

Senate Armed Services Committee
Advance Policy Questions for Mr. Frank Calvelli
Nominee to be Assistant Secretary of the Air Force
for Space Acquisition and Integration

Duties and Qualifications

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

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

Yes, I have thoroughly reviewed the National Defense Authorization Acts for FY20, FY21, and FY 22, as well as the Joint Explanatory Statements, regarding these and other provisions that provide the statutory foundation for the Assistant Secretary for Space Acquisition and Integration (ASAF(SA&I)) position.

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

My understanding is that the ASAF SA&I position is responsible, on behalf of the Secretary, for the acquisition, architecture and integration of space systems and programs of the Armed Services; serves as the Space Service Acquisition Executive; chairs the Space Acquisition Council; oversees and directs the Space Rapid Capabilities Office and the Space Systems Command, and the Space Development Agency once it transfers to the Department. I understand the term “oversee” to mean bear overall responsibility. If confirmed, I will work with leadership across the Department and space community to ensure Congressional intent is met to deliver space capabilities.

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

My understanding is that if Senior Procurement Executive authority is delegated from the Secretary of the Air Force, the Assistant Secretary of the Air Force for Space Acquisition and Integration will be responsible for the management and direction of the Space Force procurement system. This includes implementation of any unique acquisition policies, regulations, and standards.

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

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

I was the Principal Deputy Director of the National Reconnaissance Office (PDDNRO) from 2012-2020. In that role I also served as the Deputy NRO Acquisition Executive (DNAE), overseeing all NRO Major System Acquisitions, NRO Program Executive Officers, and was responsible for all NRO acquisition management policies, processes, and procedures.

Being Part of the Intelligence Community, the NRO followed Intelligence Community Directive 801 Acquisition policy, which is very similar to the DoD 5000 series. In my role as DNAE my responsibilities included:

Serve as the NRO Chief Acquisition Officer and Principal Advisor to the NAE for all matters relating to NRO acquisition management and its execution.

Establish NRO Acquisition Management policies, processes, and procedures governing NRO acquisitions to include administrative oversight of defense contractors complying fully with federal, IC, and DoD acquisition management requirements.

Supervise, monitor, and report the NRO Acquisition Management function performance through audits and assessment, and policy enforcement instilling discipline and accountability, while achieving maximum credibility in cost, schedule, and performance reporting.

Oversee the delivery of all NRO acquisitions to their approved baseline and monitor NRO acquisition execution via the Program Status Review and measure performance.

Oversee and provide guidance for acquisition program independent assessments, in support of NRO acquisition program management reviews and/or milestone decisions

Facility communication and issue resolution between the responsible Acquisition Executive, other NRO Directorates and Offices, and oversight authorities prior to program reviews and/or milestone decision points as necessary

Provide results and recommendations relative to acquisition program assessments or issues to the NAE prior to program reviews and/or milestone decision points

Provide guidance to acquisition PMs concerning entrance criteria in an ADM (acquisition decision memorandum) for milestone reviews

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

While I do not have experience working specifically under the Department of the Air Force acquisition laws, regulations, and directives I understand in general the DAF is subject to the same acquisition laws and regulations as the rest of the DoD, however, there are a few differences. Most significantly, the DAF is the only military department that has more than one Service Acquisition Executive (SAE). 10 USC 9016 provides that the DAF has a SAE for space programs and systems in addition to a SAE for non-space programs. Pursuant to an FY22 NDAA amendment to 10 USC 9014 and 9016 the DAF is also the only military department where its Secretary is authorized to empower more than one official to exercise Senior Procurement Executive authorities. The DAF also has two acquisition organizations, the Space Rapid Capabilities Office and, once it is transferred from DoD, the Space Development Agency, that are mandated by statute (10 USC 2273a and 10 USC 9084 respectively) and given unique missions and authorities.

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

While I do not have experience working specifically in the Department of the Air Force organization and operations acquisition structure I understand the DAF, like all other DoD components, is subject to DoD's acquisition regulations, primarily found in the DoD 5000 series as well as the DoD supplement to the Federal Acquisition Regulation. Like other military departments the DAF also has its own implementation of these regulations which can be found in the Air Force FAR supplement as well as the Air Force publication in the 61, 62, 63, and 64 series, which govern in the DAF R&D, developmental engineering, acquisition, and contracting, respectively.

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

Similar to my role at the NRO where I oversaw all major system acquisitions and acquisitions under our Program Executive Officers, the role of ASAF (SAI) should be quite similar. Instead of overseeing NRO Directorates and Offices executing acquisition programs, the responsibilities will be to oversee acquisitions being executed by Space

Systems Command, Space Rapid Capabilities Office, and the Space Development Agency.

