

Senate Armed Services Committee
Advance Policy Questions for Brian Birdwell
Nominee to be Assistant Secretary of Defense for Sustainment

Duties and Qualifications

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

If confirmed, my highest priority would be strengthening military readiness. The critical duty inherent is the identification and solving of logistics and sustainment challenges to improve combat capability and credibility of our Joint Forces to reestablish deterrence and rebuild the military. Including but not limited to responsibilities such as improving weapon system availability, modernizing the organic industrial base, and improving the Department's Supply Chain Risk Management (SCRM) posture, which feeds into strengthening military readiness.

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

If confirmed, I would bring a warfighter's perspective to the role of ASW(S). I served for 20 years as a commissioned officer in the U.S. Army with two operational and numerous exercise deployments. My time in the Army as a logistics and field artillery officer shaped my appreciation for logistics and sustainment as the foundational requirement for a credible Joint Force. While in theater, during Desert Storm, my soldiers and I were as lethal as our logistics chain, ensuring the flow of repair parts, having adequate fuel, or receiving subsistence items. As a former uniformed member of the Department's Joint Logistics Enterprise, I know firsthand how critical a modern, efficient, and rapid military logistics capability is to combat effectiveness.

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

My twenty years in uniform commanding soldiers gives me strong experience in leadership and management of units preparing for, and executing, war. This background has equipped me with an acute respect for the need for a functioning logistics and sustainment system for the Department. Additionally, my service at the Headquarters of the Department of the Army provides me with a background in leading change within the Pentagon. Further, I have served for nearly 16 years as a State Legislator in Texas, where I have chaired multiple legislative committees, honing my management experience and my commitment to providing strong oversight of government operations. If confirmed, all these experiences would lend themselves to accomplishing my goals of strengthening readiness through improved logistics and sustainment.

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

If confirmed, I would prioritize meeting with the senior leadership of the Joint Logistics Enterprise, to include the Commander, U.S. Transportation Command, the Director of Logistics for the Joint Staff, and senior civilian and uniform logistics and sustainment leaders of the military Services and DLA to identify and prioritize efforts to improve the Enterprise. Having served in the field myself, I would visit key sustainment installations and activities to understand the state of their current efforts so I could provide support to overcome contested logistics challenges. Lastly, I would engage my OSW colleagues, within OUSW(A&S) to support implementation of the Acquisition Transformation Strategy, and within other Components, to ensure the alignment and coordination of efforts to improve logistics and sustainment for the Department.

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

My reading of the 2026 National Defense Strategy (NDS) is that it highlights the Department's responsibility to rebuild the Joint Forces to enforce a policy of peace through strength, whether that be oriented toward defending the Homeland, protecting our interests in the Western Hemisphere, or reestablishing deterrence with China in the Indo-Pacific. The ability of the Department to provide logistics and sustainment closest to the point of need at the speed of relevance, while overcoming contested environments, is foundational to peace through strength. If confirmed, I would work with Secretary Hegseth, Deputy Secretary Feinberg, and Under Secretary Duffey to ensure that I am carrying out the duties and functions necessary to improve readiness in support of the NDS.

6. 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?

Providing logistics and sustainment to the Joint Forces in contested environments is a whole-of-government effort, including key support from Congress in general and the Senate Armed Services Committee (SASC) in particular. If confirmed, I would ensure that I am engaging in frequent communication and engagements with the SASC and other Congressional Committees through regular interaction and driving timely responses to all forms of Congressional requests for information.

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

The oath I took as a commissioned officer in the U.S. Army was to protect and defend the U.S. Constitution, which enshrines the principle of civilian control of the military. If confirmed as the ASW(S), this is the sacred requirement that I would uphold every day within my organization and would support across the Department.

Conflicts of Interest

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

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

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

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

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

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

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

Major Challenges

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

If confirmed, my vision for the OASW(S) would be to lead collaboratively across the Joint Logistics Enterprise to improve military readiness and ensure that the warfighter has what they need when they need it to reestablish deterrence and overcome contested environments. If confirmed, I would do this through the development of sustainment policies and capabilities pursuant to the Department's Acquisition Transformation Strategy and through robust oversight. My approach would be data-informed and focused on results, not process.

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

I believe the most difficult challenge facing the ASW(S) is the requirement to ensure logistics and sustainment in contested environments, and the need for the Department to better connect logistics and sustainment requirements to resources. This has several elements:

Declining Readiness: I assess that the Department has made progress developing strategies to reduce operations and support (O&S) costs across the lifecycle of weapons systems and increase readiness, but I believe that more must be done. Logistics readiness has suffered from a lack of investment and attention over time. I believe that the Department must continue to take proactive and bold steps to reverse declining readiness rates of priority weapons systems by being more quantitative in identifying and addressing readiness challenges with our Service partners.

Organic Industrial Base (OIB): I believe the Department needs to more fully integrate the organic and commercial industrial bases, as the two elements that make up the overall Defense Industrial Base, to strengthen readiness. The Nation is facing a skilled labor shortage, which is undermining productivity and innovation. Shortfalls in staffing levels and skillsets inhibit the OIB's ability to execute future requirements and meet surge demands, directly undermining warfighter readiness. Be that as it may, ensuring surge capacity and readiness requires the organic and commercial industrial bases to work together seamlessly in innovative ways.

Supply Chain Risk Management (SCRM): I understand that the Department has made progress understanding its Supply Chain risks and key vulnerabilities. However, I believe more work needs to be done to improve SCRM tools to identify issues across tiers of supply and work with our contractors and across the interagency to mitigate vulnerabilities.

