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Department of Defense
OFFICE OF PREPUBLICATION AND SECURITY REVIEW

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Senate Armed Services Committee - Nomination Hearing

Director of Cost Assessment and Program Evaluation

Opening Statement

Thank you. Chairman Inhofe, Ranking Member Reed, and distinguished members of the Committee, thank you for the opportunity to appear before you today and for your consideration of my nomination to be the Director of Cost Assessment and Program Evaluation, or CAPE. It is an honor to appear before you.

I would also like to thank President Trump for nominating me and Secretaries Esper and Norquist for supporting me for this position. It is a tremendous honor to be considered for the leadership of CAPE in this Administration and to support the leadership of Secretaries Esper and Norquist. I would also like to thank my family for their support during this process: my wife Danielle, my son Joshua, and my daughter Ginger. They know the long hours and challenges that come with serving in this capacity and have steadfastly supported me throughout my time in public service. And most importantly, I would like to thank our men and women in uniform, our civilian workforce, and their families. America's most valuable asset is our people, and I am honored to be considered to serve them.

DoD's roadmap is the National Defense Strategy (NDS). If confirmed, my primary focus will be to support Secretary Esper in his efforts to fully implement the NDS. To accomplish this, DoD must continue aggressive investment in the capabilities and forces needed for great power competition. As Secretary Esper has said, the Department needs a sustained rate of 3-5% real growth to fully implement the NDS. If this does not occur—if the DoD faces flat or declining budgets—then these investments must be funded by reform, including the realignment of resources from lower priority programs and activities to vital NDS investments.

CAPE plays a major role in every phase of NDS implementation. In partnership with Policy and Joint Staff, CAPE leads the force development and design effort to identify the key capabilities and forces needed to fight a near peer adversary. In partnership with Comptroller, CAPE leads the resource allocation

process providing independent, quantitative analysis in support of the leadership's decisions on which programs to fund. In partnership with CMO, CAPE supports reform efforts aimed at identifying resources that can be realigned to fund NDS priorities. And CAPE leads the Department's Analysis of Alternatives and cost estimating functions in support of the acquisition process, helping DoD to successfully acquire NDS capabilities.

I have spent most of my professional career in defense resource management. I worked in CAPE as an analyst and served as the director of the DHS CAPE-equivalent office for almost three years. I worked in the defense think tank community, leading numerous analyses on resource allocation, cost estimation, and reform topics. I have taught and spoke on CAPE, PPBE, cost estimating, and program analysis topics in a wide range of venues. As the Assistant Secretary of the Army, I led the Army's budgeting process and, thus, worked with CAPE from an external perspective. Most recently, I led the office for approximately nine months last fall and winter. Finally, I am a veteran who brings to CAPE the experiences of being a soldier and understanding the challenges and environment of the operational military.

In closing, I would like to thank the Committee for its consideration of my nomination, and I look forward to answering your questions.