United States Air Force

Presentation

Before the House Armed Services Committee

Acquisition Reform: Experimentation and Agility

Witness Statement of
Mr. Richard W. Lombardi, SES,
Acting Assistant Secretary of the Air Force (Acquisition)

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BIOGRAPHY

UNITED STATES AIR FORCE

RICHARD W. LOMBARDI

Richard W. Lombardi, a member of the Senior Executive Service, is the Principal Deputy Assistant Secretary of the Air Force (Acquisition), Washington, D.C. He is the senior civilian assistant to the Assistant Secretary of the Air Force (Acquisition). He is currently serving as the Acting Assistant Secretary of the Air Force (Acquisition).

In performing duties as the Acting Assistant Secretary of the Air Force (Acquisition), he is the Air Force's Service Acquisition Executive, responsible for all Air Force research, development and acquisition activities. Mr. Lombardi oversees a research and development, test, production and modernization program portfolio of over $40 billion annually. He is also responsible for development and execution of policies and procedures in support of the operation and improvement of the Air Force's acquisition system.

Mr. Lombardi was born in Lowell, Mass. He entered the Air Force in 1980 after receiving his commission as a distinguished graduate of the ROTC program at the University of Lowell, Mass. Mr. Lombardi has been assigned to acquisition management positions at the Air Armament Center, Electronic Systems Center and Headquarters Air Force Systems Command, as well as acquisition logistics positions at the San Antonio Air Logistics Center. He retired from the Air Force as a colonel in July 2004 and entered federal civil service. He was appointed to the Senior Executive Service in 2005. Prior to assuming his current position, Mr. Lombardi served as Deputy Assistant Secretary for Acquisition Integration, Office of the Assistant Secretary of the Air Force for Acquisition Integration, Washington, D.C

EDUCATION

1980 Bachelor of Science degree in accounting, cum laude, University of Lowell, Mass.
1984 Squadron Officer School, Maxwell Air Force Base, Ala.
1988 Master of Science degree in public administration, Western New England College, Springfield, Mass.
1991 Program Managers Course, Defense Systems Management College, Fort Belvoir, Va.
1993 Air Command and Staff College, Maxwell AFB, Ala.
2001 Master of Science degree in strategic studies, Air War College, Maxwell AFB, Ala.

CAREER CHRONOLOGY

1. October 1980 - May 1983, program management analysis, Deputy for Surface Attack, Eglin AFB, Fla.
2. June 1983 - September 1984, program management analysis, Directorate for Special Projects, Eglin AFB, Fla.
3. October 1984 - September 1985, Chief, Cost Estimating, Deputy for Intelligence, Command, Control and

Communications Countermeasures and Support Systems, Hanscom AFB, Mass.
4. October 1985 - March 1987, executive officer, Deputy for Intelligence, C3CM and Support Systems, Hanscom AFB, Mass.
5. April 1987 - September 1988, program manager, UHF Satellite Terminal System, Deputy for Advanced Decision Systems, Hanscom AFB, Mass.
6. October 1988 - Sep 1989, executive officer to Chief Engineer, HQ Air Force Systems Command, Andrews AFB, Md.
7. October 1989 - May 1990, command systems engineering manager, Deputy Commander for Support/Engineering and Technical Management, HQ AFSC, Andrews AFB, Md.
8. June 1990 - April 1991, executive officer, DCS/Engineering and Technical Management, HQ AFSC, Andrews AFB, Md.
9. May 1991 - July 1992, special assistant for AFMC/ Engineering and Technical Management integration, HQ Air Force Materiel Command , Wright-Patterson AFB, Ohio
10. August 1992 - June 1993, student, Air Command and Staff College, Maxwell AFB, Ala.
11. July 1993 - November 1993, program manager, F117 Engine, Directorate of Propulsion, Kelly AFB, Texas
12. December 1993 - August 1995, Chief, Logistics Management Section, Directorate of Propulsion, Kelly AFB, Texas
13. September 1995 - July 1998, Chief, Propulsion Base Realignment and Closure Implementation Office, Directorate of Propulsion, Kelly AFB, Texas
14. July 1998 - January1999, faculty instructor and research adviser, Air Command and Staff College, Maxwell AFB, Ala.
15. January 1999 - June 1999, Deputy Chairman, War Theory and Campaign Studies Department, Air Command and Staff College, Maxwell AFB, Ala.
16. June 1999 - July 2000, Chairman, Joint Warfare Studies Department, Air Command and Staff College, Maxwell AFB, Ala.
17. July 2000 - June 2001, student, Air War College, Maxwell AFB, Ala.
18. June 2001 - June 2002, Chief, Program Integration Division, Office of the Assistant Secretary of the Air Force for Acquisition, Washington, D.C.
19. June 2002 - February 2007, Associate Deputy Assistant Secretary for Acquisition Integration, Office of the Assistant Secretary of the Air Force for Acquisition, Washington, D.C.
20. February 2007 - September 2008, Director, Budget Investment, Deputy Assistant Secretary for Budget, Office of the Assistant Secretary of the Air Force for Financial Management and Comptroller, Headquarters U.S. Air Force, Washington, D.C.
21. October 2008 - July 2012, Executive Director, Electronic Systems Center, Hanscom AFB, Mass.
22. May 2012 – August 2012, Acting Program Executive Officer for C3I and Networks, Hanscom AFB, Mass.
23. September 2012 – April 2014, Deputy Assistant Secretary for Acquisition Integration, Office of the Assistant Secretary of the Air Force for Acquisition Integration, Washington, D.C.
24. May 2014 – present, Principal Deputy Assistant Secretary of the Air Force (Acquisition), Washington, D.C.

