

**NOMINATION TO THE METROPOLITAN
WASHINGTON AIRPORTS AUTHORITY AND THE
NATIONAL TRANSPORTATION SAFETY BOARD**

HEARING

BEFORE THE

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

ONE HUNDRED EIGHTEENTH CONGRESS

FIRST SESSION

NOVEMBER 7, 2023

Printed for the use of the Committee on Commerce, Science, and Transportation



Available online: <http://www.govinfo.gov>

U.S. GOVERNMENT PUBLISHING OFFICE

WASHINGTON : 2025

SENATE COMMITTEE ON COMMERCE, SCIENCE, AND TRANSPORTATION

ONE HUNDRED EIGHTEENTH CONGRESS

FIRST SESSION

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CONTENTS

	Page
Hearing held on November 7, 2023	1
Statement of Senator Duckworth	1
Introduction by Senate Republican Leader Mitch McConnell	2
Statement of Senator Cruz	4
Statement of Senator Klobuchar	33
Statement of Senator Peters	36
Statement of Senator Blackburn	38

WITNESSES

Samuel H. Slater, Nominee to be a Member of the Board of Directors, Metro- politan Washington Airports Authority	6
Prepared statement	7
Biographical information	8
J. Todd Inman, Nominee to be a Member, National Transportation Safety Board	19
Prepared statement	20
Biographical information	21

APPENDIX

Response to written questions submitted to Samuel H. Slater by:	
Hon. Ted Cruz	41
Response to written questions submitted to J. Todd Inman by:	
Hon. Raphael Warnock	42
Hon. Ted Budd	43
Hon. Shelley Moore Capito	43

**NOMINATION TO THE METROPOLITAN
WASHINGTON AIRPORTS AUTHORITY
AND THE NATIONAL TRANSPORTATION
SAFETY BOARD**

TUESDAY, NOVEMBER 7, 2023

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

The Committee met, pursuant to notice, at 2:30 p.m., in room SR-253, Russell Senate Office Building, Hon. Tammy Duckworth, presiding.

Present: Senators Klobuchar, Peters, Duckworth [presiding], Cruz, Blackburn, and Budd.

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

Senator DUCKWORTH. [Technical problems]—Science and Transportation will come to order. I welcome Sam Slater, nominated to serve on the Metropolitan Washington Airports Authority, MWAA Board of Directors, and Todd Inman nominated to serve on the National Transportation Safety Board, NTSB, and thank them both for being here today.

MWAA, which is a Federal, State compact, has leased Dulles International and Washington, Reagan National Airports from the Federal Aviation Administration since 1987. MWAA is responsible for the operation maintenance and improvement of both airports which serve the greater national capital region.

The safe and smooth operation of these airports is truly essential for all of us who work in this area. MWAA's Board of Directors is comprised of 17 members responsible for establishing policy and providing direction to MWAA's management team. Its Board of Directors is comprised of 17 members—sorry.

The Board includes members nominated by the President, the Governor of Virginia, the Governor of Maryland, and the Mayor of D.C., representative of the wide reach and economic impact of both airports. Sam Slater is here today, having been nominated by the President to the MWAA Board.

Mr. Slater is a Managing Partner at Tremont Asset Management, LLC and directly manages the acquisition, development, and finance of all real estate assets in the United States and Canada, including commercial, industrial, and agricultural properties. He is also the Co-Founder of Burn Later Productions and has produced over 30 feature films.

Mr. Slater currently serves on multiple Boards throughout the United States. Next, we will consider Todd Inman nominated to be a member of the National Transportation Safety Board. Welcome.

The NTSB is an independent Federal Transportation Safety Agency with five Board members. NTSB investigates civil transportation accidents, provides recommendations to improve safety regulations, and assists victims' families and survivors of transportation disasters. The NTSB has approximately 400 employees in Washington, D.C. and in regional field offices in Washington State, Alaska, and Colorado.

Additional resources are needed to prepare for current and future transportation safety challenges, such as emerging autonomous technologies in aviation and on our highways. Previously, Mr. Inman served as the DOT—at the DOT as the Director of Operations, then as Deputy Chief of Staff, and spent over 2 years as the Chief of Staff to former DOD Secretary Chao.

While at DOT, Mr. Inman was involved in decisionmaking for all modes of transportation, including aviation, rail, roadways, maritime, hazards pipelines, and private space, with a focus on safety impacts. I thank our nominee for their interest in public service and look forward to hear more from them during today's hearing.

Minority Leader McConnell has provided a letter of introduction on Mr. Inman's behalf, and I will now ask unanimous consent to include that in the hearing record. Without objection, it is so ordered.

[The information referred to follows:]

INTRODUCTION BY SENATE REPUBLICAN LEADER MITCH MCCONNELL

Madam Chair Duckworth, Ranking Member Cruz, Colleagues:

Thank you for the opportunity to introduce my fellow Kentuckian, Todd Inman, to serve on the National Transportation Safety Board (NTSB).

As my colleagues on this committee know, the United States has witnessed several devastating transportation disasters in recent years. These incidents have drawn national headlines and the concerns of millions of Americans who depend on these transportation systems. It is crucial we elevate leaders who prioritize the resilience of our transportation network, to uphold our worldwide reputation for safety and restore trust to the American people. That's why I'm proud to introduce Todd, who holds extensive experience in transportation safety across the public and private sectors.

After completing his studies at the University of Mississippi, Todd, a native of Calvert City, Kentucky, began his professional career first as a claims specialist and later as an arson investigator, which appropriately set the stage for his long career in transportation safety. He went on to establish a successful insurance agency of his own, where he gained an in-depth understanding of industry standards as well as firsthand insight into the tragedy and human loss behind various types of accidents and disasters.

Todd spent two successful decades running his insurance agency in Owensboro, Kentucky, before pivoting to public service. He joined the Department of Transportation (DoT) in Washington as Director of Operations and eventually served as Chief of Staff to the Secretary. Following his service at DoT, Todd was confirmed with an overwhelming bipartisan vote to serve as the Florida Secretary of Management Services. Here, he further honed his management experience and expertise that will serve him well at the NTSB.

Americans are on the move like never before—whether by road, rail, sea, or sky—and safety cannot fall by the wayside. Todd has a deep and impressive resume suited to the NTSB, but he also understands the human toll transportation incidents can have on families and communities. In today's hearing, I trust you'll learn firsthand his principles, strong character, and known record for hard work and success. I'd like to commend Todd, Ann, and their children on his nomination and their con-

tinued commitment to public service. Thank you for allowing me the chance to introduce Todd to this committee.

Senator DUCKWORTH. Thank you again to the two nominees, and I look forward to hearing about your qualifications and visions for each of these agencies. I would now recognize myself for a brief opening statement.

As Chair of the Subcommittee on Aviation Safety Operations and Innovation and as a pilot, both commercial and private, I am committed to making sure safety is our top transportation priority and fighting against the normal tendencies to grow complacent and cut corners for convenience.

That is why I have opposed changing the perimeter rule to add slots at DCA for more long haul flights. I don't begrudge any Member of Congress for desiring more long haul flights out of DCA, but facts are facts, and the reality is that DCA already operates at capacity and its runway is already the busiest in America.

As MWAA recently warned Congress, and I quote, "adding more flights to this already packed schedule would lead to more delays, which would result from the need to accommodate the spacing between aircraft operations that is required to assure safety." Put simply, adding slots at DCA would require MWAA to choose between greater delays or lower safety. Neither is a good option.

In fact, they are both bad options. One in five flights at DCA are already delayed, with an average delay of 67 minutes. At a time when we are experiencing an alarming spike in dangerous runway incursions and near-misses, making our Nation's busiest runway even more congested would be exactly the wrong step to take.

After all, DCA itself was home to one of those chilling runway incursions incidents earlier this year when a Republic Airways aircraft taxied across a runway that a United Airlines flight to Chicago had just been cleared to take off from, forcing the United flight to abort takeoff and prompting an NTSB investigation.

According to *The New York Times*, in a recent 12 month period, there were 300 accounts of near-misses involving commercial air carriers. That is nearly one miss per day so far. We are going to have a hearing later this week to look more closely at this issue. But for now, I just want to say this is the wrong time to gamble with the DCA perimeter rule and start pushing the limits of an airport that already experienced a near-miss incident this march.

Look, there is a reason multiple Congresses have pushed for Federal investments to expand Dulles International Airport's capacity and convenience. Unlike DCA, there is plenty of room there to grow.

A new 14 gate concourse is already in the works at Dulles, and with Metro's new super line, it has never been more—so convenient to get to and from IAD. Finally, I would like to say a brief word on another safety matter, school bus safety. First, I want to be clear. Compared to passenger vehicles, large school busses are very safe, but that fact is no excuse for complacency.

According to the National Highway Traffic Safety Administration, over the past decade, 89 individuals riding in a large school bus were killed in crashes, with rollover and frontal impact crashes accounting for 61 of those deaths.

It would be cruel and cold comfort to inform a family whose child died in a preventable death in a large school bus accident that while their loss is tragic, they can take solace in knowing that far more children are also killed in passenger vehicle crashes while driving to school.

In recent years, NTSB has issued a safety recommendation based on its own investigations of fatal large school bus crashes on how NHTSA could prevent such deaths. It has been frustrating to watch how NHTSA, over multiple administrations, has refused to even attempt to implement NTSB's basic recommendations.

Look, NTSB isn't asking NHTSA to land a rover on Mars. Our country's premier safety agency is simply advising NHTSA to work to require large school busses to be equipped with three point safety belts at every seat, feature stability control, and an autonomous automatic braking system, and possess basic fire suppression systems.

In 1973, these recommendations may have seemed far-fetched, but in 2023 they are long overdue. Fortunately, where the Federal Government has fallen short, State and local leaders are stepping up.

As a Senator, I have long sought to require NHTSA to establish a safety standard where all newly manufactured large school busses roll off the assembly line equipped with those three point seatbelts.

And I want to take a moment to commend the State of Texas for enacting a State law that began requiring just that 6 years ago—six years ago. I will now turn it over to Ranking Member Cruz for his opening statement. Senator Cruz.

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

Senator CRUZ. Thank you, Madam Chair. We are here today to consider nominees to the National Transportation Safety Board, or NTSB, and the Metropolitan Washington Airports Authority, or MWAA.

First, Todd Inman has been nominated to be a member of the NTSB. The NTSB serves the important function of thoroughly investigating transportation accidents to identify their causes and to make recommendations to prevent future incidents.

The NTSB's work helps inform Congress and Federal agencies when developing transportation policy. Todd Inman is highly qualified for this position. He knows transportation safety issues and investigations.

He spent 4 years serving in senior level positions at the Department of Transportation, including as the Chief of Staff to the Secretary. Throughout his time at DOT, Mr. Inman oversaw the agency's security and emergency response division.

Before joining DOT, Mr. Inman worked for a major insurance company, where he developed an expertise in arson investigations and served as an expert witness on fire and arson investigations before various courts. He also knows how to lead a major organization.

Mr. Inman served as the Florida—as Florida's Secretary of Management Services, where he administered a \$1 billion budget and

a 1,000-person workforce. I look forward to hearing from him today.

Second, Sam Slater has been nominated to serve on the Board of Directors of MWAA. MWAA is a Congressionally authorized Government corporation that operates the Ronald Reagan Washington National Airport, known as DCA, and the Dulles International Airport, both of which are owned by the Federal Government and leased to MWAA.

Federal law requires MWAA to, “improve, operate, protect, and promote” both airports. I am seriously concerned that MWAA has lost sight of this mandate. For example, while Congress is actively debating changes to Federal rules that would allow DCA to offer customers more and less expensive flights and better compete with Dulles, MWAA is actively lobbying against those changes.

One MWAA Board member revealed why MWAA is lobbying against the interest of DCA—an airport that it is statutorily required to promote explaining that MWAA must, “protect the investments that it has made and is continuing to make at Dulles” and make “Dulles International” and not DCA “the airport of the future.”

MWAA Board meeting minutes show that MWAA is relying on false claims to support its political goals. Like that increasing flights and competition will increase prices. Any high school economics student knows that argument is ridiculous. I will say further that it is not MWAA’s job to be operating as the corporate lobbyist for United Airlines.

I understand why an airline might want to make millions more in profits from charging higher rates and higher ticket prices. But by lobbying against more competition, MWAA is lobbying for the residents of D.C. and Virginia and Maryland to pay significantly higher prices on tickets, which are already some of the most expensive in the country.

Some members of MWAA have gone further and proposed limiting DCA flights to states that require their public school systems to “approve a diversity, equity, and inclusion initiative” and “prove that books are not being banned from schools.”

It is appalling that an official who has a fiduciary duty to the traveling public is busy promoting ideological purity tests for which states are allowed to fly to our Nation’s capital and which states are not.

That is truly absurd. I look forward to hearing from Mr. Slater about his thoughts on these issues. But I should note I am concerned that by nominating Mr. Slater without concurrently nominating a Republican to the third vacancy on the MWAA Board, President Biden is once again flouting a Federal law on Presidential appointments.

The law requires that no more than two of the Presidentially appointed members of MWAA may be from the same party. Yet Mr. Slater is President Biden’s second Democrat appointee to the MWAA Board, and he has not yet named a Republican nominee.

I urge the President to follow the law and to name a Republican for the MWAA Board as well, whom we can consider alongside Mr. Slater. That would ensure the politically balanced Board represen-

tation that Congress intended and help bring MWAA back in line. Thank you.

Senator DUCKWORTH. Thank you, Senator Cruz, for your opening remarks. We will now shift to the testimony from the nominees, followed by questions from Senators. Mr. Slater, we will begin with your testimony, followed by Mr. Inman's. Mr. Slater, you are recognized.

STATEMENT OF SAMUEL H. SLATER, NOMINEE TO BE A MEMBER OF THE BOARD OF DIRECTORS, METROPOLITAN WASHINGTON AIRPORTS AUTHORITY

Mr. SLATER. Good afternoon, Chair Duckworth, Ranking Member Cruz, and members of the Committee. I want to thank you for this opportunity to appear before you today as the nominee to be a Member of the Board of Directors for the Metropolitan Washington Airport Authority.

I am grateful to the President for nominating me to this Board. I want to begin by thanking my wife, Jessica, and my children, James and Dylan, for their continued love and support.

As you may know, the Metropolitan Washington Airports Authority is a public agency created by interstate compact between the Commonwealth of Virginia and the District of Columbia to operate Ronald Reagan, Washington National Airport and Washington Dulles International Airport under lease from the United States.

