

S. HRG. 117–1003

**THE NOMINATIONS OF: MS. MILANCY D. HARRIS
TO BE DEPUTY UNDER SECRETARY OF DE-
FENSE FOR INTELLIGENCE AND SECURITY; DR.
RADHA I. PLUMB TO BE DEPUTY UNDER
SECRETARY OF DEFENSE FOR ACQUISITION
AND SUSTAINMENT; MR. BRENDAN M. OWENS
TO BE ASSISTANT SECRETARY OF DEFENSE
FOR ENERGY, INSTALLATIONS, AND ENVIRON-
MENT; AND DR. LAURA D. TAYLOR-KALE TO
BE ASSISTANT SECRETARY OF DEFENSE FOR
INDUSTRIAL BASE POLICY**

HEARING

BEFORE THE

**COMMITTEE ON ARMED SERVICES
UNITED STATES SENATE**

ONE HUNDRED SEVENTEENTH CONGRESS

SECOND SESSION

JULY 28, 2022

Printed for the use of the Committee on Armed Services



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

U.S. GOVERNMENT PUBLISHING OFFICE

63–591 PDF

WASHINGTON : 2026

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

JULY 28, 2022

	Page
THE NOMINATIONS OF: MS. MILANCY D. HARRIS TO BE DEPUTY UNDER SECRETARY OF DEFENSE FOR INTELLIGENCE AND SECURITY; DR. RADHA I. PLUMB TO BE DEPUTY UNDER SECRETARY OF DEFENSE FOR ACQUISITION AND SUSTAINMENT; MR. BRENDAN M. OWENS TO BE ASSISTANT SECRETARY OF DEFENSE FOR ENERGY, INSTALLATIONS, AND ENVIRONMENT; AND DR. LAURA D. TAYLOR-KALE TO BE ASSISTANT SECRETARY OF DEFENSE FOR INDUSTRIAL BASE POLICY	1
MEMBERS STATEMENTS	
Reed, Senator Jack	1
Inhofe, Senator James M.	4
WITNESS STATEMENTS	
Plumb, Dr. Radha, Nominee to be Deputy Under Secretary of Defense for Acquisition and Sustainment	5
Advance Policy Questions	38
Questions for the Record	65
Nomination Reference and Report	74
Biographical Sketch	75
Committee on Armed Services Questionnaire	77
Signature Page	87
Harris, Ms. Milancy, Nominee to be Deputy Under Secretary of Defense for Intelligence and Security	7
Advance Policy Questions	87
Questions for the Record	109
Nomination Reference and Report	111
Biographical Sketch	112
Committee on Armed Services Questionnaire	114
Signature Page	120
Taylor-Kale, Dr. Laura, Nominee to be Assistant Secretary of Defense for Industrial Base Policy	9
Advance Policy Questions	120
Questions for the Record	135
Nomination Reference and Report	142
Biographical Sketch	143
Committee on Armed Services Questionnaire	145
Signature Page	151
Owens, Mr. Brendan, Nominee to be Assistant Secretary of Defense for Energy, Installations, and Environment	12
Advance Policy Questions	151
Questions for the Record	170
Nomination Reference and Report	185
Biographical Sketch	186
Committee on Armed Services Questionnaire	187
Signature Page	193

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

THE NOMINATIONS OF: MS. MILANCY D. HARRIS TO BE DEPUTY UNDER SECRETARY OF DEFENSE FOR INTELLIGENCE AND SECURITY; DR. RADHA I. PLUMB TO BE DEPUTY UNDER SECRETARY OF DEFENSE FOR ACQUISITION AND SUSTAINMENT; MR. BRENDAN M. OWENS TO BE ASSISTANT SECRETARY OF DEFENSE FOR ENERGY, INSTALLATIONS, AND ENVIRONMENT; AND DR. LAURA D. TAYLOR-KALE TO BE ASSISTANT SECRETARY OF DEFENSE FOR INDUSTRIAL BASE POLICY

THURSDAY, JULY 28, 2022

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

The Committee met, pursuant to notice, at 9:32 a.m., in room G50, Dirksen Senate Office Building, Senator Jack Reed (Chairman of the Committee) presiding.

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

OPENING STATEMENT OF SENATOR JACK REED

Chairman REED. Good morning. The Committee meets today to consider the nominations of Dr. Radha Plum to be Deputy Undersecretary of Defense for Acquisition and Sustainment, Mrs. Milancy Harris to be Deputy Undersecretary of Defense for Intelligence and Security, Dr. Laura Taylor-Kale to be Assistant Secretary of Defense for Industrial Based Policy, and Mr. Brendan Owens to be Assistant Secretary of Defense for Energy, Installations and Environment.

On behalf of the Committee, I want to thank each of you for your willingness to serve in these important positions. I would also like to welcome the guests and family members who are present today.

Dr. Plum, I would like to welcome your husband, John, your father, Ravi, your mother, Rama, Aunt Sheila, and cousin Tara. Mrs. Harris, I would like to welcome your husband, Caleb, your father, William, and your mother, Robin. Dr. Taylor-Kale, I would like to

welcome your family members, Julian, Rana, Isaiah, Caleb, and Jaina, and I think I have got them all, but if not, I welcome everyone.

Mr. Owens, I welcome your wife, Wendy, daughter, Harper, son, Aman, father, Francis, and mother, Kathleen. We are grateful to each you for your support. Dr. Plum, you were nominated to be Deputy Undersecretary of Defense for Acquisition and Sustainment.

You bring decades of technical expertise to this position, including your current role as Chief of Staff for the Deputy Secretary of Defense, and in previous experiences as Director of Research and Insights for Trust and Safety at Google, and as a Senior Economist at the RAND Corporation.

This position has a wide range of duties, including delivering timely, cost effective capabilities to the armed forces, supervising all elements of defense acquisition and the defense industrial base, overseeing the modernization of our nuclear forces, and serving as a principal advisor to the Secretary on acquisition, sustainment, and core logistics.

If confirmed, an urgent priority must be working to speed up the acquisition process. We need a way to find—a way to provide our warfighters with the equipment they need, while also ensuring acquisitions remain on time and on budget.

Although some progress and reforms have made in recent years, the Defense Department's acquisition process still remains on the Government Accountability Office's high risk list. Similarly, the Department must improve the operation and sustainment of weapons systems over their lifecycle, a course that is often overlooked in the acquisition process.

Dr. Plum, I would like to know how you would plan to address these challenges as we go forward. Mrs. Harris, you are nominated to be Deputy Undersecretary of Defense for Intelligence and Security. If confirmed, you will serve as a principal intelligence advisor to the Secretary of Defense and will oversee the defense intelligence enterprise.

Your considerable experience in irregular warfare and counterterrorism policy across the Defense Department and Intelligence Community will serve you well in this role. Among many challenges, you will need to ensure the security and integrity of all Defense Department business and Government entities and personnel.

Specifically, it is vital to protect our industrial base from cyber theft and adverse investments by competitor nations. The Defense Department's innovation strategy relies on trustworthy technology and intellectual property, and it is imperative for the Department to be able to access critical technology that is being developed by commercial and nontraditional defense companies.

Additionally, you will need to ensure that the defense intelligence collection agencies, NRO, NSA, and NGA, devote resources and management attention to the support of agile joint all domain military operations and peer competitors—against peer competitors. These operations require a split second targeting support, and I would like to know how you would ensure their success.

Dr. Taylor-Kale, the Assistant Secretary of Defense for Industrial Base Policy will serve as the principal advisor to the Undersecretary of Defense for acquisition and sustainment, and for all industrial based policies and related matters. This position has a wide scope of responsibility, from ensuring supply chain security, guiding Department wide acquisitions and investments, to coordinating small business programs.

I would note your considerable experience in economic and business affairs in both the Commerce and State Departments, as well as your record of leadership at the Council on Foreign Relations. If confirmed, it would be the first person to hold this office.

As such, there are a number of important challenges you will need to address. Notably, the Department must build domestic production capacity to support key technology areas such as microelectronics, artificial intelligence, and hypersonics.

These are game changing technologies that will be key to maintaining our advantages over China, Russia, and other adversaries, and our defense industrial base needs an advocate in the Department to ensure it receives the support it requires to deliver these products.

Further, as we have seen with greater clarity over the past several years, ensuring supply chain security and access to critical strategic materials such as rare earth elements is fundamentally important for the Department and the defense industrial base. I would like to know your thoughts on how you would address these challenges.

Finally, Mr. Owens, you are nominated to be Assistant Secretary of Defense for Energy, Installations and Environment. If confirmed, you will oversee the Defense Department's physical footprint and provide management of military installations worldwide, as well as leadership on environmental safety and occupational health programs.

Your strong engineering background both in and out of Government, as well as your experience as an energy manager at Fort Belvoir for seven years, should serve you well. Among the challenges for this position is the persistent threat posed by PFAS contamination at defense installations around the world.

Cleanup and remediation efforts for these chemicals is very costly and technically challenging, and we would like to know what steps you would take to help implement a better strategy moving forward. You will also need to ensure rigorous oversight of the privatized housing companies in the Defense Department's Military Housing Privatization Initiative. This is an issue that this Committee has devoted considerable attention and effort to.

Relatedly, the Department will need to take steps to protect and maintain mission readiness by addressing the climate resiliency of military installations. I would ask that you share how this process can be accelerated, particularly for installations most vulnerable to climate risks like wildfires, drought, and flooding.

Lastly, I welcome your thoughts on how the Department can increase its use of distributed energy on its installations using non-defense funded contracting nationally mechanisms, especially in the Air Force as it has lagged behind the other services.

Thank you again to our nominees. I look forward to your testimony, and just a note, we will work expeditiously to get these nominees through since we anticipate and hope for a recess in the coming week.

So we will have an expedited timeline for questions to the record. Now, let me recognize the Ranking Members Senator Inhofe.

STATEMENT OF SENATOR JAMES M. INHOFE

Senator INHOFE. I like the recess coming. That is good. Thank you, Mr. Chairman. I was not going to actually read my statement, but I know that the Democrats are whining up a meeting right now, so I will go ahead and do so.

Thank you, Mr. Chairman. Thanks to our witnesses for being here and willing to serve the Nation. As I have said many times, this is the most dangerous world that we have seen in my lifetime, in my lifetime is longer than anyone else in here. So, we have had quite a few challenges facing us in your areas of responsibility. The NDS maintains that China is our facing threat.

The CCP is making historic investments to modernize its military and we are falling behind because we haven't been resourcing our strategy adequately, and that was before we had record high inflation. We are also moving too slowly and providing too few munitions to our Ukrainian partners. We need a sense of urgency to make bold, smart decisions at the Pentagon, and that actually starts with senior civilian leadership.

Drs. Plum and Taylor-Kale, you have been nominated for the number two acquisition position in the top industrial base policy position in the Department, respectively. Congress and the Pentagon work together and have made good strides in acquisition reform, but the Chinese are still moving faster than us.

Earlier this month, the Deputy Assistant Secretary of the Air Force for Acquisition said that the PLA getting new equipment five to six times faster than we are. We all understand, this is a problem that we have, and we will continue to have, and just we understand their form of Government. That they can do some things faster than we can do them.

Mr. Owens, you are nominated to be an Assistant Secretary of Defense for Energy, Installations, and Environment. I am interested in hearing your thoughts on the current status of the military housing privatization issue. We spent a lot of time in the last few years. Ms. Harris, you are nominated to serve as the number two intelligence officer in the Department of Defense.

We must do a better job at understanding our adversaries and articulating the threat they pose to the American public. We still don't have a handle on how to best prevent the Chinese from stealing our technology for military and commercial purposes. We will be—key responsibility for yours, for when you are confirmed.

The Department requires strong civilian leadership. We look forward to hearing each of your views in these areas. Thank you, Mr. Chairman.

Chairman REED. Thank you very much, Senator Inhofe, and I will recognize the first Dr. Plum, then Mrs. Harris, and then Dr. Taylor-Kale, and then Mr. Owens. Dr. Plum, your testimony, please.

**STATEMENT OF DR. RADHA PLUMB, NOMINEE TO BE DEPUTY
UNDER SECRETARY OF DEFENSE FOR ACQUISITION AND
SUSTAINMENT**

Dr. PLUM. Good morning, Chairman Reed, Ranking Member Inhofe—

Chairman REED. Could you bring the microphone as close as possible?

Dr. PLUM. Sure.

Chairman REED. Some of us have hearing challenges.

Dr. PLUM. Is that better?

Chairman REED. Much better.

Dr. PLUM. Good morning, Chairman Reed, Ranking Member Inhofe, and distinguished Members of the Committee. Thank you for your consideration of my nomination to serve as Deputy Undersecretary of Defense for Acquisition and Sustainment. I am honored by the trust and confidence that President Biden and Secretary Austin have placed in their support for my nomination.

I also wanted to thank this Committee for its bipartisan work, including the faithful passage of the National Defense Authorization Act for over six years. Before I start, I want to thank my family, my parents and sister and cousin, and, of course, my husband and our two sons.

I would also like to thank a number of mentors, including the late Michael Sheehan, General Stanley McChrystal, and of course, Deputy Secretary Hicks, for their support and guidance throughout the years.

I have been privileged to work in and around military, civilian, and contractor workforce of the Department of Defense, and if confirmed to serve as the Deputy Undersecretary of Defense for acquisition and sustainment, it would be an honor to continue to support their mission by enabling cost effective, streamlined processes to develop and field capabilities critical to our warfighters.

For more than 70 years, the United States leadership and democratic values have laid the foundation for peace and prosperity. But we are now operating in one of the most complex and rapidly evolving environments in decades, one that challenges much of that foundation. It is clear that the pacing challenge of our time is China, who leverages its coercive authoritarian means to threaten U.S. interests and democratic values around the world.

Added to that is the acute threat of Russia, whose unprovoked attack on Ukraine has highlighted the crucial role our defense industrial base plays in delivering capabilities needed to both reassure our allies and defend against our adversaries.

No doubt the U.S. can and will prevail against our competitors but doing so will require dedicated focus to leverage the enduring advantages we derive from our democratic values and a free society. We have the finest military in the world, and the creativity and confidence of a thriving commercial sector that is also the envy of the world.

If confirmed, my task will be to match warfighter requirements from our military with the technologies and that vibrant industrial base to ensure our military has the capabilities it needs to prevail in critical missions anytime, anywhere. To do this, we must estab-

lish clear transition pathways for critical new technologies like hypersonics, artificial intelligence, and directed energies.

We must field solutions more rapidly. We must leverage new acquisition pathways to acquire software and software intensive systems to meet the needs of our warfighters and invest in our defense industrial base to reduce foreign dependency. We must sustain our fielded weapon systems in a cost effective manner and ensure the resilience of our installations and our systems to the full range of biological, nuclear, chemical, and environmental threats.

Of course, we must empower the defense acquisition workforce to ensure they have the tools, authority, and leadership they need. If confirmed, I will strive to accomplish these critical priorities under the leadership and guidance of the Secretary of Defense, Deputy Secretary of Defense, and Undersecretary for Acquisition and Sustainment.

To be successful in that task will require regular and transparent dialog with Congress and, of course, this Committee. Again, I want to thank you for its decades of bipartisan work, and I am committed to working together to ensure we can deter adversaries and defend the United States. In all that I do, I pledge never to lose sight of that mission.

Thank you, and I look forward to your questions.

[The prepared statement of Dr. Plum follows:]

PREPARED STATEMENT BY DR. RADHA PLUMB

Good morning, Chairman Reed, Ranking Member Inhofe, and Distinguished Members of the Committee. Thank you for your consideration of my nomination to serve as the Deputy Under Secretary of Defense for Acquisition and Sustainment. I am honored by the trust and confidence that President Biden and Secretary Austin have placed in me and their support for my nomination. I also thank this Committee for its bipartisan work, including the faithful passage of an annual National Defense Authorization Act for over 60 years.

I would be remiss if I did not take a moment to thank my family, starting with my parents and my sister—whose unconditional support has created a lifetime of opportunities. As the child of immigrants, I am particularly grateful for my parents' courage in building a life across the world to ensure that their children could live the American dream. I would like to thank my husband, a Navy veteran, who has provided unfailing support and our two sons who are an endless source of joy and a daily reminder of why our mission at the Department of Defense is truly a no-fail mission. I'd also like to thank a number of my mentors including the late Michael Sheehan, former Assistant Secretary of Defense for Special Operations, General Stanley McChrystal, and Deputy Secretary of Defense Hicks for their support and guidance throughout the years.

I have been deeply privileged to work in and around the military, civilian, and contractor workforce of the Department of Defense over the course of my career. If confirmed to serve as the Deputy Under Secretary of Defense for Acquisition and Sustainment, it would be my honor to have the opportunity to support their mission by enabling cost-effective, streamlined processes to develop and field the capabilities critical to our warfighters. I intend to apply my training as an economist and over 20 years of national security related experience in government, research centers, and industry to accelerate the transition, procurement, and maintenance of capabilities needed to meet warfighter requirements.

For more than 70 years, the United States' leadership and democratic values have laid the foundation for peace and prosperity. But we are now operating in one of the most complex and rapidly evolving security environments in decades, which challenges much of that foundation. It is clear that the pacing challenge of our time is China, who leverages its coercive authoritarian means to threaten American interests and democratic values around the world. Added to that is the acute threat of Russia, whose unprovoked attack on Ukraine has highlighted the crucial role of our defense industrial base in delivering the capabilities needed to reassure our allies and defend against our adversaries.

The U.S. can and will prevail against modern competitors but doing so will require dedicated focus to leverage the enduring advantages we derive from our democratic values and a free society. America has the finest military in the world: an All-Volunteer Force that stands ready to defend America against any adversaries. America has the creativity and confidence of a thriving competitive commercial sector that is the envy of the world.

If confirmed, my task will be to work with the Undersecretary for Research and Engineering and the Service Acquisition Executives to ensure emerging warfighter requirements are matched with current and emerging technologies from our industrial base, to ensure our military has the capabilities it needs to prevail in its critical missions anytime, anywhere. This means we must establish clear transition pathways for critical new technologies including hypersonics, artificial intelligence, directed energy, and others to ensure we can scale solutions and field them rapidly for operational use. This also means leveraging new acquisition pathways to ensure we can acquire software and software-intensive systems in a way that meets the needs of warfighters. At the same time, we must ensure that we are investing in our Defense Industrial Base to reduce foreign dependency and make supply chains resilient. There also remains work to do to lower barriers to small businesses and non-traditional firms so that we can leverage the full depth of creativity in the commercial sector.

If confirmed, I will also work to ensure we sustain our fielded weapon systems in a cost-effective manner to include consideration of life-cycle costs and greater integration of modular, open architecture systems. Additionally, we must ensure our forces and capabilities are resilient to the full range of biological, nuclear, chemical and environmental threats. We must invest in and empower the defense acquisition workforce to ensure they have the tools, authorities, and leadership support they need to acquire and field the capabilities our servicemembers need.

If confirmed, I will strive to accomplish these critical priorities under the leadership and guidance of the Secretary of Defense, Deputy Secretary of Defense, and Undersecretary of Defense for Acquisition and Sustainment. To be successful will require a regular and transparent dialogue with Congress. I thank this Committee for decades of bipartisan work and I am committed to ensuring we can work together to ensure we deter our adversaries and defend the United States. In all that I do, I pledge to never lose sight of that mission.

Thank you and I look forward to your questions.

Chairman REED. Thank you very much, Dr. Plum. Mrs. Harris, please.

STATEMENT OF MS. MILANCY HARRIS, NOMINEE TO BE DEPUTY UNDER SECRETARY OF DEFENSE FOR INTELLIGENCE AND SECURITY

Ms. HARRIS. Chairman Reed, Ranking Member Inhofe, and distinguished Members of the Committee, it is an honor to appear before you this morning as President Biden's nominee for Deputy Undersecretary of Defense for Intelligence and Security. I appreciate your consideration of my nomination. I have been blessed with an incredible family and community of friends who have supported me throughout my career.

To my husband, Caleb, thank you for being my biggest cheerleader and my best sounding board. To my parents, Robin and Bill, and sisters, Mackenzie and Caitlin, thank you for your support, instilling me with a sense of public service, and expanding my worldview. I would also like to thank all of the National Security professionals with whom I have served throughout my career.

Your commitment to service, your resilience, and your character inspires me every day, and I am grateful for your friendship and mentorship. My journey to this hearing room today began when I joined the Defense Intelligence Agency as an Intelligence Analyst in 2004. From that work, I learned the importance of analytic rigor, integrity, and precision.

Through countless significant National Security challenges, I saw the importance of speaking truth to power and having a strong intelligence foundation for policy decisions. As I later transitioned to policymaking roles, that perspective was only reinforced as I became reliant on integrated intelligence support to inform policy recommendations and decisions.

If confirmed, I look forward to ensuring the defense intelligence enterprise is best positioned to continue providing that critical support to our senior leaders. This Committee has long supported our Nation's intelligence community and the essential missions conducted within the defense, intelligence, and security enterprises.

I am humbled to be nominated to serve alongside those women and men, women and men who demonstrate a high standard of excellence and drive innovation while maintaining a clear focus on some of the Nation's most critical challenges we face as a Nation.

Defense, intelligence, and security efforts provide critical support to the Secretary's National Defense Strategy and are essential to ensuring the United States retains its strategic advantage today and in the future.

I approach my nomination with a clear focus on ensuring we are best positioned to collaborate with allies and partners, collect information, conduct analysis on intelligence priorities, and protect our intelligence and innovations. Positioning ourselves for the future also means ensuring we recruit and retain a workforce that reflects the diversity of our country. Our work is only as strong as those professionals who work in the intelligence community. Efforts to increase diversity are paramount to ensuring we have the diverse perspectives and skillsets we need to retain our edge.

As we seek to recruit these professionals to public service, we need to ensure we do our best to onboard them quickly, facilitate career mobility, and ensure the work the intelligence community can retain this talent base. This only increases the importance of the work to streamline the clearance process, increase reciprocity across the intelligence community, and create educational and broadening opportunities.

If confirmed, I look forward to supporting Secretary Austin, DNI Haines, and Undersecretary Moultrie on these priorities, and ensuring that the defense, intelligence, and security enterprise is well integrated in the national intelligence enterprise.

I am also committed to working closely with this Committee and other committees of jurisdiction to provide the information needed to carry out your oversight responsibilities. Thank you for your time today and consideration of my nomination. I look forward to your questions.

[The prepared statement of Ms. Harris follows:]

PREPARED STATEMENT BY MILANCY D. HARRIS

Chairman Reed, Ranking Member Inhofe, distinguished Members of the Committee—it is an honor to appear before you this morning as President Biden's nominee for Deputy Undersecretary of Defense for Intelligence and Security. I appreciate your consideration of my nomination.

I have been blessed with an incredible family and community of friends who have supported me throughout my career. To my husband Caleb, I thank you for being my biggest cheerleader and best sounding board. To my parents, Robin and Bill, and

sisters, Mackenzie and Kaitlin, thank you for your support, instilling me with a sense of public service, and expanding my worldview.

I would like to also thank all of the national security professionals with whom I have served through my career—your commitment to service, your resilience, and your character inspires me every day, and I am grateful for your friendship and mentorship.

My journey to this hearing room today began when I joined the Defense Intelligence Agency as an intelligence analyst in 2004. From that work, I learned the importance of analytic rigor, integrity, and precision. Through countless significant national security challenges, I saw the importance of speaking truth to power and having a strong intelligence foundation for policy decisions. As I later transitioned to policymaking roles, that perspective was only reinforced as I became reliant on integrated intelligence support to inform policy recommendations and decisions. If confirmed, I look forward to ensuring the Defense Intelligence Enterprise is best positioned to continue providing that critical support to our senior leaders.

This Committee has long supported our nation's Intelligence Community and the essential missions conducted within the Defense Intelligence and Security Enterprises. I am humbled to be nominated to serve alongside those women and men. Women and men who demonstrate a high standard of excellence and drive innovation while maintaining clear focus on some of the most critical challenges we face as a nation.

Defense intelligence and security efforts provide critical support to the Secretary's National Defense Strategy and are essential to ensuring the United States retains its strategic advantage today and in the future. I approach my nomination with a clear focus on ensuring we are best positioned to collaborate with Allies and Partners, collect information, conduct analysis on intelligence priorities, and protect our intelligence and our innovations.

Positioning ourselves for the future also means ensuring we recruit and retain a workforce that reflects the diversity of our country. Our work is only as strong as those professionals who work in the Intelligence Community—efforts to increase diversity are paramount to ensuring we have the diverse perspectives and skillsets needed to retain our edge. As we seek to recruit these professionals to public service, we need to also ensure we do our best to onboard them quickly, facilitate career mobility, and work to ensure the Intelligence Community can retain this talent base. This only increases the importance of the work to streamline the clearance process, increase reciprocity across the Intelligence Community, and create educational and broadening opportunities.

If confirmed, I look forward to supporting Secretary Austin, DNI Haines, and Under Secretary Moultrie on these priorities and ensuring that the Defense Intelligence and Security Enterprise is well integrated within the national intelligence enterprise. I am also committed to working closely with this Committee and other committees of jurisdiction to provide the information needed to carry out your oversight responsibilities.

Thank you for your time today and your consideration of my nomination. I look forward to your questions.

Chairman REED. Thank you very much. Dr. Laura Taylor-Kale, please, and I probably pronounced the name five different ways, so forgive me.

STATEMENT OF DR. LAURA TAYLOR-KALE, NOMINEE TO BE ASSISTANT SECRETARY OF DEFENSE FOR INDUSTRIAL BASE POLICY

Dr. TAYLOR-KALE. It is great. That is fine. Good morning, Chairman Reed, Ranking Member Inhofe, and distinguished Members of the Committee. I am incredibly grateful for this opportunity to appear before you, and for your consideration of my nomination to serve as the Assistant Secretary of Defense for Industrial Base Policy.

This Committee deserves great credit for your insight and leading the way to establish the Department's focal point for industrial based policy at the Assistant Secretary level. I am deeply honored and humbled by President Biden's nomination to serve in this historic role, and by the trust and confidence that Secretary Austin,

Deputy Secretary Hicks, and Undersecretary LaPlante have placed in me.

I come from humble origins. That I sit before you today is a testimony to this country's opportunities. I was born and raised outside of Chicago, Illinois, by a single mother who used the community college education to escape poverty. I would not be here without the countless teachers, friends, mentors, and family who encouraged me and instilled in me the importance of hard work and selfless service.

I would like to give a special thanks to my D.C. area friends and family, especially the Dotsons, who join me here today. Thank you, Chairman Reed, for personally welcoming Jaina, Caleb, and Isaiah. This brings me a lot of street cred in teenager world. If confirmed, my service as the Assistant Secretary of Defense would be shaped by my stalwart belief that our economic security is fundamentally our National Security.

My experience in international economics and development finance has reinforced my view that our open democratic system and market driven rules based economy is our strength, and that our resilience and innovative defense industrial base powers our ability to prevail in an age of strategic competition against China and other competitors.

As you noted, Mr. Chairman, I began my career in public service as a State Department Foreign Service officer. I also served in Afghanistan as an economic officer. I served alongside brilliant, dedicated members of the Armed Forces, and I remain deeply proud of our servicemen and women, and if confirmed, it would be my privilege to support our Nation's warfighters wherever they may be.

I have worked closely with manufacturers as the Deputy Assistant Secretary for Manufacturing at the Department of Commerce and studied changes in the industrial workforce.

If confirmed, my priorities will be securing the health and resilience of the defense industrial base, balancing our short term gaps and long term priorities by focusing on these key issues, engaging industry and our strategic allies as partners to mitigate supply chain risks, increasing competition and supporting small business and nontraditional suppliers, supporting partnerships to develop the defense, industrial, and manufacturing workforce, protecting the defense industrial base from foreign adversary capital, increasing our domestic production of critical minerals and strategic materials, and working across the Defense Department, particularly with the Office of the Undersecretary of Defense for Research and Engineering, to infuse greater innovation in the defense industrial base, and move new technologies through and past the valley of death.

Again, I am humbled and honored and profoundly fortunate to be nominated for this position, for which there is significant bipartisan support, on behalf of the Nation that I love. I commit to you that, if confirmed, I will give this position my all.

Further, if confirmed, today will mark the beginning of a robust and meaningful dialog between us. I commit to consulting regularly, clearly, robustly, and transparently with this Committee and its subcommittees, and with Congress on the full range of issues confronting the defense industrial base.

Ultimately, I hope that our joint efforts will ensure the necessary resources for our warfighters and secure our Nation's economic future. Thank you again, and I look forward to your questions.

[The prepared statement of Ms. Taylor-Kale follows:]

PREPARED STATEMENT BY DR. LAURA TAYLOR-KALE

Good morning, Chairman Reed, Ranking Member Inhofe, and Distinguished Members of the Senate Armed Services Committee. I am incredibly grateful for this opportunity to appear before you and for your consideration of my nomination to serve as the Assistant Secretary of Defense for Industrial Base Policy. This Committee deserves great credit for your foresight in leading the way to establish the Department's focal point for defense industrial base policy at the Assistant Secretary level. I am deeply honored and humbled by President Biden's nomination to serve in this historic role and by the trust and confidence that Secretary Austin, Deputy Secretary Hicks, and Under Secretary LaPlante have placed in me.

I come from humble origins. That I sit before you today is a testimony to this country's magnificent opportunities. I was born and raised outside of Chicago, Illinois, by a single mother who worked her way out of poverty via a community college education to become a social worker—giving of herself to help others. My father was an immigrant, educated in the corn fields of Illinois, and later became an architect and construction engineer. I would not be here without them and the countless teachers, mentors, aunties, and uncles who encouraged and nurtured me, and who instilled in me the importance of hard work and selfless service.

If confirmed, my service as the Assistant Secretary of Defense for Industrial Base Policy would be shaped by my stalwart belief that our economic security is fundamentally our national security. My work in international economics and development finance has reinforced my view that the United States' open, democratic system, and market-driven, rules-based economy is our strength. That our resilient and innovative defense industrial base powers our ability to prevail in an age of strategic competition.

I began my career in public service as a State Department Foreign Service economic officer and during the Bush Administration was assigned to Afghanistan. Work and life in a conflict zone brought me face to face with the grave threats our country faces. It also afforded me the opportunity to serve alongside brilliant, dedicated members of the United States armed forces. I remain deeply proud of our servicemen and women and, if confirmed, it would be my privilege to support our nation's warfighters, wherever they may be.

Later, I served in the Obama-Biden Administration as the Deputy Assistant Secretary of Commerce for Manufacturing in the International Trade Administration at the Department of Commerce, and as the Senior Advisor for Policy and Operations at the U.S. Development Finance Corporation. In these capacities, I worked closely with a variety of U.S. industries—overseas and in Washington. I learned that collaboration with our closest allies enables a host of benefits, including increased access to innovation, economies of scale, and interoperability. If confirmed, I will lean on my experiences in public service to help build an even stronger industrial base for the Department of Defense.

More recently, in the context of my research on workforce and industrial strategy, I have observed first-hand the operations of factories in eastern Tennessee, technology companies and manufacturers in the North Carolina research triangle, and advanced manufacturing and innovation ecosystems in Massachusetts and Illinois. I have seen the challenges that manufacturers face in attracting and maintaining an industrial workforce in an age of increased

urgent need for more STEM and digital skills in manufacturing and industrial base jobs while also needing to maintain production lines on equipment relying on the skills of an aging industrial workforce.

If confirmed, my priorities will be: securing the health of the defense industrial base through increased competition and focused attention on development of the defense industry and manufacturing workforce; support for small businesses and non-traditional suppliers; increasing our domestic production capacity in critical and strategic minerals; building critical supply chains through domestic means and partnerships with allies; moving new technologies through and past the so-called "valley of death"; and working across the Defense Department, particularly with the Office of the Under Secretary of Defense for Research and Engineering, to infuse greater innovation in the defense industrial base.

Again, I am humbled, honored and profoundly fortunate to be nominated for a position for which there is such significant bipartisan support on behalf of a nation

that I love. I commit to you that, if confirmed, I will give this position my all. Further, if confirmed, today will mark the beginning of a robust and meaningful dialogue between us. I commit to consulting regularly, clearly, robustly, and transparently with this Committee and its subcommittees, and with Congress on the full range of issues confronting the defense industrial base. Ultimately, I hope that our joint efforts will ensure the necessary resources for our servicemen and women and secure our nation's economic future.

Thank you again and I look forward to your questions.

Chairman REED. Thank you, doctor. Mr. Owens, please.

STATEMENT OF MR. BRENDAN OWENS, NOMINEE TO BE ASSISTANT SECRETARY OF DEFENSE FOR ENERGY, INSTALLATIONS, AND ENVIRONMENT

Mr. OWENS. Thank you. Chairman Reed, Ranking Member Inhofe, distinguished Members of the Committee, thank you for taking the time today to consider my nomination to be Assistant Secretary of Defense for Energy, Installations and Environment.

Throughout this process, it has been clear to me how seriously this Committee takes its responsibility to assess the qualifications of nominees for key positions within DOD. I thank you for your critical role in this process.

The confidence President Biden, Secretary Austin, and Deputy Secretary Hicks have placed in me is deeply humbling. If confirmed, I will do everything I can to live up to the examples of service and principled leadership they have set throughout their distinguished careers.

By my family's standards, I am quite late to public service, but I am honored to have the opportunity to become part of a tradition I have always been extremely proud of. My father, Bucky, retired as captain of the port in Mobile, Alabama, after a distinguished 25 year career in the United States Coast Guard, the example he and my mother, Cathy, set for my brothers and I during their service, has had a deep and lasting effect on all of us.

Ryan, Matt, and Terry now setting the example my parents set for us with their own families. Ryan has worked for the Coast Guard for almost 20 years, and Matt and Terry first responders across the river in Arlington. I am also proud of the dozens of other aunts, uncles, and cousins who in our family have served or are serving with distinction.

To my wife and kids, Wendy, Harper, and Eamon, I am excited for the opportunity to continue our journey alongside the incredible people who dedicate their lives to the safety and National Security. I am grateful, if confirmed, that you are willing to join me in returning to a version of the life that defined the first 25 years in mine.

I am thrilled to have the opportunity to serve the people who safeguard the Nation. Growing up, we learned reverence for, and deep appreciation of the sacrifices our military servicemembers and their families make when they answer the call. The Defense Department's people are its greatest strength, and their service and professionalism is unrivaled anywhere in the world.

I am honored, if confirmed, to serve these extraordinary people. I will do everything I can to ensure their ability to decisively execute their mission, while those of us serving in support of that mission safeguard their well-being. For most of the Force, this starts

by ensuring they have safe, healthy, efficient, and resilient places to live and work.

These places should be enhancing the health, well-being, and readiness of our servicemembers and their families. If confirmed, I will put a 25 year background in efficient, healthy, and resilient buildings to work, and be a champion for our servicemembers to ensure their environment, homes, workplaces, and infrastructure enhance their ability to complete their mission and thrive as people.

The EI&E portfolio is broad and extends well beyond installation fence lines. Defense communities provide indispensable services the Department relies on to support our uniformed military families.

So I intend, if confirmed, to put our servicemembers and their families first. I know that the relationships the Department cultivates and maintains with defense communities are critical components of installation resilience and force readiness.

I admire the foresight embodied in the integrated approach to capability improvement and community engagement in programs like ERSa, REPI, Sentinel, and the Defense Communities Infrastructure Pilot Program.

The DCIP pilot is one example of many of the innovative programs in the EI&E portfolio that recognize the interdependency of mission continuity and the defense community. Our installations rely on non-DOD partners for, practically speaking, all of their energy. Installation resilience in the face of malign and naturally occurring disruption is crucial.

As DOD works to implement installation level mission readiness strategies like microgrids, building the grid integration, energy generation and storage, its sheer size also presents an opportunity to not only support its community partners, but also the entire country in commercializing new and scaling existing technology, with an eye towards enhancing resilience, energy independence, reliability, equity, and health in the U.S.

The DOD's success and ability to complete its mission and secure the Nation is predicated on regular, constructive dialog between Congress and the Department. I fully understand the importance of this partnership, and if confirmed, I will work with the DOD leadership to ensure timely and substantive communication with you and your staffs.

Thank you again for your consideration of my nomination. I look forward to your questions today and forward—if confirmed, going forward as well.

[The prepared statement of Mr. Owens follows:]

PREPARED STATEMENT BY MR. BRENDAN OWENS

Chairman Reed, Ranking Member Inhofe, distinguished Members of the Committee; thank you for taking the time today to consider my nomination to be Assistant Secretary of Defense for Energy, Installations and Environment.

Throughout this process, it has become clear to me how seriously this Committee takes its responsibility to assess the qualifications of nominees for key positions within the department of defense—I thank you for your critical role in this process.

The confidence President Biden, Secretary Austin and Deputy Secretary Hicks have placed in me is deeply humbling. If confirmed, I will do everything I can to live up to the examples of service and principled leadership they have set throughout their distinguished careers.

By my family's standards, I'm quite late to public service—but I am honored to have the opportunity to become a part of a tradition I've always been extremely proud of. My father, Bucky, retired as Captain of the Port of Mobile, Alabama after a distinguished 25-year career in the United States Coast Guard. The example he and my mother, Kathy, set for my brothers and I during their service has had a deep and lasting effect on all of us. Ryan, Matt and Terry are now setting the example my parents set for us with their own families. Ryan has worked for the Coast Guard for almost 20 years and Matt and Terry are first responders across the river in Arlington. I'm also proud of the dozens of other aunts, uncles and cousins in our family who, with distinction, have served or are serving their country.

To my wife Wendy and our kids, Harper and Eamon, I'm excited for the opportunity to continue our journey alongside the incredible people who dedicate their lives to our safety and national security—and I am grateful, if confirmed, that you're willing to join me in returning to a version of the life that defined the first 20 years of mine.

I am thrilled to have this opportunity to serve the people who safeguard the nation. Growing up, we learned reverence for and deep appreciation of the sacrifices our military servicemembers and their families make when they answer the call. The Defense Department's people are its greatest strength and their service and professionalism is unrivaled anywhere in the world—I want to serve these extraordinary people. If confirmed, I will do everything I can to ensure their ability to decisively execute their mission while those of us serving in support of that mission safeguard their well-being.

For most of the Force, this starts by ensuring they have safe, healthy, efficient and resilient places to live and work. These places should be contributing to enhancing the health, well-being and readiness of our servicemembers and their families. If confirmed, I will put a 25-year background in efficient, healthy and resilient buildings to work as a champion for our servicemembers to ensure their environment, homes, workplaces and infrastructure enhance their ability to complete the mission and thrive as people.

The EI&E portfolio is broad and extends well beyond installation fence lines. Defense communities provide indispensable services the Department relies on to support our uniformed military and their families. So while I intend, if confirmed, to put our servicemembers and their families first, I acknowledge the relationships the Department cultivates and maintains with defense communities are critical components of installation resilience and force readiness. I admire the foresight embodied in the integrated approach to capability improvement and community engagement in programs like ERCIP, REPI, Sentinel and the Defense Community Infrastructure Pilot Program.

The Defense Community Infrastructure Pilot Program is one example of the many exceptional programs in the EI&E portfolio that recognize the interdependency of mission continuity and the defense community. Our installations rely on non-DOD partners for, practically speaking, all of their energy. Installation resilience in the face of malign and naturally occurring disruption is crucial. As DOD works to implement installation level mission readiness strategies—microgrids, building to grid integration, energy generation and storage—it's sheer size presents an opportunity to not only support its community partners but also the entire country in commercializing new and scaling existing technology with an eye towards enhancing resilience, energy independence, reliability, equity and health in the U.S.

The success of DOD's ability to complete its mission and secure the nation is predicated on regular and constructive dialogue between Congress and the Department. I fully understand the importance of this partnership and, if confirmed, I will work with DOD leadership to ensure timely and substantive communication with you and your staffs.

Thank you again for your consideration of my nomination. I look forward to your questions today and, if confirmed, going forward as well.

Chairman REED. Thank you, Mr. Owens. Before we begin our round of questioning, I have a series of questions that are required for all nominees, and you may answer in unison. Have you adhered to applicable laws and regulations governing conflicts of interest?

[All four witnesses answered in the affirmative.]

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

[All four witnesses answered in the negative.]

Chairman REED. Exercising our legislative and oversight responsibilities 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?

[All four witnesses answered in the affirmative.]

Chairman REED. 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 requester regarding the basis for any good faith delay or denial in providing such records?

[All four witnesses answered in the affirmative.]

Chairman REED. 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?

[All four witnesses answered in the affirmative.]

Chairman REED. Will you cooperate in providing witnesses and briefers in response to Congressional requests?

[All four witnesses answered in the affirmative.]

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

[All four witnesses answered in the affirmative.]

Chairman REED. Thank you very much. Dr. Plum, a lot of focus is on acquiring more, you know, quantity. But we also are struggling to maintain our readiness and the forces and the systems we use today.

What opportunities exist to increase coordination and communication between Department's acquisition and sustaining communities to help ensure sustainment is adequately considered during the acquisition process?

Dr. PLUM. Senator, Chairman Reed, thank you. As you know, the sustainment costs for a number of our major programs account for the vast majority of the total cost over the lifecycle of the programs.

I am aware that in the Department we have been moving to more—develop a more data driven approach to controlling those sustainment costs, including pulling together some of that data to control the cost drivers, as well as integrating that cost information on the front end during contract development and oversight of contract execution.

If confirmed, my focus would be on making sure we can identify, as early as possible, key issues and drivers of sustainment, include that in early negotiations, as well as regularly maintain oversight of those cost drivers as program—as capabilities are fielded so we can control costs during the deployment and fielding of capabilities over their entire lifecycle.

Chairman REED. Thank you very much. Mrs. Harris, one of the many, many duties you will have is modernizing the security clearance process, including intelligence support and oversight. How will you approach this modernization, and how can you take maximum advantage of commercially available digital data?

Ms. HARRIS. Mr. Chairman, thank you for the question. As I am aware, security clearance reform is a major priority for the Department. The Defense Counterintelligence and Security Agency is focused on ensuring that we can clear people in a timely fashion and that we have a process that allows for us to do so in an efficient manner.

If confirmed, I commit that I will work to ensure that we are using the maximum technology solutions available to ensure we can do that quickly, and that we continue to work to streamline the processes and shorten the timelines to maximize our cleared personnel.

Chairman REED. Thank you very much. Mr. Owens, EPA last month released new drinking water advisory levels for four PFAS chemicals, which will have an impact on the Department of Defense. In addition, the NDAA's over the last few years have required reporting on PFAS conditions. If confirmed, will you ensure that alternative water is provided when these chemicals are detected in drinking water supplies?

Mr. OWENS. Senator, Chairman Reed, thank you for the question. I want to thank the Committee for being so stalwart in and focused on the issues of environmental contamination and the potential health and safety challenges they present.

Because the health and well-being of servicemembers and their families and the civilian workforce are paramount, and every leader in DOD should be laser beam focused on making sure that we are doing what we can in response to the ability for DOD to provide for the needs of the installation in the community in the presence of situations that make any of the infrastructure that they are relying on right now unusable. I commit to being able to focus on ensuring that they have what they need.

Chairman REED. Thank you very much, and of course, I assume that in a simple yes, you will comply with the reporting requirements within the NDAA?

Mr. OWENS. Absolutely, yes.

Chairman REED. Thank you very much. Dr. Taylor-Kale—that is the sixth mispronunciation. Over the past several years, we have come to discover that our industrial base is fragile, and we need to take steps in the Department of Defense, all throughout the Government. So what do you believe are the most pressing issues for the health of the defense industrial base, and how will you address them?

Dr. TAYLOR-KALE. Thank you, Chairman Reed. Actually, you correctly pronounced my name, it is Taylor-Kale. You know, as you noted, that the health and resilience of our defense industrial base is absolutely essential to our economic security, I believe. We need to be able to deter strategic adversaries like China and Russia and provide the tools and capabilities that our warfighters need.

You know, the defense industrial base has a unique challenge in striking a balance between long term and short term needs and goals, between producing and sustaining mature systems and adopting new systems and capabilities and innovations. I think some of the key challenges are around workforce, aging workforce, a shortage of workers with STEM and industrial skills that makes it difficult to meet production targets.

Also supply chain, security and vulnerabilities, as well as, frankly, internal issues, programmatic and budgetary predictability and stability. If confirmed, I will work closely with this Committee, across the Department enterprise, and with industry in the inter-agency to come up with solutions that address these critical challenges.

Chairman REED. Well, thank you very much for your testimony. Thank you all for your commitment to service and your testimony. Let me recognize the Ranking Member, Senator Inhofe.

Senator INHOFE. Thank you, Mr. Chairman. Dr. Plum, you spent time recently working at both Facebook and Google. Ms. Harris, you also spent time working at Facebook and on the oversight board of Facebook. Can you both please describe your work at these companies, and what involvement you had, if any, in the development of the content, moderation policies, or in decisions to moderate content? Let's start with Dr. Plum.

Dr. PLUM. Ranking Member Inhofe, my role, similar to roles throughout my career at both companies, was focused on applying data and analysis to help identify problematic issues like at Facebook, child pornography, ICE's recruiting content.

At Google, my roles focused on applying data and analysis to improve business operations to address issues like copyright violations, and financial fraud, and helping make those business processes more effective and efficient.

Overall, I was focused on the research and analysis pieces rather than on content moderation policy or content moderation decisions.

Senator INHOFE. Ms. Harris.

Ms. HARRIS. Ranking Member Inhofe, thank you for the question. My role at Facebook was focused on designing a way to bring outside experts in to look at Facebook's content decision. I did not work on content moderation actions or the policies. I was focused on the operational—operations issues to facilitate those outside expert reviews.

Senator INHOFE. All right, and Mr. Owens, in your advanced policy questions, you stated that, and this is a quote, "in many cases, the Department's installation energy projects should not only bolster resilience, but also enhance conservation, increase energy efficiency, and implement low—clean, low carbon energy solutions."

Now, I believe that the number one priority of the Department of Defense is lethality. I would ask you if you agree with that, and secondly, do you think that there is a point where strategic and economic costs outweigh potential environmental benefits?

Mr. OWENS. Ranking Member, thank you very much for the question. I absolutely agree that DOD's number one priority is to provide military forces to deter and ensure our Nation's security, 100 percent.

In terms of how I would characterize the joint benefits that investments in resilience and efficiency can provide. I absolutely see that those two things need to be considered together. They need to be balanced.

Then they need to make sure that they are doing—everything that we are doing from an efficiency standpoint or from a resilience standpoint is supporting lethality.

Senator INHOFE. So you repeat then the two areas that you feel should be hand-in-hand.

Mr. OWENS. Efficiency—well, I think it is more of a triad, efficiency, resiliency, and lethality.

Senator INHOFE. On somewhat of an equal basis?

Mr. OWENS. I think I said them in the exact opposite order of the way that they would be precedent for DOD.

Senator INHOFE. Okay, and lastly, Ms. Harris, you have served as the Deputy Assistant Secretary of Defense for Irregular Warfare and Counterterrorism since February of 2021. Can you describe the role that you played in planning for the withdrawal of Afghanistan last year?

Ms. HARRIS. Ranking Member Inhofe, thank you for the question. As you correctly state, I work for in the Office of the Undersecretary of Defense for Policy. I am one of a number of Deputy Assistant Secretaries of Defense with responsibilities related to our mission in Afghanistan.

My role is focused primarily on CT policy and the employment of Special Operations Forces. So with regards to our withdrawal from Afghanistan, those are the primary areas in which I was involved.

Senator INHOFE. Thank you, Mr. Chairman.

Chairman REED. Thank you, Senator Inhofe, and let me recognize Senator Shaheen, but also point out that my colleagues arriving now because of the special Democratic caucus that began at 9:00 a.m. and just concluded. Senator Shaheen, please.

Senator SHAHEEN. Well, thank you, Mr. Chairman. My timing was perfect, and congratulations to each of our nominees. Thank you for your willingness to serve our country. I want to begin both with Dr. Plum and Mr. Owens on the issue of PFAS, because as I know you are aware, that is a contaminant that has—is affecting a number of our military installations across the country.

We have seen it in the former Pease Air Force Base in Portsmouth, New Hampshire, where because of the firefighting foam, we have groundwater that has been contaminated. I will tell you that the Air Force has been very cooperative and helpful with the community, but it remains a challenge. Your respective offices play a critical role in overseeing and implementing energy and environmental policies that will address PFAS contamination.

So I guess my question is for both of you, if the Fiscal Year 2022 National Defense Act included funding to address PFAS contamination and required the Department to adhere to a testing schedule, required DOD to develop PFAS remediation schedule to clean up military installations, and the schedule is due to Congress on September 23rd, if confirmed, will each of you commit to ensuring on time delivery of that report to Congress?

Dr. PLUM. Senator, thank you, and let me start with saying, I share your concern on PFAS. It is a really critical area that we do need to focus on. We owe our servicemembers and their families safe and healthy places to live and work. If confirmed, I absolutely commit to making sure we have on time delivery of required reports and meeting other Federal requirements.

Senator SHAHEEN. Thank you. Mr. Owens.

Mr. OWENS. I will follow on to what Dr. Plum said about making this a priority for the Assistant Secretary EI&E, if confirmed, and we will also commit to ensuring that we are giving you the reports that you need, according to NDAA.

Senator SHAHEEN. Thank you very much. Well, we will talk again on October. One of the other concerns that I have is that when Congress has sought to provide higher levels of funding for PFAS testing and remediation beyond what has been appropriated in the past, DOD has claimed that it was not executable.

I think that is just unacceptable. If Congress is going to provide funding, you need to work with us to ensure that that funding is going to be used in the way the Congress intends.

So again, if confirmed, will you ensure that the appropriate plans are developed to ensure that DOD can make use of any additional funding provided by Congress for PFAS related activities, and that you will not turn away that critical funding?

Dr. PLUM. Senator, if confirmed, I commit to working with the Committee and with our colleagues and Comptroller to develop the necessary products to figure out how to spend the money and do the right remediation.

Senator SHAHEEN. Thank you. Mr. Owens.

Mr. OWENS. I will commit to the same.

Senator SHAHEEN. Also, Mr. Owens, you will assume the role of Chair of the PFAS Task Force, if confirmed. It is an important body that was put in place initially as an ad hoc group by the former Secretary Esper.

It was codified in Fiscal Year 2021 NDAA to ensure sustained attention. Can you speak to, assuming you are going to take over and get confirmed, I am assuming that you are, what would be your top priorities in leading this task force?

Mr. OWENS. Senator, I think, in terms of the specific remit of the task force, I am not that familiar with what the roles and responsibilities would be. I know that it, PFAS is a critically important issue, and I commend this Committee for making it such an area of focus.

If I am confirmed, I think the process to engage in ensuring that we understand testing limitations, ensuring that we understand what the strategy for finding alternatives for any places that PFAS are still in use, and then also remediation would be the three top priorities.

Senator SHAHEEN. Thank you. I look forward to working with you on those priorities. Dr. Plum, one of the things that has worked very successfully in terms of dealing with our energy use have been third party financing vehicles, so energy saving performance contracts, ESPCs. Can you talk about what your views are relative to ESPCs and their importance in helping our military achieve the energy savings that we are all looking for?

Dr. PLUM. Senator, I think ensuring we have energy savings, and more generally, energy resilient and energy efficient installations is a critical priority for our Department, both to be faithful stewards of taxpayer dollars, and frankly to have the resilience our installations need.

So creative solutions like these third party partnerships can be really helpful in helping us achieve those goals. If confirmed, I

would want to work to understand these deals, these approaches, and other approaches to make sure we are identifying the right solutions for the right installations to get those cost savings and resilience.

Senator SHAHEEN. Well, thanks very much. I appreciate that. I think the Army should be commended for its efforts to revamp the way it deals with performance contracting. I know the Navy is also looking at this issue.

I understand the Air Force has been more reluctant, so I hope they will take this as a shot across the bow. This is something they need to look at. Thank you very much, Mr. Chairman.

Chairman REED. Thank you, Senator Shaheen. Senator Tuberville, please.

Senator TUBERVILLE. Thank you, Mr. Chairman. Congratulations to all of you. It is great to see your family members back here in the back.

They are all smiling, those that we can see. You know, while our military boast the best equipment in the world, ask to any service-member what they think about DOD websites and office systems that—and they will tell you, they are slow, old, frustrating. Our military members spend hundreds of hours logging on to an ancient system.

The Navy still use a program called NAVFIT98A to process evaluations. Now, 98 ought to give you a good idea of when that was originated. Some of you worked for the most cutting edge tech leaders in the world.

As you take your new leadership roles, I would like each of you to refuse to approve any new websites in your areas of responsibility that are not, that are not built to be compatible with the three most popular internet browsers and top two operating systems. I hope you do that.

You know, this is a—we are long past, you know, the stone age. Ms. Harris, in September 2018, the Department of Defense released its cyber strategy. The strategy charges DOD to defend forward, shape the day to day competition, and prepare for war in the cyber domain. DOD is now in the process of updating its cyber strategy.

If confirmed, what actions will you take to mitigate any gaps between defense intelligence and the goals of the current and emerging cyber strategy?

Ms. HARRIS. Senator, thank you for the question. I agree, cyber security and cyber threats are a critical concern for the Department today. Cyber is an issue that bridges a number of stakeholders within the Department.

If confirmed, I will commit that I will ensure that the intelligence and security apparatus is best supporting those efforts, both on assessing cyber threats in the intelligence community, but also in ensuring that we are taking the proper cybersecurity practices.

Senator TUBERVILLE. Thank you. Dr. Plum, thank you for meeting with me last week. Every Secretary of Defense since Rumsfeld has sought to refine and streamline how the DOD handles procurement. The DOD has no—has a no fail mission, but success continues to be held up by the red tape and contract protests. In your

opinion, one of the most important factors to monitor, to understand the health of the defense acquisition systems?

Dr. PLUM. Senator, you rightly note our defense acquisition system is not as fast as we need it to deliver our warfighter capabilities. It is my understanding that a combination of factors, including, as you note, protests, timelines, contract timelines notice, timelines as well as factors during the negotiation process can slow that delivery.

If confirmed, I commit to work within the authorities we have and work with this Committee to identify ways to shorten that timeline, streamline the process, also identify efficiencies, and leverage different pathways for our different technologies to speed that up.

Senator TUBERVILLE. Thank you. Mr. Owens, we didn't get to meet yesterday. Had a lot to talk about. Hopefully we can do that in the future. Just a question about, have you been briefed on the Project Pele?

Mr. OWENS. Senator, not directly, but I am aware of what it is.

Senator TUBERVILLE. You know, obviously, we are looking for reforming, you know, our power to our troops. Pele is a moving reactor that you can move into the field. I would love for you to look into that once you once you get in. It is an amazing program that I think we are going to need in the very future.

The DOD pioneered nuclear power. I don't think a lot of people know that. Few people know that the first commercial reactor was a DOD project. You know, in addition to Project Pele, the Fiscal Year 2023 NSAA directs the DOD to look at how a thorium cycle could safely harden our military bases and fuel space propulsion and power.

I would like you to pledge that you would look into that and be very familiar with this review that we are going to do through the NDAA.

Mr. OWENS. Senator, I think the balancing energy, diversity, resilience, and combat superiority is a critical role of what is in the EI&E portfolio, and if confirmed, my commitment—[technical problems.]

Senator TUBERVILLE. Thank you, Dr. Taylor-Kale, a significant portion of critical and strategic materials required for major defense programs come from non-allied countries, including China. What steps should the Department take to support the domestic manufacturing and processing of these materials?

Dr. TAYLOR-KALE. Thank you, Senator. As I noted, I think that the having reliable and secure supply chains is absolutely critical for the health and resilience of the defense industrial base. I think, you know, I want to thank this Committee and the Senate for supporting the CHIPS Act.

I think this is an important—this will be an important step. The Department, I think needs to take a number of steps, some of which they have outlined, but certainly moving towards more domestic sourcing and also working with international partners and allies for friend shoring, as some call it.

So I would, if confirmed, be very focused on working with stakeholders in the interagency to facilitate domestic sourcing and also

working with some of our international allies to facilitate areas where we can work together.

Senator TUBERVILLE. Thank you. You know, have a hard job. Thank you very much, Mr. Chairman.

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

Senator KING. I don't think it is going to work. Try this. Okay. Ms. Harris, you are entering one of the most important jobs in the Defense Department. Intelligence, I am coming to believe, is the secret sauce in modern conflict, and so capable intelligence, widely distributed within the agency and within the warfighter groups, I think is critical.

One thing that I am very worried about, however, is cyber and electronic warfare, and resiliency in the face of cyber-attacks. I hope that you will have put cyber at the top of your priority list because nothing else works if we are able—if we are disabled in terms of cyber or electronic warfare attacks.

One strategy I think that is very important is red teaming. Everybody thinks they are invulnerable until they are not. I would like your thoughts on the issue of cyber and cyber resiliency.

Ms. HARRIS. Senator, thank you for the question. I agree with you both in the criticality of our intelligence and intelligence analysis to support the warfighter, and also in the need to ensure that we are giving cyber and cyber security the attention that they deserve.

If confirmed, you have my commitment that I will ensure that we are giving the proper analytic attention to that and prioritizing the types of intelligence sharing that will facilitate a broader understanding of the challenges we face in the technology environment today.

Senator KING. In a modern conflict, the first 30 minutes is going to be all about cyber and electronic warfare and trying to blind the opponent, so I think that should be a very high priority.

An intelligence question that I have raised and have had briefings on and am following is the determination of the will to fight. We found in Afghanistan that we overestimated the will to fight of the Afghan army. We underestimated the will to of the Ukrainian people. This is an important factor.

It is difficult to assess, I understand, but I hope you will work with General Barrier and pursue the work that they are doing because it is an important policy question. Could be very important for us in the future, for example, with regard to Taiwan.

Ms. HARRIS. Senator, I couldn't agree more. Clearly will to fight is an area that we need to continue to refine our understanding of. My understanding is that the intelligence community, as part of their continual processes to improve their analytic abilities, is looking at just this issue. If confirmed, I look forward to learning more about those efforts and keeping the Committee informed.

Senator KING. I can commend General Barrier and his staff because I know they are, and the Director of National Intelligence, is looking very closely at this subject. Dr. Plum, sustainment and resiliency in acquisitions. I believe that every time we buy a major platform, whether it is an aircraft, a ship, any kind of mobile vehi-

cle, we should be also buying the intellectual property so that the Government has the power to make parts.

Every depot, every hangar, every ship should have a 3D printer. We should not have a major weapons system out of commission because of the lack of a part. So I hope that that is part of your acquisition strategy.

We are not just buying pieces of metal anymore. We should be buying the intellectual properties that will allow us to maintain those and not rely on a long and somewhat uncertain supply chain.

Dr. PLUM. Senator, absolutely. We need to figure out better strategies to deal with the supply chain for our weapons system. That includes dealing with part obsolescence and our ability to produce them in-house, and in more robust and resilient ways.

If confirmed, I commit to looking at ensuring we have the intellectual property, as well as other solutions that can allow us to build in that supply chain and parts resilience to enable us to maintain and sustain our warfighting capabilities at a much more reasonable cost.

Senator KING. Just remember, for want of a nail, the shoe was lost, for want of the shoe, the horse was lost, for want of the horse, the battle was lost, and the war could be lost. I don't want that to be the story of our military. Dr. Taylor-Kale, we have had a good discussion. Two items.

One is, I would like to see more emphasis on smaller firms and trying to develop the acquisition process so that smaller firms can compete and participate in the Defense Department acquisition process.

Secondly, I would like to invite you to Maine, where we have a diverse defense industrial base, where we have large facilities like Bath Ironworks, Pratt Whitney, Portsmouth Naval Shipyard. But we also have many smaller firms that participate.

I think it would be useful for you to see that kind of universe of the defense industrial base. I know you realize how important it is to maintain the industrial base in a vigorous and healthy acquisition atmosphere.

Dr. TAYLOR-KALE. Thank you, Senator. I appreciate our discussion that we had. I also enjoyed learning our mutual love for road trips across country. I would be more than delighted, if confirmed, to visit Maine. I have done similar trips in my capacity as Deputy Assistant Secretary for Manufacturing to Tennessee, North Carolina, Alabama, Pennsylvania, other States where there is industrial base and—

Senator KING. So Maine is better than any of those, just to be clear.

[Laughter.]

Senator KING. Thank you very much. I am out of time. Mr. Owens, I am going to ask you some questions for the record. Thank you all and congratulations on your nomination. I look forward to working with you on behalf of the United States of America. Thank you, Mr. Chairman.

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

Senator ROUNDS. Thank you, Mr. Chairman. First, let me thank all of you for your continued service to our country. Mr. Owens, I

am going to add my voice to the voices that have already expressed concerns with regard to PFOS and PFAS. Thanks for taking the time to meet with me in my office this last week.

If confirmed, you will be the chairman of the PFAS force. Given how pervasive this substance is, and the longer that we take to address the issue, the more money it will cost in the long run. This stuff doesn't stay in one place. It continues to permeate throughout the soils in and around the bases where it has been used for fire-fighting material.

If we don't begin to tackle this as soon as possible and get ahead of it, it is just going to cost us more money in the long run. So we are either going to pay now or we are going to pay a whole lot more later on.

I am just going to ask right now for your commitment that if confirmed, you will promptly grab a hold of this issue and make sure that the communities that support our military installations across this country will be taken care of and that it will be a priority for you.

Mr. OWENS. Senator, thanks for your focus on this issue. You have my commitment that this will be a priority.

Senator ROUNDS. Thank you. Dr. Plum, if confirmed, you will have oversight over the Assistant Secretary of Defense for Energy, Installations and Environment, the position that Mr. Owens had been nominated for.