AWARDS AND HONORS

Legion of Merit
Meritorious Service Medal with three oak leaf clusters
Air Force Commendation Medal with oak leaf cluster
Air Force Achievement Medal with oak leaf cluster
Meritorious Civilian Service Award
Meritorious Executive Presidential Rank Award

PROFESSIONAL MEMBERSHIPS AND ASSOCIATIONS

Acquisition Corps
American Society of Military Comptrollers
Air Force Association
Armed Forces Communication and Electronics Association

PROFESSIONAL CERTIFICATION

Program Management, Level III, Acquisition Professional Development Program
Financial Management, Level II, APDP

INTRODUCTION

Chairman Thornberry, Ranking Member Smith, Members of the Subcommittee and Staff, I am pleased to have the opportunity to provide testimony on Acquisition Reform: Experimentation and Agility.

Providing *Global Vigilance*, *Global Reach*, and *Global Power* for the security of our Nation is the enduring purpose of the U.S. Air Force. To execute those critical missions, we must ensure our Airmen have what they need to be ready to meet any challenge and any threat anywhere on the globe. This is no small task in today's complex environment. As stated in the *Air Force Future Operating Concept*, "the character of warfare is becoming less predictable and more complex…No technology or technique will eliminate the metaphorical fog and friction of warfare, and no military advantage will go unchallenged by adversaries seeking to achieve their objectives and deny us ours."

We recognize the pace of change has quickened substantially over the last two decades. *Rapid change* is the new norm and has serious implications for the Air Force. The pace at which disruptive technologies may appear and proliferate will result in operational advantages that are increasingly short-lived. This rate of change will require an increasingly nimble response across the full range of disciplines, to include doctrine, organization, training, materiel, leadership and education, personnel, facilities and policy (DOTMLPF-P).

While experimentation and rapid prototyping can expedite technology transition to the warfighter, use of these specific acquisition mechanisms must be balanced with competing warfighter needs for enduring capabilities which require supporting infrastructure, such as training, maintenance and supply chain. Herein lies the caution to rapid fielding—many of our early Air Force prototyping successes have necessitated revisiting to balance speed-to-ramp with the sustainability needed in a longer term capability. Experimentation and prototyping are key considerations in acquisition strategy

development and in the overarching capability development framework, but they are only a piece. That said, if utilized appropriately and addressed early in the acquisition cycle, they can provide significant risk reduction to development of new and emerging technologies, potentially shortening Engineering and Manufacturing Development timelines, contributing to the early balancing of cost, schedule, and performance trades, and informing the maturation of requirements.

Our Chief of Staff, General Mark Welsh, stated in his opening to the Air Force strategy, *America's Air Force: A Call to the Future*, that our "ability to continue to adapt and respond faster than our potential adversaries is the greatest challenge we face over the next 30 years." Uncertainty has always been a part of strategy development, and though we anticipate the pace of change to continue unabated through the next three decades, rapid change need not be a threat. While it will clearly be a vulnerability to those unable to adapt, it also becomes an enduring advantage to the agile.

