

**Senate Armed Services Committee**  
**Advance Policy Questions for Erich Hernandez-Baquero**  
**Nominee to be Assistant Secretary of the Air Force**  
**for Space Acquisition and Integration**

**CLEARED**  
**For Open Publication**

Jun 18, 2026

Department of War  
DEFENSE OFFICE OF PREPUBLICATION AND SECURITY REVIEW

**Duties and Qualifications**

Sections 956 and 957 of the Fiscal Year (FY) 2020 National Defense Authorization Act (NDAA) created the position of the Assistant Secretary of the Air Force for Space Acquisition and Integration (ASAF (SA&I)) and authorized that official to also serve as the Senior Acquisition Executive of the Air Force for Space Systems and Program (SAE/SP). Section 1602(b)(2) of the Fiscal Year 2022 NDAA amended 10 U.S.C. 9016(b)(6) to require that the Assistant Secretary of the Air Force for Space Acquisition and Integration to be “responsible for and oversee all architecture and integration with respect to the acquisition of the space systems and programs of the armed forces, including in support of the Chief of Space Operations under section 9082 of this title [10]”. Further, section 905 of the Fiscal Year 2022 NDAA allows the Secretary of the Air Force to assign to you, if confirmed, the duties of the Senior Procurement Executive for Space Systems and Integration.

- 1. Have you read these provisions and the appropriate Senate and House report language pertaining to these provisions?**

Yes, I have read these provisions and their associated Senate and House reports. that form the statutory foundation of the Assistant Secretary for Space Acquisition and Integration (ASAF (SA&I)) position.

- 2. What is your understanding of the duties and responsibilities of the (ASAF (SA&I)), as amended by section 1602(b)(2) of the Fiscal Year 2022 NDAA, including in light of the accompanying Senate Report 117-39 with respect to the word “oversee”?**

I understand the ASAF (SA&I), subject to the authority, direction, and control of the Secretary of the Air Force, is responsible for and oversees all architecture and integration with respect to the acquisition of the space systems and programs of the armed forces; acts as chair of the Space Acquisition Council; serves as the Service Acquisition Executive of the Department of the Air Force for Space Systems and Programs; discharges any Senior Procurement Executive duties and authorities assigned by the Secretary of the Air Force; and oversees and directs the Space Rapid Capabilities Office, the Space Systems Command, and the Space Development Agency. I understand the term “oversee” to mean to have overall responsibility and to see to matters officially, as one in charge of work done by others. If confirmed, I will work closely with leaders across the space enterprise to meet the Congressional intent of an integrated and consolidated approach across the Department for the development of space architectures.

**3. What is your understanding of the duties and responsibilities of the SAE/SP as the Senior Procurement Executive, if you are confirmed, and if the authority is delegated from the Secretary of the Air Force?**

It is my understanding that if the Secretary of the Air Force delegates the Senior Procurement Executive authority, the Assistant Secretary of the Air Force for Space Acquisition and Integration will assume responsibility for managing and directing the Space Force procurement system, to include implementing acquisition policies, regulations, and standards.

**What background, experience, and expertise do you possess that qualify you to serve as the ASAF (SA&I), including with respect to each of the following areas:**

**4. Department of Defense acquisition laws, regulations, directives, and organization.**

My qualifications are built on 28 years of hands-on leadership developing and acquiring cutting-edge systems for the Department of War and the Intelligence Community. As a retired Air Force Colonel and a senior executive in the defense industry, I have managed the entire acquisition lifecycle. During my extensive time at the National Reconnaissance Office (NRO), I served in various roles including technology manager, satellite architect, system engineer, program manager, and portfolio director. In these roles, I was directly responsible for the execution of multi-billion dollar life-cycle acquisitions of advanced sensors, satellite systems, command and control and data processing systems. While the NRO operates under Intelligence Community Directive 801, this framework is analogous to and closely integrated with the DoD 5000 series, for which I was certified, giving me a deep, practical understanding of the principles, processes, and rigor required for successful major defense acquisition programs. My current role as a profit and loss business leader delivering space capabilities further grounds this experience in the practical realities of executing complex programs within the framework of the FAR and DFARS.

**5. Department of the Air Force acquisition laws, regulations, and directives as they pertain to space systems and integration.**

My entire military career was as an acquisition officer in the United States Air Force, providing me with a foundational and enduring understanding of the Department of the Air Force's (DAF) specific acquisition policies and directives. I have direct experience with Air Force program management, test and evaluation at the Air Force Research Laboratory, and systems engineering. In my leadership roles at the NRO, I worked in a joint environment where our systems were developed to be interoperable with and supportive of Air Force and, now, Space Force systems. This required a detailed understanding of DAF standards, architectures, and acquisition pathways. In my current industry role, I am responsible for delivering capabilities that must integrate seamlessly

into the Space Force's operational environment, which requires my teams and I to remain fully versed in the Service's acquisition requirements and directives.

**6. Department of the Air Force organization and operations, writ large, as they apply to acquisition.**

My career as an Air Force officer and my leadership of joint units at the NRO taught me that acquisition must serve the warfighter, not the process. The Secretary of War's establishment of the Warfighting Acquisition System correctly re-centers our efforts on the operator. My qualification is a deep understanding of the operational imperatives that must drive the new, faster, and more integrated acquisition enterprise we are building. I understand the Department of the Air Force acquisition organizational structure is under review to ensure alignment with the implementation of Portfolio Acquisition Executives (PAE) in accordance with the FY26 NDAA and Department of War directives. If confirmed, I will advise and implement any changes necessary to ensure full compliance with the law and acquisition reform directives to accelerate delivery of space capabilities to the warfighter.

**7. Oversight of Department of the Air Force/Space Systems acquisition programs and processes.**

As an Air Force acquisition officer with space system expertise, I demonstrated successful oversight of acquisition programs at various levels and program phases. In exercising these efforts, I have seen how process-focused approaches are too slow and incur excessive costs. When faced with these barriers, I successfully drove change ranging from innovative tailoring to creation of new processes and governance structures to effectively and efficiently deliver space capabilities. The changes I have implemented in the past are fully aligned with the acquisition reform currently underway in the Department of War. If confirmed, my oversight will be guided by the principles of the Warfighting Acquisition System. This means using data-driven portfolio scorecards to measure outcomes, and holding empowered Portfolio Acquisition Executives (PAE) accountable for delivering operational capability, not for checking boxes.

**8. If confirmed, what leadership and management experience do you possess that you would apply to your service as ASAF (SA&I)?**

If confirmed, I will apply lessons learned from 36 years of professional experience, which includes Air Force wing-level leadership and profit and loss business executive leadership in the space defense industry. I have honed these lessons-learned into a leadership framework that focuses on mission, empowers people, strengthens partnerships, executes commitments, and drives innovation. If confirmed, I will apply that same framework to space acquisition and integration in alignment with the Secretary of War's direction to deliver capability at the speed of relevance.

