



**Written Testimony of Manish Gupta
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BEFORE THE

House Committee on Veterans' Affairs

WITH RESPECT TO

**“Strengthening the Transition Assistance Program: Exploring Outcomes to
Improve the Transition to Civilian Life.”**

June 24, 2025

Chairman, Ranking Member, and distinguished members of the Committee, thank you for inviting Combined Arms to testify and for your unwavering commitment to our veterans. As Chief Technology Officer of Combined Arms, I lead a network that harnesses advanced technology to streamline veterans' transitions. Our digital platform, proven by connecting a veteran to housing and job resources in mere minutes, showcases the power of applying innovative data strategies to streamline access to essential help, delivering an "Amazon shopping cart"-style approach to navigating social services.. With enhanced collaboration from the DoD, VA, and DoL, Combined Arms' platform could serve as a force multiplier for the Transition Assistance Program (TAP), transforming its ability to deliver seamless, personalized support to servicemembers.

TAP is a vital bridge, guiding veterans to civilian resources. Combined Arms' platform, spanning all 50 states, integrates 650 vetted organizations, including 76 national partners, to amplify TAP's impact through innovative technology and robust agency partnerships.

Our platform is a closed-loop, data-powered digital marketplace designed to enhance TAP's efficiency. Veterans complete secure profiles—detailing service history, skills, and wellness needs—enabling personalized support pathways to match them to resources, serving as a one-stop shop for social services. DoD collaboration could provide early service data, allowing TAP to tailor pre-separation career and benefit plans. Veterans select services, such as job training or mental health support, using intuitive filters for location and category. Real-time analytics track delivery, ensuring accountability, while quick connections to over 650 service agencies drive efficiency. Our platform's ability to serve over 85,000 clients, connecting them to over 190,000 social services demonstrate its capacity to scale TAP's resource delivery.

The platform fosters multi-sector collaboration to broaden TAP's reach. Equipped with provider interfaces—featuring case management, interagency referrals, digitized forms, and ADA/508 compliance—it streamlines coordination, as endorsed by the VA and George W. Bush Institute.

VA integration could accelerate benefit access, linking veterans to healthcare or education support. DoL partnerships could enhance job pipelines, integrating programs like SkillBridge to boost employment outcomes. Our USO pilot, engaging veterans 18 months pre-separation, aligns with TAP's early intervention goals. We recommend standardized VA liaisons, flexible policies for community innovations like mentorship, and a National Community of Practice. This digital hub would enable TAP stakeholders to share best practices, leveraging our 220,000-strong audience reach to drive continuous improvement.

Our platform strengthens TAP's outcome measurement—employment, mental health, and civilian satisfaction. Advanced analytics, which facilitated 14,406 career placements since 2020, layer client data with public metrics to generate county-level heat maps, identifying service gaps in rural or underserved areas. With DoD, VA, and DoL data sharing, TAP could dynamically allocate resources and track long-term well-being, ensuring adaptability to veterans' evolving needs, as recognized by the VA. These analytics empower data-driven decisions, optimizing TAP's effectiveness across diverse veteran communities.

To realize this vision, Combined Arms recommends:

1. Fund technology integration with the TAP platform, leveraging VA systems for cost-efficient, personalized support.
2. Establish a VA-led task force to standardize collaboration and integrate private-sector networks.
3. Support pilot programs to test these solutions, with metrics tracking employment and well-being.

In conclusion, with robust DoD, VA, and DoL collaboration, Combined Arms' platform could serve as a force multiplier for TAP, revolutionizing veteran transitions through technology. We stand ready to partner with this Committee and stakeholders to build a future where every servicemember thrives. Thank you, and I welcome your questions.