It is governed by a Board of 17 members, 3 of whom are appointed by the President. I am excited about this opportunity to serve and believe the depth of my private sector experience will be a benefit to the authority. In addition to safety, MWAA's primary objectives are to plan, provide, and actively manage world class facilities and access to the global aviation system in a way that anticipates and serves the needs of the national capital region.

These objectives serve the Authority's mission to develop, promote, and operate safely both airports, in addition to the Dulles toll road, while continually striving to improve efficiency, customer experience, and the level of service offered.

To effectively accomplish this, constant focus on providing customers with an exceptional travel experience from both the perspective of the business traveler and leisure traveler alike is crucial.

The diversity of my professional experiences requires me to be similarly focused on consumer needs and desires, from the needs of residential, commercial, and retail tenants to the public consumer experience within sports, media, and live entertainment. Throughout these activities, I continually engage with the end user perspectives and study how to improve customer enjoyment and satisfaction within a service.

My primary focus and expertise includes both the operation and development of commercial and residential real estate, totaling in excess of 4 million square feet of existing space and that which is in development currently.

Reagan and Dulles airports encompass a vast amount of land in existing facilities, comprising approximately 5 million square feet of existing space, exclusive of parking facilities, and nearly 13,000 acres combined.

Appropriately serving these assets requires, among other things, experience in facilities and construction management and operational support. This need may be at times less apparent and the obvious function of providing air transit services, but it is no less important.

I believe my professional skillset will be of value to this Board in the continued pursuit of a pleasurable passenger experience, the management and development of its facilities, and its continued economic development. If confirmed, I hope to bring this experience, perspective, and focus to the Board.

I am told that often the federally appointed members of this Board are among the most active. They are also acutely aware of the statutory direction in the Federal Metropolitan Washington Airports Act to, “ensure adequate consideration is given to the national interest.” I can assure the Committee that this commitment will continue, if I am confirmed.

I am passionate and excited about the opportunity to serve on MWAA’s Board. I would like to thank the Committee for considering my nomination, and I am happy to answer your questions. Thank you.

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

PREPARED STATEMENT OF SAMUEL H. SLATER, NOMINEE TO BE A MEMBER OF THE BOARD OF DIRECTORS, METROPOLITAN WASHINGTON AIRPORTS AUTHORITY

Good afternoon, Chair Cantwell, Ranking Member Cruz, and Members of the Committee. I want to thank you for this opportunity to appear before you today as the nominee to be a member of the Board of Directors of the Metropolitan Washington Airports Authority (MWAA). I am grateful to the President for nominating me to this Board. I want to begin by thanking my wife, Jessica and my children James and Dylan for their continued love and support.

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To effectively accomplish this, constant focus on providing customers with an exceptional travel experience, from both the perspective of the business traveler and leisure traveler alike, is crucial. The diversity of my professional experiences requires me to be similarly focused on consumer needs and desires, from the needs of residential, commercial, and retail tenants, to the public consumer experience within sport, media, and live entertainment. Throughout these activities I continually engage with the end user perspective and study how to improve customer enjoyment and satisfaction with a service.

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air transit services but is no less important. I believe my professional skill set will be of value to this board in the continued pursuit of a pleasurable passenger experience, the management and development of its facilities, and its continued economic development. If confirmed, I hope to bring this experience, perspective, and focus to the board.

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A. BIOGRAPHICAL INFORMATION

1. Name (Include any former names or nicknames used): Samuel Harris Slater, nickname: Sam.

2. Position to which nominated: Member, Board of Directors for the Metropolitan Washington Airports Authority.

3. Date of Nomination: November 4, 2021.

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

Residence: Information not released to the public.

Office: 280 Summer Street, 6th Floor, Boston, MA 02210.

5. Date and Place of Birth: June 7, 1984; West Palm Beach, Florida.

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: Jessica Monique Slater, not employed

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.

The George Washington University—Bachelor of Arts Degree in History, Attended September 2002–January 2007 (estimated)

Suffolk University—Master’s Degree in Public Administration, Attended July 2013–May 2016 (estimated)

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.

—*Manager of Tremont Asset Management LLC*

—*Manager of Park Property Management Group LLC*

9. Attach a copy of your résumé.

Please see Attachment A.

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.

Board of Directors, The Massachusetts Cultural Council

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.

- Trustee, James Phillip Slater 2017 Irrevocable Gifting Trust
- Trustee, Dylan Elliot Slater 2018 Irrevocable Gifting Trust
- Manager, Tremont Asset Management LLC
- Manager, Park Property Management Group LLC
- Manager, Burn Later Productions LLC
- Manager, Tremont Real Estate Development LLC
- Manager, SHS Holdings LLC
- Manager, SHS Investments LLC
- Manager, JDS LLC

- Manager, JMS Holdings LLC
- Manager, Jackson Family Partners LLC
- Manager, FS LLC
- Manager, 979 Old Post Road LLC
- Manager, Slater Hockey Partners LLC
- Manager, Slater Films LLC
- Manager, BLAB Film 2016 LLC
- Manager, Burn Later Investment 6 LLC
- Manager, Burn Later Investment 7 LLC
- Manager, Burn Later BM LLC
- Manager, Camp Daze LLC
- Manager, Retals LLC
- Manager, 10 Tremont Street LLC
- Manager, 16 Holdings LLC
- Manager, 118 Babcock Street LLC
- Manager, 162 Babcock Street LLC
- Manager, 1955 Comm Ave LLC
- Manager, 256 Holdings LLC
- Manager, 28 Park Street LLC
- Manager, 280 Holdings LLC
- Manager, 409 Huntington LLC
- Manager, 54 Auburn Street LLC
- Manager, AJS Park Street LLC
- Manager, Babcock Place LLC
- Manager, Bog Partners LLC
- Manager, Retals Norwood Investors LLC
- Manager, Sunnyside Street LLC
- Manager, Tremont Quincy 1 LLC
- Manager, Tremont Quincy 2 LLC
- Manager, Retals Brighton LLC
- Manager, 322 Washington Street Holdings LLC
- Vice President, The Slater Foundation Inc
- Trustee, New England Aquarium
- Member, Board of Overseers, Boston Children's Museum
- Vice President, Board of Managers, Four Seasons Place Residences
- Trustee, Board of Trustee, Bridge Boston Foundation
- Member, Board of Directors, Seattle Kraken
- Manager, Burn Later Investment 1 LLC
- Manager, Burn Later Investment 2 LLC
- Manager, Burn Later Investment 3 LLC
- Manager, Burn Later Investment 4 LLC
- Manager, Burn Later Investment 5 LLC
- Manager, Burn Later JATH, LLC
- Manager, Burn Later TTIW, LLC
- Manager, CBS Mile 22 LLC
- Manager, Boston Restaurant Partners LLC
- Manager, SJS Restaurant Group LLC
- Manager, Sunnyside Exchange LLC
- Manager, Norbert Exchange LLC
- Member, Board of Directors, The Massachusetts Cultural Council
- Member, Board of Directors, Jewish Community Relations Council
- Member, Board of Directors, The Lenny Zakim Fund
- Trustee, BLF Real Estate Investment Trust

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.

- Member, Producers Guild of America: 2015 to present
- Member, Pine Brook Country Club: 2009 to present
- Member, Willowbend Country Club: 2021 to present
- Member, Board of Overseers, Boston Children's Museum: 2019 to present
- Member, Trustee, New England Aquarium: 2019 to present
- Member, The 'Quin House: 2020 to present
- Member, Soho House: 2017 to present
- Member, Harvard Club of Boston: 2020 to present
- Member, Boston Greater Real Estate Board: 2010–2018

None of these organizations restrict membership on the basis of sex, race, color, religion, national origin, age, or disability.

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.

- (non-compensated) Member, Finance Committee for Deval Patrick for Governor of Massachusetts from 2010–2012. Responsibilities include event planning and fundraising.
- (non-compensated) Member, Finance Committee for Martha Coakley for Governor of Massachusetts in 2014. Responsibilities include event planning and fundraising.
- (non-compensated) Member, Finance Committee for Joe Biden for President from 2019–2020. Responsibilities include event planning and fundraising.

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.

Please see Attachment B.

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

2017 annual recipient—Hope Award from the Ellie Fund

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. None.

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. None.

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.

1) <https://www.mensjournal.com/health-fitness/and-action/>

2) <https://www.bizjournals.com/boston/news/2021/08/06/19-story-apartment-tower-pitched-near-mfa-in-bosto.html>

3) <https://www.bostonglobe.com/2021/06/18/business/quincy-center-development-set-accelerate-with-plans-hancock-street-high-rises/>

- 4) <https://www.bizjournals.com/boston/news/2021/06/17/300m-residential-entertainment-project-planned-i.html>
- 5) <https://www.nbc.com/boston-business-journal/300m-residential-entertainment-project-planned-in-quincy/2408482/>
- 6) <https://www.forbes.com/sites/pamelachelin/2015/05/29/behind-the-scenes-with-burn-later-productions-filmmakers-paul-bernon-and-sam-slater-3/#df0ca27e1cc4>
- 7) http://www.huffingtonpost.com/stacey-alcorn/producing-results—an-int_b_7520718.html
- 8) <https://bostoncommon-magazine.com/young-boston-couples-who-give-back-through-philanthropy>
- 9) <http://www.indiewire.com/2015/06/meet-the-real-estate-moguls-behind-some-of-your-favorite-indie-films-60789/>
- 10) <https://www.jewishboston.com/four-questions-with-sam-slater-philanthropist/>
- 11) <https://theboston100.com/business/2017/05/12/qa-with-boston-film-producer-sam-slater-part-i/11982>
- 12) <https://www.bostonglobe.com/metro/2013/04/05/developers-paul-bernon-and-sam-slater-make-name-for-themselves-film-industry/qi0hm3iLr87IDMuN6acyFL/story.html>
- 13) http://www.huffingtonpost.com/stacey-alcorn/producing-results—an-int_b_7520718.html
- 14) <https://www.bostonglobe.com/lifestyle/names/2017/01/09/bravo-andy-cohen-host-zakim-fund-bash-four-seasons/LcjTzXVcKcXKc6npj58nYM/story.html>
- 15) <https://www.bostonglobe.com/lifestyle/names/2017/03/05/fun-and-games-for-good-cause-lenny-zakim-fund-benefit/CpmtfQLx19Rl67JKmU7hLM/story.html>
- 16) <http://burnlater.com/bios/>
- 17) <https://www.forbes.com/sites/pamelachelin/2015/05/29/behind-the-scenes-with-burn-later-productions-filmmakers-paul-bernon-and-sam-slater-3/?sh=11a76277e1c>
- 18) http://www.srqmagazine.com/srq-daily/2017-04-10/6040_Sarasota-Film-Awards-Brighten-Future-for-Winners
- 19) http://www.massculturalcouncil.org/news/2015_ComAwards_support.asp
- 20) <https://www.bostonglobe.com/lifestyle/names/2016/10/23/giuliana-and-bill-rancie-star-unmask-cancer-fund-raiser/mNriDl9X4baqoS0mTKzAL/story.html>
- 21) <http://deadline.com/2017/05/support-the-girls-movie-regina-hall-haley-lu-richardson-andrew-bujalski-1202081557/>
- 22) <http://deadline.com/2017/05/octavia-spencer-joins-a-kid-like-jake-priyanka-chopra-ann-down-michaela-watkins-negotiations-cannes-claire-danes-bankside-films-1202091660/>
- 23) <https://www.bostonglobe.com/lifestyle/names/2015/03/26/indie-filmmakers-speak-northeastern/2Zk74Qsk0QALMaTGOWVGu/story.html>
- 24) <http://www.dgrubs.com/2015/10/14/good-ones-filmmakers/>
- 25) <https://bostoncommon-magazine.com/sam-slater-on-support-the-girls-movies-and-the-ellie-fund>
- 26) <https://www.bostonmagazine.com/news/2023/09/13/sam-slater-boston/>
- 27) <https://www.bizjournals.com/boston/news/2023/05/17/sam-slater-asset-manager-real-estate-hockey-films.html>
- 28) <https://www.jewishboston.com/read/unmasking-cancer-an-interview-with-sam-slater/>
- 29) https://www.necn.com/news/local/_necn_boston_businessman_pledges_15k_to_help_boat_owner_necn/2049084/
- 30) <https://www.patriotledger.com/story/news/2020/12/22/boston-based-developer-looks-build-luxury-apartments-north-quincy/3993816001/>
- 31) <https://beaconhilltimes.com/2018/11/29/mass-general-cancer-center-debuts-centerstage-with-musical-guest-boyz-ii-men/>
- 32) <https://thehoustan100.com/living/arts-music/2017/05/23/qa-with-film-producer-sam-slater/12107>
- 33) <https://www.bostonmagazine.com/boston-power-list-2023/>
- 34) <https://www.bostonmagazine.com/new-boston-power/>
- 35) <https://www.bostonmagazine.com/news/2022/10/04/boston-billionaires-list/>
- 36) <https://www.bostonmagazine.com/news/2023/09/13/sam-slater-boston/>
- 37) <https://www.patriotledger.com/in-depth/news/2021/11/08/meet-developers-ushering-downtown-quincy-into-new-era-growth/5669087001/>
- 38) <https://www.patriotledger.com/story/news/2021/05/12/developer-clears-hurdle-16-story-residential-tower-north-quincy/5053689001/>
- 39) <https://www.patriotledger.com/story/news/2021/06/17/more-development-performing-arts-center-coming-downtown-quincy/7728689002/>
- 40) <http://www.cutprintfilm.com/features/burn-later-productions-interview/>
- 41) <https://www.bostonglobe.com/lifestyle/names/2015/01/29/local-team-brings-results-sundance-film-festival/gtWNn7b5moAA6qTfMajLrJ/story.html>
- 42) <https://www.bostonglobe.com/arts/movies/2015/04/17/beginners/MYD2SCspa3ua35uTFuaaO/story.html>

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.