## **Space Acquisition Council**

**Section 1602(a) of the Fiscal Year 2022 NDAA redesignates the Space Force Acquisition Council in section 954 of the Fiscal Year 2020 NDAA as the Space Acquisition Council.**

### **9. What is your interpretation of this redesignation?**

My interpretation is that this redesignation reflects Congress's clear intent to broaden the Council's aperture beyond the Space Force. It codifies the Council's responsibility to integrate activities across the entire national security space enterprise and other Services. As I understand, this aligns with the Secretary of War's mandate to break down stovepipes and manage space acquisition as a single, unified portfolio.

**Section 1602(b)(1) requires a series of reviews by the Space Acquisition Council for space systems and programs of the armed forces consistent with duties outlined in section 1602(b)(2).**

### **10. If confirmed, what is your interpretation of section 1602(b) et seq?**

My interpretation is that this section provides the statutory authority for the Space Acquisition Council to act as the senior integration and oversight forum for all military space programs. It ensures the Council, under the chairmanship of the Assistant Secretary of the Air Force for Space Acquisition and Integration, has the authority to de-conflict programs, enforce enterprise-level architectures, and eliminate duplication across the armed forces.

### **11. If confirmed will you promptly and fully comply with section 1607(d) and (e) of the Fiscal Year 2025 National Defense Authorization Act?**

Yes, if confirmed, I will promptly and fully comply with all statutory requirements, including those outlined in the Fiscal Year 2025 National Defense Authorization Act (NDAA). It is my understanding that these provisions require the Space Acquisition Council to review U.S. Space Command requirements for command, control, and integration annually and to provide Congressional Defense Committees an annual briefing.

## **Synchronizing Space Force acquisition programs**

### **12. What is your understanding of 10 USC 9016(B)(v)?**

It is my understanding that 10 USC 9016(b)(6)(B)(v) was designed to ensure Space Force leadership had appropriate insight into acquisition programs after the Service was established but before the formal transfer of programs was complete upon confirmation and appointment of the first ASAF (SA&I). While that provision was important for the transition, my understanding is that the ASAF (SA&I)'s primary and enduring statutory responsibility to oversee all acquisition and integration for the space systems of the Armed Forces is codified in 10 USC 9016(b)(6)(B)(i).

**13. In your view, how does it apply to space force battle management and control programs applicable to U.S. Space Command.**

I believe the authority in 10 USC 9016(b)(6)(B)(i) is directly applicable, as Battle Management and Command and Control (BMC2) programs are the nerve center of the space enterprise. It ensures that BMC2 systems are developed to integrate data from all sources providing U.S. Space Command with a unified and complete operational picture.

**Relationship with elements of the Department of Defense outside the Air Force**

**If confirmed, please describe what your relationship would be with senior leaders of the Department of Defense in the following positions:**

**14. The Under Secretary of Defense for Acquisition and Sustainment**

If confirmed, I will work closely with the Under Secretary of War for Acquisition and Sustainment to align space programs with Department priorities and assist in managing space systems executed under their authority as the Defense Acquisition Executive.

**15. The Under Secretary of Defense for Research and Engineering**

If confirmed, I will work closely with the Under Secretary of War for Research and Engineering to coordinate space science and technology initiatives across defense agencies, ensuring we effectively meet the technological requirements of the Joint Force.

**16. The Under Secretary of Defense for Intelligence and Security**

If confirmed, I will work with the Under Secretary of War for Intelligence and Security to obtain the critical intelligence inputs and security guidance necessary to safeguard our acquired space systems.

**17. The Assistant Secretary of Defense for Space Policy and Strategic Capabilities**

If confirmed, I will work with the Assistant Secretary of War for Space Policy to ensure all space architecture and capability acquisition efforts are informed by policy and aligned with overarching strategic goals.

**18. The Chief Information Officer of the Department of Defense**

If confirmed, I will ensure that Department of War and Department of the Air Force Chief Information Officer policies regarding cybersecurity, communications, and information systems are fully integrated and applied to all space acquisition programs.

## **19. The Joint Staff**

If confirmed, I will work with the Joint Staff to align space acquisitions with Joint Force requirements.

## **20. U.S. Space Command**

If confirmed, I will work with the U.S. Space Command to ensure space capabilities meet their requirements and are delivered timely to the warfighters.

## **21. U.S. Strategic Command**

If confirmed, I will work with the U.S. Strategic Command to ensure space capabilities meet their requirements and are delivered timely to the warfighters.

## **22. National Reconnaissance Office**

If confirmed, I will leverage my previous experience at the National Reconnaissance Office (NRO) to effectively partner with the NRO and achieve unity of effort between the Department and the National Reconnaissance Office maximizing opportunities for the space enterprise through the effective and efficient use of overhead systems.

## **23. Other Combatant Commands**

If confirmed, I will partner closely with all Combatant Commanders to ensure their operational needs for space systems and capabilities are fully met. Because the Joint Force relies heavily on space, my priority will be delivering these vital systems at the speed of relevance.

## **Relationship within the Department of the Air Force**

**If confirmed, please describe what your relationship, as the ASAF (SA&I) and SAE/SP, would be with the following senior leaders of the Air Force:**

### **24. The Secretary of the Air Force**

If confirmed, I will report directly to the Secretary of the Air Force, subject to his authority, direction, and control.

### **25. Chief of Space Operations**

If confirmed, I will work closely with the Chief of Space Operations (CSO) to ensure all acquisitions fully support the Space Force's needs. I will also partner with the CSO to implement changes to the requirements, budget, and acquisition processes in accordance with the FY26 NDAA and Secretary of War's directives on acquisition reform. Finally, I will work with the CSO to ensure the acquisition workforce can meet the demands of the essential warfighting function they perform.

## **26. The Chief Information Officer of the Air Force**

If confirmed, I will support the Department of the Air Force Chief Information Officer by ensuring all cybersecurity, communication, and information system policies are fully integrated into space acquisition programs and processes.

## **27. Chief Scientist of the Air Force**

If confirmed, I am committed to supporting the Chief Scientist's efforts to ensure all space research, development, and acquisition programs fully leverage their expert technical assessments.

## **28. Assistant Secretary of the Air Force for Acquisition, Technology, and Logistics**

If confirmed, I will work closely with the Assistant Secretary of the Air Force for Acquisition, Technology, and Logistics to leverage shared knowledge and institutional efficiencies, while ensuring the statutory authorities and distinct autonomy of the ASAF (SA&I) are preserved.

## **Relationship with other Services**

### **29. Other services will utilize space systems and ground elements as a joint force. If confirmed, please describe what your relationship would be with the Department of the Army and the Department of the Navy?**

If confirmed, I will work across the Joint Force, as well as with the Departments of the Army and Navy, to ensure the effective integration of space capabilities satisfy space capability requirements and accelerate deliveries to maintain a decisive advantage over our adversaries.

### **30. What are your views of other Armed Services developing Space Acquisition programs? Please delineate between ground space programs and those actually designed to be in space.**

While the Space Force is the lead Service for space, other Services have valid and tailored requirements and bring unique innovation, particularly for domain-specific ground systems and user terminals. I understand my role as the enterprise integrator, if confirmed, is to ensure these programs satisfy Joint requirements and are woven into a single, cohesive architecture that projects combat power. In doing so, I will ensure there is no unnecessary duplicative on-orbit development, focusing resources on delivering the most effective and integrated capabilities for the entire Joint Force.