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

As the NRO's Principal Deputy Director, National Reconnaissance Office for over 8 years (2012-2020) I provided overall day-to-day management of highly technical, 3500+ person joint Intelligence Community/Department of Defense agency, with decision responsibility as delegated by the Director, NRO (DNRO). In the absence of the DNRO, I acted on the Director's behalf on all matters. My responsibility included the successful execution of all major systems acquisitions. I oversaw a very large complex portfolio of programs including satellite, ground, operations, and facilities, and successfully drove delivery of NRO programs on cost and schedule meeting Intelligence Community and Department of Defense requirements. I was instrumental in driving the future transformative architecture direction of the NRO, and helped re-establish the NRO as the leading acquisition organization in the U.S. Government.

Space Acquisition Council

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

9. What is your interpretation of this redesignation?

My interpretation is that this redesignation reflects that the statutory membership of the Space Acquisition Council includes the Department of the Air Force, Office of the Secretary of Defense, and National Reconnaissance Office. The redesignation also reflects Congress' intent to broaden the Council's oversight beyond the Department of the Air Force to include space systems and programs of the "armed forces". Finally, the redesignation appears to codify Congress's intent for the Council to ensure integration across the national security space enterprise.

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

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

As with the redesignation in Section 1602(a), my interpretation is that this section requires the Council to ensure integration across the national security space enterprise. Additionally, "armed forces" appears to appropriately scope the Council's oversight to extend to military space systems and programs and funding.

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

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

11. The Undersecretary of Defense for Acquisition and Sustainment

If confirmed, I will work closely with the Undersecretary of Defense for Acquisition and Sustainment to ensure space programs support the priorities of the Department of Defense and will assist them in the management of space programs held under their authority as the Defense Acquisition Executive.

12. The Undersecretary of Defense for Research and Engineering

If confirmed, I will work closely with the Undersecretary of Defense for Research and Engineering to oversee the transfer of Space Development Agency to the Department of the Air Force. There are multiple links between space science and technology development and projects managed by the defense agencies and field activities that will require coordination to ensure the technology needs of the Department and the joint force are met.

13. The Undersecretary of Defense for Intelligence and Security

If confirmed, I will rely on the Undersecretary of Defense for Intelligence and Security to provide critical inputs and guidance to ensure any systems acquired are appropriately informed by intelligence and have all appropriate security measures in place.

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

If confirmed, I will work with the Assistant Secretary of Defense for Space Policy to make policy informed decisions regarding architectures and capability acquisition efforts that support strategic objectives.

15. The Chief Information Officer of the Department of Defense

If confirmed, I will ensure all cybersecurity, communication, and information system policies developed by the Department of Defense Chief Information Officer and implemented by the Department of the Air Force Chief Information Officer is appropriately applied to space acquisition programs.

16. The Joint Staff

If confirmed, I will work with the Joint Staff on continued improvement to the Joint Capabilities Integration and Development System, utilize their guidance on early capability development, and take their advice on force structure integration.

17. U.S. Space Command

U.S. Space Command is a vital partner in developing requirements for space systems and providing warfighter feedback during test and operations. If confirmed, I look forward to working with the newest combatant command to deter conflict, and if necessary, defeat aggression, deliver space combat power for the Joint/Combined force, and defend U.S. vital interests with allies and partners.

18. U.S. Strategic Command

Space capabilities play a key role in the U.S. strategic architecture. If confirmed, I am eager to work with USSTRATCOM to deliver the capabilities needed to ensure our strategic systems provide support to the President, the Secretary of Defense, and other national leadership. In addition to the nuclear mission, if confirmed, I will work with STRATCOM to ensure the space backbone is in place to enable success in their missions of global strike and global missile defense.

19. National Reconnaissance Office

If confirmed, I will partner with the National Reconnaissance Office on a wide range of challenges where both the military and intelligence communities play a role. Drawing on my extensive experience at the National Reconnaissance Office, I believe there are many areas where the Department and the National Reconnaissance Office, along with the larger space community, can achieve unity of effort to meet the strategic goals of the United States.

20. Other Combatant Commands

If confirmed, I will work closely with all combatant commanders to meet their needs from a space systems and capabilities perspective. The joint force depends on space capabilities, and it would be my responsibility to ensure those capabilities are delivered at the relevant speeds.

Relationship within the Department of the Air Force

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

21. The Secretary of the Air Force

If confirmed, I would be subject to the authority, direction and control of the Secretary of the Air Force.

22. Chief of Space Operations

If confirmed, I will work closely with the Chief of Space Operations to ensure that the acquisition community delivers capabilities that meet warfighter requirements on cost and schedule. Further, I would work closely with the Chief as a member of the Space

Acquisition Council to manage acquisition of space systems and ensure integration across the national security space enterprise.

