

**Senate Armed Services Committee**  
**Advance Policy Questions for Michael Cadenazzi**  
**Nominee for Assistant Secretary of Defense for Industrial Base Policy**

**Duties and qualifications**

- 1. What is your understanding of the duties and functions of the Assistant Secretary of Defense for Industrial Base Policy?**

My understanding is the Assistant Secretary of Defense for Industrial Base Policy (ASD(IBP)) is the Under Secretary of Defense for Acquisition and Sustainment's principal advisor on maintaining a healthy and resilient defense industrial base (DIB). This includes supply chain vulnerability analysis, oversight of the Committee on Foreign Investment in the United States (CFIUS) and the mergers & acquisitions (M&A) process, assessing risks associated with adversarial capital, developing policies for modern economic competition, promoting small business participation, and strengthening partnerships with industry and international allies and performing assessments, developing strategies and policies to ensure the DIB can meet DoD requirements.

- 2. 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?**

I have spent the past twenty years working in and on the DIB. The majority of my time was spent either as the owner of a defense industry small business or as a management consultant working directly with the defense industry on their many strategic, manufacturing and supply chain challenges. I have worked for domestic and international firms across nearly every conceivable product and service category. Through this I have developed a deep understanding of the defense industry, its challenges and, critically, the many opportunities for improvement.

In addition, I served ten years on active duty in the United States Navy. My service provided me with an understanding of the warfighter's mission and needs. My active-duty experience informs and reinforces the urgency which I apply to my work for the defense customer.

This industry, its companies and their work have been and remain my professional passion.

- 3. 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?**

I anticipate duties prescribed by statute (10 U.S.C. § 138(b)(6)) and DoD policy, including oversight of industrial base resilience, industry engagement, international armaments cooperation, foreign investment reviews, domestic supplier competition reviews, small business programs, incentives and loan guarantees, and priorities and allocations, including the Defense Production Act (DPA) program. I will work closely with the Under Secretary and across the Department to ensure a robust and secure DIB.

**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 establishing policy and conducting oversight of the defense industrial base which supports the acquisition and sustainment of our military forces.**

- 4. What background or experience, if any, do you have in ensuring and implementing supply chain management and security?**

I have deep, global experience in the analysis, management and improvement of defense industry supply chains. My experience includes mapping supply chains, analysis of product/program supply chain challenges, and developing solutions to supply chain gaps & bottlenecks.

As a small business owner and entrepreneur, I developed a software solution that included automated supply chain mapping and analysis, bringing my knowledge of this subject to others. I was also recruited for my deep expertise to serve as the key product developer for a defense industry supply chain risk analysis software tool.

- 5. What background or experience, if any, do you have in conducting global investment reviews and forecasts that help inform acquisitions and investments?**

As a small business owner and entrepreneur, the software solution I developed provided analytic tools and generated forecasts of US defense spending. I am a legitimate global expert in the analysis of defense budgets, investments, acquisitions and the drivers which underpin defense industry change at every level.

In my professional consulting life, I have delivered literally hundreds of analyses on defense budgets, markets and forecasts of future spend. This has included work for both domestic and international clients across a broad array of defense product & service categories.

- 6. What background or experience, if any, do you have in overseeing commercial mergers and acquisitions or conducting antitrust reviews?**

In my 20 years as a defense industry consultant, I have participated in over 50 different M&A related initiatives. My experience has spanned every aspect of M&A from strategy development to due diligence all the way to post-merger integration. These initiatives have also included the impact of anti-trust considerations.

In addition, I have twice negotiated and completed the sale of my own company. These small, but meaningful (to me!), transactions provided invaluable experience in the realities of these efforts for buyers, sellers and customers.

- 7. 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?**

In my 20 years as a defense industry small business owner and consultant, I have experience at every level of defense acquisition across a diverse mix of products and services. I have worked on everything from requirements to contract execution. And I have worked at each stage of the program lifecycle from concept ideation to program launch through to sustainment.

- 8. 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?**

As a small business owner, I created a (at the time) cutting edge Software-as-a-Service product focused on the analysis and visualization of the U.S. defense budget and associated contract and acquisition information. This product embedded my defense industry expertise in a fast, multi-purpose, time-saving solution that was in use by many defense industry firms. I successfully sold this business to a major global consulting company.

I have also worked on the direct application of data approaches, tools, and methods in use by my employers. And I have consulted numerous firms on their use of data tools to cut costs, increase productivity and improve quality.

I also have deep experience with the most common data tools in use by analysts and experts across the defense industry.

- 9. What background or experience, if any, do you have in managing programs which encourage small business and/or nontraditional business participation in government contracting?**

Upon leaving active-duty Naval service in 2005, I participated in the launch of a veteran owned small business focused on defense technology development. I subsequently joined a small defense industry focused consulting business.

After gaining experience in these businesses, I personally founded & launched two defense industry small businesses. I successfully sold both businesses.

In addition to my direct work as a small business owner and employee, I have consulted numerous prime and mid-tier defense firms on their use of small business as a capacity, technology and capability enabler.

- 10. What background or experience, if any, do you have in overseeing, pursuing or managing programs that support international armaments or security cooperation?**

In my 20 years as a defense industry business operator, employee and consultant, I have led

countless international defense initiatives.

My industry outreach initiatives have spanned:

- More than one dozen countries
- Service to large, middle-tier and start-up firms
- Multiple defense sectors and product/service areas

These outreach initiatives have touched on every aspect of the defense market, including:

- Export of U.S. defense systems & technology to international allies & partners,
- Import of international defense systems & technology to the United States
- Business case analysis and launch planning for U.S. businesses seeking to operate in foreign countries
- Business case analysis and launch planning for non-U.S. businesses seeking to operate in the United States

In parallel with these efforts, I have delivered public and private presentations to international defense businesses and organizations/industry associations.

