

**NOMINATION OF PHILLIP A. WASHINGTON,
NOMINEE TO BE ADMINISTRATOR,
FEDERAL AVIATION ADMINISTRATION**

HEARING

BEFORE THE

**COMMITTEE ON COMMERCE,
SCIENCE, AND TRANSPORTATION
UNITED STATES SENATE**

ONE HUNDRED EIGHTEENTH CONGRESS

FIRST SESSION

MARCH 1, 2023

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SENATE COMMITTEE ON COMMERCE, SCIENCE, AND TRANSPORTATION

ONE HUNDRED EIGHTEENTH CONGRESS

FIRST SESSION

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**NOMINATION OF PHILLIP A. WASHINGTON,
NOMINEE TO BE ADMINISTRATOR,
FEDERAL AVIATION ADMINISTRATION**

WEDNESDAY, MARCH 1, 2023

U.S. SENATE,
COMMITTEE ON COMMERCE, SCIENCE, AND TRANSPORTATION,
Washington, DC.

The Committee met, pursuant to notice, at 10:05 a.m., in room SR-253, Russell Senate Office Building, Hon. Maria Cantwell, Chairwoman of the Committee, presiding.

Present: Senators Cantwell [presiding], Klobuchar, Schatz, Markey, Peters, Baldwin, Duckworth, Sinema, Rosen, Luján, Hickenlooper, Warnock, Welch, Cruz, Thune, Wicker, Fischer, Moran, Sullivan, Blackburn, Young, Budd, Schmitt, Vance, and Capito.

Also present: Senator Bennet.

**OPENING STATEMENT OF HON. MARIA CANTWELL,
U.S. SENATOR FROM WASHINGTON**

The CHAIR. Good morning. The U.S. Senate Committee on Commerce, Science, and Transportation will come to order. This morning, we are having a hearing on the nomination of Phil Washington to be Administrator at the Federal Aviation Administration. Mr. Washington, welcome.

Congratulations on your nomination. And I know that I think at least one or two of your colleagues—of our colleagues want to be here as well to do an introduction of you. So, you are very fortunate to have them, and we will call on them in a minute. But as we are expecting the arrival of our Ranking Member, I am going to go ahead and start with my opening statement in hopes that we can keep going this morning.

Today, the Commerce Committee is meeting to consider the nomination of Phil Washington to be Administrator of the FAA. The safety mission of the FAA starts at the top with the Administrator, and I hope to hear from you, Mr. Washington, about your vision for making sure that the FAA is the gold standard in aviation safety.

Three years ago, Congress spoke clearly on needed reforms in the aircraft certification process and FAA safety oversight. I worked with my colleague, Senator Wicker, who was the chair of the Committee at that time, on that important legislation.

Today, we need a clear commitment that this legislation is fully implemented and that these reforms, ensuring design oversight,

mandating safety management systems, and holding manufacturers accountable, are all adhered to.

I want to especially thank the families of the 737 MAX tragedies for their important role in helping us craft and pass this landmark legislation. It is an important reminder that the FAA's leadership mandate extends internationally as well.

The United States must be a strong safety voice at ICAO. We must raise the global safety bar on issues like pilot training and human factors. And the FAA Administrator must also lead a large, complex organization.

The safety agency has over 45,000 employees across different lines of business. Day in and day out, these workers answer the call and are engaged in the continuous job of safety oversight. We also need strong leadership at the FAA to continue the FAA reauthorization bill this year.

The Administration must deal with the myriad of new challenges presented by 21st century technology, advanced air mobility platforms, and manufacturing, and we also must buildup our national airspace system with the world—which is already the world's busiest, most complex, with Next Generation technology and operational redundancies. In addition, the aviation future must be sustainable.

That means developing the capacity and infrastructure for sustainable aviation fuel and meeting our 2050 targets for net zero carbon emissions. So, Mr. Washington, you are here today to explain how you and your leadership can meet that vision and those vital requirements of the FAA.

I am pleased that our colleagues, Senator Bennet, and Senator Hickenlooper, member of this committee, will be here to also say a few words on your behalf. But let me just say, you represent a great career that we much appreciate.

Mr. Washington is a 24-year veteran of the U.S. Army, where he rose to the rank of Command Sergeant Major, the highest non-commissioned officer rank an enlisted soldier can achieve, and he would be the first African American confirmed to serve as the FAA Administrator. This would be a landmark achievement. And there has never been an FAA Administrator nominee that has come from the enlisted ranks.

The U.S. Army taught Mr. Washington how to get things done and get them done right. And indeed, the Department of Defense awarded him the prestigious Defense Superior Service Medal for exceptional service to the country.

And after military retirement in 2000, Mr. Washington joined the Denver Regional District, RTD, and earned his way to the top of that transit agency with an annual ridership of over 40 million people—of over 40 million.

In Denver, Mr. Washington implemented the Nation's first and only 2.2 billion transit public, private partnership called Eagle P3 Project on time and expanding multimodal transit regions, and in 2015 was named CEO of Los Angeles County Metropolitan Authority. In Los Angeles, he oversaw a rail and bus network that transports 1.2 million passengers, and managed a budget of \$9 billion, and oversaw 10,000 employees.

He was also key in leading an expansion of L.A. Metro, managing approximately \$20 billion in infrastructure and new rail connections between the Los Angeles International Airport. Then in 2021, he became CEO of Denver International Airport, the third busiest airport in the world. Now, for my Colorado colleagues, I am not doubting, but I did have to look that up. And sure enough, yes, it is true.

You move a lot of people through that airport. So, he leads 35,000 employees and manages \$1.3 billion operating budget. Under his watch, he set all time passenger traffic records. Nearly 70 million passengers traveled through its terminals, up about 18 percent over 2021 and surpassing pre-COVID numbers.

So, organizations like the American Public Transport Association, Airports Council, National Business Aviation Administration, and many other organizations, including many of labor organizations, also support your nomination. So, again, congratulations.

Thank you for being here and look forward to having a chance to discuss with you the future of the FAA. I will turn to my colleague, the Ranking Member, Senator Cruz, for his opening statement.

**STATEMENT OF HON. TED CRUZ,
U.S. SENATOR FROM TEXAS**

Senator CRUZ. Thank you, Madam Chair. The FAA faces enormous challenges. It must modernize our airspace while safely integrating new entrants like drones. It is trying to keep its reputation as the gold standard for aviation safety while dealing with far too many close calls and operating an outdated air traffic control system that must safely move roughly 2 million passengers a day.

To meet its mission, the FAA needs a Senate confirmed leader with decades of experience in aviation to make certain that the flying public is safe, the agency's primary obligation. This obligation is so important that Congress mandated that the FAA Administrator must, "have experience in the field directly related to aviation." The nominee before us, Phil Washington, had a long and honorable career in the military, but he does not have any experience in aviation safety.

This quite simply is a position he is not qualified for. I am disappointed that the Administration has chosen to treat a critical safety position, a position keeping our family safe, they have chosen to treat it as a patronage job. As a result of the White House playing politics with the flying public's safety, the FAA has lacked a Senate confirmed leader for a year now.

I expect we will hear some members of this committee gloss over Mr. Washington's lack of aviation and aviation safety experience by saying he has a record of strong management of transit agencies. He understands busses, and isn't that good enough for planes? But his record demonstrates the opposite.

The Democrat city transit agencies he has run have been beset by mismanagement and wasteful spending. In 2019, *CBS News* reported, Mr. Washington tried to add a \$200,000 sauna to the L.A. Metro's employee gym after being presented with a more taxpayer friendly \$50,000 version. He proposed this lavish spending as city busses, "broke down and caught fire due to lack of money."

The *New York Times* reported that a Denver Rail project overseen by Mr. Washington ran up a \$2 billion plus deficit and had become over 30 years behind schedule. Just last month, Mr. Washington and another Denver official spent more than \$100,000 on a junket to Africa to drum up support to Denver's airport.

Government waste and delayed overbudget projects are things we want to change at the FAA, not continue. I am also afraid that Mr. Washington's record suggests that he would focus on virtue signaling at a time when the FAA needs to be laser focused on aviation safety and modernization.

As L.A. Metro CEO he said, "everything we do in terms of mobility, we look through the lens of equity." At the Denver airport, he is spending millions of dollars to build a special, "hall of equity," and changed the contract bidding process to place a heavier emphasis on so-called equity and so-called social cultural merits.

Safety, not political posturing needs to be paramount at the FAA. I also have serious concerns regarding outstanding allegations of misconduct going back to Mr. Washington's time at L.A. Metro. He was named in multiple search warrants in an ongoing criminal corrupt—public corruption investigation and was the subject of multiple whistleblower complaints.

One whistleblower who exposed details of a politically connected contracting scheme claims to have been retaliated against by Mr. Washington. After Mr. Washington went to Denver, L.A. Metro settled the claims for more than a half million dollars. And just last month, Mr. Washington was named in a discrimination and retaliation lawsuit filed by a former Denver airport employee.

Mr. Washington failed to notify this committee of the lawsuit, one of dozens of emissions in his questionnaire, suggesting that he has been less than fully transparent and raising concerns about how he will collaborate with us as we work to reauthorize the FAA.

Finally, Mr. Washington, as a retired member of the military, needs a waiver from both the House and the Senate to be eligible to serve since Federal law explicitly requires that the FAA Administrator be a civilian and retired members of the military do not, under the statute, qualify as civilians.

On five occasions, Congress has passed legislative waivers so that retired military personnel could serve at the FAA. We would do the same for Mr. Washington if his record merited it, if he had experience in aviation safety. But it doesn't, and if Senate Democrats force this nomination through without a waiver, a legal cloud will hang over every single FAA action.

Let me close with a quote, "I have said that it is very important that in this day and age, when it comes to aviation, safety must always be our top priority. We have considered the nomination, the nominee's record, an ongoing case of whistleblower retaliation, and given all of that, it is clear to me that he is not the right person for the safety culture that we need today at the FAA."

Those were the words spoken about a former FAA nominee by the Chairwoman of this committee in 2019 about Steve Dickson who had 40 years of aviation experience. Mr. Washington is not the right nominee for this position.

The CHAIR. Thank you, Senator Cruz. In my opening statement, I forgot to mention a letter by our former House colleague, Chair-

man Peter DeFazio, who you worked with extensively. I want to enter that into the record. He called you a strong leader with two decades of senior leadership that we need to help accomplish the goals of the FAA.

[The information referred to follows:]

Peter A. DeFazio

The Honorable Maria Cantwell
Chair
Committee on Commerce, Transportation
and Science
U.S. Senate
254 Russell Senate Office Building
Washington, DC 20510

The Honorable Ted Cruz
Ranking Member
Committee on Commerce, Science, and
Transportation
U.S. Senate
512 Dirksen Senate Office Building
Washington, DC 20510

March 1, 2023

Dear Chair Cantwell and Ranking Member Cruz:

As you know, I served 36 years on the House Committee on Transportation and Infrastructure, including on the Subcommittee on Aviation. I have seen Federal Aviation Administration (FAA) Administrators come and go with many not making a dent in the bureaucracy and inefficiency that has grown over the years. Both of you likely agree with me that, in its current form, the FAA is not up to the myriad new challenges to aviation presented by 21st century technology.

You've heard arguments that the new administrator must be a pilot and technical aviation expert –that is not necessary. The FAA is rife with technical experts and has former pilots in a number of high- ranking positions. What the FAA needs is a strong, accomplished leader who can manage the sprawling, stovepipe bureaucracy and restore efficiency and accountability. That person is Phil Washington.

We have had excellent FAA Administrators in the past who were not pilots or technical experts - Michael Huerta and Jane Garvey among them. With Phil Washington, we have a candidate with more than two decades of senior-level management experience in the transportation sector. Before his private sector career, Phil served 24 years in the U.S. Army, rising to the rank of Command Sargent Major. Anyone who has served in the military knows it is the senior enlisted ranks who provide the backbone for organizational expertise and efficiency. He has proven he can take large underperforming public agencies and remake them into cutting-edge organizations delivering complex projects on or ahead of time and budget.

The three of us all agree: The FAA needs help.

The recent Notice to Air Missions system failure that caused tremendous disruption to air traffic was preventable. The American people and the FAA need a manager who will take control of the sprawling contracting process and restore those core functions to FAA personnel. We also need an Administrator who will take on the Office of Management and Budget and argue effectively for the funds FAA needs for updated equipment and a streamlined acquisition process.

It's time to restore the FAA as the international "gold standard" for the regulation of commercial and general aviation, air traffic control, emerging technologies including drones, advanced air mobility, and commercial space. First and foremost, the FAA must regulate the national airspace reasonably and effectively to protect the flying public. After the Boeing 737 MAX crashes, our committees found the need for major reform in the FAA process for certification of new aircraft and passed bipartisan legislation to do just that. We do not need an aviation expert to figure out the needed changes. We need a manager who is going to see that all the changes Congress mandated are implemented fully and quickly.

Phil Washington will review, restructure, streamline and begin rebuilding the FAA to an agency that is once again the international "Gold Standard" to meet and get ahead of the unique challenges of aviation and aerospace in the 21st Century.

The Senate should act quickly and decisively to confirm him.

The FAA has been without a permanent Administrator for too long.

Sincerely,

A handwritten signature in black ink, appearing to read "Pete DeFazio".

Pete DeFazio
Former Chairman
House Transportation & Infrastructure Committee

The CHAIR. So, with that, I am going to turn to our colleagues, I think are calling on the Committee, Senator Hickenlooper first, and then Senator Bennet.

**STATEMENT OF HON. JOHN HICKENLOOPER,
U.S. SENATOR FROM COLORADO**

Senator HICKENLOOPER. Thank you, Madam Chair. We need an FAA Administrator who is Senate confirmed, but also who knows how to get things done. An Administrator who can manage the complex bureaucracy at FAA and prepare for the realities of modern air travel today.

Someone who can give us confidence the next time we get on a flight. Someone who will reassure us that we will get where we are going safely and not have to think about how everything works again. That is Phil Washington. Phil came from humble beginnings, and as the Madam Chair mentioned, served 24 years in the Army, achieved the rank of Command Sergeant Major, the highest rank for enlisted servicemen.

And, you know, Command Sergeant Major are the people that make things—get things done by organizing, motivating their troops, delivering on the mission, and holding people accountable. He was stationed at Fort Carson, Colorado, the beginning of his relationship with Colorado. You know, our veterans are renowned for their discipline, their leadership, their courage, their dedication to service.

Phil embodies all these traits and more. When he led the Metro Denver's Regional Transportation District, which is by far the largest transit agency in the state, he put our city's transit system back on track. He came in when the flagship fast track program was over budget, was behind schedule, beset by problems and complications.

When he left, three-quarters was completed or under construction. He next took the helm of the Los Angeles County Metropolitan Transportation Authority, the third largest transit system in the country, serving over 220 million passengers annually. Again, another multi-billion-dollar expansion, which was beset by challenges, and he got that sorted out.

He is now the CEO of Denver International Airport for the last couple of years, the third busiest airport in the world, as the Madam Chair pointed out. He has transformed the airport's once aging infrastructure. The Great Hall Project is going to expand DIA's terminal capacity from 70 million passengers a year to 100 million passengers a year.

That is—his program, Vision 100 will support that transition by the end of this decade. Phil recognizes growth is more than just expanding terminals and modernizing runways. He has launched DIA's center of equity and excellence in aviation. That is really the first of its kind training facility to make sure we can grow a diverse workforce and a small business pipeline in aviation that does deliver on the combined mission of transportation at the safest possible levels.

He has not hesitated to act decisively again and again when crises strike—when a crisis strikes. We had the winter storms of 2022 that devastated air travel all across the country, damaged our

economy. He immediately launched a rigorous after-action review between DIA and its major airline partners. This after-action review will identify the causes to the airline disruption catastrophe and prevent future incidents from happening again.

That is the kind of decisive action that we need to see in the FAA. Phil fits the mold of several past Administrators. There have been questions raised as to, you know, previous Administrators. Jane Garvey, who was the Administrator under President Clinton came from the Massachusetts Department of Public Works and led Logan, Boston's Logan Airport.

Marion Blakey, who served in the Bush Administration, was Administrator of the National Highway Transportation Safety Administration before coming to the FAA. Michael Huerta oversaw the ports of New York City and San Francisco and had a senior—a couple of senior roles within the Department of Transportation before coming to lead the FAA.

But I think Phil breaks the mold of past FAA Administrators in important ways. He is not an airline industry insider using this role as a position for the industry to be policing itself. The challenges facing FAA are those of managing a large, complex bureaucracy badly in need of modernization, and certainly in that respect he is no novice.

He is the CEO of the third busiest airport in the world, as we have said, manages a workforce roughly of 35,000 employees, compared to 45,000 at FAA, so roughly the same size. And he took the role amidst a big expansion project that was running into budget challenges, scheduling challenges, before he came along, and he got it back on track.

And as not to mention his experience in the Army where he honed his discipline and leadership skills and was recognized for it. He has built a reputation of coming into organizations filled with challenges and successfully transforming them into successes.

He takes on the big, complex problems and gets results. It is the kind of person we want in our Federal management system. He is for those reasons—it is for those reasons I urge this committee to be thoughtful and objectively look at Phil's record and what it shows.

He is the right man and nominee at the right time to lead this critical agency. I look forward to seeing where he can lead the FAA with his bold vision for the future. Thank you.

The CHAIR. Thank you. Senator Bennet, welcome.

**STATEMENT OF HON. MICHAEL BENNET,
U.S. SENATOR FROM COLORADO**

Senator BENNET. Thank you, Chair. Thank you, Chair Cantwell, for having me, and Ranking Member Cruz, for the opportunity to introduce Phil Washington. It is a privilege to be here with my colleague John Hickenlooper.

Phil is obviously President Biden's nominee to lead the Federal Aviation Administration. John Hickenlooper and I have known Phil for almost 20 years, going back to the days when John was Mayor of Denver and he graciously endured me as his Chief of Staff.

We both worked closely together with Phil, who had recently joined Colorado's regional transportation district after an excep-

tional career that took him from his youth in a housing project on the South Side of Chicago to the rank of Command Sergeant after 24 years in the U.S. Army.

I believe Phil's son, Phil Washington Jr., is with us this morning. I thank him for making the trip to Washington. Thanks for sharing your dad with us so he can continue to serve Colorado and the country. Senator Hickenlooper has already offered an excellent overview of Phil's experience in Colorado's Regional Transportation District, L.A. County's Transportation Authority, and Denver's International Airport.

So instead of taking you through that again, I want to share my observations about Phil's specific qualifications to lead the FAA at this critical juncture for the agency. As this committee appreciates more than most, the FAA has long set the global standard for airline safety, but recent incidents have shaken the public's confidence and undermined our global leadership.

This is the perfect time for a leader like Phil Washington who would bring a proven record for delivering results. He turned around RTD, he turned around transit in L.A. County. He is driving overdue change at DIA, and I have no doubt he would do the same at the FAA. I understand some members of this committee have argued Phil lacks direct experience in aviation.

We just heard that argument. I am surprised by that because as we have heard, he currently is running the third busiest airport on planet Earth. He literally spends every day liaising with 25 airlines, managing over 30,000 employees, and navigating local, State, and Federal aviation policy.

He is spearheading the most ambitious overhaul of that third busiest airport, the DIA, since Colorado first built the airport almost 30 years ago. I pointed out to the Chairwoman that we are very proud that DIA is the youngest airport in America but is 30 years old. We need to build airports in this country again.

Phil could help us with that, too. He's leading an \$800 million renovation to the main hall building, 39 new gates, designing a seventh runway, and revamping the airport's entire baggage system, all with the traveling public continuing to make its way through the airport. Phil was also instrumental in developing Vision 100, a strategic plan for DIA to prepare the airport to process 100 million passengers a year through an expanded workforce infrastructure and air service network.

So, despite suggestions to the contrary, Phil's experience is comparable to previous FAA nominees, like Jane Garvey and Michael Huerta, whom John mentioned, both of whom the Senate confirmed with a strong bipartisan support. Instead of focusing on Phil's obvious qualifications, there has been an attempt in recent months to distract from his record, and frankly, impugn his character.

And I won't dignify that effort in my remarks. I will just say that the past 20 years of work has left me only with the highest regard for Phil's integrity and leadership. That is what the people of Denver believe about Phil and the people of Colorado do as well. And you don't have to take my word for it.

The Mayor of Denver, Michael Hancock, is at the hearing. Before the Mayor asked Phil to lead the DIA, he conducted a thorough background check. Phil not only cleared that review, the Denver

City Council confirmed him unanimously. They don't agree on anything, by the way, but they agreed on Phil.

Senator Hickenlooper and I can tell you from experience that you don't get a lot of unanimous votes, as he said, from the City Council, and I see no reason why Phil's historic nomination shouldn't receive a unanimous vote from this committee.

Any fair assessment of his career and of his character would see a nominee with integrity, drive, and a record of results at every institution he has led. You would make an outstanding Administrator for the FAA, and I wholeheartedly endorse his nomination. Thank you, Madam Chair, for giving me a few minutes.

The CHAIR. Thank you, Senator Bennet. Thank you to both you and Senator Hickenlooper for being part of today's hearing and endorsing, obviously, with your work experience with the Denver airport and Mr. Washington's leadership.

Mr. Washington, we now turn to you. Feel free to introduce any family or guests with you and make your opening statement.

**STATEMENT OF PHILLIP A. WASHINGTON, NOMINEE TO BE
ADMINISTRATOR, FEDERAL AVIATION ADMINISTRATION**

Mr. WASHINGTON. Chair Cantwell, Ranking Member Cruz, and members of the Committee, it is an honor to appear before you today as the President's nominee for Administrator of the Federal Aviation Administration. I want to thank President Biden, Secretary Buttigieg for selecting me to fill this important role.

If confirmed, I look forward to working with each of you to strengthen our world class aviation system and make it better than it has ever been. I appreciate the generous introductions from Senators Bennet and Hickenlooper.

I am honored today to have my Mayor here, of Denver, Mayor Michael Hancock. I want to thank my family of whom my only son, Phillip Jr., is here. I also want to thank Billy Nolan, our current Acting Administrator. As a man who grew up from humble beginnings in public housing on the South Side of Chicago, I am honored and humbled by this nomination.

If confirmed, I pledge that I will work diligently to support the extraordinary team at the FAA. I grew up poor as an only son of a family of six children. My mother was a single parent. She worked 12 hours a day to put food on a table for all of us. She took me to listen and learn from the great faith and civic leaders who lived then and visited the City of Chicago in the 60s and 70s.

This is where I realized my purpose and desire to serve people and be a public servant. I began my public service and leadership journey nearly 45 years ago when I enlisted in the U.S. Army to serve my country. I ultimately served for nearly 25 years, earning the highest military enlisted rank, that of Command Sergeant Major, E-9.

During my military career, I served, led, and motivated men and women from every corner of this great land. I honorably retired from the U.S. Army some 22 years ago. As a military veteran and leader of three large transportation organizations, my broad transportation, safety knowledge, and real-world leadership experiences provide me a unique perspective of how aviation and all modes of transportation should integrate into a seamless system.

While serving as CEO at Denver's Regional Transportation District, I led the effort to connect rail to the Denver International Airport. As a CEO of L.A. Metro, I led the planning, and implementation, and completion of key construction milestones for a \$2 billion automated people mover.

That electric train system connects L.A. Metro rail and other facilities with the airport terminals. It will operate 24/7 to serve approximately 30 million passengers annually, resulting in 117,000 fewer vehicles travel per day. I also led the completion of a \$15 million Metrolink rail station that connects more neighborhoods with Hollywood Burbank Airport, reducing traffic congestion on Interstate 5 and residential roads.

Overseeing these massive projects provide me with a great deal of experience managing large, complex, and challenging projects and organizations. My experience as CEO of the third busiest airport in the world, Denver International Airport with 35,000 workers, translates well to the FAA.

During the aviation challenges of the last several months, travelers through my airport have not asked me how much direct aviation experience I had. Instead, they asked me where was their luggage, and why their flight was delayed or canceled, and how their families would survive in my airport during rigid nights. We engaged with our partners. We worked as a team. We took care of travelers at my airport.

The FAA is at a crossroads, an agency that must protect the safest era of aviation, modernize its technology, lift employee morale, while staffing up and maintaining its global leadership in aviation. Yes, we need to reinforce that we are the regulator for aircraft manufacturers, airlines, and new entrants to the national airspace.

Yes, we need to stress continuously safety as second nature for all FAA employees. However, to accomplish all of these things, we need permanent leadership at the top of the FAA to address the challenges that we have seen in the last several years. If confirmed, I will draw on a career spanning almost 45 years to be that leader.

The safety of the traveling public will remain my top priority, as it has been for me leading the third largest airport in the world, to large transit agencies, and men and women in uniform.

If confirmed, I will be guided by the sacrifice and historic advocacy of the families of the 737 MAX and Colgan Air tragedies and perform the administrative role as I have performed every leadership role in my professional life, with accountability, integrity, transparency, respect, honesty, discipline, and an innovative mindset.

I will own well-intentioned failure, and FAA employees will own their success. I will quicken the pace of public service and leave the FAA better than I found it. My hope is that the Committee and the full Senate will see the value of my leadership and multi-modal transportation experience as it deliberates my confirmation.

Thank you for your consideration. I am excited about the opportunity to serve, and I am pleased to take your questions.

[The prepared statement and biographical information of Mr. Washington follow:]

PREPARED STATEMENT OF PHILLIP A. WASHINGTON, NOMINEE TO BE ADMINISTRATOR,
FEDERAL AVIATION ADMINISTRATION

Chair Cantwell, Ranking Member Cruz, and Members of the Committee. It is an honor to appear before you today as the President's nominee for Administrator of the Federal Aviation Administration (FAA). I want to thank President Biden and Secretary Buttigieg for selecting me to fill this important role. If confirmed, I look forward to working with each of you to strengthen our world-class aviation system and make it better than it has ever been.

I appreciate the generous introduction from Senators Bennett and Hickenlooper. I am honored to have my mayor, Denver Mayor Michael Hancock, here today as well. I want to thank my family, of whom my only son, Phillip, Jr., is here. I also want to thank Billy Nolen, our current Acting Administrator. As a man who grew from humble beginnings in public housing on the Southside of Chicago, I am honored and humbled by this nomination and, if confirmed, pledge that I will work diligently to support the extraordinary team at the FAA.

I grew up poor as an only son of a family of six children. My mother was a single parent, who worked 12 hours a day to put food on the table for us. She took me to listen and learn from the great faith and civic leaders who lived in and visited the City of Chicago in the 60s and 70s. This is where I realized my purpose and desire to serve people and be a public servant.

I began my public service and leadership journey nearly 45 years ago when I enlisted in the U.S. Army to serve my country. I ultimately served for nearly 25 years, earning the highest military enlisted rank, that of Command Sergeant Major, E-9. During my military career, I served, led, and motivated men and women from every corner of this great land. I honorably retired from the U.S. Army some 22 years ago.

As a military veteran and leader of three large transportation organizations, my broad transportation safety knowledge and real-world leadership experiences provide me a unique perspective of how aviation and all modes of transportation should integrate into a seamless system.

While serving as CEO at Denver's Regional Transportation District, I led the effort to connect rail to Denver International Airport. As the CEO of LA Metro, I led the planning and completion of key construction milestones for a \$2 billion-dollar "Automated People Mover". That electric train system connects LA Metro Rail and other facilities with airport terminals. It will operate 24/7 to serve approximately 30 million passengers annually, resulting in 117,000 fewer vehicle miles traveled per day.

I also led the completion of a \$15 million-dollar Metrolink rail station that connects more neighborhoods with Hollywood Burbank Airport, reducing traffic congestion on Interstate 5 and residential roads. Overseeing these massive projects provided me with a great deal of experience managing large, complex, and challenging projects and organizations.

My experience as CEO of the third busiest airport in the world, Denver International Airport with 35,000 workers, translates well to the FAA. During the aviation challenges of the last several months, travelers through my airport have not asked me how much direct aviation experience I had. Instead, they asked me where their luggage was, why their flight was delayed or canceled, and how their families would survive in my airport during rigid nights. We engaged with our partners, worked as a team, and took care of travelers at my airport.

The FAA is at a crossroads—an agency that must protect the safest era in aviation, modernize its technology, lift employee morale while staffing up, and maintain its global leadership in aviation.

Yes, we need to reinforce that we are the regulator for aircraft manufacturers, airlines, and new entrants to the national airspace.

Yes, we need to stress continuously safety as second nature for all FAA employees and stakeholders.

However, to accomplish all these things, we need permanent leadership at the top of the FAA to address the challenges that we have seen in the last several years. If confirmed, I will draw on a career spanning almost 45 years to be that leader. The safety of the traveling public will remain my top priority—as it has been for me leading the third largest airport in the world, two large transit agencies, and men and women in uniform.

If confirmed, I will be guided by the sacrifice and heroic advocacy of the families of the 737 MAX and Colgan Air tragedies and perform the Administrator role as I have performed every leadership role in my professional life—with accountability, integrity, transparency, respect, honesty, discipline, and an innovative mindset. I

will own well-intentioned failure, and FAA employees will own their success. I will quicken the pace of public service and leave the FAA better than I found it.

My hope is that the Committee and the full Senate will see the value of my leadership and multi-modal transportation experience as it deliberates my confirmation. Thank you for your consideration.

I am excited about the opportunity to serve and am pleased to take your questions.

A. BIOGRAPHICAL INFORMATION

1. Name (Include any former names or nicknames used):

Phillip Anthony Washington

2. Position to which nominated: Administrator, Federal Aviation Administration.

3. Date of Nomination: January 3, 2023.

4. Address (List current place of residence and office addresses):

Residence: Information not released to the public.

Office: Denver International Airport, Executive Office, Airport Office Building, 9th Floor, 8500 Pena Blvd., Denver, CO 80249.

5. Date and Place of Birth: January 17, 1958; Chicago, IL.

6. Provide the name, position, and place of employment for your spouse (if married) and the names and ages of your children (including stepchildren and children by a previous marriage).

Spouse: Waltraud Washington, Wife, not employed

Children: Monique Y. Crawford, Age 47; Phyllis E. (Washington) Gebre-Michael, Age 42; Patrice R. Washington, Age 35; Phillip A. Washington, Jr., Age 29.

7. List all college and graduate schools attended, whether or not you were granted a degree by the institution. Provide the name of the institution, the dates attended, the degree received, and the date of the degree.

- aster of Arts Degree, Management, 1990, Webster University, St. Louis, MO
- Bachelor of Arts, Business Administration, 1988, Columbia College, St. Louis, MO

8. List all post-undergraduate employment, including the job title, name of employer, and inclusive dates of employment, and highlight all management-level jobs held and any non managerial jobs that relate to the position for which you are nominated.

Related Managerial Experiences

- Chief Executive Officer (CEO), Denver International Airport
- CEO, Los Angeles County Metropolitan Transportation Authority (LA Metro)
- CEO, Regional Transportation District (RTD), Denver, CO
- Assistant General Manager, Administration, Regional Transportation District (RTD), Denver, CO
- Command Sergeant Major/E-9, (highest non-commissioned military rank a soldier can attain), U.S. Army
- Chief, Non-Commissioned Officer in Charge of Information Management Division, U.S. Army
- First Sergeant, U.S. Army
- Inspector General, U.S. Army
- Chief, Training and Operations Administrator, U.S. Army
- Chief Operations/Logistics Division, U.S. Army (NATO Alliance)

9. Attach a copy of your resume.

Please see Attachment #1

10. List any advisory, consultative, honorary, or other part-time service or positions with Federal, State, or local governments, other than those listed above after 18 years of age.

- Expert Panel Member, NY Port Authority, LaGuardia Mass Transit Alternative Panel (2021 to present)
- Captain Biden/Harris Transportation Transition, Agency Review Team (2020–2021)

- USDOT Landing Team, Clinton/Kaine Campaign (was dependent upon Clinton/Kane win in 2016) (2016)
- Taskforce formed in 2011–2012, by Former First Lady Michelle Obama to provide support for military veterans transitioning to civilian life.

11. List all positions held as an officer, director, trustee, partner, proprietor, agent, representative, or consultant of any corporation, company, firm, partnership, or other business, enterprise, educational, or other institution.

- Chief Executive Officer (CEO), Denver International Airport (2021 to present)
- CEO, Los Angeles County Metropolitan Transportation Authority (LA Metro) (2015–2021)
- CEO, Regional Transportation District (RTD), Denver, CO (2009–2015)
- Advisory Board Member, TransPro Consulting (01/2022–06/2022) (resigned position)
- Member, Board of Directors, Visit Denver (12/2021 to present)
- Chair, Equity in Infrastructure Project (04/2022 to present)
- Member, Board of Directors: Colorado Tourism Board (03/2022 to present)

12. Please list each membership you have had after 18 years of age or currently hold with any civic, social, charitable, educational, political, professional, fraternal, benevolent or religiously affiliated organization, private club, or other membership organization. (For this question, you do not have to list your religious affiliation or membership in a religious house of worship or institution.). Include dates of membership and any positions you have held with any organization. Please note whether any such club or organization restricts membership on the basis of sex, race, color, religion, national origin, age, or disability.

- Board Member and Former Chair, American Public Transportation Association (APTA) (2010–2016)
- Member, Conference of Minority Transportation Officials (COMTO) (2004 to present)
- Member, Women’s Transportation Seminar (WTS) (2010 to present)
- Member, Executive Committee, Transportation Research Board (2009–2015)
- Board Member, ENO Foundation (2009–2015)
- Board Member, Colorado Tourism Board (2021 to present)
- Board Member, Visit Denver (2021 to present)

None of these organizations restrict membership on any basis.

Note: There have been reports of my participation in a group of Black men, called the “Chicken Bone.” This is an informal group of men who get together occasionally to play golf and informally chat about things that impact the health, well-being, and future of African Americans in America. There is no membership in this group, and due to the pandemic, the group has not convened in several years. I did not include this in my previous questionnaire as I understood the question as asking for formal groups but adding in here now out of an abundance of caution.

Again, I want to make clear this is an informal social group.

13. Have you ever been a candidate for and/or held a public office (elected, non-elected, or appointed)? If so, indicate whether any campaign has any outstanding debt, the amount, and whether you are personally liable for that debt. No.

14. List all memberships and offices held with and services rendered to, whether compensated or not, any political party or election committee within the past ten years. If you have held a paid position or served in a formal or official advisory position (whether compensated or not) in a political campaign within the past ten years, identify the particulars of the campaign, including the candidate, year of the campaign, and your title and responsibilities.

- Co-Chair, Biden/Harris Policy Committee (2020)

15. Itemize all political contributions to any individual, campaign organization, political party, political action committee, or similar entity of \$200 or more for the past ten years.

- Biden for President: \$1,000 (2020)
- Biden Victory Fund: \$1,000 (2020)
- Campaign for LA City Councilman Mark Ridley-Thomas: \$500 (2021) and \$500 (2020)

16. List all scholarships, fellowships, honorary degrees, honorary society memberships, military medals, and any other special recognition for outstanding service or achievements.