Instagram

- Sam Slater, active—<https://www.instagram.com/thesamslater/>
- Slater Foundation, active—<https://www.instagram.com/slaterfoundation/>
- Burn Later Productions, active—<https://www.instagram.com/burnlater/>

Facebook

- Sam Slater, active—<https://www.facebook.com/profile.php?id=5316146>
- The Slater Foundation, active—
<https://www.facebook.com/TheSlaterFoundation>
- Burn Later Productions, active—<https://www.facebook.com/BurnLater>

Twitter

- Sam Slater, active—<https://twitter.com/TheSamSlater>
- The Slater Foundation, active—<https://twitter.com/SlaterOrg>
- Burn Later Productions—<https://twitter.com/BurnLater>

LinkedIn

- Sam Slater, active—<https://www.linkedin.com/in/sam-slater-44b70a46>

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. None.

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?

The Metropolitan Washington Airports Authority (MWAA) provides for an entry point to the National Capital Region, and beyond, for the public. Responsibilities include Ronald Reagan Washington National and Washington Dulles International Airports, operation of the Dulles Toll Road and oversight of the construction of the Dulles Corridor Metrorail project. The Airports Authority must manage the financial health of these assets while balancing the experience of the traveling public. Ending 2020 with a near 70-percent reduction in overall financial activity, compared with 2019, the board will not only be supporting MWAA's ongoing activities, but will continue to focus on revenue growth and the experience of the public. I will bring a fresh perspective to the board with a background in development and operation of commercial real estate, and also importantly, one of a traveler based outside the region.

Envisioning, designing, and developing millions of square feet of real estate, provides a multitude of meaningful perspectives to complement work at MWAA. Capital projects and infrastructure improvements at MWAA's vast facilities directly correlate to my skillset as a commercial developer. Each project has included extensive collaboration with a combination of municipal, county, state, and or Federal entities, coordination with labor and trade groups, managing the budget and financial performance for a project, amongst other items, all of which are consistent with future work I may encounter at MWAA. A central focus within MWAA is the customer experience. The many residential and commercial real estate projects I've led during my tenure, focus on the end user and their experience in our respective facilities. I look forward to and am committed to this opportunity to bring my expertise and abilities to the Board of Directors at the Metropolitan Washington Airports Authority.

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?

The MWAA board supports the ongoing stewardship of the organization with an important focus on financial responsibility. In the organizations where I have management responsibilities, I make sure to remain active in my participation in management and governance with a focus on best practices. As a part of this I find it helpful to examine the accounting and management controls that have been put into place previously, identify any issues of cause or concern, and work collaboratively to address those issues.

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

1. Revenue growth, especially coming out of COVID, is essential for the continued health of MWAA. Using forward thinking and innovative ideas to drive revenue will be essential, as opposed to primarily relying on aviation revenue.

2. The customer and passenger experience should always be a core focus, and one that continually should be improved upon. This includes the commitment to operational efficiency and the quality of air service in general. As the entry point to the Nation's Capital through air travel, and in addition to serving the region, MWAA should be leading the Nation and the world in safety and first rate experience.

3. Slot and Perimeter Rules at DCA are essential to be cognizant of, as it relates to balance between DCA and Dulles, and also growing the region's air service.

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 III of my Executive Branch Confidential Financial Disclosure Report (OGE Form 450). In connection with the nomination process, I have consulted with the Office of the Government Ethics and the Metropolitan Washington Airports Authority's Ethics Official to identify potential conflicts of interest. Any potential conflicts of interest will be resolved in accordance with the Authority's Code of Ethics and the terms of the Authority's Ethics Opinion Letter which has been provided to this Committee. I am not aware of any other potential conflicts of interest.

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.

Yes. My arrangements are fully described in Part III of my Executive Branch Confidential Financial Disclosure Report (OGE Form 450). In connection with the nomination process, I have consulted with the Office of the Government Ethics and the Metropolitan Washington Airports Authority's Ethics Official to identify potential conflicts of interest. Any potential conflicts of interest will be resolved in accordance with the Authority's Code of Ethics and the terms of the Authority's Ethics Opinion Letter which has been provided to this Committee. I am not aware of any other potential conflicts of interest.

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 Metropolitan Washington Airports Authority's Ethics Official to identify potential conflicts of interest. Any potential conflicts of interest will be resolved in accordance with the Authority's Code of Ethics and the terms of the Authority's Ethics Opinion Letter which has been provided to this Committee. I am not aware of any other 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 the Government Ethics and the Metropolitan Washington Airports Authority's Ethics Official to identify potential conflicts of interest. Any potential conflicts of interest will be resolved in accordance with the Authority's Code of Ethics and the terms of the Authority's Ethics Opinion Letter which has been provided to this Committee. I am not aware of any other 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 the Government Ethics and the Metropolitan Washington Airports Authority's Ethics Official to identify potential conflicts of interest. Any potential conflicts of interest will be resolved in accordance with the Authority's Code of Ethics and the terms of the Authority's Ethics Opinion Letter which has been provided to this Committee. I am not aware of any other 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. None.

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:

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

No.

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. No.

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.

Please see Attachment C. All matters listed in Attachment C involve businesses in which I am or was an officer. I have not been personally named in any proceeding or litigation.

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. No.

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.

SAMUEL H. SLATER

280 Summer Street 6th FL
Boston, MA 02210

EDUCATION

M.P.A.	Suffolk University	June 2017
B.A.	The George Washington University <i>History</i>	December 2006

EXPERIENCE

Tremont Asset Management LLC , Boston, MA Principal	2006 - Present
<ul style="list-style-type: none"> • Oversee and manage acquisitions, dispositions, and real estate finance activities. • Develop and manage strategic growth initiatives for the company. • Identify multifamily housing development opportunities with a focus on early-stage concepts and leadership through the entitlement process. • Coordinate property management logistics with third party management firms in the U.S. and Canada including detailed budget and operating reports, capital improvement and construction projects, and financing activities. • Routine on-site property visits with local third-party management, which includes ongoing projects, individual units or commercial spaces, common areas, building amenities, and building systems. 	
Park Property Management Group LLC , Boston, MA Principal	2011 - Present
<ul style="list-style-type: none"> • Advise on the annual operating budgeting process for multifamily apartment buildings and commercial buildings with primary focus on capital projects and expense management. • Manage capital improvement plans on property specific basis for three-, five-, and ten-year terms. Capital improvements in the past have included elevator upgrades or replacements, lobby renovations, window and door replacements for an entire building, historic building facade and window restoration, amongst other projects. • Oversee internal and external commercial specific leasing activities including, but not limited to lease negotiations, coordination with consultants and legal teams, occasional interfacing with tenants directly, and participation in managing leasing abstracts. • Routine on-site property visits which include ongoing projects, individual units or commercial spaces, common area, building amenities, and building systems. These visits also include significant time spent managing and overseeing commercial buildouts for new tenants. 	

AFFILIATIONS

Boston Children's Museum (Boston, MA), Member, Board of Overseers
Bridge Boston Foundation (Boston, MA), Trustee, Board of Trustee
Four Seasons Place Residences (Boston, MA), Vice President, Board of Managers
New England Aquarium (Boston, MA), Trustee
Producers Guild of America, Member
Seattle Kraken (Seattle, WA), Member, Board of Directors
The Slater Foundation Inc (Boynton Beach, FL), Vice-President

ATTACHMENT B

Date	Amount	Recipient
06/14/13	\$2,600	KOUTOUJIAN FOR CONGRESS
06/14/13	\$2,600	KOUTOUJIAN FOR CONGRESS
06/20/13	\$2,000	SETTI WARREN FOR SENATE
06/30/13	\$500	SETTI WARREN FOR SENATE
11/21/13	\$5,000	TOGETHER PAC INC
12/20/13	\$500	CICILLINE COMMITTEE
12/20/13	\$500	COAKLEY, MARTHA M & KERRIGAN, STEPHEN J
04/27/14	\$500	BARRY FINEGOLD
04/30/14	\$500	FINEGOLD, BARRY R
05/07/14	\$500	COAKLEY, MARTHA M & KERRIGAN, STEPHEN J
08/01/14	\$500	Deb Goldberg
08/05/14	\$500	GOLDBERG, DEBORAH B
08/25/14	\$2,600	FRIENDS OF PATRICK MURPHY
08/28/14	\$5,000	DEMOCRATIC STATE CMTE OF MASSACHUSETTS (D)
10/09/14	\$500	TITO JACKSON
10/20/14	\$5,000	MASSACHUSETTS DEMOCRATIC PARTY
10/21/14	\$500	MAURA T HEALEY CAMPAIGN CMTE
10/24/14	\$500	KERRIGAN COMMITTEE
10/28/14	\$5,000	DEMOCRATIC STATE CMTE OF MASSACHUSETTS (D)
02/13/15	\$1,000	ZAKIM, JOSHUA (JOSH)
03/31/15	\$2,700	FRIENDS OF PATRICK MURPHY
03/31/15	\$2,700	FRIENDS OF PATRICK MURPHY
01/21/16	\$1,000	JAY LIVINGSTONE CAMPAIGN CMTE
04/13/16	\$1,000	ZAKIM, JOSHUA (JOSH)
09/12/16	\$500	STEPHEN LYNCH FOR CONGRESS
11/02/16	\$1,000	ADRIAN MADARO
04/03/17	\$2,700	MAGGIE FOR NH (D)
04/06/17	\$750	MARK, PAUL W
05/31/17	\$1,000	MAURA T HEALEY CAMPAIGN CMTE
08/31/17	\$1,000	DEB GOLDBERG
09/07/17	\$1,000	GOLDBERG, DEBORAH B
09/13/17	\$1,000	SETTI WARREN
01/26/18	\$1,000	ZAKIM, JOSHUA (JOSH)
04/24/18	\$5,000	EMILY'S LIST
06/14/18	\$1,000	GOLDBERG, DEBORAH B
09/28/18	\$2,700	FRIENDS OF DIANE NEAL
10/16/18	\$1,000	CYR COMMITTEE
08/09/19	\$1,000	ERIC LESSER
08/29/19	\$2,800	BIDEN FOR PRESIDENT
09/30/19	\$2,500	CHRIS PAPPAS FOR CONGRESS
10/28/19	\$1,000	ADRIAN MADARO
11/04/19	\$1,000	ALEJANDRA ST. GUILLEN
11/08/19	\$1,000	MADARO COMMITTEE
12/27/19	\$2,800	DEVAL FOR ALL
01/15/20	\$5,000	LOCAL VOICES
01/15/20	\$5,000	LOCAL VOICES
05/27/20	\$2,800	BIDEN FOR PRESIDENT
05/27/20	\$12,000	BIDEN VICTORY FUND
05/27/20	\$9,200	DNC Services Corp (D)
10/28/20	\$6,580	DEMOCRATIC EXECUTIVE COMMITTEE OF FLORIDA
10/28/20	\$6,580	ARIZONA DEMOCRATIC PARTY
10/28/20	\$6,580	COLORADO DEMOCRATIC PARTY
10/28/20	\$6,580	NEBRASKA DEMOCRATIC PARTY
10/28/20	\$6,580	NEVADA STATE DEMOCRATIC PARTY
10/28/20	\$6,580	NEW HAMPSHIRE DEMOCRATIC PARTY
10/28/20	\$6,580	NORTH CAROLINA DEMOCRATIC PARTY
10/28/20	\$6,580	OHIO DEMOCRATIC PARTY
10/28/20	\$6,580	PENNSYLVANIA DEMOCRATIC PARTY
10/28/20	\$6,580	TEXAS DEMOCRATIC PARTY
10/28/20	\$6,580	DEMOCRATIC PARTY OF VIRGINIA (D)
10/28/20	\$6,580	DEMOCRATIC PARTY OF WISCONSIN (D)
10/28/20	\$25,000	DNC SERVICES CORP (D)
10/28/20	\$1,300	DNC SERVICES CORP (D)
10/28/20	\$6,580	GEORGIA FEDERAL ELECTIONS COMMITTEE (D)

ATTACHMENT B—Continued

Date	Amount	Recipient
10/28/20	\$6,580	MINNESOTA DEMOCRATIC FARMERS LABOR PARTY
10/28/20	\$25,000	BIDEN VICTORY FUND
10/28/20	\$100,000	BIDEN VICTORY FUND
12/08/20	\$5,000	PT FUND
12/10/20	\$150,000	PIC 2021
12/16/20	\$1,000	CTE MARTIN J. WALSH
12/18/20	\$1,000	CHYNAH TYLER
12/18/20	\$1,000	CTE TOM KOCH
02/25/21	\$1,000	CTE JON SANTIAGO
04/30/21	\$1,000	CTE ANNISSA ESSAIBI GEORGE
06/15/21	\$1,000	CTE IAN CAIN
06/15/21	\$1,000	THE KOCH COMMITTEE
10/26/21	\$1,000	CTE MICHELLE WU
11/29/21	\$36,500	DNC SERVICES CORP (D)
11/29/21	\$36,500	DNC SERVICES CORP (D)
11/29/21	\$36,500	DNC SERVICES CORP (D)
11/29/21	\$63,500	DNC SERVICES CORP (D)
11/29/21	\$63,500	DNC SERVICES CORP (D)
11/29/21	\$63,500	DNC SERVICES CORP (D)
12/21/21	\$2,900	JAKE AUCHINCLOSS FOR CONGRES
12/21/21	\$2,900	JAKE AUCHINCLOSS FOR CONGRES
04/11/22	\$1,000	CTE ERIC LESSER
05/17/22	\$1,000	THE KOCH COMMITTEE
05/25/22	\$1,000	CTE MICHELLE WU
08/09/22	\$1,000	THE MAURA HEALY COMMITTEE
08/09/22	\$10,000	MASSACHUSETTS DEMOCRATIC PARTY
08/17/22	\$1,000	ANDREA CAMPBELL
08/28/22	\$1,000	CHRIS DEMPSEY
12/15/22	\$1,000	JULIA MEJIA
12/15/22	\$500	LIZ MIRANDA
12/07/22	\$10,800	JAKE AUCHINCLOSS VICTORY FUND
12/07/22	\$5,000	MA 4 DEMS PAC
03/25/23	\$1,000	CTE MICHELLE WU
03/31/23	\$5,000	MASSACHUSETTS DEMOCRATIC PARTY

