

Opening Statement: SASC Confirmation Hearing (USW Comptroller / CFO)

Chairman Wicker, Ranking Member Reed, and Distinguished Members of the Armed Services Committee, it is an honor to appear before you today as President Trump's nominee to be the Under Secretary of War Comptroller and Chief Financial Officer. I am grateful to the President, Secretary Hegseth, and Deputy Secretary Feinberg for their confidence and for the opportunity to serve.

I am also grateful to my wife, Elizabeth, and our five children, Henry, Charlotte, Victoria, Augustine, and George for their love and support. Beth has learned more about the Department's personnel policies and PPBE than I suspect she has ever wanted to learn, but she tells me she enjoys it. She is an incredible wife and mother.

My family and I continue to owe the United States Military an enormous debt. My grandfather, "Sugar," attended college on the G.I. Bill after serving as a Marine NCO during the Korean War. My Father, "Sonny," provided my sister and I a middle-class upbringing as an Air Force Officer, and I was fortunate to attend the College of William and Mary on an Army ROTC Scholarship. Our military service made each of us better people, better fathers, and better citizens.

Over the past two decades, I have been blessed with a great variety of assignments in and out of uniform, from the JSOC Intelligence Brigade to the Office of the Speaker of the House.

I have held an equal variety of positions in this administration. Since January 2025, I have performed the duties of the Under Secretary and Deputy Under Secretary for Personnel and Readiness, the Assistant Secretary for Readiness, and the Under Secretary Comptroller. I now serve as the Assistant Secretary of the Army for Manpower & Reserve Affairs. These positions are united by a common thread – my desire to improve the Department as an institution to better protect the American people and to enable the men and women who serve this country.

If confirmed as the Under Secretary Comptroller / CFO, I will focus on three main priorities. First, the Department must pass a "clean" financial statement audit by 2028. We must prove our fiscal responsibility to the American people. During my time performing the duties of the Comptroller, I advanced a new audit strategy, assisted the Secretary in creating the Joint Task Force Audit, and hired an incredible audit leadership team. If confirmed, I will continue this work with the talented Service Comptrollers to drive towards a clean opinion. We will focus our resources on the largest vulnerabilities in our financial statements and apply artificial intelligence to expedite testing as we consolidate systems and apply controls.

Second, the Department must continue to build budgets that reflect the changing character of warfare and expand our industrial base. As we build 6th generation aircraft, we

must also make equivalent investments in affordable mass, autonomous platforms, and EW, Space, and Cyber systems. The fielding and integration of manned and unmanned systems, and high and low-cost platforms is critical to our operational success.

Third, I will focus on improving financial management systems, and processes across the Department. The Department of War manages one of the most complex financial enterprises in the world. We must consolidate resource planning tools, enforce data standards for information sharing, and create systems to see resources distributions in real-time to improve decision-making by Department leadership.

If confirmed, I commit to continuing a full-court press to achieve my aforementioned priorities, a clean financial statement opinion in 2028, budgeting for the expansion of the industrial base and changing character of war, and modernizing our financial systems and processes.

Thank you for the honor of being here today. I look forward to your questions.