All below recognition stem from my service in the U.S. Army:

- Defense Superior Service Medal (2000)
- Defense Meritorious Service Medal (1997)
- Meritorious Service Medal (4th Award) (four different awards throughout my military career)
- Army Commendation Medal (2nd Award) (different awards throughout my military career)
- Army Achievement Medal (2nd Award) (different awards throughout my military career)
- Army Good Conduct Medal (7th Award) (seven different awards throughout my military career)
- National Defense Service Medal (1981)
- Noncommissioned Officer's Professional Dev Ribbon w/Numeral 4 (different awards throughout military career)
- Army Service Ribbon (1981)
- Overseas Service Ribbon (4th Award) (different award after each overseas tour of duty)
- Expert Marksmanship Badge w/Rifle and Hand Grenade Bars (1976 and ongoing throughout military career)

Other recognition for outstanding service or achievements are listed below to the best of my recollection. Should any additional recognition items be identified, I will promptly let the Committee know:

- Women's Transportation Seminar (WTS), U.S. DOT Secretary, Ray LaHood Leadership Award (2018)
- Named 2013–2014 Outstanding Public Transportation CEO in North America by the American Public Transportation Association (APTA).
- Named by National Safety Council as one of the CEOs "Who Get It" (2016)
- Public Achievement Award from Hispanic Contractors of Colorado (2014)
- Appointed by the Mayor of Denver in 2007 as Chair for Transportation for the 2008 Democratic National Convention Host Committee
- Emerging Leader of the Year Award, Conference of Minority Transportation Officials (COMTO) (2005)
- Diversity Leadership Award, (WTS) (2016)
- Lifetime Achievement Award, Transportation Diversity Council (2020)
- Former LA Mayor Tom Bradley Equal Opportunity Award, American Society of Public Administration (2017)
- Former Congressman & Transportation Secretary Norman Mineta Award for Exceptional Leadership, COMTO (2017)
- Outstanding Leadership Award in Economic Development, LA Economic Development Corporation (2018)

17. List each book, article, column, letter to the editor, Internet blog posting, or other publication you have authored, individually or with others. Include a link to each publication when possible. If a link is not available, provide a digital copy of the publication when available.

The following represents the most up-to-date list of publications—to the best of my ability. If additional publications are identified following submission of this questionnaire, I will promptly let the Committee know:

- Co-authored, with a Joanne Peterson, Chapter Eleven of book entitled "Empowering the New Mobility Workforce Educating, Training, and Inspiring Future Transportation Professionals"
- Co-authored with Don Howard, "A Path to Fair and Equitable Infrastructure Spending" in *Governing The Future of States and Localities*

18. List all speeches, panel discussions, and presentations (*e.g.*, PowerPoint) that you have given on topics relevant to the position for which you have been nominated. Include a link to each publication when possible. If a link is not available, provide a digital copy of the speech or presentation when available.

I have delivered numerous speeches in the course of my career. Please see Attachments #2 and #3 for the most up-to-date list of speeches and non congressional hearings I have been able to compile during my tenure at LA Metro and Denver International Airport—to the best of my ability. If additional speeches or remarks are identified following submission of this questionnaire, I will promptly let the Committee know.

19. List all public statements you have made during the past ten years, including statements in news articles and radio and television appearances, which are on topics relevant to the position for which you have been nominated, including dates. Include a link to each statement when possible. If a link is not available, provide a digital copy of the statement when available.

Please see Attachment #4.

20. List all digital platforms (including social media and other digital content sites) on which you currently or have formerly operated an account, regardless of whether or not the account was held in your name or an alias. Include the full name of an “alias” or “handle”, including the complete URL and username with hyperlinks, you have used on each of the named platforms. Indicate whether the account is active, deleted, or dormant. Include a link to each account if possible.

- Facebook—*Phil_washington76@hotmail.com* (account deleted in 2019)
- LinkedIn—*pawashington117@gmail.com* (account deleted in 2022)

21. Please identify each instance in which you have testified orally or in writing before Congress in a governmental or non-governmental capacity and specify the date and subject matter of each testimony.

- House Committee on Transportation and Infrastructure, Subcommittee on Railroads, Pipelines, and Hazardous Materials, “When Unlimited Potential Meets Limited Resources: The Benefits and Challenges of High-Speed Rail and Emerging Rail Technologies.” May 2021.
- House Committee on Transportation and Infrastructure, “Impacts of State Owned Enterprises on Public Transit and Freight Rail Sectors.” May 2019.
- House Committee on Transportation and Infrastructure, Panel on Public Private Partnerships, “Overview of Public-Private Partnerships for Highway and Transit Projects,” March 2014.

22. Given the current mission, major programs, and major operational objectives of the department/agency to which you have been nominated, what in your background or employment experience do you believe affirmatively qualifies you for appointment to the position for which you have been nominated, and why do you wish to serve in that position?

I want to lead the effort to provide the safest, most efficient aviation system in the world. My experience of running the 3rd busiest airport in the world, and it being the state’s largest economic engine with an annual economic impact of \$33.5 billion, translates well to the FAA. In both my current and past positions, I have faced many of the same challenges the FAA is currently experiencing, *i.e.*, safety, regulatory and oversight, contract and grant fund management, information/cyber security, financial management, safety management systems, innovation and research, HR management, and new entrants and technology (*e.g.*, airspace/drone/new entrants management). I believe given my strong management background and experience, I can successfully address challenges like these at FAA.

My knowledge and real-world experience of modal transportation infrastructure systems, operations, safety, physical and cybersecurity, military systems, community engagement, human capital development, logistics, and leadership/management experience in all modes of transportation give me a unique perspective of how transportation systems should integrate into a seamless system. I also led the Biden-Harris Transportation Transition Team that reviewed the entire U.S. Department of Transportation. During that review, we interviewed hundreds of people about the challenges facing the Department and specifically the FAA and offered solutions. Many of those challenges persist today. That work, along with my experience leading very large transportation organizations, provide me with a unique perspective of the FAA and how to improve the agency.

I desire to serve in this position because I would bring a new perspective to FAA along with a uniquely responsive and safety-focused mindset in engaging with Congress, the Administration, the Secretary, the many FAA Stakeholders, and to the public. If confirmed, I will further expand the Department’s partnership with workers, communities of color, the airlines, airports, aircraft manufacturers, the military, labor, and aviation regulatory bodies around the world, and all communities impacted by FAA operations. If confirmed, I am committed to bringing all stakeholders

and partners together to further impress upon them the importance of the FAA safety mission.

23. What do you believe are your responsibilities, if confirmed, to ensure that the department/agency has proper management and accounting controls, and what experience do you have in managing a large organization?

Safety is, and always will be, my top responsibility and priority if given the honor to be confirmed as the next Administrator of the FAA. Additionally, I bring a superior track record of expert internal organizational and fiscal management to the FAA. I will lean on my decades-long record of leadership, management, and oversight of billion-dollar budgets, thousands of employees, and massive project and program oversight. My financial and management leadership and oversight experience of three of the largest infrastructure programs in America, Denver International Airport's massive airport rehabilitation/renovation program, Los Angeles County's Measure M, and the Regional Transportation District of Denver's FasTracks programs, allow me to bring unique management and accounting controls experience to the position.

I have been a CEO of three of the largest infrastructure organizations in this country. I have earned the highest non-commissioned officer rank possible in one of the largest and most respected institutions in the world, the United States Army. I have led all of these organizations by leading from the front, making tough decisions and standing by them, exhibiting integrity and displaying total transparency, empathy, honesty, core beliefs, and having a high degree of emotional intelligence that has allowed me to effectively lead and motivate those in my charge.

24. What do you believe to be the top three challenges facing the department/agency, and why?

- *Safety Oversight.* Specifically, the FAA's oversight of aircraft certification processes. I strongly believe the FAA must enhance the oversight of the aircraft certification process through implementation of the bipartisan Aircraft Certification, Safety, and Accountability Act. We must continue to rebuild the FAA's image in the wake of the two tragic 737 MAX jet crashes. If confirmed, I will lead that effort worldwide and believe my reputation in the transportation industry will help the United States do just that
- *Modernizing New Systems.* I am closely monitoring the disruptions caused by the recent outage of FAA's Notice to Air Missions (NOTAM) system and look forward to tackling this matter if confirmed.

The En Route Automation Modernization (ERAM) system is a foundational NextGen system that will improve the efficiency of the Nation's airspace system. However, technical issues and delays have hindered the FAA's efforts to replace ERAM's original computer hardware to effectively modernize its system software. Modernizing NextGen systems to introduce new capabilities and become more efficient in our efforts to maintain a safe airspace is a must. On a recent visit to the Denver International Airport control tower, I spoke with controllers who shared their frustrations with me that much of the Nation's NextGen systems have not been installed or fully implemented. Their perception is that there are constant starts and stops in implementation of the new systems. If confirmed, I am committed to fixing this problem.

- *Airspace and Technology Integration.* Given all the new aviation entrants and emerging technologies, it will be critically important that there be a safe integration of manned and unmanned aircraft systems into the National Airspace System with proper regulatory oversight from the FAA. Safe integration of new entrants, while allowing for technological innovation, will be tricky, but doing both are essential.

B. POTENTIAL CONFLICTS OF INTEREST

1. Describe all financial arrangements, deferred compensation agreements, and other continuing dealings with business associates, clients, or customers. Please include information related to retirement accounts, such as a 401(k) or pension plan.

My arrangements are fully described in Part 3 of my Public Financial Disclosure Report.

2. Do you have any commitments or agreements, formal or informal, to maintain employment, affiliation, or practice with any business, association, or other organization during your appointment? If so, please explain. No.

3. Indicate any investments, obligations, liabilities, or other relationships which could involve potential conflicts of interest in the position to which you have been nominated. Explain how you will resolve each potential conflict of interest.

In connection with the nomination process, I have consulted with the Office of Government Ethics and the Department of Transportation's Designated Agency Ethics Official to identify any potential conflicts of interest. Any potential conflicts of interest will continue to be resolved in accordance with the terms of an ethics agreement that I have entered into with the Department's Designated Agency Ethics Official and that has been provided to this Committee. I am not aware of any potential conflicts of interest.

4. Describe any business relationship, dealing, or financial transaction which you have had during the last ten years, whether for yourself, on behalf of a client, or acting as an agent, that could in any way constitute or result in a possible conflict of interest in the position to which you have been nominated. Explain how you will resolve each potential conflict of interest.

In connection with the nomination process, I have consulted with the Office of Government Ethics and the Department of Transportation's Designated Agency Ethics Official to identify any potential conflicts of interest. Any potential conflicts of interest will continue to be resolved in accordance with the terms of an ethics agreement that I have entered into with the Department's Designated Agency Ethics Official and that has been provided to this Committee. I am not aware of any potential conflicts of interest.

5. Identify any other potential conflicts of interest, and explain how you will resolve each potential conflict of interest.

In connection with the nomination process, I have consulted with the Office of Government Ethics and the Department of Transportation's Designated Agency Ethics Official to identify any potential conflicts of interest. Any potential conflicts of interest will continue to be resolved in accordance with the terms of an ethics agreement that I have entered into with the Department's Designated Agency Ethics Official and that has been provided to this Committee. I am not aware of any potential conflicts of interest.

6. Describe any activity during the past ten years, including the names of clients represented, in which you have been engaged for the purpose of directly or indirectly influencing the passage, defeat, or modification of any legislation or affecting the administration and execution of law or public policy.

In my previous position as CEO of LA Metro, I helped the Mayor of Los Angeles lead the successful effort to pass a new half-cent sales tax ballot measure in LA County. The measure is expected to generate \$120 billion in the first 40 years and build 40 major transportation projects, create 778,000 jobs, and provide \$133.3 billion in total economic impact.

C. LEGAL MATTERS

1. Have you ever been disciplined or cited for a breach of ethics, professional misconduct, or retaliation by, or been the subject of a complaint to, any court, administrative agency, the Office of Special Counsel, an Inspector General, professional association, disciplinary committee, or other professional group? If yes:

- Provide the name of court, agency, association, committee, or group;
- Provide the date the citation, disciplinary action, complaint, or personnel action was issued or initiated;
- Describe the citation, disciplinary action, complaint, or personnel action;
- Provide the results of the citation, disciplinary action, complaint, or personnel action.

No. Please see, however, response to Questions #2 and #3 on lawsuits in which I have been named in my official capacity.

2. Have you ever been investigated, arrested, charged, or held by any Federal, State, or other law enforcement authority of any Federal, State, county, or municipal entity, other than for a minor traffic offense? If so, please explain.

When my questionnaire was first submitted to the Committee in August 2022, I mentioned that the Los Angeles County Sheriff's Department reportedly opened an investigation into a procurement between LA Metro and a nonprofit called "Peace Over Violence." This procurement was in process prior to my employment with LA Metro in March 2015, with the contract awarded in September 2015. Media reports indicated that a search warrant was allegedly issued in conjunction with that investigation. However, I was never contacted or questioned by the Sheriff's Office about this case, nor was a search warrant ever executed to the best of my knowledge. My understanding is that the matter has been resolved, and I am not aware of any findings of wrongdoing against me or LA Metro.

Following submission of the questionnaire, in September 2022, a search warrant was served on Los Angeles County Supervisor Sheila Kuehl related to the Peace

Over Violence contract. I am not the subject of the search warrant. My name is mentioned, along with several other names, in a search for records, but no search was ever executed on me or my property, nor have I been questioned on this matter.

In addition, in my previous roles at LA Metro and Denver RTD, I have been named in several lawsuits in my official capacity. Please see Attachment #5 for the most up-to-date list as compiled by LA Metro, which handles these cases on behalf of LA Metro officials, and a search run via Westlaw and PACER. If additional lawsuits are identified following the submission of this questionnaire, I will promptly let the Committee know.

I am happy to answer any questions the Committee may have on these matters.

3. Have you or any business or nonprofit of which you are or were an officer ever been involved as a party in an administrative agency proceeding, criminal proceeding, or civil litigation? If so, please explain.

See answer to Question #2 referencing legal proceedings in Attachment #5.

I am happy to answer any questions the Committee may have on these matters.

4. Have you ever been convicted (including pleas of guilty or *nolo contendere*) of any criminal violation other than a minor traffic offense? If so, please explain. No.

5. Have you ever been accused, formally or informally, of sexual harassment or discrimination on the basis of sex, race, religion, or any other basis? If so, please explain.

While CEO of LA Metro, an employee in LA Metro alleged wrongful hiring of employees of color. The allegation was deemed unsubstantiated by the LA Metro Office of Inspector General, and the LA Metro Board of Directors determined the allegation to not have merit. A related Federal case by the Plaintiff was dismissed for lack of prosecution.

While CEO of Denver RTD, a *prose* complaint was filed against RTD and several named parties, including me, alleging discrimination on the basis of race and disability related to a claim of injury. The case was ultimately dismissed.

I am happy to answer any questions the Committee may have on these matters.

6. Please advise the Committee of any additional information, favorable or unfavorable, which you feel should be disclosed in connection with your nomination. None.

D. RELATIONSHIP WITH COMMITTEE

1. Will you ensure that your department/agency complies with deadlines for information set by congressional committees, and that your department/agency endeavors to timely comply with requests for information from individual Members of Congress, including requests from members in the minority? Yes.

2. Will you ensure that your department/agency does whatever it can to protect congressional witnesses and whistleblowers from reprisal for their testimony and disclosures? Yes.

3. Will you cooperate in providing the Committee with requested witnesses, including technical experts and career employees, with firsthand knowledge of matters of interest to the Committee? Yes.

4. Are you willing to appear and testify before any duly constituted committee of the Congress on such occasions as you may be reasonably requested to do so? Yes.

RÉSUMÉ OF PHILLIP A. WASHINGTON

Transportation infrastructure, operations, community engagement, security, human capital development, information technology, and leadership/management experience in all modes of transportation. Highly effective executive oversight of active transportation-expansion projects totaling \$20+ billion. Distinguished U.S. Army military career, including assignment in Headquarters, U.S. Army Europe and the NATO Alliance, retiring after 24+ years at the pinnacle of the Non-commissioned officer ranks, that of Command Sergeant Major, E-9. In 2020, appointed Captain 2020/2021 Biden/Harris Transportation Transition, Agency Review Team.

PROFESSIONAL EXPERIENCE

DENVER INTERNATIONAL AIRPORT JULY 2021–PRESENT

CHIEF EXECUTIVE OFFICER (CEO)

Nominated by Denver Mayor, Michael Hancock, and unanimously confirmed by the Denver City Council as CEO in July 2021. DIA was the world's 3rd busiest airport in 2021 and is Colorado's largest economic engine with an annual economic impact

of \$33.5 billion. The airport has 30,000 total badged employees with 25 air carriers and additional concession locations of more than 190,000 square feet of concession space.

- Spearheading the effort to build one of a kind and first ever Center of Equity and Excellence in Aviation. Designed to answer the President's call outlined in Executive Order 13985 and the Justice 40 Initiative.
- Leading the effort to renovate the massive DIA airport terminal, build 39 additional gates, design and build a seventh runway, construct a new baggage system, and a complete revamp of Asset Management System, concentrating on Predictive Asset Management System vs. simply Age-based system.
- Created and building Aviation Career Pathway Program that is concentrating on young people in communities of color and underserved communities.

LOS ANGELES COUNTY METROPOLITAN TRANSPORTATION AUTHORITY
(LA METRO)
MARCH 2015–MAY 2021

Chief Executive Officer (CEO)

Unanimously selected CEO of LA Metro by the LA Metro Board of Directors on March 12, 2015. Led the largest ever modern public works program in North America. Oversaw one of the Nation's largest transportation agencies that managed an annual budget of \$8.0 billion and transports 1.2 million boarding passengers (Pre COVID) on an average weekday and leading transportation planning, construction, and programing for the country's most populous county.

- Led the effort for a new half-cent sales tax ballot measure that was passed by voters with a 71.15 percent approval. Measure M will generate \$120 billion in the first 40 years and build 40 major transportation projects in the first 40 years, create 778,000 jobs, and provide \$133.3 billion in economic impact.
- Implemented zero-based budgeting and the Risk Allocation Matrix (saving \$300 million dollars per year). Developed and implemented the first asset management plan and program (condition-based asset management program will lead to millions of dollars in savings each year).
- Created and oversaw country's first ever Pre-development Agreement (PDA) which will bring expertise and creativity of the private sector to the country's most challenging corridor, The Sepulveda Transit Corridor Project.
- Led LA County transportation operations in the midst of the COVID–19 Pandemic.
- Led nation's largest effort to electrify entire ground fleet and facilities of LA Metro, *i.e.*, charging stations, etc.
- Created a new Transit-Oriented Community Development Program/land policy that aims to determine how transit development can be community-focused with minimal displacement of community residents in urban areas, most of whom are low income.
- Developed and implemented an Equity Framework that requires the organization to apply equity measures to all programs and initiatives, including planning and construction.

REGIONAL TRANSPORTATION DISTRICT (RTD), DENVER, COLORADO
JULY 2000–MARCH 2015

Built impressive 15-year internationally recognized achievement, innovation and advancement with this eight-county, 2,340 square mile unified transportation authority named by U.S. News and World Report in 2011 as No. 1 in public transportation in the U.S.

Chief Executive Officer (CEO) May 2009–March 2015

Unanimously selected by a 15-member Board of Directors to lead the Regional Transportation District, one of the most dynamic transit agencies in North America. Strong leadership of all District operations and expansions serving population of 2.8 million with daily boardings of 328,000, annual boardings of 101.0 million on total budget appropriation of \$2.7 billion.

- Led FasTracks expansion and build-out of 122 miles of new commuter and light rail, 18 miles of bus rapid transit service, 21,000 new parking spaces and redevelopment of the historic Union Station Transit Terminal complex, which opened five months ahead of anticipated completion.

- Led first-of-its-kind \$2.2 billion-dollar transit Public Private Partnership (Eagle P3 Project) that opened in April 2016 on time and under budget. Also, formulated innovative financing strategies lauded locally and nationally allowing RTD to build more transportation infrastructure than previously thought or envisioned.
- Executed the largest one-time Federal Full-Funding Grant Agreement (\$1.3 billion) in RTD history.
- Created and directed a FasTracks Internal Savings Account to pool funds from internal sources to generate up to \$300 million by 2017—resulting in fund pool to build the first 13-mile portion of the 18.5 mile north Metro Rail Line and to complete the U.S. 36 Bus Rapid Transit (BRT) Project.
- Resolved two multi-million-dollar railroad agreements (with Union Pacific and Burlington Northern), paving the way for build-out of two vital commuter rail lines.
- Implemented safety and training protocols leading to a 40 percent decrease in preventable bus accidents while improving agency performance to consistently nearly 90 percent on-time bus and rail service and 96 percent ADA on time performance.
- Named 2013–2014 Outstanding Public Transportation CEO by the American Public Transportation Association.
- Spearheaded completion of RTD's West Rail Line eight months ahead of schedule and under budget, with project named "Most Significant Construction Project in 2012" by the Associated General Contractors of America.
- Invited to testify before U.S. Congress on innovative transportation financing techniques and workforce initiatives.
- Negotiated an unprecedented Win-win 5-year Collective Bargaining Agreement, the first of its length in RTD history.

Assistant General Manager, Administration July 2000–May 2009

Selected from a competitive group of top-level executives based upon strong leadership, managerial, operational, financial and administrative abilities to direct major activities of Finance, Human Resources, Materials Management (Procurement), Information Technology, Treasury and Disadvantaged Business Enterprise. Excelled in all areas of responsibility.

- Versed in all transportation agency functions, *i.e.*, multimodal and fixed guideway systems, financing programs through grants and other revenue sources, FTA rule making and discretionary funding programs and requirements, customer service, public relations, safety, transit operations and maintenance and planning.
- Assigned oversight of a \$620 million-dollar total budget appropriation that included an operating budget of \$400 million and a capital budget of \$220 million dollars.
- Key member of senior executive team responsible for organization selected as 2003 and 2008 Number #1 transit agency in North America.
- Named key member of 2003, 2006 and 2009 (Chief Negotiator) management negotiating teams that resulted in successfully negotiated collective bargaining agreements with the Amalgamated Transit Union #1001.
- Guided redesign and improvement of all agency communication systems.
- Contributed key role in implementing and managing RTD's \$7.8 billion dollar, twelve-year FasTracks expansion program for high quality transit service and facilities in the Denver metro region.
- Appointed oversight for implementing and managing agency performance measures resulting in improvements in every significant functional area.
- Spearheaded implementation of new \$17.5 million dollar Enterprise Resource Program (ERP) system to replace agency's 25-year old Legacy computer systems. Brought project in ahead of schedule and \$750,000 under budget.

U.S. ARMY
JUNE 1976–JULY 2000

Command Sergeant Major (highest non-commissioned military rank possible) June 1998-July 2000 (Promoted ahead of peers to every military enlisted rank)

Western Sector, U.S. Military Entrance Processing Command, Aurora, CO

- Top Non-commissioned officer responsible for an organization processing 270,000 applicants annually from all services for service in the Armed Forces.
- Ensured compliance with policies pertaining to operations and administration, performance, transportation, discipline, safety, management and training, and fiscal oversight.
- Prepared military soldiers to reenter civilian life through counseling and ensuring transition services.
- Acted as organization's Deputy Commander and Chief of Staff.
- Designed innovative methods to improve the military recruiting processes for the entire Western part of the United States, resulting in all armed services meeting their recruiting goals for the period.

Chief, Non-Commissioned Officer in Charge of Information Management Division August 1995–May 1998

U.S. Army Europe, 5th Signal Command, Heidelberg, Germany

- Performed in cornerstone of the U.S. Army Europe's busiest division as key player in every command project and function in support of troops during the three-year period.
- Guided planning, management and successful establishment of a viable military communications system during the initial phase of the U.S. military peace-keeping operation in Southeastern Europe.
- Developed a communications matrix resulting in an annual European-wide savings of nearly \$500,000.
- Planned and hosted several U.S. Army Europe allied, foreign country military-to-military partnership visits.
- Coordinated and implemented transportation operations in Headquarters, U.S. Army Europe's largest divisions.

First Sergeant/Senior Enlisted Advisor April 1993–August 1995

U.S. Army Tank Command, Warren, MI

- Top enlisted soldier for a unit with over 300 combat-ready soldiers assigned and a budget of \$100 to \$150 million.
- Responsible for the health, morale, discipline, welfare, operations and training of all soldiers entrusted to my care.
- Guided successful design, implementation, and fielding of several major U.S. Army weapons systems.
- Appointed oversight for all transportation operations for the Command.

Inspector General April 1990–April 1993

HQ, U.S. Army Europe, Heidelberg, Germany

- Selected for prestigious assignment at Headquarters, U.S. Army in Europe.
- Identified and resolved systemic operational challenges and adverse trends throughout U.S. Army Europe.
- Provided prudent advice, training, assistance, and counseling to soldiers, commanders, family members, whistleblowers, and Department of Defense civilians.
- Supported OPERATION Desert Storm and recommended many money-saving proactive measures that were adopted throughout the European theater of military operation.

Chief, Training Instructor and Operations Administrator September 1986–March 1990

Readiness Group: Sheridan, Fort Sheridan, IL

- Served as principal active-Army trainer/operations administrator to Reserve component soldiers throughout 7-state Midwest region.
- Developed and presented instructional material to more than 25,000 soldiers annually. Prepared them for wartime logistical operations.
- Successfully maintained two demanding positions, both requiring excellence in time management, operational, administrative and leadership skills.

Chief, Human Capital Division March 1986–September 1988**Readiness Group Sheridan, Fort Sheridan, IL**

- Served all HR Division functions for a 300-person organization including training, logistics, compensation, retention, and employee relations.
- Developed personnel accountability procedures and incentives that reduced absenteeism and tardiness.
- Created a rigorous physical fitness and smoking-cessation program resulting in reduced down time.
- Cornerstone of the unit.

Chief, Operations/Logistics Division, NATO January 1982–February 1986**North Atlantic Treaty Organization (NATO), Oberammergau, Germany**

- Emerged as key player in organization's most demanding division by mastering nine different functional areas that educated and trained current and developing NATO operations, strategy, policy, doctrine, and procedures.
- Spearheaded procurement, logistics, and safety programs for the division.
- Coordinated transportation and operations for top NATO diplomats and VIPs.
- Managed all logistics and acted as U.S. military liaison for host nation activities.

EDUCATION

- Harvard Kennedy School for Executive Education, Senior Executive in State and Local Government, 2018
- Master of Arts, Management, Webster University, St. Louis, MO–1990
- Bachelor of Arts, Business Administration, Columbia College, St. Louis, MO–1988
- Graduate of numerous military and civilian courses focusing on leadership and a vast array of other disciplines, *i.e.*, warfighting, finance, safety, transit and aviation operations, planning, procurement, intelligent transportation systems, customer service, information technology, and media relations.
- Graduate of Transit Cooperative Research Program (TCRP), Transit Executive Leadership Program, 2004.
- Graduate of National Transit Institute's (NTI) Senior Transit Leadership Program, 2004. Selected in 2007 by the Transit Cooperative Research Program (TCRP) as one of a 12-member team from around the United States to participate in the Federal Transit Administration funded International Transit Studies Program to study and report on transportation operations in Canada and Europe.
- Certified by Society for Human Resource Management (SHRM) as a Professional in Human Resources (PHR).

HONORS INCLUDE

- Women's Transportation Seminar (WTS), U.S. Department of Transportation Secretary, Ray LaHood Leadership Award (2018).
- Named 2013–2014 Outstanding Public Transportation CEO/Manager in North America by the American Public Transportation Association (APTA) and named Chair of APTA 2014–2015.
- Chosen by the National Safety Council as one of the CEOs "Who Get It"—an honor bestowed on CEOs who demonstrate leadership in safety at the highest levels. Invited to White House by U.S. Department of Transportation to participate in discussion of U.S. Army soldier credentialing and licensing (2013 & 2014).
- Testified before U.S. House Committee on Transportation and Infrastructure and awarded by White House in July 2012 as Transportation Innovators "Champion of Change."
- Honored in January 2011 with the Public Achievement Award from the Hispanic Contractors of Colorado.
- Appointed by Colorado Governor in February 2009 to the State of Colorado's Workforce Development Council.
- Appointed by the Mayor of Denver in 2007 as Working Co-chair for Transportation for the 2008 Democratic National Convention.

- Recipient of 2007 RTD General Manager/Chief Executive Officer Award for Excellence in Performance.
- Appointed by the Mayor of Denver in 2006 to the City's Diversity in Safety Task Force. Developed strategies for promoting diversity in the recruitment and hiring of fire and police department candidates.
- Awarded 2005 "Emerging Leader of the Year Award" by the Conference of Minority Transportation Officials.
- Awarded 2005 Women in Transportation Seminar (WTS), Colorado Chapter, Diversity Leadership Award.
- Distinguished U.S. Army military career, having been promoted from the "Secondary Zone" or ahead of peers to each military rank, from E-1 to the enlisted military rank pinnacle of E-9 (Command Sergeant Major). After 24 years of military service and upon retirement, awarded the Defense Superior Service Medal for exceptional service to his country. Disabled veteran.

PRESENTATIONS MADE BY PHILLIP A. WASHINGTON SINCE HE STARTED AT DEN

2021

September	Commission on the Future of Mobility, Sept. 21, 2021 • Virtual Panel Discussion Hispanic Contractors of Colorado, Sept. 22, 2021 • Keynote Remarks Conference of Minority Transportation Officials 50th Anniversary Conference, Sept • Virtual Panel Discussion Urban Land Institute Colorado Multifamily Product Council, Sept. 29, 2021 • Keynote Remarks
October	Denver International Airport Safety Seminar, Oct. 1, 2021 • Keynote Remarks HDR Transcon, Oct. 25, 2021 • Keynote Remarks U.S. Travel Association Future of Travel Mobility Conference, Oct. 26, 2021 • Business Leader Panel Discussion DEN AIM DEVELOPMENT and BUSINESS MANAGEMENT SERVICES, Oct. 27, 2021 • Remarks about Phil's vision for procurement processes
November	Holder FCI NAACP Ten for DEN Event, Nov. 2, 2021 • Keynote Remarks Aurora Chamber of Commerce Transportation Committee Breakfast, Nov. 3, 2021 • Keynote Remarks Southwest Airlines 15th Anniversary/Economic Impact Event, Nov. 5, 2021 • Remarks and Emcee Event
December	Bessie Coleman Fly Girls and Boys Program DEN Visit December 18th

2022

January	U.S. Conference of Mayors, Jan. 2022 • Panel Discussion Colorado Consular Corps, Jan. 25, 2022 • Keynote Remarks
February	WSP Presentation, Feb. 7, 2022 • Keynote Remarks Move Colorado Presentation, Feb. 10, 2022 • Virtual Remarks Holder-FCI—Ten 4 DEN—Heritage Christian Center Event, Feb. 17, 2022 • Keynote Remarks
March	Airport Experience Conference, March 2, 2022 • Panel Discussion 2022 Silver Anniversary CU Real Estate Center Annual Forum, March 9, 2022 • Panel Discussion/Executive Interview
April	American Public Transportation Association (APTA) Transit CEOs Seminar, April 9, 2022 • Keynote Remarks 2022 Silver Anniversary CU Real Estate Center Annual Forum, March 9, 2022 • Panel Discussion/Executive Interview American Public Transportation Association (APTA) Transit CEOs Seminar, April 9, 2022 • Keynote Remarks Colorado Transportation Symposium, April 13, 2022 • Keynote Remarks
May	HNTB Corporation Think: Infrastructure Forum Series, May 3, 2022 • Panel Discussion Hispanic Contractors of Colorado Legislative Policy Committee, May 9, 2022 • Keynote Presentation United Airlines/DEN United Management Association Fireside Chat, May 10, 2022 • Fireside Chat Squire Patton Boggs Transportation Industry Group Meeting, May 12, 2022 • Virtual Keynote Presentation

	Aurora Chamber of Commerce Armed Forces Recognition Event, May 13, 2022
	• Keynote Presentation
	Eno Transportation—Transportation Senior Executives Dinner, May 16, 2022
	• Keynote Presentation
	United for Infrastructure Summit, May 16, 2022
	• Panel Discussion
	Innovative Infrastructure Initiative (I3), May 17, 2022
	• Panel Discussion
	CityAge Executive Roundtable Discussion on Infrastructure, May 18, 2022
	• Panel Discussion
June	United Airlines Flight Training Center (FTC) Expansion Groundbreaking Event, June
	• Brief Remarks
	American Public Transportation Association (APTA) Board of Directors, June 4, 2022
	• Keynote Presentation
	DEN Summer Intern Kickoff Welcome Remarks, June 6, 2022
	• Welcome Remarks
	Airport Minority Advisory Council (AMAC) Airport Business Diversity Conference A
	• Panel Discussion
	Airport Minority Advisory Council (AMAC) Airport Business Diversity Conference A
	• Panel Discussion
	National Association of Securities Professionals 33rd Annual Financial Services Con
	• Panel Discussion
	International Women's Forum of Colorado Reception, June 30, 2022
	• Keynote Remarks
July	Hensel Phelps Great Hall Project Completion Phase Kickoff Meeting, July 12, 2022
	• Keynote Remarks
	Society for College and University Planning (SCUP) Annual Conference, July 26, 20
	• Keynote Panel Discussion
August	DEN Business Development Training Academy, Aug. 2
	• Opening Remarks
	Denver Metro Chamber of Commerce, Aug. 4, 2022
	• Panel Discussion
	Frontier Airlines Ground Loading Facility Groundbreaking, Aug. 8, 2022
	• Brief Remarks
	Mercantile Ribbon Cutting, Aug. 15, 2022
	• Brief Remarks
	Transit Unplugged TV, Aug. 18, 2022
	• Podcast Interview
	Access Denver, Aug. 23, 2022
	• Keynote Remarks
	American Contract Compliance Association National Training Institute, Aug. 24, 20
	• Panel Discussion
	Regis University Executive Speaker Series Fireside Chat, Aug. 30, 2022
	• Virtual Keynote Remarks
	Airports Council International, Airport Management Professional Accreditation Pr
	• Keynote Remarks
September	Burns Society, University of Denver, Sep. 1, 2022
	• Keynote Remarks
	Denver Workforce Board, Sep. 9, 2022
	• Keynote Presentation
	Airport of the Year Award, Airline Pilots Association, Sep. 15, 2022
	• Brief Remarks
	DEN Business Development Training Academy Graduation, Sep. 27, 2022
	• Brief Remarks
October	Move Colorado, Oct. 13, 2022
	• Keynote Presentation
	American Public Works Association (Colorado Chapter), Oct. 24, 2022
	• Keynote Remarks
November	Airport Consultants Council Annual Conference, Nov. 8, 2022
	• Panel Discussion
	DEN Leadership Academy, Nov. 22, 2022
	• Brief Remarks
	Center for Equity and Excellence in Aviation Design Reveal, Nov. 28, 2022
	• Brief Remarks
December	Denver Metro Chamber of Commerce—State of DEN, Dec. 8, 2022
	• Keynote Presentation
2023	
January	US Conference of Mayors, Jan. 19, 2022
	• Panel Discussion
	Architecture, Engineering & Construction Panel, June 22, 2022

February 22, 2023

Hon. MARIA CANTWELL,
Chair, Senate Committee on Commerce, Science, and Transportation,
United States Senate,
Washington, DC.

