

Chairman Wicker, Ranking member Reed, and distinguished members of the Committee,

Good morning, it is an immense privilege to appear before you today. Since I do not appear here today solely of my own talents, there are numerous people whom I must thank. First to my Lord and Savior Jesus Christ who has given me my life 3 times. To my wife Mel who has encouraged, and on a few occasions dragged me thru the challenges of life and career. To President Trump for the nomination and his trust to work the Sustainment portfolio of the Department under his strategic vision. To Secretary Hegseth for his warrior and lethality focus and Under Secretary Duffy for his trust and confidence as well. To the many officers, NCOs, and soldiers with whom I have served for the professionalism that they imparted to me. To my fellow State Senators of Texas, and my friend and presiding officer, LT GOV Dan Patrick, and the lessons of our 15 years together have also prepared me for this opportunity. Finally, let me thank my Senator, Senator Cruz for his gracious introduction and friendship over the past decade plus.

My career and experiences have uniquely prepared me for the role of Assistant Secretary for Sustainment, if confirmed. I have served in the DMZ in Korea, stateside in troop units with numerous training rotations across our training centers, in Germany during a time of dynamic change just after the fall of the Berlin Wall, in a logistics billet in the sands of the 1<sup>st</sup> Gulf war in one of the largest armored battles for the US Army, a combat developments position working at the lowest level of the acquisition process at the mid-career school house at Ft Leavenworth, as the 1<sup>st</sup> Corps Logistics planner working with allied countries in and around the pacific rim, as the operations officer for a joint humanitarian relief operation across 3 countries in central America, and finally on the Army staff just before and in the aftermath of the Sep 11<sup>th</sup> attacks. While my 20 years of experience began over 40 years ago, and there is a bit of mold on my shelf life, there is no mold on my heart as a warfighter who loves his country and proudly wears the scars of that love. The scars I wear from the events of 9-11 are a reminder of the price that each serviceman or woman is prepared to pay in service to the nation. I will always keep that in mind of how critical my role as ASW for Sustainment will be, if confirmed.

Bottom Line – If confirmed, I will use my experience to support President Trump’s vision of Peace Through Strength. The best way to remain at peace, is being prepared for war.

If confirmed, three things will animate my return to federal service.

First – If confirmed, I will put mission first, people always. Just a Sec. Hegseth has said, our people are critical to meeting the challenge the President has set before us of regaining deterrence. The people who manage our material and supply chains are just as critical to mission success, lethality, and regaining that deterrence as what they manage.

Second, if confirmed, I will bring a warfighters' perspective to the Sustainment portfolio. I have been on the ground in four of our geographic combatant command AORs and fully understand the sense of urgency that Sec. Hegseth expressed in both his Message to the Force memo and his Arsenal of Freedom address in November.

Third, if confirmed, I will use both my military experience and 15+ years of legislative experience to build coalitions, to collaborate, to work internally with partners across the Department, the Services, the combatant commanders, our organic industrial base, and Congress to build a Sustainment enterprise that is the bedrock of deterrence.

I commit that, if confirmed, I will work tirelessly to prioritize the Department's limited resources to enhance the warfighting capacity and lethality that will deter, and if called upon, defeat our adversaries.

Finally, if confirmed, I will work with this Committee and the Congress to provide our armed forces with the capabilities needed to defend and protect our national security both here and abroad. Thank you, and I look forward to your questions.