



**ACQUISITION AND
SUSTAINMENT**

MODSIM World 2026 Government Keynote Address

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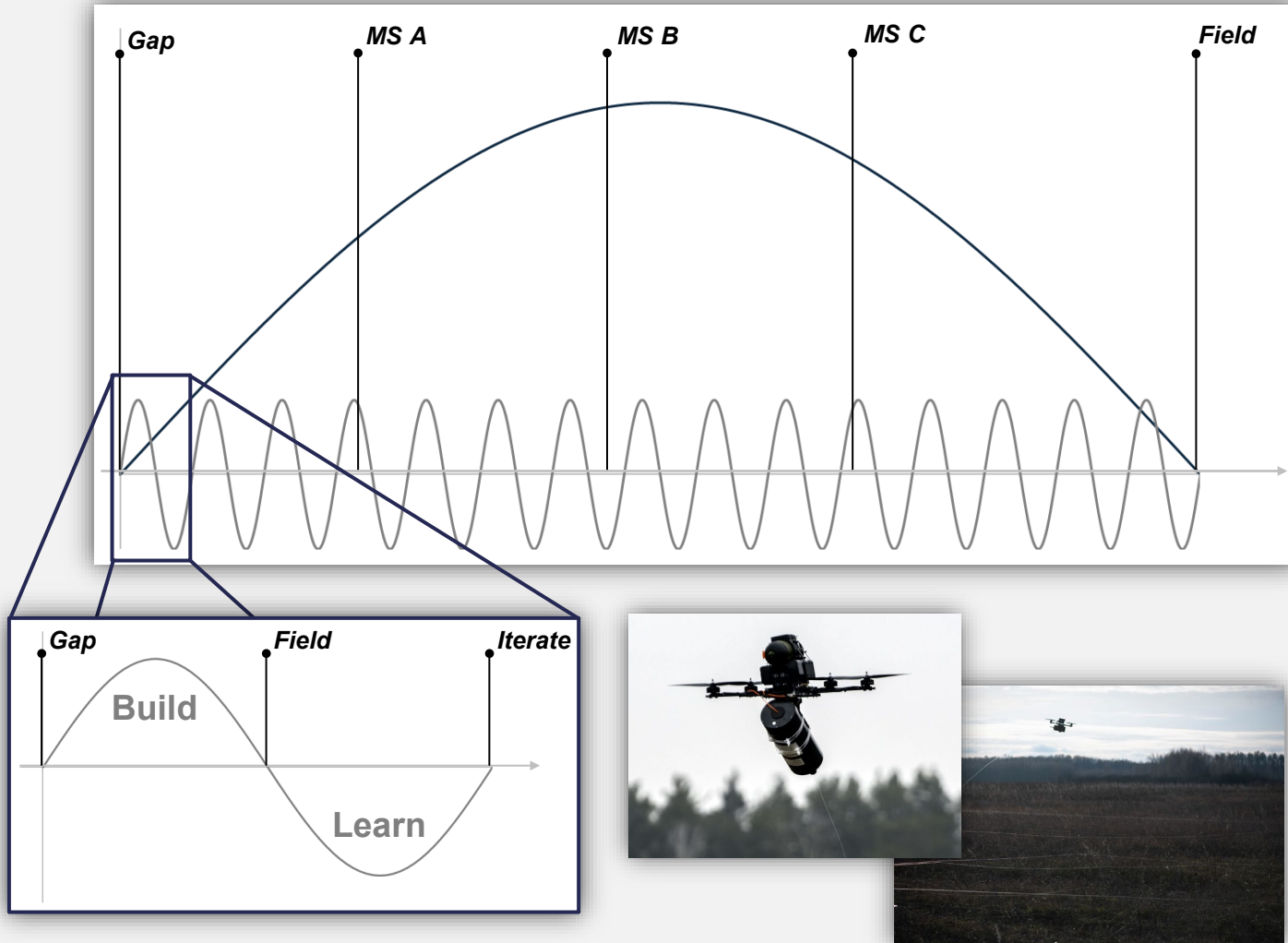
Deputy Assistant Secretary of War