As such, will also play a major role in making sure our installations and surrounding communities are taken care of with regard to this particular issue. Do I have your commitment that, if confirmed, you will also look into the issue?

If any additional resources or authorities are needed to address PFAS remediation, you will promptly let this Committee know?

Dr. PLUM. Senator, you have my commitment to look into it, to proactively identify where we can make more progress, and to work directly with this Committee.

Senator ROUNDS. Thank you. Dr. Taylor-Kale, I did I say that right?

Dr. TAYLOR-KALE. Taylor-Kale. Close.

Senator ROUNDS. Kale. Thank you. I am going to work at it. I have expressed my confusion in the past and my frustration as well of why with DOD plans—and when DOD plans and prepares for a one year or a one war scenario, and in most cases a short one war scenario at a time, basically on one front, many leading defense experts believe that if engaged in a shooting war with a peer or a near-peer competitor, we would run out of many of our best weapons systems and munitions in one to two weeks.

R&D for the future is needed, but we also need procurement now, otherwise we are going to have some very serious problems in the Fiscal Year 2026 and 2027 timeframe. Recognizing right now and learning from what we have seen in Ukraine and the challenges of moving munitions that are used day to day around right now and the shortages that immediately begin to become apparent, I simply don't believe that the defense industrial base, the mobilization of that, or the type that we have seen in the past is possible in the current operational environment.

It would appear to me that we are going to have to refocus on how we—how quickly we can come up to speed and begin to produce munitions that we have sometimes just have taken for granted in the past.

Would you agree with me that we have got to do something in order to expedite the acquisition of munitions in a more timely fashion?

Dr. TAYLOR-KALE. Senator, I absolutely share your concern about our supply chain vulnerabilities. I think the war in Ukraine and following COVID-19 really laid bare some of these vulnerabilities and these critical challenges that we have known for a while, but certainly they are more acute now.

I think, if confirmed, it will be a very important to apply lessons learned from this Ukraine, you know, aid, and also to figure out how best to support the industrial base in building more hot production lines that Undersecretary LaPlante has advocated for.

I think some of the key issues that I outlined earlier, like workforce issues, challenges with programmatic and budgetary stability, will be, you know, key pieces to look out for and to focus on.

If confirmed, I commit to you that I will work closely with industry, work with this Committee and your staffs, as well as across the Department enterprise to really address these issues.

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

Chairman REED. Thank you very much, Senator Rounds. Just let me recognize Senator Hirono, please.

Senator HIRONO. Thank you, Mr. Chairman. Congratulations to all of you on your nominations and thank you for your service. I ask the following two initial questions of all nominees on any of the Committees on which I sit, so I would like to ask each of you and the response.

We will start with Ms. Harris, and we will just go right down the line. Since you became a legal adult, have you ever made unwanted requests for sexual favors or committed any verbal or physical harassment or assault of a sexual nature?

Ms. HARRIS. No.

Dr. PLUM. No.

Mr. OWENS. No.

Dr. TAYLOR-KALE. No.

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

Ms. HARRIS. No.

Dr. PLUM. No.

Mr. OWENS. No.

Dr. TAYLOR-KALE. No.

Senator HIRONO. Thank you. Mr. Owens, my home State of Hawaii is still reeling from the catastrophic fuel leak at the Red Hill Bulk Fuel Storage Facility. I don't know if you—do you have a familiarity with this facility? Have you ever visited the facility?

Mr. OWENS. I have never visited it, but I have seen pictures and it is gigantic.

Senator HIRONO. It is massive. It is in the order of, in terms of an engineering feat, in the order of Hoover Dam, and, you know, it is massive. But you have been asked some questions relating to

PFAS, and there are various contamination issues that the military has to deal with, but the situation at Red Hill is quite immediate.

It led to the widespread water contamination, forcing thousands of Navy personnel and their families to leave their homes for months until their safe return could be assured. Due to the leak and the ongoing concerns about the facility's safety, DOD has announced its intent to entirely defuel and permanently closed Red Hill by the end of 2024.

You can imagine what kind of enterprise this is going to be to defuel hundreds of millions of gallons of fuel. The U.S. Navy has proposed a defueling plan which the Hawaii Department of Health recently rejected.

In whole, since the Department plans lacks the requisite detail and specificity necessary for the DOH to fully evaluate how the Department will execute safe and expeditious defueling. If you are confirmed, oversight of facilities across the country, including Red Hill, will be under your purview.

This year's NDAA currently authorizes \$1 billion for the Red Hill Recovery Fund, and Congress is expecting to receive a detailed breakdown of how this money will be spent from the Department. Delay in providing this justification risks compromising the safe and timely closure of the facility and could further disrupt the community's confidence in DOD in the State.

So when all of this happened, of course, the Navy's handling of the spill and all of that left a lot to be desired. So the community has a lot of questions. Since—I would like you to assure me that the defueling and closure is completed in a safe and expeditious manner, and that you will be—take personal responsibility along with the other people who are going to be involved in this, but in your position, can I look to you to make sure that the defueling happens safely and in an expeditious manner?

Mr. OWENS. Senator, I absolutely commit to doing everything within the purview of the AS EI&E to ensure that the resources that are necessary to safely defuel Red Hill, in alignment with the Secretary's plan, are executed.

Senator HIRONO. Yes, and our Appropriations Committee is awaiting a much more detailed defueling plan, so I hope that is something that, should you be confirm, that this is another thing that you will pay attention to.

Again, for you. Mr. Owens, DOD currently has more than 174,000 non-tactical vehicles across the service branches, making it the second largest share of the Federal vehicle fleet after the U.S. Postal Service.

Earlier this year I introduced the Military Vehicle Fleet Electrification Act with Senator Warren, King, and others, and included language in the Fiscal Year 2023 NDAA that would require DOD to transition to fully electric or zero emission non-tactical vehicles by the end of 2030.

Mr. Owens, do you agree that transitioning to electric non-tactical vehicles will help combat climate change while helping to ensure our military has the advantage of a modern fleet of vehicles that reduce the military's dependence on oil?

Mr. OWENS. Senator, I think that the combination of several investments that are being made on installations, including electric

vehicles, particularly microgrids, and the ability for microgrids to provide a backbone for more energy diversity and resilience, is an excellent reason to proceed as you have outlined.

Senator HIRONO. I take it that that is a yes?

Mr. OWENS. It is a yes. That is a big yes.

Senator HIRONO. Thank you very much. I think we need to move ahead on this kind of transitioning because the DOD is the biggest user of fossil fuels of all of the agencies. Thank you, Mr. Chairman.

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

Senator TILLIS. Thank you, Mr. Chairman, and congratulations to all of you on your nominations. I actually want to start by thanking Senator Warren for the work that she and I have done over the past several years for military housing.

I would say it is steps in the right direction, but it seems to me it is a continuing journey that we have got to get right. We do have a measure in NDAA that takes another step in the right direction, but Mr. Owens, we have got a lot more work to do.

In North Carolina, I have made it a focus and have done town halls down there and it seems to have improved. But I think system wide, we have challenges, and we have challenges in North Carolina.

So I am curious, your thoughts, what your priorities would be? How can we really regain the trust of military families, personnel that are living in military housing? Secondly, we have to recognize that because of mold, a number of other exposures that these, the occupants have had to endure, that we have some health implications.

So in addition to fixing the inventory moving forward, we have also got to take a serious look at instances where we think illnesses can clearly be linked to exposures in some of this, what I consider to be substandard housing. How are you going to tackle that?

Mr. OWENS. Thank you for the question. I really want to again commend this Committee for taking such a strong interest in ensuring that military family housing is up to the dignity of the people that are living in it.

Housing is a readiness issue. Housing is a—something that we owe to our servicemembers for the sacrifices that they make. In terms of how to prioritize, I think this Committee has done an excellent job in providing direction to and resources for increasing the amount of oversight that has been happening, and I would look to continue to do that.

Look to ensure that the tenant bill of rights that has been established is something that can be universally accessed and driven to ensure that our tenants have the ability, our military families have the ability to get answers to questions that they may have.

Then in terms of the health implications, if there are any, I will commit to working with senior leaders in DOD to ensure that we are providing the resources and—that are necessary to address any situations to arise.

Senator TILLIS. Thank you for that. Dr. Plum, anytime I see somebody going before this Committee that has anything to do with acquisition, I always have to bring one of my favorite props.

A nearly 600 page request for proposal for the next generation handgun. It started in the Air Force and ended up in the Army. It took a half a generation to decide what the next generation handgun would be. This is not a complex platform. This is something that just boggles my mind that we haven't figured out how to tailor acquisition processes in a way that gets it done sooner.

That gets the capability deployed sooner and also provides the opportunity for a larger group of people to participate. In North Carolina, we have a very strong—we have a military business center. In fact, we just had a meeting this week with a number of small businesses that contribute to the defense industrial base. But if they look at something like this, they are out before they ever start.

They can't simply afford to go through hundreds of pages and a multiyear process to put forth what may be one of the best innovations that we could potentially consider. So we are squeezing out, I think, a number of innovators in the acquisition process. So what can we do, number one, just generally to increase and to bolster our industrial base by engaging more small businesses?

Secondly, how can we make progress on acquisition processes that don't result in 600 page next generation handgun RFPs?

Dr. PLUM. Senator, that is an excellent example that really highlights how we need—we absolutely need to be faster and better at bringing technology to the warfighter. Now, we do have some approaches that we need to leverage more.

We have the adaptive acquisition framework that gives us a couple other tiers, middle tier acquisition authorities, software acquisition authorities. This Committee has really been very supportive in helping us have some innovative authorities and approaches. We need to use them more.

Senator TILLIS. Thank you, and I hope to work with you. I spent a fair amount of time in supply chain and acquisition in the private sector, and after you are confirmed, would like to talk specific initiatives. Ms. Kale, doctor—did I pronounce that right? I just have a quick question in closing.

We just recently passed the Chips bill, and the Chips bill clearly recognizes that we have insufficient indigenous semiconductor manufacturing capability in this country. If we see how the sanctions on Russia, particularly with respect to importing chips, has disrupted their military supply chains, do you consider that a wise investment with respect to our own military industrial base?

Dr. TAYLOR-KALE. Well, thank you, Senator. I think that is going to be very important to focus on microelectronics in the short term as well as in the long term. I think that the CHIPS Act will bring us closer to more readiness and sort of resilience in our defense industrial base. I share your concern that having shortages in this area will lead to insecurity later on, as well as in, you know, in the immediate future, I think. If confirmed, I will work closely with industry as well as with the interagency, particularly the lead agencies focused on microelectronics to make sure that we can assure the needs of our defense industrial base.

Senator TILLIS. Thank you. Again, congratulations on your nominations.

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

Senator WARREN. Thank you, Mr. Chairman, and congratulations to all of you. I want to thank Senator Tillis. I so appreciate his partnership in our work on military housing, and he has asked my questions.

So I think Mr. Owens knows that Senator Tillis and I, and this entire Committee, is going to stay on this issue. It is powerfully important to our military and to our national defense, and also it is about what is right. So, I am going to try to be efficient and ask about some other issues.

What I would like to focus on is conflicts of interest and ethics at the Pentagon. This year, the Pentagon's budget is going to exceed \$800 billion. About half that spending is going to go to the for profit defense contractors to build weapons, to perform maintenance, and to provide consulting services.

Contract and program decision should be based on what is in the best interests of National Security, period. But the revolving door between the Pentagon and private defense contractors sometimes happens so fast, it looks like a blur. Senior Pentagon officials leaving work for Lockheed to Boeing.

Top lobbyists or executives from these companies coming into Government to hand out contracts to their former employees and employers. You know, real or perceived conflicts of interest undermine the public's confidence and can also lead to program delays or even cancellation.

So, Dr. Plum, you have been nominated to a top role in the part of the Pentagon that focuses on acquisition. Can you say a word about your views about why it is important that Government officials making decisions, about which defense contractors get taxpayer dollars, must be free from conflicts of interest?

Dr. PLUM. Senator, thank you, and thank you for your leadership on this issue. As you note, it is just so important at the Department that our number one job is to deliver capabilities to the warfighter.

Those capabilities need to be selected to get the best capabilities. That means that conflict of interest, apparent or actual, can undermine, as you note, that trust, but also make it harder for key new ideas to break through and getting to that process.

We have a number of efforts underway, ethics agreements in this Administration, improved oversight of our standards of conduct. If confirmed, I pledge to continue those, but also more to fulsomely work with you and this Committee to make sure we are getting this balance right of getting the conflicts out.

Senator WARREN. Well, that is a really good point about how conflicts of interest can actually keep us from finding the best products, from innovating in the ways we need to innovate. Very strong point. So let's talk about the things we can do in order to reduce the conflicts of interest.

You know, through the years, I have proposed a number of changes to strengthen our ethics laws. Now, some of my colleagues think that strong ethics requirements will stop people from wanting to go into Government. There have been at least 10, 10 Govern-

ment funded studies now on this exact issue, how to improve the recruitment and retention of the Federal workforce.

Not a single one of them has concluded that ethics laws are the barrier. When we talked last week, you said that we need to consider both, needing to attract and retain people who want to solve big problems and preventing the appearance of self-dealing.

Dr. Plum, do you agree that we could strengthen ethics standards at the Pentagon without hurting our ability to attract top talent in public service?

Dr. PLUM. Senator, I do agree. I think we need to think about how we structure and make precise our ethics requirements and our oversight so that we can attract top talent, let them work on hard problems, let them solve hard problems for this country while making sure we avoid conflicts of interests. There is absolutely space to make progress there, and I, if confirmed, would really welcome an opportunity to work on that with you.

Senator WARREN. Well, I think you have already answered the question I was going to ask, and that is, will you commit to working with me to ensure that Government officials working on acquisition programs and policies are free of conflicts of interest?

Dr. PLUM. Senator, I would welcome an opportunity to work with you on that. Thank you.

Senator WARREN. That is terrific. Thank you very much. You know, this is a problem across Administrations and across Government agencies, but it is particularly acute at DOD given the size of the Pentagon's budget.

A lot of money is at stake here. Our last three Secretaries of Defense came to DOD straight from the board or from being a lobbyist for the Pentagon's top five contractors. We have got to do a lot more to end the cozy relationship between the Pentagon and the defense industry. Thank you. Thank you, Mr. Chairman.

Chairman REED. Thank you, Senator Warren. Senator Blackburn, please.

Senator BLACKBURN. Thank you, Mr. Chairman, and to each of you, congratulations on your nominations. As you can tell, we are a very busy committee here, and this will not be the last time you all hear from us. We look forward to working with you to make certain that our men and women in uniform have what they need to carry out their mission.

You have heard about ethics. You have heard about what we need for our housing for the military, about acquisitions. I know that Senator Inhofe even talked a little bit about Facebook and big tech and some of those applications. I am going to turn now to a topic you are going to hear me talk about a lot.

It is about maintenance and deferred maintenance, and Mr. Owens, I am going to come to you on this, because we have got 550,000 buildings that we have a backlog. There is a goal of getting to 90 percent on this. But the current estimate, I think last time I looked, it was at \$121 billion and FSRM. Does that sound right to you?

Mr. OWENS. Senator Blackburn, the briefing paper that I read on FSRM had that number in it and it didn't sound right to me. I have come to learn that it is right.

Senator BLACKBURN. It is right, and DOD has over 550,000 buildings and facilities worldwide. As my dad would always say, if you build it, you have to maintain it, and it seems as if we are getting to the point that deferred maintenance and that backlog is way out of control.

So I want to bring this home to you with an example in Tennessee, and I am going to ask you to visit this facility with me. It is an Air Force base. It is Arnold Engineering and Development Center, and it is located there in Tullahoma, Tennessee. Those of you involved with DOD have probably heard about this.

We have got great Tennesseans that work there. They are leading the way on testing some of our mission critical engine and hypersonic testing. It is going to be imperative for the growth of our Air Force and for Space Force, and they are doing this research work in buildings that are crumbling around them.

The deferred maintenance is—it keeps getting pushed off, and I do give the Air Force Secretary credit for having pushed forward to try to get resources there. This is part of our critical infrastructure future and needs to be addressed.

So how are you going to begin addressing that backlog because you just said you saw that figure and you thought this can't be right, but it is. So how do you begin to reshape that, whittle it down, and prioritize it?

Mr. OWENS. Senator, I want to thank you for bringing this issue to the forefront and being so stalwart in your in your focus on it. In my view, the DOD has to balance their mission requirements and their sustainment requirements.

I think one of the things that is critical to understand is that the health and well-being of the warfighter is directly connected to the built environment and the physical environment that they inhabit. So one of things that I would like to do is try to highlight the connection between the fact that the people who are in these buildings are being affected by them. If they are not—

Senator BLACKBURN. They are human capital infrastructure, and they are a very vital and necessary component. So what kind of analysis, what kind of partnerships, what kind of approach do you plan to bring to this? You have obviously given some forethought to this.

Mr. OWENS. Yes, and I think that the prioritization exercises that are necessary to ensure that we are putting the money in the places where it can have the maximum benefit to support the mission and then the health and well-being of the military and military service family members is going to be a priority for the ASD(A). Working across in collaboration with all of the other EI&E positions for the services.

Senator BLACKBURN. Okay. I also want to ask you about climate change, because that—DOD is saying this is a—they have identified climate change as a critical National Security issue, a threat multiplier, a top management challenge, but we have never seen data that would support that. So how do you—I am running out of time, and we are over.

Let's do this, why don't you submit that answer for the record? Dr. Plum, I have got a question I will submit to you. Ms. Harris,

I do have a question specific to you that I will submit. Thank you all very much.

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

Senator PETERS. Thank you, Mr. Chairman, and each of the nominees, thank you for your willingness to serve and congratulations on your nomination. Mr. Owens, my first question is for you.

If you are confirmed, your office will clearly have significant role in leading the Department of Defense's PFAS cleanup efforts, and I know you have spoken about that to some of my colleagues in questions that they have addressed to you already. This is, unfortunately, a subject that Michiganders know all too well.

We have communities all across our State from Oscoda, which is the former home to Wurtsmith Air Force Base, to the K.I. Sawyer Air Force Base in Marquette that have been grappling with PFAS contamination literally for decades.

These folks are sick and tired of what they have seen as a slow response and basically some disrespect from the Department of Defense when it comes to dealing with what is a significant issue.

So my question for you, sir, is, if confirmed, will you ensure that the Department of Defense commits to pursuing remediation in these two sites in particular in Michigan, and give it the type of attention that the folks there deserve and have been waiting far too long to get?

Mr. OWENS. Senator, the health and well-being of our servicemembers and the defense communities that support them is critical. If confirmed, I will commit to ensuring that we are addressing and budgeting for the appropriate resources that are necessary to do the remediation.

Senator PETERS. Well, if confirmed, I intend to invite you to come up to Michigan to see these sites firsthand and talk to these individuals, and I would hope you consider accepting that invitation if confirmed.

Mr. OWENS. Yes, Senator.

Senator PETERS. Dr. Taylor-Kale, an analysis conducted by Frans Stefan Gady, a senior fellow at the International Institute for Strategic Studies, concluded that at the current rate the Ukrainian military is firing hammers rockets, they will exhaust in less than two months the 9,000 missiles that the United States currently produces annually.

Simply put, I think it is clear the U.S. defense industrial base needs to consider what it will require—what is required to fully equip a war in a modernized industrial war like we are seeing between Ukraine and Russia.

So my question for you is, if confirmed, how would you work within the Pentagon, with Congress and with the industrial base partners, to ensure that the U.S. military would remain well supplied in the event of a conventional conflict with a near-peer competitor, whether that be China or Russia or someone else. Clearly, our stockpiles need to be bigger, but our production rates need to be higher as well.

Dr. TAYLOR-KALE. Thank you, Senator. First, I want to note that I believe our support to Ukraine has been invaluable in combating

Russian aggression. The crisis has clearly laid bare some of the critical vulnerabilities in our supply chain.

As I have noted before, some of these we have known for a while and others are becoming more apparent. You know, if confirmed, supply chain resilience would be an absolute priority for this role and for this office, and, of course, working across the Department enterprise will be key.

So if confirmed, I would work closely with Undersecretary LePlante and others in acquisition and sustainment, but also with the military Departments and the Joint Chiefs planning to better understand the needs of the industrial base and also working with industry partners to understand where the gaps are, where the critical needs are.

As I have stated before, I think workforce is going to be a particular concern for the industrial base moving forward. It is something that I think the Department, and of course, the industrial base policy will need to work closely with industry to address.

Senator PETERS. Very good. Dr. Taylor-Kale, another question for you here. The Senate just recently passed the Chips and Science Act to ensure that we are producing semiconductors essential for so many products here in America, including the auto industry.

Particularly important that we passed that bill for an industry that is a major industry in the State of Michigan, but important for the whole country. Could you please speak to how vital it is for us to ensure that we have a supply of semiconductors that are manufactured here in the United States, and how that relates to National Security in your mind?

Dr. TAYLOR-KALE. Senator, I want to underline my support for this, for the CHIPS Act, and appreciate the work of the Senate in moving that bill forward. You know, microelectronics are an important issue within the supply chain because they cut across areas. They cut across sectors.

I think like workforce, like some of these other issues that are cross-cutting, the Defense Department, you know, along with industry, and as partners along with the rest of the interagency, needs to work together and understanding better how to, you know, increase supply and make sure that these critical components are available, and allow for our defense industrial base to be able to replenish and restock as necessary.

Senator PETERS. Tight. Well, thank you. Thank you, Mr. Chairman.

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

Senator SULLIVAN. Thank you, Mr. Chairman. I want to thank our nominees today. Congratulations. Dr. Taylor-Kale and Dr. Plum, you are going to have a very important position here, defense industrial based policies. Can both of you briefly talk about how important critical minerals are for our defense industrial base, how reliant we are on China, critical minerals, rare earth, and—well, are they important? Can you just give me a quick answer? I have a number of questions on this.

Dr. PLUM. Senator. Yes, both critical minerals and specifically rare earths are really important inputs, and there are, as you know, supply chain issues.

Senator SULLIVAN. Supply chain and reliance issues on China, correct?

Dr. PLUM. That is my understanding, sir.

Senator SULLIVAN. Does that undermine our National Security?

Dr. PLUM. Senator, I think making sure we have a robust and resilient supply chain for them is absolutely critical for our National Security.

Senator SULLIVAN. Do you agree with that, Dr. Taylor- Kale?

Dr. TAYLOR-KALE. Absolutely. I am concerned about our supply chains being vulnerable to foreign adversaries, as well as the sole source suppliers. So, absolutely.

Senator SULLIVAN. If it is possible, and the President has held summits on this already, the best approach is to be able to source these from home, particularly critical minerals, rare earths, which we have an abundance of, isn't that correct?

Dr. PLUM. Yes, sir, that is my understanding. Yes.

Senator SULLIVAN. Would you agree with that?

Dr. TAYLOR-KALE. That is my understanding as well.

Senator SULLIVAN. So I want to talk a little bit about an issue that is just is a head shaker for me. My State has enormous natural resources, oil, gas, critical minerals, rare earth elements, great State of Alaska. Some estimates more than almost any other country in the world.

Yet the Biden Administration has issued 26 Executive Orders and Executive Actions focused on shutting down these things. I am going to talk about one because it is just remarkable, and we have an area called the Ambler Mining District that is considered one of the most extensive mineral resources, critical minerals of undeveloped zinc, copper, lead, gold, silver of anywhere in the world.

We have no transportation to it, so for decades we have worked on a road to the Ambler Mining District. This project began under the Obama Administration. Seven years of permitting, millions and millions of dollars. Got the final record of decision on this in July of 2020 to start the road to the Ambler Mining District.

Everybody supported it. On February 22nd, 2022, the same day the President hosted a summit to announce steps to enhance America's critical minerals supply chains, the Department of Interior reversed the previous Administration's record of decision and shut down the record of decision for the road to the Ambler Mining District.

So, the President is holding a summit on these issues. Other part of the Administration, as they do on most things in Alaska, shut it down, crushing jobs, of course, but really undermining our National Security, defense issues.

The President then in March announced his plan to use the Defense Production Act to secure reliable supply chains for critical minerals used in batteries in the power electric vehicles, which include those from the Ambler Mining District.

How smart do you think that move was in Alaska to shut down critical mineral production? By the way, seven year EIS, 36,000 public comments, 30 public hearings, 30 consultations with tribal groups. How smart do you think that is for our industrial base, the defense industrial base, which the two of you will oversee?

Dr. PLUM. Senator, as you noted at the beginning, we need to figure out ways to get onshore more reliable access to critical minerals. If confirmed, I would absolutely work on making sure I understand these cases, other cases like this, and make sure we robustly advocate for the right mix of investments and support to get that reliable supply chain for those critical minerals.

Senator SULLIVAN. Dr. Taylor-Kale, how—do you think this makes sense?

Dr. TAYLOR-KALE. Senator, I understand how important this Ambler mine is to the people of Alaska. I thank you for raising the issue and for bringing this up. I am not familiar with the decision making process and the details, but I want to reiterate my colleague in noting that, you know, general looking at the case by case understanding of how we can better improve access to critical minerals and strategic materials will be absolutely important—

Senator SULLIVAN. Well, look, I appreciate your answers. This is an ongoing—I can't get answers from anybody in the Pentagon, at the Department of Interior. Why would you do this? Why would you do this? Okay.

This thing has the highest environmental standards. So until I get answers—I think both of you are qualified. Until I get answers, I am going to put a hold on both of your nominations, until I get answers from high level Administration officials. I am sick and tired of the targeting of my great State.

26 Executive Orders. Can you imagine, Mr. Chairman, if they did that to Rhode Island? It is hurting not just my State, my workers, it is hurting the National Security of America. So until I get answers on Ambler at high levels, unfortunately, I am not going to help move your nominations forward, even though I think you are qualified to have important positions. But this is important.

The same day the President holds a summit on critical minerals, they shut down one of the biggest critical minerals supplies in America, maybe in the world, because of their relentless war on the State of Alaska. So I need answers, and then your nominations can move. I have more questions for the record that I will submit. Thank you, Mr. Chairman.

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

Senator HAWLEY. Thank you, Mr. Chairman. Congratulations to the nominees. Thank you for being here. Mr. Owens, if I could just start with you. If confirmed, you would oversee the military private housing initiative.

That is something that is of great interest to us in the State of Missouri, particularly as it concerns Fort Leonard Wood, where you may know, hopefully know that we have many aging homes and facilities that are in need of replacement.

My question is this, if you are confirmed, would I have your commitment to prioritize those aging facilities at Fort Leonard Wood so we can make sure that our servicemembers there and their families get the quality housing that they deserve?

Mr. OWENS. Senator Hawley, I think you have hit exactly what I would say is a critical area in terms of health and well-being of servicemembers and their families. If confirmed, I will work with

the Army and make sure that we are providing the resources necessary to recapitalize those houses.

Senator HAWLEY. Very good. Thank you for that. Dr. Taylor-Kale, if I could come to you. I have made it a priority over the last two years that I have been in the Senate to try and end DOD's use of Chinese printed circuit boards in our critical defense systems.

We have made some progress on this over pretty significant industry opposition, I might note. But there is a lot more that remains to be done to end DOD's reliance on Chinese suppliers.

So my question is, if you are confirmed, what steps would you advocate in taking to reduce DOD's reliance on Chinese suppliers and strengthen our own industrial base?

Dr. TAYLOR-KALE. Thank you, Senator. I think you have raised the key issue that is facing the defense industrial base and the strategic threat of China. I agree with the Administration, with Secretary Austin, that China is the pacing threat. Taiwan is the pacing scenario. I don't believe that we can afford to sit back on this.

If confirmed, I will work closely with this Committee, with industry, and across the Department enterprise to address these issues and to see how we can come up with solutions to reduce our dependence on China.

Senator HAWLEY. Very good. Let me just ask you a little bit broader question. Give me your sense of how consolidation in the defense industrial base has affected the Department's ability to promote competition and secure the kind of capabilities that we need in a manner that is timely and also cost effective.

Dr. TAYLOR-KALE. Senator, from my understanding, consolidation has over, you know, years has edged out a lot of small businesses. I am concerned about this. I think small businesses are important for the defense industrial base. They bring in innovation. They bring in new ideas and creativity.

I think we need that in the defense industrial base now more so than ever. I think that really also understanding how consolidation is part of a process of just, you know, economic principles. It is really also a big part of the concern as well. I think in Government we need to be attentive to the challenges that industry faces in the capital market.

So if confirmed, I will work closely across the Department enterprise and also with the interagency, with the appropriate agencies that oversee and look at mergers and acquisitions in particular, to better understand how consolidation is helping, or hurting actually, the defense industrial base.

Senator HAWLEY. Very good. Dr. Plum, speaking of consolidation, you are being nominated for an acquisition and sustainment position. Are you concerned that the military won't be able to obtain its objectives in this area if it has to contract with monopolists on a regular basis?

Dr. PLUM. Senator Hawley, you rightly note, and I agree with my colleague, Dr. Taylor-Kale, that competition is absolutely critical for helping us leverage our vibrant industrial base and make sure we get the capabilities we need.

So, consolidation in that context, especially where it drives out competition and innovation, is going to be problematic. If confirmed, I will—this is one of the areas I intend to focus on.

Senator HAWLEY. I ask in part because you have spent a number of years at Google and Facebook, the two largest monopolists arguably in the world, certainly in this country.

There is, I think it is safe to say, a lot of bipartisan concern about the concentrated power of these companies have exercised across industries, and frankly, how they have used that power, which has been pretty disturbing in both of their cases.

Talk to me about that. Are you—let's start with this, are you concerned that, let's take Google, that Google's market power is an impediment to the operations that you would need to, the mission that you would have at DOD?

Is it an impediment to the sort of cooperation between private industry and the Department of Defense that we need to have in order for DOD and our military to be successful?

Dr. PLUM. Senator, I think any time you have a large concentration of market share in individual companies without real competition, you need to start worrying about innovation and whether the right sort of new technologies are rising to the top.

So in that context, consolidation in any of the sectors is something that, if confirmed, I would want to look at and make sure we were taking steps to reduce barriers for small businesses, creating pathways for new innovative technologies to make sure we are getting the best things that our warfighters require.

Senator HAWLEY. Let me just—my time has expired, so I will ask this question, then I will yield my time back, Mr. Chairman, or I will yield the floor.

I guess I have taken all my time. But here is the question, let me just give you a chance, Dr. Plum, to address more broadly why shouldn't we be concerned about your past work with Google and Facebook, given those companies histories, given their monopoly power, given how they have leveraged and used their monopoly power across industries, and frankly, some of the pretty disturbing things they have done from censorship to the targeting of young children to the addiction model that they have promoted.

I have been, as have many on this Committee to be fair, vocal, vocal critics of this. So let me just give you a chance to respond to that, and with that, I yield.

Dr. PLUM. Senator, appreciate the opportunity. My role at both Facebook and Google was really focused on taking data and analysis and using it to solve specific problems, ISIS recruiting, online child pornography, improving business operations to address copyright violations, financial fraud.

So there are certainly bigger issues with both companies and understand this Committee and many more publicly have been critical of them. But if confirmed, what I could offer is that my skills in taking data and analysis, in understanding the software development and production cycle, and really how that type of software innovation can be integrated into products at speed and scale, are really key capabilities that we need for our warfighters.

While recognizing there are a range of concerns on the companies, those skills are something I hope to bring to bear to make

sure we can effectively and efficiently get the capabilities our warfighters need to match the pacing threat of China.

Chairman REED. Well, thank you very much, Senator Hawley, and thank you all our witnesses for your testimony today. As I said, we will try to compress the questions to the record so that we can be in a position to move the nominations as quickly as possible. Thank you very, very much. With that, I will adjourn the hearing. [Whereupon, at 11:18 a.m., the Committee adjourned.]

[Prepared questions submitted to Dr. Radha I. Plumb by Chairman Reed prior to the hearing with answers supplied follow:]

QUESTIONS AND RESPONSES

DUTIES

Question. What is your understanding of the duties and functions of the Deputy Under Secretary of Defense for Acquisition and Sustainment?

Answer. The Deputy Under Secretary for Acquisition and Sustainment DUSD(A&S) serves as the principal assistant to, and under the authority, direction, and control of, the Under Secretary of Defense for Acquisition and Sustainment (USD(A&S)). My role will be to support the USD(A&S) to carry out responsibilities, fulfill functions, manage relationships, and exercise authorities, as provided in law. This includes maintaining oversight of the Department's entire acquisition and sustainment enterprise and working with him to review and revise policies and processes as appropriate to meet Department level priorities. Some areas USD(A&S) has identified as clear priorities are aligning policies and processes to drive innovation; enabling modernization of our weapons systems; developing and retaining a modern and agile acquisition workforce; enabling a robust defense industrial base; ensuring a resilient mission support and logistics enterprise; and meeting our commitment to Service Members that their housing and military installations are safe and healthy environments in which to live and work.

Question. What background and experience do you possess that qualify you to perform these duties? What background or experience, if any, do you have in the acquisition of major weapon systems?

Answer. I have over twenty years of experience in national security, technology, and research. This includes significant executive leadership experience managing budgets, recruiting and retaining talent, and driving culture change. I have a proven track record of delivering high quality, analytically driven innovations. Most recently as Chief of Staff to the Deputy Secretary of Defense, I have led cross-functional strategic initiatives and ensured budgets, programs and investments were aligned to deliver priority capabilities. This includes providing analysis and recommendations regarding high-impact decisions on major defense programs across the Services. If confirmed, I expect to continue these efforts to drive priority acquisition and sustainment issues as DUSD(A&S).

Question. If you are confirmed, what duties and functions do you expect that the Under Secretary of Defense for Acquisition and Sustainment will assign to you?

Answer. If confirmed, I expect USD(A&S) will prescribe duties to me in accordance with 10 U.S.C. § 137a(b). My likely areas of focus include ensuring software modernization and other new acquisition pathways are executed consistent with Congressional intent; sustainment costs on priority systems are more controlled; military housing is safe and healthy; and that we have the right approaches to recruit and retain the talent we need in the acquisition workforce.

QUALIFICATIONS

Question. The Under Secretary of Defense for Acquisition and Sustainment (USD(A&S)) is the Chief Acquisition and Sustainment Officer of the Department of Defense. If confirmed, in supporting the USD(A&S), you will be responsible for establishing policy and conducting oversight of an acquisition and sustainment system through which the Department spends more than \$500 billion each year. What background and experience do you have that qualify you for this position? In particular:

What background or experience, if any, do you have in executing programs to acquire products and/or services?

Answer. In my past role as a senior economist at RAND and researcher at Facebook and Google, as well as previous roles in government, such as with Special

Operations/Low Intensity Conflict and Department of Energy, I have executed multi-million dollar technical and research programs. In these roles, I was charged with scoping, acquiring, and then ensuring on-time execution of programs, services, and analytic products.

Question. What background or experience, if any, do you have in overseeing the execution of programs to acquire products and/or services?

Answer. My past executive roles at Facebook and Google applied data analytic and other technical expertise to programmatic, financial, and talent management oversight to ensure relevant internal products as well as investment in external products and services were appropriately acquired, integrated, and executed. In my current role as Chief of Staff to the Deputy Secretary of Defense, I support the full range of major program execution and ensure appropriate senior level oversight is present for priority mission capabilities.

Question. What background or experience, if any, do you have in managing portfolios of programs?

Answer. My past roles at RAND, Facebook, and Google involved managing portfolios of programs aligned to different substantive or product areas. In my current role as Chief of Staff to the Deputy Secretary of Defense, I support the execution of portfolios of programs including those overseen by the Office of the Secretary of Defense (OSD) and the Military Departments.

Question. What background or experience, if any, do you have in developing policy and processes for programs to acquire products and/or services, as well as policies and processes for oversight of such programs?

Answer. In my past role as Deputy Chief of Staff to the Deputy Secretary of Energy and senior economist at RAND, I led and managed policies and processes on a range of products and services. In these roles, I was charged with defining policy and processes for science and technology as well as major programs in the national security sector.

Question. What qualifications do you have using modern data approaches, tools, and methods that prepare you to maintain visibility of, analyze, and manage data on the volume, variety, and complexity of the inventory of acquisition and sustainment initiatives and programs in the Department?

Answer. In all of my professional roles to date I have leveraged best in class data approaches to improve decision making and investments. Most recently at Google, I led the development of cross-product data systems to improve business practices, including acquisition and management of contractor operations. At the Department of Defense, I have served as a chief architect and advisor to the Deputy Secretary and the Secretary in applying modern data practices to the Department, to build the data foundations necessary to support the billions of dollars in investment executed annually at the Department.

Question. What background or experience, if any, do you have in managing contracts for services?

Answer. My past executive roles at Facebook and Google I managed contracts for services including research and analytic consulting work. In my current role as Chief of Staff to the Deputy Secretary of Defense, I support the execution of a full range of service contracts for the OSD working closely with the Director of Administration and Management.

RELATIONS WITH CONGRESS

Question. What are your views on the state of the relationship between the Office of the USD(A&S) and the Senate Armed Services Committee in particular, and with Congress in general?

Answer. I understand that the teams within the Office of USD(A&S) meet regularly with professional staff members of the Senate Armed Services Committee and other members of Congress. Such regular engagements are critical to identify areas of potential mutual interest, potential gaps, and areas to focus to ensure progress in priority areas.

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

Answer. If confirmed, I would continue to engage Congress and support broader Office of USD(A&S) engagement. Such engagements are critical to foster understanding, enable transparency, and support the critical oversight function of Congress.

PRIORITIES AND CHALLENGES

Question. If confirmed, what are the top priorities you would plan to focus on during your tenure as the DUSD(A&S)? What would be your plans for achieving these priorities?

Answer. If confirmed, my priority focus areas include (1) ensuring critical new authorities—including software acquisition pathways—are leveraged and integrated into priority systems; (2) building ongoing work to identify and control drivers of sustainment costs in priority programs; (3) developing an integrated strategy with the military departments to ensure military housing is safe and healthy; and (4) leveraging new hiring and retention authorities and programs to recruit and retain the talent we need in the acquisition workforce.

Question. In your opinion, what are the greatest challenges facing the DOD's acquisition and sustainment communities?

Answer. I believe the greatest challenge facing these communities is the shift in focus and changing requirements needed to align the Department to meet the pacing threat of China, balanced with the ongoing acute threats including Russia, Iran, and violent extremist organizations. This has impact on acquisition and sustainment priorities, and will require adjustments to the posture of our workforce in OSD and the Military Departments to deliver warfighters the capabilities they need on the time schedule they need it.

Question. What would be your plans for addressing these challenges, if confirmed?

Answer. If confirmed, I would work closely with the USD(A&S), the Undersecretary for Research and Engineering (USD(R&E)), and the Service Acquisition Executives (SAE) in the Military Departments to develop, exercise, and streamline the pathways to bring innovative new capabilities to scale. This would include leveraging the Adaptive Acquisition Framework to ensure we have agile and responsive policy and are using data and analytics across the department to build a data-driven approach to mission capability management.

Question. By what metrics will you measure your progress towards achieving these priorities and addressing these challenges?

Answer. The defense acquisition and sustainment system suffers from disjointed, decentralized data. If confirmed, I will fully support and lend my energy to ensuring that A&S leads the Department driving integrated, systems level performance data to ensure the Department's leadership is making informed decisions on critical mission capabilities. If confirmed, I will work closely with the Chief Digital and Artificial Intelligence Office (CDAO) as well as the SAEs to identify clear deliverables, targets, and associated metrics and host regular reviews. I will also ensure support to the Deputy Secretary of Defense-led business health metrics and will ensure meaningful and accurate metrics help drive delivery and sustainment of on-time capabilities to the warfighter and at target installations and facilitates.

IMPLEMENTATION OF ACQUISITION REFORMS

Question. If confirmed, what steps would you take to ensure the Department continues its progress in implementing Congressionally-mandated and Department-driven reforms to the acquisition system?

Answer. If confirmed, I will work with the USD(A&S) to ensure that we are utilizing innovation to continue our progress toward acquisition reform. By prioritizing innovation and the timely fielding of needed capabilities to address key challenges, we can work within the authorities provided to us via Congressional mandates and promote additional Department-driven reforms.

Question. Are there any Congressionally-mandated or Department-driven reforms that you would recommend be modified or suspended? If so, why?

Answer. If confirmed, I will work with the USD(A&S) and my staff to carefully review the impact of recent changes to the acquisition system in the last few years, and consider modification legislation or Department policy as appropriate.

Question. If confirmed, what additional acquisition reforms, if any, would you recommend?

Answer. The Deputy Secretary of Defense recently approved six Competitive Advantage Pathfinder efforts to speed the delivery of capabilities to the warfighter. If confirmed, I will work with the USD(A&S) to deliver on this effort and coordinate between the requirements, resourcing, and acquisition communities to find other Pathfinder efforts to speed delivery and inform the acquisition enterprise of lessons learned on how to reduce road blocks.

Question. In your view, of the Congressionally-mandated or Department-driven reforms, which specifically have been the most successful and impactful acquisition reform initiatives of the past decade?

Answer. If confirmed, I look forward to working with the USD(A&S) in reviewing the reform of the Defense Acquisition System. The expansion of Other Transaction Authorities provides increased flexibility to acquire innovative technologies more rapidly, increases competition, and ensures requirements are incorporated into future technologies and products. Similarly, the middle-tier acquisition pathway provides flexibility to move faster and get to operational capabilities.

KEY RELATIONSHIPS

Question. Recent National Defense Authorization Acts have directed significant changes to the assignment of responsibilities within the defense acquisition system. For example, the National Defense Authorization Act (NDAA) for Fiscal Year (FY) 2017 split the former Office of the Under Secretary of Defense for Acquisition, Technology, and Logistics (USD(AT&L)) into the USD(A&S) and the Under Secretary of Defense for Research and Engineering (USD(R&E)).

In your view, what are the advantages and disadvantages of having two separate organizations: one to manage acquisition and sustainment, and one to manage research and engineering?

Answer. If confirmed, I will work with USD(A&S) and USD(R&E) leadership to focus on the broad challenges we face in accelerating innovation and more quickly fielding capability to the warfighter. I will be mindful that transition areas between these portfolios may be created, thus introducing challenges and risks as we transition emerging technologies from research and development programs into fielded capabilities. Strong, close collaboration between A&S and R&E and other stakeholders can prevent these challenges and risks.

Question. In recent years, considerable authority and responsibility for acquisition activities have been given to the Services through: (1) the Secretary's delegation of Milestone Decision Authority for most acquisition programs to the Service Acquisition Executives (SAEs) and (2) Congress' emphasis on the Service Chiefs' role in requirements development, resourcing discussions, and tradeoff decisions for major defense acquisition programs.

In your view, what are the advantages and disadvantages of delegating more responsibility for managing acquisition programs to the Services and away from the Office of the Secretary of Defense (OSD)?

Answer. It is my understanding that shifting program management to the Services has led OSD to focus on implementing reform efforts and improving the Defense Acquisition System. If confirmed, I will work with the USD(A&S) to fully review the advantages and disadvantages of this shift and make recommendations as appropriate to Congress.

Question. In this construct where more responsibility for managing acquisition programs has been delegated to the Services, what suggestions would you make for the USD(A&S) to maintain oversight over and insight into programs while reducing bureaucratic drag on the process?

Answer. The Department has made major investments in increasing transparency in acquisition data through the analytics effort. This data-driven oversight reduces the amount of time taken away from service program managers in providing information to USD(A&S) while providing the OUSD(A&S) staff with greater understanding of their portfolio areas and potential areas of risk. The Department needs to continue with the analytics and advanced forecasting and modeling capabilities to identify areas for improvement across the enterprise to enable service program managers to be more effective and efficient.

Question. If confirmed as the DUSD(A&S), how would you structure your relationship with the SAEs and the Service Chiefs? Are there any programs for which Milestone Decision Authority should be moved to the OSD-level or, conversely, returned to the SAEs?

Answer. If confirmed, I would work with the SAEs and their civilian and military deputies to understand their issues with executing efforts under the current Defense Acquisition System. I would also work with the Service Chiefs' staffs to understand their roles in determining capabilities. I will work with the USD(A&S) to ensure the milestone decision authority is aligned between OSD and Services.

Question. What do you believe should be the respective roles and responsibilities of the Secretary of Defense, USD(A&S), and the SAEs in ensuring acquisition programs deliver promised capabilities to the end user on time and on budget? How should the role of the DUSD(A&S) support that?

Answer. I believe the role of the Secretary of Defense, the USD(A&S) and the (SAE) is to operate in combination, consistent with their statutory responsibilities, to ensure the effective operation of the Defense Acquisition System. If confirmed as

the DUSD(A&S) I would work with the USD(A&S) and my counterparts in the Services to support delivering capabilities to the end user on time and on budget.

Question. What further steps do you believe are necessary to align authority and accountability in the acquisition system, if any?

Answer. If confirmed, I will work with the USD(A&S) to assess the authorities and accountability within the acquisition system to ensure they are appropriately aligned, as this is critical to ensure the effectiveness of the system as a whole.

Question. In your view, who should provide independent oversight within the acquisition system, and specifically, who should ensure that acquisition strategies are based on prudent technical risk, subsystem technology maturation prototyping when necessary, and realistic cost estimating while allowing for sufficient time in the program schedule to accomplish these tasks?

Answer. If confirmed, I will work with the USD(A&S) to balance statutory requirements, Department policy, and independent oversight within the acquisition system. The decision authority for acquisition strategies and other aspects of the acquisition system must be maintained at the proper level to account for program complexity, dollar value, and technological maturity.

Question. The acquisition of information technology, ranging from embedded software in weapons systems to the procurement of commercial cloud computing services, is an increasingly important challenge for defense acquisition programs.

If confirmed, what role will you have in developing acquisition strategies for information technology systems and services and how is that role different, in your view, from that of the Chief Information Officer?

Answer. If confirmed, I look forward to working with the USD(A&S), the CIO, the newly-established CDAO, and the Components to pursue unique and informative acquisition strategies for information technology solutions. The Office of the USD(A&S) can complement the CIO's role in identifying solutions from a technical view to ensure integration of information systems to meet the Department's mission by providing oversight and offering guidance to ensure those systems and services are effectively and efficiently developed and integrated with hardware and service contracts.

Question. If confirmed, what responsibilities related to policies for and oversight of the acquisition of information technology systems and services should be delegated to the Chief Information Officer, as opposed to the USD(A&S)?

Answer. If confirmed, I will ensure an effective partnership between the USD(A&S), CIO, and CDAO and determine an appropriate balance of technical, functional and acquisition oversight. Current statute is clear regarding the Defense Acquisition Executive role and ability to delegate responsibilities. If confirmed, I will work with the CIO office and the USD A&S to determine the optimal path regarding delegation of responsibilities.

Question. If confirmed as the DUSD(A&S), how would you structure your relationship with the Chief Data and Artificial Intelligence Officer (CDAO)?

Answer. If confirmed, I would build off my current working relationships established as the Chief of Staff for the Deputy Secretary of Defense. I would actively partner with CDAO, in pursuit of synergizing CDAO and USD A&S efforts to leverage the breath of data and information available to the Department. Data, artificial intelligence and innovation must become the cornerstone of the Department's abilities to measure, monitor and transform. No one office will succeed. It is only through strong partnerships across the Department, and in particular with the CDAO, will the Department move forward.

MANAGING THE PERFORMANCE OF THE DEFENSE ACQUISITION SYSTEM

Question. Many of the Department's major defense acquisition programs have established overly optimistic cost, schedule, and performance goals that they have subsequently struggled to achieve, resulting in cost growth and schedule delays.

If confirmed, what steps would you take to address cost growth, schedule delays, and performance shortfalls on the Department's major warfighting and business system programs?

Answer. If confirmed, I will work with the USD(A&S), my staff, and the Service and Component Acquisition Executives to address cost growth, schedule delays, and performance shortfalls on major programs. Working with the Joint Staff and Cost Assessment and Program Evaluation (CAPE) will be a key element to align the Joint Capabilities Integration and Development System (JCIDS) and Planning, Programming, Budgeting, and Execution (PPBE) processes within the acquisition system. I will focus on the early phases of program and technology development to provide these programs with a solid foundation, and I will emphasize the need for rigorous independent cost and schedule estimates. I believe setting realistic cost,

schedule, and technical baselines is a vital starting point for all programs. We should also utilize lessons learned from successful programs that do better than originally planned.

Question. What is your assessment of the Department's ability to estimate lifecycle costs for its programs and activities? If applicable, what specific changes would you make to improve this ability?

Answer. If confirmed, I will work closely with Assistant Secretary of Defense (ASD) for Sustainment, CAPE, and the SAEs to develop and refine accurate lifecycle cost estimates. Both estimation and management of sustainment costs is a significant challenge, but I will utilize proven methodologies to assist in making accurate assessments of lifecycle costs.

Question. What is your assessment of the Department's ability to assess and appropriately manage programs based on the programs' technical maturity?

Answer. If confirmed, I will work closely with the USD(A&S), USD(R&E), and SAEs to review the Department's ability to assess technical risk for programs and make improvements as appropriate.

Question. What is your assessment of the Department's ability to assess a program's health over its lifecycle, with respect to the necessary industrial base and availability of the supply chain?

Answer. The Department's capabilities are dependent on reliable access to a robust and ready supply chain. Risks develop when our defense systems depend on outdated technologies with diminishing manufacturing or foreign sources of supplies. If confirmed, I will work closely with the ASD for Industrial Base Policy (ASD(IBP)) to assess a program's health over its lifetime, with respect to the defense industrial base and supply chain risk management.

Question. Traditionally, acquisition programs are managed on a program-by-program basis. Do you see advantages of moving toward a more portfolio-based management approach? What would be the disadvantages of adopting such an approach?

Answer. If confirmed, I will work with USD(A&S), USD(R&E), the SAEs, and CAPE to review the advantages and disadvantages of moving toward a more portfolio-based management approach.

Question. What are the strengths and weaknesses of the current Adaptive Acquisition Framework?

Answer. If confirmed, I will work with the USD(A&S)'s data driven review of the advantages and disadvantages of the Adaptive Acquisition Framework.

Question. What further changes, if any, should be made to DOD's Adaptive Acquisition Framework?

Answer. Working with the USD(A&S), the SAEs and my staff, I will use a data driven review to recommend ways to improve the performance of the Adaptive Acquisition Framework.

ACQUISITION DATA

Question. Selected Acquisition Reports are set to be sunset in the near future and need to be replaced with a modernized reporting requirement that can be tailored to different acquisition strategies and pathways based on existing data sources and systems. In order to implement a risk-based approach for managing acquisition programs, many experts believe that DOD needs to adopt modern tools and methods for collecting and analyzing large amounts of acquisition data.

In your opinion, does the Department have sufficient and timely data to assess the full range of risks facing acquisition programs, including risks pertaining to development and sustainment costs, schedule, performance, integration, supply chains, and technical maturity, among others?

Answer. If confirmed, I will work with the USD(A&S) to prioritize assessing the status of relevant data, its availability and accessibility, as well as our tools and human capital to use that data to inform decision-making. We can build on the progress made thus far to make data accessible and usable at all levels of the Department. I will work with Department leadership, the Executive Branch, Congress, and industry to address any identified shortcomings.

Question. What specific steps would you take, if confirmed, to ensure the acquisition enterprise is collecting authoritative data, including data from industry partners and other DOD organizations, to effectively model risk, and use appropriate indicators of program and portfolio health?

Answer. If confirmed, I will work with the USD(A&S) to continue efforts across the Department to ensure the availability and effective use of authoritative data while preserving transparency to Congress. I will work with USD(A&S) to evaluate current data collection to ensure alignment with industry best practices. Accurate,

timely, clearly understood and authoritative data is absolutely essential to understanding our performance and areas for improvement.

Question. In what ways do you think the Department could be better using the acquisition data it collects (or could collect) in order to improve decision making for both the acquisition and sustainment of systems and services in the Department?

Answer. If confirmed, I will work with USD(A&S) to review the quality, accuracy, and timeliness of the acquisition data we collect to determine how well the Department is utilizing that data to improve decision-making.

Question. What are your suggestions for the format, content, and tailoring of future Congressional reporting on acquisition programs?

Answer. My understanding is that the Department is currently building the capability to provide automated acquisition program dashboards, beginning with the Major Capability Acquisition and Middle Tier of Acquisition pathways; other pathways will follow as metrics are developed. CAPE is currently researching improvements to the Selected Acquisition Reports; however, legally required content in Selected Acquisition Reports remains the same for at least the next two years. If confirmed, I will work with USD(A&S) to review these plans and make adjustments as appropriate with the goal of maintaining transparency while modernizing format.

SOFTWARE AND IT ACQUISITION

Question. Software has become one of the most critical components of DOD systems, but recent studies by the Government Accountability Office (GAO), the Defense Innovation Board, and the Defense Science Board, among others, show the Department's software development practices have not kept up with leading industry practices. While DOD has taken significant steps in the last few years, such as establishing a software acquisition pathway emphasizing rapid delivery and user engagement, programs have yet to consistently incorporate leading software development practices.

What do you believe are the major barriers to DOD fully adopting modern software development approaches and what additional steps would you take to drive their adoption throughout DOD?

Answer. If confirmed, I will work with the USD(A&S) to coordinate with OSD, Joint Staff, the Services and others in an effort to build on the Department's initial momentum to modernize enterprise processes, strategies, and tools for rapid digital capability delivery. I believe it is essential to tailor Department interoperability and requirements processes for software.

Question. What is your assessment of the current capabilities of the Defense Industrial Base (DIB) to properly execute agile software development?

Answer. If confirmed, I will work with the USD(A&S) to promote incorporating leading private-sector industry practices throughout DOD where delivery of capability is done iteratively and collaboratively with the government to reduce cycle times and respond to changing technologies, operations, and threats.

Question. How are initiatives like the Defense Digital Service and Software Factories helping or hindering the Department's progress in acquiring software intensive systems?

Answer. DOD is scaling its software production capabilities by adopting a framework that follows commercial industry's model for modern infrastructure and deploying digital products with security, reliability, and speed. DOD must build on this momentum and modernize its enterprise processes, strategies, and culture for rapid digital capability delivery, including improving transparency and understanding of the transition to scale. If confirmed I will work with DOD CIO, the CDAO, and USD(A&S) to enable our programs with the enterprise tools and processes it needs to support more rapid and secure digital product delivery.

ITERATIVE DEVELOPMENT APPROACHES

Question. What is your opinion on ways DOD could incorporate iterative development approaches centered on fielding minimum viable capabilities?

Answer. DOD should work to embrace rapid, iterative product development that creates innovation and gives us competitive advantage over our adversaries. If DOD builds capabilities in iterations similar to industry, it can reduce cycle times and be more responsive to changing technologies, operations, priorities, and threats. This is particularly true for software which is central to every major DOD mission and weapon system. My understanding is that similar to industry, DOD's Software Acquisition Pathway policy focuses on iterative delivery of Minimum Viable Products and Capabilities to the warfighter which enables the learning and feedback that will help continuously improve our products.

Question. To what extent do you believe DOD has broadly implemented commercial best practice agile development approaches adequately for software and hardware systems?

Answer. Thanks in large part to strong Congressional support, DOD has made significant progress over the last few years to enable more modern agile development and acquisition practices, policies, pilots, and training. In particular, Congress provided DOD greater speed and flexibility to develop the new Software Acquisition Pathway to acquire and deliver software using modern, commercial software development practices including agile software development. DOD should continue to modernize its enterprise processes, strategies, and culture for agility and rapid digital capability delivery. DOD can also learn how to extend the rapid innovation cycles for software into more agile hardware deliveries.

ADVANCED TECHNOLOGY ADOPTION

Question. The rapid pace at which our adversaries are fielding technological advancements demands the Department establish an acquisition system that can deliver capabilities that are responsive to new threats and emerging technological opportunities.

In your view, do the current policies and practices of the defense acquisition system sufficiently encourage and support the adoption of disruptive technologies in the Department's acquisition programs? If not, what changes would you recommend in support of these initiatives?

Answer. At this time, I do not believe there are any necessary recommended changes, but if confirmed, I will endeavor to evaluate and identify where improvements can be made. I believe the Defense Acquisition System has allowed for improved flexibility, but the Department must continue to evolve to become more agile and leverage these innovative technologies. The Department must meet the imperative to offer a range of options to the programs, such as the application of new technologies and concepts. Further, the use of the Acquisition Innovation Research Center will be essential to research, model and pilot innovative practices.

Question. What do you believe are the specific technologies that will be critical to defeating a near-peer competitor?

Answer. If confirmed, I will work with the USD(A&S), the Services, the Combatant Commands, and the USD(R&E) to partner with commercial industry partners in key areas, such as AI, autonomy, and advanced computing.

Question. In your opinion, how should the Department define and manage concepts like risk and failure so that program managers can try new technologies and acquisition practices, derive lessons learned and establish a common understanding of best practices, and more quickly drive technological advancement in ongoing acquisition programs and into current fielded capabilities?

Answer. If confirmed, I will work to ensure the Department learns from both successes and failures that occur during the development of acquisition practices throughout the lifecycle. I will focus on the appropriate application of prototyping and experimentation to identify issues as early as possible.

Question. What do you view as the major barriers to entry for new companies that want to do business with DOD? How would you address these barriers, if confirmed?

Answer. If confirmed, I will continue to encourage engagements with industry, work with the Services to simplify requirements, stress the use of novel strategies, and work to ensure we can provide the required capabilities at the best cost possible. Transparency between industry and government is critical to deliver the capabilities we need at costs we can afford.

DOD continues to struggle with the transition of new technologies into existing programs of record. The USD(R&E) enterprise has primary responsibility for development of new advanced technologies, but the Acquisition and Sustainment enterprise must do its part to address transition of technology development programs into procurement and fielding.

Question. What impediments to technology transition do you see within the Department?

Answer. As the USD(A&S) has noted, budgeting timelines with the PPBE process and the traditional requirements systems can prevent rapid movement of programs through the defense acquisition system.

Question. If confirmed, what steps would you take increase the rate and frequency at which proven technologies developed by DOD, defense industry, or the commercial sector are transitioned into programs of record?

Answer. I believe that the Department should deliver and build capabilities in iterations—similar to industry—to reduce cycle times and be more responsive to changing technologies, operations, and threats. For software specifically, the contin-

ued employment of modular, open systems approaches as well as commercial as-a-service models is critical, given its reliance for most major weapon systems. The Department must organize around capability or mission area portfolios that rapidly harnesses a wide-array of commercial and defense solutions and enable rapid insertion of emerging technology.

OTHER TRANSACTIONS AUTHORITY (OTA)

Question. What steps will you take to promote the appropriate use of OTAs to encourage the participation of new and non-traditional defense contractors in the defense industrial base?

Answer. I am aware that DOD successfully uses Other Transaction Authority (OTA) to attract new and non-traditional entrants to the Defense Industrial Base. If confirmed, I will work with the USD(A&S) to ensure that the DOD acquisition community is properly trained and has the tools to effectively leverage this important capability.

Question. What do you see as the benefits and downsides of using OTA consortium agreements?

Answer. Consortia may offer valuable services that facilitate access to a wide range of sources that might not otherwise participate in the Department's research and development and prototyping efforts. This has the potential to accelerate innovative technology into capabilities for DOD. However, I also understand the need for transparency in using consortia, including the need to ensure they effectively attract and identify non-traditional Defense contractors in the performance of individual projects awarded to a consortium.

EARNED VALUE MANAGEMENT

Question. The earned value management system (EVMS) is used to assess the cost, schedule, and technical performance of major capability acquisitions for proactive course correction. However, the Section 809 Panel reported that EVM does not measure product quality and concluded, "EVM has been required on most large software programs but has not prevented cost, schedule, or performance issues." In 2009 DOD reported to the Committee that "a program could perform ahead of schedule and under cost according to EVM metrics but deliver a capability that is unusable by the customer" and stated the program manager should ensure that the EVM process measures the quality and technical maturity of technical work products instead of just the quantity of work performed.

If confirmed, what steps would you take, if any, to require contractors to report valid measures of cost, schedule, and technical performance for all acquisition pathways?

Answer. If confirmed, I will work with the USD(A&S), the CDAO, and Department leaders to establish or improve appropriate, executable metrics across the acquisition pathways and to ensure the industrial base can work within those metrics. I will work to continually improve and refine approaches to best meet warfighter needs.

Question. If confirmed, what steps would you take, if any, to require contractors that employ the DOD Digital Engineering (DE) Strategy to maintain valid information in the digital authoritative source of truth that is sufficient for program managers to make informed and timely decisions to manage cost, schedule, performance, and risk?

Answer. If confirmed, I would assist the USD(A&S) in engagements with industry and Service representatives to better understand how the digital engineering strategy is currently employed. I will foster collaboration to ensure proper training of our acquisition corps and development of contract and data rights guidance.

PLANNING, PROGRAMMING, BUDGETING, AND EXECUTION (PPBE)

Question. The Department's acquisition process is closely linked with its PPBE process, and acquisition programs can move only as nimbly as the budget processes that fund them. The National Defense Authorization Act for Fiscal Year 2022 established a Commission to examine and make recommendations for PPBE reform.

In your view, what changes are needed to the PPBE process to ensure it can effectively support ongoing acquisition reforms, including by improving timeliness, reducing bureaucracy, and increasing flexibility?

Answer. Refining the PPBE process is important to realizing agile and timely procurement of key emerging technology. If confirmed, I look forward to working with the PPBE Commission and stakeholders across the Department and in Congress to examine the system issues and develop proposals to address these challenges.

Question. What steps can the Department take under the current PPBE construct to ensure acquisition programs are appropriately resourced in a timely manner?

