

Chairman Enzi, Ranking Member Sanders, and distinguished members of the committee, I am honored by the opportunity to come before you as President Trump's nominee for the Deputy Director of the Office of Management and Budget. I am also thankful for Acting Director Vought's support of my nomination.

I am grateful to have my wife here with me today. Our three kids are probably watching at home. They have made significant sacrifices in uprooting their lives to move out to DC three years ago so that I may serve in this Administration.

I am also thankful for my parents, Scott and Julie, who have worked so hard to give me plentiful opportunities throughout my life. They immigrated here from Taiwan over forty years ago to pursue the American dream. My mother, who never graduated from college, taught me the value of hard work and persistence. My father, an engineer, taught me the value of rigorous analysis and that it's okay to be silly. Together, they taught me to have a deep respect for authority, a love for this country, and unwavering faith. I hope to make them proud.

I began my career at the Office of Management and Budget as a civil servant in the Presidential Management Fellowship program working on Veterans Affairs Programs. OMB is comprised of the most talented civil servants in the Federal government. After starting my career at OMB, I moved over to the Senate and sitting here reminded me of the many budget and score keeping issues I have worked on with many of you and your staff. During my time in the Senate, I made recommendations on budget and appropriations legislation and worked with many of you to navigate budget issues across the Senate floor including budget resolutions, reconciliation bills, late night vote-a-ramas, and complex procedural issues and points of order. It was a privilege to work with many of the members and staff in this special chamber. So, it is with a deep sense of humility and gratitude that I come before you today for this nomination.

Since leaving the Senate, I worked in the private sector to learn how to manage and improve organizations, grow businesses, and help others. A few years ago, I came back to serve as Under Secretary for Policy at the Department of Transportation. I am grateful to the many members of this committee that supported my nomination. And I believe I faithfully served the nation in that capacity by improving safety, rebuilding our nation's infrastructure, and introducing the latest technology into the work of DOT.

The past six months have been a particularly trying time for the nation. We are dealing with a crisis that we have not seen in over a century. The decisions we are making now will have enormous ramifications for future generations, particularly as it pertains to the Federal budget. Thus, I am grateful for the way we all have worked together, and I hope we can eventually work together to put our nation's finances on a path of prudence.

Having been a civil servant at OMB, a Senate staffer working with OMB, and as a policy official who worked to implement the guidance of OMB, I would be grateful for this opportunity to serve as the Deputy to improve the management of our agencies and the finances of our

nation. You have my commitment that, if I am confirmed, I will work collaboratively with each and every one of you to address our spending and improve our finances.

Thank you for the opportunity to come before you and I would be pleased to answer any questions you may have.