### **Relationship with the Direct Reporting Portfolio Managers**

**31. What is your understanding of the difference between your statutory authorities, if confirmed, and those designated by Deputy Secretary of Defense to the Direct Reporting Portfolio Managers with respect to space acquisition programs?**

My understanding is that my statutory authority, if confirmed, as ASAF (SA&I) is enterprise-wide, with responsibility for the architecture and integration of all space systems for the Armed Forces. Direct Reporting Portfolio Managers (DRPM), in contrast, are designated by and report directly to the Deputy Secretary of War to provide focused, accelerated execution on specific, high-priority portfolios. Their authorities, though similar to mine, are scoped to their individual portfolios. If confirmed, I will partner with the DRPM's to ensure their portfolio integrates seamlessly into the space enterprise architecture and assist where appropriate with the execution of space programs under my purview.

**32. If confirmed, how you will work under this construct for space acquisition, specifically with regard to the DRPM for the Golden Dome for America?**

If confirmed, my relationship with any DRPM, including for the Golden Dome for America, will be one of close partnership. If confirmed, my statutory role is to ensure programs integrate seamlessly into the space enterprise architecture. If confirmed, I will also work closely with the DRPM to ensure any space acquisitions they depend on meet commitments and effectively contribute to the overall strength of the national security space enterprise.

### **Relationship with Missile Defense Agency**

**33. What is your view of the Missile Defense Agency developing a medium field of view infrared prototype sensor to detect missile tracking information?**

As I understand, the Missile Defense Agency works closely with the Space Force on the Service's Resilient Missile Warning and Tracking Medium Earth Orbit and Low Earth Orbit programs. If confirmed, I commit to understanding the force design to ensure programs are properly aligned.

**34. What are your views of the Missile Defense Agency acquiring and fielding an operational constellation of missile tracking satellites?**

I believe it is critically important to operate as a unified enterprise across the missile warning, missile tracking, and missile defense missions and field an optimized, resilient, space-based missile tracking architecture as rapidly as possible. If confirmed, I will partner closely with the Missile Defense Agency and other key stakeholders to accelerate and integrate these critical mission areas.



**35. What are your views of the Missile Defense Agency acquiring the capabilities to command and control an operational constellation of missile tracking satellites?**

If confirmed, I will work with the Missile Defense Agency to ensure all space capabilities, especially command and control systems, effectively integrate into the space enterprise.

**36. What are your views with respect to integrating such satellites within the proliferated architectures and ground systems being fielded by the Space Development Agency, to include wide field of view infrared satellites as well as the Next Generation Overhead Persistent Infrared system, which is being developed by the Space Systems Command?**

I understand that to effectively counter threats, the nation needs a more resilient, multi-sensor, and multi-orbit approach for missile defense. If confirmed, I will evaluate the Space Force's ongoing modernization of the missile warning architecture and ensure effective integration of all relevant systems across the space enterprise.

**Space Systems Command**

**37. The Space Systems Command acquires space and ground systems. What are your views on the Space Systems Command with respect to whether its organizational construct should be aligned to products, mission, or both?**

I believe all space acquisition organizations, including Space Systems Command, should be aligned to mission outcomes. I understand a realignment of the acquisition organizations is underway and will be organized under Portfolio Acquisition Executives as part of the Department's acquisition transformation. A mission-focused construct ensures the acquisition enterprise is organized to deliver integrated, end-to-end capabilities to the warfighter, not just satellites and ground systems.

**38. Given the direction in the FY 2020 NDAA, what do you see as the organizational construct for the Space Systems Command? If confirmed, will you follow the FY 2020 NDAA direction?**

If confirmed, I will follow the direction provided to the Service in law, as well as guidance from the Secretary of War and Secretary of the Air Force. The establishment of Portfolio Acquisition Executives in the FY26 National Defense Authorization Act, as a cornerstone of the new Warfighting Acquisition System, is the primary driver for how Space Force acquisition organizations must be structured. My vision is to fully align the acquisition organizational construct with this PAE model and implement the Secretary of War's intent to build empowered teams focused on speed and outcomes.

**What are your views on Space Systems Command's reporting structure to the SAE/SP with respect to the following:**

**39. Milestone Decision Authority**

If confirmed, in line with the Secretary of War and the FY26 NDAA, my intent would be to push authority down and hold PAEs accountable for delivering capability.

**40. Head of Contracting Authority**

If confirmed, I will review the current Head of Contracting Authority delegations to ensure this authority resides at the appropriate level within a mission-aligned structure and empowers rapid contracting decisions without unnecessary layers of review.

**41. Program Executive Officer(s)**

I understand the Department of the Air Force is replacing Program Executive Officers with Portfolio Acquisition Executives (PAEs) and that PAEs for space missions report to the Assistant Secretary of the Air Force for Space Acquisition and Integration. If confirmed, I will personally mentor every PAE while empowering them to have full functional control over their integrated teams.

**42. Directing and Overseeing Space System Command**

If confirmed, I will manage outcomes, not activities. I expect my primary interface will be with the Portfolio Acquisition Executives, ensuring the command structure enables their success by evaluating and removing any barriers that stand in their way.

**43. Use of Middle Tier Acquisition authority pursuant to section 806 of the Fiscal Year 2016 NDAA**

I understand Middle Tier Acquisition to be one of many tools for delivering capability at speed. I have seen firsthand the benefits of rapid prototyping and rapid fielding. If confirmed, I will ensure Portfolio Acquisition Executives are empowered to take full advantage of this authority.

**Space Development Agency**

**Section 956 of the Fiscal Year 2020 NDAA, directs that the ASAF (SA&I) shall direct and oversee the Space Development Agency (SDA). Section 1601 of the Fiscal Year 2021 NDAA directs that the SDA transfer to the Space Force on October 1, 2022. Section 1603 of the Fiscal Year 2022 NDAA directs, to the extent practicable, the delegation of head of contracting and milestone decision authority to the SDA.**

**44. Have you read these provisions and the accompanying report language?**

Yes, I have read these provisions and the accompanying report language.

**45. What do you consider to be the principal duties of the SDA?**

I understand the principal duties of the SDA are codified in 10 U.S.C 9087: 1) the development and demonstration of resilient proliferated Low Earth Orbit (pLEO) architecture; 2) the integration of next-generation space capabilities; 3) procurement of commercial capabilities; and 4) execute through rapid acquisition and iteration of capabilities.

**46. If confirmed, will you commit to ensuring the SDA has proper staffing at appropriate pay bands to lead, manage, and execute its mission as proscribed in law?**

If confirmed, I will work with the Secretary of the Air Force and the Chief of Space Operations to ensure all organizations, including SDA, have the proper staffing at appropriate paybands required to execute their missions successfully and in compliance with law.

