

Chairman Paul, Ranking Member Peters, and distinguished members of the Homeland Security and Government Affairs Committee, thank you for the honor to appear before you today. I am honored by the confidence that President Trump has placed in me for the position of Undersecretary for Management in the Department of Homeland Security. This role plays a pivotal role in the Department's ability to deliver on the mission of securing our nation.

This opportunity would not be possible without the love, support, and sacrifice of so many. Most importantly, that of my family. With the Committee's permission, I would like to acknowledge my loving wife Megan, my children, Jack, Logan, and Mia (all of three of which are dedicated to their academics and phenomenal ice hockey athletes), my mother Terri, and my sisters Sarah and Kelly – all of whom have joined me here today.

Family has played a critical role in shaping who I am today. As the 6th oldest of 36 first cousins, I learned the meaning behind, "it takes a village" and the importance of public service. Both my grandfathers served in the US Air Force and several of my aunts and uncles worked in federal and state government roles. Their passion for public service rubbed off on me and at an early age I volunteered as a firefighter and EMT. Over the course of two decades, my time in fire service included running crews as a Lieutenant and Captain, serving as Assistant and Deputy Chief of one of the largest volunteer fire stations in the Maryland, a volunteer Battalion Chief for Prince George County's sixth battalion, and as the 2nd Vice President of the PG County Volunteer Fire and Rescue Association. These experiences have played a major role in shaping the person I am today.

Today, the Department of Homeland Security sits at a critical impasse. 23 years after its creation, the Department continues to experience maturation pains while taking on the daunting challenge of protecting the homeland against ever evolving threats. The men and women who serve at this department, the military members of the US Coast Guard, the law enforcement agents, transportation security officers, emergency managers, and support staff are among the most dedicated and passionate that I have ever met. They deliver their best for our country each and every day and are deserving of leadership that is committed to enabling the mission space, is accountable, and transparent.

The Under Secretary for Management plays a central role in ensuring that the Department of Homeland Security can effectively carry out its mission to safeguard the American people, our homeland, and our values. This responsibility goes beyond internal administration-it is about delivering the people, resources, systems, and infrastructure that enable frontline operators to succeed. At a time of evolving threats, fiscal constraints, and increasing operational demands, strong, accountable management is essential to

maintaining readiness, strengthening stewardship of taxpayer resources, and earning the trust of both the workforce and the public.

In addition to my experience in the fire service, I have had the honor to work over a decade in the homeland security arena, nearly ten years at FEMA where I learned the value of a strong and transparent relationship with Congress, three years on the National Security Council culminating as the Senior Director for Resilience and Homeland Security driving decisions on the strategic and tactical direction of the department, and a year at OMB as the Program Associate Director overseeing the department's budget and priorities. Each of these provided unique perspective into the Department and its varied missions.

I am asking for this Committee's support in taking a critical leadership role at the Department of Homeland Security. Thank you for the opportunity to appear before the Committee.