**11. What background or experience, if any, do you have in overseeing, or managing programs that support industry engagement?**

In my 20 years as a defense industry business operator, employee and consultant, I have led outreach and discussions with countless defense businesses. This includes the hard work of cold calling new contacts and the sustained effort to build and maintain enduring relationships over time.

My industry outreach initiatives have spanned the full range of defense firms:

- Every U.S. prime
- Most U.S.-based subsidiaries of non-U.S. defense firms
- Large numbers of Tier 1 & middle tier firms
- Small businesses

These outreach initiatives have touched on every aspect of the defense market, including:

- Aircraft platforms & related systems/weapons
- Naval platforms & related systems/weapons
- Ground platforms (armor & tactical wheeled vehicles) & related systems/weapons
- Space & intelligence
- Sustainment & logistics
- Services

These conversations have spanned the full mix of defense industry leadership priorities:

- Defense industry trends
- Strategy and growth
- Mergers & acquisitions
- Operations & manufacturing

- Supply chain
- Technology
- Workforce & organizational change

I am fully conversant across a broad range of diverse topics immediately relevant to leaders, managers and employees of most defense firms.

These initiatives have led to myriad projects for defense firms, directly impacting their strategy, operations, organization and success.

In addition, in support of these efforts, I have delivered a large number of public and private presentations to defense industry firms and organizations/industry associations.

### **Conflicts of Interest**

**Federal ethics laws, to include 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.**

- 12. 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?**

Yes.

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

Yes.

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

Yes.

### **Priorities and Challenges**

- 15. 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?**

If confirmed, my top priority will be strengthening the DIB and its supply chains. This includes assessing and mitigating vulnerabilities (especially for critical materials),

protecting against adversarial capital, supporting small businesses, and fostering innovation. I will work to prioritize investments to meet warfighter needs and future challenges addressing supply chain bottlenecks. Leveraging Congressional authorities, I will work with Congress, industry, and interagency partners to scale production and surge capacity. I also plan to use the DPA to ensure the DIB is working to support the warfighter.

**16. In your opinion, what are the greatest challenges facing the defense industrial base?**

Decades of de-industrialization, fragile supply chains, and inconsistent investment have created vulnerabilities in the DIB, including reliance on foreign sources for critical components. Unpredictable budgets hinder long-term planning, stifle innovation, and discourage private sector engagement.

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

If confirmed, I will work with Congress, the Department, and industry to strengthen the DIB by focusing on resilient supply chains, expanding small business participation, incentivizing private capital investments, and providing stable demand signals. I will also prioritize protecting the DIB from adversarial capital and cyber threats, and deepening partnerships with allies to reduce supply chain vulnerabilities, ensuring our warfighters have the capabilities they need.

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

If confirmed, I will measure progress as a stronger, more resilient DIB and enhanced warfighter readiness. Metrics will include: shorter lead times and diversified sourcing; domestic manufacturing growth and cost-effectiveness; increased small business participation; expanded private capital investments in the DIB that are aligned with Department priorities; successful technology transition; and joint investments with allies. I also plan to rely on proven DoD standardized metrics, such as Milestone Completion Rates, Joint Initiative Success Rates, Demand Forecast Accuracy data, and Supplier Performance Rating data could prove to be assets in shoring up improvements in supply chain resilience, DIB cyber security posture, and foreign alliance performance. Ultimately, success means reducing readiness shortfalls and meeting national security needs.

**Office of the ASD(IBP)**

**If confirmed, you will serve as the second Assistant Secretary of Defense for Industrial Base Policy. Throughout the last several years, the Industrial Base Policy office has continually amassed important responsibilities while not seeing commensurate staff or resource increases to reflect the significant increase in requirements.**

**19. 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?**

If confirmed, I will work with Congress and Department leadership to ensure ASD(IBP) has the authorities, expertise, and resources—including stable funding—needed to strengthen the DIB. This includes advocating for effective use of tools like the DPA to address supply chain vulnerabilities. Adequate personnel, budget, and high-level support for ASD(IBP) are critical to industrial resilience and national security.

**20. 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)?**

If confirmed, I will evaluate the ASD(IBP) office's structure and authorities. While aware of DPA reauthorization discussions, I will withhold specific recommendations until I have a deeper understanding of the Department's challenges and opportunities. This will inform my recommendations to Congress and the Secretary on any necessary legislative or organizational changes.

**21. 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 office of the Under Secretary of Defense for Research & Engineering, the service ManTech programs, the manufacturing innovation institutes, service small business offices, and counterintelligence field offices?**

Effective collaboration across the Department and other agencies is essential. I understand that activities like the ManTech programs, manufacturing innovation institutes, small business offices, and counterintelligence field offices all play crucial roles. If confirmed, I will prioritize establishing regular communication and coordination mechanisms with these stakeholders to ensure aligned efforts and maximize our collective impact on strengthening the DIB.

**22. The National Defense Authorization Act for Fiscal Year 2025, section 904, increased the number of Deputy Assistant Secretaries of Defense by two, and the conferees recommended that these two positions be used to further strengthen the capabilities of the office of the Assistant Secretary of Defense for Industrial Base Policy (ASD(IBP)). If confirmed, would you advocate for IBP to receive these positions? If so, how would you utilize them?**

If confirmed, I would advocate for IBP to receive the additional Deputy Assistant Secretaries of Defense positions and work with the Secretary to prioritize their allocation. I envision focusing these roles on critical areas like supply chain resilience and emerging technologies but would make final decisions after a thorough internal assessment.



## **Health of the Defense Industrial Base (DIB)**

**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.**

**23. 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?**

If confirmed, I will work to establish a predictable and stable demand signal to assist in enabling a DIB workforce capable of meeting current and emerging DoD needs. This requires a balanced approach, fostering both traditional trade skills and cutting-edge expertise in science, technology, engineering, and manufacturing.

