

**NOMINATIONS TO THE U.S. DEPARTMENT OF
TRANSPORTATION AND THE METROPOLITAN
WASHINGTON AIRPORTS AUTHORITY**

HEARING

BEFORE THE

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

ONE HUNDRED NINETEENTH CONGRESS

FIRST SESSION

NOVEMBER 5, 2025

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SENATE COMMITTEE ON COMMERCE, SCIENCE, AND TRANSPORTATION

ONE HUNDRED NINETEENTH CONGRESS

FIRST SESSION

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|-------------------------------------|--|
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LILA HARPER HELMS, *Staff Director*

MELISSA PORTER, *Deputy Staff Director*

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**NOMINATIONS TO THE U.S.
DEPARTMENT OF TRANSPORTATION
AND THE METROPOLITAN WASHINGTON
AIRPORTS AUTHORITY**

WEDNESDAY, NOVEMBER 5, 2025

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. Ted Cruz, Chairman of the Committee, presiding.

Present: Senators Cruz [presiding], Fischer, Blackburn, Moreno, Cantwell, Duckworth, Rosen, and Luján.

Also present: Senator Scott.

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

Senator CRUZ. Good afternoon. The Senate Committee on Commerce, Science, and Transportation will come to order.

Before we hear from our nominees, I would like to first acknowledge the tragedy that occurred last night at Louisville's International Airport after a UPS cargo plane crashed soon after take-off, tragically resulting in the loss of at least nine lives.

I want to extend my deepest condolences to the families of the crew and others who lost their lives to this terrible accident.

It is a reminder of the critical work this committee does to improve aviation safety, particularly this week with our two nominations hearings.

Tomorrow's hearing will feature a nominee to serve as a board member of the National Transportation Safety Board. With that said, we will now proceed to the business before this committee and to hear from three nominees: Ryan McCormack, nominee to be the Under Secretary of Transportation for Policy; Daniel Edwards, nominee to be the Assistant Secretary of Transportation for Aviation and International Affairs, and Trent Morse, nominee to serve on the Board of Directors of the Metropolitan Washington Airports Authority.

Congratulations to each of you. All three of these nominees will contribute to making American transportation safe and efficient.

Under the Biden-Buttigieg regime the Department of Transportation diverted billions of dollars toward left-wing initiatives—for example, by requiring states and cities to address pointless DEI and environmental justice criteria when applying for infrastructure

grants or by squandering taxpayer money to the tune of \$4 billion for California's dismal failure of a high-speed rail boondoggle rather than investing that money in fixing outdated air traffic control systems and aging bridges.

Today, Secretary Duffy is working hard to refocus the Department on its core mission—advancing the safety, reliability, and efficiency of the U.S. transportation system.

We will hear from nominees prepared to support Secretary Duffy's agenda. Let us begin with Mr. McCormack who was nominated to serve as the Under Secretary of Transportation for Policy.

He worked in numerous positions on Capitol Hill including as Legislative Director for then Representative Sean Duffy—I am not sure what happened to him after his congressional career—and as the Chief of Staff for Congressman Scott Fitzgerald.

Mr. McCormack also held several senior roles at the Export-Import Bank during the first Trump administration. Currently, he is Deputy Chief of Staff for Secretary Duffy at DOT.

Mr. McCormack's experiences in both the legislative and executive branches give him a deep institutional knowledge needed to address the 40,000 annual highway fatalities, to streamline project permitting, and to make America a world leader in advanced transportation technologies such as drones and autonomous vehicles.

Next, we have Dan Edwards who is nominated to be the Assistant Secretary of transportation at the Office for Aviation and International Affairs. That office is responsible for promoting fair competition and enforcing international agreements.

He is also the Associate Administrator for airports at the FAA. Mr. Edwards' 30-year aviation career includes stints as a military pilot, a civil engineer, and in senior executive roles for several private aviation businesses.

Since 2022, Mexico has been in violation of the U.S.-Mexico Open Skies Agreement. I look forward to hearing how Mr. Edwards will stand up for U.S. carriers, hold Mexico accountable, and promote robust competition.

Finally, Mr. Morse has been nominated to serve as a Member on the Metropolitan Washington Airports Authority known as MWAA. He has served in multiple positions in the Trump administration, most recently as the Deputy Director for the Presidential Personnel Office.

He also worked in the first Trump administration as a Senior Advisor at the Department of Transportation, the Department of Housing and Urban Development, and the Department of Health and Human Services.

Currently, Mr. Morse serves on DOT's advisory board. I am glad to see that Mr. Morse shares my disdain and that of millions of other flyers for the glacial tank-like people movers at Dulles.

It sounds like we will finally have a representative on the MWAA board who cares about the actual experiences of passengers at Reagan and Dulles.

Thank you to each of our nominees for joining us today and I turn to Ranking Member Cantwell.

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

Senator CANTWELL. Thank you, Mr. Chairman.

Again, sorry to be late. I mistakenly thought we were starting at 2:30. I also want to start with condolences to those impacted by the UPS Flight 2976.

My heart goes out to the entire UPS organization and to the loved ones that they have lost and those who were injured yesterday evening. This is a tragic loss for aviation and certainly the community and citizens of Louisville.

I also want to thank the first responders for everything they did last night and I thank the NTSB for their swift response and the FAA and look forward to their investigation and the development in this situation.

I want to also thank the essential personnel continuing to work during the shutdown and continue to focus on getting a resolution to this issue and continuing to make sure the traveling public is safe.

For our hearing today, as the Chairman mentioned, we have several nominees impacting our transportation infrastructure.

Mr. McCormack, Mr. Edwards, Mr. Morse, thank you for being here. It is good to see our colleague Senator Scott, a former member of the Committee, with us today as well.

Mr. McCormack, you are nominated to serve as the Under Secretary for Transportation, which is the number three position at the DOT.

If confirmed, you would oversee policy development across the department and I expect you to address the administration's competitive grant reevaluation process. We should embrace the same goals of improving transportation infrastructure in this country without delay.

Of significant importance is the I-5 bridge in my state that crosses the Columbia River. I appreciate Secretary Duffy's firm commitment to seeing this project completed, and while it is vital to the state of Washington it is also vital to the national economy.

I will ask further questions about this and questions about the Federal Highway Administration, Federal Transit Administration, and NEPA process.

Mr. Edwards, I believe we need an assistant secretary for aviation and international affairs who will help with the U.S. being a very strong voice at ICAO and champion efforts to raise global standards on aviation.

We also need someone who will fight for fair competition in the airline industry that prioritizes U.S. aviation workers and those jobs, and I expect you that we will agree on many of those issues.

I hope you will commit to continuous uninterrupted air service to small and rural communities that is consistent with the 2024 FAA reauthorization law.

Our final nominee, Trent Morse, President Trump's pick to serve on the Board of Directors of the Metropolitan Airport Authority. We have already heard one discussion from my colleague, but that is literally my airport of choice flying in and out of Washington.

So I will have questions for you about the operations of DCA and Dulles airports. Together, these two airports serve more than 53

million people each year and passenger traffic grew by 5.8 percent last year, and we need to continue to make sure that this capacity, I believe that Dulles has, to grow more business on an international basis.

I would note that you left the White House recently and have been lobbying for American Airlines and FedEx, and I understand that you informed the Committee yesterday that you will no longer be lobbying for those companies if you accept this position.

I expect to hold you accountable to those commitments and to avoid conflicts of interest from lobbying the board or the board's decisionmaking process, if confirmed.

And finally, Mr. Chairman, I think we are still waiting to receive complete financial disclosure and ethics papers, so I would hope that we would get all that information from these nominees prior to a final committee process.

Thank you, Mr. Chairman.

Senator CRUZ. Thank you.

I now turn to my colleague from Tennessee, Senator Blackburn, to introduce Mr. McCormack.

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

Senator BLACKBURN. Thank you, Mr. Chairman, and congratulations to each of you. We are delighted that you are here and, indeed, it is an honor for me to introduce Mr. McCormack today.

And I had the opportunity to first meet him and work with him when he was Congressman Duffy's legislative director and was impressed with his initiative, aptitude, his passion for improving the lives of Americans.

When Ryan and I met regarding his nomination, he said that safety is at the forefront of his work, and I know that he prioritizes protecting and saving lives and that his drive has only strengthened since he now has a family of his own. Two beautiful daughters and his wonderful wife are here and I hear the girls are quiet over there.

Ryan began his career in public service right after graduating from college. He has held nearly every job on Capitol Hill from Intern all the way to Chief of Staff.

He achieved greater responsibility on the Hill because of his intellect and his genuine care for the constituents that he worked to support, also because he had that good, strong, solid work ethic.

For more than a decade Ryan worked on transportation issues critical to Wisconsin and the country. He also served in the first Trump administration as Chief of Staff at the Export-Import Bank, working tirelessly to reform the institution.

Following President Trump's reelection last fall, Ryan again answered the call to serve as Secretary Duffy's Deputy Chief of Staff at DOT.

In his current role, he has supported Secretary Duffy in executing on President Trump's agenda including the modernization of the Nation's air traffic control system and addressing air traffic controller staffing shortages.

Because of his efforts to close coordinate with the FAA, the hiring process for air traffic controllers shortened by 5 months, ensur-

ing that candidates who performed best on their aptitude test were seated at the academy quickly.

The result speaks for itself. Fiscal Year 2025 saw more candidates go through the academy than any other fiscal year before.

Ryan has also prioritized smart regulations that enable innovators to compete and succeed. He has worked to accelerate the use of advanced air mobility, make transit safer, and continue investments in safety technologies that keep the U.S. ahead of adversaries like China.

I cannot stress enough how important it is that after natural disasters the Department shows up to assess damage and promptly begin rebuilding what has been damaged or lost. Under this administration the department has done exactly that.

The Secretary committed his team at DOT to speed up the delivery of Federal assistance on the I-40 rebuild and Ryan has been a key part of that effort.

The culmination of his years of experience and dedication make him a key voice within the Department of Transportation. He is eminently qualified to serve as Under Secretary of Transportation for Policy and I am so honored to introduce him today.

Thank you, Mr. Chairman.

Senator CRUZ. Thank you.

I will now turn to our colleague from the Sunshine State, Senator Scott. Welcome back to the Commerce Committee, and Senator Scott is here to introduce Mr. Morse.

**STATEMENT OF HON. RICK SCOTT,
U.S. SENATOR FROM FLORIDA**

Senator SCOTT. All right. Thank you, Chairman Cruz, Ranking Member Cantwell. It is nice to be here, members of the Committee. You two do a great job. Congratulations on all the success getting bills through the Committee at least. Harder on the floor.

It is an honor to sit before you today to introduce Mr. Trent Morse to be a Member of the Board of Directors of the Metropolitan Washington Airport Authority.

I have known Trent for many years. In 2010 when I first ran for Governor nobody knew me. He was a student at Florida State University. He worked as an unpaid volunteer during my first campaign for Governor of Florida when nobody would show up.

After helping me win my first gubernatorial race, he became an intern in our external affairs office, working his way up to his first full time job while he was still a full time college student.

He did a great job in the Governor's office. He cared about the success of Florida and he did all he could to make everybody around him a success.

Over the years I have gotten to see him continue to grow in his professional career. Like I always told my team when I was Governor, they are clearly the legacy of any Governor.

It makes me proud to see Trent and so many members of my team have successful careers and do incredible things with their life. Trent's success is a great example of that. He was a critical member of the President's campaign.

He had a leading role in the successful RNC convention and he most recently worked closely with President Trump to find great people to serve in the administration.

He did a phenomenal job helping the President find people to help implement his agenda as the Deputy Director for the White House Presidential Personnel Office.

Throughout his career Trent has proven he is a capable leader and has the ability to build teams, foster accountability, make decisions that prioritize long-term success, and I can personally speak to his work ethic and professionalism over the years.

I urge this committee to fully consider and support his nomination. I look forward to his nomination vote on the Senate floor, and thank you again, Trent. Good luck.

Senator CRUZ. Thank you, Senator Scott, and you have clearly had a significant impact on his career, so much so that he has chosen to emulate your hairstyle.

[Laughter.]

Senator SCOTT. [Off mic.]

Senator CRUZ. I now recognize Mr. McCormack for his opening statement.

**STATEMENT OF RYAN McCORMACK, NOMINEE TO BE
UNDER SECRETARY OF TRANSPORTATION FOR POLICY,
U.S. DEPARTMENT OF TRANSPORTATION**

Mr. McCORMACK. Thank you, Mr. Chairman.

