Senate Armed Services Committee
Advance Policy Questions for Mr. Brent Ingraham
Nominee for Assistant Secretary of the Army for
Acquisition, Logistics, and Technology

Duties

Section 7016(b)(5)(A) of title 10, United States Code, provides that the principal duty of the Assistant Secretary of the Army for Acquisition, Logistics, and Technology (ASA(ALT)) shall be the overall supervision of acquisition, technology, and logistics matters of the Department of the Army.

1. What is your understanding of the duties and functions of the ASA(ALT)? What recommendations, if any, do you have for changes in the duties and functions of the ASA(ALT), as set forth in statute or in Department of Defense regulations?

Response: The ASA(ALT) is the principal advisor to the Secretary of the Army on all matters related to acquisition, logistics, and technology. There are five primary functions the ASA(ALT) serves, when delegated: the Army Acquisition Executive (AAE), the Senior Procurement Executive, the Senior Official responsible for the management of acquisition of contract services, the Science Advisor to the Secretary of the Army and the Army's senior research and development official. The ASA(ALT) sets the strategic direction for Army programs and policies related to acquisition, logistics, and technology, including: acquisition management, procurement, the industrial base, security cooperation & assistance, sustainment, and science & technology. Importantly, the ASA(ALT) also appoints, manages, and evaluates Program Executive Officers (PEOs) and direct-reporting Program Managers (PMs) and is responsible for managing the Army Acquisition Corps and the Army Acquisition Workforce.

I have no recommendations or changes to the duties or functions of the ASA(ALT) at this time. If confirmed, I look forward to the opportunity to serve in the position before providing any potential recommendations.

2. If confirmed, what duties and functions would you expect the Secretary of the Army to prescribe for you?

Response: I would expect the Secretary of the Army would prescribe the following activities, as defined by Headquarters Department of the Army General Orders 2020-01, for the ASA(ALT) which include:

a. Developing and overseeing policies and programs for:
   1. Logistics, including acquisition fielding, sustainment, and disposal logistics management, and administering life-cycle logistics support planning and execution.
   2. Security cooperation, foreign military and foreign government sales, and other related activities and general export matters.

3. The Defense Industrial Base, including the Army's Organic Industrial Base.
4. Aspects of the PPBE process within the ASA (ALT)'s assigned functions and responsibilities and, when appropriate, coordinating and integrating that direction with the ASA (FM&C) and Chief Information Officer (CIO)/G-6.
5. The acquisition function and the acquisition management system and chairing the Army Systems Acquisition Review Council and Configuration Steering Board.
6. Execution of the authorities of the agency head for procurement matters pursuant to laws and regulations, and execution of the authorities of the SEC.ARMY for matters concerning grants, cooperative agreements, and other non-procurement transactions under the Defense Grant and Agreement Regulatory System (DoD Directive 3210.06), as well as other transactions under sections 2371 and 2371b of Title 10, United States Code.
7. Intellectual property, technical data, and computer software management.

b. Providing materiel solutions to equipment modernization as part of the future force modernization enterprise.
c. Managing the Army Acquisition Corps and Army Acquisition Workforce; appointing those personnel below the executive level; and evaluating acquisition Program Executive Officers and direct reporting program, project, and product managers.
d. Representing the Army in ALT matters to DoD and non-DoD partners.

The office of the ASA(ALT) would also be designated as the single office in HQDA responsible for the acquisition and research and development function, including procurement and contracting, acquisition program management, armaments cooperation, and security assistance.

Major Challenges and Problems

3. In your view, what are the major challenges you would confront if confirmed and appointed to be the ASA(ALT)?

Response: I believe the major challenges expected, if confirmed, will be ensuring a ready force while modernizing the Army to be the most lethal force against the evolving threat. The need to ensure timely execution and delivery of capabilities will be a top priority with a defense industrial base and weakened supply chains that has been challenged to deliver modern weapon systems. The acquisition community will have to find ways to integrate new technology, with rapid feedback from soldiers in operational environments to allow for early learning in the development cycle, where realistic costs and schedules can be established, preventing uncaptured cost growth or schedule delays. It is important now, more than ever, to be able to quickly ramp production and deliver capabilities on a schedule that builds confidence in soldiers and keeps up with demand while outpacing the threat, all while in a constrained resource environment. These challenges will drive the need to test early to find defects and deliver capabilities in spiral increments, to allow industry to ramp production and deliver capabilities at the time of need.

4. If confirmed, what plans do you have for addressing each of these challenges? If confirmed, what management actions would you direct and what timelines would you establish for addressing each of these challenges?

Response: I would lead by example by establishing transparency across the Army Acquisition Workforce and with Congress to highlight the challenges facing the ability sustain current capabilities and successfully modernize the Army. I will commit to finding ways to optimize the current capabilities and resources that we do have in order to be the best stewards of taxpayer resources while also finding innovative ways to adapt the acquisition system so we are keeping up with the demand while outpacing the threat. I will provide sound management of acquisition programs by actively managing programmatic risks and working closely with the operational community to focus on addressing key requirements and fielding at pace with operational needs. I will work with PEOs and PMs to ensure that programmatic risks capture intellectual property, data and supply chain challenges that can derail the delivery from production floor to battlefield. I will engage immediately in assessing the state of current Army acquisition programs, the state of the Department's efforts to adapt its processes and workforce for sustained innovation, and the Department's management of its research and development investments. To enable sustained innovation, I would ensure the acquisition workforce leverages all the tools Congress has provided to accelerate the fielding of new capabilities from both traditional and non-traditional partners and ensure effective acquisition through the adaptive acquisition framework. I would ensure PEOs and PMs have the flexibility to navigate the challenges with a trained and talented Acquisition Workforce. I believe that addressing the challenges facing the Army Acquisition Community are reoccurring themes that we will have to constantly assess and will look for opportunities to collaborate across the Army staff to address these challenges moving forward.

5. If confirmed, what broad priorities would you establish and how would you measure progress in achieving these priorities?

Response: I would establish my priorities in alignment with the plans and initiatives outlined in the previous questions as well as those of the Office of the Secretary of Defense and the Secretary of the Army. I will ensure these priorities are communicated to the acquisition community to ensure its efforts align with my objectives. I will work with Department leadership and Congress to measure progress from clear, objective, and realistic metrics that emphasize the delivery of operational improvements and new capabilities along with demonstrated process improvement. If confirmed, my broad priorities would be focused on program execution that delivers capabilities at speed, using modular and open systems for faster integration of commercial technologies, increasing competition and reviving our defense and organic industrial base, through securing our supply chains and delivering uncompromised capabilities. I will look to utilize early science and technology efforts to build tech maturity and reduce integration and fielding risks. I would work with Department leadership and Congress to identify and monitor useful metrics beyond traditional cost, schedule and performance, to ensure soldiers always maintain a technological advantage. To effectively modernize the Army over the next decade and beyond, I think we must continue to develop the necessary technical acumen and leadership competency within the acquisition workforce. I will ensure we have the processes and tools in

place for managing talent particularly in the areas of recruitment, development and retention. When it comes to competing for talent, we must continue to be innovative in finding ways to make the acquisition workforce a competitive employer including incentives for critical acquisition functional areas such as program management, contracting, and science and technology management.

Relations with Congress

6. **What actions would you take to develop and sustain a productive and mutually beneficial relationship between Congress and the Office of the ASA(ALT)?**

Response: If confirmed, first and foremost, I would establish transparency and maintain open lines of communication with members of the Congressional Defense Committees and their staff. I will provide frequent and timely updates on the Department of the Army programs that are paramount to executing the acquisition mission and ensuring proper oversight. I would also direct my entire organization to provide all available information to members and staff so Congress can pursue its oversight and policy-making roles with full information. If confirmed, I look forward to working closely with Congress on all matters of Acquisition, Logistics and Technology.

Budget

7. **If confirmed, by what standards would you measure the adequacy of the Army's funding for the programs under your purview, including how you would evaluate tradeoffs between budget constraints and risk management for Army modernization efforts?**

Response: I will measure the adequacy of the Army's funding based upon the Service's ability to meet the Secretary Hegseth's interim National Defense Strategic Guidance to revive the warrior ethos, rebuild military capabilities and enhance national deterrence. Ultimately, the Army needs sufficient resources to fulfill its role as part of the Joint Force responsible for deterring, and if necessary, defeating military aggression that threatens vital U.S. interests with acceptable risk to force and mission. I would work to ensure the Army develops sound acquisition strategies that identify and mitigate technical and program risks. Additionally, I would make effective use of program oversight processes, including various reviews and assessments, such as technical reviews, independent assessments and tests, program reviews, and milestone reviews and decisions. I would ensure the Army employs risk reduction strategies in programs, to include modeling and simulation, alternative design approaches, and contractor incentives, as needed, to achieve program cost, schedule, and performance objectives.

Relations with the Office of the Secretary of Defense

8. **In your view, what is the optimum relationship between the Under Secretary of Defense for Research and Engineering and the Military Department offices responsible for research and engineering activities?**

Response: It is my view that the AAE, who is responsible for research and engineering in the Army, should have a very close relationship with the USD(R&E) in order to coordinate research efforts across the Department of Defense while still focusing Army efforts that provide capabilities for Soldiers. A close working relationship between the AAE and USD(R&E) would afford for collaboration and partnering on research efforts, ensuring every research dollar is capitalized on, avoid duplication, share data, leverage technology maturation, and accelerate advanced warfighting capabilities the Army would have the ability to leverage to accelerate high risk technologies to advance warfighting capability.