**Section 1645 of the Fiscal Year 2021 NDAA requires the Director of the Missile Defense Agency, in consultation with the Director of the SDA and the Chief of Space Operations, to develop a Hypersonic and Ballistic Missile tracking space sensor payload.**

**47. Have you read this provision and the accompanying report language?**

Yes, I have read these provisions and the accompanying report language.

**48. Is it your view that the word “payload” in this provision includes a satellite?**

As I understand, Section 1645 of the FY21 NDAA directs the Missile Defense Agency to deliver a hypersonic and ballistic missile tracking payload but does not mandate the construction of a satellite bus. If confirmed, I will support efforts to field the most effective, integrated hypersonic and ballistic missile tracking architecture possible.

**Section 1645(b)(2) requires a plan for integration of the “payload” into the space-based sensor architecture developed by the SDA.**

**49. What is your assessment of this provision, and do you have concerns regarding the integration of the “payload” into the SDA architecture?**

As I understand from open source information, the sensor has been on orbit since 2024. If confirmed, I will review existing standards and interface controls to ensure seamless enterprise-wide integration. This baseline is essential for integrating payloads, satellites, and ground systems across the MDA, SDA, and all other missile tracking partners.

**Section 1662 of the Fiscal Year 2022 NDAA allows the Missile Defense Agency to field “prototype” satellites, but the language prohibits the MDA from fielding operational satellites or ground systems unless a waiver is given by the Space Acquisition Council. The duties of the Space Acquisition Council are proscribed by section 1602(b)(1) of the Fiscal Year 2022 NDAA, which you would chair, if confirmed.**

**50. If confirmed, what is your interpretation of section 1662 and its prohibition in connection with respect to the duties outlined section 1602(b) et seq.**

If confirmed, as the ASAF (SA&I) and Chair of the Space Acquisition Council, I will ensure the integration of capabilities are executed thoughtfully, in strict accordance with the law, and to the maximum benefit of the entire space enterprise.

**Space Rapid Capabilities Office**

**10 U.S.C. 2273a authorizes the activities of the Space Rapid Capabilities Office (SpRCO).**

**51. What are your views on the function of the SpRCO within the overall space acquisition context of the armed forces?**

It is my understanding the Space Rapid Capabilities Office (SpRCO) was established by Congress to provide an agile mechanism for the rapid deployment of time-sensitive and critical space capabilities, as designated by the Commander of U.S. Space Command and approved by the Secretary of the Air Force. If confirmed, I will conduct a comprehensive review of the SpRCO portfolio to ensure rapid-acquisition efforts are effectively synchronized with the broader space enterprise.

**52. In your view, how does the SpRCO differ from the “Big Safari” program in the Space Systems Center of the Space Force?**

I am not currently briefed on the specific efforts of the SpRCO or the "Big Safari" program office at Space Systems Command. If confirmed, I will conduct a thorough review of both organizations to identify key synergies and ensure their unique capabilities and authorities are fully leveraged to strengthen the space architecture.

**53. If confirmed, will you ensure the SpRCO retains its own Head of Contracting Authority to rapidly execute funding as it traditionally has done?**

If confirmed, I will ensure decision-making authorities, including Head of Contracting Activity delegation, are aligned at the optimal level to facilitate the rapid development and deployment of critical space capabilities as the Department moves through fully implementing the acquisition transformation.

**Relationship with National Reconnaissance Office**

**54. In your view, is the National Reconnaissance Office a part of the Department of Defense?**

The National Reconnaissance Office has a unique and critical position as both a defense agency and a member of the Intelligence Community. If confirmed, I will

partner closely with the NRO to coordinate national security space acquisition activities, ensuring a unified space enterprise meets warfighter requirements.

**55. Should the National Reconnaissance Office be considered a combat support agency?**

The NRO provides critical data to Combat Support Agencies, including the NSA and NGA, to generate vital intelligence products for Combatant Commanders. If confirmed, I will work with the NRO to develop space capabilities that support both Title 10 and Title 50 mission requirements.

**Section 952 of the Fiscal Year 2020 NDAA created the Space Force as a separate armed force within the Department of the Air Force, composed of a Chief of Space Operations and “such assets as may be *organic* therein,” and to be “organized, trained, and *equipped* to provide . . . freedom of operation for the United State in, from, and to space” in order to support Combatant Commanders in carrying out their duties specified under the Unified Command Plan, as approved by the President.**

**56. In your view, do you believe the Space Force should be capable of acquiring *tactical* intelligence, surveillance and reconnaissance capabilities to support Combatant Commanders in carrying out their operational and contingency plans? Please explain in detail your views on this matter.**

I believe the Space Force should have all available data to support Combatant Commanders in carrying their operational and contingency plans. I understand there are various mechanisms available for the Space Force to obtain such data, including its own procurement of commercial data and services, as well as through other agencies such as the NRO. If confirmed, I will review how these acquisitions are synchronized to ensure the effective and efficient use of commercial data in support of the warfighter.

**57. What are your views of having the National Reconnaissance Office using funding appropriated to the Space Force to acquire space programs?**

In my experience, the NRO effectively executes programs with a high degree of financial accountability, as evidenced in long-standing clean financial audits. In addition, the partnership between the NRO and the Space Force is vital to the successful and efficient delivery of many space capabilities. If confirmed, I will ensure that any use of Space Force funding by a partner organization is done with full transparency, in strict accordance with appropriations law, and in the best interest of the taxpayer and the warfighter.

## **Program Integration Council**

**The current structure of space acquisition is coordinated through the Space Program Integration Council.**

### **58. What is your understanding of the Council's membership and the roles of members on the Council?**

My understanding is that the Program Integration Council (PIC) was the primary collaboration forum where leaders from across the national security space enterprise their programs and de-conflict integration challenges. Its role was to provide the foundational unity of effort required to manage space as a single, integrated synchronize portfolio.

### **59. In your view, does the Council act under a unity of command or unity of effort?**

It is my understanding the Council historically acted as a "unity of effort" body. It was a coalition of peers who came together to coordinate and collaborate. If confirmed, I will ensure there is continued integration aligned with both the Secretary of War's acquisition transformation and Congressional intent.

### **60. In your opinion, if the Council is a unity of effort or consensus body, how do the authorities in sections 956 and 957 of the Fiscal Year 2020 NDAA and section 1603 of the Fiscal Year 2022 NDAA impact the decisions of the Council?**

The analysis and recommendations from the PIC serve as the direct input to the Space Acquisition Council, which if confirmed, I would chair. The Council is the senior decision-making body where the position's statutory authority is exercised to enforce enterprise architectures and drive the unified action required by the Secretary's transformation.

## **Acquisition of Commercial Services**

**Section 1601 of the Fiscal Year 2018 NDAA transferred to the Commander of Air Force Space Command, which is now the Chief of Space Operations, the authority for procuring commercial satellite services.**

### **61. If confirmed, please explain your role in oversight of such procurement actions.**

If confirmed, I will coordinate directly with the Chief of Space Operations to ensure the seamless integration of both defense and commercial satellite capabilities across a unified architecture.

