatives as well.

I would further focus on maintaining the readiness of the Army to meet current and emerging missions around the globe, and support the Secretary of the Army in implementing force management models designed to promote Army readiness and

in ensuring that soldiers are trained and prepared to meet these requirements. In addition, I would support the Secretary of the Army in prioritizing future readiness through the Army's modernization programs designed to develop and field capabilities that provide the Army a decisive advantage in multi-domain operations.

Question. What do you consider to be the most significant challenges you would face, if confirmed as Under Secretary of the Army?

Answer. If confirmed, I expect to face a number of challenges in several key areas. One of the most significant challenges is the prevention of harmful behaviors among soldiers that undermine readiness and erode trust. I am aware that the Army is working diligently to solidify a culture of cohesion and intervention to protect our soldiers and prevent these destructive behaviors from occurring in our formations. If confirmed, my highest priorities will be to provide even greater emphasis in these areas.

Another significant challenge will be to work with the Secretary of the Army and Army leaders to strike the optimal balance between the investment needed to promote current readiness with the need to invest in future readiness through the Army's modernization programs. Given the landscape of evolving threats, rapidly proliferating technology and global competition, the Army has undertaken a significant campaign to modernize its warfighting capabilities. These efforts are designed to address key capability gaps and ensure that the Army is prepared to respond to joint requirements in multi-domain operations. If confirmed, I would work with Army leaders to ensure that the Army manages its investments to address these challenges.

Question. What plans do you have for addressing each of these challenges, if confirmed?

Answer. If confirmed, I would first work with the Secretary of the Army and Army leaders to build and foster a command climate founded on mutual respect and dignity, emphasizing that there is no place in the Army for destructive behaviors that threaten the safety or well-being of our soldiers and their families. My understanding is that the Army has established the People First Task Force, which is intended to address the recommendations from the Fort Hood Independent Review and develop initiatives to address this challenge. In addition, I am aware that the Army has deployed Cohesion Assessment Teams to support unit leaders in establishing and fostering the command climate needed to prevent these behaviors from occurring anywhere in the Army. I would work to help implement these initiatives and ensure that they are successful in meeting their objectives.

In the area of promoting near-term readiness, I would assist the Secretary of the Army in implementing the Army's revised force management model, the Regionally Aligned Readiness Modernization Model (ReARMM) program, designed to establish predictable mission deployment, training and modernization cycles. In addition, I would assist the Secretary of the Army to ensure that Army modernization programs are appropriately structured and successfully executed to field capabilities needed to meet future readiness requirements consistent with the Army's modernization priorities.

Question. In response to this Committee's advance policy questions prior to its hearing on her nomination, Secretary of the Army Wormuth said that one of the most significant challenges she would face as Secretary of the Army is "working closely with Army leaders to create a positive command climate across the entire Army that fosters trust between soldiers and between the Army and the American public."

If confirmed, how would you assist the Secretary of the Army in addressing this challenge?

Answer. If confirmed, I will fully support the Secretary of the Army in her efforts to create a positive command climate that fosters trust and prevents destructive behaviors that threaten the safety or well-being of our soldiers. My understanding is that the Army has established the People First Task Force (PFTF), which originated after the Independent Review of Fort Hood, to recommend systemic changes needed to develop a positive command culture across all Army formations. The Army also has a Quality of Life Task Force (QOL TF) that oversees the comprehensive approach necessary to strengthen quality of life programs for our soldiers, Civilians, and Families. If confirmed, I would comprehensively assess these and other Army initiatives, such as the "This is My Squad" initiative, that collectively support a healthy command climate and prevent destructive behaviors to ensure that the Army establishes the culture and work environment that Secretary Wormuth has called for.

END STRENGTH:

Question. In your view, is the Army's current end strength sufficient to meet current national security objectives and execute the associated operational plans? If not, what end strength do you believe is necessary? Please explain your answer.

Answer. At this time, I do not currently have sufficient information regarding the Army's analysis and force models to determine the sufficiency of current end strength relative to the requirements of the operational plans. If confirmed, I will work with the Secretary of the Army, Army leadership, and Department of Defense leadership to assess future force structure requirements across all components and ensure we effectively balance end strength requirements, readiness and modernization requirements to ensure that the Army is capable of meeting missions required under the forthcoming National Defense Strategy.

RECRUITING AND RETENTION:

Question. If confirmed, how would you ensure the Army maintains sufficiently high recruitment and retention standards, even if such standards result in the Army not achieving authorized end strength levels?

Answer. It is my understanding that in FY21, the Army leveraged both historical and forecasted metrics to enable a precise recruitment effort that will achieve the approved end strength. In FY22, I understand that the Army will continue to utilize those metrics to make recruiting efforts more efficient. If confirmed, I will ensure the focus of the Army's retention program ensures that only those soldiers who have maintained a record of acceptable performance are offered the privilege of reenlistment. If confirmed, I will assist the Secretary to ensure that commanders continue to be empowered to evaluate their soldiers for compliance with Army policy and alignment with its professional ethic. Through these efforts, I am confident that the Army can continue to meet its required end strength while maintaining a high quality force.

Question. What impact do current medical and other qualifications for enlistment in the Army have on the number of individuals eligible for military service? If confirmed, what changes to such qualifications, if any, would you recommend to increase the number of individuals eligible for service without degrading the quality of recruits?

Answer. There are significant segments of the population in the Army's target age group that are disqualified from entering the service due to medical qualifications and other factors. I understand that the Army continues to assess its standards and experiment with programs designed to modernize medical and other qualifications while remaining consistent with Department of Defense policy and guidance regarding qualification standards. If confirmed, I would assess the efficacy of these programs and work with Army and Department leaders to ensure that we maintain the most qualified and effective All-Volunteer Force, without sacrificing quality for quantity.

Question. Rather than relying solely on ever-higher compensation for a shrinking pool of volunteers, what creative steps would you take, if confirmed, to expand the pool of eligible recruits and improve Army recruiting?

Answer. The Army is in a fierce competition for talent among the population of qualified population with a propensity to serve in the military. Expanding the pool of talent requires continued modernization and expansion of Army recruiting efforts. My understanding is that the Army is currently modifying its recruiting efforts to pursue expansion into different geographic regions and has re-assessed its marketing efforts to better connect with the Generation Z population of potential recruits. In my experience as a former Assistant Secretary of the Air Force for Manpower & Reserve Affairs, I worked to shift Air Force recruiting efforts to provide compelling information to young people regarding the range of career options available through military service on social media and information platforms that they rely upon.

If confirmed, I would work with the Secretary of the Army and Army leaders to support these programs and continue to innovate and modernize Army outreach efforts to help connect with our young population and ensure that we continue to recruit the best available talent.

Question. What do you consider to be key to the Army's future success in retaining the best qualified personnel for continued service in positions of greater responsibility and leadership in the Army?

Answer. The Army's greatest strength is the talent provided by its soldiers and retention is a key priority in meeting current and future mission requirements. Keys to success in promoting retention include a positive command climate for all soldiers, a healthy and constructive set of relationships between soldiers and com-

manders that promote career development, professional education and training opportunities, and quality of life programs, to include soldier and family housing and spousal employment opportunities. If confirmed, I would work with Army leaders on efforts to identify specific retention challenges within the Army and develop effective and innovative approaches to retaining critical talent.

Question. What steps, if any, do you feel should be taken to ensure that current operational requirements and tempo do not adversely impact the overall recruiting, retention, readiness, and morale of soldiers?

Answer. The Army continues to work to balance operational tempo requirements with concern over adverse impacts to recruiting and retention of talent. My understanding is that the Army has experimented with assignment preferences, granting duty station preferences, training opportunities and offering re-enlistment bonuses as some of the approaches used to achieve retention objectives. If confirmed, I would work to ensure that these and other approaches enable the Army to recruit, develop, and retain top talent.

Additionally, I understand that the Army is implementing a new force management model designed to establish predictable modernization, training, and mission phases to reduce burdens on individual units and soldiers. If confirmed, I will support these efforts and others to provide predictability to soldiers, thereby helping to ensure that current operational requirements do not adversely impact the Army's most important asset, its people.

Question. In your view, do current recruiting standards—particularly DOD-wide criteria for tier-one recruits—accurately predict recruit attrition and/or future success in the Army?

Answer. Yes, in my view, the current DOD recruit benchmarks for high school graduation rates and performance on the Armed Forces Qualification Test (AFQT) as fed by the Armed Services Vocational Aptitude Battery (ASVAB) are well-established predictors of success. However, if confirmed, I will work with the Secretary of the Army, as well as Congress and DOD, to implement initiatives that will enable the Army to reduce the number of applicants that leave the service before completion and improve the pool of applicants available for service in the Army.

Question. Do you believe that current military entrance testing methods unnecessarily restrict the pool of eligible recruits, for example, by penalizing prospective recruits for whom English is not their native language?

Answer. The Army must expand its outreach to ensure it has access to the best available talent among the population of qualified potential recruits. Current DOD military entrance testing methods have succeeded in providing qualified recruits for the All-Volunteer Force. I believe that the Army has made a number of significant strides to address the needs of diverse populations through the utilization of English as a Second Language programs for those applicants who demonstrate sufficient aptitude for service but for whom English is a second language. If confirmed, I would assess the success of these efforts in ensuring that the Army has access to all talented and qualified potential recruits.

RESERVE COMPONENTS:

Question. In your view, what is the appropriate relationship between the Active Army and the Army Reserve and Army National Guard?

Answer. The Total Army consists of three components designed and committed to operating together seamlessly. The Army National Guard provides the combat reserve for the Army with trained and ready units to support Combatant Command requirements around the globe, as well as providing relevant capabilities to Federal, State, and local authorities for domestic response. The Army Reserve continues to provide ready units and highly skilled individual soldiers to the United States Army in order to mobilize and set the theater in large scale combat operations. If confirmed, I will work closely with the Secretary of the Army, Chief of Staff of the Army, Chief, National Guard Bureau and the Chief, Army Reserve to foster the necessary capabilities and relationships to promote interoperability across the Active, National Guard and Reserve components.

Question. What is your vision for the roles and missions of the Army Reserve components? If confirmed, what new objectives would you seek to achieve with respect to the Army's Reserve component organization, force structure, and end strength?

Answer. The Reserve Components comprise 51 percent of the Total Army end strength. The Army National Guard provides roughly 33 percent with the Army Reserve contributing 18 percent of the Army's Total Force. All three components, however, must be equal partners in the Army's Operating Concept. Proper equipment, training, and facilities are critical to the interoperability of the Total Force and are paramount for the Army to support the National Defense Strategy. If confirmed, I

will work with the Secretary of the Army, the Chief of Staff of the Army, the Chief of the National Guard Bureau, and the Chief of the Army Reserve to ensure the Army National Guard and the Army Reserve have the necessary equipment, training, and facilities so that the Army's Total Force is fully capable of executing the National Defense Strategy.

Question. Are you concerned that continued reliance on Army Reserve components to execute operational missions—both at home and around the globe—is adversely affecting the ability to meet their recruiting and retention missions? Why or why not?

Answer. The Army Reserve Components continue to exceed expectations in performing both planned and unexpected missions over the past year, both abroad and here at home. Maintaining an effective recruiting pipeline and retaining the talent and expertise in the Reserve components is vital to Army readiness and our national security. We must closely monitor the impacts of this operational tempo and commitments on the ability to recruit and retain talent. I am aware that the Army Reserve fell just short of its goal for FY2020 but exceeded its retention requirements and is set to meet its end strength goal for fiscal year 2022. I am also aware that the Army National Guard achieved their end strength objectives in fiscal year 2020 and continues on a glide path to do so again in fiscal year 2022. If confirmed, I would work with the Secretary of the Army to ensure that operational requirements and the commitments of our Reserve component soldiers, their families, and employers are balanced to minimize adverse effects on the ability to recruit and retain quality soldiers.

MILITARY HEALTH CARE REFORMS:

Question. Since Secretary Wormuth's confirmation as Secretary of the Army, the Army's Medical Command and the Defense Health Agency have worked more collaboratively to accomplish military health care reform.

Do you support the purpose and implementation of section 702 of the Fiscal Year (FY) 2017 National Defense Authorization Act (NDAA), as clarified by sections 711 and 712 of the fiscal year 2019 NDAA? Please explain your answer.

Answer. Yes, ensuring DHA's successful assumption of the healthcare delivery mission is in the Army's best interest. The Army is reliant on DHA to run the military medical treatment facilities. These facilities are readiness platforms to facilitate the training of Army medical forces and to provide efficient and effective healthcare to soldiers. I understand the Army is postured to transfer the healthcare delivery mission, resources, and personnel to the DHA no later than 30 September 2021, in accordance with the law. If confirmed, I would work with the Secretary of the Army to ensure the Army remains ready and responsive as the Nation's premier land fighting force and complies with this legislation consistent with congressional intent.

MENTAL AND BEHAVIORAL HEALTH CARE:

Question. If confirmed, what actions would you take to ensure that sufficient mental and behavioral health resources are available to soldiers in an operational theater, as well as to soldiers and their families at home station locations?

Answer. Ensuring access to behavioral health services and eliminating the stigma associated with seeking help for mental health is critical to the Army's long-term efforts in preventing harmful behaviors. My understanding is that the Army has deployed Behavioral Health (BH) Officers assigned to units, who provide behavioral healthcare enhancing soldier morale and performance. In addition, I am aware that family member behavioral health services rely heavily on TRICARE and network provider care delivery. The Army is shifting on-post priority for family member mental health resourcing to address the needs of relatively underserved and remote locations as the Nation faces a shortage of mental health professionals. If confirmed, I will examine the manner in which Army installations are leveraging all available resources and integrating other agencies to maximize community support for those identified mental health needs.

Question. If confirmed, what would you do to ensure that sufficient mental and behavioral health resources are available to Reserve component soldiers and their families who do not reside near a military installation?

Answer. If confirmed, I will assist the Secretary of the Army in working to make sure that mental and behavioral resources are made available to these soldiers and their families. This includes ensuring that the Army Reserve supports Tricare Reserve Select for soldiers without employer provided health care coverage. This coverage is provided at a low cost to soldiers and provides access to behavioral and mental health services. Additionally, I am aware that the Army Reserve Command

headquarters maintains a behavior health team that includes mental health nurses and licensed clinical social workers that track behavioral health trends across the Army Reserve. This team assists soldiers with their needs and assist in accessing local/State behavior health resources. If confirmed, I would look closely at this and other programs to ensure they provide the support required by soldiers and their Families in the Reserve components.

Although the Department has made great strides in reducing the stigma associated with help-seeking behaviors, many soldiers remain concerned that their military careers will be adversely affected should their chain of command become aware that they are seeking mental or behavioral health care. At the same time, the military chain of command has a legitimate need to be aware of physical and mental health conditions that may affect the readiness of the servicemembers under their command.

Question. Regarding the provision of mental and behavioral health care, how does the Army bridge the gap between a soldier's desire for confidentiality and the chain of command's legitimate need to know about matters that may affect the readiness of the soldier and the unit?

Answer. My understanding is that Department of Defense policy outlines the balance between patient confidentiality rights and the commander's right to know for operational and risk management decisions. Specifically, healthcare providers must presume that they are not to notify a soldier's commander when the soldier obtains mental health care or substance abuse education services. Only specific circumstances permit a provider to notify the command; these include cases of soldier self-harm, harm to others, or harm to mission. If confirmed, I will explore in more depth how the Army is implementing this policy and whether any issues currently exist.

Question. In your view, do non-medical counseling services provided by DOD Military Family Life Counselors have a role in promoting the readiness of soldiers and their families?

Answer. Yes. Military Family Life Counselors, which are Department of Defense assets, assist the Army in the care and readiness of our soldiers and families.

SUPPORT FOR MILITARY FAMILIES WITH SPECIAL NEEDS:

Question. What is your view of the overall effectiveness of the Army exceptional family member program (EFMP)?

Answer. Support for soldier families with exceptional family members is critical to Army readiness and is a key component of the Army's quality of life programs. I understand that soldiers and their families have expressed frustration with the EFMP program, including some inconsistencies with access to care, program awareness, and links to military and community resources. While I have not had the opportunity to examine the program closely in order to determine its effectiveness or where improvements might be warranted, if confirmed, I will support the Army's efforts to address these concerns. This includes supporting the Army's continued improvement of the EFMP program to better address issues, connect all stakeholders, and provide a holistic overview of installation services, enhanced medical and assignment coordination and family support access.

Question. If confirmed, how would you incentivize soldier and family enrollment in EFMP?

Answer. In my view, enrollment in EFMP is a means to improve quality of life for soldiers and families with special needs. My understanding is that the Army makes efforts to relocate families to locations that can best support their medical and educational needs and the career development of soldiers. If confirmed, I would first assess the effectiveness and challenges associated with the Army's EFMP program and work with the Secretary of the Army to improve access to needed resources among the soldier families that rely on these programs.

Question. If confirmed, how would you empower Army families to advocate and access individualized educational programs and other support to which their family members may be entitled under the Individuals with Disabilities Education Act, including from public schools in the vicinity of military installations?

Answer. The Army plays a vital role in helping to make legal assistance and counseling available to soldier families seeking proper access to special education programs. My understanding is that EFMP coordinators are trained to assist families with Individual Education Plans (IEPs), their rights and responsibilities under special education law and are trained to attend IEP meetings with Families as their advocates. I also understand that the Army has also partnered with ABA's military program to provide pro bono legal assistance attorneys to EFMP Families when particularly complex cases arise. If confirmed, I will continue to seek ways to further

develop expertise in this area to better support Army families and ensure that soldier families are empowered to advocate for resources they need.

Question. If confirmed, how would you enhance support to soldiers and families in navigating the TRICARE system to obtain the medical services and support required by a family member with special needs, regardless of where that family member is located?

Answer. I understand that soldiers and families enrolled in EFMP are challenged when it comes to researching medical care and other support services in preparation for their next assignment. To improve access to TRICARE and other support services, my understanding is that the Army is developing an Enterprise EFMP system that will provide a single site to access the TRICARE system and other support services, thereby providing the soldiers and Families a one-stop system for all their EFMP needs. If confirmed, I will continue to support efforts like these to assist soldiers and their families in accessing the medical support they need for their family members with special needs.

Question. If confirmed, how would you work with Military Housing Privatization Initiative partners and military commanders to ensure that the needs of servicemembers with an exceptional family member are considered in the military housing assignment process?

Answer. If confirmed, I commit to working with private partners, commanders, and government housing staff to ensure that families enrolled in the Exceptional Family Member Program who want to reside in military housing are provided the opportunity to do so. I will also work to ensure the Army is able to validate that privatized partners are complying with applicable laws, to include the Americans with Disabilities Act and Fair Housing Act, consistent with applicable legal agreements and Department of Defense guidance.

Question. If confirmed, how would you eliminate or reduce the bureaucratic administrative burdens currently experienced by EFMP participants?

Answer. My understanding is that the Army is developing an Enterprise Exceptional Family Member Program (EFMP) system that will automate many of the requirements necessary to participate in the EFMP. This includes automating the enrollment process and eliminating the burden of hard copy forms. My understanding is that this system will allow members to track their paperwork in the system, improving transparency. Additionally, the fiscal year 2021 NDAA establishes a single office at the Army Headquarters to oversee the EFMP. If confirmed, I will ensure that this legislation is implemented and assists families in reducing bureaucratic burdens.

NON-DEPLOYABLE SERVICE MEMBERS:

Question. Do you agree with the policy that soldiers who are non-deployable for more than 12 consecutive months should be subject either to separation from the Army or referral into the Disability Evaluation System? Please explain your answer.

Answer. Soldiers who are non-deployable for 12 consecutive months should be evaluated for continued service. Prolonged non-deployability may not be in the best interest of the soldier or the Army. However, if confirmed, I will advise the Secretary of the Army and work with the Chief of Staff of the Army to ensure that the Army's policy balances the need to take care of our people while maintaining an Army that is ready for any mission that the Nation requires.

Question. In your view, under what circumstances would it be in the best interest of the Army to retain a soldier who has been non-deployable for more than 12 months?

Answer. My understanding is that under existing policy, the Army must assess the specific circumstances of a soldier who is classified as non-deployable for 12 consecutive months and who wants to remain in the Army. I understand that this policy exempts soldiers who are pregnant, for example, who may exceed a 12-month nondeployable status in some cases. Some soldiers, while classified as non-deployable, nonetheless possess unique skills that may warrant an opportunity for continued service. For example, soldiers may possess a critical high-demand, low-density military occupational specialty such as cyber or military intelligence where they could work in a virtual environment from home station or a non-deployed environment. If confirmed, I would assess the circumstances that may merit retention after periods of more than 12 months of non-deployability, and work with the Secretary of the Army to address the policy as appropriate.

Question. In your view, should a soldier's readiness to perform the required specific missions, functions, and tasks in the context of a particular deployment also be considered in determining whether that soldier is deployable?

Answer. My understanding is that current policy maintains a core set of deployment standards and requirements to ensure the Army is able to respond to a multitude of potential threats. However, in certain cases, non-deployable soldiers can serve based on the specific mission and function. Cyber and military intelligence are both examples of capabilities that may be executed at home station or in a non-deployed environment. If confirmed, I would work with the Secretary of the Army to review these policies to ensure that the Army maintains access to needed talent while maintaining operational readiness.

Question. What are your ideas for addressing the challenges of medical non-deployability in the Reserve components?

Answer. If confirmed, I would first assess Army Reserve processes in place to address medically non-deployable soldiers, to include access to medical care and rehabilitation programs that enable soldiers to return to deployable status. My understanding is that the Army Reserve works with Army Surgeon General and the Department of Veterans Affairs to ensure that these soldiers get review at medical retention boards and the integrated disability evaluation board as appropriate. If confirmed, I would review these processes and work with Army leaders to address specific challenges affecting the Army Reserve.

SUICIDE PREVENTION:

Question. If confirmed, what actions would you take to enhance suicide prevention programs for the Active Army, the Army Reserve, and the Army National Guard, and in the families of soldiers across all Components?

