

**Advance Policy Questions for Robert McMahon**  
**Nominee for Assistant Secretary of Defense for Logistics and Materiel Readiness**

**Department of Defense Reforms and Oversight Concerns**

**The National Defense Authorization Act for Fiscal Year 2017 included the most sweeping reforms since the Goldwater-Nichols Department of Defense Reorganization Act of 1986.**

**Do you support these reforms?**

*Yes.*

**What other areas for defense reform do you believe might be appropriate for this Committee to address?**

*The reforms enacted by Congress through the FY 2016 and FY 2017 NDAA's present an opportunity to make major reforms to how the Department of Defense operates. If confirmed, I believe that the Sustainment community is ready to implement necessary change and reform. I look forward to working with this committee and Congress going forward to institute the reforms already identified.*

**Section 911 of the National Defense Authorization Act for Fiscal Year 2017 required that the Secretary of Defense establish cross-functional teams to address critical objectives of the Department.**

**What are your views on the potential focus areas and uses for future cross-functional teams?**

*I believe cross-functional teams must have a continuing role for initiatives that address the complex materiel readiness issues and lifecycle management challenges of the current environment.*

**What is the role of the Assistant Secretary of Defense for Logistics and Materiel Readiness (ASD(L&MR)) in overseeing the logistics- and materiel-related defense agencies?**

*The role of the ASD is to be the department's senior sustainment leader. I believe this is accomplished through the development of policy, and leadership of initiatives that provide effective and efficient sustainment solutions.*

**Are further authorities or resources required for effective oversight of these agencies?**

*In order to effectively and responsibly integrate logistics efforts across the Department, it is essential to have full visibility into program performance, and access to the essential supporting data and information. To this end, I will determine if any additional authorities or resources are required and report back to this committee if needed.*

## **Duties**

### **If confirmed, what would you view as your principal responsibilities to the Secretary of Defense and the Under Secretary of Defense?**

*If confirmed, I would fulfill the statutory responsibilities of being the principal advisor on logistics and materiel readiness issues to the Secretary of Defense and the Under Secretary of Defense for Acquisition, Technology, and Logistics, and serving as the principal sustainment official for the Department of Defense. In this capacity, my responsibilities would include providing leadership in the development of policy for all logistics functions, to include materiel readiness, supply chain, maintenance, transportation, and operational support programs.*

### **If confirmed, what other duties do you expect that the Secretary and the Under Secretary would prescribe for you?**

*If confirmed, I would work to provide superior logistics support to the warfighter and find new ways to provide the goods and services we offer in a more efficient and cost effective manner. I anticipate I would be asked to lead essential sustainment reform to improve materiel readiness for the Department.*

## **Qualifications**

### **What background and experience do you possess that qualify you to be responsible for the sustainment of major weapons systems and combat support equipment?**

*I have over 36 years of defense sustainment experience between my time in the military and my time in the private sector. Included in that experience is leading four major DoD depot maintenance activities, managing a major DoD supply chain, directing sustainment and product support activities for five major weapon systems and three major product groups, and overseeing a worldwide commercial product support team for a major military weapon system spanning eight countries. In addition, I have extensive experience in the DoD financial management system to include working capital funds, continuous process improvement, and in operational logistics to include overseeing deployment and distribution operations in the Central Command theater of operations. Finally, having served as the Director of Logistics for the Air Force, I have a tremendous appreciation for the importance of having a strong relationship between DoD and the congress.*

### **Do you believe that there are any additional steps that you need to take to enhance your expertise to perform these duties?**

*While I believe that my experience described above has fully prepared me for this position, there are many aspects of current DoD operations and analysis of which I need to become more familiar. If confirmed, I would spend sufficient time to become more current in my awareness and understanding of the capacities and capabilities across DoD. I would also plan an extensive series of meetings with and visits to the practitioners and installations in the field.*

### **Relations with Congress**

**What are your views on the state of the relationship between the ASD(L&MR) and the Senate Armed Services Committee in particular, and with Congress in general?**