9. **In your view, what is the optimum relationship between the Under Secretary of Defense for Acquisition and Sustainment and the Military Department Service and Defense Agency offices responsible for acquisition and sustainment activities?**

Response: The Under Secretary of Defense for Acquisition and Sustainment (USD(A&S)) establishes the acquisition and procurement policies that synchronizes the Services and enables the department to operate effectively as an enterprise. The USD (A&S) serves a critical role as the Defense Acquisition Executive (DAE), with the authority to retain, or delegate, milestone or decision authority for major defense acquisition programs or their equivalent middle-tier acquisition programs. Establishing a transparent and collaborative relationship between the DAE and the Army Acquisition Executive is key to determine the overall health of the Defense Acquisition System, resolve joint challenges, and share lessons learned that can help streamline Service Acquisition best practices. The DAE's strategic view can assist the Services with cross-cutting challenges with the defense industrial base, securing supply chains, standardizing data rights, providing standard training and performance metrics for the acquisition workforce, and optimizing the adaptive acquisition framework for continuous improvements.

Relationships within the Army

10. **If confirmed, how would you work with the Army Chief of Staff to improve Army acquisition outcomes and the overall health of the Army research and engineering enterprise?**

Response: I would work with the Chief of Staff of the Army (CSA) to ensure that our entire Planning, Programming, Budgeting and Execution process is aligned to effectively deliver the most critical capabilities to the Soldier. I would work closely with the CSA to ensure requirements are validated and technically feasible, and to ensure that appropriate trade-offs are made among cost, schedule, and performance before any milestone or production decisions in order to avoid unnecessary costs or program risks. I would ensure the research and engineering enterprise has the resources and talent to efficiently and effectively develop and field the most critical capabilities the CSA required for improved lethality and technical advantage. Most importantly, I would work with the CSA to ensure that the acquisition community is tightly linked to the operational needs of our Soldiers.

11. **If confirmed, what actions would you take to develop and sustain a productive and mutually beneficial relationship between the Army Senior Acquisition**

Executive and the Commander of the U.S. Army Training and Doctrine Command?

Response: As the Army Acquisition Executive, I would work closely with the Commanding General of the new Army Transformation and Training Command (formerly U.S. Army Training and Doctrine Command and Army Futures Command) to ensure materiel acquired by the Army sufficiently addresses capability requirements and is designed in a way to enable continuous innovation and improvement. This will allow the Army to continuously improve its systems by incorporating user feedback from soldiers, respond to emerging threats, and incorporate technological breakthroughs.

12. If confirmed, how will you work with the joint and Army requirements community to ensure that requirements are technically feasible and stable and will not result in programs that are likely to fail due to technical failures or cost or schedule growth?

Response: I will work closely with the joint and Army requirements communities to ensure requirements are not overly prescriptive and encourage continuous innovation through the development and fielding of a minimum viable product. Streamlining capability requirements to be non-prescriptive will better enable industry to propose novel solutions to the Army's needs. I would leverage Acquisition Shaping Panels and Configuration Steering Boards to balance the Soldier needs with technical feasibility and maturity to ensure programs remain within cost and schedule baseline. Use of a minimum viable product will ensure Soldiers are equipped with new capabilities that are technically feasible and that can be improved upon through continuous innovation with an emphasis on the ability to scale.

<u>Acquisition</u>

Over the past year alone, the Government Accountability Office (GAO), the Director of Operational Testing & Evaluation (DOT&E), and others have documented that multiple Army procurement programs have experienced cost growth, schedule delays, incomplete systems at delivery, and post-delivery problems.

13. If confirmed, what would be your plan for improving Army acquisition activities?

Response: I will work with the Army acquisition community to ensure Army programs are designed and developed in a way that maximizes competition and allows for continuous innovation. This includes incremental development and use of a Modular Open Systems Approach (MOSA) to deliver an initial capability to Soldiers and then partner with traditional and non-traditional defense firms to continuously improve these systems. This can be accomplished by using a combination of adaptive acquisition reform pathways and authorities to encourage industry innovation. I would ensure the Army executes risk reduction strategies in programs, to include modeling and simulation, alternative design approaches, and contractor incentives, as needed to achieve program cost, schedule, performance and delivery objectives.

14. What do you perceive to be the recent successes and shortfalls in Army acquisition activities?

Response: From my experience in the Office of the Secretary of Defense, I believe a recent success for the Army acquisition community is the use of temporary authorities to expedite the replacement of defense articles provided to foreign allies and partners. Congress provided useful temporary authorities in the FY23 and FY24 NDAAs allowing the Department to rapidly procure new equipment replacing legacy equipment provided via Presidential Drawdown Authority to Israel, Taiwan, and Ukraine. This has allowed the Army to send a strong and steady demand signal to industry and increase the efficiency and resilience of the Defense Industrial Base. The Army effectively and efficiently used the adaptive acquisition framework and rapid acquisition tools to stimulate the defense industrial base, while balancing the needs of the fight tonight with a need to modernize for the future fight.

I have also witnessed the Army struggle to identify clear requirements and be willing to make timely trade-offs when the maturity of technology requires further refinement. This has been clear in GAO reports, to include both hardware and software programs. I believe the Army can succeed when the requirements, resources, and the proper acquisition strategy are aligned and leadership works together to streamline achievable requirements, establish realistic cost and schedule goals, and leverage key forums such as Acquisition Shaping Panels and Configuration Steering Boards to balance the Soldier needs with technical feasibility and maturity to ensure programs remain within cost and schedule baseline.

15. If confirmed, what steps would you take to improve oversight in the requirements determination, resource allocation, or acquisition management processes?

Response: I will work with the new Army Transformation and Training Command to ensure capability requirements are written broadly enough to encourage and attract innovative solutions. I will work with Army budget officials, OSD, and Congress to maximize budget flexibility while preserving Congressional oversight. I would work with the Undersecretary of Defense for Acquisition and Sustainment and the Army acquisition community to continue to streamline acquisition management processes to empower acquisition decision authorities to make trade-offs and take reasonable risks. I would make effective use of program oversight processes, including various reviews and assessments, such as technical reviews, independent assessments and tests, program reviews, and milestone reviews and decisions to assess cost, schedule, and performance in achieving the requested capability.

16. What roles do you see for developmental planning, prototyping, and experimentation in the fielding of future Army capabilities?

Response: I believe developmental planning, prototyping and experimentation are critical to the successful fielding of future capabilities, as they allow the Army to identify gaps, refine requirements, and accelerate fielding timelines. They also allow technology developers to gain Warfighter feedback at early stage of development, and continually iterate based on the needs of the Soldiers. Further, Transformation in Contact (TiC) is the Army's adaptation of its organizations and delivery of new technology into the hands of Soldiers so that they can

experiment, innovate, and be ready to fight on a modern battlefield. TiC accelerates the fielding of necessary capabilities and leverages commercial-off-the-shelf products to get new capabilities to the force fast.

17. How would you propose the Army better plan and prepare for weapon system sustainment as part of its acquisition activities?

Response: Addressing sustainment requirements early in the life cycle of a weapon system is critical to ensuring the Army can affordably sustain and maintain the capability. Establishing a life cycle sustainment plan prior to Milestone B is fundamental to having an effective and executable sustainment plan when a system is fielded. Early engagement with both the combat developer and our sustainment organizations such as the Army Materiel Command with clear communication of requirements ensures that our systems are safe, suitable and supportable. Sustainment requirements must be documented in the life cycle sustainment plan and validated with periodic sustainment reviews to ensure efficacy of the plan. If confirmed, I will ensure all new capabilities have a clear intellectual property and data right strategy in the beginning of the program that allow for flexible sustainment options and control life cycle costs.

18. Given that Army acquisition failures have often resulted from technologically unachievable or conceptually flawed requirements, how could you help the Army avoid these pitfalls, if confirmed?

Response: If confirmed, I would push for the requirements process to be more agile, flexible and adaptable. Too often we see overly prescriptive requirements that are obsolete by the time they are approved, tying our acquisition programs to unachievable or outdated technology. I would ensure that all new requirements, when validated by the Army Requirements Oversight Council, are vetted for cost, schedule and performance risks, from a materiel perspective. In addition, I will ensure the Army leverages rapid iteration via mechanisms such as TiC to receive early Soldier feedback, mitigating the risk of such pitfalls.

19. How can the Department of Defense and the Army better access and integrate commercial and military technology to remain ahead of potential adversaries?

Response: If confirmed, I would direct the Acquisition workforce to adopt open system architectures and incrementally develop systems to enable the defense or commercial industry to continuously offer innovative improvements. The Army can maximize use of novel authorities such as Other Transaction Authority (OTA) and Commercial Solutions Openings (CSOs) to attract non-traditional firms and incorporate the best ideas from private industry into our platforms. For areas commercial or private areas have not invested in, I will look to the Army research labs and broader DoD research and engineering organizations to deliver those military unique capabilities to address capability gaps that are required to maintain a technological advantage on the battlefield.

20. 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?

Response: I would plan to utilize the rapid acquisition authorities and procedures to allow the flexibility to deliver an interim capability or a commercially available solution that would meet the urgent need required for the fight tonight. In my previous experiences in fielding rapid acquisition capabilities, the system may not meet the complete performance requirement or at the quantities necessary long term but will satisfy an urgent need while continuing to pursue the enduring capability or quantities. I believe leveraging the inherent flexibilities provided by the Adaptive Acquisition Framework ensure the balance between rigor and speed, with safety being paramount in all cases.

Cost and Schedule Estimates

GAO has reported that the Army's use of unrealistically optimistic cost and schedule estimates is a major contributor to cost growth and program failure.

21. If confirmed, what specific steps would you take to ensure that cost and schedule estimates for Army programs are fair and independent, and that such estimates provide a sound basis for decision-making?

Response: I will work with the Army modernization enterprise to continue to identify opportunities to improve cost and schedule estimating that are achievable but also allow for opportunities to deliver interim capability to the Soldier expeditiously. In my experience, the Army has a positive and collaborative working relationship with the independent cost estimators in ASA (FM&C) and the OSD Cost Assessment and Program Evaluation office, providing the best available program data to ensure that the fair and independent cost estimate is available to establish a realistic baseline. If confirmed, I will look to continue supporting and maintaining those relationships with my counterparts.