Attachment C

	Case Citation	Relevant Dates	Relevant Part(ies)	Court	Disposition
1	0784CV03405 O'Connell v Retals LLC et al	Filed: 8.3.2007 Resolved: 5.1.2008	Retals LLC	Suffolk County Civil (MA)	Disposed by Agreement/ Settled
<i>Party Information:</i> <i>Plaintiff(s) = Michael O'Connell Defendant(s) = Retals LLC; Chestnut Hill Arms Condominium Trust</i>					
2	1284CV00103 Retals LLC vs. James A Chute Trustee et al	Filed: 1.10.2012 Resolved: 5.19.2015	Retals LLC; Tremont Asset Management LLC; Park Property Management Group LLC; 2 Otis Place Condo Trust; Sam Slater (Trustee of Condo Trust); Sam Slater (Indiv.)	Suffolk County Civil (MA)	Dismissed
<i>Party Information: Plaintiff(s) = Retals LLC</i> <i>Defendant(s) = James A Chute (Trustee); George Fanning; Frank DiCicco</i> <i>Other Interested Parties = Tremont Asset Management LLC; Park Property Management Group LLC; Teel Realty LLC; 2 Otis Place (Condo Trust); Tina Marie Potvin; Sam Slater; Tina Marie Potvin (Trustee); Sam Slater (Trustee)</i>					
3	1384CV01734 Retals LLC v Roam Data Inc	Filed: 5.13.2013 Resolved: 5.21.2015	Retals LLC	Suffolk County Civil (MA)	Disposed by Agreement/ Settled
<i>Party Information:</i> <i>Plaintiff(s) = Retals LLC Defendant(s) = Roam Data Inc</i>					
4	1384CV03753 Roam Data Inc v Retals LLC et al	Filed: 10.22.2013 Resolved: 5.21.2015	Retals LLC; Park Property Management Group LLC	Suffolk County Civil (MA)	Disposed by Agreement/ Settled
<i>Party Information: Plaintiff(s) = Roam Data Inc</i> <i>Defendant(s) = Retals LLC; Park Property Management Group LLC</i>					

Attachment C—Continued

	Case Citation	Relevant Dates	Relevant Part(ies)	Court	Disposition
5	1484CV03395 Getchell v Boston restaurant Partners, LLC dba	Filed: 10.30.2014 Resolved: 9.11.2015	Boston Restaurant Partners LLC	Suffolk County Civil (MA)	Disposed by Agreement/ Settled
<i>Party Information: Plaintiff(s) = Gregory Getchell Defendant(s) = Boston Restaurant Partners LLC Other Interested Parties = The Place</i>					
6	1484CV03495 Boston Restaurant Partners LLC v Boston et al	Filed: 11.07.2014 Resolved: 9.24.2015	Boston Restaurant Partners LLC	Suffolk County Civil (MA)	Disposed by Agreement/ Settled
<i>Party Information: Plaintiff(s) = Boston Restaurant Partners LLC Defendant(s) = City of Boston; Mayor's Office of Consumer Affairs and Licensing; Patricia A Malone (Director)</i>					
7	1484CV03054 Fanning, George et al vs. 2 Otis Place Condo Trust et al	Filed: 9.29.2014 Resolved: 10.23.2015	2 Otis Place Condo Trust; Sam Slater (Trustee); Sam Slater (Indiv.)	Suffolk County Civil (MA)	Judgment after Non-jury Trial
<i>Party Information: Plaintiff(s) = George Fanning; James A Chute (Trustee) Defendant(s) = 2 Otis Place Condo Trust; Tina Marie Potvin; Samuel Slater; Tina Marie Potvin (Trustee); Samuel Slater (Trustee)</i>					
8	1584CV01066 FRC Inc dba vs. Retals LLC et al	Filed: 4.10.2015 Resolved: 11.16.2017	Retals LLC; 2 Otis Place Condominium Trust	Suffolk County Civil (MA)	Disposed by Agreement/ Settled
<i>Party Information: Plaintiff(s) = FRC Inc Defendant(s) = Retals LLC; 2 Otis Place Condominium Trust; George Fanning; Chute Hall Securities Limited Trust; Arnold S Solod Other Interested Parties = Spaulding Nursing & Therapy Center</i>					
9	1984CV01836 SHS Holdings LLC et al vs. 237 Marlborough LLC et al	Filed: 6.7.2019 Resolved: 6.2.2020	SHS Holdings LLC; Sam Slater (Indiv.)	Suffolk County Civil (MA)	Disposed by Agreement/ Settled
<i>Party Information: Plaintiff(s) = SHS Holdings LLC; Samuel Slater Defendant(s) = 237 Marlborough LLC; David Watson; Jonathan Berit-Parkes</i>					
10	2084CV01328 280 Holdings LLC vs. Brewer Lane Management LLC	Filed: 6.24.2020 Resolved: 4.9.2021	280 Holdings LLC	Suffolk County Civil (MA)	Disposed by Agreement/ Settled
<i>Party Information: Plaintiff(s) = 280 Holdings LLC Defendant(s) = Brewer Lane Management LLC</i>					
11	2084CV01397 Brewer Lane Management LLC vs. 280 Holdings LLC	Filed: 7.1.2020 Resolved: 4.9.2021	280 Holdings LLC	Suffolk County Civil (MA)	Disposed by Agreement/ Settled
<i>Party Information: Plaintiff(s) = Brewer Lane Management LLC Defendant(s) = 280 Holdings LLC</i>					
12	2084CV01672 280 Holdings LLC vs. Noteleaf Inc doing business as Insight Data Science	Filed: 7.30.2020 Resolved: 10.29.2021	280 Holdings LLC	Suffolk County Civil (MA)	Summary Judgment granted in favor of Plaintiff
<i>Party Information: Plaintiff(s) = 280 Holdings LLC Defendant(s) = Noteleaf Inc dba Insight Data Science</i>					
13	2184CV00849 280 Holdings LLC vs. FlowPoint Partners LLC et al	Filed: 4.12.2021 Resolved: 5.26.2021	280 Holdings LLC	Suffolk County Civil (MA)	Disposed by Agreement/ Settled
<i>Party Information: Plaintiff(s) = 280 Holdings LLC Defendant(s) = FlowPoint Partners LLC; Crow Point Partners LLC; Peter J DeCaprio</i>					
14	2282CV00108 Elite Metal Framing & Construction, Inc vs. Highland Development, Inc. et al	Filed: 2.7.2022 Resolved: 12.14.2022	54 Auburn Street LLC	Norfolk County Civil (MA)	Disposed by Agreement/ Settled
15	2282CV00218 Harer U.S. Appliance Solutions, Inc. D/B/A GE Appliances, as successor-In-Interest to the Appliances Business Unit of General Electric Company vs. Highland Development, Inc et al	Filed: 3.9.2022 Resolved: 11.30.2022	54 Auburn Street LLC	Norfolk County Civil (MA)	Disposed by Agreement/ Settled

Attachment C—Continued

	Case Citation	Relevant Dates	Relevant Part(ies)	Court	Disposition
16	<i>2272CV00286 Helen A Banevicius, Trustee of Banevicius Revocable Living Trust et al., vs Town of Barnstable et al</i>	Filed: 7.12.2022 Open; motion to dismiss pending	Bog Partners LLC	Barnstable County Civil (MA)	Pending disposition by summary judgment In favor of Defendants
<i>Party Information: Plaintiff(s) = Helen A. Banevicius, Trustee of Banevicius Revocable Living Trust et al Defendant(s) = Town of Barnstable; Bog Partners LLC</i>					

Senator DUCKWORTH. Thank you, Mr. Slater. Mr. Inman, you are recognized for 5 minutes.

**STATEMENT OF J. TODD INMAN, NOMINEE TO BE A MEMBER,
NATIONAL TRANSPORTATION SAFETY BOARD**

Mr. INMAN. Thank you, Chair Duckworth, Ranking Member Cruz, and members of the Committee. It is wonderful to have an opportunity to appear before you today.

It is an honor to be nominated by President Biden and supported by Leader McConnell to serve as a member of the National Transportation Safety Board. I would also like to call out someone that is in the audience, NTSB Chairwoman Homendy, who is here today.

And I appreciate her attendance and her guidance through this entire process. Let me begin also by thanking my wonderful wife, that one, Ann Duncan Inman, who is here with us today, and all my friends and colleagues in the audience and watching remotely. I am a proud native of Calvert City, Kentucky.

When I grew up there, it was 3,000 people and two stoplights. My mother was a schoolteacher who taught me the value of education. My father was a union ironworker who hung steel on bridges that still today carry hundreds of thousands of people safely.

My parents taught me the value of hard work, and I am so thankful to both of them. Unfortunately, both of them passed in the last year. And while they are not here with us physically, I know they are looking down and beaming with pride, as there are a lot of people in that small town of Calvert City.

After graduating college, one of my first jobs was a Claims Specialist in State Farm, the largest property and casualty insurer in the United States. I could never have imagined that job would be the beginning of a career in public safety, setting the path for me to be sitting here with you today.

I spent 6 years investigating accidents, fires, and fraud. For three of those years, I worked in the Special Investigative Unit and specialized in the investigation of fire origin cause. I was a certified expert in Federal and State court, and became an Instructor for the National Fire Academy, teaching regional delivery of arson detection for first responders.

I served on the National Catastrophe Team, managed litigation, and supervised teams of adjusters, law firms, and outside experts. I went on to manage my own insurance agency for 17 years, and I am proud to say it was named one of the top 50 out of 17,000 in the United States. I handled thousands of automobile accidents, hundreds of homeowners claims, and numerous natural disasters.

To say I understand the grief of those who have been involved in transportation accidents is an understatement. Many times, I was their first call, and I was actually on the phone with them before first responders arrived. Later, I joined the United States Department of Transportation as the Director of Operations in 2017.

I quickly rose from the Director of Operations to the Deputy's Chief of Staff, to serving then as the Chief of Staff to the Secretary of Transportation. Above all else, my 4 years at DOT were focused on the Department's number one priority, safety.

At DOT, I led the Security Response and Intelligence Division, which tracks over 17,000 transportation incidents annually. During this time, the Department worked closely with the NTSB on many significant accidents, including Amtrak derailments, the I-85 bridge collapse in Atlanta, the Florida Atlantic University bridge collapse, and the Boeing MAX grounding and ungrounding.

These events gave me a direct view into NTSB's investigations and how safety recommendations are derived and implemented. One example is positive train control, which the Federal Railroad Administration implemented during my tenure.

The NTSB had been recommending positive train control for 30 years, and thanks to the hard work of the NTSB and others at DOT, it is now a reality. After leaving DOT, I was confirmed unanimously and on a bipartisan basis by the Florida Senate as the Secretary of Management Service.

As Secretary, I oversaw 1,000 full time equivalents and a \$1 billion budget. Beyond being responsible for the safety of Florida State workers and over 12 million square feet of office space, I signed and began implementation of the most comprehensive update ever procured to the State law enforcement radio system, which is the system the first responders use to do their important safety work. I also led, too, the National Response Framework Divisions for Emergency Services which handle communications and logistics.

Transportation disasters are devastating for victims and families, and they can raise public concern about the transportation system. My career has given me decades of experience in investigating crashes and disasters, along with responding to transportation incidents, and supporting victims and families as they recover.

The NTSB and its dedicated workforce are the international gold standard for transportation safety. If confirmed, I would use my experience to help NTSB continue that legacy. I would like to thank everyone on the Committee for considering my nomination, and I look forward to your questions.

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

PREPARED STATEMENT OF TODD INMAN, NOMINEE TO BE A MEMBER,
NATIONAL TRANSPORTATION SAFETY BOARD

Chair Cantwell, Ranking Member Cruz, and members of the Committee, thank you for the opportunity to appear before you today.

It is an honor to be nominated by President Biden and supported by Leader McConnell to serve as a member of the National Transportation Safety Board.

I would like to begin by thanking my wonderful wife Ann Duncan Inman who is here with us today and all my friends and colleagues in the audience and watching remotely.

I am a proud native of Calvert City, Kentucky. When I was growing up, the town had a population of less than 3,000 people and only two stop lights. My mother was a schoolteacher who taught me the value of education. My father began his career as a union ironworker hanging steel on bridges that still transport hundreds of thousands of people safely every year. My parents taught me the value of hard work. I am so thankful to both of them.

Unfortunately, my parents both passed in the last year. While they are not here physically, I know they are looking down and beaming with pride.

After graduating college one of my first jobs was a claims specialist at State Farm—the largest property and casualty insurer in the United States. I could never have imagined that job would be the beginning of a career in public safety, setting the path for me to be sitting here before you today. I spent six years investigating accidents, fires, and fraud. For three of those years, I worked in the special investigative unit and specialized in the investigation of fire origin and cause. I was a certified expert in state and Federal court and became an instructor for the National Fire Academy teaching regional delivery of arson detection for first responders. I served on the national catastrophe team, managed litigation, and supervised teams of adjusters, law firms and outside experts.

I went on to manage my own insurance agency for seventeen years. I am proud to say that it was named one of the top 50 out of 17,000 in the country. I handled over a thousand automobile accidents: hundreds of homeowners' claims and numerous natural disasters. To say I understand the grief of those who have been involved in a transportation accident is an understatement. I often was their first call and in many cases I was on the phone with them before first responders arrived.

I joined the United States Department of Transportation as the director of operations in 2017. I quickly rose from director of operations to the Department's deputy chief of staff and then chief of staff to the Secretary of Transportation.

Above all else, my four years at DOT were focused on the Department's number one priority: safety. At DOT, I led the security response and intelligence division, which tracks over 17,000 transportation incidents annually. During this time, the department worked closely with the NTSB on many significant accidents including Amtrak derailments, the collapse of the I-85 bridge in Atlanta, the Florida International University bridge collapse, and the Boeing 737 Max grounding and ungrounding.

These events gave me a direct view into NTSB investigations and how safety recommendations are derived and implemented. One example is Positive Train Control which the Federal Railroad Administration implemented during my tenure. The NTSB had been recommending Positive Train Control for 30 years, and thanks to the hard work of the NTSB and others at DOT, it is now a reality.

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Transportation disasters are devastating for victims and families, and they can raise public concern about the safety of our transportation system. My career has given me decades of experience in investigating crashes and disasters along with responding to transportation incidents, and supporting victims and families as they recover.

The NTSB and its dedicated workforce are the international gold standard for transportation safety. If confirmed, I would use my experience to help NTSB continue that legacy.

I would like to thank everyone on the Committee for considering my nomination, and I look forward to your questions.

A. BIOGRAPHICAL INFORMATION

1. Name (Include any former names or nicknames used): James Todd Inman; Todd Inman.

2. Position to which nominated: National Transportation Safety Board.

3. Date of Nomination: July 25, 2023.

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

Residence: Information not released to the public.

Office: 1299 Pennsylvania Ave, Washington, DC 20004.

5. Date and Place of Birth: Benton, Kentucky; February 1, 1971.

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).