Answer. The loss of a soldier, spouse or child to suicide is an incomprehensible tragedy. We must do everything we can to prevent this senseless loss of life by equipping command teams across all components with the necessary tools to enhance resilience, nurture a sense of belonging, promote unit cohesion, and encourage help-seeking behaviors. These efforts should enable the development of comprehensive prevention strategies and allow for timely intervention opportunities to mitigate factors that may adversely impact soldiers' well-being. If confirmed, I will work with the Secretary of the Army to make the prevention of suicide a priority.

Question. If confirmed, what would you do to ensure the reporting and tracking of suicide among family members and dependents of soldiers across all Components?

Answer. The Army has established procedures for the tracking and reporting of family member deaths by suicide. My understanding is that this process includes collaboration with the Department of Defense and Centers for Disease Control and utilizes military and civilian data from Army and Department of Defense data bases. If confirmed, I would work with the Secretary of the Army to prevent Army suicides by ensuring that leaders are properly equipped with the resources, training, and tools to maintain cohesive teams, implement prevention strategies and identify intervention opportunities where appropriate.

U.S. Army Alaska has experienced numerous suicides from 2016 through 2021. Most of these suicides occurred at Fort Wainwright. Army leadership has taken steps to improve the quality of life for soldiers in Alaska, particularly at Fort Wainwright, and to provide more mental health resources for soldiers, but suicides continue.

Question. If confirmed, what additional steps would you take to improve the Army's suicide prevention efforts in Alaska and in other remote and isolated locations?

Answer. I am very concerned about the number of suicides among soldiers stationed in Alaska, despite ongoing efforts to prevent suicides and address quality of life at these installations. It is my understanding that the leadership in Alaska is implementing initiatives such as enhanced and focused resilience and suicide prevention training programs. While these programs have the potential to improve the overall behavioral health of our Soldiers and families in Alaska and other remote locations, the recent trend of suicide is concerning. My priority, if confirmed, will be to work with the Secretary, the Chief of Staff of the Army, and the Sergeant Major of the Army, to ensure that Commanders have the policies, resources, training, and awareness to establish prevention strategies, identify soldiers at risk of self-harm, eliminate the stigma associated with behavioral health treatment and continue improving quality of life and healthy climates and conditions in Alaska and other remote locations.

SEXUAL HARASSMENT AND ASSAULT PREVENTION AND RESPONSE PROGRAMS:

Question. What is your assessment of the findings and recommendations of the Fort Hood Independent Review Committee?

Answer. I have read the Fort Hood Independent Review Committee (FHIRC) report and I agree with the Secretary of Army that the findings are deeply disturbing. If confirmed, I will be fully committed to implementing all 70 of the report's recommendations. The FHIRC identified significant issues regarding effectiveness of the sexual assault prevention program at Ft. Hood and highlighted the absence of a healthy command climate essential to preventing these destructive behaviors. I am committed to working with Secretary Wormuth to address these negative trends at all Army installations and units. The FHIRC report showed a break down in trust between Army leadership and its soldiers and civilians, the Army must work hard to ensure this never occurs again.

Question. Do you believe these same findings and recommendations could be relevant Army-wide, and not only at Fort Hood? Please explain your answer.

Answer. Yes, I believe that the findings and recommendations in the Fort Hood Independent Review Committee report are relevant across the entire Army. The Army continues to work to prevent harmful behaviors such as sexual harassment and sexual assault across all formations. These efforts are not isolated to one Army installation. If confirmed, I would work with the Secretary of the Army to ensure that programs and policies designed to prevent destructive behaviors across all Army installations are effective.

Question. If confirmed, what actions would you take with respect to these findings and recommendations—both at Fort Hood and across the Army?

Answer. I understand the Army is taking action and making progress on addressing all 70 recommendations, both locally at Fort Hood, and across the Army. If confirmed, I will support the Secretary of the Army by reinforcing these ongoing efforts to ensure broad application across the Service. In addition, I would work to reinforce other related Army efforts, to include the deployment of Cohesion Assessment Teams and other initiatives designed to promote a healthy command climate and a culture of dignity and respect for all.

Question. In your view, are the recent changes to the structure, leadership, and operations of the U.S. Army Criminal Investigation Command sufficient to address the findings of the Fort Hood Independent Review Committee? If confirmed, would you advocate for additional reforms? If so, what would they be?

Answer. My understanding is that the Army has implemented the Fort Hood Independent Review Committee recommendation to restructure the Criminal Investigation Command (CID). These reforms include establishment of a civilian SES to lead the CID, separating the CID from the Office of the Provost Marshal General and aligning the CID to report directly to the Under Secretary of the Army. Moreover, my understanding is that the organizational redesign will also address the need for an experienced workforce by increasing the number of special agents at Army installations dedicated to investigations and increasing the civilian workforce to provide greater continuity and enduring expertise. If confirmed, I will continue to assess the effectiveness of the redesign to ensure the Army is achieving the desired outcomes across the Army.

Question. What is your assessment of the findings and recommendations of the Independent Review Commission on countering sexual assault in the military?

Answer. There is simply no tolerance for sexual assault and sexual harassment in the Army and if confirmed, I would follow Secretary Austin's and Secretary Wormuth's leadership in giving this issue my highest priority. I fully support Secretary Austin's recent direction to implement all 82 recommendations of the Independent Review Commission, spanning four distinct lines of effort: accountability, prevention, culture and climate, and victim care. If confirmed, I would work with the Secretary of the Army to ensure that the Army meets established timelines for adoption and implementation of these comprehensive reforms.

Question. In your view, are the policies, programs, and training that the Army has put in place to prevent and respond to sexual harassment and sexual assault in the military force adequate and effective?

Answer. In my view, the Army's efforts to prevent and respond to sexual assault can only be deemed adequate when all instances of sexual assault and sexual harassment are eliminated from the Army. If confirmed, I will work with the Secretary of the Army to fully implement the recommendations of the Fort Hood Independent Review Commission and the DOD 90-day Independent Review Commission relating to improvements to the Army's Sexual Harassment/Assault Response and Prevention (SHARP) program. In addition, I would reinforce Army programs and initiatives designed to promote a healthy command climate, provide proper treatment and support to victims of sexual assault, and reinforce the importance of dignity and respect for all within Army formations.

Question. If confirmed, what would you do to increase focus on the prevention of sexual assaults in the force?

Answer. If confirmed, I would work with the Secretary of the Army to place emphasis on the prevention of sexual assault, sexual harassment, and associated retaliatory behaviors. I also believe prevention of these harmful behaviors is closely tied to setting a healthy command climate across Army units and organizations. If confirmed, I will support the Army's implementation of the Independent Review Commission's recommendations and the prevention initiatives currently in development by the People First Task Force. In addition, I will work with the Secretary of the Army to ensure that prevention initiatives are adequately resourced across the Army.

Question. If confirmed, what actions would you take to improve the quality of investigations into allegations of sexual harassment in the force?

Answer. I understand the Department of Defense's 90-Day Independent Review Commission recently recommended a revision to the process used for investigating sexual harassment complaints. The Secretary of Defense directed that all sexual harassment cases are to be investigated by independent, trained investigators instead of appointed investigating officers. If confirmed, I will ensure that the Army is appropriately resourced for this new requirement to include the appropriate training in investigative techniques designed to address the unique nature of sexual harassment complaints.

Question. What is your understanding of the adequacy of Army resources and programs to provide military victims of sexual assault and sexual harassment the medical, psychological, and legal help they need?

Answer. My understanding is that the Army has a comprehensive response system to provide medical, psychological, and legal services for victims of sexual harassment and sexual assault. If confirmed, I will ensure these services receive proper resources, as they are effective components of the Army's response systems for both sexual assault and sexual harassment. In addition, I also support increasing the Army's telehealth capabilities employed during the pandemic, as another source of behavioral health care treatment for victims of sexual assault and sexual harassment.

Question. What is your assessment of the Army's protections against retaliation or reprisal, including social ostracism and reputation damage, for soldiers who report sexual assault or harassment?

Answer. Concerns regarding reprisal, social ostracism and reputational damage can have a serious chilling effect on reports of sexual assault and sexual harassment. In my view the Army must place a significant emphasis on encouraging victims of these crimes to report them and must maintain policies and processes that prohibit the threat of such reprisals. If confirmed, I will ensure Commanders have the resources needed to develop and sustain healthy command climates, facilitate unit cohesion and prevention strategies to preclude instances of retaliation from taking place.

Question. In your view, do Army policies and processes for tracking the submission and monitoring the resolution of informal complaints of harassment or discrimination provide leaders, supervisors, and managers with an accurate picture of the systemic prevalence of these adverse behaviors in the Army writ large?

Answer. My understanding is that the Army relies on Equal Employment Opportunity (EEO) officials to review, monitor, assess, and advise leaders on informal complaints of harassment or discrimination. EEO officials advise select leaders, supervisors, managers, and other officials of trends as part of their functions and through annual reporting. Despite these processes in place to track complaints of sexual harassment and discrimination, research shows that these types of complaints are still underreported. If confirmed, I will work with the Secretary of the Army to continue exploring ways that the Army can prevent harmful behaviors in the workplace, ensure an inclusive environment, decrease the stigma associated with reporting these types of incidents and develop an accurate picture regarding the prevalence of these adverse behaviors.

Question. Do the Army's policies and processes for recording the outcomes of informal complaints of harassment or discrimination provide leaders, supervisors, and managers with a means of identifying repeat perpetrators?

Answer. It is my understanding that Army processes do currently allow for a means of identifying repeat perpetrators. EEO Officials are responsible for reviewing, monitoring, and assessing harassment and discrimination complaint activity, and informing supervisors of trends. The Army Complaints Tracking System has the capability to query specific information regarding known cases through a variety of data fields. By reviewing this data, the EEO officials can identify repeat perpetrators, as well as the disposition of any complaints against them. I also understand that the Army is establishing a separate Anti-Harassment Program for Civilians, which will also be able to identify repeat perpetrators.

Question. What actions has the Army taken to establish a modern, comprehensive harassment prevention and response policy and program for the Army's civilian workforce?

Answer. My understanding is that the Army has developed a comprehensive harassment prevention and response policy for the civilian workforce that is currently under review and coordination. If confirmed, I would work with the Secretary of the Army to ensure that policies and processes are in place to prevent all forms of workplace harassment and to promote a healthy civilian workplace climate based on dignity and respect for all.

Question. If confirmed, what actions would you take were you to receive or become aware of a complaint of sexual harassment, discrimination, or other harassment from or by an Army civilian employee?

Answer. If confirmed, I would work to ensure that all complaints of sexual harassment, discrimination or other forms of harassment are fully investigated and addressed consistent with applicable law and policies. All forms of harassment and discrimination jeopardize readiness and mission accomplishment, weaken trust among colleagues, and erode organizational cohesion. Further, if confirmed, I would work with the Secretary of the Army to ensure that there are appropriate policies and programs in place to prevent, investigate and address all forms of discrimination and harassment within the Army's civilian workforce.

Question. Does the Army's method for responding to complaints of harassment or discrimination in the civilian workforce provide appropriate care and services for victims?

Answer. If confirmed, I would first assess the Army's processes for responding to complaints of harassment and discrimination involving civilian employees before determining whether changes or modifications are warranted. I would also work with the Secretary of the Army to ensure the Army maintains a healthy workplace environment free from discrimination and harassment of any kind. I would further work to ensure that victims of discrimination and harassment have access to resources and programs that provide needed support.

ARMY SENIOR EXECUTIVES:

Question. If confirmed as Under Secretary of the Army, you would be responsible for supervising and directing the Civilian Senior Leader Management Office.

Given that competent and caring leadership is one of the most significant and relevant levers available to shape a high-performing DOD civilian workforce, if confirmed, what factors and characteristics would be most important to you in selecting a candidate for appointment to the Senior Executive Service (SES) in the Army?

Answer. I believe that senior executives play a critical role in the direction of the Army's most important programs, how resources are managed, and how effectively the Department accomplishes the Army's mission. In the future, the Army must attract a diverse senior executive workforce, securing the best talent possible, based on professional expertise and leadership skills needed to tackle current and emerging challenges. When selecting individuals for the SES, it is imperative that the Army selects diverse and inclusive leaders who can effectively lead and sustain high performing teams by demonstrating concern, positive engagement and support for their personnel. If confirmed, I will work to ensure that the Army's Senior Executive Service is well-suited to lead the Department into the future.

Question. If confirmed, how would you go about ensuring that SES personnel under your authority are held accountable for both organizational performance and the rigorous performance management of their subordinate employees?

Answer. The Army must hold senior executives accountable for organizational performance and outcomes. My understanding is that the Army's SES performance planning process and reviews are required to include clear linkage and metrics directly aligned to organizational goals, performance metrics, and strategic plans. If confirmed, I would ensure that rating officials and the Performance Review Board consider the degree to which an SES's performance objectives and resulting accomplishments have led to successes in meeting Army and DOD strategic goals and priorities and tie their degree of success to annual compensation outcomes. If confirmed, I would ensure that the degree to which executives are considered successful would be a reflection of their performance results, their success in accomplishing the Army Mission and their management of their subordinates.

Question. What would be your approach to recruiting, placing, developing, counseling, and managing the performance of Army SESs writ large?

Answer. If confirmed, my approach to talent management in the SES ranks would emphasize attracting, developing and retaining the very best executive talent to enable the Army to continue to be the greatest land force in the world. These efforts

would include broad recruiting efforts to attract a diverse and highly qualified talent pool with subject matter expertise and demonstrated leadership acumen. I would continue efforts to develop a broad bench of technically qualified and effective leaders and promote ongoing development, training and a broad base of experience related to Army matters. Last, I would work with the Secretary of the Army to ensure that the ranks of SES leaders possess the skills, expertise and talent needed to help the Army meet the challenges of evolving threats, rapidly proliferating technologies and their impact on Army capabilities, an intense global competition for talent and the need for a positive organizational climate founded on dignity and respect for all.

Question. What role does mobility play in the Army SES program?

Answer. In my view, mobility is a critical element in the Army's SES talent management. The willingness of the SES corps to be mobile allows the Army to leverage the skills of each executive in the places of the most need and where they can broaden their perspective in order to be more effective Senior Executives.

DOMESTIC VIOLENCE AND CHILD ABUSE IN MILITARY FAMILIES:

Question. What is your understanding of the extent of domestic violence and child abuse in the Army, and, if confirmed, what actions would you take to address these issues?

Answer. There is no place for child abuse or domestic violence in the Army, as it harms soldiers and their families and undermines Army mission readiness. While I am not familiar with the current Army statistics associated with these cases, even one instance of domestic violence or child abuse is too many. If confirmed, I would emphasize command oversight, proper investigation and thorough review of these cases and work with the Secretary of the Army to ensure that proper resources and support services are made available to victims and their families. Last, I would assess the Army's programs designed to provide training to leadership teams to ensure that they have the necessary tools to identify and properly address cases of domestic violence and abuse and hold soldiers accountable who are responsible.

Question. In your view, what more can the Army do to prevent child abuse and domestic and intimate partner violence?

Answer. I share the Army's commitment to preventing and addressing all instances of domestic violence, child abuse and neglect. If confirmed, I would work with the Secretary of the Army to ensure that prevention and response programs, to include the Family Advocacy Program and the Army's coordinated community response systems are effective in addressing this threat to

Soldier and family safety and that there are adequate tools and resources available to Commanders and victims to identify these cases and provide support and care for victims.

Question. In your view, does the Army Family Advocacy Program strike the right balance between healing families and holding individuals accountable for acts of domestic violence and child abuse?

Answer. My understanding is that the Family Advocacy Program is focused on providing services aimed at preventing and responding to cases of domestic violence and child abuse. These programs include victim advocates and clinical support made available at Army installations. Accountability for domestic violence and child abuse involving soldiers is addressed through the military justice system at the command level. While these efforts are administered through separate organizations and processes, they are mutually supportive and work together to prevent and respond to these destructive harms to soldiers, civilians and families.

If confirmed, I would work with the Secretary of the Army to ensure that both of these processes work in tandem to foster a healthy command climate free from risk of harm to soldiers and their families. I would further work to ensure that the Army has proper training and resources available to identify cases involving abuse and domestic violence and that support services are made available to victims when needed.

JUVENILE PROBLEMATIC SEXUAL BEHAVIOR:

Question. What actions has the Army taken to regularize policies and programs for responding to, investigating, adjudicating, and documenting allegations of juvenile problematic sexual behavior on Army installations? In your view, are these actions sufficient to adequately address problematic sexual behavior on Army installations?

Answer. My understanding is that installation commanders are now required to investigate instances of major juvenile misconduct and refer such allegations to Family Advocacy for assessment, treatment, and victim assistance. The most serious cases may warrant referral to civilian authorities for further investigation or dis-

position. I am also aware that the Army recently established policy and implementation guidance on problematic sexual behavior in children and youth, which requires review by multi-disciplinary teams and assessment, care, support, and treatment for eligible beneficiaries.

If confirmed, I will conduct further assessment of the effectiveness of the Army's actions thus far and will be an advocate within the Department of the Army and the Department of Defense to ensure the Army is doing all it can to maintain the safety and security of family members and civilians on Army installations.

Question. How does the Army ensure that the victims of juvenile problematic sexual behavior receive the care, treatment, support, and advocacy services they need?

Answer. My understanding is that Army installations have multi-disciplinary teams that provide care dedicated to addressing problematic sexual behavior in children and youth. These teams address safety and risk factors, recommend treatment and counseling, and develop intervention plans that include the services tailored to specific incidents, parent engagement strategies, and appropriate referrals. Additionally, Family Advocacy Program clinical staff are able to reach out to impacted Families to coordinate assessments and offer services. If confirmed, I will work to ensure Family Advocacy Programs and clinics are fully supporting victims of juvenile problematic sexual behavior and advancing the breadth and scope of prevention and treatment services.

Question. In your view, does the Army have a mechanism to hold accountable, as appropriate, and provide treatment to juveniles who engage in problematic sexual behavior?

Answer. I understand that the Army has mechanisms in place to hold juveniles accountable who engage in serious misconduct, including problematic sexual behavior. I also understand that the Army requires investigation of each case of major juvenile misconduct, which may be completed by military law enforcement or civilian authorities with jurisdiction. There is also a mechanism to refer serious cases may be referred to civilian authorities for further investigation and appropriate disposition.

The Army must provide assessment, care, support, rehabilitation, and treatment to eligible beneficiaries who engage in problematic sexual behavior and provide resource and referral information to persons not eligible, but who engaged in incidents of problematic sexual behavior. If confirmed, I will work to ensure the Army has in place the necessary services to maintain the safety and security of Family members and civilians.

EXTREMISM:

Question. What is your view of the prevalence and effect of extremism in the Army?

Answer. In my view, the vast majority of soldiers in the Army serve with honor and commitment to the highest standards of professionalism and they consistently demonstrate respect for others in their conduct. As the Chief of Staff of the Army has stated, however, instances of extremism in the military are inimical to good order and discipline and negatively impact morale and unit cohesion. Extremism has no place in our Army and such behavior is contradictory to the oath soldiers take upon entry into service. Commanders at all levels must conduct training on extremist behaviors and possess the necessary tools to hold accountable soldiers exhibiting these harmful behaviors.

Question. In your view, what beliefs and actions should constitute "extremism"?

Answer. My understanding is that the Army regulates specific conduct and actions, not beliefs. More specifically, the Army follows a regulation, Army Regulation 600-20, that defines extremism as participation in organizations and activities that advocate intolerance, engaging in unlawful discrimination, the use of force to deprive individuals of their rights, support for terrorist objectives, use of unlawful violence or force to achieve discriminatory goals, expressing a duty to engage in violence against the United States, encouraging military or DOD civilian personnel to engage in subversion, or seeking to engage in sedition. If confirmed, I am committed to working with the Secretary of the Army and the Chief of Staff of the Army in eradicating any extremist activity within the Army.

Question. In light of ongoing efforts to combat extremism, what are your views on the current DOD policy that states, "A Servicemember's right of expression should be preserved to the maximum extent possible?"

Answer. All soldiers retain First Amendment rights of free exercise of religion, freedom of speech, and peaceful assembly and I believe that all soldiers' constitutional rights should be fully protected. As such, any Army policies regulating speech or association must be necessary to accomplish a military mission or to prevent a

clear danger to the loyalty, discipline, or morale of military personnel, and must be the least restrictive means available to achieve these ends

If confirmed, I would work with the Secretary of the Army and the Army General Counsel to ensure that Army policies designed to address extremism maintain First Amendment protections as interpreted by judicial precedent while eliminating this corrosive activity from the Army.

Question. If confirmed, what actions would you take to eliminate extremism within the ranks?

Answer. My understanding is that the Army has fully participated in the Secretary of Defense-directed working group on countering extremist activity established earlier this year. I also understand that this working group is developing recommendations regarding extremism training, DOD wide policies, insider threats, and screening processes across the DOD and Services. If confirmed, I look forward to the recommendations of this working group and work with the Secretary of the Army to address any applicable changes to Army policy, processes and training as appropriate.

DIVERSITY AND INCLUSION:

Question. In general, data shows that Army racial demographics align with those of the broader U.S. population, with the notable exception of Army General Officers.

In your view, what factors underpin the lack of representation of racial minorities at general officer grades?

Answer. My understanding is that a 2019 study conducted by the Army studied the root causes of the lack of diversity among the General Officer ranks. This assessment found that 60 percent of all General Officers had a background in five branches—Infantry, Armor, Aviation, Engineer, and Special Forces. The Army also found that these five branches have the lowest racial, ethnic, and gender diversity of all Army branches. This assessment underscores the need, in my view, to focus on recruiting and retaining diverse talent in the Army's combat arms branches. The American people support an Army, including the senior leadership ranks, that is representative of all Americans.

Question. If confirmed, what actions would you take to ensure that the Army, at all levels, especially within the senior officer ranks, reflects the broad diversity of those eligible to serve?