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

Ensuring logistics and sustainment in contested environments requires a whole-of-Department effort. If confirmed as ASW(S), I would work the following immediate priorities to overcome contested environments in partnership with my Department colleagues:

Declining Readiness: If confirmed, I would lead my team to more effectively address operational readiness challenges by continuing to assess the quality of sustainment data and our efforts to modernize data collection and analytics to ensure the Department is tailoring its sustainment efforts for maximum readiness effect. I understand Congress acted in the Fiscal Year 2026 NDAA to modernize the requirements for sustainment oversight and address our contested logistics challenges. Likewise, I look forward to leading the implementation of these requirements to ensure that systems with successful O&S cost reductions are rewarded and systems that are struggling with costs are afforded the proper level of support and oversight.

If confirmed, I would also look for opportunities to address the Department's logistics investments and increase burden sharing by our allies and partners on sustainment costs through the Department's Regional Sustainment Framework (RSF).

Organic Industrial Base (OIB): If confirmed, I would work with the Military Departments to gain an understanding of their individual OIB modernization strategies

compared to funded modernization programs to ensure that the Department's capital investment programs are aligned. Additionally, if confirmed, I will work with my counterpart in OASW(IBP) to determine how best to link the capabilities of the organic and commercial industrial bases to improve readiness.

Supply Chain Risk Management (SCRM): If confirmed, I would partner across OUSW(A&S) to better illuminate the national security supply chain and produce policies incentivizing contractors to monitor their own supply chains. I would also work to ensure that the Department has the policies and processes in place to identify Supply Chain vulnerabilities and employ Supply Chain risk mitigation strategies while reducing redundancy in commercial and organic illumination tools to lower costs.

Major Acquisition Reforms

In recent years, Congress has enacted significant reforms of the defense acquisition organizational structure and system. As part of these reforms, the Department consolidated logistics, materiel readiness, energy, and the environment, as well as facility planning, design, construction, and sustainment under the authority, direction, and control of the ASD(S).

14. In your view, what is the role of the ASD(S) in improving acquisition outcomes from a sustainment perspective?

Sustainment is the linchpin that connects acquisition to operational effectiveness. Sustainment ensures that the systems and capabilities that the Department acquires are not only effective on day one but can also be affordably and reliably maintained throughout their lifecycle. This is achieved by embedding sustainment considerations up front into the acquisition process. I understand that the Department's Acquisition Transformation Strategy includes a sustainment pillar that is focused on early and continuous sustainment planning, designing for maintenance, lifecycle risk management, and empowerment of product support managers. If confirmed, I understand that I would be responsible for implementing that pillar. In addition to executing my responsibilities under Acquisition Transformation, I would work with my counterpart in OASW(EI&E) to ensure that the Department's energy, environment, and facility planning, design, construction, and sustainment efforts highlighted in the question are prioritized and synchronized within the overall OUSW(A&S) lines of effort.

15. From your perspective, what is your assessment of the effects of recent acquisition reforms and what other potential opportunities for future reforms do you see?

Recent acquisition reforms have recognized that maintaining a lifecycle perspective on weapon system management is the most effective way to ensure that the Department's systems and capabilities are effective on day one and remain affordable throughout their entire lifecycle. There is great opportunity to drive more data informed decision making by leveraging data and analytics to inform strategic decisions and policy changes. Digitization of the Department's acquisition and sustainment ecosystems, visualization

of its extended supply chains, and the creation of a framework for its data foundation would help it make this a reality. I also believe engaging product support managers early in the acquisition process and elevating the product support manager's voice in programmatic decisions and acquisition planning, would positively influence the ability of the Department to develop and field effective and sustainable weapons systems and keep lifecycle costs down.

16. Are there lessons learned with the implementation of recent acquisition reforms that you would want to apply in the Office of the ASD(S), if confirmed?

I believe the core principle of acquisition reform, delivering capability at the speed of relevance, cannot be fully realized if the Department's ability to sustain those capabilities lags. If confirmed, my focus would be on ensuring that sustainment is never an afterthought, but a fully integrated, co-equal partner in the acquisition process from day one. This means that when a system or capability is delivered, it has a responsive, agile sustainment system ready to support it. To that end, if confirmed, I would improve the institutional processes in sustainment planning and data rights management to support the speed and agility the Department has unlocked on the acquisition side. This effort would ensure that the Department is not just acquiring capabilities faster, it is acquiring affordable and sustainable weapons systems that provide enduring military advantage.

Data and Artificial Intelligence

17. What steps will you take to collect operation and maintenance data from operational systems in order to inform sustainment policies and practices to control sustainment costs?

I believe collecting and using operations and maintenance (O&M) data to inform sustainment policies and control costs requires establishing a clear strategy, leveraging modern technology for data collection, analyzing the O&M data for actionable insights, and using those insights to implement and refine sustainment practices. If confirmed, I would establish a data-centric strategy to collect and use data as a strategic asset to inform decision makers to move from reactive to predictive maintenance. I also believe that the implementation of data collection should be as automated as possible to ensure accuracy and timeliness, optimize resource allocation, and provide real-time insights into system readiness.

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

I believe that lifecycle cost data is most powerful when it is used prospectively, not retrospectively. If confirmed, I would apply lifecycle cost data to anticipate requirements in three primary ways:

First, I would use cost metrics, depot throughput trends, and component failure rates to identify when sustainment costs begin to exceed economically rational modernization or replacement thresholds.

Second, I would integrate sustainment cost growth into force design and capability portfolio reviews. In my experience, aging fleets often experience nonlinear cost increases due to obsolescence, diminishing manufacturing sources, and software sustainment burdens. Those trends should inform decisions about service life extensions versus recapitalization.

Third, I would ensure lifecycle cost modeling is incorporated into the Future Years Defense Program (FYDP) to forecast not just procurement, but the sustainment tail including software maintenance, cyber updates, and supply chain resilience.