*This office by the necessity of its advocacy for the defense industrial base has worked hand in hand with this committee and if confirmed, I will continue our close collaboration to institute necessary sustainment reforms. It is my view that the relationship between this office and the committee is sound and it would be my goal to build upon this relationship.*

**If confirmed, what actions would you take to sustain a productive and mutually beneficial relationship between Congress and the ASD(L&MR)?**

*I believe that clear and consistent communication is essential to a good relationship. If confirmed, it is my intent to establish regular communication channels with Congress from various levels within the organization. With good communication, L&MR and Congress will have a productive partnership as we work together to improve materiel readiness and the sustainment enterprise for our joint and coalition warfighters.*

### **Major Challenges and Problems**

**In your view, what are the major challenges confronting the next ASD(L&MR)?**

*I believe there are three major challenges confronting the next ASD(L&MR):*

- 1) Revitalizing near-term materiel availability;*
- 2) Making the DoD sustainment enterprise more effective; and*
- 3) Making the DoD sustainment enterprise more efficient.*

**If confirmed, what plans do you have for addressing these challenges?**

*The Secretary of Defense has articulated his three priorities and, if confirmed, I will diligently work through the Under Secretary for Acquisition, Technology & Logistics to ensure these priorities are communicated and adopted across the L&MR organization.*

**If confirmed, what broad priorities will you establish?**

*I fully support the Secretary of Defense's priorities to improve readiness through increased lethality, expand and strengthen alliances and partnerships, and reform how we do business. My first priority will be to move the needle on materiel readiness. This will require consistent resourcing of sustainment accounts while ensuring base funding is appropriately identified and*

*protected. My second priority will be to drive the Integration of logistics functions at all levels across the Department, to achieve increased effectiveness and efficiency. My third priority will be the pursuit of transformation in the use of technology, data transparency, and our business practices and relationships to further drive increased effectiveness and efficiency.*

### **Degradation of Equipment Readiness Due to Operations Tempo**

**This Committee has received testimony from senior Department of Defense officials and the military services citing the effects of operations tempo on the materiel readiness of equipment deployed in support of contingency operations.**

**What is your understanding of the extent to which many years of combat operations have impacted the service life of major equipment items?**

*High usage of equipment based on a demanding operational tempo, coupled with the harsh environments in which these systems operate, have created a backlog of sustainment challenges. The usage profiles of our major weapon systems over the past two decades have greatly accelerated the degradation of service life. Also, while focused on kinetic operation overseas our organic industrial infrastructure has suffered. This infrastructure is critical to the maintenance repair and overhaul of these same major weapon systems. Both of these areas will be focus areas for transformation if I am confirmed.*

**If confirmed, what would be your approach to regenerating materiel readiness that has been degraded by the sustained high operations tempo after many years of combat?**

*If confirmed, I will work to ensure that we reset our systems to a level where we can fully support the nation's objectives. After this lengthy period of conflict we must acknowledge that many of our systems and much of our organic industrial infrastructure has been degraded and are in need of extensive maintenance in order to bring them back to an acceptable level of operational readiness. If confirmed, my first responsibility will be to effectively communicate to the Congress the need for appropriate funding to first reset the systems, and then sustain them at appropriate levels. My second responsibility is then to ensure the DoD spends those dollars wisely to gain the highest degree of readiness possible.*

**If confirmed, by what standards would you measure the adequacy of logistics and materiel readiness funding?**

*The chief measure will be materiel readiness as defined by each of the services. If confirmed, I will work with each of the Military Services to first understand their respective measures of readiness, then to understand their priorities in regenerating that readiness and our organic industrial infrastructure. I will work to validate their respective requirements and then secure the funding to support those requirements that support their priorities.*

### **Overseas Contingency Operations (OCO) Funding**

**Given the uncertainty of OCO funding, what enduring maintenance capabilities and activities, if any, would you recommend be transferred to base budget requirements?**

*OCO funding will be required as long as we are engaged in contingency operations. The challenges of reconciling Overseas Contingency Operations (OCO) funding with base budgets affects all of DoD. If confirmed, and to the extent that Congress restores funding through a balanced approach, I will work with the Military Departments to develop a strategy to properly identify, program and budget for enduring maintenance capabilities and activities and restore appropriate base funding levels.*