Hon. TED CRUZ,
Ranking Member, Senate Committee on Commerce, Science, and Transportation,
United States Senate,
Washington, DC.

Dear Chair Cantwell and Ranking Member Cruz,

Thank you again for your Committee's consideration of my nomination to serve as Administrator of the Federal Aviation Administration. Upon further review, I have identified additional items to update in the Nominee Questionnaire:

- The attached spreadsheets include additional speeches (highlighted in gray) that I previously did not locate despite a diligent search. In addition, when available, I am including links. I am also providing this link with digital copies of my speeches and presentations given in my current position at Denver International Airport—<https://spaces.hightail.com/receive/zBpXrkbc0>.
- I am also attaching a list of lawsuits (all previously disclosed) with additional columns for descriptions and disposition of the cases. I also have a summary of a recent lawsuit in which I am mentioned in the complaint but not a party.
- Regarding this LinkedIn account that was inadvertently not disclosed—<https://www.linkedin.com/in/phil-washington-36ba504/>—it has not been used in years and was created years ago based on an e-mail address I no longer use. As a result, I have not been able to deactivate this link. But again—I do not use this account.
- Regarding my prior employment for question 8, I am revising my answer, so it reads as follows:
 - Please see attached Resume (Attachment 1) listing my employment going back to my enlistment in the U.S. Army in 1976.
 - Please note that all my assignments between 1976 to 1982 relate to my enlistment in the U.S. Army, including basic training, assignment to an air defense artillery unit, and U.S. Army Materiel Command.
 - In addition, here are specific related managerial experiences:
- Chief Executive Officer (CEO), Denver International Airport—July 2021 to present
- CEO, Los Angeles County Metropolitan Transportation Authority (LA Metro)—March 2015–March 2021
- CEO, Regional Transportation District (RTD), Denver, CO—May 2009–March 2015
- Assistant General Manager, Administration, Regional Transportation District (RTD), Denver, CO—July 2000–May 2009
- Command Sergeant Major/E-9, (highest non-commissioned military rank a soldier can attain), U.S. Army—June 1998–July 2000
- Chief, Non-Commissioned Officer in Charge of Information Management Division, U.S. Army Europe—August 1995–May 1998
- First Sergeant, U.S. Army Tank Command—August 1993–August 1995
- Inspector General, U.S. Army Europe, April 1990–April 1993
- Chief, Training and Operations Administrator, U.S. Army, September 1986–March 1990
- Chief, Human Capital Division, U.S. Army—March 1986–September 1988
- Chief Operations/Logistics Division, U.S. Army, NATO, January 1982–February 1986

I have done my best to identify items in my questionnaire that need to be supplemented, including a review of personal files and searches of publicly available electronic databases. Despite my searches, there may be other materials I have been unable to identify, find, or remember. Should anything further come to light, I will promptly update the Committee.

I have the utmost respect for the role of this Committee and of Congress in confirming Presidential nominees. I remain available to answer any additional questions you may have concerning my nomination.

Respectfully,

PHILLIP A. WASHINGTON.

Phillip A. Washington Speaking Engagements
2015 and Older

Year	Month	Organization	Type
2011	April	Atlanta Regional Commission	Panelist
2011	October	C470 Transportation Summit	Speaker
2014	October	COMTO Studio 71	Discussion
2015	March	2015 Legislative Conference APTA	Welcome Remarks
2015	March	L.A. Mayor and Metro Chair Eric Garcetti announced that the Metro Board has a	Speaker
2015	June	L.A. County Community College District's press event	Speaker
2015	July	Press event: Santa Monica's California Incline	Speaker
2015	August	No Double Track August 25 2015 Metro Meeting	Speaker
2015	August	Zócalo Public Square	Speaker
2015	October	Stand Up 4 Transportation	Discussion

Phillip A. Washington Speaking Engagements
Jan. 2016–Dec. 2021

Year	Month	Organization	Type
2016	January	State of the Agency	Keynote
2016	February	Neighborhood Integrity Initiative	Remarks
2016	February	Transformation through Transportation: Metro Industry Forum Conference	Keynote, Moderator
2016	February	Transit Coalition Meeting with Phil Washington 04 February 2016	Speaker
2016	March	USHSR LA2015 conference	Speaker
2016	March	VICA Welcomes Metro CEO Phil Washington for Leaders Forum at Sportsmen's Lodge Mar 31, 2016	Speaker
2016	August	Sherman Oaks Homeowners Association	Speaker
2016	September	20th Annual Global Green Awards	Award Acceptance
2016	September	AAae	Speech
2016	September	Metro P3 Stakeholders' Meeting	Opening Remarks
2016	October	Mobility 21	Keynote, panelist
2016	October	San Gabriel Valley COG General Assembly Keynote	Keynote
2016	October	LA Chamber of Commerce: State of LA Business—Session 3: Future of LA Infrastructure	Speaker
2016	November	Tami's Take—Measure M	Interview format
2016	November	30th Annual NAWBO—LA Leadership and Legacy Awards Luncheon	Speaker
2017	January	State of the Agency	Keynote
2017	February	US HIGH SPEED RAIL ASSOCIATION, WEST COAST RAIL CONFERENCE, Feb. 28, 2017	Speaker
2017	February	ReBuild SoCal, Thanks SCPFJ	Thank you message
2017	March	CU @ USC	Discussion
2017	April	RAND Corporation Justice, Infrastructure, and Environment Board Meeting Dinner	Keynote
2017	April	2017 West Coast Rail Conference	Keynote
2017	May	P3 Hub West Infrastructure Conference	Panelist
2017	June	Summit on Infrastructure and Public-Private Partnerships	Panelist
2017	July	WIN—LA Launch	Keynote, emcee
2017	July	APTA Passenger Railway Engineering Education Symposium	Panelist
2017	August	Rail-Volution	Panelist
2017	September	15th Annual W.I.N.T.E.R. Gala	Keynote
2017	October	SmartTransit Congress	Speaker
2017	October	WTS	Award Acceptance
2017	October	International Economic Forum of the Americas Conference	Panelist
2017	October	Valley Industry and Commerce Association (VICA) Business Forecast Conference	Speaker
2017	October	National Association of City Transportation Officials (NACTO) Designing Cities Conference	Speaker
2017	October	The Future of Transport	Panelist
2017	November	2017 Mayoral Housing, Transportation & Jobs Summit: Smart Growth & Equity in an Expanding Economy	Panel
2017	November	U.S. VETS Salute Gala	Award Acceptance
2017	November	Arab American Engineers Dinner	Keynote

Phillip A. Washington Speaking Engagements—Continued

Jan. 2016–Dec. 2021

Year	Month	Organization	Type
2018	January	Transit Unplugged	Podcast Interview
2018	March	HNTB's THINK	Panelist
2018	April	14th Annual Torch Awards	Award Acceptance
2018	April	2018 West Coast Rail Conference	Speaker
2018	May	The Rail- Volution Podcast: Not your grandfather's transportation agency	Podcast Interview
2018	May	CityAge Designing and Building the Future's Infrastructure	Panelist
2018	May	European Mobility Exhibition	Award Acceptance
2018	June	Urban Exploration 2018: Transforming Mobility	Panelist
2018	June	Metro Los Angeles, State Of the Agency 2018	Speaker
2018	June	Transports Publics 2018, Futura-Mobility	Mobility in the U.S. In
2018	July	Financial Innovation Lab: Investing in Urban Resiliency	Keynote
2018	August	Los Angeles/Ventura Chapter of the Building Industry Association of Southern California (BIA-LAV)	Keynote
2018	October	Association for Budgeting and Financial Management Conference	Panelist
2018	October	Rail- Volution Building Livable Communities with Transit	Panelist
2018	October	Mobility 21	Keynote, Panelist
2018	November	American Society of Civil Engineers (ASCE)	Keynote
2018	November	COGIC, successful community development organizations and how local churches can establish one	Speaker
2018	December	Los Angeles Sustainability Awards Dinner: Leadership Award Recipient	Award Acceptance S
2018	December	Society of Hispanic Professional Engineers	Keynote
2019	January	Employee Excellence Awards	Emcee
2019	January	CORO Crystal Eagle Awards Gala Dinner	Award Acceptance S
2019	January	Construction Network Transportation Vision Conference	Panelist
2019	February	American Bar Association Forum on Construction Law Diversity Breakfast	Keynote speaker
2019	February	Technology Governance Summit	Keynote Speaker
2019	February	Downtown Seattle Association State of Seattle Conference	Keynote Speaker
2019	February	From Water to Transportation: African-Americans Leading the Nation	Panelist
2019	March	3-16 Field Artillery Regiment Leadership and Professional Development Conference	Keynote Speaker
2019	March	Move LA 10th Annual Transportation Conference	Keynote
2019	March	Eno Transit Senior Executive Program: Lessons in Leadership	Keynote
2019	March	California Transportation Commission Reception	Emcee
2019	March	Women and Girls Governing Council Summit	Keynote
2019	March	Rail Car Roundtable	Host and keynote sp
2019	April	Transit Unplugged Live Panel	Panelist
2019	April	Conference of Minority Transportation Officials Careers in Transportation Conference	Panelist
2019	April	P3 Hub Next Generation Infrastructure Projects Conference	Presenter
2019	April	American Public Transportation Association CEO Seminar	Keynote
2019	April	Freight Working Group Conference	Keynote
2019	April	West Coast Rail Conference	Keynote
2019	Apr	Milken Institute Global Conference	Panelist
2019	May	Future of the Automobile Conference	Panelist
2019	May	Alpha Phi Alpha GEH Scholarship Dinner	Keynote
2019	May	African American Board Leadership Institute	Award Acceptance S
2019	May	The Transit Coalition	Keynote
2019	May	House Transportation & Infrastructure Committee	Testimony
2019	May	House Transportation and Infrastructure Committee, Hearing: "The Impacts of State-Owned Enterprises on Public Transit + Freight Rail Sectors"	Speaker
2019	Jun	State of the Agency	Keynote
2019	Jun	ACT-LA Equity in Motion Townhall on Housing and Transportation	Panelist
2019	Jun	Mobility on Demand Forum at the ITS America Annual Meeting	Keynote Speaker
2019	Jun	Taylor Yard Bridge Groundbreaking Ceremony	Speaker
2019	Jun	Think Transit Conference	Speaker
2019	Jul	American Society for Public Administration Awards Luncheon	Keynote
2019	Jul	Conference of Minority Transportation Officials CEO Summit	Panelist
2019	Jul	Bisnow Long Beach Boom Conference	Panelist
2019	Jul	Los Angeles Infill: Trends, Tips and Tools for Southern California	Panelist
2019	Jul	TCAP Career Academy Program Luncheon	Keynote

Phillip A. Washington Speaking Engagements—Continued

Jan. 2016–Dec. 2021

Year	Month	Organization	Type
2019	Jul	Governing Magazine Summit on Infrastructure	Panelist
2019	Aug	Metro Leadership Academy All Stars Event	Keynote
2019	Aug	Transit Bus Technology Advisory Board Panel	Panelist
2019	Aug	Airport Minority Advisory Council Diversity Conference	Panelist
2019	Aug	Sepulveda PDA Industry Forum	
2019	Sep	Intelligent Transportation Society Conference	Panelist
2019	Sep	Los Angeles Sustainability Coalition Dinner	Keynote
2019	Sep	Pioneer Institute Better Government Competition Awards Gala	Award Acceptance S
2019	Oct	Milken Institute Accelerating Private Investment in Infrastructure Tour and Dinner	Host and keynote speaker
2019	Oct	NAACP Awards Dinner	Award Acceptance S
2019	Oct	Eddy Awards Gala	Award Acceptance S
2019	Oct	James T. Butts Small Business Forum	Panelist
2019	Oct	Metropolitan Water District Board Meeting	Presenter
2019	Oct	Long Beach Transit Sustainability Summit	Panelist
2019	Oct	Mobility 21 Workforce Conference	Emcee
2019	Oct	Los Angeles Chamber of Commerce State of Infrastructure Summit	Speaker
2019	Nov	LA County Economic Development Corp	Award Acceptance
2019	Nov	Metro A Line Reopening Ceremony	Keynote
2019	Nov	Veterans Day Los Angeles Stadium Celebration	Speaker
2019	Nov	Los Angeles Veterans Day Luncheon	Host and keynote speaker
2019	Nov	Aging and Disability Transportation forum	Keynote
2019	Nov	West Angeles Church Community Roundtable	Keynote
2019	Nov	Los Angeles Union Station Holiday Tree Lighting Ceremony	Speaker
2019	Nov	Los Angeles Mayoral Housing, Transportation and Jobs Summit	Panelist
2019	Nov	CoMotion Los Angeles Conference	Speaker
2019	Dec	Institute for Corporate Council Conference	Keynote
2020	Jan	Employee Excellence Awards	Emcee
2020	Jan	VerdeXchange Conference	Panelist
2020	Feb	Eno Transit Senior Executive Program	Keynote
2020	Mar	Go DTLA	Keynote
2020	Mar	Los Angeles Business Journal Diversity and Inclusion Summit	Panelist
2020	Mar	US Congresswoman Maxine Waters TeleTown Hall	Panelist
2020	Mar	RailVolution National Steering Committee Meeting	Presenter
2020	Apr	U.S. Chamber of Commerce Foundation Return to Work Virtual Conference	Panelist
2020	May	Transit Unplugged	Interview format
2020	May	Federal Transit Administration Listening Session Video-conference	Panelist
2020	May	California High Speed Rail Armchair Chat	Keynote
2020	May	Small Business Week Kickoff	Keynote
2020	May	Federal Transit Administration Listening Session Video-conference	Panelist
2020	June	San Fernando Valley COG Mobility Workshop	Q&A
2020	June	State of the Agency	Keynote
2020	June	All Hands Virtual Town Hall	Keynote
2020	June	Alliance for Community Transit	Keynote
2020	June	Alliance for Community Transit	Panelist
2020	June	Intelligent Transportation Society of America Between Two Futures Series	Panelist
2020	June	San Fernando Valley Council of Governments Presentation	Presenter
2020	Jul	Blue Line 30th Anniversary Celebration	Speaker
2020	Jul	Transportation Career Academy Program Live Talk Show	Guest
2020	Jul	Alpha Vu National Survey Webinar	Presenter
2020	Jul	New York MTA Virtual Rally	Presenter
2020	Jul	California Transportation Foundation Roundtable	Panelist
2020	Jul	BizFed Small Business Forum	Keynote
2020	Jul	SEED School of Los Angeles Funders Conference	Presenter
2020	Aug	Mobility 21 State and Federal Funding Panel	Panelist
2020	Aug	Move Los Angeles: Boulevards of Equity and Opportunity	Keynote
2020	Aug	Mobility 21 Annual Conference: Equity and Recovery Panel	Panelist
2020	Aug	Mobility 21 Annual Conference: General Session Closing Remarks	Speaker
2020	Sep	APTA “Health and Safety Commitments Program” National Launch	Speaker
2020	Sep	Port of Long Beach Gerald Desmond Bridge Reopening Ceremony	Speaker

Phillip A. Washington Speaking Engagements—Continued

Jan. 2016–Dec. 2021

Year	Month	Organization	Type
2020	Sep	Los Angeles CleanTech Incubator Power Day	Keynote
2020	Sep	Los Angeles CleanTech Incubator Power Day, Advancing Equity Summit	Keynote
2020	Sep	Los Angeles CleanTech Incubator Power Talk	Panel
2020	Sep	University of Southern California METTRANS Industry Outlook	Keynote
2020	Oct	University of Southern California Price School of Public Policy Executive Forum	Panel
2020	Oct	Milken Institute Conference on Resilient Infrastructure	Keynote
2020	Oct	Conference of Minority Transportation Officials Colorado Leaders in Transportation	Keynote
2020	Oct	World Economic Forum Collaborative Infrastructure Delivery Conference	Speaker
2020	Oct	University of California Los Angeles Arrowhead Speaker Series	Keynote
2020	Nov	Metro's Virtual Veterans Day Luncheon	Speaker
2020	Dec	Transportation Research Board Cross-Cutting Issues in Urban Congestion Pricing	Keynote
2021	Jan	SCLC–SC Gala	Award Acceptance
2021	Jan	TSA Transportation Mask Directive	Presentation
2021	Jan	Los Angeles Metro Overview Presentation to the Biden Administration	Presenter
2021	Jan	Council of University Transportation Centers Lifetime Achievement Awards	Award Acceptance S
2021	Jan	Southern Christian Leadership Conference Awards	Award Acceptance S
2021	Jan	Mineta Transportation Institute Leadership Conference	Keynote
2021	Jan	Solutions International Infrastructure Conference	Keynote
2021	Jan	Employee Excellence Awards	Emcee
2021	Feb	Global Leadership Alliance	Interview format
2021	Feb	Airport Minority Advisory Council Diversity Conference	Panelist
2021	Feb	American Public Transportation Association Marketing and Communications Workshop	Keynote
2021	Feb	Los Angeles Mayoral Housing, Transportation and Jobs Summit	Panelist
2021	Feb	Los Angeles Sustainability Coalition Honors Dinner	Keynote
2021	February	COMTO: Black History Month: Celebrate History-Making at the State DOT Level, Feb. 25, 2021	Panel Discussion, Mo
2021	March	3 Revolutions Future Mobility Conference at U.S. Davis	Panelist
2021	March	3 Revolutions Future Mobility Conference at U.S. Davis	Keynote
2021	March	Pritzker Forum on Global Cities, Justice40 Initiative	Keynote
2021	March	American Society of Civil Engineers (ASCE) Infrastructure Report Card Summit	Presenter
2021	March	Energy Resiliency Summit	Keynote
2021	March	American Public Transportation Association Mobility Conference: Diversity and Inclusion Roundtable	Panelist
2021	March	California Transportation Foundation Infrastructure Forum	Panelist
2021	March	Inglewood Transit Connector Industry Forum	Speaker
2021	March	OffiCon Germany Conference	Speaker
2021	March	American Rescue Plan Act Press Event	Speaker
2021	March	California Council of Governments Regional Leadership Forum	Panelist
2021	March	Move Los Angeles: Spring Forward	Panelist
2021	March	Colorado Transportation Symposium	Keynote
2021	March	Indianapolis Airport Authority, Equity Insights Fireside Chat	Discussion
2021	May	Los Angeles International Airport (LAX) Chamber of Commerce Power Hour	Keynote
2021	May	U.S. Army National Training Center at Fort Irwin Leadership Lecture	Keynote
2021	May	Urban Land Institute Infrastructure Forum	Keynote

Philip A. Washington Legal Proceedings

Matter Name	Matter Opened	Matter Closed	Status	Court	Docket#	Brief Description	Notes
Bell v. Regional Trans Dist., et al.	9/26/03	4/22/04	Closed	USDC—District of Colorado	1:03-cv-01922-EWN–CBS	Employment discrimination case against RTD. Because this is an older case, the pleadings were no longer accessible on PACER.	The parties filed a joint stipulation of settlement.

Matter Name	Matter Opened	Matter Closed	Status	Court	Docket#	Brief Description	Notes
Jones v. Regional Transportation District, et al.	6/29/10	12/8/10	Closed	USDC—District of Colorado	1:10-cv-01535-REB-CBS	Complaint against RTD in which Phil Washington, along with other co-defendants, were named involves a customer who allegedly broke his pinkie finger when the bus abruptly stopped as he was exiting the vehicle. The <i>pro se</i> plaintiff alleged various race and disability discrimination claims related to the investigation and denial of his damages claim.	The Court dismissed all claims and the case with prejudice.
Today's IV, Inc. v. FTA, et al.	6/6/16	8/31/16	Closed	USDC, Central District of California	2:16-cv-03987-JAK-PLA	APA case alleging violations of NEPA in connection with LA Metro's Regional Connector Project, which is a light rail subway extension of the LA Metro's existing Blue, Gold, and Expo Lines in downtown Los Angeles.	The plaintiff voluntarily dismissed its action.
Beverly Hills Unified School District v. Los Angeles County Metropolitan Transportation Authority, et al.	11/10/16	1/30/17	Closed	USDC, Central District of California	2:16-cv-08390-GW-SS	Allegation of violations under NEPA in an attempt to prevent LA Metro from executing a Full Funding Grant Agreement with FTA in connection with the West Side Subway Extension project.	The court granted the defendant's motion to dismiss for lack of subject matter jurisdiction. The plaintiff filed an appeal of the district court's decision in the Ninth Circuit (No. 17-55077).
Price v. FTA, et al.	6/16/17	3/23/18	Closed	USDC, Central District of California	2:17-cv-04489	An employee of the Metropolitan Transportation Authority (MTA) filed an action against MTA, the County of Los Angeles, FTA, Caltrans, and several MTA employees, including Mr. Washington, alleging harassment by a supervisor and discrimination.	The court granted the defendants' motions to dismiss and dismissed all claims with prejudice.
Beverly Hills Unif. Sch. Dist. V. Los Angeles County MTA, et al.	1/20/17	7/31/17	Closed	USCOA—Ninth Circuit	17-cv-55077	Plaintiff's appeal of the district court's decision to dismiss its action for lack of subject matter jurisdiction in its action against LA Metro alleging violations of NEPA in connection with LA Metro's execution of a Full Funding Grant Agreement with FTA for the West Side Subway Extension project.	The parties filed a stipulated motion to voluntarily dismiss the appeal.
Beverly Hills Unified School District v. FTA, et al.	1/26/18	5/26/20	Closed	USDC, Central District of California	2:18-cv-00716-GW-SS	APA case alleging violations of NEPA, and § 4(f), and § 106 in connection with LA Metro's Purple Line Extension, Section 2 Project alignment beneath Beverly Hills High School in Beverly Hills, CA.	Judgment entered in favor of defendants on all of plaintiff's claims.
City of Beverly Hills v. FTA, et al.	5/9/18	12/10/20	Closed	USDC, Central District of California	2:18-cv-03891-GW-SS	APA case alleging violations of NEPA, and § 4(f), and § 106, and Clean Air Act in connection with LA Metro's Purple Line Extension, Section 2 Project alignment beneath Beverly Hills High School in Beverly Hills, CA.	Plaintiff in its entirety, with prejudice.

Philip A. Washington Legal Proceedings—Continued

Matter Name	Matter Opened	Matter Closed	Status	Court	Docket#	Brief Description	Notes
Belinda Muhammad v. LACMTA, et al.	9/13/19		Active	USDC, Central District of California	2:19-cv-07970-JAK-PVC	In her Complaint, Plaintiff bus passenger alleged violations of 42 U.S.C. § 1983 against LACMTA and Mr. Washington. However, in her Fourth Amended Complaint, filed on 7/8/21, Plaintiff alleges a cause of action under § 1983 against a single defendant, LACMTA bus operator Bretanniya Jenkins based upon Defendant's alleged violations of Plaintiff's rights under the 1st and 14th Amendments of the U.S. Constitution.	LACMTA and Phillip Washington are no longer defendants in this action. LACMTA attorneys are representing the defendant bus operator.
Loew v. Los Angeles County Metropolitan Transportation Authority, et al.	2/27/20	8/12/20	Closed	USDC-Central District of California	2:20-cv-01900-VAP-JEM	Jennifer Loew, now a former Metro employee, named Mr. Washington as a defendant, among others, alleging discrimination and retaliation.	This case was dismissed by the Court for lack of prosecution.

In addition, please note a small claims action by “Cameron Lyons” against “Phillip A. Washington” was filed in Los Angeles Superior Court (Cas. No. 19STSC04344) on 4/16/19 and dismissed on 7/8/19 for lack of prosecution before hearing.

Finally, the below complaint was filed on February 13, 2023. However, though mentioned within the complaint, Mr. Washington is not listed as a party to this case.

Juarez v. City and County of Denver, Department of Parking and Transportation	2/13/23		Active	USDC—District of Colorado	1:23-cv-00409-PAB-NRN	This case is an employment discrimination and retaliation action under Title VII of the Civil Rights Act of 1964 in which Benjamin Juarez, former Director of Parking at Denver International Airport, alleging retaliation and national origin discrimination.	Mr. Washington is not listed as a party to this case.
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July 2021–Present

Year	Month	Organization
2021	July	Luminous Wind artwork dedication
2021	September	Commission on the Future of Mobility, Sept. 21, 2021
2021	September	Hispanic Contractors of Colorado, Sept. 22, 2021
2021	September	Conference of Minority Transportation Officials 50th Anniversary Conference, Sept. 28, 2021
2021	September	Urban Land Institute Colorado Multifamily Product Council, Sept. 29, 2021
2021	September	2021 Mobility 21 Leadership in Equity Award
2021	October	Phase 1 of the Great Hall project
2021	October	DEN State of the Airport
2021	October	Denver International Airport Safety Seminar, Oct. 1, 2021
2021	October	HDR Transcon, Oct. 25, 2021
2021	October	U.S. Travel Association Future of Travel Mobility Conference, Oct. 26, 2021
2021	October	DEN AIM DEVELOPMENT and BUSINESS MANAGEMENT SERVICES, Oct. 27, 2021
2021	November	Holder FCI NAACP Ten for DEN Event, Nov. 2, 2021
2021	November	Aurora Chamber of Commerce Transportation Committee Breakfast, Nov. 3, 2021
2021	November	Southwest Airlines 15th Anniversary/ Economic Impact Event, Nov. 5, 2021
2021	December	Caribou Coffee at DEN Grand Opening
2021	December	Bessie Coleman Fly Girls and Boys Program DEN Visit December 18th
2022	January	Kabod Coffee at DEN Grand Opening
2022	January	U.S. Conference of Mayors, Jan. 2022
2022	January	Colorado Consular Corps, Jan. 25, 2022
2022	February	WSP Presentation, Feb. 7, 2022
2022	February	Move Colorado Presentation, Feb. 10, 2022
2022	February	Holder-FCI—Ten 4 DEN—Heritage Christian Center Event, Feb. 17, 2022
2022	March	Airport Experience Conference, March 2, 2022
2022	March	2022 Silver Anniversary CU Real Estate Center Annual Forum, March 9, 2022
2022	April	American Public Transportation Association (APTA) Transit CEOs Seminar, April 9, 2022
2022	April	Colorado Transportation Symposium, April 13, 2022

July 2021–Present

Year	Month	Organization
2022	May	Grand opening of the C-East Gate Expansion area at DEN
2022	May	Equity in Infrastructure Pledge Signing, Mayor Hancock
2022	May	HNTB Corporation Think: Infrastructure Forum Series, May 3, 2022
2022	May	Hispanic Contractors of Colorado Legislative Policy Committee, May 9, 2022
2022	May	United Airlines/DEN United Management Association Fireside Chat, May 10, 2022
2022	May	Squire Patton Boggs Transportation Industry Group Meeting, May 12, 2022
2022	May	Aurora Chamber of Commerce Armed Forces Recognition Event, May 13, 2022
2022	May	Eno Transportation—Transportation Senior Executives Dinner, May 16, 2022
2022	May	United for Infrastructure Summit, May 16, 2022
2022	May	Innovative Infrastructure Initiative (I3), May 17, 2022
2022	May	CityAge Executive Roundtable Discussion on Infrastructure, May 18, 2022
2022	June	United Airlines Flight Training Center (FTC) Expansion Groundbreaking Event, June 1, 2022
2022	June	American Public Transportation Association (APTA) Board of Directors, June 4, 2022
2022	June	DEN Summer Intern Kickoff Welcome Remarks, June 6, 2022
2022	June	Airport Minority Advisory Council (AMAC) Airport Business Diversity Conference Airport Directors
2022	June	Airport Minority Advisory Council (AMAC) Airport Business Diversity Conference Architecture, Eng
2022	June	National Association of Securities Professionals 33rd Annual Financial Services Conference, June 2
2022	June	International Women's Forum of Colorado Reception, June 30, 2022
2022	July	Hensel Phelps Great Hall Project Completion Phase Kickoff Meeting, July 12, 2022
2022	July	Society for College and University Planning (SCUP) Annual Conference, July 26, 2022
2022	August	Grand opening of Mercantile Dining & Provision at DEN
2022	August	DEN Business Development Training Academy, Aug. 2
2022	August	P3 Airport Summit—Fireside Chat
2022	August	Denver Metro Chamber of Commerce, Aug. 4, 2022
2022	August	Frontier Airlines Ground Loading Facility Groundbreaking, Aug. 8, 2022
2022	August	Transit Unplugged TV, Aug. 18, 2022
2022	August	Access Denver, Aug. 23, 2022
2022	August	American Contract Compliance Association National Training Institute, Aug. 24, 2022
2022	August	Regis University Executive Speaker Series Fireside Chat, Aug. 30, 2022
2022	August	Airports Council International, Airport Management Professional Accreditation Program, Aug. 31,
2022	September	Burns Society, University of Denver, Sep. 1, 2022
2022	September	Denver Workforce Board, Sep. 9, 2022
2022	September	Airport of the Year Award, Airline Pilots Association, Sep. 15, 2022
2022	September	DEN Business Development Training Academy Graduation, Sep. 27, 2022
2022	October	Move Colorado, Oct. 13, 2022
2022	October	American Public Works Association (Colorado Chapter), Oct. 24, 2022
2022	November	Ed Dwight Dedication
2022	November	Airport Consultants Council Annual Conference, Nov. 8, 2022
2022	November	DEN Leadership Academy, Nov. 22, 2022
2022	November	Center for Equity and Excellence in Aviation Design Reveal, Nov. 28, 2022
2022	December	Denver Metro Chamber of Commerce—State of DEN, Dec. 8, 2022
2023	January	US Conference of Mayors, Jan. 19, 2023
2023	February	Anderson College of Business and Computing, Regis University, Executive Speaker Series

Type	Link
Speaker	https://www.facebook.com/denverinternationalairport/videos/3399731378412
Virtual Panel Discussion	
Keynote Remarks	Briefing/Talking Points: PW Hispanic Contractors of Colorado 9.22.2021
Virtual Panel Discussion	
Keynote Remarks	Presentation: PW ULI 09.29.2021V3
Award Acceptance	https://www.youtube.com/watch?v=epVnpVb3U38
Remarks	https://www.facebook.com/denverinternationalairport/videos/5798255132559
Remarks	https://www.yahoo.com/video/den-ceo-phil-washington-provides-162415758.h
Keynote Remarks	Briefing/Talking Points: PW DEN Safety Seminar 10.1.2021Final
Keynote Remarks	Briefing/Talking Points: PW HDR TRANSCON2021 10.25.2021
Business Leader Panel Dis	Briefing/Talking Points: PW Future of Travel Mobility Conference 10.26.2021
Remarks	
Keynote Remarks	
Keynote Remarks	
Remarks and Emcee Event	Briefing/Talking Points: Phil Washington Southwest 15th Anniversary Final
Remarks	https://www.facebook.com/denverinternationalairport/videos/2650708389437
Remarks	
Remarks	https://www.facebook.com/denverinternationalairport/videos/3077722372555
Panel Discussion	Briefing/Talking Points: PW U.S. Conference of Mayors 01.20.2022
Keynote Remarks	Presentation: PW Colorado Consular Corps 01.25.2022

Type	Link
Keynote Remarks	Presentation: PW WSP Presentation 02.07.2022
Virtual Remarks	Final Presentation: PW Move Colorado 02.10.2022
Keynote Remarks	Presentation: PW Holder—FCI Presentation at Heritage Christian Center 02.17.2
Panel Discussion	Briefing/Talking Points: PW Airport Experience Conference Directors Panel 03.02
Panel Discussion/Executiv	Briefing/Talking Points: PW CU Real Estate Board 03.09.2022
Keynote Remarks	Final Briefing/Talking Points: PW APTA Keynote 04.09.2022
Keynote Remarks	Final Presentation: PW Colorado Transportation Symposium Keynote Presenta- tion 04
Remarks	https://www.facebook.com/denverinternationalairport/ videos/5946029515135
Brief Remarks	https://www.youtube.com/watch?v=OC3Bnta5i-w
Panel Discussion	Briefing/Talking Points: PW HNTB Think Forum 05.03.2022 Final
Keynote Remarks	
Fireside Chat	
Virtual Keynote Presentat	Presentation: PW Squire Patton Boggs 05.12.2022 Final-3
Keynote Presentation	Presentation: PW Aurora Chamber Armed Forces Recognition Event 05.13.22
Keynote Presentation	
Panel Discussion	Briefing/Talking Points: PW United for Infrastructure Summit 05.16.2022 Final
Panel Discussion	Briefing/Talking Points: PW Delivering Transformative Infrastructure with the IIJA
Panel Discussion	Briefing/Talking Points: PW CityAge Executive Roundtable 05.18.2022 Final
Brief Remarks	https://www.youtube.com/watch?v=RF27TADQuDo
Keynote Presentation	Presentation: PW APTA Board Meeting Presentation 06.04.2022
Welcome Remarks	Briefing/Talking Points: PW DEN Summer Intern Kickoff Meeting 06.06.2022
Panel Discussion	Briefing/Talking Points: PW ALPA Safety Forum 2020 Best Airport Award 09.15.2
Panel Discussion	Briefing/Talking Points: PW AMAC Architecture Engineering Construction Panel
Panel Discussion	Briefing/Talking Points: PW NASP 06.27.2022
Keynote Remarks	Briefing/Talking Points: PW International Womens Forum of Colorado Event 06.3
Keynote Remarks	Briefing/Talking Points: PW Hensel Phelps Great Hall Completion Phase Kickoff 0
Keynote Panel Discussion	Briefing/Talking Points: PW SCUP Annual Conference 07.26.2022
Remarks	https://www.facebook.com/denverinternationalairport/ videos/8444314115582
Opening Remarks	Briefing/Talking Points: PW Business Development Training Academy Inaugural C
Discussion	Briefing/Talking Points: PW P3 Airport Summit 08.11.2022
Panel Discussion	
Brief Remarks	https://www.youtube.com/watch?v=AervM7Ny5ak
Podcast Interview	Briefing/Talking Points: PW Transit Unplugged Interview 08.17.2022
Keynote Remarks	Briefing/Talking Points: PW Access Denver Presentation 08.23.2022
Panel Discussion	
Virtual Keynote Remarks	https://www.youtube.com/watch?v=QzbVxIR7Cg
Keynote Remarks	Presentation: PW AMPAP Presentation on Vision 100 08.33.22
Keynote Remarks	Briefing/Talking Points: PW Burns Society Presentation 09.01.2022 Final
Keynote Presentation	Presentation: PW Denver Workforce Development Board Presentation 09.09.20
Brief Remarks	Briefing/Talking Points: PW ALPA Safety Forum 2020 Best Airport Award 09.15.2
Brief Remarks	Briefing/Talking Points: PW Business Development Training Academy Inaugural C
Keynote Presentation	
Keynote Remarks	Presentation: PW APWA Colorado Annual Conference 10.24.2022 Final
Remarks	https://www.facebook.com/denverinternationalairport/ videos/4086642848007
Panel Discussion	
Brief Remarks	Briefing/Talking Points: 2022.11.22.LeadershipDEN—TalkingPoints—PAW
Brief Remarks	https://www.youtube.com/watch?v=f_RSvbaLFfk; https://www.facebook.com/
Keynote Presentation	
Panel Discussion	Briefing/Talking Points: PW US Conference of Mayors 91st Winter Meetings
Keynote Remarks	https://www.youtube.com/watch?v=QzbVxIR7Cg



P3 Airport Summit—Fireside Chat

Event Briefing Sheet

(For Internal Use Only)

LOGISTICS:

Date: Thursday, August 11, 2022
Time: 1:15 to 1:45 p.m. PST [arrive @ 12:30 p.m. to chat with Dale Bonner]
Location: Manchester Grand Hyatt San Diego—Harbor Ballroom ABC 1 Market Pl., San Diego, CA 92101

Event Contact:

Staff Contact:

EVENT DETAILS:

You have agreed to participate in a 30-minute “fireside chat” with Dale Bonner, Executive Chairman of Plenary Concessions Americas. Organizers hope you will share information about three topics: your infrastructure career, the Equity in Infrastructure Project and DEN’s Center of Equity and Excellence in Aviation (as an example of a proactive program an airport is accomplishing). To help you organize your thoughts prior to the conversation with Mr. Bonner, we have prepared some background information on these general topics. You will find that information below beginning on page 4.