Answer. The Competitive Advantage Pathfinders (CAPs) initiative is aimed at identifying ways to align the PPBE with the requirements and acquisition systems. If confirmed, I will work to identify solutions that support the acquisition system with our partners in CAPE, the Comptroller, and Congress to apply lessons learned to accelerate acquisition of important technologies.

One of the major obstacles to successfully bringing emerging technologies into the Department's acquisition system is the so-called "valley of death," partially caused by the gap in funding between the development of a new technology and its transition into a program of record.

Question. What changes are needed to the PPBE and other processes to help bridge the "valley of death"?

Answer. If confirmed, I will work closely with the USD(A&S) to assess the PPBE process and to ensure transparency and security while balancing the imperative for speed, in order to bridge the "valley of death."

To what extent should the role of the government's systems engineering commands (e.g., Naval Warfare Centers and the Air Force Research Laboratory), as the government's technical experts in particular technology areas, be used to help emerging technologies bridge the "valley of death"?

Answer. If confirmed, I will work with USD(A&S) and USD(R&E) leadership to ensure the warfighter's prioritized capability gaps are appropriately communicated and aligned with the efforts of our laboratories and industry partners.

Question. In your view, do the military departments and defense agencies have different results in transitioning technology developed "in-house" versus technology developed by others, such as DARPA, the Strategic Capabilities Office, or the commercial sector?

Answer. In my view, aligning the requirements, resources and development communities is critical to reversing the erosion of technical advantage. The Military Departments have processes in place to align technology investments from within their own centers to acquisition partners. Defense agencies have the ability to look at needs in a different way and bring cross functional and joint requirements to the forefront of emerging technologies development.

The Goldwater-Nichols Act (GNA) of 1986 was enacted just prior to the explosion in information technology. The GNA successfully instilled a "joint" culture in the Department's warfighting operations, but the PPBE, requirements, and systems acquisition processes remained service-centric. Today's information technology could enable interoperability between ground, maritime, air, space, and cyber systems to proliferate options to detect, locate, identify, track and guide weapons to targets. However, systematically constructing "kill chains" across domains, systems, and services and managing such joint operations may be very difficult given that the "man, train, and equip" role is performed by the separate military departments and a small number of defense agencies. To take a concrete example, DARPA is struggling to determine how it can "transition" its Assault Breaker II initiative, since the interconnectedness it is working on transcends any one military service or department.

Question. What are your views on how to address this problem?

Answer. The Integrated Acquisition Portfolio Reviews started last year indicate the Services are developing and fielding capabilities that support their Title 10 responsibilities, without taking into account the interoperability needed to achieve the goals of the National Defense Strategy. If confirmed, I will work with the USD(A&S), my staff, and the SAEs to identify ways to increase interoperability.

Question. As there are few options other than the military departments, Special Operations Command, and Cyber Command to field and maintain systems, do you believe consideration should be given to creating some joint acquisition and sustainment capabilities? Please explain your answer.

Answer. Ensuring acquisition and sustainment of joint capabilities is critical to meeting warfighter requirements. If confirmed, I would work with USD(A&S) and Department leaders to review the effects of previous joint efforts to understand the utility of applying those concepts to future efforts.

REQUIREMENTS

Question. The Joint Capabilities and Integration Development System (JCIDS) process was established nearly twenty years ago with the intention of addressing overlap and duplication in the Military Services' acquisition programs.

With respect to driving the acquisition system to deliver capabilities that meet the national security needs of the nation, what do you see as the primary shortfalls of the current requirements building process?

Answer. The Joint Staff has made strides in the last few years to take a more strategic look at requirements through the Joint Warfighting Concept (JWC) and the Capability Portfolio Management Reviews (CPMRs). These efforts provide the acquisition community with a clear signal on the highest priority capabilities in the Department. If confirmed, I would work with my colleagues in the acquisition community and the Joint Staff to translate these capabilities into requirements documents.

Question. If confirmed, how would you propose to reform the process?

Answer. If confirmed, I would work with the USD(A&S) and my staff to understand the application of the JWC and CPMRs to the acquisition planning process. The CAPs efforts are focused to integrate the requirements, budgeting and acquisition processes to provide capabilities in a shorter time frame, and lessons learned will lead to changes in all three defense decision making process areas.

The requirements process has often been incapable of developing requirements that consider technological advances made by DOD's own research programs. In recent years, DOD has also undertaken a number of initiatives to improve the Department's connectivity with commercial technology companies.

Question. What changes would you suggest to ensure that emerging technologies from within DOD, defense industry, and the commercial sector are better accounted for and leveraged within the requirements process?

Answer. The Department has established two efforts, Rapid Defense Experimentation Reserve (RDER) and CAPs, to find ways to accelerate the introduction of new capabilities to the war fighter. If confirmed, I would work with the USD(A&S), USD(R&E), and the Services to institute the lessons learned from RDER and CAPs to identify how to rapidly and efficiently transition capabilities from prototype, to production, to fielding, into the hands of our warfighters.

Question. Many requirements are established with technical goals that are unachievable at any reasonable cost or schedule.

What changes would you recommend to the requirements development process (including workforce changes) to support the development of requirements that allow for risk-informed tradeoffs that are technically feasible at reasonable costs and schedules?

Answer. The JWC and CPMRs give the acquisition community an understanding of the capability gaps we much address to reverse the erosion of our technical edge. If confirmed, I would work with the USD(A&S), the Joint Staff, CAPE and the Services to convert these capability gaps into requirements.

Question. The USD(A&S) is not a member of the Joint Requirements Oversight Council, but does advise the Secretary of Defense how to acquire capabilities and what capabilities should be acquired.

In your opinion, should the requirements process for new capabilities continue to be exclusively the province of the military departments, and military officers of the Joint Staff and the combatant commands?

Answer. If confirmed, I would work with the USD(A&S) and my staff to understand the role of OUSD(A&S) in the requirements process. It is my understanding that OUSD(A&S) staff members participate in the Functional Capability Boards, Joint Capabilities Board and Joint Requirements Oversight Council to provide an acquisition perspective on all requirements.

Question. If confirmed, in what circumstances would you consider it appropriate to recommend that the Secretary invest in a capability you consider of high importance, for which there is either no formal requirement or with respect to which no military department is funding a solution to a requirement?

Answer. Ensuring we have the right mix of capabilities is critical to effectively executing the National Defense Strategy. If confirmed, I would work with the USD(A&S) and my staff to understand how we can influence the Military Services' budget process and then work with CAPE to identify areas of high importance to the joint fight that were not prioritized by the Military Services.

Question. How would you recommend the Department handle requirements oversight for cross-cutting capabilities, such as Joint All-Domain Command and Control (JADC2), that require simultaneous coordination and funding across multiple lines of effort for new capabilities as well as modernization of existing systems?

Answer. If confirmed, I will work with the USD(A&S), the Joint Staff, and OSD leadership to review the oversight process for requirements of cross cutting capabilities and identify any recommended changes.

MODULARITY AND INTEROPERABILITY

Question. Section 805 of the Fiscal Year 2017 National Defense Authorization Act (NDAA) established requirements for implementing Modular Open Systems Approaches (MOSA) for all major systems acquisitions in DOD and for rights in interface data for the critically important objectives of improving interoperability and increasing potential competition throughout the life cycle of the system. This section further required the use of widely supported and consensus-based standards for system interfaces. Since enactment of section 805, DARPA has developed and transitioned technology that should revolutionize interoperability, under the STITCHES program (System of Systems Technology Integration Tool Chain for Heterogeneous Electronic Systems). STITCHES enables auto-generation of software to achieve interoperability across any interface that has been properly characterized and defined, including when neither system nor subsystem has been built to a common standard. STITCHES achieves this interoperability with less performance degradation than with a common standard. Accordingly, Congress enacted section 804 of the Fiscal Year 2021 NDAA to require that all DOD programs characterize system interfaces and that these interface specifications be available in multiple databases for rapid integrations.

What is your judgment of the progress that DOD and the Defense Industrial Base has made in implementing the MOSA mandate?

Answer. If confirmed I will work with USD(A&S) to understand if additional progress can be made for full implementation and industry acceptance of the MOSA mandate. This includes setting standards and regulations, developing capability reference architectures, and building repositories for modular systems interfaces.

Question. Are you familiar with DARPA's technical achievement in the STITCHES program?

Answer. It is my understanding that DARPA recently transitioned the STITCHES program to the Air Force. If confirmed, I look forward to receiving more information on this innovative tool.

Question. If confirmed, will you commit to assisting in fulfilling the requirements of section 804 with respect to defining interfaces and making them accessible in databases?

Answer. If confirmed, I will work with the USD(A&S) to ensure the Department meets the section 804 statutory requirements.

TEST AND EVALUATION

Question. Test and evaluation activities work to meet specifications and requirements, and that deployed capabilities are operationally effective against threats.

In your opinion, what is the appropriate role of developmental, operational, and live-fire testing in the acquisition process?

Answer. If confirmed, I will work with the USD(A&S), USD(R&E), Director, Operational Test & Evaluation (DOT&E), and the Military Service testing organizations to understand the appropriate role of all testing in the acquisition process and the value of live-fire testing in that broader context.

Question. If confirmed, what steps would you take to ensure acquisition programs efficiently address issues and deficiencies identified through test and evaluation?

Answer. If confirmed, I will work with the USD(A&S), DOT&E, the SAEs, and my staff to ensure acquisition programs address any issues identified through test and evaluation.

Question. Under what circumstances, if any, do you believe DOD should procure weapon systems that have not demonstrated, through test and evaluation, to be operationally effective, suitable, and survivable?

Answer. If confirmed, I will work with the USD(A&S), DOT&E, the SAEs, and my staff to understand decisions made to procure weapon systems that have not demonstrated to be operationally effective, suitable and survivable.

Question. If confirmed, would you support programs accepting more risk upfront for flight test failures, to accelerate fielding schedules for a potential ~2027-2030 China fight?

Answer. Acceptance of greater risk and even a "fail fast" approach is critical to accelerating progress in key technology areas. If confirmed, I will work with the USD(A&S), DOT&E, SAEs, and the Joint Staff to understand where we can accept more risk for flight test failures to accelerate fielding.

In recent years, the Department's test and evaluation community has sought to integrate aspects of developmental and operational testing and conduct such testing early in the acquisition process.

Question. In your view, what are the advantages and disadvantages of increasing the integration among the developmental, acquisition, and testing communities?

Answer. If confirmed, I will work with the USD(A&S), USD(R&E), DOT&E, and the SAEs to understand where we are taking risk by increasing integration between the developmental, acquisition and testing communities.

Question. What other reforms would you recommend to improve the timeliness, efficiency, and effectiveness of the test and evaluation process to more quickly correct technical deficiencies in weapon systems?

Answer. If confirmed, I will work with the USD(A&S), USD(R&E), DOT&E, and the SAEs to recommend improvements to the test and evaluation process to more quickly correct technical deficiencies in weapons systems.

Question. If confirmed, how would you work with USD(R&E), the developmental test and modeling and simulation community, the Director of Operational Test and Evaluation, and the Military Services to ensure the Department has the testing infrastructure, workforce, and other resources it needs to support the test and evaluation needs of current and future acquisition programs?

Answer. If confirmed, I will work with the USD(A&S), USD(R&E), DOT&E, and the SAEs through my staff to ensure the infrastructure and resources are available to support the test community.

DEFENSE INDUSTRIAL BASE (DIB)

Question. Over the past several years, there have been increasing concerns in Congress, industry, and the Department over the health of the DIB and its ability to reliably meet current and future defense needs.

What do you assess to be the most significant challenges facing the DIB?

Answer. The most significant challenge is ensuring the DIB is robust and ready to develop and sustain the capabilities required by the National Defense Strategy. This includes having regular, on-time funding, a stable workforce, and clear requirements in order to execute at the speed and scale needed to match the pacing threat of China along with a myriad of acute and persistent threats.

Question. How would you propose to address these challenges, if confirmed?

Answer. If confirmed, I would focus on stabilizing investments in key programs and systems and applying new funding and authorities to increase resilience and reliability of both the organic and commercial industrial base.

Question. What steps will you take to ensure the DIB has the appropriate scientific, technical, and manufacturing workforces to support current and future needs of DOD?

Answer. The “graying” of the workforce is a significant challenge that cuts across almost every sector of the DIB. DOD has launched several efforts through the Industrial Base Analysis & Sustainment program to begin training the next generation of manufacturing workers. If confirmed, I would work with USD (A&S) and USD (R&E) to invest in workforce development as well as expanding the STEM talent across the DIB.

Question. What steps will you take to ensure that the DIB has the appropriate manufacturing and production infrastructure to support current and future needs of DOD?

If confirmed, I will continue to work with Congress and Department leadership to ensure that DOD has the resources and authorities needed to invest in and support the sustainment and enhancement of the defense production infrastructure.

Question. What steps should the Department take—on its own or as part of a “whole-of-government” approach—to increase domestic industrial capacity and reduce reliance on suppliers in China and on other adversaries?

Answer. DOD procurement regulations can help reduce our reliance on adversarial supply sources. DOD currently operates under numerous sourcing restrictions related to critical materials from China and Russia, such as rare earth elements and titanium, and I understand that additional sourcing restrictions are under consideration for the FY 2023 National Defense Authorization Act. If confirmed, I would work with USD (A&S) to understand how best to apply existing and future activities to enhance capacity.

The Biden Administration has made domestic sourcing a key part of its policy agenda. If confirmed, you would oversee the beginning of a significant push to increase DOD’s procurement of American-made goods, products, and materials.

Question. Do you see any associated challenges or opportunities? Please elaborate.

Answer. I strongly support the whole-of-government effort to expand procurement policies. If confirmed, I will work with the interagency and international partners to ensure access to critical capabilities, while supporting the development of a competitive defense ecosystem.

Question. In your opinion, what role should domestic sourcing requirements play in efforts to manage the DIB, support domestic companies, and ensure trusted and reliable supplies of goods and services?

Answer. If confirmed, I will work with the SAEs and interagency partners to develop a consistent domestic sourcing policy across the Federal Government, ensuring a robust domestic manufacturing base to foster cooperation and innovation and supporting our international partners.

Question. What steps should the Department take to ensure a secure supply of strategic materials such as rare earth elements given the scarcity of domestic or allied sources?

Answer. I understand the Department has recently made investments to improve the supply chain resiliency of rare earth minerals. If confirmed, I will work with interagency partners to develop a consistent domestic sourcing policy across the Federal Government and identify other approaches to secure a reliable supply of rare earth elements.

Question. In your view, what steps should the Department take to ensure that companies are able to find needed financing and resources from trusted sources?

Answer. The Department has taken a number of actions to provide the DIB with access to trusted financing and resources such as the Strategic Investment Fund and the Defense Production Act. If confirmed, I will continue to support efforts to facilitate better access to vetted sources of capital.

Question. What actions should the Department take to address the threat of “adversarial capital” from China and other sources that seek to gain undue influence over the DIB?

Answer. As a member of the Committee on Foreign Investment in the United States, the Department should seek to mitigate adversarial capital from China and other sources using all the tools at its disposal and in concert with interagency partners, international allies, and Congress. If confirmed, I will work with USD (A&S), Department leadership and Congress to recommend additional actions as necessary to ensure appropriate technology protections.

Question. In your view, what is the appropriate role for the Department with respect to proposed and ongoing private sector merger and acquisition activities of DOD contractors?

Answer. It is my understanding that the Department has an important role in assessing the competitive and national security impacts of a proposed activity and conveying that assessment to the regulators at the Federal Trade Commission or Department of Justice. If confirmed, I will work with the Department’s senior leadership to review DOD’s current role and recommend adjustments as appropriate to strengthen the Department’s oversight role to appropriately balance the need for growth with the risks of anti-competitive consideration.

Question. What are your views on defense industry mergers and acquisitions in terms of Pentagon guidance to industry?

Answer. Industry mergers and acquisitions can be important to growing, but can also risk limiting competition and reducing the vibrancy of the DIB as a whole. The Department benefits most from a robust and diversified DIB, which reduces costs, spurs innovation, and generates new entrants.

Question. How can the Department better leverage suppliers in the national technology and industrial base (NTIB) and among allies and partners?

Answer. The recent events in Ukraine and supply chain impacts of COVID have highlighted the benefits and risks of interdependent supply chains. If confirmed, I will continue efforts to better leverage suppliers in the NTIB and among partners and allies and build off lessons learned from our combined support to Ukraine, while ensuring the US has a robust and vibrant domestic industrial capacity.

Question. The Assistant Secretary of Defense for Industrial Base Policy was recently created by Congress and is responsible for overseeing the Department’s efforts to manage and support the DIB.

In your view, what should be the key priorities and activities of the Assistant Secretary of Defense for Industrial Base Policy?

Answer. The new ASD(IBP), working with the USD(A&S) should focus on strengthening the DIB and its supply chains to provide the capabilities warfighters need. If confirmed, I will work closely with the ASD to ensure the Department has the resources needed to strengthen the DIB and its supply chains.

Question. If confirmed, how would you ensure the office of this new Assistant Secretary is adequately resourced (in terms of personnel, budget, and authority) and provided with the high-level support necessary to perform its duties and responsibilities?

Answer. If confirmed, I will work with Department leadership to develop a resourcing plan that will provide the personnel, budget, and authority necessary.

Question. Section 4819 of title 10, United States Code established a framework for modernizing and digitizing the approach for mitigating risks to the defense industrial base.

What is the status of implementing that framework?

Answer. For the DIB to continue to provide current and future warfighting capabilities it will need to continually evolve and modernize. If confirmed, I will work with the ASD(IBP) to continue to develop and refine a framework to modernize our supplier base to include leveraging digital processes.

Question. What other steps would you take to assess the health of the current and future defense industrial base?

Answer. If confirmed, I would continue to implement the findings in the E.O. 14107 report, “Securing Defense-Critical Supply Chains”, to include improving the Department’s visibility into its supply chains and developing data-driven illumination of key dependencies and risk areas.

ORGANIC INDUSTRIAL BASE

Question. In your opinion, what role does the organic industrial base play in modernization efforts and in the sustainment of warfighting capabilities?

Answer. The organic industrial base (OIB) plays a critical role in the Department’s ability to provide materiel readiness and operational availability of warfighting weapon systems. The OIB provides a ready and controlled source of capacity and capability, essentially serving as the nation’s readiness and industrial insurance policy by safeguarding the readiness, sustainment, and modernization of the Department’s warfighting. As essential use for this capacity is partnership with industry on efforts to modernize our currently capabilities.

Question. What is your assessment of the status of the facilities and workforce in DOD depots, logistics centers, arsenals, and other elements of the organic industrial base?

Answer. It is my understanding that the Department’s OIB facilities and workforce are in need of dedicated and predictable investment to modernize new capabilities, while renewing the existing facilities, plants, and equipment. If confirmed, I will work with our DOD leadership and Congress to ensure the necessary resources are requested to modernize and optimize the facilities, workforce, and other key elements of the OIB.

Question. What role should the organic industrial base play in the sustainment of software in defense systems?

Answer. It is my understanding, the OIB plays a critical role in sustaining software to support warfighting readiness and is focused on improving planning early in the life cycle, to include efficient and effective software sustainment strategies. If confirmed, I will work with the Services to continue to improve OIB software sustainment strategies.

Question. What role should the organic industrial base play in the sustainment of dual use and commercial technologies used by DOD?

Answer. I support continued collaboration and, if confirmed, will work with senior leaders in the DOD sustainment communities and industry to enhance and build upon existing mechanisms like cooperative agreements and technology transfer authorizations from Congress. If confirmed, I would also work to identify new opportunities to expand and strengthen these relationships.

Question. What role, if any, does USD(A&S) have in ensuring that the facilities and equipment at military depots are modern, operable, and effective?

Answer. It’s my understanding, the Department delivered to Congress a comprehensive strategy for improving the depot infrastructure to ensure the OIB has the resiliency, capacity, and capability to support the materiel readiness goals of current and future DOD weapon systems. In addition, I believe that the Military Services are actively working on Infrastructure Optimization Plans (IOPs) that will improve and extend OIB facilities service life. If confirmed, I will work with Congress to ensure the Military Services’ depot maintenance strategic plans are properly aligned and resourced with the National Defense Strategy readiness priorities.

Question. If confirmed, what steps would you take to strengthen the Department’s organic industrial base?

Answer. If confirmed, I commit to working closely with the Military Services to understand their current and future OIB requirements, ensure weapon system depot activations are resourced, and reinforce OSD’s oversight role. Additionally, I will work collaboratively with Congress to ensure that our limited sustainment resources are directed toward efforts to strengthen the OIB.

DEFENSE INDUSTRIAL BASE CYBERSECURITY

Question. Section 1648 of the FY 2020 NDAA requires the Secretary of Defense to develop a comprehensive framework to enhance cybersecurity for the DIB.

What is your understanding of the challenges of enhancing cybersecurity of the DIB?

Answer. Ensuring cybersecurity capabilities across the DIB is critical to safeguard intellectual property and sensitive information from malicious activity that threatens economic and national security. However, small and medium sized businesses face particular challenges in implementing the National Institute of Standards and Technology (NIST) Special Publication 800–171 cybersecurity guidance. I understand OUSD(A&S) is working with NIST and the DOD CIO to help better understand the cost and barriers to cybersecurity. If confirmed, I will work with the CIO, NIST, and the DIB to tackle these challenges.

Question. If confirmed, how would you balance the needs of improving cybersecurity with the burden of compliance on small and medium sized businesses?

Answer. The Department must reduce the barriers to small businesses in competing in the DIB. OUSD(A&S) is working with CIO on a DIB cybersecurity pilot to cyber harden the supply chain for an important weapons system that will help DOD better understand the level of resourcing required for small and medium size companies to enhance their cybersecurity in a meaningful way to protect our supply chains. If confirmed, I will work with the CIO's office to enhance the cybersecurity of the DIB.

Question. The framework required by Section 1648 has not yet been completed and delivered to Congress. If confirmed, will you commit to completing the work required by Section 1648?

Answer. It is my understanding that the CIO is responsible for Section 1648. That said, I am aware that Section 1648 requires strong collaboration across the Department and if confirmed, I will work with the CIO to provide inputs to the framework as appropriate.

Question. In the last few years, the focus of the Acquisition & Sustainment model has been on one element of the framework: the Cybersecurity Maturity Model certification (CMMC).

What is your understanding of the current status of CMMC?

Answer. I understand that the CMMC model is being restructured and that many decisions remain regarding what requirements to levy on which programs or contractors. If confirmed, I will work to ensure that CMMC requirements are applied consistently and fairly across the DIB.

Question. If confirmed, are there any changes you would make or recommend to the CMMC efforts beyond those already mandated by the Deputy Secretary?

Answer. If confirmed, I would review proposed changes around feedback in the formal rule making process to inform any further changes to recommend to the Deputy Secretary.

INTERNATIONAL ARMAMENTS COOPERATION

Question. The Department conducts a number of activities that support International Armaments Cooperation (IAC) that are used to promote US strategic goals. IAC is defined as (1) cooperative research, development, test, and evaluation of defense technologies, systems, or equipment; (2) joint production and follow-on support of defense articles or equipment and; (3) procurement of foreign technology, equipment, systems or logistics support. In addition to activities like information exchange agreements, defense trade, cooperative logistics, the Department also funds activities that can be used to promote interoperability and joint development, such as the Defense Exportability Features (DEF) program, Coalition Warfare Support Program, and Foreign Comparative Test Program.

How are international armaments cooperation activities used to shape and support broader DOD warfighting needs and priorities? Are there new approaches or activities we should consider to be more effective and strategic?

Answer. Engaging our allies and partners in armaments cooperation activities allows the United States to maximize coalition warfighting capabilities—increasing warfighter interoperability while leveraging resources and global innovation opportunities for collective defense purposes. In my role as the Chief of Staff to the Deputy Secretary of Defense, I saw firsthand the importance of our international partnerships as we organized our defense establishments to support of Ukraine's defense against Russia's aggression. If confirmed, I look forward to working within the Department, interagency, industry, and with the Congress to implement plans and policies that support enhanced international armaments cooperation.

Question. Based on current experiences with Ukraine, what recommendations would you have to help streamline or improve our security cooperation, foreign military sales and cooperative logistics processes in order to be more responsive to rapidly changing security situations?

Answer. Secretary Austin and the DOD leadership team are committed to applying the lessons we are learning from Ukraine. If confirmed, I look forward to working with USD (A&S) to assess how A&S can support the larger security cooperation enterprise and will seek to implement identified changes to drive improved agility and responsiveness.

Question. How are newer initiatives like the Defense Technology and Trade Initiative (DTTI) with India, the Quadrilateral Security Dialogue (or Quad), or the AUKUS initiative being used to support our defense posture, and are there recommendations for improvements of those activities that should be considered to make them more effective?

Answer. Initiatives such as DTTI, the Quad, and AUKUS offer opportunities for the identification and pursuit of focused, mutually beneficial activities, enabling the prioritization of resources for execution and the advancement of shared goals. If confirmed, I will work with stakeholders in government and industry to align plans and objectives in support of our defense posture requirements.

MICROELECTRONICS

Question. Over the last few decades, Taiwan, South Korea, and the People's Republic of China have implemented large-scale national industrial policies to build microelectronics manufacturing facilities. In contrast, the availability of large-scale state-of-the-art microelectronics manufacturing foundries in the United States has been steadily declining. DOD has a diverse set of requirements and needs for the domestic production of measurably secure state-of-the-art, state of the practice, and legacy integrated circuits in low volumes to meet its needs.

What is your assessment of the Department's microelectronics needs, to include both legacy, state-of-the-practice, and state-of-the-art?

Answer. Reliable access to microelectronics is critical to the Department's readiness and posture. Presently fielded systems, such as the F-35 and Unmanned Aerial Systems (UAS), require significant commercial and dual-use state-of-the-practice microelectronics. The Department also requires access to legacy microelectronics for specialized applications, such as radiation hardened electronics. If confirmed, I will work with all Department stakeholders on implementing strategies which address the challenges for each type of microelectronics to ensure access to assured resources.

Question. In your view, what role should the Department play in working with the interagency and industry to increase domestic production of dual use microelectronics?

Answer. Dual use and commercial microelectronics, such as state-of-the-practice microelectronics, enable technologies, such as UAS and fifth generation fighters. While these are critical for the Department, they are only a small share of the overall market. If confirmed, I will work extensively and diligently with interagency partners, such as the Department of Commerce, to ensure that we enable U.S. industry to close the gap in production.

Question. If confirmed, what steps would you plan to take to support increased domestic production of dual use microelectronics?

Answer. A key enabler of our current warfighting capability is dual use and commercial microelectronics. Recent investments and work by USD (R&E) and proposed legislation are aimed at increasing investment and scale of chip manufacturing in the U.S. If confirmed, I will continue to support the Department's investments in dual use microelectronics and look for opportunities to enhance and accelerate the impact of these investments.

Question. What actions would you take to partner with the USD(R&E) on this issue?

Answer. If confirmed, I will promote enhanced collaboration between acquisition and sustainment and research and engineering on efforts to secure future access to new systems, while ensuring present and soon to be fielded systems have access to legacy microelectronics.

DEFENSE PRODUCTION ACT

Question. The Covid-19 pandemic and Operation Warp Speed saw the expanded use of Defense Production Act (DPA) authorities for DOD to support national emergencies and other contingencies.

What do you see as the appropriate level of use of DPA for DOD support to domestic, non-conflict related use-cases?

Answer. The DPA provides a broad base of authorities for preparedness, response, and recovery from a national emergency. In any domestic, non-conflict national emergency undertaking, the deployment of DPA authority should be carefully tailored to the specific risk or threat it is intended to mitigate.

Question. What lessons has DOD learned from Operation Warp Speed on how to best utilize DPA authorities, and how have these lessons been institutionalized within DOD?

Answer. It is my understanding that Operation Warp Speed principally used authority under Title I of the Defense Production Act to obtain priority ratings. Nearly all DOD contracts already have priority ratings under DPA Title I, and this provides some measure of assurance that defense needs would continue to be met during a national emergency.

Question. How would you use DPA authorities to support prioritization of federal contracts in areas of key supply chain bottlenecks (ex. Microelectronics), if confirmed?

Answer. As noted previously, DPA authorities should be carefully tailored to the specific problem they are intended to address, and nearly all DOD contracts already use DPA Title I ratings.

Question. In your opinion, to what extent and how should DOD best utilize DPA Title III authorities for loan guarantees, purchase commitments, and grants and subsidies to expand domestic production in areas of strategic interest?

Answer. DPA Title III is among the most cost-effective, expedient, and practical alternative approach to meet the need. As important as it is to “build” domestic capacity, it is equally essential that the business case fundamentals (i.e., the “buy” side) will support the sustainment of a proposed undertaking. If confirmed, I would work with USD (A&S) to determine its applicability to mitigate DIB reliance on foreign capital.

Question. Are there sectors or items you believe should see expanded use of DPA Title III authorities to support domestic production?

Answer. If confirmed, I will work with USD (A&S) to review the actions underway and in development for DPA Title III action to determine whether additional resources, authorities, or increased scope (e.g., sectors) are necessary.

SUSTAINMENT

Question. The GAO has reported that operation & sustainment (O&S) costs account for about 70 percent of a system's total lifecycle costs, and that O&S costs are largely pre-determined by decisions made during the acquisition process, such as decisions about requirements, system design, and technical data. Given this, it is critically important that programs effectively consider and plan for the sustainment of a system early in the acquisition process.

In your opinion, how well are the Department's acquisition programs planning for sustainment?

Answer. While the Department understands the need for robust sustainment planning, there is always room for additional progress. If confirmed, I will work with the Services and Defense Agencies to ensure DOD continues to plan for sustainment and continues to instill comprehensive sustainment planning early in the acquisition life cycle for new programs. This includes refining sustainment planning for existing programs across all stages of a weapon system's lifecycle.

Question. If confirmed, what steps would you take to ensure acquisition programs are planning for sustainment early and often during the acquisition process?

Answer. If confirmed, I will work to integrate sustainment planning into early stages of weapon system development. Comprehensive sustainment planning must be part of the early acquisition process and then continually refined throughout the weapons life-cycle. This ensures delivery readiness at best cost.

Question. When faced with cost and schedule pressures during the acquisition process, some programs have reduced or deferred activities that would have improved long-term sustainment outcomes, in order to save money and time in the near term.

How will you ensure acquisition programs make upfront investments that could help keep sustainment costs down and improve readiness, such as conducting reliability testing, designing for maintenance, and negotiating for technical data rights, among others?

Answer. If confirmed, I will work with the Services and Defense Agencies to integrate sustainment analysis as part of initial weapon system design. This includes

cost and reliability considerations, maintenance analysis, and access to data rights, where appropriate, to enable sustainment planning and system maintenance.

Question. How will you ensure lifecycle operation and support costs have appropriate visibility, as a key performance parameter or equivalent consideration, in DOD's acquisition system and budget presentations to Congress?

Answer. If confirmed, I will work with the Services, Defense Agencies, and DOD staff to support rigorous sustainment analysis as part of weapon system design and development. Additionally, I will also work to ensure key performance parameters are reflected in pertinent budget presentations submitted to Congress.

Question. In your opinion, what opportunities exist to increase coordination and communication between the Department's acquisition and sustainment communities, to help ensure sustainment is adequately considered during the acquisition process?

Answer. Continued coordination between the acquisition and sustainment communities in the past has helped the Department arrive at mutually beneficial strategies. If confirmed, I will work with both the acquisition and sustainment communities to ensure they continue to collaborate and share data to achieve optimal, data driven, mutually beneficial decisions.

Question. If confirmed, what steps will you take to ensure the Department's Major Defense Acquisition Programs and large Middle Tier Acquisition Programs effectively plan for sustainment?

Answer. Sustainment and life cycle continue to be an integral part of weapon system design, development, and fielding. If confirmed, I will work with the Services, Defense Agencies, and OSD staff to ensure program offices are held accountable for sustainment outcomes regardless of acquisition pathways.

DOD has committed to rebuild its readiness to conduct large-scale combat operations against near-peer competitors such as China and Russia. The readiness of critical weapon systems relies on the quantity and timeliness of sustainment. However, sustainment challenges continue to impede readiness across the warfighting domains and military services.

Question. What is your assessment of the sustainment challenges facing the Department's aviation fleets and what actions would you take to improve mission capable rates for these fleets?

Answer. The Department's aviation fleets require a balance between cutting edge, world-leading aircraft and aging enduring assets. While many of our older platforms retain capability and have good mission capable rates, there are other platforms with obsolete components and a diminished support base.

If confirmed, I will drive innovative efforts to field enabling sustainment technology like conditions based maintenance plus, improving our organic industrial base capabilities and capacity to support higher fleet availability, advocate for digital twin initiatives, and apply rigorous sustaining engineering resources across the life cycle. I will also look at where our maintainers can make the greatest impact across our most capable platforms, while seeking Congress's support to divest legacy capability that does not contribute to the high end fight.

Question. What is your assessment of the sustainment challenges facing the F-35 program and what steps should the Department take to mitigate or resolve those challenges to improve sustainment outcomes and availability of the aircraft?

Answer. The Department must take steps to improve F-35 fleet readiness in a contested logistics environment, to meet readiness requirements and to reduce sustainment cost within the Services' broader tactical aircraft sustainment portfolios. The Department must mature the long-term F-35 sustainment strategy to support the National Defense Strategy. If confirmed, I will ensure that the F-35 program is closely managed to ensure that it supports the Military Services' and our international partners' sustainment requirements.

Question. What are the most viable options for the Department to reduce F-35 sustainment costs?

Answer. I understand the Department is conducting an initiative to evaluate supply chain pathfinders to reduce F-35 sustainment costs. This initiative leverages the Services' organic capacity to manage aspects of the F-35 supply chain, and is consistent with the Department's assessment of the proper balance between organic and contractor logistics support to achieve life cycle sustainment cost savings. If confirmed, I will work with the F-35 Joint Program Office and Military Services to review this initiative and identify additional opportunities to reduce sustainment costs.

Question. What steps should DOD take to ensure our ability to handle the current and expected volume of ship maintenance and modernization?

Answer. If confirmed, I am committed to working with the Navy to improve the Department's ship maintenance and modernization capability and capacity. It's my

understanding that the Navy's Shipyard Infrastructure Optimization Plan (SIOP) will improve the capabilities and capacity of the public shipyards, and I plan to learn more about how SIOP will better posture the Navy to meet the needs of the future fleet. Understanding the constraints in the supply chain, workforce, capacity and capability of the nation's ship repair infrastructure is critical to planning effective improvements.

Question. What are the biggest challenges in sustainment of software systems and embedded software in systems?

Answer. The rapid growth and use of software systems and embedded software has demonstrated the need for the Department to engage early in acquisition processes to improve design and access to source code, increase use of modular open architecture, and develop processes that reduce sustainment cost. Investment in organic software laboratories is critical for us to keep pace with industry, enhance cyber resilience and remain ahead of our peers. If confirmed, I will work to ensure that we implement and share best practices across the acquisition and sustainment communities and work to develop and refine policies and oversight necessary to support sustainment of software systems.

Question. What are the biggest challenges in the sustainment of commercial technologies that are fielded to warfighters?

Answer. Challenges to the sustainment of commercial technologies continue to be our acquisition process and the retention of intellectual property (IP) data rights. Recent reform actions have helped to streamline our acquisition process, but there are still structural challenges remaining, which we must continue to refine and improve. Acquiring, licensing, and managing the appropriate IP and technical data is vital to ensure DOD systems remain operational, sustainable, upgradable, and affordable. If confirmed, I will work with the OSD staff and SAEs to better enable our workforce to exploit innovative technologies both more easily and rapidly.

FACILITIES SUSTAINMENT

Question. In fiscal year 2020, DOD reported a deferred maintenance backlog of \$137 billion, which equates to about 12 years of facility sustainment funding at fiscal year 2020 levels.

What approach will you take to address this backlog and to ensure that facility sustainment funding is sufficiently prioritized and funded? Please specify aspects of the approach such as increased funding, elimination of excess infrastructure and infrastructure in failing condition.

Answer. If confirmed, I will work with the Military Departments and Comptroller to advocate for the appropriate level of resourcing to ensure critical missions are not jeopardized due to

inadequate Facility Sustainment Restoration and Modernization funding. Additionally, I will urge the Military Departments to identify opportunities to eliminate underutilized facilities or those in the worst condition.

Question. DOD's facility sustainment funding primarily focuses on mission-critical facilities. Given the chronic underfunding of facility sustainment, lower-priority facilities, such as unaccompanied housing (barracks) and childcare centers, have experienced increased deterioration to the point where they need more costly repairs to prevent their failure.

What actions, if any, will you take to fund facilities that have been treated as lower priority, such as unaccompanied housing and childcare centers—but are facilities that contribute directly to servicemembers' and their families' quality of life—to assure their continued availability?

Answer. Quality of life facilities are essential to the readiness of DOD. If confirmed, I will work with the relevant OSD organizations who oversee these programs to identify approaches to prioritize quality of life facilities to inform the Military Departments' budget development.

LOGISTICS

Question. The war in the Ukraine has highlighted the need for logistics interoperability in a contested environment. One of the Joint Staff Strategic Imperatives is on Contested Logistics.

What will you do, as DUSD(A&S) to improve the department's ability to conduct logistics in a contested environment?

Answer. The Department's logistics presence and posture enables the nation to project and sustain the force in contested domains. I understand the Joint Staff has an on-going effort to develop contested logistics concepts within the JWC. If confirmed, I will work closely with the Joint Staff to understand the insights gained

and transformation necessary to support acceleration of technologies, logistics, and broader capabilities required to meet mission objectives in that setting.

Question. What will you do to ensure that equipment used by deployed US forces will be logistically interoperable with partners and allies?

Answer. If confirmed, maintaining ready and interoperable forces and capabilities will be among my highest priorities. The United States' global network of alliances and partnerships is a strategic advantage our competitors cannot match. If confirmed, I will pursue interoperability with allies and coalition partners to ensure systems are able to provide and accept data, information, materiel, and services to and from allies and partners. I will also ensure that equipment procured for U.S. forces is interoperable with the equipment of our allies and partners.

Question. What would you do to address the challenges of modernizing the services' maintenance and logistic depots? What would be your priorities?

Answer. I am aware of several initiatives within the Department to posture the OIB to support current and future complex and technically advanced maintenance requirements. These include the Military Services' Infrastructure Optimization Plans and a number of OIB workforce development programs. If confirmed, I will work with senior leaders within the Department and Military Services to provide robust oversight of these efforts and ensure they are adequately resourced.

Question. Over the last several years, the DOD has submitted significant reprogramming requests for the DLA Working Capital Fund. What will you do to ensure this does not keep happening?

Answer. The Department must balance the solvency of the Defense Working Capital Fund (DWCF), readiness of the force, and the health of the defense industrial base. My understanding is that the Department has taken actions to maintain the DLA Working Capital Fund cash position to include reducing overall inventory levels and managing the frequency of replacement part purchases. However, current energy prices and inflation may require reprogramming actions to ensure the Department retains buying power to meet requirements. If confirmed, I will work to improve the condition of the DWCF in close collaboration with the Under Secretary of Defense (Comptroller) and Congress.

CONTRACTING FOR SERVICES

Question. In FY 2019, the Department obligated about \$190 billion on services acquisitions, which accounted for nearly half of the Department's total contract obligations. The GAO has identified a number of shortcomings with the Department's management of services contracts and has placed this oversight challenge on its High Risk list since 2001.

What is your assessment of the Department's ability to manage its services contracts?

Answer. The Department's ability to manage services contracts reflects the performance of contracting officers and their designated representatives. If confirmed, I will review the policies and guidance provided to contracting officers and contracting officer's representatives (CORs) to ensure that contracts are appropriately managed. I will also review assignment and training requirements for CORs to ensure that they have the skills and tools necessary to perform necessary contract management functions.

Question. If confirmed, what steps would you take to improve the Department's ability to strategically assess and manage its requirements for services contracts?

Answer. If confirmed, I will work to strategically improve the requirements process for service contracts by infusing decisions with improved data to inform tradeoff decisions. This assessment will require working closely with the Services to leverage review processes they may already have in place.

Question. What steps would you take, if confirmed, to improve the quality of data collected on services contracts and the analysis performed on such data, so as to better understand and control spending on service contracts and improve management of these activities?

Answer. I believe the Department should continually improve its ability to collect, disseminate, analyze, and use data to support decision makers. If confirmed, I will work to ensure decision makers have the data they need to assess key requirements and funding tradeoff decisions and evaluate the success of the resulting tradeoffs. I expect the data that they will need will come not only from Department-wide repositories of awarded contract documents, but also from their own systems for services requirements, financial management, contract writing, and contract management.

Question. What do you believe is the most important factor in determining whether a service role should be performed by government or contractor personnel, i.e., cost, flexibility, efficiency, ability to meet mission, or some combination thereof?

Answer. Functions that are inherently governmental must be performed by government personnel. Where activities are commercial, they can be performed by contractor personnel subject to the forces of competition. If confirmed, I would work with the personnel community to ensure the appropriate factors are considered for the specific service including a balanced and cost effective mix of labor and/or other factors depending on the specific requirement being considered.

ACQUIRING COMMERCIAL TECHNOLOGY

Question. Since the end of the Cold War, Congress and successive leaders in DOD have recognized that the technological superiority and modernization that is critical to national security increasingly takes place in the commercial sector, and that in many technical areas, the pace of commercial technological advance is much quicker than that of the government.

In your view, does DOD adequately consider commercially available solutions to meet its requirements?

Answer. The Department's ability to leverage commercially available solutions is dependent on the way it specifies its requirements. I believe the Department can do better, both in market research to inform development of its requirements and in using common, commercial technical (or open) standards in contract specifications. This will allow system developers to select the best available technology solutions.

Question. Are there new ways to reward and incentivize the acquisition workforce and programs to choose commercial solutions, if available?

Answer. The ability of the acquisition workforce to choose commercial solutions depends on the ability of the requirements community to write requirements that do not bias the solution set. The entire DOD culture needs to shift to a focus on open systems architectures and the ability to insert new technology, including commercial solutions. I will work with leadership throughout the Department to support a culture of innovation and flexibility.

Question. In your view, how should the USD(A&S) work with the Chairman of the Joint Requirements Oversight Council to promote the acquisition of commercial technologies?

Answer. I believe there should be a close partnership between USD(A&S), the Vice Chairman of the Joint Chiefs of Staff, and their counterparts in the Services to modernize DOD's requirements system. We need a system that integrates operational needs "requirements pull" with commercial solutions "tech push," informed by experimentation, via a collaborative, iterative approach to exploit new technologies and adapt our ways of fighting.

Question. Do you believe that current bid protest processes are adequate to enable commercial firms to protest DOD acquisition decisions that may be inconsistent with the statutory preference for commercial products?

Answer. If confirmed, I will ensure that the acquisition process is sufficiently transparent to provide all potential sources with timely awareness of acquisition decisions. I am committed to a process that offers providers of commercial products a fair opportunity to compete for DOD contracts.

Question. Do you believe the Department is making the best use of both Part 12 and Part 15 of the Federal Acquisition Regulations in developing acquisition strategies for programs?

Answer. If confirmed, I will look to use the most appropriate tools and techniques for each acquisition. I will assess each acquisition strategy to determine whether it is best to use FAR Part 12 commercial procedures, where price competition is paramount, or Part 15, contracting by negotiation, which is appropriate for more complex acquisitions.

Question. Federal Acquisition Regulations and statutes establish a clear preference for commercial capabilities, products, and services wherever commercial solutions are able to reasonably meet DOD's needs at reasonable cost. Faithfully pursuing this preference is all the more important today when commercial technological innovations could play a pivotal role in great power competition. Section 807 of the Fiscal Year 2022 National Defense Authorization Act requires the USD(A&S) and the Chairman of the Joint Requirements Oversight Council to jointly assess the impediments and incentives for pursuing commercial capabilities, products, and services wherever commercial solutions are able to reasonably meet DOD's needs at reasonable cost.

If confirmed, based on your experience, how do you believe DOD could improve its adoption of commercial solutions?

Answer. I am aware of the requirement for the Department to assess impediments and incentives to improve the acquisition of commercial products and services. I look forward to working with USD(A&S) to improve adoption of commercial solutions.

Question. In your view, can improvements be made without mandates and additional processes?

Answer. If confirmed, I will assess our process and identify what changes, if any, are necessary.

INTELLECTUAL PROPERTY/TECHNICAL DATA RIGHTS

Question. Do you believe that DOD has sufficiently implemented intellectual property (IP) best practices to ensure that the government has appropriate access to IP and technical data to give proper return on investments in federal research and development (R&D), retain the ability to re-compete programs to control costs, and exercise better control over program sustainment costs?

Answer. The Department has made strong strides in the implementation of IP best practices and must continue to make addressing IP a high strategic priority. This issue must be addressed to ensure that sustainment costs are more affordable and to ensure DOD can take full advantage of industry's faster pace in technology innovation. If confirmed, I will work with USD(A&S) and Office of General Counsel to ensure IP and technical rights are considered early in the acquisition process.

Question. If confirmed, what adjustments would you make to DOD's practices in negotiating IP and technical data rights for programs to improve DOD's ability to develop, procure, and sustain new systems and technologies affordably?

Answer. If confirmed, I will work with USD(A&S) to improve our training for the DOD acquisition workforce to take greater advantage of agile tools and techniques, and fully implement modular open systems approaches in DOD programs.

Question. Do you think that the Department of Defense has appropriate access to technical data packages for weapons systems and software in development and sustainment?

Answer. The determination of whether the Department has obtained appropriate access or delivery of the technical data and software is dependent on the specific circumstances for each program. If confirmed, I will place greater emphasis on planning for data and software needs throughout the program life cycle, and ensure such planning is happening earlier, especially (when applicable) during the competitive phases of a program.

Question. In your view, is it worth spending more money in programs earlier in order to obtain technical data packages?

Answer. Technical data or computer software should be acquired earlier in the program life cycle. By doing so, the Department should be able to leverage the competitive environment in early phases of the program to acquire the needed data or software by spending less money, not more, than seeking to acquire those same items later without the benefit of competitive pricing.

Question. How will the use of open systems architectures and acquisition strategies improve the Department's ability to modernize and sustain its systems?

Answer. The use of modular open systems approaches (MOSA) should be a key aspect of the Department's approach to implementing flexible, tailored IP strategies. MOSA allows greater tailoring and flexibility when allocating IP rights to better balance DOD and industry return on investment in individual system components, and is enabled more efficiently by the emerging best practices in digital engineering.

Question. Does the Department need a different approach to access to technical data when dealing with primarily commercial companies?

Answer. I believe it is important to first understand how the Department is implementing its IP policies for commercial technologies. I understand the DOD policy is generally to acquire the same data and software deliverables and license rights that are provided to commercial customers, except in cases when DOD's needs require additional or specialized arrangement—which are to be negotiated by mutual agreement with the vendor. If implemented appropriately, this policy should be effective at allowing the Department and commercial vendors to leverage best commercial practices, including negotiating specialized licenses when doing so is a better balance of the parties' interests.

REFORM OF THE PROTEST PROCESS

Question. To what extent do you think that the time required to settle protests warrants reform to protect the interests of both industry and the government?

Answer. The right to protest is important to ensure transparency and fairness in the procurement process. If confirmed, I will review relevant data, along with recent DOD studies and reports to the Congress, to assess whether regulations and policies should be reformed to reduce the time required to resolve protests.

Question. Do you have any recommendations to improve the protest process?

Answer. If confirmed, I will work with the USD(A&S) to review the previously submitted recommendations and determine if there are any additional recommendations that would improve the protest process.

SMALL BUSINESS

Question. If confirmed, what steps would you take to increase the participation of small businesses in the defense technology and industrial base?

Answer. If confirmed, I will support A&S's work to enhance participation of small businesses in the defense technology and industrial base by increasing outreach to small businesses including new entrants, ensuring the acquisition workforce is conducting effective market research to maximize the use of small business set-asides and improving dissemination of information to small businesses on upcoming procurement opportunities. I will collaborate with others in the Department to apply those opportunities more holistically alongside other small business activities.

Question. In your view, what are the biggest barriers that prevent small businesses from becoming prime contractors to the Department?

Answer. I believe some of the biggest barriers to small business include difficulty navigating the defense acquisition process and complex structure of DOD, often lengthy procurement timelines from opportunity announcement to contract award, and limited access to information on upcoming procurement opportunities.

Question. Do you believe the Department is using all available authorities to provide small businesses the opportunity to subcontract with existing prime contractors to ensure programs of record have access to the most advanced and effective technologies?

Answer. Although the DOD manages various small business programs that assist with opportunities to subcontract with existing prime contractors, I believe these programs can be better applied to ensure the Department has the most advanced and effective technologies. If confirmed, I will work to better leverage these programs through internally increasing awareness about the value of creating more connectivity between programs such as Small Business Innovation Research (SBIR) Program, Small Business Technology Transfer (STTR) Program, Mentor Protégé Program and programs of record, Procurement Technical Assistance Program and the Indian Incentive Program.

Question. If confirmed, what steps would you take to ensure that small businesses that provide goods and services to the Department of Defense are monitored and supported when facing financial pressures that challenge their viability?

Answer. My understanding is that the Military Services' and Components' Offices of Small Business Programs maintain constant communication with industry associations and small businesses on a variety of issues. The Office of Small Business Programs (OSBP) within A&S also sets policies and provides programs to support small business across a range of challenges. Additionally, Procurement Technical Assistance Centers (PTACs) work closely with the Department on monitoring small businesses around the country and communicating the challenges they face. If confirmed, I will work with OSBP and the PTACs to ensure that we supporting small businesses and small business programs.

Question. What do you see as the benefits of diversifying the defense industrial base through more engagement with small and disadvantaged businesses?

Answer. Small business participation in defense procurements as prime and subcontractors is vital to the defense mission, competition, and the health of the DIB. Small businesses represent the majority of new entrants into the DIB and their growth creates a pipeline of the next generation of suppliers with diverse capabilities to support the DOD mission.

Question. What recommendations would you have to improve the Department's use of the Small Business Innovation Research programs to develop and field new, advanced capabilities?

Answer. Small businesses are a critical part of the DIB. The USD(R&E) oversees the SBIR and STTR programs. If confirmed, I will work with my counterpart in OUSD(R&E) to ensure the Department's effective use of the SBIR/STTR programs.

ACQUISITION WORKFORCE EDUCATION AND TRAINING

Question. A well-trained and empowered acquisition workforce is a critical enabler in the implementation of acquisition reform and in the management of acquisition programs.

What is your assessment of the Department's acquisition workforce, both in terms of its capacity and capability? Does the Department have enough acquisition professionals with the right skills?

Answer. A capable and agile acquisition workforce is critical to delivering necessary and cutting-edge capabilities to our warfighters. Over the last several years, the Department has made significant efforts to develop the skills of its acquisition professionals through upskilling and recruitment. If confirmed, I will carefully examine the results of these efforts and collaborate with the Services and Components to understand their concerns. Additionally, I will look across the Department to identify the specialty knowledge areas and skills the workforce requires to operate in the current threat environment. I anticipate we will need to study how we can make the best use of existing talent in addition to how we recruit, develop, and retain top performers.

If confirmed, I will assess our capacity and skill needs to ensure the Department has the right number of acquisition professionals—equipped with the appropriate skills—to deliver overmatch capabilities to the warfighter.

Question. If confirmed, what steps would you take to ensure the acquisition workforce is fully trained on new acquisition authorities and best practices, so that it can make informed decisions about when and how to use the different acquisition pathways and tools?

Answer. If confirmed, I look forward to working with the Service and Component Acquisition Executives, functional leaders, and the leadership at Defense Acquisition University (DAU) to ensure the acquisition workforce is both empowered and trained to make full use of its available authorities, pathways, and tools.

Question. If confirmed, what steps would you take to empower program managers to execute acquisition programs and hold them accountable for how their decisions contributed to program performance, including over the life of the system?

Answer. I believe program managers will be successful if they are empowered to execute their programs using all of the currently available legal and policy authorities as well as functional support. Fundamentally, program managers are accountable for cost, schedule, and performance of their programs. If confirmed, I will work with USD(A&S) and the SAEs to ensure the program managers have the training they need to be successful and the robust oversight to ensure they are appropriately accountable for performance.

Question. What is your assessment of the Department's training, education, certification, and credentialing programs for the acquisition workforce?

Answer. Delivering the latest in technologies and capabilities to the warfighter, requires a workforce that can respond to a variety of rapidly evolving threats. Operating in this environment calls for professionals who can think critically and apply novel approaches to challenges. This requires DOD to ensure we have the training and learning resources that focus on new and emerging areas, spread across an entire career, not just during the first few years on the job. It is my understanding that DAU, the Services, and Components are collaborating to better meet the training needs of the workforce. If confirmed, I will work with the USD(A&S) and my staff to review such efforts to make sure we have effective planning and investments.

Question. What role should the Department play in ensuring that there is an adequate supply of technical talent available for the Department and industry partners to meet the challenges of the future?

Answer. The most important resource of any organization is the talent of its employees. The Defense Acquisition is significantly oriented toward science, technology, engineering and mathematics (STEM) fields. Strengthening the pipeline of STEM talent is a national need and must be a priority as we revitalize the national security workforce. Additionally, new and emerging fields—including biotechnology, artificial intelligence, quantum sciences, renewable energy platforms, directed energy, and hypersonics, to name a few—will likely represent key talent investment areas for the Department.

If confirmed, I will work across the Department and with industry to examine possibilities for accelerating and growing the pipeline of talent in key technology areas and broadly across STEM fields.

Question. What specific steps would you take to improve the effectiveness of the Defense Acquisition University?

Answer. Developing the skills and abilities of the workforce is key to delivering capabilities for our warfighters. It is my understanding that DAU is undergoing a significant transformation in the way it develops and delivers training—including streamlining requirements to create additional opportunities for job and role-based training.

If confirmed, I will work closely the USD(A&S) and with DAU to assess its current transformation initiative and ensure its supporting activities are aligned to strategic workforce readiness needs.

Question. What specific steps would you take to assess and ensure the Defense Acquisition Workforce Development Account (DAWDA) is adequately resourced to meet the needs of the Department?

Answer. DAWDA is a critical tool to ensure the acquisition workforce has the skills and training needed in a dynamic and evolving threat environment. If confirmed, I would work with the USD(A&S) to review the processes in place to assess workforce development, retention, and recruitment needs, and ensure the requested budget levels meet requirements. I would also ensure DAWDA resources are allocated to meet the urgent requirements of the Department.

Question. How would you engage with the Congressionally-mandated Acquisition Innovation Research Center (AIRC) to perform research on acquisition issues of interest, and to engage a future workforce for defense acquisition?

Answer. AIRC is an important mechanism to enable evidence and data-driven decision making to drive improvement in defense acquisition. I believe it is important to understand how the AIRC supports and enables the A&S mission. If confirmed, I will work with the USD(A&S) and ASD for Acquisition (ASD(A)) to gain greater knowledge of the center, its research and ongoing projects.

NUNN-MCCURDY PROCESS

Question. The Nunn-McCurdy process, as established by sections 4371–4377 of title 10, United States Code, has not been revisited since Congress and the Department began implementing significant acquisition reforms five years ago.

Given recent acquisition reforms, is the Nunn-McCurdy process still an appropriate and effective mechanism for reporting to Congress on troubled acquisition programs?

Answer. If confirmed, I will work with USD(A&S) and ASD(A) to review the Nunn-McCurdy process and recommend changes, as appropriate. This process remains a significant metric and an important process for major defense acquisition program reporting and accountability.

Question. Do you perceive a need for changes to the Nunn-McCurdy process, such as expanding its scope beyond major defense acquisition programs or adjusting the thresholds for significant and critical breaches?

Answer. If confirmed, I will work with USD(A&S) and ASD(A) to review the Nunn-McCurdy process to determine if changes are necessary. At this time, it is my understanding that thresholds for significant and critical breaches are appropriate and do not think a change is needed.

Question. If confirmed, what principles would guide your thinking on whether to recommend terminating a program that has experienced significant or critical cost growth under Nunn-McCurdy?

Answer. Program decisions must balance between delivering warfighter capability and controlling further cost growth. Programs that experience significant or critical cost breaches must present a credible plan to meet performance requirements at acceptable cost levels. If confirmed, I will work with USD(A&S) and ASD(A) to use the principles of the Nunn-McCurdy law itself along with data driven analyses to inform my recommendation.

NUCLEAR DETERRENCE

Question. If you are confirmed, you will support the USD(A&S) in overseeing recapitalization of the nuclear triad, which is rapidly aging out. The B-2 and B-1 bombers are being replaced by the B-21 bomber. The Air Launched Cruise Missile is being replaced by the Long Range Stand-Off Weapon (LRSO). The Minuteman III is being replaced by the Sentinel Intercontinental Ballistic Missile Weapon System. The *Ohio*-class ballistic missile submarine is being replaced by the *Columbia*-class ballistic missile submarine. The B-21, Sentinel, LRSO and *Columbia*-class submarines are Major Defense Acquisition Programs that will have to operate well into the 2070s. These are in addition to efforts to sustain, recapitalize in the near term, and design a Next Generation Nuclear Command, Control and Communications (NC3) system.

Do you support the B-21, LRSO, Sentinel and *Columbia*-class programs?

Answer. Yes, the on-time modernization of all three legs of our nuclear triad is critical. If confirmed, I will work with USD(A&S) to support modernization of the nuclear forces and associated systems.

Question. Please describe what you see as the major acquisition issues with each of the above.

Answer. The U.S. nuclear deterrent is the bedrock of our strategic deterrence, and modernizing our nuclear forces is a critical national security priority. If confirmed, I will review our modernization programs with USD(A&S) to understand any associated acquisition challenges, and I will work with leadership through the Department, Congress, and our industry partners to ensure our modernization programs deliver the capabilities needed to meet the dynamic security environment.

Question. Do you support sustaining, recapitalizing, and designing the Next Generation NC3 systems?

Answer. Our NC3 system underpins our entire nuclear deterrent, and must reliably ensure the President can exercise command and control of our nuclear forces—even under the most stressful circumstances. If confirmed, I will work with USD(A&S) to support sustainment, recapitalization and design of the Next Generation NC3 systems. A reliable and modern NC3 is essential to ensuring a safe, secure and effective nuclear deterrent.

Question. Please describe what you see as the major acquisition issues with each element.

Answer. Ensuring nuclear deterrence and modernizing our Nation's nuclear forces is a critical national security priority. Modernizing our NC3 capabilities requires relatively modest funding but is crucial to strategic deterrence. We must maintain our existing NC3 capability while simultaneously delivering a reliable and modern NC3 enterprise. If confirmed, I will work with the USD(A&S) to review major NC3 recapitalization efforts, including the development, production, and fielding of space, air, ground, and maritime infrastructure, platforms, terminals, and key enablers of hardening and cybersecurity. Further, I will work with leadership throughout the Department, Congress, and our industry partners to provide robust and survivable Next Generation NC3 systems.

SEXUAL HARASSMENT

Question. In responding to the 2018 DOD Civilian Employee Workplace and Gender Relations survey, approximately 17.7 percent of female and 5.8 percent of male DOD respondents 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 USD(A&S)?

Answer. OUSD(A&S) has zero tolerance for sexual harassment or gender discrimination and is aligned with the Secretary Austin's and Deputy Secretary Hicks' emphasis on eliminating sexual harassment and gender discrimination. If confirmed, I will ensure that these critical priorities are embedded through the A&S workplace and operations.

Question. In your view, is the civilian workforce harassment prevention and response training for civilian employees in the Office of the USD(A&S) adequate and effective?

Answer. It is my understanding that civilian employees in OUSD(A&S) are required to complete mandatory training on sexual harassment, like all Federal employees. If confirmed, I will review A&S's training programs and policies for preventing and responding to harassment to ensure that they are adequate and effective.

Question. In your view, does the Office of the USD(A&S) program for response to complaints of harassment or discrimination provide appropriate care and services to civilian employee victims?

Answer. It is my understanding that the OUSD(A&S) program for response to complaints of harassment and discrimination aligns with the Department's. When harassment concerns are raised, OUSD(A&S) conducts a prompt, thorough, and impartial inquiry into the matter, and if misconduct is substantiated, disciplinary action is taken without delay.

If confirmed, I will review OUSD(A&S)'s programs and policies for responding to incidents and complaints to ensure that they provide effective protections, care, and avenues of recourse for A&S employees.

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

Answer. We have an obligation to our workforce and the DOD to have zero tolerance for sexual harassment or gender discrimination. If I am confirmed and I receive a complaint from an employee, I would take immediate action to ensure that their complaint is appropriately investigated and addressed consistent with Federal law and Department policies. I would ensure that this employee is treated fairly and with respect and that they have access to the support they need as they navigate the process.

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 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 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 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 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 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 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 yes or no.

Answer. Yes.

[Questions for the record with answers supplied follow:]

QUESTIONS SUBMITTED BY SENATOR JEANNE SHAHEEN

SHIPBUILDING INDUSTRIAL BASE

1. Senator SHAHEEN. Dr. Plumb, the Office of the Under Secretary of Defense for Research and Engineering recently expressed concern about the fact that the Small Business Innovation Research (SBIR) and Small Business Technology Transfer (STTR) programs have not been reauthorized, noting that these programs “provide a unique and critical funding source to develop some of the most important technologies for the DOD [Department of Defense]”. Do you share these views, and will you commit to working with relevant offices within the Department of Defense and with Congress to support reauthorization of these programs?