Acquisition Integration and Interoperability

The Problem

Our Cadence is Losing to the Threat

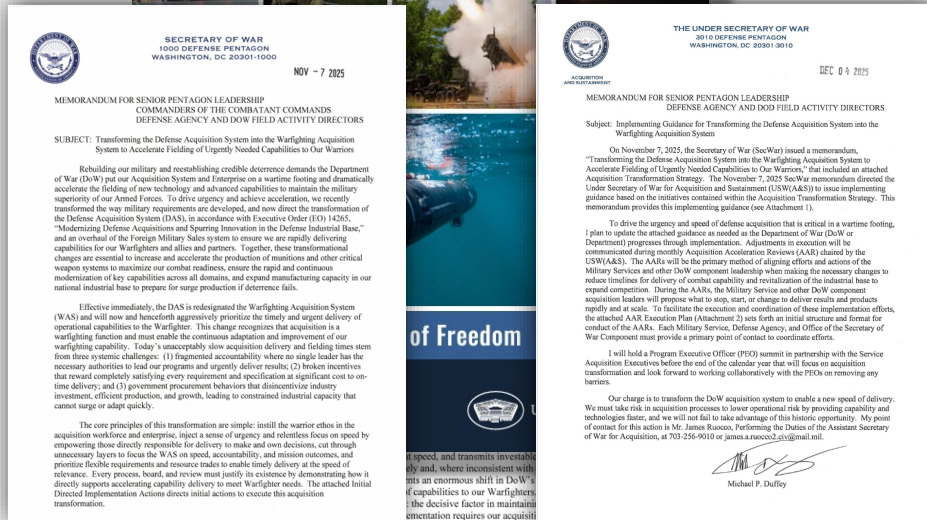
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- The old acquisition system was built to spec solutions, not solve problems
 - Reactive and cannot move at the speed of the threat
- In the time we field one solution, the real world iterates forty times
- The scale of the DoW's mission demands fast, data driven decision making

The Context Acquisition Transformation

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- The Acquisition Transformation Strategy makes speed and a data-first posture the direction
- Enterprise data is discoverable and queryable including outputs from campaign, engagement, and system M&S
- How we get there is Capability Portfolio Management powered by Mission Engineering and your tools
- Integrated to build a pipeline from problem to production

Everything starts with the defined, discoverable data

Attachments:
1. Appendix: Initial Directed Implementation Actions
2. Acquisition Transformation Strategy

PBJ

The Need

Closing the “as-is” Gap

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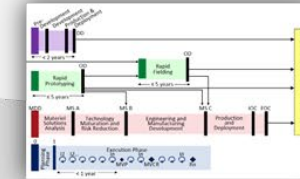
Develop Warfighting Concepts



Mature Gap Filling Technologies



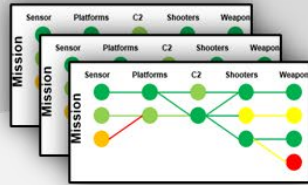
Operationalize Weapon Systems



Hand off Ready Systems to Programs



Manage Kill Webs and Portfolio Risk



Generate and Analyze Kill Chains



- Decisions are made at the speed of the fight; the assessment must catch up
 - A decision in weeks, assessment comes months later
 - Caused by manual, file-based exchange between poorly understood tools and environments
- Closing that gap is the challenge, we need your tools to carry mature concepts from warfighting concept to program to portfolio

The Analysis

Modeling and Simulation as the Engine



- MS&A is how the Department answers the **critical questions** about a candidate solution from any source
 - OPLANs and intelligence transformed into scenarios and vignettes to understand the problem
 - Kill chains and effect chains to quantify the gaps
 - Mechanical, electrical, and software models to burn down the risk
 - Kill webs, cost and schedule models to make the right trades
- MS&A can't operate in silos, it must be integrated across the capability life cycle
- Provides the right answer, in time to inform the decision, not after

What do we need and what do we have?

Does it work and is it ready?

Can we integrate and transition it?