22. If confirmed, what specific steps would you take to improve the estimation of life cycle sustainment costs for Army systems?

Response: Close coordination and communication between ASA(ALT) and ASA (FM&C) is fundamental to improving the process of estimating life cycle sustainment costs. The sustainment community has been working to improve the process by working and forging deeper working relationships with the cost estimators from FM&C with periodic reevaluations of cost estimates when reviewing systems undergoing operational sustainment reviews. This iterative process allows the Army to refine program cost estimates based on actual observed pricing.

Software Activities and Acquisition of Information Technology (IT)

23. What is your understanding of the role of the ASA(ALT) with respect to the IT acquisition and software activities of the Army?

Response: Section 7016 of Title 10 U.S. Code states that the principal duty of the ASA(ALT) is the overall supervision of acquisition, technology, and logistics matters of the Department of the Army. ASA(ALT) oversight includes acquisition and support of Information Technology (IT),

software and defense business transformation systems; and decision authority for software acquisition pathway programs. It is my understanding that the ASA(ALT) works closely with the Chief Information Officer (CIO) and Deputy Chief of Staff, G-6, in all matters related to IT to ensure that all IT and software systems are designed, built, and tested to meet regulatory and statutory requirements, including, but not limited to, those related to re-use, interoperability, and cybersecurity.

24. If confirmed, how would you plan to address systemic and persistent cultural, process, and technical barriers to improving the Army's treatment of software activities and IT acquisition?

Response: I would look to strengthen ASA(ALT)'s relationships with the new Army Transformation and Training Command, the Chief Information Officer (CIO) and Deputy Chief of Staff, G6 to synchronize and streamline the acquisition of software and Information Technology (IT) capabilities. I would set policy, guidance, standards, and best practices in order to maximize the flexibility and speed of the Program Executive Officers and Program Managers to acquire and deploy software and IT capabilities. I would also collaborate within the Army, the Department of Defense, and with industry partners to capture lessons learned, pain points, and opportunities for increased IT and software agility to ensure successful outcomes. In addition, if confirmed, I would fully utilize the authorities and flexibilities provided by Congress to shift software and IT development activities out of traditional acquisition pathways and into the software acquisition pathway.

25. If confirmed, how would you work with the research and testing community, the Army's Chief Information Officer, and with the other Military Services—including their Chief Information Officers—in the development and deployment of Army IT systems?

Response: I would engage stakeholders through the Army Chief Information Officer (CIO), programming and budgeting forums, and Army acquisition decision boards. The Army is assessing how to modernize and sustain its IT systems and it will leverage emerging commercial and government technologies where requirements are aligned to save funding and to provide better capability. Also, if confirmed, I would engage with partner Military Services where similar systems are in development or in fielding to leverage the lessons learned and investments made, and to avoid duplication.

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

Response: My highest priority IT and software-related initiative would be moving more Army software development efforts into the Software Acquisition Pathway to ensure that the significant flexibilities provided by Congress are used to move to a more modern approach to software development to ensure capabilities are delivered on schedule and within budget. I would support the use of cloud capabilities and open-source software that enable data driven decisions as close to the tactical edge as possible.

27. If confirmed, what major improvements would you make in the Army's development and deployment of major IT systems and services and software programs?

Response: I would leverage the Software Acquisition Pathway to ensure best practices and partnerships that enable data centric and Modular Open System Approach (MOSA) that reduces risk for modernization of IT systems and software programs. Simultaneously, I would work to ensure the decoupling of software from hardware and support cloud capabilities, the use of plug-and-play modules, and the re-use of interfaces across the enterprise. I would also promote the use of agile processes and Development, Security and Operations (DEVSECOPS) environments in order to achieve the same rapid-release cycles that private industry is able to achieve.

28. In your view, what is the appropriate relationship between the Army's efforts to implement enterprise IT programs and supporting computing services and infrastructure to support Army missions, and the efforts being undertaken by the Defense Information Systems Agency?

Response: In my view, Army enterprise IT programs, computing services and infrastructure provide a broad set of capabilities in support of the Army's mission but must be done so with consideration of joint warfighting capabilities. Partnering with the Defense Information Systems Agency (DISA) and utilizing the Services as appropriate to obtain efficiencies and cost savings, along with standardizing data requirements will remain a consideration and potential course of action. This is critical as the Army moves towards joint operations in support of Multi-Domain Operations and Combined Joint All-Domain Command and Control.

29. If confirmed, how would you coordinate the development or procurement of cloud computing services within the Army with other Department of Defense and federal government cloud computing initiatives?

Response: I would support Army and Department of Defense (DoD) cloud computing contract initiatives that provide the Government with best-in-class performance and cost advantages that the Army's significant buying power affords. The US Army is actively moving its cloud computing infrastructure and services towards the Joint Warfighting Cloud Capability (JWCC). This is a Department of Defense (DoD) initiative to establish enterprise-wide cloud computing services. The Army is currently in a transition phase, moving away from using its own cloud service provider reseller, the Cloud Account Management Optimization (CAMO) contract, and embracing the JWCC. This shift is part of the Army's larger digital transformation strategy. If confirmed, I will work with the Army Chief Information Officer (CIO), DoD CIO and Service Acquisition Executives to ensure Army's equities are included within the JWCC and it provides the capabilities required to enable Joint Multi-Domain Operations.

30. If confirmed, how would you improve the Army's ability to identify and adopt artificial intelligence (AI) capabilities? Do you foresee the need for additional tools, infrastructure or workforce in order to improve the Army's posture towards AI adoption?

Response: I would prioritize accelerating the Army's adoption of artificial intelligence (AI) by establishing a clear strategic framework aligned with initiatives of the Department of Defense's Chief Digital and Artificial Intelligence Office (CDAO) and focusing on mission-critical applications like logistics, cybersecurity, and autonomous systems. Cloud computing would be central to this effort, enabling scalable, secure, and interoperable data environments that support AI training, deployment, and collaboration across the joint force. I would also expand partnerships with industry and leverage agile acquisition tools like OTAs and CSOs to bring cutting-edge AI solutions into the Army more rapidly. Building a skilled workforce through targeted training, recruitment, and initiatives like the Army Software Factory would also be essential to sustaining AI capabilities. Finally, I would ensure that all AI systems are ethically grounded, secure, and resilient, supporting the Army's readiness and effectiveness in an increasingly contested operational environment.

31. Where do you believe the best opportunities for collaboration and joint execution between the Army and Defense Digital Service (DDS) might exist?

Response: It is my understanding that the Army has had a successful working relationship with the Defense Digital Service (DDS) who operated under the Chief Digital and Artificial Intelligence Office (CDAO). If confirmed, I look forward to any potential opportunities for collaboration and joint execution between the Army and DDS to partner on rapid solutions to the most challenging cyber security issues.

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.

32. In your view, what benefit has the Department of the Army derived from its use of the Middle Tier of Acquisition pathway?

Response: I believe use of the Middle Tier of Acquisition pathway has been absolutely critical, allowing for the flexibility to iterate on a capability using a broad set of characteristics of need before codifying the formal requirement and committing to long term development or procurement. The rapid prototyping and rapid fielding pathways allow for early soldier feedback through experimentation, allowing the Army more flexibility and trade-offs during the acquisition process to capture doctrine and training refinements that may evolve the requirements to meet new and emerging needs.

33. In your view, what benefit has the Department of the Army derived from its utilization of the rapid acquisition authority?

Response: Rapid acquisition authority is an effective tool the Army has leveraged for fielding emerging capabilities required to fill an operational gap that was unforeseen or to address an emerging threat. The authority has enabled the Army to quickly utilize existing or modified

industry solutions to address an identified gap in the Army's capabilities and provide soldiers a fielded solution within 24 months. Rapid acquisition authority also enables the Army to quickly reprioritize existing funding to address these urgent needs in the same year of execution to allow for immediate action.

34. What risks have accrued and been accepted by the Army as a consequence of the use of these authorities?

Response: The Adaptive Acquisition Framework allows the Army to more rapidly deliver equipment to Soldiers through prototyping, the iterative development and deployment of new software, or fielding of an existing technology. The trade-off for more rapid fielding of equipment is that attention must be paid to integrating these new systems with existing capabilities, ensuring the prototype system is ready and able to be scaled in a production environment, and that it can be maintained and sustained. The framework enables rapid experimentation and continuous innovation, but sound program management principles must still be applied to ensure systems remain functioning and sustainable in the long run.

35. 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.

Response: I would look to review the current processes and procedures, while leveraging current forums (Acquisition Shaping Panels) and program reviews (Configuration Steering Boards) to ensure the appropriate oversight and PEOs and PMs are using the authorities and the appropriate pathway(s) to field a new capability. Army acquisition decision authorities must consider the long-term needs of the program upfront to ensure a successful transition from one pathway to another. If confirmed, I will ensure Army acquisition decision authorities consider long-term needs at the outset of an effort and continue to adjust the acquisition strategy to account for new developments, changing requirements, and technological advancements, as well as effectively communicate the acquisition strategy to Congress for full transparency.

36. What best practices can the Army employ to generate realistic and technically achievable specifications, particularly in sophisticated, rapidly-evolving technical areas such as cybersecurity, long range precision fires, and artificial intelligence?

Response: If confirmed, I would leverage the best practices of venture-backed startups to rapidly develop and deliver minimum viable products to significantly accelerate the technology adoption cycle, particularly in sophisticated, rapidly evolving technical areas such as artificial intelligence, cybersecurity, and long-range fires. I will look to ensure the PEOs and PMs are adapting these practices with the appropriate amount of development and operational testing to field safe, suitable and effective weapon systems.

37. In your view, does the Army have the flexibility to shift between acquisition pathways if a program warrants such a change in strategy?