In this endeavor we are supported by the committed leadership of Mr. Frank Kendall, the Under Secretary of Defense for Acquisition, Technology and Logistics (AT&L), and his emphasis on continuous process improvement. Our Air Force efforts are aligned to the Better Buying Power (BBP) 3.0 initiatives which are designed to strengthen our ability to innovate, achieve technical excellence, and field dominant military capabilities.

AGILITY IN AIR FORCE CAPABILITY DEVELOPMENT

To capitalize on the increasingly dynamic environment, the Air Force is aggressively pursuing a path toward *strategic agility*. The term *agility* is meant to capture the attributes of *flexibility*, *adaptability*, and *responsiveness*. Flexibility is the hallmark of airpower, and the adaptability of our Airmen, organizations, operational concepts, and weapon systems has long underwritten that flexibility. We seek to further imbue a culture among Airmen which demands anticipation and shaping over reaction. *Strategic* in this context refers to the security implications of how we organize, train, equip,

and employ our Air Force…not simply for our own sake, but for the sake of the joint fight and the Nation. Embracing strategic agility will enable us to pivot more rapidly as we continue to provide the United States with effective security and influence through *Global Vigilance, Global Reach, and Global Power* beyond 2045.

While agility must permeate every level of our Air Force, the necessity is particularly acute in capability development; however, our current capability development paradigm is challenged to harness the advantages strategic agility provides. Capability development is a broad concept which encompasses our activities across many areas, the previously mentioned: doctrine, organization, training, materiel, leadership and education, personnel, facilities and policy (DOTMLPF-P). Considerations in all of these areas are necessary to provide new capabilities to the Joint warfighter.

With sustained effort, we've improved our acquisition tradecraft and the data reflects these improvements, especially in the cost of systems; however, system acquisition is only a piece of the puzzle. Technology alone does not provide a warfighting capability—the capability comes from how the technology is used in an operational context. The acquisition community must continue to forge ever closer relationships with the operational communities, as well as technologists inside and outside of government. As an institution, we must work together to question assumptions and fully explore alternatives as to how we organize and operate, the capabilities we develop, and the methods and tools we employ to meet challenges. To do this, we are designing agility into our capability development via development planning, experimentation, and prototyping.

REINVIGORATING DEVELOPMENT PLANNING AND EXPERIMENTATION

Historically, the Air Force is credited with using development planning to drive innovation and plan its future; we are going back to our roots by reinvigorating development planning at the Air Force enterprise level to build-in agility and formulate truly innovative strategic choices. We will use

development planning to understand and synthesize future warfighting needs and reconcile those with available and potential capabilities, concepts, and emerging technologies. It will be a key process to support Air Force strategic decisions. Core development planning functions include system-of-systems engineering to formulate and evaluate viable concepts, define the operational trade space, identify technology shortfalls and S&T needs, and assist the operational community in refining requirements. In conjunction with development planning, we will, when appropriate, conduct experimentation as part of an overall acquisition strategy to provide a credible and defendable foundation to make informed investment decisions to affordably meet Air Force operational needs.

Experimentation enables the unfettered exploration of alternatives in future environments and involves operators, technologists, requirements, acquisition professionals, and others collaborating from beginning to end in a truly integrated fashion. At its core experimentation involves asking the right questions with regard to what capabilities are necessary to cause an increase in military effectiveness in future warfare and generating the credible empirical data to answer such questions.

Campaigns of experimentation are not staged, one-off events; but a series of progressive and iterative activities, such as wargaming, modeling & simulation, and virtual and hardware prototyping, designed to build knowledge and provide a method to rapidly evaluate capability concepts that may involve using existing systems in new ways through changes in tactics, techniques, and procedures or in new combinations with other systems and enabling technologies. They entail events that explore technologies to the point of failure to enable learning. Robust experimentation and rapid prototyping are enablers that will allow the Air Force to explore implications of both disruptive technologies and employing existing systems and technologies in new ways.

On this we're working closely with AT&L's BBP 3.0 efforts to reinvigorate the use of prototyping and experimentation for the purposes of providing warfighters with the opportunity to explore novel

operational concepts and possible solution options across the DOTMLPF-P spectrum, supporting key elements of the industrial base, incentivizing innovation in industry and government, hedging against threat developments or surprises, and reducing risk and lead time to develop and field technologically advanced weapon systems.

