

**Hearing before the U.S. Senate Committee on Homeland Security and Governmental Affairs**

**Ms. Laurel Blatchford**

**Nominee to be Controller, Office of Federal Financial Management, Office of Management and Budget**

**November 18, 2021**

Chairman Peters, Ranking Member Portman and Members of the Committee,

Thank you for the opportunity to appear before you today as President Biden's nominee for Controller, Office of Federal Financial Management, in the Office of Management and Budget.

I am humbled to have been nominated for this important role and would be deeply honored to have the chance to serve the American people if confirmed. I am joined here today by my husband, Bernie Kluger. I am very grateful for his unwavering love and support over the years. And I know that other members of my family are watching as well, along with many dear friends and colleagues. I thank them all for their support and love.

I sit before you today because I am, at heart, a public servant. This calling comes directly from my parents: my father, Edward Blatchford, was an accomplished teacher and school administrator whose leadership and vision impacted the lives of many kids and their families. My mother, Claire, is also an educator and community leader who has shared the challenges and blessings of her own lived experience as a deaf woman to help others in countless ways. Their lives of purpose and service have had incredible impact on those around them, and I am deeply grateful for their example.

I started my own public service career as a young paralegal in the Manhattan District Attorney's Office, investigating organized crime. Since then, my path has taken me from the New York City Mayor's office, to a leadership role in the largest local affordable housing and community development agency in the country, to serving as Chief of Staff at HUD and as Executive Director of the Hurricane Sandy Task force, to continued service in the nonprofit world, where I served as President of Enterprise Community Partners, one of the nation's largest affordable housing intermediaries. Along the way, I have had the honor of working on a wide range of issues including 9/11 recovery, our ongoing affordable housing crisis, the many challenges facing HUD, and recovery from natural disasters including Hurricane Katrina, Superstorm Sandy and more recent storms and wildfires.

Across these different roles, one clear lesson has shone through: no matter how brilliant the idea, or how much money we were able to invest, the success of every project I have ever been involved with has depended on *how* the work is done. I have seen time and time again that strong implementation – with transparency, with efficiency, with consistency, and with strong partnerships – is essential to success, especially in the public sector. Great ideas without great execution are not enough.

If confirmed as Controller, I would bring my track record of delivering results to the unique challenges and opportunities we are facing as a country. Just as I have done before, I am eager to serve and bring my energies and capabilities to ensuring that the Federal Government works effectively and efficiently for the American people, and specifically that our considerable financial resources are deployed, tracked, and spent as well as possible.

I would be especially excited to serve alongside the talented and hardworking political and career staff at the Office of Management and Budget, some of whom I got to know during my prior federal service. If

confirmed, I would be honored to join this team, to lead OFFM, and to work closely with leaders across the federal family and with Congress to ensure that we accomplish our shared goals.

Thank you for the chance to appear before you today, and I look forward to your questions.