**What logistics and maintenance activities, if any, would you recommend eliminating that have been funded with OCO over the last decade?**

*At this time, I have no recommendations for eliminating activities that have been funded with OCO over the last decade. OCO funding levels should support the requirements generated by overseas contingency operations*

#### **National Security Budget Reductions/Sequestration**

**The original discretionary caps imposed by the Budget Control Act (BCA) will be in effect for Fiscal Years 2018 through 2021, unless there is agreement to change budget levels.**

**In your assessment, what would be the impacts of continued implementation of the BCA discretionary caps through 2021 on the Department of Defense and national security?**

*I believe that reduced funding under sequestration impacts spare parts, consumable items, and logistics support more than many other areas of the defense budget. These cuts have a disproportionate impact on the Military Services' operations and maintenance accounts which are the primary resources for generating materiel readiness. Both the purchase of repair parts and the induction of equipment into organic and private sector facilities for scheduled and nonscheduled maintenance would be directly affected by these reductions.*

**Do you believe that any future budget agreements must maintain parity between non-defense and defense discretionary funding?**

*I believe that the security of the United States is our number one priority and that our funding strategy should reflect our priorities.*

**In your view, what is the impact on the Department of Defense and on the nation's ability to meet national defense requirements if these budget caps continue to be imposed on non-defense security agencies, such as the Department of State,**

**Department of Justice, Department of Homeland Security, and the non-defense elements of the intelligence community?**

*I believe that the implementation of indiscriminate budget controls has a detrimental and compounding negative effect on the entire national security apparatus.*

**Depot Maintenance Strategic Plans**

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

**What is your understanding of the extent to which the military services have updated or revised their depot maintenance strategic plans to address current and future logistics and maintenance requirements?**

*From my previous experience, I am aware that the Military Departments regularly update their depot maintenance strategic plans. If confirmed, I would evaluate these plans and those of the other Military Services against their current and future logistics and maintenance requirements.*

**Do you believe that the steps taken by the military services are adequate, or are additional measures needed?**

*Given the systematic funding challenges faced by our Services, and the mounting strain on our systems due to their age and the impact of 16 years of war, I believe there are likely additional measures that are needed. If confirmed, I will review each Military Services' plans, determine their adequacy, and then work with the Services to fund and implement any required additions.*

**What is your understanding of the extent to which the military services have assessed the effects of reset on the baseline budgets, competing demands to reset equipment to meet unit readiness goals, the preservation of core capabilities, and the risk level that organic depot maintenance facilities may be able to accommodate in order to complete reset workload requirements?**

*Although the peak of reset activities has passed, Overseas Contingency Operations (OCO) funding will be required as long as we are engaged in contingency operations in order to restore materiel readiness. The challenges of reconciling OCO funding with base budgets affects all of DoD. If confirmed, and to the extent that Congress restores funding through a balanced approach, I will work with the Military Departments to develop a strategy to properly identify, program and budget for enduring maintenance capabilities and activities and restore appropriate base funding levels.*

**Congress places great importance on the proper implementation of the laws contained in chapter 146 of title 10, United States Code. Please provide your interpretation and how you would implement, if confirmed, the following statutes: 10 U.S.C. 2460, 10 U.S.C. 2464, 10 U.S.C. 2466, and 10 U.S.C. 2476.**

*I have read and fully support these statutes. If confirmed, I will work with the Military Departments to ensure that the information is available to achieve readiness goals while maintaining full compliance with the statutes.*

**Do you believe the amounts allocated for the activation of new workloads, including military construction projects, at the covered depots should be included in the calculation to determine the minimum investment of capital budgets as required by 10 U.S.C. 2476?**

*Yes, I believe that amounts allocated for the activation of new workloads should be included in the calculation to determine the minimum investment of capital budgets.*

**Do you believe any of the sections included in chapter 146 of title 10, United States Code, or any other statute affecting the depots should be modified? If so, why, and what is your desired outcome?**

*I have no proposed modifications to any of the sections of this statute at this time; however, if confirmed, I will review and forward suggested legislative changes to this committee.*