23. The Chief Information Officer of the Air Force

If confirmed, I would support the Chief Information Officer of the Department of the Air Force and ensure that all cybersecurity, communication, and information system policies are appropriately implemented across space acquisition programs and processes.

24. Chief Scientist of the Air Force

If confirmed, I would support the Chief Scientist's work and ensure that all space research, development, and acquisition efforts appropriately leverage assessments of the Chief Scientist.

25. Assistant Secretary of the Air Force for Acquisition, Technology, and Logistics

If confirmed, I would work closely with the Assistant Secretary of the Air Force for Acquisition, Technology, and Logistics to ensure the transition of these Service Acquisition Executive authorities and responsibilities is completed effectively and efficiently. I will partner as appropriate, leveraging knowledge and efficiencies while still preserving the authorities and autonomy of the Assistant Secretary of the Air Force for Space Acquisition and Integration.

Relationship with other Services

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

If confirmed, I would work closely with the Departments of the Army and the Navy and across the Joint Force to ensure space capability requirements are met and delivered at the speed required to outpace adversaries.

Relationship with Missile Defense Agency

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

The Missile Defense Agency has a tough mission in protecting the homeland from missile attacks. The development of hypersonic missiles is the latest technology evolution requiring precise capabilities to track with enough accuracy to enable defensive options. If confirmed, I commit to understand the force design for missile tracking, the ability to better detect maneuvering hypersonic missiles compared to today's missile

warning satellites, and how the space community works together to provide the capabilities.

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

My view is that DoD overall must continue to collaborate as a missile tracking, missile warning, and missile defense enterprise focused on extracting maximum potential from each Agency, and their associated investments, to field an optimized, resilient, space-based missile tracking architecture as quickly as possible. If confirmed, I will continue to work with the Missile Defense Agency and others in the missile warning, missile tracking mission area.

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

If confirmed, I will continue to drive the space enterprise, in coordination with the Missile Defense Agency and others in the space community, to optimize the approach to ground command and control architectures that enable critical capabilities such as missile tracking.

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

I view it as foundational that the Department of the Air Force has an integrated missile tracking, missile warning, and missile defense approach to address the spectrum of Overhead Persistent Infrared mission area needs. If confirmed, I would drive collaboration to avoid inefficiencies, duplication, and unnecessary stakeholder overlap.

Space Systems Command

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

As a new Field Command, and as the largest acquisition arm for the U.S. Space Force, I believe that Space Systems Command should focus on producing game-changing space capabilities for the warfighters and allies. My opinion is the Space Systems Command organization should focus on defeating the threat, aligned to achieve unity of effort, and building strong relationships with industry and partnerships with allies. If confirmed, I will lead the Program Executive Officers to ensure our program managers are focused on the end-to-end lifecycle of their respective mission sets.

32. Given the direction in the FY 2020 NDAA, what do you see as the organizational construct for the SSC? If confirmed, will you follow the FY 2020 NDAA direction?

I believe the best acquisition organizational construct should be flat, push decision-making down to the lowest level, ensure integration across the space enterprise, and be aligned with the warfighter. I understand that Space Systems Command is regularly communicating with other space acquisition organizations like the National Reconnaissance Office, Space Rapid Capabilities Office, Department of the Air Force Rapid Capabilities Office, Missile Defense Agency, and Space Development Agency to discuss requirements to avoid unnecessary overlap. If confirmed, I will build a strong relationship with Space Systems Command and will follow the FY 2020 National Defense Authorization Act direction.

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

33. Milestone Decision Authority

If confirmed, I will ensure that Milestone Decision Authority is aligned appropriately across the portfolio. My goal is to streamline processes to cut down decision time and get capabilities to the users to defeat the threat.

34. Head of Contracting Authority

If confirmed, I will evaluate existing Head of Contracting Authority delegations across the portfolio and ensure that contracting decisions are appropriately managed and streamlined.

35. Program Executive Officer(s)

I understand that the Program Executive Officers at Space Systems Command will report to the Assistant Secretary of the Air Force for Space Acquisition and Integration. If confirmed, I look forward to working with them to deliver space capabilities on time, on budget, and meeting warfighter requirements.

36. Directing and Overseeing Space System Command

If confirmed, I will be responsible for all the space acquisition programs in the Space Systems Command portfolio and integrating them in an overall architecture. I will work with the Space Systems Command Commander and the Program Executive Officers to ensure "system of systems" integration across the space enterprise.

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

It is my understanding Section 804 authorities are valuable tools that enable the expedited initiation of prototyping to deliver innovative technologies at the pace of commercial

industry. If confirmed, I will work with Department leadership to ensure Section 804 authorities are used appropriately and that innovative capabilities are delivered at the speed of relevance.