Ann Duncan Inman, Savills NA; Carson Duncan, 21; Katlyn Duncan, 25.

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.

B. S., Journalism and Advertising, University of Mississippi (1989–1993)

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.

APCO Worldwide (January 2021 to present)

Sr. Director, Office of the Executive Chairman (July 2022 to present)

International Advisory Council, APCO Worldwide (January 2021–June 2021)

State of Florida

Secretary, Department of Management Services (June 2021–July 2022)*

United States Department of Transportation, Senior Executive Service, Office of the Secretary of Transportation (January 2017–January 2021)*

Chief of Staff January (2019–January 2021)

Deputy Chief of Staff (August 2018–January 2019)

Director of Operations (January 2017–August 2018)

State Farm Insurance Companies

Independent Contractor Agent, Property and Casualty Agency (2000–2017)

State Farm Fire and Casualty

Claims Superintendent (1999–2000)

State Farm Mutual Automobile Insurance

Special Investigative Unit (1996–1999)

State Farm Fire and Casualty

Claims Specialist (1994–1996)

* Denotes a management level role and/or a role that relates to the position for which I have been nominated.

9. Attach a copy of your résumé.

Please see Attachment A.

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.

None

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.

Wendell Foster Campus for Developmental Disabilities, Chairman of the Board (2010–2012)

Owensboro Country Club Board of Directors, Member (2007–2010)

Cliff Hagan Boys and Girls Club Board of Directors, Director (2006–2009)

Ursuline Sisters of Mt. Saint Joseph Retreat Center Board of Directors, Director (2004–2008)

Audubon Bon Harbor Neighborhood Alliance, President (2017)

Owensboro Kentucky Chamber of Commerce Board of Directors

Member (2002–2007)

Chairman of the Board (2006)

Greater Owensboro Kentucky Economic Development Corporation Board of Directors, Member (2006)

Friday After 5 Music Festival, Chairperson; Board of Directors (2005–2006)

March of Dimes Regional Board of Directors, Vice President (2005–2007)

United States Small Business Administration National Advisory Council, Member (2006–2007)

Rotary Club of Owensboro Board of Directors, Director (2005–2006)
 Owensboro Daviess County Regional Airport Board of Directors (2002–2006)
 Board Member (2002–2006)
 Executive Committee Member (2004–2006)
 Chairman of Board of Governors—Phi Kappa Tau, University of Mississippi
 (1994–1995)

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.

Summit Golf and Country Club, Member (2017–2019)
 Owensboro, Kentucky Country Club, Member (2002–2018)
 Owensboro Rotary Club, Member (2001–2017)

None of these groups restricts membership on the basis of race, sex, color, religion, national origin, age, or disability.

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.

Yes, I was a candidate for the Mayor of Owensboro, Kentucky and did not proceed past the primary in 2014. This campaign has no outstanding debts or liabilities. That campaign is the only time I have run for public office. I have never held elected public office. As previously discussed, I have been appointed (non-elected position) as the Secretary of the Florida Department of Management Services and to various positions in the U.S. Department of Transportation, most recently as Chief of Staff.

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.

Romney for President, Director of Logistics for Ohio (2012)
 Republican National Committee Convention, Delegate and Chief Whip for Kentucky (2016)
 Trump for President, Deputy State Director for Kentucky (2016)
 Inaugural Committee Bevin for Governor, Member (2016)
 McConnell for Senate, Advance-Staging and Production Team (2014)

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.

07/27/2023	Russell Coleman for Attorney General of Kentucky	\$2,000.00
01/11/2023	Ryan Quarles for Governor of Kentucky	\$1,000.00
12/05/2022	Daniel Cameron for Kentucky Governor	\$1,000.00
11/29/2022	Jonathan Shell for Kentucky Agriculture Commissioner	\$1,000.00
09/20/2022	Andy Barr for Congress	\$1,000.00
05/13/2022	Russell Coleman for Attorney General of Kentucky	\$2,000.00
08/15/2020	Trump Victory Committee	\$5,000.00
04/22/2020	Trump Victory Committee	\$250.00
10/13/2016	Rand Paul for Senate	\$250.00
08/31/2016	Jim Gooch for Kentucky State Senator	\$250.00
06/08/2016	Republican Party of Kentucky	\$750.00
04/16/2016	DJ Johnson for Kentucky State Senator	\$250.00
02/03/2016	Guthrie for Congress	\$500.00
01/02/2016	Jim Gooch for Kentucky State Senator	\$250.00
10/27/2015	Ryan Quarles for Kentucky Agriculture Commissioner	\$250.00
08/31/2015	Whitney Westerfield for Kentucky Attorney General	\$500.00
07/16/2015	Ryan Quarles for Kentucky Agriculture Commissioner	\$250.00
09/25/2015	Republican Party of Kentucky	\$250.00
12/22/2014	Ryan Quarles for Kentucky Agriculture Commissioner	\$250.00

10/03/2014	Danny Carroll for Kentucky State Senate	\$500.00
08/29/2014	McConnell Senate Committee 2014	\$1,000.00
08/20/2014	McConnell Victory Kentucky	\$1,000.00
12/31/2013	Rand Paul for U.S. Senate 2014	\$500.00
12/11/2013	Rand Paul for U.S. Senate 2014	\$500.00
11/20/2013	McConnell Senate Committee 2014	\$500.00
11/18/2013	Suzanne Miles for Kentucky State Senator	\$250.00
10/17/2013	C.B. Embry for Kentucky State Senator	\$250.00

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

Who's Who in American Colleges, and Universities 2003

A.E. Roden Award in Journalism, University of Mississippi 2003

Top 40 Leaders Under the Age of 40, Owensboro Messenger-Inquirer 2016

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.

J. Todd Inman, Taking a Stand: No expanded gaming, 14 News (Jun. 15, 2009), <https://www.14news.com/story/10533563/taking-a-stand-no-expanded-gaming/>.

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.

Witness, Hearing Before the Florida Senate Government Oversight and Accountability Committee, Presentations by State Agencies regarding Recruitment and Retention of Agency Employees (January 19, 2022). I did not provide any written testimony. I am unable to locate a transcript but a recording is available here (starting at 29:28): https://www.flsenate.gov/media/videoplayer?EventID=1_agrojb2l-202201190830 and the related presentation is available here: https://www.flsenate.gov/Committees/Show/GO/MeetingPacket/5412/9714_MeetingPacket_5412_2.pdf

Opening Speaker, 50th Annual Police Officers' & Firefighters' Pension Trustee Conference, Department of Management Services (Nov. 4, 2021). I am unable to locate a transcript or recording.

Witness, Hearing Regarding an Overview of Fleet Management and Facilities Management, Florida Senate Governmental Oversight and Accountability Committee (October 13, 2021). I am unable to locate a transcript but a recording is available here (starting at 0:53): https://www.flsenate.gov/media/videoplayer?EventID=1_2lh82hog-202110130900 and the related presentation is available here: https://www.flsenate.gov/Committees/Show/GO/MeetingPacket/5258/9450_MeetingPacket_5258_2.pdf.

Witness, Hearing Regarding Appointment to be the Secretary of the Florida Department of Management Services, Florida Senate Ethics Committee (February 28, 2022). I did not provide any written testimony. I am unable to locate a transcript but a recording is available here (starting at 19:53): https://www.flsenate.gov/media/videoplayer?EventID=1_wm681zlk-202202280900.

Speaker, OCTC Business Champions Fuel the Force (Jan. 21, 2016), video available at: <https://www.youtube.com/watch?v=-YP-Y01ayi4&t=101s>.

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 B.

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 (inactive): [facebook.com/jtoddinman](https://www.facebook.com/jtoddinman)

(inactive since 2019; account closed)

Twitter (inactive): twitter.com/jtoddinman (deactivated in 2019)

Twitter (inactive): twitter.com/KeepinTruckin (deactivated in 2023)

Linkedin (active): linkedin.com/in/jtoddinman

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.

Witness, Field Hearing Regarding the Effects of the H2B Visa Program on Farm Operations, U.S. House Ways and Means Committee (1998). I did not provide any written testimony. I am unable to locate a transcript or recording. I cannot determine the exact date of this testimony.

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?

My desire to serve is rooted in my desire to continue the United States transportation system's record as the "Gold Standard" in safety. I have had the honor to serve in numerous different public service roles. One common theme across all of those roles is that I prioritized safety. I believe my understanding of all modes of transportation that I gained at the U.S. Department of Transportation (DOT), as well as my investigative expertise and crisis management skills will not only add value to NTSB's immediate response to incidents but also aid in NTSB's efforts to advance policies and practices that will save lives.

Indeed, throughout my career I have served in roles in which I have honed my ability to excel under pressure (especially in crisis management scenarios), grasp voluminous and disparate data, and consider a variety of perspectives to identify and drive success.

At State Farm, I worked as a claim's specialist, an investigator in the special investigative unit, and an expert in fire and arson investigations before numerous courts. In those roles, I mastered the ability to critically review investigative reports and safety recommendations. For example, I specialized in complex investigations, including cases where a large amount of the evidence was destroyed. In conducting those investigations, I had to think critically and examine human factors, just as the NTSB must do in conducting its investigations. In addition, I completed over 200 hours of continuing education in all aspects of investigations along with being certified as an instructor for the National Fire Academy in Emmitsburg, Maryland.

My experience at DOT in the Secretary of Transportation's office offered a diverse and in depth understanding of DOT and its role in safety regulation and implementation. During my entire time at DOT, I oversaw the Security and Emergency Response Division, known as S-60. This experience gave me firsthand experience in managing dynamic crisis events. And during the COVID-19 pandemic, I co-authored DOT's "Return to normal operations" manual that governed the DOT's 55,000 employees and 20,000 contractors. That manual was crucial in ensuring DOT enabled the provision of critical services, such as vaccine delivery, in a safe and efficient manner.

My role as Secretary of Management Services in the State of Florida further illustrates my ability to oversee a large agency. In that role, I was directly responsible for administering over \$20 billion financial transactions annually in addition to an internal budget of over \$1 billion and workforce of 1,000 people which were double that of NTSB. I was also responsible for implementing and updating life safety plans for all state owned and leased property (totaling 12 million square feet) and leading the telecommunications and logistics departments under the national response framework for the State of Florida. During my tenure I procured and began the rollout of a complete update to the state law enforcement radio system, a \$650 million project which ensured critical safety communications for all state agencies and law enforcement.

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?

This is an essential responsibility of the NTSB. Board members must ensure sound management and financial systems are in place along with continuing the history of having best in class experts at the NTSB. Considering the significant increase of technology throughout the transportation system it also incumbent that Board members set strategic goals to keep pace with innovation. Board members must also be able to convey the critical messaging needed for the public to have

trust in the investigative process along with ongoing recommendations from the NTSB.

During my time at DOT as a senior executive I was involved with annual budgeting and appropriations for the entire agency. This required interdepartmental coordination and ensuring audits were completed accurately and in a timely fashion. Additionally, I served on the Executive Resource Board which selected and handled all SES career actions for the department.

As Secretary of Management Services in Florida I managed 8 distinct operating divisions each having their own budget authority and audit components. Additional duties included representing the state in 7 distinct collective bargaining agreements, setting HR policy for all state employees. As Secretary I was also responsible for all State employees' retirements benefits administration which encompassed 2.3 million members and was subject to a myriad of compliance requirements including federal, state, and local.

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

1. *Safety*: Maintaining the United States' preeminent position as the country with the safest transportation system should always be at the forefront of the NTSB. The NTSB must continue to work hard to fulfil its safety mission, especially as the environment in which it operates and investigates continues to see new entrants.

2. *Automation*: Automation is on the rise in various modes of transportation. As this trend continues, the NTSB will need to deepen its understanding of the role of automation, while still examining the human factors that contribute to transportation accidents and safety.

3. *Staffing*: The NTSB workforce has always been known and relied upon throughout the world as experts in their field. Making sure that NTSB employees have the resources necessary to stay ahead of technological advances, and recruiting a workforce that can deal with the growing complexity of the NTSB's mission are critical to its success.

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.

I have a deferred compensation account which was set up in 2013 when I was an agent for State Farm. This account used earned compensation as the basis for the account. I paid into this account from 2013 to 2017. The payout terms were pre-set at the time the account was created and will be paid in monthly installments that are fixed for a period of my term. I have disclosed this account on the OGE 278 filing with specific distribution amounts. The account is a general obligation State Farm owes to me. Pursuant to my ethics agreement, I will be recusing from any matter involving State Farm unless first obtaining a written waiver.

During my employment at State Farm, I became vested in their defined benefit retirement plan. I am not eligible to receive benefits from this plan until after I am age 62. Payments are estimated to be under █████ per month at the time of eligibility.

I have a 401(k) account with my current employer, APCO, to which I make voluntary contributions and APCO makes percentage matching contributions. If confirmed, I will cease engagement with that plan.

If confirmed, I have an ethics agreement in place that will direct my resignations and recusals. A copy of this agreement has been provided to the Committee.

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 NTSB'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 NTSB'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.

None.

In connection with the nomination process, I have consulted with the Office of Government Ethics and the NTSB'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 NTSB'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.

None.

In connection with the nomination process, I have consulted with the Office of Government Ethics and the NTSB'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 NTSB'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.

All officials that have contact with the Florida Legislature must register as a lobbyist. Thus, as Florida's Secretary of Management Services I was registered to lobby the Florida Legislature on behalf of the Florida State Government and no other entities.

During my tenure at the U.S. Department of Transportation (DOT) I had various interactions on behalf of DOT with legislators, including FAA reauthorization, infrastructure funding, surface transportation reauthorization and COVID-19 related funding.

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:

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

No.

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. No.

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. No.

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. No.

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.

ATTACHMENT A

RÉSUMÉ OF J. TODD INMAN

PROFESSIONAL SUMMARY

Transformative senior executive with substantial experience in management, transportation, safety, and investigations at the federal, state, and corporate levels. Comprehensive knowledge of the U.S. Department of Transportation and the transportation modes it administers, including individual and collective public safety impacts. Highly regarded for the ability to quickly dissect complex issues and drive performance-based solutions. Subject matter expertise in Cause and Origin Investigations involving Fire and Explosions.

PROFESSIONAL EXPERIENCE

APCO Worldwide, Office of the Executive Chairman

Senior Director (July 2022–Present)

- Serve as a member of the global Senior Leadership Team based in Washington, DC headquarters.
- Counsel clients on supply chain management, international business strategies, U.S. transportation safety laws and regulations, and crisis management.
- Mentor junior and entry level staff.