### **Condition-Based Maintenance**

**Department of Defense aviation assets continue to be under high demand and operating well beyond their anticipated flying hours.**

**What is your understanding of the military services' plans related to the transmission, storage, and analysis of data important to improving maintenance efforts, decreasing maintenance and spare part costs, and increasing readiness?**

*As an early adopter in my previous Air Force role, I advocated Condition Based Maintenance Plus (CBM+) as the Department-wide initiative to transform maintenance to proactive and predictive maintenance based on evidence of need. I am a proponent of CBM+ and fully support this department-wide sustainment transformation initiative.*

**What is your understanding of how the military services share best practices and lessons learned with other service depots?**

*I am aware of various collaboration venues that exist to share best practices and lessons learned. If confirmed, I plan to build upon this foundation to enhance the integration and cooperative nature of managing the sustainment enterprise.*

**What is your understanding of how backlogs are addressed to look across the organic industrial base for additional capacity when needed?**

*I am aware from previous experience that a collaborative environment exists between the Services with recurring cross-talk on issues and requirements of mutual concern. Additionally, the Sustainment commands operate under a memorandum of agreement whose intent is to work together. However, there is room for improvement in this area and if confirmed, I will work with the Services to enhance mutual support of cross service requirements.*

**What is your understanding of the results of the condition-based maintenance effort thus far in terms of readiness and costs?**

*I believe we have more work to do in this area. The military services have been employing CBM capabilities in limited application for decades. If confirmed, I will work to take CBM+ to the next level as a key to the Department's efforts to ensure continued readiness at reduced cost.*

### **Prepositioned Stock**

**As the Department of Defense positions materiel and equipment at locations around the world to enable it to quickly field a combat-ready force, it has been reported by the Government Accountability Office (GAO) that the Department's plans to expand the use and reporting of its prepositioned equipment beyond combat operations may include training and joint exercises with neighboring countries, humanitarian relief, and reconstruction activities. The National Defense Authorization Act for Fiscal Year 2014 required the Department to develop overarching strategic guidance and a detailed implementation plan to align the service-specific prepositioning programs and create a more joint Department-wide prepositioning program to achieve efficiencies and minimize unnecessary duplication, overlap, and fragmentation. As of July 2017, only a timeline of September 30, 2017 was established for issuing Department-wide guidance.**

**What is your understanding of the extent to which the Department is working with the military services to develop an integrated requirement for prepositioned stocks that is based on a Department-wide strategy?**

*Prepositioned stocks have demonstrated the capability to improve the overall logistics capability required to ensure critical mission success. The FY14 NDAA required the development of strategic guidance and an implementation plan, both of which are now in place. If confirmed, I will work with the Joint Staff, the Services, Combatant Commands, and DLA to execute the implementation plan.*

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

*If confirmed, I plan to evaluate the impact of prepositioned stocks on logistics operations, including the possibility of reducing the overall transportation costs for missions such as joint/combined exercises and Humanitarian Assistance efforts, especially in large geographic areas like the Pacific.*

**How would you plan to coordinate military service efforts to identify and validate the requirements for the expanded use and increase in demand of prepositioned stocks?**

*If confirmed, I will review current policy and ensure that the policy provides guidance for validation of expanded use of, and demand for prepositioned stock, as well as reporting the information necessary to track implementation and prioritize funding to meet shortfalls.*

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

*I believe that the concept of assessing existing equipment for prepositioning potential is a good concept, but that the Services have not completed their respective reviews,. If confirmed, I would review existing policies and the data on such nonstandard equipment and then work with the Services on a way forward.*

**What additional reset and sustainment resources will be needed to add to these stocks?**

*If confirmed, I will initiate a review of prepositioned stock resource requirements. Pending the outcome of such a review, I would be able to better articulate the requirement for any additional resources.*

**In your view, have the military services identified adequate funding to meet their plans to reconstitute their prepositioned stocks around the world?**

*I am aware of significant drawdowns of prepositioned stocks to support operations in Afghanistan and Iraq. If confirmed, I would examine whether policies enable the Military Services' prepositioned stock programs to address requirements within budget constraints.*