You are asked to arrive about 12:30 p.m. at the Harbor Ballroom ABC to reacquaint yourself with Mr. Bonner and be set up with lapel microphones. At about 1:10 p.m. you and Mr. Bonner will be escorted to the stage where there will be chairs set up for the fireside chat. Lisa Buglione, Executive Director of the Association for the Improvement of American Infrastructure, will introduce you and Mr. Bonner and the fireside chat will begin. At 1:45 p.m., the chat will end, and the room will be set for the next event which will be a panel discussion about the Equity in Infrastructure Project. Your fireside chat will not be recorded.

ADDITIONAL MEETINGS:

You have also agreed to participate in two follow-on, casual meetings to further discuss the Equity in Infrastructure Program.

- From 4:30 to 5:15 p.m., you will meet with representatives from the Association for the Improvement of American Infrastructure in the Pier room.
- From 5:30 to 6:00 p.m., you will meet with interested individuals from the public sector in Harbor Room G.

ABOUT YOUR AUDIENCE:

The P3 Airport Summit is an annual gathering of a wide range of professionals dedicated to the use of public-private partnerships in constructing airport facilities. At this year’s conference, you will find project owners and developers considering

their next procurement, responsible for the design and build of airport facilities, and interested in understanding how different delivery models can address their project needs. Speakers include owners, operators, airlines, and development leaders who have helped shape policy and navigated partnerships from concept to completion. Also, you'll meet investors, policy makers, financiers, design-build professionals, and public representatives who are exploring partnerships and want to better understand the complex interactions to accelerate project delivery needs.

YOUR FIRESIDE CHAT PARTNER:



Dale Bonner is Executive Chairman of Plenary Concessions Americas. From 2007 to 2011, he served as California's Secretary of Business, Transportation and Housing and managed California's transportation infrastructure, business regulation, trade and foreign investment programs. Prior to serving as secretary, Bonner had a national law practice and regulated the managed healthcare and financial services industries as California's Commissioner of Corporations. He currently serves on the Los Angeles Board of Police Commissioners—the five-member body that oversees the Los Angeles Police Department. Mr. Bonner is a 1990 graduate of Georgetown University Law Center and a 1987 graduate of the University of Southern California, where he majored in political science.

EVENT AGENDA: Thursday, Aug. 11, 2022 [all times shown as PST]

8:30–9:00 a.m.	Summit Opening Welcome and Remarks—What's New in 2022? Update on Industry Trends (Harbor Ballroom ABC)
9:00–9:45 a.m.	Opening Plenary: Safety & Security—Addressing Emerging Airport Risk from Cyber Security to Physical and Asset Safety (Harbor Ballroom ABC)
9:45–10:30 a.m.	Morning Plenary: Safety, Security and Now Sustainability: How U.S. Airports Are Getting Creative to Achieve Net Zero by 2045 (Harbor Ballroom ABC)
10:30–11 a.m.	Morning Networking & Coffee Break (Expo Hall) 11 a.m.—Noon Concurrent Sessions
1:15–1:45 p.m.	Afternoon Fireside Chat: Phillip Washington, CEO, Denver International Airport (Harbor Ballroom ABC)
1:45–2:45 p.m.	Afternoon Plenary: Equity and Infrastructure (Harbor Ballroom ABC)
2:45–3:15 p.m.	Conversation with Andrew Levy, CEO, Avelo Airlines (Harbor Ballroom ABC) 3:15–3:30 p.m. Networking & Coffee Break (Expo Hall)
3:30–5:30 p.m.	Concurrent Sessions
4:30–5:15 P.M.	Phil Washington meets with AIAI about EIP in the Pier room
5:30–6 p.m.	Phil Washington meets with public sector about EIP in Harbor Room G
	5:30–7:00 p.m. Opening Night Networking Reception (Expo Hall)

QUESTIONS AND SUGGESTED SPEAKING POINTS:

Context: The U.S. has roughly 2800 general aviation airports, and just over 500 commercial airports in the National Plan of Integrated Airports. This Summit is about the infrastructure that supports our vast aviation system. Some estimate needs will exceed resources by more than \$100 billion over the next 10 years. In this brief chat, we'll look at some of the challenges and opportunities with Phil Washington, CEO of Denver International Airport, the Nation's 3rd busiest airport by passenger volume.

Career Highlights and DEN

1. *What drives your long-standing interest in transportation and infrastructure?*
 - a. Transportation and infrastructure should be great equalizers in our society, providing opportunities of movement and breaking down barriers to build generational wealth
 - b. But too often infrastructure becomes a wall of separation and transportation is too often a mechanism that prevents access to wealth
 - c. I grew up on the South Side of Chicago, Altgeld Gardens. My neighborhood was separated from the rest of the city by roads, railroads and dumps.
 - d. You don't think that had a psychic impact on the residents forced to live there?
 - e. I had to fight to escape the gravity of the situation. With a powerful mother's help, I went on to a 24-plus-year career in the military and second careers leading transportation organizations.
 - f. I'm so passionate about transportation and infrastructure because I can see a pathway to generational wealth that is facilitated by infrastructure and supported by transportation.
2. *What grade would you give DEN infrastructure and why?*
 - a. DEN's grade is "incomplete."
 - b. Just 27 years ago, Denver International Airport was America's next big thing. It was beautiful and ready to serve up to 50 million annual passengers.
 - c. But in many ways, DEN is a victim of its own success.
 - d. With the exception of the impacts of COVID in 2020, we have surpassed 50 million annual passengers every year since 2008
 - i. That's 13 of the last 14 years that we've exceeded the airport's capacity
 - ii. This year, we may surpass 70 million passengers and we'll surely top 100 million annual passengers within 10 years
 - e. We're "incomplete" because we aren't ready to effectively serve the expected future passengers
 - i. We don't have enough gates
 - ii. TSA's security queue throughput is insufficient
 - iii. We must make improvements to the infrastructure that we have
 - iv. We need to prepare our workforce
 - v. We must improve across the board if we're to match the ever-increasing demand for our services
 - e. This is why we developed Vision 100—our strategy to bring DEN up to the challenge of 100 MAP
3. *Some estimate needs will exceed resources by more than \$100 billion over the next 10 years. What is the outlook at DEN?*
 - a. DEN has a lot going for it!
 - b. For one thing, we have the room to grow.
 - c. We have six runways—and are currently doing the environmental work required to add a seventh. And beyond that, if needed, we can grow to 12 runways.
 - d. Building runways is expensive but DEN isn't landlocked like some of our brother and sister airports. That makes it much less expensive for DEN to grow.
 - e. DEN's progressive vision—as described in Vision 100—creates alignment with our Federal partners and airline partners. People want to do business with DEN because we're doing business the right way.
 - i. Guiding principles include: equity, diversity, inclusion and accessibility
 - ii. We want to be the greenest airport in the world
 - f. We're working hard to bring our facilities and programs up so that we can successfully serve increasing numbers of passengers
 - i. We're working on a three-phased plan to improve our iconic, tented Jeppesen Terminal

- ii. By the end of the year we will have added 39 new gates as part of our Gate Expansion Program. Oh, and we're also adding new restrooms, concessions and passenger conveyances to improve the customer experience.
- iii. We've embarked on a process to improve our maintenance program. We don't have the resources to replace everything, we have to maintain that which we have.

4. *How will DEN and other airports benefit from the new Federal infrastructure bill?*

- a. The \$1.2 trillion infrastructure bill is a generational opportunity for airports and other organizations to benefit from a tremendous infusion of Federal dollars.
- b. The Biden Administration outlined the Justice 40 Initiative which is a promise to deliver at least 40 percent of the overall benefits from Federal investment to disadvantaged communities. In addition, President Biden signed an executive order in June 2021 to increase the share of diverse firms fulfilling the infrastructure contracts.
- c. I would recommend airport seriously consider how they can reflect these policy directions in their contracting and project planning.
- d. DEN is benefitting from its efforts to align with the administration's policies and was recently awarded the single largest FAA grant from the infrastructure bill.
 - ii. \$60 million to replace aging infrastructure, especially the baggage handling system

Equity and Inclusion

1. *What steps can we take to ensure that current and future investments are made on an equitable basis?*

- a. Organizations and leaders need to decide to make the needed changes and make a difference.
- b. Wherever I've served I've used the leverage of my authority and the leverage of my organization's stature to insist upon equitable changes
- c. We should expect our Federal leaders to make necessary changes but we don't have to wait for them to act. We can do much good on our own. That is a basic principle of the Equity in Infrastructure Project.

2. *You recently co-founded the "Equity in Infrastructure Project." What is "the Pledge" and how does it work?*

- a. You will learn more about the Equity in Infrastructure Project in the next session, but let me give you a brief overview
- b. EIP exists to improve public contracting practices by creating more opportunities for Historically Underutilized Businesses (HUBs)
- c. It will help build generational wealth and reduce the racial wealth gap by creating more prime, joint venture and equity contracting opportunities for these HUBs
- d. I co-founded the EIP in early 2021 with John D. Porcari, former Deputy Secretary of the U.S. Department of Transportation
- e. Initially, five First Mover agencies joined to help shape the Pledge, identify initial projects of interest, and prove the concept
 - i. Chicago Transit Authority—Dorval R. Carter, Jr., President
 - ii. Denver International Airport—Phillip A. Washington, CEO
 - iii. Port of Long Beach—Mario Cordero, Executive Director
 - iv. Metropolitan Water District of Southern California—Adel H. Hagekhalil, General Manager
 - v. Southeastern Pennsylvania Transit Authority (SEPTA)—Leslie S. Richards, General Manager and CEO
- f. EIP Pledge: Starting from the baseline of their current actions and initiatives, by December 2025
 - i. Pledge signers will work to increase the number, size and percentage of Historically Underutilized Businesses (HUBs) growing to prime contractors, participating in joint ventures or as equity participant
 - ii. They will work toward this effort by:

1. Increasing the number, size and proportion of contracting opportunities going to HUBs;
 2. Increasing the number, size and proportion of contracting opportunities going to HUBs as prime contractors;
 3. Streamlining the administration of contracting with HUBs to centralize certification, improve payment time, and standardize transparent data collection;
 4. Increasing the amount and type of appropriate financing available to HUBs aiming to meet infrastructure contracts by working with private and public partners; and
 5. Expanding the number of signatories to this Pledge.
3. *With roughly 35,000 employees, DIA is the largest employer in Colorado. You recently established the Center of Equity and Excellence in Aviation. What are the goals of this new Center, and how will it help current and future workers from underserved communities prepare for careers in aviation?*
- a. The Center of Equity and Excellence in Aviation (CEEA) is a first-of-its kind creation that is designed to help both our current and future workforces, especially young people of color and underserved communities
 - b. On Jan. 10, 2022, the Denver City Council approved the budget to create a Center of Equity and Excellence in Aviation as part of the Great Hall Completion phase
 - c. Will be constructed on Level 4 of the Westin Denver International Airport, just steps from the commuter rail and the Jeppesen Terminal
 - d. The Center will engage, educate, empower, motivate, and provide opportunities for students who are under-represented and young people who are interested in and passionate about careers in aviation
 - e. The Center has three primary functions:
 - i. Deliver business and workforce development opportunities, which includes a training academy for small businesses
 - ii. Offer Career Pathways attract and retain an aviation talent pipeline—which starts with student and youth programs all the way to executive leadership development
 - iii. Host research and innovation efforts, enabling industry best practice development, fostering aviation technology innovation and establishing partnerships with local universities
 - f. It will help build a future skilled workforce and become a focal point for aviation knowledge and best practices
 - i. Just kicked off the first cohort of 30 businesses to attend our Business Development Training Academy
 - ii. The training academy was developed by contractors who've given feedback about their partnerships working with DEN and the potential for stronger outcomes with better preparation
 - iii. It will help coach underutilized businesses to scale up and be successful in their pursuits to work with DEN
 - g. Career Pathways
 - i. The Career Pathways focus begins with educational and empowerment programs for students in elementary through high school, which are designed to spark interest in the aviation industry
 - ii. There are also programs for employees and leaders to help cultivate an environment for employees to excel and become equipped in technical and professional skills
 - h. Research and Innovation Lab
 - i. The Research and Innovation Lab seeks to identify best practices in the aviation industry through research and innovation. It will serve as an incubator for new business ideas and offer “maker space” for students and youth to engage and learn (like the one at the Denver Public Library and other innovation style tech labs)
 - i. It takes a lot of stakeholders to make CEEA a success and to keep it achieving its intended goals
 - i. A combination of elected officials and industry agencies, partnerships in the community, DEN employees and leaders, as well as many other city departments are actively engaged to help us build and bring forth equity, diversity and inclusion in every facet of CEEA

Words of Advice

What advice would you have for someone who is in the early stages of their career with aspirations to be a national leader in infrastructure?

- *Become excellent at what you do.* Without excellence you can't gain traction in your career. My career is built on nearly 25 years of work in the U.S. Army. That's 9,125 days of getting up and doing my job. You want to know how I know I did good work? Because I lasted nearly 25 years. The Army has a way of getting rid of surplus soldiers. It's called a discharge.
- *Don't be afraid to make changes.* What was I qualified to do after 25 years in the U.S. Army? I knew how to lead teams. I transferred those skills to an opportunity with Denver's RTD. But even then, I didn't rise to CEO immediately. I worked as an Assistant General Manager for nine years before I was ready to become CEO.
- *Look for ways to give back.* For me, my passion is helping young people achieve greatness in their lives. Nothing is as fulfilling as preparing a young person to take over for you. When the days drag, it's this deeper meaning that keeps me moving.

BACKGROUND INFORMATION

Phil Washington's Infrastructure Career:

- In July 2000, accepted a job as Assistant General Manager at RTD in Denver
 - Retired from the U.S. Army as Command Sergeant Major—the highest non-commissioned military rank possible
- As RTD Assistant General Manager:
 - Given oversight of \$620 million budget, including \$400 million operating fund and \$200 million capital fund
 - Implemented \$7.8 billion, 12-year FasTracks expansion
- In May 2009, was named RTD CEO
 - Led FasTracks build-out of 122 miles of new commuter and light rail, 18 miles of bus rapid transit service, redevelopment of historic Union Station Transit Terminal complex (five months ahead of schedule)
 - Led first-of-its-kind \$2.2 billion transit P3 that opened in April 2016 on time and under budget
- In March 2015, was named CEO of the Los Angeles County Metropolitan Transportation Authority (LA Metro)
 - Led effort for half-cent sales tax ballot measure that passed with a 71.2 percent approval—will generate \$120 billion in the first 40 years and build 40 major transportation projects
 - Led nation's largest effort to electrify ground fleet and facilities
 - Created a new Transit-Oriented Community Development Program/land policy that aims to determine how transit development can be community-focused with minimal displacement of community residents in urban areas, most of whom are low income
 - Developed and implemented an Equity Framework that requires the organization to apply equity measures to all programs and initiatives, including planning and construction
- In July 2021, was named CEO of Denver International Airport
 - Created Vision 100 strategy to help the airport prepare for the inevitable growth to 100 million annual passengers
 - Led effort to create first-of-its-kind Center of Equity and Excellence in Aviation that concentrates on young people in communities of color and underserved communities
 - Led efforts to develop the Great Hall Completion, the final phase of the Great Hall Project
 - Was co-founder of the Equity and Infrastructure Project
 - Led effort to revamp the asset management system concentrating on predictive asset management versus age-based systems

The CHAIR. Thank you. Thank you, Mr. Washington. I am, you know, convinced that as somebody who runs the third largest air-

port, that the issues of the FAA that deal with air traffic controllers, deal with NextGen systems, deal with the integration of new entrants, that you have a very good grasp of those issues. You have to if you are running a large organization like the airport every day.

And my sense is your history of being a manager of large organizations, you know, with thousands of employees also gives you a very good sense of some of the challenges of moving a big bureaucracy to address the technology issues of today. That is clearly any organization's challenge today, is how do you adapt to innovation and new technology.

But I do want to get you on the record as it relates to the aviation safety bill that I mentioned, that Senator Wicker and I passed out of committee after response to the MAX accidents and the fact that we feel that industry and FAA got too cozy, that they moved away from the delegated engineering representative model in which the FAA was really in charge and somehow confused the people on the ground as to the level of oversight that was required.

Our reforms made sure that those employees who are doing the certification work were directly hired, that they were able to communicate directly with the FAA, and that they were able to be removed from the FAA.

So, I want to know, first and foremost, do you support that focus, and will you continue to fight to implement the oversight of an aggressive FAA and holding manufacturers accountable for their work in engineering?

Mr. WASHINGTON. Senator, thank you for the question. Absolutely, yes. I think Administrator Dickson and Acting Administrator Nolan have done a great job of sort of foot stomping that we are the regulator. I will continue that. I will also continue the implementation of the reformat and look to accelerate the outstanding things that have not been completed. So absolutely, yes.

The CHAIR. One of the things that isn't completed, and I think we may end up having Mr. Nolan back here to talk about this is, just because we want to continue to make progress and he is the safety lead, is that the legislation also called for integrated project leadership between NASA, the Air Force, and the FAA in making sure that novel certification, you know, technology that is just emerging is not lost on anybody, particularly the NTSB and some of the international organizations, that the implementation of new technology and human factors is something that we should be paying more attention to.

So, what will you do to make sure that this particular mission, this, what some of us call graybeards, that the FAA is populated with the right technical aviation expertise, that that counter referencing between NASA and Air Force and others are implemented so that we really do have the best and brightest technology leads as we are going through the certification process?

Mr. WASHINGTON. Well, again, thank you for the question, Senator. I know the FAA has been doing a number of things around recruiting and around making sure that compensation is adequate to bring folks in. I will continue that. I will, you know, my track record of standing up various training facilities and various training programs will allow me to attract great talent into the FAA.

I think it is also important for us to go to every corner of this country looking for talent. At the Denver International Airport, the Center of Equity and Excellence in Aviation, we are doing just that. And my plan would be to scale that up, to look for the best talent in this country, to bring into FAA.

The CHAIR. And what are your ideas for how to get that done? Given that we do have real FAA critical expertise, what are your ideas on how to change this?

Mr. WASHINGTON. Well, a couple of things. I was—we were talking about my military career. There is something called the Transition Assistance Program in terms of the military. I am well familiar with those.

These are programs that help soldiers get out of the military. I think that is an incredible source and a resource for great talent. I am tied into those transition assistance programs or TAP programs. I would start there. I would start in our colleges. I would start in our HBCU. I would start in places around the country to show people a career pathway.

It is one thing to tell a young person, get into the aviation industry. It is quite another thing to show them what that means and show them sort of the cradle to executive leadership pathway. And that is what we have designed in my years in transportation.

The CHAIR. Well, this is going to be one of the very biggest challenges at the FAA, is getting the right talent and getting them there very quickly. Senator Cruz.

Senator CRUZ. Thank you, Madam Chair. Mr. Washington, you have emphasized your time as CEO of the Denver Airport, 20 months. Have you ever flown a plane?

Mr. WASHINGTON. Thank you for the question, Senator. No, I have never flown a plane.

Senator CRUZ. So, you weren't a military pilot or a commercial airline pilot?

Mr. WASHINGTON. No, Senator.

Senator CRUZ. Have you ever worked for an airline?

Mr. WASHINGTON. No, Senator.

Senator CRUZ. Have you ever worked as an air traffic controller?

Mr. WASHINGTON. No, Senator.

Senator CRUZ. You ever worked for a company that manufactures airplanes?

Mr. WASHINGTON. No, Senator.

Senator CRUZ. You ever worked for a company that fixes airplanes?

Mr. WASHINGTON. No, Senator.

Senator CRUZ. So, for 20 months, you have been in charge of the Denver airport. You are in charge of the airport's buildings, correct?

Mr. WASHINGTON. I am in charge of everything that goes on at that airport.

Senator CRUZ. OK. Well, I am not sure that's exactly right. You are in charge of parking at the airport, is that correct? How many parking spaces are there at the Denver airport?

Mr. WASHINGTON. Thousands.

Senator CRUZ. OK. You are in charge of all the shops and restaurants in the airport. How many restaurants are there in the Denver airport?

Mr. WASHINGTON. We have anywhere from 150 to 200 or so.

Senator CRUZ. You are in charge of coffee shops and clothing stores and newsstands. You are not in charge of the pilots, are you?

Mr. WASHINGTON. No, Senator.

Senator CRUZ. You are not in charge of the airplane mechanics, are you?

Mr. WASHINGTON. No, Senator.

Senator CRUZ. You are not in charge of the air traffic controllers, are you?

Mr. WASHINGTON. No, Senator.

Senator CRUZ. You know, I look at prior FAA Administrators—you and I talked a couple of days ago. I respect your military service. I look at prior FAA Administrators, current Acting FAA Administrator, Billy Nolan, was a commercial airline pilot.

He worked at multiple airlines and management roles. He has certificates in aviation safety from three different institutions, from the U.S. Army, Safety Center, and the U.S. Naval Postgraduate School. That is under President Biden.

Administrator Steve Dickson under both Biden and Trump was an Air Force fighter pilot, commercial airline pilot, and executive at Delta Airlines. 40 years of aviation experience. Acting Administrator Daniel Elwell was an Air Force combat pilot, a commercial airline pilot, a senior official, and an aviation industry executive.

Administrator Randy Babbitt was a commercial airline pilot for 25 years and served as the President of a labor union for pilots. Those are all people who know something about aviation and safety.

As I look at your record, I see a record where you have got experience with busses, you have got experience with trains. Busses and trains are very different from planes. My understanding is this Administration previously considered you for the board of Amtrak.

That could well have been a position you were qualified for, and you might well have received bipartisan support to serve in that role.

You know, a lot of discussion, quite rightly, has focused on the horrific crashes of the 737 MAX that took 346 souls from us. Let me ask you, Mr. Washington, what is an angle of attack sensor?

Mr. WASHINGTON. The angle of attack sensor is a sensor that is on the front of the plane that controls the tilt and the altitude of the plane.

Senator CRUZ. And how many of them are there on a 737 MAX?

Mr. WASHINGTON. I believe two.

Senator CRUZ. And what systems are there, if there are contradictory signals from the angle of attack sensor?

Mr. WASHINGTON. What systems are there?

Senator CRUZ. Yes.

Mr. WASHINGTON. I would say the MCAS system, if I am not mistaken.

Senator CRUZ. OK. The MCAS system is responsible for the crashes at issue. What happens when you get a different rating from two different sensors?

Mr. WASHINGTON. Can you repeat that question, Senator?

Senator CRUZ. What happens when you get a different reading from two different angle of attack sensors?

Mr. WASHINGTON. Well, I think human reaction needs to take over if that occurs.

Senator CRUZ. So why did that not happen on the Lion Air and Ethiopian air flights?

Mr. WASHINGTON. Well, Senator, I am not a pilot. I don't know if I can answer that particular question. But—

Senator CRUZ. Mr. Washington, I believe you, but at the end of the day, that is the fundamental problem. For this Administration to nominate someone as FAA Administrator who can't answer the question, why were 346 people killed in horrific crashes that resulted in the 737 MAX being grounded for a long time is striking?

By the way, Administrator Dickson, after the FAA recertified the 737 MAX, he went and flew it personally. Listen, let me be clear, and you and I talked about this, FAA Administrator is a specialized position. I am not qualified to be FAA Administrator.

I have no idea how to fly a plane. No one in their right mind would put me in charge of aviation safety because I don't have that experience. I suspect most of the members of this committee are in a similar position.

The American people, when they think about aviation safety, when they think about—I played in this committee a Southwest Airlines and FedEx plane almost colliding at Austin's airport. They want an FAA Administrator who knows why those planes crash and knows how to fix it to keep them safe.

And with all respect, Mr. Washington, it gives no comfort to the flying public that their pilot might be a transgendered witch but doesn't actually know how to prevent the plane from crashing into the ground and killing them.

I believe your record is woefully lacking, and in fact, you have zero aviation safety experience, and I don't believe you will have the votes for confirmation, as you and I visited about earlier this week.

The CHAIR. Senator Hickenlooper.

Senator HICKENLOOPER. Thank you, Madam Chair. Mr. Washington, I am going to switch the conversation. And just for the record, in my 20 years of knowing Phil Washington and working with him, he has a greater focus on safety in every one of his roles and anyone I have seen in comparable roles.

And it is something that is instinctual within him, that it then creates a culture around safety. I want to talk a little bit about rural air service. Now, rural communities depend on regional air service to grow their economies and stay connected to the national air network. And most of the country, we have a network of these rural airports.

The DOT and the FAA each have a role to ensure that airline operators maintain air service in rural areas across the country. In Colorado, this would be to communities like Pueblo in Alamosa, Grand Junction, Cortez, I could go down a long list.

Mr. Washington, can you discuss the importance of rural communities maintaining access to reliable air service, and if confirmed,

will you commit to maintaining and expanding service to rural communities?

Mr. WASHINGTON. Yes. Thank you for the question, Senator. I definitely commit to working with rural airports. They serve a vital—a vitally important mode of mobility, if you will, for folks that live in those rural areas.

And so, we at Denver International Airport actually deal with and provide assistance where we can with rural airports in the State of Colorado. So, we would, I would continue that as the Administrator as well.

There are special things and special arrangements around construction and getting grant funding out to those rural, especially cold area airports, so they can build during the seasons where it is good for them to build.

So, to answer your question, absolutely, I would provide assistance there.

Senator HICKENLOOPER. I appreciate that. I would also like to posit, to present the challenge that the problems facing FAA are those of managing a large, complex organization, the type of organization you made a career out of running successfully, both as a Command Sergeant Major, and at RTD of L.A. Metro, and DIA.

I think if we were to ask pretty much anyone who traveled in the last year if they want another person from the airline industry in charge of FAA, they would probably say they didn't. I don't think the airlines should be regulating themselves.

The NOTAM system failure, the Southwest meltdown, extended delays and cancellations, near-misses on runways are all management and policy issues. Being a good pilot is not going to help you or anyone be the FAA Administrator that this country needs, that can solve these issues.

Being able to manage a large, complex organization is. Why don't you talk just for a moment about the complexity of DIA and how you synthesize 35,000 employees, and make sure that the right people are in charge, and then hold them accountable.

Mr. WASHINGTON. Thank you for the question, Senator. First of all, safety is the number one priority. We know that that is—I know that that is my top priority. I lean on a long record of leadership and management and oversight of billion-dollar projects and people.

And so, I think that one of the first things I think about is creating a vision for the organization. I think about creating a vision for the FAA. I think about breaking down stovepipes. I think about providing professional development for the employees.

And I have to say, I had someone ask me, you know, why do you provide all of this professional development for folks and then they might leave. And my response was, suppose I don't provide it and they stay. That becomes a real issue.

So, I think, you know, the way I handle the 35,000 is to tell them what they can expect from me. When I walk into a job, that is one of the first things I do. And then I also tell them what I expect from them.

And so, providing that vision, being visible, telling folks what you expect and what you expect from them is the start of providing a

very, very good culture within the organization. A culture of ownership, I call it.

Senator HICKENLOOPER. Right. And I think I will leave to the Committee with this observation that when Phil came on board at DIA, we were in the midst of the COVID-19 pandemic. Air travel was dramatically rebounding at the same time that the gate expansion was going full tilt. And I think two points.

One, is that he was able to maintain the operational efficiencies at the airport in those challenging times. But almost more importantly, he took a massive construction project that was behind schedule and over budget and sorted it out in record time.

If you look at the investments that this country is going to make in air transportation, having someone who has repeated examples of coming in difficult construction projects, having that person holding accountable the entire investment we are making in transportation is, I think, the right direction for FAA.

The CHAIR. Senator Wicker. Thank you.

**STATEMENT OF HON. ROGER WICKER,
U.S. SENATOR FROM MISSISSIPPI**

Senator WICKER. Thank you, Madam Chairwoman. And Mr. Washington, Sergeant Major Washington, thank you for being here. I have a great deal of respect for your service with the United States Military. And I say that as a veteran who didn't do anything, nearly what you were able to do as a Command Sergeant Major. You were nominated in July 2022, is that correct?

Mr. WASHINGTON. Yes, Senator.

Senator WICKER. And Sergeant Major, I think it is fair to say that you would already be in office, you would already be confirmed if there had not been serious bipartisan questions about your qualifications and your fitness for office.

And it gives me no great pleasure to say that. This is—I have been chairman of this committee, I have been ranking member of this committee, and I have been on it for a long time. This is—what is going on with your nomination is not my idea of a good time. But it is a responsibility that I think we have.

At the time of your nomination, you had this CEO position at Denver for about a year. Safety is the top priority of the FAA, and I think really on both ends of the dais, there have been serious questions about your expertise in that area, and that has been pointed out at some of the questions.

On your resume at Denver, you cite specifically success in construction, a renovation program in facilities, and the implementation of a career pathway. Again, I don't think that qualifies you for this position, and in particular with what has been going on the last few months with regard to these near misses. It is very, very troubling.

There is something, though, that Senator Cruz said that I am not sure I agree with. He said you might have been confirmed for the Amtrak board, had you been nominated for that. And that may be true, but we would still have had to get better answers to these questions about investigations and about allegations that are still out there about public corruption.

You have been involved in multiple corruption investigations, accused of retaliating against a whistleblower that exposed this corruption. The investigation relates to involvement with a series of no-bid contracts awarded by L.A. Metro to a nonprofit to operate a sexual harassment hotline.

The investigation found that the hotline cost the taxpayers more than \$8,000 per call. Most of these calls were misdials or spam. The nonprofit who awarded the contract was a close friend and campaign donor of an L.A. County supervisor.

The investigation is still pending and has been taken over just recently by the California Attorney General. And in addition, you have been accused of discriminating and retaliating against the whistleblower who received a \$625,000 settlement.

I am not sure for any position, with those being unresolved, that you would have been confirmed. And again, this—it gives me no pleasure to say this. Just days ago, a lawsuit was filed by the Denver International Airport's former Senior Vice President of Parking, Benjamin Juarez, who left his post last year.

The lawsuit alleges discriminatory pay and personnel practices at the airport. Again, you—there was this matter that Senator Cruz mentioned about the search warrant, including accusations of misconduct, and in seeking a record of your communications, and this has not yet been resolved.

As we meet today, the California Attorney General's Office is still conducting this public corruption investigation. We need—we need a very, very qualified person in charge of the FAA immediately, and for the life of me, I do not understand why the President persists with this nomination based on so many questions from the corruption aspect and also the qualification aspect.

And for that reason, I do think the bipartisan opposition will continue, sir. Thank you, Madam Chair.

The CHAIR. Senator Schatz.

**STATEMENT OF HON. BRIAN SCHATZ,
U.S. SENATOR FROM HAWAII**

Senator SCHATZ. Thank you, Chair Cantwell. The FAA has been without a permanent Administrator for nearly a year, and this is a hatchet job. Instead of moving quickly to confirm the President's nominee, Republicans and their allies have tried to delay Mr. Washington's confirmation by attacking him, throwing everything they have to try and stop a qualified nominee, and in doing so, they are smearing a long-time public servant and Army veteran.

Mr. Washington has decades of experience overseeing large, complex transportation organizations. He runs the Denver International Airport, the world's third busiest airport. He ran L.A. Metro, one of the largest transportation systems in the world.

And he honorably served his country for 24 years, serving in the U.S. Army Tank Command before earning the rank of Command Sergeant Major, the highest noncommissioned officer rank an enlisted soldier can achieve.

But he is facing a smear campaign. The people opposing his nomination are trying to desperately turn every aspect of his career into a scandal. Anyone who has been in leadership gets sued. I

think I was sued like 2 months ago, and they named every member of the Congressional delegation.

Every member—I think it was every member of the Legislature. Someone actually threw the summons over my fence and said, you have got served. I didn't know that was the thing they said. And I went back to my staff, many of whom are lawyers, and they said, what is this? And they said, well, they named the Governor.

They named—this is similar. This is 17 individual defendants, the entire Board of Directors, and the U.S. Secretary of Labor. That is not a serious lawsuit and should be called out for what it is. It is nonsense. It is immaterial to these proceedings, and it is just a pretext for opposing the nominee's confirmation to this critical agency, because, again, Mr. Washington is well qualified for the job.

During his time as CEO of DIA, the airport has seen a nearly 20 percent increase in passengers, substantially contributed to by my arrivals from HNL, DEN and every Monday. And before becoming CEO there, he spent 6 years as CEO of L.A. Metro running the transportation system in our country's largest metro area.

Before that, he spent 6 years as CEO of the Denver Regional Transportation District, overseeing a system that serves nearly 50 million riders annually. Mr. Washington is a skilled and dedicated public Administrator, with an extensive record showing that he knows transportation.

And ignoring this to punish him over fake scandals is absurd. Mr. Washington is exactly the kind of person that we should want in public service. He has the experience needed to lead the FAA and is ready to step into this role.

So, my question for you, Mr. Washington, is can you tell me how your experience at DIA is going to enable you to be a good FAA Administrator?

Mr. WASHINGTON. Well, thank you for the question, Senator. I think Denver International Airport is, of course, the third largest. Safety is number one at all of our airports and it will be for me at FAA.

In running Denver International Airport, someone asked me the other day, well, what do you do when you first get up in the morning as the CEO of Denver International Airport? And I talked about reading my SITREP, if you will. And a SITREP is what is going on right then at that airport, and it is always around safety.

And so, it is around also TSA wait times, it is around FAA arrival times. It is everything about that airport. We do those three times a day. And so, I believe that what I am doing now and what I have done for the last 40 years to include my military career is directly transferable in terms of especially leadership.

Leadership is a real thing. It is a real skill. Motivating people, inspiring people, getting people to do what they otherwise may not do is a real skill. And I think when we talk about the FAA, we are talking about a different kind of organization that needs a different skill set to run it now in this day and time. And I think I bring that to the table.

Senator SCHATZ. Thank you very much.

The CHAIRMAN. Senator Moran.