Chairman Cruz, Ranking Member Cantwell, and members of the Committee, thank you for the opportunity to appear before you today as you consider my nomination for the position of Under Secretary of Transportation for Policy.

I am grateful to President Trump for his trust in nominating me for this role, to Senator Blackburn for that kind introduction, and to Secretary Duffy for his faith and support every step of the way.

I also want to introduce and thank my family who are here with me today. My wife Anna is here. Anna and I have been together for nearly 13 years and she too is a public servant, currently entering her fourteenth year as staff in the House of Representatives. We share two beautiful children together ages three and one, both of whom are here with us today, too.

At the Department of Transportation our mantra is safety. It is at the forefront of all the work we do and we take our obligation very seriously.

For myself, I have always understood that the stakes in transportation are high, but even still, early into our tenure we received a sobering reminder of the seriousness of our public duty.

As you all know, on January 29 of this year, American Airlines Flight 5342 and a U.S. Army Black Hawk helicopter collided over the Potomac River. Sixty-seven lives were lost that night.

Secretary Duffy and I were on scene in the immediate aftermath. Seeing families grieve unimaginable loss is something I will never forget.

I also want to take a moment for us to reflect on other families going through tragedy today. My thoughts and prayers go to the families of yesterday's fatal plane crash near Louisville International Airport.

We now know that nine people have lost their lives and many others are injured. I appreciate the efforts of first responders, many of whom have worked through the night. Although the cause is not yet known, both the FAA and NTSB are onsite and investigating.

It is critical we do right by Americans traversing the Nation's roadways, railways, and skies by continuing to put safety first in all that we do. If confirmed, I will be devoted to this purpose and will pay particular attention to further reducing highway fatalities.

The National Highway Traffic Safety Administration recently released early estimates for motor vehicle traffic fatalities in the first half of 2025, forecasting an 8.2 percent reduction in roadway deaths from 2024.

These preliminary figures are encouraging, but even still there is more we can and will do to reduce fatalities further.

Whether it be from new technology, accelerated project delivery, or cracking down on bad actors on our roads, we must be comprehensive in our approach and let safety be our guide.

I am incredibly fortunate to serve in the Department of Transportation at such a pivotal time when so many advancements are being made in technology that will allow for safer and more efficient transportation.

Never before have people and goods moved in such varied ways. We are at the advent of advanced air mobility, autonomous vehicle deployment, drone delivery, and we expect the next 5 years we will see 1,000 commercial space launches, the same number of all space launches combined over the last 40 years.

If confirmed, I will work to continue these important efforts. To foster innovation and technological advancement, I would advance effective regulations that enable further innovation and maintain U.S. leadership in this critical area.

I commit to accelerating project delivery and removing barriers that grant applicants face when accessing Federal resources. In particular, I would like to work with this committee and the Congress on simplifying and streamlining grant programs.

There are more than 100 grant programs within the Department, all with variable eligibility criteria, inconsistent definitions, different announcement and awarding procedures, and overlapping focus areas that make the process overly complex for applicants to apply and career staff to process.

In addition, the systems utilized for tracking grant applications are cumbersome, complex, redundant, and opaque. Applicants do not know the status of their grant at various stages of obligation and I would work to ensure the Department is more transparent with applicants.

If confirmed as under secretary of transportation I look forward to working with Secretary Duffy, President Trump, and members of this committee to make our world-class transportation infrastructure for America.

Thank you, and I look forward to answering your questions.

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

PREPARED STATEMENT OF RYAN MCCORMACK, NOMINEE TO BE UNDER SECRETARY OF
TRANSPORTATION FOR POLICY, U.S. DEPARTMENT OF TRANSPORTATION

Chairman Cruz, Ranking Member Cantwell, and Members of the Committee, thank you for the opportunity to appear before you today as you consider my nomination for the position of Under Secretary of Transportation for Policy.

I am grateful to President Trump for his trust in nominating me for this role, to Senator Blackburn for that kind introduction, and to Secretary Duffy for his faith and support every step of the way.

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In addition, the systems utilized for tracking grant applicants are cumbersome, complex, redundant and opaque. Applicants do not know the status of their grant at various stages of obligation and I would work to ensure the Department is more transparent with applicants.

If confirmed as Under Secretary of the Department of Transportation, I look forward to working with Secretary Duffy, President Trump, and Members of this Committee to make our world-class transportation and infrastructure for America.

Thank you, and I look forward to answering your questions.

A. BIOGRAPHICAL INFORMATION

1. Name (Include any former names or nicknames used): Ryan James McCormack.
2. Position to which nominated: Undersecretary of Transportation for Policy.
3. Date of Nomination: 09/03/25.

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

Residence: Information not released to the public.

Office: Information not provided.

5. Date and Place of Birth: Information not provided.

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

Anna Raquel McCormack (wife)—Chief of Staff: U.S. House of Representatives

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.A., Political Science, International Relations, and European Studies, Canisius University (2007–2011)
- Finger Lakes Community College (2010)*

*Attended summer classes and transferred credits to Canisius University.

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.

- Intern, New York State Assembly (05/2011–08/2011)
- Intern, U.S. House of Representatives (02/2012–06/2012)
- Site Advance, Romney for President (08/2012–11/2012)
- Speaker Liaison, Conservative Political Action Conference (02/2013–03/2013)
- Intern, U.S. House of Representatives (04/2013–07/2013)
- Legislative Correspondent, U.S. House of Representatives (07/2013–05/2015)*
- Legislative Assistant, U.S. House of Representatives (05/2015–01/2017)*
- Senior Legislative Assistant, U.S. House of Representatives (01/2017–04/2017)*
- Legislative Director, U.S. House of Representatives (05/2017–11/2019)*
- Campaign Manager, Duffy for Wisconsin (01/2018–12/2018)*
 - Went on leave without pay from Legislative Director position during campaign.
- Deputy Chief of Staff, Export-Import Bank of the United States (11/2019–09/2020)*
- Chief of Staff: Export-Import Bank of the United States (09/2020–01/2021)*
- Chief of Staff, U.S. House of Representatives (01/2021–01/2025)*
- Deputy Chief of Staff, U.S. Department of Transportation (01/2025–Present)*

* Denotes job with managerial and/or transportation policy experience

9. Attach a copy of your résumé.

Please see Attachment #1.

10. List any advisory, consultative, honorary, or other part-time service or positions with Federal, State, or local governments, other than those listed above after 18 years of age. 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. None.

12. List all memberships 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 (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.

Capitol Hill Club, Member (2021 to present)

House Chiefs of Staff Association (2023–2025)

Republicans Associated for Mutual Support (2024 to present)

CJ. Folger Hook & Ladder Company (2008 to present)

None of these groups restrict 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. 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.

- Campaign Manager—Duffy for Wisconsin (2018)—As campaign manager, I was responsible for overall campaign strategy as well as fundraising, advertising, grassroots engagement, and voter outreach.
- Volunteer Member of Trump Vance Transition, Inc. (2024–2025)—As a volunteer for the transition, I consulted on policy as it pertained to the Export-Import Bank of the United States and the U.S. Department of Transportation.

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.

- \$516.53, Trump 47 Committee, July 8, 2024

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

- 2020—Distinguished Service Award, Export-Import Bank of the United States

17. List all books, articles, columns, letters to the editor, Internet blog postings, or other publications 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.

- Not applicable.

19. List all public statements you have made during the past ten years, including statements in news articles and radio and podcasts 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.

Caroline Kitchener, *The MTV Reality Star in Trump's Cabinet Who Wants You to Have More Kids*, *The New York Times* (June 25, 2025).

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.

www.x.com/McCormack_R (active)

www.instagram.com/ryan.mccormack1 (active)

https://truthsocial.com/@McCormack_Ryan (active)

www.linkedin.com/in/ryanmccormack4 (active)

<http://www.facebook.com/rian.maccormyck> (dormant)

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, committee, and subject matter of each testimony. None.

22. Given the current mission, major programs, and major operational objectives of the department/agency/commission/corporation 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?

For more than a decade in Federal service, I have advised principals on transportation policy matters and directed teams to achieve strategic policy objectives. This includes time in various staff roles in the House of Representatives, the Export-Import Bank of the United States, and the U.S. Department of Transportation.

In the House of Representatives, I advised on transportation policy for Members of Congress, to include multiple FAA Reauthorizations, Surface Transportation Reauthorizations, Water Resources Reform and Development Acts, and Pipeline Safety Reauthorizations. In addition, I worked to prioritize local and regional transportation concerns relevant to the Member's district, and identifying and advocating for funding opportunities offered by the Department of Transportation.

As SVP and Chief of Staff at the Export-Import Bank of the United States (EXIM), I was the principal advisor to the Chairman on matters pertaining to policy and the EXIM portfolio. The top two sectors within the portfolio being transportation and infrastructure, respectively. In addition to policy, I further managed and led the 515 employees and contractors in our mission to support American jobs by facilitating exports, while also prioritizing EXIM's \$110 million budget.

In my current role as Deputy Chief of Staff at the U.S. Department of Transportation, I advise on a broad range of policy relevant to this position. Today, we are seeing unprecedented innovations in transportation that have the potential to greatly improve safety and efficiency in the sector—fundamentally changing the way people and goods move in our economy. We have great opportunity to improve safety, reduce project costs, streamline permitting, and deliver infrastructure that improves the way American families move about the country.

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

If confirmed, my responsibilities will be to assist the Secretary of Transportation in carrying out the policies of the President of the United States, while exercising statutory authorities of the Undersecretary of Transportation for Policy. In my current and previous roles in government, I have served as a chief policy advisor and senior manager, establishing short and long-term plans to achieve organizational objectives. I have been Chief of Staff both at EXIM, a 515-person organization, as well as in the House of Representatives.

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

1) Reduce Highway Fatalities.

- As a leader at the U.S. Department of Transportation, my top priority is keeping Americans safe on our roads. Far too many lives are lost every year in preventable crashes—and that has to change. Under this administration, we're focused on delivering real results, cutting through red tape, and putting the safety of the American people first. I will identify and support innovative technologies, smarter infrastructure, and common-sense policies that make our roads safer.

2) Overly complex grant programs and permitting requirements that create uncertainty and raise costs for applicants.

- There are over 100 different grant programs within the Department, these programs have variable eligibility criteria, inconsistent definitions, announcement and awarding procedures, and overlapping focus areas that make the process overly complex for both applicants and career staff. In addition, the systems utilized for tracking grant applications are cumbersome, complex, redundant, and opaque. Applicants often do not know the status of their grant at the various stages of obligation. Combined, these issues can undermine the ability of applicants to efficiently access Federal resources.

- Permitting must be streamlined in order to reduce costs and hasten the deployment of infrastructure. Bureaucratic red tape needlessly delays projects while also increasing the cost. There appears to be bipartisan consensus this is a significant concern and it is critical that both the Congress and Department take steps to ensure complex or redundant processes do not hinder the country's ability to develop world-class infrastructure.

3) Regulation of Innovative Technologies in Transportation.

- From drones to autonomous vehicles, there are many innovative technologies emerging in transportation that have the capacity to fundamentally change the way people and goods move in our economy. The Department needs to continue leading the way by fostering a regulatory environment that prioritizes safety while also encouraging experimentation and growth.

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 retirement accounts are the Thrift Savings Plan as well as a Roth IRA I opened. I do not have any further financial arrangements, deferred compensation agreements, or business dealings to report.

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

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

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

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

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

I have never been engaged by a client to influence legislation. In my current and past roles with the Federal government, I do advise and make recommendations on legislation as part of my job responsibilities.

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 the 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, municipal, or foreign government 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 assault, 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/commission/corporation complies with deadlines for information set by congressional committees, and that your department/agency/commission/corporation 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/commission/corporation 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.

RYAN JAMES McCORMACK

EXPERIENCE

United States Department of Transportation

Deputy Chief of Staff

January 2025 - Present

- Engages with industry stakeholders, the United States Congress, state agencies, trade associations, and advocacy groups to facilitate communication and transparency on Departmental matters.
- Coordinates policies on behalf of the Department with interagency partners to achieve strategic aims.
- Serves as an at-large member of the Council on Credit and Finance to review Build America Bureau financing applications and make recommendations regarding projects seeking assistance from those programs.
- Directs staff on policy considerations to achieve the Department's primary aim of increasing safety.
- Oversees policy development on behalf of the Office of the Secretary, including the successful Supercharged Air Traffic Control Hiring Initiative which saw 2,026 controllers hired in FY25, exceeding the agency's controller hiring goals.