Dr. PLUMB. Yes, I strongly share this view. Reauthorizing the SBIR/STTR programs is critical to allow the DOD to continue publishing SBIR/STTR Broad Agency Announcements/Commercial Solutions Openings as well as to fund new and ongoing SBIR/STTR projects. The Department is working with the Small Business Administration and Congressional Committees to avoid a lapse in program reauthorization and impact on small businesses and the DOD. If confirmed, I commit to working within the Department and with Congress to support the SBIR/ STTR programs being reauthorized and made permanent to allow a strong return on investment for DOD and a positive impact to the Nation's overall economy.

QUESTIONS SUBMITTED BY SENATOR MAZIE K. HIRONO

ACCELERATING INNOVATIVE TECHNOLOGIES

2. Senator HIRONO. Dr. Plumb, last week the Office of the Under Secretary of Defense for Research and Engineering announced the first set of projects to receive funding via the pilot program called "Accelerate the Procurement and Fielding of Innovative Technologies," which is designed to expeditiously transition technologies from pilot programs, prototype projects, and research projects into production. The project gives priority to those developed by small businesses or non-traditional defense contractors. If confirmed, will you support similar initiatives from the acquisition side to help avoid the dreaded "Valley of Death?"

Dr. PLUMB. The Department must do more to support small businesses and non-traditional contractors and help them cross "the Valley of Death" when developing innovative solutions. If confirmed I will work within Acquisition and Sustainment and across the DOD components to support the successful transition of new technologies as efficiently as possible.

QUESTIONS SUBMITTED BY SENATOR ELIZABETH WARREN

DEFENSE MERGERS

3. Senator WARREN. Dr. Plumb, press reports indicate the Federal Trade Commission is reviewing whether Northrop Grumman violated the behavioral remedy it entered as a condition for its acquisition of Orbital. The Department of Defense's insights and expertise are essential in reviewing whether these mergers serve our national security interests. If confirmed, do you promise your offices will cooperate with the Justice Department and the Federal Trade Commission when they review mergers involving major defense suppliers?

Dr. PLUMB. Yes, if confirmed, my office will fully cooperate with all merger reviews.

4. Senator WARREN. Dr. Plumb, protecting the health and competitiveness of our defense industrial base will require stopping bad defense deals in the future and breaking up the runaway consolidation of the last 30 years. Critics say it's too difficult to unwind mergers, but I disagree. Defense companies have demonstrated time and again that they can divest and spin off integrated divisions to win government approval before a merger. Those divestitures are analogous to breaking up a big defense firm after a merger. Will your offices recommend breaking up harmful defense mergers if you believe such an action would serve our national security interests or bolster competition in the defense industrial base?

Dr. PLUMB. If confirmed, I commit to following the lead of the Secretary and Deputy Secretary of Defense in bolstering competition in the defense industrial base. I will work closely with our analytical teams within A&S to ensure that senior leaders have the best data available to make decisions related to mergers and acquisitions, competition, and industrial base health.

5. Senator WARREN. Dr. Plumb, I'm concerned that the Department of Defense has acquiesced to too many harmful mergers and relied too heavily on divestitures and "behavioral remedies" instead of opposing outright mergers that clearly raise competitive concerns. Will your

offices recommend the Justice Department or the Federal Trade Commission oppose mergers that you assess to harm our national security or competition in the defense industrial base?

Dr. PLUMB. If confirmed, I commit to making recommendations based on the best-in-class data and analysis. If the data and supporting analysis indicate that a merg-

er would harm our national security, I would recommend against supporting that action.

6. Senator WARREN. Dr. Plumb, do you support codifying the Department of Defense's advisory role in the antitrust review process in statute?

Dr. PLUMB. I believe that the Department has an important oversight role in reviewing merger and acquisitions to ensure that the DIB remains strong and competitive. If confirmed, I would review the potential benefits from codifying DOD's advisory role in this antitrust review process.

PROGRESS PAYMENTS

7. Senator WARREN. Dr. Plumb, section 827 of the Senate version of the National Defense Authorization Act (NDAA) includes a proposal first put forward by the Trump administration to authorize a progress payment pilot program to tie those payments more closely to performance. If included in the final bill would you consider using this as a tool to reduce costs, improve the quality of goods and services acquired by DOD, and improve on-time delivery?

Dr. PLUMB. If confirmed, I would work with Department's subject matter experts to review this proposal and assess the merits of using it as a tool particularly in the context of the Department's on-going Finance Study.

QUESTIONS SUBMITTED BY SENATOR JACKY ROSEN

INVESTING IN ADVANCED DEFENSE TECHNOLOGIES

8. Senator ROSEN. Dr. Plumb, to stay ahead of our adversaries, it's critical that the United States maintains its technological competitive edge by investing in our defense-focused small businesses. That's why, Senator Blackburn and I introduced bipartisan legislation establishing a public-private partnership to leverage domestic private capital to help grow our domestic defense technology capabilities. If confirmed, how will you help support advanced technology small businesses—especially those that struggle to find private capital—to be more attractive for investment so they can survive the “Valley of Death”, accomplish technology transition, and become part of the defense industrial base?

Dr. PLUMB. I share your concern with the challenges facing small businesses working on advanced technologies. The question of how best to raise money outside of traditional venture capital channels is an important one. If confirmed, I would work closely with the Office of Small Business Programs, ASD–Acquisition, and our colleagues in OUSD Research and Engineering to review the policies and authorities in place to help small businesses traverse the Valley of Death as efficiently as possible.

9. Senator ROSEN. Dr. Plumb, for defense-focused advanced technology small businesses that cannot find private capital and thus do NOT cross the Valley of Death, how might a public-private partnership to incentivize domestic investors help support our nation's innovators?

Dr. PLUMB. The Department's contracting actions and investment priorities provide important signals to investor groups. Public private partnerships could help cover initial startup capital, provide access to advantageous manufacturing sites, or otherwise burn down risks associated with new businesses and thus make them more attractive to private investors.

QUESTIONS SUBMITTED BY SENATOR MARK KELLY

ACQUISITION OF EMERGING TECHNOLOGIES

10. Senator KELLY. Dr. Plumb, during our meeting last week, we briefly discussed the need to leverage work being done in the commercial sector to speed development and integration of advanced technology solutions. You've worked in the private sector and seen this first-hand: where the Defense Department takes years to develop technology to initial operating capability, the commercial sector can develop it in months. In this era of near-peer competition, these development timelines will put our military at a tremendous disadvantage. In your view, what tools can the Department develop to shorten the acquisition timeline for emerging technologies?

Dr. PLUMB. The Department has benefited from several new authorities granted by Congress to accelerate a range of acquisition processes. To apply those to critical technologies, I am also aware of the new Competitive Advantage Pathfinders initia-

tives to identify ways to align the acquisition, requirements, and budgeting systems to shorten the acquisition timelines for emerging technologies. We need to continue to leverage these to their fullest effect. In addition, some services and agencies are experiencing success with “spiral” development models. The Department can also leverage new tools for model-based system engineering and “digital twins” as we have seen on some current development programs. If confirmed, I will work with my staff to assess the changes that have been made in acquisition over the last few years, and determine what additional tools from my time in private industry I can bring to bear.

11. Senator KELLY. Dr. Plumb, in your view, are there any additional authorities that Congress needs to provide the Department in order to speed up the timeline?

Dr. PLUMB. Congress has provided the Department with a number of new authorities and at this time I am not aware of any specific changes to acquisition authority that could help speed processes. If confirmed, I will work with my staff to determine where we can streamline and speed processes and identify any additional authorities that may be helpful.

QUESTIONS SUBMITTED BY SENATOR JAMES M. INHOFE

SOFTWARE INTEGRATION AND ACQUISITION

12. Senator INHOFE. Dr. Plumb, based on your acquisition experience, what do you consider the pros and cons of using indefinite delivery/indefinite quantity (IDIQ) contracts, Broad Agency Announcement (BAA) contracts, and Other Transaction Authority (OTA) contracts are part of your acquisition toolbox?

Dr. PLUMB. In my experience, IDIQ contracts are more flexible than more definitive contract types. IDIQ contracts facilitate competition, including competitive small business set-asides when qualified small businesses are available.

BAAs provide a more streamlined, competitive process for selection of promising research or technology development proposals.

Other Transaction Authority is a key tool for attracting non-traditional contractors to do business with DOD, since they allow flexibility not available under Federal Acquisition Regulations (FAR) contracts.

13. Senator INHOFE. Dr. Plumb, are these useful tools and under what circumstances should they be used?

Dr. PLUMB. Each of these contracting tools are valuable that can be helpful in a range of circumstances. IDIQ contracts should be used when required quantities and delivery schedules are uncertain. BAAs are for the acquisition of basic and applied research. OTAs are appropriate when innovative technology solutions are available, but from a company that has chosen not to do business with DOD due to the constraints imposed by the FAR.

14. Senator INHOFE. Dr. Plumb, if confirmed, what actions would you look at taking that would allow swift adoption of software and software development cycles that replicate the successes in the commercial industry, particularly among non-traditional defense companies and small businesses?

Dr. PLUMB. It is my understanding, that similar to industry, the Department's Software Acquisition Pathway policy is based on modern, commercial software models, including iterative delivery of Minimum Viable Products and Capabilities to the Warfighter. This enables the learning and feedback that will help continuously improve our products. If confirmed, I will seek to build on this momentum, and continue to modernize our enterprise processes, strategies, and culture for agility and rapid digital capability delivery.

EXPLORING DIRECTED ENERGY AND HIGH-POWER MICROWAVE TECHNOLOGY AND SOLUTIONS

15. Senator INHOFE. Dr. Plumb, do you support Under Secretary of Defense for Research and Engineering Heidi Shyu's priority of exploring directed energy technology and solutions, specifically high-power microwave?

Dr. PLUMB. Yes, I support Ms. Shyu's priority of exploring directed energy technology and solutions, including high-power microwave. High-power microwave technology offers the potential of providing a continuous non-kinetic response against a long list of threats that can continue to operate as long as there is a sufficient power source versus kinetic responses that are limited by your amount of ammunition in a system or at a location.

16. Senator INHOFE. Dr. Plumb, if confirmed, how would you ensure rapid acquisition and fielding of direct energy and high-power microwave systems?

Dr. PLUMB. If confirmed, I will work with my staff to coordinate with the Office of the Undersecretary of Defense for Research and Engineering (OUSD(R&E)) to ensure we understand the investments being made in directed energy and identify transition opportunities for promising technologies and investments.

URGENT OPERATIONAL NEED FOR COUNTER UNMANNED AERIAL SYSTEMS CAPABILITIES

17. Senator INHOFE. Dr. Plumb, what is DOD currently doing to rapidly field counter drones systems?

Dr. PLUMB. The Department of Defense has assigned the Army as the Executive Agent for Countering Small Unmanned Aerial Systems (C-sUAS). The Department has also fielded hundreds of pieces of C-sUAS equipment under multiple Joint Urgent Operational Needs and Joint Emerging Operational Needs in the United States, in the CENTCOM area of operation and other Combatant Commander areas of operation. As Executive Agent, the Army is coordinating the efforts of the other services and working on joint future solutions for command, detection, and neutralization of sUAS. The Army Joint Counter UAS Office (JCO) is working to ensure that joint doctrine and training is available to ensure proper utilization of the equipment. As part of the C-sUAS mission, the Army is also working with CENTCOM and other Combatant Commanders to provide capability against larger UAS threats using existing Army and other service equipment.

18. Senator INHOFE. Dr. Plumb, do you have any concerns about DOD's ability to field counter drone systems fast enough to mitigate the growing threat?

Dr. PLUMB. I am aware the Department has requested to use Above Threshold Reprogramming actions in the last two years to more rapidly develop and field C-UAS capabilities. The Army is currently executing those funds in a joint manner to quickly provide more capability. The President's Fiscal Year 2023 includes funding to continue their work to develop new solutions and integrate those solutions into fielded and new systems. If confirmed, I would work to ensure we were applying this money to field c-UAS technologies rapidly and identify where additional resources or approaches might be helpful in accelerating progress.

SWIFT DEPLOYMENT OF TRUSTED AUTONOMOUS CAPABILITIES

19. Senator INHOFE. Dr. Plumb, if confirmed, how will you prioritize acquiring the means to ensure development of autonomy in the Department?

Dr. PLUMB. If confirmed, I will work with my staff to coordinate with the Principal Director of Trusted AI and Autonomy within OUSD(R&E), to ensure we understand the investments being made in autonomy and identify transition opportunities to planned and existing programs of record.

PER- AND POLYFLUOROALKYL SUBSTANCES/ENVIRONMENTAL CLEANUP

20. Senator INHOFE. Dr. Plumb, Mr. Owens, when it comes to per- and polyfluoroalkyl substances (PFAS) cleanup, or any environmental remediation, do you commit to following the process laid out in the Comprehensive Environmental Response, Compensation, and Liability Act (CERCLA) and other controlling laws and regulations, to include prioritizing projects as dictated by those laws and regulations?

Dr. PLUMB. Yes. If confirmed, I will commit to following applicable laws and regulations, including CERCLA, and work with the ASD(EI&E) and the Military Departments to ensure the Department follows the prescribed environmental remediation processes.

QUESTIONS SUBMITTED BY SENATOR JONI ERNST

IMPLEMENTING NATIONAL DEFENSE AUTHORIZATION ACTS

21. Senator ERNST. Dr. Plumb, will you commit to implementing laws as promulgated by Congress, to include past and future Defense Authorization Acts?

Dr. PLUMB. Yes.

22. Senator ERNST. Dr. Plumb, if confirmed, what steps will you take to ensure DOD implements section 321 of the fiscal year 2021 NDAA as directed by Congress?

Dr. PLUMB. My understanding is that the Department's inventory of alternative fuel vehicles has grown significantly in recent years, and this inventory is expected

to keep growing as the Department continues to migrate to zero emission non-tactical vehicles. If confirmed, I will work with the Department of Energy, General Services Administration, Military Departments, and the ASD(EI&E) to ensure the Department continues to purchase vehicles as appropriate, and to implement section 321.

23. Senator ERNST. Dr. Plumb, what role do you believe domestic alternative fuels, specifically biodiesel, ethanol, and propane, can play in reducing emissions?

Dr. PLUMB. Domestic alternative fuels can play an important role in reducing emissions while diversifying our fuel sources to create more resilient support for our warfighters. If confirmed, I will support the development and use of domestic alternative fuel solutions that can reduce emissions, enhance resilience, and increase the lethality of our warfighters.

24. Senator ERNST. Dr. Plumb, if confirmed, what steps will you take to ensure domestic alternative fuels, specifically biodiesel, ethanol, and propane, will be a part of DOD's energy portfolio?

Dr. PLUMB. I believe that domestic alternative fuels can play a major role in enhancing resiliency and enabling reliable sources of energy, reducing our dependency on foreign sources. If confirmed, I will support the development and use of domestic alternative fuel solutions that can promote energy resiliency and aid the Department in reducing greenhouse gas emissions.

QUESTIONS SUBMITTED BY SENATOR MARSHA BLACKBURN

BIG TECH CONTENT MODERATION

25. Senator BLACKBURN. Dr. Plumb, considering your background in analytically driven innovations, to what degree do analytics, as opposed to ideology or other outside factors, drive decision-making in the tech sector?

Dr. PLUMB. My role was to offer data-driven insights for consideration by product, operations, and policy teams. Based on my experience leading research and analytics teams, decision making in the technology sector can be impacted by a number of factors including analytics, business considerations, and the regulatory environment, among others.

26. Senator BLACKBURN. Dr. Plumb, can you elaborate on a time at Google or Facebook where your focus on analytics had to be set aside for policy or political reasons?

Dr. PLUMB. At both Facebook and Google, my focus was solely on research and analysis and my focus always remained on analytics. If other considerations led company decision makers on a different path, my team would remain focused on analytically driven projects. At all times, my priority was on ensuring potential decision makers had access to the best available analysis to inform their decisions.

ACQUISITION REPORTING

27. Senator BLACKBURN. Dr. Plumb, the fiscal year 2020 NDAA, mandated that DOD propose a new method for reporting on acquisition programs. What is the current web-based report approach deficit?

Dr. PLUMB. I am aware of improvements the Department has made in data-driven approaches through the Advanced Analytics (Advana) tool, which may lead to improved visibility of and reporting on acquisition programs. These types of software enabled solutions can help improve timeliness and transparency of programmatic details to this Committee. If confirmed, one of my first actions will be to review the current web-based report approach deficit and devise appropriate mitigating strategies. I will also review the current plans to meet the 2020 NDAA reporting requirement and make those plans available to this Committee.

28. Senator BLACKBURN. Dr. Plumb, in your view, is the Department under-resourcing the requirement for reporting on acquisition programs? Why?

Dr. PLUMB. The Department must be as transparent as possible to engender the trust of the American people and Congress of our acquisition programs. If confirmed, I will ensure that adequate resources are in place to support the transparency of acquisition program information to Congress and the American people.

QUESTIONS SUBMITTED BY SENATOR JOSH HAWLEY

U.S. COMPANIES OPERATING IN CHINA

29. Senator HAWLEY. Dr. Plumb, during a Senate Armed Services Hearing in 2019, then-Chairman of the Joint Chiefs of Staff, General Joseph Dunford, UMSC, testified that “the work Google is doing in China is [. . .] indirectly benefiting the Chinese military.” He went on to say, “And, frankly, indirect may be not a full characterization of the way it really is. It’s more of a direct benefit to the Chinese military.” Do you agree with General Dunford’s assessment of the implications of Google’s work in China at the time?

Dr. PLUMB. I am not aware of the specific work Google conducted in China or the specific factors that informed Gen Dunford’s assessment.

30. Senator HAWLEY. Dr. Plumb, did you have any concerns about Google’s work in China when you joined Google as an employee in 2020?

Dr. PLUMB. I was not aware of the specifics of Google’s work in China. My role focused on using data and analysis to improve business processes that supported efforts like removing copyright violations and identifying financial fraud.

31. Senator HAWLEY. Dr. Plumb, while at Google, did you ever work on or otherwise support projects involving the Chinese Government or other Chinese entities?

Dr. PLUMB. No. My team focused on using data and analysis to improve business processes that supported efforts like removing copyright violations and identifying financial fraud.

32. Senator HAWLEY. Dr. Plumb, if confirmed, would you support efforts to ensure U.S. companies like Google are no longer able to do work that benefits the Chinese state, directly or otherwise?

Dr. PLUMB. Yes.

33. Senator HAWLEY. Dr. Plumb do you think it should be considered a conflict of interests for American companies to work for the Chinese Government or its affiliates—thereby strengthening China’s ability to use military and economic coercion against the United States—while simultaneously pursuing contracts with the Department of Defense?

Dr. PLUMB. The Chinese Government and its affiliates leverage its coercive authoritarian means to threaten American interests and its economic investments are part of their approach. I am aware that the Department reviews companies it is considering contracting with for conflicts and risks. If confirmed, I would work to ensure work for or investments by Chinese Government or its affiliates are proactively identified and reviewed in the DOD contracting process.

34. Senator HAWLEY. Dr. Plumb what responsibility do you believe American companies—like Google and Facebook—have to support our national defense?

Dr. PLUMB. U.S. companies benefit from the incentives for innovation that derive from our democratic values and a free society. America has a vibrant industrial base that is one of our enduring advantages and US companies have a responsibility and an important role to play in supporting US Department of Defense and more broadly the American system that enabled their growth.

QUESTIONS SUBMITTED BY SENATOR DAN SULLIVAN

CRITICAL MINERALS

35. Senator SULLIVAN. Dr. Plumb, how important is it that the United States can mine and refine critical minerals to manufacture equipment with defense and national security applications?

Dr. PLUMB. Domestic production of critical minerals and other strategic materials is critical to securing supply chains and ensuring the resilience of the defense industrial base. The Department has highlighted this as an area of focused investment and, if confirmed, I would prioritize these types of efforts and identify any additional areas where investments might accelerate progress.

36. Senator SULLIVAN. Dr. Plumb, our critical minerals problem is two-fold. One, our national stockpile has dwindled from \$42 billion in 1952 to just \$888 million as of last year; and two, we possess no domestic refining capacity, whereas China controls 80 percent of global refining capacity. This year I offered an amendment

to the NDAA to increase our national defense stockpile by \$750 million. While this is a good start in addressing the issue, how do better support private sector initiatives to bolster U.S. refining capacity?

Dr. PLUMB. I appreciate your ongoing support for our national defense stockpiles. There are a number of factors that affect the overall market for domestic refining and it will require continued focus to make progress. If confirmed, I would welcome the opportunity to work with your staff on how we might increase private sector support of domestic refining of critical minerals.

37. Senator SULLIVAN. Dr. Plumb, in Alaska, we have a tremendous amount of critical mineral reserves, especially of graphite. How do we more efficiently get from locating mineral deposits to mining and processing?

Dr. PLUMB. While I am aware of the broader challenges related to securing critical minerals for defense specific production, I am less familiar with the specific factors that are impacting the development of new mines and bringing those minerals to market. If confirmed, I would look forward to working with your staff to better understand the barriers companies in Alaska are facing.

38. Senator SULLIVAN. Dr. Plumb, are we quick enough to domesticate the sourcing of critical defense production materials we have identified as susceptible to adversarial disruption?

Dr. PLUMB. The Department is moving quickly to implement the finding of its Security of Domestic Supply Chains report issued earlier this year, but there is more to be done to accelerate these types of large-scale investments. If confirmed, I would look forward to working with your office to identify options for accelerating the sourcing and production of this critical materials.

ITERATIVE ACQUISITION

39. Senator SULLIVAN. Dr. Plumb, the inability of our defense industrial base to continually modernize and mass produce expendable, lower-cost items such as the Stinger, Javelin, and Mark 48 torpedoes, calls into question whether we can sustain both the supplying of our partners and allies with these weapons, and our own inventory to prevail in conflict. It is clear that the episodic acquisition of defense items like these has resulted in an alarming degradation of stockpile readiness. Should we create a more consistent demand signal for these smaller, more expendable items?

Dr. PLUMB. I am aware the Department is currently reviewing the Munitions Requirements Process and discussing lessons learned from the Ukraine conflict in the Fiscal Year 2024 Budget Review to determine proper resource levels to ensure a healthy munitions stockpile. If confirmed, I will work with the USD(A&S), my staff, the Joint Staff, CAPE, Comptroller, and the Military Services to understand how to create a more consistent demand signal for all munitions and where additional support from the Department to key industry partners would be most impactful.

40. Senator SULLIVAN. Dr. Plumb, could you explain how a more consistent demand signal for items like Javelins, Stingers, and Mark 48 torpedoes would better enable sustained competition, scale production, and incentivize modernization?

Dr. PLUMB. The Secretary and Deputy Secretary of Defense have made munitions a top priority for the Department. Based on the lessons we are learning in support Ukraine it is clear the Department needs to provide clear and consistent investments to stabilize and grow the industrial base. If confirmed, I will work with the USD(A&S) and ASD(Industrial Base Policy) to understand how we can ensure a consistent demand signal for munitions to enable sustained competition, scale production and incentivize modernization.

41. Senator SULLIVAN. Dr. Plumb, we have sent over 6,500 Javelins to Ukraine—a third of our inventory. A Center for Strategic and International Studies (CSIS) report estimates that it will take us up to 4 years to replace those. We have sent 2,000 Stingers to Ukraine—a quarter of our inventory. The same CSIS report estimates it will take 5 years to replace those, and because we haven't purchased any Stingers since 2003, the labor force to produce them no longer exists. Just 2 years ago, the Navy re-started procurement of the Mark 48 torpedo, which had ceased in 1990, to shore up its inventory. How do we develop a more iterative development approach for these types of weapon systems?

Dr. PLUMB. Ensuring a ready and robust supply of munitions is a top priority issue for the Department and efforts to increase our stockpiles are part of the Fiscal Year 2024 Budget Review. If confirmed, I will work with the USD(A&S) and the

Services Acquisition Executives to adjust and adapt how we develop requirements and acquire munitions for the Department.

PROTEST PERIOD

42. Senator SULLIVAN. Dr. Plumb, in your estimation, what is the ideal time required to settle contract protests to protect the interest of both industry and Government?

Dr. PLUMB. I understand there are standard timelines associated with government protests that allow for adequate review and adjudication. If confirmed, I will review the regulatory and policy approaches to determine what changes, if any, are necessary.

43. Senator SULLIVAN. Dr. Plumb, how should we reform the protest period to prevent unnecessary delays in the acquisition process?

Dr. PLUMB. I understand the Department previously submitted reports to the Congress on protest timeframes along with recommendations for change. If confirmed, I will review the recommendations and determine if there are any policy changes that might improve the protest process.

WARTIME CAPACITY

44. Senator SULLIVAN. Dr. Plumb, do you believe our defense industrial base is adequately prepared to enable sustained combat operations in the event of a peer conflict?

Dr. PLUMB. The American defense industry is the envy of the world, but the COVID-19 pandemic and ongoing conflict in Ukraine have reinforced many of the known challenges in our defense industrial base. These current crises have, however, given us an opportunity to make crucial investments in the DIB. If confirmed, I commit to pursuing these and other investments that would expand industrial capacity, reduce supplier fragility, and increase the domestic production of key materials and components.

REQUIREMENTS

45. Senator SULLIVAN. Dr. Plumb, how do we better harmonize the requirements-to-acquisitions process to ensure the most advanced and useful technologies are integrated into our warfighting communities?

Dr. PLUMB. If confirmed, I will work with the USD(A&S), my staff, the Joint Staff, CAPE, and Comptroller to identify ways to better harmonize the requirements-to-acquisitions process. I am aware the Department recently started six Competitive Advantage Pathfinder efforts to speed delivery of capability to the warfighting communities by better aligning the acquisition, requirements, and budgeting processes. I will work to increase the number of pathfinder efforts and more importantly institute the lessons learned from the pathfinders for all acquisition efforts.

[The nomination reference of Dr. Radha I. Plumb follows:]

NOMINATION REFERENCE AND REPORT

PN2256

AS IN EXECUTIVE SESSION,
SENATE OF THE UNITED STATES,
June 15, 2022.

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

Radha Iyengar Plumb, of New York, to be a Deputy Under Secretary of Defense, vice Alan Ray Shaffer.

_____, 2022.
(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 Dr. Radha I. Plumb, which was transmitted to the Committee at the time the nomination was referred, follows:]

Bio
Radha I. Plumb

Education:

- Massachusetts Institute of Technology
 - 1998-2002
 - BS (Economics)
- Princeton University
 - 2002-2004
 - MA (Economics)
- Princeton University
 - 2004-2006
 - PhD (Economics)

Employment Record:

- Department of Defense
 - Chief of Staff to the Deputy Secretary of Defense
 - Feb 2021 – present
- Google
 - Director of Research and Insights
 - January 2020 – February 2021
- Facebook
 - Global Head of Policy Analysis
 - Sep 2017 – January 2020
- Rand Corporation
 - Senior Economist
 - October 2015 – September 2017
- Department of Energy
 - Deputy Chief of Staff to the Deputy Secretary
 - September 2015 – September 2015
- The White House National Security council
 - Director of Defense Personnel & Readiness
 - September 2013 – September 2014
- Department of Defense,
 - Policy Advisor and Chief of Staff to the Assistant Secretary of Defense for Special Operations and Low Intensity Conflict
 - July 2012 – September 2013
- Rand Corporation
 - Economist
 - October 2011 – July 2012
- Counterinsurgency Advisory and Assistance Team (CAAT), Kabul, Afghanistan

- Academic Research Team Director
 - March 2010 – October 2010
- London School of Economics
 - Assistant Professor (Lecturer), Department of Economics
 - October 2008 – October 2011

Honors and Awards:

- Academic Awards
 - RAND Award – Outstanding Research, 2017
 - Woodrow Wilson Fellowship of Scholars, Princeton University, 2005-06;
 - The Towbes Prize for Outstanding Teaching, Princeton University, 2005;
 - Graduate School Summer Fellowship 2003, 2004, 2005; Industrial Relations Graduate Student Fellowship, 2003, 2004;
 - National Science Foundation Fellowship Honorable Mention, 2002
 - Phi Beta Kappa MIT 2002
 - Laya Weisner Award for Improving Women's Lives at MIT, 2002;
- Other Awards
 - Wired UK, Best Podcasts of 2019

[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 Dr. Radha I. Plumb 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):

Radha Iyengar Plumb
(previously: Radha K Iyengar)

2. Position to which nominated:

Deputy Undersecretary of Defense for Acquisition & Sustainment

3. Date of nomination:

June 15, 2022

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):

Princeton University [University]
 Attended: 2002-2006
 Degrees: MA Economics (2004) PhD Economics (2006)

Massachusetts Institute of Technology [University]
 Attended: 1998-2002
 Degree: BS Economics (2002)

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):**

Department of Defense, Washington, DC
 Chief of Staff to the Deputy Secretary of Defense (Feb 2021 – present)

Google, Sunnyvale, CA
 Director of Research and Insights, Google Trust & Safety (Jan 2020 – Feb 2021)

Facebook, Menlo Park, CA (Sep 2017 – Jan 2020)
 Global Head of Policy Analysis (Aug 2019 – Jan 2020)
 Head of Product Policy Research (Aug 2018 – Aug 2019)
 Lead Researcher, User Safety and Risk Management (Sep 2017 – Aug 2018)

Visiting Scholar, Princeton University, Princeton, NJ

Rand Corporation, Arlington, VA
 Senior Economist (October 2015 – September 2017)

Department of Energy, Washington, DC
 Deputy Chief of Staff to the Deputy Secretary (Sep 2015 – Sep 2015)

The White House, Washington, DC
 Director of Defense Personnel & Readiness, National Security Council (Sept 2013 – Sep 2014)

Department of Defense, Washington, DC
 Policy Advisor and Chief of Staff to the Assistant Secretary of Defense for Special Operations and Low Intensity Conflict (July 2012 – Sep 2013)

Rand Corporation, Arlington, VA
Economist (October 2011 – July 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):**

None

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):**

None

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):**

Current memberships:

- My husband and I are registered parishioners of Holy Trinity Catholic Church in Georgetown.
- We are members of the National Zoo.
- We are members of the Chautauqua Lake Yacht Club on Chautauqua Lake in rural Western New York.
- My husband is as a member of Eight Point Properties, LLC and owns a 1/3 share of a vacation property. Property is not rented, does not generate income, and has no mortgage.

Prior memberships

- I was a member/patron of the Kennedy Center
- My husband and I were registered parishioners of Saint Agnes Catholic Church in San Francisco.
- We were also members of the San Francisco Zoo and the California Academy of Sciences San Francisco Science Museum.

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:

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:

Date	Candidate	Contribution	Election type
9/24/2016	Plumb, John (D)	\$358	Federal
11/18/2015	Clinton, Hillary (D)	\$250	Federal
12/19/2015	Plumb, John (D)	\$1,000	Federal
8/13/2015	Plumb, John (D)	\$1,000	Federal
6/30/2016	Plumb, John (D)	\$495	Federal
6/30/2016	Plumb, John (D)	\$805	Federal
6/28/2016	Plumb, John (D)	\$438	Federal
6/28/2016	Plumb, John (D)	\$259	Federal
6/30/2016	Plumb, John (D)	\$495	Federal
10/18/2020	Kim, Andy (D)	\$250	Federal
9/8/2020	Slotkin, Elissa (D)	\$500	Federal
10/28/2020	Biden, Joe (D)	\$500	Federal
9/2/2020	RESER, DANIELLE GARBE	\$200	Washington

10. Honors and awards (List all scholarships, fellowships, honorary degrees, honorary society memberships, and any other special recognition received for outstanding service or achievements):

Wired UK, Best Podcasts of 2019

RAND Award – Outstanding Research, 2017

Woodrow Wilson Fellowship of Scholars, Princeton University, 2005-06;

The Towbes Prize for Outstanding Teaching, Princeton University, 2005;

Graduate School Summer Fellowship 2003, 2004, 2005; Industrial Relations Graduate

Student Fellowship, 2003, 2004;

National Science Foundation Fellowship Honorable Mention, 2002, Phi Beta Kappa MIT 2002; Laya Weisner Award for Improving Women's Lives at MIT, 2002;

- As part of my work for RAND I went to Japan to provide a presentation at a missile defense seminar in Tokyo hosted by the Japanese Ministry of Defense in 2018. The Japanese Ministry of Defense provided an honorarium of \$495.07, which was paid to RAND.

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):

PRIMARY PUBLICATIONS

"Is there an 'emboldenment' effect: Evidence from the insurgency in Iraq." *Journal of Strategic Studies* (2020): 1-22. (with Jonathan Monten)

"Damaging democracy? Security provision and turnout in Afghan elections." *Economics & Politics*, 31.2 (2019): 163-193. (with Luke Condra, Mike Callen, James Long, and Jacob Shapiro)

"Economic Policies and Intimate Partner Violence Prevention: Emerging Complexities in the Literature," *Journal of Interpersonal Violence* 33.21 (2018): 3367-3387 (with Margaret Tankard)

Assessing the Implications of Allowing Transgender Personnel to Serve Openly. *RAND Report*. Santa Monica, CA: RAND Corporation, 2016. (with Schaefer, Agnes Gereben, Kadiyala, Jennifer Kavanagh, Charles C. Engel, Kayla M. Williams and Amii Kress) http://www.rand.org/pubs/research_reports/RR1530.html.

"The political economy of the disability insurance: theory and evidence of gubernatorial learning" (with Giovanni Mastrobuoni) *IZA Journal of Labor Policy* 2014, 3:16 doi:10.1186/2193-9004-3-16

"Insurgent Compensation: Evidence from Iraq," (with Benjamin W. Bahney, Patrick B. Johnston, Danielle F. Jung, Jacob N. Shapiro, Howard J. Shatz) *American Economic Review*, 2013, 103(3):518-522, 2013

Evaluation of the Caruth Police Institute at Dallas (with Rob Davis) *RAND Report*. Santa Monica, CA: RAND Corporation, 2013. http://www.rand.org/pubs/research_reports/RR312.

"Who's the fairest in the land? Analysis of judge and jury death penalty decisions." *The Journal of Law and Economics* 54.3 (2011): 693-722.

"The Dangerous Shortage Of Domestic Violence Services: An analysis suggests that more than one in ten victims in a twenty-four-hour period asked for—but didn't get—help." (with Lindsay Sabik) *Health Affairs* 28 (2009): w1052-w1065.

"Does the Certainty of Arrest Reduce Domestic Violence? Evidence from Mandatory and Recommended Arrest Laws" *Journal of Public Economics* 93 85-93 (2009)

BOOKS AND BOOK CHAPTERS

"Comparing Economic and Social Interventions to Reduce Intimate Partner Violence: Evidence from Central and Southern Africa (with Guilia Ferrari) in *African Successes: Human Capital*, edited by Sebastian Edwards, Simon Johnson, and David N. Weil. University of Chicago Press 2017

"Does Arrest Deter Violence? Comparing Experimental and Nonexperimental Evidence on Arrest Laws" in *The Economics of Crime*; Di Tella, Edwards, and Schargrodsky (Eds.) University of Chicago Press, Chicago, IL 2010, Chapter 12, pp 421-453

"Economics of Commercial Dispute Arbitration" with Orley Ashenfelter (as Editors) in the series *Economic Approaches to Law*, Elgar Publishing London UK, Summer 2009

WORKING PAPERS

Lessons Learned from Stabilization Initiatives in Afghanistan: A Systematic Review of Existing Research (April 11, 2017). RAND Working Paper Series WR- 1191. (with Jacob N. Shapiro and Stephen Hegarty) Available at <http://dx.doi.org/10.2139/ssrn.298758> 1

Stabilization in Afghanistan: Trends in Violence, Attitudes, Well-Being and Program Activity (June 15, 2017) . RAND Working Paper Series WR-1192. (with Jacob N. Shapiro, Benjamin Crisman, Manu Singh, and James Mao) Available at <http://dx.doi.org/10.2139/ssrn.298760> 7

Iyengar, Radha; Fishman, Brian (2013, March): The Conflict in Syria: An Assessment of US Strategic Interests. *New America Foundation Policy Paper*. http://newamerica.net/publications/policy/the_conflict_in_syria

Building Peace: The Impact of Aid on the Labor Market for Insurgents (August 2011). NBER Working Paper No. w17297 (with Jonathan Monten and Matthew Hanson). Available at SSRN:

<https://ssrn.com/abstract=1918236>

"The Effect of Civilian Casualties in Afghanistan and Iraq" (with Luke N. Condra, Joseph H. Felter, Jacob N. Shapiro) NBER Working Paper 16152 July 2010

"I would rather be hanged for a sheep than a lamb: The unintended consequences of California

Three-Strikes laws" February 2008 *NBER Working Paper* 13784
(<http://www.nber.org/papers/w13784>)

Please also see news reports in *Slate*, *Hartford Advocate*, *Dallas Morning News*

"An Analysis of Attorney Performance in the Federal Indigent Defense System" June 2007 NBER Working Paper 13187 (<http://www.nber.org/papers/w13187>)

Please see the July 14, 2007 *New York Times* article by Adam Liptak entitled "Public Defenders Get Better Marks When on Salary" that describes these findings for a lay audience Also articles in *National Journal* and *Congressional Quarterly*

INDUSTRY TECHNICAL PAPERS AND ARTICLES

Information quality processes for Community Standards Violations metrics (Nov 13, 2019) Available at: <https://research.fb.com/blog/2019/11/information-quality-processes-for-community-standards-violations-metrics/>

"Oversight of Deliberative Decision Making: An Analysis of Public and Private Oversight Models Worldwide" (with Paul Gowder) (July 2, 2019). Available at: <https://fbnewsroomus.files.wordpress.com/2019/06/oversight-board-consultation-report-appendix.pdf>

An Independent Report on How We Measure Content Moderation, *Facebook Newsroom* (May 23, 2019) <https://newsroom.fb.com/news/2019/05/dtag-report/>

Exploring feedback from data and governance experts: A research-based response to the Data Transparency Advisory Group report, Facebook Research Blog, (May 23, 2019) <https://research.fb.com/blog/2019/05/exploring-feedback-from-data-and-governance-experts-a-research-based-response-to-the-data-transparency-advisory-group-report/>

A Research-Based Approach to Protecting Intimate Images, *Facebook Newsroom* (March 15, 2019) <https://newsroom.fb.com/news/2019/03/protecting-intimate-images/>

MEDIA ARTICLES

"Focusing on tallying the number of campus sexual assaults can make the problem worse" *Dallas Morning News* January 5, 2017
<http://www.dallasnews.com/opinion/commentary/2017/01/05/focusing-tallying-number-campus-sexual-assaults-can-make-problem-worse>

"Domestic Warning Signs of Mass Shootings" *US News and World Reports* August 2, 2016 <http://www.usnews.com/opinion/articles/2016-08-02/the-connection-between-violence-against-women-and-mass-shootings>

"Anti-Muslim Rhetoric is a National Security Threat" *War on the Rocks* April 13, 2016
<https://warontherocks.com/2016/04/anti-muslim-rhetoric-is-a-national-security-threat/>

"Iran, Terrorism, and Nonproliferation after the Nuclear Deal" (with Rebecca Lissner) *War on the Rocks* January 28, 2016 <https://warontherocks.com/2016/01/iran-terrorism-and-nonproliferation-after-the-nuclear-deal/>

"Benghazi: Questions Unasked and Opportunities Missed" *War on the Rocks* October 22, 2015 <https://warontherocks.com/2015/10/benghazi-questions-unasked-and-opportunities-missed-2/>

"The Next War" *Foreign Policy* (with Douglas A. Ollivant) May 3, 2016
http://www.foreignpolicy.com/articles/2016/05/03/the_next_war

"Open debate will prompt reaction from insurgents" *The Times (London)* February 26, 2010
http://business.timesonline.co.uk/tol/business/industry_sectors/media/article7041398.ece

"The Protection Battered Spouses Don't Need" *New York Times* August 7, 2007
http://www.nytimes.com/2007/08/07/opinion/07iyengar.html?_r=1&oref=slogin

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).**

Bombshell Podcast, Bi-weekly podcast on *War on the Rocks* discussing national security issues of the day (January 2017 – November 2020)
<https://warontherocks.com/category/podcasts/bombshell/>

Interview on mentorship with B.R.J. O'Donnell "When Men Hold Top Positions, How Much Can Mentorship Help Women?" *Atlantic Monthly* June 28, 2019
<https://www.theatlantic.com/business/archive/2017/06/women-mentorship-top->

[positions-national-security/ 531795/](#)

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 23 day of June, 2022

[The nomination of Dr. Radha I. Plumb was reported to the Senate by Chairman Reed on September 28, 2022, with the recommendation that the nomination be confirmed. The nomination was returned to the President under the provisions of Senate Rule XXXI, paragraph 6 of the Standing Rules of the Senate on January 3, 2023.]

[Prepared questions submitted to Ms. Milancy D. Harris by Chairman Reed prior to the hearing with answers supplied follow:]

QUESTIONS AND RESPONSESDUTIES, QUALIFICATIONS, AND RELATIONSHIPS

Question. If confirmed as the Deputy Under Secretary of Defense for Intelligence and Security (DUSD(I&S)) what do you believe would be your most critical duties and responsibilities?

Answer. The Deputy Under Secretary of Defense for Intelligence and Security (DUSD(I&S)) is the first assistant to the Under Secretary of Defense for Intelligence and Security (USD(I&S)) and is responsible for assisting the Under Secretary in the performance of all of his or her duties.

I understand that the responsibilities of the DUSD(I&S) are assigned in DOD Directive 5143.02. This directive provides that as the principal assistant to and under the authority, direction, and control of the USD(I&S), the DUSD(I&S) exercises full powers of the USD(I&S) on any and all matters on which the USD(I&S) is authorized to act, except in those areas where delegation of the USD(I&S) authority is otherwise restricted; helps the USD(I&S) carry out responsibilities, fulfill functions, manage relationships, and exercise authorities as provided for in law and DODD 5143.01; and advises on and assists the USD(I&S) with all responsibilities in providing staff advice and assistance to the Secretary of Defense.

Question. What is your understanding of the differences between the title 10 and title 50 duties of the DUSD(I&S)?

Answer. My understanding is that the primary duty of the DUSD(I&S) is as the first assistant to the USD(I&S) and, therefore, the duties are similar. The USD(I&S) assists the Secretary of Defense in satisfying all of the Secretary's Title 10 and Title 50 statutory responsibilities in the areas of intelligence and security, and that the duties of the USD(I&S) are prescribed in DOD Directive (DODD) 5143.01.

Pursuant to subsection 3038(a) of Title 50, the Secretary of Defense has the following responsibilities pertaining to the National Intelligence Program (NIP), which are to be conducted in consultation with the Director of National Intelligence: (1) ensure that the budgets of the Intelligence Community (IC) elements within the Department of Defense (DOD) are adequate to satisfy the overall DOD intelligence needs; (2) ensure appropriate implementation of the policies and resource decisions of the Director of National Intelligence by DOD Components within the NIP; (3) ensure that DOD tactical intelligence activities complement and are compatible with intelligence activities under the NIP; (4) ensure that the IC elements within DOD

are responsive and timely with respect to satisfying the needs of operational military forces; (5) eliminate waste and unnecessary duplication among the DOD intelligence activities; and (6) ensure that DOD intelligence activities are conducted jointly where appropriate.

Question. What leadership and management experience do you possess that you would apply to your service as DUSD(I&S), if confirmed?

Answer. I have had the privilege of serving in the Defense Intelligence Enterprise and the Intelligence Community for more than 15 years, including experience at the Defense Intelligence Agency, Office of Director of National Intelligence (ODNI), and on detail to the National Security Council (NSC) Staff. Additionally, I have experience in industry, managing governance and strategic initiatives at Facebook and leading the establishment of the Oversight Board. I currently serve the Deputy Assistant Secretary of Defense for Irregular Warfare and Counterterrorism and have served in that position since February 2021.

These experiences have provided me with a broad appreciation for the responsibilities and contributions of our nation's intelligence professionals ranging from the foundational daily duties of our intelligence officers and briefers, the integration of multiple IC capabilities at ODNI, and the provision of intelligence support to our nation's most senior leaders. During my time in industry, I had the opportunity to experience different organizational management styles and varied approaches to leveraging emerging technology. In my current duties related to counterterrorism and irregular warfare, I have gained a deeper appreciation of the relationship between the IC and our warfighters.

If confirmed, I would use my experience to strengthen the development of our current and future generation of defense intelligence and security professionals within the broader IC and security communities to improve support to our warfighters. I would also pursue opportunities to rapidly and effectively leverage emerging technology for intelligence and security to enable our nation to stay ahead of its adversaries.

Question. What is your experience across the domain of intelligence matters? What is your experience across the domain of security matters?

Answer. My career began with a series of foundational intelligence experiences and assignments, each preparing me for additional responsibility. I was initially trained as an intelligence analyst, focused on support to DOD acquisition decisions and then on analysis of global technology employment. I had the opportunity to serve as an executive intelligence briefer assigned to the Joint Staff, J2, and gained critical insight into the role intelligence plays in informing the Department's senior leaders. As I transitioned to counterterrorism, I had the opportunity to work in roles across the enterprise, including at the NSC Staff, where I gained valuable insights into warfighter requirements, policy maker needs, and operational analysis.

As a ODNI career officer, I also gained valuable experience working with the broader IC and understanding the domain of security matters. Given the unique role of the National Counterterrorism Center (NCTC), I had an opportunity to work closely with law enforcement agencies and understand the U.S. Government's screening and vetting enterprise. While working as a Chief of Staff for NCTC's largest component, I gained an in-depth understanding of the personnel security role, including security clearances and IC reciprocity, as well as installation security.

Question. Are there any actions you would take to enhance your ability to perform the duties and exercise the powers of the DUSD(I&S)?

Answer. If confirmed, I would immediately begin to broaden my network and working relationships across the broader IC and security communities, including those within the ODNI, the other IC elements, and other defense elements and interagency partners within the security community.

Question. How do you view the relationship and division of responsibilities between the Office of the Under Secretary of Defense for Intelligence and Security (OUSD(I&S)) and the Office of the Director of National Intelligence (ODNI), particularly with regard to oversight and management of the Defense Intelligence Agencies? On what matters would you expect to collaborate with the ODNI, if confirmed?

Answer. I am aware that the OUSD(I&S) works closely with the ODNI. The partnership and integration between OUSD(I&S) and ODNI enables the IC to deliver national intelligence support to policymakers and warfighters on threats to our national security.

The USD(I&S) is dual-hatted as the Director of Defense Intelligence within the ODNI. Additionally, as a principal member of the Suitability and Security Clearance Performance Accountability Council (PAC), the USD(I&S) works with the DNI, who is the Security Executive Agent and also a principal member of the PAC.

If confirmed, I expect to assist the USD(I&S) in fulfilling these responsibilities through collaboration with my counterparts within ODNI and the Defense Intelligence Community elements.

Question. What is your understanding of the relationship and division of responsibilities between the OUSD(I&S) and the Office of the Under Secretary of Defense for Policy (OUSD(P)), particularly as regards policy and programs for information operations, including military deception and operations security?

Answer. My understanding is that the Office of the Under Secretary of Defense for Policy (OUSD(P)) is the Principal Staff Assistant for Information Operations (IO). I also understand that the OUSD(I&S) has responsibility for coordination of DOD IO activities with the IC, as well as the development and implementation of DOD policy, programs, and guidance for DOD deception and operations security.

Question. In your understanding, how are responsibilities for the oversight of the activities and programs of special operations forces delineated between the OUSD(I&S) and the Assistant Secretary of Defense for Special Operations and Low Intensity Conflict (ASD(SOLIC))?

Answer. My experience and understanding is that Office of the USD(I&S) (OUSD(I&S)) and the Assistant Secretary of Defense for Special Operations and Low-Intensity Conflict (ASD(SO/LIC)) acting together are the primary oversight officials for all U.S. Special Operations Forces (USSOF) intelligence and intelligence-related activities and programs. If confirmed, I look forward to continuing this close partnership, working with ASD(SO/LIC) to ensure that our oversight of USSOF intelligence and intelligence-related activities and programs is coordinated and collaborative.

Question. How do you view the relationship and division of responsibilities between OUSD(I&S) and the Office of the Under Secretary of Defense for Acquisition & Sustainment (OUSD(A&S)) in regard to both unclassified and classified contract efforts?

Answer. I understand the relationship between OUSD(I&S) and the Office of the Under Secretary of Defense for Acquisition & Sustainment (OUSD(A&S)) is one of cooperation and collaboration. If confirmed, I look forward to partnering with the OUSD(A&S) to ensure that DOD acquisition programs receive the intelligence needed to acquire superior defense capabilities and that appropriate consideration is given to the central role of security throughout the acquisition process to protect the integrity of our acquisitions in the face of the persistent threat of compromise by our adversaries.

Question. How do you view the relationship and division of responsibilities between the OUSD(I&S) and the DOD Chief Information Officer, particularly with respect to the cyber mission; developing interoperability requirements applicable to information systems architectures for processing intelligence and counterintelligence information; and the certification of intelligence information systems?

Answer. I view the relationship between the OUSD(I&S) and the Department of Defense Chief Information Officer (DOD CIO) as one predicated on collaboration and partnership to ensure synchronization between security policy makers and information technology service providers. I understand that OUSD(I&S) is responsible for development and oversight of information security and physical security policy. The DOD CIO advises the Secretary of Defense on information technology, including national security systems and defense business systems, and develops DOD strategy and policy for all DOD information technology and information systems. If confirmed, I will ensure OUSD(I&S) maintains a close partnership with the DOD CIO to enable the necessary security architecture to protect intelligence and counterintelligence information while effectively enabling the mission.

Question. What is your understanding of the relationship and division of responsibilities between the OUSD(I&S) and the Under Secretary of Defense for Personnel and Readiness (USD(P&R)) for the Defense Civilian Intelligence Personnel System (DCIPS)? For the identification of DOD language capability requirements?

Answer. It is my understanding that the OUSD(I&S) establishes policy for the Defense Civilian Intelligence Personnel System in partnership with the Office of the Under Secretary of Defense for Personnel and Readiness (OUSD(P&R)). I also understand that OUSD(P&R) coordinates with OUSD(I&S) and the IC to identify and prioritize DOD foreign language capability requirements. If confirmed, I will examine the relationship between OUSD(I&S) and OUSD(P&R) to include the process for identifying DOD language capability requirements.

Question. How do you view the relationship and division of responsibilities between the OUSD(I&S) and the heads of the Intelligence Components of the Military Departments?

Answer. I understand that the OUSD(I&S) staff works closely with the heads of the intelligence and counterintelligence components of the Military Departments. I

understand that the USD(I&S) provides input to the Secretaries of the Military Departments on the duty performance of the senior intelligence officer within each Military Department.

The USD(I&S) is the Principal Staff Assistant to the Secretary of Defense with authority delegated from the Secretary of Defense to establish policy for DOD intelligence, counterintelligence, security, sensitive activities, and other intelligence-related matters. The Directors for Defense Intelligence within the OUSD(I&S) have specific programmatic responsibilities and support the Under Secretary in carrying out the responsibilities assigned and exercising the authorities delegated to the USD(I&S) by the Secretary of Defense.

The Secretaries of the Military Departments exercise authority, direction, and control over all components within their respective Departments. So the heads of the intelligence and counterintelligence components within the Military Departments are under the authority, direction, and control of the Secretary of the Military Department and subject to policy oversight of the OUSD(I&S).

Question. What do you perceive to be the role of the OUSD(I&S) with regard to the Reserve Component intelligence elements of Military Services?

Answer. I understand that, in accordance with DOD Instruction 5143.01, which outlines the responsibilities and functions, relationships, and authorities of the USD(I&S), OUSD(I&S) develops and provides policy guidance, resource advocacy, and oversight for the integration of Reserve Component intelligence elements, and ensures the Department effectively employs and resources Reserve Component intelligence elements to best support the National Defense Strategy (NDS). The programmatic role of OUSD(I&S) is the same with respect to the Active and Reserve Components of the Military Services. Like the Active Components, the Reserve Components intelligence elements are under the authority, direction, and control of the Secretary of the relevant Military Department in which they are located and subject to policy oversight of the OUSD(I&S).

Question. What is your understanding of the USD(I&S)'s responsibility and authority for the management and oversight of Military Intelligence Program (MIP) and National Intelligence Program (NIP) funding? How do the processes employed by the OUSD(I&S) in the execution of these responsibilities differ from the Planning, Programming, Budgeting, and Execution (PPBE) process applicable to all other DOD organizations and funding?

Answer. As the MIP Executive Agent, the USD(I&S) has management and oversight of the Military Intelligence Program (MIP). The USD(I&S), in his role as the Director of Defense Intelligence, has visibility into the NIP through participation in the ODNI resource decision forums. Additionally, I understand that the DNI and the USD(I&S) jointly sign out intelligence programming guidance to closely synchronize NIP and MIP programs to ensure that the Department's priorities are communicated to the IC. If confirmed, I will work closely with the ODNI in ensuring that DOD intelligence requirements are supported within the NIP budget.

With respect to the Planning, Programming, Budgeting, and Execution (PPBE) process, it is my understanding the USD(I&S) is a full participant in the Department's PPBE process and that military intelligence requirements compete with the other DOD requirements.

Question. If confirmed, specifically what actions would you take to develop and sustain an open, transparent, and productive relationship between Congress—the Senate Armed Services and Senate Appropriations Committees, in particular—and the OUSD(I&S) and the Defense Agencies under the authority, direction, and control of the OUSD(I&S)?

Answer. I am committed to assist the USD(I&S) and Secretary of Defense in sustaining an open, transparent, and productive relationship between the Department and Congress. If confirmed, I look forward to engaging with the defense oversight committees on a routine basis to discuss the Department's defense intelligence, counterintelligence, security, sensitive activities, and other intelligence-related activities.

Question. If confirmed, what steps would you take to ensure both that this Committee is provided with the notifications required under provisions of title 10, U.S. Code, section 2723, and that any such notification is accurate, complete, and timely?

Answer. I am committed to assist the USD(I&S) fulfill his responsibility under DOD Directive 5143.01 to make determinations on behalf of the Secretary of Defense, except for those related to nuclear, chemical, and biological security, in consultation with the DNI and the Director of the Federal Bureau of Investigation (FBI), as appropriate, and to notify Congress, as required by section 2723. If confirmed, I will ensure such notifications are accurate, complete, and timely.

MAJOR CHALLENGES AND PRIORITIES

Question. What do you consider to be the most significant challenges you would face if confirmed as the DUSD(I&S) and what specific actions would you take to address each of these challenges?

Answer. I consider supporting the NDS our most important responsibility. I anticipate strategic competition with China, deterring Russian aggression, and managing other persistent threats, including those from North Korea, Iran, and violent extremist organizations will be the most significant challenges. The Defense Intelligence and Security Enterprises have key responsibilities critical to the accomplishment of the 2022 NDS. They are responsible for providing intelligence that enables decision advantage for U.S. warfighters, decision makers, and Allies and partners. The Defense Security Enterprise must also safeguard personnel, information, operations, resources, technologies, and facilities against a wide range of threats and challenges.

If confirmed, I look forward to ensuring the Defense Intelligence and Security Enterprises further strengthen and provide the capabilities necessary to defend the Homeland, deter strategic attacks, deter aggression and prepare for conflict when necessary, and support building a resilient Joint Force and defense ecosystem.

SUPERVISION, AND OVERSIGHT OF THE DEFENSE INTELLIGENCE AND SECURITY ENTERPRISE

Question. The USD(I&S) is vested with responsibility for the overall direction and supervision of the Defense Intelligence and Security Enterprise in the execution of intelligence, counterintelligence, security, sensitive activities, and other intelligence-related matters across DOD. Subject to USD(I&S) oversight, responsibility for executing policies and programs in these domains vests primarily in the Military Departments and Services, elements of the Office of the Secretary of Defense, and the Defense Agencies.

What is your understanding of the role of the OUSD(I&S) in coordinating the activities of the Defense Intelligence and Security Enterprise?

Answer. Intelligence and security are mutually-reinforcing mission areas supporting NDS objectives. The Department must understand the intentions, capabilities, and activities of strategic competitors and other adversaries. Similarly, the security apparatus must safeguard our personnel, information, capabilities, and infrastructures, both physical and logical. The combination of these disciplines enables DOD's contributions to the United States' enduring advantage.

Question. In your view, does the USD(I&S) have the authority, organizational structure, and resources to provide appropriate oversight of the Defense Intelligence and Security Enterprise? If not, what additional authorities or resources does the OUSD(I&S) require, in your view?

Answer. In my view, the Defense Intelligence and Security Enterprises represent a unity of effort, as they are mutually reinforcing mission areas. From my current vantage point, I believe the USD(I&S) has the authority and organizational structure to conduct appropriate oversight. If confirmed, I look forward to reviewing the resources of OUSD(I&S) and working with the Under Secretary to ensure that the resources and authorities necessary for oversight are available.

2022 NATIONAL DEFENSE STRATEGY (NDS)

Question. In March, the Department of Defense transmitted to Congress the classified 2022 National Defense Strategy (NDS) and indicated that an unclassified NDS would be forthcoming. The 2022 NDS designates China as the pacing challenge for the United States, but it also states that Russia remains an acute threat to U.S. national interests. In addition, the Department must also manage the persistent threats posed by rogue regimes and violent extremist organizations.

In your view, how does the Office of the DUSD(I&S) directly support the NDS?

Answer. I believe the Defense Intelligence and Security Enterprises are critical to supporting the NDS. They are responsible for providing intelligence that enables decision advantage for U.S. warfighters, decision makers, and Allies and partners, while supporting integrated deterrence in support of NDS priorities. They are also responsible to safeguard personnel, information, operations, resources, technologies, and facilities against a wide range of threats and challenges.

If confirmed, as the first assistant to USD(I&S), I will work to ensure OUSD(I&S) efforts align to support the NDS and are resourced appropriately.

Question. In your view, how would you assess the current readiness and capabilities of the Defense Intelligence and Security Enterprise to execute the NDS?

Answer. It is my understanding that the Defense Intelligence and Security Enterprises are well-postured to support the Department's execution of the NDS and are ensuring the proper alignment and allocation of resources.

If confirmed, I will prioritize developing my own assessment of the enterprises' readiness and capabilities to execute the NDS and working with the USD(I&S) to ensure the enterprises remain well-postured.

Question. What do you believe are the main resource or capability shortfalls, if any, that could hamper the Defense Intelligence and Security Enterprise's execution of the NDS?

Answer. It is my understanding that the Department has realigned Military Intelligence Program (MIP) resources to better support the NDS.

As the Department makes further adjustments to its warfighting capabilities to support the NDS, I expect this will impose additional requirements on intelligence and security that will need to be addressed. If confirmed, I will work with the OUSD(I&S) staff to identify promptly any obstacles likely to hamper execution of the NDS.

Question. If confirmed, how would you propose to address any gaps or shortfalls in the ability of the Defense Intelligence and Security Enterprise to meet the demands placed on it by the NDS?

Answer. If confirmed, I will work across the Department to ensure any capability gaps and shortfalls are identified and resourced throughout the Planning, Programming, Budgeting, and Execution (PPBE) process.

STRENGTHENING ALLIANCES AND ATTRACTING NEW PARTNERS

Question. Mutually beneficial alliances and partnerships are crucial to U.S. success in competition and conflict against a great power.

If confirmed as DUSD(I&S), what specific actions would you take to strengthen and synchronize existing intelligence and counterintelligence relationships with foreign governments and international organizations?

Answer. If confirmed, I commit to strengthening defense intelligence and counterintelligence relationships with allies and partners on issues of mutual concern such as Russian and Chinese malign activities, including ensuring we have the intelligence sharing relationships needed and the technology in place to facilitate sharing. The unique access and expertise of our Allies and partners enable us to close intelligence gaps and improve our mutual understanding of security issues that we face.

Question. If confirmed, what factors would you consider in recommending decisions on the disclosure and release of intelligence to foreign governments and international organizations, including in support of combatant commanders' expressed desire for better intelligence and intelligence sharing to counter foreign malign activities?

Answer. I understand the factors that must be considered for foreign disclosure and release of U.S. classified military information, to include military intelligence, are stipulated in the National Disclosure Policy. If confirmed, I would support combatant command requirements for intelligence support to counter foreign malign activities and responsible foreign disclosure of military intelligence to friendly foreign governments and international organizations.

JOINT REQUIREMENTS OVERSIGHT COUNCIL (JROC) AND THE JOINT CAPABILITIES INTEGRATION AND DEVELOPMENT SYSTEMS (JCIDS)

Question. Per section 181 of title 10, U.S. Code, the JROC is vested with the responsibility to assess joint military capabilities; establish and approve joint performance requirements that ensure interoperability between military capabilities; and identify new joint military capabilities based on advances in technology and concepts of operation. The JCIDS process was established to address overlap and duplication in Military Services' programs by providing the information the JROC needs to identify the capabilities and associated operational performance requirements needed by the joint warfighter.

How do you assess the effectiveness of the JROC and JCIDS in identifying and establishing joint warfighter capability requirements in the domains of military intelligence, counterintelligence, and security?

Answer. The Joint Requirements Oversight Council (JROC) and Joint Capabilities Integration and Development System (JCIDS) processes use threat assessments from the IC to inform Joint Force capability requirements and to guide requirements and capability development, including in the areas of military intelligence, counterintelligence, and security.

As a statutory advisor to the JROC and its subordinate boards, USD(I&S) provides advice that supports effective intelligence-related capability requirements and associated key performance parameters.

If confirmed, I would closely coordinate with JROC members to ensure the JCIDS process continues to validate effective military intelligence, counterintelligence, and security requirements.

Question. In your view, have recent acquisition reforms that shifted authorities to the Military Services affected the JROC's ability to assess joint performance requirements in the military intelligence, counterintelligence, and security domains?