Critical to success is our ability to be inclusive and harness our full potential by mobilizing the talents, skills, and knowledge across disciplines and organizations within the entire Air Force from beginning to end. Furthermore we will also need our sister Services, industry, and Congress to be full partners with us as we execute future experimentation campaigns. To that point, one of our initial pilot experimentation campaigns is exploring future Close Air Support capabilities and the Air Force team has found eager participants and contributors in the Army, Navy and Marine Corps. These early successes and relationships can be learned from and built upon as we continue to move forward.

ENTERPRISE CAPABILITY COLLABORATION TEAM APPROACH

Over the past two years the Air Force made great strides to improve its strategic planning processes as evidenced by the release of a visionary Air Force 30 year Strategy and a Strategic Master Plan with clearly articulated goals and objectives. Additionally, prior to the fiscal year 2017 Program Objective Memorandum build, the Secretary and Chief of Staff initiated Enterprise Capability Collaboration Teams (ECCT) to facilitate development planning for our highest-priority mission areas.

The Air Force is using this ECCT approach to explore alternatives and formulate recommended courses of action that will inform decisions on new capability development and enterprise affordability spanning both materiel and non-materiel solutions. ECCTs bring cross-functional users of core mission areas together with requirements, acquisition and S&T communities to collaboratively examine and comprehend operational needs and then formulate and explore new multi-domain concepts and capabilities that may address those needs. ECCTs leverage knowledge and expertise residing in the Air

Force acquisition enterprise, the DoD laboratory enterprise, Federally Funded Research and Development Centers, academia, and industry, as appropriate.

As an example, the Air Superiority 2030 ECCT is developing, exploring, and evaluating a full range of concepts to include system-of-systems and multi-domain solutions that provide kinetic and non-kinetic effects from offensive and defensive counter-air operations within an advanced threat environment. The Air Superiority 2030 ECCT is developing the details for experimentation campaigns that will explore the interplay of innovative concepts of operations and technologies across a range of operational environments to understand their feasibility and limitations. These campaigns will leverage virtual environments and rapid prototyping where applicable to accelerate progress. ECCTs have freedom to explore concepts and have a direct path to senior leadership for quicker decisions and distribution of resources, increasing agility within our enterprise. As the Air Force heads down this path, we look forward to working with the Congress on our experimentation and prototyping initiatives in exploration of newly emerging technologies and concepts.

Industry is, and will continue to be, fertile ground for cutting-edge technological development. In September, we issued a Broad Area Announcement to solicit concepts from industry in support of ECCT efforts. A recurring dialogue with industry to improve understanding of requirements and enhance competition builds a better Air Force-industry team, which is the soundest way to achieve full agility within our capability development process. A strong relationship will expose and remedy areas in which our processes and rule sets may unintentionally inhibit industry's ability to provide us with more creative solutions. As we continue to strengthen existing industry partnerships, we will also seek out non-traditional teams who are leading in the areas of innovation and agility.

ROLE OF THE AIR FORCE S&T PROGRAM

The Air Force S&T Program plays an integral role in developing technologies to provide options for our forces of tomorrow and ensuring needed technologies get into the hands of our warfighters today. We will capitalize on the most promising S&T breakthroughs that drive greater flexibility and resilience into our weapon systems potentially leveraging simple, severable components, open architectures, rapid prototyping, and more distributed participation to develop capabilities that can encounter unforeseen threats and absorb that disturbance while retaining their basic functions and structure. Warfighting experimentation is a means to do that rapidly. Section 804 of the National Defense Authorization Act of Fiscal Year 2016, *Middle Tier of Acquisition for Rapid Prototyping and Rapid Fielding*, supports the direction the Air Force is heading, and we appreciate the authorities provided by the Congress. We are also appreciative of Section 815 of the National Defense Authorization Act of Fiscal Year 2016 because these vital changes to the other transaction authority greatly enhance our ability to perform rapid prototyping while expanding the defense supply base.

The Air Force's S&T Program is focused on developing revolutionary, relevant, and responsive technologies that address warfighter needs in the current fight. The Air Force's rapid innovation process creates novel, affordable and effective solutions to urgent near-term warfighting needs, often fielding temporary operational prototypes which mitigate the problem and provide a pathway for further development. The effort has been successful in providing effective and affordable remedies for on-going, immediate wartime challenges, with the caution that they may not be the final, long-term solution that addresses all aspects of producibility and sustainability.