Response: Yes, I believe the Army has the flexibility to shift between acquisition pathways and has demonstrated its ability to do so. Use of the pathways sequentially or concurrently (e.g., Middle Tier of Acquisition and the Software Acquisition pathways) enables the Army to maximize the benefits of the unique characteristics of the pathways to best deliver capabilities to soldiers. If confirmed, I will ensure that when program reviews are conducted, in coordination with USD A&S, if required, the right pathway is employed to deliver capability at the speed of relevance.

Contracting

38. What are the major challenges facing the Army with respect to contracting activities?

Response: There is a need for continuous acquisition reform and streamlined contracting processes to reduce bureaucracy, accelerate the procurement process, reduce barriers for non-traditional contractors, and hold traditional defense and commercial contractors accountable to deliver on time and at affordable prices. Addressing these challenges requires a multi-faceted approach, including investing in better data systems, developing standardized metrics, and fostering a more agile, upskilled workforce, with the ability to surge capacity when additional resources are made available.

39. What additional flexible contracting authorities might you recommend the Congress enact?

Response: The Army is actively using contracting authorities such as CSOs and OTAs to attract more non-traditional contractors and expedite time from solicitation to contract award. If confirmed, I will work with the Heads of the Contracting Activities to identify if additional authorities would enhance our agility.

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

Response: Traditional, FAR-based contracting is a well-established and predictable path for government contracting that provides many safeguards against non-compliance issues and potential legal actions. FAR-based contracting practices work well for recurring acquisitions where the government has a detailed understanding of its requirements. They do not offer the agility of non-FAR based contracting approaches that allow for creative solutions and faster acquisition processes. Non-FAR based contracting approaches are ideal for innovation and rapid development projects that attract and facilitate contracting for non-traditional defense contractors and other businesses who may find traditional FAR contracts challenging. If confirmed, I will ensure due diligence is being applied when balancing the need for flexibility and oversight of FAR-based and non-FAR based approaches to achieve intended outcomes.

41. In your view, does the Army make appropriate use of non-FAR-based contracting approaches, such as Other Transaction Authority (OTA)? If

confirmed, how might you modify the Army's efforts to and processes for the use of these approaches?

Response: In my experience, the Army has been a leader in the Department of Defense for execution of OTAs and has been using it to great effect to advance Army Transformation. If confirmed, I will work with the contracting and acquisition workforce to ensure the continued appropriate use of non-FAR based contracting approaches.

42. If confirmed, how would you ensure that Army personnel are properly trained in the use of non-FAR-based contracting methodologies?

Response: Training is a cornerstone of upskilling the contracting and acquisition workforce to understand appropriate risk-taking and how to utilize non-FAR based contracting approaches. If confirmed, I will ensure the workforce receives training in the full range of non-FAR based contracting methodologies including best practices and lessons learned from across the DoD that drive successful outcomes.

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

Response: The Army can enhance its data-driven decision-making in acquisition and contracting by focusing on data literacy, training, leveraging Artificial Intelligence tools to cultivate a deeper understanding of how contracting decisions link to outcomes, and fostering a culture that embraces data-informed decision-making. It is imperative to create an environment where data analysis is valued, rewarded and data systems and platforms effectively communicate with each other, enabling seamless data sharing and analysis at echelon.

44. In your view, how can the Army 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 marketspace?

Response: Market research is critical in establishing an understanding of technical maturity and realistic requirements. Involving the relevant acquisition team members, including users, program managers, contracting professionals, competition advocates, and small business specialists, early in the market research phase is essential to understanding availability of commercial capabilities, practices, items, and services that can meet the requirement and the extent to which non-traditional contractors with innovative technologies exist in the marketplace. If confirmed, I will ensure the Army has the appropriate policies, tools, and practices for effective market research, including actively collaborating with industry early and often.

Multiyear Procurement Contracts

Section 3501 of title 10, United States Code, establishes the criteria that are prerequisite to a Military Department's exercise of multiyear contract authority.

45. What types of programs are appropriate for the use of multiyear contracts, in your view?

Response: Multiyear contracts are particularly well-suited for programs with stable requirements and cost estimates, that have a need for continuity, and for products anticipated over an extended period. They can be particularly helpful when significant upfront investment by the prime contractor is anticipated such as procurement of long-lead items or economic order quantities, and when doing a block-buy that has requirements that will remain substantially unchanged over the Future Years Defense Program.

46. If confirmed, how would you ensure that the Army fully complies with the requirements of section 3501?

Response: I will work with agency heads to ensure that the criteria and prerequisites for exercise of multiyear contract authority under Section 3501 are met. I will hold acquisition officials accountable to using a multiyear contract when its use will result in either significant savings or achieve necessary defense industrial base stability that cannot be achieved through annual contracting, realistic cost estimates, stable design, and predictable need.

47. What is your understanding of the requirement that a multiyear contract result in "significant savings," as compared to the cost of carrying out a program through annual contracts?

Response: In order to utilize multiyear procurement authority, Section 3501 of Title 10 United States Code requires that the contract will result in either significant savings compared to annual contracts or achieve necessary defense industrial base stability that cannot be achieved through annual contracting. In essence, to exercise multiyear contract authority, the multiyear contract must achieve sufficient savings to compensate for the reduction in future budget flexibility and any added program risk, and the anticipated savings must be realistic.

48. Congress recently added defense industrial base stability as an alternative criteria for multiyear contract authority in addition to cost savings. If confirmed, how would you balance the use of multiyear contracting to provide savings, but also provide longer-term stability for the defense industrial base?

Response: The addition of defense industrial base stability as an alternative criteria to use multiyear contract authority is a useful flexibility that facilitates upfront and more long-term investment, particularly for sub-tier contractors to build capacity and capability, and reduce obsolesce because of unstable demand signals. If confirmed, I will ensure the long-term stability and growth of the industrial base are considered as part of acquisition planning and consideration of procurement approaches, such as multiyear contracts.

49. What is your understanding of the requirements regarding the timing of a Department of Defense request for legislative authorization of a multiyear procurement contract for a particular program?

Response: There are multiple components and specific timing requirements supporting a request for legislative authorization of a multiyear program, particularly for those exceeding certain financial thresholds. This encompasses including the contract costs in the President's budget submission or as a budget amendment and notice to Congress prior to award of the multiyear contact. If confirmed, I will ensure the Army satisfies all requirements for authorization of a multiyear procurement and complies with announcement and reporting timelines.

50. Can you assure the committee that you intend to fully fund any multiyear contracts within the purview of the Army in future budget requests and that you would only recommend a budget request that fails to do so in a dire emergency?

Response: Yes, I can assure the Committee that I fully recognize the importance of honoring multiyear contracts and the commitments they represent. It is my intent to fully fund all such contracts within the purview of the Army in future budget requests. Maintaining trust and predictability in our contracting practices is critical for both our operational readiness and a healthy defense industrial base.

Test and Evaluation

51. 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?

Response: If confirmed, I will strive to equip our Soldiers with safe, effective and suitable products. In some instances, it is critical to get the Soldiers the capability as fast as possible for urgent needs, but it is paramount that it is still adequality tested and determined to be safe and effective. The Army's weapon systems and equipment must go through an Initial Operational Test prior to major production decisions with our independent testers at the Army Test and Evaluation Command. Promising weapons systems should have proper safety certifications/release prior to Soldiers training with or operationally employing equipment. Initial operational feedback from the First Unit Equipped will allow evaluators to assess the initial operational effectiveness and suitability in the field while providing new capabilities to our Soldiers.

52. What do you see as the role of the developmental and operational test and evaluation communities with respect to rapid acquisition, spiral acquisition, and other streamlined acquisition processes?

Response: If confirmed, I would look to leverage the existing relationship with test and evaluation organizations to streamline testing to achieve a capabilities and limitations report that clearly ensures the system is safe to use before putting in the hands of the Soldier and outlines the effectiveness limitations in executing the mission. I would look to work closely with Army Test and Evaluation Command to adapt testing standards to support the rapid iteration inherent in materiel development, integrating them early in the hardware and software development process to enable continuous testing with continuous development. Cross-functional teams with

representatives from developers, test and evaluation, and the end-users will foster collaboration and earlier touch points to gain insights sooner in the development process.

53. In your view, does the Department of the Army have adequate test and evaluation organizations, resources, and capabilities necessary to ensure that there is a sound basis for key requirements, acquisition, and budget decisions?

Response: I have not had the opportunity to assess the current state of Army test and evaluation capabilities. I understand that these capabilities are vital to the successful development and fielding of new warfighting capabilities. If confirmed, I would work with the Army Test and Evaluation Command to assess the state of current test and evaluation workforce, infrastructure, facilities, and capabilities to identify any areas in need of development.

54. In which areas, if any, do you feel the Army should be developing new test and evaluation capabilities?

Response: I have not had the opportunity to assess the current state of Army test and evaluation infrastructure. I am committed to ensuring the required infrastructure and expertise are in place to evaluate new technologies at the accelerated pace needed to support the Secretary's acquisition and modernization priorities. If confirmed, I will examine how test data is obtained and managed for critical information required for decision makers, to include autonomous systems, artificial intelligence, electronic warfare and cybersecurity capabilities. I would look to partner with the DoD Central Test and Evaluation Investment Program funds to ensure the Army can test new and innovative capabilities in operational relevant environments, like challenging electromagnetic spectrums.

55. In your view, would there be benefit to the Department's establishment of a comparative testing program for domestic commercial technologies—perhaps a program modeled on the successful Foreign Comparative Testing program?