**Section 1605(a) of the Fiscal Year 2022 NDAA requires the SAE/SP to evaluate whether commercial capabilities exist before proceeding to a program of record, while at the same time, section 1605(b) instructs the Secretary of Defense to not solely rely on commercial programs to carry out operational requirements, including command and**

**control requirements, targeting requirements, or other requirements that are necessary to execute strategic and tactical operations without mitigation measures.**

**62. If confirmed, how will you balance the competing demands of sections 1605(a) and 1605(b)?**

It is an imperative for the Department of War to leverage commercial capabilities to the maximum extent for rapid innovation and delivery of space systems. At the same time, the mission assurance of critical operations cannot be compromised. I understand the DoD Commercial Integration Strategy and the Space Force Commercial Strategy recognize the need for this balance and establish a framework for assessment of suitability, resiliency, and interoperability for each mission area. If confirmed, I will evaluate the implementation of these strategies and ensure compliance with the law and Department directives.

**Relationship with National Aeronautics and Space Administration**

**63. If confirmed, please describe how you will integrate the space acquisition efforts under your purview with the National Aeronautics and Space Administration (NASA), specifically with regards to space and ground systems, as well as launch ranges.**

If confirmed, I will work with NASA leadership to foster a comprehensive, whole-of-government approach to the national space enterprise. I will prioritize the synchronization of our respective activities to maximize the effectiveness of national investments in both space and ground systems and to harness the full capacity of the national launch infrastructure.

**Relationship with the Air Force Research Laboratory**

**64. If confirmed, please describe the relationship you will have with the Air Force Research Laboratory, including description of what specific areas related to space acquisition you feel are most important.**

If confirmed, I will partner with the Air Force Research Laboratory (AFRL) to ensure science and technology investments are directly aligned with threat-driven space capability needs. If confirmed, I will also eliminate barriers to technology transition by clearly identifying technology onramp opportunities in space acquisition strategies.

**Assured Access to Space**

**65. What are your views on the effect of section 2773 of title 10, U.S. Code, as it relates to Assured Access to Space?**

Section 2773 of Title 10, U.S. Code, is the foundational mandate ensuring the Department of War and the Intelligence Community maintain the capability to deploy critical payloads into space reliably and on demand. Given accelerating pacing threats from China and Russia, guaranteed access to the space domain is a necessity for national security and must be done at a scale that is increasing exponentially. If confirmed, I will uphold this mandate by working with the Space Access PAE to build upon historical launch success to ensure space access continues to outpace emerging threats.

**66. In your view, what are the most serious challenges in achieving the requirements of section 2773 of title 10, U.S. Code?**

I believe the most serious challenge to achieving the requirements of 10 U.S.C. § 2773 is determining how to appropriately influence market dynamics such that multiple independent providers can meet the Department's most demanding launch needs. This challenge is exacerbated by the rapidly increasing demand for launch services. However, I am encouraged by the growth in launch providers and the prospects of a growing space economy. If confirmed, I will work collaboratively with industry and the Space Access PAE to eliminate any barriers to entry under my control and advise stakeholders across the Department on actions to create the conditions necessary to attract more providers and increase launch capacity.

**Section 1601(a) of the Fiscal Year 2022 NDAA requires disclosure of National Security Space Launch program contract pricing terms to the congressional defense and intelligence committees for the National Security Space Launch Program with appropriate protections for competitive pricing information. This provision ensures Congressional oversight of taxpayer funded competitive awards.**

**67. If confirmed, will you comply with the law promptly as required by this provision?**

If confirmed, I will comply with the law.

**Launch before ground systems are in place**

**68. If confirmed, will you comply with section 2275c of title 10 United States Code and work with the Secretary of the Air Force to promptly inform the congressional defense committees of any waivers?**

Yes, if confirmed I will comply with section 2275c of title 10 United States Code and work with the Secretary of the Air Force to promptly inform the Congressional Defense Committees of any waivers.

**Blast Damage Assessment**



**69. Will you fully comply with section 1610 of the Fiscal Year 2026 National Defense Authorization Act with respect to a launch blast damage assessment?**

Yes, if confirmed I will fully comply with section 1610 of the FY26 NDAA with respect to a launch blast damage assessment.

**Space Force Instruction 13-604**

**70. If confirmed, please describe your role in Space Force Instruction 13-604 with respect to acquisition of a space force weapon system?**

Per SPFI 13-604, if confirmed, my role as the Service Acquisition Executive would be to authorize the applicable system for fielding (Materiel Fielding Decision) for those programs for which I am the Milestone Decision Authority, while the FLDCOM Commander retains decision authority to accept the system. If confirmed, I will structure programs and partner with operational authorities such that operational acceptance criteria are established early in the lifecycle and systems are validated against these early and often so as to avoid late discovery of issues that would prevent fielding of capabilities and delay vital capabilities warfighters urgently need. Finally, if confirmed, I will work with stakeholders across the Department of the Air Force to ensure SPFI 13-604 remains consistent with acquisition reform, and if necessary, recommend changes as necessary.

**71. If confirmed, please explain your role with respect to the Chief of Space Operations Notice to Guardians (C-NOTE #38) Space Acquisition – a warfighting imperative?**

The CSO rightly identified space acquisition as a warfighting imperative, consistent with the latest Department of War guidance and in compliance with the FY26 NDAA. My role, if confirmed, would be to deliver on that imperative by implementing the reforms in the Warfighting Acquisition System for space systems and programs subject to the authority, direction, and control of the Secretary of the Air Force.

**72. If confirmed will you fully comply with it?**

I see the C-NOTE as direction to Guardians, specifically those involved in setting operational requirements, to understand the warfighting imperative to deliver quickly by avoiding requirements creep and setting minimum viable capability requirements. I see this guidance as consistent with requirements reform mandated in the FY26 NDAA and in alignment with Department of War guidance. If confirmed, I will fully comply with laws, regulations, and Department directives to implement changes to the Warfighting Acquisition System and deliver integrated combat capabilities quickly for the warfighter.

**Acquisition Oversight of Space Systems**

**The Space Force executes a wide range of acquisition efforts in space in order to support Combatant Command requirements synchronized with ground systems and user terminals. If confirmed, please describe what you would consider to be the most serious issues you would face in the following areas:**

***Missile Warning, Tracking and Space Sensing***

**73. Next Generation Overhead Persistent Infrared Satellites**

As I understand, the Next Generation (Next-Gen) Overhead Persistent Infrared (OPIR) is part of an integrated program of resilient geosynchronous and northern latitude missile warning satellites capable of detecting advanced missiles and ensuring continued operations in contested environments. If confirmed, I will work across the space enterprise to overcome integration challenges and deliver a highly resilient missile warning and tracking capability.

**74. Proliferated constellations for missile tracking, non-ballistic missiles**

Proliferated constellations leveraging smaller satellites offer the distinct advantage of highly accelerated development and fielding times. However, seamlessly integrating data from these proliferated missile tracking constellations into the overarching, multi-orbit missile tracking architecture could potentially provide a technical challenge. If confirmed, I will close integration gaps within the space enterprise to deliver highly resilient and survivable proliferated constellation.