**STATEMENT OF HON. JERRY MORAN,
U.S. SENATOR FROM KANSAS**

Senator MORAN. Chairwoman, thank you. Mr. Washington, thank you for your presence here today. I represent a state in which aviation is hugely important. One of the most significant components of how Kansans earn a living. We are known as the air capital of the world.

We manufacture general aviation, commercial aircraft, defense. We have many companies that are involved in air safety and navigation aids. And certainly, the FAA and its Administrator is among the most important Federal agencies and individuals that have a consequence to my constituents, and to the country in this case.

I am often thought of as a Senator who worries and cares about and works on behalf of aviation because of that manufacturing base, and that is certainly a component. But I represent a state in which air travel, Kansans who fly and Kansans who fly from Kansas airports, matter greatly to me.

And so, I recognize the value and importance of an airport, large and small. Yesterday, Kansas City celebrated the opening of its new airport. We are excited about that. Wichita has a new airport, Eisenhower. But I also represent, as was indicated earlier, by those who were—I think it was the Senator from Colorado, the importance of those small and regional airports.

Essential air service, perhaps with the exception of Alaska, Kansas is the most dependent upon essential air service programs to make certain that our rural airports are able to remain available and open, and that transportation occurs.

And we forget sometimes the importance of aviation for bringing a physician or a patient to a physician, to crop dusting, to the way, again, we earn our living in Kansas, in agriculture that airplane matters greatly. So, this is hugely important, and I have invited every FAA Administrator since I have been in Congress to come to Kansas and spend time with me.

And if you are confirmed, I will make that request. The challenges that the FAA faces, in my view, are tremendous, and the leadership needs to be consistent and bold. It needs to be different than it has been in the sense that we have had too many changes too many times and we need consistency.

I would be delighted to hear how you believe you can manage the magnitude of this job, and you have indicated that to some degree. Let me give you an example of—and tell me how you would handle this. The aviation industry in recovering from the pandemic experienced a tremendous backlog, supply chain problems, difficulty in getting answers from the FAA, but also getting—difficulty in getting parts and materials from suppliers.

Throughout the pandemic, the protection of the aviation supply chain has been important to me and to Senator Cantwell in legislation, as evidenced by legislation called the Aviation Manufacturing Jobs Protection Program.

So, tell me how you would handle the magnitude of the problems that occur when there is a crisis in this country? And tell me about your experience again, that allows you to lead an agency that has such consequences in the decisions it makes?

Mr. WASHINGTON. Well, thank you for the question, Senator. I guess what I think about—you talk about stability. I think bringing stability to the FAA is part of addressing those issues. And so, what I would do is put together a plan, a tactical plan around materials, a tactical plan around supply chain parts, and be—have that as a first priority for me.

Some of the issues that we have seen around the country now with material cost increases and inflation and all those things is tied into the availability of various materials. And so, putting a plan together within FAA to address that is one of the first things that I would do.

The other thing that I think about, you mentioned the subsidies. You mentioned the community—

Senator MORAN. Essential air service.

Mr. WASHINGTON. Essential air service and those sorts of things. I think we need to do better. The FAA needs to do better with those subsidies as well. And that would be one of my priorities as well. But to answer your question, putting together a solid plan to address the role of airports, to address places like Kansas would be something that would be one of my first priorities.

Senator MORAN. Mr. Washington, I don't think it is through any fault of your own. You and I have not met until we shook hands a moment ago. And if you are interested, I would make certain that if you invite yourself to my office to have a conversation, I would accept that invitation.

Mr. WASHINGTON. Yes, sir.

Senator MORAN. Thank you.

The CHAIR. Senator Peters.

**STATEMENT OF HON. GARY PETERS,
U.S. SENATOR FROM MICHIGAN**

Senator PETERS. Thank you, Madam Chair. Well, Mr. Washington, you have been nominated for a very tough job. And I just want to thank you for your willingness to take on this responsibility. Certainly, you have the experience, the qualifications, and may I say the leadership qualities necessary to lead the FAA during a very challenging time. So, thank you for your willingness to take on this very difficult task.

Mr. Washington, I have long advocated for the FAA to transition away from the use of toxic PFAS, containing firefighting foams. And in fact, in the 2018 FAA reauthorization, I led the adoption of language that directed the FAA to no longer require the use of these foams at part 139 airports.

Last year, President Biden signed into law my legislation entitled, Preventing PFAS Runoff at Airports Act, which allows airports to purchase the equipment they need to test their firefighting response without discharging toxic PFAS chemicals. Michigan airports continue to lead the way on this issue, but they need a strong partner in the FAA to fully transition away from the use of PFAS and protect our communities from further contamination.

As an airport CEO, I know you have firsthand experience when it comes to PFAS at airports, and I would just like to know if confirmed, how will that experience shape your approach to ending these substances in aviation?

Mr. WASHINGTON. Well, thank you for the question, Senator. I agree this is an important issue. At Denver, we started our own cleanup, a voluntary clean up. We have already started that.

Now, I know not everyone can do that, but we wanted to start for the benefit of everyone at our airport, including our employees. My understanding is that the new performance requirements for the firefighting foam was issued earlier this year by DOD. We would work with DOD, and I think that if confirmed, I would have a special relationship with the Department of Defense as a veteran.

But we would work to develop a transition plan around PFAS. There are a number of airports that are doing this very well. And so, you know, perhaps there is sort of a peer-to-peer exchange that can occur while we are waiting on that alternative as well.

And so, I would bring what we are doing at Denver and scale that up, because I think we are addressing the PFAS problem probably than—probably better than most airports around the country.

Senator PETERS. Right, right. Last week, I asked Acting Administrator Nolan about improving FAA's effort to integrate unmanned aerial systems into our national airspace. Communities in my state of Michigan are looking to take advantage of this cutting-edge technology and a lot of economic opportunity that will result from that.

However, there are major barriers to adoption, including slow implementation of the provisions that my colleagues and I passed in the 2018 reauthorization bill. So, my question for you, sir, is, if confirmed, will you commit to prioritizing efforts to ensure that the U.S. maintains global leadership in advanced aviation, particularly unmanned aerial systems?

Mr. WASHINGTON. Thank you for the question, Senator. Absolutely. Absolutely, and that gets to what I think is the slow pace of rulemaking as well. One of my priorities is to streamline internally to start with internal to FAA, to streamline the rulemaking process.

And so, absolutely, I agree that we need to move on this. I agree that we need to understand and keep pace with industry on unmanned aerial systems. I will do that as Administrator.

Senator PETERS. Right. Well, thank you. I chair the Homeland Security and Government Affairs committee here in the Senate, and one of my priorities is to ensure that airports have the tools to counter those who may use UAS as threat and as a domestic security risk.

The FAA has been a partner in working to understand how these systems affect our airspace and transportation, but we are going to need to work together to protect our critical infrastructure from these threats.

UAS have a lot of opportunities, but they also present serious threats to airspace and critical infrastructure as well, as you know. So, my last question is, if confirmed, will you commit to work with me to ensure that there is robust interagency coordination to counter UAS efforts?

Mr. WASHINGTON. Thank you for the question, Senator. Absolutely. And I think, I know the Biden Administration proposed legislation to expand authorities is out there. FAA has been a partner with that, and I will continue that path.

Senator PETERS. Wonderful. Thank you. Thank you, Madam Chair.

The CHAIR. Thank you, Senator Peters. Senator Thune.

**STATEMENT OF HON. JOHN THUNE,
U.S. SENATOR FROM SOUTH DAKOTA**

Senator THUNE. Thank you, Madam Chair, for holding this important hearing today. It is difficult to think of a time in recent history when the FAA has been confronted with more challenges.

On top of implementing the last FAA reauthorization and the certification reform bill, the agency is contending with an increasingly complex national airspace system, which must accommodate the growth in commercial space activity, and the integration of drones and advanced air mobility aircraft.

Managing all these challenges while maintaining the highest level of safety in the world's busiest aviation system requires a skilled leader with extensive aviation experience. I am concerned that the FAA's delay in addressing these challenges is further setting back the modernization of the air traffic control system and jeopardizing aviation safety.

Recent travel disruptions, especially those related to recent ATC issues and the failure of the NOTAM system in January, underscore the need for action. So as this committee begins to work on the next FAA reauthorization, it is going to be essential to ensure the agency a strong, capable leadership at the helm.

So, I appreciate the opportunity to review Mr. Washington's qualifications and appreciate you being here to testify today. On February the 8th, Senator Warner and I introduced the Increasing Competitiveness for American Drones Act, which directs FAA to establish a regulatory framework for beyond visual line of sight UAS operations, especially since many UAS certification applications, through the current process, have languished for years.

I believe that a clear framework for such operations is critical to the safety and efficiency of the NAS. And I intend to work with the Chair and the Ranking Member to integrate this legislation into the FAA reauthorization bill.

So, my question is, if confirmed, can you describe how you would work to create a beyond visual line of sight regulatory framework and otherwise streamline the airworthiness approval process for UAS?

Mr. WASHINGTON. Thank you for the question, Senator. That would definitely be a priority of mine. I know the FAA is doing work around this right now, and I will check on the progress of that. But I think this is very, very important to keep pace with industry around this issue, and also to make sure we have the workforce to set up that framework. I would make this a priority.

I think, right now, I listened to Acting Administrator Nolan and he talked about 2024, being ready around 2024. I would want to accelerate that, and I think we can do that. In Los Angeles, I created what I call an Office of Extraordinary Innovation to do just that, to work with industry to make sure that we entertain and look to implement various innovative things.

And I think when we talk about advanced air mobility, that is a perfect example for one. So, we would move that forward, and I commit to doing that.

Senator THUNE. And I hope—and I will just tell you, in drafting this bill, Senator Warner and I worked to address the concerns of incumbent users of the NAS, especially those operating at lower altitudes, such as helicopters and agricultural aviation, which is very important in my State.

However, I would say there is more work that needs to be done at the agency to ensure the safe co-existence of UAS with these stakeholders. And so, I hope you will stay on top of it and work to get this done in a timely way.

Let me just ask from your perspective, what should be done to ensure the safe coexistence of nascent beyond visual line of sight operations with incumbent users at low altitude? Could you talk a little bit about what you think ought to be the solution.

Mr. WASHINGTON. Well, I think one solution is to make sure that the FAA itself is ready to implement that. One of my concerns is whether internally we are ready to take that on. I would want to make sure that we are. I would want to sit down with industry and partnering sessions to understand what the challenges are from their perspective, and to be ready to implement when they are ready and keeping track of industry.

So, I would bring them in and sit down with them immediately to find out what the constraints are and what the challenges are and move forward that way.

Senator THUNE. And you would work with the stakeholder community, make sure those concerns are addressed?

Mr. WASHINGTON. Yes. Yes, sir.

Senator THUNE. OK. All right. Well, let me go quickly here. Let me just, during my time as chairman of this committee, we considered and enacted the FAA Reauthorization Act of 2018 and included prioritization of NextGen upgrades to bolster the Nation's air traffic control system.

These upgrades, in addition to employing concepts such as dynamic airspace management, will allow the U.S. to better utilize existing infrastructure and increase the capacity and efficiency of the NAS. There has been a lot of recent, we all know, ATC issues at airports across the country that certainly highlighted the need for modernization.

So, I know my time is up, but from your perspective, are there specific technology upgrades that should be prioritized to avoid preventable incidents like those which occurred in New York and in Austin?

Mr. WASHINGTON. Thank you for the question, Senator. Absolutely. I think the installation of new technology is one thing, but the integration of that technology is quite another thing.

So, the integration and the training of FAA employees is quite another thing. And I think we have to think about the integration. A lot of the installation is already done, but I am concerned about the integration of that technology to use it to its full capacity.

Senator THUNE. Well, we need to catch up. Thank you. Thank you, Madam Chair.

The CHAIR. Thank you, Senator Thune. Senator Duckworth.

**STATEMENT OF HON. TAMMY DUCKWORTH,
U.S. SENATOR FROM ILLINOIS**

Senator DUCKWORTH. Thank you, Madam Chair, and thank you, Ranking Member Cruz, for holding today's hearing. I want to thank you, Mr. Washington, for your quarter century of service to our Nation in uniform.

It is said that the NCO is the backbone of the army, and a backbone, a strong one, is exactly what you need to be FAA Administrator, because you all need to stand up to pressures from aircraft manufacturers, as well as from airlines looking to reduce or circumvent critical aviation safety requirements.

There is a saying about aviation regulations, that they are written in blood. When deadly accidents happen, we investigate and adjust our regulations to ensure whatever went wrong never happens again, but only after blood has been shed. Following the deadly Colgan Air crash in 2009, which killed 50 people, Congress passed a law to require all commercial airline pilots to complete 1,500 flight hours.

To its credit, the FAA has rejected all proposals to water down this key safety requirement. Sergeant Major Washington, when we spoke last year, we talked about my strong belief in the 1,500-hour rule, a belief that is not based on evidence-less emotion, and instead grounded in my own expertise as a pilot, and also as a former Commander of an Army aviation company where I was in charge of the training, the aviation training of my soldiers.

We know how critical real world flying experience is for safety. Look, I accept that there will always be those who want to give in to the temptation to cut corners or buy into the false hope of a quick fix or an easy answer, especially when there is a critical aviation workforce shortage.

But as Chair of the Aviation Safety subcommittee and an aviator, it is my responsibility to stand up for a basic safety principle, hours in the cockpit are hours. But spent in the seat, in the air cannot be replaced no matter how many hours you spend in a lecture hall or in a simulator.

Experience and expertise cannot be faked. These life savings attributes are earned through hours of hard work and dedication to the craft of piloting a real aircraft in the air with real stakes.

Mr. Washington, if confirmed to lead FAA, will you commit to defending the 1,500-hour rule and rejecting any proposal to weaken or water down what is really a commonsense requirement, that before we place the lives of commercial passengers in the hands of a new pilot, that pilot must first gain at least 1,500 hours of flight time.

Mr. WASHINGTON. Thank you for the question, Senator. If confirmed, I will not deviate from that standard. I agree with you that the 1,500-hour rule should stay in place. I have never, especially as a Command Sergeant Major, believed in lowering the standard.

I believe in bringing people up to the standard. And that is very, very important. So, I would not deviate from that standard.

Senator DUCKWORTH. Thank you. Simulators are important, simulators are good, but simulators have a reset button where you get to be reborn again. It is not the same as being in a cockpit out there in icing environments and windy environments.

And I know you have trained many a soldier in a simulator, in many types of simulators. My second question for you, as we discussed last year, I remain concerned about the FAA's hesitancy to use its civil enforcement authority. There are two issues involving the Boeing 737 MAX that I find just stunning, but not in a good way.

The first involves evidence that came to light as part of a Congressional investigation. And I have a graphic that is up here. This is an internal Boeing memo documenting plans to avoid using the term MCAS outside of the company and instead merely describe the new function as an addition to the already existing speed trim system. The memo suggests a motive.

If we, and I quote, "if we emphasize MCAS is a new function, there may be greater certification and training impact." Even worse, the memo says this plan to downplay the significance of MCAS was approved by an authorized representative, which was a Boeing employee that FAA specifically authorized to conduct certification work on behalf of the agency.

This is what I mean when I say you are going to have a strong backbone through the pressures from the industry. Yet FAA never investigated this internal Boeing memo, and I am not aware of any FAA civil enforcement action against the responsible individuals. As you know, pilots' inability to arrest the MCAS ultimately led to two deadly MAX crashes, killing 346 people.

The other issue is that apparently Boeing knew of the angle of attack disagree alert was inoperable on more than 80 percent of the 737 MAX aircraft, in direct violation of the plane's FAA approved type design.

Yet Boeing did not inform the FAA, air carriers, or MAX pilots of this for more than a year, and not—and only did so after the first deadly MAX crash. Faulty angle of attack data was a factor in both MAX crashes, yet FAA, as it stands currently, does not appear to have taken any civil enforcement actions against Boeing for this.

While I am pleased that the Department of Transportation's Inspector General is now examining FAA's handling of these issues, I fear this speaks to a broader reluctance at FAA to use its civil enforcement authority. Mr. Washington, will you commit to using FAA's full civil enforcement authority as appropriate?

Mr. WASHINGTON. Thank you for the question, Senator. Yes, I think—I want to first acknowledge the role of the families in advocating for holding Boeing and FAA accountable. And if confirmed, I would do and foot stomp what has already been conveyed to Boeing.

I would also reinforce to our workforce that they will always have the time to do what they need, and that includes civil enforcement.

Senator DUCKWORTH. I have a final question for the—I will submit for the record. Thank you, Madam Chair.

The CHAIR. Thank you. Senator Budd.

**STATEMENT OF HON. TED BUDD,
U.S. SENATOR FROM NORTH CAROLINA**

Senator BUDD. Thank you, Madam Chair. Mr. Washington, thanks for being here today. I have some concerns with your nomination. But first of all, besides that, I just want to say thank you for your service to our country through our military.

You have a lot of veterans, a lot of military installations in our State of North Carolina and so we appreciate what you have done. Now, you have been nominated to lead an agency with authority to regulate aircraft, airspace, and airmen. The U.S. has some of the most complex airspace in the world.

I mean, we have got 200—over 200,000 registered aircraft, more than a million pilots in our country, and over 45,000 flights per day handled by ATC. Now, with recent issues under the Biden Administration, from the flight disruptions over Christmas, the NOTAM or the notice to air missions ground stop, and the recent near-miss incidents in New York, Texas, and just yesterday in Boston, my colleagues and I were concerned about the many or several parts of your background and your lack of aviation experience.

Now, there are many new regulations that the FAA has issued or is in process of developing. Here is one for instance. The FAA is spending billions of dollars on its NextGen programs, as you are aware, to modernize the national airspace system. A key part of this update is moving toward GPS navigation for pilots and ATC.

Now, as part of this transition, the FAA recently required airplanes to be equipped with an ADS-B transponder. So, Mr. Washington, can you quickly tell me what airspace requires an ADS-B transponder? Quickly, please.

Mr. WASHINGTON. Thank you for the question, Senator. Not sure I can answer that question right now.

Senator BUDD. That is OK. We will just keep going. So, that is a pretty important part. But another question, you have said that your national security background, and again, I appreciate your military experience there, but you say that has prepared you for this role. OK.

The FAA has classified airspace to meet the needs of airports, air traffic, and also national security. The FAA has also designated special use airspace over DOD bases critical to national security.

So, what are the six types of special use airspace that protect this national security that appear on FAA charts? Quickly, please.

Mr. WASHINGTON. Sorry, Senator, I cannot answer that question.

Senator BUDD. OK. We will just keep going, so thank you. Since World War II, the FAA has required pilots to have a valid medical certificate. I have got one. In recent years, the FAA has relaxed these standards through the introduction of the sport pilot certificate and also basic med. It has been a great success.

More than 70,000 pilots in the last 6 years have used basic med to maintain their flying privileges. So, what are the limit—it comes with some limitations. So, what are the operational limitations of a pilot flying under basic med?

Mr. WASHINGTON. Well, thank you for the question, Senator. I am not a pilot, so—

Senator BUDD. But obviously you would oversee the Federal Aviation Administration, so any idea what those restrictions are under basic med, quickly?

Mr. WASHINGTON. Well, some of the restrictions, I think, would be high blood pressure. Some of them would be——

Senator BUDD. It is more like how many passengers per airplane, how many pounds in different categories, and what altitude you can fly under. So, and the amount of knots, it is under 250 knots, so it is not—have anything to do with blood pressure. So, let's keep going here. Aviation, I have heard you talk about aviation and safety and it being a particular concern of yours.

I appreciate that. Spin speed accidents are a particular concern for general aviation safety advocates. Accidents involving an unintentional stall account for nearly 25 percent of fatal aviation accidents.

And these happen, it spins at low speed and low altitude, and they are particularly dangerous. Say, can you tell me what causes an aircraft to spin or to stall?

Mr. WASHINGTON. Again, Senator, I am not a pilot, but I would lean on our career employees and our safety folks within the FAA.

Senator BUDD. OK, let's keep going. So, we have mentioned just recently, Senator, before me mentioned the 737 MAX issues. So, there are many questions surrounding the FAA's aircraft certification process.

Two years ago, Congress passed a major reform package to address these concerns. It is now up to FAA to implement these laws by issuing regulations and monitoring compliance.

Mr. Washington, what are the three aircraft certifications FAA requires as part of the manufacturing process? Quickly, please. Three aircraft certifications.

Mr. WASHINGTON. Again, what I would say to that is that one of my first priorities would be to fully implement that certification act and report that——

Senator BUDD. Do you know the three types, Mr. Washington? The three types.

Mr. WASHINGTON. No.

Senator BUDD. OK. Yes, that is type certificate, production certificate, airworthiness certificate. OK, all right. Let's just keep going and see if we can get lucky here. All right, so just since January, the U.S. has narrowly averted three aviation disasters.

On three separate occasions, airplanes came dangerously close to colliding on runways at New York—excuse me, at New York, JFK, Austin, Bergstrom, and Boston Logan Airport. The Austin incident reminded me of the Tenerife accident, which is the deadliest aviation accident in history.

Both the incident at Tenerife and Austin included or involved two planes on a runway in dense fog. The FAA's ATC procedures manual has separation standards. Now, I know you run a big airport, so you should probably know this one here. It has got separation standards for planes using the same runway.

So, can you tell me what the minimum separation distance is for landing and departing airliners during the daytime, Mr. Washington?

Mr. WASHINGTON. I don't want to guess on that, Senator. But it would be easy for me to find out.

Senator BUDD. Thank you. You know, the FAA is woefully behind on integrating unmanned aircraft standards, but are you familiar with the difference between Part 107 and Part 44809 when it comes to unmanned aerial standards, unmanned drones? Are you familiar with the difference?

Mr. WASHINGTON. Yes, yes.

Senator BUDD. OK. You know the difference between those two, Part 44809 and Part 107? Do you know the difference there?

Mr. WASHINGTON. No, I cannot spell that out for you.

Senator BUDD. It is OK.

The CHAIR. Senator, your time has expired.

Senator BUDD. Thank you. You know, the FAA can't afford to be led by someone who needs on the job training, and for that reason, I am going to be opposing your nomination. But thank you for your time.

The CHAIR. Senator Klobuchar.

**STATEMENT OF HON. AMY KLOBUCHAR,
U.S. SENATOR FROM MINNESOTA**

Senator KLOBUCHAR. Thank you. Well, Mr. Washington, I appreciate your incredible career and experience, 24-year veteran of the U.S. Army, rose to the rank of Command Sergeant Major.

That kind of experience, you have to adapt to a lot of changing circumstances and I would assume make in the moment decisions all the time. And you work with the people around you to make those decisions.

Mr. WASHINGTON. Yes, Senator.

Senator KLOBUCHAR. Right. And you also have been managing the third biggest airport in the country, is that right?

Mr. WASHINGTON. Yes.

Senator KLOBUCHAR. I actually am a big fan of airports. You are probably familiar with Minneapolis, Saint Paul.

Mr. WASHINGTON. Yes.

Senator KLOBUCHAR. We have been voted the best airport in the country a few times, I just want to point that out. OK, so let's talk about, first of all, aviation workplace. I know you have done a lot of work and recruiting workers, which is a problem in the private part of our air service, in the public part of our air service. Talk a little bit about how we build the aviation work force.

Mr. WASHINGTON. Thank you for the question, Senator. I think it is very, very important to do the things that I have been a part of for many, many years, and that is again, showing a career pathway.

I talked about that a little bit earlier. I would scale that up for aviation. I think the need is so great in all of infrastructure, but especially aviation. We are building a center of equity and excellence in aviation that has a career pathway portion to that.

And so, in addition to creating that pathway in aviation, I would go out and be the "evangelist" for aviation workforce opportunities all over this country. I think we need to do that not just for aviation, but other modes as well.

Senator KLOBUCHAR. All right, very good. The FAA's Contract Tower Program provides critical air traffic control safety benefits to 256 smaller airports around the country, including airports like Saint Cloud, Minnesota, Anoka County.

It is a good deal for taxpayers, helps rural communities, supports military readiness, and national security operations. If confirmed, would you commit to ensuring that rural airports have the updated air traffic control towers and facilities they need to accommodate rising air traffic levels?

Mr. WASHINGTON. Thank you for the question, Senator. Absolutely. I am committed to that and would love to work with you on that.

Senator KLOBUCHAR. Very good, thank you. Passengers at airports experienced significant travel disruptions, as you know, in January, due to the outage of the U.S. notices to air missions, also known as NOTAM system. Senator Moran and I had a call with the Acting Administrator on this.

And I lead legislation to require the FAA, which has also bipartisan support and has passed the House of Representatives, led by Representative Stauber, my colleague in Minnesota, to establish a task force to strengthen the resiliency and cybersecurity of the NOTAM system.

We know that is not the only thing that needs to be done. We know there is going to be this transition to the NextGen air traffic control. But if confirmed, would you commit to making sure that we work with all stakeholders here to make sure that this transition works and that we do a better job.

Mr. WASHINGTON. Thank you for the question. Absolutely commit to working with stakeholders. Also commit to making redundancy of those systems a top priority as well.

Senator KLOBUCHAR. OK, very good. I think I will ask my remaining questions. I see my colleague, Senator Rosen, who is such a leader on tourism, is here. And so, I am going to, after the Republican questions, turn over to her. So, thank you, Madam Chair.

The CHAIR. Thank you. Senator Vance.

**STATEMENT OF HON. J. D. VANCE,
U.S. SENATOR FROM OHIO**

Senator VANCE. Great. Thank you, Madam Chair. And Mr. Washington, thanks for being here. I want to ask just a threshold question here. So, this is from the L.A. Metro Equity Platform.

This is a graphic that appears, I believe, on the first page. And I understand this is something, the equity platform you supported over and over again in some of your public comments. I would actually just, I would love for you to explain what this means.

Mr. WASHINGTON. Well, thank you for the question, Senator. Yes, we advocated and supported equity in a big way at L.A. Metro and every organization that I have been a part of. I think it is crucial for us to understand diversity, equity, and inclusion, and so what you are looking at is equity with everyone on a level playing field, if you will. And that is what we espouse at every organization that I have been in, especially L.A. Metro.

Senator VANCE. And what do these boxes represent, I guess. I mean, they are, you know, equality here. They have different size

boxes. And then here there are different boxes here. I am just curious, what this is supposed to mean?

Mr. WASHINGTON. Yes, well, that is, you know, opportunity, if you will. Opportunity and how you position people that may be less fortunate for the same opportunities that other people might receive.

Senator VANCE. OK. I got to say, Mr. Washington, I appreciate the attempt at an explanation there, but I don't fully understand why equality and equity are different. I would assume that equality of opportunity is something that we all believe in and agree with. I worry just in some of your public comments, some of the things that you said.

You tend to take this focus of explicitly saying that colorblindness, of looking at people without regards to skin color, is somehow in and of itself discriminatory. And I was hoping to elucidate that a little bit by appeal to this chart and try to understand it a little bit better.

But I have to be honest, and I am not trying to be rude, Mr. Washington, I just don't fully understand what this is meant to convey and how it might influence some of your policies. In an effort to kind of drill down to that, I just want to ask just a few questions here, because, you know, the aviation industry is maybe the single industry where aptitude and work safety matter more than almost anything else.

I mean, I can't imagine, even going under the knife, I would probably choose having a safe pilot as more important than even going under the knife for a surgery. So, I just want to ask sort of how this this criticism of colorblindness that you have had in some remarks in your career intersect with how you think about the standards for pilots that exist in the aviation industry.

So, a few just very direct questions. Do you believe that white, black, and latino airline pilots should be able to read, speak, and understand English before becoming commercial airline pilots?

Mr. WASHINGTON. Yes, I do.

Senator VANCE. Great. Thank you. Do you believe white, black and latino airline pilots should have to hold the commercial pilot certificate and an instrument rating as they currently have to do?

Mr. WASHINGTON. Yes, I do.

Senator VANCE. Great. Do you believe that white, black, and latino airline pilots should have to have at least 1,500 hours of total flight time in order to receive an airline transport license?

Mr. WASHINGTON. Yes, I do.

Senator VANCE. OK. Thank you, Mr. Washington. I appreciate that. And here is the reason why I ask those questions, because there is an inconsistency between some of the diversity, equity, and inclusion rhetoric on the one hand, and the fact that we should hold everybody to equal standards no matter what. I have three young children, a 5-year-old, a 3-year-old, and a 1-year-old.

You know, they are—a couple of their grandparents live in San Diego, California, so they are on a flight a couple of times a year at least. I am actually totally supportive of what you might call a Rooney rule here.

I absolutely believe that if we take, you know, black citizens or white citizens or anybody who hasn't had the same opportunities

as everybody else, it is great to make that extra effort to ensure that they have the opportunity to become commercial airline pilots or Federal administrators or whatever the case may be.

What I worry about is some of our aviation industry, some of the experts and some of the ideas centered around diversity, equity, and inclusion seem to take the idea that we should relax standards in an effort to promote certain groups of certain racial or gender categories. And I just think that is a terrible, terrible way to run an airline industry.

I don't really care whether the pilot that I have, what their gender is, what their skin color is, I just care about whether they can do the job. And I hope that you are committed to the same exact attitude, because if we don't have safe airline pilots and if we relax the standards in an effort to get pilots of a certain skin color or a certain gender, it is going to be disastrous, quite literally. Thank you.

**STATEMENT OF HON. JACKY ROSEN,
U.S. SENATOR FROM NEVADA**

Senator ROSEN. Thank you. Senator Cantwell has left to vote, and so I will recognize myself for 5 minutes to question the witness. And so, before I begin my questions, I do want to take a moment to express my condolences to the families who were killed in the fatal crash of a medical transport flight near Stagecoach, Nevada, on Friday.

And I am so thankful for our first responders, for the hard-working people at the National Transportation Safety Board, who my team has been in touch with. We will continue to follow it. Our hearts go out to those families. And I would also briefly like to speak about concerns I have about the nominee's qualifications for the important position to which he has been nominated.

Travel and tourism, the backbone, the backbone of Nevada's economy. Our airports are the gateways to everything that we have to offer, everything that we do. And therefore, it is incredibly critical that we have an FAA Administrator with deep experience promoting safe, efficient air travel.

And so, I do look forward in the coming weeks to learning more about your record, Mr. Washington, and whether you are adequately prepared for the position. And so I have a number of important policy questions to ask. First, I am also going to thank you for your service to this nation, and we are indebted to you for that, and we thank you. And I am going to turn to my questions.

One of them is about airport obstruction analysis, and I hope you agree, just like all of us, safety of passengers' crew is the most important aspect of airport operations, excuse me. This is equally true at Harry Reid International Airport in Las Vegas, which saw a record 52 million travelers in 2022.

But our airport, like so many others across the country, have been left unable to raise critical safety and security concerns about nearby obstructions through FAA's current obstruction evaluation airport airspace analysis process. And I know it is a long title but is so important.

We have to ensure that this obstruction analysis is robust, it involves all stakeholder input, and in particular takes, in the safety and security, those concerns of the airports seriously.

And so, Mr. Washington, if confirmed, how will you ensure that this obstruction analysis, this process, is sufficient to account for major concerns about our air and ground safety raised by airports and at the TSA?

Mr. WASHINGTON. Well, thank you for the questions, Senator. I would certainly want to work with you on that.

I understand that the analysis that FAA uses is primarily focused on the air traffic impacts versus the obstruction, and as opposed to the security concerns, like the serious one that I know you advocate for.

I appreciate you bringing it to our attention, and I would certainly want to work with you on that to get the details on traffic impacts versus obstruction.

Senator ROSEN. Thank you. I want to move to something that is really, again, very important as our airport, Harry Reid International Airport is kind of at the one end of the Las Vegas strip.

And Nevada quickly emerging as the sports capital of the nation, we are home to the Las Vegas Raiders, the NHL's Golden Knights, WNBA champions, the Aces, and we hosted the NFL draft, we are the next host of the Super Bowl, and we are going to be hosting a Formula One Grand Prix in November.

So, we are really proud of all of our sports and entertainment, but this also makes us a target for bad actors, especially when individuals are gathered around our stadiums. I think Allegiant Stadium is about 65,000 seats there, and the FAA has imposed temporary flight restrictions over stadium events, including for drones.

Congress has subsequently strengthened and codified these requirements. However, sports leagues have been reporting violations of flight restrictions by drones. And so, if confirmed, this of course impacts the safety of everyone there, how will you ensure Federal policy not only continues for these long-standing protections for stadiums, but really keeps evolving with these new threats as they continue to grow?

Mr. WASHINGTON. Thank you for the question.

Senator ROSEN. Particularly the drones.

Mr. WASHINGTON. Right. Thank you for that question. I would want to work with you on that to understand exactly what the issues are. There is a lot of interest in how drones will be integrated and how they will be used at airports around various Government functions and facilities.

If confirmed, I would certainly want to work closely with you on that and the topic under reauthorization as well.

Senator ROSEN. The drones are increasingly growing, and they are getting smaller and growing in strength, so we have to address that. I only have a few seconds left, so I am just going to go quickly. Again, on drones, drones used for critical infrastructure inspection. There is bipartisan legislation I introduced with Senator Bozeman and Blumenthal authorizing \$100 million in competitive grants, allow our cities to local governments to purchase and operate small drones.

They can go in and out of bridges and through tunnels and they can take pictures and see things that might be more difficult for humans to get to. So, we have been seeking technical assistance for some time.

Will you commit to working with us, if confirmed, at the very least to provide formal FAA feedback so we can use this technology for safety for our critical infrastructure?

Mr. WASHINGTON. Absolutely, Senator. Absolutely, commit to working with you.

Senator ROSEN. Thank you. I am going to now recognize Senator Schmitt for his questions.

**STATEMENT OF HON. ERIC SCHMITT,
U.S. SENATOR FROM MISSOURI**

Senator SCHMITT. Thank you, Senator. Mr. Washington, how are you?

Mr. WASHINGTON. Good, sir.

Senator SCHMITT. Good. The Biden Administration recently announced equity czars in every department, in every agency. These czars, of course, haven't been authorized by Congress in any way, shape, or form, but will implement initiatives to deliver radical, "equitable outcomes."

This really isn't about opportunity for all Americans, but mandating certain outcomes and virtue signaling, and a simple yes or no answer would be great. Do you intend, if you are confirmed, to have this so-called equity czar as a member of your senior staff at the FAA?

Mr. WASHINGTON. Thank you for the question, Senator. I do think that there is a role to play for equity in organizations, so I would definitely look at that.

Senator SCHMITT. So, you will or you will not have this equity czar as a member of your senior staff, yes, or no?

Mr. WASHINGTON. I think an equity person is necessary, yes.

Senator SCHMITT. OK. The stated mission, of course, of the FAA is to provide the safest, most efficient aerospace system in the world. There seems to be a real disconnect between that mission, what some of the FAA's current activities are, and quite frankly, your nomination.

So let me recap for you just a couple of months in transportation, aerospace news. The first complete ground stop of civilian air travel since 9/11 because of a complete meltdown of the NOTAM system.

A train derailment in East Palestine that is slowly poisoning an Ohio community. Several near-misses of civilian and cargo planes at the Texas—at a Texas airport and a California airport. And I could keep going, but I think you get the point. And what is the Department of Transportation and the FAA focused on?