I will commit to leveraging all appropriate authorities to prioritize workforce training and ensure access to the technical expertise necessary to produce, sustain, and modernize our weapon systems, thereby maintaining DoD's competitive advantage.

**24. What steps will you take to ensure that the DIB has the appropriate manufacturing and production infrastructure to support current and future needs of the DOD? If confirmed, how will you measure “appropriate manufacturing and production infrastructure”? What metrics will you utilize?**

If confirmed, ensuring a robust manufacturing and production infrastructure for current and future DoD needs will be a priority. This will require a comprehensive assessment with OSD partners, the Military Departments, and industry to identify capability gaps and prioritize investments, as well as prioritize and allocate resources to ensure on time delivery, as needed. The robustness of infrastructure will be measured by assessing capacity against projected demand (including surge), tracking lead times, evaluating cost-effectiveness and supply chain resilience, and considering factors like advanced manufacturing integration, skilled labor availability, and cybersecurity posture.

**25. 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?**

Reducing reliance on China and other adversaries for critical defense components requires a decisive, interagency approach to strengthen domestic industrial capacity and secure supply chains. If confirmed, I will prioritize efforts to onshore and nearshore key manufacturing capabilities, leveraging the Department’s existing authorities—such as the DPA and Industrial Base Analysis and Sustainment (IBAS) program—to incentivize private sector investment in critical industries.



If confirmed, I will advocate for policies that drive long-term investment in domestic and allied production, protect critical industries from adversarial capital and cyber threats, and ensure that DoD procurement prioritizes secure, U.S.-based supply chains. Strengthening America's industrial resilience will be key to sustaining our technological advantage and ensuring national security in an era of strategic competition.

**Supply chain tracking and risk mitigation is imperative for determining the overall health of the defense industrial base. The office of the Under Secretary of Defense for Acquisition and Sustainment currently has two ongoing internal efforts related to supply chain mapping and transparency. The Office of the Assistant Secretary of Defense for Sustainment has worked on a supply chain mapping tool called Supply Chain Risk Evaluation Environment (SCREEn). The Office of Industrial Base Policy has also worked to produce a Defense Industrial Base Map (DIBMAP) tool that tracks weapons systems, suppliers, and availability in one single place to address supply chain risk.**

**26. If confirmed, will you commit to reviewing both tools and determining whether continuing with development of both tools provides value or whether consolidation and broad use of a single tool would provide the Department more value?**

If confirmed, I commit to reviewing both SCREEn and DIBMAP to assess the value of each program and evaluate whether consolidation is necessary.

**27. If confirmed, how do you envision using these tools to improve visibility into the defense industrial base?**

If confirmed, I envision these supply chain tools, whether consolidated into a single platform or maintained separately, as critical for enhancing visibility into the DIB. They will provide real-time insights into potential vulnerabilities, such as single points of failure, dependencies on adversarial nations, and emerging bottlenecks. This enhanced visibility will inform data-driven decision-making regarding resource allocation, acquisition strategies, and industrial base policy development.

These tools exist to facilitate improved communication and collaboration between government, industry, and international partners, enabling proactive risk mitigation and a more coordinated response to potential disruptions. By leveraging tools like SCREEn and DIBMAP, we can create a more resilient, secure, and transparent DIB capable of meeting current and future national security needs.

**28. 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?**

I understand that assessing DIB resilience involves a multi-faceted approach, encompassing domestic capabilities, reducing reliance on adversarial nations, and securing critical material supply chains. If confirmed, I look forward to gaining a deeper

understanding of current assessment methodologies and exploring opportunities for improvement.

**29. Are there other metrics or data frameworks that you think should be developed to improve measurement and assessment capabilities?**

If confirmed as ASD(IBP), I will prioritize developing metrics that capture not just current capabilities, but also surge capacity, innovation, cybersecurity resilience, and allied interoperability. This includes assessing the ability to rapidly increase production, the speed of technology adoption, vulnerability to cyberattacks, and the capacity for seamless collaboration with allies.

I will aim to review existing frameworks and incorporate lessons learned from new and robust Presidential Directives, such as President Trump's 2025 Executive Order on critical minerals and derivative products, which highlighted the national security risks of foreign dependence and emphasized the importance of bolstering domestic production. By developing these additional metrics and incorporating the focus on domestic strength and security exemplified by previous administrations, we can gain a more comprehensive understanding of DIB resilience and inform more effective policies to ensure its long-term strength and adaptability.

**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.**

**30. What is your understanding of the status of implementing that framework?**

If confirmed, I look forward to obtaining a deeper understanding the implementation of Sec. 4819. This will involve conducting a thorough assessment of current progress, identifying any roadblocks or challenges, and developing a clear roadmap for completing the implementation process. I will also ensure effective coordination and collaboration across the Department and with interagency partners to leverage existing resources and expertise. Furthermore, I will work closely with Congress to provide regular updates on implementation progress and address any legislative adjustments that may be necessary to ensure the successful execution of this critical initiative. My goal is to fully leverage the framework established by Section 4819 to create a more secure, resilient, and adaptable DIB.

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

Beyond existing assessments, if confirmed, I would focus on direct industry engagement across all tiers, develop robust data analytics for key indicators, conduct wargaming exercises, and collaborate with allies to assess collective capabilities.

## **Domestic and Allied Sourcing**

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

### **32. Do you see any associated challenges or opportunities? Please elaborate.**

While prioritizing domestic sourcing offers significant opportunities to strengthen the U.S. industrial base and enhance supply chain security, it also presents challenges. Rebuilding domestic manufacturing capacity in key sectors requires strategic investment, workforce development, and a stable demand signal from the DoD. Overreliance on domestic sources without considering allied capabilities could also limit access to innovation and potentially increase costs.