Answer. If confirmed, I would place emphasis on the initiatives included in the Army People Strategy, which includes the 5-year strategic plan mandated by Congress in the FY20 National Defense Authorization Act. Specifically, the Annex seeks to address diversity in the senior officer ranks. These efforts include programs designed to expand diverse talent in the Officer ranks. My understanding is that the Army is further pursuing talent initiatives such as Talent Based Branching, the Urban Access Initiative, and the Combat Arms Outreach Engagement Teams to recruit and retain a broader range of talent to the Army. If confirmed, I would support these and other efforts to promote more diversity in our senior ranks.

Question. What is your assessment of diversity in the Department of the Army's civilian workforce, especially at the senior General Schedule and Senior Executive Service levels?

Answer. My understanding is that the Army's Annual Federal EEO Progress Report revealed that the Army has challenges in attracting and hiring from diverse populations at senior grades and SES levels. The Army's current efforts focus on accurately identifying and eliminating barriers to access, opportunity, and career development. If confirmed, I will continue the Army's focus on assessing, recruiting and hiring efforts to promote greater diversity in the civilian workforce.

Question. If confirmed, how would you increase geographical diversity in the Army from areas of the country and communities that are currently underrepresented?

Answer. If confirmed, I will seek to fully understand the Army's current efforts to drive geographical diversity across the force. I will work in support of those efforts and ensure the Army strives for a diversified pool of recruits, enlisted members and officers, who are representative of the Nation. I understand the Army is conducting recruiting and outreach activities focused on educating the entirety of the population about opportunities available in the Army.

I also understand that the Army has added 25 Priority Population Centers to the original 22 cities under the Urban Access Initiative to broaden and increase the geographical diversity of applicants. These 47 cities account for 47 percent of the population, and represent a positive step in the Army's ongoing efforts to cast a wide net for talent. If confirmed, I would continue to support these efforts and work with Army leaders to continue to explore innovative ways to increase geographic diversity in recruiting among our qualified youth.

Question. What is your assessment of the diversity of cadets at the United States Military Academy, and how might it be increased?

Answer. The United States Military Academy (USMA) has a rigorous and comprehensive application and nomination process that allows the Army to attract a diverse and talented group of Cadets. The congressional nomination process supports the identification of high-caliber, diverse talent that geographically represents the Nation. If confirmed, I look forward to harnessing the collective efforts of West Point, the Congress, and Army leaders to continue building a diverse Corps of Cadets that the Army and nation require.

SERVICES PROVIDED TO SERVICEMEMBERS AND THEIR FAMILIES:

Question. If confirmed, how would you support increased employment opportunities for military spouses and other family members?

Answer. Military families are required to make significant sacrifices in service to our national security, enduring the impacts associated with rotational assignments and geographic relocation. In my view, the Army must be a strong advocate for military spouses and family members seeking employment opportunities as a result of geographic relocation. If confirmed, I will work to continue building strong relationships with Congress, the Office of the Secretary of Defense, the National Governor's Association, State and local governments and non-government organizations that facilitate and enable spouse employment opportunities. Specifically, I would work with the Secretary of the Army to engage State policymakers to improve professional license portability. I support Army efforts to expand the alliance and partnership with private sector companies and local or State government agencies that provide hiring preferences to military spouses and family members. If confirmed, I would also conduct a review of Army's civilian employment policies and expand on any gaps to increase employment opportunities for both military spouses and other family members.

Question. What specifically would you do to provide Army families with accessible, high-quality childcare, at an appropriate cost?

Answer. Access to qualified and trusted childcare is critical to Army readiness. If confirmed, I would work with the Secretary of the Army to assess current plans to provide such access to soldiers. My understanding is that Army ongoing efforts call for construction of new childcare facilities to address identified long wait times, increasing access to community childcare among Army families in locations with long wait times or where they are geographically dispersed, investment in the Family Child Care program and investing resources to recruit and retain a childcare workforce of the highest quality.

Question. What steps would you take to ensure safe and healthy living conditions for soldiers and their families in privatized housing?

Answer. Access to quality housing is key to quality of life and ensuring Army readiness. If confirmed, I will prioritize Army oversight of privatized housing—at all levels—to ensure that Army families are receiving safe, quality housing and will hold commanders and privatized housing partners accountable to fulfill that promise.

Question. What specifically would you do to establish accountability in the Army for sustaining the high quality housing that soldier and their families deserve?

Answer. If confirmed, I will work to hold commanders, leaders and privatized housing partners accountable for ensuring that soldiers and families have high quality housing. I will ensure implementation of the Military Housing Privatization Reform contained in the National Defense Authorization Act and that the Army-owned housing inventory is adequately funded in future budgets, and by working with the Office of the Secretary of Defense to ensure Basic Allowances for Housing are adequate to provide quality housing to those choosing to live off-post. If confirmed, housing will be one of my highest priorities.

Question. What specifically would you do to establish accountability in Military Housing Privatization Initiative (MHPI) "contractors," particularly given that, in most cases, they have public-private partnership agreements with the Army that extend for as long as 50 years?

Answer. If confirmed, I will ensure the Army chain of command remains engaged in assessing performance metrics associated with service delivery and property conditions at privatized housing facilities. This will require the enforcement of standards of performance in existing agreements with MHPI companies, periodically reassessing MHPI companies' baseline operating and ground lease agreements and when necessary, entering into negotiations with the privatized housing company owners to modify Army agreements in order to foster enhanced accountability and facilitate improving the privatized housing and housing related services provided to

Army soldiers and families. I would also work with the Secretary of the Army to underscore the Army's existing requirement that all privatized housing incentive fee metrics be consistently applied in a manner that rewards privatized housing companies only when they have delivered high quality services to soldiers and families.

TRAINING/READINESS:

Question. How would you assess the current readiness of the Army—across the domains of materiel and equipment, personnel, and training—to execute the 2018 NDS and Combatant Commanders' associated operational plans?

Answer. I believe that the current readiness of the Army across the domains of materiel and equipment, personnel, and training to execute the 2018 National Defense Strategy and support Combatant Commander's operational plans continues to be challenged. The Army has embarked on a comprehensive modernization program designed to develop new warfighting capabilities in response to threats and challenges identified in the National Defense Strategy. If confirmed, I will closely monitor and prioritize resourcing decisions to ensure an appropriate balance between near term readiness and modernization investments, ensuring future capabilities.

Question. In your view, what are the priority missions for which current and future Army forces should be trained and ready in the context of day-to-day activities, as well as for contingencies?

Answer. In my view, the Army's priority missions include preparing for large-scale combat operations against near-peer adversaries, homeland defense, and ongoing competition with State and non-State actors below the threshold of armed conflict. The Army also provides essential capabilities for crisis responses, such as hurricane, wildfire, mass migration, and earthquake responses.

The Army stands shoulder to shoulder with its allies and partners in several key locations and theaters, which keeps our citizens and interests safe. This list is long, and global demand for Army forces remains high. Ultimately, the Army's success will be judged by its ability to fight effectively across all domains while remaining integrated with the Joint Force.

Question. What is your assessment of the risk the Army has accepted in regard to its readiness to execute operational plans in furtherance of the 2018 NDS?

Answer. I have not had the opportunity to assess the specific areas of risk in Army readiness relative to existing operational plans. If confirmed, I will support the Secretary of the Army in her efforts to ensure that the Army adheres to the directives of the SecDef's Global Posture Review as it applies to priority theaters and the Army continues to assure its allies and partners of enduring relationships. My understanding is that the Army will implement a Regionally Aligned Readiness and Modernization Model (ReARMM) to optimize force projection to meet global wartime demand. If confirmed, I would work with the Secretary of the Army to carefully balance resources to promote readiness to meet Combatant Commander operational requirements while prioritizing investments in our people and modernization programs.

Question. If confirmed, how would you oversee compliance by the Army with readiness goals and timelines?

Answer. My understanding is that the Army is implementing a Regionally Aligned Readiness and Modernization Model (ReARMM) to meet readiness goals and timelines with predictable modernization, training, and mission phases for all Army units. If confirmed, I would work with the Secretary of the Army to assess the implementation of the ReARMM effort and any effects on readiness requirements tied to Operational Plans or the Joint Staff's global force management process.

Question. If confirmed, how would you prioritize maintaining readiness in the near term, with modernizing the Army to ensure future readiness?

Answer. If confirmed, I will support the Army vision of a multi-domain operational force to ensure that the Army can deploy, fight, and win in large scale combat operations in the future. I understand the Regionally Aligned Readiness and Modernization Model (ReARMM) is focused on maintaining readiness requirements to meet Secretary of Defense assigned missions. In the model, each unit will have a dedicated modernization window to focus on new equipment. Establishing these windows allows the Army to synchronize resourcing with modernization.

MUNITIONS:

Question. The fiscal year 2022 budget request substantially cuts funding for munitions of all types—missiles, tank, artillery, mortars, medium-caliber, and small-arms.

What is your assessment of the risk these cuts pose to readiness and the munitions industrial base?

Answer. The Army relies on a healthy munitions industrial base to provide production quantities and surge capacity in the event of military conflict. If confirmed, I would work with the Assistant Secretary of the Army (Acquisition, Logistics and Technology) and the Army staff to identify and understand any projected readiness impacts or industrial base risks associated with reduced FY22 munitions funding. My understanding is that readiness risks can be mitigated in several ways. For example, the Army can continue to implement stockpile reliability programs and shelf-life extension programs which will help ensure current stocks meet the appropriate standards. If confirmed, I will ensure that the Army also works closely with the industrial base to assess any impacts and identify mitigations as appropriate.

Question. If confirmed, what steps would you take to ensure the Army has sufficient inventories of munitions to meet combatant commanders' needs?

Answer. If confirmed, I would work with Army leaders to ensure that the Army supports combatant commander requirements. I would work with the Secretary of the Army to balance resources to address needs to modernize our munitions stock and improve overall inventory levels as necessary ensure the Army will meet combatant commanders' requirements. In addition, I would work with the Assistant Secretary of the Army (Acquisition, Logistics and Technology) to collaborate with our industry partners to address production and procurement of requirements of critical munitions as appropriate.

Question. Is the ammunition industrial base, including the Army's organic ammunition plants, capable of supporting current and future munitions requirements, in your view?

Answer. I have not yet had the opportunity to assess the current production capacity of the Army's organic ammunition plans or their capability to meet current and future munitions requirements. My understanding is that the Army has identified a need to modernize and invest in the organic industrial base to ensure these critical facilities can manufacture future artillery and advanced propellants. If confirmed, I would work with the Secretary of the Army and Army leaders to ensure that the Army has sufficient capacity—both commercial and organic—to meet future and surge munitions requirements once planned modernization and new production capabilities are completed.

Question. If confirmed, what actions would you take to reduce single points of failure and foreign material supplier dependencies in the ammunition industrial base?

Answer. I believe managing the risk within the supply chains, including foreign sources and single points of failure, is key to ensuring that the Army delivers our joint force the munitions they require. If confirmed, I would ensure that the Army can assess supply chain risks, identify and execute actions that mitigate the threats within relevant supply chains. I will also ensure we work with OSD(A&S), the other Services, Congress, and other stakeholders inside the Army to build resiliency within our ammunition industrial base.

OPERATIONAL ENERGY:

Question. If confirmed, how would you lead the Army in harnessing innovations in operational energy and linking them with emerging joint operational concepts in order to reduce contested logistics vulnerabilities for warfighters?

Answer. The ability to generate, distribute, and store power is a key enabler of combat capability and will be increasingly relevant in future missions and conflicts within a contested security environment. If confirmed, I would assess the Army's investments in operational energy and associated operational concepts to ensure that the Army is prepared to support future mission requirements as part of the Joint force.

Question. In what specific areas, if any, do you believe the Army needs to improve the incorporation of energy considerations and alternative energy resources into the strategic planning processes?

Answer. In my view, the Army must plan for energy (including fuel and electricity) security and address potential vulnerabilities both at installations and while conducting operations. If confirmed, I would ensure that the Army continues to focus on readiness and the ability to project power by strengthening the energy resilience of our installations and encouraging soldiers and leaders to incorporate energy security at all levels of planning.

Question. How can Army acquisition systems better address requirements related to the use of energy in military platforms to decrease risks to warfighters? In your view, how can energy supportability that reduces contested logistics vulnerabilities become a key performance parameter in the requirements process?

Answer. The Army is committed to designing, developing, and delivering cutting edge technologies to provide the greatest warfighting capabilities across the joint force. Operational energy is a critical requirement that reduces logistical burdens. If confirmed, I would work to ensure the Army continues to seek improvements in energy efficiency to reduce operational costs and the overall logistics tail. With respect to enduring weapon systems, the Army can improve energy use in current systems and platforms by leveraging the work of innovative companies through research, prototyping, and demonstrations of energy-saving technology—to include hybrid-electric and electric motors for vehicles that reduce energy demand. In the development of new weapon systems and platforms, my understanding is that the Army can benefit from more energy-efficient designs early in the acquisition process to avoid costly retrofits of energy-efficient components after fielding. If confirmed, I would work with Army leaders to assess how these considerations can be incorporated into system requirements to advance these objectives.

Question. If confirmed, how would you prioritize energy resilience, including acquiring and deploying sustainable and renewable energy assets, to support mission critical functions, and address known vulnerabilities?

Answer. Energy resilience is key to Army mission effectiveness. Today's multi-domain operating environment means that the Army's installations are strategic assets for generating readiness. It is my understanding that the Army's approach to installation energy resilience is a comprehensive strategy that includes energy efficiency, onsite generation, and storage. If confirmed, I will continue to prioritize installation energy resilience efforts that support critical missions.

Question. Given that the Army has been charged to provide Contested Logistics for the Joint Force, how do you believe operational energy can and should be used to support this effort?

Answer. Operational energy capabilities are an important resource and advantage that will help increase energy efficiency for the joint force operating withing a contested environment. If confirmed, I will work to better understand the Army's current strategy for joint contested logistics and look for ways to utilize such capabilities to reduce logistical burdens and vulnerabilities.

ENVIRONMENT:

Question. If confirmed, how would you ensure that the Army complies with environmental protection laws, regulations, and guidance from the Environmental Protection Agency?

Answer. Compliance with environmental laws and regulations is of critical importance. If confirmed, I will ensure that Army leaders and the force have the necessary and appropriate environmental policies and programs in place through Army regulation, guidance, and training opportunities.

Question. What are your ideas for improving collaboration with the Department of Interior and the U.S. Fish & Wildlife Service to find cooperative ways to ensure military readiness while protecting the environment on and around Army installations?

Answer. In my view, the Army must work collaboratively with the Department of the Interior and the U.S. Fish and Wildlife Service to address impacts to endangered species associated with Army installations and functions. If confirmed, I would work with the Secretary of the Army to continue coordination with these agencies to support and extend ongoing programs that focus on recovery and species protection initiatives and compatible use buffers to ensure readiness and environmental protection.

Question. If confirmed, how would you further efforts to address PFAS contamination at Army installations?

Answer. If confirmed, ensuring the health and safety of our soldiers, their families, Army civilians, and the communities surrounding our installations will be my top priority. I would work with the Secretary of the Army to ensure the Army continues to prioritize and address cleanup sites where risk to human health is the highest.

Question. If confirmed, what would be your approach to addressing the health concerns of servicemembers and their families regarding alleged exposures to potentially harmful contaminants on U.S. military installations and in the context of performing military duties?

Answer. If confirmed, I will support efforts to inform soldiers and their families of potential direct and indirect harmful exposures and ensure that they have access to DOD and Army initiatives that address these concerns. I will also encourage soldiers that express concerns of potential exposure to seek assistance from their

health care provider. If confirmed, the safety and well being of soldiers and their families will be my highest priority.

READINESS AND RESOURCE IMPACTS FROM EXTREME WEATHER:

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

Answer. If confirmed, I will support the Army's use of science and resource informed data to assess readiness and resource impacts from extreme weather and climate change. Use of these assessments will be critical to anticipate changing conditions and better position the Army to maintain readiness and minimize risks.

Question. Based on these readiness and resource impacts, do you believe it necessary to use more resilient designs in Army infrastructure? How can the Army better use existing authorities on extreme weather mitigation granted by Congress in the last few National Defense Authorization Acts?

Answer. I believe that the Army should continually update building codes and resilient infrastructure designs to keep pace with the latest climate science and technology advancements. Additionally, the NDAA requires incorporating climate considerations into building codes and mandates resilience planning. If confirmed, I will ensure the Army continues to meet these requirements and explores ways to leverage these authorities to increase installation resilience.

AUDIT READINESS:

Question. If confirmed, what specific actions will you take or direct to enable the Army to achieve a clean financial audit in the most expedited fashion?

Answer. If confirmed, I will serve as one of the Army Senior Leaders responsible for obtaining an unmodified (or "clean") audit opinion. I would work with Army leaders to maintain consistent emphasis on meeting audit requirements by addressing findings in the audit process and working to achieve audit milestones and objectives. I would focus my efforts on downgrading and/or eliminating Army material weaknesses by allocating resources to address Notices of Findings and Recommendations. It is my understanding that the Army is prioritizing high-impact outcomes and has developed project plans to address the Army's significant areas of risk. With respect to Army's workforce, I would prioritize the upskilling and retooling (as necessary) of the workforce to build efficiencies in all operational and financial processes. As it pertains to the Army IT environment, I would work with Army leaders to streamline manual and overly burdensome processes where possible. Last, I would also continue to take actions to embed required controls in Army's current systems as new systems are developed.

Question. What are the benefits to Army missions and effectiveness of achieving and maintaining a clean audit?

Answer. Full compliance with Army regulations, policies, and procedures is critical to effective stewardship of every dollar that the Congress appropriates. The benefits of achieving and maintaining a clean audit include optimized warfighter readiness, improved resource forecasting, access to data for decisionmaking, improved visibility of Army assets, and enhanced congressional and taxpayer confidence. It is my understanding that the Army is gaining financial benefits as a result of remediated auditor findings and also improving and modernizing its operational processes.

Question. How will you hold Army leaders and organizations responsible and accountable for making the necessary investments and changes to correct findings and material weaknesses identified in the audit process?

Answer. It is my understanding that Army is currently using the military execute order process, which is a written directive to provide the specific tasks and milestones to meet Army's audit opinion goal. Success across the force depends on leaders who routinely review the progress of their commands as they implement actions to remediate audit findings. If confirmed, I will continue to promote accountability in Army's culture. In monthly audit governance meetings with Army Leaders, I would expect to receive briefings on audit results and will measure leaders' performance based on their ability to meet or exceed key operational metrics. I will hold Army commands accountable to implement the processes and procedures that will lead to improved operations and drive audit success.

ARMY-RELATED DEFENSE INDUSTRIAL BASE:

Question. What is your assessment of the systems and processes for identifying, evaluating, and managing risk in the Army's organic, commercial, and defense industrial base, including the munitions industrial base?

Answer. My understanding is that the Army and Department of Defense have employed various tools, models, reporting systems and assessments to ascertain the

health of the Defense Industrial Base and the Army's Organic Industrial Base. While I have not yet had the opportunity to assess the Army's current systems and processes for identifying and addressing industrial base risks, I am familiar with the importance of these approaches to identify and address critical and fragile components of our Nation's private and public R&D, development and production capacity. If confirmed, I would work with Army and Department of Defense leaders to understand the areas of risk in the broader industrial base and assess current and planned mitigation strategies.

Question. How should Army acquisition leaders consider impacts on the industrial base when addressing requirements for recapitalization or modernization of major defense weapons systems and munitions, and life cycle costs of such systems?

Answer. In my view, Army leaders must preserve a vigorous industrial base that can meet current and future Army requirements while promoting competition. This requires the Army to balance private manufacturing requirements with organic industrial base requirements, while optimizing affordability and capacity. The Army relies on the Defense Industrial Base and the Army's depots of the organic industrial base to conduct effective and economical recapitalizing and modernizing major defense systems. Continued access to the skills and capabilities of the broader industrial base must be a significant factor in the development of weapon system requirements and associated acquisition strategies.

Question. If confirmed, what changes, if any, would you pursue in systems and processes to ensure that risk in the Army-relevant sectors of the defense industrial base is adequately managed to enable the development, production, and sustainment of technically superior, reliable, and affordable weapons systems and munitions?

Answer. If confirmed, I would evaluate the Army's processes used to assess and manage supply chain risk in the Army Industrial Base and work with leaders in the Army, the Department of Defense and industry to ensure a resilient supply chain. My understanding is that the Army maintains close coordination with the Office of the Under Secretary of Defense for Acquisition and Sustainment, the other military services, and other Federal agencies in support of this objective.

Question. If confirmed, what policy tools or programs would you develop or use to allow the Army to intervene appropriately to support the vitality of its organic, commercial, and defense industrial base?

Answer. If confirmed, I would work with the Secretary of the Army to employ existing DOD and Army programs to address Industrial Base concerns. Authorities, such as the Defense Production Act (DPA) and the Industrial Base Analysis and Sustainment (IBAS) program, can help address industrial base issues and support the National Security Innovation Base on which the Army relies. To help reduce acquisition costs, and reduce manufacturing and repair cycle times, I believe the Army needs to fully utilize DOD and Army programs, such as Manufacturing Technology (ManTech) Program.

Question. An often-cited metric for justifying production level decisions is the Minimum Sustaining Rate (MSR).

In your view, is the MSR the appropriate metric for justifying production? Please explain your answer.

Answer. In my view, MSR is one estimate of production requirements essential to sustain manufacturing skills and expertise and preserve production capacity among suppliers at all levels. In the absence of more specific data regarding production capacity, supply chain vulnerabilities and workforce retention, MSR is a useful metric for evaluating weapon system production minimum requirements. In these instances, MSR does help ensure the Army's production base is resourced appropriately to manufacture required items in a given amount of time with a minimum of wasted resources (such as manpower and production line infrastructure costs).

Question. What is your understanding of the process for determining MSRs, and how and by whom they are validated?

Answer. My understanding is that the MSR for a particular procurement is calculated by determining the minimum product throughput required to keep a production line open. This considers cost tolerance, or what the U.S. Government can spend to produce a particular item in a specified amount of time. MSR calculations also take into consideration contractual pricing structure to determine manufacturing quantity cost breakpoints. These breakpoints take into consideration the estimated buys by the Department of Defense and our allies through Foreign Military Sales.