Changing the name of the NOTAM system to be, "more inclusive," and putting time and effort into woke pet projects, and putting time—and also at a time where they could be improving our antiquated systems.

And I will tell you right now, the folks in Missouri and more broadly American, the American people don't care one bit if people are getting a pat on the back at a conference posted by some DEI consultants on a name change.

They want pilots who have the safety information, the best pilots in the world so the American public can travel efficiently and safely. Your prior record and what you have already testified here today shows that you will be more focused on aggressively pushing woke DEI projects instead of actually ensuring the safety and efficiency across our aerospace system.

These DEI projects that you spent your time pushing are left wing advocates' dreams, and they are mind boggling, quite frankly. First, requiring all procurement proposals at the Denver airport to have an equity plan, and furthermore force those reviewing the contract proposals to, "look for DEI social, cultural merits as they consider contracts."

And this is a yes or no question, do you intend to make FAA staffers, if you are confirmed, look at the social, cultural merits of contracts, if you are confirmed?

Mr. WASHINGTON. Safety will always be my number one priority.

Senator SCHMITT. Right. But the question is, you did this at Denver, but are you going to require the social, cultural merits of contracts to be considered?

Mr. WASHINGTON. I think that is one of the factors that we need to look at, along with everything else.

Senator SCHMITT. With safety? That doesn't have anything to do with safety.

Mr. WASHINGTON. Senator, safety is the number one priority.

Senator SCHMITT. OK. Just last year, you wanted a Center for Equity and Excellence built in Denver for \$40 million. This center would have a, quote, hall of equity for training sessions. Simple yes or no, Mr. Washington, do you think families in Denver or across the country are interested in spending millions and millions of dollars for halls of equity?

Mr. WASHINGTON. Thank you for the question, Senator. I think families in Denver are interested in safety at our airport, and I deliver that on a daily basis.

Senator SCHMITT. \$40 million is a lot of money for halls of equity. You would agree with that, right? Is that really the most pressing issue?

Mr. WASHINGTON. I think one of the pressing issues is to make sure that we have a qualified workforce for years to come.

Senator SCHMITT. I would agree with that. Your record of pushing DEI and woke ideologies in the transit system you worked at is alarming. Last year, the Biden Administration pushed a budget that listed as its priorities for the FAA in this order, first, climate change, second, increasing equity, then investments in safety and modernization.

This emphasis matters. The Fiscal Year 2023 FAA budget had over \$700—or I am sorry, \$570 million for equity. And then another \$760 million for climate change projects to meet global standards set by the International Civil Aviation Organization.

Simple yes or no, if confirmed as the FAA Administrator, do you intend to use taxpayer dollars to prioritize equity and climate change over safety?

Mr. WASHINGTON. I am going to follow the law, Senator.

Senator SCHMITT. Well, that is not the law because Congress certainly hasn't voted on that. So, are you going to prioritize those two as the President has indicated he would like to?

Mr. WASHINGTON. Safety will be number one for FAA.

Senator SCHMITT. OK. And let me just—let me just close with this. I will tell you that the folks of Missouri aren't interested in spending billions on halls of equity. They don't want decisions made on social, cultural merits.

They don't want a half a billion dollars spent on undefined equity projects. They don't want a woke globalist ideological agenda thrust upon them by unelected bureaucrats at the FAA. And so, this is our only opportunity to speak for them because you are not elected. They want safety, they want reliability, they want affordability.

And I am concerned the FAA has lost its way, and your track record seems to indicate that you are much, much in line with this prioritization of diversity, equity, inclusion, climate change over safety, and that is very concerning to me.

The CHAIR. Senator Markey.

**STATEMENT OF HON. EDWARD MARKEY,
U.S. SENATOR FROM MASSACHUSETTS**

Senator MARKEY. Thank you, Madam Chair. Thank you, Mr. Washington. During Mr. Washington's 24-year career in the United States Army, he achieved the rank of Command Sergeant Major. No one, no one understands safety better than a Command Sergeant Major.

That is what they exist for, to protect all of the people who work for them and everyone that those people are trying to protect. And that is the job that Mr. Washington is being considered for, and I have no doubt that he understands exactly what his job will be, to make safety number one.

Because his training shows that he has got the background. He served as the Chief of Operations for the Logistics Division and the Chief of the Human Capital Division, roles that require superlative diligence, vigilance, and commitment to detail. Mr. Washington has an exceptional track record of delivering major infrastructure projects on time and under budget in Denver and in Los Angeles, as a Command Sergeant Major would.

Mr. Washington is a dedicated public servant, proven leader who makes the trains and the planes run safely and on time. There is just far too much at stake to play politics with this nomination, with skyrocketing flight cancellations, multiple near-miss collisions at airports, including one at Logan Airport on Monday of this week.

We need a permanent FAA Administrator, somebody who knows what they are doing. And Mr. Washington is the right person for this job at this time. I want to turn to climate change's impact on the aviation industry.

From melting runways in London to Southwest Airlines holiday meltdowns, climate change is significantly impacting our aviation system. Mr. Washington, do you agree that climate change poses new challenges for airlines, airports, and the FAA?

Mr. WASHINGTON. Senator, yes, I do.

Senator MARKEY. Just for the record, there was a report out just a few weeks ago that Burlington, Vermont, for example, is seven

degrees Fahrenheit warmer today than it was in 1970. Can I say that? That is Burlington, Vermont, seven degrees warmer.

You translate that all across the country in the years to come, that is fundamental in the risks that are going to be posed to the infrastructure of our airports. Just this morning, we saw a new Brookings research that found that airports are under dire threat from climate change.

And I would like to enter this concerning research into the record concerning that study, Madam Chair.

The CHAIR. Without objection.

[The information referred to follows:]

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America's airports aren't ready for climate change

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Research [The Avenue](#)

America's airports aren't ready for climate change

[Adie Tomer](#) and [Caroline George](#) Wednesday, March 1, 2023

Later this year, Congress is set to reauthorize the Federal Aviation Administration (FAA), which opens up the opportunity to modernize and reform the nation's airports and airlines. While Congress has passed a flurry of unexpected aviation policies in the past few years—including a \$25 billion [airline bailout](#) and \$25 billion in new [airport capital spending](#)—FAA reauthorization is the primary legislative process to address long-standing industry issues such as [airspace navigation](#), [tax structures](#), and passenger fees. This year, federal lawmakers should add one more issue to their list: protecting our airports and their passengers from short- and long-term climate threats.

Airports play a central role in our national economy, from expanding our information and tourism industries to connecting people to their loved ones. The problem is that the country's airports are under threat from a changing climate, including rising sea levels, extreme heat, and other weather-related events. Compounding this problem is the lack of any major policy response, including a lack of federal programs dedicated to building resilience at the country's commercial service airports. Federal and local leaders must do more to protect these national economic assets.

Lawmakers should use the upcoming FAA reauthorization as an opportunity to align our economic security with our environmental security. First, Congress should incentivize airport authorities to develop resilience plans that will guide how their facilities adapt to emerging climate realities. Second, Congress should launch a pilot program to strengthen existing assets and build resilient infrastructure at a small number of major commercial airports. If adopted, these two programs could start the country on a course to a more dependable and safer aviation system for generations to come.

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America's airports aren't ready for climate change

An outsized share of passengers relies on a relatively small number of airports

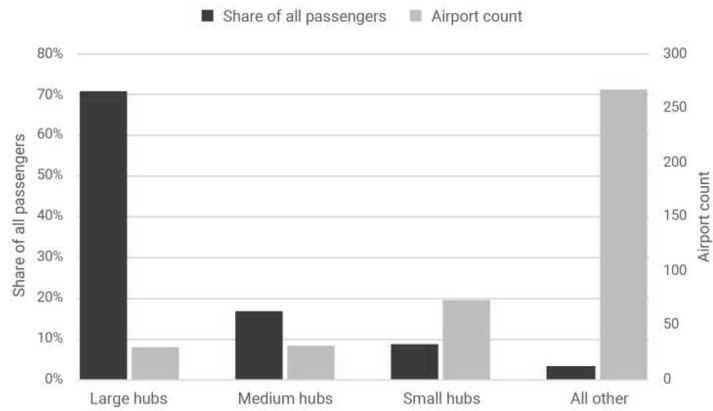
America's commercial aviation system is an essential driver of national economic competitiveness. Even with the emergence of video conferencing and other digital network technologies, businesses still demand face-to-face meetings among clients and colleagues. Moreover, aviation is the lifeblood of the nation's tourism hubs, as households plan their holidays and leisure trips around flight availability. And demand is robust: After hitting rock bottom during the COVID-19 pandemic, passenger levels are already now close to their 2019 heights.

While commercial aviation benefits every corner of the country, some airports are simply more important than others. Since airline deregulation in 1978, America has increasingly relied on a hub-and-spoke system to move commercial airline passengers across the country and the world. The result is that the country's 30 busiest airports moved 71% of all passengers in 2019, many of whom only used the airports to transfer to their final destination. In other words, the entire country relies on a relatively small number of airports.

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FIGURE 1

US Primary Commercial Service Airports by Hub Size

Source: Brookings analysis of FAA data

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This becomes especially clear when these airports can't operate at their full capacity. In 2022, major summer and winter holiday storms caused sweeping waves of flight cancellations and stranded travelers. When airports like Atlanta's Hartsfield-Jackson, Chicago O'Hare, or Phoenix Sky Harbor can't operate at full strength, the impacts spread like a virus, touching passengers in every corner of the country.

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America's airports aren't ready for climate change

Commercial airports must adapt to new climate realities

America's commercial airports are essential to a modern economy, but they also are under threat from a changing climate. To keep planes flying on time and to keep everyone safe, airports need their runways to be clear, their skies to be navigable, and their facilities and other equipment to be resilient to the elements, including protections for workers. Yet the past few years have proven that airports can no longer count on all three elements.

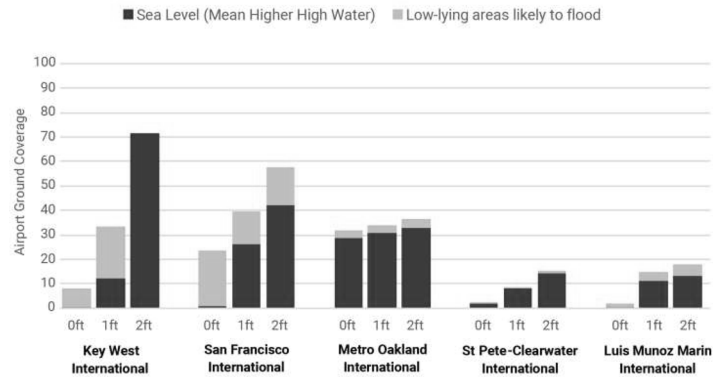
One of the biggest concerns relates to geography: Many airports are located alongside bodies of water, yet as sea levels continue to rise and extreme storms increase in frequency, these airports could soon be dealing with chronic flooding. While scenarios vary locally, the contiguous United States is projected to face between 1.03 and 1.71 feet of sea level rise by 2050. Using data from the National Oceanic and Atmospheric Administration's (NOAA) Sea Level Rise Viewer, we analyzed the potential flooding impacts of up to 2 feet of sea level rise on 145 large, medium, and small hub airports.

The results are deeply concerning. With just 1 foot of sea level rise, four airports will face significant flooding on over 10% of their land. With 2 feet, the count rises to seven airports. Even with just 1 foot of sea level rise, some, such as New York's LaGuardia Airport and Philadelphia International Airport, will face frequent flooding in low-lying areas, which would impact, impacting 21% and 13% of their land, respectively. In total, 24 airports will experience some level of flooding with 1 foot of sea level rise; these airports carried 26% of all passengers in 2019.

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FIGURE 2

Airport land is vulnerable to sea level rise

Source: Brookings analysis of NOAA Sea Level Rise Viewer data

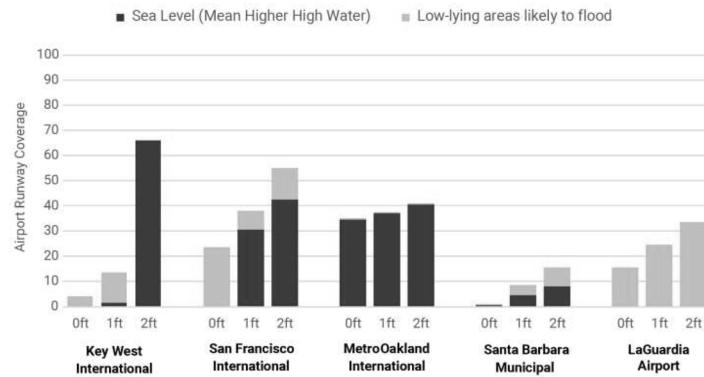
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Beyond flooded airport grounds, flooded runways would have significant impacts on airport operations and safety. Eleven airports—carrying 15% of all 2019 passengers—will experience runway flooding with 1 foot of sea level rise. And other, less visible factors can increase the vulnerability of certain airports to sea level rise. For example, many airports are built on “reclaimed” land—artificial land created by fill material. When combined with rising sea levels and earthquakes, some reclaimed land is vulnerable to “liquefaction” or instability. These airports must develop adaptive strategies that address not just visible flooding but compounding risks as well.

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FIGURE 3

Airport runways are vulnerable to sea level rise

Source: Brookings analysis of NOAA Sea Level Rise Viewer data

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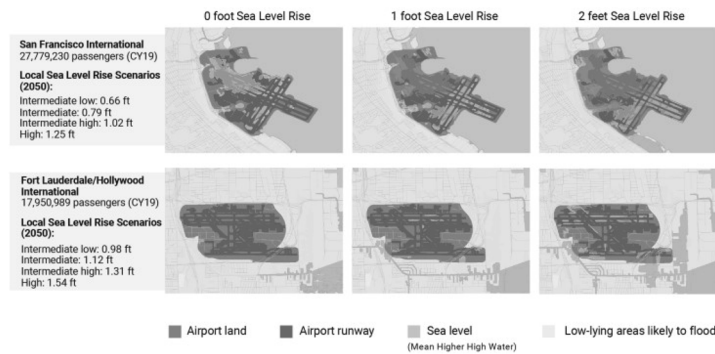
We can see this scenario playing out on two different sides of the country. If sea levels rise by 1 foot by 2050—a conservative scenario—then the runways at San Francisco International Airport and low-lying areas of Fort Lauderdale-Hollywood International Airport in southeastern Florida would see constant flooding. The latter may look safer by comparison, but the shifting baseline of chronic flooding conditions has negative implications for the airport's ability to weather more severe flooding associated with acute events.

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FIGURE 4

San Francisco International and Fort Lauderdale/Hollywood International are vulnerable to sea level rise



Source: Brookings analysis of NOAA Sea Level Rise Viewer data

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A more immediate threat are extreme weather events. The rising frequency and intensity of superstorms threaten airports in regions more prone to hurricanes, including most of the major coastal airports from Houston to Miami, and up to at least Charleston, S.C. But it's the more chronic challenges such as high heat days, major rain events, or high winds that can impact almost any airport, inland or coastal. Last summer's cancellation of flights at London's Heathrow Airport due to heat-related runway damage serves as a global warning. With extreme weather events growing in frequency, all signs point toward greater threats ahead.

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America's airports aren't ready for climate change

Kick-starting a federal approach to airport resilience

While the environmental threats to commercial airports have risen for decades, the federal government still does not compel airport authorities to harden their assets. There is no requirement that airport authorities draft resilience plans focused on adaptation, which limits their understanding of both individual climate risks and the potential costs to address those risks. The FAA's [Aviation Climate Action Plan](#) recognizes this planning gap: "FAA is considering reinitiating [the [Airport Sustainability Planning](#)] program with an emphasis on resilience planning to address climate and extreme weather risks to airports in relation to sustainability."

Likewise, there is no significant FAA capital program exclusively dedicated to investing in resilient airport infrastructure. Instead, the federal government relies on disaster recovery efforts—if anything at all—after impacts occur. To promote interstate commerce, it's in the federal government's best interest to address this policy gap.

The federal policy gap is matched by a general research gap. As Fiona Greer, Jasenka Rakas, and Arpad Horvath [note](#) in their analysis of 108 peer-reviewed journal articles, "The resilience of airports to climate change impacts is a significantly under-researched subject." A lack of recent and overall publications by the National Academies' aviation research division, the Airport Cooperative Research Program, affirms this finding. This research gap has practical implications too: We simply know too little about the range of needs and costs in the airport adaptation space.

Fortunately, airport authorities and their federal partners have time to devise long-term strategies. We recommend two courses of action, both of which can inform more permanent solutions in the future.

First, Congress should incentivize airport authorities to develop climate resilience plans that will guide how their facilities can adapt to emerging environmental conditions. Much like the resilience-focused planning requirements within the [PROTECT](#) and [WaterSMART](#) programs (or ongoing adaptation planning [underway](#) at the Department of Defense), this new planning program would help airports formally understand their climate threats, possible interventions, and the costs to implement them. The FAA can develop standard

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guidelines, and the program should be large enough to fund plans at multiple large, medium, and small hub airports. The guidelines should include a standard reporting feature that can inform an FAA database of typical project needs and costs. In the long term, lessons from the initial planning effort can inform a more permanent planning requirement and grant program for all airports who receive FAA Airport Improvement Program awards in the future.

Second, Congress should launch a pilot program at the FAA to build resilient infrastructure at a small number of major commercial airports. With little resilience-focused construction underway at commercial airports, the FAA needs to experiment with different approaches to protecting these national economic assets. We recommend focusing on a mix of climate threats, such as flooding events at one airport and extreme heat at another, and their related interventions. Airports should be selected based on demonstrated climate need and preparedness to invest, including local fiscal resources. In designing the program, legislators and FAA staff can reference the [Airport Environmental Mitigation Pilot Program](#). While many necessary adaptive interventions are likely to be costly (see San Francisco International Airport's \$590 million [Shoreline Protection Program](#)), early investment is our best chance to prevent even more expensive service disruptions and disaster recovery efforts in the future. In the long term, Congress and the FAA can use the lessons from the pilot to determine the best size for a more permanent program and the federal aviation taxes that could be secured to fund it.

Combined, these two pilot programs represent a careful first step to hardening the country's airports. They promise to expand on some of the environmental research efforts already underway across the federal government, such as within the FAA's [Airport Technology Research and Development](#) branch and the [Volpe Center](#). They also promise to create referenceable use cases for other airport authorities looking to protect their assets.

There is a permanent tension between the need for Americans to fly and the threat our airports face from a changing climate. Federal airport resilience programs are critical for keeping the country safe and on the move for decades to come.

<https://www.brookings.edu/blog/the-avenue/2023/03/01/americas-airports-arent-ready-for-climate-change/>

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Senator MARKEY. And that is why I am working on legislation to improve the resiliency of our aviation system, particularly at our airports, and I look forward to working with my colleagues on that issue. And I want to turn to, if I may, another issue related to airport resiliency, airport service workers.

Those individuals are the unsung heroes of our aviation system, but they are often overworked and underpaid. Our airports would not function if wheelchair attendants, concession workers, ramp agents, and baggage handlers did not do their jobs.

They are the hidden figures in ensuring that airports work. They are not the pilots walking through in their beautiful uniforms.

They are just the people that show up at 4 a.m. in the morning to make sure that the airports function all day long.

Mr. Washington, do you agree that airports service workers are critical to the operation and reliability of our aviation system?

Mr. WASHINGTON. Senator, absolutely.

Senator MARKEY. Last Congress, I introduced the Good Jobs for Good Airports Act, which would help ensure that airport service workers are paid a living wage and benefits. It is time we repay the sacrifices of airport service workers. We give a lot of Federal money, every single year to airports across this country.

We just got to make sure it goes down to these workers. They are largely of color, they are women, and they are not wealthy at all, and we have to make sure that they get the resources they need to take care of their families the same way they take care of ours.

So, Mr. Washington, we are going to work very hard to get you confirmed. We need you on the job right now. You spent your whole life getting ready for this job. You will be a superior FAA Administrator.

Mr. WASHINGTON. Thank you, Senator.

The CHAIR. Thank you. Senator Fischer.

**STATEMENT OF HON. DEB FISCHER,
U.S. SENATOR FROM NEBRASKA**

Senator FISCHER. Thank you, Madam Chairman. Welcome, Mr. Washington. First of all, thank you for your many years of military service. I congratulate you on those years when you defended this country and the citizens. Thank you, sir.

On March 10, 2022, SkyWest filed a 90-day notice of its intent to terminate service at 29 essential air service communities. At the time, Nebraska had three communities that were served by SkyWest, Kearney, North Platte, and Scottsbluff.

The essential air service is critical for our rural communities. So how will you ensure that EAS communities will be served when regional carriers struggle to find those pilots, if you are confirmed?

Mr. WASHINGTON. Thank you for the question, Senator. That would one—that would be one of my top priorities. I would look to work with you and your office on that. I think the FAA has done some work around EAS and the grants that are subsidized in that area, and I would continue that work.

Senator FISCHER. Will FAA commit to continuing issuing the hold in orders to ensure that carriers meet their contractual obligations in providing service to rural communities?

Mr. WASHINGTON. Yes, Senator.

Senator FISCHER. SkyWest has applied for a Part 135 charter to help better serve these EAS communities but there is a backlog at FAA. Do you know what the average time is for FAA to process new Part 135 applications? And what would you do as an Administrator to address that?

Mr. WASHINGTON. Thank you for that question, Senator. One of the things that I want to look at is all of the timelines to process things like that, rulemaking all across the board. I think that we can improve upon that. I think that in terms of rulemaking, it

takes far too long, even internally from what I have seen. And so, I will make that a priority to move those things along.

Senator FISCHER. You know, these applications that I referenced here, they are really vital to be able to get those out so that not just the carrier knows what is going on, but these small, rural communities where essential air service is exactly that.

It is essential air service. And as I said, we have many of those across the state of Nebraska. And to be able to serve not just people in the communities, but commerce, to keep rural America vital and strong, this has to be a priority. It has to be addressed.

Mr. WASHINGTON. Yes. And I agree with that.

Senator FISCHER. In post pandemic travel, we have seen an increase in that many travelers have experienced flight cancellations and delays. Following these situations, we usually see, you know, a bunch of finger pointing between the airlines and air traffic control. Does the FAA have a staffing shortage for air traffic controllers?

Mr. WASHINGTON. It is one of the things that I want to look at, Senator. One of the questions I have is what goes into the staffing model to determine what the headcount is? Is it being staffed to traffic or is it being staffed to budget?

And I think what is input into the model determines what is spit out of the model in terms of the number of headcount. And so, I want to understand what is being input into the model. I don't know that now, but that will be one of the first things that I take a look at. I talk to air traffic controllers at my airport.

There is a huge ramp up time with regard to the on the job training for that airport. And so, it is the same thing in ground transportation. You ramp up according to the service you want on the street. And it is the same thing with controllers as well.

Senator FISCHER. You know, just to note here, last year, FAA opened the application only one time for the general public to apply for those air traffic control training areas. Do you think that that application should be opened more often? What kind of changes would you specifically suggest for that?

Mr. WASHINGTON. Thank you for the question, Senator. I want to look at continuous openings. You—there are a lot of positions, you know.

Senator FISCHER. And continuous training them as well, or have to reach a critical mass with the applications before you do the training?

Mr. WASHINGTON. Yes, I think we need to do both. I think we need to have a continuous recruitment. And I think we need to look at training year-round.

Senator FISCHER. My time is up, sir. Thank you very much.

The CHAIR. Thank you. Senator Luján.

**STATEMENT OF HON. BEN RAY LUJÁN,
U.S. SENATOR FROM NEW MEXICO**

Senator LUJÁN. Thank you, Chair. I appreciate the time. Mr. Washington, thank you for being here, and thank you for your service, sir. My state of New Mexico is a destination to many coming out to get to our mountains or experience our public spaces, fall in love with New Mexico.

And there are programs out there like Essential Air Service, as has been spoken about today, that provide critical connections to our rural communities as well. And this time of year, while many out of state visitors are coming to ski up in Taos or Santa Fe or other ski areas, many are coming for family reasons or even national security reasons to NNSA, National Department of Energy Laboratories, or military installations, Space Satellite Operations Office.

Now, on my way back home to New Mexico, I spend a good amount of time at Denver International Airport. Sometimes I think I spend a little too much time there, but nonetheless, it helps to get me home. And no hard feelings to my colleagues on the Committee, but our runways don't melt in New Mexico. Our runways don't freeze on over and things of that nature.

So, what I want to ask is, understanding that some of these airlines have not brought back flights to pre-pandemic levels, if confirmed, what steps will you take to not only bring back pre-pandemic levels, but to increase service to growing economies like Albuquerque, other airports that are not experiencing the same kind of weather challenges that others in the region are experiencing?

Mr. WASHINGTON. Well, thank you for the question, Senator. I definitely would like to work with you on that. In Denver, you know, we—the airport was built for 50 million annual passengers. We had 70 million right now, and we are looking at 100 million in the next 5 to 8 years.

And so, this is a factor of making sure your airport can accommodate those increased numbers. And so, I would want to work with you on working with airlines to increase those. I mean, it is not FAA's primary sort of job.

I mean, it is—there was a mention of Africa a little bit earlier, but that was a proactive way to get direct flights to the continent of Africa. And so many times the airport team has to do that themselves, to go out and sell their region in terms of tourism and all those things. But would love to work with you on that.

Senator LUJÁN. I look forward to learning from you in that space and many others, Mr. Washington. Now there unfortunately is growing agreement that many air carriers do not sufficiently prioritize consumer protections.

One area where some articles that I have read disturbed me greatly are parents of young children, and they described horrific stories where their children got too hot, overheated, heatstroke because those planes get really hot if they are stuck on the tarmac, for example.

And so, while the 2010 tarmac delay rule helped immensely, there are still concerns that I have about occupant safety. And so, if confirmed, as the FAA Administrator, do you commit to working with me on this issue as well?

Mr. WASHINGTON. Absolutely, Senator. You know, this is under the authority of the Secretary's Office, but obviously, I would work with you and the Secretary's Office in coordinating that.

Senator LUJÁN. I appreciate that very much. Now, one last question that I have is around the commercial space industry, which is poised for explosive growth in the coming years, including Spaceport America in New Mexico, out in Sierra County.

Now, the FAA and the Office of Commercial Space Transportation are critical in the support of this new era of space exploration. And while the FAA received increased funding in recent years to increase workforce and improve its process for licensing and permits, I continue to hear the lack of personnel employed or trained to meet the rise in commercial space launch and recent operations.

If confirmed, can you commit to prioritizing hiring additional employees at FAA, review this, all in support of space commercial travel?

Mr. WASHINGTON. Thank you for the question, Senator. I can commit to making sure that we have the resources in place to meet the challenge around commercial space. And so, I commit to that.

Senator LUJÁN. I appreciate that. And I imagine that there will be a bipartisan effort to work closely with you in that space as well. And I hope to work closely with my friends and colleagues, from my neighbor to the east and Texas, as well as other places around the United States. Madam Chair, thank you for this hearing, for this time. And again, Mr. Washington, I look forward to your confirmation.

The CHAIR. Senator Young.

**STATEMENT OF HON. TODD YOUNG,
U.S. SENATOR FROM INDIANA**

Senator YOUNG. Welcome, Mr. Washington.

Mr. WASHINGTON. Thank you, sir.

Senator YOUNG. Sir, I really appreciate your military service. As someone who wore the uniform for a bit of time myself, I really have great respect for what you accomplished in the military.

I have to tell you, as we look at your nomination to serve in this capacity, I am quite concerned about your lack of aviation and aviation safety experience. And this Administration has been on watch and we have seen our first nationwide ground stop since 9/11. And this was due to problems with the FAA's very own system.

So that is the organization that you have been nominated to lead. We have had multiple near-misses in recent months. The FAA's own website states that the FAA's mission is to provide the safest, most efficient aerospace system in the world, in the world.

So, we need someone who can ensure that it fulfills that mission, the most efficient, safest aerospace system in the world. As you know, Federal law requires that the FAA Administrator, the position that you have been nominated for, must among other things have experience in the field directly, directly related to aviation.

And I am looking at your resume. It is right here. And it is really impressive. So, I let the world know that the man before this committee is really impressive. An honorable record of service and without blemishes, to my knowledge. But it is thin by my reading, as it pertains to this direct aviation experience.

You spent a lot of time in the U.S. Army. Your career was focused on, per your resume, logistics, HR, training, and operations. You weren't an army pilot. You didn't work in aviation units. Your very first, roughly 40 years ago, your very first assignment as an enlisted soldier was an air defense artillery unit.

I worked with an unmanned aerial vehicle squadron when I was in the U.S. Marine Corps. That certainly didn't qualify me, to my mind, to be FAA Administrator. In recent years, you spent a few years as CEO of L.A. Metro Transport Authority. But they oversaw rail and bus transit. It doesn't—no mention here at least of aviation responsibilities.

And then for the last roughly 18 months, you have been CEO of Denver International Airport. And I visited with CEOs of airports, and they vary in expertise, and accomplishment, and proficiency.

And but I know that so much of that job involves ensuring that the tenants in that shopping area with multiple purposes, in addition to aviation, remain happy and that the customers going in and out are happy. But I am—so 18 months.

Maybe there has been an 18-month machination in aviation since you have been CEO of Denver Airport. But I am going to give you an opportunity as so often does not happen in these hearings, to explain concisely, if you will, why you are qualified for this job, sir.

Mr. WASHINGTON. Thank you for the question, Senator. I think about a few things. And running ground transportation units. I was not a train operator either, but I was named the best transit—transportation, public transportation CEO in this country.

I think about traits like leadership. I think about traits like managing. I think about traits like convening people to get things done. I think about what I call adaptive leadership. Aviation, right now, we cannot think about doing things the old way.

And so, I think that a fresh perspective is needed. Obviously, safety is number one. And as I said earlier, leaning and trusting and directing our safety experts is part of the job. But I think that there is, my broad transportation knowledge and real-world leadership experience of both military and transportation infrastructure systems serve me well.

Senator YOUNG. And I have no doubt, sir, that you are in many respects a plug and play leader and manager. This is something that our senior enlisted and much of our officer corps, I think can correctly and accurately identify as. So, I want to sort of validate that for what it is worth.

I will say that statutorily this position requires having experience in the field that is directly related, directly related to aviation. Words have meanings, statutes have meaning, and it is unclear at this point.

We will continue to do homework, give you an opportunity, maybe after this hearing, to elaborate on what you have just said. It is unclear that your background, as I have laid it out, is directly related to aviation. So, thank you very much, sir.

The CHAIR. Senator Baldwin.

**STATEMENT OF HON. TAMMY BALDWIN,
U.S. SENATOR FROM WISCONSIN**

Senator BALDWIN. Thank you, Madam Chair. Mr. Washington, welcome to the Committee, and thank you for both your service to this Nation in the military, as well as your continued commitment to public service.

I want to talk a little bit about the pilot workforce and pilot shortages, and opportunities that may present us—be presented to

us right now. I understand that less than 10 percent of licensed pilots are women.

The Women in Aviation Advisory Board released a report last year that included a recommendation that Congress provide additional financial tools for careers in aviation. In pursuit of that goal, I have been working on legislation that would raise the level of Federal student loan availability for those who wish to become pilots, and I plan to introduce that measure in coming weeks.

But I am wondering if you believe that additional financial tools like student loans may help women and other underrepresented groups enter the aviation workforce. And also, given your recognition in 2017 for advancing women in transportation more generally, how do you plan to continue that important work as Administrator of the FAA?

Mr. WASHINGTON. Well, thank you for the question, Senator. This has been a huge priority and passion of mine.

During my time in Los Angeles, my 6 years there, 49 percent of the promotions during that time was for women. We stood up a Women and Girls Governing Council to understand how women travel and ways to improve the system as it relates to the traveling of women.

And so, this has been really, really huge for me. I feel like I can bring a different perspective to the aviation mode around how to attract women and people of color.

I do think it is very, very important that our workforce looks like the people that we serve. And I will do that and look forward to working with your office on that as well.

Senator BALDWIN. Thank you. You know, I also believe that our Nation's military veterans will continue to play a vital role in our aviation workforce.

And I will be reintroducing a bipartisan bill that I have with Senator Hoven called the American Aviator Act, which would authorize grant funding through the FAA to support training opportunities for veterans who are not already military pilots but wish to become pilots in their civilian careers.

Given your recognition for supporting military veterans, as well as your background as a noncommissioned officer in the military, how do you plan to use those decades of leadership, frankly, in transportation agencies to advance the careers of other military veterans?

Senator BALDWIN. Thank you for the question. I would be a walking billboard for veterans to come into aviation. And so, I mentioned earlier transit assistance programs that are at every military base.

And these are for veterans that are leaving service, really focusing on them and, or those programs. Pilots are one thing, but I also think about mechanics. I also think about, you know, those skill sets that keep the aircraft in the air. So, I would be huge on that. It would be a huge priority.

Senator BALDWIN. Thank you for that. So, you are CEO of the third busiest airport in the country, if not the world. I am not sure which, but they were both.

Mr. WASHINGTON. The world.

Senator BALDWIN. The world. All right. So, you know, the vital role that our airports play in ensuring communities, you know, can access national airspace. I want to talk about smaller airports for a second.

I represent the State of Wisconsin, and I—would you be able to share your perspectives on the role that small and midsize airports, including most of what we have in the State of Wisconsin, how do we make sure that they are able to continue to play—well, to serve all of our communities?

Because I worry about that when I hear of airlines leaving some of the smaller airports or cutting down service significantly.

Mr. WASHINGTON. They play a critical role in connecting to the national system. They play a critical role in connecting small communities. I have heard the issue about cold weather and AIP funding after the construction season has ended. So, I would look for ways that the FAA can be flexible and very supportive in small airport locales.

Senator BALDWIN. Thank you.

The CHAIR. Thank you. Senator Blackburn.

**STATEMENT OF HON. MARSHA BLACKBURN,
U.S. SENATOR FROM TENNESSEE**

Senator BLACKBURN. Thank you, Madam Chairman. And I want to commend you, Mr. Washington, on your—the career that you have had. Being a Command Sergeant Major is quite an accomplishment, and it is something that the FAA will probably need at this time, because so many people in Tennessee that I talk with feel like we are in an aviation crisis.

The Chinese spy balloon, the NOTAM issues, some of the near misses in the air, including a flight from a JetBlue flight from Nashville to Boston earlier this week that escaped a near-miss.

And they are really concerned about why, Secretary Buttigieg would prioritize environmental justice and climate change in his 2023 budget framework. And it seems that safety should be the top priority and not these other issues. And I know we have discussed that. Different members have discussed that today.

But I want to go back to that changing the name of the NOTAM system from airman to mission and ask you if you think that was worth all of the personnel time that went into that and all the many documents that had to be altered to make that change.

And do you feel that that was an appropriate use of the department's time and resources at a time when we are dealing with these issues that dealt with the flying public—with the air cargo?

Mr. WASHINGTON. Thank you for the question, Senator. Safety would always be my number one priority, and I have reiterated that it was my number one—

Senator BLACKBURN. Sir, that is not my question to you. I said, do you think it was appropriate? There is a time and place for everything, and you have to pick priorities. Should that be the priority? Should DEI be the priority at a time when people are concerned about safety in air travel?