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

I believe the Department requires access to the technical data rights and intellectual property needed to enhance materiel readiness. Since technical data rights are a significant driver of sustainment costs, if confirmed, my approach would focus on three key lines of effort: being more proactive in the Department's acquisition strategies, empowering the Department's workforce with training for them to succeed and support the warfighter, and fostering a culture of progressive innovation through coordination across government and engagements with industry.

First, I believe that the Department must shift from a reactive to a proactive posture with data management. I would coordinate with DoD Components, program offices, and contracting offices to use all available contractual authorities and tools to secure necessary data permissions at the very beginning of the acquisition process.

Second, I would prioritize enhancing the expertise of the Department's acquisition and sustainment workforce in intellectual property matters, ensuring they have the training to negotiate effectively on behalf of the taxpayer and the warfighter.

Finally, I believe that the Department must actively engage with industry, such as leveraging contractual authorities and tools and building on public-private partnership concepts.

By embedding data rights planning into the Department's early acquisition strategy, upskilling its teams, and engaging with industry, the Department can secure the data it needs, control sustainment costs, and ensure the readiness of its forces.

20. As the Department looks for a recompute of the Avana program, how will you, if confirmed, work with the appropriate program offices to ensure the platform is able to more seamlessly ingest and make available sustainment data?

If confirmed, I would work with the appropriate program offices to ensure that the War Data Platform and Advana for Financial Management platform serves as a useful and reliable source of data analytics for sustainment.

21. What role do you believe artificial intelligence plays in analyzing root causes of sustainment issues? If confirmed, how do you plan to integrate these capabilities across the services and their respective program offices?

I believe that AI plays a critical role in analyzing the root causes of sustainment issues by moving organizations beyond surface level symptoms to data driven insight. AI enables the integration and analysis of large, disparate datasets to identify hidden patterns and root causes, and quantify risk drivers. This allows sustainment leadership to understand not just what failed, but why it failed and where systemic friction exists. I believe that AI can also cut hours off troubleshooting time and reduce reliance on manual inspections.

My understanding is that AI capabilities can be integrated by promoting a common data and analytics framework that allows the services and program offices to share standardized sustainment metrics, leverage interoperable AI tools, and align insights with OSW readiness objectives. If confirmed, I would support AI integration across sustainment processes and outcomes.

National Defense Strategy and Interim National Security Strategic Guidance

The Department of Defense published Interim National Defense Strategic Guidance (INDSG) on March 13, 2025. The INDSG supersedes the Biden Administration’s 2022 National Defense Strategy. The INDSG prioritizes defense of the homeland and deterrence of China over all other threats.

22. How, in your view, does the Office of the ASD(S) directly support the INDSG?

I believe that the 2026 NDS identifies that peace through strength and reestablishing deterrence require a foundation of credible, combat ready forces. In my experience, a parked aircraft, a docked ship, or a broken tank does not deter. Logistics is a warfighting function and has a deterrent effect. Readiness is the currency of deterrence, and I believe that the ASW(S) is responsible for overseeing the policies and investments that generate high mission-capable rates across the fleet and force. By driving down maintenance times, ensuring parts are available, and modernizing the Department’s depots, the ASW(S) would ensure that combatant commanders have the force they need, ready to fight tonight.

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

Based on my experience, I believe that the Joint Logistics Enterprise has been postured for efficiency in a permissive environment, not effectiveness in a contested one. It

seems to me that the Department risks planning to execute operations that are likely not fully supportable from the outset. I believe that this problem is systemic and in the same vein, the Department's processes for designing new weapon systems and force structure have largely ignored the immense logistics and sustainment demands they create, resulting in highly capable platforms that are difficult to support in contested environments and a protracted fight at scale. If confirmed, I would directly address shortfalls.

24. In your view, what infrastructure, military construction, and logistics investments are required in order to provide the necessary capabilities and capacity to the Joint Force to prevail in great power competition and potential conflict with China?

To deter China in the Indo-Pacific through a strong denial defense along the First Island Chain, as called for in the NDS, I believe that the Joint Force must have robust force projection capabilities that are resilient enough to sustain critical missions under contested conditions. To prevail in great power competition, investments must shift the Department's posture from one of efficiency to one of survivability and resilience. This requires a two-pronged approach. First, the Department must harden its critical infrastructure in the Indo-Pacific to ensure it can withstand a determined attack. Second, and equally important, I believe that the Department must build a more distributed and redundant posture. Beyond physical infrastructure, the Department must invest in the capabilities and capacity to sustain a high-intensity fight. This starts with recapitalizing its strategic sealift and airlift fleets, which are the backbone of force projection. I think that the Department must also invest heavily in next-generation logistics enablers that create resilience, including a larger inventory of long-range standoff munitions, advanced manufacturing to produce critical parts at the point of need, and autonomous systems for intra-theater distribution.

Indo-Pacific Posture

25. To what extent should sustainability and logistics requirements factor into future force structure adjustments?

I believe that sustainability and logistics requirements must be a primary and co-equal factor in all future force structure decisions, not a secondary consideration addressed after platforms are chosen. It seems to me that the long-standing practice of designing and procuring weapon systems based on performance metrics alone, with sustainment as an afterthought, has created a force that is not supportable in contested environments. Forcing operators to depend on long, vulnerable supply chains for hyper-specialized parts, munitions, and fuel is a critical vulnerability. I believe that future force structure adjustments must therefore treat the ability to sustain the force in combat as a key performance parameter, on par with traditional metrics like speed, range, lethality, and interoperability.

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

26. What is your understanding of the status of DOD's implementation of DPRI?

I understand that the Department, under President Trump and Secretary Hegseth's leadership, is committed to having combat credible forces postured forward to enable a denial defense along the First Island Chain. The Department continues to implement the realignment of U.S. forces in accordance with the DPRI Program of Record.