For example, in response to a request from 20th Air Force and Air Force Global Strike Command, the Air Force developed and delivered a first spiral of a convoy communications and situational awareness solution. This system provides a self-configuring, self-healing mobile network that allows the

members of a nuclear convoy to share voice and text chat messages, imagery from on-vehicle cameras (including overhead imagery from supporting UH-1N helicopters), moving map displays, and reach-back to a command and control center. As another example, in response to an urgent warfighter need received from the Combined Joint Special Operations Task Force in Afghanistan, the Air Force developed and deployed a sensor payload on a tactical remotely piloted air vehicle. This capability has been very successful in supporting numerous activities in theater and is credited with improvised explosive device detection, weapons cache identification, and enemy captured or killed. In response to the system's effectiveness, several combatant commanders have requested the systems remain in theater through calendar year 2016. Recently, an agreement was made to transition the system to the Army as a program of record starting in Fiscal Year 2017.

The Defense Rapid Innovation Program has also been an excellent means for the Air Force to communicate our areas of critical need and solicit vendors to respond with innovative technology solutions. The program has helped us strengthen the lines of communication between the Program Executive Officers, warfighters, science and technology community, and industry. We have done this under full and open competition with preference given to small businesses. We have now completed four solicitations and are in the process of making awards under the fifth solicitation. The results have been noteworthy. From the time Congress first authorized the defense rapid innovation program, the Air Force received over 3,200 white papers from 47 states in response to our topic areas. With available funding, as of December 2015, we have invited 227 proposals and made 112 awards. Additional awards will be made this spring as part of this year's cycle. Several of our projects have had significant success. For example, one of the F-35 projects invested $2.2M to develop a nickel free material technology and is expected to save $550M across the F-35's lifecycle. Projects are seeing scope expanded based on success and opportunity to impact other programs and weapon systems.

ACQUISITION ENABLERS: MODULAR AND OPEN SYSTEMS ARCHITECTURES (MOSA)

Strategic agility and adaptability are foundational principles to the Air Force Strategy. The emphasis is on fielding systems more rapidly and building resilient systems that are inherently resistant to predictive failure. Best practices to achieve agility and adaptability are: use of modular systems, the use of block upgrade approaches to system fielding, and the use of open system architecture designs and standard interfaces. These techniques should help shorten development cycle times, allowing for increased performance beyond legacy systems with the more rapidly fielded "A-model" design of the system. Such systems are designed for later modular upgrades/enhancements (block upgrades) to the initial baseline design which can better manage risk and ensure schedule. The Air Force has identified Advanced Pilot Trainer (T-X) and Joint Surveillance Target Attack Radar System (JSTARS) Recapitalization as strategic agility pilots that will utilize these approaches, much as Long Range Strike Bomber (LRS-B) is already doing.

The Air Force has more programs than ever before implementing modular and open system architecture (MOSA) approaches. These include traditional ACAT programs, non-ACATs, and research projects out of the Air Force Research Laboratory. MOSA is not a binary concept where a system should be either open or closed, but rather is a spectrum of openness. Our programs, in many cases, should not be made fully open for reasons such as the impracticality of overhauling a legacy design or having competing requirements related to performance or security. Instead, the Air Force is creating an engineering culture that values incremental, meaningful, and achievable implementations within our programs. Additionally, the Air Force views MOSA as a continuous improvement activity which aligns with the BBP 3.0 initiative "*use Modular Open Systems Architecture to stimulate innovation*." With every modernization effort, every tech refresh activity, as well as with every fresh start, MOSA will be a foundational design consideration. As perhaps our most significant example, a number of our legacy

aircraft platforms are taking advantage of modernization efforts to determine the business case for adoption of our Open Mission System (OMS) and Unmanned Aerospace Systems (UAS) Command and Control (C2) Initiative (UCI) standards. A number of programs have adopted these standards, which have been used to reduce the schedule for integrating multiple capabilities in recent flight demonstrations. These standards are a basis for our new programs, will continue to be evaluated for further adoption in legacy platforms, and will increase our ability to respond swiftly to changing environments. In support of Section 239 of the National Defense Authorization Act of Fiscal Year 2016, the OMS-UCI group has been working to ensure it is interoperable with other standards. The Air Force-led standards are widely accepted and supported within industry and have demonstrated reductions in integration cost, timelines, and risk. Several additional platforms are studying potential implementation of OMS and UCI, including B-2, B-52, B-1, and T-X.