Mr. WASHINGTON. I was not a part of that decision, so I hesitate to—

Senator BLACKBURN. Well, do you see it as a priority? I am asking your opinion. And that is a simple question. Yes or no, was it appropriate?

Mr. WASHINGTON. It is a priority, but it does not overcome safety.

Senator BLACKBURN. OK. So then let me ask you this, and you can just give me answers to these questions in yes or no. I have been concerned with, as we look at some of what has happened during your time at the Denver International Airport.

Diversity, equity and inclusion was named as one of the airport's four guiding principles. The airport proposed reforms along these lines to incorporate DEI policies into its procurement process.

Concerning these changes, you stated, and I am quoting, "these new practices will enrich our process to identify the best partners to award contracts to so that across all our efforts and at every level, we are integrating values of equity, diversity, inclusivity, accessibility, and sustainability into our business."

So, yes or no, are airports racists, and is the FAA racist?

Mr. WASHINGTON. I don't believe they are.

Senator BLACKBURN. Well, thank you for that. If confirmed, do you plan to implement similar DEI requirements for the FAA procurement process?

Mr. WASHINGTON. Not my plan right now. I want to take a look.

Senator BLACKBURN. OK, but you can't answer me yes or no. See, people are concerned about safety. Do you know on the average how long procurement processes take for the FAA?

Mr. WASHINGTON. I do not have that information, no.

Senator BLACKBURN. OK. Do you believe that extending DEI provisions into this will require additional rules to a process that is already a very long and convoluted process?

Mr. WASHINGTON. I do not, Senator.

Senator BLACKBURN. OK. Let me talk to you for just a second about drones, because we are concerned about the Chinese military industrial complex and DJI. Have you used DJI drones at the L.A. Metropolitan Airport or the Denver Airport?

Mr. WASHINGTON. No.

Senator BLACKBURN. You have not. Thank you, Mr. Chairman—Madam Chairman. And thank you, Mr. Washington.

Mr. WASHINGTON. Thank you.

The CHAIR. Thank you. Senator Sullivan.

STATEMENT OF HON. DAN SULLIVAN, U.S. SENATOR FROM ALASKA

Senator SULLIVAN. Thank you, Madam Chair. And Mr. Washington, thank you for being here. I want to just—I know we have been talking about safety and your background.

Obviously, given all the challenges and the focus that everybody in the country wants in terms of safety, I like so many others have a deep respect for your service in the Army. Command Sergeant Major is really remarkable in terms of achievement.

But I want you to take the opportunity to address what Senator Budd mentioned was your resume doesn't reflect a deep well of experience on aviation safety. And I think it is a fair criticism.

He said, hey, we can't have on the job training on something so important. So, why don't you take a minute to just address that? I think it is an important issue for the whole country, and then I want to talk about Alaska.

Mr. WASHINGTON. Thank you, Senator. I think safety is more than just one individual. It takes an organization. Can we build a safety culture within an organization? I have done that in every organization I have been in. I will do that at FAA.

Safety has been my number one priority in the United States Army and every transportation organization I have been in. So, I think the question, at least in my mind, is can I build that culture and rebuild that culture within FAA, based on everything that I have done, based on how I have led men and women in this country, and I think the answer is yes.

Senator SULLIVAN. OK. You ever been to Alaska?

Mr. WASHINGTON. Yes, sir.

Senator SULLIVAN. During the Army?

Mr. WASHINGTON. Yes, sir.

Senator SULLIVAN. OK. So, you get a sense of—well, let me ask you, if you are confirmed, I would like to get your commitment to come to Alaska very early in your tenure to see the unique challenges that we have in my State. Can I get you to commit to me on that?

Mr. WASHINGTON. Absolutely.

Senator SULLIVAN. Good. Let me just give you a little bit of the dynamics there in terms of aviation. We have 586,000 square miles of land mass. Sorry, Senator Cruz, but 2 almost—

Senator CRUZ. Point of personal privilege.

Senator SULLIVAN. Sorry—

[Laughter.]

Senator SULLIVAN. But almost 2—over 2.4 million square miles of airspace. That is the Alaska area that the FAA covers. As you know, the FAA, and I am going to focus on domestic issues, but the FAA in Alaska is the entity that takes every flight in America that is flying to Asia and it makes sure they get there safely. So, our FAA guys and women, they do amazing work. They are the best.

And everybody in America who has flown over, flown from America to Asia, has had the FAA of Alaska in their guiding hands. It is really important. I just want to do a shout out to them. We are also a state with less road miles than Connecticut and we are 120 times bigger. Over 250 communities in my state are not connected by roads. That is a whole other issue.

So, they are connected by air or boat if they are on a river. So let me just go into a couple of issues that relate to that. Because we fly so much, in 2020, the NTSB produced a report that in the most recent 10-year period, there was an accident rate for aviation in Alaska 2.35 times higher than in the rest of the country.

So, this is the challenge of air, weather, mountains, remote communities, but it is also very much a challenge of lack of aviation infrastructure. I worked with the last FAA Administrator to launch the FAA Alaska Aviation Safety Initiative, FAASI.

Can you commit to me, if you are confirmed, to continue the progress we have made but we have a long way to go? On the issue

of FAASI and Alaska safety, which as I mentioned, we have the worst rates of accidents in the country by far.

Mr. WASHINGTON. Yes, Senator. Enthusiastically, look forward to working with you.

Senator SULLIVAN. Let me ask one final question. Madam Chair, if I may. Weather reporting, forecast, air to ground comms are needed to support these remote communities for better and safer access.

The FAA, until I passed a law in this committee essentially mandating them to do it, had not funded new automated weather observing system locations in Alaska than most airports in the lower 48 get since the 1990s.

Again, we are this afterthought. Can I get your commitment, if you are confirmed, to work with me on significantly updating the basic aviation and weather infrastructure that most states in the lower 48 take for granted and we have to beg for to get those so my constituents can fly safely the way everybody else does in this country?

Mr. WASHINGTON. I commit to that, Senator.

Senator SULLIVAN. Thank you. Thank you, Madam Chair.

The CHAIR. Thank you, Senator Sullivan. And I, too, share your concerns about making sure that the Alaska Transport—Air Transportation System is the transportation system of Alaska. So, appreciate that.

Mr. WASHINGTON. Thank you.

The CHAIR. Appreciate that. Senator Welch.

**STATEMENT OF HON. PETER WELCH,
U.S. SENATOR FROM VERMONT**

Senator WELCH. Mr. Washington, I think if I were you, I would consider this hearing a success. You just got an invitation to Alaska.

Mr. WASHINGTON. Can't beat that.

Senator WELCH. I have never been there.

Senator SULLIVAN. Well, if you are up for Senate confirmation, you will get it.

[Laughter.]

Senator WELCH. Well, I can always aspire. Mr. Washington, one of the things among your many responsibilities will be the implementation of the Department of Transportation's ambitious U.S. Aviation Climate Action Plan, which has as a goal to achieve net zero carbon emissions in the aviation sector by 2050. And obviously, electric aviation has to be part of that conversation. Can you comment on your commitment to that and how you would implement it?

Mr. WASHINGTON. I am committed to that. I am committed to the Administration's 2050 push for that. I think there are a number of ways that we can get started on that. I am not saying FAA has not started on that, but I think we can beat 2050. And I would make that one of my priorities.

At Denver International Airport, we are doing just that. We are plugging abandoned oil wells. We have a huge solar array, larger than most airports. We are doing a number of sustainability projects like PFAS right now. So absolutely commit to that.

Senator WELCH. And do you see electric airplanes as part of that? We have a Beta Technologies in Vermont that is doing extremely wonderful work with EV aviation.

Mr. WASHINGTON. I do. I see EV as a huge part of that and I think we need to get started now on making sure that the airports have the infrastructure that these vehicles can actually land. Nobody talks about the facilities that are needed at the airports now to make sure we can accommodate them.

Senator WELCH. Yes, elaborate a bit on that because that is a very good insight. If we don't have that infrastructure, then we might have the vehicles, but we won't be able to recharge them. What is involved in that?

Mr. WASHINGTON. Yes. Well, I think there are a number of things involved with it. You know, there is something called giga hubs, that these massive EV charging facilities that is being talked about right now.

As a matter of fact, I think we are ahead of the curve on that, Denver International Airport, to install that, an installation like that in conjunction with the consolidated rental car facility that we want to build as well.

Senator WELCH. Thanks. And small airports in Vermont. The biggest airport we have is a small airport, it is in Burlington, and it is 100 times larger than any of the other airports, but those are essential.

We also have an airport that we share in Lebanon, New Hampshire, that serves both local Vermont and local New Hampshire. Can you tell me how you are going to maintain or improve our confidence in the viability and sustainability of our small airports?

Mr. WASHINGTON. Well, I think, one, that those smaller airports and midsize airports are very, very critical to, again, connecting rural communities.

And so, you know, I think we can look at some of the same things that we are doing at larger airports, maybe at a smaller scale. But I think there are many ways that we can take advantage of new technology and maybe even pilot some of those at smaller airports.

Senator WELCH. Well, I am glad you said that about rural airports, because, you know, the models that the airlines are using really leave the rural America on the side, which I think is really bad. And what I am hearing you say is that you appreciate the absolute essential importance of these small airports to rural Vermont, but to rural America.

Mr. WASHINGTON. Yes, sir.

Senator WELCH. And tell me what tools you would have to help us maintain service in our rural communities?

Mr. WASHINGTON. Well, I think, you know, there are various things like pilot training that we can have at smaller airports. There is things like emergency medical operations that we can have at smaller airports to make them even more useful for both the FAA and the airlines.

And so those are the kinds of things that I would look at to make it more viable now. You know, I understand and I mentioned earlier the construction season and things like that that we have to

be concerned about when we put out the AIP money and that sort of thing. But I think there are opportunities.

Senator WELCH. Thank you very much. And I yield back, Madam Chair.

The CHAIR. Thank you. Senator Capito.

**STATEMENT OF HON. SHELLEY MOORE CAPITO,
U.S. SENATOR FROM WEST VIRGINIA**

Senator CAPITO. Thank you, Madam Chair. And thank you, Mr. Washington, for being here with us today. We have seen a number of troubling events, and I am sure these have been gone over in the commercial aviation from the ground stop to five near misses, one of which was just in Boston on Monday.

And so, I have obviously, I think everybody does, I am certain you share the concerns over a potential disaster here. Do you think the workforce policies are a contributing factor at FAA?

And would you commit to having the FAA workforce return in person 5 days a week, because our testimony from several weeks ago said that is not occurring right now?

Mr. WASHINGTON. I want to understand what the, you know, direction of the Administration is around that. Now, I do think that the critical nature of FAA work, we need folks there.

And folks are already there, those safety critical positions, and they have been there through the pandemic, and we need to not forget about them who have been there at every airport in the country.

But I want to understand exactly where the FAA is on that, and I would look very, very closely. I am a traditionalist in that respect, in terms of 5 days a week.

Senator CAPITO. Thank you, sir. Let me ask you this, you have been at the Denver airport for 2 years now?

Mr. WASHINGTON. Yes, almost, yes.

Senator CAPITO. How often do you go to the air traffic control tower to just see what is going on?

Mr. WASHINGTON. Quite often, Senator.

Senator CAPITO. Is that like once a week or—

Mr. WASHINGTON. I go there, not once a week, but quite often throughout the year.

Senator CAPITO. Have you been in a rural air traffic control tower to see the differences?

Mr. WASHINGTON. I have not, Senator.

Senator CAPITO. I would think in light of what the Senator from Vermont was talking about, I am from a small town from West Virginia, small state as well. The mountain states, a little challenging for aviation.

So those smaller towers, I think, are exceedingly important to the overall safety of our air traveling public. Let me ask you about foreign repair stations. There is an uptick in the utilization of foreign repair stations for airline maintenance.

Congress mandated that these stations are supposed to have the same standards as our domestic repair facilities. And obviously we would know how important that is. But in reality, they really are not.

There are reports that some have gone years without FAA inspection, and that many do not even have drug or alcohol testing requirements. How do you see the role of foreign repair stations in light of the FAA?

Mr. WASHINGTON. Thank you for the question, Senator. It is very, very critical. You mentioned FAA inspections being overdue.

Senator CAPITO. Yes.

Mr. WASHINGTON. I would want to look at that and find out why that is so, and make sure that we get up to date on those. But I think it is very, very critical that we satisfy the Congressional mandate in that area.

Senator CAPITO. I mean, I think obviously we—I would wholeheartedly agree with that, even if that would mean hiring extra inspectors to fulfill that obligation. I think that is exceedingly important as well.

In terms of, you know, there has been—some of the pushback on your nomination, you are well aware and I think you addressed it in your statement, is that you don't have—you know, you are not a pilot.

You haven't had aviation experience. The last confirmed FAA Administrator had extensive pilot and airline experience. What is the one thing that you would say to sort of knock that down as a requirement for the job?

Mr. WASHINGTON. Thank you, Senator. Leadership. Leadership, I think is the top attribute that I would point to, because I think if you can lead people, then you can motivate your experts who are—whether they are pilots, whether they are safety technicians. I think leadership is a key piece of not just FAA, but it is a key piece of everything we do, including the U.S. Senate.

Senator CAPITO. Well, I am sure that a lot of the leadership skills that you have were formulated in your long service in our military, and I as an American am very grateful for that service. So, thank you for that, and thank you for being with us here today. Thank you.

The CHAIRMAN. Thank you. Senator Sinema.

**STATEMENT OF HON. KYRSTEN SINEMA,
U.S. SENATOR FROM ARIZONA**

Senator SINEMA. Thank you, Chair Cantwell. And thank you, Mr. Washington, for your years of public service, including 24 years of service in the U.S. Army.

The aviation challenges of the past months demonstrate that our Nation's aviation system needs steady leadership, and we have had acting leaders at many important FAA positions for too long.

We do need a Senate confirmed Administrator. And while it is vitally important to have these positions filled, in my role as Senator to provide advice and consent, I want to ensure that we have the right people in these positions.

As you know, the FAA has a \$24 billion budget, about 45,000 employees, and the responsibility to oversee the most complex aviation system in the world. And as we work to implement the bipartisan infrastructure law and pass a new FAA reauthorization bill, the next Administrator will have the responsibility to see that these laws are implemented effectively and appropriately.

Now, Mr. Washington, the first criteria that I use to provide my advice and consent for an Executive Branch nominee is to determine whether or not they have the requisite experience to perform the role for which they have been nominated.

I recognize your significant experience in the U.S. Army and your experience leading public transit agencies. You have comparatively less experience working in aviation, having become the CEO of Denver International Airport in June 2021.

Aviation experience is important for this position, and as you know, the Federal law listing the requirements for the FAA Administrator states the nominee must have experience in the field directly related to aviation.

If you could, describe to me your aviation experience and how that experience provides you the background to be an effective FAA Administrator?

Mr. WASHINGTON. Well, thank you for the question, Senator. I point to a number of things. The first thing I point to is my current role. And you mentioned 20 months, 24 months, whatever. I think that is relevant. I think that is relevant understanding the massive airport that we have.

So that is one. I think all of the things that we have been talking about today, safety, understanding infrastructure delivery methods, understanding massive projects because we are going to have to build more airports, more airport infrastructure as more and more people actually fly.

I think about the decisionmaking we have to make. I think about, again, the leadership piece. I think about the airport perspective that I bring to the table. I think about the understanding of governments and how to lead folks.

I think about the convening ability that I have with regard to Department of Defense, with regard to FCC on the 5G issue, all of these issues, I think, are relevant to the experience that is needed for the FAA.

Senator SINEMA. Thank you. This committee held a hearing last week to examine the NOTAM system, which experienced technical issues in January. That disruption resulted in the first nationwide ground stop of air travel since September 11th attacks.

In turn, 1,300 flights were canceled, over 10,000 flights were delayed, and that disrupted air travel for tens of thousands of travelers. Congress asked the FAA to update the NOTAM system in 2012, and here we are 10 years later, only halfway through this one project.

The FAA has told us that these NOTAM fixes aren't expected to be completed until the year 2030, 18 years after Congress has directed these changes. I see this NOTAM problem as one symptom of our slow progress on modernizing our air traffic control.

We have spent lots of money and many years, but we haven't seen sufficient benefits to the system. The FAA needs an Administrator to help us improve our air traffic control and provide airspace users the benefits they have been promised. So, if confirmed to the role, what approach would you take to address these concerns?

Mr. WASHINGTON. Thank you for the question, Senator. I think some of the challenges that the FAA has is sort of a direct correla-

tion to small things impacting big things. The fact that a file was deleted leads directly to safety, a safety issue.

My work in modernizing systems both in the United States Army and in transportation organizations will help with that. Speaking of modernization of IT systems, one of my assignments was the noncommissioned officer in charge of the information management systems for all of U.S. Army Europe.

And so, I think these small things that impact really big things are the things that we are going to experience in the aviation field going forward.

Senator SINEMA. Thank you, Chair Cantwell.

The CHAIR. Thank you. Senator Warnock, are you ready? I know you just walked in, so I want to give you a second if you are not.

**STATEMENT OF HON. RAPHAEL WARNOCK,
U.S. SENATOR FROM GEORGIA**

Senator WARNOCK. Sure. Thank you so much, Madam Chair. Many of you have heard about the four Ps of Georgia, poultry, peanuts, pecans or pecans, is how we say it in Georgia, and peaches.

Well, I would like to add a fifth P, planes. And with respect to my colleagues in North Carolina and Ohio and elsewhere, I would like to say that Georgia is the Nation's most important aviation state. Georgia is home, after all, to the world's busiest airport, Atlanta Hartsfield Jackson International Airport.

The state's top export is aerospace products, which also happens to be the state's second largest manufacturing industry. So, we are proud of that in Georgia, and it is an industry that's responsible for an economic impact of over \$57 billion.

Mr. Washington, as you know, the aviation industry has recently been plagued with a series of high-profile disruptions and dangerous near misses, including the NOTAM system outage, Southwest's holiday meltdown that made Christmas not so happy for a lot of folks, and close calls on runways in New York, Texas, and California.

Each of these instances threatens the safety and economic viability of the aviation industry, the success of which many Georgians and Americans rely on so heavily. If confirmed as FAA Administrator, how will you ensure the smooth and safe operation of airports and airlines across the country?

Mr. WASHINGTON. Thank you for your question, Senator. Running the third busiest, not the first, but the third busiest airport in the world, I can tell you that I am acutely aware of the disruptions.

These are serious events. When this occurred, during the disruption, I immediately called for after action reviews during the disruption. And my whole career is evolved around safety. And so, I think we need to speed up the redundancy issues around NOTAM.

I think we need to look at the other redundancy issues around the other systems as well and make sure we do not have one point of failure for these various systems. I agree with what the Interim Administrator called sort of a safety stand down just maybe a week ago.

I think that is needed, but this would obviously be one of my huge priorities.

Senator WARNOCK. And tell me a little bit about, the safety, of course, is very important. But some of the other issues raised by these incidents is just the issue of consumer protection, and how you make customers whole when these kinds of things occur.

Have you—tell me about your thoughts around that and what will you do to improve consumer protections for air travelers, making the experience more predictable and enjoyable, and so that users of the aviation space don't—consumers don't feel like they have been taken for a ride that they didn't pay for?

Mr. WASHINGTON. Right. Thank you for the question, Senator. I think that responsibility, of course, lies in the Secretary's Office, but I would work with him and the Secretary's Office to make sure that consumer protections were covered. I spent every day at my airport in Denver talking directly with travelers.

And I mentioned in my opening statement that as I—as the disruption occurred during the holiday period, people didn't ask me did I have direct aviation experience, they asked me where their luggage was.

And so, I will always be on the watch for consumer protection issues and working with the Secretary's Office on that.

Senator WARNOCK. OK. In the little bit of time I have remaining, I want to switch topics altogether. I introduced the Aviation Emissions Reduction Opportunity Act and the Sustainable Skies Act to establish a new grant program and tax credits to support the production and adoption of sustainable aviation fuel and other low emission aviation technology.

Do you think this is important to reduce harmful air pollution and move our aviation industry toward a more environmentally friendly future? I am glad that critical provisions from both of my bills were included in the Inflation Reduction Act.

And while this is an important step, the widespread adoption of sustainable aviation fuels, there is still much more to be done. If confirmed, how will you work to reduce the emissions of the aviation sector in line with the President's goal of net zero emissions by 2050?

Mr. WASHINGTON. Well, let me just say, Senator, that SAF could be a huge game changer. We are on the front lines at Denver International Airport, and other airports are doing some really good things too. I point to San Francisco.

The CEO out there is doing great things around SAF. I would want to ramp up to administer the grants that are out there consistent with the Inflation Reduction Act. And I noticed the National Defense Authorization Act, which includes SAF pilot programs, is out there as well, coupled and partnered with DOD agencies.

And I know that some airports, including Seattle, is moving toward that. We are, too. We will see who gets there first in terms of the pilot program that is approved by DOD.

Senator WARNOCK. Thank you so much. I look forward to working with the FAA Administrator to promote and expand sustainable aviation fuels. Thank you, Madam Chair.

The CHAIR. Thank you so much. I think we have heard from just about everybody we are going to hear from. Senator Cruz has a follow-up question, and then I may, depending on time, because we

have to get to a vote, submit one or ask myself. So, we will just—and then we will wrap it up. Senator Cruz.

Senator CRUZ. Thank you, Madam Chair. Mr. Washington, first round of questions, we had a lot of discussions about your lack of experience with aviation safety, but there is another concern that is front and center for this committee because you are the first nominee, I can recall who is currently entangled in an ongoing public corruption investigation right now, while your nomination is pending.

This investigation involves an alleged pay to play contracting scheme that resulted in L.A. Metro giving \$800,000 in no bid contracts to a politically connected charity called Peace Over Violence, or POV, to run a sexual harassment hotline that was hardly ever used.

A whistleblower has alleged, among other things, that when you were the L.A. Metro CEO, you pushed forward these questionable contracts in order to stay in the good graces of a powerful politician on the L.A. Metro board.

Last December, you told *The New York Times*, “when I pursued the job in Denver for the airport, much thanks to the credit of the Denver City Council, they looked into all of this and debunked it all.

So, I would ask Congress to do the same.” Mr. Washington, do you still want Congress to look into these allegations?

Mr. WASHINGTON. I have nothing to hide, Senator.

Senator CRUZ. OK, good. Well, we are looking into them. Even though you say that the Denver City Council debunked it all, the L.A. Sheriff’s Office determined that these allegations had merit.

In fact, last September, the Sheriff’s Office executed a criminal search warrant at L.A. Metro’s headquarters based on these allegations. And you were named in that search warrant, not once, not twice, but numerous times.

The search warrant authorizes the sheriff’s office to seize e-mails and other communications between you and other individuals involved in the investigation. But that is not all. The search warrant also includes specific allegations that you personally engaged in misconduct.

For example, here on page 24 of the search warrant, the warrant says that a witness stated that, “although there was no legitimate reason for Metro to outsource such a service to POV in a sole source contract, the contract was pushed forward by CEO Philip Washington in order to remain in good graces with Supervisor Sheila Kuehl.”

As a reminder, POV is a charity that received \$800,000 in a no bid contract to run a hotline for L.A. Metro that was hardly ever used. And Sheila Kuehl is a powerful politician on L.A. Metro’s board who was longtime friends with the head of POV.

The California Attorney General’s Office is now leading the investigation into this public corruption scheme. Mr. Washington, have you spoken with the California Attorney General’s Office about the status of their investigation?

Mr. WASHINGTON. No, I have not, Senator.

Senator CRUZ. Well, the Republican committee staff did last week. We reached out to the California Attorney General's Office to inquire on the status of the investigation.

And the Attorney General's Office said that there is an ongoing criminal investigation into this matter, and the staff said in particular that you have a "material involvement in the case," and that the investigation is months away from being completed?

That is all bad enough, but even more amazingly, the staff at the Attorney General's Office told us that at that time they were not aware of anybody from the White House, from the FBI, or from the Senate who had contacted them about their ongoing public corruption investigation where you have material involvement.

Now, that is remarkable. I understand the Chairwoman has subsequently spoken with the California Attorney General at his office. But at the time, nobody had talked to them, according to the AG's Office. That is remarkable.

And it is more than a little troubling. I think it is fair to say, California Sheriffs, the L.A. Sheriff, and the California Attorney General are not Republicans. They are not right-wing activists with an ax to grind.

And the fact that this corruption case is ongoing, it is truly remarkable that this committee is considering confirming a nominee in the middle of an ongoing investigation for public corruption.

And I am hard pressed to think of anything more damaging to the FAA than not only confirming someone who is not qualified and has no experience in aviation safety, but second, doing so while a public corruption case is ongoing, which according to the terms of the search warrant, implicates you directly.

And if it so happened that you ended up indicted as a result of this ongoing investigation, I don't know if that will happen or not, the investigation needs to conclude what sort of damage would it do to the FAA to have the Administrator indicted on public corruption?

Mr. WASHINGTON. Well, a couple of things, Senator.

Senator CRUZ. And please respond to it.

Mr. WASHINGTON. OK. Thank you. Thank you. That particular contract was initiated before I arrived at Metro. There has been no findings of wrongdoing by me. I stand by the work that was done in this contract to——

Senator CRUZ. Are you saying the search warrant is wrong when it says, these are the allegations of the search warrant that Philip Washington pushed it forward?

Mr. WASHINGTON. That is wrong. That is false. I never talked with anyone about that, that contract. This was done with a delegation of authority to my department heads. But the allegations are false. And I talked to no one. You mentioned former Supervisor Sheila Kuehl. I never talked to her about the contract.

Senator CRUZ. But the AG investigation is not concluded. Is that correct?

Mr. WASHINGTON. No one has talked to me from the AG Office. No one has called me from the Sheriff's Office. No one has contacted me about this case at all.

Senator CRUZ. Thank you.

The CHAIR. Thank you. Mr. Washington, one of the things that keeps coming up in this discussion has been this Southwest Airlines outage and the fact that literally thousands of people were stranded over several days without any idea of what was going to happen next.

For me, one of my constituents that seemed to be most prominent was a high school basketball coach and his wife and the kids, and they were down in Vegas at a tournament and they literally for 4 days, right around Christmas, had to figure out what to do next. And so, every day was a challenge.

They felt like they had it pretty good because they actually went and had a place and had all the kids there and they celebrated Christmas together so it turned out to be a bonding experience for them. But several times they went back to the airport to find many other people just sleeping on the floor of the airport, trying to figure out what was going to happen next.

So, in the hearing that we had on the NOTAM issue, one of the things that the Southwest pilots brought up is they thought that Southwest had lost operational control. That meant that the operation of what was the airline's flights, where the pilots were, where the pilots needed to be, they basically did not know.

And one of the things that the FAA Administrator, if confirmed, can take action against, enforcement of the fact that they did not have—they had loss of control. So, what I am interested in knowing, I think everybody in this hearing is kind of—you are getting a drift here that nobody wants an industry person who is too cozy with industry. People want a new day at the FAA, and they want the FAA to make sure they are thinking about consumers, and as you mentioned several times, safety.

So, if confirmed, would you make sure that you took aggressive action on making sure that either fines or their certificates, things of that nature were looked at? In this case, what we are trying to do is get Southwest to own up to the fact that they need to fix the system so that it doesn't happen again.

So, would you be aggressive on this issue?

Mr. WASHINGTON. Yes, I would, Senator.

The CHAIR. OK. Thank you. That concludes our hearing today. We—Senators will have until the close of business March 6 to submit questions for the record.

The witnesses will have until the close of business March 13 to respond. And that concludes our hearing.

[Whereupon, at 1:05 p.m., the hearing was adjourned.]

A P P E N D I X

RESPONSE TO WRITTEN QUESTIONS SUBMITTED BY HON. MARIA CANTWELL TO PHILLIP A. WASHINGTON

Experience and Qualifications. Over your past 45 years of public service, you have demonstrated a strong record of leadership and ability to tackle complex challenges. In the U.S. Army, you rose to the rank of Command Sergeant Major and held leadership roles in training, operations, and logistics. Following your military career, you successfully led several large and complex safety transportation organizations: Denver's Regional Transportation District and Los Angeles County Metropolitan Transportation Authority.

Most recently, for nearly 2 years, you have served as the Chief Executive Officer of Denver International Airport, the third busiest airport in the world serving more than 70 million passengers last year. Senior leaders of our Nation's airports perform a critical role in ensuring the safety of aircraft operations at their facilities.

Question 1. Has your role at Denver International Airport provided you with experience directly related to aviation safety? Please describe your involvement in issues related to aircraft operational safety during your tenure at Denver International Airport.

Answer. As CEO of Denver International Airport, I provide leadership and work closely with the FAA's Air Traffic Organization, Office of Aviation Safety, and Office of Airports and airlines coordinating construction activities, severe weather event responses, aircraft emergencies, wildlife hazard issues, and other significant events that may affect the airport operations area or airspace that impacts airport operations. One key example was during and in the aftermath of the Southwest Airlines disruption in December 2022.

Question 2. Considering the totality of your experience, how will you bring a fresh perspective to the FAA?

Answer. I will bring a fresh perspective to the FAA based on my superior track record of expert internal organizational and fiscal management. I will lean on my decades-long record of leadership, management, and oversight of billion-dollar budgets, thousands of employees, and massive project and program oversight. My financial and management leadership and oversight experience of three of the largest infrastructure programs in America, Denver International Airport's considerable airport rehabilitation/renovation program, Los Angeles County's Measure M, and the Regional Transportation District of Denver's FasTracks programs, allow me to bring unique management and accounting controls experience to the position.

Question 3. How has your experience prepared you to lead a bureaucracy of 45,000 employees and to motivate that workforce to address current and future challenges?

Answer. I have successfully led several large and complex safety transportation organizations similar to the FAA. Throughout these experiences I have always said that I will own well intentioned failure and the organization's employees will own success. I am currently the Chief Executive Office of the third busiest airport in the world. In this role I lead 35,000 employees, move nearly 70 million passengers per year and manage a \$1.2 billion operating budget. Before this role, I led the Los Angeles County Metropolitan Transportation Authority which consisted of nearly 11,000 employees, safely moves over 225 million passengers a year and has nearly a \$9 billion operating budget. I also led Denver's Regional Transportation District which employs nearly 3,000 employees, safely moves over 49 million people a year, and has an annual operating budget of \$675.5 million.

Question 4. Please provide examples from your military career which prepared you to serve as FAA Administrator. More specifically, please describe specific challenges, incidents, projects, or events which illustrate your management and leadership qualities.

Answer. I have earned the highest non-commissioned officer rank possible in one of the largest and most respected institutions in the world, the United States Army. During my military career, I served, lead, and motivated men and women from

every corner of this great land. Among my military experiences, I served as Inspector General in U.S. Army Europe Headquarters. In this role, I identified and resolved systemic operational challenges and adverse trends throughout U.S. Army Europe and provided prudent advice, training, assistance, and counseling to soldiers, commanders, family members, whistleblowers, and Department of Defense civilians.

Question 5. What specific skills or tools did you learn from your military career, and how would these characteristics help you to address current challenges at the FAA?

Answer. One of the challenges facing the FAA is the modernization of its national airspace systems and other technology. Installation of new technology is an important first step, but integration is critical for success. While in the U.S. Army, I was in headquarters for U.S. Army Europe and worked in information management. I was the top non-commissioned officer in that area, and we were installing and integrating communications and IT equipment in all of Europe.

Safety Vision. U.S. aviation has been through a difficult period. With the 737 MAX accidents, America's global leadership in aviation safety was called into question. Then the COVID-19 pandemic halted airline operations on an unprecedented scale. More recently, there have been a number of incidents, like the NOTAM shut-down to near-miss runway incursions, as discussed in the Committee's recent hearings. Additionally, it is clear that advanced technology adds more challenges and complexity.

If there were a time for strong safety leadership at the FAA, it's now.

Question 1. What is your overall vision for improving and enhancing safety?

Answer. Safety will always be my top responsibility and priority. Externally, I will reinforce to all of FAA's regulated entities that we are the regulator, period. We saw what happened when lines became blurred and while I think the FAA has moved in the right direction in the last few years I will ensure we remain vigilant. Internally, if confirmed, one of the first things I will do at the FAA is inform every employee of what they can expect of me and what I expect of them in meeting the FAA's mission. My overall vision for improving and enhancing safety also includes breaking down stovepipes within the FAA and providing professional development.

Question 2. What is your plan to turn this vision into action to ensure the U.S. makes the global gold standard for aviation safety?

Answer. I believe that the world wants and needs our global leadership on aviation safety. As part of my plan, if confirmed, I would ensure the FAA holds itself and the entities it regulates accountable. I will also ensure that every FAA employee understands my expectations of them as well as what they can expect from me. I also will further expand the FAA's partnership with workers, communities of color, airlines, airports, aircraft manufacturers, the military, labor, and aviation regulatory bodies around the world, and all communities impacted by FAA operations.

Question 3. In the 2020 Aircraft Certification Safety and Accountability Act (ACSAA), Congress set forth specific improvements in FAA's safety oversight of aircraft manufacturers. If confirmed as Administrator, do you commit to fully implementing these safety reforms, on-time and consistent with Congressional intent?

Answer. If confirmed, I commit to fully implementing these safety reforms, on-time and consistent with Congressional intent, and I would keep Congress informed of progress in implementation.

Question 4. Please describe how diversity, equity, and inclusion efforts you have championed at Denver International Airport are consistent with, and further to, aviation safety. If confirmed, please describe how you would utilize DEI to promote aviation safety at the FAA.

Answer. I think it's crucial for us to understand diversity, equity, inclusion, and accessibility. At Denver International Airport, we have set up the Center of Equity and Excellence in Aviation (CEEAA) to promote aviation careers, business development, and innovation. Two of the goals of CEEAA are to (1) prepare current and future employees for a career pathway in aviation industry, as well as create more opportunities for minority-, women- and veteran-owned businesses to do business at Denver and (2) advance aviation research and innovation that drives best practices with a global impact. These efforts are consistent with and further aviation safety. The same would be true at the FAA—we can translate the work at Denver's CEEAA to a larger scale and use DEI&A to promote aviation safety.

RESPONSE TO WRITTEN QUESTIONS SUBMITTED BY HON. TAMMY DUCKWORTH TO
PHILLIP A. WASHINGTON

Topic: FAA Civil Enforcement

Congressional investigation into the Boeing 737 MAX certification and crashes revealed two issues I found especially disturbing. The first issue was an internal Boeing memo which appeared to document an internal Boeing plan to avoid using the term “MCAS” outside of the company and instead describe the new system to outsiders as merely an addition to the already existing Speed Trim System. This plan was approved by an “Authorized Representative,” an individual who is specifically authorized to perform certain certification work on behalf of FAA. The second issue is that Boeing knew the Angle of Attack Disagree alert was inoperable on more than 80 percent of 737 MAX aircraft, which is a direct violation of the plane’s FAA approved type design. Yet, Boeing did not inform the FAA, air carriers or MAX pilots of this for more than a year, and only after the first deadly MAX crash. I am not aware of FAA taking any civil enforcement action against Boeing for this.