Answer. I understand that the recent reforms have transferred acquisition Milestone Decision Authority (MDA), to include for intelligence capabilities, from USD(A&S) to the Services. For example, the U.S. Air Force is now the MDA for the MIP-funded Next Generation Overhead Persistent Infrared satellites to provide missile warning.

However, changes to MDA have not altered how DOD addresses requirements or changed the JCIDS or JROC processes. The JROC continues its oversight of the JCIDS process and the assessment and validation of effective joint performance requirements in the areas of military intelligence, counterintelligence, and security. Additionally, an Intelligence Support Certification is still required to complete the requirements validation process needed prior to an Acquisition Milestone Decision.

If confirmed, I will work closely with JROC members to ensure the JCIDS process continues to validate effective military intelligence, counterintelligence, and security requirements.

Question. Successive Vice Chairmen of the Joint Chiefs of Staff have emphasized joint and cross-domain capability requirements that the Military Services have not prioritized or are not responsible for developing, such as Joint All Domain Command and Control (JADC2). JADC2 demands ubiquitous interoperability, automated decision aids, and systems-of-systems integration.

How would you ensure that the Defense combat support intelligence agencies and the National Reconnaissance Office comply with the JADC2 requirements promulgated by the JROC?

Answer. In addition to participating in both the Department and IC requirements development and system acquisition processes, OUSD(I&S) conducts an annual portfolio review to ensure MIP-funded efforts deliver the capabilities needed by the warfighters. If confirmed, I would work to ensure the OUSD(I&S) processes are working to provide the right data, to the right people, at the right time.

Question. Given the role that National Reconnaissance Office (NRO) assets have in providing intelligence for warfighting functions, the JROC reviews NRO acquisition programs to ensure DOD requirements are being met.

If confirmed, how would you ensure that NRO's responsiveness to JROC requirements continues?

Answer. Consideration of both DOD and IC requirements is central to the USD(I&S) role. OUSD(I&S) facilitates the common gatekeeping function between JCIDS and the Intelligence Community Capability Requirements (ICCR) processes.

If confirmed, I will work to maintain open communication throughout this process, and work closely with the Joint Staff and IC during the requirements validation process for National Reconnaissance Office (NRO) capabilities.

Question. The streamlined middle-tier acquisition authorities enacted in section 804 of the fiscal year 2016 National Defense Authorization Act (NDAA) sought to speed fielding of advanced technologies and systems.

What is your opinion of the effects of efforts to use section 804 authorities in intelligence-, counterintelligence-, or security-related acquisitions?

Answer. I believe that technological advances and development are outpacing DOD's ability to modernize and field capability using standard acquisition processes. Section 804 provides authority to the DOD to rapidly prototype and/or rapidly field capabilities under a new pathway, distinct from the traditional acquisition system.

I understand this authority provides a pathway for the Defense Intelligence and Security Enterprises to develop, test, and field emerging technology to maintain pace with, or counter, adversary capability development.

If confirmed, I look forward to further reviewing the application of section 804 to understand its applicability to, and value for, intelligence, counterintelligence, or security-related acquisitions.

INTELLIGENCE SUPPORT TO THE WARFIGHTER

Question. If confirmed, how would you balance the need for the combat support Defense intelligence agencies to provide intelligence support to the warfighter with the need to provide intelligence support to policy makers?

Answer. Balancing the intelligence needs of the warfighter and policy makers is one of the primary responsibilities of the OUSD(I&S). If confirmed, I will work with Department and IC stakeholders to ensure the Defense Intelligence Enterprise continues to satisfy all intelligence requirements for both our warfighters and senior policy makers in order to support decision-making by our national leaders.

Question. In your view, what opportunities exist across the Intelligence Community to improve intelligence support to the warfighter, particularly in executing time-critical and complex kill chains? If confirmed, what would you do to leverage these opportunities?

Answer. I believe it is important to work across the Department and IC to find opportunities to improve support to the warfighter, including exploring technological innovations and process improvements.

If confirmed, I would engage with the combatant commanders to improve my understanding of their requirements and challenges. I would also frequently engage leaders within the IC and across the Department to ensure I understand current efforts to improve intelligence support to the warfighter.

Question. In your view, are the Defense intelligence agencies, Joint Intelligence Operations Centers and Service Intelligence Centers organized and resourced to most effectively support warfighter requirements under the new NDS, to include support to near-real time, multi-sensor joint detection, tracking, and targeting for the combatant commands? What changes may be required to optimize cooperative, cross-agency targeting support?

Answer. In today's threat environment, most issues are relevant to both warfighting commands and policy makers, with targeting support tactically and operationally arrayed across the Services and Agencies. If confirmed, I will work to ensure the DIE continues to satisfy requirements for operationally-relevant intelligence that directly enables warfighter success.

If confirmed, I will also support periodic reviews and realignment efforts to ensure priorities are met and resources effectively used to support the warfighter. I understand that the Joint Intelligence Operations Centers (JIOCs) have undergone various personnel reviews to determine the appropriate personnel levels to effectively support the mission requirements of the Combatant Commands. If confirmed, I will evaluate how to best resource the competing requirements of the Combatant Command JIOCs and the Service Intelligence Centers (SIC) to support the NDS. I believe that balancing the Combatant Command needs along with SIC requirements will be one of my primary responsibilities.

Question. In your view, how are intelligence operations carried out by special operations forces different from those carried out by the Intelligence Community?

Answer. I am fortunate to be able to leverage the experience in my current role as the Deputy Assistant Secretary of Defense for Irregular Warfare and Counterterrorism where I work closely in this mission area with OUSD(I&S).

Intelligence operations executed by U.S. special operations forces (USSOF) are tactical operations in support of Combatant Commanders military objectives. The range of missions carried out by USSOF are unique because they executed on rapid timelines and in high-risk environments. USSOF missions require accurate, detailed, and timely intelligence that only integrated, multi-disciplined collection and analysis can provide. This tactical intelligence enables a commander to make rapid decisions while in contact with or close to the enemy. It is collected, analyzed, and quickly disseminated to the force enabling an integration of intelligence and operations that reducing risk to force and often creates opportunities for further collection and exploitation. Neither the capability nor the capacity is readily available within the IC or within conventional forces at the speed and scale required.

Other defense intelligence operations typically serve a more strategic purpose and generally focus on national intelligence requirements as part of the IC. While USSOF generally conduct intelligence to meet their own unique tactical intelligence requirements in support of the Combatant Commands, they are aware of and leverage intelligence derived from national collection priorities.

If confirmed, I will seek to leverage opportunities where intelligence operations carried out by USSOF will benefit the IC and vice versa.

Question. If confirmed, how would you work across the Defense Department, the Office of the Director of National Intelligence, and the CIA to ensure that intelligence activities carried out by special operations forces are properly coordinated with activities carried out by the Intelligence Community?

Answer. In my current position, I am responsible for ensuring USSOF intelligence activities are closely coordinated with the IC as directed in applicable law, policy, and agreements. When USSOF engage in intelligence, counterintelligence, security, sensitive activities or other intelligence-related activities, the USD(I&S) and ASD(SO/LIC) share responsibility for overseeing those activities. If confirmed, I will

continue to work closely with the ASD(SO/LIC), the Assistant to the Secretary of Defense for Intelligence Oversight (ATSD(IO)), other DOD senior intelligence officials, and the IC to ensure USSOF comply with all applicable policies and directives to ensure Department oversight and coordination of USSOF activities and programs.

I believe that it is essential that DOD and the IC closely coordinate their activities, their training, the capabilities, and all aspects of their operations to ensure that, together, we achieve greater effects in protecting the United States. Additionally, I look forward to continued dialogue with the Committee to ensure clear and consistent reporting to the congressional oversight committees of intelligence activities carried out by USSOF.

Question. The OUSD(I&S) is charged to develop and oversee implementation of DOD strategy, programs, and policy for Intelligence, Surveillance, and Reconnaissance (ISR) capabilities and to integrate tasking, processing, exploitation, and dissemination (TPED) solutions.

What is your understanding of the OUSD(I&S) participation in the JADC2 cross-functional team led by the Joint Staff J6?

Answer. It is my understanding that the OUSD(I&S) is a full participant in the Department's Joint All Domain Command and Control (JADC2) initiative intended to connect distributed sensors, shooters, and data from and in all domains to all forces.

If confirmed, I will work closely within OUSD(I&S), with other DOD components, and with ODNI to make necessary improvements to the Command, Control, Communications, Computers, Intelligence, Surveillance, and Reconnaissance (C4ISR) architecture to increase timely support to decision making at the strategic and operational levels.

Question. Do you intend to use the authorities delegated to the USD(I&S) to leverage information technology and innovative concepts to support the JADC2 initiative to develop an interoperable, joint command, control, communications, computer intelligence, surveillance, and reconnaissance architecture and capability to support the warfare of the future, including by participating in experiments and exercises?

Answer. Yes, if confirmed, I will work closely with the USD(I&S) to appropriately apply his delegated authorities to shape required improvements to the C4ISR architecture to increase timely support to decision making at the strategic and operational levels in support of the Department's JADC2 initiative.

Question. In a February 27, 2020, New York Times Op-ed, Eric Schmidt, the chairman of the National Security Commission on Artificial Intelligence (NSCAI) and former chairman and CEO of Google, stated, "[i]f A.I. advances elsewhere outpace those of U.S. companies and the U.S. Government, and give commercial and military advantages to our rivals, the resulting disadvantage to the United States could endanger U.S. national security and global stability. The same could be said for other emerging technologies." The report of the NSCAI emphasized this fundamental conclusion.

Do you agree that American pre-eminence in AI is critical for national and economic security? If confirmed, what priority would you assign to ensuring that the Defense intelligence enterprise invests in AI applications?

Answer. Yes. Artificial Intelligence (AI) is critical for national and economic security. I concur with the NSCAI's conclusion that we must win the AI competition.

With the continued increase in the amount of information available both from traditional and open sources, the way to achieve a strategic advantage and ensure U.S. military and information dominance in competition and conflict is to develop and deploy world-class AI technologies. OUSD(I&S) has many strategic AI investments and partnerships that I understand will expand in the coming years, and if confirmed, I will assign the highest priority to the development and implementation of these capabilities.

Question. Do you agree that the Defense intelligence components should take maximum advantage of the foundational AI platforms and tools that the Chief Data and Artificial Intelligence Office (CDAO) is sponsoring to develop AI applications for intelligence?

Answer. Yes. Defense intelligence components should take maximum advantage of the foundational AI platforms, tools, and investments that the CDAO sponsors.

If confirmed, I will work closely with the CDAO leadership to ensure these investments are leveraged to maximum effect and benefit for the Defense Intelligence Enterprise. I see the relationship between the OUSD(I&S) and CDAO as essential to maintaining our strategic advantage over our adversaries.

Question. If confirmed, what actions would you take to support this effort?

Answer. If confirmed, I would advocate for the development of a robust partnership that fully integrates defense intelligence into the capabilities and platforms

produced by the CDAO. For the CDAO to accomplish its mission, it must have access to data from the Defense Intelligence Enterprise.

Question. Do you agree that the CDAO has oversight and supervisory authority over the Defense intelligence enterprise, including the intelligence agencies, with respect to data management and artificial intelligence?

Answer. CDAO is responsible for accelerating DOD's adoption of data and AI-enabled capabilities. They collaborate closely with Defense Intelligence Enterprise leaders to identify and remove barriers to effective data management and support the scaling of secure, responsible AI across our community.

Question. What is your understanding of efforts by the OUSD(I&S) to develop and implement systems for the use of Artificial Intelligence to bring greater efficiencies to intelligence analysis, including opportunities to condense the time required by a human analyst to locate and prioritize potential targets and convert those observations to actionable intelligence for input to military decision making?

Answer. I understand there have been several efforts instituted by the Department that have achieved great success over the last five years. These activities have spanned from fundamental research to the rapid fielding of technologies, demonstrating both the current and future potential of AI against the challenges we collectively face.

While the Department can be justifiably proud of these efforts, I believe that in order to meet future threats these capabilities must be scaled and refined. If confirmed, I would work with stakeholders across the Department to continue to pursue the application of AI capabilities to meet a variety of operational challenges.

COUNTERINTELLIGENCE, LAW ENFORCEMENT, AND SECURITY

Question. What is your assessment of current and anticipated counterintelligence threats to DOD? Which threats do you assess to be the most concerning and why?

Answer. DOD faces unprecedented foreign intelligence threats, principally from China and Russia. These threats target our personnel, capabilities, and infrastructure, across both the cyber and physical domains.

Our adversaries operate asymmetrically below the level of armed conflict using coercion, subversion, malign influence, disinformation, cyber and economic espionage, and spies and non-traditional collectors. In my opinion, the most concerning are those threats which aim to erode our warfighting advantage through targeting and exploitation of the industrial base.

Question. What is your understanding of the roles and responsibilities of the OUSD(I&S) to provide strategic direction and oversight of implementation of counterintelligence policy, programs, guidance, and training to ensure they are responsive to validated DOD and national counterintelligence priorities? What changes, if any, in these roles and responsibilities would you recommend, if confirmed?

Answer. I understand the USD(I&S) has broad responsibility for oversight of DOD counterintelligence (CI) and recently released the first DOD CI Strategy in more than a decade, "Confronting Threats to America's Military Advantage, 2021-2031."

I also understand the USD(I&S) is a standing member of the National CI and Security Center's National CI Policy Board along with the Director of the Defense Intelligence Agency, as the statutory Defense CI Manager. Through this and other forums, the USD(I&S) coordinates and collaborates DOD CI activities across the U.S. Government.

If confirmed, I will work with USD(I&S) to provide strategic direction and leverage the Defense CI Manager and other critical leaders across the CI enterprise to ensure national priorities are addressed and the community continues to evolve to meet the future needs of the Department in this dynamic environment.

Question. In your view, how has the Department's security posture benefitted from the integration of the intelligence, counterintelligence, and law enforcement policy functions under the auspices of a single Under Secretary?

Answer. In my view, intelligence, counterintelligence, law enforcement, and security are mutually-reinforcing functions. As we face complex security challenges, DOD must integrate policy oversight of intelligence, counterintelligence, and law enforcement, along with foundational security functions, to enable the Department to better leverage a wide variety of tools to protect our people, information, and resources in support of NDS objectives.

Our intelligence professionals and special agents collect information, detect, and disrupt the capabilities, opportunities, and intentions of our adversaries. Working side by side with our security professionals allows them to develop effective policies, standard and repeatable procedures, and sufficient controls to deter and deny our strategic competitors.

If confirmed, I will ensure that all communities under the authority, direction, and control of the Under Secretary continue to integrate and deny our adversaries freedom of maneuver.

Question. Does the integration of these functions under a single official raise civil liberties concerns? If so, what do you believe to be the most effective way to address those concerns? I do not believe the integration of these functions raises civil liberties concerns.

Answer. In my view, integrating these functions under one Principal Staff Assistant enables the alignment of policy, strategy, and resource prioritization by providing Department-level oversight of these disciplines.

It is my understanding that the OUSD(I&S) Counterintelligence, Law Enforcement and Security team are experts in the relevant authorities, privacy, civil liberties, and intelligence oversight laws and policies, reinforced by a strong legal team.

If confirmed, I commit to ensuring the continued integration of these complementary missions in a manner that respects civil liberties and protects any right or privilege secured by the Constitution or the laws of the United States.

Question. Does the USD(I&S) have adequate authorities and resources to execute the law enforcement policy function? If not, what additional authorities or resources are required, in your view?

Answer. I understand the Counterintelligence, Law Enforcement, and Security portfolio within OUSD(I&S) has responsibility for the law enforcement policy function. Although I have not been fully briefed on current activities or resources, if confirmed I will review this portfolio and ensure OUSD(I&S) has the right alignment of authorities and resources to perform the policy oversight function.

Question. In the role of the DOD Senior Agency Official for Security, the USD(I&S) represents the Department on the Interagency Security Committee (ISC), created by President Clinton in 1995, six months after the Oklahoma City bombing, to develop security standards applicable to all non-military Federally-owned and leased facilities. The Risk Management Process for Federal Facilities: An Interagency Committee Standard, sets forth a number of “best practices” for determining a facility’s security level and customizing physical security countermeasures.

In your view, has DOD benefitted from the adoption of any of the “best practices” endorsed by the ISC?

Answer. Yes, I believe that DOD has benefitted from adopting the Interagency Security Committee’s (ISC) security standards for DOD’s leased commercial space.

In addition to reducing build-out costs and reconstruction times when DOD moves into a space previously occupied by another Federal tenant, aligning our standards for these spaces makes DOD a better, more-integrated co-tenant to other Federal tenants.

PERSONNEL SECURITY AND INSIDER THREAT

Question. The USD(I&S) is accountable for managing and overseeing DOD’s insider threat, personnel security, and National Industrial Security programs. The Secretary of Defense established the Department of Defense Insider Threat Management and Analysis Center (DITMAC) in 2014 to oversee the mitigation of insider threat risks to the Department and specific actions on insider threat cases. In November 2018, the National Insider Threat Task Force published the Insider Threat Program Maturity Framework.

In addition, Congress transferred responsibility for personnel security from the Office of Personnel Management to DOD at a time when a backlog of clearance investigations reached near-crisis levels, while mandating that DOD transform the clearance process through modern data acquisition and continuous monitoring technologies. Congress also mandated that DOD significantly improve its abilities to support the integrity of the acquisition process by determining the beneficial ownership and responsibility determinations of companies and individuals with whom the Department contracts by applying similar continuous monitoring techniques. At the same time, the Department and Congress expect the intelligence and security components of DOD under the purview of the USD(I&S) to substantially increase the protection of the National Security Innovation Base from technology theft and subversion from foreign adversaries, while ensuring that American industry and academic institutions continue to be welcoming magnets for foreign personnel.

Most of these very challenging new and enhanced requirements have been assigned to the Defense Counterintelligence and Security Agency (DCSA). A recent report on the DCSA’s Industrial Security Program found that full implementation of these additional requirements would vastly increase DCSA’s workload above current caseloads.

What is your current assessment of the ability of DCSA to transform itself to meet these objectives?

Answer. From what I have seen, the Defense Counterintelligence and Security Agency (DCSA) has done incredible work in reducing the investigation inventory and increasing its operational capability for detecting and mitigating insider threats. I recognize that DCSA must have the necessary support from OUSDI(I&S) leadership, as well as from the rest of the Department and interagency partners, to continue to meet its objectives.

If confirmed, I will be fully engaged with DCSA and the OUSD(I&S) staff to ensure the agency is appropriately positioned for continued success across all its missions.

Question. Does DCSA currently have the budget and manpower to effectively execute these additional responsibilities?

Answer. DCSA is in a unique position where it is partially appropriated and partially operating under a fee-for-service model. As I understand it, DCSA is sufficiently resourced.

If confirmed, I would work closely with DCSA and appropriate stakeholders to ensure this model's continued success, but to also take a deep look into the appropriations to ensure the agency has what it needs to perform its critical mission.

Question. These DCSA-assigned missions are critical to DOD's innovation strategy led by the Under Secretaries of Defense for Acquisition and Sustainment and Research and Engineering. How would you ensure that DCSA is focused on meeting the needs of senior DOD officials outside of the OUSD(I&S)?

Answer. I understand the DCSA recently issued its strategic plan, a first for the agency since the integration of missions from across the Defense enterprise and Office of Personnel Management. In issuing this plan, I understand DCSA extensively collaborated with its customers and external stakeholders to ensure it is meeting their needs.

If confirmed, I will work with DCSA leadership, as well as leadership across the Department, other executive branch agencies, and the Congress to support DCSA's implementation of its strategic plan.

Question. Specifically, if confirmed, how would you ensure that DCSA is highly responsive to the needs of the OUSD(A&S) for vetting DOD contractors in responsibility determinations?

Answer. If confirmed, understanding the consolidation and expansion of acquisition security missions at DCSA will be an area of significant focus for me.

Ensuring proper focus, partnership, and division of responsibilities across these functions is key to advancing acquisition security. I think an important step in the right direction, particularly in level-setting the expectations of the agency and its stakeholders, including OUSD(A&S) and the Military Departments, will be the review of the DCSA Charter.

Question. What is your understanding of the status of development, approval, and implementation of the Trusted Workforce 2.0 initiative?

Answer. As I understand it, Trusted Workforce 2.0 is a national-level effort, led by the DNI through the PAC, to reform personnel vetting across the Federal Government. This effort aims to improve applicant engagement, effectiveness, and efficiency for personnel security, suitability, and credentialing. I believe the Department is deeply involved in this reform effort, as the USD(I&S) is a PAC Principal, and DCSA is the investigative service provider for much of the Federal Government.

If confirmed, I will ensure the Department remains engaged and that DCSA is appropriately positioned for the success of this incredible reform effort.

Question. What is your understanding of the remaining challenges in achieving reciprocity of clearances and access to classified information across government components and their contractors?

Answer. I understand there is an important need to continually balance the tension between safeguarding classified information and assuring that same information is available, when needed, for both government components and their contractors. This is particularly important for DOD, which I understand is the largest holder of classified national security information in the Federal Government.

If confirmed, I look forward to supporting the review of information security processes and clearance reciprocity to meet the DOD's requirements to protect and appropriately share classified information.

Question. How, if at all, should the Department change its data ownership and governance policies to facilitate DITMAC's ability to access data from, and make correlations across, the intelligence, counter-intelligence, law enforcement, physical security, personnel security, human resources, network monitoring, and cybersecurity organizations across the DOD?

Answer. Although I have not yet been fully briefed on all of these issues, I am aware that the Department is building a layered set of capabilities to detect and mitigate the Insider Threat. To be effective and efficient at the challenging mission of getting “left of crisis,” I believe it is critical that the DOD Insider Threat enterprise—including the Defense Insider Threat Management and Analysis Center (DITMAC), Component Hubs, and installation-level insider threat personnel—have access to a wide range of data within the organization. This includes data from human resources, law enforcement, counterintelligence, personnel security, among others.

If confirmed, I would work to ensure a sustained effort is underway eliminate stove-piping and remove barriers to data sharing, as allowed by law.

Question. In your view, how should insider threat architecture and activities overseen by OUSD(I&S) be integrated and coordinated with the Department’s cybersecurity architecture and activities, especially with respect to the new emphasis on “zero trust” cybersecurity architectures and principles?

Answer. Success in areas of mission integration is founded in partnership. I am aware USD(I&S) and CIO have a strong working relationship and collaborate regularly on areas of mutual interest.

If confirmed, I will work to ensure this relationship continues and seek ways to enhance our efforts to find areas of common interest, force multiplication, and efficiencies across both missions of insider threat detection and cybersecurity.

Question. Can zero trust practices, and network activity monitoring for cybersecurity, especially on DOD’s unclassified network, promote, inform and augment insider threat detection? Can user activity monitoring for insider threat detection inform cybersecurity?

Answer. Yes. I understand Zero Trust assumes a network or system likely will be penetrated and builds internal cybersecurity controls to constrain malicious actors when they are successful and alert DOD security and law enforcement when needed. Cybersecurity tools, network monitoring, and User Activity Monitoring (UAM) are valuable tools to augment other sources of data for identifying behaviors of concern early.

If confirmed, I will work to ensure policies and procedures are in place for UAM to be shared appropriately, including with cybersecurity elements as necessary.

Question. In your view, should the Department’s zero trust cybersecurity mandate and the CIO’s role in supervising the implementation of zero trust apply to the Defense Intelligence Agencies?

Answer. Yes. Zero Trust architecture benefits information systems security regardless of a system’s functional purpose.

If confirmed, I will continue and grow OUSD(I&S)’s strategic partnership with DOD CIO and ODNI for IC systems regarding those operated by DOD IC Entities.

Question. In your view, does the OUSD(I&S) have the requisite authority and technical expertise to guide the development of a comprehensive capability that uses modern information technology to integrate all sources of information for identifying insider threats?

Answer. Although I have not yet been fully briefed on all of the operational, technical, and acquisition programs, I believe the Department should maximize technology and the use of authorities to address the risk from the insider across all aspects of programs, including information sharing.

If confirmed, I will ensure the Department’s insider threat efforts continue to integrate, innovate, and advance information sharing to enable a robust perspective of potential insider risk and/or threats.

Question. What is your understanding of the technical and systems integration challenges involved in improving personnel security processes and insider threat detection and prevention within DOD?

Answer. The Department, as with all large institutions, faces common technical challenges when addressing large scale information technology systems that ingest, process, and store vast amounts of data. These challenges multiply as more users are involved and when the data is needed by multiple missions across different platforms. The protection of data and data sources are important considerations when addressing technical and system integration challenges.

If confirmed, I will work closely with the personnel security and insider threat communities to ensure information is shared, protected, and appropriately actioned.

Question. Given that several recent insider threats were from contractor employees, is it advisable and appropriate, in your view, for the DITMAC to have access to or be integrated with DOD contractors’ data systems? If so, how might such a program be implemented?

Answer. Although I have not been fully briefed on all the programs and constraints, the efficient and effective sharing of information between government and contractors is critical to detecting and mitigating the risk from insiders.

If confirmed, I will examine more closely the flow of information from contractor organizations in to the Department's Insider Threat Program, including DITMAC, and assess how the process and capabilities can be strengthened.

Question. If such a program is not feasible, advisable, or suitable, what might you suggest as an alternative for mitigating the risk that contractor employees will engage in insider threat activities?

Answer. I have not been briefed on all aspects of these programs to assess if such a program is feasible or not. If confirmed, I commit to assessing all aspects of insider risk and ensure future goals and objectives include steps to ensure efficient and effective processes for passing information between contractors and the government.

Question. What can the OUSD(I&S) do to ensure that senior leaders in each DOD Component—not only the intelligence or counterintelligence communities—are fully invested in protecting their people, facilities, information from insider threats as a core mission objective?

Answer. A key component to an effective Insider Threat programs is the support of the Component's leadership. This requires senior leaders to foster a positive workplace climate, encourage the reporting of concerning behaviors, and take seriously the responsibility for promoting awareness within the workforce. Additionally, senior leaders need to validate that their Insider Threat programs and other security functions, such as suitability and fitness determinations, credentialing, and vetting are meeting their requirements and are adequately resourced for success.

If confirmed, I will work with senior leaders across the Department to prioritize Insider Threat programs, including appropriate funding and resourcing to support this critical mission.

Question. How should vetting policies and processes applicable to foreign military students enrolled in DOD training and educational programs help to mitigate risk to U.S. personnel, facilities, and equipment?

Answer. I understand that after the December 2019 terrorist attack at Pensacola Naval Air Station DOD implemented new vetting policies for International Military Students (IMS) and their accompanying family members that more closely aligned with the vetting DOD applies to U.S. military personnel.

If confirmed, I will work to continue to advance vetting policies and processes within DOD to provide a greater level of security for all personnel on DOD installations.

Question. The Department of Defense is pursuing a wide-ranging strategy to engage with commercial entities engaged in cutting-edge research and development. The Department recognizes that it needs new acquisition policies and practices to enable the Department to engage the private sector with the necessary speed, agility and flexibility. Two related obstacles are the time and difficulty involved in the personnel and facility clearance processes and the hurdles that non-traditional contractors face in getting access to data to test and demonstrate new information technology and software.

How should DOD's security apparatus adapt and tailor its requirements and procedures better to support the Department's innovation activities, in your view?

Answer. I understand efforts are underway across the Defense Security Enterprise to meet the needs of the Department and keep pace with the speed of innovation today, with a particular focus on the clearance processes.

If confirmed, I would prioritize OUSD(I&S) security policy support to the acquisition and research and engineering communities as we seek to deliver uncompromised warfighting capability and enable the NDS.

Question. Then-Secretary of Defense Mattis established the Protecting Critical Technology Task Force in late-2018, reporting to the Deputy Secretary of Defense and the Vice Chairman of the Joint Chiefs of Staff. The Task Force was one component of DOD's response to Intelligence Community warnings that China and Russia are engaged in campaigns to steal trade secrets, proprietary information, and other forms of intellectual property from the United States, through infiltration of the software supply chain, acquisition of knowledge by foreign students at U.S. universities, and other nefarious means—all as part of a strategic technology acquisition program.

How would you characterize the threat posed by foreign nations to the integrity of the National Security Innovation Base? Which threats do you assess as most concerning, and why?

Answer. I would characterize the threat as significant and growing. The Department relies on U.S. innovation centers and academia, to undertake and advance

science and technology that will maintain the lethality of the Joint Force and our allies. In my opinion, the most concerning are those threats which aim to erode our warfighting advantages through targeting and exploitation of the industrial base, particularly small businesses.

Question. In your view, is the OUSD(I&S) and the DOD components it oversees appropriately resourced and organized to ensure the security of the National Security Innovation Base, critical technology, and related intellectual property that are critical to the DOD? What changes, if any, would you recommend?

Answer. I have not been fully briefed on the resourcing of OUSD(I&S) and the DOD components. However, if confirmed, I would recommend continued efforts to combat the misconception that security stifles innovation with rigid controls that deny scientist and engineers the ability to collaborate. Properly considered, properly applied, and continuously managed security practices are a critical, enabling element in research and innovation to encourage competition and protect DOD interests.

If confirmed, I would also support continuing initiatives to elevate, integrate, and optimize DOD security and counterintelligence to support and enable the security of the National Security Innovation Base.

Question. How would you propose to improve the support provided by the DCSA, the DOD counterintelligence organizations, and the National Intelligence Community to better protect the National Security Innovation Base, and enhance the Department's innovation strategy, especially with respect to technology companies that are non-traditional DOD contractors?

Answer. If confirmed, I would support continuing initiatives, both within OUSD(I&S) and across the Department, to elevate, integrate, and optimize DOD security and counterintelligence to support and enable the security of the National Security Innovation Base. Key to this support is increased collaboration among the disciplines and across the interagency to ensure we are drawing on the vast capabilities of the National Security Innovation Base, including those with which would we not traditionally engage.

CLASSIFIED PROGRAMS AND NETWORKS

Question. The Deputy Secretary of Defense is leading a "zero-based review" of the status of special access programs (SAPs) to weed out activities that should not be handled in special access security channels and to enhance the protection of those that should remain SAPs. In addition, the Department is enhancing SAP management resources in order to cross-clear more personnel in industry and government to achieve more effective operational integration of SAP capabilities. The Department is also beginning to work on collapsing, integrating, and modernizing the SAP networks to achieve efficiencies in infrastructure and improve collaboration and integration.

In your view, how should the OUSD(I&S) be contributing to this effort?

Answer. I understand that OUSD(I&S) is fully supporting the Deputy Secretary's review. As the Department's Senior Agency Official for Security, and as one of four oversight authorities for DOD Special Access Programs (SAP), the OUSD(I&S) is participating in the methodical and focused reviews of SAPs to ensure the information protected by these SAPs continues to be deserving of these exquisite protections. As determinations are made, if the information is deemed to no longer require SAP protections, OUSD(I&S) should aid in identifying and recommending other appropriate security protections.

Coming out of the review, OUSD(I&S) should continue to work with our IC partners to drive collaboration and integration of SAPs with other compartmented information, to include developing and leveraging common information technology systems to break down stovepipes and facilitate information sharing. Similarly, OUSD(I&S) should ensure that DOD SAP security policy allows for the appropriate enhanced security SAP information requires, while fostering integration and collaboration across government and with industry.

If confirmed, I would seek to ensure OUSD(I&S) continues to work collaboratively and effectively to support the Deputy's review and continued modernization of SAP networks and policies.

Question. An expected benefit of accessing and cross-clearing more government and industry personnel managing and executing special access programs is the development of more effective "kill chains" and "effects chains" to support the Joint All-Domain Command and Control (JADC2) initiative. Intelligence support for this effort is critical. The JADC2 Implementation Plan issued by the Deputy Secretary of Defense calls for campaigns of experimentation and exercises to develop, test, and adopt novel kill chains.

If confirmed, how would you plan to ensure that the Defense intelligence components under the oversight and supervision of OUSD(I&S) prioritize support for this key warfighting and deterrence initiative to develop, experiment with, and exercise numerous and unexpected kill chains and effects chains?

Answer. It is my understanding that the USD(I&S) is a full participant in the Department's Joint All-Domain Command and Control (JADC2) initiative, which is intended to connect distributed sensors, shooters, and data from and in all domains to all forces.

If confirmed, I will continue to work closely with Department and IC stakeholders to shape required improvements to the C4ISR architecture to increase timely support to decision making at the strategic and operational levels.

INTELLIGENCE OVERSIGHT

Question. In your view, what is the role of the OUSD(I&S) in ensuring that sensitive activities across DOD are consistently conducted in accordance with standards of legality and propriety?

Answer. I understand the USD(I&S) is the Principal Staff Assistant and advisor to the Secretary of Defense and Deputy Secretary of Defense regarding intelligence, counterintelligence, security, sensitive activities, and other intelligence-related matters. The USD(I&S) establishes policy and provides oversight and direction for the coordination, assessment, reporting, and conduct of Department of Defense (DOD) intelligence and intelligence-related sensitive activities, the Defense Cover Program, special communications, technical collection support to intelligence activities, defense sensitive support, and the clandestine use of technology.

If confirmed, I would work closely with relevant defense and interagency stakeholders to ensure DOD sensitive activities are conducted consistent with law and DOD policy.

Question. In your view, how should the OUSD(I&S) engage with the President's Intelligence Oversight Board and on what matters?

Answer. Based on my experience, the current process, in which the Principal Deputy Assistant to the Secretary of Defense for Privacy, Civil Liberties, and Transparency (PDATSD(PCLT))/Senior Intelligence Oversight Official notifies the President's Intelligence Oversight Board (PIOB) of Questionable Intelligence Activities and Significant or Highly Sensitive Matters, is effective.

If confirmed, I look forward to fostering a positive relationship between OUSD(I&S) and the PDATSD(PCLT)/Senior Intelligence Oversight Official in engaging the PIOB, ensuring that my office provides subject-matter expertise, as required by DOD policy, to support the PDATSD(PCLT)/Senior Intelligence Oversight Official's inspection, investigative, and reporting activities, including its notifications to the PIOB.

INFORMATION OPERATIONS

Question. The Russian Government conducted, mainly through cyberspace, an aggressive information operations campaign against the United States in 2016 and again in 2020, in an attempt to influence presidential elections and undermine faith in America's democratic system and institutions.

What are your views on the roles, responsibilities, and preparedness of the Defense Intelligence and Security Enterprise to deter and defend against strategic information operations?

Answer. I believe that the Defense Intelligence and Security Enterprise must support the Department's efforts to compete in the information environment and gain or maintain a competitive advantage. My view is that the Department should conduct military operations in the information environment across multiple domains to counter foreign malign actors to advance U.S. national security interests.

Our efforts to deter and defend against foreign strategic information operations should be prioritized and must include robust coordination and collaboration across the Department, including with the USD(P) acting as the Secretary of Defense's Principal Information Operations Advisor, and the Executive Branch.

Question. What are your views on the role that the OUSD(I&S) should play in the development and supervision of the implementation of Information Operations policy, strategy, and resource sponsorship? Should there be a separate OUSD(I&S) Task Force on Strategic Competition and Influence in your view?

Answer. In my current role, I understand the USD(P) is the Principal Staff Assistant for Information Operation (IO) and is currently working on a Congressionally mandated posture review and strategy for IO. The USD(I&S) has detailed personnel to support this effort since the USD(I&S) has responsibility for coordination of DOD IO activities within the IC, as well as the development and implementation of DOD

policy, programs, and guidance for DOD deception, operations security, influence, and reveal/conceal activities.

I believe that USD(P) and USD(I&S) are important partners in the effort to position the Department for the challenges in today's information environment. If confirmed, I would seek to work with the USD(P), the Chairman of the Joint Chiefs of Staff, and other DOD leaders to ensure our collective organizational approach on Information Operations is optimized to achieve our national security goals while also meeting the most rigorous standards for oversight.

I understand Secretary Austin directed the USD(I&S) establish an Influence and Perception Management Office (IPMO). If confirmed, I will seek to understand the status of IPMO's establishment and how it is integrated with other elements across the Department.

Question. What are your views regarding the designation of an Information Operations Joint Force Provider and Trainer, as mandated by Congress but which DOD has yet to implement?

Answer. I have not been briefed on this initiative, but if confirmed, I look forward to studying it in further detail.

Question. In your view, how can the Defense Intelligence Enterprise better support the requirements of the combatant commanders?

Answer. I believe that the Defense Intelligence Enterprise must improve their ability to support combatant commanders by fully understanding the information environment and adversaries activities within; by engaging and potentially partnering with those who are impacted by foreign malign influence and coercive operations; and by enabling efforts, in alignment with national and defense priorities, to attain and sustain competitive U.S. national security advantages.

Question. In your view, would the illumination of these malign activities help to dissuade or deter China and Russia?

Answer. I believe DOD efforts to expose Russian and Chinese disinformation should be prioritized, supported, resourced, and executed to dissuade or deter their malign activities. If confirmed, I would make it a priority to attribute, expose, and counter foreign malign activities that harm U.S. national security interests.

CYBER STRATEGY

Question. In September 2018, DOD released its 2018 Cyber Strategy. The Strategy charges DOD to "defend forward, shape the day-to-day competition, and prepare for war" in the cyber domain. Currently, DOD is in the process of updating its cyber strategy.

In your view, what is the appropriate role for the Defense Intelligence and Security Enterprise in operationalizing the "defend forward, shape the day-to-day competition, and prepare for war" concepts animating the Department's 2018 Cyber Strategy and the current updating of that Strategy?

Answer. My understanding is OUSD(I&S) has developed a strategy for intelligence support to cyberspace operations. In addition, I understand that OUSD(I&S) is engaged with the Principal Cyber Advisor (PCA) and OUSD(P) on the update of the DOD Cyber Strategy.

If confirmed, I will commit to ensuring the Defense Intelligence Enterprise is well-postured to support the operationalization of the Department's Cyber Strategy.

Question. What actions would you take, if confirmed, to remediate any gap between Defense Intelligence and Security Enterprise capacity and capabilities and the goals of the current and emerging Cyber Strategy?

Answer. If confirmed, I will commit to assessing the findings in the Cyber Strategy to include any gaps between the Defense Intelligence and Security Enterprise capacity and capability to support. If confirmed, I will ensure that OUSD(I&S) fully participates in efforts to address any of the potential gaps this future strategy may identify.

Question. What are your views as to whether the "dual hatting" of the Commander of U.S. Cyber Command as the Director of the National Security Agency should be maintained or terminated?

Answer. It is my understanding that Secretary Austin recognizes any decision on the Dual-Hat should be based on comprehensive analysis of the impact on both organizations' effectiveness and he will work with the DNI as he assesses of the value and ongoing benefit of the Dual-Hat leadership arrangement.

I believe that any recommendation about the future of the dual-hat leadership arrangement must be based on a thorough understanding of the operating environment, the military and intelligence priorities, and the operational capability and capacity of both U.S. Cyber Command and the National Security Agency. If confirmed,

I will seek to support the Secretary and USD(I&S) in conducting any assessments of the Dual-Hat leadership arrangement.

Question. Should intelligence support (under the oversight of OUSD(I&S)) to the overall DOD cybersecurity mission (under the oversight of the Principal Cyber Advisor) be enhanced, in your view?

Answer. I understand that OUSD(I&S), in partnership with the PCA and the Chief Information Officer, is committed to the cybersecurity mission.

If confirmed, I will ensure that the OUSD(I&S) is well-postured to support the Department's efforts to safeguard vital information and technologies in DOD and in the Defense Industrial Base against evolving and increasingly sophisticated threats in and thorough cyberspace, including by ensuring adequate intelligence support to cyber activities.

INTERROGATION TECHNIQUES AND DETAINEE TREATMENT

Question. Do you support the standards for detainee treatment specified in the revised Army Field Manual on Interrogations, FM 2–22.3, issued in September 2006, and in DOD Directive 2310.01E, The Department of Defense Detainee Program, dated March 15, 2022?

Answer. Yes. I believe these policies represent the values and behavior expected of our military members.

IMPERATIVE FOR INDEPENDENT INTELLIGENCE ANALYSIS

Question. If confirmed, specifically what would you do to ensure that DOD intelligence analysts, including those seconded to offices that are not part of the defense intelligence structure, are independent and free of pressure from influence from their chain of command to reach a certain conclusion, including a conclusion that fits a particular policy preference?

Answer. Independence and freedom from political bias are central to the profession of intelligence analysis. If confirmed, I would emphasize the importance of analytic integrity to all members of the Defense Intelligence Enterprise, no matter their assigned location, and work to ensure that they are free to conduct their work without political pressure or influence.

THE DEFENSE CIVILIAN INTELLIGENCE WORKFORCE

Question. The OUSD(I&S) exercises policy oversight of the Defense Civilian Intelligence Personnel System (DCIPS) to ensure that defense intelligence, counterintelligence, and security components are structured, manned, trained—including joint intelligence training, certification, education, and professional development—and equipped to execute their missions.

Is the DOD civilian intelligence workforce properly sized, in your view? Please explain your answer.

Answer. I have not yet had an opportunity to analyze the defense civilian intelligence workforce in its size and capability, but I believe people are any organization's most important resource.

If confirmed, I will seek to ensure the Defense Intelligence Enterprise is appropriately resourced to provide timely and reasoned intelligence products to the warfighters and policy makers.

Question. Does the DOD civilian intelligence workforce have the appropriate capabilities, and are those capabilities properly distributed, in your view?

Answer. I do not have sufficient information to provide a perspective at this time. However, based on my experience in the IC, and particularly my time at the Defense Intelligence Agency, it is my impression that the Defense Intelligence Enterprise is providing quality and timely intelligence to the warfighter and policy maker. However, as with any organization, missions evolve and adjustments to the workforce may be needed.

If confirmed, I will analyze our workforce alignment to the NDS and offer recommendations if needed.

Question. Are the number and quality of candidates referred and available for consideration and selection by intelligence, counterintelligence, and security community hiring officials adequate to sustain and enhance the capabilities of the civilian intelligence workforce?

Answer. I have not received any information on candidate pools. However, I believe people are an organization's most important resource. If confirmed, I will work to ensure the workforce is comprised of the most qualified intelligence and security professionals, and that opportunities to expand candidate pools to acquire both the skills and diversity necessary to accomplish DOD intelligence and security missions are aggressively pursued.

Question. If confirmed, what factors and characteristics would be most important to you in selecting a candidate for appointment in the Defense Intelligence Senior Executive Service (DISES)? As a Defense Intelligence Senior Level (DISL) official?

Answer. The Defense Intelligence Senior Executive Service (DISES) provides the executive leadership for the Defense Intelligence and Security Enterprise. I believe the Senior Executives Service Core Qualifications—Leading Change, Leading People, Results Driven, Business Acumen, and Building Coalitions—provide a sound underlying basis for executive selections. I believe there should be a premium placed on a proven ability to collaborate effectively across boundaries.

Defense Intelligence Senior Level (DISL) employees complement the executive leadership of DISES by providing the extraordinary substantive and technical expertise, in combination with the demonstrated talent for personal leadership, within critical career fields.

If confirmed, I will focus on identifying, selecting, and developing all personnel to accomplish our mission objectives, including DISES and DISL.

Question. If confirmed, how would you go about ensuring that DISES and DISL under your authority are held accountable for both organizational performance and the rigorous performance management of their subordinate employees?

Answer. If confirmed, I will follow the USD(I&S)'s plan to continue using the executive performance management system to maintain oversight of executive and senior level performance.

Question. What is your understanding of the subject matter and rigor of DISES and DISL professional development programs currently available across DOD? What changes, if any, would you make to these programs, if confirmed?

Answer. I have not yet been briefed on these professional development programs within the Department. However, if confirmed, I plan to understand these programs effectiveness as a talented and effective leadership cadre is critical to providing quality intelligence to the warfighter and policy maker.

Question. What is your understanding of the effectiveness of the process employed by the OUSD(I&S) to validate whether a vacant DISES/DISL position should be re-hired, restructured, or eliminated in responding to current and emergent mission needs of the Defense Intelligence and Security Enterprise? If confirmed as the USD(I&S), what would be your role in this process?

Answer. I have not yet been fully briefed on the validation process for DISES and DISL positions. However, I understand that continuous evaluation of requirements is essential to ensuring leadership positions are appropriately resourced and structured.

If confirmed, I will ensure the continued oversight of the processes that support an agile and adaptive Defense Intelligence and Security Enterprise.

The Intelligence Community “Joint Duty” program was established in response to the requirements set forth in the 2004 Intelligence Reform and Terrorism Prevention Act that service in more than one IC element be a condition for promotion to the senior executive level.

Question. What are your views on the merit and utility of the “Joint Duty” program as a professional development experience for members of the DOD civilian intelligence workforce?

Answer. Joint experience supports a fully integrated and collaborative IC. Similar to the way that the military joint duty requirements from the Goldwater-Nichols Act have paid dividends for the military services, the civilian joint duty program is vital to building a more integrated, interoperable, and effective IC.

I believe the civilian joint duty program is an essential element of the professional development experience for members of the DOD civilian intelligence workforce. It is key that our civilian intelligence professionals understand the relationships among the members of the IC and that throughout their careers they build deep and enduring professional relationships across the IC.

Question. What other innovative ideas do you have for the professional development of non-executive members of the DOD civilian intelligence workforce?

Answer. At this time, I do not have the requisite information about current efforts to recommend specific ideas.

I believe that continuing professional development throughout one's career is critical to both developing the most effective intelligence capabilities and retaining the expertise behind it. Based on my experience within the DOD and the ODNI, I believe that if we are to maintain our competitive advantage, we will need to build more effective public-private partnerships, both with academia and industry. We must find ways to enable seamless mobility between government and the private sector throughout an employee's career, particularly in our most demanding technical areas, to ensure we have the expert, professional, and motivated workforce the 21st century demands.

If confirmed, I will ensure continued support for the IC's efforts to increase opportunities for professional development within the workforce that enable the career mobility necessary to build the diversity and capability of the workforce, and commit to engaging the Committee on our recommendations.

Question. Does the USD(I&S) need additional hiring, development, recruitment, retention, or compensation authorities to enable further improvements in the capacity and capability of the DCIPS? Please explain your answer.

Answer. In general, I understand that the authorities under Title 10 provide the Department with flexibility to address capacity and capability requirements of the civilian workforce. However, I am also aware that challenges continue to exist in DOD's ability to address competitive requirements for certain key skill areas, such as those in the cyber and STEM fields. I understand that the Department has limited pay authorities applicable to the National Security Agency needed to address a critical compensation shortfall in their cyber workforce.

If confirmed, I will support the USD(I&S)'s review of the authorities available to the Department and assess whether any additional authorities are required to address DCIPS challenges.

UNIDENTIFIED AEROSPACE AND TRANSMEDIUM PHENOMENA

Question. Congress has enacted legislation, provided direction, and authorized and appropriated funds for the Department of Defense and the Intelligence Community to increase the scope, focus, and resources devoted to identifying and understanding the many credible observations spanning years of unidentified objects in restricted military training areas and in areas where U.S. military forces are operating. These congressional actions and mandates go beyond the tasking by the Deputy Secretary for establishing a new task force under the USD(I&S).

What is your understanding of congressional mandates in this area?

Answer. I understand the congressional requirements for regular briefings and reports to members and staff, including continuing the DNI's annual unclassified report; the expansion of the scope to include airborne, submerged and transmedium objects; and the importance of coordinating DOD, IC, and U.S. Government efforts in this area.

Question. If confirmed, do you support fully executing the congressional mandates for addressing this problem set?

Answer. Yes. If confirmed, I will support fully executing the requirements established in statute, while ensuring the Department is properly postured to address the concerns and threats posed by anomalous unidentified objects in all domains.

Question. How will you ensure that collection and analysis is not confined to just events occurring in restricted DOD training airspace and to objects observed in the atmosphere?

Answer. I believe it is critical that the Department works to detect, analyze, identify, and, if necessary, mitigate anomalous unidentified objects in all domains, including in space, air, and underwater, as well as transmedium objects.

If confirmed, I look forward to ensuring that the Department is adequately postured to address anomalous events regardless of the domain or area in which they occur.

WHISTLEBLOWER PROTECTION

Question. Section 1034 of title 10, U.S. Code, prohibits taking or threatening to take an unfavorable personnel action against a member of the armed forces in retaliation for making a protected communication. Section 2302 of title 5, U.S. Code, provides similar protections to Federal civilian employees. By definition, protected communications include communications to certain individuals and organizations outside of the chain of command, including the Congress.

If confirmed, what actions would you take to ensure that military and civilian members of the Defense Intelligence and Security Enterprise who report fraud, waste, and abuse, or gross mismanagement—including in classified programs—are protected from reprisal and retaliation, including from the very highest levels of DOD and the broader Intelligence Community?

Answer. If confirmed, I will support USD(I&S)'s commitment in ensuring protections are afforded to Defense Intelligence and Security Enterprise personnel who report fraud, waste, and abuse, or gross mismanagement, in a manner consistent with law and regulation. Additionally, I will ensure that personnel who pursue retaliatory actions upon protected personnel are addressed appropriately, as established by law and regulation.

Question. If confirmed, what role would you play in ensuring consistency in the application and interpretation of whistleblower protections across the Defense Intelligence and Security Enterprise?

Answer. If confirmed, I will support USD(I&S)'s responsibilities in ensuring DOD policy implementing such protections is applied consistently and uniformly in accordance with law.

SPACE

Question. In the past two years the United States has stood up the U.S. Space Command (SPACECOM) and assigned it responsibility for the operational planning of DOD space missions and activities. As well, the U.S. Space Force was established as a sixth Military Service, charged with the Title 10 responsibilities for the space domain.

If confirmed, specifically what would be your approach to enhancing the interface and synchronization of space-based capabilities resident in the Intelligence Community with military space organizations?

Answer. The DOD and IC have a long history of collaboration in fielding and operating space systems and USD(I&S) plays an important role in the synchronization of these efforts. Space system development and operations benefits from collaboration across agency boundaries and the effectiveness of those systems improves with improved integration.

If confirmed, I will continue to look for opportunities to expand collaboration between DOD and IC space organizations to enable collaborative work and the sharing of mutually-beneficial capabilities.

Question. How would you recommend deconflicting tasking requirements in the space warfighting domain across DOD with tasking requirements from Intelligence Community customers?

Answer. Deconfliction for tasking intelligence collection is executed through the Functional Manager roles, which consider both DOD and IC priorities. As with other domains, intelligence support to space warfighting requires balancing tasking requirements among the numerous stakeholders served by national collection.

As there is growth in the collection and analytical needs of space intelligence and defense missions, it will be important to look for process improvements to streamline relevant processes. If confirmed, I will work with the Functional Managers on ways to increase access, agility, and responsiveness to best satisfy these unique space intelligence requirements.

Question. The NRO is the only defense intelligence agency not designated as a combat support agency (CSA). Historically, the NRO has asserted that it should not be designated as a CSA because it does not make operational decisions regarding the satellites that it builds and controls. In NRO's view, others, principally its mission partners—NSA and NGA—which are designated as CSAs, are responsible for determining the requirements that guide NRO satellite designs and the operational tasking of deployed satellites. Now, however, there exists a class of operational decisions for which the NRO Director is responsible: in situations in which U.S. satellites are under attack or threat of same, the NRO Director has the authority to make operational decisions regarding space control.

If confirmed, how would you ensure that the NRO is sufficiently integrated with and responsive to the U.S. Space Force? To U.S. Space Command?

Answer. If confirmed, I will work to strengthen collaboration between NRO, U.S. Space Force, and U.S. Space Command in both development and operations.

I believe the addition of the Director of the NRO as a member of the Space Acquisition Council improves collaboration in space system development. The National Space Defense Center (NSDC) is the central point of integration and unity of effort for operations. Accordingly, if confirmed, I would work with U.S. Space Command to ensure NSDC has a structure that fully enables integrated DOD and IC space defense plans and capabilities.

Question. Given that NRO would be required to respond operationally to active threats to reconnaissance satellites by adversaries in a conflict, should the Department consider designating NRO as a CSA?

Answer. No. I believe the NRO has a unique role which is different from that of any of the Combat Support Agencies (CSA) in that NRO develops capabilities that fulfill requirements from the NSA and NGA as the Defense Intelligence Enterprise Managers (DIEMs) and IC Functional Managers.

For operational decisions regarding space control, the NRO and U.S. Space Command have established a unified defense concept of operations at the National Space Defense Center to ensure integrated operations in times of conflict. In my opinion,

this agreement provides the necessary unity of effort without designating NRO as a Combat Support Agency.

Question. How is the NRO synchronizing its acquisition efforts with the DOD Space enterprise and architecture?

Answer. Space system development benefits from collaboration across agency boundaries and the effectiveness of those systems improves with better interagency integration.

If confirmed, I will consider how OUSD(I&S) can expand collaboration opportunities as the Department and the IC move forward to orchestrate the development and fielding of a future threat-driven resilient National Defense Space Architecture.

SEXUAL HARASSMENT

Question. In responding to the 2018 DOD Civilian Employee Workplace and Gender Relations survey, approximately 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 DOD?

Answer. As a member of the Department, I support the actions directed in the Secretary’s February 2021 memo to senior DOD Leadership in countering sexual assault and harassment. With the Secretary’s focus on this important issue, we as leaders must be held accountable in driving meaningful change and be part of the solution to improve the climate allowing all members of the DOD to serve with dignity and respect.

Question. If confirmed, what actions would you take were you to receive or otherwise become aware of a complaint of sexual harassment or discrimination from an employee of the OUSD(I&S)?

Answer. There is no place for this conduct in DOD or the IC. If confirmed, I will support the USD(I&S)’s oversight responsibilities for the Defense Intelligence and Security Enterprise to ensure that reports of sexual harassment or gender discrimination are dealt with swiftly and in accordance with law and policy.

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 MAZIE K. HIRONO

SERVICEMEMBERS AND SOCIAL MEDIA

1. Senator HIRONO. Ms. Harris, you went from focusing on technology governance within Facebook to becoming a founding member of the leadership team at the Oversight Board, an independent initiative seeking to provide oversight over Facebook's content moderation decisions. Last year I co-sponsored the SAFE TECH Act which would allow social media companies to be held accountable for enabling cyber-stalking, targeted harassment, and discrimination on their platforms. If confirmed, how do you intend you work to protect DOD members from harmful content on social media platforms, including the influence and recruiting tactics of extremist groups?

Ms. HARRIS. I understand this is a focus area for the Department. Increasing the workforce's awareness of manipulated information and attempts at online social engineering is critical to ensuring our workforce remains resilient and vigilant against these threats. It is increasingly imperative that we arm our workforce with the skills to counter progressively sophisticated attempts to exploit our personnel, information, and resources. The focus should be on education and awareness, including ensuring that personnel are aware of the intent of extremist groups to target military members and DOD employees for recruitment. If confirmed, I will continue to ensure our workforce is provided the appropriate tools to build awareness and resilience, which are vital to supporting and empowering our workforce and reducing vulnerabilities.

QUESTIONS SUBMITTED BY SENATOR JACKY ROSEN

PROTECTING BUSINESSES FROM CYBER ATTACKS

2. Senator ROSEN. Ms. Harris, the Defense Industrial Base develops and maintains sensitive technology and intellectual property vital to protecting our Nation. Knowing this, malicious cyber actors regularly target these private sector entities looking for ways to access company networks and obtain valuable information that may compromise our national security and warfighting capabilities, in addition to holding that information for ransom. While the fiscal year 2021 NDAA last Congress included my bipartisan bill with Senator Young to provide cybersecurity services to small manufacturers in the defense industrial supply chain, I'd like to know if more needs to be done to combat cyber threats. Do you believe DOD is effectively assessing cybersecurity risks to defense industrial base vendors, informing them of those risks, and educating them on what they can do to mitigate them?

Ms. HARRIS. Today's cyber environment is complex and evolving. The cyber threats from our adversaries are increasing in frequency, sophistication, and potential impact. In the face of these challenges, I understand that the Department remains focused with our interagency partners on countering cybersecurity risks, with increasing emphasis on small businesses that are both the cradle of warfighting innovation and the most susceptible to cyber-attack. In the face of this growing threat, however, more must be done. If confirmed, I will work to ensure we have the appropriate focus in the Defense Intelligence Enterprise on understanding cyber threats and our adversaries as well as maintain the Defense Security Enterprise's focus on cyber security, including increasing sharing of information and cyber tools to improve support to small and medium businesses.

3. Senator ROSEN. Ms. Harris, how will you address this challenge if confirmed?

Ms. HARRIS. Our adversaries seek to target and threaten all aspects of critical infrastructure, not only the Defense Industrial Base, through malicious cyber actions. Accordingly, our response to deter, detect and defeat these threats must be a whole-of-government undertaking. If confirmed I will seek to reinforce the Department's intelligence and security enterprises' coordination, support, and interagency engagement to defend the DIB and other critical sectors from such attacks.

CYBER COLLABORATION WITH ALLIES

4. Senator ROSEN. Ms. Harris, our allies are essential to enhancing U.S. cybersecurity and cyber operations. We rely on our partners to conduct threat hunting, enable early warning, harden our collective defenses, and participate in intelligence sharing. If confirmed, how will you enhance intelligence sharing and cooperation with our partners to execute, prevent, mitigate, and recover from cyber attacks?

Ms. HARRIS. Our allies and partners are central to our success. If confirmed, I will ensure the Department's intelligence and security enterprises put cyber and cyber security front and center in these relationships. We must seek to ensure our alliances and partnerships enable the fullest cooperation in a combined effort to face growing cyber threats.

5. Senator ROSEN. Ms. Harris, in this role, how will you collaborate with our allies to use their unique cyber capabilities to support our military cyber operations, and use those capabilities to our collective advantage?

Ms. HARRIS. If confirmed, I will ensure that OUSD(I&S) fully engages with other DOD stakeholders and the interagency to maximize our alliances and partnerships to our collective advantage.

QUESTIONS SUBMITTED BY SENATOR MARSHA BLACKBURN

DEFENSE INDUSTRIAL BASE

6. Senator BLACKBURN. Ms. Harris, if confirmed, how will you recommend leveraging Artificial Intelligence (AI), Machine Learning (ML), and quantum computing to address cybersecurity threats within the DIB?

Ms. HARRIS. Artificial intelligence, machine learning, and quantum computing are critical capabilities with broad applicability across the Department. It is my understanding that these technologies are used to detect anomalies on the networks operated by the Department and the DIB. If confirmed, I look forward to learning more about these efforts to ensure that OUSD(I&S) is working with the Department's AI/ML stakeholders to advocate for cybersecurity solutions that best serve the Department and the DIB.

[The nomination reference of Ms. Milancy D. Harris follows:]

NOMINATION REFERENCE AND REPORT

PN2305

AS IN EXECUTIVE SESSION,
SENATE OF THE UNITED STATES,
July 11, 2022.

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

Milancy Danielle Harris, of Virginia, to be a Deputy Under Secretary of Defense, vice Kari A. Bingen.

_____, 2022.
(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. Milancy D. Harris, which was transmitted to the Committee at the time the nomination was referred, follows:]

Bio
Milancy D. Harris

Education:

- Marquette University - Milwaukee, Wisconsin
 - 1998 - 2002
 - B.A. International Affairs and English Literature
- The George Washington University - Washington, DC
 - 2002 - 2004
 - M.A. Political Management
 - Graduate Certificate International Security Studies

Employment Record:

- Department of Defense - Washington, DC
 - Deputy Assistant Secretary of Defense, Irregular Warfare and Counterterrorism
 - February 2021 - Present
- Oversight Board - Washington, DC
 - Chief of Staff
 - May 2020 - February 2021
- Facebook, Inc., Washington, DC
 - Manager, Governance and Strategic Initiatives
 - June 2019 - May 2020
- Office of the Director of National Intelligence, National Counterterrorism Center, Washington, DC
 - Chief of Staff, Directorate of Intelligence
 - March 2017 - June 2019
- Executive Office of the President, National Security Council, Washington, DC
 - Director for Counterterrorism
 - December 2015 - March 2017
- Office of the Director of National Intelligence, Washington, DC
 - Deputy Director, Emerging Issues Division and Special Advisor
 - December 2012 - December 2015
- Office of the Director of National Intelligence, National Counterterrorism Center, Washington, DC

- Political Analyst
 - August 2009 – December 2012
- Office of the Director of National Intelligence, National Counterterrorism Center, Washington, DC
 - Manager, Europe and Asia
 - September 2007 – August 2008
- Defense Intelligence Agency, Washington, DC
 - Intelligence Briefer
 - July 2006 – September 2007
- Defense Intelligence Agency, Washington, DC
 - Intelligence Officer
 - February 2004 – July 2006
- Echo Broadband, LLC, Herndon, VA
 - Project Administrator
 - October 2002 – December 2003
- Office of U.S. Senator Herb Kohl, Milwaukee, WI
 - Intern
 - September 2001 – May 2002

Honors and Awards:

- ODNI Meritorious Achievement Medal (2019)
- National Intelligence Meritorious Unit Citation (2015, 2016)
- National Intelligence Certificate of Distinction (2014)
- NCTC Director's Award (2012)

[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. Milancy D. Harris in connection with her nomination follows:]

117th CONGRESS, 2020 -- 2021
UNITED STATES SENATE
COMMITTEE ON ARMED SERVICES
ROOM SR228
WASHINGTON, D.C. 205106050
(202) 2243871

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):** Milancy Danielle Harris,
Milancy Danielle Fleming
2. **Position to which nominated:** Deputy Under Secretary of Defense for
Intelligence and Security
3. **Date of nomination:** 11 July 2022
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):**

Singapore American School, 8/1997-6/1998, High School Diploma,
6/1998
Marquette University, 8/1998-5/2002, B.A. International Affairs and English

Literature, 5/2002

The George Washington University, 8/2002-5/2004, M.A. Political
Management and Graduate Certificate International Security Studies,
5/2004

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):

2/21-Present	Department of Defense, Washington, D.C. <i>Deputy Assistant Secretary of Defense, Irregular Warfare and Counterterrorism (formerly Special Operations and Combating Terrorism)</i>
5/20-2/21	Oversight Board, Washington, D.C. <i>Chief of Staff</i>
6/19-5/20	Facebook, Communications and Public Policy, Washington, D.C. <i>Manager, Governance and Strategic Initiatives</i>
3/17-6/19	Office of the Director of National Intelligence, National Counterterrorism Center, Washington, D.C. <i>Chief of Staff, Directorate of Intelligence</i>
12/15-3/17	Executive Office of the President, National Security Council, Counterterrorism Directorate, Washington, D.C. <i>Director for Counterterrorism</i>
12/12-12/15	Office of the Director of National Intelligence, Office of the Assistant DNI for Policy and Strategy, Washington, D.C. <i>Deputy Director, Emerging Issues Division and Special Advisor</i>
8/09-12/12	Office of the Director of National Intelligence, National Counterterrorism Center, Washington, D.C. <i>Political Analyst, Interagency Intelligence Committee on Terrorism</i>

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):

9/07-8/08	Office of the Director of National Intelligence, National Counterterrorism Center, Washington, D.C. <i>Manager, Europe and Asia</i>
7/06-9/07	Defense Intelligence Agency (DIA), Washington, DC <i>Intelligence Briefer, Joint Staff – J2, Executive Support Operation</i>
6/05-7/06	Defense Intelligence Agency (DIA), Washington, DC <i>Intelligence Officer, Command and Control, Russia and Global Issues</i>
2/04-6/05	Defense Intelligence Agency (DIA), Washington, DC <i>Intelligence Officer, Defense Warning, Acquisition Threat Support</i>

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): None.

