

Good (morning/afternoon), Chairman Reed, Ranking Member Inhofe, and members of the Committee. It is an honor to appear before you today as the President's nominee for the position of Assistant Secretary of Defense for Readiness.

I'm here today through the love and support of more people than I could adequately account for; family, friends, mentors, and former colleagues, but above all I must thank my own family, Beth and Michael.

The Department of Defense has been central to my professional life, starting at seventeen when I received a Navy ROTC scholarship and the opportunity to pursue my young dreams of flying off of aircraft carriers, which I was so fortunate to be able to do. My understanding of service was first instilled by my father, a proud former enlisted Marine and New York City police officer and it has only deepened in the nearly four decades since I first swore an oath to support and defend the Constitution. If I am honored with confirmation as the Assistant Secretary of Defense for Readiness, I would rely on my career's experience of service, dedication to mission, and steadfast belief in the incredible capabilities of our uniformed servicemembers and civil servants who defend our nation. If confirmed, I would be honored to bring my career's experience of service, dedication to mission, and steadfast belief in the incredible capabilities of our uniformed servicemembers and civil servants who defend our nation to my performance of the responsibilities of the Assistant Secretary of Defense for Readiness.

I am simultaneously humbled and inspired by the role that the Assistant Secretary of Defense for Readiness plays in supporting the Secretary of Defense and Under Secretary of Defense for Personnel and Readiness, shaping the strategic decision making of the Department through the continual assessment of its ability to meet the requirements articulated by the President and the Secretary in both the present day and the future, and helping to inform critical resourcing decisions. As a retired Naval Flight Officer, the importance of the Department's safety and Professional Military Education programs and the manner in which they support readiness of the Total Force are deeply ingrained in me, and if confirmed, I will ensure they receive the priority and focus they deserve.

Again, I am honored to be here before you and I look forward to your questions. Thank you.