Question. Does the FAA need stronger civil enforcement authority to deter a future manufacturer from downplaying the significance of a new feature to avoid additional costs in the form of pilot training or greater certification scrutiny?

Answer. As I stated in the hearing, I am absolutely committed to seeking and using civil enforcement as appropriate in the future for incidents. If confirmed, I will ensure manufacturers understand that the FAA is the regulator. I will also assess whether additional civil enforcement authority is necessary.

RESPONSE TO WRITTEN QUESTIONS SUBMITTED BY HON. KYRSTEN SINEMA TO
PHILLIP A. WASHINGTON

Contract Towers. One of the Federal Aviation Administration’s (FAA) most successful industry partnerships is the FAA Contract Tower Program. More than 250 airports are in the program, including seven in Arizona. This critical air traffic safety program helps maintain and develop air service; supports DOD flight training operations and military readiness; and supports pilot flight schools across the country. Contract towers account for approximately one third of all tower operations, but staffing shortages continue to be a challenge throughout the industry, including for contract towers.

Question 1. What measures can the FAA and the industry undertake collaboratively to address staffing challenges at these towers—including at Phoenix-Mesa Gateway Airport, the busiest contract tower in the Nation with over 250,000 annual operations?

Answer. Running the third busiest airport in the world, I can tell you I’m acutely aware of the disruption that staffing issues in a control tower cause. If confirmed, one of the first things I would do is sit down with the Air Traffic Organization to clearly understand the path to ensuring staffing levels that fit the demand.

Aircraft Noise. Aircraft noise is a persistent issue in parts of Arizona. I have heard from my constituents in Phoenix, Scottsdale, and Tempe who have been affected by aircraft noise. Many of these Arizonans previously lived in areas that were not under flight paths but now face aircraft noise, following FAA changes to flight paths. Five years ago, the D.C. Circuit struck down certain flight paths, determining that the FAA did not properly analyze the effects of flight path changes and did not consult nearby cities, residents, and elected officials. Despite the court ruling, this issue still remains a concern for many Arizonans.

Question 2. What will be your approach to community outreach as the FAA considers flight paths in Arizona and across the country?

Answer. I know this is a difficult issue and the people affected by it feel strongly. In Denver we’ve had the same challenges with specific communities being very upset about noise, especially after changes to flight paths. I certainly understand and would want to work with you and the Committee on this if confirmed. I know the agency is updating its noise policy which may be a place for us to partner. The agency is looking at how to measure noise and how to decide how much noise should trigger more environmental review. I think the key to all of this is transparency and honesty between the FAA, the airports, and the communities. We have to have trust between the stakeholders and the agency, and I think that’s what has been lacking.

Implementation of the Bipartisan Infrastructure Law. The FAA will continue implementing the historic Bipartisan Infrastructure Law by administering the \$15 billion Airport Improvement Program, the \$5 billion Airport Terminal Program, and \$5 billion for air traffic control infrastructure. Through BIL funding in 2022,

major Arizona airports such as Phoenix Sky Harbor International Airport received over \$41 million and Tucson International Airport received over \$6 million.

Question 3. If confirmed, how will you ensure BIL formula and discretionary grant funding is efficiently distributed to the appropriate recipients?

Answer. I have years of experience in grant fund management, and I understand the needs of airports to access this funding. If confirmed, I will ensure that BIL formula and discretionary grant funding is efficiently distributed to the appropriate recipients in line with the requirements of the law. I will also commit to addressing any recommendations that may come from the Department of Transportation Office of Inspector General or other independent oversight of the BIL program.

RESPONSE TO WRITTEN QUESTIONS SUBMITTED BY HON. TED CRUZ TO
PHILLIP A. WASHINGTON

Question 1. You are entangled in an ongoing public corruption investigation involving the Los Angeles Metropolitan Transportation Authority (LA Metro) and have been accused of retaliating against a LA Metro whistleblower. In December 2022, you told the *New York Times*: “When I pursued the job in Denver for the airport, much to the credit of the Denver City Council, they looked into all of this and debunked it all, and so I would ask Congress to do the same.”¹ During your nomination hearing on March 1, 2023, you said “I have nothing to hide” with respect to the California Attorney General’s ongoing investigation into this matter. At your nomination hearing, Senator Michael Bennet stated that before the Mayor of Denver asked you to lead the Denver airport “he conducted a thorough background review” and that you “cleared that review.”

a. Will you ask the Denver City Council, the Mayor of Denver, and the City of Denver to provide the Senate Commerce Committee with all of the materials that they acquired or prepared when looking into your involvement in public corruption investigation of LA Metro and the whistleblower allegations against you, including any e-mails between and among the Mayor of Denver, the Denver City Council, and/or their staffs?

Answer. I have no objection to your seeking the information from the entities listed through appropriate channels.

b. Will you ask the Denver City Council, the Mayor of Denver, and the City of Denver to provide the Senate Commerce Committee with all of the materials that they acquired or prepared when they conducted a background review of you, including any e-mails between and among the Mayor of Denver, the Denver City Council, and/or their staffs?

Answer. I have no objection to your seeking the information from the entities listed through appropriate channels.

Question 2. As you are aware, the California Attorney General’s Office is investigating the series of no-bid contracts that LA Metro entered into with a nonprofit entity, Peace Over Violence, to operate a sexual harassment hotline. In your questionnaire, you noted that there is “an investigation into a procurement between LA Metro and a nonprofit called Peace Over Violence.” You further stated that “[t]his procurement was in process prior to my employment with LA Metro in March 2015, with the contract awarded in September 2015.” And during your March 1, 2023 nomination hearing, when I asked you about the ongoing investigation, you stated “[t]hat particular contract was initiated before I arrived at Metro.”

These statements give the misleading impression that the LA Metro’s contract with Peace Over Violence for a sexual harassment hotline predated your time at LA Metro. Public records reveal, however, that the first contract between LA Metro and Peace Over Violence for the Sexual Harassment Off Limits Hotline, the sexual harassment hotline, was initiated after you became CEO of LA Metro in March 2015. A November 21, 2019, LA Metro Board Report, which you signed, states that “[i]n December 2016,” while you were the CEO of LA Metro, “Metro approached Peace Over Violence (POV) to help address the response of safety and sexual harassment. Together both entities decided to create the Sexual Harassment Off Limits Hotline, which is 1-844-OFF-LIMITS or 1-844-633-5464.”²

¹Mark Walker, *Biden’s Pick to Lead F.A.A. Faces Murky Road to Confirmation*, *New York Times* (Dec. 26, 2022), <https://www.nytimes.com/2022/12/26/us/politics/phil-washington-faa-senate-confirmation.html>.

²LA Metro, *Monthly Update on Transit Safety and Security Performance* (Nov. 21, 2019), <https://boardagendas.metro.net/board-report/2019-0786/>.

a. Do you wish to modify or retract your statement that LA Metro's Peace Over Violence contract for a sexual harassment hotline was initiated before you arrived at LA Metro in March 2015?

Answer. No—the engagement and ultimate selection of Peace over Violence was initiated prior to my arrival at LA Metro. The contract itself was signed after I arrived.

Question 3. As CEO of LA Metro, you repeatedly pushed LA Metro to pursue a fareless system, that is, a free transit system that does not charge fares to riders. In 2020, you went so far as to assert that “LA Metro has a moral obligation to pursue a fareless system. . . .”³ You further asserted that fareless transit should be considered “no different than other public programs funded by the public purse such as firefighting, policing and other public infrastructure that serves as a public right and common good.”⁴ In other words, you think that tax dollars should be used to provide free transit for riders.

a. Given your view that LA Metro “has a moral obligation” to pursue a fareless transit system, do you think it is immoral for LA Metro or any other transit agency to charge fares to riders? Please explain.

Answer. I do not believe it is immoral for LA Metro or any other transit agency to charge fares to its riders. My comments in 2020 were based on exploring how a fareless system could aid those hit hardest by the pandemic.

b. Why should taxpayers who do *not* use mass transit be forced to pay taxes to provide free transit for people who do use mass transit?

Answer. The LA Metro Board of Directors ultimately approved a fareless pilot program for students and low-income riders. The purpose of this test program was to provide the data to inform whether a fully fareless system could be possible, including insight on the question you raise. However, I no longer lead LA Metro as of May 2021 and have focused my efforts since July 2021 on safely leading the third largest airport in the world—Denver International Airport.

Question 4. The FAA faces leadership challenges at the highest levels of the agency—with 13 acting leaders (not including the administrator position) out of 63.

a. Given your lack of technical aviation expertise, how do you plan to hire the technical experts upon whom you will rely for technical advice?

Answer. As the CEO of the third largest airport in the world, I do possess technical expertise related to part 139 Safety Management Systems and other aviation safety issues on the grounds of and in the vicinity of an airport. Because no FAA Administrator in recent memory has had technical aviation expertise in every regulatory aspect of the FAA, there is always a reliance by the Administrator on technical experts at every level of the agency, including in leadership and in the Administrator's front office. If confirmed, I would ensure frequent, direct, collaborative communication with the heads of each FAA line of business and staff office.

Question 5. The FAA is responsible for ensuring a safe and efficient National Airspace System. To do so, the FAA certifies certain aircraft types and derivatives, but also relies on a variety of delegation authorities to manage the vast workload.

a. A common critique of the FAA's Unmanned Aerial Systems (UAS) Integration Office (AUS) is that the FAA's lack of technical expertise in UAS is causing the agency to slow down certifying new entrants, which in turn causes business disruptions and hinders innovation. What specific steps would you take to improve the speed at which regulations are issued and certainty introduced for business?

Answer. I am aware of the frustration with the regulatory process. As I stated in the nomination hearing, if confirmed, I would review current laws, regulations, policies, and guidance in place and try to determine inefficiencies that are within the FAA's control but would not violate the Administrative Procedures Act or other government transparency laws.

b. The Aircraft Certification Safety and Accountability Act included multiple technical reforms to the Organization Designation Authorization (ODA) and certification processes and directed the FAA, through the FAA administrator, to conduct very technical rulemakings with aviation safety at the core of the reforms. What specific aviation safety background would you apply when evaluating changes to the certification process?

Answer. If confirmed, I would use the aviation safety expertise that I have developed and put into practice daily as an airport CEO. Among that experience has been

³Adam Hill, *LA considers free public transit, ITS International*, (Oct. 13, 2020), <https://www.itsinternational.com/its17/news/la-considers-free-public-transit>.

⁴Adam Hill, *LA considers free public transit, ITS International*, (Oct. 13, 2020), <https://www.itsinternational.com/its17/news/la-considers-free-public-transit>.

through close collaboration with the FAA, telecom companies, airlines, and aircraft manufacturers in addressing 5G. Airport CEOs, like myself, are following the airworthiness directive and certification of radio altimeter retrofits extremely closely so that we can predict effects on service and technology at airports. And, critically, I have extensive experience with safety management systems that precede any requirements placed on aircraft manufacturers.

c. Manufacturers, as original equipment manufacturers (OEMs), often received ODA from the FAA to certify the airworthiness and safety of a component or system. A critical component of the aviation manufacturing sector is robust competition. Do you support continuing the Part Manufacturing Authority process?

Answer. If confirmed, I will work closely with the Aviation Safety Organization to review processes like this one but as a broader matter the way I will consider certification is through the lens of safety. Safety will always be the first priority to ensure the agency's processes keep safety for passengers, pilots and crew first.

Question 6. Many FAA programs and systems have been undergoing expensive modernization projects for many years, like the NOTAM infrastructure or NextGen, or are due for new procurement, such as the FAA Enterprise Network Services Program.

a. How will you ensure accountability on the behalf of contractors and services performed?

Answer. I have successfully managed multibillion-dollar transportation infrastructure projects to improve the safety and efficiency of the traveling public for over 20 years, and I have overseen numerous contracts in each of my positions. I will lean on my decades-long record of leadership, management, and oversight of billion-dollar budgets, thousands of employees, and massive project and program oversight. If confirmed, I would look specifically at programs that are delayed and/or have cost overruns to determine innovative ways to address these inefficiencies.

b. How will you change the environment of delays and cost overruns at the FAA?

Answer. To address delays and cost overruns for programs at the FAA, I would empower FAA employees to think innovatively and critically on ways to move projects forward. This is what I did at Denver International Airport. When I started as CEO, Phase One of the Great Hall project had a projected overrun of \$288 million and a potential two-year delay. I was able to lead DIA to swiftly develop a new partnership, which managed to complete that phase of the project a month ahead of schedule and under budget.

Question 7. The Airline Deregulation Act of 1978 reduced fares and unleashed market forces that drove down the price of airfare, allowing many Americans previously unable to afford to fly to travel by plane.

a. Do you support the continued deregulation of air travel?

Answer. If confirmed, I would follow laws related to the Airline Deregulation Act of 1978.

b. What are your thoughts on market-distorting policies at airports such as slots and perimeter rules?

Answer. I am aware that Congress has set slot and perimeter rules. If confirmed, I would follow the laws as they relate to slots and perimeter rules. If confirmed, I would also work with the FAA's Air Traffic Organization to evaluate whether slots and perimeter rules affect air traffic beyond ground congestion.

Question 8. As the CEO of the Denver International Airport you should have familiarity with two major Federal revenue programs for commercial-service airports—the Passenger Facility Charge (PFC) and the Airport Improvement Program (AIP) grant.

a. Is the PFC funding regime adequate?

Answer. With an airport capital projects backlog of \$115 billion in planned infrastructure projects, there are many in the aviation community who believe the totality of airport infrastructure funding, of which PFC is one piece, is inadequate.

b. Is the PFC fair?

Answer. The policies that govern PFC are established by Congress and I will administer the law consistent with the program as enacted.

c. Is AIP fair?

Answer. The policies that govern AIP are established by Congress and I will administer the law consistent with the program as enacted.

d. What needs to be done to modernize the AIP program?

Answer. I have seen a number of proposals to modernize the AIP program. If confirmed, I would be committed to working with airports and other aviation stakeholders to gather more information and evaluate ideas for how to modernize.

e. Do you foresee an opportunity to reform both programs to make the overall funding regime more efficient?

Answer. If confirmed, I would be committed to working with airports and other aviation stakeholders to gather more information and evaluate ideas for how to modernize PFCs and AIP.

Question 9. Senator Markey has introduced the Good Jobs for Good Airports Act, legislation that would introduce a minimum wage for concessionaires at airports.

a. Do you apply a prevailing wage at Denver airport?

Answer. The city and county of Denver, of which Denver International Airport is a department of, require that contractors or their subcontractors pay workers a prevailing wage.

b. What would be the impact of this legislation at Denver International Airport where you are currently the CEO?

Answer. Airport workers are critical to the operation and reliability of our aviation system. The city and county of Denver already require that contractors or their subcontractors pay workers a prevailing wage.

Question 10. During your nomination hearing, in response to a question from Senator Peters about aqueous film-forming foam (AFFF), you stated you would work with the Department of Defense to develop a transition plan around PFAS.

a. Do you think all airports should use PFAS-free fire suppressors like fluorine-free firefighting foam (FFFF) or dry chemical agents?

b. If yes, would you support mandating all airports transition to PFAS-free solutions?

c. Are you aware that PFAS-free foam, as currently designed is less effective in extinguishing a fire involving jet fuel than traditional foam?⁵

i. If not, would you still suggest airports transition to PFAS-free foam?

ii. If yes, how is this consistent with your insistence that you prioritize safety above all else?

Answer. The 2018 FAA Reauthorization explicitly mandated that FAA may not require the use of fluorinated foams 3 years after enactment. Subsequent National Defense Authorization Acts directed the Department of Defense (DOD) create a new performance standard for the firefighting foam which would not require the use of fluorinated chemicals. Further, Congress required DOD to identify a foam that meets that standard by this fall. It is my understanding that new performance requirements for firefighting foam were issued last month by DOD, and the FAA will need to work with DOD and airport stakeholders to develop a transition plan that will assist airports in transitioning to the fluorine free foam. Research has shown that PFAS pose health risks, in particular for firefighters, and if there is a safe alternative to firefighting foam with PFAS, then it is important for airports to adopt it. If confirmed I would certainly work with you and your colleagues as well as airports around the country during this important transition.

Question 11. In December 2021, you introduced a change in procurement policy at Denver airport requiring the consideration of equity, diversity, and inclusion as criteria for competitive bidding. Would you introduce a similar change at the FAA?

Answer. If confirmed, I would follow all laws and regulations related to competitive bidding and contracting.

Question 12. At your nomination hearing, you cited your experience helping to bring rail and transit to airports as one of your qualifications for serving as FAA Administrator.

a. Does the FAA Administrator have a responsibility to consider whether and to what extent airports have connections to rail and mass transit lines?

Answer. It is my understanding that airports expect FAA Administrators to be responsive to issues they may have in seeking approval from the FAA for airport projects that may connect to rail and mass transit lines. In addition, the Bipartisan Infrastructure Law makes these types of connection projects eligible for Mega Grants.

b. If so, how much time would you spend as FAA Administrator on the issue of rail and mass transit connections to airports?

Answer. Due to the nature of the FAA's safety mission, I cannot predict how much time I would spend on specific issues if confirmed.

⁵ According to the National Fire Protection Association, it can take twice as long and require twice as much liquid to extinguish a liquid fuel fire using FFFF than AFFF.

Question 13. During your nomination hearing, Senator Baldwin asked you how you planned to continue your past work of “advancing women in transportation.” In response you stated, among other things, that during your time at LA Metro: “We stood up a Women and Girls Governing Council to understand how women travel, and ways to improve the system as it relates to the traveling of women.”

a. What was the purpose of this Women and Girls Governing Council and what did the Council do?

Answer. WGGC was established in September 2017 to examine Metro policies, programs and services, as well as to make recommendations to the CEO. With consideration of the unique obstacles faced by women and girls, the council looks to find opportunities to remove barriers to success and expand opportunities at, within and on LA Metro.

In the context that I was speaking of, the particular study, “Understanding How Women Travel” was and is an effort to understand the unique and diverse mobility needs of women in LA County. In an initiative led by LA Metro’s Women and Girls Governing Council and endorsed by me, for the first time in the organization’s history, the study explored the experiences of women traveling on our system by collecting and analyzing many different datasets to inform a variety of system planning and operational decisions.

b. Who were the members of this Council?

Answer. The council is comprised of a diverse group of LA Metro employees representing every department—union and non-union, entry-level to executive—that met monthly to develop recommendations to the CEO to help advance and empower women and girls.

c. How did this Council study “how women travel” and the “traveling of women”?

Answer. Conventional methods that provide statistics about women’s travel behavior including 1) Analysis of nine existing data sources from LA Metro and the National Household Travel Survey; 2) Survey of 2,600 respondents oversampling women and transit ridership; 3) Focus groups that allowed for open conversation around sensitive topics and added nuance to our understanding of gender differences in travel.

Innovative methods including: 1) Over 100 hours conducting participant observations on 19 LA Metro routes; 2) Three participatory workshops creatively that engaged the most loyal—and most vulnerable riders; 3) Three pop-up engagements that expanded our data collection to catch everyday riders, in the process of using LA Metro services, to hear what makes their ride easy or difficult.

d. Do women travel differently than men? If so, how?

Answer. Together, these research methods reveal rich and significant findings about how women travel. I have provided a link* to this report that organizes findings according to five themes.

I have also provided a link to the overall WGGC effort.

1. Travel Behavior Trends
2. Safety
3. Access
4. Reliability
5. Convenience & Comfort

UnderstandingHowWomenTravel_FullReport_FINAL.pdf
<https://www.metro.net/about/wggc/>

RESPONSE TO WRITTEN QUESTIONS SUBMITTED BY HON. DAN SULLIVAN TO
 PHILLIP A. WASHINGTON

Runway Length and Safety:

For the most remote Alaskan communities with no ferry or road service, air travel is the only mode of transportation and the only way to move people and goods in and out of those communities. 82 percent of the communities in Alaska are not accessible by road. 251 communities are exclusively accessed by air.

FAA has policy that is resulting in shorter runways throughout my state. In order to be eligible to reconstruct a runway using Federal funds (Airport Improvement Program), the FAA requires that the airport must have received 500 operations per year from an aircraft that needs that size of runway. This is forcing the State, who manages over 240 airports, to fold to the Federal policy and rebuild airports to the shorter lengths.

This is not tenable in a state where in many locations fuel oil for heat is flown in twice per year, requiring greater runway length and safety areas. Reducing runway length will at minimum restrict the ability to deliver heating fuel and gasoline where other options for transport are lacking (no highway connections, no alternative means of transportation).

This also limits the ability to get freight, mail, and basic goods into the community—and surrounding communities. When runways are shortened the community is limited from acting as a hub for other surrounding communities. 121 operators are unable to get into hubs as the shortened runways limit the amount of lift length.

This has dramatic safety implications, as not only is the runway itself shrinking, but the runway lighting shrinks along with it, and the airport is limited from receiving 121 service—operations that are recognized as the safest.

This limitation is also crippling the ability of the State to develop new Airports for Economic Development, including runways for the Wasilla Airport, the Gulkana Airport, and the proposed new airport near the Denali National Park, as the rules do not allow you to expand or build airports to meet new demands unless it has already been served by larger aircraft.

Question 1. Do you think it is good policy to incentivize the shortening of runways in areas that have complete dependency on air travel, and are in locations with challenging weather, and often lack communications and navigational aids?

Answer. As the CEO of an airport, I understand how important runways are for safe aviation travel. If confirmed, I would closely review the FAA's policy on runway resurfacing and reconstruction and consider where there are any exceptions that need to apply to the policy based on any unique circumstances of the airport and the community.

Instrument Flight Approaches

Section 322 of the FAA Reauthorization Act of 2018 allows air carriers operating under Part 135 to carry out operations and instrument approaches in Alaska at destination airports without approved meteorological (METAR) observation data if area forecasts supplemented by noncertified local weather observations (including cameras and human observers) are available and an alternate airport with weather reporting is specified. As recognized and promoted by FAA, flying under IFR offers a higher level of safety and predictability to air service.

The value of this language was echoed by the NTSB in the February 2020 report on the safety of Part 135 operations in Alaska.

“The longstanding effort to increase instrument flight rules (IFR) operations in Alaska is another area that continues to meet with obstacles. The director of operations for an Alaska carrier stated that despite the increased availability of instrument approaches, the inability to comply with current FAA flight standards that are required throughout the United States, such as weather reporting requirements and terminal instrument procedures, render the approaches unusable for many operators. A possible remedy would be to adjust the FAA's flight standards for Alaska to accommodate its unique aviation environment, which is a risk management decision requiring extensive knowledge of the environment; yet such an adjustment has yet to even be evaluated.”

The Advisory Circular (135–45) to provide guidance on Section 322 undermined congressional intent by requiring unrealistic weather sources for locations in Alaska, including the requirement that carriers hire staff in the remote destination airports to launch balloons to determine a ceiling. This is unworkable in Alaska, and defeats the point of the law.

Question 2. Please consult with FAA to provide the number of Part 135 operators that have received approved procedures under Section 322.

Answer. I will be happy to work with you on this, if confirmed, to better understand the agency's policy with respect to required weather data. Speaking more broadly, I agree that the agency's goal should be implementation of legislation consistent with Congressional intent and that would certainly be my goal throughout the duration of my term.

Question 3. Are any of the air carriers in operation today?

Answer. See above.

Question 4. If confirmed, will you revisit the guidance associated with Section 322 to ensure operators are able to benefit from the greater flexibility and safety benefits provided by congress for conducting flight operations using alternative weather data sources?

Answer. If confirmed, I will work with you to address these concerns.

Equity in Aviation Safety:

There has been attention paid to this Administration's efforts to address transportation equity, as adverse effects—air pollution; mass transit disinvestment—have disproportionately impacted Black and Brown communities and long been overlooked in transportation.

Our remote communities are primarily Alaska Native residents, and there are adverse impacts due to transportation policy that creates a racial disparity from the lack of Federal investment in these communities. From your work as Chair and Co-Founder of the Equity in Infrastructure Project, I am sure you will appreciate the situation.

The most pointed example is the dependence of our residents on aviation, the lack of Federal investment in infrastructure and technology to support rural isolated communities as compared to the rest of the nation, and how this has translated to safety.

A February 2020 NTSB report pointed to a recent 10-year period where the total accident rate in Alaska was 2.35 times higher than the rest of the United States. During the same period, the fatal accident rate in Alaska was 1.34 times higher.

The FAA Alaska Aviation Safety Initiative (FAASI) is an FAA effort to respond to the February 2020 NTSB Report and the FAA Alaska Aviation Safety Summit from October 2020. This effort has identified safety improvements and investments for the Alaska Region.

Question 5. If confirmed, will you commit to an annual update to the FAASI, and to include any progress made to the previously identified safety improvements?

Answer. If confirmed, I will commit to an annual update to the FAASI and include any progress made to previously identified safety improvements.

Question 6. Will you commit that the items in the FAASI not only be explicitly prioritized in the budget, but incorporated into long term the planning by the FAA?

Answer. If confirmed, I will commit to finding ways to prioritize items in the FAASI as appropriate.

Safety Briefing Commitment:

As discussed above, a 2020 report issued by the National Transportation Safety Board (NTSB) calling for the FAA to take a more comprehensive approach to improving aviation safety in Alaska.

The NTSB report points to a recent 10-year period where the total accident rate in Alaska was 2.35 times higher than the rest of the United States. During the same period, the fatal accident rate in Alaska was 1.34 times higher. I'm sure you agree that this is unacceptable.

Question 7. Your predecessor required staff to report to him personally every time there was an aviation accident in my state. Will you commit to do the same?

Answer. If confirmed, I will commit to requiring staff to report to me personally every time there is an aviation accident in your state. In an effort to increase transparency and elevate safety issues, I will err on the side of requiring that staff personally keep me apprised of more aviation accidents than might otherwise be reported to the Administrator.

ADS-B/Mid-Air Collisions:

Alaska has historically been a testbed for avionics that have provided efficiency and safety benefits to the entire National Airspace System.

The Capstone Project was a joint industry and FAA research and development effort to improve aviation safety and efficiency in Alaska. Under Capstone, the FAA provided avionics equipment for aircraft and the supporting ground infrastructure. The Capstone Project operated from 1998 to 2006, and it demonstrated a 47 percent reduction in the aviation accident rate of Capstone avionics equipped aircraft compared to non-equipped aircraft in parts of the state that did not receive ground based equipment and equipped aircraft.

Our high accident rate is made up of a lot of Controlled Flight Into Terrain accidents and mid-air collisions—the type of accidents that this technology can prevent.

Alaska laid the groundwork for the nationwide deployment of ADS-B, known as NextGen, now providing our national airspace system with efficiency through satellite-based navigation and aircraft tracking. The NextGen system is now a multibillion-dollar program, primarily through FAA's Facilities & Equipment account. Meanwhile, the majority of my state is without coverage and the airspace is not classed to require coverage—even in some congested airspace, such as Bethel.

Section 321 of the FAA Reauthorization Act of 2018 (P.L. 115-254) directed FAA to conduct an evaluation of providing additional ADS-B ground-based transmitters along major flight routes in Alaska. In October 2019, aviation industry groups wrote

to the FAA Surveillance and Broadcast Services program office supporting this initiative and urging additional investment in ADS-B ground stations to establish a Minimum Operational Network for ADS-B coverage in Alaska. They shared analysis supporting the Section 321 mandate that identified an additional 23 locations. I was pleased to see in the FAASI that the FAA will accelerate the deployment of ground based equipment for some of our high trafficked areas, and was pleased to hear of the FAA plans to add five sites in Fiscal Year 2023.

Question 8. If confirmed, would you support the deployment of a minimum of an additional 23 ADS-B ground-based transmitters, as identified by the users of our NAS?

Answer. If confirmed, I would work through the FAA's Air Traffic Office and Office of NextGen to engage with stakeholders to further accelerate deployment of ground-based equipment.

Given that the majority of Alaska's airspace is not classified, the true safety benefits of additional ground based equipment remains to be dependent on the rate of private equipage of aircraft. While it is of obvious value for aircraft to improve situational awareness through ADS-B equipage, I caution that any large scale airspace reclassification would cripple mobility in my state, not be embraced by some pilots, and would be an unfunded mandate. However, the need for equipage remains.

Question 9. Would you support the inclusion of funding in the FAA budget to equip private aircraft with avionics equipment and the supporting ground infrastructure, similar to the Capstone project that was in operation from 1999 to 2006?

Answer. If confirmed, I would commit to reviewing any proposals for FAA to fund equipping aircraft with avionics and supporting ground infrastructure.

Comms/Nav Aid Maintenance:

The remote, mountainous terrain of Alaska presents technical challenges for the FAA with installing and maintaining a robust Communications, Navigation, Surveillance system. In the FAA's own words from the 2021 FAA Alaska Aviation Safety Initiative (FAASI), "Maintaining the extensive Alaska National Airspace System (NAS) infrastructure, which consists of a mixture of old and new components, is a daunting task for FAA engineers and technicians."

Question 10. Please consult with the FAA to respond to this question and share what FAA is doing to address the challenges of maintain navigational aids and communications equipment in Alaska.

Answer. I understand the priority this has for you and for your constituents in Alaska. If confirmed I will work closely with our team in the Alaska region and across the agency's lines of business to survey what we're doing to facilitate safe flight in Alaska and what we can do to improve in terms of equipment, processes and communication with stakeholders. And, as I mentioned in my Hearing, if confirmed, I commit to visiting the State of Alaska, as soon as possible and early in my term, to see for myself the aviation challenges in your state.

Question 11. If confirmed, will commit to implementing mitigation methods, including the storage of more spare parts for repairs in the State and provide more technicians?

Answer. If confirmed, I will commit to implementing mitigation methods to address the challenges posed by Alaska's terrain to maintaining navigational aids and communications equipment.

Oklahoma City Registry Modernization System and Office of Aerospace Medicine:

My office is constantly fielding complaints with the processing of aircraft registration and clearance of air medicals for pilots, and evidence points to bottlenecks in the FAA offices at Oklahoma City.

In regards to the FAA's Civil Aircraft Registry in Oklahoma City, the FAA Reauthorization of 2018 directed many improvements, including the modernization and partial digitization of the registry and extending the duration of aircraft registration certificates from three to seven years. Notwithstanding these improvements, bottlenecks remain with reports of registration taking two to three years, during which time the registration of an aircraft can expire. All signs point to manpower as the issue, with employees working from home is frustrating streamlining efforts.

Question 12. What more can be done to streamline the Registry Modernization System?

Answer. If confirmed, I would look at new ways to reduce the backlog of aircraft registrations and timelines to process them. I understand the frustration, and I have extensive background in optimizing systems, like IT systems, to optimize performance and decrease bottlenecks.

Similarly, we have seen a noticeable upticks in number of complaints that the Office of Aerospace Medicine in Oklahoma City is unable to process airman medical certifications. These delays have significant impacts that interfere with an individual's livelihood and ability to provide for their family. Our Alaska Region Flight Surgeon is reportedly doing a great job, but the bottleneck occurs in Oklahoma City, where employees are working from home.

Question 13. What more can be done to streamline the Office of Aerospace Medicine without sacrificing the safety of the flying public?

Answer. If confirmed, I would look into what type of streamlining within the Office of Aerospace Medicine would be appropriate to ensure the safety of the flying public. My understanding is that people can see the status of their medical certification application in real time, but more can be done to make the expected timeline for certification more predictable.

Question 14. Are the medical standards periodically reviewed to ensure they are appropriate to the safe operation of aircraft?

Answer. My understanding is that the FAA's Aerospace Medicine Office monitors the latest data and science to determine if adjustments to medical standards are necessary. If confirmed, I would ensure that the FAA continues to periodically review its medical standards.

Unauthorized Drone Flights Over Critical Industry:

You stated in your confirmation that you wanted to examine ways to expedite the FAA's rulemaking process, which is incredibly slow and is frustrating the integration of Unmanned Aerial Systems into the national airspace system. It is also affecting the security of the NAS. Recently, the FAA announced that it was delaying yet again the Notice of Proposed Rulemaking to implement Section 2209 of the FAA Extension, Safety and Security Act of 2016, which will set up a process to prevent unauthorized drone flights over critical industry. It has been nearly seven years since this provision was signed into law—an extraordinary delay even by FAA standards. The increasing sophistication of commercial off-the-shelf UAS is far greater now creating a far larger threat to critical infrastructure than when Congress first worked to address this issue.

Question 15. If confirmed, will you commit to making sure that the agency prioritizes the issuance of this NRPM?

Answer. As an airport operator I understand the concern that critical infrastructure owners have about hazards associated with errant or hostile UAS. As I stated in my confirmation hearing, if confirmed, I would examine ways to streamline the areas of the rulemaking process that the FAA controls, and in accordance with the Administrative Procedures Act. The issuance of this NPRM would be among the rulemakings that I would review.

RESPONSE TO WRITTEN QUESTIONS SUBMITTED BY HON. TODD YOUNG TO PHILLIP A. WASHINGTON

Question 1 The FAA is responsible for the safety and efficiency of our National Airspace System. In that role, FAA coordinates with NORAD, DOD, and other national security agencies of the United States. As we have seen during recent incidents such as foreign air vehicles penetrating U.S. airspace, the U.S. response to the global pandemic, and the implementation of the Civil Reserve Fleet, the FAA is an active partner in our response to various national and international crises. Last month, Acting Associate Administrator for Aviation Safety, David Boulter, said in his testimony before the House T&I Committee, "As Congress has directed in section 243 of the FAA Reauthorization Act of 2018, we continue our efforts as a global leader in aviation, and much of the globe is watching. . ." The world is watching, but it no longer follows the FAA.

a. If you are confirmed as Administrator of the FAA, how will you maintain and improve FAA's leadership abroad?

Answer. I believe that the world wants and needs our global leadership on aviation safety. As part of my plan, if confirmed, I would ensure the FAA holds itself and the entities it regulates accountable. I will also ensure that every FAA employee understands my expectations of them as well as what they can expect from me. I also will further expand the FAA's partnership with workers, communities of color, airlines, airports, aircraft manufacturers, the military, labor, and aviation regulatory bodies around the world, and all communities impacted by FAA operations.

Question 2. In January, the outage of FAA's Notice to Air Missions (NOTAM) system led to the first nationwide shutdown of our national airspace since 9/11. Out-

dated aviation infrastructure threatens to severely disrupt air travel in the United States and place the traveling public in danger. The FAA currently depends on a vast network of radars to monitor weather and air traffic, but many of these legacy systems have been in service for over 40 years and have become increasingly difficult and expensive to maintain.

a. Following completion of the feasibility assessment in 2020, what is the FAA's current plan for modernizing our Nation's legacy radar systems through the Spectrum Efficient National Surveillance Radar (SENSR) program?

Answer. As the NOTAM system failure showed, the FAA needs to be focused on safety and modernization. Based on my airport's work with FAA air traffic control, I am aware that the FAA is still supporting some legacy systems even as it seeks to modernize the system. If confirmed, I would engage with the Air Traffic Office to determine in what stage of modernization the FAA is in and develop ways to move modernization forward.