Congressman Scott Fitzgerald (WI-05)

Chief of Staff

January 2021 - January 2025

- As Member's chief advisor, established long-term legislative and communication plan for the Member, including strategies, tactics, and operating plans for all offices.
- Established policies and procedures for office operations to eliminate redundancies, establish clear lines of communication, and increase workplace efficiency.
- Managed activities and staff of Wisconsin and DC offices, including hiring decisions and Member activities.
- Recommend policy actions to achieve preferred outcomes, strengthen public perception and stakeholder support.

Export-Import Bank of the United States

Senior Vice President and Chief of Staff

September 2020 - January 2021

Deputy Chief of Staff

November 2019 - August 2020

- Served as the senior officer and principal advisor to the President and Chairman.
- Maximized positive outcomes and circumvented potential threats by implementing sound operational, policy, program, political, communications, and external engagement tactics.
- Led team of 25 political appointees responsible for the activities of 515-person federal agency.
- Created, directed, and engaged in agency committees and working groups including the Transaction Review Committee, the Small Business Committee, and the Risk Management Committee to implement reforms, solve complex problems, and accomplish agency objectives.
- Supported the Chief of Staff in personnel matters, including hiring decisions and performance reviews.
- Prioritized EXIM's \$110 million budget in order to achieve objectives and fulfill Congressional mandates.

Congressman Sean P. Duffy (WI-07)

Legislative Director

May 2017 - November 2019

Senior Legislative Assistant

January 2017 - April 2017

Legislative Assistant

May 2015 - January 2017

Legislative Correspondent

July 2013 - May 2015

- Developed and implemented policy objectives and ensured all legislative staff were focused on advancing the Member's agenda.
- Constructed vote, cosponsorship, and strategy recommendations for the Member on all matters before the House, to include FAA Reauthorization, Surface Transportation Reauthorization, Pipeline Safety Reauthorization, and Water Resources Reform and Development Act legislation.
- Collaborated with professional staff for the House and Senate Committees; executive branch officials; constituents; and stakeholders, to develop and implement policy in line with the Member's strategic goals.
- Conceptualized and executed bills, amendments, report language, and letters on a diverse range of issues.
- Provided legislative analysis and recommendations on legislation within assigned issue portfolio.

Duffy for Wisconsin

Campaign Manager

January 2018 - November 2018

- Executed data-driven and media-intensive campaign strategy, resulting in twenty-point general election victory.
- Implemented campaign strategy in conjunction with vendors, consultants, party officials, and the candidate.

EDUCATION

Canisius University

May 2011

Bachelor of Arts, International Relations, Political Science, European Studies

Senator CRUZ. Thank you.

I now recognize Mr. Edwards for his opening statement. Mr. Edwards.

**STATEMENT OF DANIEL EDWARDS, NOMINEE TO BE
AN ASSISTANT SECRETARY OF TRANSPORTATION
FOR AVIATION AND INTERNATIONAL AFFAIRS,
U.S. DEPARTMENT OF TRANSPORTATION**

Mr. EDWARDS. Thank you, Chairman.

Chairman Cruz, Ranking Member Cantwell, and members of the Committee, good afternoon. My name is Dan Edwards and it is truly my honor to be nominated as the Assistant Secretary for Aviation and International Affairs at the United States Department of Transportation.

I want to start by thanking President Trump for the honor of nomination and Secretary Sean Duffy for the confidence and steadfast support during my time at DOT.

Joining me today is my wife of 30 years and anchor to the Edwards family, Kimberly. I owe the Air Force a huge debt for stationing me near her hometown of Utica, New York, where we met and began a life where she thought she had signed on to a turbulent, free, full-motion simulator ride, but in reality got strapped into a high-G journey with an uncertain destination. I am so blessed to have her by my side.

Also, here are my identical twin 27-year-old daughters Jillian and Kaelin. They were born on July 4th in Camden, New Jersey, into a Level 4 neonatal intensive care unit, the highest level of critical care, and to this day they follow the light.

When they were 16, they enlisted the help of their grandfather Earl, who was an accountant, to start a nonprofit called Jillian's Jitterbug. The organization continues to provide financial assistance for families to purchase equipment that allows their disabled children to become independent.

Last, I am joined by my brother Colonel Doug Edwards, and his wife and son Joy and Ethan, without whom my service in Washington would not be possible.

And one late addition, I am honored to have the CEO of the Association of Graduates from the Air Force Academy here today, Mr. Mark Hilley.

I began my public service in 1987 when I attended the United States Air Force Academy and served in the Air Force and Air Force Reserve for 23 years. In that time, I was an airfield engineer and a KC-10 pilot, flying over 100 combat missions. During my time in the reserves, I flew as a commercial pilot and accumulated over 4,000 hours as both a military and commercial pilot.

Following my time as an Air Force and airline pilot, I dedicated the next 25 years of my career to the aerospace and defense industry.

This experience allowed me to gain a broad understanding spanning product development, safety, airfield engineering and construction, C4 ISR, supply chain and distribution, and aircraft maintenance.

I am eager to apply those skills of public service and contribute to the next big leap in aviation. I have found my time in DOT over

the last 6 months professionally rewarding, given the broad and profound impact of our work.

If confirmed, serving as the Assistant Secretary for Aviation and International Affairs would represent the apex of my career, and it is my intent to demonstrate my fitness to do so today in this hearing. I humbly thank you for your time and consideration.

I believe we find ourselves at a pivotal time in aviation. Just 60 years passed between the Wright Brothers' first flight in Kitty Hawk, North Carolina, and John Glenn's orbit around the Earth.

We are 63 years removed from that first orbit, and with the advent of advanced air mobility we are sitting on the next inflection point in aviation history.

Safety is paramount. Takeoffs and landings must remain in balance. That has always been my mantra. In my youth that mantra was focused on me, my logbook, my personal commitment to safety. Later, my focus turned to others—wingmen, those under my command, those in my airline.

Now my work in DOT and FAA expands the focus much more broadly to our national aerospace system. One landing for every takeoff, period. In that context today, my heart goes out to our UPS family and those first responders that supported the horrific events last evening.

If confirmed, I would continue to work under Secretary Duffy's leadership to continue the Department's core mission of ensuring transportation safety, especially in America's skies.

While maintaining safety as the most important goal, I will pursue three additional key goals: one, ensuring the economic viability of U.S. carriers through thoughtful economic licensing, development and enforcement of international agreements, and access to a competition-friendly market; two, supporting the development of infrastructure that will meet the dynamic needs of the American economy and commercializing new technologies to ensure U.S. aviation leadership; and perhaps most importantly, three, sustaining and enhancing access to commercial air service for all Americans.

I have been blessed with the opportunity to lead large organizations in the military and private sectors, gaining extensive experience leading multi-site global businesses. I am hopeful that you will find the path that I have taken to this chamber on this day worthy of confirmation to serve in the Department of Transportation.

Thank you and I look forward to your questions.

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

PREPARED STATEMENT OF DANIEL EDWARDS, NOMINEE TO BE ASSISTANT SECRETARY OF AVIATION & INTERNATIONAL AFFAIRS, U. S. DEPARTMENT OF TRANSPORTATION

Chairman Cruz, Ranking Member Cantwell, and members of the committee, good afternoon.

My name is Dan Edwards, and it is truly my honor to be nominated as the Assistant Secretary of Aviation & International Affairs for the United States Department of Transportation.

I want to start by thanking President Trump for the honor of nomination and Secretary Sean Duffy for the confidence and steadfast support during my time at DOT. Senator Budd, I greatly appreciate the kind introduction and your service to the great state of North Carolina.

Joining me today is my wife of 30 years and anchor to the Edwards family—Kimberly. I owe the Air Force a huge debt for stationing me near her hometown of Utica, NY where we met and began a life where she thought she signed on to a turbulence-free full-motion simulator ride, but instead got strapped into a high-G journey with an uncertain destination.

Also here are my identical twin 27-year-old daughters—Jillian and Kaelyn. They were born on July 4th in Camden, NJ into a level IV Neonatal Intensive Care Unit—the highest level of critical care—and to this day follow the light. When they were 16, they enlisted the help of their grandfather, Earl, who was an accountant, to start a non-profit called Jillian's Jitterbug. The organization continues to provide financial assistance for families to purchase equipment that allows their disabled children to become independent. Lastly, I am joined by my brother, Colonel Doug Edwards, and his wife and son, Joy and Ethan—without whom my service in Washington would not be possible.

I began my public service in 1987 when I attended the United States Air Force Academy and served in the Air Force and Air Force Reserves for 23 years. In that time, I was an airfield engineer, and a KC-10 pilot, flying over 100 combat missions. During my time in the reserves, I flew as a commercial pilot and accumulated over 4,000 flight hours as both a military and commercial pilot.

Following my time as an Air Force and airline pilot, I dedicated the next 25 years of my career to the aerospace and defense industry. This experience allowed me to gain a broad understanding spanning product development, safety, airfield engineering and construction, C4ISR, supply chain and distribution, and aircraft maintenance. I am eager to apply those skills to public service and contribute to the next big leap in aviation.

I have found my time at DOT over the last 6 months professionally rewarding given the broad and profound impact of our work. If confirmed, serving as the Assistant Secretary for Aviation and International Affairs would represent the apex of my career, and it is my intent to demonstrate my fitness to do so today in this hearing. I humbly thank you for your time and consideration.

I believe we find ourselves at a pivotal time in Aviation. 60 years passed between the Wright Brothers' first flight in Kitty Hawk, NC and John Glenn's orbit around Earth. We are 63 years removed from that first orbit and, with the advent of Advanced Air Mobility, we are sitting on the next inflection point in aviation history.

Safety is paramount. Takeoffs and landings must remain in balance. If confirmed, I would continue to work, under Secretary Duffy's leadership, to continue the department's core mission of ensuring transportation safety—especially in America's skies.

While maintaining safety, as the most important goal, I will pursue three additional key goals: (1) ensuring the economic viability of U.S. carriers through thoughtful economic licensing, development and enforcement of international agreements and access to a competition-friendly market; (2) supporting the development of infrastructure that will meet the dynamic needs of the American economy and commercializing new technologies to ensure U.S. aviation leadership; and, perhaps most importantly, (3) sustaining and enhancing access to commercial air service for all Americans.

I have been blessed with the opportunity to lead large organizations in the military and private sectors, gaining extensive experience leading multi-site global businesses. I am hopeful that you will find that the path I've taken to this chamber, on this day, worthy of confirmation to serve in the DOT.

Thank you and I look forward to your questions.

A. BIOGRAPHICAL INFORMATION

1. Name (Include any former names or nicknames used): Daniel Joseph Edwards.
2. Position to which nominated: Assistant Secretary for Aviation and International Affairs.
3. Date of Nomination: 7/30/25.
4. Address (List current place of residence and office addresses):
Residence: Information not released to the public.
Office: Information not provided.
5. Date and Place of Birth: Information not provided.
6. Provide the name, position, and place of employment for your spouse (if married) or domestic partner, and the names and ages of your children (including step-children and children by a previous marriage).

Kimberly A. Edwards (Not employed)

Children: Jillian Rose Edwards (age 27), Kaelyn Mary Edwards (age 27)

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. Civil Engineering, USAF Academy (1987–1991)
 MBA, Rensselaer Polytechnic Institute (1992–1994)
 MBA/Finance Wharton School, University of Pennsylvania (2011–2013)

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.

All positions in bold indicate management level jobs.

- **Principal Deputy Assistant Secretary for Aviation and International Affairs, Department of Transportation (July 2025 to present)***
- **Acting Assistant Secretary for Aviation and International Affairs (May–July 2025)**
- **Chief Executive Officer, Elliott Aviation (2023–2024)**
- **Various positions, Triman Industries (2020–2023)**
 - **Chief Executive Officer (2021–2023)**
 - **President (2020–2021)**
- **Vice President of Operations, MAG Aerospace (2017– 2020)**
- **General Manager of Components and Alternate Solutions, Aviation Technical Services (2016–July 2017)**
- **Various positions, Zodiac Aerospace (2004–2016)**
 - **President, Zodiac Arresting Systems (2013–2016)**
 - **Vice President of Installation, Maintenance, Repair, and Overhaul Services (2008–2013)**
 - **Director of Engineering (2006–2008)**
 - **Director of Project Engineering and Standards (2004–2006)**
- Vice President of Construction, Sprinturf (2002–2003)
- Pilot, American Airlines (2000–2004)
- **Various positions, United States Air Force (KC-10 Pilot and Civil Engineer) (1991–2014)**
 - **Deputy Operations Group Commander, U.S. Air Force Reserve Command (USAFR) (2012–2014)**
 - **KC-10 Squadron Commander, USAFR (2009–2012)**
 - **KC-10 Instructor Pilot, USAFR (2000–2009)**
 - Pilot and Civil Engineer, USAFR (1991–2000)

* As of Oct. 20, 2025, also acting in the capacity as Associate Administrator for Airports at the Federal Aviation Administration.