27. If confirmed to be the ASD(S), what would be your role in DPRI implementation and execution?

It is my understanding that the ASW(S) has an obligation on behalf of the Joint Logistics Enterprise to ensure that the logistics and sustainment requirements of forward deployed forces are met to support the reestablishment of deterrence. If confirmed, I would apply this responsibility to support the execution and implementation of DPRI in partnership with all Components across the Department.

28. If confirmed, what specific actions would you take to address challenges in Guam and the Commonwealth of the Northern Mariana Islands (CNMI) that may result in an adverse impact on DPRI-related construction cost and schedule?

If confirmed, I would work with the Military Departments, USINDOPACOM, and stakeholders across OSW to review options for providing the necessary support to these projects so that they remain on schedule and on budget.

Contested Logistics

Over the last several years, DOD and INDOPACOM have conducted or sponsored several studies on contested mobility and logistics which have resulted in more than 50 recommendations. However, the GAO found that DOD has failed to implement many of these recommendations. As a result, DOD and INDOPACOM may be missing an opportunity to leverage existing knowledge on mobility challenges in contested environments and to increase resilience for major conflicts as envisioned in the National Defense Strategy and as part of the Joint Warfighting Concept. Given the "tyranny of distance" in the Pacific, there are significant challenges specifically related to energy and munitions requirements in a contested environment, some of which could be mitigated by making targeted investments and operational energy improvements to both military platforms and installations.

29. If confirmed, how will you implement the multitude of recommendations referenced above and take actions necessary to decrease the logistics vulnerabilities in a contested environment?

Based on my experience, I assess that the U.S. military has enjoyed a freedom of movement for decades that has enabled global power projection and the ability to conduct and sustain operations virtually unhindered. However, our nation's adversaries learned the right lessons of the Gulf War: never allow the United States to enter theater and generate combat power unopposed. If confirmed, I would review the status of actions implementing Government Accountability Office recommendations and ensure sound and prudent measures are taken to reduce logistics vulnerabilities in contested environments.

30. If confirmed, how will you implement recommendations to make significant operational energy improvements throughout INDOPACOM?

I believe that assuring delivery of energy to deployed forces is one of the biggest challenges to operating in contested environments. If confirmed, I would work with key stakeholders across the Department, including USINDOPACOM, USTRANSCOM, DLA, the Military Departments, and OASW(EI&E), to review and prioritize investments in operational energy solutions that maximize the combat capabilities of the Department's Warriors.

31. If confirmed, how do you plan to work with the Joint Staff to ensure that insights from concept development work on contested logistics are prioritized and highlighted in other Department of Defense processes?

In his Arsenal of Freedom speech in November 2025, Secretary Hegseth made clear that acquisition and military requirements reform would allow the Department to better identify, prioritize, and resource solutions for ensuring logistics and sustainment in contested environments. If confirmed, I would work collaboratively with the Joint Staff, USTRANSCOM, and the Military Departments to ensure contested logistics concepts are integrated into Department-wide processes. This includes advocating for these insights in governance forums and better aligning requirements with resourcing. These efforts would ensure contested logistics concepts drive readiness and operational effectiveness across the Department.

The F-35

The F-35 is one of the largest DoD weapon systems, with U.S. sustainment costs estimated at more than \$1 trillion over its 30 year life cycle.

32. What are the factors contributing to spare parts shortages for the F-35 and what has been the effect of such shortages on the F-35 mission capability rates?

I am aware that F-35 readiness is challenged by historical underfunding of spare parts, repair capacity, maintenance, reliability, and auditability issues. I understand that these chronic sustainment issues continue to degrade the F-35's mission capability rates. If confirmed, I would work with the Services, my OSW colleagues, the F-35 Joint Program Office, and industry to increase my understanding of the major issues, current

mitigation strategies, and areas where I can provide robust policy leadership to improve F-35 readiness.

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

If confirmed, improving the readiness rates of the F-35 in partnership with the F-35 Joint Program Office, the military Services, and industry will be a major line of effort for me. This would include ensuring successful implementation of statutes such as section 142 of the FY22 NDAA, which directed the transfer of F-35 sustainment functions to the Departments of the Navy and Air Force, and section 342 of the FY26 NDAA, which directed reporting of certain information relating to accountability and auditability. I would also aim to apply lessons learned from other tactical air platforms to help improve readiness rates for the F-35.

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

I understand that an updated Life Cycle Sustainment Plan for the F-35 was approved by the Department last year and that this plan is key to establishing the strategy for improving availability, affordability, and auditability. If confirmed, I would work with the F-35 Joint Program Office, the Services, DLA, and industry to achieve long-term, cost-effective, sustainment for the F-35 program.

35. What should be done to increase the availability rates for the F135 engine? Should we increase maintenance capacity? Should we improve the timing and execution of transferring intellectual property on the F135 engine to government depots to increase engine availability?

I understand that the F-35 Program is working to upgrade the F135 engine to meet future capability requirements and improve reliability. I am also aware that F135 engine availability is a factor in the program's broader readiness challenges. If confirmed, I would work with the F-35 Joint Program Office, the Services, and industry to ensure that the Department's organic engine depots are provided with the resources they need to meet fleet sustainment requirements and that the Department has the data it needs to improve readiness.

36. How might a dearth of such information for the airframe and the engine impair DOD's ability to negotiate planned performance-based contracts or pursue alternative options?

I believe that the government must have access to appropriate technical data to ensure that proposed sustainment contract structures meet the needs of the warfighters. If confirmed, I would work with the OASW(A), the F-35 Joint Program Office, the Services, and industry to ensure that the government can access the technical data it

needs to support fleet sustainment requirements and successfully transition of supply chain responsibilities to the Services.

37. If confirmed as the ASD(S), what steps would you take to ensure that the correct amount and quality of information is available to support DOD's needs?

I believe that access to technical data is a key enabler to ensure that the Department can sustain the F-35 and provide the readiness the warfighter requires. If confirmed, I would work with OASW(A), the F-35 Joint Program Office, the Services, and industry to ensure that the government can access the technical data it needs to support fleet sustainment requirements in all operating environments.

