

**Opening Statement of Mr. Frank Calvelli
Nominee for Assistant Secretary of the Air Force
for Space Acquisition and Integration**

Good morning Chairman Reed, Ranking Member Inhofe, and members of the committee. Thank you for the opportunity to appear before this committee, and thank you for recognizing the importance of space acquisition by creating this new position. If confirmed, I would be honored to serve as the first Assistant Secretary of the Air Force for Space Acquisition and Integration.

Thank you to President Biden and Secretary Austin for supporting my nomination. Also thank you to Secretary Kendall and Under Secretary Jones for having confidence in my abilities for this position.

I'm excited about this opportunity, and if confirmed will drive the direction of acquisition for the Space Force. Having served 30 years at the National Reconnaissance Office (NRO), 8 years as its principal deputy director and deputy acquisition executive, if confirmed I will bring my leadership running large organizations, and leadership driving successful space acquisitions to the Department and to this new critical position.

As you know, we are at a critical juncture for our defense space architecture, and there is a real sense of urgency to act. The Nation needs to outpace its adversaries and maintain the technological advantage it gets from space. The Nation needs to integrate its space architecture with other war fighting domains to give its warfighters a strategic edge. The Nation needs to make its space architecture more resilient so that it can be counted on during times of crisis and conflict, and the Nation needs to do this with speed.

If confirmed, I will look to **drive speed into the Department's space acquisitions in order to get new capabilities into the hands of the warfighters faster.** From my experience and expertise in space acquisition, speed can be added to acquisitions by: ensuring requirements and analysis are coordinated and completed ahead of capability need; driving early technology risk reduction and research and development of new capabilities to reduce risk in the acquisition phase; utilizing the right acquisition strategies, contract types, and contract incentives to incentivize speed as well as successful contract execution; driving cost and schedule realism into proposals; acquiring smaller systems for space; driving ground systems to more open architectures while developing ground software in smaller more manageable pieces; and making sure that space and ground come together as a system, with ground ready before launch.

In addition, speed in acquisition can be helped by: using existing technology; limiting contract changes; keeping requirements stable; empowering our program managers and holding them accountable for program success; holding industry accountable for results; driving organizational focus on meeting schedule, cost, and technical performance commitments; and creating a culture of successful program execution, while driving a sense of urgency.

Based upon my experience, with these approaches, speed can be added back to space acquisitions and capability can be delivered quicker to our warfighters.

If confirmed, I will also **continue driving towards a more resilient defense space architecture**. After being out of government service this last year, if confirmed I will quickly catch up on today's progress and on current threat assessments. From my experience, resiliency can be added by taking advantage of diverse orbits, adding new technical capabilities, using a mix of traditional satellites and smaller more proliferated satellites, robust space situational awareness, the ability for rapid reconstitution, and taking advantage of commercial capabilities. Resiliency also includes making sure that ground systems don't have single point failures and that they are secure from cyber-attacks. Nothing is more important than making sure our space capabilities are available and can be counted on to support the warfighter and the Nation during times of crisis and conflict. If confirmed, adding resiliency will be a top priority.

In addition, if confirmed, I will also **work in a collaborative manner** across the Department, Services, and Intelligence Community to insure the integration of space with other war fighting domains and to avoid duplication of efforts.

Finally, I like to thank my family. My wife Melissa who is proud member of the federal government, working at the NRO. Both Melissa and I believe in the importance of public service, and even though I've only been out of government for a little over a year, I definitely missed it. Thank you to my children Michael, Sydney, and Samantha, and my step-daughter Ashley for all their support.

Thank you again for creating this new critical position, and for inviting me to this hearing. If confirmed I commit to being fully transparent with this committee on progress, issues, and status of space acquisition. I look forward to your questions.