**If confirmed, what steps, if any, would you take to address these issues?**

*Prepositioning decisions should be based on strategy, plans, and requirements that are consistent with logistics capabilities. If confirmed, I will work to ensure that policies on prepositioned equipment provide the Military Services with the guidance needed for programming decisions and the data to track implementation and shortfalls.*

## **Defense Logistics Agency (DLA) Management**

**Your position exercises authority, direction, and control over the Director of DLA.**

**How do you expect to execute this authority to oversee the agency?**

*The Defense Logistics Agency is the nation's combat logistics support agency, providing worldwide logistics support in both peacetime and wartime to the military services as well as several civilian agencies and foreign countries. If confirmed, I will execute my authority in the same way I did during my 34 years on active duty. I will hold regular reviews with the Director and his leadership team to assess their performance metrics, as well as discuss issues of interest to either myself or the Director and his team.*

**If confirmed, what steps will you take to ensure that DLA is responsive to the needs of the military departments who use its offerings and transparent in its pricing of these products?**

*If confirmed, I will ensure 1) the Services have clearly communicated their requirements, 2) that DLA clearly understand their requirements, 3) that the Services and DLA share a common set of performance metrics, and 4) that DLA has viable recovery plans in those instances they are not meeting customer expectations.*

**If confirmed, how would you evaluate the management of DLA's Working Capital Fund and would you make any changes to its policies?**

*DLA's Working Capital Fund is essential to the successful operation of the Department. If confirmed, I would review the customer support performance of DLA's Working Capital Fund and support efforts that improve effectiveness and efficiency.*

**In addition to its well-known logistics offerings, DLA also operates the Defense Agency Initiative system, which constitutes a large portion of financial management systems for other defense agencies.**

*If confirmed, I will remain committed to Department audit and to ensuring accountability for billions of dollars of Department inventory. Whether those dollars appear as credits and debits in a financial system, or screws and bulkheads in an inventory system, they ultimately represent the responsibility DLA has to the American taxpayers.*

**Given the increasing focus on audit readiness across the Department of Defense, how will you execute your responsibility over this system?**

*Financial improvement and audit readiness must become an integral part of the DoD DNA. If confirmed, I will work with my team to ensure we consider and review audit readiness in the same way we review other critical metrics.*

## **Spare Parts Shortage**

**Recently, the military services have expressed concern that the non-availability of spare parts to complete repairs and maintenance is leading to delays in throughput leading to readiness shortfalls. Even a small percentage of spare parts that are not delivered on time can render a weapon system non-mission capable.**

**What is your view of DLA's track record on ordering and delivering parts on time?**

*Given the immensity of their portfolio, I believe that DLA does an excellent job of delivering on time. I also believe they can always do better. If confirmed, I will work with the Director and his team to remove the obstacles they face that preclude even better warfighter support.*

**What changes, if any, do you think are needed to improve DLA's performance in this regard?**

*If confirmed, I will work with the Director to better understand the specifics about the obstacles DLA faces to better warfighter support.*

**In the past, there have been multiple reports and investigations conducted by the Department of Defense Inspector General and GAO that have identified several instances in which DLA and military services have significantly overpaid for spare parts.**

**If confirmed, what will you do to ensure the Department, military services, and other defense agencies do not allow contractors to overcharge for spare parts?**

*I recognize that overcharging for spare parts is a major concern. If confirmed, I will examine the Department's guidance, tools, and training currently being used to reduce or eliminate such overcharging and work with the appropriate stakeholders to update guidance as needed to improve performance in this area. I would plan to include in that review the pricing support capability offered by the Defense Contract Management Agency.*

**If confirmed, what will you do to ensure that the Department, military services, and other defense agencies do not acquire excess inventory of spare parts?**

*I am aware of the success the Department has had in reducing inventory in excess of requirements and implementing processes to prevent acquiring excess parts. If confirmed, I will continue the positive performance trend by ensuring the policies and processes that led to the improvements are maintained and followed. In addition, I will work to identify new opportunities to build on the successes already achieved.*

**If confirmed, what will you do to ensure the military services improve the reliability of their spare parts forecasts they submit to DLA?**

*If confirmed, I would leverage current governance structures to engage with Service and Component leadership to help improve forecast reliability. I would plan to use those existing*

groups as part of the process to examine current forecasting. Additionally, I would plan to work with the Services and Components to incorporate best practices from across the Department of Defense and measure forecasting accuracy metrics to identify process that work and those that are not working. Finally, I would benchmark with industry to review their best practices, and leverage their knowledge to challenge and improve DoD best practices.