If confirmed, I will focus on maximizing the opportunities of domestic sourcing while mitigating potential challenges. This includes targeted investments in critical sectors, leveraging DPA Title III and IBAS authorities to incentivize domestic production, and ensuring predictable budgeting and acquisition strategies to provide industry with the confidence to invest. Simultaneously, I will prioritize strengthening partnerships with allies and “friend-shoring” to diversify supply chains, access cutting-edge technologies, and foster a more robust and globally competitive industrial base. This balanced approach will ensure we can effectively support our warfighters while bolstering American manufacturing and strengthening national security.

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

Reviving the American DIB must be a top priority. If confirmed, I will ensure that every industrial base investment decision—whether through the DPA, IBAS, or other tools—is informed by an assessment of where it strengthens U.S. production capacity, workforce readiness, and supply chain security.

### **34. In your opinion, what role should the Department play in reviewing and recommending domestic sourcing requirements prior to such requirements going into effect?**

If confirmed, we should actively coordinate with other stakeholders within DoD, such as the Military Departments, innovation organizations, and acquisition executives, to ensure alignment with broader defense priorities and operational needs. This collaborative approach will ensure that domestic sourcing requirements are strategically implemented to strengthen the DIB and support warfighter readiness, while also considering potential second- and third-order effects on the broader industrial ecosystem.

**35. In your view, what would be the benefits of greater Departmental input and involvement prior to domestic sourcing decisions being made?**

Greater DoD input prior to domestic sourcing decisions is essential for ensuring these decisions align with national security priorities and the specific needs of the DIB. Early involvement allows DoD to provide critical insights into the potential impacts of sourcing decisions on industrial capacity, supply chain resilience, cost, and technological innovation. This proactive engagement can help avoid unintended consequences, such as creating bottlenecks or over-reliance on single sources.

If confirmed, I would prioritize ensuring DoD's voice is heard early and often in these deliberations, advocating for a more strategic and holistic approach to sourcing that strengthens, rather than weakens, our defense capabilities. Furthermore, early input allows for better coordination with allied nations and fosters a more robust and resilient DIB.

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

If confirmed, I will prioritize facilitating access to trusted financing and resources for DIB modernization, particularly for small and medium-sized enterprises and non-traditional suppliers. This includes developing and disseminating clear guidance on available funding sources, streamlining application processes, and potentially exploring innovative financing mechanisms like public-private partnerships. Leveraging my interagency experience, I will work to identify and address any gaps in existing authorities to ensure companies have efficient access to secure and reliable funding.

**37. 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?**

Combating adversarial capital requires a proactive, multi-pronged approach. If confirmed, I will prioritize robust implementation of the CFIUS, Team Telecom, Information and Communications Technology and Services, and the 1260H List of Chinese Military Companies, advocate for increased transparency in foreign investment, and explore expanded authorities as needed. Simultaneously, I will seek to foster domestic alternatives through trusted sources of private investment to protect the DIB from undue foreign influence and safeguard U.S. technological advantage.

**38. If confirmed, how can the Department better leverage suppliers in the national technology and industrial base (NTIB) and among allies and partners?**

If confirmed, I will work to enhance the NTIB by reducing barriers to integrating companies from close allies into the DIB, streamlining regulations, and improving reciprocal defense trade. Expanding collaboration with private capital, academia, and defense-adjacent industries will broaden access to innovation. A whole-of-government approach, coordinating across agencies and with international partners, is essential for strengthening collective defense production, accelerating technology adoption, and ensuring supply chain resilience. This will modernize our technological base and enhance deterrence.

## **Mergers and Acquisitions**

**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.**

**39. 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?**

It is my understanding that DoD plays a critical role in assessing the impact of M&A activities on the DIB and ensuring that consolidation does not undermine competition or innovation. While private sector investment and market efficiencies are important, excessive consolidation can reduce competition, drive up costs, and stifle technological advancements—ultimately weakening the defense ecosystem.

If confirmed, I will work to ensure that the DoD rigorously evaluates the implications of M&A activities on the industrial and technological base, leveraging its unique perspective to assess potential risks to supply chain resilience, innovation, and operational readiness. The Department must also maintain active awareness of how ongoing M&A activities influence cost, schedule, and performance across defense acquisition programs. When appropriate, the DoD should voice concerns and work with regulatory agencies to address acquisitions that give rise to concerns.

I will advocate for a proactive approach that strengthens oversight mechanisms, enhances interagency coordination, and ensures that America's DIB remains competitive, secure, and aligned with national security priorities.

**40. Do you believe DOD's acquisition processes contribute to industry incentives to consolidate? If so, what changes would you suggest?**

My understanding is that several factors contribute to industry consolidation, including DoD acquisition processes. For example, the complexity and cost of complying with DoD regulations can create barriers to entry for smaller companies, potentially incentivizing them to merge with or be acquired by larger firms. Additionally, large, consolidated companies may be perceived as having a competitive advantage in securing

large defense contracts. However, I also recognize the importance of maintaining a competitive and robust industrial base that includes both large and small businesses.

If confirmed, I will carefully review DoD's acquisition processes to identify and mitigate aspects that inadvertently discourage competition and innovation. This includes examining regulatory burdens, contract structures, and promoting greater participation of small and non-traditional businesses. Fostering a more diverse industrial base is essential for resilience and technological advancement.

**41. In your opinion, does DOD focus enough on the potential consolidation of sub-contractors and suppliers in addition to prime contractors?**

It is my understanding that while the DoD has made strides in recognizing the importance of supply chain resiliency, more attention needs to be focused on the potential consolidation of sub-tier suppliers and subcontractors. A lack of visibility into these lower tiers poses a significant challenge to fully assessing and mitigating supply chain vulnerabilities. While I understand the Department is exploring ways to enhance visibility, I believe we must accelerate these efforts.