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):

Term Member, Council on Foreign Relations
Advisory Board Member, Hostage US (2019-2021)

9. Political affiliations and activities:

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): None.

List all memberships and offices held in, and services rendered to, all political parties or election committees during the last 5 years: None.

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:

BIDEN FOR PRESIDENT	10/24/2020	100.00
BIDEN FOR PRESIDENT	10/24/2020	100.00
BIDEN FOR PRESIDENT	10/12/2020	100.00
BIDEN FOR PRESIDENT	10/12/2020	100.00
BIDEN VICTORY FUND	10/12/2020	100.00
BIDEN FOR PRESIDENT	10/05/2020	100.00
BIDEN FOR PRESIDENT	9/21/2020	100.00
BIDEN FOR PRESIDENT	9/21/2020	100.00
BIDEN FOR PRESIDENT	8/31/2020	100.00
BIDEN FOR PRESIDENT	8/24/2020	250.00
BIDEN VICTORY FUND	8/24/2020	250.00
BIDEN FOR PRESIDENT	8/16/2020	100.00
BIDEN VICTORY FUND	8/12/2020	100.00
BIDEN FOR PRESIDENT	8/12/2020	100.00
BIDEN FOR PRESIDENT	7/28/2020	250.00
BIDEN VICTORY FUND	7/28/2020	250.00
BIDEN FOR PRESIDENT	5/30/2020	329.00
BIDEN FOR PRESIDENT	3/20/2020	100.00
BIDEN FOR PRESIDENT	3/10/2020	100.00

10. **Honors and awards (List all scholarships, fellowships, honorary degrees, honorary society memberships, and any other special recognition received for outstanding service or achievements):**

Merit Scholarship, Marquette University, 1998-2002

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):** None.
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. _____

Milancy D. Harris

This 11th day of July 2022

[The nomination of Ms. Milancy D. Harris was reported to the Senate by Chairman Reed on September 22, 2022, with the recommendation that the nomination be confirmed. The nomination was confirmed by the Senate on December 22, 2022.]

[Prepared questions submitted to Dr. Laura D. Taylor-Kale by Chairman Reed prior to the hearing with answers supplied follow:]

QUESTIONS AND RESPONSES**DUTIES**

Question. What is your understanding of the duties and functions of the Assistant Secretary of Defense for Industrial Base Policy?

Answer. The defense industrial base is fundamental to our national and economic security. The United States faces threats to financial viability and supply chain resilience from near-peer and peer competitors. At the same time, the changing manufacturing and industrial workforce and nature of work is shaping the capabilities and business models of the manufacturing and defense industrial base. Having offensive and defensive strategies to mitigate risks and promote a healthy and resilient defense industrial base is the primary responsibility of the ASD(IBP). The ultimate objective of the ASD(IBP) should be ensuring that the defense industrial base is healthy and resilient in the face of these many challenges and that our nation and our warfighters have the critical supplies of materials and equipment they need.

I understand that as the principal advisor to the Under Secretary of Defense for Acquisition and Sustainment for all industrial base policies, the ASD(IBP) is responsible for providing detailed analysis of, and insight into matters related to the global, commercial, and financially complex industrial supply chain that is essential to our national security. I believe that the ASD(IBP) must always ensure that the Department's policies deliver secure and resilient capabilities to our forces. The ASD(IBP) must conduct and coordinate global investment and antitrust reviews and forecasts within the Department and develop the DOD position on such matters in consultation with the DOD General Counsel; oversee and participate as the DOD representative in matters pertaining to CFIUS; and maintain effective oversight of small business programs and support and encourage small businesses, minority and female-owned enterprises, and nontraditional suppliers.

Question. What background and experience do you possess that qualify you to perform these duties? What background or experience, if any, do you have in industrial base issues, including supply chain management?

Answer. The duties and responsibilities of ASD(IBP) require analytical, policy, technical, management and organizational, and interagency coordination skills. I have more than 20 years of experience working in government, private sector, multilateral organizations, academia, and the nonprofit sector at the interface between business and government, and between national and economic security. As the Deputy Assistant Secretary (DAS) for Manufacturing in the Commerce Department's

International Trade Administration, I learned well the importance of understanding industry challenges and needs. I see great value in policymakers liaising directly with manufacturers to increase export potential for U.S. companies. As the DAS, I worked directly with several industry groups and trade associations in addition to serving as the Department's chief interlocutor with the Manufacturing Council and industry trade advisory committees in the domains of aerospace equipment, automotive equipment, forest products and building materials, and civil nuclear energy. As Commerce DAS, the Deputy Assistant Secretary of Defense for Manufacturing and Industrial Policy was my counterpart and key partner in CFIUS reviews. We also worked together to analyze defense and civilian commercial manufacturing issues like the decline of machinery, casting and forging sectors, small business and entrepreneurship, and dual use commercial/defense technologies.

Additionally, I have a decade of experience as a U.S. diplomat working on economic and business issues across three continents. I have significant on-the-ground experience working closely with the Department of Defense on infrastructure and industry engagement from my service in Afghanistan. I engaged directly with industry on export opportunities and critical resources in Asia and Africa as a State Department Foreign Service (FSO) economic officer. I was the first State Department FSO to become an advisor on the Executive Boards of the private sector investment arms of the World Bank Group (International Finance Corporation), and in that role, as well as in my role as senior advisor for policy and operations related to private sector investment at the Overseas Private Investment Corporation, I garnered significant experience in investment reviews and interagency financial policy. I have also managed organizational change processes that involve expanding capabilities and working closely with the interagency to expand an agency's footprint and impact on business policy issues.

Lastly, I have a proven track record of understanding industry needs, particularly in manufacturing. I understand the underlying strategies, business models, and profit-and-loss evaluations. I have detailed knowledge of technology innovation and the impact on workforce development, and I have translated this knowledge into actionable policies. I also have conducted extensive research in academia and as part of the Council on Foreign Relations' Renewing America Initiative on manufacturing and industrial policy and the future of the U.S. workforce. My research into the role of cross-sector/public-private partnerships, ecosystems and supply chain management, technology innovation and entrepreneurship, workforce challenges, and innovative financial tools to help scale opportunities for entrepreneurs has direct implications for how policy can effectively support the health and resilience of the defense industrial base.

If confirmed as the ASD(IBP), I will leverage my analytical, managerial, financial, negotiation, diplomatic, and organizational leadership skills and knowledge gained from prior experience to advance the Department's national security objectives and to be an important partner for industry. I will directly apply my leadership and management experience to the important task of ensuring the overall success of defense industrial base policy management.

Question. If you are confirmed, what duties and functions do you expect that the Under Secretary of Defense for Acquisition and Sustainment will assign to you?

Answer. If confirmed, I would expect the Under Secretary of Defense for Acquisition and Sustainment to prescribe duties and functions for me in accordance with 10 U.S.C. § 138(b)(6), the Acquisition and Sustainment charter, and, if available, the IBP organizational charter. I would expect these duties and responsibilities to include primary management, coordination, and oversight of programs and policies related to industrial base resilience, industry engagement, international cooperation, and small business programs. If I am confirmed, I will work closely with Under Secretary LaPlante on all matters related to the IBP portfolio, as well as fulfill to the best of my ability any other duties and responsibilities he assigns to me. If confirmed, I would manage and lead the IBP team to provide the subject matter expertise and experience necessary to deliver programs and policies that promote a strong and resilient defense industrial base. We would remain mindful of our primary objective: to facilitate the delivery of secure and resilient capabilities to our armed forces and allies.

QUALIFICATIONS

Question. The Assistant Secretary of Defense for Industrial Base Policy (ASD(IBP)) is the principal advisor to the Under Secretary of Defense for Acquisition and Sustainment (USD(A&S)) for all industrial base policies and related matters. If confirmed, in supporting the USD(A&S), you will be responsible for estab-

lishing policy and conducting oversight of the defense industrial base which supports the acquisition and sustainment of our military forces.

What background or experience, if any, do you have in ensuring and implementing supply chain management and security?

Answer. As an economic officer in Afghanistan, I gained on-the-ground experience in working with industry and military officers on supply chain management and security with a focus on infrastructure development and telecommunications services and security. Additionally, I have conducted extensive research on these issues as part of my study of cross-sector partnerships, ecosystem development, and industrial policy. If confirmed, I will bring these experiences to bear in assessing the risks to defense industrial supply chains and in managing OASD(IBP) policies and programs aimed at ensuring supply chain management and security.

Question. What background or experience, if any, do you have in conducting global investment reviews and forecasts that help inform acquisitions and investments?

Answer. My work in interagency global economic policy at the State and Commerce Departments provided me with extensive background in investment reviews including CFIUS. Additionally, I reviewed investments in my work on the Executive Board of the private sector investment and lending arms of the World Bank Group. If confirmed, I would use this to lead, manage, and provide oversight of OASD(IBP) global investment reviews and forecasts, so as to inform the Department's assessment of acquisitions and investments in the defense industrial base.

Question. What background or experience, if any, do you have in overseeing commercial mergers and acquisitions or conducting antitrust reviews?

Answer. In addition to my interagency experience in analyzing private sector investments, I have advanced degrees in economic policy and business administration, with corporate finance training, including mergers and acquisitions and antitrust analysis. If confirmed, I will bring my analytical skills to bear in understanding the complex challenges that mergers and acquisitions and antitrust matters pose for national security and the overall health of the defense industrial base.

Question. What background or experience, if any, do you have in developing policy and processes for programs to acquire products and/or services, as well as policies and processes for oversight of such programs?

Answer. In my prior work at the Departments of State and Commerce, Mathematica Policy Research, and the World Bank, I developed policies and processes for managing and overseeing programs for services and products. If confirmed, I will bring to bear this experience and my organizational and program management skills to leading, managing, and providing oversight of OASD(IBP) industrial base programs.

Question. What qualifications do you have using modern data approaches, tools, and methods that prepare you to maintain visibility of, analyze, and manage data on the volume, variety, and complexity of the inventory of acquisition and industrial base initiatives and programs in the Department?

Answer. In addition to my prior analytical work at Mathematica Policy Research, the Departments of State and Commerce, and the Executive Board of the World Bank Group, I have advanced doctorate-level training in modern, complex data methodology, approaches, and tools. I have used my advanced skills in both quantitative and qualitative data gathering and analysis to manage the collection, synthesis, analysis, and visualization of complex data at the network, industry, and organizational levels. If confirmed, I will bring to bear this experience in leading, managing, and overseeing the research and analytics arms of the OASD(IBP), and in assessing the complexity and diversity of data generated by acquisition and industrial base initiatives across the Department of Defense enterprise.

Question. What background or experience, if any, do you have in managing programs which encourage small business and/or nontraditional business participation in government contracting?

Answer. As the Commerce DAS for Manufacturing and as senior official at the Overseas Private Investment Corporation, I worked on engaging and encouraging small business and nontraditional participation in government programs. If confirmed, I will bring to bear this experience to encourage the participation of small businesses and nontraditional suppliers in defense contracting.

Question. What background or experience, if any, do you have in overseeing, pursuing or managing programs that support international armaments or security cooperation?

Answer. As a career diplomat in the State Department, I worked overseas with defense attachés and defense cooperation offices in the pursuit of security cooperation in bilateral and multilateral settings. If confirmed, I will use my diplomatic skills and experience to support international armaments and security cooperation

with allies and strategic partners in support of the defense industrial base and industrial supply ecosystems.

PRIORITIES AND CHALLENGES

Question. If confirmed, what are the top priorities you would plan to focus on during your tenure as the ASD(IBP)? What would be your plans for achieving these priorities?

Answer. Our national security rests on our economic security and the tools and capabilities our troops have to confront and overcome rapidly evolving challenges from strategic competitors and adversaries. The COVID-19 and the Ukraine crises have laid bare some of the vulnerabilities in our defense industrial base and supply chain ecosystems. A healthy and resilient defense industrial base can deliver the capabilities that meet the current and future needs of U.S. forces. These vulnerabilities represent both immediate and long-term national security risks and economic risks because they could adversely affect our ability to provide our troops with these essential capabilities. If confirmed, my top priority would be strengthening the defense industrial base and its supply chains, including continual assessment of the strengths and weaknesses of the defense industrial base to identify risks and opportunities, and then determine the best authorities available to mitigate those risks and realize opportunities.

In consultation with Congressional Committees, engagement with industry, and in close coordination with senior officials across the Department enterprise, the White House and the interagency, if confirmed, I would focus on several key areas to address short term gaps and the long-term health and resilience of the defense industrial base. First, I would assess risks and develop and execute plans to shore up supply chain vulnerabilities, particularly around critical minerals and materials. I would do this by aligning risk mitigation priorities with the needs of industry and lessons learned from the COVID-19 pandemic and Ukraine crises. The recent reports published in response to the Executive Order 14017, America's Supply Chains outlines actionable recommendations the Department can take to address this challenge. Second, I would focus on protecting the defense industrial base from foreign adversarial capital and investments. Third, I would aim to support small businesses and nontraditional suppliers as important components of the defense industrial base for spurring innovation and promoting competition in the defense industrial base. Finally, the development and fielding of new, innovative technologies are important for the health of the industrial base and for providing the capabilities our armed forces need.

Question. In your opinion, what are the greatest challenges facing the defense industrial base?

Answer. The fundamental challenge to the defense industrial base is striking a balance between the sustainment of existing industrial capability, while setting the conditions for the successful adoption of more capable systems that are necessary for strategic competition with peer and near-peer competitors. In my view, the defense industrial base can be differentiated from commercial sectors in that it responds to the demand signals from the Department of Defense and must reckon with programmatic and budgetary challenges of working closely the Department on capabilities and tools that ultimately meet DOD needs and national security specifications for our armed forces. The threat environment is rapidly evolving and the priorities and needs of our armed forces must keep pace and get ahead of the shifting threat environment. Russia's invasion of Ukraine has destabilized supply chains, making it difficult to secure critical and strategic materials. Additionally, we face strategic economic challenges from China, including threats to intellectual property and to supply chain resilience through adversary investment capital. President Biden has also outlined another pernicious challenge for U.S. industry: vulnerability to malicious cyberattacks from foreign adversaries, like Russia.

Question. What would be your plans for addressing these challenges, if confirmed?

Answer. The key to addressing these challenges is deploying a holistic approach where policymakers assess and mitigate risks along the entire industrial supply chain. It is my understanding that the President's Budget Request for Fiscal Year 2023 drives at the heart of this challenge, including additional resources to support the Office of (???) Industrial Base Policy and support for building upon the efforts of the Executive Order 14017 report. It is also my understanding that the Department has programs to assist small and medium sized businesses with implementing cybersecurity improvements, including Project Spectrum.

If confirmed, I will work across the Department, with interagency partners, and in partnership with industry and the Congress, to address these challenges. I would also seek to directly engage our allies to create partnerships for ensuring capabili-

ties critical to the health and resilience of the defense industrial base. Additionally, if confirmed, I would continue to prioritize innovation and entrepreneurship through small business programs. I would look for ways to move innovations past prototyping and into production lines. In this regard, I would work with USD(A&S) to improve collaboration with OUSD(R&E).

Question. By what metrics will you measure your progress towards achieving these priorities and addressing these challenges?

Answer. The data and metrics in Industrial Base Policy should address cross-cutting industrial base challenges that impact the Military Services and Joint Chiefs' Planning units. Metrics are only as viable as the underlying data that comprise them. As Under Secretary LaPlante has said, data should be robust, readily accessible, and measured against sound metrics. I share Under Secretary LaPlante's view that if we don't move innovative technologies and research into production lines, we have not succeeded. Ultimately, the measure of success is the reduction of shortfalls to readiness and estimated national emergency requirements, such as those provided in the reports under Executive Order 14017, America's Supply Chains.

If confirmed, I will work closely with OUSD(A&S), this Committee, industry partners, and senior officials across the Department, including in Joint Chiefs' planning and the acquisitions and logistics teams in the Military Departments to assess available data and align metrics.

OFFICE OF THE ASD(IBP)

Question. If confirmed, you will serve as the first Assistant Secretary of Defense for Industrial Base Policy.

How would you ensure that this new position and office are successful in overseeing and managing the defense industrial base?

Answer. From my experience in the interagency, I saw first-hand how critical DOD's Industrial Base Policy functions were for understanding vulnerabilities and implementing a robust strategy for manufacturing and industrial policy. This observation has been heightened by the constantly changing threat environment and the strategic vulnerabilities in our industrial supply chains that the COVID-19 crisis and Russian aggression in Ukraine has revealed.

If confirmed, I will work closely with this Committee and its staff as well as with industry partners, and senior leadership across the DOD enterprise to advance OASD(IBP)'s efforts to ensure the health and resilience of the defense industrial base.

Question. How would you ensure the office of the ASD(IBP) is adequately resourced (in terms of personnel, budget, and authority) and provided with the high-level support necessary to perform its duties and responsibilities?

Answer. I understand that this Committee and Congress has given the Department Title 10 authorities and resources to address the risks and opportunities in the defense industrial base. If confirmed, I will work with leadership in the Department, at the White House, and with the Congressional Defense Committees to determine OASD(IBP)'s resourcing requirements and recommend any changes necessary.

Question. Are there any organizational or legislative changes to the office of the ASD(IBP) you believe would be beneficial to carrying out the duties of the ASD(IBP)?

Answer. If confirmed, I will work with Under Secretary LaPlante, as well as with leadership in OASD(IBP) and within the Department to review OASD(IBP)'s legislative authorities and organizational structure and recommend any changes necessary.

Question. How would you work with other offices outside of the office of the ASD(IBP) that have key roles in the defense industrial base, such as the service ManTech programs, the manufacturing innovation institutes, service small business offices, and counterintelligence field offices?

Answer. If confirmed, I will regularly engage with organizations outside of the OASD(IBP) that have key roles in the Defense Industrial Base to ensure that our actions are fully coordinated and aligned within the Department. Organizations and programs outside of OASD(IBP) and across the Department enterprise and in the interagency are key partners for information and data gathering, and in implementing policies that strengthen the defense industrial base. For instance, as Commerce DAS for Manufacturing, I visited several of the Manufacturing USA institutes in which the DOD and the Departments of Energy and Commerce have partnered to fund and launch. These institutes have great potential to bridge the gap between developing ideas and innovative advanced manufacturing technologies, through prototyping, and scaling emerging technologies, to create cross-sector eco-

systems to address industrial workforce skills shortages, and to provide training and support for small businesses and entrepreneurs in cybersecurity and supply chain management. Continued engagement with these institutes will be important for addressing vulnerabilities in the defense industrial base. Other manufacturing and small business offices and programs such as those within the Military Departments provide critical links with service acquisition programs.

Question. What is your understanding of the role of the Commercial Due Diligence office? Do you need additional tools, data, techniques or processes to make their work more effective?

Answer. My understanding is that this office falls under the Office of Industry Engagement in OASD(IBP). If confirmed, I intend to review the functions of this office to assess if additional tools, techniques, or processes are needed to improve its effectiveness.

HEALTH OF THE DEFENSE INDUSTRIAL BASE (DIB)

Question. Over the past several years, there have been increasing concerns in Congress, industry, and the Department over the health of the DIB and its ability to reliably meet current and future defense needs.

What do you assess to be the most significant challenges facing the DIB?

Answer. In my view, the defense industrial base faces several significant challenges stemming from de-industrialization and overall changes to the U.S. economy over the last 50 years and strategic economic and geopolitical threats from peer and near-peer competitors, particularly China's adversarial capital and efforts to undermine a rules-based international order. A fundamental challenge facing the DIB involves striking a balance between the production and sustainment of mature systems and industrial capabilities we have today while setting the conditions for the successful adoption of more capable systems that are necessary strategic geopolitical competition with peer and near-peer competitors. Moreover, the defense industrial base must reckon with the complexity of managing global supply chains, including sourcing and processing critical materials and strategic materials and maintaining security, protecting against cyber intrusions, and ensuring overall stability. Additionally, workforce challenges undermine the resilience of the defense industrial base as manufacturing industries face an aging manufacturing workforce and dearth of new workers with STEM/industrial skill capabilities. Finally, programmatic and budgetary instability, erratic planning and investments in the defense industrial base, and more recently, the potential effects of inflation all weaken the DOD-industrial base relationship, make DOD an unattractive customer and partner.

Question. How would you propose to address these challenges, if confirmed?

Answer. If confirmed, I will work across the Department of Defense enterprise and with Congress, White House, our interagency and international partners, and industry to move beyond diagnosis and to develop strategic courses of action. I recognize that these challenges were decades in the making and will require a long-term commitment to address.

Question. What steps will you take to ensure the DIB has the appropriate scientific, technical, and manufacturing workforces to support current and future needs of DOD?

Answer. If confirmed, I will focus on maintaining a manufacturing and defense industrial workforce that is robust and balanced across both traditional industrial trade skills and, in partnership with OUSD(R&E), advanced, next generation scientific, technical and industrial skills. I support continued emphasis on critical STEM education and technological innovation that underpins the DIB's scientific and engineering workforce as well as work closely across the DOD enterprise including with the OUSD(R&E) to align programs and policies that support STEM and manufacturing workforce development in the defense industrial base. I will further develop courses of action with industry and interagency partners and leverage any appropriate authorities to prioritize training the DIB workforce and ensuring access to technical know-how needed to produce and sustain our weapons systems and maintain DOD's competitive advantage.

Question. What steps will you take to ensure that the DIB has the appropriate manufacturing and production infrastructure to support current and future needs of DOD?

Answer. I believe that key Title 10 tools and authorities for industrial base support including the Defense Production Act and the Industrial Base Analysis and Sustainment program are key to DOD's efforts to support the defense industrial base manufacturing and production infrastructure. If confirmed, I will work with Department leadership to continue to leverage these authorities as effective tools for

advancing the Department's partnership with industry and explore any modifications to the authorities and other tools that may necessary to support the Department's current and future industrial base needs.

Question. What steps should the Department take—on its own or as part of a “whole of government” approach—to increase domestic industrial capacity and reduce reliance on suppliers in China or other adversaries?

Answer. Addressing critical vulnerabilities in industrial supply chains, reducing reliance of foreign adversaries, and securing domestic industrial capacity is key to U.S. economic and national security. As Under Secretary LaPlante has argued, the United States should have a “whole-of-nation” approach to incentivize commercial industry to on-shore and ally-shore or “friend-shore” their supply chains. I believe the Department of Defense should apply its authorities to build resilience into supply chains, support innovative small businesses, expand domestic manufacturing capacity, and secure access to the industrial capacity of our strategic allies, particularly the NTIB.

If confirmed, I will work with industry and the Department's interagency and international partners to review how IBP and its authorities can be used to support these efforts within and external to the Department, with an emphasis on productivity and competitiveness. Additionally, I will work with A&S leadership and OUSD(R&E) to transition manufacturing innovations and reduce dependence on foreign sources. I will aim to increase secure access to domestic and allied industrial capacity through targeted investments in key industrial sectors at home, in our closest allies, and with other security partners. Deepening our supply chain cooperation will enable the United States to take advantage of secure sources of supply, create stronger bonds of friendship between our countries, and take strong steps towards building a more capable industrial network that can reduce our collective reliance on suppliers in China and in other adversaries.

Question. If confirmed, one of the Deputy Assistant Secretaries that will report to you is focused on industrial base resiliency.

What is your understanding of how resilience within the defense industrial base is currently measured and assessed?

Answer. My understanding is that the Department views resilience as greater domestic industrial capabilities and reduced foreign dependency, particularly on foreign adversaries. Under the Executive Order 14017 Report on Critical Supply Chains and the DOD-led 100-Day Review, the Department assessed supply chain resiliency by prioritizing four focus areas that are particularly important to national security. Underpinning these focus areas are four key strategic enablers required for mission success: workforce, small businesses, manufacturing, and cybersecurity. The Report also contains a series of cross-cutting recommendations for the Department to pursue, both on its own and with its partners in industry, government, academia, and the Congress.

If confirmed, I will work across the DOD-enterprise to ensure that the Department uses shared metrics for measuring and assessing this goal.

Question. Are there other metrics or data frameworks that you think should be developed to improve measurement and assessment capabilities?

Answer. If confirmed, I will review the Department's progress towards implementing the recommendations of the EO 14017 Report on Defense Critical Supply Chains, the 100-Day Review, as well as the Department's current framework for evaluating DIB resilience, and suggest improvements as necessary.

Section 4819 of title 10, United States Code, established a framework for modernizing and digitizing the approach for mitigating risks to the defense industrial base.

Question. What is your understanding of the status of implementing that framework?

Answer. In a rapidly changing threat environment, I recognize the importance of modernizing and digitizing processes and information to ensure the integrity of the defense industrial base. It is my understanding that the characterization, monitoring, and assessment of the defense industrial base and industrial base support is an important responsibility within OUSD(A&S) and will allow the Department to make informed decisions on the policies, programs and procedures it uses to mitigate risks the defense industrial base. If confirmed, I look forward to learning more details about the steps the Department has taken to implement this framework.

Question. What other steps would you take to assess the health of the current and future defense industrial base?

Answer. In addition to the instructions and authorities in Title 10, if confirmed, I would work closely with industry partners and seek to understand and potentially leverage the process used to develop the E.O. 14017 report, “Securing-Defense Critical Supply Chains” recommendations. Additionally, I would examine the recent GAO report outlining the Department's risk mitigation strategies to determine

where OASD(IBP) can work across the DOD-enterprise, particularly with Military Service Departments to support efforts to improve the Department's visibility into the DIB's supply chains.

DOMESTIC SOURCING

Question. The Biden Administration has made domestic sourcing a key part of its policy agenda. If confirmed, you would oversee the beginning of a significant push to increase DOD's procurement of American-made goods, products, and materials.

Do you see any associated challenges or opportunities? Please elaborate.

Answer. I strongly support the Department and other Federal agencies' efforts to better leverage authorities to promote domestic sourcing and encourage increased domestic and allied production of critical and strategic raw materials. Domestic sourcing rules provide a critical benefit to the Department of Defense. For example, the Department has sourced titanium from domestic sources for many years, and this rule has insulated DOD from much of the volatility flowing from Russia's invasion of Ukraine.

Question. In your opinion, what role should domestic sourcing requirements play in efforts to manage the DIB, support domestic companies, and ensure trusted and reliable supplies of goods and services?

Answer. Domestic sourcing requirements provide a valuable tool to insulate the DOD from adversarial sourcing risk, while supporting the development of domestic sources of supply. At the same time, we should remain open to the innovation and reliable sources of supply from our allies and partners.

Question. In your opinion, what role should the Department play in reviewing and recommending domestic sourcing requirements prior to such requirements going into effect?

Answer. It is my understanding that the Department plays an active role in the review of domestic sourcing rules through the Federal Acquisition Regulation Council. It also is my understanding that the Office of Industrial Base Policy provides input to FAR Council deliberations, but this activity is principally driven by Defense Pricing & Contracting (DPC).

If confirmed, I will continue to provide the necessary technical support as DPC engages with the FAR Council.

Question. In your view, what would be the benefits of greater Departmental input and involvement prior to domestic sourcing decisions being made?

Answer. As the largest discretionary direct appropriation in the Federal Government, the Department of Defense has an important role in shaping domestic sourcing rules. It is my understanding that DOD's input is incorporated through the FAR Council.

Question. In your view, what steps should the Department take to ensure that companies are able to find needed financing and resources from trusted sources?

Answer. I recognize that access to trusted financing and resources are vital to ensuring the defense industrial base can continue to modernize and evolve to provide the Department with its required defense capabilities. In my view, the Department should facilitate access to well-vetted financing and resources for defense industrial base companies, particularly small and medium-sized enterprises and nontraditional suppliers who may not have the resources and staffs to examine this information. Given my interagency experience as DAS for Manufacturing at the Commerce Department, I am particularly in favor of the Department using its authorities to prevent the transfer of sensitive U.S. technology and information to foreign adversaries. If I am confirmed, I look forward to learning more about the Department's efforts to provide pathways to reliable funding sources and will work with my team to identify any gaps in our existing authorities.

Question. What actions should the Department take to address the threat of "adversarial capital" from China and other sources that seek to gain undue influence over the DIB?

Answer. I share concerns that Chinese and other adversarial investments in U.S. infrastructure, data, and emerging technologies are a significant concern. I recognize the importance of ensuring adversarial capital from China and other sources does not gain undue influence over the DIB. I understand that the Department works closely with interagency partners and international allies to combat these efforts and develop a common understanding of these threats. If confirmed I will review those efforts and will work with my team to provide any recommendations on additional actions or authorities as appropriate and on mechanisms to educate and train industry partners and explore the potential of working with trusted domestic capital providers.

Question. How can the Department better leverage suppliers in the national technology and industrial base (NTIB) and among allies and partners?

Answer. I understand that the United State is strengthening its NTIB through exploring opportunities for information sharing, driving opportunities for lessons learned, and work streams for to pursue joint action against supply chain vulnerabilities, especially for critical materials and rare earth elements. In addition, “Ally-shoring” and “Friend-shoring” could be important avenues that support critical and strategic supply chains. If confirmed, I will use my diplomatic background and skills to better leverage NTIB suppliers and work with our allies and strategic partners to enhance our combined capabilities and ensure that we are protecting our mutual interests from adversarial practices and threats. I look forward to working with this Committee on these important Title 10 authorities and reviewing the Department’s existing efforts and recommending new initiatives, as necessary.

MERGERS AND ACQUISITIONS

Question. The February 2022 State of Competition within the Defense Industrial Base report highlights the consolidation of the defense industrial base into fewer large prime contractors as a significant risk to competition within the DIB.

In your view, what is the appropriate role for the Department with respect to proposed and ongoing private sector merger and acquisition activities of DOD contractors?

Answer. My understanding is that the Department’s role in the U.S. government’s review of merger and acquisition activities is to assess the anti-competitive and national security impacts of a transaction on the defense industrial base and convey those assessments to the regulators at the Department of Justice and Federal Trade Commission. If confirmed, I will work with the Department’s senior leadership to review DOD’s current role and recommend adjustments, if necessary.

Question. What are your views on defense industry mergers and acquisitions in terms of Pentagon guidance to industry?

Answer. Defense industry mergers and acquisitions impact the level of economic competition in the DIB. In general, I believe this should be a subject of on-going dialogue between the Department and the defense industry as the Department implements acquisition and sustainment policies more broadly and ensures effective competition. It is my understanding that increased competition is in the Department’s budgetary interest and that the Department is working to implement recommendations from the 2022 State of Competition in the DIB report. If confirmed, I will work with OASD(IBP) team, senior Department officials, and the interagency to understand the case-by-case implications of industry mergers and acquisitions.

Question. In your opinion, does DOD focus enough on the potential consolidation of sub-contractors and suppliers in addition to prime contractors?

Answer. My understanding is that one of the challenges in assessing supply chain resiliency is a lack of visibility into second and third tier suppliers and subcontractors. However, I also understand that the Department is exploring ways to enhance that visibility, which would enable the Department to better analyze the state of these businesses, including merger and acquisition activities. If confirmed, I will review the Department’s current efforts towards this goal and make recommendations, as needed, to assess the effect of potential consolidation of subcontractors and suppliers on the DIB.

ORGANIC INDUSTRIAL BASE

Question. In your opinion, what role does the organic industrial base play in modernization efforts and in the sustainment of warfighting capabilities?

Answer. As part of the overall defense industrial base, the organic industrial base plays an important role in ensuring that our troops have the warfighting capabilities and tools they need and being the nation’s insurance policy to safeguard supply chain readiness. My understanding is that the Assistant Secretary of Defense for Sustainment (ASD(S)) has oversight of the Organic Industrial Base. If confirmed, I look forward to working with the ASD(S) on modernizing and effectively sustaining warfighting capabilities.

Question. What is your assessment of the status of the facilities and workforce in DOD depots, logistics centers, arsenals, and other elements of the organic industrial base?

Answer. In general, I understand that the facilities and workforces for the organic industrial base have been taxed after two decades of persistent conflict. My understanding is that the Assistant Secretary of Defense for Sustainment (ASD(S)) has oversight of the Organic Industrial Base. If confirmed, I look forward to working

with the ASD(S) on evaluating the status of the facilities and workforce in DOD Depots, logistics centers, arsenals, and other elements of the organic industrial base.

Question. What role should the organic industrial base play in the sustainment of software in defense systems?

Answer. Along with the rest of the defense industrial base and the capabilities of the private sector, the organic industrial base is essential to sustaining software intensive weapons systems. My understanding is that the Assistant Secretary of Defense for Sustainment (ASD(S)) has oversight of the OIB. If confirmed, I look forward to working with the ASD(S) on the sustainment of software in the defense systems.

Question. What role should the organic industrial base play in the sustainment of dual use and commercial technologies used by DOD?

Answer. In general, DOD must work collaboratively with industry to ensure that dual-use technologies can support the Department's requirements. My understanding is that the Assistant Secretary of Defense for Sustainment (ASD(S)) has oversight of the Organic Industrial Base and any specific questions to the OIB's mechanisms for cooperating with industry on these technologies. If confirmed, I look forward to working with the ASD(S) on the sustainment of dual use and commercial technologies in use by DOD.

Question. What role, if any, does ASD(IBP) have in ensuring that the facilities and equipment at the military depots are modern, operable, and effective?

Answer. My understanding is that the Assistant Secretary of Defense for Sustainment (ASD(S)) has oversight of the Organic Industrial Base. However, I believe that cooperation between Industrial Base Policy and Sustainment is important for ensuring that military depots operate at the highest levels of modernity, operability, and effectiveness. If confirmed, I will work with the ASD(S) to understand military depots' greatest needs and how IBP can support them.

Question. If confirmed, what steps would you take to strengthen the Department's organic industrial base?

Answer. In general, I understand that the facilities and workforces for the organic industrial base have been taxed after two decades of persistent conflict. My understanding is that the Assistant Secretary of Defense for Sustainment (ASD(S)) has oversight of the Organic Industrial Base. If confirmed, I look forward to working ASD(S) to ensure that the Department's organic industrial base has the resources it needs to meet DOD's current and future operational needs.

DEFENSE INDUSTRIAL BASE CYBERSECURITY

Question. Section 1648 of the National Defense Authorization Act for Fiscal Year 2020 requires the Secretary of Defense to develop a comprehensive framework to enhance cybersecurity for the DIB.

What is your understanding of the challenges of enhancing cybersecurity of the DIB?

Answer. In general cybersecurity is one of the major threats affecting manufacturers today and the loss of intellectual property and sensitive information from all U.S. industrial sectors from theft and other malicious cyber activity threatens U.S. national and economic security. My understanding is that many companies defense industry base perceive the Department's cybersecurity policies as onerous and imposing, particularly for small businesses while the Department views these policies as essential for securing critical information shared with the DIB and protecting intellectual property. While it is important to share information with industry, we must hold industry accountable for doing what is required to safeguard that information.

If confirmed, I look forward to reviewing all the challenges facing improving DIB cybersecurity and working with the Department's Chief Information Officer—who I understand has oversight over DIB cybersecurity—on addressing these challenges.

Question. If confirmed, how would you balance the needs of improving cybersecurity with the burden of compliance on small and medium sized businesses?

Answer. The Department must work with small businesses and help with the burden of improving cybersecurity standards. I understand that DOD's cybersecurity policies towards the defense industrial base are overseen now by the DOD Chief Information Officer. However, I believe it is important that the Department continue to pursue and improve policies to nurture the small business vendor base and small and medium-sized businesses' ability to compete for defense contracts. My understanding is that Industrial Base Policy's Office of Small Business Programs has multiple programs to assist small and medium sized businesses with competing for defense contracts, including the Procurement Technical Assistance Program, Project Spectrum, the Mentor-Protégé Program, and a dedicated small business website. If

confirmed, I look forward to working with the DOD CIO to seek the appropriate balance between cybersecurity needs and easing the burden of compliance on the small business vendor base.

Question. The framework required by Section 1648 has not yet been completed and delivered to Congress.

If confirmed, will you commit to completing the work required by Section 1648?

Answer. It is my understanding that oversight cybersecurity in DOD weapons systems falls under OUSD(A&S). If confirmed, I will work with the USD(A&S) and the DOD CIO to review the current status of the work required by Section 1648 and ensure its completion.

Question. In the last few years, the focus of the Acquisition & Sustainment model has been on one element of the framework: the Cybersecurity Maturity Model certification (CMMC).

What is your understanding of the current status of CMMC?

Answer. It is my understanding that the CMMC program is now under the DOD Chief Information Officer's oversight. However, I also understand that the program is currently working through the formal rulemaking process to publish detailed CMMC guidance in part 32 of the Code of Federal Regulations. If confirmed, I will work with the CIO and other senior Department officials to this guidance is completed, published, and readily available to industry.

Question. If confirmed, are there any changes you would make or recommend to the CMMC efforts beyond those already mandated by the Deputy Secretary?

Answer. I understand that the Department carried out a thorough review of the CMMC program in 2021, which resulted in CMMC 2.0. If confirmed, I will work with CIO to make recommendations that will allow for the seamless implementation of CMMC in Acquisition programs and ensure that our DIB partners meet requirements. If confirmed, I will also work with our DIB partners to ensure the maximum acceptance of CMMC and provide avenues to small and medium sized businesses that will enhance their ability to participate in the DOD ecosystem.

MICROELECTRONICS

Question. Over the last few decades, Taiwan, South Korea, and the People's Republic of China have implemented large-scale national industrial policies to build microelectronics manufacturing facilities. In contrast, the availability of large-scale state-of-the-art microelectronics manufacturing foundries in the United States has been steadily declining. DOD has a diverse set of requirements and needs for the domestic production of measurably secure state-of-the-art, state of the practice, and legacy integrated circuits in low volumes to meet its needs.

What is your assessment of the Department's microelectronics needs, to include both legacy, state-of-the-practice, and state-of-the-art?

Answer. The Department of Defense needs consistent access to both legacy and state-of-the-practice chips to maintain current weapon systems while also requiring state-of-the-art microelectronics for newly developed systems. If confirmed, I will continue DOD's efforts to secure assured sources of microelectronics components for current and future weapons systems. I look forward, if confirmed, to working with the Department's leadership and our interagency partners to develop and inform a "whole-of-government" Microelectronics strategy. I look forward to collaborating with OUSD(R&E) to ensure DOD will have access to state-of-the-art parts as the requirements emerge.

Question. In your view, what role should the Department play in working with the interagency and industry to increase domestic production of dual use microelectronics?

Answer. While the Department is the largest U.S. government buyer of microelectronics, it is also only 1% of overall market demand. Nonetheless, DOD must clearly articulate unique national security requirements as interagency policies and investment strategies are developed to ensure the nation's access to these critical components. In my view, the Department's role should be to collaborate with other affected agencies and industry and to support interagency activities, particularly coordinating with the Commerce Department and the White House that establish and sustain domestic production of microelectronics.

Question. If confirmed, what steps would you plan to take to support increased domestic production of dual use microelectronics?

Answer. The Defense Department must leverage commercial microelectronics technology and production wherever possible to be able to help ensure future capacity for microelectronics that meet DOD requirements. It is my understanding the Department has been working with its interagency partners and leveraging its investment authorities to ensure the nation as the required domestic production need-

ed to meet its national security needs. Additionally the CHIPS Act is an important tool for re-energizing domestic commercial microelectronics production. If confirmed, I look forward to learning more about the Department's effort to increase access to dual-use microelectronics technology and bringing to bear my experience as Commerce DAS for Manufacturing to coordinate with interagency colleagues and emphasize the unique national security priorities of the defense industrial base. I would prioritize that DOD leverage resources provided by the CHIPS Act and the commercial industrial base.

Question. What actions would you take to partner with the USD(R&E) on this issue?

Answer. Working effectively across the Department enterprise and with the interagency is key to ensuring that the needs of the defense industrial base are elevated. If confirmed, I look forward to working closely with OUSD(R&E) to ensure the Department has the workforce and capacity needed to meet our current and future microelectronics needs, to include supporting efforts to develop innovative production efforts.

SMALL BUSINESS

Question. If confirmed, what steps would you take to increase the participation of small businesses in the defense technology and industrial base?

Answer. Small business is a critical component of the defense industrial base and a source of innovation. If confirmed, I will work to increase the participation of small businesses in the defense technology and industrial base by increasing outreach to small businesses including new entrants, ensuring the acquisition workforce is conducting effective market research to maximize the use of small business set-asides and improving dissemination of information to small businesses on upcoming procurement opportunities. I will collaborate with others in the Department to apply those opportunities more holistically alongside other small business activities.

Question. In your view, what are the biggest barriers that prevent small businesses from becoming prime contractors to the Department?

Answer. It is my understanding that some of the biggest barriers include difficulty navigating the defense acquisition process, navigating the complex structure of the Department, often lengthy procurement timelines from opportunity announcement to contract award, and limited access to information on upcoming procurement opportunities.

If confirmed, I will prioritize understanding the challenges and creating solutions to the biggest barriers that prevent small businesses from participating fully in the defense industrial base and working with the Defense Department.

Question. Do you believe the Department is using all available authorities to provide small businesses the opportunity to subcontract with existing prime contractors to ensure programs of record have access to the most advanced and effective technologies?

Answer. The Department of Defense manages various small business programs that assist them with opportunities to subcontract with existing prime contractors. As I understand it, these programs can be better utilized to ensure programs of record have access to the most advanced and effective technologies through internally increasing awareness about the value of these programs, finding ways to incentivize prime contractors to participate in these programs and creating more connectivity between programs such as Small Business Innovation Research Program, Small Business Technology Transfer Program, Mentor Protégé Program and programs of record, Procurement Technical Assistance Program and the Indian Incentive Program. If confirmed, I will work across the DOD enterprise, and especially the Military Service Departments, to better leverage these programs.

Question. If confirmed, what steps would you take to ensure that small businesses that provide goods and services to the Department of Defense are monitored and supported when facing financial pressures that challenge their viability?

Answer. Small businesses face financial challenges for any number of reasons, and it should be important to the Department to support businesses facing those financial pressures. If confirmed, I will work to assess and evaluate options that will minimize financial impacts to small businesses, while balancing the readiness and cash flow needs of the Department.

Question. What do you see as the benefits of diversifying the defense industrial base through more engagement with small and disadvantaged businesses?

Answer. It is my understanding the DOD is increasing outreach and engagement with industry, simplifying information on opportunities to do business with the Department, and providing support to small businesses that seek to enter the defense

marketplace to promote expansion and diversification of the vendor base. Small business participation in defense procurements as prime and subcontractors is vital to the defense mission, competition, and the health of the defense industrial base. Small businesses spur innovation, represent the majority of new entrants into the defense industrial base, and, through their growth, create a pipeline of the next generation of suppliers with diverse capabilities to support the DOD mission. They are essential to the nation's economic prosperity as their ingenuity, agility, and capabilities are inextricably tied to the nation's national and economic security.

Question. What recommendations would you have to improve the Department's use of the Small Business Innovation Research programs to develop and field new, advanced capabilities?

Answer. The Small Business Innovation Research (SBIR) program is a key tool in the development and field of new technologies and capabilities for the Department. I understand that one of the enduring challenges that the Department faces is transitioning these new technologies into production and to fielded system. It is my understanding that the Under Secretary of Defense for Research and Engineering oversees the SBIR and Small Business Technology Transition (STTR) Programs. If confirmed, I will work with OUSD(R&E) to identify opportunities to more closely tie SBIR and STTR with other small business programs and ultimately bridge the gap between emerging technologies and fielded systems.

Question. What recommendations would you have to increase the number of new entrants into the Small Business Innovation Research Program?

Answer. The Under Secretary of Defense for Research and Engineering oversees the Small Business Innovation Research (SBIR) and Small Business Technology Transition (STTR) Programs. If confirmed, I will work with OUSD(R&E) to ensure that the Department continues its efforts to maximize the impact of the program while at the same time drawing increase interest and participation within the program of new entrants.

INTELLECTUAL PROPERTY/TECHNICAL DATA RIGHTS

Question. Do you believe that DOD has sufficiently implemented intellectual property (IP) best practices to ensure that the government has appropriate access to IP and technical data to give proper return on investments in federal research and development (R&D), retain the ability to re-compete programs to control costs, and exercise better control over program sustainment costs?

Answer. Given the fast pace of technological innovation in industry, I believe IP must be a higher strategic priority, considered earlier and incorporated into planning, and more focused on longer-term needs. If confirmed, I will work with the appropriate stakeholders to review the Department's best practices for IP and make recommendations as appropriate.

Question. If confirmed, what adjustments would you make to DOD's practices in negotiating IP and technical data rights for programs to improve DOD's ability to develop, procure, and sustain new systems and technologies affordably?

Answer. My understanding is that the ASD(IBP) does not have oversight over DOD's IP and technical data rights policies, particularly as they relate to acquisitions and sustainment. If confirmed, I will work with USD(A&S) and the appropriate stakeholders to review these policies and make recommendations as appropriate.

Question. Does the Department need a different approach to access to technical data when dealing with primarily commercial companies?

Answer. If confirmed, I will work with the appropriate stakeholders to review the Department's current approach to technical data rights and make recommendations as appropriate.

DEFENSE PRODUCTION ACT

Question. The Covid-19 pandemic saw the expanded use of Defense Production Act (DPA) authorities for DOD to support national emergencies and other contingencies.

What do you see as the appropriate level of use of DPA for DOD support to domestic, non-conflict related use-cases?

Answer. As I understand it the President has the authority to use the Defense Production Act to ensure the availability of U.S. industry for U.S. defense, essential civilian, and homeland security requirements. Title I and Title II give the President the ability to act on emerging and long term needs for the nation's defense and provides a broad array of tools for domestic emergency preparedness, response, and recovery. As I understand it, the President authorized the Office of Industrial Base Policy to use DPA Title III awards to rapidly expand domestic production of N95s and swabs during the COVID-19 crisis. In addition to decreasing the cost of capital

for small businesses, these economic incentives reduce the risk of uncertainty, which is especially acute in a temporary domestic emergency. In addition, DPA Title I ratings can ensure that emergency response projects, like Title III investments, continue to receive priority over other non-essential goods and services.

If confirmed, I will be the senior official in the DOD with oversight over DPA and I would ensure that any use of the DPA authorities proposed or executed by the DOD align with the mission and objectives of the Department in accordance with the statute governing the DPA.

Question. What lessons has DOD learned from Operation Warp Speed on how to best utilize DPA authorities, and how have these lessons been institutionalized within DOD?

Answer. It is my understanding that Operation Warp Speed principally used Title I of the Defense Production Act to obtain priority performance on their contracts. As I understand it, DOD already uses DPA Title I ratings every day, which may provide a measure of security that defense needs would continue to be met in a national emergency. If confirmed, I will review lessons learned from Operation Warp Speed and other uses of DPA authorities to ensure that any use of the DPA authorities proposed or executed by the DOD align with the mission and objectives of the Department in accordance with the statute governing the DPA.

Question. How would you use DPA authorities to support prioritization of federal contracts and expand domestic production of key supply chain bottlenecks (ex. Microelectronics), if confirmed?

Answer. The DPA is part of the toolkit that the President can use to address critical economic security needs. It is my understanding that the DOD already uses DPA Title I ratings on nearly all of its contracts today. It might be appropriate to further use DPA Title I and III authorities to help expand domestic production and alleviate key supply chain bottlenecks. If confirmed, I intend to review these activities to ensure they continue to operate appropriately today and under a potential future supply chain disruption scenario.

Question. In your opinion, to what extent and how should DOD best utilize DPA Title III authorities for loan guarantees, purchase commitments, and grants and subsidies to expand domestic production in areas of strategic interest?

Answer. Economic incentives under DPA Title III should be tailored to the specific problem they are intended to address. In some circumstances, a grant or contract may be more timely or effective at stimulating industrial base expansion. In other cases, a loan may be a more appropriate instrument to sustain an investment over a long period of time. If confirmed, I intend to take a thorough review of all available authorities under DPA Title III to ensure that these tools are appropriately aligned to the needs of the defense industrial base, as well as the most efficient use of taxpayer funds.

Question. Are there sectors or items you believe should see expanded use of DPA Title III authorities to support domestic production?

Answer. If confirmed, I intend to undertake a portfolio review of our current investments and plans for DPA Title III investment, and this portfolio review would drive where I might recommend seeking other authority or resources for DPA Title III investments.

INTERNATIONAL ARMAMENTS COOPERATION

Question. The Department conducts a number of activities that support International Armaments Cooperation (IAC) that are used to promote US strategic goals. IAC is defined as (1) cooperative research, development, test, and evaluation of defense technologies, systems, or equipment; (2) joint production and follow-on support of defense articles or equipment and; (3) procurement of foreign technology, equipment, systems or logistics support. In addition to activities like information exchange agreements, defense trade, cooperative logistics, the Department also funds activities that can be used to promote interoperability and joint development, such as the Defense Exportability Features (DEF) program, Coalition Warfare Support Program, and Foreign Comparative Test Program.

Question. In your view, how are international armaments cooperation activities used to shape and support broader DOD warfighting needs and priorities? Are there new approaches or activities we should consider to be more effective and strategic?

Answer. International Armaments Cooperation provides opportunities to share in the identification, development and advancement of military capability that support coalition operations, and enables our international partners to provide for their defense and create stability within key regions of the world. If confirmed, I will embrace the International Armaments Cooperation mission of the A&S organization.

Question. Based on current experiences with Ukraine, what recommendations would you have to help streamline or improve our security cooperation, foreign military sales and cooperative logistics processes in order to be more responsive to rapidly changing security situations?

Answer. The global response in Ukraine has further illuminated the interconnected nature of our supply chains and industrial base. If confirmed, I look forward to working with Department and interagency stakeholders to identify issues and opportunities to enhance our collective resiliency to meet the evolving security landscape.

Question. In your view, how are newer initiatives like the Defense Technology and Trade Initiative (DTTI) with India, the Quadrilateral Security Dialogue (or Quad), or the AUKUS initiative being used to support our defense posture, and are there recommendations for improvements of those activities that should be considered to make them more effective?

Answer. As the threat environment continues to evolve, initiatives such as DTTI, the Quad, and AUKUS provide opportunities to enhance our international cooperation. If confirmed, I look forward to exploring the details of the work underway and seeking opportunities to enhance outcomes and identify new opportunities for partnership.

SEXUAL HARASSMENT

Question. In responding to the 2018 DOD Civilian Employee Workplace and Gender Relations survey, approximately 17.7 percent of female and 5.8 percent of male DOD respondents 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 ASD(IBP)?

Answer. I believe that organizations must have a zero-tolerance policy for sexual harassment and gender discrimination and that leaders must set the tone from the top to ensure that all employees are treated with fairness and respect. I understand that the Office of the ASD(IBP) is aligned with Secretary Austin and Deputy Secretary Hicks’ commitment to eliminating sexual harassment and gender discrimination. I fully support their commitment and will do all within my power to advance these priorities, if confirmed.

Question. In your view, is the civilian workforce harassment prevention and response training for civilian employees in the Office of the ASD(IBP) adequate and effective?

Answer. If confirmed, I will evaluate the effectiveness of OASD(IBP) workforce harassment prevention and response training efforts, work with subject matter experts to review and enhance programs and policies for preventing and responding to incidents and complaints, including encouraging and supporting victim care.

Question. In your view, does the Office of the ASD(IBP) program for response to complaints of harassment or discrimination provide appropriate care and services to civilian employee victims?

Answer. If confirmed, I will review recent command climate surveys, work with the OASD(IBP) team and other senior leaders in OUSD(A&S) to address any concerns raised by civilian employees, ensure appropriate care is provided to victims, and provide resources for outreach programs and educational material to get the message to the workforce that harassment and discrimination will not be tolerated.

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

Answer. I firmly believe that organizations must have a zero-tolerance policy for sexual harassment and gender discrimination and that leaders must ensure that all employees are treated with fairness and respect. If I am confirmed, and were I to receive a complaint from an employee, I would take immediate action to ensure that the complaint was appropriately investigated and addressed. Throughout the process, I would ensure that the employee was treated fairly and with respect and was regularly updated, to the greatest extent possible, as to the progress of the matter. I would also ensure that the employee received all support necessary to remain a valued contributor to the organization.

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 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 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 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 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 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 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 yes or no.

Answer. Yes.

[Questions for the record with answers supplied follow:]

QUESTIONS SUBMITTED BY SENATOR JEANNE SHAHEEN

SHIPBUILDING INDUSTRIAL BASE

1. Senator SHAHEEN. Dr. Taylor-Kale, the Office of the Under Secretary of Defense for Research and Engineering recently expressed concern about the fact that the Small Business Innovation Research (SBIR) and Small Business Technology Transfer (STTR) programs have not been reauthorized, noting that these programs “provide a unique and critical funding source to develop some of the most important technologies for the DOD [Department of Defense]”. Do you share these views, and will you commit to working with relevant offices within the Department of Defense and with Congress to support reauthorization of these programs?

Dr. TAYLOR-KALE. I share this view. The SBIR and STTR programs are key ways that the Department can attract new small business entrants into the defense ecosystem. If confirmed, I will commit to working within the Department and with Congress to pursue reauthorization these crucial programs.

QUESTIONS SUBMITTED BY SENATOR MAZIE K. HIRONO

SHIPBUILDING INDUSTRIAL BASE

2. Senator HIRONO. Dr. Taylor-Kale, the Navy just released its Force Design 2045, which projects growing the fleet by 75 ships and building 150 unmanned ships in

the next 2 decades. As you know, shipbuilding is a long-term investment and in order to meet these demands we must grow a healthy industrial base with respect to public and private shipyards, suppliers and manufacturers, and sufficient skilled technicians. If confirmed, how will you develop a comprehensive strategy to protect and strengthen this vital portion of our defense industrial base?

Dr. TAYLOR-KALE. Revitalizing the shipbuilding industrial base is critical for our nation to maintain its competitive advantage. If confirmed, I will consult with my counterpart in the Department of the Navy and stakeholders in the shipbuilding community to understand the shipbuilding industrial base's specific needs and how to leverage the Department's authorities and programs to protect and strengthen this vital part of the DIB.

QUESTIONS SUBMITTED BY SENATOR ELIZABETH WARREN

DEFENSE MERGERS

3. Senator WARREN. Dr. Taylor-Kale, press reports indicate the Federal Trade Commission is reviewing whether Northrop Grumman violated the behavioral remedy it entered as a condition for its acquisition of Orbital. The Department of Defense's insights and expertise are essential in reviewing whether these mergers serve our national security interests. If confirmed, do you promise your offices will cooperate with the Justice Department and the Federal Trade Commission when they review mergers involving major defense suppliers?

Dr. TAYLOR-KALE. It is my understanding that the Department regularly assists the antitrust agencies, the Department of Justice (DOJ) and the Federal Trade Commission (FTC), with their merger review investigations. If I am confirmed, I will continue this support proactively.

4. Senator WARREN. Dr. Taylor-Kale, protecting the health and competitiveness of our defense industrial base will require stopping bad defense deals in the future and breaking up the runaway consolidation of the last 30 years. Critics say it's too difficult to unwind mergers, but I disagree. Defense companies have demonstrated time and again that they can divest and spin off integrated divisions to win government approval before a merger. Those divestitures are analogous to breaking up a big defense firm after a merger. Will your offices recommend breaking up harmful defense mergers if you believe such an action would serve our national security interests or bolster competition in the defense industrial base?

Dr. TAYLOR-KALE. It is my understanding that the Department considers protecting the health and competitiveness of our defense industrial base (DIB) a top priority. If confirmed, my office will closely review mergers that threaten to consolidate and harm the DIB. If future or existing defense mergers harm the Department, national security interests, and competition, my office will work in close cooperation with the antitrust agencies to take appropriate action.

5. Senator WARREN. Dr. Taylor-Kale, I'm concerned that the Department of Defense has acquiesced to too many harmful mergers and relied too heavily on divestitures and "behavioral remedies" instead of opposing outright mergers that clearly raise competitive concerns. Will your

offices recommend the Justice Department or the Federal Trade Commission oppose mergers that you assess to harm our national security or competition in the defense industrial base?

Dr. TAYLOR-KALE. If confirmed, I will ensure that my office conducts thorough assessments of proposed mergers and provides this information to the regulatory agencies

6. Senator WARREN. Dr. Taylor-Kale, do you support codifying the Department of Defense's advisory role in the antitrust review process in statute?

Dr. TAYLOR-KALE. I agree that the DOD plays an important role in assessing the impact of proposed mergers on the health of the DIB. I would, however, reserve any final judgements regarding codifying this role in statute until after I've reviewed the proposed legislative text.

MILITARY HOUSING

QUESTIONS SUBMITTED BY SENATOR JACKY ROSEN

INVESTING IN ADVANCED DEFENSE TECHNOLOGIES

7. Senator ROSEN. Dr. Taylor-Kale, for defense-focused advanced technology small businesses that cannot find private capital and thus do NOT cross the Valley of Death, how might a public-private partnership to incentivize domestic investors help support our nation's innovators?

Dr. TAYLOR-KALE. Public-private partnerships can take many forms, but in general they work by either increasing the potential return for an investor or by decreasing the risk. It is the ratio of risk and return on which private investors make their decisions. I would expect a public-private partnership in this space to primarily focus on de-risking the investments through matching capital of some sort invested alongside private investment, or the government acting more directly to serve as a backstop for the investment should it yield a loss.

MICROELECTRONICS SHORTAGE

8. Senator ROSEN. Dr. Taylor-Kale, defense businesses in Nevada have discussed with me their challenges with the shortage of microelectronics. Such shortages not only affect the U.S. Computer Numerically Controlled (CNC) manufacturing base—which provides machine tools to all major sectors of the U.S. economy—but also impacts U.S. national security and economic interests overall. While DOD established a working group to address systemic barriers limiting the microelectronics supply chain, several of my Nevada delegation colleagues and I sent a letter to the Administration earlier this year urging them to take a more aggressive approach to resolving the CNC manufacturing base crisis. How is the CNC manufacturing base crisis affecting the rest of the defense industry, and if confirmed, what steps would you take to increase and stabilize the supply of microelectronics available to the CNC manufacturing base?

Dr. TAYLOR-KALE. I am acutely aware of the threat to defense manufacturing posed by the shortage of microelectronics. I believe the recently passed CHIPS Act should help provide stability to microelectronics supply by on-shoring manufacturing capability, adding much needed domestic capacity that will help the industries that use microelectronics, including the CNC manufacturing base. If confirmed, I will work with my colleagues in the Department and throughout the interagency to ensure we are doing everything possible to stabilize the microelectronics supply and shore up these essential defense industrial base capabilities.

PROTECTING BUSINESSES FROM CYBER ATTACKS

9. Senator ROSEN. Dr. Taylor-Kale, the Defense Industrial Base develops and maintains sensitive technology and intellectual property vital to protecting our Nation. Knowing this, malicious cyber actors regularly target these private sector entities looking for ways to access company networks and obtain valuable information that may compromise our national security and warfighting capabilities, in addition to holding that information for ransom. While the fiscal year 2021 NDAA last Congress included my bipartisan bill with Senator Young to provide cybersecurity services to small manufacturers in the defense industrial supply chain, I'd like to know if more needs to be done to combat cyber threats. Do you believe DOD is effectively assessing cybersecurity risks to defense industrial base vendors, informing them of those risks, and educating them on what they can do to mitigate them?

Dr. TAYLOR-KALE. I believe that the Department should do all it can to support a strong cybersecurity posture for the defense industrial base (DIB). My understanding is the Office of the Chief Information Officer (CIO) is the Department's lead on the cybersecurity of the DIB. I also understand that the Department has programs to assist small businesses with adapting to cybersecurity threats and complying with DOD's cybersecurity requirements.

10. Senator ROSEN. Dr. Taylor-Kale, how will you address this challenge if confirmed?

Dr. TAYLOR-KALE. If confirmed, I will work with the Office of the Chief Information Officer to advocate for the cybersecurity needs of the DIB while also ensuring that the Department provides the DIB with the information and support it needs to mitigate cyber vulnerabilities.