### **Corrosion Prevention and Control**

**GAO has estimated that the Department of Defense spends over \$22 billion per year in costs related to corrosion of equipment and infrastructure. While the Department has established a central corrosion program management office and has institutionalized corrosion prevention and mitigation as a key component of the Department's Planning, Programming, Budgeting, and Execution process, efforts are frequently underfunded.**

**What is your understanding of the challenge to the readiness of the military services as a result of corrosion in equipment and materiel and the extent to which the services are coordinating their efforts?**

*Corrosion has been a persistent challenge that every weapon system in the DoD has faced, and corrosion has a negative impact on readiness, cost and safety. If confirmed, I would plan to examine current practices and to work with the Military Services, Defense Agencies, and commercial entities to pursue the best solutions at the least cost to the Department.*

**What is your understanding of a Department-wide strategy to combat corrosion of weapon systems?**

*I fully support the current Department-level corrosion mitigation program, and if confirmed, will strive to better integrate corrosion prevention and control efforts across the maintenance and sustainment enterprise.*

**If confirmed, what would be your relationship with the director of the Corrosion Policy and Oversight Office?**

*If confirmed, I would take an active role in integrating and aligning the Corrosion Prevention and Control efforts across the maintenance and sustainment enterprise.*

**If confirmed, how would you assess the implementation and effectiveness of corrosion prevention and control efforts in programs under your purview and, working with other responsible officials, how would you address identified areas of concern?**

*Corrosion needs to be addressed across the entire life cycle of defense equipment from conception to disposal. If confirmed, I would work with the Director of Corrosion Policy and Oversight and existing corrosion prevention control mechanisms. In addition, I would address corrosion control and prevention as part of the materiel readiness function during design and development of weapon systems.*

## **Data Validation for Depot Maintenance Public-Private Workload Distribution Report**

Section 2466 of title 10, United States Code, directs the Secretary of Defense to submit a report to Congress by April 1 of each year outlining the percent distribution of depot-level maintenance and repair workload between the public and private sectors for the preceding fiscal year and the projected distribution for the current and ensuing fiscal years. One of the continuing problems noted in the preparation of this report is the validity and accuracy of data submitted by the military services. As a result, the actual percentage of work completed at public depots is less than what is reported by the Department of Defense in some cases.

**If confirmed, what steps will you take to ensure the accuracy of the Department’s public-private workload distribution reporting?**

*I believe that the so-called “50-50 law” is an integral part of our overarching mission to preserve a ready and controlled source of technical competence that underpins our ability sustain warfighter readiness. In light of the current global security environment and the age and condition of our current fleets, this statute is more important today than ever before. If confirmed, I will work with the Services to provide clear guidance and ensure accurate reporting and fullest compliance.*

## **Planning for Contractor Support in Contingency Operations**

GAO has previously reported that the Department of Defense’s OPLANs often do not include an approved Annex W addressing contract support requirements, contractor management plans, contract oversight processes, and manpower requirements to execute contractor oversight. Moreover, GAO has found that the few annexes that do exist merely “restate broad language from existing operational contract support guidance” and fail to identify military capability shortfalls that will require contract solutions or ensure that combatant commanders are aware of even the general scope and scale of contract support that will be needed for an operation.

