

Chairman Scott, Ranking Member Warren, and Members of the Committee — thank you for the opportunity to appear before you today. I am honored by the President’s confidence in nominating me to serve as Deputy Secretary of the U.S. Department of Housing and Urban Development, and I am grateful to be considered for this responsibility.

I would like to begin by thanking my mentor and dear friend, Dr. Ben Carson, who taught me so much about humility, compassion, and leadership. I am also deeply grateful to Secretary Scott Turner, whose example of servant leadership continues to guide and inspire me. And I am grateful to President Trump for nominating me for this important position.

I would not be here without the support and encouragement of my family. My mom and dad instilled in me the values of faith, hard work, and integrity. My late grandmother — Grami — was a constant example of perseverance and a deep love for God. She taught me that no matter how hard life gets, you never quit, you never stop serving others, and you never stop believing that tomorrow can be better. My siblings — Matt, Haleigh, Elin, Evan, and Karoline — are my biggest cheerleaders. I would also like to thank my mother-in-law, Linda and my late father-in-law, Thomas, who also served this country in uniform and is a proud veteran. And above all, my wife Kara — my partner, my rock, and my best friend — along

with our children, Hope, Henry, and Reagan, remind me daily why this work matters so much. I also carry the memory of our daughter Harper, who we hold in our hearts. Her brief life left an immeasurable mark on mine and strengthened my belief that every family deserves security, dignity, and hope.

I grew up in a working-class family from Texas, and I was the first in my family to graduate college.

My passion for people and service began decades ago with an internship in this very body, on Capitol Hill. That experience opened my eyes to how policy decisions directly impact real people. It was then I realized that I wanted to dedicate my career to helping others, to serving our country.

Throughout my experience at HUD — first as White House Liaison, then Deputy Chief of Staff, and later Chief of Staff — and in my role leading the American Cornerstone Institute, that passion for people and service never changed. In fact, with each new opportunity — it only grew stronger. Each experience taught me valuable lessons, each conversation left an impact, each trip was eye opening. Through the conversations, the visits to places outside of Washington and the impactful policy I saw how government, if done right, can be a force for good.

I believe that safe, affordable housing is not just a government program — it's a foundation for opportunity, for stability, and for building generational hope. My time at HUD continues to show me just how much of a positive impact good policies can make on American communities — so many of which have been forgotten and left behind for far too long.

If confirmed, I will spend each and every day in pursuit of HUD's mission — one of service, one of uplifting all Americans and one that seeks to help make homeownership within reach for rural, urban and tribal communities. Homeownership lies at the very heart of the American dream, and I firmly believe under President Trump and Secretary Turner's leadership, that dream will become alive and well in America once again.

If confirmed, I will work to increase housing supply, remove unnecessary barriers to homeownership, protect taxpayer dollars through accountability and transparency, and always keep the people we serve at the heart of every decision. I will advance policies that create opportunity, foster hope, and further the greatest experiment in self-government that we know as the United States of America. I will be guided by the belief that together we can set our forgotten men and women back on the path to self-sufficiency and independence to live as happy, healthy, and productive citizens of this great country.

This is not just a job to me — it's a calling, rooted in the lessons taught by my family and shaped by a desire to give others the same chance at life that I was given.

Lastly, I would like to thank the current and previous colleagues I have worked with at HUD. They are a great group of people who truly care about America and serving the mission of HUD.

It is a privilege to be considered for this opportunity, so thank you. I look forward to hearing your questions.