State of Florida

Secretary, Department of Management Services (June 2021–July 2022)

- Unanimously confirmed by the Florida Senate.
- Management responsibility for all state government employees totaling over 100,000 full time employees in the areas of human resource policy, building administration, payroll processing, retirement benefits, group health insurance, purchasing and technology policy.
- Led over 1,000 full time employees, \$1 billion budget which controlled over \$20 billion of contract procurements and other transactions.
- Eight divisions under direct management which included all state telecommunications, fleet management, private prisons, and specialized service.
- Led Emergency Service Functions for logistics and communications under the National Response Framework, developed by FEMA for emergency management nationwide.
- Responsible for property management of 6 million square feet of owned property and 6 million square feet of leased property.

International Advisory Council, APCO Worldwide Council Member (January 2021–June 2021)

- Provided strategic counsel and advice on an ad hoc basis.

U.S. Department of Transportation, Office of the Secretary

Chief of Staff (January 2019–January 2021) (Senior Executive Service)

Deputy Chief of Staff and Director of Operations (January 2017–January 2019) (Senior Executive Service)

- Managed Department of Transportation’s 55,000 employees, 20,000 contractors and \$89 billion annual budget and oversaw the Department’s operating administrations reflecting all transportation modes including aviation, rail, transit, and highways.
- Oversaw Agency “Emergency Response Team” including all hurricanes and manmade disasters in coordination with other Emergency Service Function Agencies of the U.S. Government.

- Directed Intelligence, Response and Security Division (S-60) (TS/SCI security clearance).
- Senior leader of “Covid-19” response including reviewing and approving all administrative actions taken by the Department. Led interagency reviews and response implementation with other agencies, including DHS, CDC, OMB.
- Co-Author of DOT’s “Return to Normal Operations” post “Covid-19” plan for all employees and facilities. Served as the Secretary’s representative overseeing “Covid-19” plans involving safeguarding the Department’s workforce.
- Chairman of the Executive Resource Board overseeing all recruitment and hiring of Senior Executive Service career officials.
- Liaised with all state departments of transportation as well as elected officials with transportation responsibilities, including Governors, Chiefs of Staff and Secretaries of Transportation.
- Department’s chief liaison with all other Cabinet front offices, including participation in weekly Cabinet Chiefs of Staff meeting at White House.

State Farm Insurance Companies

Independent Contractor Agent, Property and Casualty Insurance Agency (2000–2017)

- Independent Contractor Agent responsible for handling all aspects of a multi-line agency including talent recruitment, budgeting, marketing and compliance.
- Named to the President’s Club representing one of the top 50 agents in the United States out of 17,000 for sales in a specific line of business.
- Generated over \$3 million in annual premiums serving over 5,000 households.
- Frequent mentor and speaker on process improvements for grass roots advocacy.

State Farm Insurance Companies

Claims Superintendent, State Farm Fire and Casualty (1999–2000)

Special Investigative Unit, State Farm Mutual Automobile Insurance (1996–1999)

Claims Specialist, State Farm Fire and Casualty (1994–1996)

- Over 200 hours of continuing education in the investigation of Fire Origin and Cause.
- Instructor and guest lecturer on the principles of fire investigation.
- Expert witness in Federal, State and Local court in Fire Origin and Cause.
- Contributor to National Fire Protection Association (NFPA) Consensus Standard 921 Guide for Fire and Explosion Investigations.
- Instructor for the National Fire Academy regional delivery “Arson Detection for First Responders.”
- Conducted numerous accident investigations.
- Supervised complex litigation cases involving numerous parties.
- Certified Property and Casualty Adjuster.

AWARDS, VOLUNTEER ACTIVITIES, APPOINTMENTS & AFFILIATIONS

- U.S. Small Business Administration National Advisory Council (2006–2007)
- Chairman of the Board of the Owensboro Daviess County Chamber of Commerce (2006)
- Greater Owensboro Kentucky Economic Development Corporation Board of Directors, Member (2006)
- Chairman of the Board of the Wendell Foster Campus for Developmental Disabilities (2010–2012)
- Chairman of Board of Governors—Phi Kappa Tau, University of Mississippi (1994–1995)
- Friday After 5 Music Festival, Chairperson; Board of Directors (2005–2006)
- March of Dimes Regional Board of Directors Vice President (2005–2007)
- Ursuline Sisters of Mt. Saint Joseph Retreat Center Board of Directors (2004–2008)
- Cliff Hagan Boys and Girls Club Board of Directors (2006–2009)
- Rotary Club of Owensboro-Board of Directors (2005–2006)
- Owensboro Daviess County Regional Airport Board of Directors (2002–2006) & Executive Committee (2004–2006)
- Economic Development Corporation Board of Directors (2006)

- Audubon-Bon Harbor Neighborhood Alliance President (2007)

EDUCATION

The University of Mississippi (Ole Miss) 1993

Degree: Bachelor of Science in Journalism and Advertising

Emphasis: Public Relations

ATTACHMENT B

1. Beth Reinhard, *Rand Paul Re-Election Bid Highlights Hurdle in Kentucky Law*, The Wall Street Journal (Nov. 12, 2014), <https://www.wsj.com/articles/BL-WB-50678>.
2. Scott Wartman, *At convention, OH and KY an aisle apart—but politically a mile apart*, The Cincinnati Enquirer (Jul. 20, 2016), <https://www.cincinnati.com/story/news/politics/2016/07/20/convention-oh-and-ky-aisle-apart—but-politically-mile-apart/87358262/>.
3. *Owensboro man serving as delegate and organizer at Republican National Convention*, 14 News (Jul. 21, 2016), <https://www.14news.com/story/32494212/owensboro-man-serving-as-delegate-and-organizer-at-republican-national-convention/>.
4. S.A. Miller and Stephen Dinan, *Ted Cruz banking on Donald Trump loss, 2020 front-runner status, strategists say*, The Washington Times (Jul. 21, 2016), <https://www.washingtontimes.com/news/2016/jul/21/ted-cruz-banking-on-donald-trump-loss-2020-front-r/>.
5. *Owensboro man moving to Washington D.C. after accepting Presidential appointment*, 14 News (Jan. 26, 2017), <https://www.14news.com/story/34349303/owensboro-man-moving-to-washington-dc-after-accepting-presidential-appointment/>.
6. David Zoeller, *Marshall native holds big Federal post*, Paducah Sun (Oct. 14, 2018), https://www.paducahsun.com/news/local/marshall-native-holds-big-federal-post/article_892310d4-bf5e-5b4b-8833-c52a29d64c3d.html.
7. Tucker Doherty and Tanya Snyder, *Chao created special path for McConnell's favored projects*, POLITICO (Jun. 10, 2019), <https://www.politico.com/story/2019/06/10/mcconnell-elaine-chao-1358068>. (Note that the statement I gave to this reporter is also quoted in several other news reports citing this article, which I have not separately listed.)
8. Keith Lawrence, *Inman never expected day like Wednesday*, Messenger-Inquirer (Jan. 9, 2021), https://www.messenger-inquirer.com/news/inman-never-expected-day-like-wednesday/article_0860dba2-7ffb-56c8-94ff-0118312756e0.html.
9. Jacob Ogles, *DMS Secretary unsure about spending all of Florida's American Rescue Plan money*, Florida Politics (Oct. 28, 2021), <https://floridapolitics.com/archives/468409-dms-secretary-unsure-about-spending-all-of-floridas-american-rescue-plan-money/>.
10. Drew Wilson, *'Freedom First' budget would continue SERS payments*, Florida Politics (Dec. 9, 2021), <https://floridapolitics.com/archives/479030-freedom-first-budget-would-continue-slers-payments/>.
11. Brian Zucker, *New courthouse for Second District Court of Appeal to be built in downtown St. Pete*, St. Pete Rising (December 17, 2021), <https://stpeterising.com/home/2021/12/16/new-courthouse-for-second-district-court-of-appeal-to-be-built-in-downtown-st-pete>. (Note that my statement about this event is also quoted in several other news reports about this event, which I have not separately listed.)
12. Dara Kam, *State agencies across Florida are struggling to fill positions and retain employees*, WUSF Public Media (Jan. 20, 2022), <https://wusfnews.wusf.usf.edu/politics-issues/2022-01-20/state-agencies-across-florida-are-struggling-to-fill-positions-and-retain-employees>.
13. Renzo Downey, *Todd Inman's confirmation for DMS Secretary moves to Senate Floor*, Florida Politics (Feb. 28, 2022), <https://floridapolitics.com/archives/501712-todd-inmans-confirmation-for-dms-secretary-moves-to-senate-floor/>.
14. *Enterprise Florida Launches Minority and Small Business Bootcamp 2.0*, Enterprise Florida (May 4, 2022), <https://www.enterpriseflorida.com/news/enterprise-florida-launches-minority-and-small-business-boot-camp-2-0/>.

15. Peter Schorsch, *For love and honor: Todd Inman stepping down from DMS—the business arm of state government*, Florida Politics (Jun. 16, 2022), <https://floridapolitics.com/archives/532951-for-love-and-honor-todd-inman-stepping-down-from-dms-the-business-arm-of-state-government/>.
16. DMS Communications, *Freedom First Budget Makes Historic Investments to Safeguard Florida's Cybersecurity Infrastructure and Support State Workforce*, Department of Management Services (Jul. 06, 2022), https://www.dms.myflorida.com/agency_administration/communications/dms_news_releases/freedom_first_budget_makes_historic_investments_to_safeguard_florida_s_cybersecurity_infrastructure_and_support_state_workforce.

Senator DUCKWORTH. Thank you, Mr. Inman. And people didn't just abandon the Committee. There is a floor vote that just got called. So, we are going to stand in recess for 15 minutes while I run to the floor—well, I will roll as fast as I can, to the floor to vote and be right back with you. The Committee stands in recess.

[Recess.]

Senator DUCKWORTH. [Technical problems]—we will now go to questions. Each round of questions will be 5 minutes, and I will start. Mr. Inman, as I noted in my opening statement, there is a culture of complacency around school bus safety that is deeply frustrating.

And I want to commend the NTSB for being a strong voice swimming against the tide of that complacency promoted by industry interests and every NHTSA leader, except for the former Administrator, Mark Rosekind.

NTSB has spoken clearly and convincingly that NHTSA should require large school busses be equipped with three point safety belts, automatic emergency braking, event data recorders, electronic stability control, and fire resistant materials and fire suppression systems. Can you believe that none of those are in our school busses our kids ride every day?

Mr. Inman, do you concur with NTSB school bus safety recommendations? And if so, can you elaborate on why enacting my School Bus Safety Act of 2023, which the National Sheriffs Association endorsed and which requires NHTSA to implement NTSB's recommendations, would help reduce or eliminate preventable fatalities in large school bus crashes?

Mr. INMAN. Well, the short answer is yes. NTSB recommendations are very clear on this. They have been outstanding for a long time. And I can say personally, at school bus crashes, that one death is too many.

One injury is way too many. But being from the State of Kentucky where the two greatest school bus fatalities have occurred in Carrollton County and Prestonsburg, it is a tragedy that we are not able to protect our children any further. I know you have been an advocate on this and most of your bill is actually written around NTSB regulations specifically.

One exception, I think, on the 8 hour or 30 hour position. So, if I were to be confirmed, I hope I could be an even more vocal advocate on that, especially for those children who have a choice sometimes on that transportation method.

Senator DUCKWORTH. Thank you. Especially kids on our rural communities who spend hours on school busses trying to get home from school.

Given today's hearing is examining a nominee to serve on MWAA's Board of Directors, I would be derelict in failing to express the disability community's deep frustration that our aviation system still fails to make sure that every passenger with a disability is treated with dignity and respect.

In a report published 2 years ago, the Government Accountability Office reported that, and I quote, "essential travel information is not always available in a format accessible to all, and infrastructure barriers, including complex terminal layouts and long distances between gates, can be difficult for some to navigate."

Mr. Slater, if confirmed, how would you make sure improving airport accessibility and the experience of travelers with disabilities is a top priority at DCA and IAD?

Mr. SLATER. First, I would say, thank you for the work that you are doing in this space. I think it is extremely important.

With respect to the work that I do professionally, outside of potentially being confirmed for the Board at MWAA, this is something that we work on, we focus on with every project in real estate for retail tenants, for residential tenants. It is something that we have always gone above and beyond and view the current laws and requirements as sort of a baseline minimum. It is something to exceed.

And specifically with respect to travel and through the airports, it is extremely important that folks are able to have a pleasant travel experience and with dignity as well. So, it is something that is extremely important to me professionally, outside of my potential confirmation to the MWAA Board.

Senator DUCKWORTH. Thank you. You should know, there are two gates at DCA that are not accessible. In fact, I have had to be taken down freight elevators down into the back in order to access.

I think it is gate 10A or B, but there are two gates there that are not accessible. As noted in my opening statement, we are experiencing an alarming spike in dangerous runway incursions and near-misses at airports across the country.

We have been lucky that these have not resulted in fatalities, but they are a clear warning sign that the overall system is stressed. As NTSB chair Homendy has said, "the absence of a fatality or an accident doesn't mean the presence of safety."

We are going to have a hearing on Thursday to examine this in greater detail, and I am looking forward to hearing more from Chair Homendy then. Mr. Inman, I just wanted to ask you, do you agree that the number of near-misses we have been experiencing is alarming?

And if confirmed, will you work to provide recommendations to improve our system's safety margins?

Mr. INMAN. Absolutely. The—any incident is alarming. We have a multi-layered system. It is a Swiss cheese approach. So, there is obviously something coming through the different layers that are causing these incidents.

There are a lot of opportunities to use automation. Surface detection systems are only in right now installed on 43 out of 500 airports that have commercial flights. I know the Chairman has taken a lot of advocacy on this and has actually impaneled some other hearings previously—not hearings, but forums and roundtables.

So, it is important that we are looking at these incidents and trying to get ahead before we truly have a tragedy.

Senator DUCKWORTH. Thank you. I think that there is definitely a need to invest in workforce development, especially with air traffic controllers, pilots safety.

And many of the near-misses that we have had so far this year, it has been the pilot in the cockpit, based on their experience, who have actually averted the collision that could have happened. But certainly, workforce development is something that is critically needed in our aviation system.

Mr. INMAN. Do you want me to comment, ma'am?