**75. Space and Ground Weather**

Based on open source information, I understand ground-based environmental monitoring systems have aging equipment and infrastructure and are reliant on external agencies and international partners to cover key requirements. If confirmed, I will work across the Department and broader space community to conduct a comprehensive assessment of this portfolio and deliver warfighter-focused capabilities.

**76. Nuclear Event detection on ground and in space**

As I understand from open source information, the Space Force works with the Joint Force to ensure detection of nuclear events across the full spectrum of conflict. If confirmed, I will conduct a comprehensive assessment of this portfolio's technical details and work across the Department and broader space community to deliver on this critical mission.

***Intelligence Reconnaissance and Surveillance***

**77. Air and Ground Movement Target Indicator capabilities to support Combatant Commanders with respect to section 1684 of the National Defense Authorization**

**Act for Fiscal Year 2024 as further amended by section 1654 of the National Defense Authorization Act for Fiscal Year 2025**

Air and Ground Moving Target Indicator (MTI) is a critical capability. Combatant Commanders need to effectively close kill chains. Based on open source information, I understand the Space-based Moving Target Indicator capabilities are part of a complex system-of-systems that uses a multi-vendor acquisition framework. In my experience, the biggest challenge in such architectures is the integration of the various elements with each other and with disparate battle management command, control, and communications (BMC3) systems. If confirmed, I will work across the space enterprise, including with industry, the Moving Target Indication Working Group, and the Space Based Sensing & Targeting PAE to understand and overcome integration challenges to deliver a highly resilient capability.

**78. Will you comply with all elements of this provision and keep the congress fully and promptly informed of all future moving target acquisition programs whose funding is appropriated to the Space Force?**

If confirmed, I will comply with the law.

***GPS***

**79. GPS III, IIIF, in the wake of the failure of OCX to field capability**

Based on open source information, I understand the Space Force is fielding the next-generation GPS IIIF satellites and their advanced Regional Military Protection capabilities. A degraded GPS environment would yield major economic and military consequences, therefore it is imperative that modernization of the GPS architecture continues. If confirmed, I will immediately conduct an end-to-end assessment of the GPS architecture and assess plans to maintaining resilient GPS availability to users worldwide.

**80. Alternate Positioning Navigation and Timing**

Modernizing the Positioning, Navigation, and Timing (PNT) infrastructure against sophisticated electronic warfare is vital to national security. Although I am currently unfamiliar with the specifics of alternative space-based PNT efforts, if confirmed, I will ensure these architectures meet cost, schedule, and performance metrics while providing necessary redundancy and resilience for the GPS enterprise.

***SATCOM***

**81. Advanced Extremely High Frequency satellites and their follow on constellation for strategic communications**

As I understand from open source data, the legacy Advanced Extremely High Frequency (AEHF) will be replaced by the Evolved Strategic Satellite Communications (ESS)

weapon system. If confirmed, I plan to understand the details of the portfolio to ensure the transition to ESS synchronizes investments across space, ground, cryptographic, and user terminal segments.

## **82. Family of Advanced Beyond Line of Sight Terminals and other strategic grade user terminals**

Based on open source data, the Family of Advanced Beyond Line-of-Sight Terminals (FAB-T) program recently transferred to the Air Force. If confirmed, I will review, as appropriate, the portfolio to ensure continued success of nuclear command control and communication programs to sustain a safe, secure, reliable, and effective deterrent for the future.

## **83. Protected Tactical Enterprise Service and user terminals**

As I understand from open source data, Protected Tactical Satellite communications program provide jam-resistant SATCOM capabilities to the warfighter in anti-access/area of denial environments. If confirmed, I will review the portfolio to ensure warfighters have the appropriate mix of wideband SATCOM capabilities required to support operations worldwide.

## **84. Absorbing the current fleet of the Army's Wide Band Gap satellites and their replacement**

Based on open source data, the Space Force has taken over operations and maintenance of the Wideband Global SATCOM (WGS) constellation of satellites and the wideband SATCOM operations management system. If confirmed, I will review the SATCOM portfolio to ensure its continued success.

## **85. Absorbing the Navy's Mobile User Objective System satellites and their replacement**

As I understand from open source data, the Department of War relies on a hybrid architecture of military and commercial narrowband satellite communications to provide warfighters with the critical capabilities required for global expeditionary, military, and humanitarian operations. If confirmed, I will review the status of the enterprise and work with the Space Force and Department to ensure continued capabilities to the warfighter.

### ***Assured Access to Space***

## **86. National Security Space Launch phase II procurements**

As I understand from open source data, it is critical to resolve the Vulcan readiness issues and work with all providers to increase launch rates to meet the needs of space warfighting requirements. If confirmed, I will work with the Space Access PAE and

industry to ensure the entire enterprise has the capacity, infrastructure, and resources to sustain this increased tempo.

### **87. National Security Space Launch phase III procurements**

Based on open source data, NSSL Phase 3 continues to manage a significant increase in launch requirements. This requires successful scaling of operations to execute a high volume of missions end-to-end, spanning from initial acquisition to launch operations and range infrastructure. If confirmed, I will prioritize working across the Department and with industry partners to ensure the entire enterprise has the capacity, infrastructure, and resources to sustain this increased tempo.

### **88. Tactical and Responsive Launch**

If confirmed, I will review the entire space mission set of Tactically Responsive Space, including rapidly deployable satellites, agile ground control systems, and innovative operational concepts to ensure rapid response options to on-orbit threats are available on tactically relevant timelines.

## ***Battle Management, Command and Control and Associated Ground Systems***

### **89. Space Command and Control to replace the operating systems (SPADOC) at the Combined Space Operations Center as well those executed by the U.S. Space Command?**

As I understand from open source information, the Atlas program was operationally accepted last fall, replacing the antiquated SPADOC system. If confirmed, I will review the space operations battle management, command and control, and space intelligence portfolio and work to ensure crucial capabilities are delivered across the Joint Force.

### **90. Sensor agnostic integration for Space Domain and Situational Awareness, including MDA's BMC2 to meet U.S. SPACECOM requirements**

If confirmed, I will review the Space Domain and Situational Awareness portfolio and verify plans will deliver the effective integration of data from any source, across any environment, and to any application to provide the most complete picture for the warfighter.

### **91. Integrated Tactical Warning and Attack Assessment (ITW/AA), including the Combatant Commanders Integrated Command and Control System (CICCS) for assured missile warning as part of the NC3 system**

If confirmed, I will work to ensure continued modernization and improvement of integrated system of systems across the NC3 enterprise to deliver capabilities that meet needs of the warfighter and National Command Authority.

## *Space Domain Awareness and Space Control*

### **92. Synchronization writ large between satellite and ground systems**

If confirmed, I will work to ensure space sensors are fully synchronized with their required ground architectures, including working with the Portfolio Acquisition Executives for Space Combat Power and Battle Management, Command, Control, Communication, and Space Intelligence to ensure tight alignment to deliver fully integrated, end-to-end capabilities.