9. Attach a copy of your résumé.

Resume attached below.

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.

Air Reserve Technician (ART), 78th Air Refueling Squadron (June 2000–October 2000)

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.

Aero X Ventures, Board Member (former)
 Red Arts Capital, Advisory Board Member (former)
 Triman Industries: CEO/Director (former)
 Elliott Aviation: CEO/Director (former)
 DJ Edwards Services, LLC (Sole owner/inactive)
 USAF Academy Falcon Foundation (trustee/current)
 Jillian's Jitterbug (board member/current)

My Future North Carolina (advisory council member/current)
 Islander Villas Home Owner's Association (board member/current)
 Children's Hospital of Philadelphia Foundation, Orthopedics Board of Visitors
 (board member/current)

12. List all memberships 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 (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.

Merion Golf Club, Ardmore, PA (2013 to present)
 Union League, Philadelphia, PA (2016)
 Young Presidents Organization (YPO), Philadelphia Chapter (2016–2019)
 Country Club of North Carolina, Pinehurst, NC (2018 to present)

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. None.

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. None.

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

- Post 9/11 GI Bill
- USAF Medals
 - Meritorious Service Medal (3)
 - Air Medal
 - Aerial Achievement Medal
 - Air Force Commendation Medal (2)
 - Air Force Achieve Medal (2)
 - Combat Readiness Medal
 - National Defense Service Medal
 - Armed Forces Expeditionary Medal
 - Afghanistan Medal
 - Iraq Campaign Medal
 - Terrorism Service Medal
 - Humanitarian Service Medal
 - Armed Forces Reserve Medal

17. List all books, articles, columns, letters to the editor, Internet blog postings, or other publications 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.

- Speech, U.S. Tour Operators Association (USTOA) (6/4/25)
 - Digital copy attached (Attachment A).
- Presentation, Newark Delay Reduction Meeting (5/15/25)
 - [No link or digital records found for speech.]
- Speech, AUVSI Keynote (7/29/25)

- Digital copy attached (Attachment B).

19. List all public statements you have made during the past ten years, including statements in news articles and radio and podcasts 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.

- *MRO Is a Fun Business: Weaving Efficiency with Legacy at Elliot Aviation*, Aerospace Executive Podcast (01/25/24)

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.

LinkedIn (Active)

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, committee, and subject matter of each testimony. None.

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

- I have a diverse aviation industry background that uniquely qualifies me to provide strong leadership to facilitate impactful decisions that are quantitatively driven, fiscally sound, and address the needs of the stakeholders we serve.
- I started as an airfield civil engineer in the USAF and continued as a KC-10 pilot affording me an opportunity to serve in combat and garner worldwide operational aviation experience. I also flew international routes for American Airlines, an experience which provides valuable commercial perspective.
- I have vast experience working as an engineer innovating and commercializing nascent technologies. I worked closely with the FAA Tech Center in the approval of a product that is now protecting over 100 runways in the U.S. and internationally. EMAS (Engineered Material Arresting System) addressed a long-standing NTSB “Top 10” priority on runway excursions. My experience has prepared me well for the generational opportunity we face in integrating Advanced Air Mobility technologies and operations into the NAS.
- I have had the valuable experience of working collaboratively with international organizations. I worked very closely with NATO, multiple European nations, and the Japanese Defense Ministry in the modernization of their military airfields and incorporating USAF-compliant aircraft arresting gear to support 5th generation fighter aircraft operations. I also successfully negotiated a rule-making effort with CAA (in parallel with a similar effort at FAA) to incorporate the technology and research associated the aircraft braking system patent I had obtained.
- The breadth of my experience spans leadership roles across aerospace and defense to include commercial aircraft MRO (maintenance, repair, and overhaul), C4ISR, distribution and supply chain and biz aircraft MRO. As a result, I bring a broad perspective to the role of Assistant Secretary for Aviation and International affairs that is grounded in safety, operational performance, and the industry economic depth that comes from years of experience leading growth and M&A (mergers and acquisitions) in a variety of businesses in public and privately held companies.

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

- If confirmed as Assistant Secretary for Aviation and International Affairs, it will be my responsibility to assist the Secretary of Transportation in carrying out the directions, policies, and priorities of the President of the United States and to properly manage all programs, functions, offices, and activities of OST-X in the exercise of the Secretary’s statutory authorities in accordance with the law and the Constitution.

- It is my responsibility to be a steward of taxpayer resources in the execution of my role. This of course requires that internal controls and business practices operate at maximum efficiency in a waste-free culture grounded in execution and accountability for results.
 - I have significant experience in driving outsized P&L (profit and loss) growth through operational efficiencies and process improvements. The key components of my operational success have been developing a strategic plan, building a budget to support the plan, followed by disciplined execution and recalibration, as necessary. I have also led the integration of multiple mergers and acquisitions where my team and I achieved synergies thorough streamlining systems, processes, and the efficient deployment of talent.
24. What do you believe to be the top three challenges facing the department/agency/commission/corporation, and why?
- The airline industry continues to restructure and adapt to new market conditions in the wake of the pandemic, and DOT needs to ensure that a level playing field exists for U.S. air carriers that includes a variety of business models. A competitive and fair business environment maximizes the benefits of air transportation to passengers and shippers. We will also need to facilitate the integration into the industry of emerging technologies that will redefine transportation.
 - Compliance with our international Open Skies agreements varies greatly around the world, with concerning trends that may potentially reduce capacity and operations for U.S. air carriers at major international hubs. DOT must enforce these international agreements to protect U.S. interests abroad and ensure fair competition for U.S. air carriers, free market-based operational and pricing freedoms, and connectivity for American consumers. Across the modes of transportation, DOT also must work to ensure market access for U.S. transportation exports.
 - Preserving and increasing access to reliable commercial air service for small and rural communities continues to be a challenge due to the ongoing restructuring of the regional airline industry. I will partner with the FAA to ensure that there are no regulatory impediments to the growth of regional air carriers and their ability to adopt new technologies, other than those required for safety.

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.

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

- I have no deferred compensation agreements and will discontinue all board and advisory roles where there are potential conflicts. I receive no fees or compensation outside of my current role at DOT.
- I have vested illiquid employee incentive units at previous privately held companies. (Triman Industries and Elliott Aviation) the details of which are included in my 278e form.
- All former employer 401Ks have been rolled into personal rollover IRAs.
- My consulting business, DJ Edwards Services, LLC, will be inactive during my appointment and all outstanding client fees were fixed before I entered government service.

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. None.

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

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

None.

2. Have you ever been investigated, arrested, charged, or held by any Federal, State, or other law enforcement authority of any Federal, State, county, municipal, or foreign government 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 assault, 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.

N/A.

D. RELATIONSHIP WITH COMMITTEE

1. Will you ensure that your department/agency/commission/corporation complies with deadlines for information set by congressional committees, and that your department/agency/commission/corporation 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/commission/corporation 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.

DANIEL J. EDWARDS, P.E.

Inactive TS/SCI Clearance (2018)

SENIOR EXECUTIVE/BOD MEMBER

Motivational leader with international public, private equity, M&A and military expertise with demonstrated ability to translate vision and strategies into exceptional financial and operational performance

Accomplished executive with full P&L and balance sheet leadership across a broad array of aerospace and defense sectors including engineering services, manufacturing, MRO, components, and distribution. Sought after strategic planner with lead plan development and execution experience both as executive and consultant. Career marked by success in identifying and capitalizing on new opportunities to expand business, outperform/displace competitors for market dominance, and drive revenue and profit growth through operational efficiencies. Background distinguished by expertise in integrating, leading, transforming, and rapidly expanding organizations, igniting performance, launching innovative and profitable products, pioneering new business sectors, and realizing large-scale market share gains.

SIGNATURE CONTRIBUTIONS

- **Operational Transformation:** As incoming CEO led expedited operational turnaround of business aircraft MRO by identifying and repairing key safety, quality and operational areas most impacting financial performance
- **Strategic Inorganic Growth:** As President/CEO, sourced and qualified strategic M&A candidates, coordinated lending activities, and closed and integrated two materially accretive acquisitions while simultaneously launching new lines of business and driving platform EBITDA from <\$10M in 2020 to \$55M in 2022.
- **Revenue and Profitability Growth:** Fueled unprecedented company growth from \$50M in 2009 to \$80M by EOY 2013. Initiated and led implementation of all-encompassing OPEX programs in last two BU leadership roles by streamlining product offerings, establishing value-based pricing and optimizing production in most value-added product lines.
- **Business Development:** Led establishment of China JV from start to finish opening up \$100M market (1.3x annual revenue). Developed compelling business case for corporate leadership that demonstrated path to extraction of cash while protecting intellectual property. Worked through Department of State and defense attaches to forge key partnerships in country with commercial stakeholders. Worked directly with US Department of Commerce to ensure export compliance.
- **Organizational Growth:** As BU VP led 2.5X profit growth in 2 years through efficient integration of acquisitions and skillful positioning of international airborne ISR and technical services in a complex government contract environment.
- **Business Restructuring/Rationalization:** As new President, directed integration of former competing arresting gear business in Merpins, France. Standardized all operational processes and established aftermarket MRO in French plant that serviced Europe, Middle East and Asia customers. Led cultural integration program to improve working relationships and develop camaraderie between US and France operations. Combined and synthesized strategic plans and established unified targets and KPIs
- **Innovation:** Awarded patent for new "smart" aircraft Braking Action Safety System (BASS). Led team to form key alliances with FAA, NTSB, pilot unions, major airlines and commercial development

partners. As President, driving force behind commercialization of all-electric UAV launcher and USN Ford Class Aircraft Carrier Arresting System.

PROFESSIONAL EXPERIENCE

Elliott Aviation • Moline, IL • 2023-2024 *\$175M Small/Medium Cabin Full-Service MRO*

CEO

CEO and Board Member for multi-site Biz/Private Aircraft MRO

- **Operational Turnaround:** Aggressively pursued and achieved rapid operational recovery of business suffering from years of undercapitalization, customer attrition and pandemic-related employee turnover. Drove cost effective acquisition of ground support equipment, tooling, and formal technical training for junior workforce. Implemented Continuous Improvement program, integrated/standardized operations across 5 locations and divested underperforming operations taking OTD from <10% to 95% in 8 months.
- **Strategy Development:** Developed 3-year strategic plan laying groundwork for top-line growth and revenue diversification, customer capture, satisfaction and retention, systems/ process integration, cost controls, and workforce recruitment and retention. 90%+ of year-one objectives attained driving Goal Hour Efficiency from ~60% to over 95%
- **Organizational Integration:** Restructured and consolidated corporate support and leadership team reducing indirect costs by 20% and streamlining data-driven decision making and communications.
- **Strategic Marketing and Customer Outreach:** Reestablished marketing function using business intelligence tools that doubled click-through rates and improved leads by over 30%. Developed and implemented customer promoter score KPI and retention metrics along with hand-on customer engagement doubling backlog during period of industry-wide revenue pressure.
- **Board Optimization:** Developed concise and performance-based BOD communications yielding enhanced Director engagement and contribution. Recruited and gained approval for addition of high-impact outside Director

Triman Industries • Morristown, NJ • 2020-2023 *\$350M Military Distributor and Supply Chain Integrator*

CEO

CEO and Board Member for largest distributor of highly engineered aftermarket components to US DoD

- **Business Development Transformation:** Began leadership of P&L during pandemic and significant downturn in DoD/DLA sustainment spending by restructuring business development team and seeking new channels to the DoD aftermarket. Landed new contractual relationship with classified USAF sustainment program, stood up new vessel sustainment line for the USN as well as fleet sustainment for CALFIRE - \$20M in incremental revenue.
- **M&A:** Led effort along with PE owners to seek and qualify acquisition candidates assessing dozens of candidates while working through multiple processes and ultimately landing on two very strategic and accretive deals totaling over \$300M. Led buy-side due diligence, financing, and integration strategy in advance of simultaneous closing of both acquisitions while restructuring parent debt.
- **Strategic Integration:** Combined three businesses into one - right-sized headcount, harmonized all corporate functions, merged technology and ERP, shifted HQ location, downsized/combined

operational footprint and consolidated leadership driving in excess of \$6M in hard synergies (>30% over plan)

- **Synergistic Growth Strategy:** Infused newly acquired industry-leading analytics platform to revamp aftermarket capture strategy and kickstart meshing of diverse and high-margin revenue channels with OEM partnership model leading to the addition of multiple new relationships generating \$15M in annual recurring revenue.
- **Strategic Program Capture and Partnerships:** In first year after acquisitions grew backlog in all three businesses by 25%. Inked partnerships with Alaska Native Corporation and added \$150M to direct to program office contract ceiling at NAVAIR and TACOM.