If confirmed, I will conduct a review of current departmental initiatives aimed at increasing visibility into sub-tier suppliers to leverage their expertise in this area. This review will focus on identifying any gaps in data collection and analysis, as well as exploring opportunities to leverage existing authorities and emerging technologies to improve supply chain mapping and monitoring. Based on this review, I will make recommendations to enhance our understanding of the sub-tier landscape, including the impact of mergers and acquisitions. This improved visibility is crucial not only for assessing the potential risks of consolidation, but also for proactively identifying and supporting critical sub-tier suppliers, fostering a more robust and resilient DIB.

**Organic Industrial Base**

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

The Organic Industrial Base (OIB) is absolutely essential for both modernizing and sustaining warfighting capabilities. It provides a unique and irreplaceable foundation for ensuring readiness throughout the lifecycle of DoD weapon systems. The OIB's core capabilities – including maintenance, repair, overhaul, and upgrade of critical systems – are often not commercially viable or readily available in the private sector. This is especially true for specialized equipment, legacy systems, and surge capacity requirements. The OIB also produces critical supply chain materials that do not have commercial or civilian application. The OIB serves as a vital repository of technical expertise and skilled personnel, preserving institutional knowledge and providing a crucial training ground for future generations of maintainers and engineers.

If confirmed, I will focus on modernizing the OIB through investments in advanced manufacturing, workforce development, and improved facilities, recognizing its strategic importance for long-term readiness and reduced reliance on external sources. I will emphasize its value as a strategic asset.

**43. 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?**

Our depots, logistics centers, and arsenals serve an important role as part of the overall DIB in maintaining military readiness. While I understand investments have been made to improve the facilities and workforce of the OIB, if confirmed, I will work with the ASD for Sustainment, who is responsible for the OIB, and the Services to formally assess the state of our OIB with a focus on ensuring the Department maintains the proper mix of capabilities to meet future warfighting needs while staying adaptable for future missions.

**44. What role, if any, should the organic industrial base play in the sustainment of software in defense systems?**

The sustainment of software in defense systems is a combination of organic and commercial support. The OIB plays a role with software maintenance no different than weapon system maintenance in totality. Software maintenance is a function of DoD core depot capabilities and workload. Its involvement ensures long-term operational readiness and security through software maintenance and updates, cybersecurity, maintaining technical expertise, cost control and mission continuity. If confirmed, in partnership with the ASD for Sustainment who is responsible for the OIB, I would ensure that we have the spectrum of support necessary from the OIB for software sustainment.

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

I understand that the sustainment of fielded commercial technologies poses significant challenges for warfighter readiness and can be expensive because the commercial providers operate outside of our acquisition lifecycle on a proprietary basis which may increase the risk of vendor lock. Additionally, I understand that the cost for the sustainment of commercial technologies is not always programmed. If confirmed, I look forward to working with the ASD for Sustainment, Director of the Defense Innovation Unit, the military Departments, and other stakeholders to tackle the challenges associated with the sustainment of commercial technologies to ensure the warfighter has interoperable tools they need to complete the mission.

**46. What role, if any, does ASD(IBP) have in ensuring that the facilities and equipment at the military depots are modern, operable, and effective?**



As I understand it, the primary responsibility for ensuring that military depots are modern, operable, and effective falls to the ASD for Sustainment. If confirmed, it is a priority to maintain a close partnership with Sustainment to understand the optimal balance of organic and commercial capabilities necessary to maintain readiness.

**47. What changes can be made to upgrade the indigenous production capability within the OIB to bring it forward from 1940's technology?**

I understand that our depots continue to evolve in their organic production capabilities, including the adoption of advanced manufacturing techniques and digital engineering, cyber-resilient systems, and innovations. I also understand that these measures modernize OIB capabilities and emphasize its cutting-edge nature to ensure its ability to meet the demands of modern defense operations.

If confirmed, I will work closely with ASDthe for Sustainment to identify and address the depots' most pressing modernization needs. This includes advocating for necessary investments in advanced manufacturing technologies, infrastructure improvements, and workforce development initiatives to enhance their efficiency, responsiveness, and ability to support evolving warfighter requirements. This collaborative approach will ensure the OIB remains a strategic asset for long-term readiness.

**48. If confirmed, what steps would you take to strengthen the Department's organic industrial base?**

If confirmed, I will work with the ASD for Sustainment and other stakeholders to help assess the areas of greatest need and, where necessary, request resources to support the modernization and optimization of our OIB facilities and workforce, together with other key elements of our domestic defense industry. If confirmed, I will work with Sustainment to ensure that we have the right investment strategy to strengthen both our organic and commercial capabilities and that we have the best balance of those capabilities for the Department.

**Defense Industrial Base Cybersecurity**

**49. What is your understanding of the challenges of enhancing cybersecurity of the DIB?**

My understanding is that enhancing the cybersecurity of the DIB presents a complex challenge, requiring a multi-pronged approach that addresses both immediate threats and long-term vulnerabilities. The chain is only as strong as its weakest link, and protecting systems across the defense supply chain from increasingly sophisticated cyberattacks is paramount. A key challenge lies in balancing the need for robust cybersecurity standards with the practical realities faced by small and medium-sized businesses, many of which lack the resources to implement comprehensive security measures. We must avoid a one-

size-fits-all approach and instead tailor solutions to the specific needs and capabilities of different tiers of suppliers.

If confirmed, I will collaborate with DOD Chief Information Officer (CIO), Congress, and other key stakeholders to conceive, develop, and implement scalable cybersecurity solutions for the DIB. This will include exploring options such as shared cybersecurity services, robust training and technical assistance tools, targeted funding assistance, and streamlined compliance frameworks that are achievable for businesses of all sizes. Leveraging existing programs and ensuring effective implementation while avoiding undue burdens on smaller companies, will be critical. Furthermore, if confirmed, I will focus on fostering stronger public-private partnerships to share threat intelligence, develop best practices, and promote a culture of cybersecurity awareness across the DIB.