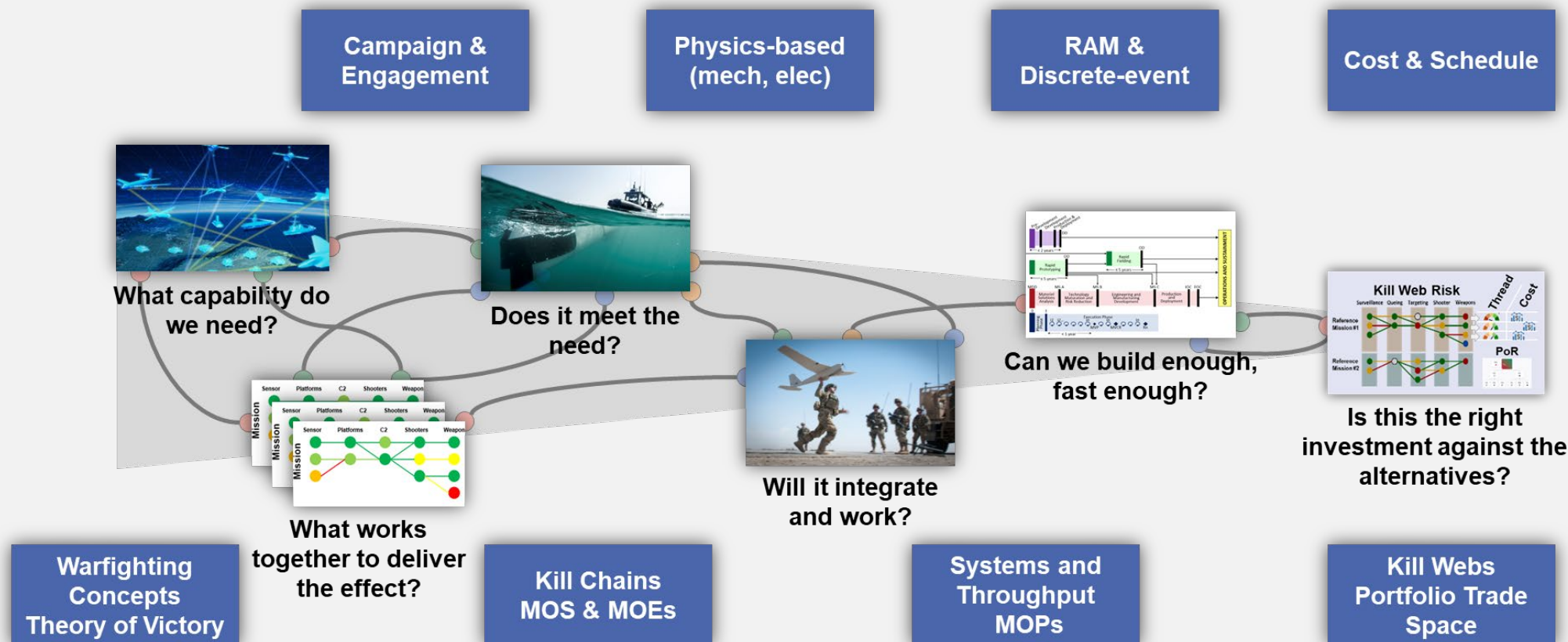
Can we build enough, fast enough?

Analysis must keep pace with the decision and manual processes are no longer acceptable