The Air Force also participated in the Defense Standardization Council sponsored MOSA Technical Standards Working Group this year, evaluating the sufficiency of currently available standards. A somewhat overwhelming number of standards are available to define key interfaces across all system types within the Air Force. Internally, we are working to identify a limited set of standards for our programs to consider using. In fiscal year 2018, the Air Force will establish an Open Architecture Management Office that will encourage and advocate for adoption of standards that should be used across multiple platforms within the Air Force and the Department of Defense. We are investigating enterprise-wide funding mechanisms to encourage rapid adoption of open architectures and development of common re-usable capabilities across the Air Force fleet to meet emerging threats more responsively. Despite all the great work the Air Force has underway to enable MOSA within our systems, to capture the full value of an open architecture system, we must look at new approaches. If we remain solely reliant on our traditional acquisition processes, we will not fully achieve the pace of technology refresh or the expanded competition from American industry that MOSA promises. To address these

business-related challenges, we are prototyping a new acquisition approach, called Open System Acquisition (OSA), to enable aggressive competition toward rapid prototyping of open architecture systems. OSA utilizes other transaction authority (OTA) to create an ever-growing consortium of companies interested in working with the Air Force, with a specific focus on reaching non-traditional defense companies that otherwise wouldn't have the interest or wherewithal to do so. The goal is to streamline the acquisition process for prototype systems by leveraging live product demonstrations.

We tested this new process last year as a pilot initiative for the Air Force Distributed Common Ground System (DCGS), which is our primary intelligence, surveillance and reconnaissance (ISR) collection, processing, exploitation, analysis and dissemination (CPAD) system. Nineteen companies participated, of which 14 were non-traditional defense contractors. Participants were allowed to login to a virtual DCGS environment provided on the milcloud at Hanscom Air Force Base. The environment provided design tools, sample data, testing protocols, and a question and answer page for DCGS end-users. Companies organically formed into 13 teams and worked at their own expense to develop products that could be demonstrated at a final acquisition event called a "Plug Fest." Six teams participated in the Plug Fest last June. Three teams demonstrated a sufficiently-complete capability that we were seeking, and all three offered their products at less than 80 percent of the original government cost estimate. We ultimately awarded to two of these teams—both included non-traditional defense contractors. Our efforts are now focused on formalizing this acquisition process and applying it to a much broader sample of Air Force programs and capabilities.

CONCLUSION

Guided by the Air Force strategy, *America's Air Force: A Call to the Future*, the Air Force is transforming into a more agile enterprise to maintain—and increase—our edge in the emerging environment and leverage the full innovative potential resident in all Airmen. Experimentation can be

the engine of development planning to generate repeatable and defendable empirical data that explores and matures truly innovative capability concepts and informs Air Force strategic decisions and planning choices. When executed in concert with the full spectrum of acquisition strategies available, development planning and experimentation campaigns can be used to explore and mature multi-domain, system-of-systems approaches to our most important operational challenges. By conducting varying and progressive levels of experimentation and prototyping, the Air Force can more rapidly conceive and evolve new system concepts and transform innovative ideas into military capabilities. Their use early in the acquisition cycle can also potentially shorten Engineering and Manufacturing Development timelines by informing the maturation of requirements, providing significant risk reduction to technology development and contributing to the early balancing of cost, schedule, and performance trades. Additionally, the use of modular and open systems architectures, standard interfaces, and the use of block upgrades approaches are means to integrate the results of experimentation and prototyping into larger weapon systems development.

A core team is being established to integrate development planning and experimentation across Air Force core mission areas and is engaging expertise and resources across the Air Force enterprise. Moreover, Air Force leadership will be able to use the timely and relevant information generated from development planning and experimentation to assess capability options for strategic decision making and guide the Air Force towards mission success, within available resources, and with acceptable risk for today and well into the future.

Chairman, Members of the Subcommittee and Staff, thank you again for the opportunity to testify today, and thank you for your continuing support of the Air Force Acquisition Enterprise.