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

I believe that balancing the critical need for improved DIB cybersecurity with the compliance burden on small and medium-sized businesses will be paramount to the success of the industrial base. However, we must achieve this without inadvertently creating barriers to entry or participation in the defense supply chain. If confirmed, my focus will be on developing and implementing solutions that are effective and scalable, yet still recognize the resource constraints faced by smaller companies.

Implementation will involve leveraging existing DoD authorities and programs, such as the Defense Industrial Base Cybersecurity Program and Project Spectrum, to provide tailored guidance, tools, and financial and technical assistance specifically designed for smaller businesses. If confirmed, I will also explore innovative approaches such as incentivizing cybersecurity investments through preferential contracting mechanisms and promoting the adoption of industry-standard security practices that can be readily implemented by businesses of all sizes.

If confirmed, my goal is to create a cybersecurity ecosystem where smaller companies are empowered and equipped to contribute to a secure and resilient DIB without being unduly burdened by compliance requirements. I believe this approach will foster a more diverse, innovative, and secure DIB.

**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).**

**51. What is your understanding of the current state of CMMC and its impact on large, medium, and small businesses?**

My understanding is CMMC is vital for strengthening cybersecurity across the DIB, protecting sensitive information, and ensuring fair competition. While large businesses may have more resources, CMMC's complexities affect all sizes of businesses, with medium and small businesses facing significant cost and compliance challenges. The

program aims to provide clarity and predictability, especially for the numerous small businesses in the DIB, using self-assessments and independent assessments. Effective CMMC implementation, including tailored support for small businesses, is crucial for strengthening the DIB and national security. I look forward to learning more if confirmed.

**52. If confirmed, are there any changes you would make or recommend to the CMMC efforts beyond those already mandated by the previous program rule?**

If confirmed as ASD(IBP), I will prioritize strengthening DIB cybersecurity while minimizing burdens on smaller businesses. Although changes made in CMMC from initial framing to the final rule are positive steps, further improvements may still be needed. Beyond existing mandates, I will work with the CIO to explore streamlining compliance processes through a risk-based approach, expanding access to cost-effective cybersecurity solutions, increasing funding assistance for smaller businesses, and fostering greater collaboration across government, industry, and academia to develop and deploy innovative cybersecurity technologies. My goal is a robust cybersecurity ecosystem that strengthens the DIB without stifling smaller suppliers.

**Microelectronics**

**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.**

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

Assured access to both legacy and cutting-edge microelectronics is critical for maintaining existing and developing future defense systems. The Department's microelectronics needs are complex and multifaceted, requiring a strategic approach that addresses the full spectrum of legacy systems, state-of-the-practice technologies, and state-of-the-art advancements, all while prioritizing security and trustworthiness. If confirmed, I will aim for secure and reliable domestic and allied sources for these components. I am committed to working across the government to develop a comprehensive microelectronics strategy. This will include close collaboration with Under Secretary of Defense for Research & Engineering (USD(R&E)) to anticipate and meet evolving technological requirements for national security.

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

Increasing domestic production of dual-use microelectronics demands a robust, whole-of-government approach, working in close partnership with industry. If confirmed, I will prioritize interagency coordination to ensure a cohesive and comprehensive strategy, leveraging existing authorities and exploring new avenues to incentivize domestic microelectronics production.

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

If confirmed, increasing domestic production of dual-use microelectronics will be a priority. I will seek to leverage existing authorities, such as DPA Title III or IBAS, to incentivize private sector investment in dual-use manufacturing, ensuring national security needs are integrated into broader industrial policy. I will work across the Department through existing microelectronics governance structures to ensure our warfighters have the access they need to critical microelectronics. Congress, and the USD(R&E) have an important role to play to ensure we have an effective strategy for sourcing microelectronics.

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

Collaboration within the DoD and across the executive branch is essential for supporting the DIB. If confirmed, I will work closely with USD(R&E) to ensure we have the workforce and capacity to address current and future microelectronics requirements, including innovative production initiatives.

**Small Business**

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

Small businesses are vital to the DIB and drive innovation. If confirmed, I commit to increasing their participation through enhanced outreach, especially to new entrants, and successful leveraging of the Department's small business programs. This includes ensuring effective market research by the acquisition workforce to maximize small business participation and improving communication of upcoming procurement opportunities. If confirmed, I will work across the Department and the Services to integrate these efforts with other small business initiatives.

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

One of the biggest barriers, in my view, is the complexity of the acquisition process itself—particularly for companies that have not previously done business with the government. Navigating defense procurement can be overwhelming, especially for small firms that lack dedicated compliance or contracting teams.

If confirmed, I will work closely with the DoD Office of Small Business Programs (OSBP) to reduce administrative burdens and help make the Department a more reliable and attractive customer—fully aligned with President Trump and Secretary Hegseth’s direction to streamline defense acquisition and unleash the power of the American industrial base.

**59. In your view, are their adequate authorities and incentives in place that offer small businesses an opportunity to transition from small to medium-sized businesses?**

I would assess whether existing authorities and incentives adequately facilitate their growth into medium-sized businesses. This includes examining potential gaps and areas for improvement to ensure a robust and dynamic DIB.

**60. 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?**

If confirmed, I would assess the Department’s effectiveness in using existing authorities to create subcontracting opportunities for small businesses. I understand programs like the Mentor-Protégé Program, APEX Accelerators, and others aim to connect small firms with major defense programs. If confirmed, I would work with the OSBP to ensure these and other tools under its jurisdiction are fully leveraged to maximize the Department’s access to advanced technologies and support small business participation in programs of record.

**61. 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?**

If confirmed, I would work with relevant stakeholders across the Department, including the OSBP, to enhance monitoring and support for small businesses facing financial pressures. This could include improved financial health assessments, early warning indicators, and streamlined access to resources and assistance programs. The goal is to proactively identify and mitigate risks to small business viability within the DIB.

