

Statement of

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Nominee to be Chief Financial Officer
United States Department of Energy

Before the

Committee on Energy and Natural Resources
United States Senate

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Mr. Chairman, Senator Domenici, and Members of the Committee, I am sincerely honored to appear before you today as the President's nominee to serve as the Chief Financial Officer at the Department of Energy. I am fully aware of the challenges that face the person who holds this position, and I am deeply appreciative of the President's and Secretary Bodman's confidence in my abilities to meet those challenges. I also want to thank the Committee for holding this hearing and considering my nomination.

I would like to introduce my wife Monica who has been a wonderful companion in our 20 years of marriage and deserves my endless devotion and thanks for taking care of our family and supporting me throughout my career. Also with us are three of our four children: Jennifer a junior at Chantilly High School, Rachel a seventh grader at Franklin Middle School, and Sophie a sixth grader at Oak Hill Elementary. I also want to recognize my son Matthew who could not be here today because of his obligations as a sophomore at Princeton University. Monica and I are very proud of all four of our children.

I would also like to recognize my parents for being a shining example of hard work, honesty, and integrity. My mother and recently deceased father are both survivors of the Holocaust. Indeed, their example has ingrained in me the importance of freedom, justice, and tolerance, and the desire to leave our children a better world. I share those principals and am thankful and honored to serve a government that does too.

My career ambitions were instilled in me at an early age. During my childhood, I was inspired by the Apollo program as I watched in amazement as this nation, galvanized by a President's vision, landed a man on the moon. I was compelled by the notion of a nation undertaking something that appeared impossible, yet by the ingenuity and partnership of government and industry, made it happen. Starting with literally nothing, hardly the ability to orbit a satellite, we achieved the national goal of stepping on the moon. Consequently, throughout my career, I have been driven and motivated by the desire to fulfill large national goals. In particular, I am drawn to big goals that require the innovative application of science and technology to get it done. Indeed, after receiving

engineering degrees from the Massachusetts Institute of Technology, my career has spanned 23 years across a variety of positions both technical and financial in the public and private sectors in the pursuit of major national goals.

I began my career in the private sector. Wanting to be a true rocket scientist, I was engaged in the engineering design and business planning of efforts to privatize and commercialize space launch vehicles as called for by President Reagan after the failure of Space Shuttle Challenger. However, I quickly learned that the success of such goals can often depend on the government establishing the right policies and conditions for enabling private industry to succeed. So, I decided to join the government in 1991 and held positions that would enable me to initiate and support major undertakings of national importance, applying my interest and skills in engineering, project management and business planning.

At the Office of Management of Budget, I had the honor of serving under three different Presidents, overseeing a roughly \$50 billion budget of science and technology across multiple Federal agencies, and supporting the development of major interagency initiatives such as high performance computing and nanotechnology research. I worked with various agencies to establish appropriate funding levels and monitored their financial and technical performance in getting the job done. I learned to appreciate the importance of establishing clear policies, setting budget priorities, ensuring the agencies have the wherewithal to execute as planned, and working closely with the Congress throughout.

After OMB, I chose to work within agencies in pursuit of major national goals, namely, space exploration and national security. At the National Aeronautics and Space Administration, I was the Deputy Chief Financial Officer and Comptroller responsible for directing the formulation and evaluation of the agency's \$16 billion annual budget, developing the agency's strategic plan, conducting independent cost analyses for major programs, and managing first-in-government financial reforms to improve program performance. At the Central Intelligence Agency, I am working within its Science & Technology Directorate and am responsible for devising innovative technical collection systems for use against challenging intelligence targets, strengthening advanced research capabilities within the Agency, and resolving high priority issues with other agencies in the intelligence community. These experiences have taught me the criticality of achieving success through strong agency leadership, effective communications, capable workforce and institutions, sound financial systems and acquisition management, and the close partnership with private industry and academia.

If confirmed, I plan to apply my experience and excitement for meeting national challenges as the Chief Financial Officer at the Department of Energy. The Department stands at the nexus of economic, national security and environmental goals that are at the top of the nation's agenda. I am anxious to roll up my sleeves and join a team that is focused on getting the job done. The Department has an impressive array of world class labs, highly specialized workforce skills, major multi-year programs, and unique industry and academic partners. Indeed, it is an agency addressing national goals of paramount

importance, as ambitious as landing an astronaut on the moon. If confirmed, I will work hard as the CFO to support the mission priorities of the Department. I look forward to working closely with the Committee and the Congress and will be fully available to address the critical issues important to you.

It is indeed a high honor and privilege to be considered for this position and have the opportunity to so serve our nation.

Mr. Chairman, this concludes my prepared statement. I would be glad to answer the committee's questions at this time.