Response: I believe the Foreign Comparative Testing program works well to find, assess, and field world-class products with a high technology readiness level to satisfy valid defense requirements quickly and economically. In my view, I do not see a benefit to having this for domestic commercial technologies at this time as the Department already has multiple entities, to include USD R&E, DIU, DARPA, and SCO, conducting comparative technology assessments and multiple acquisition pathways to explore transitioning the particular technologies. The PEOs and PMs rely on these entities and market analysis during Technology Maturation and Risk Reduction efforts, prior to contractual actions, to establish the ability for a commercial item to meet the full requirement. Many times, a program will plan to have multiple vendors during the Technology Maturation and Risk Reduction phase for early testing and then down select once preliminary test results are evaluated.

56. 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?

Response: Operational testing, within reason, should go beyond manufacturer specifications and explore the item's performance limits within a defined operational context. Realistic test scenarios, completed by end-users, would be used to assess the item's effectiveness and determine its limitations in a dynamic environment. At the same time, Soldier safety is a paramount concern and all fielded capabilities should be assessed to ensure they are safe and effective in meeting Army requirements. If confirmed, I would work with the Army Test and Evaluation Command to ensure operational testing produces meaningful evaluations in a timely manner and to strike an appropriate balance between the need for testing and the potential for rapid fielding presented by non-developmental or commercial off-the-shelf solutions.

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 from the Department's programs rapidly into the hands of operational users.

57. What impediments to technology transition do you perceive to exist within the Army?

Response: Integration challenges impede technology transfer when Science & Technology (S&T) solutions and legacy systems don't have sound transition plans. Having the availability of flexible funding, specifically in Budget Activity 6.5, System Development and Demonstration, allows S&T solutions to be integrated with existing architectures, networks, and cyber security measures, that are not required in the early S&T phases. In my experience, this critical integration phase is where technology transition is often delayed until a program office is funded to execute these critical features that will allow a prototype or commercial technology to transition to a militarily useful system that is fully tested, safe, effective, and sustainable. If confirmed, I would leverage the best practices of venture-backed startups to rapidly develop and deliver minimum viable products to significantly accelerate the technology adoption cycle, particularly in sophisticated, rapidly evolving technical areas such as artificial intelligence, cybersecurity, and Unmanned systems and Counter Unmanned Systems. I will work closely with the S&T communities across the Department including USD R&E, DARPA, DIU, SCO, as well as Congress to look for opportunities to streamline the integration of new and innovative technologies with early adaptation of critical system features to assist in identifying those barriers to transition.

58. To what extent could and should the Army Research Laboratory and other Army combat capability development centers play a greater role in enabling the transition of promising technologies from a successful initial demonstration to a 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 to the PEO?

Response: I believe Army labs and centers should work hand in hand with the Program Executive Offices and requirements generators to ensure strong linkages across planning and

budgeting processes, which is critical to successfully transitioning and fielding new capabilities. If confirmed, I would direct transition plans for the most promising technologies to clearly identify the transition barriers, through successful milestones and the resources required to achieve production at scale.

59. 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?

Response: In my opinion, the Army must embrace the venture, private equity, small business and start-up community, connecting speed with strategy, inspiration with implementation, and the soldier's voice with cutting-edge capability development. If confirmed, I will ensure the Army optimizes all resources, from a budget, policy and organizational perspective to maximize the transition of technologies from science and technology to Army programs.

Procurement Sourcing Issues

60. How should the Army balance the "pros" and "cons" of supporting the domestic industrial base through Army procurement activities, as compared to procuring items from friendly partner nations, as further compared to procuring items from commercial providers globally, including potentially from China?

Response: In my view, our national security is dependent on a strong and resilient industrial base that has available onshore key critical minerals that can produce capabilities from the mine to factory floor. Procuring from domestic industry is the preferred option for many of the requirements of the Army. Leveraging our partner nations also provide us, in select areas, affordable and secure items that are not readily available from domestic industry. Sourcing from adversarial nations is not in the best interest of the Army and alternatives should be established to minimize this risk. If confirmed, I will work closely with Congress and OUSD(A&S)'s Industrial Base Policy office to look for opportunities to build resilience in the both the Defense and Organic industrial base that can meet the Army's needs today and in the future.

61. What are your views on U.S. and friendly nation content requirements, also known colloquially as "Buy America" requirements, for U.S. Army weapon systems?

Response: I believe the "Buy American" requirements help support our domestic industries while creating viable sources of supply with reduced risk. Friendly partner nations allow us to meet sourcing requirements in key areas in which they have a comparative advantage and provide us capability that may not be readily available in the country. If confirmed, I will look to understand the supply chains of our most critical weapon systems, which will be imperative in understanding where future investments are required to build resiliency and prevent adversaries from limiting future supplies. Targeted re-shoring of indusial base capability should be considered to help meet compliance with the Buy American Act and strengthening our nation.

62. In your view, for which types of U.S. Army weapon systems, or which types of components, are such requirements appropriate or inappropriate?

Response: I believe that Buy American provisions are most suitable for our weapon systems which we develop domestically. Given the investment in research and development and procurement, utilizing domestic industry allows us to retain and develop talented workforce, exercise and sustain a robust supply chain, and maintain a technological advantage on the battlefield.

Army-Related Defense Industrial Base

63. What is your understanding and assessment of the systems and processes for identifying, evaluating, and managing risk among the entities that form the Army industrial base, including its organic industrial base, and supply chain?

Response: I believe controlling the risk within the supply chain and within the industrial base is imperative for the Army. The ability to see into the industrial base and to address areas of concern through targeted investments is fundamental in reducing vulnerabilities within the industrial base. Investing in the organic industrial base to provide a robust and resilient capability for the government is fundamental for sustaining readiness and providing an ability to surge in times of need. The assessments of the commercial industrial base allow us to leverage programs such as Defense Production Act (DPA) Title 3 funds with our OSD partners to strengthen industries that are critical to our ability to procure and sustain war fighting systems. If confirmed, I will prioritize working closely OSD and Army leadership to employ the best government and commercial tools to illuminate the supply chain and understand the current risks to Army programs.

64. What is your view of the current health of the defense industrial base, including the organic industrial base that supports the Army?

Response: The defense industrial base is challenged to support all of the Department's requirements for the production and sustainment of the systems needed by the Armed Forces. The Army must continue to monitor, look for new entrants, and lower the barrier to entry to grow the defense industrial base to support legacy and new innovative capabilities required for the emerging threats. However, continuous investments and process improvements are required to sustain this capability. The organic industrial base requires consistent investments to modernize and fulfill its mission of providing the government a capability for both production and sustainment, especially in the time of a national emergency.

65. What do you see as the levers to motivate the defense industrial base to make additional capital investment (for facilities and tooling), as well as research and development investments, to increase production capacity and speed?
How should Army acquisition leaders consider impacts on the industrial base when addressing requirements for recapitalization or modernization of major end items such as tanks, tactical wheeled vehicles, or key repair parts?

Response: Motivating the defense industrial base to make additional investments will require the Army to make a predictable and steady commitment for procurement of end items and spares. A steady demand signal will enable industry to have the confidence to invest over the long term. The modernization of systems should be done in partnership with industry to ensure end items or components reflect the most current technology and producibility that is available. Implementing MOSA will give prevent vendor lock and allow industry to invest in new technology that allows for faster integration and improved modernization timelines. This allows the Army to reduce obsolescence in its systems while industry can provide components with minimal production lead time.

66. If confirmed, what changes, if any, would you pursue in systems and processes to improve identification, monitoring, and assessment of actions to ensure that risk in Army-relevant sectors of the defense industrial base is adequately managed?

Response: Addressing industrial base risks must start at the front end of the procurement process. Reducing sourcing risks in the provisioning process is a good first step to ensuring no adversarial sources are in our supply chain. Communicating with industry partners to address production and investment requirements can help smooth out friction points while identifying industrial based shortfalls. Collaborating with USD A&S to leverage programs such as DPA Title 3 and the Industrial Base Analysis and Sustainment Program would allow the Army to make targeted investments to strengthen the industrial base. If confirmed, I would make it a priority to understand the supply chain of the most critical weapon systems and ensure they are resilient and can deliver the products the Army needs.

67. In your view, what actions should the Army take to maintain access to critical elements of the defense industrial base?

Response: I understand the Army is working closely with OUSD(A&S)'s Industrial Base Policy office on the critical minerals task force. I believe that critical minerals are a whole of government issue and by working with our OSD partners we can leverage the funding provided by Congress to OSD help reduce our dependency on adversarial sources. The Army has been successful in using DPA Title 3 to bring down dependency in critical chemicals used in munitions production. ASA(ALT) should continue to support the Committee on Foreign Investment in the United States process that ensures accessibility to suppliers and prohibits the transfer of intellectual property to prohibited nations. If confirmed, I will look to maintain this strong relationship with USD(A&S) in ensuring a healthy and resilient industrial base.

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

Response: The Army Office of Small Business Programs oversees the execution of the statutory and regulatory small business program authorities within the Army. It is crucial that ASA(ALT) collaborate and coordinate with the Office of Small Business Programs to ensure contracting and acquisition officials support small business contract opportunities, leverage technology development programs such as the Small Business Innovation Research and build the industrial base. If confirmed, I will work closely with the Director, Small Business Programs on these efforts.

69. If confirmed, what would you see as the relationship between your office and the Defense Innovation Unit?

Response: From my experience, the Army already has a strong relationship with the Defense Innovation Unit (DIU) on several efforts such as Replicator, the Blue List for Uncrewed Aircraft Systems and the Next Generation Counter Missile. If confirmed, I will continue to evaluate opportunities for both of our organizations to collaborate and partner on efforts that are mutually beneficial and where DIU can assist in connecting the Army with small, non-traditional businesses in the technology sector.

Science and Technology

70. What is your understanding and assessment of the role that science and technology programs have played and will play in developing capabilities for current and future Army systems?

Response: My understanding is that Army science and technology programs have played a vital role in developing current and future Army capabilities, including critical programs such as precision long-range fires and air launched effects. Of course, there is always room for improvement in transitioning technologies from the lab to the field, and if confirmed I will examine the Army's existing processes and resources to ensure the Army is providing the best support to our Soldiers.