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

Diversifying the DIB through greater engagement with small and disadvantaged businesses enhances innovation, agility, and regional reach, enabling the Department to better meet demands and surge requirements. It also strengthens our economic deterrent by demonstrating the ability to mobilize the full breadth of American industry in support of national security.

**63. What recommendations would you have to improve the Department's use of the Small Business Innovation Research (SBIR) program and the Small Business Technology Transfer (STTR) program to develop and field new, advanced capabilities?**

The SBIR program is crucial for developing advanced capabilities, but transitioning technologies into fielded systems remains a challenge. If confirmed, I would work closely with Office of the USD(R&E) to improve this process by strengthening collaboration between SBIR program managers, acquisition professionals, and warfighters; developing streamlined transition pathways, potentially through dedicated funding, tailored acquisition strategies, and leveraging of relevant A&S programs; and implementing metrics to track success and integrating SBIR/STTR with other small business initiatives. This will maximize SBIR's impact and deliver cutting-edge capabilities to the warfighter.

**64. The Office of Small Business Programs has worked over several years to increase participation in the Department of Defense Mentor Protégé Program to expand the number of small businesses in the defense industrial base. If confirmed, how will you continue to expand the participation of small businesses in the DOD Mentor-Protégé Program?**

If confirmed, I would work with the OSBP to explore opportunities for expanding small business participation and participation within agencies across the Department in the DoD Mentor-Protégé Program. This includes examining potential program adjustments, incentives, and outreach efforts to encourage greater participation and ensure its continued effectiveness in strengthening the DIB.

**65. The DOD Office of Small Business Programs rebranded the Procurement Technical Assistance Centers (PTACs), as APEX Accelerators, and expanded them to provide broader assistance to small businesses looking to work with the Department. Some of the expanded offerings include cybersecurity assistance and foreign ownership, control, and influence guidance. This guidance is imperative for businesses who may not be familiar with working with the Department. If confirmed, how will you continue to support the offerings of the APEX Accelerators?**

The APEX Accelerators provide crucial support to businesses of all sizes seeking to work with DoD. If confirmed, I would seek opportunities to enhance their offerings, ensuring they remain a valuable resource for small businesses navigating the DIB.

- 66. Small businesses that receive awards from programs such as SBIR/STTR remain at risk from foreign adversarial capital. Often the intellectual property and government-sensitive information are targeted and stolen from these innovative small businesses. If confirmed, how would you support efforts for small businesses to understand and mitigate foreign ownership and control risks?**

Protecting small businesses, especially SBIR/STTR recipients, from adversarial capital is crucial. If confirmed, I would work with the USD(R&E) and other stakeholders to enhance support for small businesses in understanding and mitigating foreign ownership and control risks. This could include improved training, resources, and proactive threat assessments.

### **Intellectual Property/Technical Data Rights**

- 67. 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?**

Rapid technological advancements necessitate a renewed focus on intellectual property. If confirmed, I would work with stakeholders to review and enhance DoD's IP best practices, ensuring they adequately address return on R&D investment, re-competition opportunities, and sustainment cost control. This will include examining early integration of IP considerations into planning and addressing long-term needs. The DoD should implement best practices to identify IP needs early in the acquisition process to ensure it is an evaluation factor in competitive awards.

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

The DoD needs to ensure procurement approaches attract new entrants, acquire the best available technology, and ensure effective implementation and sustainment enabled by access to technical data. If confirmed, I will partner with my colleagues in the Office of the ASD for Acquisition to review the current approaches to procuring and accessing technical data for commercial products.

- 69. In what circumstances should DOD pursue reverse engineering or reengineering of parts when access to technical data is not available?**

Reverse engineering or reengineering should be considered when access to technical data and accompanying license rights are unavailable and essential system sustainment is at risk. If confirmed, I would work closely with USD(A&S) and USD(R&E) to leverage



existing authorities to streamline qualification of alternate suppliers and remove barriers to reverse engineering. This collaborative approach will improve readiness and reduce costs while strengthening the industrial base, aligning with Administration priorities of revitalizing the DIB and reforming acquisition processes.

## **Defense Production Act**

**The Covid-19 pandemic and Russia’s invasion of Ukraine saw the expanded use of Defense Production Act (DPA) authorities for the defense industrial base, and to support national emergencies and other contingencies.**

**70. How would you use DPA authorities to support prioritization of federal contracts and expand domestic production of key supply chain bottlenecks (ex. Microelectronics, batteries), if confirmed?**

If confirmed, I would seek to use DPA authorities strategically to address supply chain bottlenecks like microelectronics and batteries, as well as other parts, components and rare materials causing constraints in the DIB. This includes implementing DPA Title I Defense Priorities and Allocations System authorities delegated from the Department of Commerce to prioritize and allocate critical industrial resources necessary or appropriate for the national defense, expediting production schedules, manufacturing capacity, and delivery performance, ensuring that programs of the highest national urgency are receiving appropriate priority performance of contracts and orders by the DIB. This also includes using the full scope of the DPA, including leveraging Title III authorities (loans, loan guarantees, purchase commitments, and purchases) to incentivize domestic production of key materials and reduce reliance on foreign sources and expand domestic production. I would also integrate DPA authorities with other tools like public-private partnerships and R&D investments for a more holistic approach to strengthening critical supply chains, coordinating closely with interagency partners.

**71. 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?**

In my opinion, DPA Title III authorities, including loan guarantees, purchase commitments, and grants/subsidies, represent valuable tools for expanding domestic production in areas of strategic interest to the DoD. However, their use should be strategic and targeted, based on a rigorous assessment of need and potential effectiveness. A one-size-fits-all approach is not appropriate.