Question. If confirmed, would you modify this process in any way?

Answer. If confirmed, I would assess the process for determining MSRs used by the Army and the Defense Industrial Base and will assist the Secretary of the Army in determining whether modifications are warranted.

EQUIPPING/MODERNIZATION:

Question. What is your assessment of the Army's ongoing modernization efforts?

Answer. The Army has made significant progress in recent years in establishing clear modernization priorities and undertaking an ambitious set of programs designed to field needed capabilities that will enable the Army to meet operational requirements in multi-domain operations as part of the Joint Force. Moreover, my understanding is that the Army is fully leveraging the rapid and flexible authorities provided by Congress to streamline acquisition processes, and is incorporating prototyping, experimentation, and soldier feedback early in the requirements and development process to ensure technically sound and feasible requirements before committing resources in a formal program of record. If confirmed, I commit to working with Army stakeholders to ensure continued emphasis on these Army's modernization objectives.

Question. If confirmed, what role would you play with respect to Army modernization efforts? Are there specific aspects of Army modernization efforts that you believe would require your focus? Please explain your answer.

Answer. If confirmed, I would fulfill any duties and responsibilities related to Army modernization assigned to me by the Secretary of the Army. Having previously served as Principal Deputy Assistant Secretary of the Army (Acquisition, Logistics and Technology) for nearly 6 years, I have extensive experience with many of the programs, issues and stakeholders involved in Army modernization. If confirmed as Under Secretary, I would serve as a strong advocate for Army modernization requirements and programs.

Question. Do you believe the Army's modernization priorities should be modified? If so, and if confirmed, how would you propose to modify them?

Answer. I understand that the Army's modernization priorities—long range precision fires, next generation combat vehicles, future vertical lift, the network, air and missile defense, and soldier lethality—are grounded in detailed assessments that integrate future operational environments, operating concepts, and technologies. If confirmed, I will assist the Secretary of the Army in evaluating the Army's operating concepts and assessing threats to validate current and future priorities. If confirmed, I would seek to ensure that Army modernization priorities support the National Defense Strategy and the priorities established by the President and the Secretary of Defense.

Question. How have the Army's modernization priorities been adjusted to reflect the NDS's identification of China as the principal strategic competitor?

Answer. My understanding is that the 2018 National Defense Strategy calls for the Army to prioritize long-term strategic competition with China and Russia while deterring regional adversaries and sustaining irregular warfare competency. The Army's six Army modernization priorities address the need to counter military capabilities by China and Russia and are critical to deterring regional adversaries. Delivering capabilities in these areas will ensure the Army maintains is capable of deterring and defeating threats identified in the NDS.

Question. In your view, should the Army sustain the capacity to conduct large-scale ground combat operations against major potential adversaries such as Russia, notwithstanding the significant focus and weighting of resources toward competing with China? How can the Army afford to modernize and sustain all of these capabilities, in your view?

Answer. It is necessary for the Army to field warfighting capabilities that effectively deter China and Russia as major-power competitors, and enable the Army to ultimately win any conflict that may arise. The Army's ability to conduct large-scale ground combat operations assures our allies and partners and provides Joint Force Commanders and national policymakers credible deterrence options in a crisis. If confirmed, I would work with the Secretary of the Army and Army leaders to appropriately balance investment in these modernized capabilities with competing needs to ensure that the Army is well-postured to meet our Nation's security needs in an increasingly contested and complex security environment.

Question. The fiscal year 2022 budget request substantially cuts funding for enduring combat platforms within it Armored Brigade Combat Teams (ABCTs).

What is your assessment of the risk these cuts pose to the readiness of ABCTs and the defense industrial base?

Answer. According to public testimony by Army officials, I am aware the Army did accept some degree of risk in reducing funding for some Armored Brigade Combat Team (ABCT) programs in FY22. My understanding is that this choice was cast as part of an effort to protect funding for higher priority next-generation modernization programs. It is also my understanding that the Army Chief of Staff's Unfunded Requirements List included funding for several ABCT programs. However, I have

not had the opportunity to assess the effects of any reductions in funding in these programs on Army readiness or the associated industrial base. If confirmed, I would work with the Secretary of the Army to review the Army's plans in this area to ensure that impacts are identified, addressed and balanced appropriately given available funding.

Question. If confirmed, what steps would you take to sustain capabilities that are essential to the Nation's ability to conduct land-combat operations?

Answer. If confirmed, I would work with the Secretary of the Army to assess current training and readiness processes to ensure that the Army is prepared to conduct ground combat operations as required by Operational Plans. Moreover, I would work to continue modernizing Army capabilities that support and sustain an advantage over great power adversaries. In combination with the capabilities of our Allies and partners, Army capability to conduct these operations will deter potential aggression, and if necessary, enables the defeat of an adversaries.

Question. How is the Army mitigating risk to enduring programs as it prioritizes modernization efforts?

Answer. My understanding is that the Army has taken steps to allocate resources in support of priority modernization programs and critical enablers. This presents risks to the modernization and improvement of enduring programs, by slowing the rate of procurement of certain capabilities funding certain programs at their minimum sustainment rate. If confirmed, I would work with the Secretary of the Army and the Assistant Secretary of the Army (Acquisition, Logistics and Technology) to identify impacts and risks associated with these investments and to develop future resourcing strategies that meet the Army's needs consistent with the National Defense Strategy.

Question. As compared to previous Army efforts to prioritize modernization, how has Army Futures Command (AFC) contributed to improving Army modernization programs? In your view, how has the establishment of AFC affected the Army Secretariat's roles in Army modernization efforts?

Answer. In my view, the establishment of Army Futures Command (AFC) has placed renewed emphasis on the development of user requirements for highly modernized warfighting capabilities across a range of missions. Army modernization has always been a team sport, and AFC plays an important role in validating requirements, executing the Army's Science and Technology (S&T) enterprise and developing the Cross-Functional Teams (CFTs) that define requirements for the Army's next generation capabilities. If confirmed, I would work with the Secretary of the Army to assess the roles performed by AFC, the Assistant Secretary of the Army (Acquisition, Logistics and Technology) and other organizations involved in Army modernization to ensure that the Army remains consistent with all applicable statutory authorities enacted by Congress. In my view, the Assistant Secretary of the Army for Acquisition, Logistics, and Technology retains responsibility for the overall supervision of acquisition, logistics, and technology matters for the Army.

Question. What key capabilities must the Army possess for multi-domain operations?

Answer. My understanding is that the operational concepts under multi-domain operations (MDO) call for modernized capabilities reflected in the Army's priority "31+4" programs, which are designed to address identified and modeled threats and gaps. Many of the Army's major platforms were designed and developed during the cold war and would not be as effective against threats and competitors contemplated in the Army's operating concept. These capabilities must be upgraded and modernized to keep pace with threats and evolving technology. The Army must also have modernized intelligence collection and analytic capabilities to identify and locate near-peer threats to support commanders' decisionmaking in both competition and conflict.

Question. Do you see utility in the Army conducting more joint program development? In what systems or categories of systems do you see the most potential and benefit in joint development?

Answer. If confirmed, I would support joint development programs where they decrease cost and promote joint interoperability across the Department of Defense.

ACQUISITION:

Question. If confirmed, how would you synchronize your acquisition and program oversight responsibilities with those of the Chief of Staff of the Army?

Answer. If confirmed, I will support the Secretary of the Army and the Chief of Staff of the Army in the execution of their acquisition-related responsibilities, and I would bring valuable expertise and experience to this portfolio having previously served as the Principal Deputy Assistant Secretary of the Army (Acquisition, Logis-

tics, and Technology). If confirmed, I will work closely with Army leaders to assist the Secretary and the Chief in ensuring resources are appropriately balanced against priorities, requirements are well-informed and technically feasible, and that tradeoffs are made among cost, schedule, and performance before milestone or production decisions in order to avoid unnecessary cost growth or program risks.

Question. In your view, who should be held accountable for large-scale acquisition failures?

Answer. The Service Secretaries and Service Chiefs are ultimately responsible for large scale acquisition failures. A number of factors can contribute to the success of acquisition programs, including stable and feasible system requirements, technological maturity, affordability constraints, and shifting priorities regarding areas modernization investment. If confirmed, I will support the Secretary and the Chief to address these risk factors and to provide oversight and ensure accountability for program objectives in terms of cost, schedule and system performance.

Question. Do you perceive benefit to the Army in establishing major acquisition programs under Section 804 authority? What are the risks? Please explain your answer.

Answer. It is my understanding there are considerable benefits to using the Middle Tier Acquisition pathway, where appropriate. The pathway fills a gap in the Defense Acquisition System for capabilities which have reached a certain level of maturity and this authority allows for rapid prototyping or fielding of a system. This encourages close cooperation between the acquisition and requirements communities, creates an opportunity for extensive soldier feedback to inform requirements, and can lead to more mature and stable system designs. Most importantly, this can result in delivering needed capabilities to soldiers more quickly.

There are, however, risks associated with this authority, particularly when prototype efforts transition to production programs. The Army must work to ensure capabilities are producible, safe, and effective. Systems that lack an appropriate level of maturity and require significant follow-on development may not be well-suited for this acquisition pathway. If confirmed, I will work with the Secretary of the Army to ensure appropriate oversight of the use of this pathway and support the identification and mitigation of the risks outlined above.

Question. What best practices can the Army employ to generate realistic and feasible requirements, particularly in sophisticated, rapidly evolving technical areas such as cybersecurity, hypersonics, and artificial intelligence?

Answer. In my view, the Army can employ several approaches designed to achieve technically feasible and realistic requirements for next-generation capabilities. First, effective market research and engagement with industry regarding system performance objectives and capability needs is essential throughout the requirements development process. Additionally, incorporation of soldier input and feedback in early prototyping and system development processes is crucial for refining requirements and ensuring user acceptance of new capabilities. Last, establishing realistic development timelines for modernization programs is essential when the development of novel technologies or the integration of new subsystem technologies is required.

Question. Over the past decades, several major Army programs have ended in failure—commonly attributed to unrealistic, unproven, and conceptually flawed requirements. If confirmed, specifically what steps would you take in your role as Under Secretary of the Army to ensure that Army requirements are fully underpinned by appropriate, robust analysis?

Answer. If confirmed, I would first work with Army leaders and Army Futures Command to assess the processes through which requirements are validated and supported by robust analysis. If gaps exist in this area, I would work with the Secretary of the Army to amend or modify processes or augment analytic capabilities in the Army as needed to ensure that Army modernization programs are founded on realistic and achievable system requirements.

TEST AND EVALUATION:

Question. Under what circumstances, if any, do you believe it appropriate to procure weapons systems and equipment that have not been demonstrated through test and evaluation to be operationally effective, suitable, and survivable?

Answer. In my view, soldier safety is the highest priority in fielding new warfighting capabilities. Test and evaluation is a critical aspect of the weapons systems development process as it identifies risks and shortfalls in system performance and allows for mitigation and correction prior to its use in combat. If confirmed, I would work with the Secretary of the Army to ensure that any fielded capabilities undergo required testing and evaluation that identifies the system's suitability, survivability and effectiveness.

Question. What do you see as the role of the developmental and operational test and evaluation communities with respect to rapid acquisition, spiral acquisition, and other evolutionary acquisition processes?

Answer. Developmental and operational testing facilitates delivery of an operationally suitable, survivable, and effective capability to soldiers and ensures the safety of soldiers using the system. Regardless of which rapid acquisition or other acquisition process employed, the Army should ensure that proper testing is conducted prior to fielding of a new weapon system. My understanding is that the test and evaluation community are critical partners in the modernization process and should be engaged early and throughout the development process to ensure that programs succeed in delivering soldier capabilities.

Question. Are you satisfied with Army test and evaluation capabilities? In which areas, if any, do you believe the Army should be developing new test and evaluation capabilities?

Answer. I have not had the opportunity to assess the current State of Army test and evaluation capabilities. Based on my prior Army service, I understand that these capabilities are vital to the successful development and fielding of new warfighting capabilities. If confirmed, I would work with the Secretary of the Army to assess the State of current test facilities and capabilities to identify any areas in need of development.

Question. Do you believe the Army should exploit non-developmental or commercial off-the-shelf solutions to meet Army requirements? How should these systems be checked for operational effectiveness and suitability? Would this put capabilities into the hands of soldier more quickly, in your view?

Answer. Where appropriate, the Army should certainly leverage commercial innovation and incorporate non-developmental solutions in fielding needed warfighting capabilities. Given the rapid pace of evolving technology, leveraging commercial innovation supports the Army's objective to place the best available capabilities in soldier's hands. At the same time, Soldier safety is a paramount concern and all fielded capabilities should be assessed to ensure they are safe and effective in meeting Army requirements. If confirmed, I would work with the Secretary of the Army to strike an appropriate balance between the need for testing and the potential for rapid fielding presented by non-developmental or commercial off-the-shelf solutions.

CONGRESSIONAL OVERSIGHT:

Question. 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.

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

Answer. Yes.

Question. Do you agree, without qualification, 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? Please answer with a simple yes or no.

Answer. Yes.

Question. Do you agree, without qualification, 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? Please answer with a simple yes or no.

Answer. Yes.

Question. Do you agree, without qualification, 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? Please answer with a simple yes or no.

Answer. Yes.

Question. Do you agree, without qualification, if confirmed, and on request, to provide this committee and its subcommittees with records and other information with-

in their oversight jurisdiction, even absent a formal Committee request? Please answer with a simple yes or no.

Answer. Yes.

Question. Do you agree, without qualification, 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? Please answer with a simple yes or no.

Answer. Yes.

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

Answer. Yes.

[Questions for the record with answers supplied follow:]

QUESTIONS SUBMITTED BY SENATOR ANGUS S. KING, JR.

ARMY ACQUISITION CONCERNS

1. Senator KING. Mr. Camarillo, we have long been concerned on this Committee about the so-called “valley of death” related to acquisitions within the Department of Defense. Companies without the established track record or size of the main defense contractors often have trouble bridging the gap between development and procurement. As an example, in my home State of Maine we have been working with a local company that is developing critical upgrades to the Mk-93 machine gun mount that will increase stability and reduce recoil. These improvements are critical to ensure that other lethality upgrades such as the Mounted Machine Gun Optic and High Explosive Air Burst 40mm round are fully realized. However, the Army has not yet transitioned the Mk-93 Improvement Program from a highly successful Research Development Test & Evaluation (RDT&E) program to procurement. As a result, even though an improved Mk-93 has been fully developed, the Army is poised to field multiple lethality upgrades to weapons using the older, less stable and less accurate, Mk-93 mount. Can you commit that you will examine issues such as the Mk-93 and ensure that the Army is appropriately and efficiently leveraging the defense industrial base to provide the best solutions for our soldiers?

Mr. CAMARILLO. Successful transition of R&D developed technologies to a production program is critical to the Army’s success in fielding the modernized capabilities it needs to counter future threats. Bridging the “valley of death” is also key to fostering innovation in our industrial base and requires close collaboration between the Army’s Science & Technology organizations and the Program Executive Offices that manage production programs to appropriately align these technologies against gaps in acquisition programs, and to integrate these upgrades with minimal disruption to the planned fielding of the capability. If confirmed, I commit to working closely with Secretary Wormuth to ensure that the Army is effectively leveraging innovation to provide the best solutions for our soldiers.

Regarding the Mk-93 mount, my understanding is that this upgrade does improve lethality of the vehicle-mounted Mk-19 Grenade Machine Gun and has recently undergone test and evaluation. I also understand the Department is currently considering funding for procurement of Mk-93 Improvement Kits in future programming plans. If confirmed, I will work closely with our acquisition community to assess this issue and others, to ensure that the Army is tapping into the capabilities of the broader industrial base. Many smaller companies and non-traditional vendors often struggle to navigate the Department’s acquisition processes and I would actively work to address these concerns, if confirmed.

QUESTIONS SUBMITTED BY SENATOR ELIZABETH WARREN

ETHICS AND RECUSAL

2. Senator WARREN. Mr. Camarillo, I have long been concerned with the influence of money in politics and the cozy relationship between powerful special interests, corporations, and lawmakers and Government officials—including the relationship between defense contractors and the Pentagon. In 2018, I introduced the Anti-corruption and Public Integrity Act, legislation to strengthen Federal laws governing conflicts of interest, recusals, and the revolving door between Government and in-

dustry. In May 2019, I introduced a companion bill focused on the Defense Department, the Department of Defense Ethics and Anti-corruption Act. If enacted, the following requirements would apply to all senior DOD officials: (1) Four-year cooling off period for all senior DOD officials before they can seek compensation from a DOD contractor; 2) Heightened recusal standard for DOD employees that would prohibit them from participating in any matter that affects the financial interests of their former employer for 4 years; and (3) A ban on senior DOD officials owning any stock in a major defense contractor and a ban on all DOD employees from owning any stock in contractors if the employee can use their official position to influence the stock's value.

At his hearing, I asked Secretary of Defense Lloyd Austin about his willingness to voluntarily abide by these rules. Secretary Austin committed to recusing himself from all matters involving Raytheon for the duration of his Government service, not to seek a waiver from that recusal, and not to seek compensation from a defense contractor for a period of 4 years post Government service. In response to my similar requests, Secretary of the Air Force Frank Kendall and Under Secretary of Defense for Research and Engineering Heidi Shyu committed to recusing themselves for 4 years from all matters involving major contractors they reported as providing them with compensation on their Office of Government Ethics Form 278. Will you make the same commitment and commit to recusing yourself from all matters involving SAIC for 4 years?

Mr. CAMARILLO. I spent a significant portion of my legal career in the practice of government ethics law, which has provided me with a deep appreciation for the value that these rules provide in promoting public confidence in our government institutions. I have made extensive ethics commitments as requested by the Office of Government Ethics and documented in a written agreement, which I have signed. My Ethics Agreement and the President's Ethics Pledge will require me, if confirmed and appointed, to recuse myself for a period of 2 years from participating personally and substantially in any particular matter involving specific parties in which I know that a former employer or client identified in my Ethics Agreement is a party or represents a party, unless I am first authorized to participate by the appropriate ethics official. If confirmed, I agree to extend this term of my Ethics Agreement from 2 years to 4 years. Additionally, I will ensure that I have a robust screening process in place to help implement these recusals. If confirmed, I will execute the role of Under Secretary of the Army with the highest standards of integrity and ethical conduct and I will work with the Army General Counsel to diligently avoid any conflicts of interest, as well as any activities that would create the appearance of any conflict of interest.

3. Senator WARREN. Mr. Camarillo, will you refrain from seeking a waiver on this recusal?

Mr. CAMARILLO. I have no intention to seek a waiver and no expectation that it will be required. However, if unanticipated circumstances were to arise, I would consider all available alternatives to a waiver before seeking one and would consult carefully with Department ethics officials. If confirmed, I will be mindful of both the legal requirements that govern my conduct and of the appearances of such conduct to ensure the public has no reason to question my impartiality.

4. Senator WARREN. Mr. Camarillo, will you commit to not seeking compensation from a defense contractor for a period of 4 years post government employment?

Mr. CAMARILLO. I have promised to abide by the extensive post-government employment ethics rules required by Federal law and the Biden Administration, just as I have complied with the ethics rules throughout my career in public service and private industry. These statutory and Administration provisions set forth comprehensive restrictions relating to acceptance of compensation from defense contractors, as well as communicating back to the Federal Government on behalf of any future employers and clients. I believe that these existing rules are appropriate and sufficient to protect the public interest. If confirmed, I will carry out the responsibilities of the Under Secretary of the Army with the highest standards of integrity and will comply with all applicable post-government service ethics rules, as I have complied with these rules during prior transition from public service to the private sector.

QUESTIONS SUBMITTED BY SENATOR DAN SULLIVAN

READINESS

5. Senator SULLIVAN. Mr. Camarillo, over several years this Committee has worked tirelessly to restore military readiness—across each of our Services—to levels that would enable our success in a conflict. We’ve had some success, but there is still a lot of work to do. If you have not done so already, I recommend that every senior defense leader read T.R. Fehrenbach’s “This Kind of War”, which provides a cautionary tale of our Nation’s failure to adequately fund and train our Armed Forces before the Korean War. The consequences were steep and American servicemembers paid with their lives. If confirmed, all of you—based on your positions—will invariably make decisions that directly or indirectly impact readiness. Accordingly, will you commit—if confirmed—to work with this Committee and within the Department on further bolstering military readiness to ensure the failures we endured in the Korean War never happen again?

Mr. CAMARILLO. T.R. Fehrenbach’s study provides powerful analysis and keen insight into the impacts of readiness shortfalls as the United States entered the Korean conflict from the perspective of soldiers carrying out the mission. I own a copy and appreciate the important reminder it provides. If confirmed, I would support Secretary Wormuth in carefully balancing Army investment to ensure that soldiers are appropriately trained, equipped and ready to confront any challenge they must be prepared to face in support of our national security. Given the opportunity if confirmed, I also look forward to working with this Committee to maintain readiness in the current operating environment and improve our capabilities for future challenges.

STRATEGY DRIVEN BUDGET

6. Senator SULLIVAN. Mr. Camarillo, the National Defense Strategy (NDS) Commission report, the two previous Senate-confirmed Secretaries of Defense (SECDEF), and the previous and current Chairman of the Joint Chiefs of Staff (CJCS) have all stated the need for sustained 3–5 percent annual real growth to the defense budget to implement the NDS, increase readiness, and advance long-overdue modernization. Further emphasizing the need for consistent and increased funding, the NDS Commission report stated, “America is very near the point of strategic insolvency, where its ‘means’ are badly out of alignment with its ‘ends.’” This critical situation is negatively compounded by the Biden administration’s dismal defense topline that does not keep pace with inflation. With these facts in mind, and understanding your ability to influence the budget will be limited to future year submissions, will each of you commit to advocating for a strategy-driven budget vice a budget-driven strategy?

Mr. CAMARILLO. Yes. It is critical that budget requests are driven by the President’s Interim National Security Strategic Guidance and the National Defense Strategy. If confirmed, I will support the Secretary of the Army and the Secretary of Defense in working with Congress to ensure resources are adequate and enable the Army to execute its identified responsibilities.