71. If confirmed, how would you ensure that successful Army science and technology programs will transition to operational warfighting capabilities?

Response: I will look at our existing processes and resources and make changes where necessary to ensure Army S&T programs are able to cross the valley of death. This will include requiring strong alignment between the labs and centers, the requirements community, acquisition programs, and our Soldiers. The S&T research experts inform the research and development community of opportunities for technology insertions into ongoing acquisition programs, including when to start S&T investments targeted for replacement platforms. I will ensure technology roadmaps are postured to inform industry, users, and Congress about where science & technology efforts are advancing and targeted integration plans, along with the resources required in the future.

72. What is the role of university research in supporting Army modernization efforts and in developing the Army technical workforce for the future?

Response: I believe universities are critical partners, working on the foundational problems and discoveries that lead to breakthrough, leap ahead technologies for the future. They also ensure the United States maintains a world-class science, technology, engineering and mathematics (STEM) workforce from which the Army can draw. The Army invests in a broad-based portfolio of university research to help answer fundamental scientific questions associated with enduring and emerging Army-relevant technical areas. These investments form the basis for future

applied research and advanced development efforts, prevent technological surprise by our adversaries, and help to train the next generation of scientific and engineering professionals in areas of interest to the Army and to the overall Defense Innovation Base.

Laboratories and Test Centers

73. What experience do you have in working with the Army's labs and test centers?

Response: In my prior roles in the Department of Defense I have had numerous opportunities to interact with the Army's labs and test centers, in support of Army requirements and joint Service development projects. I have always been impressed by their capabilities and exceptional workforce. If confirmed, I look forward to increasing my direct knowledge of the labs and centers and most importantly, relying on the subject matter expertise that those scientists and engineers hold to guide future capabilities.

74. If confirmed, what steps would you take to assess and enhance the interaction between Army labs and test centers and with the acquisition community?

Response: I will examine all of the current processes to ensure a linkage between S&T and acquisition, and direct improvements where I find them lacking. The Army labs rely on test center capabilities to develop and demonstrate their research, and I would seek to understand what opportunities exist to make it easier to plan and support this capability. Labs and their acquisition partners must engage early and often to enable transition to acquisition programs, through successful test and integration efforts.

75. If confirmed, what steps would you take to ensure that the Army's labs and test centers can attract and retain a technical workforce with the necessary skills and capabilities?

Response: I will ensure our labs and test centers are taking full advantage of the various workforce authorities provided by Congress, and if necessary, work with the Army, OSD, and the Committees to update and enhance these authorities. I will ensure that the Army continues to expand outreach efforts to attract highly skilled scientific, technical, and engineering talent to our research and engineering enterprise in order to address the Army's unique technical challenges. I believe the Army must continue to invest in STEM education initiatives to ensure a continuing supply of the next generation of scientists and engineers.

76. If confirmed, what steps would you take to ensure that the Army's labs and test centers have the resources they need to acquire and maintain research and testing infrastructure and equipment?

Response: I believe the backlog of maintenance and lack of military construction funding for our labs and test centers could have impacts on the Army's ability to test and field new innovative weapon systems. If confirmed, I will work with my colleagues in the Army, OSD and with Congress to better understand the infrastructure challenges, align investment and recapitalization priorities of Army laboratories and test facilities with the most critical requirements, and look at

possible solutions and unique strategies to ensure the Army is making the necessary investments to sustain, restore, and modernize our laboratories and test ranges.

77. If confirmed, what steps would you take to ensure that the Army's labs and test centers are not inappropriately overburdened by bureaucratic Army or DOD regulations and practices that slow their processes and inhibit their ability to act as the Army's innovation engine?

Response: I will review existing regulations and work to eliminate any I believe are unnecessarily inhibiting our ability to rapidly deliver cutting edge capabilities to our Soldiers. I will be committed to ensuring the Army's laboratories and test centers have the necessary infrastructure and technical personnel to act as the Army's innovation engine and be effective in performing their missions.

Senior Military and Civilian Accountability

78. If confirmed, what steps would you take to improve individual and organizational accountability in acquisition management?

Response: Accountability is paramount in Acquisition management, to ensure every taxpayer dollar is being used in the most effective means. Accountability must be directly tied to authority and resources, where the PEOs and PMs must be accountable for the programs across the entire life cycle. If confirmed, I would ensure that the individuals and organizations responsible for program management are held accountable for their actions. I would rely on existing policies and procedures in place, and look to make changes/updates where necessary, to hold officials professionally accountable for their performance, to include Acquisition Shaping Panels, Program Reviews, and the Army's comprehensive reporting system, Project Management Resource Tools. I would look to lead by example and set a standard of behavior that I would expect the Army Acquisition professionals to follow in communicating to Senior Army Leaders, DoD stakeholders, or Congress about challenges their programs face.

79. If confirmed, how would you propose to hold acquisition officials accountable for failing to follow acquisition laws and regulations?

Response: I would ensure that all members of the Army Acquisition Workforce at every level, including ASA(ALT), PEOs, and PMs, comply with all acquisition laws and regulations. I would ensure that accountability within individual programs is reinforced through routine program reviews, milestone decisions, technical reviews, and other program assessments. I will keep my Senior Military and Civilian Leaders accountable for their programs and emphasize the importance of training to ensure the acquisition workforce is equipped to make decisions in accordance with Federal Acquisition Regulations, applicable statutes, regulations, and policies. I would also ensure a close and collaborative relationship with the Office of the Army General Counsel to review the Army's broader compliance with applicable statutes, regulations, and policies, and to hold the individuals responsible and take appropriate action in response to violations of applicable laws and regulations.

80. What are your views regarding the appropriate standard of accountability for senior civilian and military leaders of the Army with regard to acquisition program failures?

Response: I believe that civilian and military leaders at all levels, from the Secretary of the Army and the CSA, the ASA(ALT), PEOs and PMs, share responsibility for acquisition program outcomes and should be held accountable for unfavorable outcomes. At every level, these civilian and military leaders are responsible for providing oversight and ensuring accountability for program objectives in terms of cost, schedule, and system performance. If confirmed, I would adhere to this standard and ensure that the acquisition workforce understands its shared accountability for these outcomes.

81. If confirmed, what steps would you take to ensure that senior leaders of the Army under your supervision and oversight are properly held accountable for their actions and performance?

Response: Accountability starts by setting clear performance expectations, ensuring open communication to address challenges, and then addressing performance that does not meet expected standards. If confirmed, I would ensure that senior leaders of the Army under my supervision are held accountable through milestone decision briefs and other program and technical reviews to establish acquisition program baselines and objectives. If confirmed, I will also be responsible for appointing, managing, and evaluating PEOs and direct-reporting program managers, and I would ensure that those evaluations accurately reflect the performance of the individual. As the Senior Procurement Executive, I would conduct routine reviews with the contracting enterprise to ensure proper use of resources when executing Army contracting actions. Lastly, I would ensure proper training and certification requirements across the Army Acquisition workforce to ensure compliance with current law, regulation and best practices.

Management and Development of the Army Acquisition Workforce

The transformation of the armed forces has brought with it an increasing realization of the importance of efficient and forward-thinking management of the acquisition workforce.

82. What is your vision for the management and development of the Army acquisition workforce, including the scientific and technical fields?

Response: If confirmed, ensuring the continuous management and development of every member of the Army Acquisition Workforce across their respective acquisition functional area will be one of my top priorities. The Army must continue to invest in both technical and leadership training and competency development of our personnel. Recruiting the next generation of talent, both on the military and civilian side, into our acquisition formations will be paramount to the future success of army acquisitions. To maintain a competitive advantage, the workforce will need to be at the leading edge of developing long range fires, unmanned systems and AI/ML technologies that are critical to warfighting capabilities.

83. Do you believe that the Army has an appropriately sized acquisition workforce, with the proper skills, to manage into the future? If not, please describe the gaps you perceive to exist and how you would address them.

Response: It is critical that the Army Acquisition Workforce is right sized with the appropriate skills to manage the Army modernization enterprise. If confirmed, my first priority will be to assess the health and size of the acquisition workforce to ensure we have the right talent management processes and tools in place, particularly in the areas of retention, development, and recruitment. We must continue to make the acquisition workforce a competitive employer including incentives for critical acquisition functional areas where the government competes with industry for the acquisition experience, such as program management, contracting, and science and technology management**.**

84. If confirmed, would you recommend any changes to the statutes, regulations, or policies regarding the Army's acquisition workforce? If so, what changes would you recommend?

Response: The Civilian Acquisition Workforce Personnel Demonstration Project (AcqDemo) is currently slated to sunset in December 2026 and is capped at 130,000 participants. The flexibilities the Army has under AcqDemo are essential to its ability to recruit and retain the highly capable, agile, adaptive and professional workforce we need to accelerate delivery of capability to the force. If confirmed, I would support efforts to continue this valuable authority**.**

85. **If confirmed, how would you work with the Defense Acquisition University and other educational institutions to improve the education and training of all members of the Army acquisition workforce?**

Response: I look forward to working with DAU and our other educational partners, such as the Naval Postgraduate School (NPS) and Carnegie Mellon University (CMU), on the critical mission of educating the military and civilian members of our workforce. The baseline statutory functional training and annual continuous learning are paramount to workforce readiness. I will look to continue to focus on ensuring the workforce gets job-relevant training and foster a culture of life-long learning. Our people are our most valuable asset. Their knowledge, experience, and expertise are key to ensuring the delivery of quality capabilities to the warfighter. It is imperative to retain that critical talent and continue upskilling the workforce to achieve the Army's transformation and modernization objectives.

86. In your judgment, how should decision-makers determine which acquisition tasks are best accomplished by government employees, military personnel, and support contractors?