Space Development Agency

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

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

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

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

The Space Development Agency is a unique organization and serves as a constructive disruptor for space acquisition to quickly deliver needed space-based capabilities to the warfighter and to rapidly adapt to emerging threats and support other missions through the development, fielding, and operation of the National Defense Space Architecture. If confirmed, I will support its unique role and ensure its capabilities are integrated across the space enterprise.

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

If confirmed, I intend to partner with the Chief of Space Operations and the Secretary of the Air Force to ensure the acquisition agencies have the proper staffing at appropriate pay bands to lead, manage, and execute their missions.

41. Do you believe the SDA should be exempt from the Joint Capabilities Integration and Development System overseen by the Director of Requirements, J8, the Joint Staff? Please explain your answer.

I understand that the Space Development Agency currently gathers requirements through their Warfighter Council process. If confirmed, I will work with the Space Development Agency to better understand the current process, and with the Joint Staff, to ensure the space enterprise can deliver integrated warfighting capabilities to meet the joint warfighter's needs.

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

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

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

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

It is my understanding that Section 1645 of the FY21 National Defense Authorization Act speaks only to the need for Missile Defense Agency to deliver a hypersonic and ballistic missile tracking payload; the need to build a satellite is absent from, and not implied by, this provision. In light of this, it is my view that the strengths and opportunities afforded by each agency must be leveraged. If confirmed, I commit to working across the space community to deliver the best possible hypersonic and ballistic missile tracking capability for our country.

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

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

If confirmed, I will seek to understand the standards and interface controls that have been established to ensure the effective integration of the broader space enterprise. This understanding is key to foster the effective integration of payloads, satellites and ground segments across not just Missile Defense Agency and Space Development Agency, but across all stakeholders delivering essential missile tracking capability for our nation.

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

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

My view is Section 1662 of the FY22 National Defense Authorization Act provides a mechanism for the Missile Defense Agency to mature key technologies that will help its ability to stay ahead of evolving threats, while ensuring that any developed capabilities will dovetail into the broader space enterprise and architecture that I, if confirmed, would be responsible for as the Assistant Secretary of the Air Force for Space Acquisition and Integration and as Chair of the Space Acquisition Council. If confirmed, I commit to ensure that these responsibilities and authorities are executed thoughtfully, in accordance with the provisions set forth in the National Defense Authorization Act, and to the maximum benefit of the space enterprise.

Space Rapid Capabilities Office

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

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

From my understanding, Congress created Space RCO to provide a mechanism to rapidly deploy time sensitive and critical space capabilities as assigned by the Commander, USSPACECOM and approved by the Secretary of the Air Force. If confirmed, I look forward to learning more of the specific details on the programs the Space RCO is working and their interaction with the larger space community.

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

I am not aware of the specific efforts the Space RCO or the “Big Safari” program office at the Space Systems Center is undertaking. If confirmed, I plan to understand the roles of each of these organizations and how synergy across them enables the Department to provide the necessary capabilities for a strong space architecture.

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

From my current understanding, the ability to achieve the timelines the Space RCO has been given hinges on the ability to rapidly find mature technologies, get them on contract, and fund them. If confirmed, I would work with the Congress, the Department, and the broader space community to ensure decision-making is at the right level of authority, including HCA, to build and deploy critical space capabilities on appropriate timelines.

Relationship with National Reconnaissance Office

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

The National Reconnaissance Office holds a unique position as a defense agency in the Department of Defense and as a member of the Intelligence Community. If confirmed, I will work with the National Reconnaissance Office leadership to ensure national security space acquisition activities are synchronized and warfighter requirements are met.

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

The National Reconnaissance Office is one of multiple defense agencies charged with supporting the Department of Defense. The National Reconnaissance Office (NRO) provides data to National Security Agency (NSA) and National Geospatial-Intelligence

Agency (NGA), both of which are designated as Combat Support Agencies (CSA), to be distilled into intelligence products prior to delivery to Combatant Commanders. The National Reconnaissance Office's systems are critical to national security, U.S. policy makers, and warfighters. If confirmed, I will look forward to working with the National Reconnaissance Office in the development of capabilities that will mutually support the needs of the Title 50 and Title 10 communities.

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

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

I understand there could be a role for the Space Force to procure tactical intelligence capabilities complementary to those that already exist. If confirmed, I would seek to further understand the operational concepts, use cases, and alternatives fully to make an informed decision.

Program Integration Council

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

52. What is your understanding of the Council’s membership and the roles of members on the Council?

I understand that the Program Integration Council is a coalition of organizations dedicated to advancing space capabilities through coordination and collaboration. If confirmed, I would seek further understanding of the Program Integration Council roles and responsibilities as a forum enabling the delivery of integrated warfighting capabilities.