GREAT POWER COMPETITION IN THE ARCTIC

7. Senator SULLIVAN. Mr. Camarillo, given the National Defense Strategy’s focus on great power competition and increased Russia and Chinese activity in the Arctic, do you believe the Arctic is an emerging front-line for great power competition and rivalry?

Mr. CAMARILLO. Yes. I am aware that the Army’s Arctic Strategy identifies the Arctic as a region of expanding strategic competition. The effects of climate change have increased the accessibility of Arctic resources and transport, which China and Russia seek to exploit through increased activity and new sovereign claims over Arctic territory. These activities affect our national interests and the interests of our Allies who operate in the region.

8. Senator SULLIVAN. Mr. Camarillo, can you explain why would our adversaries want to limit our presence and power projection capabilities in the Arctic region?

Mr. CAMARILLO. With the potential for increased accessibility to Arctic waterways due to climate change, the resource-rich areas in the Arctic will see increased traffic and economic exploitation in the coming years, which will lead to increased competition. Alaska’s geographic location is strategically important to U.S. homeland defense due to access to lines of transit and resources in the region. The ability to project power from Alaska is critical to succeeding in such future competition and deterring the actions of potential adversaries.

9. Senator SULLIVAN. Mr. Camarillo, what land power capability gaps exist that inhibit our ability to effectively project and sustain power in the Arctic to compete with Russia and China in the northern latitudes?

Mr. CAMARILLO. My understanding is that the Army's Arctic Strategy highlights the erosion—over the past two decades—of the Army's ability to operate in the Arctic region and other extreme cold weather, mountainous, and high-altitude environments. If confirmed, I commit to reviewing the recommendations of that document, evaluating what capability gaps exist, and assisting the Secretary of the Army in addressing them. The Arctic remains a theater of strategic importance and the Army must address any capability gaps that hinder our ability to operate freely.

ARMY ARCTIC STRATEGY IMPLEMENTATION

10. Senator SULLIVAN. Mr. Camarillo, the Army released its Arctic Strategy in March 2021, which acknowledged that the Service's ability to operate in the Arctic has atrophied. To reverse this shortfall, the Army is assessing a number of initiatives to include establishing a 2-star warfighting headquarters, fielding a fourth Multi-Domain Task Force, and optimizing the Alaska-based brigade combat teams (BCT) for Arctic operations. Secretary of the Army Christine Wormuth and General James McConville, Chief of Staff of the Army, discussed the Army Arctic strategy with me earlier this year and I was pleased with their focus on appropriately resourcing its implementation. How do you envision the Army aligning its six modernization priorities, including long range precision fires and integrated air and missile defense, with the Arctic Strategy's goal of regaining dominance in the Arctic, where both Russia and China are investing significant military and economic resources?

Mr. CAMARILLO. Our strategic interests in protecting territory and maintaining the ability to project power in the Arctic region align well with the Army's six modernization priorities and the range of new warfighting capabilities they will provide. The vast distances in the region and confluence of the often disparate and competing national objectives of the eight Arctic nations put a premium on the capabilities reflected in the Army's modernization objectives. If confirmed, I will work to support the Secretary in ensuring that Army modernization planning addresses strategic objectives in every theater, including the Arctic.

11. Senator SULLIVAN. Mr. Camarillo, if confirmed, will you commit to making the Army Arctic strategy and its implementation a top priority?

Mr. CAMARILLO. Yes. If confirmed, and with the guidance and direction of the Secretary, I commit to making the Army Arctic strategy and its implementation a top priority for the Army.

QUESTIONS SUBMITTED BY SENATOR MARSHA BLACKBURN

ARMY END STRENGTH

12. Senator BLACKBURN. Mr. Camarillo, the Fiscal Year 2022 Budget Request signals a divestment of Army end strength. Will the increased integration of Artificial Intelligence (AI) amongst the Service's operating forces fill those gaps or are we actually just doing with less?

Mr. CAMARILLO. My understanding is that the Army is developing artificial intelligence-enabled systems and solutions to enhance the effectiveness of current and new Army capabilities. It is my understanding, however, that Army end strength reflected in the President's budget request for Fiscal Year 2022 is not specifically tied to any potential manpower savings resulting from the fielding of new artificial intelligence-enabled capabilities.

13. Senator BLACKBURN. Mr. Camarillo, what impact will AI have in defining the Army's future operating concepts?

Mr. CAMARILLO. If confirmed, I look forward to working with Secretary Wormuth to leverage the tremendous future potential of Artificial Intelligence as a key enabler in facilitating speed in military decisionmaking in the Army's future operating concepts. My understanding is that the Army's future operating concepts will incorporate the potential of AI to better leverage increased range and speed when conducting military operations and to more efficiently predict and allocate logistical and administrative support, thereby giving commanders more informed options. Additionally, AI can improve the Army's ability to converge effects in multiple domains alongside our joint and multinational partners.

14. Senator BLACKBURN. Mr. Camarillo, do you believe that our 21st Century operating environment demands a more technically proficient servicemember than what we are accustomed to; and what sort of impact does that have on our workforce development, and talent retention models in the Army?

Mr. CAMARILLO. Yes, I believe future operating environments will be more complex and will utilize sophisticated capabilities designed to deter and counter a wide range of threats driven by ongoing advances in technology. Our soldiers must be trained and developed to succeed in this fast changing environment and if confirmed, I will work with Secretary Wormuth to assess the Army's talent management systems, Professional Military Education, and specialized training and education opportunities to ensure that the Army can recruit, develop and retain the right blend of talent and skill sets needed to succeed in the operational environments we will face.

[The nomination reference of the Honorable Gabriel O. Camarillo, follows:]

NOMINATION REFERENCE AND REPORT

PN869

AS IN EXECUTIVE SESSION,
SENATE OF THE UNITED STATES,
July 15, 2021.

Ordered, That the following nomination be referred to the Committee on Armed Services:

Gabriel Camarillo, of Texas, to be Under Secretary of the Army, vice James E. McPherson.

_____, 2021.
(Date)

Reported by Mr. Reed _____
(Signature)

with the recommendation that the nomination be confirmed.

❑ The nominee has agreed to respond to requests to appear and testify before any duly constituted committee of the Senate.

[The biographical sketch of the Honorable Gabriel O. Camarillo, which was transmitted to the Committee at the time the nomination was referred, follows:]

Bio
Gabriel O. Camarillo

Education:

Stanford University Law School, Stanford, CA, 1999-2002, Juris Doctor (2002)
Georgetown University, Washington, DC, 1995-1998, Bachelor of Arts (1998)
St. Mary's University, San Antonio, TX 1994-1995

Employment Record:

- Senior Vice President, Army Business Unit, SAIC (November 2020-Present)
- Senior Vice President, NAVSEA-NAVAIR Operations, SAIC (May 2020-November 2020)
- Vice-President, Strategy and Planning, SAIC Defense Systems Group (April 2017-May 2020)
- Senior Advisor, McKinsey Corporation (February 2017-April 2017)
- Assistant Secretary of the Air Force, Department of the Air Force (December 2015-January 2017)
- Principal Deputy Assistant Secretary of the Army (Acquisition, Logistics & Technology), Department of the Army (December 2012-December 2015)
- Special Assistant to the Assistant Secretary of the Army (Acquisition, Logistics & Technology), Department of the Army, (May 2010-December 2012)
- Adjunct Professor, McCourt School of Public Policy, Georgetown University (2011-2015)
- Associate, Kaufman Legal Group (July 2009-May 2010) Los Angeles, CA
- Deputy Voter Protection Coordinator, Obama-Biden Coordinated New Mexico Campaign, (August 2008-November 2008)
- Associate/Of Counsel, Sutton Law Firm (August 2004-July 2009) San Francisco, CA
- District Representative, Congressman Cal Dooley, Fresno, CA (March 2004-May 2004)
- Campaign Manager, Lisa Quigley for Congress (September 2003-March 2004) Fresno, CA
- Associate, Akin Gump, LLP (September 2002-September 2003) Austin, TX
- Summer Associate, Jenkins & Gilchrist LLP (June – July 2001) Austin, TX
- Summer Associate, Akin Gump LLP (July – August 2001) Austin, TX
- Summer Associate, Jenkins & Gilchrist LLP (June – July 2000) Austin, TX
- Fundraising Consultant, Adam Schiff for Congress (July – August 2000) Pasadena, CA

- Graduate Intern, City of El Paso Office of Economic Development, (June 1999-August 1999) El Paso, TX
- Legislative Assistant/Deputy Press Secretary, Congressman Cal Dooley (April 1998-May 1999) Washington, DC

Honors and Awards:

- Military Awards

None

- Federal Civilian Awards

Army Exceptional Public Service Award

Army Distinguished Civilian Service Award

Army Superior Civilian Service Award

Air Force Exceptional Civilian Service Award

- Academic Awards

None

- Other Awards

None

[The Committee on Armed Services requires all individuals nominated from civilian life by the President to positions requiring the advice and consent of the Senate to complete a form that details the biographical, financial, and other information of the nominee. The form executed by the Honorable Gabriel O. Camarillo in connection with his nomination follows:]

117th CONGRESS, 2020 -- 2021
UNITED STATES SENATE
COMMITTEE ON ARMED SERVICES
ROOM SR-228
WASHINGTON, D.C. 20510-6050
(202) 224-3871

COMMITTEE ON ARMED SERVICES QUESTIONNAIRE
INFORMATION REQUESTED OF CIVILIAN NOMINEES

INSTRUCTIONS TO THE NOMINEE: Answer all questions and provide all requested information. If more space is needed, attach an additional sheet of paper to the Questionnaire and cite the part of the Questionnaire and the question number (e.g., A-9, B-4) to which the continuation of your answer applies. Unless otherwise required, an answer of "yes", "no", or "not applicable" is appropriate.

QUESTIONNAIRE, PART A

NOTE: Information furnished in this part of the Questionnaire will be made available in Committee offices for public inspection prior to the hearing, if any, and will be entered in the hearing record, also available to the public.

BIOGRAPHICAL INFORMATION TO BE MADE PUBLIC

1. Name (Include any former names you have used):
[Gabe Camarillo](#)
2. Position to which nominated:
[Undersecretary of the Army](#)
3. Date of nomination:
[July 15, 2021](#)
4. Education (List names of secondary and higher education institution attended, type of school [vocational, technical, trade school, college, university, military college, correspondence, distance, extension, and on-

line], dates attended, degree received, and date degree granted):

- Stanford University Law School, Stanford, CA, 1999-2002, Juris Doctor (2002) - University
- Georgetown University, Washington, DC, 1995-1998, Bachelor of Arts (1998) - University
- St. Mary's University, San Antonio, TX 1994-1995,(Transfer to Georgetown University) - University
- J.M. Hanks High School, El Paso, TX, 1990-1994, High School Diploma – Secondary Public School)

5. Employment record (List all jobs held since college, or in the last 10 years, whichever is less, including the title or description of the job, name of employer, location of work, and dates of employment. If the employment activity was military duty, show each change of military duty station as a separate period of employment):

- Senior Vice President, Army Business Unit, SAIC, Reston, VA (November 2020-Present)
- Senior Vice President, NAVSEA-NAVAIR Operations, SAIC, Reston, VA (May 2020-November 2020)
- Vice-President, Strategy and Planning, Defense Systems Group, SAIC, Reston, VA (April 2017-May 2020)
- Senior Advisor, McKinsey Corporation, Washington, DC (February 2017-April 2017)
- Assistant Secretary of the Air Force, Department of the Air Force, Pentagon, Arlington, VA (December 2015-January 2017)
- Principal Deputy Assistant Secretary of the Army (Acquisition, Logistics & Technology, Department of the Army, Pentagon, Arlington, VA (December 2012 – December 2015)
- Special Assistant to the Assistant Secretary of the Army (Acquisition Logistics & Technology), Department of the Army, Pentagon, Arlington, VA, (May 2010 – December 2012)

6. Government experience (List any advisory, consultative, honorary, and other part-time service or positions with Federal, State, or local governments, other than those listed in response to question 5, above):

- Intern/Research Associate, City of El Paso, Texas, Office of Economic Development, June-August 1999

7. Business relationships (List all positions currently held as an officer, director, trustee, partner, proprietor, agent, representative, or consultant of any corporation, firm, partnership, or other business enterprise, and of any educational or other institution):

- Senior Vice President, Army Business Unit, SAIC
- National Defense Industry Association Board of Directors
- USO Metropolitan Washington-Baltimore Board of Directors

8. Memberships (List all memberships and offices that you currently hold, as well as any memberships and offices you have previously held in professional, fraternal, scholarly, civic, business, charitable and other organizations):

California Bar Association
 Texas Bar Association
 California Political Attorneys Association (Previous Membership)
 Association of the United States Army (AUSA)
 Professional Services Council

9. Political affiliations and activities:

- a. If you have ever been a candidate for, or have been elected or appointed to a political office, list the name of the office(s); whether you were a candidate/elected/appointed; the year(s) during which you were a candidate, or in which the election was held or the appointment was made; and the term of office (if applicable):

Not applicable

- b. List all memberships and offices held in, and services rendered to, all political parties or election committees during the last 5 years:

Board Member, SAIC Voluntary Political Action Committee

- c. Itemize all individual political contributions of \$100 or more to any individual, campaign organization, political party, political action committee, or similar entity during the past 5 years. List each individual contribution (not the total amount contributed to the person or entity) over this period:

- SAIC Voluntary PAC, \$100, 3/31/2021
- SAIC Voluntary PAC, \$100, 12/31/2020

- SAIC Voluntary PAC, \$150, 11/23/2020
- Biden for President, \$250, 10/1/2020
- SAIC Voluntary PAC, \$100, 9/30/2020
- SAIC Voluntary PAC, \$100, 8/31/2020
- Biden For President, \$1,000, 8/27/2020
- Elissa Slotkin for Congress, \$250, 8/11/2020
- SAIC Voluntary PAC, \$150, 7/31/2020
- SAIC Voluntary PAC, \$100, 6/30/2020
- SAIC Voluntary PAC, \$100, 5/31/2020
- SAIC Voluntary PAC, \$100, 4/30/2020
- SAIC Voluntary PAC, \$150, 3/31/2020
- SAIC Voluntary PAC, \$100, 12/31/2019
- SAIC Voluntary PAC, \$100, 11/30/2019
- SAIC Voluntary PAC, \$100, 9/30/2019
- SAIC Voluntary PAC, \$150, 8/31/2019
- SAIC Voluntary PAC, \$100, 7/31/2019
- SAIC Voluntary PAC, \$100, 6/30/2019
- SAIC Voluntary PAC, \$100, 5/31/2019
- SAIC Voluntary PAC, \$100, 4/30/2019
- Elissa Slotkin for Congress, \$250, 4/1/2019
- SAIC Voluntary PAC, \$100, 3/31/2019
- SAIC Voluntary PAC, \$150, 2/28/2019
- SAIC Voluntary PAC, \$100, 12/31/2018
- SAIC Voluntary PAC, \$150, 11/26/2018
- SAIC Voluntary PAC, \$100, 9/30/2018
- Beto for Texas, \$250, 9/25/2018
- SAIC Voluntary PAC, \$150, 8/31/2018
- SAIC Voluntary PAC, \$100, 7/31/2018
- SAIC Voluntary PAC, \$100, 6/30/2018
- SAIC Voluntary PAC, \$100, 5/31/2018
- SAIC Voluntary PAC, \$100, 4/30/2018
- Hillary for America, \$250, 10/13/2016

10. Honors and awards (List all scholarships, fellowships, honorary degrees, honorary society memberships, and any other special recognition received for outstanding service or achievements):

Army Exceptional Public Service Award
 Army Distinguished Civilian Service Award
 Army Superior Civilian Service Award
 Air Force Exceptional Civilian Service Award

11. Published writings (List the titles, publishers, and dates of books, articles, reports, or other published materials that you have written or for which you served as co-author or editor, including articles and blogs published on the internet):

Not applicable

12. Speeches (Provide the Committee with two copies of any formal speeches you have delivered during the last 5 years—of which you have copies—in which you addressed matters relevant to the position to which you have been nominated).

None

COMMITMENTS IN FURTHERANCE OF CONGRESSIONAL OVERSIGHT

NOTE: In order to exercise their legislative and oversight responsibilities, it is important that this Committee, its subcommittees, and other appropriate committees of Congress timely receive testimony, briefings, reports, records—including documents and electronic communications, and other information from the executive branch. A simple “yes” or “no” response is appropriate.

13. Do you agree, if confirmed, and on request, to appear and testify before this Committee, its subcommittees, and other appropriate Committees of Congress?

Yes

14. 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 timely?

Yes

15. 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?

Yes

16. 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

17. 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?

Yes

18. 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?

Yes

19. 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

[The nominee responded to Parts B-F of the committee questionnaire. The text of the questionnaire is set forth in the Appendix to this volume. The nominee's answers to Parts B-F are contained in the committee's executive files.]

SIGNATURE AND DATE

I hereby state that I have read and signed Parts A and B of the foregoing Senate Armed Services Committee Questionnaire, and that the information provided therein and in any document appended thereto, is, to the best of my knowledge and belief, current, accurate, and complete.

/s/ Gabriel Camarillo

This 20th day of July 2021

[The nomination of the Honorable Gabriel O. Camarillo was reported to the Senate by Chairman Reed on October 21, 2021, with the recommendation that the nomination be confirmed. The nomination was confirmed by the Senate on February 2, 2022.]

[Prepared questions submitted to Ms. Rachel L. Jacobson by Chairman Reed prior to the hearing with answers supplied follow:]

QUESTIONS AND RESPONSES

DUTIES AND QUALIFICATIONS

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

Answer. I understand that the ASA(IE&E) is the principal advisor to the Secretary of the Army on matters for installations, energy, and the environment, whose duties include program oversight for installations; facility sustainment; military construction; housing; environmental safety, compliance and restoration; natural resource management; water use; utilities; energy use and security; and resiliency from the impact of various natural and infrastructure threats facing installations.

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

Answer. My work for three federal agencies, as well as in the private and non-profit sectors, provides me with the broad experience and expertise necessary to oversee the installations, energy and environment portfolio for the Army.

I am an expert on federal environmental laws, which I developed through a long career at the Environment and Natural Resources Division of the U.S. Department of Justice (DOJ), where DOD was among my clients. While at DOJ, I handled some of the largest environmental cases in U.S. history.

After leaving DOJ, I worked for the Congressionally-chartered National Fish and Wildlife Foundation, where I managed a \$100 million program promoting public-private partnerships to leverage conservation impact. The Impact Directed Environmental Account program I developed now plays a critical role in Gulf of Mexico restoration by investing over \$2 billion from the Deepwater Horizon oil spill.

I joined the Obama-Biden Administration in 2009 at the Department of the Interior (DOI) as Principal Deputy Solicitor, managing a team of 400 professionals and a vast legal portfolio that included energy development on federal lands and waters, endangered species protection, and historic preservation. In 2011, I became the acting Assistant Secretary for Fish and Wildlife and Parks, where, as the Obama-Biden Administration's longest serving official in that position, I oversaw policy for the U.S. Fish and Wildlife Service and the National Park Service. In that capacity, I represented DOI in interagency groups, before Executive Offices of the President, state officials, tribal officials, industry, trade associations, landowners, NGOs, foreign dignitaries, and the U.N. I testified before Congress, and, as the leading U.S. official for World Heritage Program, I led the U.S. delegation in UNESCO World

Heritage proceedings. I oversaw ecosystem restoration efforts for the Gulf of Mexico, Everglades, and Great Lakes. As acting Assistant Secretary, I also testified before Congress.

In 2014, I joined DOD as the Deputy General Counsel (Environment, Energy and Installations) in the Office of the Secretary of Defense. In that position, I served as lead lawyer for DOD on all matters pertaining to environment, energy, and installations. My portfolio included environmental compliance and clean up, natural resource management, endangered species protection, renewable energy procurement and siting, military construction, national monuments, coordinating DOD input Presidential Executive orders related to climate, energy and the environment, and international environmental compliance. I worked cooperatively with other federal agencies, including the Environmental Protection Agency (EPA), DOI, DOJ, Council on Environmental Quality (CEQ), Office of Management and Budget (OMB), Department of Commerce (DOC), Department of Transportation (DOT), and Department of State.

In 2017, I joined the WilmerHale law firm where I represent a variety of clients facing wide-ranging, complex, regulatory and litigation challenges related to environmental compliance, remediation and restoration, climate change, natural resource management, water infrastructure projects, automobile fuel emission standards, renewable energy project development, and congressional investigations. Private practice has also given me the opportunity to find solutions to balance resource protection and development.

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

Answer. I have served in leadership and management positions since I was promoted to a supervisory attorney at the DOJ in 1995, where I managed a team of environmental litigators, while also managing large, complex cases in litigation. At the National Fish and Wildlife Foundation, I managed a team of professionals to administer a \$100 million conservation program (that grew to over \$2 billion following the Deepwater Horizon oil spill). While at the DOI, as Principal Deputy Solicitor I managed 400 professionals located across the United States, and oversaw all litigation at the trial and appellate levels. As acting Assistant Secretary for Fish, Wildlife and Parks, I oversaw policy for the National Park Service and U.S. Fish and Wildlife Service. I represented DOI in interagency groups, before Executive Offices of the President, state officials, tribal officials, industry, trade associations, landowners, NGOs, foreign dignitaries, and the U.N. I served as lead U.S. official for World Heritage Program and led the U.S. delegation in U.N. proceedings. I oversaw ecosystem restoration efforts for the Gulf of Mexico, Everglades, and Great Lakes. At DOD in my role as Deputy General Counsel for Environment, Energy and Installations, I led a team of experienced professionals and supervised all legal matters that came before my office. I served as the Department's lead in a variety of settings ranging from interagency working groups to development of DOD's legal position in discussions with DOJ, CEQ, EPA, DOC, DOT, and the Department of State.