## **Acquisition**

### **93. In your view, what do you perceive to be the recent successes and shortfalls in Space Force acquisition activities?**

In my view, Space Force acquisition successes across the enterprise have come from shifting away from legacy architectures and processes and moving towards rapid, incremental capability deliveries that are agile and incorporate frequent warfighter feedback. While I have seen progress in the way the Space Force is executing programs, I am concerned about the overall timelines to deliver full operational capabilities and the readiness of the Space Force to effectively use these capabilities in combat operations.

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

If confirmed, I would focus on three key steps. First, I will work with the Space Force to ensure requirements are defined in terms of mission outcomes and capabilities, rather than highly-constrained technical solutions. Second, I will champion a portfolio-based approach to resource allocation, making trade-offs across the entire space enterprise to maximize warfighting value, rather than funding programs in isolation. Third, for acquisition management, I would implement a data-driven oversight model, using clear metrics and regular reviews to track program performance, with a focus on holding program managers accountable for results.

### **95. In your opinion, how can the Department of Defense and the Space Force better access and integrate commercial and military technology to remain ahead of potential adversaries?**

The Department of War and the Space Force can better access and integrate commercial and military technologies by establishing flexible requirements and creating modular architectures that are more adaptive. If confirmed, I will promote changes to the requirements process to create this flexibility and ensure modernization efforts are moving space architectures to be more modular and adaptive.

**96. If confirmed, what recommendations would you have for how the Space Force better plans and prepares for weapon system sustainment as part of its acquisition activities?**

As I understand, the Warfighting Acquisition System treats sustainment as a critical component of capability development, not an afterthought. If confirmed, I will ensure Portfolio Acquisition Executives are held accountable for the entire lifecycle of their systems.

**97. In your view, what are the benefits and challenges of the Space Force embracing the digital future in acquisitions, both for decision-making and for improving weapon systems it acquires?**

I believe the digital future is now and the benefits from embracing these technologies far outweigh the challenges that must be overcome. These benefits include delivering capabilities faster, more cost-effectively, and with better quality. If confirmed, I will champion digital transformation as the key to delivering capability at the speed of relevance.

**98. If confirmed, what actions would you recommend the Space Force take with regard to digital design, digital twinning, and digital acquisition data for monitoring?**

I believe it is important to prioritize a digital acquisition strategy that includes transitioning to an open-standard digital design, deploying tiered digital twins for mission-critical assets and establishing automated data pipelines to replace traditional, episodic acquisition oversight. If confirmed, I will ensure acquisition plans have the scope to implement these practices and that digital models and digital twins can also be used by operational test and readiness infrastructure to improve combat readiness.

**99. If confirmed, how would you balance using rapid acquisition procedures with more traditional major capability acquisition procedures? Do you think specific capabilities or technology areas lend themselves to particular pathways?**

If confirmed, I will ensure the appropriate balance and tailoring of acquisition pathways to allow for capability to be acquired with deliberate speed. Software-intensive and commercially-aligned capabilities readily lend themselves to rapid pathways like Software Acquisition or Middle Tier of Acquisition. Also, areas where mission operational concepts are exploratory lend themselves to Middle Tier of Acquisition. Weapon system developments that must conform to more specific requirements or have sustained production phases may require Major Capability Acquisition approach.

**100. In your view, how can the Space Force improve its ability to make data driven decisions when it comes to acquisition and contracting actions?**

I believe the Space Force can improve its ability to make data-driven decisions by fully implementing the digital acquisition initiatives directed by the Secretary of War's Acquisition Transformation Strategy. This means continuing to increase digital infrastructure to provide real-time data and creating the portfolio scorecards necessary to give leaders the objective information they need to manage their portfolios effectively.

**101. In your view, how can the Space Force improve its ability to conduct and document market research to demonstrate it has done due diligence in understanding what performers are potentially available in the marketplace?**

Based on my experience, I believe the Space Force must move from episodic market research to continuous market intelligence. This should include constant engagement with industry across a wide range of venues. If confirmed, I will promote this behavior at all levels of the acquisition workforce consistent with the workforce behavioral objectives established in the FY26 NDAA.

**Software Activities and Acquisition of Information Technology (IT)**

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

If confirmed, I will make artificial intelligence (AI) technology adoption, adaptation, assurance, and accountability the top priority in compliance with the National Security Presidential Memorandum/NSPM-11 "Artificial Intelligence in the National Security Enterprise" and Department of War guidance.

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

If confirmed, I will work with stakeholders across the Department of the Air Force and Department of War to fully employ mission-enabled cloud computing services as made available through Department-wide infrastructure procurement programs.

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

Cloud computing capabilities provide significant advantages across a wide range of applications including acquisition, research, testing and logistics programs. It is most suitable for dynamic workflows and where having the most modern digital technologies create value. If confirmed, I will take full advantage of Department-wide cloud computing services to enhance the productivity of the acquisition workforce, accelerate delivery of space capabilities, and enhance the reliability and cybersecurity of mission systems.

**Contracting**



**105. In your view, what are the major challenges facing the Space Force with respect to contracting activities?**

In my view, the biggest challenge in contracting is to create new incentive structures consistent with supercharging the industrial base. These incentives need to align warfighter value to clear outcomes in a way businesses can more effectively determine potential returns on investment. If confirmed, I will work with contracting authorities to develop contract strategies that consider quantities, purchase commitment timelines, payment schedules, shared savings, and performance-based incentives that best support agile acquisition strategies consistent with Department of War acquisition reform guidance and the FY26 NDAA.

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

I believe the primary advantage of the FAR is its robust framework, but this often comes at the cost of speed and creates high barriers to entry for non-traditional firms. Non-FAR based approaches, like Other Transaction Authority, offer the critical speed and flexibility needed to engage commercial innovators and execute rapid prototyping. The goal of the Warfighting Acquisition System is not to replace one with the other, but to empower our Portfolio Acquisition Executives to choose the right tool for the job, ensuring the appropriate match of the acquisition approach to field the capability at the speed of relevance.

**107. In your opinion, do you believe that the Space Force is making appropriate use of non-FAR-based contracting approaches, such as Other Transaction Authority (OTA)?**

It is my understanding that the Department of the Air Force employs various approaches to flexible authorities, including the use of Other Transaction Authorities. If confirmed, I will support the use of flexible authorities to increase rapid prototyping and attract non-traditional suppliers to deliver faster capabilities to the warfighters.

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

If confirmed, I will promote the appropriate use of these flexible contracting authorities while also ensuring compliance with their proper use through training and education and in the evaluation of their use in the acquisition strategy approval process.

**109. If confirmed, how would you ensure that Space Force personnel are properly trained in the use of flexible contracting authorities, such as using non-FAR based contracting methodologies?**

If confirmed, I commit to working with the Department's senior leaders to ensure Space Force personnel receive the appropriate training on all contracting options, including non-FAR-based methods.