MAG Aerospace • Fairfax, VA • 2017-2020

\$350M Premier global provider of turnkey CAISR services

Vice President

\$160M/490 person P&L responsibility for Fayetteville business unit, TS/SCI Clearance

- **Budgeting and Financial Performance:** Developed and implemented first budgeting and forecasting process. Achieved 2X and 2.5X business unit revenue and profit growth respectively in two years
- **Develop and Manage Key DoD and Industry Relationships:** Established formal internal and external workgroups to support customers and contracts at JSOC, SOCOM, SOUTHCOM, NAVAIR, NSA, and FBI ensuring all deliverables are met and MAG retains standing as top provider of airborne ISR, engineering and distribution services. Successfully negotiated re-competes of over \$80M in contracts and forged critical tech partnerships with SAS Software, MIT Lincoln Labs, and Motorola.
- **Capital Investments:** Stood up new 25K SF Technology Integration facility in Fort Walton Beach, FL driving \$22M in 2019 organic revenue and positioning MAG in the front of a very coveted value chain for our special ops customer
- **Led Acquisition and Integration of Two New Businesses:** Brought aircraft integration, maintenance, and charter flight capabilities along with \$25M of incremental revenue to business unit in first 18 months. Fulfilled GM role of Aircraft Integration business; overhauled leadership team and processes while securing \$75M of new future revenue

Aviation Technical Services • Seattle, WA • 2016-2017

\$250M Aircraft Maintenance, Repair, and Overhaul provider

GM Components and Alternate Solutions

\$80M/250 person P&L responsibility for 2 business units with 2 facilities in Everett, WA and 4 facilities in DFW, TX

- **Acquisition Due Diligence and Integration:** Integrated newly acquired components business unit and spearheaded turnaround of three underperforming business lines in separate locations. Executed facility consolidation marrying complementary functions to reduce cost and drive productivity gains.
- **Strategic Planning:** Developed first strategic plan that integrates newly acquired businesses, establishes key OPEX KPIs, standardizes sales and operational processes, and strives to create unified culture among sites.
- **Business Development:** Identified customer needs and negotiated new programs in composites, engine inlets, engineering, parts manufacturer approvals (PMA) resulting in \$3M incremental annual revenue.
- **Startup:** Kick-started newly formed Alternate Solutions business unit by developing and negotiating large multi-year exclusive PMA contract with a major US-based airline with year one revenue potential of \$2M.

Zodiac Aerospace • Aston, PA • 2004-2016

\$4BN+ Multinational Aerospace equipment manufacturer for commercial, business and regional aircraft.

President, Zodiac Arresting Systems (2013-2016)
VP Installation, Maintenance, Repair, and Overhaul Services (2008-2013)
Director of Engineering (2006-2007)
Director Project Engineering and Standards (2004-2006)

Business unit leadership of Zodiac's most profitable division that engineered, manufactured and serviced military aircraft arresting systems for over 80 international and FMS customers. Drove year on year EBITA growth in excess of 10% in 3 out of 4 years. Full P&L responsibility with \$80M in revenue and 160 personnel.

- **Cultural Alignment:** Initiated and executed company-wide culture initiative to drive fundamental alignment around OPEX and Lean programs and integration of business unit in France.
- **Financial Performance:** Managed product margin protection over major multi-year contracts in Egypt, Saudi Arabia and Japan utilizing innovative product and service offerings coupled with unprecedented **On Time Delivery and Quality.**
- **Supply Chain Performance:** Established Supply Chain Organization and trimmed inventory by one-third while reducing number of suppliers by 30% and increasing On Time Delivery to 95% from the low 80's.
- **Operational Performance:** Served as Executive Champion of critical OPEX and LEAN strategic initiatives doubling output of primary production line with existing footprint and headcount.
- **New Product Introduction:** Lead R&D during introduction of new commercial aircraft arresting system that grew from \$5M in revenue in 2004 to \$80M in 2012.
- **Strategic Planning:** 12-year member of the company's 5-person executive leadership team with integral role in mapping out and executing the strategic growth plan, determining operational priorities, and driving execution.

U.S. Air Force – KC-10 Pilot and Civil Engineer • 1991-2014

Senior Commander with command of 33 USAF KC-10 worldwide air refueling and cargo aircraft operations

Deputy Operations Group Commander USAFR (2012-2014)
KC-10 Squadron Commander USAFR (2009-2012)
KC-10 Instructor Pilot USAFR (2000-2009)
Pilot and Civil Engineer USAF (1991-2000)

Concluded 23+ year USAF career as Deputy Operations Group Commander with oversight of 6 Reserve flying squadrons and 1,000+ airmen. Selected from 42 candidates as Squadron Commander of 78th Air Refueling Squadron, McGuire AFB, NJ, in Dec. 2009; commanded 140-person KC-10 flying squadron; deployed unit in support of global air-mobility missions and won award for #1 flying squadron in USAF Reserves.

American Airlines • New York, NY • 2000-2004

767 International Pilot in Europe, Caribbean, and South America

EDUCATION

MBA, The Wharton School, University of Pennsylvania, 2013
MBA, Rensselaer Polytechnic Institute, 1994

BS Civil Engineering, United States Air Force Academy, 1991

BOARD/ADVISORY ROLES

USAF Academy Falcon Foundation
MyFutureNC
Children's Hospital of Philadelphia Orthopedics Board of Visitors
Jillian's Jitterbug

PROFESSIONAL AFFILIATIONS

Young President's Organization (YPO) • American Society of Civil Engineers (ASCE)

Good morning. I appreciate the invitation to speak to the members of the U.S. Tour Operators Association's Congressional Caucus.

The National Travel and Tourism Infrastructure Strategic Plan in Support of Robust Transportation Infrastructure

I'll begin by setting the stage. The Department supports robust infrastructure across the Nation to make the travel experience seamless for our citizens and visitors.

The Department plays an important role in implementing the whole-of-government strategy for tourism led by the Department of Commerce. It promotes our Nation as a premier destination and fosters a travel and tourism sector that drives economic growth and creates good jobs.

The Department's National Travel and Tourism Infrastructure Strategic Plan recognizes the importance of expanding transportation options for all, including in underserved rural communities. Implementation of the Strategic Plan facilitates economic development that employs millions of workers who can count on DOT to support the design, construction, and maintenance of the Nation's multimodal transportation system.

This Strategic Plan promotes infrastructure that serves all travelers and aligns with Departmental goals and across the government through the Department's involvement in the interagency Tourism Policy Council. Historic investments under the Infrastructure Investment and Jobs Act amplify the Department's implementation efforts to develop and maintain the infrastructure necessary to the Nation and to support travel and tourism.

The National Travel and Tourism Infrastructure Strategic Plan also catalogues DOT grant programs that can serve as a resource for State and local policymakers, as well as identifies data needs to bolster the travel industry. The Department is investigating the development of a modernized American Travel Survey, last conducted in 1995, to promote economic growth in the travel industry.

Select examples of DOT grants that specify tourism as a criterion include the National Scenic Byways Program, Nationally Significant Multimodal Freight and Highway Projects Grant Program, National Infrastructure Project Assistance Program, Rural Surface Transportation Grant Program, and Federal Lands Access Program.

There are many considerations for putting the Strategic Plan into practice. I'll focus on a handful today.

- First and foremost, the Department places the highest priority on ensuring that travelers reach, and then return from, their destinations safely and efficiently.

The Department also places great importance on the quality of all transportation infrastructure, including for air travel, streamlined regulations for the travel business, and preparing for the future of travel.

Safety and Efficiency

I'll say more about the broader transportation system but will start with aviation. At the Department, the Secretary has been focusing intensively on the National Airspace System. He recently highlighted his plan to upgrade our air traffic control system. By replacing the current, antiquated system, the FAA will enhance safety in the sky, reduce delays, and unlock the future of air travel. This plan also ensures hard-working air traffic controllers have a system they can rely on, and one they deserve.

The Secretary's plan addresses critical safety needs to deliver Americans a state-of-the-art air traffic control system. Key to success, the FAA will replace core infrastructure including radar, software, hardware and telecommunications networks to manage modern travel. The agency will equip facilities with better technology to reduce outages, improve efficiency, and reinforce safety.

For instance, delivery of a state-of-the-art air traffic control system means working closely with our partners, such as the Port Authority of New York and New Jersey, in response to the service issues at Newark Airport. Seconding, FAA Acting Administrator Chris Rocheleau, I'm proud of the work that the Port Authority and FAA Technical operations and controllers. As the Secretary has said, there's a lot to be done, and the safety of the system is job number one for us.

In addition to technological objectives for air travel, the Secretary announced a new package of actions to supercharge the air traffic controller workforce. The package will allow more of the best and brightest candidates to get into air traffic facilities and on the job faster, as well as increase retention of experienced controllers.

The FAA is on track to hire at least 2,000 controllers this year following the March supercharged hiring campaign. Secretary Duffy also streamlined the hiring process, already having shaved five months off the old hiring process.

Regulation in the Travel Industry

Undergirding a seamless travel experience, the Nation needs regulations on business travel that won't limit economic growth. The Trump Administration understands that overly burdensome and unduly prescriptive Federal regulations impose costs that limit our Nation's economic growth and ability to build and innovate in the marketplace.

The Department has received comments from industry, including the U.S. Tour Operators Association, asking that the ancillary services fee rule be rescinded.

- The Department is committed to restoring commonsense governance and ensuring regulations are not overly burdensome and costly.
- We will closely examine both its ancillary service fee rule and the FAA Reauthorization regarding offline disclosures of ancillary service fees and determine how best to proceed.

The Department is committed to reducing the cost of complying with regulations in the transportation sector. The Department will closely examine its ancillary service fee and refund rules and the FAA Reauthorization regarding offline disclosures of ancillary service fees and determine how best to proceed.

Future of Travel

The Department is also hard at work realizing the future of travel—making it safe, efficient, and as seamless as possible for all travelers. We've already covered some of the amazing efforts underway for air traffic control modernization. The Department is also preparing for future events in the United States that will generate huge travel demand. The 2026 FIFA World Cup is the first of many major sporting events that our Nation will host over the coming decade.

In preparation for that, the Department is participating in the White House Task Force on the FIFA World Cup 2026. Preparation for this exciting opportunity to showcase America's sporting venues, travel destinations, and transportation infrastructure includes the following examples from DOT Modal Administrations:

- Federal Aviation Administration and my Office of the Assistant Secretary for Aviation and International Affairs will work with FIFA on aviation matters related to the matches.
- The Federal Highway Administration is assisting local transportation officials with traffic management planning, sharing best practices and other traffic management planning.
- The Federal Motor Carrier Safety Administration is working with FIFA, host cities, and the charter bus industry to coordinate and ensure the safe operation of charter buses through compliance with FMCSA regulations.
- The Federal Transit Administration is working with transit and commuter rail and bus agencies to explore ways for host cities to meet anticipated transportation demand increases in their cities during FIFA events.
- The Federal Railroad Administration is working with intercity rail operators for operations planning to meet anticipated increase in demand. Amtrak service will be particularly meaningful on the Northeast Corridor and in the Pacific Northwest between host cities Seattle and Vancouver.
- The Department's Chief Travel and Tourism Office will lead implementation of the National Travel and Tourism Infrastructure Strategic Plan, coordinate with interagency partners through the Tourism Policy Council working group on sports events, and engage with international partners as appropriate. In addition, my office will raise awareness of potential human trafficking incidents that can be associated with large scale events.

The future of travel also includes innovative technologies that will create new ways to get around. In April, Secretary Duffy announced the establishment of the FAA's Center for Advanced Aviation Technologies. As he noted, from drones delivering your packages to powered lift technologies like air taxis, we are at the cusp of an aviation revolution. The Center for Advanced Aviation Technologies will ensure we make that dream a reality, by unleashing American innovation to advance aviation technologies and ensure their safe integration into the National Airspace System.