Response: Army soldiers, civilians, and contractors bring a unique mix of skills and experiences that improve acquisition outcomes when appropriately organized. If confirmed, I will ensure Army civilians and soldiers are assigned to perform acquisition functions specifically required to

be performed by government personnel pursuant to law and use contractor personnel to supplement these functions and provide the expertise best cultivated by the private sector.

87. How can the Army best make use of the foreign national technical talent that is being educated in the United States, so that these individuals continue to support U.S. national security efforts and are not attracted to work for competitor nations, while at the same time ensuring such talent is properly cleared from a security and suitability perspective?

Response: I believe that collaboration with foreign nations is beneficial for the not only the United States but for our allies and partners, and attracting the best talent to support our development goals is critical. If confirmed, I commit to reviewing our current hiring and partnership processes to ensure that not only is the Army attracting the best talent, but is also keeping the nation's interests secure by leveraging all existing authorities to evaluate potential conflicts of interest and security concerns when partnering with academia.

Army Defense Capabilities

88. What is your opinion of the necessity of modernizing Army weapons systems in light of current and emerging threats?

Response: I believe it is incredibly important that the Army continue to develop and procure systems that can outpace the ever-changing threat landscape. This includes utilizing commercial off-the-shelf systems to the maximum extent and utilizing MOSA early in the development process in order to allow the Army flexibility to quickly modify in response to the operational environment.

89. If confirmed, how would you plan to balance Army readiness for today's conflicts and modernization for future conflicts?

Response: I understand that the Army's Transformation Initiative (ATI) is intended to advance Army modernization while simultaneously strengthening current readiness. ATI prioritizes the rapid delivery of new capabilities by building on the progress of the TiC efforts, while divesting from systems that are no longer effective in today's operational environment. Additionally, ATI emphasizes agile requirements and acquisition processes and aims to harness commercial solutions. If confirmed, I will collaborate closely with the Secretary of the Army, the CSA, and other key stakeholders to ensure ATI is effectively and successfully implemented.

90. What are the most critical capabilities the Army needs to prioritize over the next 10 years, in your view?

Response: I believe the Army will need to continue to invest and prioritize in capabilities such as Uncrewed Aircraft Systems (UAS), Counter-Uncrewed Aircraft Systems (C-UAS) and Electronic Warfare capabilities as demonstrated in recent conflicts in Ukraine and Israel. The threat environment is rapidly evolving in these areas and the Army will need to continue to invest and remain flexible in this area to respond to the future threats.

91. If confirmed, how would you plan to meet both Army capability and capacity requirements consistent with the Defense Planning Guidance?

Response: I will ensure that I understand the Defense Planning Guidance while also advocating for the needs of the Army so that it is supporting not only its specific mission but the joint force in deterring, and if necessary, defeating military aggression that threatens vital U.S. interests with acceptable risk to force and mission.

Long-Range Precision Fires

92. The Army, Navy, Air Force, and Marines are all are pursuing long-range strike capabilities. In your view, what is the Army's role in developing and producing these capabilities and what is necessary to best position the Services to work together to avoid unnecessary duplication?

Response: I understand the Army is working in concert with the other Services in multiple long-range fires efforts to help avoid unnecessary duplication, leverage lessons learned and share resources. I believe the Army, as the leading role in force protection, plays a crucial part in long-range strike and that it's in the Department's best interest to continue collaboration on joint solutions that can support the joint fight that requires different capabilities at various ranges. If confirmed, I look forward to working with Congress and the other Services on a modernization plan that supports a joint long range fires program.

The Army is rapidly fielding the Long-Range Hypersonic Weapon system at a substantial cost per glide-body based round.

93. What can be done to reduce the cost of subsequent rounds once the initial capability is fielded?

Response: I understand the Army is in close partnership with the Navy on its hypersonic capabilities, including sharing the same configuration. The Army and Navy have partnered in hypersonic development in order to share costs and realize economies of scale in production that will help the cost per round. If confirmed, I will work with the Navy to explore other areas of investment such as materiel and advanced manufacturing that can continue to drive down costs.

94. Do you believe the Army should assess possible alternative, cheaper capabilities, such as the air-breathing scramjet missile being developed by the Air Force?

Response: I do believe the Army should continue to explore options that can help drive down cost of its hypersonic systems. I understand the Army has current S&T efforts aimed at delivering more affordable hypersonic strike capabilities under the Affordable High Speed Strike program. The S&T effort is being worked in collaboration with the other Services and also a key partnership with Australia. If confirmed, I will work closely with the USD R&E, as the hypersonic Primary Staff Assistant, the other Services, and allies and partners to understand the

range of capabilities and costs associated with operating and maintaining different hypersonic weapons.

Integrated Visual Augmentation System (IVAS)

The Army has a significant amount of time and money in its IVAS program, which just transferred from Microsoft to Anduril. Additional improvements are expected with Anduril taking the lead.

95. In your view, is the IVAS program still viable as a program of record?

Response: Yes, I believe IVAS, also referred to as Soldier Borne Mission Command (SBMC), remains viable to provide Soldiers and Squads a single platform for increased lethality, mobility, and situational awareness through AI-enabled data fusion to achieve overmatch against our current and future adversaries. I also believe it is important, and this is great example, of where industry can partner together to utilize their strengths in delivering a capability. If confirmed, I look forward to learning more about the Army's lessons learned on its development and reviewing the Army's current program acquisition strategy.

96. In your view, are programs such as IVAS appropriately structured to provide the Army with flexibility to continue evolving the system and leverage improvements to better meet soldiers' needs?

Response: Yes, I believe that efforts such as IVAS, more recently known as SBMC, is structured to evolve to meet Soldier's needs. I understand that the effort incorporates user feedback and agile development principles to meet the dismounted Soldier's critical needs in the most hostile and challenging battlefield environments. I also understand the effort plans to utilize MOSA to avoid vendor lock, leverage commercial technology advancements for modular refreshes, and lower lifecycle costs.

97. In your view, what factors should the Army consider when determining the quantities of quickly-evolving systems to acquire?

Response: I believe the Army must balance a number of factors when it comes to determining quantities for systems due to the ever-changing threat. I believe the Army's TiC efforts will continue to help the Army be better buyers in this area. TiC is the Army's adaptation of its organizations and delivery of new technology into the hands of Soldiers so that they can experiment, innovate, and be ready to fight on a modern battlefield. TiC accelerates the fielding of necessary capabilities and leverages commercial-off-the-shelf products to get new capabilities to the force fast and will continue to help inform what Soldier's need quicker.

98. Do you think there are ways the Army can position itself to build in flexibility for off-ramps or staggered buys when acquiring evolving technology?

Response: The Army establishes knowledge point updates for programs to identify when a capability can off ramp entirely or partially from development to production while continuing to

pursue incremental improvements and technology insertions. The ability to leverage sequential and concurrent MTA prototyping and fielding pathways ensures the balance between rigor and speed. If confirmed, I will look to continue to integrate knowledge points into every program to better assess the technical readiness of new technology.

Positioning, Navigation, and Timing (PNT)

99. Given the expectation that the nation's ground forces may soon have to operate in GPS limited or denied environments, what priority do you think should be placed on developing alternative sources of PNT that are not dependent on GPS to function?

Response: I believe the Army must prioritize the iterative and rapid development and fielding of resilient alternative PNT capabilities to enable joint Multi-Domain Operations. Our adversaries – both peer and near-peer - have clearly demonstrated both the capability and intent to disrupt GPS through jamming, spoofing, and other means. While GPS remains vital, we must invest in, and accelerate the prototyping of, complementary and alternative PNT technologies to enable joint warfighting functions and operate effectively when access to GPS is limited or denied.

100. In your view, will GPS vulnerabilities remain, even after GPS is modernized with a new command and control system, M-Code satellites, and M-Code enabled receivers for platforms and weapons systems? Is there an enduring need for GPS alternatives in general, and for weapons guidance in particular?

Response: While modernization efforts like M-code satellites and improved control systems enhance GPS security, adversaries will continue targeting it through electronic warfare, cyberattacks, and space-based threats. These upgrades are important, but they don't eliminate the existing or future threat. To ensure mission effectiveness and credible deterrence, we must accelerate the development and fielding of GPS alternatives for mission critical capabilities, such as long-range precision fires, air and missile defense, electromagnetic warfare, and maneuver in GPS-degraded environments. The Army has been actively investing in this space to provide resilient and survivable PNT to our Warfighters and has demonstrated the ability to operate in GPS-contested environments.

Integrated Personnel and Pay System - Army (IPPS-A)

The Army continues to struggle with the full implementation of the IPPS-A program. This comes after many years of cost overruns, schedule delays, and changes in acquisition strategy.

101. What is your assessment of the causes of the problems that have faced the IPPS-A program?

Response: It is my understanding that one of the key problems that the IPPS-A program faced earlier in its development was an overreliance on waterfall software development models, which did not allow enough flexibility to adapt to changing requirements and user feedback. Coupled with cost increases and interoperability issues, the IPPS-A program was forced to make major

adjustments to get back on track. Recently, the Army has pivoted to an Agile development approach that emphasizes flexible requirements, iterative development, continuous user feedback, and rapid delivery of incremental capabilities. The IPPS-A Program Office now embraces a commercial, or "COTS first" approach, removing the unhealthy or unnecessary customization from the system. This has resulted in improved system performance, reduced costs, and greater alignment with user needs. Additionally, the Army is working towards adoption of the Software Acquisition Pathway to ensure the IPPS-A program and military human resources community continues to set an example for modern and effective software acquisition practices. If confirmed, I will make it a priority to review the acquisition strategy and ensure it is on a path for success.

102. What role should the Army's technical community, including at Army Developmental Command, have to address the technical challenges in the program?

