

Thank you, Chairman Graham, Ranking Member Merkley, and members of the committee for this hearing.

After 5 years in the House of Representatives, where I had the pleasure of working with several of you, I now find myself facing you on the other side of the dais. If I am confirmed, it would be an honor to work with you once again to serve our nation in a new capacity — to implement President Trump's vision and agenda.

I want to thank Jo, my wife and life partner, and my son Jack who's working hard in law school today, for their endless strength and support over my entire career, including this nomination process.

Thank you also to my dear friend Senator Ted Budd for his kind words of introduction at these hearings. It's a privilege to know and work with him, and the people of North Carolina should know that they have a great champion in him.

Thanks also to my former Congressional office staff, who've come to show their support at these hearings as my dear friends.

And, of course, I want to thank Director Vought. I was thrilled to see Director Vought confirmed by the Senate, and I can assure you that he is the man to get management of the federal government back on track. If confirmed, I look forward to serving as his deputy.

It's a tremendous honor to be nominated by President Trump to serve as the Deputy Director of the Office of Management and Budget. Unknown by name to many, it impacts American households nevertheless, through crafting the President's budget, managing the federal government, reforming regulation, and much more. It's a critical part of ensuring that the government represents the will of our democratically elected President in order to respond to the will of the American people. That's who government is for - not entrenched Washington interests and the political establishment.

Something I always noticed in Congress, when I was out meeting folks in North Carolina, is that the American people are way ahead of us in Washington. They know what's going on. They're smart, resourceful,

resilient, and hardworking. They want accountability, transparency, and an end to the waste and the Washington status quo.

They recognized, in this past election, that our nation was at a crossroads, on the precipice of either renewed greatness or ruin. In that precarious moment, they placed their confidence in President Donald Trump to usher in a new Golden Age for America. I'm here on behalf of that mission, and the trust placed in President Trump by the people.

Our children and grandchildren are being crushed under the massive burden of an out-of-control federal debt. For too long, we've been spending money we don't have on things we don't need. Our government has been self-absorbed, inefficient, unaccountable, and maladministered. The good news is that we can fix all of those things, and, if confirmed, I will be laser-focused on doing so, along with Director Russ Vought and the superb public servants at OMB.

It's finally time for a government accountable to the people. I've fought to deliver that my entire public service career, from county commission, to state legislature, to Congress, and it will continue to be my North Star. Whether elected or appointed, we must never forget the right of the people to decide. I know that I will never forget it.

Thank you for considering my nomination. I look forward to your questions.