Thank you, Mr. Chairman.

I am very proud of the work this subcommittee has done this year, and it has been an honor to serve on this subcommittee in some way, shape, or form for nearly twenty-two years, and at its helm since 2011.

I’d like to first thank you for your leadership, Mr. Chairman, as well as Ranking Member Rogers, and of course, Ranking Member Banks for the outstanding partnership we’ve had.

It has been a true pleasure to work with him and our fellow subcommittee members in such a bipartisan fashion, as is the standard for this subcommittee.

I’d also like to thank the subcommittee’s professional staff – Michael Hermann, Sarah Moxley, Josh Stiefel, Troy Neinberg, Laura Rauch, Jenn Beddor, and Payson Ruhl – as well as my personal staff – Kathryn Mitchell, Margaret Taylor, and Matthew Cooper – for their hard work and collaboration on this critical legislation.

As we mark up what will be my final National Defense Authorization Act, I am certain now more than ever that we are putting the Department on the right track when it comes to confronting emerging challenges with innovative solutions.

It is the charge of this subcommittee to get cutting-edge technologies into the hands of our warfighters as quickly as possible, so that they never have to enter a fair fight. To do that, we must continue to strengthen the R&D ecosystem, more closely align the Pentagon with
the successes happening throughout private industry, and take those ever-critical steps to bridge the "valley of death" in support of our most innovative and advanced technologies.

Additionally, we must continue to provide U.S. Cyber Command with the resources it needs to keep us safe in cyberspace, while ensuring there are robust oversight mechanisms in place. Our Cyber Mission Force is a tremendous asset in our arsenal, and in this mark, we continue our efforts to ensure that our cyber operators have the resources, training, and career trajectories that they need in order to succeed.

Also critical to our success is the strength and resiliency of our information technology systems, so we have included a provision that will finally tell us the price we are paying when the men and women of the Department of Defense are forced to make do with underperforming software and IT systems.

This subcommittee has also prioritized research and development efforts in key technology areas such as hypersonics, software, artificial intelligence, electronic warfare, directed energy, and undersea warfare capabilities, as well as the test and evaluation infrastructure that support their advancement.

As such, this mark initiates a comprehensive examination of test and evaluation resources, ranges, and infrastructure, in order to ensure that we are postured to meet the demands of the future.

In this mark, we provide robust support for our teammates at DARPA, DIU, AFWERX, and all the other innovation centers across the Department, and continue to make long-overdue investments in our laboratories and their aging infrastructure. We know that we simply cannot conduct 21st century testing and attract the nation’s top talent with crumbing infrastructure.

We also create a new class of biomanufacturing capabilities and facilities, providing a crucial capability to transition products successfully proven in the lab to commercial scale.

And above all, we must continue to bring the right talent to the table and invest in their success. This means incentivizing a culture where risk-taking is encouraged – and yes, where "failing forward" is accepted – in the hopes of a game-changing payoff.

Mr. Chairman, this is how we will move the needle and capitalize on the opportunities before us. It is this subcommittee that looks ahead to a dynamic future and seeks to fundamentally change the balance of power between the United States and our adversaries. If we are not successful, then our warfighters are at a disadvantage. We cannot, and will not, allow that to happen on our watch.

I’d like to thank my fellow subcommittee members once again for their engagement throughout the bill cycle. It has been an honor to work alongside all of you.

I yield back.

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