38. How can the Office of the ASD(S) contribute to further reducing F-35 sustainment costs?

It seems to me that reducing sustainment costs for the F-35 program is necessary to ensure that available funding can produce the levels of readiness the warfighter requires. If confirmed, I would work with the F-35 Joint Program Office and Military Services to ensure prioritization of efforts that reduce sustainment costs, including the transition to organic supply chain management by the Services, as required by section 142 of the FY22 NDAA, and improvements to F-35 spares management. More broadly, I would work with the Services on policies to drive efficiencies in their sustainment enterprises that will further improve F-35 affordability.

Degradation of Equipment Readiness Due to Aging

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

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

If confirmed, I would work with the Military Departments to drive targeted investments in equipment modernization and integration while focusing on maximum utilization of both the organic and commercial industrial bases for manufacturing, maintenance, repair, and overhaul activities to support sustainment. It seems to me that achieving an appropriate balance requires innovative solutions where the Department collaborates with organic and commercial sources to obtain the most value from current capabilities.

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

If confirmed, I would see that equipment investment decisions are not made in a vacuum but rather with inputs from the relevant stakeholders so that the Department is receiving the best benefit it possibly can. This would include coordinating the evaluation of degraded equipment with OASW(A), the Military Departments, and the

Defense Agencies to develop targeted investments in equipment modernization that provide the Department with the best return on materiel readiness to support the warfighter.

41. What do you see as the major factors driving readiness issues (aging equipment, personnel shortages, lack of spares, intellectual property rights, or something else)?

I believe that readiness issues can arise from a variety of interconnected factors, particularly across the defense industrial base. If confirmed, I would advocate for a multi-faceted approach in developing solutions, to include investments in modernization, resilient supply chain management, enhanced personnel training programs, infrastructure, and streamlined procurement processes. It seems to me that addressing these underlying factors collectively is essential for improving operational availability and overall readiness.

Depot Maintenance Strategic Plans

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

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

If confirmed, I would prioritize evaluation of the Military Department's plans against current and future logistics and sustainment requirements and ensure alignment with the 2026 NDS' readiness priorities and statutory depot maintenance requirements. I would also work with Congress and within the Department to ensure depot maintenance strategic plans are properly resourced.

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

In order to ensure the combat credibility of the Joint Force for any contingency, I believe that the Department needs stable, predictable funding that is tied directly to measurable readiness outcomes across the military Services. If confirmed, I would work with my Service counterparts and the Joint Logistics Enterprise to advocate for funding levels that achieve this foundational requirement and build readiness in depth to meet any operational requirement and force rotation.

44. What impact is this level of funding likely to have, if any, on the ability of National Guard units to support Homeland Defense and civil authorities

missions?

I believe that equipment repair and reset levels of funding have very real implications for the National Guard's ability to support Homeland Defense, the Department's primary mission, and civil authorities missions. In my experience, National Guard units rely on older equipment and operate with tighter sustainment margins. When maintenance or reset is deferred, the Guard can feel the impact earlier and more acutely than active duty formations. That can translate into reduced availability of key capabilities during unexpected surge events. I believe the Department needs predictable, timely funding that keeps National Guard equipment at a readiness level aligned with the pace and scale of its mission responsibilities.

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

If confirmed, I would work closely with the Military Departments to ensure that their ongoing Organic Industrial Base (OIB) modernization plans are fully aligned with future readiness needs and resourced in a way that moves the Department's depots towards optimal performance.

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

I believe that several steps falling into three broad categories could meaningfully increase depot capacity: infrastructure, workforce, and workload predictability. First, it seems to me that the Department needs to accelerate modernization of depot facilities and equipment because outdated tooling and constrained floor space directly limit throughput. Second, I think that the Department must continue strengthening the depot workforce pipeline, including targeted hiring authorities, competitive retention incentives for skilled trades, and expanded partnerships with technical schools and industry to ensure it has the workforce needed to execute increasingly complex repairs. Third, I think that predictable, stable workloads are essential. In my experience, when funding fluctuates year-to-year and Services adjust their demand signals, depots cannot plan capital investments, maintain a steady workforce, or optimize production lines. If confirmed, I would work with the Services to align these efforts with their (OIB) modernization plans. I would also work to integrate workload across depot operations as well to better enable a sharing of capacity and capability across the OIB.

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

My understanding is that additional capacity across the organic industrial base is identified through a combination of formal workload planning methodologies, core capability determination processes, and real time assessments conducted by the Services and the Defense Logistics Agency. I understand that each Service monitors depot

performance, backlog trends, workforce availability, and facility constraints. When a critical backlog emerges, I understand that the Service looks across the broader depot network to determine where excess capacity may exist. However, I believe there is room for improvement.

48. With the ship repair industrial base (organic and commercial) unable to keep up with demand and execute programs on time or within project costs, what should DOD and the Navy do to expand capacity and improve performance on ship depot maintenance programs?

I believe the Department and the Navy should use a multi-faceted strategy that optimizes the use of organic and commercial resources to meet ship repair and maintenance requirements. If confirmed, I would work with the Secretary of the Navy on targeted investments for expanded capacity, workforce development, and identification and use of the proper mix and strategic placement of organic and commercial shipyards to enhance the readiness of the fleet.

Condition-Based and Predictive Maintenance

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

My understanding is that each military Service has examples of the successful collection and analysis of Condition Based Maintenance+ (CBM+) data, showing what is possible when technology and sustainment practices align. I understand that the challenge is not acceptance of CBM+, but uneven resources and inconsistent implementation across the Services. I believe that CBM+ must be tailored to each platform's design and operational demands, which requires sustained investment, clear metrics, and a commitment to long-term modernization. My understanding is that, without consistent and protected resources and deliberate prioritization by the Services, the full benefits of CBM+ of higher availabilities, lower lifecycle costs, and improved warfighter readiness are at risk.