In sum, I have successfully managed people and programs for three federal agencies, and I have served as the lead policy official representing those agencies in countless settings. My management style is inclusive, transparent, fair, and communicative; setting clear goals and responsibilities. I am collaborative, results-oriented, and an outstanding advocate for people, programs and policies. I would apply these experiences and traits in the role of ASA(IE&E), if confirmed.

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

Answer. If confirmed, among other actions, I will meet with senior career leadership who manage various aspects of the IE&E portfolio to get a full understanding of the status of each issue and assess what is working well and where there is a need for changes or improvement. I will meet regularly with my counterparts in the other services and OSD to align positions where appropriate and share knowledge. I will travel to installations to meet with commanders and soldiers and families to observe what is happening on the ground and better understand needs. I will meet with communities neighboring installations and with local officials to forge and strengthen partnerships. I will maintain an open door policy and coordinate frequently with other federal agencies, states, tribes, Congressional offices, industry, and academia.

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

Answer. If confirmed, I will ensure that the office of ASA(IE&E) is transparent, cooperative, responsive, communicative, constructive, and available to address Congressional inquiries and concerns and to comply with Congressional mandates.

MAJOR CHALLENGES

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

Answer. I understand the Army must compete for limited resources that, if insufficient, can impact readiness and modernization at Army installations. In my view, the Army needs predictable, adequate, sustained, and timely funding to ensure the readiness of the force. If confirmed, I look forward to working with Congress to advocate for adequate funding for installation infrastructure, quality of life programs related to housing and barracks, energy resilience, and environmental sustainability in order to support readiness, retention, and modernization. Further, if confirmed, I look forward to working with Congress to address these issues and corresponding funding needs to effectively serve the Army and its People and to support a ready and modern force.

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

Answer. If confirmed, I will work with ASA(IE&E) staff and the office of the Secretary of the Army, as well as installations leadership and Congressional staff, to develop a collective sense of priority needs and address them in a timely and effective manner, within the resources provided. Housing and energy resilience will be among the top priorities I intend to address.

CIVILIAN CONTROL OF THE MILITARY

Question. In its 2018 report, Providing for the Common Defense, the National Defense Strategy Commission cautioned, “there is an imbalance in civil-military relations on critical issues of strategy development and implementation. Civilian voices appear relatively muted on issues at the center of U.S. defense and national security policy.”

Do you agree with this assessment?

Answer. In my experience, civilian and military leaders in the Department of Defense work together as a cohesive team to achieve the strategic objectives established in the NDS. If confirmed, I will continue to promote collaboration and open and transparent debate. I will also ensure that the Secretary receives the advice of civilian and military leadership that enables effective problem solving.

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

Answer. As I understand, the IE&E portfolio is one of the key pillars in supporting the quality of life for soldiers and an integral component for the overall readiness of the Army, including installations and operational energy needs to promote national security interests. If confirmed, I commit to being an advocate for ASA(IE&E) within the Army and the Department of Defense.

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

Answer. I believe that civilian control of the military is a hallmark of the American form of government. If confirmed, I will serve at the direction of the Secretary of the Army and work to ensure that she has the necessary information and decision space to develop Army policies, plans, and programs for the Army’s civilian and uniformed personnel.

2018 NATIONAL DEFENSE STRATEGY

Question. The 2018 National Defense Strategy (NDS) outlines that the United States faces a rising China, an aggressive Russia, and the continued threat from rogue regimes and global terrorism.

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.

Answer. If confirmed, I will request to be briefed fully on the 2018 NDS to learn better how the ASA(IE&E) authorities can address these issues. As a general matter, I believe that the Army should continue to assess the dynamic strategic environment in the context of the impacts of climate change. If confirmed, I will support the efforts of Secretary Wormuth and Secretary Austin to ensure Army installations

remain resilient, secure, and prepared to project forces in response to any global contingency.

Question. In your view, how does the Office of the ASA(IE&E) directly support the NDS?

Answer. It is my understanding that there are three lines of effort articulated in the 2018 National Defense Strategy: (1) Build a More Lethal Force; (2) Strengthen Alliances and Attract New Partners; and, (3) Reform the Department for Greater Performance and Affordability. The role of ASA(IE&E) supports these efforts to varying degrees. Facility investments, installation modernization, energy resilience and security, quality of life programs—including housing—and environmental compliance ensure our soldiers can train to standard at home-stations, enabling their ability to perform when called upon to do so. I also understand that the ASA(IE&E) can play a leading role in achieving affordable solutions, including by using third-party financing authorities to reduce energy costs.

Question. What are the key areas in which the Army must improve to provide the necessary capabilities and capacity to the Joint Force to prevail in great power competition and potential conflict with China?

Answer. Based on my understanding, to effectively deter China, the Army must continue to improve its ability to conduct large-scale ground combat operations if called upon to do so. If confirmed, I will support the Secretary's efforts to ensure multi-domain capabilities, force posture, power projection platforms, and installations are optimized so that the Army can rapidly support the Joint Force in the event of conflict. The Army must continue to maximize its advantages against potential adversaries, while balancing current and future threats.

Question. What Department of the Army infrastructure and military construction investments would be required, in your view, to achieve these improvements?

Answer. If confirmed, I will seek to ensure that funds for infrastructure and military construction investments are allocated prudently and effectively to make installations in the Pacific more resilient and effective. Based on my understanding, China possesses offensive missile and cyber capabilities designed to disrupt or destroy critical facilities during conflict. The Army's facilities must be resilient in the face of a potential degraded energy grid, reconfigurable when under threat, and adaptable to ensure power projection if a conflict arises.

Question. What are the key areas in which the Army must improve to provide the necessary capabilities and capacity to the Joint Force to prevail in great power competition and potential conflict with Russia?

Answer. To deter Russia, I believe the Army must continue to improve its ability to conduct large-scale ground combat operations in Europe. If confirmed, I will do my part to ensure that force posture, power projection platforms, installations, and multi-domain capabilities are optimized to ensure the Army can rapidly support the Joint Force in the event of conflict.

Question. What Department of the Army infrastructure and military construction investments would be required, in your view, to achieve these improvements?

Answer. Similar to our challenges in the Pacific, I believe that our European installations must be made more resilient and effective to prevail in near-peer competition or conflict with Russia. If confirmed, I will prioritize investments that enable resiliency in the face of a degraded energy grid, are reconfigurable when under threat, and are adaptable to ensure power projection if a conflict arises.

MILITARY HOUSING PRIVATIZATION INITIATIVE

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

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

Answer. I understand that the overall goal of the Army's housing program is to provide a sufficient quantity of safe, quality, well-maintained housing for soldiers and families stationed in the United States and abroad. I believe this mission is critical to the well-being of soldiers and their families, and that it represents a com-

mitment from the Army that must not be broken. If confirmed, one of my highest priorities will be to visit Army installations across the globe and assess the quality and sufficiency of Army Family Housing and barracks.

Question. What is your view of the current goals and structure of the Department of the Army's military housing privatization program?

Answer. Based on my understanding, the Army has leveraged government investment with private sector investment in the military housing privatization program. I also understand that Residential Communities Initiative (RCI) companies identified a need for additional funds to invest in improvements of housing within their portfolios. If confirmed, I will examine the privatized housing financial structure to assure it is adequate to meet critical needs and that incentive fee metrics are not used to reward inadequate performance by housing providers. If confirmed, I am committed to rigorous oversight of this program and ensuring that the Army's partners are held accountable to provide housing that meets the highest standards of quality for soldiers and their families.

Question. What has the Army done to address Solider and family member concerns regarding the untenable living conditions prevalent in certain privatized housing locales?

Answer. I understand that the Army has developed procedures over the past two years to routinely monitor and resolve housing issues, including by regularly engaging Army senior leadership in oversight. I also understand that these efforts resulted in the improvement of conditions in Army housing. I believe, however, that more can always be done to ensure the highest quality housing for Army soldiers and their families. If confirmed, I commit to rigorous oversight and accountability, and to supporting Secretary Wormuth in implementing the Military Housing Privatization reforms contained in recent National Defense Authorization Acts. If confirmed, I will ensure that the Army and its partners continue to address and improve housing conditions.

Question. If confirmed, as the ASA(IE&E), what specifically would you do to ensure accountability in Army leaders for oversight of the privatized housing program?

Answer. If confirmed, I will work to hold commanders, leaders, and privatized housing companies accountable and ensure that soldiers and families are housed in the quality housing they deserve. I am committed to ensuring that housing privatization reform requirements directed by Congress are fully implemented, that the Army-owned housing inventory is adequately funded, and that Basic Allowances for Housing are adequate to provide quality housing. If confirmed, I pledge to work cooperatively and diligently to ensure that privatized housing meets the needs of its tenants and the highest standards.

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

Answer. If confirmed, I will request a comprehensive briefing on the status of partnership agreements in order to enforce existing standards of performance. Using available authorities, I would also seek to renegotiate terms of those agreements to incorporate clear and enforceable performance standards, and penalty provisions for failure to deliver performance standards.

Question. What are your views of the efficacy of the MHPI reforms enacted in the Fiscal Year 2020 NDAA, as amended by the Fiscal Year 2021 NDAA?

Answer. It is my view that the NDAA reforms to privatized housing programs will be transformative. For example, the protections provided to soldiers and families in the tenant bill of rights offers a suite of 18 enumerated provisions to protect against inadequate housing standards. Further, the creation at the DOD level of a chief housing officer to oversee standardization of policies and processes will help ensure accountability at the highest levels. If confirmed, I will evaluate with the Army team the progress in adopting these critical reforms.

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

Answer. I understand that a lack of oversight and inadequate chain-of-command involvement contributed to the MHPI crisis. If confirmed, I will reinforce newly implemented procedures that address internal and external accountability and actively pursue other improvements to the MHPI program.

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

Answer. It is my understanding that housing service providers are currently making substantial progress to resolve remaining housing issues. If confirmed, I am committed to engage in rigorous oversight and take appropriate action to ensure the highest standards of housing for soldiers and their families.

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

Answer. If confirmed, one of my first acts will be to assess recent progress and determine if further programmatic changes are necessary and advise Secretary Wormuth accordingly. I am committed to using all remedies available to fulfill the Army's obligations to its soldiers and families.

Question. What role would you establish for yourself, if confirmed to be the ASA(EI&E), in ensuring that the Department of the Army's use of direct hire authority to fill vacancies in military installation housing offices results in the timely hire of highly qualified individuals to perform these critical duties?

Answer. I understand that the Army is conducting a housing manpower study at all levels. If confirmed, I will ensure the Army's budget requests incorporate funding that allows for adequate personnel at all levels in housing management and oversight, utilizing all available and appropriate hiring authorities, and I will advise Secretary Wormuth accordingly.

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

Answer. If confirmed, I will work with the Army's MHPI partners to encourage further progress in the provision of quality housing for Army soldiers and families, and at the same time employ a vigorous oversight regime.

Question. What do you view as your obligations to the "partners"?

Answer. If confirmed, I will vigorously work to ensure safe, high-quality housing for Army soldiers and families remains the partnerships' highest priority. I will ensure that the partners understand the Army supports and encourages their efforts to improve housing, but will use all tools available to hold them accountable if they fail to meet their obligations under the governing legal documents to provide soldiers and their families with high quality housing.

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

Answer. Soldiers and their families deserve to live with dignity, in safe, affordable, high-quality housing. If confirmed, this will be my top priority.

Question. If confirmed to be ASA(EI&E), how would you order your relationship with DOD's Chief Housing Officer?

Answer. If confirmed, I will work with the DOD's Chief Housing Officer to support DOD housing initiatives and I commit to ensuring the Army's efforts are aligned with and supportive of DOD policies and directives.

Question. What are your views on establishing command accountability by having MHPI issues become part of the performance evaluations of base commanders and their senior enlisted counterparts?

Answer. If confirmed, I will fully support inclusion in performance evaluations of accountability measures for installation commanders and their senior enlisted counterparts related to their oversight and management of privatized, government-owned, government-leased, and unaccompanied personnel housing.

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

Answer. If confirmed, I will seek a full briefing on this issue to examine the effectiveness of programs associated with Military Service lodging facilities.

BASE REALIGNMENT AND CLOSURE

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

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

Answer. Like any large organization, I believe the Army must continually examine its real property and real estate inventory in order to determine if missions, locations, and resources are aligned. If confirmed, I am committed to undertaking this examination while being mindful that the Army must remain prepared for unforeseen challenges and threats. If it is determined that another BRAC round is necessary, I am committed to participating in a thorough and transparent review of existing holdings and their contributions to the nation's defense.

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

Answer. My understanding is the ASA(IE&E) would serve as a key advisor for the Secretary and the Chief of Staff of the Army during the process of developing recommendations, developing a BRAC stationing strategy, and implementing approved recommendations—including real property disposal and environmental remediation of closed installations.

Question. How would you undertake execution of these responsibilities?

Answer. If confirmed, I will review the Army's existing processes to execute and implement a future BRAC round. I will first study relevant reviews conducted by the Army and the Department of Defense after BRAC 2005 to gain insights and lessons learned. I will also review the Government Accountability Office reports which examined the BRAC 2005 process, as well as the recommendations proffered.

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

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

Answer. I believe such issues could likely be anticipated and addressed by applying the lessons learned from the 2005 BRAC round and developing a clear strategy for achieving the Army's goals in a future iteration. If confirmed, I am committed to learning from past experience and ensuring that any future BRAC round accounts for past implementation concerns and properly estimates cost savings.

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

Answer. I have not had the opportunity to review Army's overall lessons learned from environmental remediation in prior BRAC rounds. I do, however, believe in cooperation among Federal agencies and the Services. If confirmed, I will work with other stakeholders to review and identify the lessons learned concerning the environmental remediation of surplus property from closed installations. I am also committed to furthering the Army's reputation as a trusted environmental steward. I believe that a comprehensive environmental restoration program today, based on the latest available science, lowers the cost of future remediation efforts, enhances the health and safety of local communities, and supports the redevelopment of transferred properties. If confirmed, I am committed to sharing such lessons across the Services.

INSTALLATION MODERNIZATION AND RESILIENCE

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

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

Answer. If confirmed as the ASA(IE&E), it will be my responsibility to understand the installation requirements for resourcing the current and future needs of the Army and make recommendations to Secretary Wormuth accordingly. I commit to advocating for the necessary funding in the budget process to meet the Army's dynamic installations' requirements to best support soldiers, their families, and Army readiness.

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

Answer. If confirmed, I will strive to support long-term modern, resilient, sustainable installations that enhance strategic readiness and support soldiers, families, and civilians. I will leverage the Army's existing modernization strategy to evaluate areas of concern on installations in order to determine the most impactful actions that would increase quality of life for our soldiers, families, veterans, and the civilian workforce.

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

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

Answer. If confirmed, I will advocate for additional construction funding in the budget process for military construction projects to support the Army's priorities, Army facilities investment strategies, and the National Defense Strategy. I will also advocate for necessary funding to ensure all soldiers and their families are provided quality housing and child development centers.

Question. The Department of the Army defines "installation resilience" as the capability of a military installation to avoid, prepare for, minimize the effect of, adapt

to, and recover from extreme weather events, or from anticipated or unanticipated changes in environmental conditions. The range of threats against which a military installation must maintain resiliency: cyber threats, physical attacks, political influence, and extreme weather events, is ever-growing.

Given the 2018 NDS, what priority in the Army program would you accord the survivability of Army expeditionary advances bases, forward operating bases, and other locations?

Answer. If confirmed, one of my most important areas of focus will be on the resiliency of the Army's permanent overseas bases, as well as the installations in the homeland. I believe that all Army installations must build resiliency against a growing number of threats, including conventional attacks, sabotage and espionage, the impacts of increasingly severe natural disasters and climate change, and non-geographic domain threats including information, space, and cyber. If confirmed, I will advocate for continued analysis, stress-testing, and investment in an integrated Army installation strategy.

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

Answer. It is my understanding that the Army maintains prepositioned stocks at a high level of readiness to meet immediate contingency or crisis theater requirements, and that readiness of those stocks and facilities is a priority. If confirmed, I will assess and prioritize opportunities to make facility adjustments to meet these needs to the extent practicable.

EXTREME WEATHER EVENTS

Question. President Biden has declared that climate change is an essential element of national security and foreign policy. Secretary Austin has stated that DOD will include the security implications of climate change in risk analyses, strategy development, and planning guidance. If confirmed, you would sit on the Secretary's Climate Working Group and your portfolio would oversee energy resilience and environmental threats to military installations. Thus, you would have a major role in implementing this guidance.

What is your understanding of the ways in which climate change poses a risk to national security and the Department's responsibility to prepare for its impacts?

Answer. I share DOD's view that climate change presents a growing threat to U.S. national security interests and defense objectives. DOD recognizes climate change as a threat multiplier. Severe weather events divert military personnel and resources for response efforts and deprive the military for critical training days due to severe heat, flooding, and wildfires. The effects of extreme weather on military assets are costly. Climate change contributes to an increase in the frequency and severity of natural disasters that have the potential to disrupt critical supply chains and logistics, challenge the resilience of installations, and increase disease vectors and other health-related hazards to the force. Moreover, the potential geopolitical instability that result from climate change cannot be understated. If confirmed, I will work to ensure that through implementation of resiliency measures, including changes in energy use, the Army can maintain its ability to live and train in environments altered by climate change and mitigate against future climate change impacts that threaten Army operations.

Question. How do you believe the Department should incorporate climate change into its risk analyses, strategy development, and planning guidance?

Answer. I believe that proactively responding to climate change is critical for the Army to maintain its strategic advantage. Adapting to and mitigating climate change is a combat enabler, which will give the Army sustainable access to energy resources and allow the Army to persist in climate-impacted settings. If confirmed, I will support the President and the Secretary of Defense's direction to prioritize climate change considerations in the Army threat picture, strategic plans, operations, and infrastructure design.

Question. How should readiness and budget concerns factor into these assessments?

Answer. If confirmed, I will deliver budget requests to the Secretary that reflect: (1) the conditions impacting Army operational environments, (2) the pervasiveness of climate impacts across installations, personnel, fleet, operations, training, and other aspects of the force, and (3) the likely increasing cost of resources in a world impacted by climate change.

Question. Section 2801 of the Fiscal Year 2020 NDAA required each major military installation to include military installation resilience in each installation's mili-

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

Answer. If confirmed, I will ensure Army master plans include installation resilience requirements in accordance with all applicable laws and regulations. I will review and evaluate current Army regulations and policies to ensure they align with these requirements. I will also ensure timely submission of Army data to the Secretary of Defense for inclusion in the Department's annual report to Congress.

ENERGY RESILIENCE

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

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

Answer. It is my understanding that the Army has already begun to integrate energy resilience as a mission assurance priority. I am informed, the Army Installation Energy and Water Resilience Strategic Plan links the resilience of energy and water systems directly to the success of the strategic support area in multi-domain operations. This plan calls for these requirements to be implemented in military operations, protection, installation management, sustainment of critical infrastructure, and emergency management. If confirmed, I will evaluate the effectiveness of these programs, make adjustments and necessary, and see to it that these requirements are fully implemented.

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

Answer. I believe the Army is prioritizing sustainment of resilient energy and water supplies, facilities, and infrastructure that support critical missions. I am informed that the Army's Installation Energy and Water Plans (IEWPs) outline critical mission requirements, assess energy and water baseline conditions, and develop a prioritized approach for projects that will improve energy and water resilience across each Army installation. My understanding is Army IEWPs include plans to address major deficiencies across the full spectrum of available funding sources, both appropriated and non-appropriated. If confirmed, I will continue the Army's efforts to prioritize investments from all available sources to address these deficiencies, to include the efforts of the Army Office of Energy Initiatives.

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

Answer. I have reviewed the Army Modernization Strategy, which states installations must modernize "at pace" with the rest of the Army. It is my understanding that the Army must modernize installations to provide the facilities, systems, and connectivity to support the Army on its path toward full multi-domain operations readiness by 2035, as identified in the Army Installations Strategy. If confirmed, I will ensure the detailed programmatic process to prioritize MILCON investment considers energy security and resilience as it supports Army modernization priorities.

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

Answer. If confirmed, I will advise the Secretary of the Army on how the Army can best incorporate energy-related threats and constraints into its training exercises and war-games. Developing scenarios that realistically account for adversaries' ability to inject energy-related threats, as well as developing a greater understanding of geographic energy constraints, are crucial for the Army to maintain its strategic advantage.

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

Answer. I believe Army installations should be fully integrated members of neighboring communities on a day-to-day basis, and during emergency situations. At the same time, the Army must ensure through redundancy or otherwise that critical military operations can continue to function without reliance on commercial utility grids. My understanding is that the Army is planning and investing to ensure resilience for contingency scenarios as outlined in the Army Installations Energy and

Water Strategic Plan in coordination with local authorities to maximize public-private partnerships, as well as partnerships among government entities. If confirmed, I will support Army partnerships with utility companies and the private sector to build resilience for Army installations and their surrounding communities. I will also support partnerships with other Federal agencies—such as the Department of Energy (DOE) and Department of Homeland Security—through which the Army can support DOD in efforts to prioritize Federal investment to protect national security interests.

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

Answer. I am aware of the DOE and DOD efforts to evaluate the potential of a commercially-licensed reactor (stationary) for use where resilience is needed and electricity prices are high. While I understand the Army is not leading this effort, if confirmed, I will ensure the Army carefully examines the use of stationary micro-reactors as a potential technology to add to the tools available for energy resiliency.

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

Answer. I believe that energy storage, including batteries, is key to resilience efforts across the Army. I understand that the Army is an active participant in the Federal Consortium for Advanced Batteries (FCAB). In my assessment, battery development and production is a strategic imperative for the U.S., both as part of the clean energy transition, and as a key component for the competitiveness of the U.S. automotive industry. The FCAB brings together those Federal agencies with a stake in establishing a domestic supply of batteries to accelerate the development of a robust, secure domestic industrial base for advanced batteries. The FCAB also encourages cooperation and coordination across the U.S. Government agencies. If confirmed, I will support the Army's participation in this consortium, and explore additional options to increase energy storage on installations.