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

I understand the Program Integration Council to act under unity of effort and is in a role of coordinating efforts among many space acquisition agencies. If confirmed, I would seek further understanding of the Program Integration Council roles and responsibilities as a forum enabling the delivery of integrated warfighting capabilities.

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

I understand the Program Integration Council to be a unity of effort body, where the participating member organizations utilize their existing authorities, to advise and make recommendations to Department decision makers in accordance with statute and policy. If confirmed, I will rely on the Program Integration Council to advise me on delivering integrated warfighting capabilities as efficiently as possible integrated with external organizations.

Acquisition of Commercial Services

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

55. If confirmed, please explain your role in oversight of such procurement actions.

If confirmed, I will work closely with the Chief of Space Operations to facilitate the effective utilization of both DoD and commercial satellite communications capabilities in a coherent space architecture.

Section 1605(a) of the Fiscal Year 2022 NDAA requires the SAE/SP to evaluate whether commercial capabilities exist before proceeding to a program of record, while at the same time, section 1605(b) instructs the Secretary of Defense to not solely rely on commercial programs to carry out operational requirements, including command and control requirements, targeting requirements, or other requirements that are necessary to execute strategic and tactical operations without mitigation measures.

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

The rapid growth of the commercial space sector provides a significant opportunity for the DoD to utilize innovative commercial capabilities and production processes to deliver critical space capabilities. Each mission area must be evaluated to determine the risks involved in order to achieve the proper balance between government and commercial capabilities. If confirmed, I will take a balanced, risk-informed approach to incorporating commercial space capabilities that leverages the agility, innovation, and value of commercial systems without compromising critical national security missions.

Relationship with National Aeronautics and Space Administration

57. If confirmed, please describe how you will integrate the space acquisition efforts under your purview with the National Aeronautics and Space Administration

(NASA), specifically with regards to space and ground systems, as well as launch ranges.

If confirmed, I will work with the NASA leadership to ensure the Department has a comprehensive, whole of government approach to the space enterprise. I will collaborate with NASA leadership to ensure that activities are synchronized to maximize national investment in space and ground systems.

Relationship with the Air Force Research Laboratory

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

The Air Force Research Laboratory plays a pivotal role in discovery, development, and delivery of warfighting technologies in support of future Department programs. If confirmed, I will work closely with the Air Force Research Lab to ensure the space technology development portfolio provides long-term competitive advantage, balancing the pursuit of transformational capabilities and nearer-term incremental improvements.

Assured Access to Space

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

10 U.S. Code 2773 requires the Department of Defense and Intelligence Community to be able to place a payload into space when and where needed. The U.S. Space Force provides assured access by having a highly reliable, responsive, and robust space launch infrastructure and industrial base. Given today's growing threat from countries like China and Russia, maintaining assured access to space has never been more important. If confirmed, I intend to maintain assured access to space by building on the actions that have maintained the Department's mission success on National Security Space Launches.

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

In my view, the Department has been fortunate over the last ten years to tap into the significant private investment in the U.S. space launch market such that there are currently more than can compete for National Security Space Launch missions. As in the past, the greatest challenge to maintaining assured access to space, as defined by 2773 of title 10 U.S. Code, are market forces beyond the Department of Defense's control. If confirmed, I look forward to learning about various ways to strengthen the launch industrial base.

Section 1601(a) of the Fiscal Year 2022 NDAA requires disclosure of National Security Space Launch program contract pricing terms to the congressional defense and

intelligence committees for the National Security Space Launch Program with appropriate protections for competitive pricing information. This provision ensures Congressional oversight of taxpayer funded competitive awards.

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

If confirmed, I intend to comply with the law.

Acquisition Oversight of Space Systems

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

Missile Warning, Tracking and Space Sensing

62. Next Generation Overhead Persistent Infrared Satellites

My understanding is the capabilities of a Next Generation Overhead Persistent Infrared system are a part of an integrated missile tracking, missile warning, and missile defense approach. If confirmed, I plan to work across the Department and space community to better understand these integration challenges and deliver the best possible missile warning and missile tracking capability for the country.

63. Proliferated constellations for missile tracking, non-ballistic missiles

Proliferated constellations using smaller satellites offer the potential of faster development times. Integration of proliferated constellations for missile tracking with the overall missile tracking architecture could potentially be a challenge. If confirmed, I plan to work across the Department and space community to better understand any integration challenges and deliver the best possible missile warning and missile tracking capability for the country.

64. Space and Ground Weather

Based on open source information, one of the biggest challenges in the Space and Ground Weather portfolio is developing and utilizing relationships with civil agencies and allies to deliver a capability. If confirmed, I plan to understand the details of the portfolio and will work across the Department and broader space community to deliver the best possible capability for the country.