Senator DUCKWORTH. Sure. Please do.

Mr. INMAN. I think the—we are seeing it in not only the number of retirements that have occurred, but the staffing that the FAA has been attempting to try to achieve. I mean, we are looking at potentially a growth, I believe, fully trained controllers, trained controllers have fallen 10 percent, while airport traffic has increased 5 percent.

In May of this year, 3 out of 313 air traffic facilities met their target for staffing. There needs to be a greater emphasis on that, and as NTSB Board Member, I hope I can help advocate and lend my voice to that as well.

Senator DUCKWORTH. Thank you. Is Senator Vance—oh, Senator Klobuchar is next. I apologize. Senator Klobuchar, you are recognized for 5 minutes.

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

Senator KLOBUCHAR. OK. Very good. Thank you, Senator Duckworth, and thanks for holding this hearing today. Following two tragic air crashes of the Boeing 737 MAX 8, taking 346 lives, including a Minnesotan, we worked to pass the Aircraft Safety and Certification Reform Act of 2020.

As you know, Mr. Inman, the bill incorporated critical aviation safety reforms, including requiring the FAA to implement several NTSB recommendations. Could you talk about how the NTSB work with the FAA can make sure that these other important safety recommendations are being implemented expeditiously?

Mr. INMAN. Well, thank you for the question. It is a wonderful opportunity to be able to actually highlight some of that experience in the past. Understanding being at DOT for 4 years, you get a totally different view of how regulations and funding and appropriations occur from the Secretary's Office.

So, I hope by being a Board member, I can bring some of that understanding of the process to be able to advocate and to fully implement more of the recommendations, just by understanding not only the people but the process. Sometimes you have got to be inside to understand what it is like to do the work from the outside.

Senator KLOBUCHAR. Right. And I just passed a bill with Senator Moran, Representative Stauber was leading it in the House, on moving forward on our air traffic control modernization. But while that is going on, the NTSB is investigating an alarming number of near collisions on our runways.

From your perspective, is it important to ensure that pilots are equipped with technology, that planes are equipped with technology that will prevent runway incursions? Could you elaborate on that?

Mr. INMAN. Yes, ma'am. I think we may have lost her feed. OK. Yes, absolutely. You know, we are seeing, one of the issues that actually came out of the MAX was the number of alarms and systems and human factors that come into play, and how you manage those, and how you—the protocols that are typically written into the pilots manuals.

But I do believe that there is opportunity for even more use of basically technology. The surface detection systems are a great example. I know in the last month and a half there was an additional \$25 million that I believe was announced to increase the use of those—that technology.

And again, every layer that we can put in the safety system to hopefully catch one of those other instances will make it a more resilient system.

Senator KLOBUCHAR. Switching to the ground from the air, a study published earlier this year by NHTSA found that distraction was a factor in 29 percent of all motor vehicle crashes in 2019. And I think you know how important it is to eliminate and reduce distracted driving.

Last Congress, I passed a bill as part of the bipartisan infrastructure law to create a grant program for NHTSA to encourage states to implement laws banning non-navigational mobile device viewing while driving.

Could you talk about, if confirmed, how you will prioritize reducing the number of accidents caused by distracted driving?

Mr. INMAN. Well, thank you for the question. I think it is important, especially as we look at this significant increase and uptick, and I know that several of the Board members, in fact, every one of them, whenever I met with them prior to this hearing, raised that specific issue in regard to highway deaths and how distracted driving is increasing.

I think there are a lot of opportunities to use not only technology. I know the Alliance for Automotive Innovation has actually held a summit and a showcase about a month, month and a half ago, that many of us went to, to be able to see these technologies.

It is a rapidly changing world, and I think the opportunity to seize on these new and upcoming areas of safety can be helpful not only for older drivers, but as we see it as a great reduction in younger drivers, in their crash and accident numbers.

Senator KLOBUCHAR. Thanks. And then last, we all know that we have had issues with train derailment. There was one in my state in Raymond, Minnesota, and it was a derailment that had a much better outcome than what happened in Ohio.

And, but one of the things that they had in common was that in both instances, the NTSB investigators were some of the first on the scene. How can Congress support the NTSB in determining the causes of accidents and recommending safety improvements that could prevent such accidents from occurring?

Mr. INMAN. Well, I will be careful not to step on the Chairwoman's toes in regard to being the leader of the agency and re-

sources, but I am sure I would agree, and she would agree the more resources that are available for the agency would be better. It was nice to hear Chair Duckworth mention that in her opening statement as well.

So, it is important that we can advocate to get the best and brightest and continue that trend. It is a—there are a limited number of people, but they have a certain duty and calling to their mission.

Senator KLOBUCHAR. Exactly. All right. Well, I really appreciate it. And thank you, Senator Duckworth, for holding this hearing.

Senator DUCKWORTH. Thank you. Senator Peters is next. He is en route. So, I am going to go ahead and continue with my question line on aviation safety. Mr. Inman, would you agree that we have an aviation safety crisis on our hands right now in light of the near-misses that have happened this past year?

Mr. INMAN. I would be hesitant to say it is a crisis. I would say that there has been a significant increase in incidents. I think we are teetering on a crisis, yes. But one death or one fatality or one incident is one too many. I think that is the reason why you have seen the NTSB holding the forums and the different roundtables.

And I know there are a variety of different issues, and a new set of those forms were announced on mental health in the next month or so. And you, of course, are going to chair something in two days.

The more information that we can do and have, the better recommendations we can make and the greater advocacy we can make. So, any of these time—any time we can bring this to light and have professionals talk about fact based, data driven decisions, the better the transportation network will be.

Senator DUCKWORTH. Thank you. Could you speak to your experience as an accident investigator? You said, you know, from your previous work in the insurance industry. I think it is important to have that independent ability, that independent oversight when it comes to accident investigation.

I would love to hear more about your involvement in the Boeing MAX 8 incident. And really the issues that I find very egregious coming out of this, which is that the FAA ceded some of that authorizing—controlling authority to the airlines themselves—itsself. And so, you have a case where the airline itself certifying the MCAS system, for example. This—this new system that they put into place.

And we have, you know, e-mails that talk about how the airlines is actually saying—test pilots from the airline saying, well, if we are completely upfront about this, then we are going to have to require more training for pilots to fly the system, and we don't want to do that, so let's take a different approach. Can you speak a little bit to what you learned in terms of—

Mr. INMAN. Certainly—

Senator DUCKWORTH. And how that is relevant to your—the role that you are seeking confirmation today?

Mr. INMAN. Certainly. First, my heart still goes out to all of the victims of the MAX crashes. I have to this day, anyone who has come to my office, there is a binder of the reporting scenarios that occurred, and I take it with me everywhere. It is in a red binder. It is very important.

And I also had the opportunity to meet with the Colgan family, and that was very moving to be able to talk to those victims. At the Department, of course, the FAA was responsible for the grounding and the ungrounding and using their data.

And I think what we found, and what was found in not only testimonies but in the inspector general report and the blue ribbon panel and the Secretary of Transportation panel is that the delegated authority had gone probably too far, and that we needed to have a reset in the system.

I am hopeful that as being an advocate and understanding how these investigations occur, that I can bring a different type of expertise because the NTSB does have an additional power beyond just recommendations at the end of a report.

It has the ability to give urgent safety notices in midterm, especially if they see something that is very significant and needs to be addressed immediately. I don't plan on being the investigator in charge on any accident, but what I hope to be able to do is to be able to give a different thought process from a Board level to explain how we can better empower our investigators to make more sound data decisions.

Senator DUCKWORTH. Thank you. Senator Peters, you are recognized for 5 minutes.

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

Senator PETERS. Thank you, Madam Chair. And thank you to our nominees here today for your willingness to take on these jobs.

Mr. Slater, once again, thank you for being here and for your willingness to take on this role. But one Michigan-related issue that I would like to bring to your attention is one of our small handful of FAA administered slot exemptions at DCA is a flight between Lansing Michigan Airport and Reagan National Airport.

This regular direct flight is absolutely essential to connecting our two capitals for both economic development as well as Government to Government relationships between State and Federal Government.

This exemption slot was just renewed until 2028 at the end of last year. However, the long wait for the renewal upended airline schedules and certainly created uncertainty for passengers in Michigan and the District of Columbia and in Virginia as to whether or not the service was even going to be continued.

So, my question for you is, in your role with MWAA, will you commit to working with me and with the FAA to make sure that management at DCA provides as much certainty as possible to the flying public in these types of situations?

Mr. SLATER. Thank you, Senator, for that. I certainly—short answer is yes. Absolutely. We will work with you and your office on that. And I certainly understand the importance of that flight and that route, and more so to communication. So, absolutely look forward to working with you on that, moving forward, if confirmed.

Senator PETERS. I appreciate that. Thank you. Mr. Inman, as Chairman of the Surface Transportation subcommittee, I strongly believe that the responsible deployment of connected and autonomous vehicles has the power to literally save thousands of lives per

year and help address the historic number of fatalities that we are seeing on our roads today.

NTSB has likewise been a supporter of the deployment of intelligent transportation systems, including cellular vehicle to everything technology, or C-V2X, to improve roadway safety.

I am proud to say that Michigan leads the way in this innovative technology, and I believe the Federal Government must also prioritize the development of connected infrastructure as well as connected vehicles, through grant investments, through regulatory approaches, as well as cooperation with the industry, State, and local Governments, as well as academia.

So, my question for you, sir, is in your role on NTSB, will you continue the Board's work to examine how connected vehicles and the infrastructure connected to them could prevent accidents? And are you willing to work with my office to advance these solutions?

Mr. INMAN. Yes, I would. And I appreciate your advocacy on that area. The NTSB has noted, and it is still even developing the opportunities to put certain technologies and to start looking at how they might be included in NCAP.

I know when I was at the Department of Transportation, we actually had a ongoing battle with the FCC to retain that 5.9 spectrum that was so critical for life safety and was set aside as a safety spectrum.

And unfortunately, I believe the courts allowed them to take part of that, but there is still a lot of opportunity to be able to use that technology to empower automation to save lives. I have had the opportunity to actually tour Mcity, where they are doing testing on that, and I think there is a lot of opportunities that as a Board member that I could advocate with not only the manufacturers but the developers as well.

Senator PETERS. Right. That is good to hear. Also, another question for you, sir. Just last week there was a 14 car freight train derailment in Romulus, Michigan. One of the cars that derailed had just been emptied of its hazardous materials, basically avoiding a disaster very, very narrowly.

This, unfortunately, was the third derailment in Romulus in just the last 2 years, and the community is concerned that next time they may not be so lucky as they were this time. I am a supporter of the Railway Safety Act and of funding improved railroad safety infrastructure to help address this problem.

But I also know that there are a number of NTSB recommendations related to railway safety outstanding. Are the first steps—are there first steps that you believe are going to be important to take to prevent derailments and sufficiently prepare first responders to reply to these incidents if and when they occur?

Mr. INMAN. Absolutely. And I appreciate you bringing up the first responders. As someone who used to teach first responders when I was an instructor for the National Fire Academy, I understand a lot of what they go through, because you are talking about rural departments that don't have the same equipment and opportunities for training.

I know whenever I was at the Department of Transportation, pipelines and hazardous material has a traditional \$1 million grant for first responders for training specifically on hazardous materials.

While we were there, we were able to double that to \$2 million just to be able to try to get additional training.

I also am very interested in hearing the results of the East Palestine hearing. I don't want to speculate in advance of any of those recommendations, but I do think that having the new spotlight that has come about in the last year or two is going to be very critical for additional recommendations in the rail safety.

Senator PETERS. Right. Well, thank you for your response. Thank you, Madam Chair.

Mr. INMAN. Thank you.

Senator DUCKWORTH. Thank you, Senator Peters. We will now turn to Senator Blackburn, remote.

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

Senator BLACKBURN. [Technical problems]—for coming before us. Mr. Inman, I am so pleased to see you nominated for this position and see someone who actually has experience in the field for the position they are being nominated.

So, I congratulate you on that and the work you did at DOT's Intelligence Response and Security Divisions. I want to talk with you a little bit about growing terrorism and that threat that is facing the country, and the open border policies, of course, have heightened this. As you know, Tennessee is a logistics state.

And so many people say it is not a matter of if we have an accident, it is going to be a matter of when will we have an accident. So, do you think that DOT is doing enough to prevent transportation focused terrorism?

Mr. INMAN. Well, and I appreciate the question, Senator. In fact, I was just in Memphis, Sunday actually, and was flying out of that airport.

So, I understand its importance of the confluence between the rivers and the transportation sectors. In regard to the current actions of the Department of Transportation, I haven't tracked them nearly as much as I have the NTSB in the last year, year and a half, but I do know that there are a lot of different programs, whether they are still being utilized or not, that during our time that we looked at specifically around human trafficking and additionally Federal motor carrier inspections at borders.

Those are all critical components to the overall network of transportation to make sure that we are providing the safest, if you will, method of transport by anyone.

Senator BLACKBURN. Yes. Well, thank you for that. Mr. Slater, I have to tell you, I was amused with your resume. I think you are a perfect example of the spoils system, and your credentials are really something. You are a building developer.

A "party throwing company" entrepreneur and aspiring Hollywood film producer, a big time donor to President Biden, Biden Incorporated. So, what I did not see in your background was any experience that would qualify you to sit on the Washington Airports Authority.

And there are pressing issues that these airports, as you have heard, and for the aviation industry in general, and I am really concerned that you are not up to the job. So, I have got a couple

of basic questions for you. Have you ever managed an airport before, yes or no?

Mr. SLATER. No.

Senator BLACKBURN. OK. When was the last time you spent more than a week in the DMV area, the area for which you will be managing these two vital airports? And your college experience doesn't account on that.

Mr. SLATER. College experience and my 5 years living in the district notwithstanding—

Senator BLACKBURN. More than a week? You can't recall one. Can you name one experience that qualifies you to fill this position?

Mr. SLATER. Yes, Senator. I believe that there is a tremendous amount of experience that I have that does go into the work at MWAA. I certainly appreciate and understand the importance of safety with respect to travel, and specifically with respect to air travel.

I do feel quite strongly that there is a major component of facilities management, construction management, and Board oversight that is a part of MWAA that I do have experience for, and—

Senator BLACKBURN. And how long have you been a building developer? How many years?

Mr. SLATER. I have been in the real estate industry for the entirety of my professional career.