Lastly, last week you may have seen Secretary Duffy kick off the Great American Road Trip in conjunction with the 250th birthday of our great nation. We had an auto show right at DoT that showcased dozens of amazing American-made cars trucks SUVs and RVs all well suited for a great adventure. We are encouraging U.S.

families and international visitors to take to roads on a Great American Road Trip. We've identified 250 attractions across the country.

- Many of us can relate—show of hands—Wagoneer
- Put down the cell phones, engage with family and take in the scenery.
- If you are coming for the world cup, rent a car and see the U.S. between match sites

Closing

The Department recognizes the role USTOA plays in our economy, nearly \$16 billion in revenue and employment of more than 400,000 U.S. citizens by your broader membership. That economic activity is one indicator; another type of indicator is the memories that people make together when traveling. Memories made with the support of your membership. Thank you for the opportunity to speak with you all today.

DAN EDWARDS: AUVSI DRONE AND AAM POLICY SYMPOSIUM

Tuesday, July 29, 2025 | [DETERMINE PRECISE TIME]

Washington, DC | Nationals Park (1500 South Capitol St SE) at the Champion's Club Room (behind 1st base)

Core Message/Framing

- The administration is invested and prepared for AAM. We recognize the potential benefit of this industry and the administration is acting with urgency to enable new opportunities.
- The President and Secretary strongly support growth in this field and have acted with Executive Orders, new programs and initiatives, and investments in research centers to quickly make the U.S. an international leader in deployment of drones and AAM.
- We are coordinating with our partners within government and internationally, to communicate and enact our vision of integrated AAM and establish the underlying rules and policies as international models.
- Our product and approach will stand out because of how it works with the plans of other agencies and with local communities to enable systems that can support many new uses of AAM. Our plans will ensure safety, security, privacy, and enable new entrants anywhere, even the busiest airspace in the world.
- We are also engaging with the communities that AAM will serve. With industry partnership, these efforts will help communities better plan to adopt the AAM industry, start operations that better connect U.S. communities and gain critical public support.

Remarks

Introductions and Opening Statements

- [DETERMINE APPROPRIATE OFFICIALS TO RECOGNIZE FROM ATTENDING ORGANIZATIONS] I'd like to thank Michael Robbins, AUVSI's CEO for getting everyone together today and Keely Griffith and her team for helping us organize this event.
- The leadership, outreach, and engagement that you're demonstrating here is necessary to enable benefits we're all seeking from new entrants, and I appreciate the opportunity to talk about how we can ensure that the United States is a leader in deploying drones and AAM.
- [PERSONAL BACKGROUND AND TRANSITION TO GOVERNMENT SERVICE (approx. 1 minute-90 seconds)]
- One of the reasons public service was such a compelling option is because we are prepared to start taking action to change aviation in this country and get things moving.
- The administration is hugely invested and prepared for drones and AAM. We recognize the potential benefit of these industries and we're focused on getting new operations in the air.
- There is a lot at stake and a lot to be gained by industry and the public in pursuing new, secure, safe, efficient, accessible technologies across the country. At the Department of Transportation we're working across the Federal government, with international partners, and with the aviation industry to make that happen.

- I think it's particularly timely that we are having these sorts of events now, in the nascent stages of Advanced Air Mobility and drones entering the airspace. All the attending organizations today have things they can do to get the future here faster.
- At the DOT we are working with all of our partners to coordinate standards, develop interoperable rules, and establish mutually beneficial agreements that will make these concepts viable.
- The Department of Transportation plans to be at the forefront of these global efforts; the President and the Secretary are behind these efforts and we have all the tools we need.
- We don't want drones or AAM held back by red tape, we don't want some industries to have different rules or requirements in different places, or to have aircraft with certification, but no regulatory path for operations.

What We're Doing

- The FAA is used to handling large passenger aircraft, operating minutes apart, built and run by relatively few manufacturers and operators. This administration is going to use tools and standards in use by private entities and finally release necessary regulation to get things moving.

Executive Orders

- One thing the president has done to accelerate long overdue steps in drones and AAM is to sign executive orders that will accelerate domestic drone production, secure our airspace, and ensure our global leadership.¹
- These orders set U.S. policy to accelerate deployment of new entrants by streamlining domestic commercialization of UAS technologies at scale. That means we are releasing risk-based rules, taking advantage of innovation in the industry to set standards, and accelerating certifications and approvals.
- We have directed the FAA to deploy artificial intelligence (AI) tools to streamline and expedite UAS waiver reviews and require an updated roadmap for the integration of civil UAS into the National Airspace System.
- These policies will ensure our global competitiveness by streamlining regulations, expanding market access, and utilizing Federal financing tools.
- Our goal is to build a strong American UAS market that can start exporting to other countries.
- These executive orders also set aggressive release calendars for the rules that we need to start certifying aircraft, training a new workforce, and building the infrastructure it takes to support drones and AAM.

Enabling Rules

- We are writing the rules that will explain what someone would need to do to safely operate a drone or vertical take-off vehicle. These are moving quickly but they are far from the only things we'll need to address to safely realize benefits from these new industries.
- The FAA has over a million drones registered. The possible businesses cases for drone-dependent functions and businesses are likewise growing daily. The technology for operating drones is arguably already here, developing ways to safely and securely operate them over people or in dense areas and integrate them with everything else in the air is our challenge in the Federal government now.
- We're going to need to get more comfortable managing mobile aircraft operating in populated areas. We will need to find ways to efficiently assess software and automation systems while making the upgrades necessary to keep these aircraft integrated into new air traffic management systems to make sure government can keep pace with technology and create an environment where the growing U.S. aviation industry can generate business and opportunity.
- The Department will finally be meeting mandates from Congress and the Administration to release rules that will enable beyond-visual-line-of-sight for drones, establish air traffic management systems for low altitudes, and ensure that critical facilities are kept safe.
- We know we'll need to rely on industry consensus standards and state, local, and aviation industry partners to jump start the infrastructure development needed. We need to complete our investments in airspace modernization, de-

¹Unleashing American Drone Dominance and Restoring American Airspace Sovereignty, June 6 2025

velop new processes aided by automation, and ensure all aircraft are safe, secure, and generating benefits.

- The Department has already released a final rule for powered lift operations to open the skies to the first AAM flights after certification. We've established the first completely new category of civil aircraft since helicopters were introduced in the 1940s.
- "Powered lift aircraft are the first new category of aircraft in nearly 80 years and this historic rule will pave the way for accommodating wide-scale Advanced Air Mobility (AAM) operations in the future."
- The FAA previously determined it could certify powered-lift using existing rules and updated other regulations so air taxis could be used commercially right away.

Enabling Operations, Investing in Projects

- President Trump's Executive Order 14307 on "Unleashing American Drone Dominance" also establishes an eVTOL Integration Pilot Project (eIPP) that requires at least five demonstrations that will help demonstrate viable uses of AAM.
- The EO allows the Department the option to expand the scope of the project to other advanced aviation aircraft. DOT is leading the combined efforts of the FAA and our other Federal partners in the strategy to kickstart AAM operations. The Request for Proposals on the eIPP should be ready later this summer.
- We have also worked effectively with Congress and Texas A&M University to design and support a Center for Advanced Aviation Technologies (CAAT). The CAAT and similar research facilities we plan to support play a central role in proving the safety and benefits of AAM aircraft, and the methods we can use to integrate them into our airspace and infrastructure throughout the U.S.
- We want to stay coordinated and focused on funding successful collaborations that yield real results.

The Plans for Drones and AAM

- We are also following the lead of Congress and the Trump administration to develop a national strategy for AAM. We're working across government to outline a path to mature operations and integration of AAM with every other part of the transportation system, other countries systems, and with local communities.
- We have a national strategy, written in partnership with over 20 Federal agencies that will enable AAM across the country, fully integrating it into what is already the busiest airspace in the world. The strategy includes plans to create the tools and guidance that States and local governments will need to keep new operations secure, maximize value to the public, prepare needed workforces, and develop state-of-the-art infrastructure that connects communities in new ways across transportation options.
- Last year's FAA Reauthorization and 2023's AAM Coordination and Leadership Act also made it clear that Congress wants us to continue our work. The Reauth expanded the scope of our planning efforts, established new offices to manage research, innovation, and regulations, and encouraged more FAA involvement in industry standards development.
- Our 10-year strategy will accommodate wide-scale AAM operations that fully integrate with drone operations, traditional aircraft, and even smarter surface transportation options.
- Among other topics the strategy lays out plans for
 - airspace modernization
 - infrastructure development
 - automation acceleration
 - secure operations and supply chains
 - engaged communities
 - highly skilled workforces
 - and new government approaches to aviation in America
- I have the National Strategy and the Comprehensive Plan under review at the Department right now. More than a year of interagency work went into these documents, a lot of agencies here contributed to our final product and we're

happy to have achieved consensus on what America needs to move onwards and upwards.

- There is still an interagency review to clear, and a final briefing to Congress, but I am confident this will be a set of documents that can be championed by industry, academia, local governments, state governments, and the public.
- At DOT, it won't be enough to have the FAA certify aircraft, we need to work with our government partners to look at airspace, security, energy distribution, available spectrum, workforce development, local zoning, supply chain risks, and so many other issues we plan to address.

The Role for Communities and Industry

- We aren't losing sight of how much new capabilities have the potential to improve people's lives domestically and locally. It is what has given DOT and our partners the drive to create the plans that we have. Drones and AAM can get jobs done safer, provide new regional connectivity, assist first responders, and provide new services to communities.
- Public engagement around AAM will be crucial for this exciting new sector to deliver on the safety, environmental, and efficiency benefits it has the potential to offer. We need to make sure that we have robust processes in place to engage communities so they have a say and a stake in the services operated there.
- U.S. companies and foreign manufacturers looking for partners within the U.S. will need to understand U.S. consumer dynamics, and maintain compliance with safety laws and regulations, and obtain the community feedback that will be crucial for them to operate domestic routes. Engaging those areas and making those rules clear and interoperable represents a lot of shared work from governments, industry, and community leaders.
- The good news is we are well on our way to leading the world in drone and AAM development.
 - We have manufacturing plants under development in Ohio and Georgia
 - workforce development efforts across the United States that are developing the next generation with high tech, high value skills
 - active partnerships between industry, FAA, the U.S. Air Force and NASA to study the needed processes and technologies to safely integrate future AAM operations
 - more states and communities than we could possibly accommodate wanting to talk to us about their plans for AAM.
- We have an opportunity to distinguish ourselves as world leaders in a new type of aviation. We can do that by not only providing air taxi operations in cities, but by focusing on how best to connect communities and better connect them with our national transportation system.

Closing Remarks and Transition to Questions

- This type of fully integrated, long-term vision is what will set the United States apart and allow us to lead in the markets that are developing around this new technology all over the world.
- We can lead by quickly releasing regulations and standards that can keep pace with technology and provide certainty for new manufacturers and operators on how to operate their aircraft, attract and train pilots, and seamlessly operate into new types of facilities.
- All of our coordination needs to underscore our long-term vision, which is a plan for a national airspace where new entrants are not segregated, or restricted to a couple special use cases, but fully integrated into the airspace and able to operate where they can create benefits.
- We expect new entrants to fly with other air traffic, to be fully integrated across the airspace as well as with transportation on the ground, and fully integrated into the communities that will reap the benefits of this growing industry.
- Thanks again for the opportunity to talk to you today, at OST we're looking forward to working with our colleagues in the FAA, our Federal government partners, our counterparts at state, local, and tribal levels, and with our stakeholders in the aviation industry and the public. I look forward to the rest of today's remarks and will be happy to take some questions later.

Senator CRUZ. Thank you.

I now recognize Mr. Morse for his opening statement.

**STATEMENT OF TRENT MORSE, NOMINEE TO BE
A MEMBER OF THE BOARD OF DIRECTORS,
METROPOLITAN WASHINGTON AIRPORTS AUTHORITY**

Mr. MORSE. Chairman Cruz, Ranking Member Cantwell, and members of the Committee, thank you for the opportunity to appear before you today as you consider my nomination to serve as a Member of the Board of Directors of the Metropolitan Washington Airports Authority.

I would also like to express my deepest condolences. Our hearts and prayers go out to the entire UPS family and Louisville community after the tragic aviation accident that occurred last night.