If confirmed, I will conduct a comprehensive review of DPA Title III authorities to ensure their alignment with the needs of the DIB and the efficient use of taxpayer dollars, as well as coordinate with legislators to ensure DPA Title III is positioned to make use of loans, loan guarantees, and purchase commitments to the maximum extent possible. This

review will inform a framework for determining the most appropriate type of incentive for a given situation. For example, grants or contracts may be more effective for quickly addressing urgent needs or stimulating initial investment in emerging technologies, while loan guarantees may be better suited for sustaining long-term investments in critical infrastructure. My goal is to utilize these authorities judiciously, maximizing their impact while minimizing risk and ensuring a robust and resilient domestic DIB. This will involve close coordination with other Federal agencies and industry partners to leverage expertise and avoid duplication of effort.

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

Several sectors, such as critical minerals and shipbuilding, warrant immediate attention for potential expanded DPA Title III use due to their criticality and supply chain vulnerabilities, including microelectronics, critical minerals, and high-performance materials. If confirmed, I would assess these sectors to identify areas where DPA Title III authorities could bolster domestic production and resilience. This assessment will consider current and future needs, informing recommendations for resource prioritization and potential additional authorities.

**The National Defense Authorization Act for Fiscal Year 2024 expanded the definition of domestic source to include the United Kingdom and Australia, if there were no domestic sources available. In addition to recognizing that the AUKUS partnership is critical to joint capability development and interoperability, both the United Kingdom and Australia have been forward leaning on improving supply chain transparency for critical and strategic materials.**

**73. If confirmed, will you commit to leveraging the Defense Production Act authority not only for necessary domestic sources, but also to utilize existing alliances and supply chains for the benefit of the defense industrial base and the warfighter?**

If confirmed, and to the extent the efforts are in line with Presidential action, I am committed to using the DPA strategically, both domestically and with allies like the U.K., Canada, and Australia. I will focus on operationalizing the expanded definition of “domestic source” to address critical supply chain needs. This includes exploring creative uses of Title III authorities, such as incentives and innovative financing, to bolster domestic production and strengthen partnerships for a resilient industrial base.

**The National Technology and Industrial Base (NTIB) is codified in statute and is composed of the defense industrial bases of the United States, Australia, Canada, New Zealand, and the United Kingdom. According to statute, the Department of Defense is required to have a national security strategy for the national technology and industrial**

base and is supposed to chair the National Defense Technology and Industrial Base Council. However, there are very few outcomes from these requirements.

- 74. If confirmed, how will you utilize the National Technology and Industrial Base as an asset to continue expansion and investment in the defense industrial base? Are there any statutory adjustments that you would recommend that would allow NTIB to be more effective?**

If confirmed, I will leverage the NTIB to expand and strengthen the DIB by deepening information sharing, pursuing joint action with NTIB partners to address supply chain vulnerabilities, and prioritizing “ally-shoring” and “friend-shoring.” I will also work to reduce barriers to integrating allied companies into the DIB, streamline regulations, and improve reciprocal defense trade. This whole-of-government approach will strengthen collective defense production and ensure supply chain resilience, crucial for modernizing our technological base and enhancing deterrence.

### **International Armaments Cooperation (IAC)**

The Department conducts a number of activities that support International Armaments Cooperation (IAC) 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, and 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.

- 75. 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?**

IAC strengthens alliances, improves interoperability, and fosters innovation, all crucial for supporting DoD warfighting needs. If confirmed, I would examine streamlining acquisition with key partners, focusing on co-development, co-production, and co-sustainment of critical capabilities to maintain technological advantage, while ensuring these partnerships enhance U.S. industrial competitiveness and security. This includes exploring new approaches like joint investments in emerging technologies, flexible production, and enhanced information sharing.

- 76. Based on the work of the Ukraine Defense Contact Group, what recommendations would you draw from its success to help streamline and improve security cooperation, foreign military sales, and cooperative logistics processes in order to be more responsive to rapidly changing security situations?**

If confirmed, I would draw upon valuable lessons out of the Ukraine Defense Contact Group (UDCG) to advocate for streamlined processes for expediting security assistance requests, enhanced interoperability of equipment and systems among partner nations, pre-positioning of critical supplies and equipment in strategic locations, maintaining an industrial base that can expand to meet emergent requirements during a conflict, and improved coordination mechanisms for joint planning and logistics. These improvements would enable more agile and effective responses to rapidly changing security situations while strengthening partnerships, interoperability, and interchangeability -- ultimately ensuring our collective security.

**The Ukraine Defense Contact Group offers valuable lessons in security cooperation. If confirmed, I would closely examine its successes and challenges to inform future decision-making regarding streamlining foreign military sales, cooperative logistics, and responsiveness to evolving security situations. This includes exploring opportunities to expedite assistance requests, enhance interoperability, pre-position critical supplies, and improve joint planning and logistics coordination.**

**77. If confirmed, would you review how the U.S. could rapidly model the Ukraine Defense Contact Group in the event of a different conflict?**

If confirmed, I would review the lessons learned from the Ukraine conflict, including the effectiveness of the UDCG, to inform future contingency planning, particularly in the Indo-Pacific region. Examining best practices and areas for improvement in coordinating multinational support for growing our collective DIBs is crucial for ensuring we can respond rapidly and effectively to any future conflict.

**78. 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?**

It is my understanding that the DTTI, the Quad, and AUKUS are vital for strengthening our defense posture through interoperability, technology cooperation, and collective security. However, maximizing their effectiveness requires prioritizing expedited technology sharing, co-development, co-production, and co-sustainment that is focused on interoperability, strengthened industrial base collaboration, and regular strategic dialogue.

If confirmed, I will review these initiatives to ensure they are impactful partnerships that enhance our collective defense capabilities and shared security.

## **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.**

**79. 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.

**80. 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.

**81. 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.

**82. 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.

**83. 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.

**84. 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.

**85. 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.