65. Nuclear Event detection on ground and in space

Based on open source information, one of the biggest challenges I see based on my experience is the synchronization of equities across the multiple stake holders and the ability to leverage each one's resources to an integrated plan. If confirmed, I plan to

understand the details of the portfolio and will work across the Department and broader space community to deliver the best possible capability for the country.

Intelligence Reconnaissance and Surveillance

66. Ground Movement Target Indicator capabilities to support Combatant Commanders

Since leaving the NRO, I am not up to date with the current Ground Movement Target Indicator capabilities nor how the relationship between the USSF and the NRO has evolved on this topic. However, I support the importance of Ground Movement Target Indicator capabilities, along with how space and ground systems need to synchronize across organizations to support Combatant Commanders. If confirmed, I will collaborate with the appropriate stakeholders to develop a plan to address this.

GPS

67. Global Positioning System (GPS) III, GPS IIIF

Based on open source information, one of the biggest challenges I see based on my experience is the impacts caused by the proliferation of adversary signal jamming. Because the economic and military impacts of a GPS outage are untenable, this makes protection of Navigation and Timing services a critical necessity for the nation. If confirmed, I would conduct a review to ensure the Department is on track to deliver protected and Military-Code GPS signals to the warfighter.

68. Military GPS User Equipment

Based on open source reporting of Military GPS User Equipment, one of the biggest challenges is the integration of GPS equipment into the thousands of platforms across the Department. If confirmed, I plan to understand the details of the portfolio and will work across the Department to prioritize integrating Military GPS User Equipment into weapon platforms across the services.

69. Alternate Positioning Navigation and Timing

While I do not have specific details of efforts on alternative space-based Positioning Navigation and Timing systems, if I confirmed, I will ensure alternative architectures reflect realistic cost, schedule, and performance goals, as well as provide viable pathways towards redundancy and resilience for the critical GPS enterprise.

SATCOM

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

Based upon open source information, I understand that the Advanced Extremely High Frequency satellite program capability is critical to both the President and the National

Command Authorities in what could be a very stressing time. If confirmed, I will work across the Department to protect against any gap in capability.

71. Family of Advanced Beyond Line of Sight Terminals and other strategic grade user terminals

If confirmed, I will review the Family of Advanced Beyond Line-of-Sight Terminals program. I will also maintain continued engagement with my counterparts to ensure alignment of nuclear command control and communication programs to provide a safe, secure, reliable, effective, and credible deterrent.

72. Protected Tactical Enterprise Service and user terminals

If confirmed, my top priority for Protected Tactical Enterprise Service will be maintaining synchronization between space, ground, and terminal segments ensure warfighters are able to fully leverage the system.

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

I understand the Army's Satellite Communications capabilities are being folded into the Department of the Air Force. If confirmed, I will ensure the conditions are set for an efficient and effective transition.

74. Absorbing the Navy's Mobile User Objective System satellites and their replacement

I understand the Navy's Mobile User Objective System is transitioning to the Department of the Air Force. If confirmed, I will ensure all efforts associated with the transition of the Mobile User Objective System to the Department of the Air Force are complete.

Assured Access to Space

75. National Security Space Launch phase II procurements

In my view, the most pressing issue for Phase 2 is to continue National Security Space Launch's mission success track record to ensure access to space and counter the threat posed by Russia and China. If confirmed, I will work across the Department and the space community to maintain the ability for assured access to space.

76. National Security Space Launch phase III procurements

I believe the most pressing issue for Phase 3 acquisition is to maintain assured access to space, maximize competition, and ensure the Department of the Air Force continues to enable a strong launch industrial base. If confirmed, I will emphasize the efforts to set strategy for the next acquisition phase.

77. Tactical and Responsive Launch

If confirmed, the most pressing issue I would address is expanding the scope of tactically responsive launch to address all aspects of the space mission, to include satellites, control systems, operational concepts, and most importantly, the specific requirements of the combatant commanders.

Battle Management, Command and Control and Associated Ground Systems

78. Space Command and Control, including the Kobayshi Maru program to replace the operating systems (SPADOC) at the Combined Space Operations Center

If confirmed, the most pressing issue I would address is to ensure delivery of a Space Domain Awareness command and control capability to replace the antiquated SPADOC system the Space Force currently relies upon.

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

If confirmed, the most serious issue I would address is to work across the Department and space community to ensure sensor data availability, quality, and latency that meets user needs, directly expanding USSPACECOM's understanding of the space order of battle.

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

If confirmed, I will work to ensure an integrated system of systems across the NC3 enterprise to deliver capability meeting warfighter and National Command Authority's needs.