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

I believe that analytics are only as good as the data they are built on. If confirmed, I would lead a data strategy to manage and use sustainment data effectively and ensure data tools meet operational and strategic needs while complying with audit standards. I believe this requires establishing clear guidelines to ensure data quality and consistency, and creating standardized, trustworthy data that works across all tools and systems. I understand that the Department can look to integrate AI into the process, which would enhance the speed and accuracy of the analytical assessments.

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

I believe that CBM+ has shown it can increase readiness and lower maintenance costs. It seems to me that CBM+ gives the Joint Force the ability to predict and prevent failures, optimize maintenance, and increase materiel availability through integrated sensing, secure data movement, advanced analytics, and modern logistics systems. I also think that its open architecture helps prevent vendor lock and eases adoption and use. When fully implemented, I believe CBM+ delivers higher readiness, fewer unnecessary maintenance actions, lower sustainment costs, and greater resilience in contested logistics environments.

Logistics and the Supply Chain

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

If confirmed, I would immediately engage with my counterparts across the Joint Logistics Enterprise to assess the state of logistics and sustainment readiness and champion solutions to improve readiness and ensure the Enterprise can overcome contested environments.

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

I understand that rebuilding the military is a key priority of Secretary Hegseth and has driven the Department's focus on strengthening the defense industrial base. It is also my understanding that the Department's Acquisition Transformation Strategy establishes the priority of increasing the number of companies building military equipment and making it easier for new and non-traditional entrants. I believe this will increase competition and ultimately decrease costs for the Department.

54. What steps can we take to reduce the costs of logistics?

I believe that it is imperative that the Department provides the forces necessary to meet Combatant Command requirements, including the logistics and sustainment needs that underpin those requirements, in the most efficient and effective manner possible. I also believe the Department can help reduce the costs of logistics by better integrating and sharing capabilities, driving greater joint planning for logistics and sustainment requirements, more effectively forecasting and sharing stockpiles, and prepositioning stocks in key areas.

55. In your view, how can we control costs of spare parts, especially in cases where there are limited suppliers of such parts?

It is my understanding that the Department's Acquisition Transformation Strategy establishes the priority of increasing the number of companies building military equipment and making it easier for new and non-traditional entrants. I believe this will increase competition and ultimately decrease costs for the Department, including with respect to manufacturing spare parts. If confirmed, I am committed to improving the synchronization of the activities the commercial and organic industrial bases in the production of spare parts to increase quantities and decrease costs.

56. How should ASD(S) work with the services to enable acquisition programs to utilize both private-sector and DOD developed supply chain risk management tools?

If confirmed, I intend to foster an integrated, enterprise-wide strategy to enhance the security and resilience of the Department's acquisition programs. This would be based on eliminating data stovepipes and creating a holistic, unified view of supply chain risk across the enterprise while protecting government data. To achieve this, if confirmed, I would work with the military Services to promote simplified ordering guides, making it easier for program managers to utilize advanced supply chain management tools.

Prepositioned Stocks

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

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

I understand the Joint Staff, Combatant Commands, and the military Services are collaboratively setting priorities for prepositioned materiel based on strategic requirements.

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

I believe that expanding prepositioned stocks enhances global military readiness and decreases response times. That said, I understand that there is a risk of an increase in the logistical and maintenance burden on the Joint Force. In a constrained budgetary environment, I believe the Department must carefully balance the strategic benefit of additional stocks against lifecycle sustainment costs and other operational requirements.

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

Yes, I believe the military Services follow a structured and deliberate process for these assessments. If confirmed, I would work with the military Services and DLA to ensure they are continuing to effectively forecast and communicate demand signals on stockpiled and prepositioned materials.

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

If confirmed, I look forward to working closely with the military Services and Congress to ensure programmed and future funding aligns with the strategic necessity of robust and ready prepositioned stocks.

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

I believe Combatant Commanders have made the defense of prepositioned stocks a key priority, recognizing that these assets are high-value targets in contested environments.

Defense Logistics Agency (DLA)

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

62. If confirmed, what would be your approach to the supervision and oversight of DLA?

If confirmed, I would focus on improving readiness, reducing costs, and ensuring accountability in DLA's performance in accordance with the Department's requirements. I would ensure the effectiveness, efficiency, and performance of DLA in support of the warfighter in all its activities.

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

If confirmed, I would measure DLA's responsiveness by focusing on warfighter-centric outcomes across the full spectrum of customers DLA supports. That includes the Military Services, Combatant Commands, federal partners, and allied and partner nations. I believe that success for DLA comes when its customers view it not just as a supplier, but as a reliable, integrated partner in their mission success.

64. How would you measure DLA's price transparency and competitiveness?

If confirmed, I would measure DLA's price transparency and competitiveness by its ability to enhance competition and reduce dependency on single suppliers, which can lower costs and ensure a more reliable supply chain.

65. If confirmed, how would you seek to inspect and evaluate DLA's management of its Working Capital Fund?

If confirmed, I would ensure that DLA's Working Capital Fund is managed according to fiscal stewardship and solvency. I would ensure DLA is making substantive progress towards an unmodified opinion on the audit of its financial statements and would advocate for modernizing DLA's data collection and analytics to turn logistics readiness data into traceable, auditable financial records.

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

66. How would you exercise your responsibility to ensure that DAI is "audit ready"?

If confirmed, I would work to ensure that the DAI system has robust internal controls and processes that generate auditable data. This involves focusing on correcting the root causes of any data inaccuracies and aligning the system's operations with the Department's broader audit readiness goals set forth in time..

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

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

I understand DLA has initiatives underway that will result in efficiencies and increase effectiveness. If confirmed, I would provide robust oversight to prioritize the reforms that are saving money for the Department and push for broader reforms to continue to drive efficiency in DLA's operations.