Senator BLACKBURN. OK. All right. This—let me move on. The Administration really likes to lecture us all about climate change. They tried to force Tennesseans to give up gas stoves and their gas fueled vehicles, all in the name of reducing carbon emissions.

All the while, you have officials like Climate Czar Kerry and Secretary Buttigieg who jet around on the world on private planes to elite conferences and lecture us. So let me tell you what I hear from Tennesseans today. They are ready for Biden's bureaucrats to start practicing what they preach.

As a Presidential appointee to MWAA, I think it is important to get you on the record about this. Mr. Slater, you recently bought Hugh Hefner's private jet, correct?

Mr. SLATER. I did not.

Senator BLACKBURN. Oh, you did not?

Mr. SLATER. I did not.

Senator BLACKBURN. OK. Who purchased the jet? Was it your company?

Mr. SLATER. It was not. The airplane that you mentioned was purchased by family members and entities that are family controlled. I have no ownership, no financial interests, no management whatsoever with respect to the airplane that you are mentioning.

Senator BLACKBURN. Do you use the private jet?

Mr. SLATER. I will occasionally be a passenger on that plane when traveling with a family member, but that is the extent of it.

Senator BLACKBURN. OK. And then, you sit on the Board of Climate Pledge Arena, described as the most progressive, responsible, and sustainable arena in the world. Isn't that correct?

Mr. SLATER. The arena—that is the name of the arena as well, yes.

Senator BLACKBURN. OK. Do you agree that you are part of the problem, the problem that this Administration loves to guilt everyday Americans about?

Senator DUCKWORTH. You are overtime, Senator Blackburn.

Senator BLACKBURN. Thank you, Madam Chairman.

Senator DUCKWORTH. Thank you. There are no other Senators to ask questions. I will now close the hearing. But before we close today's hearing, I have one more question which is asked to all nominees.

If confirmed, will you pledge to work collaboratively with this committee, provide thorough and timely responses to our requests for information as we put together and address important policy issues, and appear before the Committee when requested? Mr. Inman.

Mr. INMAN. Yes. Thank you.

Senator DUCKWORTH. Mr. Slater.

Mr. SLATER. Yes, thank you.

Senator DUCKWORTH. Thank you for that commitment. Senators will have until close of business Friday, November 10, to submit questions for the record to the Committee. Witnesses will have until close of business, Friday, November 17 to respond to those questions. Thank you. That concludes today's hearing.

[Whereupon, at 3:36 p.m., the hearing was adjourned.]

A P P E N D I X

RESPONSE TO WRITTEN QUESTIONS SUBMITTED BY HON. TED CRUZ TO
SAMUEL H. SLATER

Costly, “Green” Restrictions on Businesses

Styrofoam is widely popular with consumers due to its unique ability to insulate food temperature, as well as food vendors, because it is relatively inexpensive. Moreover, some experts argue that Styrofoam “actually has a lower [carbon] footprint than other packaging materials.”¹ Nevertheless, many cities and states, like New York City and Massachusetts, have tried to ban Styrofoam. A 2013 study of New York City’s food service foam ban found that the ban has a direct cost of at least \$91.3 million.² That is because for every \$1 spent on foam containers, alternative packaging costs food vendors \$1.94—effectively a 94 percent tax added to food products. And businesses pass these costs on to consumers.

The Metropolitan Washington Airport Authority (MWAA) has a “Green Concessions Program,” through which concessionaires at Ronald Reagan Washington National Airport (DCA) and Dulles International Airport (IAD) can obtain a certificate if they adopt “green business practices,” like “limit[ing] use of Styrofoam containers.”³ This policy likely raises prices for consumers, who already overpaying for food at airports, for no reason.

Question 1. If confirmed, will you review MWAA policies and programs, including the Green Concessions Program, to determine their impact on consumer prices and, if they increase prices, propose solutions to reform them?

Answer. As with any issue confronting MWAA, I will be sure to discuss and review policies and programs when appropriate, and the Green Concessions Program shall be no different.

Diversity, Equity, and Inclusion Efforts

MWAA appears to spend a great deal on diversity, equity, and inclusion (DEI) initiatives. For example, MWAA has an office of “Diversity, Inclusion, and Social Impact,”⁴ employs a “Social Impact Specialist,”⁵ and promotes a “Local Disadvantaged Business Enterprise” program.⁶ Yet MWAA’s budget does not provide any insight into exactly how much it spends on such efforts.⁷

Question 1. Do you think consumers who travel through DCA and IAD should have to bear the cost of MWAA’s DEI efforts?

Answer. MWAA is and shall remain focused on a safe and enjoyable experience for the traveling public as a primary function of their mission.

Question 2. If confirmed, will you commit to determining how much MWAA’s DEI efforts cost and provide that information to the public?

¹Katherine Martinelli, *Is the 30-Year-Long Styrofoam War Nearing Its End?*, JSTOR Daily (Oct. 9, 2018), <https://daily.jstor.org/is-the-30-year-long-styrofoam-war-nearing-its-end/>.

²*Fiscal & Economic Impacts of a Ban on Plastic Foam Foodservice and Drink Containers in New York City*, MB Public Affairs, Inc. (Mar. 2013), <https://www.plasticfoodservicefacts.com/wp-content/uploads/2017/10/NYC-Foodservice-Impact-Study.pdf>.

³*Green Concessions Program*, MWAA (accessed Nov. 9, 2023), <https://www.mwaa.com/community-sustainability/green-programs/green-concessions-program>.

⁴*Airports Authority Names Tanisha Lewis Vice President of Diversity, Inclusion, and Social Impact*, MWAA (Nov. 17, 2021), <https://www.mwaa.com/news/airports-authority-names-tanisha-lewis-vice-president-diversity-inclusion-and-social-impact>.

⁵*Soaring Together, Celebrating Diversity, Inclusion and Social Impact at the Airports Authority, Quarters 1 & 2, 2023*, MWAA (accessed Nov. 9, 2023), <https://viewer.joomag.com/2023-soaring-together-newsletter-quarters-1-2/0963696001693940905>.

⁶*Department of Supplier Diversity (DSD)*, MWAA (accessed Nov. 9, 2023), <https://www.mwaa.com/business/departments-supplier-diversity-dsd-0>.

⁷*See Metropolitan Washington Airports Authority 2023 Budget*, MWAA (Dec. 14, 2022), <https://www.mwaa.com/sites/mwaa.com/files/2023-01/2023%20Official%20Budget%20Book%20-%20Metropolitan%20Washington%20Airports%20Authority.pdf>.

Answer. I will work with you and your office on any issue of importance brought to my attention and, if confirmed, will work on this as well.

MWAA's Abuse of Authority

MWAA is actively lobbying against changes to the perimeter and slots rules at DCA. It has publicly commented on the issue, posted inaccurate pages on its website, and joined a pro-perimeter rule advocacy group that several airlines formed to protect their financial interests. But directors on MWAA's board owe a fiduciary duty to DCA, not just Dulles or United Airlines.

Question 1. Do you think it is appropriate for MWAA, a government corporation, to actively lobby Congress in support of the perimeter rule?

Answer. My understanding is that government corporations cannot lobby, in accordance with Federal law. Should I be confirmed to serve on the board of MWAA, an interstate compact, I will follow all applicable laws.

Question 2. If confirmed, will you commit to act in the interests of the consumers and oppose any attempts by MWAA to lobby against the perimeter rule?

Answer. I will always serve the interests of the traveling public and the customers of MWAA while at the same time upholding my obligations to MWAA.

At a recent meeting of the MWAA board's Strategic Development Committee, one board member proposed limiting DCA flights to states that implement "social justice initiatives" such as "diversity, equity, and inclusion initiatives" in their public-school systems and "prove that books are not banned from schools."⁸

Question 3. If confirmed, will you commit to opposing any proposals that would limit flights to and from a state based on a political litmus test, as this board member suggested?

Answer. I will commit to opposing any proposals that are beyond the scope of MWAA's authority.

Political Donations

On November 29, 2021, just over three weeks after you were nominated to be on the MWAA board, you donated a combined total of \$300,000 to the Democratic National Committee (DNC), which is approximately \$265,000 more than you have donated to the DNC at any other point in the past ten years. The DNC supports the elections of the President who nominated you and many of the Democrat Senators who will be voting on your confirmation.

Question 1. Do you think it was a mistake to donate \$300,000 to the DNC while your nomination was pending before the Senate?

Answer. I am a long-time DNC supporter and have always complied with applicable law, which will continue to be the case.

Question 2. In your view, does making this donation while your nomination is pending create an appearance of a conflict of interest? Please provide your own personal opinion, understanding you are not an ethics attorney, so that I may better understand your approach to and views on conflicts of interest.

Answer. In my opinion, I do not view this as creating the appearance of a conflict of interest.

RESPONSE TO WRITTEN QUESTIONS SUBMITTED BY HON. RAPHAEL WARNOCK TO
J. TODD INMAN

Blocked Crossings

Blockages of railway-highway grade crossings by stalled or slow-moving trains pose a significant safety risk on multiple fronts. These blockages can prevent emergency services from reaching communities experiencing urgent crises and often force parents and children to traverse dangerous equipment just to make it to school or work. Over the past 12 months, Georgia has experienced the 9th most blocked crossing incidents in the country, according to data from the Federal Railroad Administration.¹

Question 1. Do blocked crossing incidents pose a safety risk?

Answer. Anytime that first responders or safety officials cannot traverse normal roadways or intersections there is a potential for safety responses to be diminished.

⁸Summary Minutes, Strategic Development Committee, Meeting of May 17, 2023, MWAA (May 17, 2023), <https://www.mvaa.com/sites/mvaa.com/files/inline-files/Tab%2019%20%20Approval%20of%20the%20Summary%20Minutes%20of%20the%20May%2017%2C%202023%2C%20Strategic%20Development%20Committee%20Meeting.pdf>.

¹<https://www.fra.dot.gov/blockedcrossings/incidents>

Railroads need to manage this risk while complying with safety rules that protect their employees.

Question 2. What role can the National Transportation Safety Board play in reducing blocked crossing incidents?

Answer. The NTSB's role in transportation safety is to investigate incidents and make safety recommendations based on the data from that accident or incident investigation. Currently there are no open recommendations from the National Transportation Safety Board on this issue. If confirmed, I would look forward to working with you on this issue.

Question 3. If confirmed as a member of the National Transportation Safety Board, what will you do to encourage the reduction of blocked crossing incidents across the country?

Answer. One of the roles board members are tasked with is to be advocates for the safety recommendations made by the NTSB. I would be happy to work with your office to learn about the blocked crossing safety issues facing your constituents.

Question 4. Would the installation of real-time monitoring technology at railway-highway grade crossings improve the safety of our transportation system?

Answer. If confirmed, as part of any accident investigation, I would consider new technology and other potential solutions that could prevent the recurrence of incidents investigated by the NTSB, including incidents at railway-highway grade crossings. After trespassing incidents, grade crossing collisions are the second-leading cause of rail-related fatalities, and working to reduce those tragic incidents is vital.

RESPONSE TO WRITTEN QUESTION SUBMITTED BY HON. TED BUDD TO
J. TODD INMAN

Question. In addition to investigating aviation accidents, the NTSB also plays an important role in adjudicating enforcement actions that the FAA brings. Mr. Inman, do you believe it is important for NTSB to be a neutral and impartial decisionmaker in these proceedings?

Answer. Yes. I would welcome the opportunity to work with your staff and any member of this Committee who might have thoughts about the current process.

RESPONSE TO WRITTEN QUESTIONS SUBMITTED BY HON. SHELLEY MOORE CAPITO TO
J. TODD INMAN

NTSB Recommendations

Safety is my absolute top priority on this committee. Which is why I pay attention to NTSB reports not only from investigations in my state, but investigations that have recommendations that can improve safety across the country. One NTSB recommendation from 2018 that I was proud to lead the effort to include in the FAA Reauthorization is—to increase the cockpit voice recorder length from 2 hours to 25 hours.

Many NTSB recommendations go unheeded for years or even indefinitely due to concerns about practicality.

Question 1. Do you think that the recommendation process should include a cost benefit analysis or any other metrics that might make them more likely to be implemented?

Answer. NTSB's job is to provide accurate, and data driven safety recommendations. If confirmed, using my experience at the United States Department of Transportation, I hope to advocate for the successful and timely implementation of outstanding recommendations. These are recommendations that, if implemented, could save lives. I understand NTSB has been considering how to better incentivize implementation and, if confirmed, I would work diligently with Chair Homendy, my other colleagues on the Board, NTSB's expert staff, and the addressees of the recommendations to see how NTSB could do so. If Congress decides to task NTSB with including a cost benefit analysis with its safety recommendations, I will obey the law and make sure such analyses are accurate and data driven. To be clear, I will always be an advocate for safety.

Backlog and Timeline

There is a significant backlog of investigations at NTSB. I know that Chair Homendy has tried to prioritize addressing the backlog and the long length of up to 2 years for some investigations.

Question 1. Would you prioritize addressing the backlog and do you have thoughts on ways to quicken investigation timelines?

Answer. The NTSB has done an excellent job of reducing prior backlogs. If confirmed, I hope to use the expertise I developed in my prior work as an investigator to emphasize the importance of completing reports in a timely and accurate manner and work closely with Chair Homendy and your office on ways to continue that trend and to improve the process.

Reauthorization of the NTSB

I know that it has been a few years since we have reauthorized the NTSB and while it is not statutorily required it could provide additional authorities and abilities to the board.

Question 1. Do you have thoughts on reauthorizing the NTSB?

Answer. It is critical that the NTSB maintains its excellent workforce and reputation. As I am not yet a member of the NTSB and do not have the benefit of the internal information available to the organization, I am not in a position to comment on specific proposals or legislation. If confirmed, however, I would be happy to consult with Chair Homendy, my other colleagues on the Board, and its staff and work with you and your staff on this topic.

Field Hearings

Currently the NTSB rarely conducts field hearings. I believe that having the board see the location of the incident firsthand and interacting with the community—especially if there were community impacts—can be extremely helpful.

Question 1. Do you believe that field hearings are a valuable tool and should take place more often?

Answer. I watched both days of the East Palestine hearing and believe they were beneficial in connecting with the community impacted by an incident the Board was investigating. I also recognize that field hearings require substantial resources, and therefore the Board should conduct them judiciously, balancing the needs of all investigations currently before it. I think the field work conducted by NTSB members and staff, which occurs in each investigation, is an essential part of the process.