RAPID ACQUISITION

11. Senator ROSEN. Dr. Taylor-Kale, the Senate NDAA that was advanced out of this Committee last month includes my provision that would align current law and

DOD policy to cut through red tape and allow for more rapid acquisition during urgent operational needs. If confirmed, how would you advise the Pentagon use this expanded authority in the event that it is included in the final passed bill?

Dr. TAYLOR-KALE. Efficient and effective acquisitions processes are essential to supporting the warfighter. If confirmed, I will work with the Assistant Secretary of Defense for Acquisition to get briefed on the Department's current use of accelerated acquisitions authorities and, if necessary, provide recommendations on the use of expanded accelerated acquisition authorities.

QUESTIONS SUBMITTED BY SENATOR MARK KELLY

SEMICONDUCTOR FABRICATION IN THE UNITED STATES

12. Senator KELLY. Dr. Taylor-Kale, I was pleased to see in your advance policy question responses that you recognized the CHIPS Act as an important tool for "re-energizing domestic commercial microelectronics production". I agree that we need to revitalize our domestic production of microelectronics if we are to compete effectively with China, which is why I've fought so hard to advance the CHIPS bill that recently passed the Senate. You also expressed a belief that this work will take a whole of government approach and I could not agree more. Earlier this year the Senate passed legislation to allow expedited permitting for critical national security technologies like semiconductors and advanced computing through the existing "FAST-41" permitting program. This would allow domestic semiconductor fabrication plants, and manufacturing facilities in other critical industries, to be able to participate in an expedited Federal environmental review and authorization process. Do you agree that we should be exploring all options, including an expedited Federal review process, to quickly vitalize domestic production of semiconductors for use in our national security?

Dr. TAYLOR-KALE. I believe that, as part of the implementation of the CHIPS Act, all options to expedite establishing domestic capability to manufacture semiconductors for national security should be explored. If confirmed, I will ensure that we are working with our interagency partners to determine what options are best suited, and how they can best be used.

QUESTIONS SUBMITTED BY SENATOR JAMES M. INHOFE

URGENT OPERATIONAL NEED FOR COUNTER UNMANNED AERIAL SYSTEMS CAPABILITIES

DOMESTIC DEVELOPMENT OF SOFTWARE

13. Senator INHOFE. Dr. Taylor-Kale, how do you assess the current state of software innovation, and what weaknesses do you see?

Dr. TAYLOR-KALE. Software innovation is a fast moving, constantly evolving, and porous. Software continues to grow in importance to manufacturing and industrial production and in weapons systems. Despite the increasing importance of software in modern warfare, it is my understanding that the Department struggles to keep pace with the rapid innovation in software systems. Additionally, cyber threats and concerns about intellectual property threaten the development and absorption of innovative software systems in manufacturing in general and the defense industrial base. I am particularly concerned about the loss of intellectual property and sensitive information from malicious cyber activity in small businesses that may not have the capacity or resources to protect their software infrastructure and products.

14. Senator INHOFE. Dr. Taylor-Kale, if confirmed, what actions would you take to strengthen the software industrial base?

Dr. TAYLOR-KALE. If confirmed, I would work closely with the Department's Chief Information Officer, industry partners, the Office of the Under Secretary of Defense for Research and Engineering, and the Military Departments to make sure that data and metrics on the software industrial base were adequately included in the DOD's risk mitigation strategy. Additionally, I would work closely with the CIO and OUSD(R&E) on programs that support strengthening cybersecurity in the industrial base and help bring innovative software systems to defense industrial partners more quickly and efficiently.

ABILITY TO MAINTAIN A HIGHLY TECHNICAL AND EDUCATED WORKFORCE

15. Senator INHOFE. Dr. Taylor-Kale, if confirmed, what would you do to ensure the Department of Defense is able to advocate in the interagency and in Congress to ensure a robust domestic talent base?

Dr. TAYLOR-KALE. If confirmed, I will: (1) engage with my counterparts at the Departments of Labor, Commerce, and Education; (2) advocate for and encourage use of their authorities for defense communities; and (3) work with them and with Congress to identify legislative and policy changes needed to broaden the use of their existing authorities for training, supporting, and retaining workers in the defense industrial base.

U.S.-ONLY RESTRICTIONS IMPOSED BY CERTAIN OTHER TRANSACTION AUTHORITY CONSORTIUMS

16. Senator INHOFE. Dr. Taylor-Kale, in your testimony, you stated the importance of engaging strategic allies as our partners to mitigate supply chain risk and to ensure access to capabilities that are critical to the health and resilience of the defense industrial base. You also stated the importance of increasing competition and supporting non-traditional suppliers.

As the Department of Defense continues to leverage the use of Other Transaction Authorities (OTA) at an increasing rate to address prototyping, research, and production projects, there is a concern that certain OTA Consortia are restricting participation to only those companies with a U.S. presence without clear security rationale and despite Department of Defense OTA guidance and direct DOD acquisition official requests for the inclusion of allied participation in OTA contract opportunities. This position also runs counter to longstanding agreements that are in place between the United States and Canada, as our North American Industrial Base partners, and our National Technology Industrial Base partners that ensure reciprocal access to DOD acquisition opportunities in support of our industrial base resilience.

As part of your efforts to support non-traditional suppliers and to strengthen the health and resilience of U.S. supply chains and industrial base capabilities, what is your plan to ensure OTA Consortia follow the existing DOD agreements with our allies that ensure open access to research, development, prototyping, and technology procurement opportunities?

Dr. TAYLOR-KALE. I understand concerns about the restrictions to participation and I do believe that the OTA construct is a valuable mechanism in the acquisition toolbox for the development, advancement and production scaling of technologies. If confirmed, I will work with the department leadership to clarify guidance related to OTA consortia and to encourage the participation of National Technology Industrial Base partners to the maximum extent allowed.

QUESTIONS SUBMITTED BY SENATOR MARSHA BLACKBURN

DEFENSE INDUSTRIAL BASE

17. Senator BLACKBURN. Dr. Taylor-Kale, what is your current understanding of why the Department has not yet updated its risk mitigation strategy for the Defense Industrial Base (DIB)?

Dr. TAYLOR-KALE. It is my understanding that the Department has several reports that address the strategies and risk mitigations plans, including the annual Industrial Capabilities Report and the Executive Order one-year report, Securing Defense-Critical Supply Chains. The DOD has noted that every year it responds to overlapping reporting requirements on defense industrial base strategy and that an updated strategy would be duplicative and that the necessary effort to produce such a strategy would unnecessarily divert limited resources.

18. Senator BLACKBURN. Dr. Taylor-Kale what are the long-term impacts of neglecting policy updates to the DIB?

Dr. TAYLOR-KALE. Continual assessment of risks to the defense industrial base is important for maintaining current understanding of threats and opportunities to the defense industrial base. I understand that many of the required reports that the DOD believes collectively address risk mitigation strategy in the DIB were completed or developed prior to the COVID-19 and Ukraine crises. The long-term implications of miscalculating risk could impact program development and planning and the ability of the DIB to respond to future needs of our warfighters.

19. Senator BLACKBURN. Dr. Taylor-Kale, if confirmed, how will you recommend leveraging Artificial Intelligence (AI), Machine Learning (ML), and quantum computing to address cybersecurity threats within the DIB?

Dr. TAYLOR-KALE. My understanding is that the Office of the Chief Information Officer takes the lead on addressing cybersecurity threats within the Defense Industrial Base (DIB). However, I believe that leveraging AI, ML, and quantum computing capabilities, and integrating them into the products and services that the DIB provides, will be important in improving the DIB's ability to strengthen their cyber posture. If confirmed, I will work closely with the Chief Information Officer to study the use of these technologies and, in concert with DIB stakeholders, examine how to leverage their use to mitigate cybersecurity threats to the DIB.

PUBLIC-PRIVATE INVESTMENT

20. Senator BLACKBURN. Dr. Taylor-Kale, what advantages do increasing opportunities for small businesses and sector-specific supply chain resiliency plans bring to the DIB?

Dr. TAYLOR-KALE. Small businesses bring innovation and flexibility to the DIB. As a result, it is important to grow numbers of small businesses doing business with DOD. Increasing opportunities for small businesses also add resilience to our supply chain by diversifying the supplier base.

21. Senator BLACKBURN. Dr. Taylor-Kale, what deficiencies would a pilot program that incentivizes investment and innovation address within the DIB?

Dr. TAYLOR-KALE. A pilot program that incentivizes investment and innovation would have many benefits, but I'll focus on the most direct benefit. It is my understanding that the Department invests in many cutting-edge technologies through programs like SBIR but transitioning those prototypes to DOD capabilities can be difficult. Increasing investment in this space would allow the Department to transition more of those cutting-edge technologies into Department capabilities and do so more quickly.

22. Senator BLACKBURN. Dr. Taylor-Kale, what sectors are being compromised by the lack of diversity in small businesses and supply chain resiliency?

Dr. TAYLOR-KALE. In multiple reports including the EO 14017 Report on Securing Defense-Critical Supply Chains, and the 2022 Report on the State of Competition in the DIB, the Department has highlighted several defense-critical sectors that could benefit from more secure, resilient and diverse supply chains. Those sectors are kinetic capabilities, energy storage and batteries, castings and forgings, and microelectronics. A bolstered small business industrial base with increased supply chain diversity would also go a long way to shore up some of the deficiencies identified in these and other sectors.

QUESTIONS SUBMITTED BY SENATOR DAN SULLIVAN

CRITICAL MINERALS

23. Senator SULLIVAN. Dr. Taylor-Kale, how important is it that the United States can mine and refine critical minerals to manufacture equipment with defense and national security applications?

Dr. TAYLOR-KALE. I believe it is critical for the United States to have secure sources of supply for critical and strategic minerals. If confirmed, I would work to understand the best balance between domestic and allied sources to develop these efforts.

24. Senator SULLIVAN. Dr. Taylor-Kale, our critical minerals problem is two-fold. One, our national stockpile has dwindled from \$42 billion in 1952 to just \$888 million as of last year; and two, we possess no domestic refining capacity, whereas China controls 80 percent of global refining capacity. This year I offered an amendment to the NDAA to increase our national defense stockpile by \$750 million. While this is a good start in addressing the issue, how do better support private sector initiatives to bolster U.S. refining capacity?

Dr. TAYLOR-KALE. I share your concerns about this issue, and believe that the Department can be a valuable partner to the private sector in bolstering domestic and allied refining capacity. If confirmed, I look forward to diving deeper into this issue and exploring how the Department can best use its authorities to expand domestic and allied production of critical minerals.

25. Senator SULLIVAN. Dr. Taylor-Kale, in Alaska, we have a tremendous amount of critical mineral reserves, especially of graphite. How do we more efficiently get from locating mineral deposits to mining and processing?

Dr. TAYLOR-KALE. As the former Deputy Assistant Secretary of Commerce for Manufacturing at the International Trade Administration, I am acutely aware of the importance of efficient supply chain links between manufacturing and processing locations. While my understanding of the complexities of transporting mineral deposits from mines to processing plants is incomplete, if confirmed I look forward to diving into this issue and exploring how the Department can leverage its authorities to tackle this pernicious problem.

26. Senator SULLIVAN. Dr. Taylor-Kale, the inability of our defense industrial base to continually modernize and mass produce expendable, lower-cost items such as the Stinger, Javelin, and Mark 48 torpedoes, calls into question whether we can sustain both the supplying of our partners and allies with these weapons, and our own inventory to prevail in conflict. It is clear that the episodic acquisition of defense items like these has resulted in an alarming degradation of stockpile readiness. Should we create a more consistent demand signal for these smaller, more expendable items?

Dr. TAYLOR-KALE. I understand the Department is still reviewing lessons learned from the Ukraine conflict, particularly as it pertains to appropriate resource levels to ensure munitions stockpiles are available. If confirmed, I will work with USD(A&S), the Department, Interagency and industry partners to ensure there's a sufficient demand signal to maintain critical munitions.

27. Senator SULLIVAN. Dr. Taylor-Kale, could you explain how a more consistent demand signal for items like Javelins, Stingers, and Mark 48 torpedoes would better enable sustained competition, scale production, and incentivize modernization?

Dr. TAYLOR-KALE. I agree with Dr. LaPlante's statements regarding hot production lines for critical munitions and supplies. If confirmed, I commit to work with the USD(A&S) and our industry partners to understand how we can create a consistent demand signal for these items to enable sustained competition, scale production, and incentivize modernization.

28. Senator SULLIVAN. Dr. Taylor-Kale, we have sent over 6,500 Javelins to Ukraine—a third of our inventory. A Center for Strategic and International Studies (CSIS) report estimates that it will take us up to 4 years to replace those. We have sent 2,000 Stingers to Ukraine—a quarter of our inventory. The same CSIS report estimates it will take 5 years to replace those, and because we haven't purchased any Stingers since 2003, the labor force to produce them no longer exists. Just 2 years ago, the Navy re-started procurement of the Mark 48 torpedo, which had ceased in 1990, to shore up its inventory. How do we develop a more iterative development approach for these types of weapon systems?

Dr. TAYLOR-KALE. Maintaining a robust production capability, as well as investment in STEM and industrial skills for the defense industrial workforce to support this manufacturing, should be one of the highest priorities of the ASD (IBP). If confirmed, I will work with USD(A&S) and the Service Acquisition Chiefs to ensure that the appropriate requirements exist to maintain a robust industrial base to support weapons procurement.

PROTEST PERIOD

29. Senator SULLIVAN. Dr. Taylor-Kale, in your estimation, what is the ideal time required to settle contract protests to protect the interest of both industry and Government?

Dr. TAYLOR-KALE. It's my understanding that standard timelines exist for government protests in order to allow time for review and adjudication. If confirmed, I commit to reviewing these policies and will advocate for any changes that may be required.

30. Senator SULLIVAN. Dr. Taylor-Kale, how should we reform the protest period to prevent unnecessary delays in the acquisition process?

Dr. TAYLOR-KALE. It is my understanding the Department has previously submitted reports to Congress on current protest timeframes. If confirmed, I will review these recommendations and examine any proposed policy changes that may improve the process.

[The nomination reference of Dr. Laura D. Taylor-Kale follows:]

NOMINATION REFERENCE AND REPORT

PN2199

AS IN EXECUTIVE SESSION,
SENATE OF THE UNITED STATES,
May 26, 2022.

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

Laura Taylor-Kale, of California, to be an Assistant Secretary of Defense. (New Position)

_____, 2022.
(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 Dr. Laura D. Taylor-Kale, which was transmitted to the Committee at the time the nomination was referred, follows:]

Bio
Dr. Laura D. Taylor-Kale

Education:

- Smith College
 - Dates Attended: 1996-2000
 - Degree/Qualification earned: Bachelor of Arts
- Princeton University
 - Dates Attended: 2001-2003
 - Degree/Qualification earned: Master of Public Affairs
- New York University
 - Dates Attended: 2015-2017
 - Degree/Qualification earned: Master of Business Administration
- Stanford University
 - Dates Attended: 2018-2022
 - Degree/Qualification earned: Doctor of Philosophy in Management Science and Engineering

Employment Record:

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

- Council on Foreign Relations, Washington, DC
 - Fellow for Innovation and Economic Competitiveness
 - October 2021 – Present
- Council on Foreign Relations, Washington, DC
 - International Affairs Fellow and Deputy Director of Independent Task Force on the Future of the U.S. Workforce
 - May 2017 – June 2018
- Princeton University
 - Visiting Lecturer in Public and International Affairs
 - September 2017 – February 2018
- U.S. Department of Commerce, Washington, DC
 - Deputy Assistant Secretary of Commerce for Manufacturing
 - April 2016– January 2017

- U.S. Overseas Private Investment Corporation (now U.S. Development Finance Corporation), Washington, DC
 - Senior Advisor for Policy and Operations
 - July 2014 – April 2016
- The World Bank, Washington, DC
 - Special Assistant to the Vice President
 - July 2012 – July 2014
- U.S. Department of State, Washington, DC
 - Foreign Service Officer
 - September 2003 – June 2012
 - Financial Economist, Bureau of Economic and Business Affairs, Washington, DC (2010-2012)
 - Advisor to the U.S. Executive Director, World Bank Group, Washington, DC (2010-2011)
 - Economic Affairs Officer, U.S. Embassy Kabul, Afghanistan (2008-2009)
 - Political Affairs Officer, U.S. Embassy, Abidjan, Cote D'Ivoire (2006-2008)
 - Consular Officer/Special Assistant to the Ambassador, U.S. Embassy New Delhi, India (2004-2006)
- Mathematica Policy Research, Inc, Washington, DC
 - Research Assistant/Programmer
 - September 2000 – May 2001

Honors and Awards:

- Heitz Fellowship, Stanford University Department of Management Science and Engineering, 2021-2022
- Straubel Foundation Engineer of the Future, 2020
- Management Science and Engineering Doctoral Fellowship, Stanford University, 2018-2021
- Edward P. Bullard Distinguished Alumnus Award, Princeton University, School of Public and International Affairs, 2018
- Department of State Meritorious Honor Award for Economic Analysis, 2009
- Department of State Meritorious Honor Award, 2006
- Department of State Meritorious Honor Award, 2005
- Thomas R. Pickering Woodrow Wilson Foundation Foreign Affairs Fellowship, 1998
- David Boren National Security Education Fellowship for Critical Language Study, 1998

[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 Dr. Laura D. Taylor-Kale 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):**
Dr. Laura D. Taylor-Kale
(former names: Laura B. Nailah Dali Taylor; Laura B. Taylor)
2. **Position to which nominated:**
Assistant Secretary of Defense for Industrial Base Policy
3. **Date of nomination:** May 26, 2022
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, 2018-2022, PhD, June 2022
 New York University, 2015-2017, MBA, September 2017
 Princeton University, 2001-2003, MPA, June 2003
 Smith College, 1996-2000, BA, May 2000
 United World College-USA (Secondary School) 1994-1996, International
 Baccalaureate, May 1996
 Marian Catholic High School, 1991-1994

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):

Fellow for Innovation and Economic Competitiveness, Council on Foreign
 Relations, Washington, DC, 2021-Present

International Affairs Fellow and Deputy Director of Taskforce on the Future of the
 U.S. Workforce, Council on Foreign Relations, Washington, DC, 2017-2018

Visiting Lecturer, School of Public and International Affairs, Princeton University,
 Princeton, NJ, 2017-2018

Sole Owner/CEO, EmergeGlobal LLC, Washington, DC, 2016-2021

Deputy Assistant Secretary of Commerce for Manufacturing, U.S. Department of
 Commerce, Washington, DC, 2016-2017

Senior Advisor, U.S. Overseas Private Investment Corporation (now U.S.
 Development Finance Corporation), Washington, DC, 2014-2016

Special Assistant to the Vice President for Sustainable Development and Special
 Envoy for Climate Change, The World Bank, Washington, DC, 2012-2014

Foreign Service Officer, U.S. Department of State, 2003-2012

- Financial Economist, Bureau of Economic and Business Affairs, U.S.
 Department of State, Washington, DC, 2010-2012
- Advisor to the U.S. Executive Director (on secondment from Department of
 State), The World Bank, Washington, DC, 2010-2011
- Economic Affairs Officer, U.S. Embassy Kabul, Afghanistan, 2008-2009

- Political Affairs Officer, U.S. Embassy Abidjan, Cote D'Ivoire, 2006-2008
- Special Assistant to the Ambassador, U.S. Embassy New Delhi, India, 2005-2006
- Consular Officer, U.S. Embassy New Delhi, India, 2004-2005

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):

None

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):

Sole Owner/CEO, EmergeGlobal LLC, Washington, DC, 2016-2021

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):

Academy of Management
Council on Foreign Relations

9. Political affiliations and activities:

- 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

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

None

- 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:

Democratic National Committee, 2020, \$100
 Friends of Deni Taveras, 2018, \$100

10. Honors and awards (List all scholarships, fellowships, honorary degrees, honorary society memberships, and any other special recognition received for outstanding service or achievements):

Heitz Fellowship, School of Engineering, Stanford University, 2021-2022
 Straubel Foundation "Engineer of the Future" Award, 2020
 Management Science and Engineering Department Doctoral Fellowship, Stanford University, 2018-2021
 Edward P. Bullard Distinguished Alumnus Award, School of Public and International Affairs, Princeton University, 2018
 Eisenhower Fellowship, 2012
 International Affairs Fellowship, Council on Foreign Relations, 2017-2018
 Meritorious Honor Award for economic analysis, U.S. Department of State, 2009
 Meritorious Honor Award for outstanding service, U.S. Department of State, 2006
 Meritorious Honor Award for outstanding service in Sri Lanka after the 2004 tsunami, U.S. Department of State, 2005
 Gertrude Posner Award for Excellence in Non-Fiction Writing, Department of English, Smith College, 2000
 Thomas R. Pickering/Woodrow Wilson Foundation Foreign Affairs Fellowship, 1998
 David Boren National Security Education Fellowship for Critical Language Study, 1998
 Smith College Academic Scholarship, 1996-1998

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):

Council on Foreign Relations website: *2022 Trends to Watch* (Published December 2021)

German Marshall Fund Tech 2021 Policy Brief: *"Prioritizing Workforce Mobility in the Age of Digital Transformation"* (Published November 2020)

Council on Foreign Relations Independent Taskforce Report: *"The Work Ahead: Machines, Skills and U.S. Leadership in the Twenty-First Century"* (Published April 2018)

U.S. Department of Commerce, International Trade Administration Blog, "Help Us Celebrate Manufacturing Day" (September 2016)

U.S. Department of Commerce, International Trade Administration Blog, "ITA Official Celebrates Innovative Technology in PA as Part of Manufacturing Day" (October 2016)

U.S. Department of Commerce, International Trade Administration Blog, "Manufacturing and Innovation" (October 2016)

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

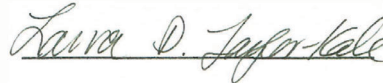
19. Do you agree, if confirmed, to ensure that you and other members of your organization protect from retaliation any military member, federal employee, or contractor employee who testifies before, or communicates with this Committee, its subcommittees, and any other appropriate committee of Congress?

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.



This 7th day of June 2022

[The nomination of Dr. Laura D. Taylor-Kale was reported to the Senate by Chairman Reed on September 28, 2022, with the recommendation that the nomination be confirmed. The nomination was returned to the President under the provisions of Senate Rule XXXI, paragraph 6 of the Standing Rules of the Senate on January 3, 2023.]

[Prepared questions submitted to Mr. Brendan M. Owens by Chairman Reed prior to the hearing with answers supplied follow:]

QUESTIONS AND RESPONSES

SENATE ARMED SERVICES COMMITTEE

DUTIES AND QUALIFICATIONS

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

Answer. The Secretary of Defense has provided three overarching priorities to guide DOD: Defend the Nation; Take care of our people; Succeed through teamwork. The ASD(EI&E) is responsible for providing safe and resilient installations for the warfighter and their families and has critical responsibilities in each of the Secretary's specific areas of focus.

Defend the Nation: The ASD(EI&E) has critical responsibilities to ensure force readiness. Force readiness requires installations to provide the infrastructure and capabilities to train and deploy forces whenever and however the mission dictates:

- i. Buildings must be designed, constructed and maintained to serve the needs of the warfighter and the associated support personnel they rely on.
- ii. Energy resources for installations and weapons platforms must be resilient, reliable and secure.
- iii. Training areas must be secure and maintained to allow our forces to train like they fight.

Take care of our people: The health and wellbeing of our servicemembers, civilians, military families and defense communities is closely tied to the buildings and environments they inhabit. The ASD(EI&E) has a critical role in ensuring that buildings and environments in and around military installations safeguard the health and wellbeing of the Total Force.

Succeed through teamwork: Each military service has an Assistant Secretary for Energy, Installations, and Environment. The ASD(EI&E) does not have direct oversight for the Service EI&E Assistant Secretaries but is in an ideal position to convene, coordinate and advise the Service EI&E Secretaries to enhance and scale the impact across their broad portfolio of energy, installation, and environmental initiatives. Additionally, the ASD(EI&E) must support the rest of the Office of the Secretary of Defense in its policy and oversight of EI&E related issues for DOD.

The ASD(EI&E) is responsible for ensuring that DOD is on the leading edge of environmental and energy research and development, implementation of new technologies and strategies to optimize efficiency, resilience and lethality of our warfighters, and protecting the health and wellbeing of our servicemembers and their families.

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

Answer. Over my 25+ year career, I have been a catalyst for transformation in the way the built environment is designed, built and operated to optimize energy efficiency, integrate buildings into built and natural infrastructure, optimize water use, utilize renewable and non-renewable materials responsibly, and improve social equity and human health outcomes. I have a strong track record of partnering with executive leadership from both domestic and international government, utility sector, building sector and environmental and civil society NGOs to build effective and lasting coalitions.

I began my professional career working as a civilian contractor serving as the energy manager in the Department of Public Works/Directorate of Installation Support at U.S. Army Garrison Fort Belvoir. As energy manager, I was responsible for energy conservation initiatives and energy use reporting for Ft. Belvoir. Additionally, I served as Fort Belvoir's point of contact to coordinate the development of an Energy Savings Performance Contract (ESPC) that spanned Forts Belvoir, Meade, McNair, AP Hill and, Myer (now Joint Base Myer-Henderson Hall). I also served on the source selection board for the \$28.5 million ESPC that was signed and continued to serve at Ft. Belvoir during the implementation and measurement and verification period for the ESPC. The technical and contracting experience gained during my time at Ft. Belvoir is a foundation for returning to government service.

In 2002, I joined the staff at U.S. Green Building Council to support the development and implementation of the industry defining LEED green building rating system. Over the almost 20 years I worked with USGBC, LEED became the global benchmark for high performance, healthy, resilient and efficient buildings. LEED has been used to improve energy efficiency, resilience and indoor air quality by hundreds of thousands of building projects in over 130 countries. As an executive leader at USGBC I was responsible for technical development of the LEED rating system.

For the past two years I have been running a consultancy focused on the intersection of decarbonization, health and equity initiatives in the built environment. In this work, I have enhanced my track record of building outcome focused coalitions and galvanizing industry-wide collaboration.

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

Answer. I have broad experience across supply and demand sectors of the energy industry with a focus on aligning and integrating technology and policy to optimize outcomes. This requires me to maintain a strong and active domestic and international professional network including relationships with executives in local state and Federal Government, industry associations, professional societies, National Laboratories, utilities, product manufacturers, commercial building owners, builders and contractors, architecture and engineering firms and the industrial sector.

I have leveraged these relationships to ensure that staff I was responsible for leading had access to the most current technology and policy information so that they were as informed as possible to execute the work they were assigned.

I have led professional staff and volunteers in a variety of capacities and have been the principal executive in my consulting firm since its founding.

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

Answer. In my experience, the most successful leaders are those that actively seek to grow and learn. While I feel well-grounded in most aspects of the technical and policy portfolio for EI&E, I will continue to grow and enhance my knowledge base on both fronts as there are DOD specific considerations and realities that necessitate an openness to looking at issues in a new way. If confirmed, I commit to bringing an open mind and willingness to learn and grow to the ASD(EI&E) position.

I recognize that I have no practical experience working in the Pentagon. While I have tried to familiarize myself with its business, cultural, and policy cadence, I do not believe it is possible to be fully prepared to be a productive part of an organization with the scope and scale of DOD without being fully immersed in it. If confirmed, I would lean heavily on the career Senior Executive Staff that reports up through OASD(EI&E) as well as leveraging key relationships with individuals who have served in senior leadership positions at the Pentagon to get up to speed as quickly as possible.

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. I understand how crucial the working relationship between Congress and DOD is to ensure that DOD has the resources and authorities it needs to defend the nation. I am fully committed to creating a candid, transparent and, timely relationship with Congress and look forward, if confirmed, to working with legislators to advance the interests of the American people.

As a specific example, the close relationship between Defense Communities and their congressional representation is something that I recognize as a critically important information conduit. The ASD(EI&E) has a strong role in cultivating and maintaining the relationship between DOD and Defense Communities and this is one area, of many, where I see the whole of DOD and Congressional engagement being more than the sum of its parts.

MAJOR CHALLENGES

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

Answer. I see five critical challenges within the ASD(EI&E) portfolio:

i. Military family housing—healthy, affordable, and resilient housing for servicemembers and their families is a critical readiness issue. I believe it's also something we owe to the extraordinary people in acknowledgement of the sacrifices they undertake on our behalf. While I am encouraged by the implementation of recent oversight reforms and investigative efforts designed to improve the experiences our servicemembers and their families have in privatized military housing, the circumstances that necessitated the institution of these reforms and investigations remain deeply concerning. If confirmed, I commit to be a strong partner for the Services, installation commanders, and Congress to ensure robust and effective oversight of privatized housing is in place to safeguard the health and wellbeing of our servicemembers and their families.

ii. Environmental Clean-up/Remediation—Safeguarding the health of our servicemembers, their families, veterans, civilian employees, and defense communities is a responsibility everyone in a position of leadership within DOD must view as absolute. DOD has a responsibility to be transparent, follow the law, and address environmental contamination as effectively as possible. If confirmed I will work to ensure that DOD does all of these things. The potential health and environmental challenges the Red Hill Bulk Fuel Facility and DOD's use of materials like PFAS will require a dedicated, DOD-wide partnership to resolve. If confirmed I will work with senior DOD leaders and Congress to be a strong advocate for robust environmental clean-up and leverage resources to accelerate the transition toward more suitable materials.

iii. Energy Resilience and Security—Energy resources for installations and weapons platforms must be resilient, reliable, and secure.

iv. Climate Change—As I read through the DOD's Climate Adaptation plan and the follow on plans released by the Army and the Navy, the common thread that seems to connect them all is the acknowledgement of climate change as a humanitarian, ecological, and geopolitically destabilizing threat to national security with both strategic and tactical implications and that the solutions necessary to adapt to a changing climate and mitigate the growing threat are completely mission aligned. I strongly agree with this assessment.

v. Flooding, extreme heat, wildfires and hurricanes, are already impacting force readiness and lethality by limiting DOD's ability to train like it fights. Sea level rise, increasingly extreme drought and weather patterns create unprecedented changes to operational environments and drive security risks that require a thorough and integrated strategic response. These changing conditions require deliberate action to not only ensure our forces are equipped for the national security challenges of today, but also foresight to be prepared for the challenges of the future. DOD installations and combat platforms must be resilient and reliable in the contested operating environments of today and tomorrow if they are to be effective. If confirmed, I will work with senior DOD leaders to implement all necessary climate adaptation and mitigation strategies to secure the nation and ensure that our warfighters are always prepared to deploy, fight, and win.

vi. Facilities Sustainment, Restoration, Modernization and Demolition (FSRM) backlog—I have concerns about the risks that are assumed in FSRM backlog. If confirmed, I will work to ensure that DOD is appropriately prioritizing life, health, and safety in its FSRM budgeting and I'll gladly go to battle for more O&M funding.

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

Answer. While the ASD(EI&E) portfolio is broad, the priority is to support the overall DOD to Defend the Nation; Take care of our people; Succeed through teamwork. If confirmed, I will work with senior DOD leaders, Congress, Federal Government partners, and external stakeholders to ensure that these priorities are met.

2022 NATIONAL DEFENSE STRATEGY (NDS)

Question. In March, the Department of Defense transmitted to Congress the classified 2022 National Defense Strategy (NDS) and indicated that an unclassified NDS would be forthcoming. The 2022 NDS designates China as the pacing challenge for the United States, but it also states that Russia remains an acute threat to U.S. national interests. In addition, the Department must also manage the persistent threats posed by rogue regimes and violent extremist organizations.

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

Answer. The responsibilities of OASD(EI&E) are 100 percent aligned with and directly support the NDS. The OASD(EI&E) mission is to provide safe and resilient installations for the warfighter and their families. This requires installations to be fully capable of supporting the training and deployment needs of a mission ready force and this means that buildings must be maintained effectively and the energy resources are reliable and resilient. If confirmed, I will work with the Military Department EI&E Assistant Secretaries and other DOD leaders to ensure our installations are resourced and ready to deploy warfighters to face our defined pacing challenges.

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

Answer. While I am familiar with the non-classified NDS fact sheet, I have not been briefed on a full version of the Strategy. If confirmed, I would work with senior DOD leaders to ensure that the Joint Force has appropriate posture to respond to the multi-domain threat posed by the PRC as our most consequential strategic competitor and to address the acute Russian challenge in Europe.

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 to reprisal.

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

Answer. Healthy, affordable, and resilient housing for servicemembers and their families is a critical readiness issue. I understand that the overall goal of DOD's housing program is to ensure that servicemembers have access to safe, quality, family housing within a reasonable commute of their duty station, whether in the U.S. or overseas. I am concerned that DOD may lack sufficient on-base family housing, and that as result, some servicemembers are being forced to live for extended periods in temporary lodging while they seek housing that meets their family's needs. If confirmed, I will ensure that the Military Departments conduct assessments of the off-post housing markets to determine the sufficiency of housing, and I will hold the Military Departments accountable for providing adequate on base housing that meets DOD's quality standards.

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

Answer. I understand that, if confirmed as the ASD(EI&E), I will be the Department's Chief Housing Officer. I understand the Department has made significant progress in implementing MHPI reform actions, including the Tenant Bill of Rights. While I am encouraged by the implementation of recent oversight reforms and investigative efforts designed to improve the experiences our servicemembers and their families have in privatized military housing, the circumstances that necessitated the institution of these reforms and investigations remain deeply concerning. If confirmed, I will review the Department's MHPI program goals and oversight structure and implement any necessary refinements to ensure that the Department

provides oversight as necessary to ensure quality housing for military families and to hold MHPI companies accountable for complying with project legal agreements.

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

Answer. In addition to issuing the MHPI Tenant Bill of Rights and working with the MHPI companies to obtain their voluntary agreement to implement these rights at nearly all installations with privatized housing, the Department has implemented numerous other reforms, to include establishing a Chief Housing Officer and Deputy Assistant Secretary for Housing, increasing senior leader oversight, hiring more than additional oversight personnel, establishing resident advocates, implementing new housing standards and inspection requirements, and working with the MHPI companies to accelerate project investment to improve the condition of existing housing units or to construct new units where feasible. If confirmed, I will ensure that the Department continues to implement the remaining MHPI reforms set out in the fiscal year 2020 NDAA, to improve the safety, quality, and habitability of privatized housing, and to further enhance the Department's oversight of the MHPI program and projects.

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

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

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

Answer. The success of the Military Housing Privatization Initiative relies, in part, on the MHPI companies and projects abiding by the terms of the project legal agreements that comprise the project deal structures. If confirmed, I will request that Military Departments conduct a comprehensive review of the their MHPI project legal agreements to ensure that they are enforcing existing standards of performance, and to brief me on the results, to include identifying any areas where they should seek renegotiation of the terms of those agreements to incorporate clear and enforceable performance standards, and penalty provisions for failure to meet 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. I think Congress demonstrated substantial and necessary leadership in directing the Department of Defense to implement the many MHPI reforms set out in the fiscal year 2020 NDAA, and subsequent amendments. If confirmed, the safety and well-being of military families will be one of my top priorities. The Department's implementation of these reforms, especially implementation of the MHPI Tenant Bill of Rights, has been transformative in ensuring DOD takes necessary actions to improve the MHPI program and rebuild trust with servicemembers and their families. If confirmed, I will embrace my responsibilities as the DOD Chief Housing Officer to oversee the Department's implementation of the MHPI reforms set out in the fiscal year 2020 NDAA, as amended, and to hold DOD leadership and the private sector MHPI companies accountable for their project oversight and performance.

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

Answer. I understand that there was a lapse in DOD leadership involvement and inadequate staff support to perform required privatized housing oversight as it was originally envisioned at the outset of the MHPI program, to include exercising authorities in the project legal agreements to hold MHPI companies accountable for project performance. If confirmed, I will put military families first and I am committed to providing rigorous oversight in my role as the official designated as the Department's Chief Housing Officer. If confirmed, I will verify that the Military Departments are taking appropriate action to ensure that MHPI companies provide safe, high quality housing that is responsive to concerns raised by servicemembers and their families and implement any changes necessary to correct identified deficiencies.

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

Answer. I understand the Department of Defense has made significant progress regarding the oversight issues that contributed to the MHPI housing crisis, to include implementing the MHPI Tenant Bill of Rights at nearly all military installations with privatized housing. I believe DOD leadership should be fully committed to a culture of continuous improvement in service to our military families. As the Department has acknowledged, additional improvement is needed to include complete implementation and maintenance of reforms required by the fiscal year 2020 NDAA, as amended. If confirmed, I will work with the Military Departments in my capacity as the Chief Housing Officer to ensure that they implement required reforms that will strengthen their oversight and hold MHPI housing companies accountable for addressing complaints from military families.

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

Answer. If confirmed, I will put military families first and I will work in my capacity as the Chief Housing Officer to ensure that the Department of Defense continues to implement reforms that will strengthen its oversight and hold MHPI housing companies accountable for addressing complaints from military families.

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

Answer. I understand that the Military Departments have hired more than 600 additional housing staff to provide necessary MHPI project oversight. If confirmed, I will ask the Military Departments to brief me on their housing manpower requirements and take action as necessary to ensure that they utilize all available and appropriate hiring authorities to augment staffing at their installation housing offices.

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 DOD?

Answer. The Chief Housing Officer is responsible for oversight of all aspects of the MHPI program. If confirmed, as part of my duties as the Chief Housing Officer, I will ensure that the Military Departments exercise the authorities within the project legal agreements to hold MHPI companies accountable for providing safe, quality housing for servicemembers and their families.

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

Answer. The Chief Housing Officer has an obligation to ensure that the Military Departments adhere to the terms of the MHPI project legal agreements and provide appropriate oversight staff and support for full implementation of the Tenant Bill of Rights. If confirmed, as part of my duties as the Chief Housing Officer, I will maintain positive lines of communication with each of the private sector MHPI companies and support and encourage their efforts to improve their respective privatized housing portfolios, while also working with the Military Departments to hold MHPI companies accountable for providing a positive living experience for servicemembers and their families.

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

Answer. Servicemembers and their families expect and deserve a safe and secure place to live in return for the sacrifices that make for our nation. If confirmed, I unequivocally commit to putting military families first. If confirmed, my priority as the Department's Chief Housing Officer will be to ensure that the Department of Defense meets our moral obligation to provide members of the armed forces and their families with access to safe, quality, affordable housing. This includes holding MHPI companies accountable for delivery of quality housing for servicemembers and their families over the life of the projects.

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

Answer. I believe that accountability is a core value for any organization and that all personnel, whether civilian or uniformed service, should be held accountable for their actions and performance. If confirmed, I will fully support inclusion of MHPI oversight responsibilities as a performance metric considered as part of performance evaluations for base commanders and their senior enlisted counterparts.

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

Answer. I am aware that the Army has privatized nearly all of its lodging facilities in the U.S. If confirmed, I will request a full briefing on the Army's lodging pri-

vativization program and DOD's non-appropriated lodging program to inform my understanding of each program's effectiveness and my views on further privatization of the 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. I support all activities that will make DOD more efficient in its mission—whether that's from a fiscal or readiness and lethality perspective. It is my understanding that the Department is not currently focused on another BRAC round. If confirmed, I will review policies related to BRAC and work with the Military Departments and Congress to determine whether or not a request for BRAC authority would be appropriate.

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

Answer. If Congress authorizes another BRAC round, it is my understanding that the Secretary of Defense will determine the roles and responsibilities for formulating future BRAC recommendations. It is my understanding that the ASD(EI&E) was responsible for managing the previous BRAC processes while working closely with the Services and Defense Agencies, and that these organizations developed the various recommendations.

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

Answer. If confirmed and if Congress or senior DOD leadership determines an excess capacity analysis is necessary, I will examine previous DOD excess capacity estimates, related Government Accountability Organization (GAO) reports and any lessons learned to determine the best approach to assessing excess capacity.

Question. How would you undertake execution of these responsibilities?

Answer. If I am confirmed, Congress authorizes a BRAC round, and I am assigned responsibility for overseeing a BRAC round, I will ensure that the BRAC process is a fair and transparent process, incorporates lessons learned from previous five rounds, and addresses recommendations from GAO reports.

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

Answer. If confirmed, and Congress were to authorize another BRAC round, my focus will be on increasing the military value of our installations, as informed by the National Defense Strategy. If confirmed and a BRAC round was authorized, I would work to align infrastructure to force structure to enable a more resource efficient, mission ready, resilient and lethal force.

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

Answer. If confirmed, I will review whether there is value in setting targets if another BRAC round is authorized and whether it is best to have a process that is not constrained by a pre-determined target which could limit the analysis and limit flexibility of Department's senior leadership.

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

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

Answer. I understand that there were a number of factors involved in the increased costs. If confirmed, I will review lessons learned from the BRAC 2005 round, GAO reports and best practices for cost estimating.

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

Answer. I do not have any insight into this issue and if confirmed and if Congress authorizes a BRAC round, I will determine how this issue affected cost and savings estimates.

Question. What steps has the DOD taken to share with the Military Departments and Services its "lessons learned" from the environment remediation in support of

the redevelopment of military bases closed under BRAC—particularly with respect to the remediation of emerging contaminants?

Answer. Applying lessons learned is an essential part of process improvement for any organization. If confirmed, I commit to ensuring DOD evaluates and applies lessons learned to all sites within DOD's cleanup program, including those closed under BRAC.

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

Answer. If confirmed, I will review the results of previous BRAC rounds and work in close coordination with the Services to apply lessons learned to all sites within DOD's cleanup program, to include those created by any new realignments and closures.

INSTALLATION MODERNIZATION AND RESILIENCE

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

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

Answer. I do not believe there is adequate funding within DOD's top line to address all installation requirements. In developing its annual budget, I understand DOD takes risk across a myriad of appropriations to fund its most critical priorities with facility investment accounts often being a bill payer. These risks must be assessed in coordination with readiness and sustainment priorities to ensure the liabilities they introduce are well understood and do not compromise mission capability.

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

Answer. I understand the President and the Secretary of Defense have directed the Department to ensure installations and forces are resilient in the face of a wide range of challenges to include climate change, disruptions to energy or water supplies, and direct physical or cyber-attacks. Based on these priorities, it seems that there is a critical link between installation readiness and force lethality. If confirmed, I would seek to better understand the role that installations play in promoting readiness of our forces.

Question. If confirmed, do you have specific plans to leverage infrastructure and modernization to improve the quality of life for DOD servicemembers and their families?

Answer. The quality of life of our DOD members and their families is critical to maintaining the readiness of our Armed Forces. Infrastructure that is secure, reliable and resilient can directly enhance quality of life for servicemembers and their families. If confirmed, I would review the various quality of programs within the Energy, Installations and Environment portfolio and develop or enhance programs to ensure that quality of life remains a priority.

The Department has the goal of a 90 percent funding requirement for Facilities Sustainment, Restoration, and Modernization (FSRM). This goal does not buy down risk on the billions of dollars of backlogged projects, however.

Question. Do you believe the 90 percent FSRM requirement goal should be reassessed and adjusted? Please explain your answer.

Answer. I believe that all DOD goals should be reviewed periodically to ensure they are reasonable, effective, and current. If confirmed, I will review DOD's goal to fund facility sustainment at 90 percent of the Facility Sustainment Model goal, and, if needed, recommend necessary changes.

Question. Military Construction (MILCON) accounts have failed to see the same amount of growth over the last several years as have other accounts such as procurement and research and development.

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

Answer. I understand that DOD's military construction (MilCon) budgets are occasionally used as bill payers for other DOD initiatives. If confirmed, I will work with the CAPE and Comptroller organizations to advocate for higher MilCon fiscal goals to address key capabilities DOD needs to support mission readiness and Adminis-

tration priorities. There is a critical and scientifically verified link between the quality of the built environment and work force performance and health. I believe these facts could be used to raise awareness about the importance of MILCON and sustainment budgets.

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

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

Answer. My understanding of the unclassified 2022 NDS priorities is that resilient installations and contingency locations are essential to defending the Homeland, deterring strategic attacks, and deterring aggression in the Indo-Pacific and European theaters. The increasing all-hazard risks to the United States show the importance of resilient installations and expeditionary bases able to withstand, fight through, and recover quickly from disruption. If confirmed, I will work with other components of OSD, the Joint Staff, the Services, and the Combatant Commanders to balance investments in resilient bases with other investments in Joint capabilities.

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

Answer. I understand that the Department must be prepared to succeed in a contested logistics environment to ensure the deployment, employment, and sustainment of Joint forces around the globe. I am familiar with the role of the Defense Logistics Agency in prioritizing requirements for prepositioned forward fuel and will work in close partnership with the ASD for Sustainment and the Joint Staff to ensure the full complement of fuel and other logistical stocks are available to the warfighter. It is my understanding that recent congressional language directed USTRANSCOM to become the element responsible for global bulk fuel management and delivery on a global basis. I look forward to working with USTRANSCOM and other relevant DOD stakeholders to implement the way forward.

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

Answer. It will be extremely important for DOD to ensure its munitions storage infrastructure is capable of safely storing the newer munitions coming into DOD’s inventory. If confirmed, I will collaborate with the Assistant Secretary of Defense for Sustainment to identify challenges with current munitions storage infrastructure and develop, in coordination with the Military Departments, plans to modernize these facilities consistent with safe storage of new-generation munitions.

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

Answer. If confirmed, I will work the Assistant Secretary of Defense for Sustainment, the DOD Explosive Safety Board, and the Military Departments to develop plans articulating the infrastructure requirements for safely and effectively meeting DOD’s munitions storage and resupply requirements.

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. It is my understanding the Department has recognized that climate change is a critical national security issue and threat multiplier. Climate change is already having impacts and will continue to amplify operational demands, impact

the health and safety of our servicemembers and their families, and adversely impact energy resilience and installation infrastructure performance and reliability. These effects and costs are likely to increase as climate change accelerates. I agree with the Secretary of Defense who has stated that not adapting to climate change will be even more consequential, with failure measured in terms of lost military capability, weakened alliances, enfeebled international stature, degraded infrastructure, and missed opportunities for technical innovation and economic growth.

Question. How do you believe the Department should incorporate climate change into its risk analyses, strategy development, and planning guidance?

Answer. I believe that the Department must take bold steps to accelerate climate change adaptation and mitigation to reduce the adverse impacts of climate change. These efforts will require assessing and adjusting strategic objectives and missions so the Department can deter aggression and defend the nation under all conditions. If confirmed, I will work to advance new and update existing policies and guidance; improve construction codes and standards to reduce and mitigate climate impacts; continue to provide tools to assess and evaluate climate exposure at installations; put forward a requirement for comprehensive installation master planning; increase efforts to improve energy reliability, security and resilience; and accelerate science and technology research and development to better understand adaptation and mitigation requirements.

Question. How should readiness and budget concerns factor into these assessments?

Answer. The Department's combat forces must be capable of operating under the most extreme and adverse conditions, including the kinds of disruptions we are increasingly seeing around the world: droughts, floods, wildfires, and rising sea levels. To improve readiness, the Department needs to train and equip forces for these climate-changed conditions. In my opinion, budgeting should be commensurate with the need for agile and flexible readiness.

Question. Section 2801 of the fiscal year 2020 NDAA required each major military installation to include military installation resilience in each installation's military plan.

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

Answer. I am aware that NDAA fiscal year 2020 section 2801 requires that 10 USC 2864 be updated to require that installation master plans include observed and projected climate and extreme weather hazards, including sea level rise, wildfires, flooding, and other changes in environmental conditions, with particular emphasis on critical infrastructure within and outside the installations necessary for mission capability.

If confirmed, I will ensure that comprehensive military installation resilience policy and guidance is produced to guide preparation of these plans are prepared in priority order. Furthermore, I will ensure that the number of completed military installation resilience plans are reported annually to Congress.

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

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

Answer. I understand that, based on prior extreme weather events, DOD is assessing how to integrate climate change-related considerations and life-cycle costs into planning, business processes, supply chain, and acquisition. These efforts will require using risk management processes including analysis of costs associated with climate effects and how these costs can be reduced through effective climate change adaptation. Overall, I think DOD finds itself similarly vulnerable to the effects of climate change as many cities do and that urgent action is required to mitigate the threat to readiness extreme weather presents.

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

Answer. Extreme weather and climate change effects vary regionally and locally. It is my understanding that the Department's approaches to reduce the risks to built and natural infrastructure into the future will also depend on the sensitivity of missions and operation to these risks. In my opinion, the Department can begin to reduce the effects of climate change and extreme weather by reviewing recent damaging events and sharing lessons learned that will support the ability to recover from these events in a way that reduces the likelihood of disruption in the future. Improving the Department's understanding of the effectiveness of climate change adaptation and mitigation measures on our infrastructure components and ecosystems is critical.

Further, I believe the Department should evaluate how to plan and prioritize maintenance and repair of facilities, sometimes past their useful lifespan, or in locations where repeated climate hazards have occurred. Reviewing and updating policies and technical guidance to reflect this evolving knowledge will improve the Department's ability to adapt to observed and reasonably foreseeable climate impacts to built and natural infrastructure.

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

Answer. I understand the Unified Facilities Criteria (UFC) adopts or incorporates current building codes and consensus-based standards for new facilities or major renovations. If confirmed, I will work with the Military Departments and DOD Construction Agents to ensure the UFCs reflect criteria that addresses climate change and installation resilience.

ENERGY RESILIENCE

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

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

Answer. Military installations are strategic assets for generating readiness, and energy resilience is key to DOD's mission effectiveness. It is my understanding that the DOD has taken a strategic approach to installation energy resilience which includes energy efficiency, and onsite generation favoring microgrids, clean energy generation, and storage. If confirmed, I will continue to prioritize installation energy resilience efforts that support critical missions.

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

Answer. If confirmed, I will work with the Military Departments to identify and prioritize infrastructure requirements resulting from the Installation Energy Plans and work with the Components on resourcing strategies to address these requirements.

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

Answer. I believe it is necessary for installations to understand what energy or climate vulnerabilities they may be exposed to in order to design new or recapitalize existing facilities. If confirmed, I will work with the Military Departments to ensure each installation completes the installation resilience plans required by Congress and incorporates the results in their installation master plans. I believe there are numerous opportunities to demonstrate the interconnectedness of energy security and resilience and readiness that could improve projects and programs funded through MILCON.

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

Answer. If confirmed, I will work to better understand the DOD's current strategy for joint contested logistics regarding fuel for operations, and its posture concerning black start abilities and cybersecurity, and look for ways to bolster our capabilities to reduce vulnerabilities to DOD's fuel supply and from cybersecurity threats to the grid.

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

Answer. I understand that the Department requires installations to address their reliance on critical energy infrastructure and services from outside providers, in individual Installation Energy Plans. I believe an important aspect of this is documenting the private sector providers' response in restoring energy and power to installations, and recovery of mission readiness, in the event of a disruption. If confirmed, I will work with the Services to continue developing effective approaches to best address DODs reliance on private sector energy sources and integrate the best solutions to address vulnerabilities, add redundancy, and improve energy management. DOD's size presents an opportunity to not only support its community partners but also the entire country in commercializing new and scaling existing tech-

nology with an eye towards enhancing energy resilience, energy independence, reliability, equity and health in the U.S

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

Answer. If confirmed, I will work to evaluate every viable technology option, including advanced nuclear energy, to build a portfolio of energy projects that increases the Department's installation resilience and reduces its carbon footprint. Microreactors and other advanced nuclear reactors are technologies that offer the potential for resilient energy on a smaller scale than traditional nuclear power plants. It is my understanding that the DOD plans to demonstrate microreactor technology at Eielson Air Force Base to assess the potential for enhanced installation energy resilience and mission assurance.

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

Answer. My understanding is that the Department has issued guidance, based on recent NDAA language, that installations should favor on-site generation and microgrids in addressing energy resilience gaps. Energy storage is an important element of resilient and reliable energy systems because it can extend the time over which an installation can be without grid power in the event of a disruption. Additionally, storage enhances the efficacy of on-site microgrids utilizing clean energy generation technologies like wind and solar. If confirmed, I work with the Services to effectively incorporate the appropriate storage technologies into energy resilience plans and projects.

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 include: Inter-Government Support Agreements, Other Transaction Authority, Utility Privatization, Energy Savings Performance Contracts, Utility Energy Service Contracts, Enhanced Use Leases, and the Defense Community Infrastructure Program. If contracts are written properly, non-DOD-funded mechanisms are excellent ways to lock in cost savings for 25 years, increase resilience, modernize infrastructure, and diversify energy sources.

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

Answer. If confirmed, I will review the responsibilities of the various stakeholder groups in the mission assurance and installation communities, in order to develop a common understanding and playbook of definitions, risks, and investment options for energy resilience for critical missions; optimize communications with industry; and streamline the process of awarding contracts to support energy assurance.

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

Answer. I understand that Congress has provided the Department with several unique authorities that provide options for obtaining access to advanced energy technologies. My understanding is the Department has an Installation Energy Planning policy requiring the Services to take a holistic approach to each base's energy needs and energy resilience requirements, and assess which authority best fits a specific implementation strategy for an energy resilience project. If confirmed, I will work with my staff to make sure the Department is fully utilizing those authorities and determine if the Department should seek additional authorities to expand options necessary for increasing energy resilience at DOD installations.

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. On the battlefield of the future, warfighters will need exponentially more energy with rapid recharge and resupply over longer operating distances. The quality of electricity will matter too—the DOD's vehicles, sensors, robots, cyber forces, directed energy weapons, and artificial intelligence will be controlled by systems sensitive to fluctuations in voltage or frequency.

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

Answer. I believe reducing energy demand, bolstering our energy supply chains, and diversifying energy supplies will increase the Department's ability to effectively operate in contested logistics environments. If confirmed, I will review operational energy risks to Department missions, and work within the Department's planning, programming, budgeting, and execution process to mitigate the most urgent risks.

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

Answer. I understand that the Department is reviewing energy demand reduction and energy supportability in current programs, the role of energy in strategic guidance, and opportunities for changes in policies and procedures affecting requirements and acquisition. If confirmed, I will ask for an overview of these efforts to date and work with other elements of OSD, the Joint Staff, and the Military Departments to integrate operational energy and distributed energy resources into Department strategic planning.

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

Answer. If confirmed, I will review the role of energy demand and supportability in the acquisition process, to include major capability and the mid-tier acquisition pathways.

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

Answer. I understand that OUSD(A&S) has launched an initiative to decrease energy demand and increase energy supportability in Joint capability development. If confirmed, I will work closely with OUSD(A&S), the Joint Staff, and the Military Departments to implement this initiative and ensure that energy supportability is integrated into capability requirements.

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

Answer. I understand that OUSD(A&S) has launched an initiative to decrease energy demand and increase energy supportability in Joint capability development. If confirmed, I will work closely with OUSD(A&S), the Joint Staff, and the Military Departments to implement the Deputy Secretary's initiative and ensure operational energy considerations are included in Department weapons platforms.

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

Answer. Comprehensive and timely information on the Department's previous and future energy use should inform not only strategic decisions, but a range of operational and tactical-level decisions. If confirmed, I will request an update on the state of fuel and power data analytics and identify additional opportunities for improvement.

ENERGY CONSERVATION

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

Answer. Energy conservation should be a core principle in assessing, planning and designing efforts to ensure energy for the DOD mission. It is my understanding that the Department pursues energy conservation as part of its broader efforts to bolster energy resilience and mission assurance. In this regard, a successful energy conservation strategy needs to be mission-driven and include proper policy, guidance, governance, training, and appropriate resourcing over time. Energy is vital to the Department's essential missions and must be available where and when needed. Reducing energy demand through conservation has the potential to deliver cost savings, decrease vulnerability of supply lines, and reduce the resources needed to achieve energy resilience. If confirmed, I will review the current strategy and make updates and changes as needed.

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

Answer. It is my understanding that the Department is in the process of completing Installation Energy Plans for all its locations. It is also my understanding that the Plans should provide insight into the most pressing energy resilience needs of each location so that projects can be developed to close any identified gaps. In many cases those planned projects should not only bolster resilience but also enhance conservation, increase energy efficiency, and implement clean/ low-carbon energy solutions. It is also my understanding that Installation Energy Plans will inform the Department's broader climate adaptation and climate mitigation efforts. If

confirmed, I will work with my staff to determine the right mix of goals that will establish a balance between energy resilience and energy conservation that will not negatively impact mission readiness.

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

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

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

Answer. As stated above, if confirmed, I will work with my staff to determine the right mix of goals that will establish a balance between energy resilience and energy conservation that will not negatively impact mission readiness. In terms of progress measurement, I understand there is a Department-wide effort to develop an enterprise-wide metrics system to integrate data from a wide variety of sources across the Department, including energy, and perform advanced analytics on that data. If confirmed, I will review this effort and work to identify metrics and tools that may support the advancement of Department energy conservation goals.

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

Answer. From my review of published reports, it is my understanding that the Department’s energy conservation efforts have made meaningful impacts in a broad array of categories including, but not limited to, facility efficiency investment, energy use intensity, and high-performance sustainable building investment. In addition to reducing energy demand, it is also my understanding that the Department’s efforts have also strengthened its mission assurance and energy resilience postures. If confirmed I will work with my staff and the Military Services to better understand the impact that current DOD energy conservation goals have had on the Department.

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

Answer. I understand that the Department has identified assured access to water supply as critical to military security and readiness, at home and abroad. If confirmed, I would build on statutory requirements to provide a comprehensive strategy to meet this critical need.

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

Answer. I understand that the Department has for a number of years reduced its water use intensity as reported annually. Also, I note that the Defense Climate Risk Analysis published by the Department in October 2021 identifies drought as one of a number of climate hazards that drive insecurity globally, with a potential for Department intervention. The Department relies on the skills and technical expertise of the US Army Corps of Engineers as it considers water resources management to improve water resources utilization and availability. If confirmed, I will build on these efforts to enhance sustainable water access in the Department’s drought-prone areas

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

Answer. I understand that the DOD Strategic Environmental Research and Development Program (SERDP) and Environmental Security Technology Certification Program (ESTCP) oversee a research portfolio addressing innovative technologies to improve treatment and purification for drinking water and wastewater. If confirmed, I will review and assess the program for progress and gap areas to address Department needs at home and abroad.

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

Answer. I understand that each Military Department has a tailored program addressing their installation mission needs around water. These approaches include taking advantage of the utilities privatization programs as one method to recapitalize deteriorated infrastructure and meet installation requirements. If confirmed, I will review and assess the effectiveness of this and other programs with a view toward accelerating water system updates.

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.

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

Answer. I understand that DOD is monitoring and taking actions to address PFOS and PFOA in drinking water on and off DOD installations under the federal cleanup and drinking water laws.

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

Answer. If confirmed, I will assume the role of the chair of the PFAS Task Force and will exercise EI&E's oversight authorities to ensure the Department's efforts to address PFAS are coordinated, aggressive, and transparent.

Question. What is your understanding of the role DOD has 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, if the contamination found is linked to Guard or Reserve activity?

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

Question. If confirmed, what would be your approach to addressing public health concerns—including the desires for increased transparency to servicemembers and their families—regarding alleged exposures to potentially harmful contaminants on or deriving from DOD installations?

Answer. Protecting our soldiers, sailors, marines, airmen, civilian workforce, and all of our families who live and work on our installations and in our surrounding communities is of the utmost importance. If confirmed, I will make the transparency of the Department's actions to address PFAS a top priority and work to enhance communication and dialogue with servicemembers, their families, and defense communities.

Question. What is your understanding of the role of other federal agencies in addressing this issue?

Answer. I believe that PFAS is an issue larger than the Federal Government. Many federal agencies, private enterprises, non-profits, and academic institutions have a role in addressing this challenge and I would welcome the opportunity to work across the interagency and beyond to arrive at a comprehensive, nationwide solution.

ENVIRONMENTAL COMPLIANCE

Question. The DOD has implemented a robust environmental compliance program to ensure the DOD can meet its title 10 responsibilities, in balance with the need for environmental stewardship and conservation.

If confirmed to be the ASD(EI&E), what policies and programs would you support to educate DOD leaders and the force about the imperative of complying with laws and regulations addressing environmental matters?

Answer. If confirmed, I will ensure DOD leadership is informed and educated on legal and Executive Order requirements, as well as applicable environmental laws and regulations. I will also affirm that DOD must continue to support the needs of the warfighter, be a good steward of the environment, and preserve our Nation's resources. This responsibility includes managing environmental clean-up, compliance, emerging chemicals of concern, conservation of natural and cultural resources; col-

laborating with Federal, state and local government Agencies; and ensuring public transparency as practicable.

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 DOD installations, bases, and ranges?

Answer. If confirmed, I will continue the long and successful collaboration with the US Fish & Wildlife Service balancing mission needs with the protection of the natural resources, habitats and species under the stewardship of the DOD. This collaboration will be even more important as we work to ensure DOD lands and waters are resilient to and can successfully adapt to a changing climate.

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. It is important for decision makers to understand what impacts would likely result from a decision to proceed with a proposed action. It is also critical that the Department assess environmental impacts in a timely manner to support the mission. If confirmed, I will continue to support National Environmental Policy Act (NEPA) streamlining efforts across the Department. A critical element of making informed decisions is having current and relevant information on hand to support the analysis required for an EIS. I will take steps to improve the Department's efforts to inventory environmental conditions and resources on their lands, as well as reach out to stakeholders early in the planning process to identify critical environmental concerns.

ENVIRONMENTAL RESTORATION

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

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

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

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

Answer. If confirmed, I work with my staff to review the needs of the program, and take the actions necessary to adequately resource and accelerate DOD's cleanup program as appropriate.

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.