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

My understanding is that DLA efficiencies are reflected in reduced prices and rates that customers pay for DLA commodities. If confirmed, I would focus attention on ensuring these savings are continuously realized and passed to the Services.

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

69. What is your assessment of DLA's track record for ordering and delivering parts on time?

My understanding is that DLA's track record to be strong. I believe that DLA has been the bedrock of the Joint Force's global readiness for decades. However, in an era of contested logistics and increasing global instability, I would work to empower DLA to improve its performance in cost, efficiency, and speed, if confirmed.

70. If confirmed, what actions would you take to improve DLA's performance in this regard?

If confirmed, I would undertake a comprehensive assessment of DLA's performance in supplying parts and consumables to the military Services to ensure improvement initiatives are well nested under the Department's priorities, are properly resourced, and are focused on digital interoperability with the Services. I would also ensure DLA's acquisition strategies are designed to increase the resilience of the industrial base.

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

I believe that DLA's effectiveness is directly linked to the quality of the demand signals it receives from the military Services. If confirmed, I would drive a collaborative approach with the military Services to better link weapons system maintenance and industrial operations with DLA's demand forecasting processes with an eye towards improving the health of the Department's supply chains.

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

If confirmed, I would assess current inventory policies and modernize the approach where appropriate. On the critical issue of balancing fiscal responsibility and supply chain resilience, if confirmed, I would champion the use of predictive analytics and artificial intelligence to materially improve forecast accuracy, with a focus on high priority but low demand, low frequency parts.

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

I understand that DLA acts as a key supply chain manager for allies and partners. If confirmed, I would ensure OASW(S) is working to support the Department's efforts to modernize and improve the overall FMS program with the goal of ensuring DLA's support to FMS cases is expeditious, reliable, and efficient.

74. If confirmed, how would you propose to assign priority among U.S. forces and allied and partner forces, for access to spare parts in the event of a shortage?

In a scenario of scarcity, it is my belief that any decision must be guided by a clear, pre-established framework based on U.S. national security priorities. If confirmed, I would work with the Joint Staff, the Combatant Commanders, and the Office of the Secretary of Defense to ensure the priority framework is robust, regularly updated, and clearly understood by all stakeholders, including the Department's allies and partners. I would also seek to use AI and advanced analytics to better identify trends in advance to develop mitigation strategies for potential shortages.

75. What is your understanding of the role DLA played in response to the COVID-19 pandemic for the Department of Defense and other federal agencies? What best practices should DLA seek to implement in the future regarding pandemic response?

My understanding is that DLA significantly leveraged its unique capabilities as a whole-of-government logistics provider during the COVID-19 pandemic. I understand that in support of HHS and FEMA, DLA used its procurement power and global supplier network to acquire and distribute PPE, test kits, and other critical medical supplies for the entire nation, all while continuing its primary mission of supporting the warfighter. If confirmed, I would assess DLA's current posture to support a whole of government contingency to ensure it is positioned to balance its role as a combat support agency with its ability to support public health emergencies.

Corrosion Prevention and Control

Corrosion negatively affects DOD equipment and infrastructure and can lead to reduced asset availability, deterioration in performance, and increased weapon system and infrastructure costs.

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

I understand that OSW's Corrosion Policy and Oversight Office has established an enterprise strategy to confront the more than \$20 billion annual impact of corrosion, built around three pillars: Technology, Workforce Development, and Policy. I believe that successfully implementing that strategy is critical given corrosion's significant role as a readiness degrader. If confirmed, I intend to prioritize these efforts to address corrosion in partnership with the military Services.

Prior to 2018, the Corrosion Policy and Oversight Office reported directly to the Under Secretary of Defense for Acquisition, Technology, and Logistics. With the establishment of the USD(A&S), the Corrosion Office was moved to the Office of the ASD(S).

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

If confirmed, I would provide oversight of the Director of Corrosion Policy and Oversight under the DASW(Materiel Readiness) and would work to ensure that the activities of the Corrosion directorate are supported, effectively resourced, and prioritized by the Military Departments.

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

If confirmed, my approach to reviewing corrosion programs and assessing the funding levels proposed by the Military Departments would be based on strict adherence to the statutory requirements outlined in 10 USC 2228 to provide a detailed accounting of prior-year, current-year, and projected future-year corrosion investments by the Services. It seems to me that this level of clarity will ensure the Department is resourcing its corrosion program appropriately to confront the systemic, enterprise-wide corrosion challenges that directly impact readiness and weapons system availability.

79. If confirmed, what steps would you take to improve oversight of corrosion with respect to the Military Services?

If confirmed, I would strengthen oversight and accountability of corrosion programs across the Military Services through a framework built on three core efforts. First, oversight would be anchored in the rigorous alignment of policy and statutory requirements. Second, I would reinforce accountability by advocating for proper resourcing of the OSW Corrosion Policy and Oversight Office to ensure that funds provided to the Services are applied to their intended corrosion control programs. Third, I would prioritize targeted investments in workforce development for uniformed personnel, government civilians, and, where appropriate, industry who form the backbone of corrosion control and the sustainment of critical weapon systems. If confirmed, I would also work with my counterparts across the Department's research and development community to invest in technologies to minimize or prevent corrosion in the first place.

Planning for Contractor Support in Contingency Operations

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

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

I understand that OASW(S) has made notable progress in this area, including revising the primary instruction on operational contract support (OCS) outside the United States to include requirements on integrating contracted support in planning. I also understand that OASW(S) continues to integrate and improve policy and processes for planning for commercial support to operations with the Joint Staff, Services, and Combatant Commanders through its established governance framework.