Space Domain Awareness and Space Control

81. Synchronization writ large between satellite and ground systems

If confirmed, the most serious challenge I would work to deliver an integrated, resilient, multi-source Space Domain Awareness architecture to accept, discern and trust data from any source, while ensuring it is accessible to, and supported by, stakeholders.

Acquisition

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

From my understanding, the Department of the Air Force has major space acquisition programs that are built on solid foundations of good analysis, prudent planning, and effective risk management. During my time at the National Reconnaissance Office, I

personally witnessed the successful partnership and collaboration between the National Reconnaissance Office and Space Force with respect to the National Security Space Launch program. If confirmed, I look forward to learning specific details about the successes and shortfalls and working with Congress to ensure that the space acquisition community is delivering integrated capabilities with relevant speed and discipline.

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

If confirmed, I will work across the Department of the Air Force to establish cost effective and achievable requirements for future programs, while ensuring the budget is managed to deliver capabilities, and leverage acquisition best practices to ensure synchronization between the Department and other agencies.

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

The establishment of the U.S. Space Force provided the Department of Defense a tremendous opportunity to take a fresh look at how to equip the force with new capabilities for the future fight. The commercial sector is at the forefront of many new technologies such as artificial intelligence, edge computing, and machine learning; technologies which will be beneficial to outpacing strategic competitors. If confirmed, I will work to identify and reduce the barriers to leveraging the best available commercial technologies to meet the warfighter requirements.

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

Effective sustainment requires good planning, and it is one of the Department of the Air Force's key challenges. If confirmed, I will work with the sustainment community, industry, and other services to review the current methods for sustainment planning for space systems and associated ground systems while seeking data-driven updates to sustainment methods.

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

A digital future has the potential for profound improvements to the process of defining, acquiring, and operating systems for the Space Enterprise. These benefits can greatly accelerate the speed of acquisition and decision making while enabling provide acquisition agility. The challenges in executing this digital vision will be both technical and cultural. If confirmed, I will work across the Department of the Air Force to ensure

digital solutions are appropriately leveraged to build and deploy critical space capabilities.

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

While I understand from published materials that the Space Force is working to implement aspects of digital transformation, at this time, I cannot make specific recommendations. If confirmed, I will work with across the Department to learn more about the current state of the digital transformation activities and determine if any adjustments in approaches are required.

Cost and Schedule Estimates

The Government Accountability Office (GAO) has reported that the Air Force's use of unrealistically optimistic cost and schedule estimates is a major contributor to cost growth and program failure.

88. If confirmed, what steps do you believe the Space Force can and should take to ensure that cost and schedule estimates are fair and independent, and that such estimates provide a sound basis for decision-making on Space Force programs?

If confirmed, I will work with the Department of the Air Force financial management and cost analysis staffs to identify opportunities for improving cost and schedule estimates and Service Cost Positions. I will assess the Department of the Air Force's cost and schedule estimates for major space acquisition programs, as well as recent GAO reviews of programs, and implement necessary and/or appropriate adjustments.

Software Activities and Acquisition of Information Technology (IT)

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

In general, I believe the Department needs to improve its ability to effectively acquire information technology and other software-intensive capabilities. If confirmed, I will assess the effectiveness of acquisition systems and work across the Department and Congress to implement any needed improvements.

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

If confirmed, I will work with the Department of the Air Force Chief Information Officer and other relevant parties to assess the Department's cloud computing initiatives, as well as related initiatives, to ensure that the space systems and programs are appropriately integrated and leveraging the work of other entities.

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

I expect that cloud computing will be a key enabler for space system acquisition, research, testing, and logistics activities, as cloud computing offers access to scalable processing power, massive data storage, and information sharing. I believe these are critical for digital engineering and sophisticated modeling and simulation. If confirmed, I will work across the Department of the Air Force to examine this area and the ability to leverage cloud computing to build and deploy critical space capabilities.

Contracting

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

I understand that the Department of the Air Force has a robust contracting capability, one that was leveraged by the nation to great benefit. At the same time, it is my understanding there are challenges with respect to contract management. If confirmed, I will work with the Department's senior leadership to analyze the challenges, develop options, and execute solutions.

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

My understanding is that the Department of the Air Force has been successful in employing a number approaches, to include the use Other Transaction Authorities. If confirmed, I will encourage the appropriate use of these approaches to bolster business agility across a broader DoD and economic spectrum.

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

If confirmed, I will work with the Department's senior leadership to assess current use of flexible contracting authorities available and identify opportunities for improved use. Additionally, I would work with the Congress to identify and scope additional authorities that may enhance the effectiveness of acquisition.