AUTHORITIES TO IMPROVE ENERGY RESILIENCE

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

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

Answer. I am a strong believer in leveraging public-private resources through the use of these mechanisms, in particular Energy Savings Performance Contracts and Utility Energy Service Contracts. If confirmed, I will gather information about Army's use of these various contract vehicles to promote energy resilience and enhance Army readiness. I will work cooperatively to incorporate any changes as necessary in the process to more easily develop and execute these contracts.

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

Answer. If confirmed, one of my priorities will be to understand how to better leverage private sector opportunities to fund Army infrastructure, increase distributed energy generation, and better meet resilience needs and mission requirements, including cyber-secure microgrids. I will ensure the Army continues to use all authorities for maximum development of new energy related technologies with stakeholder collaboration.

OPERATIONAL ENERGY

Question. 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, General James Mattis cautioned 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—the Army’s vehicles, sensors, robots, cyber forces, directed energy weapons, and artificial intelligence will be controlled by systems sensitive to fluctuations in voltage or frequency.

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

Answer. In my assessment, the Army requires resilient and expeditionary means to source, store, distribute, and convert energy that is cost-effective, affordable, and secure. If confirmed, I will work with the Army Futures Command and other Army stakeholders to ensure energy is adequately considered at all levels of operational planning and capability development.

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

Answer. If confirmed, I will make mission assurance and energy resilience a priority to ensure that the Army has the energy it requires where and when it needs it. I also will commit to examining where the Army can improve the planning processes to make sure energy considerations are adequately considered.

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

Answer. In my assessment, operational energy is a critical warfighting capability to provide power to vehicles and systems. If confirmed, I will ensure the Army continues to seek improvements in energy efficiency to reduce operational costs. I am informed the Army acquisition systems offer a variety of tools to ensure energy needs are addressed in military platforms, including by using emerging technologies.

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

Answer. If confirmed, I will follow the Office of the Secretary of Defense’s operational energy performance mandates. I am aware that the Army has initiated development of an alternative power strategy to allow the Army to operate with a significantly lower energy demand in future conflicts. I am also aware that the Army has initiated an effort to study how electric propulsion, among other forms of energy, can be proliferated inside the Army’s vehicle fleet to improve effectiveness and efficiencies, reduce demand, and contribute to climate control initiatives. If confirmed, I will fully support the Army capability development in these areas.

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

Answer. In my view, the Army should seek improvements in energy efficiency to reduce operational costs and simplify logistics. If confirmed, I will examine options to include operational energy in weapons platforms.

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

Answer. It is my understanding that the Army is experimenting in these areas, and using data collected to provide recommendations for improvements in fuel consumption. If confirmed, I will support the Army’s efforts to explore advanced technologies.

ENERGY CONSERVATION

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

Answer. In my view, an effective conservation strategy includes setting goals, informing users, tracking progress and rewarding success. If confirmed, I will fully support the Secretary of the Army’s annual energy and water awards program which promotes reduction in energy and water usage.

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

Answer. I understand that the Army’s Installation Energy and Water Strategic Plan outlines the Army’s energy conservation goals. If confirmed, I will review and promote these goals, including to the goal of annually reducing installation energy consumption and costs.

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

Answer. I currently do not have enough information to make an assessment of what would be a “stretch goal” for Army energy conservation. If confirmed, I commit to ensuring the Army is achieving the Administration and Department of Defense goals, reviewing the adequacy of existing Army goals, reviewing the ongoing efforts to achieve them, and exploring the opportunities for additional Army goals.

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

Answer. I understand the Army’s Installation Energy and Water Strategic Plan identifies certain actions, which will be taken to reach established goals, develop Army-wide data analytics capability in order to identify and implement efficiencies by 2024, and establish an installation-wide utility monitoring and control system by 2028. I am informed the plan notes that progress will be measured through annual reduction of energy use intensity. If confirmed, I will work to ensure the timely and effective implementation of this plan.

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

Answer. I believe conservation through energy efficiency is a cornerstone of resilience. If confirmed, I will examine the impact of energy conservation measures on Army readiness, resiliency and cost reduction.

WATER RESILIENCE

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

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

Answer. If confirmed, I will lead the Army in developing a comprehensive water strategy by assessing the short and long-term mission needs related to installation and operational water requirements. I will also assess the Army’s access to water, including through water rights. I will encourage leaders and soldiers at all levels to consider the water implications of their actions and decisions, whether in training or operations, and during development and acquisition.

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

Answer. I do not have a detailed understanding of current Army efforts to secure water sources, but I agree it is an important issue. If confirmed, I will work to understand the actions the Army has already undertaken to improve access to sustainable water sources in drought-prone areas in the United States and across the globe, and how the Army can work to address issues of water access.

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

Answer. At this time, I cannot fully assess whether the Army has a specific technology roadmap for addressing water production, treatment, and purification capability gaps. However, the Army’s Installation Energy and Water Strategic Plan provides a roadmap for Army installation energy and water infrastructure supporting critical missions. If confirmed, I will seek to understand the status of such projects and work to promote progress in those activities which will ensure secure and reliable water supplies for critical missions on installations and in support of operational deployments.

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

Answer. The Army’s Installation Energy and Water Strategic Plan identifies the pillars for Army installation energy and water infrastructure to support critical missions, which are resilience, efficiency, and affordability. If confirmed, I will evaluate the Army’s performance towards achieving the pillars established in the Strategic Plan related to water systems.

EMERGING CONTAMINANTS

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

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

Answer. If confirmed, I will support DOD initiatives and to study and address Army-related PFAS impacts at Army bases, installations, and operational platforms. I envision the role for ASA(IE&E) with respect to PFAS is to be the Army's lead for policy setting, advocating for sufficient resources to meet remediation needs, coordinating across the Army, DOD, Congress and other federal agencies, and, perhaps most importantly, increasing transparency with the Army community and those communities surrounding Army installations regarding PFAS remediation efforts.

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

Answer. It is my understanding that the Army oversees the funding of PFAS-related environmental cleanup and restoration activities for Army Reserve and National Guard locations and those communities adjacent to or near military bases that may be impacted by Army or Reserve or Guard releases of PFAS. If confirmed, I will continue this oversight role, upholding the Army's commitment to minimize or eliminate impacts from Army use of PFAS, including by the Army Reserves and the National Guard.

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

Answer. If confirmed, I will intensify efforts to inform soldiers and their families, and surrounding communities, concerning Army plans to address risks to public health and the environment, consistent with applicable law and regulations and DOD policy directives.

RESILIENCE TO EXTREME WEATHER EVENTS

Question. In 2018 alone, extreme weather caused roughly \$9 billion in damage at military bases across the United States.

74. How would you assess the readiness and resource impacts on the Department of the Army from recent extreme weather events?

Answer. I am aware of large-scale National Guard deployments to fight wildfires in the western U.S. and disaster relief following storms this summer. As climate change exacerbates the impacts of extreme weather, the Army will need to continue adapting to meet this threat and assessing the costs of asset damage caused by extreme weather events. If confirmed, I will support the Army's use of science and resource-informed data to assess readiness and resource impacts from extreme weather events and climate change. I will support the use of these assessments to anticipate changing conditions, better position the Army to maintain readiness, and to mitigate or minimize associated risks.

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

Answer. I believe the best way to mitigate risks is through the study and application of science-based initiatives, broad collaboration, and timely direct action. In my assessment, the Army must tap into the creativity, capabilities, and commitment of the defense industrial base, research institutions, fellow federal agencies, the private sector, and our partners and allies. If confirmed, I will work to leverage best practices based on current climate science across U.S. agencies and engage with local communities and foreign partners to ensure mutual readiness, security, and resilience in a rapidly changing environment.

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

Answer. If confirmed, I will work closely with the U.S. Army Corps of Engineers to ensure climate-resilient design considerations, with informed perspectives from the latest science, are integrated into the Unified Facilities Criteria (UFC) and applied to Army projects.

ENVIRONMENTAL COMPLIANCE

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

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

Answer. If confirmed, I will ensure the Army has the necessary and appropriate environmental policies, programs, and training in place to provide a clear understanding of the Army's legal obligations. I will also promote a culture that values environmental stewardship, and protection of species, ecosystems, and significant historic properties. These values are not inconsistent with military readiness, in my view.

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

Answer. If confirmed, I will work in collaboration with DOD, Department of Interior, and the U.S. Fish & Wildlife Service (USFWS) to meet mutually agreed upon goals for stewardship of the Nation's resources, while at the same time protecting the Army's military readiness mission. A good working relationship with the other agencies is key to a successful natural resources program, to resilience of Army lands, and to mission readiness. I will work with DOD, Department of Interior, and the USFWS to meet mutual goals through the recovery and protection of species and to protect critical environments in and around Army installations.

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

Answer. If confirmed, I will work with the Council on Environmental Quality (CEQ) to update the Army's National Environmental Policy Act (NEPA) regulation. Based on my current understanding of these regulations, my review will include possible revisions that streamline EIS preparation procedures, align them with federal initiatives to increase environmental review efficiencies, revise and add categorical exclusions, reduce paperwork and delays, and promote better decisions consistent with national environmental policy set forth in NEPA.

ENVIRONMENTAL RESTORATION

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

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

Answer. I believe the main priority for environmental cleanup and restoration is the health and safety of servicemembers, their families, Army civilians, and the communities surrounding installations.

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

Answer. If confirmed, I will ensure the Army remains committed to making the substantial investment necessary to continue forward progress to address cleanup sites under the Installation Restoration and Military Munitions Response Programs. In my judgment, funding priorities should focus on ongoing actions, executing remedies, the timely completion of ongoing investigations, and starting new investigations, as required.

ENCROACHMENT ON MILITARY INSTALLATIONS

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

In your view, how might virtual testing and training solutions contribute to the Department of the Army's ability to meet capability requirements and mitigate the adverse effects of encroachment?

Answer. It is my view that virtual testing and training can provide essential capabilities to the warfighter. Further, it is my understanding that virtual training provides opportunities to increase proficiency ahead of live training exercises and increased iterations with less time required on live-fire ranges. If confirmed, I will encourage the continued development of virtual capabilities to provide the ability to

simulate large scale combat activities in a virtual environment without encroachment considerations.

Question. If confirmed, how would you lead the Department of the Army in projecting future operations, testing, and training range requirements?

Answer. If confirmed, I will advise the Secretary of the Army to continue to employ a scientific approach to optimizing future operations, testing, and training range requirements, utilizing virtual simulations when possible. I will also recommend soliciting feedback from Army leaders and continued assessments of the suitability of current capabilities. This approach would help inform assessments of capability gaps and future priorities to be incorporated into the Army master planning process.

Question. How would you structure your role as the ASA(IE&E), if confirmed, with regard to engaging with communities surrounding Army ranges, to address and resolve concerns, while ensuring the resilience of range capabilities?

Answer. If confirmed, I will ensure that ASA(IE&E) is closely aligned with the Army and DOD components that provide assessments of Army testing and training requirements and support to local communities. I believe that opportunities exist to partner with Federal, state, local, and tribal authorities to examine ways to address specific community concerns.

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

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

Answer. I understand that the DOD Readiness and Environmental Protection Integration program (REPI), Military Aviation and Installation Assurance Siting Clearinghouse, and the grant assistance program of the Local Defense Community Cooperation are highly beneficial programs to reduce the potential for mission conflict and address installation resilience. If confirmed, I will seek innovative solutions within the Army for leveraging funding sources, new technologies and technology demonstrations, cost avoidance, cost offsets by energy developers, and other advances and cost efficiencies will be explored for all avenues to mitigate potential conflicts.

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

Answer. In my view, training is necessary to maintain operational readiness. If confirmed, I will assess solutions to preserve training capabilities while encouraging energy development and radar modernization.

DEPARTMENT OF THE ARMY LABORATORY AND TEST CENTER RECAPITALIZATION

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

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

Answer. It is my view that the Army's technical centers, laboratories, and test centers are critically important to ensuring that the Army can operate and dominate in increasingly complex environments. The technological advantage necessary to develop and produce the most advanced weapons systems needed to compete with and defeat a potential adversary now and in the future can only be achieved with modernized technical centers, laboratories, and test centers.

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

Answer. I understand the Army uses readiness metrics to assess the condition of technical facilities and how well they are meeting Army needs. If confirmed, I will collect more information about the metrics that allow the Army to predict the appropriate level of investment necessary for these centers to thrive.

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

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

Answer. In my judgement, modern buildings, equipment, and adequate resourcing are vital to ensuring the Army stays at the cutting edge of technology and continues to recruit and retain the most talented personnel. It is my understanding that due to a myriad of contributing factors, many research and test facilities would likely benefit from revitalization and recapitalization. It is my further understanding that the Army can leverage multiple authorities to resource and modernize facilities. If confirmed, I will engage with the Assistant Secretary of the Army for Acquisition, Logistics, and Technology, and other stakeholders to better understand the infrastructure requirements and explore solutions to ensure the Army makes the necessary investments to sustain, restore, and modernize its technical centers, laboratories, and test centers.

COMMAND CLIMATE SURVEY

Question. If confirmed, would you plan to administer a command climate survey to the workforce under your leadership and management?

Answer. If confirmed, I will administer a command climate survey to the IE&E workforce.

Question. How would you plan to address the outcomes of such a survey?

Answer. If confirmed, I will begin by sharing the results with the leaders in the organization and the workforce. I will look to sustain those areas where the organization is having success and target the areas where the organization needs improvements. If confirmed, I will lead members of the IE&E team in developing a plan to address identified shortcomings, establish appropriate benchmarks for improvement, and provide regular updates to the workforce on progress.

SEXUAL HARASSMENT

Question. In responding to the 2018 DOD Civilian Employee Workplace and Gender Relations survey, 17.7 percent of female and 5.8 percent of male DOD employees indicated that they had experience sexual harassment and/or gender discrimination by “someone at work” in the 12 months prior to completing the survey.

What is your assessment of the current climate regarding sexual harassment and gender discrimination in the Department of the Army?

Answer. It is my understanding that the Army is continuously promoting and nurturing a positive climate where sexual harassment and gender discrimination are prohibited. I am informed the Army has a long history of mandating training for all personnel and supervisors on the prevention of sexual harassment and discrimination. If confirmed, I will fully support the Secretary of the Army and the Secretary of Defense in efforts to foster a climate free from sexual harassment and gender discrimination and ensure all policies and program aimed to preventing sexual harassment and gender discrimination are being fully promulgated and implemented.

Question. If confirmed, what actions would you take were you to receive or become aware of a complaint of sexual harassment or discrimination from an employee of the Office of ASA(EI&E)?

Answer. If confirmed, I am committed to providing a workplace that is free from all forms of harassment and discrimination, where individuals are treated with dignity and respect.

Harassment and discrimination jeopardizes readiness and mission accomplishment, weakens trust among colleagues, and erodes organizational cohesion. If confirmed, upon receiving, or learning of, a complaint of sexual harassment, discrimination, or other harassment from an employee, I will ensure that appropriate action is taken in accordance with Federal law, as well as EEOC, DOD, and Army policy. I will coordinate with my servicing legal advisor, EEO official, and Civilian Personnel Official and take the necessary action to promptly investigate, address, and resolve the matter at issue, including taking appropriate corrective or disciplinary action as warranted. Further, I will ensure there are appropriate policies and resources in place committed to prevent all forms of harassment/discrimination and encourage reporting. Finally, I will ensure that all training and education requirements and standards are met.

CONGRESSIONAL OVERSIGHT

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

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

Answer. Yes.

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

Answer. Yes.

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

Answer. Yes.

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

Answer. Yes.

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

Answer. Yes.

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

Answer. Yes.

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

Answer. Yes.

[Questions for the record with answers supplied follow:]

QUESTIONS SUBMITTED BY SENATOR KIRSTEN E. GILLIBRAND

REMEDIATION OF MILITARY INSTALLATIONS

1. Senator GILLIBRAND. Ms. Jacobson, one of my top priorities is ensuring our servicemen and women, and their families, have safe and healthy places to work and live. This is why I've worked hard to advance legislation addressing the urgent need to expedite the testing, cleanup, removal, and remediation of Per- and polyfluoroalkyl substances (PFAS) at all U.S. military installation and State-owned National Guard facilities. What actions do you plan to take in order to ensure this issue is addressed?

Ms. JACOBSON. If confirmed, it will be my priority to ensure that our soldiers, civilian employees, and their families have safe and healthy places to work and live. I plan to continue the Army's efforts to address the impacts of PFAS releases from Army installations and National Guard facilities by supporting DOD and administration policy. These efforts will include advocating for Army funding to conduct necessary testing and cleanup to ensure drinking water remains safe, and to ensure compliance with applicable law. I will monitor closely the Army's progress in fulfilling its cleanup responsibilities in an open and transparent manner, working with affected communities as well as regulators. I will work collaboratively with this Congress, the Department of Defense PFAS Task Force, the EPA, and local communities to make sure that the Army addresses PFAS consistent with applicable law, using and supporting the best available science and technology.

2. Senator GILLIBRAND. Ms. Jacobson, can I have your assurances you will work with us to set a clear way ahead to fully remediate these sites?

Ms. JACOBSON. Yes. You have my assurance that, if confirmed, I will work with Congress to set a path forward to properly address Army releases of PFAS by all applicable means.

QUESTIONS SUBMITTED BY SENATOR ANGUS S. KING, JR.

ARMY INSTALLATION SUSTAINABLE BUILDING MATERIALS

3. Senator KING. Ms. Jacobson, the Department of Defense has taken important steps to improve its carbon footprint, and has begun to pursue sustainable building materials like Cross-Laminated Timber (CLT) and other innovative wood technologies in some construction projects. To date, DOD has built or is currently constructing 5 buildings of 389,376 total square footage using these technologies. If confirmed, will you commit to the continued analysis of wood technologies like CLT at Army installations?

Ms. JACOBSON. Yes. If confirmed, I commit to the continued analysis of wood technologies (including CLT) at Army installations. In my view, it is in the Army's best interest to utilize the most cost-efficient, effective, and sustainable building materials in Army construction projects, especially those that may lower energy costs such as CLT.

4. Senator KING. Ms. Jacobson, what are the benefits of pursuing the use of CLT in Army installation projects?

Ms. JACOBSON. I understand that CLT technology has a number of advantages compared with traditional building materials, including high load capacity, fast installation, thermal performance, and fire protection. If confirmed, I will continue to explore the possibilities and benefits of using CLT in Army installation construction projects.

QUESTIONS SUBMITTED BY SENATOR ELIZABETH WARREN

MILITARY HOUSING

5. Senator WARREN. Ms. Jacobson, as you know, Congress has repeatedly heard from military families about the substandard conditions of their on-base housing. Hazards like black mold, exposed electrical wires, and leaky roofs were making families and servicemembers sick as a giant, private housing companies raked in taxpayer dollars and faced little-to-no accountability for their negligence. Will you commit to advocating for Army families and ensuring they are able to secure safe and high-quality housing?

Ms. JACOBSON. Yes. I am committed to ensuring that soldiers and their families can live with dignity in safe, high-quality housing, including barracks. I share Secretary Wormuth's view that providing quality housing is also a critical component of recruitment, retention, and readiness. The housing reforms directed by Congress in recent defense bills were transformative, and I understand the Army has implemented a number of programmatic changes to improve accountability in the privatized housing program. Specifically, the Army has taken steps to assure accountability through Army Materiel Command and Installation Management Command, who meet regularly with private companies as an oversight mechanism. The Tenant Bill of Rights also gives soldiers and families meaningful input and control over their living conditions. If confirmed, I will see to it that these important reforms continue to be carried forward. Additionally, Secretary Wormuth stated her intention to ensure that housing is adequately funded in future budgets and that the Basic Housing Allowance (BHA) is sufficient to provide off post housing. If confirmed, I will work to support the implementation of these efforts.

6. Senator WARREN. Ms. Jacobson, will you commit to using all tools available to hold landlords and private companies accountable to make sure they build and maintain quality housing for servicemembers and ensure they can no longer rake in millions in taxpayer dollars off substandard housing?

Ms. JACOBSON. Yes. If confirmed, I commit to using all tools available to hold landlords and private companies accountable to ensure they provide quality housing for soldiers and their families. I will apply my enforcement background to rigorous

oversight of the privatized housing program and holding private companies accountable for their failings.

QUESTIONS SUBMITTED BY SENATOR JAMES M. INHOFE

ARMY CONSTRUCTION CONTRACT AWARDS

7. Senator INHOFE. Ms. Jacobson, the Army Corps of Engineers not only supports only the Civil Works and Army's military construction missions, but also provides engineering support for the other Services as well as other agencies. In the last year, the Corps has added bureaucratic steps to long-standing practices, including a new requirement to routinely compete task orders for architect and engineering contracts, restriction on the use of district and center overhead when acquiring contract, as well as a new requirement to return expiring funds used for supervision and administration of ongoing work at the end of the fiscal year. The impact of these changes is to further slow the Corps' already deliberate pace of contract awards and execution.

If confirmed, will you work with the other interested Army assistant secretaries to determine if:

- (1) These new processes are slowing down contract execution?
- (2) These new process are adding costs to the Federal Government or industry stakeholders?
- (3) These new processes are statutorily required for Corps to implement?

Ms. JACOBSON. Yes. If confirmed, I commit to conducting a review, in coordination with other interested Army Assistant Secretaries and the General Counsel, regarding Army Corps of Engineers processes. Specifically, I will examine whether current processes are causing delays in project execution or adding costs. I will also work with the Army General Counsel's office to compare the current processes to legal requirements to determine which are necessary and where contract streamlining can be implemented.

8. Senator INHOFE. Ms. Jacobson, when you complete the review, will you get back to the committee with your findings and any recommendations you may have?

Ms. JACOBSON. Yes. Once the review is complete and I have appropriately informed the Secretary of the Army, I commit to informing the committee of any findings and any recommendations that I may have, if confirmed.

QUESTIONS SUBMITTED BY SENATOR THOM TILLIS

ARMY CORPS OF ENGINEERS

9. Senator TILLIS. Ms. Jacobson, the Army Corps of Engineers has experienced cost and time growth on military construction projects, particularly large and complex projects. Integrated Project Delivery (IPD) is one of the approaches that private industry is using to minimize time and cost-growth. IPD aligns all members of the project delivery team to deliver a successful project.