I am deeply grateful for your time and for the courtesies extended by you and your staff throughout this process. Many of you and your staff have shared valuable insight that will guide me in this role and, if confirmed, I look forward to continuing a productive relationship with this committee.

I would also like to thank Senator Scott for his introduction and for his support over the years. I extend my heartfelt appreciation to President Trump for nominating me. It has been a privilege of a lifetime to work for him since 2016 and I am humbled by the trust he has placed in me for this important position.

I want to also thank my family and many of my dear friends who are here with me today or watching online. I was born and raised in Tampa, Florida, and went to both undergraduate and law school at Florida State University.

I was always interested in being involved in public service, and in 2010 I applied for my first internship with a newly elected Governor that upended the entire Florida political system.

It was from that internship where I worked my way up to my very first job as a state employee in Governor Rick Scott's office. Those early experiences taught me the importance of public safety—service.

My professional experience includes state and Federal public service but also the private sector, which I believe will serve as an asset to the Metropolitan Washington Airport Authority.

I am personally passionate about transportation. I am a self-described aviation geek. I have worked for the Transportation and Infrastructure Holding Company, Florida DOT, and during the first Trump administration I served at USDOT.

I left Federal service in September where I most recently served as the Deputy Director of Presidential personnel working to oversee the recruitment and hiring of more than 3,200 political appointees across the Federal Government.

If confirmed, I will work closely with my fellow members of the Board of Directors to ensure that travelers through Ronald Reagan Washington National and Washington Dulles International Airport have complete confidence in their safety and security.

The national capital region is one of the busiest and most sensitive aviation environments in the country requiring constant vigilance, coordination, and an unwavering commitment to passenger safety.

With the recent events at DCA and the plans for continued modernization and expansion, I will uphold the highest standards of safety, ethical integrity, and transparency.

The Authority's mission to ensure that every passenger receives the highest level of safety and customer service will remain my guiding focus. MWAA plays a vital role in connecting our Nation's capital to the world. It supports commerce and tourism but it is how many of you get home to your family and to your constituencies.

I want to ensure that this airport system continues to be that critical link and can be a showcase for our country. We have seen the continued investment in the facilities at Ronald Reagan—I think we all remember Gate 35X—but we must ensure that the international gateway to our Nation's capital, Dulles, is a world-class facility.

As of today, there is not a single U.S. international airport ranked in the top 10 airports worldwide and I think we have an opportunity here. The people mover is a relic of the past.

It is an embarrassment that international travelers when visiting the capital of the most powerful nation in the world are transported back to the 1960s. If I have the privilege of being confirmed, I will work tirelessly with my colleagues to make Dulles the airport we should be proud of.

I am committed to ensuring MWAA continues to operate responsibly and efficiently while also meeting the growing demands of the traveling public and maintaining the highest standards of safety and professionalism.

Once again, I thank the Committee for its consideration of my nomination and for the courtesy extended throughout this process.

If confirmed, I will work diligently and collaboratively with this committee and my fellow board members to advance the mission of the Metropolitan Washington Airports Authority and to get rid of the people mover.

It would be an honor to serve in this position, and I look forward to your questions.

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

PREPARED STATEMENT OF TRENT MORSE, NOMINEE TO BE A MEMBER OF THE BOARD OF DIRECTORS, METROPOLITAN WASHINGTON AIRPORTS AUTHORITY

Chairman Cruz, Ranking Member Cantwell, and Members of the Committee, thank you for the opportunity to appear before you today as you consider my nomination to serve as a Member of the Board of Directors of the Metropolitan Washington Airports Authority. I am deeply grateful for your time and for the courtesies extended by you and your staff throughout this process. Many of you and your staff have shared valuable insights that will guide me in this role, and if confirmed, I look forward to continuing a productive relationship with this Committee.

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My professional experience includes state, and Federal public service, but also the private sector—which I believe will serve as an asset to the Metropolitan Washington Airports Authority.

I am personally passionate about transportation. I am a self-described “aviation” geek. I have worked for a transportation and infrastructure holding company, Florida DOT, and during the first Trump administration, I served at USDOT.

I left Federal service in September, where I most recently served as Deputy Director of Presidential Personnel, working to oversee the recruitment and hiring of more than 3,200 political appointees across the Federal government.

If confirmed, I will work closely with my fellow members of the Board of Directors to ensure that travelers through Ronald Reagan Washington National and Washington Dulles International Airports have complete confidence in their safety and security. The National Capital Region is one of the busiest and most sensitive aviation environments in the country, requiring constant vigilance, coordination, and an unwavering commitment to passenger safety. With recent events at DCA and the plans for continued modernization and expansion, I will uphold the highest standards of safety, ethical integrity, and transparency. The Authority’s mission, to ensure that every passenger receives the highest level of safety and customer service, will remain my guiding focus.

The Metropolitan Washington Airports Authority plays a vital role in connecting our Nation’s capital to the world, supports commerce and tourism—but also is how many of you get home to your family and your constituencies. I want to ensure that this airport system continues to be that critical link, and can be a showcase for our country. We have seen continued investment of the facilities at Reagan (I think we all remember gate Gate35x).

BUT, we must ensure that the international gateway to our nations capital, Dulles, is a world class facility. As of today, there is not a single U.S. international airport ranked in the top 10 airports worldwide. We have an opportunity here. The people mover is a relic of the past. It is an embarrassment that international travelers, when visiting the capital of the most powerful nation in the world—are transported back to 60s. If I have the privilege of being confirmed, I will work tirelessly with my colleagues to make Dulles the airport that we should be proud of.

I am committed to ensuring that MWAA continues to operate responsibly and efficiently while meeting the growing demands of the traveling public and maintaining the highest standards of safety and professionalism.

Once again, I thank the Committee for its consideration of my nomination and for the courtesy extended throughout this process. If confirmed, I will work diligently and collaboratively with this Committee and my fellow Board members to advance the mission of the Metropolitan Washington Airports Authority (and get rid of the people mover). It would be the honor to serve in this position, and I look forward to your questions.

A. BIOGRAPHICAL INFORMATION

1. Name (Include any former names or nicknames used): Trent Michael Morse.
2. Position to which nominated: Member of the Board of Directors of the Metropolitan Washington Airports Authority for a term expiring May 30, 2030, vice Sean Burton.

3. Date of Nomination: 09/03/2025.

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

Residence: Information not released to the public.

Office: Information not provided.

5. Date and Place of Birth: Information not provided.

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

Sean Donahue (Domestic Partner), General Counsel, Environmental Protection Agency

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., International Affairs and Political Science, Florida State University (2009–2011)
- J.D., Florida State University College of Law (2014–2017)

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.

- External Affairs, Executive Office of Rick Scott (2011–2012)
- Director of Operations, Richard Clark for Congress (2012)
- Advance Representative, Mitt Romney for President (2012)
- Public Affairs, JAX Chamber (2013–2014)
- Director of Public Affairs, Healthy Schools LLC (2014)
- Corporate Development Associate, Florida East Coast Industries (2015–2016)
- Senior Advance Representative, Trump/Pence for President & 58th Inaugural Committee (2016–2017)
- Senior Law Clerk, Florida Department of Transportation (2017)
- Special Assistant, United States Department of Transportation, (2017–2018)
- Senior Policy Advisor, United States Department of Housing and Urban Development (2018)
- White House Liaison, United States Department of Health and Human Services (2018–2019)
- Senior Associate, Ballard Partners (2020–2022)
- President, Jacksonville Host Committee (2020)
- Campaign Manager, Tudor Dixon for Governor (2022)
- Senior Vice President, Mercury Public Affairs (2023)
- Chief of External Affairs and GOP Outreach, Republican National Committee (2023–2024)
- Deputy Director of Presidential Personnel and Deputy Assistant to the President, Executive Office of the President (2025)
- Managing Partner, Morse Strategies (2025 to present)
- Senior Strategic Advisor, Brownstein Hyatt Farber Schreck LLP (2025 to present)

9. Attach a copy of your résumé.
Attached #1.

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

Not Applicable.

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.

- Owner, Morse Strategies, LLC;
- Owner, Nottingham & Partners LLC;
- Owner, Oliver & Company, LLC.

12. List all memberships 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 (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.

- Phi Kappa Tau (Men's Fraternity) (2009–2011)
 - i. Restricted to men
- The Buffalo Club (2023–2024)
 - ii. Not aware of any restrictions to membership
- Ned's Club (2025–Present)
 - iii. Not aware of any restrictions to membership
- Board Member, U.S. Department of Transportation Advisory Board (2025–Present)
 - iv. No restrictions

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.

Not Applicable.

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.

- Senior Advance Representative, Trump Pence for President & 58th Inaugural Committee (2016–2017)
- Advisor, Lynda Blanchard for Governor (2022)
- Campaign Manager, Tudor Dixon for Governor (2022)
- Chief of External Affairs and GOP Outreach, Republican National Committee/ Trump Vance for President (2023–2024)

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.

- 08/18/2015, Jeb 2016, \$250.00
- 07/31/2020, Donald J. Trump for President, \$375.00
- 07/31/2020, Donald J. Trump for President, \$375.00
- 07/31/2020, Donald J. Trump for President, \$375.00
- 07/31/2020, Trump Make America Great Again Committee, \$500.00
- 02/26/2021, Max Miller for Congress, \$500.00
- 06/03/2022, Lynda Blanchard, \$2,487.49
- 09/30/2025, Mowers for Congress, \$500.00

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

Not Applicable.

17. List all books, articles, columns, letters to the editor, Internet blog postings, or other publications 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.

Not Applicable.

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.

Not Applicable.

19. List all public statements you have made during the past ten years, including statements in news articles and radio and podcasts 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.

- Mike Mendenhall, *RNC host committee president: The convention is 'going to happen'*, 07/22/2020
- Drew Wilson, *Personnel note: Trent Morse joins Mercury as SVP*, 01/06/2023
- Caitlin Oprysko, *Senior WH aide first to decamp for K Street*, 08/19/2025

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.

- *LinkedIn* (Active)
- *X* (Active)

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, committee, and subject matter of each testimony. None.

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

I am very honored to be President Donald J. Trump's nominee to be a member of the Board of Directors of the Metropolitan Washington Airports Authority (MWAA). I have extensive political and governmental experience, and recently served as Deputy Assistant to President Trump and Deputy Director of Presidential Personnel, where I worked closely to vet over 3,000 staffers for jobs in the administration. I am also one of twelve people serving on the U.S. Department of Transportation Advisory Board.

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

If confirmed, I work with my fellow board members, and the staff of MWAA to ensure that the authority is properly run, fiscally responsible, and positioned for the future. I have managed large staff in my prior positions both in government and outside of government.

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

I believe that the top three challenges for MWAA are:

1. Continuing to improve consumer choice at DCA without changes to existing service.
2. Working with the FAA and DOT to ensure safety around DCA, while minimizing delays and cancellations for passengers.
3. Continuing growth at Washington Dulles with updated facilities/infrastructure.

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 am a lobbyist and currently represent American Airlines in front of Executive Branch.

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.

I will continue to represent my clients through Morse Strategies, LLC.

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.

I will recuse myself from any decisions that impact American Airlines.

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.

Not Applicable.

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

I will work through the agency ethics attorney and my counsel to ensure there are no 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.

I have represented multiple clients in front of Executive Branch of the Federal government:

1. Association of Dental Support Organizations
2. Atlantic Sapphire
3. Axonics
4. Caplin Family Offices
5. City of Winter Haven
6. Contura, Inc.

7. Curative Inc.
8. Foundation United
9. Freedom for All Americans
10. Martin County, Florida
11. MCI, LC
12. Millennium Physician Group
13. On Demand pharmaceuticals
14. Renew Financial
15. RocketVax Ag
16. Sanolyte, LLC
17. Swarm Inc.
18. Tampa General Hospital

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 the 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, municipal, or foreign government 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 assault, 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. Not Applicable.

D. RELATIONSHIP WITH COMMITTEE

1. Will you ensure that your department/agency/commission/corporation complies with deadlines for information set by congressional committees, and that your department/agency/commission/corporation 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/commission/corporation 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.

TRENT MICHAEL MORSE

GOVERNMENT AFFAIRS & CORPORATE STRATEGY

Seasoned and dynamic management professional with progressive years of background in leading government affairs as well as maintaining communication within state and federal governments. Demonstrate expertise in communicating messages to appropriate levels within the organization to ensure overall efficiency and goals achievement. Possess strong interpersonal skills with proven integrity to successfully operate in multicultural environment. Thrive in working both independently and in collaborative environment.