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

I understand that OASW(S) developed and championed two key policies for foreign vendor vetting: DoD Directive 3000.16 to identify, vet, and address threats posed by vendors that oppose U.S., allies', or partners' interests, and DoD Instruction 3000.19, outlining general procedures for Vendor Threat Mitigation.

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

I understand that the Department has integrated operational contract support into all Joint Staff functions and processes. I believe that the Department needs to continue to operationalize these efforts and increase Service integration of operational contract support, including securing appropriate resourcing. I also understand that commercial capabilities realized through operational contract support can be a benefit to the Department's objectives of reestablish deterrence and increasing readiness by freeing up military forces for other missions. Notwithstanding, to have robust Vendor Threat Mitigation and Supply Chain Risk Management programs is to mitigate any risk that comes with operational contract support.

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

If confirmed, I would work with OASW(A) to ensure that policy, processes, and requirements for commercial support to operations incorporate contractor oversight considerations.

Life Cycle Costs

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

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

I believe that OASW(S) can take several strategic actions across policy, workforce empowerment, data analytics, process reform, and industry engagement to advocate for a greater lifecycle focus for product support. If confirmed, I would advocate for the

integration of disparate data systems into a unified, authoritative source of data for sustainment, providing product support managers with the comprehensive data needed for effective supportability analysis, Business Case Analysis development, and performance tracking. I would also work to ensure that training for product support managers and life cycle logisticians goes beyond policy to include advanced skills in data analytics, risk management, and negotiation with industry for data rights. I would also partner with OASW(A) to advocate for more robust and realistic lifecycle logistics planning earlier in the acquisition cycle.

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

If confirmed, I would work with OASW(A) to better embed sustainment and exportability into the acquisition process as called for in the Department's Acquisition Transformation Strategy, advocate for the continued empowerment of key sustainment roles in lifecycle management and better align contract data requirements to ensure the Department has the data rights needed to carry out sustainment.

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

I understand that the fully burdened cost of fuel factor provides a more accurate picture of the true cost of energy in a contested environment, moving beyond the simple commodity price to include the significant expenses and risks associated with delivering and protecting fuel on the battlefield. By factoring in the fully burdened cost of fuel, I believe that the Department reduces a critical vulnerability and enhances operational capability, as a reduced need for fuel resupply translates to increased operational range, endurance, and flexibility. In addition, I understand that including the fully burdened cost of fuel provides a more accurate total ownership cost.

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

I do not believe adequacy is established using a single metric, but rather by continuously comparing planned funding against documented requirements, analyzing execution data, and evaluating the resulting warfighter readiness. If confirmed, I would advocate for measuring the adequacy of lifecycle maintenance and support funding required for a multi-layered framework of standards and metrics. I would also seek to leverage AI to support analysis on cost versus performance.

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

If confirmed, my approach would be to embed total lifecycle cost considerations into program resourcing proposals, with a strong emphasis on sustainment early in the acquisition process. I would also work to ensure that the Defense Planning Guidance explicitly directs the military Services to prioritize programs with well-defined and affordable lifecycle sustainment plans. I would also work to ensure that the Services include lifecycle cost estimates into the Future Years Defense Program, advocate to prevent readiness accounts from becoming bill-payers, and encourage tying funding decisions directly to mission capable and depot performance metrics.

89. What steps would you take to use technologies developed by the Department of Defense and commercial and defense industries to help reduce sustainment costs?

I believe that technology is a critical enabler for reducing sustainment costs while increasing readiness. I think that leveraging predictive maintenance tools, additive manufacturing, open architecture, advanced materials, and collaborative R&D programs provides an innovative path forward, ensuring the Department remains agile and cost-efficient in sustaining critical systems for mission success. If confirmed, I would champion the integration of innovative technologies to revolutionize how the Department sustains the Joint Force.

90. What incentives would you provide to industry to help reduce sustainment costs?

If confirmed, I would work with OASW(A) to improve lifecycle sustainment planning during the acquisition phase and advocate for the use of contractual programs and tools that ensure strong oversight of verified savings and enhanced warfighter support.

91. What is your view on the use of share-in-savings to create incentives for industry to provide technologies that will reduce sustainment costs?

My understanding is that the Department's Acquisition Transformation Strategy establishes the goal of improved Department engagement with industry to get the warfighter the tools they need at the speed of relevance at an affordable cost. If confirmed, I will work across A&S to advocate for innovative contract solutions that reduce total lifecycle sustainment costs and provide better demand signals and incentives to industry.

Household Goods Moves

Many military families communicated with the Committee about the significant hardships they experienced during the 2018 summer Permanent Change of Station (PCS) cycle, including: unprofessional and untrained household goods packers and movers; unannounced and extensive delays in the pickup and delivery of household goods; extensive damage to personal property; and limited engagement by the Military Services in providing oversight and taking corrective action on complaints.

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

I understand that Secretary Hegseth has made overhauling the Permanent Change of Station system a top priority to better support the warfighter and their family. I believe this is a sacred obligation that the Department owes its service members, and I am committed to supporting this initiative if confirmed.

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

I understand that USW(A&S) was identified by the Secretary as the lead OSW Component to implement the Secretary's memo directing the establishment of the Personal Property Activity. I also understand that OASW(S) has been tasked by Under Secretary Duffey to lead this effort on his behalf. If confirmed, I look forward to supporting these efforts.

94. What are your views of TRANSCOM's effort to privatize management of household goods moves under the Global Household Goods Contract (GHC)?

I understand USTRANSCOM made an effort to reform the military moving experience by awarding a management contract to a single provider. I also understand that the Department terminated the contract for cause, and that Secretary Hegseth has directed the consolidation of the Department's household goods shipping functions within the newly formed Personal Property Activity.

Congressional Oversight

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

95. 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.

Yes.

96. 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.

Yes.

97. 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.

Yes.

98. 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.

Yes.

99. 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.

Yes.

100. 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.

Yes.

101. 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.

Yes.