The Solution

Federation at Scale

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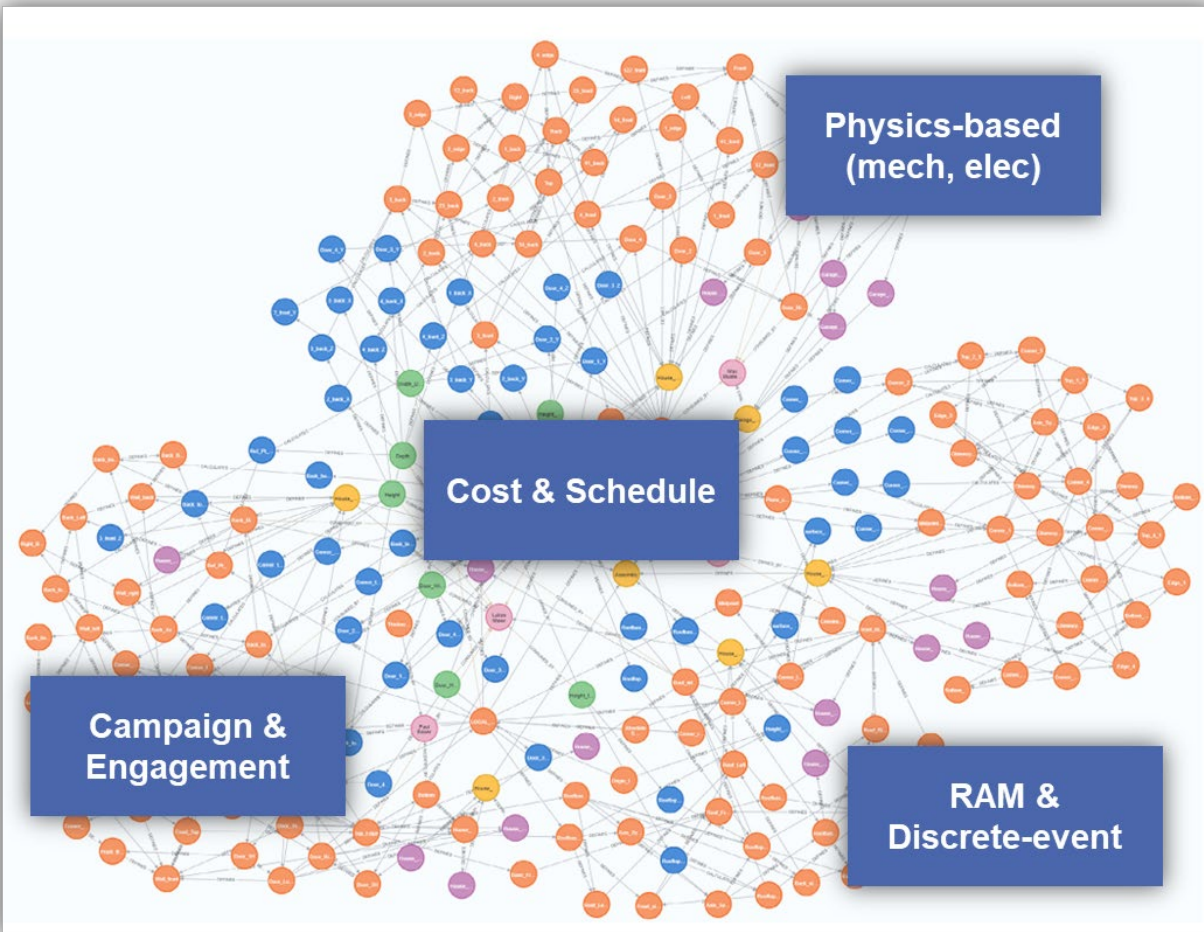


- No tool spans every question, from warfighting concept to portfolio decision
- Each tool answers its part, but we need ***all parts*** to make informed portfolio trades

The Ask

No Bystanders

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- Design your output as someone else's input to contribute to the portfolio answer
 - We need to connect OPLANs to JOPs to risk based kill web trades
- Standardize the connections, publish the hooks, and the Department integrates across it
- Every model, every tool, every environment either federates or fragments

Build tools to answer our questions and publish your connection to the community

The Close

Perfect is Too Late



- We must adopt a wartime footing
- We must operate at the speed of the fight to deliver on time capability at acceptable risk
- Your tools, open to each other on our network, get us there

Everything starts with the defined, discoverable data

Analysis must keep pace with the decision and manual processes are no longer acceptable

Build tools to answer our questions and publish your connection to the community

Help us Execute the Acquisition Transformation Strategy (ATS): From Bureaucracy to a Wartime Footing



**ACQUISITION AND
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Thank you.