### **Adaptive Acquisition Pathways**

**Congress has authorized a range of authorities to tailor the acquisition process to enable the rapid delivery of new capabilities to meet emerging operational needs including the Middle Tier of Acquisition (MTA), rapid acquisition authority, and the software acquisition pathway.**

**110. In your view, what benefits have the Space Force derived from its use of these authorities?**

I understand that certain Space Force programs use Middle Tier of Acquisition (MTA) authorities as a critical enabler of rapid capability development. If confirmed, I will review how these authorities have been used and what benefits they have yielded for the warfighter.

**111. In your assessment, what risks have accrued and been accepted by the Space Force as a consequence of the use of these authorities?**

I am unfamiliar with the risks that have been accrued and accepted by the Space Force. If confirmed, I will review how the Space Force has used MTA authorities on its programs and work to mitigate any potential risks that may occur.

**112. If confirmed, what processes would you put in place to ensure appropriate oversight of the Department's use of these authorities? Please explain your answer.**

If confirmed, I will conduct lessons-learned reviews with programs using these authorities and incorporate best practices through guidance, directives, and acquisition strategy reviews.

### **Test and Evaluation**

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

If confirmed, I will mandate that all systems meet statutory, policy, and warfighter requirements for effectiveness and suitability. Only under exigent circumstances would I support delivering equipment without sufficient operational testing. If an urgent operational need requires fielding a system before sufficient testing is complete, I will ensure full transparency and coordination with the Department of the Air Force and Congressional Defense Committees regarding the justification and associated risks.

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

While I have not been briefed on the specifics of the Department of the Air Force's test and evaluation infrastructure, I recognize the vital importance of these capabilities to the effective and efficient use of space capabilities and overall combat readiness of space forces. If confirmed, I will work closely with the Space Force Test and Evaluation community to ensure we have adequate test and evaluation capabilities, to include sufficient realism for dynamic space operations in support of the Joint Force.

**115. What do you see as the operational test and evaluation needs for non-developmental or commercial items to ensure they can still meet the technical requirements and human factors needs of environments often more complex and demanding than commercial settings?**

Based on my experience, for commercial items, operational test and evaluation must focus on suitability and survivability in the military environment. Non-developmental and commercial items must also be tested for cybersecurity, resilience against threats, and the ability for a Guardian to use the item effectively under the stress of combat. If confirmed, I will review test protocols for non-developmental and commercial items and ensure they are appropriately scoped.

### **Technology Transition**

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

**116. In your view, what impediments to technology transition do you perceive to exist within the Space Force?**

Transitioning emerging technology into acquisition programs of record is a well-known challenge. If confirmed, I commit to working with leadership across the Department of the Air Force to equip our space acquisition enterprise with the resources, flexible planning frameworks, and agile authorities required to rapidly transition cutting-edge capabilities to the warfighter.

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

I believe the Air Force Research Laboratory and other Air Force engineering commands can facilitate technology transition by aligning technology efforts to on-ramp elements of space acquisition strategies. If confirmed, I will work with Program Acquisition Executives, the Air Force Research Laboratory, and Air Force stakeholders to proactively identify on-ramp options and work with industry to ensure technology demonstrations have mature engineering baselines to effective transition to programs of record.

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

The Department of the Air Force must define at the earliest possible stage those technologies that will yield the greatest advantage against near-peer competitors. If confirmed, I will leverage prototyping and experimentation in the context of current and projected space architecture and operational environments to demonstrate mission utility and architectural alignment.

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

I believe the changes to the requirements process that are underway as part of acquisition reform will go a long way toward facilitating technology transition. By focusing on mission outcomes instead of highly-specified requirements, programs will have the latitude to assess more options for technology use. Also, optimizing acquisitions for speed will create a bias for mature technologies that are ready to use. This will naturally reduce prior barriers to new technology adoption. If confirmed, I will work with all PAEs to ensure acquisition strategies are optimized for speed and have technology on-ramp options.

**Space Force-Related Defense Industrial Base**

**120. What is your view of the current health of the industrial base that supports the Space Force?**

I see a vibrant and rapidly growing space industrial base that now includes a growing number of launch vehicle providers, satellite manufacturers, software companies, and satellite operators. However, I also see various levels of consolidation and fragmentation that make market dynamics difficult to assess and can result in competitive imbalances. This is of particular concern in light of the massive expansion of satellite constellation sizes, which may stress specific elements of the supply chain and expose new bottlenecks. If confirmed, I will work closely with stakeholders across the Department and industry partners to assess these supply chain

vulnerabilities and develop strategies to grow industrial capacity in pace with mission demand.

**121. What do you see as the levers to motivate the defense industrial base to make additional capital investment, to include for facilities and tooling, as well as research and development investments, to increase production capacity and speed?**

I believe the most powerful lever to motivate industry is a clear and stable demand signal, a core tenet of the Secretary of War's acquisition transformation. By clearly communicating our long-term strategy and using tools like multi-year procurements, we give industry the confidence and business case they need to make their own capital investments in facilities, tooling, and talent.

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

I believe that understanding the health of the industrial base is critical to making sound investments across recapitalization, modernization, and science and technology. These considerations must be embedded at the start of requirements development and acquisition planning. If confirmed, I will ensure any decisions fully account for impacts on competition, supply chain diversity, and long-term manufacturing capacity.

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

It is important to take a proactive approach to identifying and monitoring risks across the industrial base. If confirmed, I will evaluate the implementation and progress of Department-wide efforts, such as the Critical Munitions Strategy, and assess if critical elements in the space industrial base warrant similar approaches.

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

Small businesses are a vital part of the U.S. space defense industrial base, and it is important to foster a culture within the space acquisition community that promotes opportunities for small businesses. The recent reauthorization of the Small Business Innovation Research (SBIR) and Small Business Technology Transfer (STTR) programs by Congress underscores this priority. If confirmed, I will work closely with the Air Force Office of Small Business Programs to lower barriers to entry for small businesses and make sure these reauthorized programs are being fully leveraged across the Space Force acquisition portfolio.

**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.**

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

Yes.

**126. Do you agree, without qualification, if confirmed, to provide this committee, its subcommittees, other appropriate committees of Congress, and their respective staffs such witnesses and briefers, briefings, reports, records—including documents and electronic communications, and other information, as may be requested of you, and to do so in a timely manner? Please answer with a simple yes or no.**

Yes.

**127. Do you agree, without qualification, if confirmed, to consult with this committee, its subcommittees, other appropriate committees of Congress, and their respective staffs, regarding your basis for any delay or denial in providing testimony, briefings, reports, records—including documents and electronic communications, and other information requested of you? Please answer with a simple yes or no.**

Yes.

**128. Do you agree, without qualification, if confirmed, to keep this committee, its subcommittees, other appropriate committees of Congress, and their respective staffs apprised of new information that materially impacts the accuracy of testimony, briefings, reports, records—including documents and electronic communications, and other information you or your organization previously provided? Please answer with a simple yes or no.**

Yes.

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

Yes.

**130. Do you agree, without qualification, if confirmed, to respond timely to letters to, and/or inquiries and other requests of you or your organization from individual Senators who are members of this committee? Please answer with a simple yes or no.**

Yes.

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

Yes.