**Do you believe that the current level of military planning for contractor support in military operations is adequate and appropriate?**

*Planning for and executing contractor support in military operations is a complex and evolving process. While advances have been made, there is still room for improvement to ensure that contractor support is fully considered and integrated into plans.*

**If confirmed, what steps, if any, would you take to improve military planning for contractor support in military operations?**

*Well planned and managed use of contracted support can provide significant opportunities for operational commanders. If confirmed, I would, in partnership with the Joint Staff, continue*

*ongoing efforts to improve integration of contract support capability in plans and ensure that policy, doctrine, guidance and Operational Contract Support (OCS) education and training are fully implemented.*

### **Life Cycle Costs**

**If confirmed, what steps, if any, would you take to ensure that life cycle maintenance requirements and sustainment support are considered in the acquisition process for new Department of Defense systems?**

*If confirmed, I will work with the Milestone Decision Authorities and the Military Services to ensure the Department fully addresses weapon system maintenance and sustainment requirements early in the acquisition cycle. We must ensure that sustainment planning takes place throughout a weapon system's life cycle from initial fielding, to full operational capability, to phase out and eventual disposal. Sustainment planning must include how design decisions affect life cycle costs. To this end, I would emphasize sustainment planning as part of all major program reviews. I would work across the DoD to ensure our engagements with industry incentivize innovation and improve the Department's ability to maintain its weapon systems and reduce Operating and Support costs.*

**Are you aware of information or concerns that new major weapon systems' operating and support costs may have exceeded estimates?**

*Yes, I am aware of recent escalating O&S cost trends for our new major weapon systems & equipment. I believe that Operating and Support (O&S) costs comprise a large portion of total life cycle cost and that O&S costs have been rising. If confirmed, I will work with the CAPE and the Services to improve O&S cost estimating policy, ensuring we apply the most realistic assumptions we can.*

**If confirmed, what actions will you take to ensure rising operating and support costs do not adversely affect the readiness of new equipment and the operational units to which the equipment is issued?**

*If confirmed, I will focus on three areas to achieve readiness affordability. First, I will focus on the need to design and buy systems that minimize the demand for sustainment. This includes labor, parts, and energy. Second, I will focus on the need to continually emphasize and invest in continuous improvement of our sustainment infrastructure. Finally, I will focus on the need to adequately resource sustainment throughout the programming and budget cycle.*

**If confirmed, what actions will you take to ensure that the Department will have the resources to properly maintain the readiness of this new equipment?**

*If confirmed, I will work with the Joint Staff, Military Services, and the Under Secretaries of Defense for Personnel and Readiness, Cost Assessment and Program Evaluation, and Comptroller to identify all resource requirements to maintain the readiness of new equipment.*

**Do you believe that the fully burdened cost of fuel is an appropriate factor for the Department to consider in the evaluation of acquisition alternatives?**

*I believe that the inclusion of fully burdened cost of fuel in the analysis of alternatives and other comparative studies is appropriate for creating a fair comparison of the systems under consideration, particularly when the energy source varies between the alternatives. Using fully burdened cost of fuel as one of the evaluation criteria grounds the alternatives within the existing DoD infrastructure, or highlights additional infrastructure requirements that come along with any particular alternative.*

### **Congressional Oversight**

**In order to exercise its legislative and oversight responsibilities, it is important that this Committee and other appropriate committees of Congress are able to receive testimony, briefings, and other communications of information.**

**Do you agree, if confirmed, to appear before this Committee and other appropriate committees of Congress?**

*Yes*

**Do you agree, if confirmed, to appear before this Committee, or designated members of this Committee, and provide information, subject to appropriate and necessary security protection, with respect to your responsibilities as the ASD(L&MR)?**

*Yes*

**Do you agree to ensure that testimony, briefings, and other communications of information are provided to this Committee and its staff and other appropriate committees in a timely manner?**

*Yes*

**Do you agree to provide documents, including copies of electronic forms of communication, in a timely manner when requested by a duly constituted committee, or to consult with this Committee regarding the basis for any good faith delay or denial in providing such documents?**

*Yes*

**Do you agree to answer letters and requests for information from individual Senators who are members of this Committee?**

*Yes*

**If confirmed, do you agree to provide to this Committee relevant information within the jurisdictional oversight of the Committee when requested by the Committee, even in the absence of the formality of a letter from the Chairman?**

*Yes*