The University of Minnesota study of 10 diverse projects located around the country showed that projects using IPD came in on budget and most of them on time with several delivered months early. Additionally, many owners were able to programmatic scope using budget savings or untouched contingencies.

If confirmed, will you ensure that IPD is considered as an option for delivering projects on time and on-budget?

Ms. JACOBSON. Yes. If confirmed, I commit to evaluating the IPD alternate design and construction method, including how this delivery model might benefit military construction projects. Such an evaluation would also identify any constraints in existing Federal procurement laws and, accordingly, make recommendations to appropriate officials.

10. Senator TILLIS. Ms. Jacobson, the Army Corps of Engineers is a large organization that supports not only the civil works and Army's military construction missions, but also provides support for the other Services as well as other agencies. In the last year, industry has expressed concerns that the Corps is adding process that add cost and time to both industry and the Government. I am told that none of these changes were driven by a change in law. If confirmed, will you agree to look into each of these issues and get back to the Committee with your assessment if the added steps are necessary and improve the performance of Government?

Ms. JACOBSON. Yes. If confirmed, I commit to looking into these issues regarding the Corps of Engineers processes, in coordination with other interested Army Assistant Secretaries and the Army General Counsel's office. Specifically, my review will include an examination of what processes are driven by legal requirements and/or engineering judgment and best practices. In consultation with other Army Assistant Secretaries and the Army General Counsel's office, the review must determine what processes can potentially be made more efficient and less costly for both industry and government. After appropriately informing the Secretary of the Army, I commit to providing my assessment to this Committee.

11. Senator TILLIS. Ms. Jacobson, if you determine that the steps are required by statute but do not improve the delivery of projects, will you provide the Committee a draft legislative proposal to remove the unnecessary processes?

Ms. JACOBSON. I commit to working with the Secretary of the Army and other departmental stakeholders, including the Army's General Counsel, to help inform any legislation that addresses inefficiency or waste in Army Corps of Engineers processes.

AMMUNITION PRODUCTION FACILITIES

12. Senator TILLIS. Ms. Jacobson, the Department of the Army has testified that they have a multi-billion-dollar requirement for recapitalization of the Department of Defense' conventional ammunition production facilities. Many of the facilities were constructed more than 75 year ago and do not include modern manufacturing processes. Of even more concern, in many of the plants, the workers are handling ammunition and explosives. Tragically, over the last decade 2 civilian employees were killed in accidents on the production line.

While much of the modernization funding for ammunition facilities is from ammunition procurement funds, these projects require design, environmental compliance, and mitigation as well as construction. If confirmed, what will be your role in modernizing the conventional ammunition infrastructure so that the projects are safe, environmentally compliant, and efficient?

Ms. JACOBSON. One of the roles of the Assistant Secretary of the Army for Installations, Energy and Environment, is to ensure that modernization of infrastructure, including the Government Owned, Government Operated (GOGO) Army Ammunition Plants (AAPs), is accomplished in a safe, efficient, and environmentally compliant manner. If confirmed, I commit to supporting the Army's conventional ammunition infrastructure modernization efforts by working with the Assistant Secretary of the Army for Acquisition, Logistics and Technology (who oversees GOCO AAPs) and the Army Materiel Command to provide the appropriate resources and subject matter oversight for safety and hazard mitigation, design and construction efficiency, and environmental compliance.

UNITED STATES ARMY INSTALLATION MANAGEMENT COMMAND

13. Senator TILLIS. Ms. Jacobson, non-DOD funding mechanisms, such as energy savings performance contracts (ESPCs), utility energy savings contracts (UESCs), and power purchase agreements (PPAs), are excellent means by which the Army can improve infrastructure, increase resilience, reduce deferred maintenance, implement alternative energy resources, save taxpayer funds, and secure other benefits without appropriated funds. The review and approval of these contract mechanisms by the U.S. Army Installation Management Command (IMCOM) has taken significantly longer as compared to other Military Departments. In some cases, IMCOM has blocked or significantly delayed, de-scoped, or canceled new contracts that would have provided significant savings and benefit to Army infrastructure.

In her written response to the question the Secretary stated that "If confirmed, I will review and evaluate this process."

The Committee understands that since the confirmation of the Secretary, the approval process for ESPC has slowed even more to include a complete stoppage while the policies were relooked. The practice of IMCOM relooking and then downsizing projects has continued. As a result, many projects slated for award have slipped in many cases by months.

If confirmed will you relook the Army's process ESPCs and benchmark the Army's performance against other Services?

Ms. JACOBSON. Yes. If confirmed, I will review IMCOM's contracting process, try to identify any obstacles impeding speedy approval of public/private energy contracts, and seek to remove those obstacles consistent with existing authorities. I would conduct this review with the objective of minimizing the time to award these contracts, while maintaining appropriate due diligence necessary in all contacting

mechanisms. In my view, such a review should consider procedures and lessons learned from the other Services, and should evaluate whether benchmarking against the other Services is a meaningful and effective performance measurement. I would also consider whether model language or other contacting efficiencies would be effective in reducing delays.

14. Senator TILLIS. Ms. Jacobson, if the Army continues to relook and slow down the process, will you consider limiting IMCOM's role in reviewing ESPCs?

Ms. JACOBSON. If confirmed, I will consider all options available that could improve the timeliness of the Army's public/private energy contracting mechanisms and review procedures, to include recommending organizational responsibility changes to the Secretary of the Army.

15. Senator TILLIS. Ms. Jacobson, how will you address the perception that IMCOM's ESPC reviews are incongruent with the Department of Defense or the Army Secretariat?

Ms. JACOBSON. In my assessment, a review of the IMCOM public/private energy contracting process is essential. If confirmed, I would first seek to validate whether the incongruence between those practices and the policy goals of the Department of Defense or the Army Secretariat exists. If so, I will seek to determine whether any modifications in the IMCOM approach are authorized. Ultimately, the best way to address any such perceptions is to make changes as necessary to approve and implement these public/private energy contracts more expeditiously.

QUESTIONS SUBMITTED BY SENATOR DAN SULLIVAN

READINESS

16. Senator SULLIVAN. Ms. Jacobson, over several years this Committee has worked tirelessly to restore military readiness—across each of our Services—to levels that would enable our success in a conflict. We've had some success, but there is still a lot of work to do. If you have not done so already, I recommend that every senior defense leader read T.R. Fehrenbach's "This Kind of War", which provides a cautionary tale of our Nation's failure to adequately fund and train our Armed Forces before the Korean War. The consequences were steep and American servicemembers paid with their lives. If confirmed, all of you—based on your positions—will invariably make decisions that directly or indirectly impact readiness. Accordingly, will you commit—if confirmed—to work with this Committee and within the Department on further bolstering military readiness to ensure the failures we endured in the Korean War never happen again?

Ms. JACOBSON. I believe that readiness is the most important consideration for all programs in the ASA(IE&E) portfolio. If confirmed, I will focus on ensuring the readiness of our soldiers through quality housing, the readiness of our installations through modernization efforts that include efficient, resilient infrastructure, robust environmental compliance, and, significantly, the ability of our forces to operate and conduct their missions using the most efficient, reliable, and resilient energy sources. I commit to working with this Committee and with the Army officials and DOD to ensure that our soldiers remain ready to respond to any challenge, at any time. I also look forward to reading T.R. Fehrenbach's "This Kind of War."

STRATEGY DRIVEN BUDGET

17. Senator SULLIVAN. Ms. Jacobson, the National Defense Strategy (NDS) Commission report, the two previous Senate-confirmed Secretaries of Defense (SECDEF), and the previous and current Chairman of the Joint Chiefs of Staff (CJCS) have all stated the need for sustained 3 to 5 percent annual real growth to the defense budget to implement the NDS, increase readiness, and advance long-overdue modernization. Further emphasizing the need for consistent and increased funding, the NDS Commission report stated, "America is very near the point of strategic insolvency, where its 'means' are badly out of alignment with its 'ends'." This critical situation is negatively compounded by the Biden administration's dismal defense topline that does not keep pace with inflation. With these facts in mind, and understanding your ability to influence the budget will be limited to future year submissions, will each of you commit to advocating for a strategy-driven budget vice a budget-driven strategy?

Ms. JACOBSON. If confirmed, I will work with Secretary Wormuth and other leaders within the Department of Defense to ensure the Army's budget allows it to effectively support the National Defense Strategy. In my view, the Army's responsibil-

ities must inform strategic resource allocation. If confirmed, I commit to being an advocate for the Army and ensuring transparent communication with this Committee concerning programs and budget allocation within the ASA(IE&E) portfolio.

[The nomination reference of Ms. Rachel L. Jacobson, follows:]

NOMINATION REFERENCE AND REPORT

PN766

AS IN EXECUTIVE SESSION,
SENATE OF THE UNITED STATES,
July 13, 2021.

Ordered, That the following nomination be referred to the Committee on Armed Services:

Rachel Jacobson, of the District of Columbia, to be an Assistant Secretary of the Army,
vice Alex A. Beehler.

_____, 2021.
(Date)

Reported by Mr. Reed _____
(Signature)

with the recommendation that the nomination be confirmed.

**□ The nominee has agreed to respond to requests to appear and testify before any
duly constituted committee of the Senate.**

[The biographical sketch of Ms. Rachel L. Jacobson, which was transmitted to the Committee at the time the nomination was referred, follows:]

Bio
Rachel L. Jacobson

Education:

- Washington University. St Louis, MO. B.A. Economics, May 1980
- Boston University School of Law. Boston, MA. J.D., May 1984

Employment Record Since Age Twenty-One:

- Chicago Mercantile Exchange. Research Assistant. Chicago, IL. Summer of 1979
- Federal Reserve Bank of St. Louis. Economic Research Analyst. St. Louis, MO. June 1980 - July 1981
- Keck, Mahin & Cate. Summer Associate. Chicago, IL. Summer of 1983
- United States Department of Justice, Civil Division, Commercial Litigation Branch, Civil Frauds Section. Trial Attorney (Honors Program). Washington, D.C. October 1984 - June 1990
- United States Department of Justice, Environment and Natural Resources Division, Environmental Enforcement Section. Trial Attorney and Supervisory Attorney. Washington, D.C. June 1990 - February 2008
- National Fish and Wildlife Foundation, Director of Impact Directed Environmental Accounts Program. Washington, D.C. February 2008 - June 2009
- United States Department of the Interior, Principal Deputy Solicitor (Political Appointment) Washington, D.C. June 2009 - May 2011
- United States Department of the Interior, Acting Assistant Secretary and Principal Deputy Assistant Secretary for Fish and Wildlife and Parks (Political Appointment) Washington, D.C. May 2011 - August 2014.
- United States Department of Defense, Deputy General Counsel, Environment, Energy and Installations. (Political Appointment) Pentagon. August 2014 - November 2016
- Wilmer Cutler Pickering Hale and Dorr LLP. Special Counsel. Washington, D.C. January 2017 - present.

Honors and Awards:

- Best Lawyers in America: 2018-2022
- American College of Environmental Lawyers (Invitational Member)
- National Law Journal Energy and Environmental Trailblazers: 2017
- Department of Defense: Secretary of Defense Medal for Exceptional Public Service (2015, 2016)

- United States Department of the Interior: Special Act Award (2011)
- United States Department of Justice:
 - Special Recognition Awards, Special Commendation Awards, Special Achievement Awards (multiple awards over many years in each category)
- U.S. Fish and Wildlife Service: Certificate of Appreciation (2001)
- State of Maryland Governor's Citation: Recognized for Natural Resource Damage Recovery, Patuxent River Oil Spill (2003)
- Army Legal Services Agency: Certificate of Appreciation, U.S. Army Environmental Law Division (2007)

[The Committee on Armed Services requires all individuals nominated from civilian life by the President to positions requiring the

advice and consent of the Senate to complete a form that details the biographical, financial, and other information of the nominee. The form executed by Ms. Rachel L. Jacobson in connection with her nomination follows:]

117th CONGRESS, 2020 – 2021
UNITED STATES SENATE
COMMITTEE ON ARMED SERVICES
ROOM SR-228
WASHINGTON, D.C. 20510-6050
(202) 224-3871

COMMITTEE ON ARMED SERVICES QUESTIONNAIRE
INFORMATION REQUESTED OF CIVILIAN NOMINEES

INSTRUCTIONS TO THE NOMINEE: Answer all questions and provide all requested information. If more space is needed, attach an additional sheet of paper to the Questionnaire and cite the part of the Questionnaire and the question number (e.g., A-9, B-4) to which the continuation of your answer applies. Unless otherwise required, an answer of “yes”, “no”, or “not applicable” is appropriate.

QUESTIONNAIRE, PART A

NOTE: Information furnished in this part of the Questionnaire will be made available in Committee offices for public inspection prior to the hearing, if any, and will be entered in the hearing record, also available to the public.

BIOGRAPHICAL INFORMATION TO BE MADE PUBLIC

1. Name (Include any former names you have used):

Rachel Jacobson

2. Position to which nominated:

Assistant Secretary of the Army for Installations, Energy, and Environment

3. Date of nomination:

July 13, 2021

4. Education (List names of secondary and higher education institution attended, type of school [vocational, technical, trade school, college, university, military college, correspondence, distance, extension, and on-

line], dates attended, degree received, and date degree granted):

Washington University. St Louis, MO. B.A. Economics, May 1980
Boston University School of Law. Boston, MA. J.D., May 1984

5. **Employment record** (List all jobs held since college, or in the last 10 years, whichever is less, including the title or description of the job, name of employer, location of work, and dates of employment. If the employment activity was military duty, show each change of military duty station as a separate period of employment):
 - United States Department of Justice, Environment and Natural Resources Division, Environmental Enforcement Section. Trial Attorney and Supervisory Attorney. Washington, D.C. June 1990 - February 2008
 - National Fish and Wildlife Foundation, Director of Impact Directed Environmental Accounts Program. Washington, D.C. February 2008 - June 2009
 - United States Department of the Interior, Principal Deputy Solicitor (Political Appointment) Washington, D.C. June 2009 - May 2011
 - United States Department of the Interior, Acting Assistant Secretary and Principal Deputy Assistant Secretary for Fish and Wildlife and Parks (Political Appointment) Washington, D.C. May 2011 - August 2014.
 - United States Department of Defense, Deputy General Counsel, Environment, Energy and Installations. (Political Appointment) Pentagon. August 2014 - November 2016
 - Wilmer Cutler Pickering Hale and Dorr LLP. Special Counsel. Washington, D.C. January 2017 - present.
6. **Government experience** (List any advisory, consultative, honorary, and other part-time service or positions with Federal, State, or local governments, other than those listed in response to question 5, above):
N/A
7. **Business relationships** (List all positions currently held as an officer, director, trustee, partner, proprietor, agent, representative, or consultant of any corporation, firm, partnership, or other business enterprise, and of any educational or other institution):
 - Student Conservation Association (Board Member)
 - Environmental Law Institute (Board Member)

- U.S. Endowment for Forestry and Communities (Board Member)
- Council on Strategic Risks (Board Member)
- American College of Environmental Lawyers (Invitational Member)
- American Bar Association

8. Memberships (List all memberships and offices that you currently hold, as well as any memberships and offices you have previously held in professional, fraternal, scholarly, civic, business, charitable and other organizations):

- Student Conservation Association (Board Member)
- Environmental Law Institute (Board Member)
- U.S. Endowment for Forestry and Communities (Board Member)
- Council on Strategic Risks (Board Member)
- American College of Environmental Lawyers (Invitational Member)
- D.C. Bar Section on Environment, Energy and Natural Resources (former section chair)
- Washington University Gephardt Institute for Civic and Community Engagement (former Board member)
- City Collegiate Public Charter School, Washington, D.C. (former board member)
- American Bar Association, (former Vice Chair of Superfund and Natural Resource Damages Litigation Committee)

9. Political affiliations and activities:

- a. If you have ever been a candidate for, or have been elected or appointed to a political office, list the name of the office(s); whether you were a candidate/elected/appointed; the year(s) during which you were a candidate, or in which the election was held or the appointment was made; and the term of office (if applicable):

N/A

- b. List all memberships and offices held in, and services rendered to, all political parties or election committees during the last 5 years:

None.

- c. Itemize all individual political contributions of \$100 or more to any individual, campaign organization, political party, political action committee, or similar entity during the past 5 years. List each individual contribution (not the total amount contributed to the person or entity) over this period:

Katie McGinty (Senate)
 2-15-16: \$250
 10-16-16: \$250
 Lucas St. Clair (House)
 2-27-18: \$250
 Hillary Clinton (Presidential campaign)
 3-23-16: \$1,000
 9-30-16: \$2,700
 Sherrod Brown (Senate)
 2-15-18: \$250
 John Walsh (Senate)
 6-13-19: \$250
 John Blair (House)
 1-28-20: \$250
 2-2-20: \$250
 Mark Kelly (Senate)
 9-19-20: \$250
 Steve Bullock (Presidential campaign)
 7-12-19: \$500
 Joe Biden
 5-15-20: \$1,000
 7-6-20: \$1,000
 7-17-20: \$580
 7-17-20: \$420
 7-21-20: \$500
 8-26-20: \$250
 9-3-20: \$250

10. Honors and awards (List all scholarships, fellowships, honorary degrees, honorary society memberships, and any other special recognition received for outstanding service or achievements):
- Best Lawyers in America: 2018-2022
 - American College of Environmental Lawyers (Invitational Member)
 - National Law Journal Energy and Environmental Trailblazers: 2017
 - Department of Defense: Secretary of Defense Medal for Exceptional Public Service (2015, 2016)
 - United States Department of the Interior: Special Act Award (2011)
 - United States Department of Justice:
 - Special Recognition Awards, Special Commendation Awards,
 - Special Achievement Awards (multiple awards over many years in each category)

- U.S. Fish and Wildlife Service: Certificate of Appreciation (2001)
 - State of Maryland Governor's Citation: Recognized for Natural Resource Damage Recovery, Patuxent River Oil Spill (2003)
 - Army Legal Services Agency: Certificate of Appreciation, U.S. Army Environmental Law Division (2007)
11. Published writings (List the titles, publishers, and dates of books, articles, reports, or other published materials that you have written or for which you served as co-author or editor, including articles and blogs published on the internet):

Publications:

- Law 360, March 17, 2021: *Higher Social Cost of Carbon Will Support Biden Enviro Push*
- Environmental Law Reporter:
 - *Environmental Deconfliction 2020: The National Defense Authorization Act of 2020*
 - *Environmental Deconfliction 2019: The National Defense Authorization Act of 2019*
- Pratt's Energy Journal: *Environmental Deconfliction 2018: The National Defense Authorization Act of 2018*
- Rocky Mountain Mineral Law Foundation's Natural Resources Law Network: *Litigation, Political Risks Complicate Administration's Effort to Provide Regulatory Certainty on Migratory Bird Treaty Act Liability. June 23, 2020*
- American Bar Association Section of Environment, Energy, and Resources: *From a Gush to a Trickle: EPA Stems the Flow of State and Tribal Clean Water Act Authority. June 18, 2020*
- The Hill: *War Against Wildfires a New Priority for House Armed Services Committee? November 30, 2018*
- American Bar Association Section of Environment, Energy, and Resources Water Resources Newsletter: *The Groundwater Conduit Theory: Expanding the Scope of the CWA? November 29, 2018*
- American Bar Association's Public Land and Resources Committee Newsletter: *The Complexities of Multiple Use Management on the Outer Continental Shelf. October 18, 2018*
- American Bar Association's Water Resources Committee Newsletter: *Regulatory Challenges Posed by Emerging Contaminants. March 14, 2018*
- American Bar Association Superfund and Natural Resource Damages Litigation Committee Newsletter: *Natural Resource Damages for the Entrepreneurial Practitioner: Innovations in NRD Assessment and*

Restoration. February 8, 2018

- Society of Environmental Toxicology and Chemistry Technical Workshop and Publication: *Nexus between Ecological Risk Assessment and Natural Resource Damage Assessment. Fall 2009*
- American Bar Association: *National Resource Management Environmental Enforcement on Indian Lands: Tribes as Trustees (1993)*
- WilmerHale Client Alerts which can be found at www.wilmerhale.com/en/people/rachel-jacobson

12. Speeches (Provide the Committee with two copies of any formal speeches you have delivered during the last 5 years—of which you have copies—in which you addressed matters relevant to the position to which you have been nominated). See attached

COMMITMENTS IN FURTHERANCE OF CONGRESSIONAL OVERSIGHT

NOTE: In order to exercise their legislative and oversight responsibilities, it is important that this Committee, its subcommittees, and other appropriate committees of Congress timely receive testimony, briefings, reports, records—including documents and electronic communications, and other information from the executive branch. A simple “yes” or “no” response is appropriate.

13. Do you agree, if confirmed, and on request, to appear and testify before this Committee, its subcommittees, and other appropriate Committees of Congress? YES
14. 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 timely? YES
15. 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? YES
16. 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

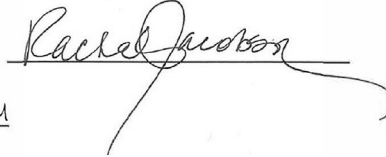
testimony, briefings, reports, records—including documents and electronic communications, and other information you or your organization previously provided? YES

17. 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? YES
18. 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? YES
19. 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

[The nominee responded to Parts B-F of the Committee questionnaire. The text of the questionnaire is set forth in the Appendix to this volume. The nominee's answers to Parts B-F are contained in the Committee's executive files.]

SIGNATURE AND DATE

I hereby state that I have read and signed Parts A and B of the foregoing Senate Armed Services Committee Questionnaire, and that the information provided therein and in any document appended thereto, is, to the best of my knowledge and belief, current, accurate, and complete.

A handwritten signature in cursive script, reading "Rachel L. Jacobson", written over a horizontal line.

This 5th day of August, 2021

[The nomination of Ms. Rachel L. Jacobson was reported to the Senate by Chairman Reed on October 21, 2021, with the recommendation that the nomination be confirmed. The nomination was confirmed by the Senate on March 15, 2022.]

○