

Thank you, Mr. Chairman, Senator Reed, Members of the Committee. It is a privilege to be here to answer your questions regarding my nomination to the position of Principal Deputy Under Secretary of Defense for Comptroller. I am humbled and honored by the support I have received from President Obama, from Secretary Carter (who originally hired me into the Pentagon in 2009 when he was the Under Secretary of Defense for Acquisition, Technology and Logistics), from Deputy Secretary Work and from Under Secretary McCord.

Before continuing, I would like to introduce and offer my deepest appreciation to my wife and partner, Kristine Minami. I could not set out on this demanding path without her love and strong support. I'd also like to recognize the joy of my life, my son Conner Minami, who is only 4 and is not here today.

I would also like to thank my Dad who, along with my grandfather and my uncle, served in the US Navy and set a strong example of public service.

For more than 20 years, I've worked national security issues, both as a congressional staffer – most of that working appropriations and budget issues – and in senior Pentagon positions overseeing the Department's Installations, Environment and Energy portfolio. Each has taught me important lessons that, if confirmed, I would bring to this new and challenging role.

Mr. Chairman, the defense budget details a carefully balanced set of priorities and risk, with clearly more risk than any of us desire. The Department has worked to balance readiness to

meet today's complex security challenges with the need to ensure that we are investing in future capabilities. As you have articulated well, the risk would be unacceptable if we were forced to adhere to the caps in the Budget Control Act, and I am glad to see we have achieved some reprieve from those limits for FY 2016 and FY 2017.

The Under Secretary of Defense (Comptroller) has a key role in providing the justification to Congress why the funds we have requested are critical to meeting our strategy. This office has the unique capability and responsibility to associate resource decisions with their real world impacts to better inform Congress as it deliberates.

As you know, that case is made more difficult by the fact that the DoD has not passed a financial audit. Without a clean audit, it is harder to make the case that we are efficiently using all of the funds Congress has provided us, even as we request more. In this environment, I believe it is absolutely critical that we dedicate ourselves to passing this audit – both for the improvement to financial management that it promises and for the credibility it will provide to our requests for more funding.

If confirmed, I will work tirelessly to assist Under Secretary McCord and the Department's leadership in meeting these challenges. I am grateful for your consideration, and I look forward to your questions.