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

If confirmed, I will work with the Department's senior leadership, to ensure Space Force personnel are properly trained through organic training programs on all contracting options, to include non-FAR-based contracting methods.

Middle Tier Acquisition

Section 804 of the FY 2016 NDAA authorized DOD to employ an acquisition approach (“Middle Tier Acquisition”) that was intended to support the rapid delivery of new capability to meet emerging operational needs.

96. In your view, has the Space Force made appropriate use of Section 804 authorities?

I understand the Space Force is using Section 804 authorities on certain programs. If confirmed, I will familiarize myself on how these authorities are being utilized and ensure the Space Force applies Section 804 authorities appropriately.

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

I am not familiar with risks accepted by the Space Force on the use of Section 804 authorities. If confirmed, I will review the use of Section 804 authorities on space programs and ensure that they are properly mitigating associated risks.

98. If confirmed, what processes would you put in place to ensure appropriate oversight of the Department’s use of 804 authorities? Please explain your answer.

If confirmed, I will assess the oversight applied to these authorities and work with Department senior leadership and Congress to implement any needed changes.

Test and Evaluation

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

If confirmed, I would ensure all systems meet effectiveness and suitability requirements as driven by law, policy, and warfighter needs. There would have to be exigent circumstances that would drive a request to accept a weapon system and/or equipment that has not been thoroughly tested and determined to be operationally effective and suitable. In such a case, I would work with the Department of the Air Force and congressional defense committees to explain why the system was not fully tested prior to operational acceptance.

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

I do not have insight into the Department of the Air Force’s test and evaluation capabilities. If confirmed, I look forward to working with the Department’s test and evaluation team to explore how to best serve the joint warfighter.

Technology Transition

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

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

In my previous experience, it can be challenging to shift from emerging technology solutions to acquisition programs of record. If confirmed, I will work across the Department of the Air Force to ensure the space systems and programs have the resources, an adaptable planning process, and authorities to take immediate advantage of emerging technological advances.

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

If confirmed, I will work across the Department to accelerate technology transition and identify opportunities for collaboration between the Program Executive Officers, Air Force Research Lab, and industry stakeholders to address and overcome barriers.

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

The Department of the Air Force must define as early as possible those technologies that will provide the greatest advantage against near peer competitors. If confirmed, I will work to employ tools such as prototyping and experimentation to identify technologies from multiple sources, including the Department of Defense Laboratories, academia, industry, the Department of Defense, and other agency partners.

104. 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?

It is my understanding that ensuring access to technologies from small businesses, venture backed companies, and non-traditional contractors was a driving factor behind the Department of the Air Force's decision to establish SpaceWERX. If confirmed, I will assess SpaceWERX's efforts and work with the Department's senior leadership and Congress to implement any needed changes.

Space Force-Related Defense Industrial Base

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

I have seen great resiliency from the industrial base to recover from and adjust to the impacts of COVID-19. If confirmed, I will work with Department of the Air Force leadership to consider impacts on the industrial base, and continue to grow and foster interactions to meet growing warfighter readiness requirements, reduce sustainment costs, increase environmental resiliency, and posture for future threats.

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

Impacts on the industrial base must be understood and considered in making key investment decisions for recapitalization and modernization, as well as in making investments in science and technology. If confirmed, I will work closely with Department of the Air Force senior leadership to consider decision implications on the industrial base.

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

The Department of the Air Force should continue to assess risks to the industrial base and pursue mitigations collaboratively with key stakeholders in the space enterprise. If confirmed, I look forward to learning more about ways to encourage competition and support the industrial base. I would work with Department senior leadership and Congress to pursue such methods.

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

I believe in the power of small businesses as part of the U.S. defense industrial base and that programs like the Small Business Innovation Research/Small Business Technology Transfer programs are especially important. If confirmed, I look forward to working with and supporting the efforts of the Air Force Office of Small Business Programs to strategize together how to leverage the innovation resident in U.S. small businesses.

Sexual Harassment

In responding to the 2018 DOD Civilian Employee Workplace and Gender Relations survey, 17.7 percent of female and 5.8 percent of male DOD employees indicated that they had experienced sexual harassment and/or gender discrimination by “someone at work” in the 12 months prior to completing the survey.

109. If confirmed, what actions would you take were you to receive or become aware of a complaint of sexual harassment or discrimination from an employee of the Office of the ASAF(SAI)?

If confirmed, I would follow the Department of the Air Force's reporting guidelines in circumstances of sexual harassment or discrimination of any kind. I believe this a very serious issue and, if confirmed, would take both immediate and appropriate action based on the findings of any resulting investigation.

Congressional Oversight

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

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

Yes.

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

Yes.

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

Yes.

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

Yes.

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

Yes.

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

Yes.

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

Yes.