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

Answer. I understand the important role that virtual testing and training solutions can play in DOD's ability to meet requirements, but also recognize the need for continued live training and testing to support the priorities of the National Defense Strategy. I understand the adverse impacts that encroachment can have on military mission, and if confirmed, I will work closely with the Military Departments and Joint Staff to understand their current and future test and training requirements, so that I can work collaboratively to identify solutions to mitigate the adverse effects of encroachment and support operational requirements.

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

Answer. If confirmed, I commit to working closely with the Military Departments and Joint Staff to understand their future operational requirements, and translate those operational requirements into projected installation and range infrastructure to support emerging capabilities.

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

Answer. I recognize the important role DOD communities play in supporting the Department's ability to execute its missions and promote military installation and

range resilience, and I understand that the Department has a number of community-oriented programs to promote proactive community engagement and military mission sustainment. If confirmed, I will continue to prioritize proactive community engagement as a key element to protect the Department's missions and capabilities; and I will seek to further promote partnerships focused on enhancing opportunities for community-installation resilience.

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

Answer. If confirmed, I will review the complex issue of noise generated by the Department's operations, training, and testing missions and work within the Department and with Congress to adequately resource EI&E capabilities and determine the best path forward to address community concerns.

Question. One significant tool the DOD can use to mitigate impacts of base encroachment and preserve natural habitat buffers to bases is the Readiness and Environmental Protection Integration Program. Another avenue to mitigate potential conflicts between base radar and energy development is software updates and the modernization of radars, which are often paid for by energy developers.

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

Answer. If confirmed, I commit to working closely with the Military Departments to understand their current and future installation encroachment and resilience challenges; and will work to identify and enable expanded partnership opportunities through the Readiness and Environmental Protection Integration Program. If confirmed, I also commit to collaborating with the Military Departments, as well as industry, to explore an expanded range of solutions for mitigating potential conflicts between base radar and energy development.

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. If confirmed, I commit to working closely with the Military Departments to understand their current and future installation encroachment and resilience challenges; and will work to identify and enable expanded partnership opportunities through the Readiness and Environmental Protection Integration Program. If confirmed, I also commit to collaborating with the Military Departments, as well as industry, to explore an expanded range of solutions for mitigating potential conflicts between base radar and energy development.

REAL PROPERTY ACCOUNTABILITY

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

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

Answer. I understand that DOD has the greatest number of real property assets within the Federal Government. If confirmed, I will review the authorities that are available to the Department, and consult with the Military Departments and Joint Staff to identify opportunities to better align infrastructure to future needs. I believe DOD should take all opportunities to be efficient and enhance resilience with its real property.

Question. Is DOD's joint basing program currently achieving its goals, in your view? What additional opportunities exist, if any, to reduce duplication of effort? If confirmed as ASD(EI&E), what actions would you take to avail the Department of such opportunities?

Answer. If confirmed, I will review the Department's joint basing program to assess if the program generates financial and physical infrastructure savings for the taxpayer without compromising mission effectiveness. In partnership with the Military Departments, I would explore future opportunities where the Department can reduce duplication of effort, generate financial savings, and utilize our physical infrastructure efficiently.

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

Answer. If confirmed, I would review the alignment of the Department's overseas infrastructure against our objectives, strategy, and force structure. The evolving threat environment requires a constant assessment of our infrastructure requirements. As such, I will work with OSD, the Joint Staff, the Military Departments, and the Combatant Commanders to ensure the Department's infrastructure is properly postured and sized to meet a wide range of military missions in support of the NDS.

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

Answer. If confirmed, I will work with the Military Departments to assess the utilization and availability of DOD owned space at installations and opportunities to relocate DOD tenants from commercial-leased space to government-owned space.

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

Answer. If confirmed, I will work with the appropriate real property specialists to evaluate the current status of utilization reporting and address any gaps accordingly.

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

Answer. In my view, a key component for a sound and sustainable process is a real-time asset accountability platform for inputting, tracking and analyzing real property inventory data that will help ensure Real Property Asset data quality across the Department.

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

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

Answer. I understand that designating remote locations for military operations, whether accompanied or unaccompanied, is based on many factors. If confirmed, I will work with the appropriate OSD, Joint Staff, and Military Department organizations to ensure these designations meet operational objectives and in a cost effective manner. Designating a location as an accompanied tour could enhance recruitment and retention for the force but this necessarily needs to be balanced with additional costs.

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

Answer. The cost benefit analysis for the value of accompanied tours needs to take into account factors like readiness, recruitment, retention, force morale, and cost among others. If confirmed, I will work with the appropriate OSD, Joint Staff, and Military Department organizations to ensure these designations meet operational objectives and in a cost effective manner.

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

Answer. If confirmed, I will work with the Military Departments and DOD Construction Agents to identify various technologies, logistics, and use of local materials that might be incorporated into facility designs that could drive down costs while meeting expected performance outcomes.

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 work with OSD leadership and staff within OASD(EI&E) to determine whether a command climate survey would benefit the OASD(EI&E) team in their work.

Question. How would you plan to address the outcomes of such a survey?

Answer. If a command climate survey is warranted, I would, if confirmed, first identify if there are areas where organizational transformation is needed (morale, team cohesion, organizational accountability, etc.). If change is warranted, I would, if confirmed, consult with both internal and external leadership to address the areas where improvement will yield benefits and develop a plan to address deficiencies or improve team performance.

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 DOD?

Answer. Hostile work environments are an anathema to good order, morale, and high performance. The results of the 2018 DOD Civilian Employee Workplace and Gender Relations survey are both disheartening and frustrating and clearly highlight an area where DOD can and must do more to support its most important resource.

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 ASD(EI&E)?

Answer. I have yet to be briefed on the policies and procedures for supporting DOD employees who have been subjected to sexual harassment or discrimination. If confirmed, I commit to being briefed and fully understanding the role and responsibilities a leader in OSD has regarding responding to harassment and discrimination. If confirmed, I further commit to being a visible and proactive champion for a culture of respect, accountability, and dignity within OASD(EI&E) and that there is no place where harassment and/or discrimination will be tolerated. Additionally, I will work to ensure that there are no repercussions for DOD personnel who come forward in response to harassment or discrimination.

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 ELIZABETH WARREN

MILITARY HOUSING

1. Senator WARREN. Mr. Owens, the fiscal year 2020 National Defense Authorization Act required the Department to create a public complaint database regarding privatized military housing. Years later this has yet to be implemented, and the Deputy Assistant Secretary of Defense for Housing has testified that it won't be done any time soon. You will be the Department's Chief Housing Officer. In your advance policy questions you said that you "will ensure that the Department continues to implement the remaining MHPI [Military Housing Privatization

Mr. OWENS. Initiative] reforms set out in the Fiscal Year 2020 NDAA." Does this include implementing the public complaint database?

If confirmed, I will ensure that the Department of Defense implements the MHPI housing complaints database required by 10 USC 2894a, to include ensuring that tenants of MHPI housing can file a complaint in the database, landlord responses to such complaints are recorded in the database, and all database records are available to the public to the maximum extent allowed in accordance with Privacy Act requirements.

2. Senator WARREN. Mr. Owens, when will the Department complete the creation of the military housing public complaint database?

Mr. OWENS. If confirmed, I will ensure that the MHPI housing complaints database required by 10 USC 2894a is prioritized for implementation as soon as it can be delivered but no later than fiscal year 2023.

3. Senator WARREN. Mr. Owens, in March 2021, Senator Tillis and I sent a letter to the Department of Defense seeking information regarding the availability of accessible housing and accommodations for military families with disability-related needs. The Department's initial response took a year, and we have yet to receive answers without any information restrictions or controls. For each DOD installation with Military Housing Private Initiative (MHPI) housing in place for calendar years 2018, 2019, and 2020, how many Exceptional Family Member Program (EFMP) families live at each installation? Please provide the answer without any information restrictions or controls.

Mr. OWENS. I understand that this information is needed for the Committee to perform its oversight duty. As I do not have the necessary clearances or access to information, I am unable to answer this specific information request at this time. If confirmed, I will work with the Office of the Under Secretary of Defense for Personnel and Readiness to provide the Committee, for each DOD installation with MHPI housing in place for calendar years 2018, 2019, and 2020, the number of EFMP families that live at each installation. If confirmed, I commit to providing this input without information restrictions or controls to the maximum extent permitted within DOD information security and privacy guidelines.

4. Senator WARREN. Mr. Owens, for each DOD installation with Military Housing Private Initiative (MHPI) housing in place for calendar years 2018, 2019, and 2020, how many families at each installation have requested housing that is compliant with the Americans with Disabilities Act (ADA)? Please provide the answer without any information restrictions or controls.

Mr. OWENS. I understand that this information is needed for the Committee to perform its oversight duty. As I do not have the necessary clearances or access to information, I am unable to answer this specific information request at this time. If confirmed, I will work with the Military Departments to provide the Committee, for each DOD installation with MHPI housing in place for calendar years 2018, 2019, and 2020, the number of families at each installation that have requested housing that is compliant with the ADA. If confirmed, I commit to providing this input without information restrictions or controls to the maximum extent permitted within DOD information security and privacy guidelines.

5. Senator WARREN. Mr. Owens, for each DOD installation with Military Housing Private Initiative (MHPI) housing in place for calendar years 2018, 2019, and 2020, how many ADA-compliant housing units are in place at each installation? Please provide the answer without any information restrictions or controls.

Mr. OWENS. I understand that this information is needed for the Committee to perform its oversight duty. As I do not have the necessary clearances or access to information, I am unable to answer this specific information request at this time. If confirmed, I will work with the Military Departments to provide the Committee, for each DOD installation with MHPI housing in place for calendar years 2018, 2019, and 2020, the number of ADA-compliant housing units that are in place at each installation. If confirmed, I commit to providing this input without information restrictions or controls to the maximum extent permitted within DOD information security and privacy guidelines.

6. Senator WARREN. Mr. Owens, for each DOD installation with Military Housing Private Initiative (MHPI) housing in place for calendar years 2018, 2019, and 2020, what percentage of the housing units on each installation are ADA-compliant? Please provide the answer without any information restrictions or controls.

Mr. OWENS. I understand that this information is needed for the Committee to perform its oversight duty. As I do not have the necessary clearances or access to information, I am unable to answer this specific information request at this time. If confirmed, I will work with the Military Departments to provide the Committee, for each DOD installation with MHPI housing in place for calendar years 2018, 2019, and 2020, the percentage of the housing units on each installation that are ADA-compliant. If confirmed, I commit to providing this input without information restrictions or controls to the maximum extent permitted within DOD information security and privacy guidelines.

7. Senator WARREN. Mr. Owens, for each DOD installation with Military Housing Private Initiative (MHPI) housing in place for calendar years 2018, 2019, and 2020, how many of the available ADA-compliant homes on each installation are currently occupied by families with disability-related needs? Please provide the answer without any information restrictions or controls.

Mr. OWENS. I understand that this information is needed for the Committee to perform its oversight duty. As I do not have the necessary clearances or access to information, I am unable to answer this specific information request at this time. If confirmed, I will work with the Military Departments to provide the Committee, for each DOD installation with MHPI housing in place for calendar years 2018, 2019, and 2020, the number of available ADA-compliant homes on each installation that are currently occupied by families with disability-related needs. If confirmed, I commit to providing this input without information restrictions or controls to the maximum extent permitted within DOD information security and privacy guidelines.

8. Senator WARREN. Mr. Owens, for each DOD installation with Military Housing Private Initiative (MHPI) housing in place for calendar years 2018, 2019, and 2020, what is the protocol for an EFMP family that is either moving to each base or already on-base and in need of an ADA home or accommodation? Please provide the answer without any information restrictions or controls.

Mr. OWENS. I understand that this information is needed for the Committee to perform its oversight duty. As I do not have the necessary clearances or access to information, I am unable to answer this specific information request at this time. If confirmed, I will work with the Military Departments to provide the Committee, for each DOD installation with MHPI housing in place for calendar years 2018, 2019, and 2020, information about the protocol for an EFMP family that is either moving to each base or already on-base and in need of an ADA home or accommodation. If confirmed, I commit to providing this input without information restrictions or controls to the maximum extent permitted within DOD information security and privacy guidelines.

9. Senator WARREN. Mr. Owens, how are military families informed about the availability of ADA housing on each installation? Please provide the answer without any information restrictions or controls.

Mr. OWENS. I understand that this information is needed for the Committee to perform its oversight duty. As I do not have the necessary clearances or access to information, I am unable to answer this specific information request at this time. If confirmed, I will work with the Office of the Under Secretary of Defense for Personnel and Readiness and the Military Departments to provide the Committee infor-

mation on how military families are informed about the availability of ADA housing on each installation. If confirmed, I commit to providing this input without information restrictions or controls to the maximum extent permitted within DOD information security and privacy guidelines.

10. Senator WARREN. Mr. Owens, who coordinates communication to military families about the availability of ADA housing on each installation? Please provide the answer without any information restrictions or controls.

Mr. OWENS. I understand that this information is needed for the Committee to perform its oversight duty. As I do not have the necessary clearances or access to information, I am unable to answer this specific information request at this time. If confirmed, I will work with the Office of the Under Secretary of Defense for Personnel and Readiness and the Military Departments to provide the Committee information on who coordinates communication to military families about the availability of ADA housing on each installation. If confirmed, I commit to providing this input without information restrictions or controls to the maximum extent permitted within DOD information security and privacy guidelines.

11. Senator WARREN. Mr. Owens, if ADA housing is unavailable, what is the protocol for the Military Housing Office (MHO) and EFMP office once an accessible home becomes available? Please provide the answer without any information restrictions or controls.

Mr. OWENS. I understand that this information is needed for the Committee to perform its oversight duty. As I do not have the necessary clearances or access to information, I am unable to answer this specific information request at this time. If confirmed, I will work with the Office of the Under Secretary of Defense for Personnel and Readiness and the Military Departments to provide the Committee information on the protocol for the MHO and EFMP office, if accessible housing is unavailable at an installation but then becomes available. If confirmed, I commit to providing this input without information restrictions or controls to the maximum extent permitted within DOD information security and privacy guidelines.

12. Senator WARREN. Mr. Owens, what was average wait time for EFMP families on each installation in 2018, 2019, and 2020 before they successfully move into a home that meets their needs? Please provide the answer without any information restrictions or controls.

Mr. OWENS. I understand that this information is needed for the Committee to perform its oversight duty. As I do not have the necessary clearances or access to information, I am unable to answer this specific information request at this time. If confirmed, I will work with the Office of the Under Secretary of Defense for Personnel and Readiness and the Military Departments to provide the Committee average wait time data for EFMP families on each installation in 2018, 2019, and 2020, before they successfully move into a home that meets their needs. If confirmed, I commit to providing this input without information restrictions or controls to the maximum extent permitted within DOD information security and privacy guidelines.

13. Senator WARREN. Mr. Owens, do on-base MHO and EFMP office share access to private military housing companies' waitlists for families in need of accessible housing when none is available? Please provide the answer without any information restrictions or controls.

Mr. OWENS. I understand that this information is needed for the Committee to perform its oversight duty. As I do not have the necessary clearances or access to information, I am unable to answer this specific information request at this time. If confirmed, I will work with the Office of the Under Secretary of Defense for Personnel and Readiness and the Military Departments to provide the Committee information on whether the on-base MHO and EFMP office share access to private military housing companies' waitlists for families in need of accessible housing when none is available. If confirmed, I commit to providing this input without information restrictions or controls to the maximum extent permitted within DOD information security and privacy guidelines.

14. Senator WARREN. Mr. Owens, for 2018, 2019, and 2020, how many families with disabilities were on the waitlist for a housing unit on each installation? Please provide the answer without any information restrictions or controls.

Mr. OWENS. I understand that this information is needed for the Committee to perform its oversight duty. As I do not have the necessary clearances or access to information, I am unable to answer this specific information request at this time.

If confirmed, I will work with the Military Departments to provide the Committee data, for 2018, 2019, and 2020, about how many families with disabilities were on the waitlist for a housing unit on each installation. If confirmed, I commit to providing this input without information restrictions or controls to the maximum extent permitted within DOD information security and privacy guidelines.

15. Senator WARREN. Mr. Owens, for 2018, 2019, and 2020, what was the average amount of time these families spent on the waitlist before being provided with adequate housing? Please provide the answer without any information restrictions or controls.

Mr. OWENS. I understand that this information is needed for the Committee to perform its oversight duty. As I do not have the necessary clearances or access to information, I am unable to answer this specific information request at this time. If confirmed, I will work with the Military Departments to provide the Committee data for 2018, 2019, and 2020, on the average amount of time EFMP families spent on the waitlist before being provided with housing that met their disability needs. If confirmed, I commit to providing this input without information restrictions or controls to the maximum extent permitted within DOD information security and privacy guidelines.

16. Senator WARREN. Mr. Owens, for 2018, 2019, and 2020, how many military orders have been modified or canceled due to unavailable housing on each installation in the past year? Please provide the answer without any information restrictions or controls.

Mr. OWENS. I understand that this information is needed for the Committee to perform its oversight duty. As I do not have the necessary clearances or access to information, I am unable to answer this specific information request at this time. If confirmed, I will work with the Office of the Under Secretary of Defense for Personnel and Readiness to provide the Committee data on how many military orders have been modified or canceled due to unavailable housing on each installation in the past year. If confirmed, I commit to providing this input without information restrictions or controls to the maximum extent permitted within DOD information security and privacy guidelines.

17. Senator WARREN. Mr. Owens, how many families at each installation have requested modifications to housing so it is ADA-compliant? Please provide the answer without any information restrictions or controls.

Mr. OWENS. I understand that this information is needed for the Committee to perform its oversight duty. As I do not have the necessary clearances or access to information, I am unable to answer this specific information request at this time. If confirmed, I will work with the Military Departments to provide the Committee data on how many families at each installation have requested modifications to housing so it is ADA-compliant. If confirmed, I commit to providing this input without information restrictions or controls to the maximum extent permitted within DOD information security and privacy guidelines.

18. Senator WARREN. Mr. Owens, does the MHO and EFMP office on each base have access to information about the number of requested modifications to housing so it is ADA-compliant? Please provide the answer without any information restrictions or controls.

Mr. OWENS. I understand that this information is needed for the Committee to perform its oversight duty. As I do not have the necessary clearances or access to information, I am unable to answer this specific information request at this time. If confirmed, I will work with the Office of the Under Secretary of Defense for Personnel and Readiness and the Military Departments to provide the Committee information about whether the MHO and EFMP office on each installation has access to information about the number of requested modifications to housing so it is ADA-compliant. If confirmed, I commit to providing this input without information restrictions or controls to the maximum extent permitted within DOD information security and privacy guidelines.

19. Senator WARREN. Mr. Owens, for 2018, 2019, and 2020, how many of those families received the requested accommodations? Please provide the answer without any information restrictions or controls.

Mr. OWENS. I understand that this information is needed for the Committee to perform its oversight duty. As I do not have the necessary clearances or access to information, I am unable to answer this specific information request at this time. If confirmed, I will work with the Military Departments to provide the Committee

data, for 2018, 2019, and 2020, information about how many families who requested modifications to on-base housing so it is ADA compliant received the requested accommodations. If confirmed, I commit to providing this input without information restrictions or controls to the maximum extent permitted within DOD information security and privacy guidelines.

20. Senator WARREN. Mr. Owens, what was the average waiting time for approval of accommodations on each base for 2018, 2019, and 2020? Please provide the answer without any information restrictions or controls.

Mr. OWENS. I understand that this information is needed for the Committee to perform its oversight duty. As I do not have the necessary clearances or access to information, I am unable to answer this specific information request at this time. If confirmed, I will work with the Military Departments to provide the Committee, for 2018, 2019, and 2020, the average waiting time for approval of requested ADA-complaint accommodations on each base. If confirmed, I commit to providing this input without information restrictions or controls to the maximum extent permitted within DOD information security and privacy guidelines.

21. Senator WARREN. Mr. Owens, what was the average waiting time for completion of accommodations on each base? Please provide the answer without any information restrictions or controls.

Mr. OWENS. I understand that this information is needed for the Committee to perform its oversight duty. As I do not have the necessary clearances or access to information, I am unable to answer this specific information request at this time. If confirmed, I will work with the Military Departments to provide the Committee data on the average waiting time for completion of requested ADA-compliant accommodations on each base. If confirmed, I commit to providing this input without information restrictions or controls to the maximum extent permitted within DOD information security and privacy guidelines.

22. Senator WARREN. Mr. Owens, were any of the families required to pay for their own accommodations or required to pay to return the home back to its original condition upon move-out? Please provide the answer without any information restrictions or controls.

Mr. OWENS. I understand that this information is needed for the Committee to perform its oversight duty. As I do not have the necessary clearances or access to information, I am unable to answer this specific information request at this time. If confirmed, I will work with the Military Departments to provide the Committee information on whether any of the families who requested ADA-compliant housing on an installation were required to pay for their own accommodations or required to pay to return the home back to its original condition upon move-out. If confirmed, I commit to providing this input without information restrictions or controls to the maximum extent permitted within DOD information security and privacy guidelines.

23. Senator WARREN. Mr. Owens, what specific mechanisms are in place for military families to resolve disputes with MHPI housing providers? Please provide the answer without any information restrictions or controls.

Mr. OWENS. I understand that this information is needed for the Committee to perform its oversight duty. As I do not have the necessary clearances or access to information, I am unable to answer this specific information request at this time. If confirmed, I will work with the Military Departments to provide the Committee information on the specific mechanisms in place for military families to resolve disputes with MHPI housing providers. If confirmed, I commit to providing this input without information restrictions or controls to the maximum extent permitted within DOD information security and privacy guidelines.

24. Senator WARREN. Mr. Owens, for 2018, 2019, and 2020, how many military housing officials and Military Tenant Advocates are present at each installation to perform privatized housing oversight and mediate disputes between servicemembers and the private housing partner? Please provide the answer without any information restrictions or controls.

Mr. OWENS. I understand that this information is needed for the Committee to perform its oversight duty. As I do not have the necessary clearances or access to information, I am unable to answer this specific information request at this time. If confirmed, I will work with the Military Departments to provide the Committee, for 2018, 2019, and 2020, data on how many military housing officials and Military Tenant Advocates are present at each installation to perform privatized housing

oversight and mediate disputes between servicemembers and the private housing partner. If confirmed, I commit to providing this input without information restrictions or controls to the maximum extent permitted within DOD information security and privacy guidelines.

25. Senator WARREN. Mr. Owens, in fiscal year 2020, how many complaints were received by the MHO or EFMP office regarding housing needs for families with disabilities at each installation? Please provide the answer without any information restrictions or controls.

Mr. OWENS. I understand that this information is needed for the Committee to perform its oversight duty. As I do not have the necessary clearances or access to information, I am unable to answer this specific information request at this time. If confirmed, I will work with the Office of the Under Secretary of Defense for Personnel and Readiness and the Military Departments to provide the Committee information about the number of complaints received by the MHO or EFMP office regarding housing needs for families with disabilities at each installation in fiscal year 2020. If confirmed, I commit to providing this input without information restrictions or controls to the maximum extent permitted within DOD information security and privacy guidelines.

26. Senator WARREN. Mr. Owens, can you provide a summary of the number and type(s) of complaint(s) received in fiscal year 2020? Please provide the answer without any information restrictions or controls.

Mr. OWENS. I understand that this information is needed for the Committee to perform its oversight duty. As I do not have the necessary clearances or access to information, I am unable to answer this specific information request at this time. If confirmed, I will work with the Military Departments to provide the Committee a summary of available data about the number and type(s) of housing complaints received by the Department of Defense in fiscal year 2020. If confirmed, I commit to providing this input without information restrictions or controls to the maximum extent permitted within DOD information security and privacy guidelines.

27. Senator WARREN. Mr. Owens, how many of these complaints were resolved in fiscal year 2020? Please provide the answer without any information restrictions or controls.

Mr. OWENS. I understand that this information is needed for the Committee to perform its oversight duty. As I do not have the necessary clearances or access to information, I am unable to answer this specific information request at this time. If confirmed, I will work with the Military Departments to provide the Committee available data on how many of the housing complaints received in fiscal year 2020 were resolved in fiscal year 2020. If confirmed, I commit to providing this input without information restrictions or controls to the maximum extent permitted within DOD information security and privacy guidelines.

28. Senator WARREN. Mr. Owens, what was the average time required to resolve a case in fiscal year 2020? Please provide the answer without any information restrictions or controls.

Mr. OWENS. I understand that this information is needed for the Committee to perform its oversight duty. As I do not have the necessary clearances or access to information, I am unable to answer this specific information request at this time. If confirmed, I will work with the Military Departments to provide the Committee available data on the average time required to resolve a housing complaint case in fiscal year 2020. If confirmed, I commit to providing this input without information restrictions or controls to the maximum extent permitted within DOD information security and privacy guidelines.

29. Senator WARREN. Mr. Owens, for 2018, 2019, and 2020, can you please provide a detailed list of all cases where private housing providers have been fined or sanctioned for problems related to housing for military families with disabilities? Please provide the answer without any information restrictions or controls.

Mr. OWENS. I understand that this information is needed for the Committee to perform its oversight duty. As I do not have the necessary clearances or access to information, I am unable to answer this specific information request at this time. If confirmed, I will work with the Military Departments to provide the Committee, for 2018, 2019, and 2020, a detailed list of all cases where private housing providers have been fined or sanctioned for problems related to housing for military families with disabilities. If confirmed, I commit to providing this input without information

restrictions or controls to the maximum extent permitted within DOD information security and privacy guidelines.

30. Senator WARREN. Mr. Owens, for each instance when a private housing provider was fined or sanctioned in 2018, 2019, and 2020, can you please provide information on the location, the housing provider, the amount of the fine or other sanction, and the reason for the fine or sanction? Please provide the answer without any information restrictions or controls.

Mr. OWENS. I understand that this information is needed for the Committee to perform its oversight duty. As I do not have the necessary clearances or access to information, I am unable to answer this specific information request at this time. If confirmed, I will work with the Military Departments to provide the Committee, for each instance when a private housing provider was fined or sanctioned in 2018, 2019, and 2020, information on the location, the housing provider, the amount of the fine or other sanction, and the reason for the fine or sanction. If confirmed, I commit to providing this input without information restrictions or controls to the maximum extent permitted within DOD information security and privacy guidelines.

31. Senator WARREN. Mr. Owens can you please provide a detailed list of all cases of requests for waivers, modifications, or exemptions from DOD standards for military families with disabilities in 2018, 2019, and 2020? Please provide the answer without any information restrictions or controls.

Mr. OWENS. I understand that this information is needed for the Committee to perform its oversight duty. As I do not have the necessary clearances or access to information, I am unable to answer this specific information request at this time. If confirmed, I will work with the Office of the Under Secretary of Defense for Personnel and Readiness and the Military Departments to provide the Committee a detailed list of all cases of requests for waivers, modifications, or exemptions from DOD standards for military families with disabilities in 2018, 2019, and 2020, to the extent this data is available. If confirmed, I commit to providing this input without information restrictions or controls to the maximum extent permitted within DOD information security and privacy guidelines.

32. Senator WARREN. Mr. Owens, for each requested waiver, modification, or exemption in 2018, 2019, and 2020, can you please provide detailed information on the nature of the request, the requester, and whether the request was granted? Please provide the answer without any information restrictions or controls.

Mr. OWENS. I understand that this information is needed for the Committee to perform its oversight duty. As I do not have the necessary clearances or access to information, I am unable to answer this specific information request at this time. If confirmed, I will work with the Office of the Under Secretary of Defense for Personnel and Readiness and the Military Departments to provide the Committee, for each requested waiver, modification, or exemption from DOD standards for military families with disabilities in 2018, 2019, and 2020, detailed information on the nature of the request, the requester, and whether the request was granted, to the extent this information is available. If confirmed, I commit to providing this input without information restrictions or controls to the maximum extent permitted within DOD information security and privacy guidelines.

33. Senator WARREN. Mr. Owens, the Office of Special Needs (OSN) establishes DOD policy to support military families with disabilities. What specific resources—from OSN or elsewhere—are provided to families so that they understand their rights regarding fair housing? Please provide the answer without any information restrictions or controls.

Mr. OWENS. I understand that this information is needed for the Committee to perform its oversight duty. As I do not have the necessary clearances or access to information, I am unable to answer this specific information request at this time. If confirmed, I will work with the Office of the Under Secretary of Defense for Personnel and Readiness and the Military Departments to provide the Committee information about the specific resources—from OSN or elsewhere—that are provided to families so that they understand their rights under the Fair Housing Act. If confirmed, I commit to providing this input without information restrictions or controls to the maximum extent permitted within DOD information security and privacy guidelines.

34. Senator WARREN. Mr. Owens, how is information about OSN disseminated and standardized across all the Departments? Please provide the answer without any information restrictions or controls.

Mr. OWENS. I understand that this information is needed for the Committee to perform its oversight duty. As I do not have the necessary clearances or access to information, I am unable to answer this specific information request at this time. If confirmed, I will work with the Office of the Under Secretary of Defense for Personnel and Readiness and the Military Departments to inform the Committee about how information about the OSN is disseminated and standardized across all Military Departments. If confirmed, I commit to providing this input without information restrictions or controls to the maximum extent permitted within DOD information security and privacy guidelines.

35. Senator WARREN. Mr. Owens, what resources are made available to military families regarding family moving needs? Please provide the answer without any information restrictions or controls.

Mr. OWENS. I understand that this information is needed for the Committee to perform its oversight duty. As I do not have the necessary clearances or access to information, I am unable to answer this specific information request at this time. If confirmed, I will work with the Office of the Under Secretary of Defense for Personnel and Readiness, the Office of the Assistant Secretary of Defense for Sustainment, US Transportation Command, and the Military Departments to provide the Committee information about what resources are made available to military families regarding family moving needs. If confirmed, I commit to providing this input without information restrictions or controls to the maximum extent permitted within DOD information security and privacy guidelines.

36. Senator WARREN. Mr. Owens, the Military Housing Advocacy Network revealed that military families with disabilities are being asked to repeatedly prove their disability needs through documentation with each EFMP office at each military installation. Why is this DOD policy in place? Please provide the answer without any information restrictions or controls.

Mr. OWENS. I understand that this information is needed for the Committee to perform its oversight duty. As I do not have the necessary clearances or access to information, I am unable to answer this specific information request at this time. If confirmed, I will work with the Office of the Under Secretary of Defense for Personnel and Readiness to provide the Committee information about any DOD policy that requires military families with disabilities to prove their disability needs through documentation at each EFMP office at each military installation. If confirmed, I commit to providing this input without information restrictions or controls to the maximum extent permitted within DOD information security and privacy guidelines.

37. Senator WARREN. Mr. Owens, is there a centralized database where information about the needs of military families with disabilities can be safely stored that follows families regardless of moves? Please provide the answer without any information restrictions or controls.

Mr. OWENS. I understand that this information is needed for the Committee to perform its oversight duty. As I do not have the necessary clearances or access to information, I am unable to answer this specific information request at this time. If confirmed, I will work with the Office of the Under Secretary of Defense for Personnel and Readiness to provide the Committee information as to whether DOD has a centralized database that can safely store information about the needs of military families with disabilities and allows this data to follow these families regardless of moves to a new duty station. If confirmed, I commit to providing this input without information restrictions or controls to the maximum extent permitted within DOD information security and privacy guidelines.

38. Senator WARREN. Mr. Owens, if no database exists, can DOD create such a database using its current statutory authority? Please provide the answer without any information restrictions or controls.

Mr. OWENS. I understand that this information is needed for the Committee to perform its oversight duty. As I do not have the necessary clearances or access to information, I am unable to answer this specific information request at this time. If confirmed, I will work with the Office of the Under Secretary of Defense for Personnel and Readiness to provide the Committee information as to whether DOD can create a centralized database that can safely store information about the needs of military families with disabilities and allow this data to follow these families re-

ardless of moves to a new duty station, if no such database currently exists. If confirmed, I commit to providing this input without information restrictions or controls to the maximum extent permitted within DOD information security and privacy guidelines.

39. Senator WARREN. Mr. Owens, how does each EFMP office coordinate with the private housing company on their installation to prevent those companies from requiring excessive and burdensome medical documentation for families with disabilities? Please provide the answer without any information restrictions or controls.

Mr. OWENS. I understand that this information is needed for the Committee to perform its oversight duty. As I do not have the necessary clearances or access to information, I am unable to answer this specific information request at this time. If confirmed, I will work with the Office of the Under Secretary of Defense for Personnel and Readiness and the Military Departments to provide the Committee information about how each EFMP office coordinates with the privatized housing company on their installation to prevent those companies from requiring excessive and burdensome medical documentation for families with disabilities. If confirmed, I commit to providing this input without information restrictions or controls to the maximum extent permitted within DOD information security and privacy guidelines.

40. Senator WARREN. Mr. Owens, many families report long waitlists for ADA-compliant houses or are outright denied houses because there are none available, but it is DOD policy that 5 percent of houses on each military installation be ADA accessible or easily modifiable for accessibility. Who is responsible for ensuring that private companies participating in the MHPI program build the required number of ADA-compliant houses on each installation? Please provide the answer without any information restrictions or controls.

Mr. OWENS. I understand that this information is needed for the Committee to perform its oversight duty. As I do not have the necessary clearances or access to information, I am unable to answer this specific information request at this time. If confirmed, I will work with the Military Departments to provide the Committee information about who is responsible for ensuring that private companies participating in the MHPI program build the required number of ADA-compliant houses on each installation. If confirmed, I commit to providing this input without information restrictions or controls to the maximum extent permitted within DOD information security and privacy guidelines.

41. Senator WARREN. Mr. Owens, what are the consequences, if any, for an MHPI company that does not provide the required number of ADA-compliant houses on each installation? Please provide the answer without any information restrictions or controls.

Mr. OWENS. I understand that this information is needed for the Committee to perform its oversight duty. As I do not have the necessary clearances or access to information, I am unable to answer this specific information request at this time. If confirmed, I will work with the Military Departments to provide the Committee information about the consequences, if any, for an MHPI company that does not provide the required number of ADA-compliant houses on each installation. If confirmed, I commit to providing this input without information restrictions or controls to the maximum extent permitted within DOD information security and privacy guidelines.

42. Senator WARREN. Mr. Owens, have there been any such sanctions to date for any MHPI companies that do not provide the required number of ADA-compliant houses on each installation? Please provide the answer without any information restrictions or controls.

Mr. OWENS. I understand that this information is needed for the Committee to perform its oversight duty. As I do not have the necessary clearances or access to information, I am unable to answer this specific information request at this time. If confirmed, I will work with the Military Departments to provide the Committee information as to whether there have been any sanctions to date for any MHPI companies that do not provide the required number of ADA-compliant houses on each installation. If confirmed, I commit to providing this input without information restrictions or controls to the maximum extent permitted within DOD information security and privacy guidelines.

43. Senator WARREN. Mr. Owens, can you please provide a detailed list of any fines or other sanctions issued to date for any MHPI companies that do not provide

the required number of ADA-compliant houses on each installation? Please provide the answer without any information restrictions or controls.

Mr. OWENS. I understand that this information is needed for the Committee to perform its oversight duty. As I do not have the necessary clearances or access to information, I am unable to answer this specific information request at this time. If confirmed, I will work with the Military Departments to provide the Committee a detailed list of any fines or other sanctions issued to date for any MHPI companies that do not provide the required number of ADA-compliant houses on each installation. If confirmed, I commit to providing this input without information restrictions or controls to the maximum extent permitted within DOD information security and privacy guidelines.

44. Senator WARREN. Mr. Owens, who within the Military Departments is responsible for tracking this ADA-housing waitlist? Please provide the answer without any information restrictions or controls.

Mr. OWENS. I understand that this information is needed for the Committee to perform its oversight duty. As I do not have the necessary clearances or access to information, I am unable to answer this specific information request at this time. If confirmed, I will work with the Office of the Under Secretary of Defense for Personnel and Readiness and the Military Departments to provide the Committee information on who within the Military Departments is responsible for tracking the ADA housing waitlist. If confirmed, I commit to providing this input without information restrictions or controls to the maximum extent permitted within DOD information security and privacy guidelines.

45. Senator WARREN. Mr. Owens, is information about the waitlist shared with Department of Housing and Urban Development (HUD)? Please provide the answer without any information restrictions or controls.

Mr. OWENS. I understand that this information is needed for the Committee to perform its oversight duty. As I do not have the necessary clearances or access to information, I am unable to answer this specific information request at this time. If confirmed, I will work with the Military Departments to provide the Committee information as to whether information about the ADA housing waitlist is shared with HUD. If confirmed, I commit to providing this input without information restrictions or controls to the maximum extent permitted within DOD information security and privacy guidelines.

46. Senator WARREN. Mr. Owens, the fiscal year 2021 NDAA mandated that all EFMP functions be centralized in a headquarters office for each Service and at each installation. Is housing included in this centralization mandate? Please provide the answer without any information restrictions or controls.

Mr. OWENS. I understand that this information is needed for the Committee to perform its oversight duty. As I do not have the necessary clearances or access to information, I am unable to answer this specific information request at this time. If confirmed, I will work with the Office of the Under Secretary of Defense for Personnel and Readiness and the Military Departments to provide the Committee information about whether housing is included in the fiscal year 2021 NDAA mandate that all EFMP functions be centralized in a headquarters office for each Service and at each installation. If confirmed, I commit to providing this input without information restrictions or controls to the maximum extent permitted within DOD information security and privacy guidelines.

47. Senator WARREN. Mr. Owens, do the Services need specific housing liaisons, at either the headquarter-level or at installations with a large population of EFMP dependents? Please provide the answer without any information restrictions or controls.

Mr. OWENS. I understand that this information is needed for the Committee to perform its oversight duty. As I do not have the necessary clearances or access to information, I am unable to answer this specific information request at this time. If confirmed, I will work with the Office of the Under Secretary of Defense for Personnel and Readiness and the Military Departments to determine and report to the Committee whether the Services need specific housing liaisons, at either the headquarter-level or at installations with a large population of EFMP dependents. If confirmed, I commit to providing this input without information restrictions or controls to the maximum extent permitted within DOD information security and privacy guidelines.

48. Senator WARREN. Mr. Owens, how do EFMP offices determine what housing resources are available at each installation, and where do they store this information? Please provide the answer without any information restrictions or controls.

Mr. OWENS. I understand that this information is needed for the Committee to perform its oversight duty. As I do not have the necessary clearances or access to information, I am unable to answer this specific information request at this time. If confirmed, I will work with the Office of the Under Secretary of Defense for Personnel and Readiness to provide the Committee information about how EFMP offices determine what housing resources are available at each installation, and where they store this information. If confirmed, I commit to providing this input without information restrictions or controls to the maximum extent permitted within DOD information security and privacy guidelines.

49. Senator WARREN. Mr. Owens, who ensures that EFMP offices are modifying and canceling military orders for military families with disabilities when they are being ordered to move to a location that lacks the housing resources that they need? Please provide the answer without any information restrictions or controls.

Mr. OWENS. I understand that this information is needed for the Committee to perform its oversight duty. As I do not have the necessary clearances or access to information, I am unable to answer this specific information request at this time. If confirmed, I will work with the Office of the Under Secretary of Defense for Personnel and Readiness to provide the Committee information about who ensures that EFMP offices are modifying and canceling military orders for military families with disabilities when they are being ordered to move to a location that lacks the housing resources that they need. If confirmed, I commit to providing this input without information restrictions or controls to the maximum extent permitted within DOD information security and privacy guidelines.

50. Senator WARREN. Mr. Owens, do EFMP offices communicate with one another when a military family with disability-related needs is moving from one installation to another? Please provide the answer without any information restrictions or controls.

Mr. OWENS. I understand that this information is needed for the Committee to perform its oversight duty. As I do not have the necessary clearances or access to information, I am unable to answer this specific information request at this time. If confirmed, I will work with the Office of the Under Secretary of Defense for Personnel and Readiness to provide the Committee information about whether EFMP offices communicate with one another when a military family with disability-related needs is moving from one installation to another. If confirmed, I commit to providing this input without information restrictions or controls to the maximum extent permitted within DOD information security and privacy guidelines.

51. Senator WARREN. Mr. Owens, does DOD collect any performance metrics for each of the EFMP offices? Please provide the answer without any information restrictions or controls.

Mr. OWENS. I understand that this information is needed for the Committee to perform its oversight duty. As I do not have the necessary clearances or access to information, I am unable to answer this specific information request at this time. If confirmed, I will work with the Office of the Under Secretary of Defense for Personnel and Readiness to provide the Committee information about whether DOD collects any performance metrics for each of the EFMP offices. If confirmed, I commit to providing this input without information restrictions or controls to the maximum extent permitted within DOD information security and privacy guidelines.

52. Senator WARREN. Mr. Owens, can you provide any analysis of any performance metrics for the EFMP offices from the last 5 years? Please provide the answer without any information restrictions or controls.

Mr. OWENS. I understand that this information is needed for the Committee to perform its oversight duty. As I do not have the necessary clearances or access to information, I am unable to answer this specific information request at this time. If confirmed, I will work with the Office of the Under Secretary of Defense for Personnel and Readiness to provide the Committee an analysis of the performance metrics for the EFMP offices from the last 5 years, to the maximum extent possible. If confirmed, I commit to providing this input without information restrictions or controls to the maximum extent permitted within DOD information security and privacy guidelines.

53. Senator WARREN. Mr. Owens, are the private military housing companies that manage and facilitate privatized military housing classified as federally financed companies? Please provide the answer without any information restrictions or controls.

Mr. OWENS. I understand that this information is needed for the Committee to perform its oversight duty. As I do not have the necessary clearances or access to information, I am unable to answer this specific information request at this time. If confirmed, I will work with the Military Departments to provide the Committee information as to whether the private military housing companies that manage and facilitate privatized military housing are classified as federal financed companies. If confirmed, I commit to providing this input without information restrictions or controls to the maximum extent permitted within DOD information security and privacy guidelines.

54. Senator WARREN. Mr. Owens, are these MHPI companies covered by section 504 of the Rehabilitation Act? Please provide the answer without any information restrictions or controls.

Mr. OWENS. I understand that this information is needed for the Committee to perform its oversight duty. As I do not have the necessary clearances or access to information, I am unable to answer this specific information request at this time. If confirmed, I will work with the Military Departments to provide the Committee information about application of section 504 of the Rehabilitation Act to the private sector MHPI companies. If confirmed, I commit to providing this input without information restrictions or controls to the maximum extent permitted within DOD information security and privacy guidelines.

55. Senator WARREN. Mr. Owens, what specific DOD oversight procedures are in place to ensure that private military housing contractors are meeting contractual obligations with regard to the rights of people with disabilities, including the Fair Housing Act, ADA, and section 504? Please provide the answer without any information restrictions or controls.

Mr. OWENS. I understand that this information is needed for the Committee to perform its oversight duty. As I do not have the necessary clearances or access to information, I am unable to answer this specific information request at this time. If confirmed, I will work with the Military Departments to provide the Committee with information on the specific DOD oversight procedures that are in place to ensure that the MHPI companies and projects meet their contractual obligations with regard to the rights of people with disabilities, including the Fair Housing Act, ADA, and section 504 of the Rehabilitation Act. If confirmed, I commit to providing this input without information restrictions or controls to the maximum extent permitted within DOD information security and privacy guidelines.

56. Senator WARREN. Mr. Owens, does the DOD have reasonable assurances that MHPI partners are complying with contractual requirements and Federal and State laws? Please provide the answer without any information restrictions or controls.

Mr. OWENS. I understand that this information is needed for the Committee to perform its oversight duty. As I do not have the necessary clearances or access to information, I am unable to answer this specific information request at this time. If confirmed, I will work with the Military Departments to provide the Committee information about whether DOD has reasonable assurances that MHPI partners are complying their contractual requirements and Federal and State laws. If confirmed, I commit to providing this input without information restrictions or controls to the maximum extent permitted within DOD information security and privacy guidelines.

57. Senator WARREN. Mr. Owens, how often does each Military Department review private partner records to ensure compliance with applicable Federal and State laws? Please provide the answer without any information restrictions or controls.

Mr. OWENS. I understand that this information is needed for the Committee to perform its oversight duty. As I do not have the necessary clearances or access to information, I am unable to answer this specific information request at this time. If confirmed, I will work with the Military Departments to provide the requested information about how each Military Department ensures private partner records comply with applicable Federal and State laws. If confirmed, I commit to providing this input without information restrictions or controls to the maximum extent permitted within DOD information security and privacy guidelines.

58. Senator WARREN. Mr. Owens, how often do the Services schedule and conduct inspection visits to military installations? Please provide the answer without any information restrictions or controls.

Mr. OWENS. I understand that this information is needed for the Committee to perform its oversight duty. As I do not have the necessary clearances or access to information, I am unable to answer this specific information request at this time. If confirmed, I will work the Military Departments to provide the Committee information about how often the Services schedule and conduct housing inspection visits at military installations. If confirmed, I commit to providing this input without information restrictions or controls to the maximum extent permitted within DOD information security and privacy guidelines.

59. Senator WARREN. Mr. Owens, how often are all installations inspected? Please provide the answer without any information restrictions or controls.

Mr. OWENS. I understand that this information is needed for the Committee to perform its oversight duty. As I do not have the necessary clearances or access to information, I am unable to answer this specific information request at this time. If confirmed, I will work with my staff and Military Departments to provide the Committee information about the frequency of installation housing inspections by the Services. If confirmed, I commit to providing this input without information restrictions or controls to the maximum extent permitted within DOD information security and privacy guidelines.

60. Senator WARREN. Mr. Owens, are housing offices warned in advance of inspections or are there surprise inspections? Please provide the answer without any information restrictions or controls.

Mr. OWENS. I understand that this information is needed for the Committee to perform its oversight duty. As I do not have the necessary clearances or access to information, I am unable to answer this specific information request at this time. If confirmed, I will work with the Military Departments to provide the Committee information as to whether housing offices are warned in advance of Service housing inspections, or if there are surprise inspections. If confirmed, I commit to providing this input without information restrictions or controls to the maximum extent permitted within DOD information security and privacy guidelines.

61. Senator WARREN. Mr. Owens, how frequently do surprise inspections occur and what installations are targeted? Please provide the answer without any information restrictions or controls.

Mr. OWENS. I understand that this information is needed for the Committee to perform its oversight duty. As I do not have the necessary clearances or access to information, I am unable to answer this specific information request at this time. If confirmed, I will work with the Military Departments to provide the Committee information about the frequency of surprise housing inspections by the Services. If confirmed, I commit to providing this input without information restrictions or controls to the maximum extent permitted within DOD information security and privacy guidelines.

QUESTIONS SUBMITTED BY SENATOR JACKY ROSEN

TRACKING CARBON EMISSIONS ON MILITARY INSTALLATIONS

62. Senator ROSEN. Mr. Owens, last year's NDAA included my provision authorizing a pilot program to test software on military installations designed to reduce energy costs and track carbon emissions in real-time. This program will help the Department of Defense meet its carbon reduction targets, reduce energy costs for taxpayers, and increase efficiencies. If confirmed, can you commit to standing up the program and working with me to ensure its success?

Mr. OWENS. The value of real time energy use information is substantial and can enable military installations to reduce energy use and energy cost. In addition, real time energy use information can be used to enhance resilience and reliability when leveraged correctly. If confirmed, I will work with the DOD labs, installations and industry partners to pilot promising technologies that have the ability to provide real time installation energy consumption utilize this information to conserve energy, reduce cost and enhance resilience.

QUESTIONS SUBMITTED BY SENATOR JAMES M. INHOFE

PER- AND POLYFLUOROALKYL SUBSTANCES/ENVIRONMENTAL CLEANUP

63. Senator INHOFE. Mr. Owens, when it comes to per- and polyfluoroalkyl substances (PFAS) cleanup, or any environmental remediation, do you commit to following the process laid out in the Comprehensive Environmental Response, Compensation, and Liability Act (CERCLA) and other controlling laws and regulations, to include prioritizing projects as dictated by those laws and regulations?

Mr. OWENS. Yes. If confirmed, I will commit to following CERCLA and other applicable laws and regulations and will work with the Military Departments to ensure the Department follows the prescribed environmental remediation processes.

ELECTRIC VEHICLES

64. Senator INHOFE. Mr. Owens, during the hearing you indicated your support for replacing the entire non-tactical fleet to electric vehicles (EV) by 2030 as outlined by the Senate Armed Services Committee-passed National Defense Authorization Act for Fiscal Year 2023. This bill also contains a waiver for the SECDEF to utilize if circumstances warrant. Would you advise the waiver to be utilized if the price of EVs continue to rise, as predicted by some economists, as much as 20 percent in the next few years?

Mr. OWENS. If confirmed, I will be committed to supporting the Administration's and Congress's goals of transitioning DOD's non-tactical vehicle (NTV) fleet to a fully electric fleet by 2030. First cost of EVs is a critical variable in assessing the total value that a fully electrified NTV fleet can deliver for DOD. Other factors that will determine total value include expected lifetime ownership costs and how effectively microgrid and energy generation investments can leverage the EV fleet for energy storage, resilience, and reliability. Current indications are that American industry is on track to provide the Department with a range of cost effective EV options which will deliver capability the vehicles they are replacing cannot provide. However, if confirmed, I am prepared to adjust my expectations as market and technical considerations dictate.

65. Senator INHOFE. Mr. Owens, would you advise the waiver to be utilized if the electric grids at our installations cannot support such an increase in electricity use?

Mr. OWENS. If confirmed, I will ensure the Department assesses the impact of a fully electrified NTV fleet on installation electric grids when planning deployment of electric vehicles and charging infrastructure. If confirmed, I would advise that this assessment comprehensively analyze both the supply and demand side of installation energy systems and develop recommendations that integrate energy resilience, reliability, storage, demand, and consumption considerations in such a way that the full value of the capabilities of an electrified NTV fleet are understood and leveraged. If confirmed, I would advise all waiver considerations to be made based on a comprehensive and integrated understanding of cost and benefits.

66. Senator INHOFE. Mr. Owens, would you advise the waiver to be utilized if there are cars within the current fleet that are nowhere near the end of their useful lives?

Mr. OWENS. If confirmed, I will ensure the Department carefully considers mission and economics when deciding when and how to convert NTVs to electric models. If confirmed, I would advise all waiver considerations to be made based on a comprehensive and integrated understanding of cost and benefits.

QUESTIONS SUBMITTED BY SENATOR JONI ERNST

IMPLEMENTING NATIONAL DEFENSE AUTHORIZATION ACTS

67. Senator ERNST. Mr. Owens, will you commit to implementing laws as promulgated by Congress, to include past and future Defense Authorization Acts?

Mr. OWENS. Yes.

68. Senator ERNST. Mr. Owens, if confirmed, what steps will you take to ensure DOD implements section 321 of the fiscal year 2021 NDAA as directed by Congress?

Mr. OWENS. If confirmed, I will work with the ASD(Sustainment), the Department of Energy, General Services Administration, and the Military Departments to ensure the Department's efforts to implement section 321 are appropriately supported.

ALTERNATIVE FUELS

69. Senator ERNST. Mr. Owens, what role do you believe domestic alternative fuels, specifically biodiesel, ethanol, and propane, can play in reducing emissions?

Mr. OWENS. Diversification of energy resources can deliver both strategic and tactical advantages if implemented correctly. When they can increase resilience and force capability, domestic alternative fuels should be part of the overall strategy to reduce emissions.

If confirmed, I will ensure the Department delivers the fuel and energy resources our forces require to accomplish their mission.

70. Senator ERNST. Mr. Owens, if confirmed, what steps will you take to ensure domestic alternative fuels, specifically biodiesel, ethanol, and propane, will be a part of DOD's energy portfolio?

Mr. OWENS. If confirmed, I will ensure the Department delivers the fuel and energy resources our forces require to accomplish their mission. If confirmed, I will ensure the Department continues to incorporate a wide range of fuel sources to ensure the continued resilience and mission effectiveness of our forces.

 QUESTIONS SUBMITTED BY SENATOR MARSHA BLACKBURN

FACILITIES SUSTAINMENT, RESTORATION, AND MODERNIZATION

71. Senator BLACKBURN. Mr. Owens, if confirmed, what will be your first concrete step to prioritize drawing down the facilities sustainment, restoration, and modernization (FSRM) backlog?

Mr. OWENS. The DOD's existing FSRM backlog is a significant area of concern for me. If confirmed, I will make it a priority and I will work to ensure that DOD leaders understand facilities sustainment as both a critical readiness issue and a personnel health, well-being, and performance issue. If confirmed, I will work with the Military Departments and Comptroller to determine the courses of action required to reduce the backlog. Additionally, I will advocate for the appropriate level of resourcing to ensure critical missions are not jeopardized due to inadequate FSRM funding.

72. Senator BLACKBURN. Mr. Owens, what will be the effects if programs such as hypersonic testing are bogged down with facility maintenance?

Mr. OWENS. DOD's hypersonic programs are critical to maintaining a strategic edge over our adversaries, and the research, development, test, and evaluation of these key weapons systems must be supported by adequate facilities and infrastructure. The development of these key systems cannot be compromised by facilities maintenance issues. If confirmed, I will work with the Military Departments to determine what facility sustainment levels are needed to ensure missions are not compromised.

73. Senator BLACKBURN. Mr. Owens, how will you message that the FSRM backlog is a personnel challenge?

Mr. OWENS. A significant body of existing research links human health, well-being, and performance to key aspects (air quality, thermal comfort, acoustics, access to daylight) of the built and natural environments people inhabit. Additionally, significant research links the quality of buildings to metrics such as reduced employee absenteeism and improved ability for organizations to recruit and retain top tier talent. The "return on investment" from a human health, well-being and performance perspective delivered by improvements to air quality, efficiency and the indoor environment are well understood. If confirmed, I will work with the DOD components and relevant OSD organizations to help them understand how facilities sustainment can improve DOD's ability to recruit and retain a high quality joint force and be leveraged to ensure that DOD's workforce performs as optimally as possible. If confirmed, I will be a staunch advocate for the funding to address existing shortfalls.

CLIMATE CHANGE

74. Senator BLACKBURN. Mr. Owens, how does DOD's lack of longitudinal datasets on the effects of climate change shape the Department's climate policies, strategies, and partner engagements?

Mr. OWENS. In my opinion, the Department is sufficiently informed with varying length and quality of longitudinal datasets on the impacts of climate change and has used this data to inform strategy with varying degrees of success. For example, sea level rise has been observed for approximately 100 years, and I understand the Navy has monitored these effects on its coastal locations and taken them into account for its Naval Shipyard Infrastructure Optimization Program (SIOP).

Going forward, I believe the forthcoming fifth National Climate Assessment, together with the Intergovernmental Panel on Climate Change's sixth assessment report to be completed in September 2022, will augment the existing data DOD is utilizing and provide the basis for refining DOD's plans to adapt its strategy and ensure mission readiness under current and future conditions. If confirmed, I will work with colleagues in the Department and the interagency to update policies and strategies in Acquisition & Sustainment to ensure our forces can train like they fight and are equipped to accomplish their mission today and in the future.

75. Senator BLACKBURN. Mr. Owens, if confirmed, do you plan to make climate change reporting within DOD a requirement? If so, how do you plan to execute this required reporting?

Mr. OWENS. If confirmed, I plan to support the Administration's goals and requirements on climate change reporting and risk mitigation. If confirmed, I would advise integrating climate change reporting into the Department's existing energy, sustainability, water, and other resilience reporting requirements. This reporting could then be integrated into policies, decision-making, and key Department processes (e.g. master planning, design and construction, mission assurance all-hazards threat assessments) to support the full range of installation resilience assessments needed to ensure our warfighters are equipped and can train to execute their mission.

[The nomination reference of Mr. Brendan M. Owens follows:]

NOMINATION REFERENCE AND REPORT

PN1861

AS IN EXECUTIVE SESSION,
SENATE OF THE UNITED STATES,
March 15, 2022.

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

Brendan Owens, of Virginia, to be an Assistant Secretary of Defense, vice Lucian Niemeyer.

_____, 2022.
(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. Brendan M. Owens, which was transmitted to the Committee at the time the nomination was referred, follows:]

Bio
Brendan M. Owens

Education:

- Purdue University, West Lafayette, IN
 - 1993-1997
 - Bachelor's of Science, Civil Engineering

Employment Record:

- Company Name: U.S. Green Building Council, Washington DC
 - Time with Company: June 2002-October 2020
 - Position(s) Held:
 - LEED Engineer
 - Vice President, Technical Development
 - Senior Vice President Strategic Partnership and Growth
 - Job Responsibilities: Executive leadership of international not-for-profit organization
 - Strategic development and integration of tools designed to transform design, construction and operations of the built environment.
 - Integration of LEED System Goals into other built environment market transformation tools.
 - Green building code technical development and policy support.
- Company Name: Black Vest Strategy, LLC, Alexandria, VA
 - Time with Company: January 2021-Present
 - Position(s) Held: Principal
 - Job Responsibilities: Executive leadership
 - Advisory and consulting services focusing on integrated decarbonization, equity and health outcomes for the built environment.
 - Advisor to real estate developers, product manufacturers, A&E services providers and policy makers.
- Company Name: Ecountabl, Inc., Alexandria, VA
 - Time with Company: September 2019-Present
 - Position(s) Held: Chief Innovation Officer
 - Job Responsibilities: Strategic planning and innovation
- Company Name: SpecPro, Inc., U.S. Army Fort Belvoir, VA
 - Time with Company: September 1997 - June 2002
 - Position(s) Held: Energy Manager
 - Job Responsibilities: Energy management for Directorate of Installation Support

Honors and Awards:

- Licensed Professional Engineer, Commonwealth of Virginia
- LEED Fellow, U.S. Green Building Council
- LEED Accredited Professional - Existing Buildings

[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. Brendan M. Owens 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):**
Brendan Michael Owens
1. **Position to which nominated:**
Assistant Secretary, Energy, Installations and Environment, Department of Defense
2. **Date of nomination:**
March 15, 2022
3. **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):**
Purdue University, West Lafayette, IN – 1993-1997
- BS Civil Engineering

4. 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):

Company Name: U.S. Green Building Council

- Time with Company: June 2002-October 2020

- Position(s) Held:

- LEED Engineer
- Vice President, Technical Development
- Senior Vice President Strategic Partnership and Growth

Company Name: Black Vest Strategy, LLC

- Time with Company: January 2021-Present

- Position(s) Held: Principal

Company Name: Ecountabl, Inc.

- Time with Company: September 2019-Present

- Position(s) Held: Chief Innovation Officer

5. 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):

U.S. General Services Administration Green Building Advisory Council

- Date – September 2014-October 2020

- Role – Council Member

6. 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):

- Consulting clients:

- o Trane Technologies
- o Ember Strategies
- o RZero, Inc.
- o Skipping Stone, LLC
- o Etopia, USA
- o U.S. Green Building Council

7. 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):

- Board Member, New Buildings Institute
- Member, ASHRAE

- U.S. GSA Green Building Advisory Council
- Member, Environmental Policy Council, City of Alexandria, VA
- Member, Dean's Advisory Council, Purdue University Honor's College

8. 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:

N/A

- 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:

N/A

9. Honors and awards (List all scholarships, fellowships, honorary degrees, honorary society memberships, and any other special recognition received for outstanding service or achievements):

- Licensed Professional Engineer, Commonwealth of Virginia
- LEED Fellow, U.S. Green Building Council
- LEED AP-EBOM

10. 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):

Please see attached supplement

11. 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

Supplement for Question 11. Published Material

LEED v4 Impact Category and Point Allocation Process Overview

- <https://www.usgbc.org/resources/leed-v4-impact-category-and-point-allocation-process-overview>

Advanced Energy Design Guides:

- Achieving Zero Energy Series - <https://www.ashrae.org/technical-resources/aedgs/zero-energy-aedg-free-download>
 - K-12 School Buildings
 - Small to Medium Office Buildings
- 50% Energy Savings Series - <https://www.ashrae.org/technical-resources/aedgs/50-percent-aedg-free-download>
 - Grocery Stores
 - Large Hospitals
 - Small to Medium Office Buildings
 - K-12 School Buildings
 - Medium to Big Box Retail Buildings
- 30% Energy Savings Series - <https://www.ashrae.org/technical-resources/aedgs/30-percent-aedg-free-download>
 - Small Hospitals and Healthcare Facilities
 - Highway Lodging
 - Small Warehouses and Self-Storage Buildings
 - K-12 School Buildings
 - Small Retail Buildings
 - Small Office Buildings

Performance Measurement Protocols for Commercial Buildings

- <https://oaktrust.library.tamu.edu/handle/1969.1/90789>

LEED and Green Building Codes

- https://www.nxtbook.com/nxtbooks/ashrae/ashraejournal_201006/index.php?star tid=3#/p/3
- <https://www.usgbc.org/articles/standard-1891-igcc-leed-phillips-head-hammer>

Media/Interviews

sustainabilityreport.com

- <https://sustainabilityreport.com/2018/05/25/big-interview-brendan-owens-us-green-buildings-council/>

grist.org

- <https://grist.org/green-home/2011-10-10-will-new-leed-standards-allow-for-clearcut-timber/>

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.

12. Do you agree, if confirmed, and on request, to appear and testify before this Committee, its subcommittees, and other appropriate Committees of Congress?
Yes.
13. 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.
14. 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.
15. 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.
16. 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.
17. 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.

18. 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.

B. M. Owens

This 22nd day of March, 2022

[The nomination of Mr. Brendan M. Owens was reported to the Senate by Chairman Reed on September 28, 2022, with the recommendation that the nomination be confirmed. The nomination was returned to the President under the provisions of Senate Rule XXXI, paragraph 6 of the Standing Rules of the Senate on January 3, 2023.]