Response: If confirmed, I will be committed to fostering a strong partnership between the technical community, the IPPS-A Program Office, and the User community. The Army's technical community, including Army Combat Capabilities Developmental Command (DEVCOM), plays a critical role in addressing the technical challenges associated with the IPPS-A program. Their involvement is essential in ensuring the program's success, particularly as the Army continues to adopt innovative technologies and methodologies. In particular, DEVCOM plays an important role in the Army in optimizing how data is shared, defining standards and creating test beds for industry and Army system owners, like IPPS-A. In addition, the Army has embraced the use of AI to improve both development timelines and end-user business processes. AI-driven tools are being utilized to streamline system testing, automate repetitive tasks, and optimize workflows, significantly reducing development time. On the user side, AI delivered through Army Enterprise-wide capabilities is enhancing business processes by providing predictive analytics, automating administrative tasks, and enabling faster decision-making for personnel and pay management. These advancements are helping the Army deliver a more efficient and user-friendly system.

103. What steps will you take to ensure that this program takes the appropriate steps to ensure the most effective and efficient deployment of this capability to soldiers?

Response: If confirmed, I commit to review the program's acquisition strategy and to take the appropriate steps to ensure the Army delivers a modern, reliable, and user-centric personnel and pay system that meets the needs of our soldiers and enhances readiness. To ensure the most effective and efficient deployment of IPPS-A, the Army must continue its shift to Agile development, establish regular touchpoints with the user community to ensure continuous soldier feedback, and must implement a rigorous training program to prepare soldiers and personnel specialists to effectively use the system.

Technical Data

104. In your view, what are ways the Army can improve the process of obtaining the technical data needed to support requirements development, maintaining competition in the industrial base, developmental and operational testing, and sustaining systems and software?

Response: The Army should strive for a balanced approach to intellectual property, technical data acquisition and management that enables cost effective and efficient sustainment of Army capabilities while incentivizing defense and commercial industry participation. Upfront planning and negotiations with industry will improve access to innovative technologies while ensuring the Army can repair and maintain equipment efficiently. If confirmed, I will ensure the right to repair is standard on all future capabilities, with a balanced approach on capturing the right IP and data required to sustain future systems.

Systems Engineering

105. Do you believe that the Army has the systems engineering organizations, resources, and capabilities needed to ensure that there is a sound basis for key requirements, acquisition, contract oversight, and budget decisions on major defense acquisition programs?

Response: Yes, in my experience the Army has robust systems engineering capabilities to manage major defense acquisition programs. The Army benefits from continuing to embrace a modular open systems approach to systems engineering and the use of digital engineering tools to enable continuous iteration and improvement of its largest and most sophisticated programs. If confirmed, I will look to retain, train and recruit the right systems engineering workforce is required the meet modernization objectives.

106. In your view, to what extent could the Army's introduction of systems engineering earlier in the acquisition process, including component and subsystem prototyping, enable improved acquisition outcomes? Please explain your answer.

Response: In my view, introducing systems engineering early in the acquisition process has the potential to change the Army's approach to acquisition. The development and use of government owned reference architectures enables modularity and agility through the rest of the acquisition process. Establishing a modular government architecture communicates to industry what kinds of components are needed now and in the future. This enables vendors to align product lines to those modules enabling early prototyping and competition and long-term technology insertion. Key practices include the use of standards-driven architectures, technical management, and risk assessments. These key practices support early evaluation of the component and subsystem prototyping that will be viable in the current and future environments, inform requirements, and expose early opportunities for integration.

107. In your view, what would be the benefits of using advanced engineering methods and technologies, such as digital engineering practices?

Response: Advanced engineering methods and technologies, such as digital engineering, enable system-performance modeling to inform earlier trade-off decisions and identify cost drivers early in the system design and development. It also enables the implementation of modular open system architecture to encourage continuous innovation and improvement of capabilities. Digital engineering tools allow industry and the government to have real-time access to shared data, designs, and documentation to reduce risks in the programs cost, schedule and total performance.

Cyber and Electronic Warfare

Cyberspace permeates almost every organization in the Army. There is a role for the acquisition function, for personnel management, research and development, operations and maintenance, intelligence, to name but a few.

108. Do you believe the Army is organized and postured appropriately to address the full spectrum of cyber threats to the Army's role in joint, multi-domain operations?

Response: I believe the Army Transformation Initiative is ensuring that the Army continues to evolve its forces and materiel to maintain overmatch against dynamic cyber threats in joint, multi-domain operations (MDO). The Army has led the integration of cyber, electromagnetic warfare (EW), and related personnel into organizations specifically focused on the MDO fight. These organizations include the establishment of Multi-Domain Task Forces and a Cyber Warfare Battalion, which includes twelve Expeditionary cyber-electromagnetic spectrum activities Teams. If confirmed, I would work across Army and Joint partners to ensure these forces have the materiel they need, both to fight tonight and in the future.

109. What are your recommendations for improving Army acquisition of offensive and defense cyber capabilities?

Response: If confirmed, I would work in close partnership with the USCYBERCOM Acquisition Executive to accelerate delivery of capabilities by optimizing the requirements, budgeting, development, test, and user feedback processes. I would ensure that Army and Joint program offices can execute at the speed demanded by this unique warfighting domain to meet rapidly emerging and evolving validated requirements (both Army and Joint) while still maintaining necessary oversight and reporting. I would maximize flexibility with acquisition practices such as the Software Acquisition Pathway, Mid-Tier Acquisition, and will leverage the use of RDT&E Budget Activity 8 funding to enable faster and more relevant capability delivery. Additionally, the Army must find innovative ways to leverage what is being done in the commercial marketplace. Whether it is incentivizing the hiring of technical experts or being a "fast follower" in implementing or modifying commercial products for military use, the Army must find ways to continue to keep pace. Throughout this process, if confirmed, I will work closely with the Army Principal Cyber Advisor (PCA) to improve the Army's overall approach to the acquisition of cyber capabilities, including potential new structures to better align the Army with approaches used by other services and elements of DOD, as well as the private sector.

110. How could the Army better fund the acquisition and sustainment of cyber capabilities, particularly given that the rules and boundaries of existing funding mechanisms and accounts (research and development, procurement, and operations and maintenance) create numerous obstacles to timely acquisition outcomes?

Response: If confirmed, I would work closely with USCYBERCOM and Army Cyber Command to ensure strategic capabilities are meeting the needs of our National Mission Force as well as accelerating our ability to identify and mitigate vulnerabilities in our own networks. I would work also closely with the Army PCA to continually assess the Army's cyberspace-related investments in order to reduce operational risk. With the PCA, I would work across Army Headquarters to expand or establish pathways that maximize flexibility to focus investments on evolving needs while still meeting all statutory requirements.

Munitions

Army munitions inventories, particularly those of precision guided munitions, have declined significantly due to high operational usage, insufficient procurement, and a requirements system that does not adequately account for the ongoing need to transfer munitions to our allies and for operations short of major combat.

111. If confirmed, what steps would you take to ensure the Army has sufficient inventories of munitions to meet combatant commanders' needs?

Response: I would prioritize ensuring the Army maintains adequate munitions inventories to meet combatant commanders' operational requirements. This would involve collaborating closely with the Army Staff, OSD, the other Services, and the Joint Staff to validate munitions requirements and identify shortfalls. I would also work to strengthen partnerships with industry to enhance production capacity and ensure supply chain resilience. Additionally, I would advocate for multi-year procurement authorities to stabilize production and reduce costs, while continuously assessing the Army's organic industrial base to identify areas for modernization and investment. By aligning resources and leveraging innovative acquisition strategies, I would aim to ensure the Army is prepared to sustain readiness and support global operations effectively.

112. In your view, is the ammunition industrial base, including the Army's organic ammunition plants, capable of supporting current and future munitions requirements?

Response: In my view, the Army's ammunition industrial base, including its organic ammunition plants, has demonstrated the ability to meet current operational demands. However, ensuring readiness for future requirements will necessitate ongoing modernization and strategic investments. If confirmed, I would prioritize evaluating the capacity and resilience of these facilities, focusing on their ability to adapt to emerging technologies and increased production needs. This includes addressing potential bottlenecks, enhancing manufacturing processes, and ensuring the industrial base is prepared to support advanced munitions and evolving operational requirements.

113. If confirmed, what actions would you take to reduce single points of failure and foreign material supplier dependencies in the ammunition industrial base?

Response: I would prioritize mitigating risks associated with single points of failure and foreign material dependencies within the ammunition industrial base. This would involve conducting a comprehensive assessment and mapping of the supply chain vulnerabilities and identifying critical areas requiring diversification. I would work to strengthen domestic production capabilities by fostering partnerships with U.S.-based suppliers and incentivizing investments in advanced manufacturing technologies. Additionally, I would advocate for policies that reduce reliance on foreign sources, including expanding the use of alternative materials and securing long-term contracts with reliable domestic suppliers. Collaboration with industry and interagency partners would be essential to ensure the resilience and scalability of the ammunition industrial base to meet current and future demands.

114. Based on your experience, what are some of the lessons from the past 4 years of increasing 155mm artillery shell production that should be institutionalized into the Army to improve future industrial mobilization efforts for munitions or other areas?

Response: The past four years of scaling 155mm artillery shell production has underscored the importance of maintaining a flexible and resilient commercial and organic industrial base capable of adapting to surges in demand. Key lessons include the necessity of consistent investment in the organic industrial base to ensure readiness for rapid mobilization, fostering domestic supplier networks to reduce reliance on foreign sources, and streamlining procurement processes to minimize delays. Additionally, the Army has learned the value of forecasting long-lead item requirements and ensuring supply chain visibility to mitigate bottlenecks. If confirmed, I will look to institutionalize these practices to enable the Army to better respond to future mobilization needs across munitions and other critical areas.

<u>Congressional Oversight</u>

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.

115. 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.

Response: Yes

116. 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.

Response: Yes

117. 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.

Response: Yes

118. 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.

Response: Yes

119. 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.

Response: Yes

120. 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.

Response: Yes

121. 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.

Response: Yes