- Experienced in managing multiple priorities, crisis situations and of overcoming complex business challenges and assuming full responsibility in making high-stake decisions.
- Proven ability to work well with the department team, cross-functional workers, and external partners.

CORE COMPETENCIES

- | | |
|--|------------------------------|
| ▪ Community Relations and External Affairs | ▪ Stakeholder Management |
| ▪ Decision Making & Problem Solving | ▪ Regulatory Compliance |
| ▪ Performance Management | ▪ Leadership & Team Building |
| ▪ Cross-Functional Communication | ▪ Attention To Details |

PROFESSIONAL EXPERIENCE

EXECUTIVE OFFICE OF THE PRESIDENT, THE WHITE HOUSE **2025 – PRESENT**
DEPUTY ASSISTANT TO THE PRESIDENT & DEPUTY DIRECTOR, OFFICE OF PRESIDENTIAL PERSONNEL
 Lead the recruitment, vetting, and appointment of government officials across the executive branch, ensuring alignment with the administration's policy priorities and goals.

- Develop and manage relationships with key stakeholders including White House senior staff, cabinet officials, congressional leaders, and other external partners to facilitate personnel placements and policy implementation.
- Advise senior White House leadership and cabinet members on personnel strategies to enhance operational efficiency.
- Oversee the legislative sherma operation for subcabinet and senior administration nominees, from recruitment and nomination to Senate confirmation.
- Develop and execute confirmation strategies, working closely with congressional, committee staff, and external advocates for nominees.

REPUBLICAN NATIONAL COMMITTEE, MILWAUKEE, WI/WEST PALM BEACH, FL **2023 – 2024**
CHIEF OF EXTERNAL AFFAIRS & GOP OUTREACH
 Primary representative and coordinator for all domestic and international external groups interested in participating in the 2024 Republican National Convention including elected officials.

- Serve as the primary representative for and coordinate the participation in the convention for all GOP national, state and local elected officials, NRSC, NRCC, RJC, RSLC, former RNC Chairman, and other GOP-affiliated groups.
- Coordinate two sanctioned international programs, specifically the Diplomatic Corps in conjunction with the State Department and conservative party members from other countries with the International Republican Institute and the International Democratic Union.
- Serve as the primary representative for all other organizations, companies or third-party groups.
- Execute all approved convention plans, volunteer programs and hospitality for all VIP guests, elected officials, the COA, Host Committee and special guests.

MERCURY PUBLIC AFFAIRS, WASHINGTON D.C. **2023**
SENIOR VICE PRESIDENT
 Develop and execute client public policy and regulatory strategies including outreach, messaging, and engagement with government officials and staff, third party stakeholders, and industry partners on specific, high priority initiatives.

- Manage a diverse client portfolio and work with C-suite executives on federal, state, and municipal legislative and regulatory issues.

- Monitor legislative and regulatory activities, oversee the implementation of policies that support organizational goals.

BALLARD PARTNERS, WASHINGTON D.C. **2020 – 2022**
SENIOR ASSOCIATE

Develop and maintain relationships with state and federal government officials, industry peers, and others in furtherance of client goals.

- Identify and capitalize on policy and public affairs possibilities to expand client business.
- Develop and maintain effective relationships with all federal and government officials.

U.S. DEPARTMENT OF HEALTH AND HUMAN SERVICES, WASHINGTON D.C. **2018 – 2021**
WHITE HOUSE LIAISON

Provided executive level advice and consultation guidance to the Secretary, Deputy Secretary, and senior-level department officials on policy and operational matters related to Presidential/Senate and Senior Executive Service (non-career). Supervised the **Department's Secretarial and Presidential advisory committees, boards, commissions, councils, task forces & initiatives**. Directed the vetting and appointment process for appointing individuals to these Boards and Commissions.

- Collaborated with agency leadership, White House departments, and other stakeholders to recruit, hire, and manage approximately 200 political appointees.
- Oversaw 264 federal advisory boards and commissions for the Department of Health and Human Services, the Food and Drug Administration, and the National Institutes of Health.

U.S. DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT, WASHINGTON D.C. **2018**
SENIOR POLICY ADVISOR TO THE DEPUTY SECRETARY

Served as senior advisor to the Deputy Secretary on the operations, performance, stability and strategies of Department of Housing and Urban Development. Represented the Deputy Secretary in various interdepartmental and external meetings.

- Managed the communication, political, and policy stances of the Deputy Secretary.
- Drafted and evaluated all internal departmental memos between the Secretary's Office and the Deputy Secretary

U.S. DEPARTMENT OF TRANSPORTATION, WASHINGTON, D.C. **2017 – 2018**
SPECIAL ASSISTANT, OFFICE OF THE SECRETARY

Recommended overall surface transportation policy initiatives to the Secretary. Supported multi-modal initiatives and processes, such as the development of DOT's proposed reauthorization language, and the coordination of the President's Executive Order on streamlining environmental reviews of transportation infrastructure. Expedited, assessed, and processed grant applications.

- Managed the vetting of action memoranda, directives, congressional reports, sensitive communications, and important policy decisions for the Secretary, Deputy Secretary, and Chief of Staff.
- Coordinated the assessment of top-level communications between the Office of the General Counsel, Budget, Public Affairs, and Policy.

OTHER EXPERIENCE

Personnel Lead, Trump-Vance Transition, West Palm Beach, Florida—2024

Campaign Manager, Tudor Dixon for Governor; Michigan—2022

President, Jacksonville Host Committee for the Republican National Convention; Jacksonville, Florida—2020

Corporate Development Associate, Florida East Coast Industries; Coral Gables, Florida—2015-2016

Director of Public Affairs, Healthy Schools, LLC; Ponte Vedra, Florida—2014

Public Affairs, JAX Chamber, Jacksonville, Florida—2013-2014

Director of Operations, Candidate for U.S. House; Ponte Vedra, Florida—2012

External Affairs, Executive Office of Governor Rick Scott; Tallahassee, Florida—2011-2012

EDUCATION

Juris Doctor (J.D.), Florida State University College of Law; Tallahassee, FL—2017

Bachelor of Science in Political Science and International Affairs, Florida State University; Tallahassee, FL—2011

ADDENDUM TO THE QUESTIONNAIRE SUBMITTED TO THE SENATE COMMITTEE ON COMMERCE, SCIENCE, AND TRANSPORTATION, 119TH CONGRESS BY TRENT MORSE.

Upon further review, I have identified the below additional follow up questions that are responsive to the Committee's questionnaire and follow up questions.

- For Part A, Q15 of the committee questionnaire, the Max Miller for Congress donation was on 09/30/2020, the 2025 was a typo. I mistakenly put the four 7/31/2020 donations of three \$375 donations, and the \$500 donation. Those were made by a different Trent Morse.
- For Part B, Q1 of the committee questionnaire, at Morse Strategies, I have signed contracts to represent American Airlines and FedEx in matters before the Executive Branch. Other than these two companies, to the best of my

- knowledge and belief, I do not have any other agreements with entities or clients that have relevant ties to the Metropolitan Washington Airports Authority.
- For Part B, Q3 of the committee questionnaire, at Morse Strategies, I have signed contracts to represent American Airlines and FedEx in front of the Executive Branch. If confirmed, I commit to follow the guidance of the Authority's Legal and Ethics Office, including recusing myself from matters where such guidance so advises.
 - For Part B, Q4 of the committee questionnaire, to the best of my knowledge and belief, I did not work with any clients while at Ballard Partners or Mercury Public Affairs who have dealings with, or conflicts related to my potential position with the Metropolitan Washington Airports Authority.
 - For Part B, Q6 of the committee questionnaire, other than my recent contracts to represent American Airlines and FedEx in front of the Executive Branch, to the best of my knowledge and belief, I have not represented any other clients with dealings or activities related to the Metropolitan Washington Airports Authority.
 - For Part C, Q3 of the committee questionnaire, to the best of my knowledge and belief, the below list encompasses all matters in which my name appears. I am unable to comment on any ongoing litigation but note that my involvement in the listed cases was solely in a professional capacity.
 - Cathy Harris v. Scott Bessent, et al U.S. Circuit Court of Appeals—D.C. Circuit
 - Shira Perlmutter v. Todd Blanche, et al U.S. Circuit Court of Appeals—D.C. Circuit
 - Todd Harper, et al v. Scott Bessent, et al U.S. Circuit Court of Appeals—D.C. Circuit
 - Travis LeBlanc, et al v. United States Privacy and Civil Liberties, et al U.S. Circuit Court of Appeals—D.C. Circuit

Senator CRUZ. Thank you very much.

Mr. Edwards, let us start with you. Since 2022, the government of Mexico has been in violation of the U.S.-Mexico Open Skies agreement after the Mexican president manipulated the cargo environment at Benito Juarez International Airport in Mexico City.

The office you are nominated to lead is responsible for enforcing Open Skies agreements. Since the Trump administration has begun to engage with Mexico, has Mexico made any progress in meeting their obligations under the bilateral aviation agreement?

Mr. EDWARDS. Senator, thank you for that question.

A very complicated situation with Mexico that has bridged two administrations on both sides. Despite best efforts by the previous administration and ours today, we have not made a ton of progress.

We have worked very diligently and hard to get them to come into compliance with this Open Skies agreement, which they signed in 2015. Subsequently, in 2022 confiscated slots of U.S. carriers, you know, denying us access to Mexico City's Benito Juarez Airport.

Also, they have made no progress on being transparent with how the slots are allocated and what hours of the day and in what quantity, and in the time period where U.S. carrier slots were confiscated Mexican airlines have added frequencies to the U.S. so they have increased their flying while ours have been confiscated.

And then, last, with the cargo operations being shifted out to a distant airport, U.S. cargo carriers are forced to operate not directly into Mexico City's airport while Mexican carriers are allowed to carry belly cargo, taking market share away from cargo carriers.

So we have—we issued a show cause order and then recently a final order where we made very clear the steps that Mexico needs

to take to come into compliance, and we have not had any progress to date.

Senator CRUZ. So I commend President Trump and Secretary Duffy for holding Mexico accountable to the Open Skies agreement. Clearly, the Biden administration neglected its responsibilities for upholding a competitive aviation environment.

What can you tell this committee about the status of negotiations and, in particular, what do you see as an off ramp?

Mr. EDWARDS. So the best off ramp here is quite simple. We have laid out four very distinct steps that the Mexican government needs to take to come into compliance with the agreement.

So, of course, we have frozen future growth of flights of Mexican carriers to the U.S. so their flights are now capped. Now we have got to get our U.S. carrier flights back, get back to parity, and then have a clear slot regime where there is transparency on who is being allocated flights, when, and where.

And at that point, the market can grow together just like every other Open Skies agreement, dozens of them we have around the world. So it is imperative that we enforce it. Other countries are looking at how we respond to this.

Senator CRUZ. So last week Secretary Duffy canceled routes or proposed routes from Mexican carriers to the United States. The cancellations were due to Mexico's disproportionate slot rules in Mexico City that hurt U.S. passenger and cargo carriers.

Two Aeromexico routes between Mexico City and Houston and between Mexico City and McAllen, Texas, were both included in the list of canceled flights. I am particularly concerned about the canceled McAllen flight since no other carrier has nonstop service to Mexico City at this time.

Mr. Edwards, do you expect that Texas cities that have lost service due to DOT actions taken in response to this Open Skies dispute will be made whole?

Mr. EDWARDS. Senator Cruz, thank you for that question, and it is an imperative that these flights be returned to Texas. When we are able to get the Mexican government back into compliance, those flights will return and they will be flown by an American carrier or by a Mexican carrier, but they will come back.

Senator CRUZ. Well, I would urge swiftness in resolving this because I am certainly hearing from constituents who are dismayed not to have direct flights to Mexico City.

Mr. EDWARDS. Completely understand, Senator.

Senator CRUZ. Mr. McCormack, the Biden-Buttigieg DOT used its time in office to advance its radical left-wing priorities including by adding environmental justice and DEI requirements to grant programs far beyond any statutory authority to do so.

For example, the DOT's massive multimodal project discretionary grants evaluated whether projects address things like, quote, "housing cost burdens," whether the project will reverse, quote, "disadvantage" by, quote, "fighting climate change," or whether the project includes, quote, "comprehensive planning and policies to promote hiring of underrepresented populations."

Can you talk about how this administration has refocused DOT to safety and, if confirmed, how you will continue to do so?

Mr. MCCORMACK. Happy to do so, Senator, and thank you for that question.

To your exact point, the previous administration had included in their grant agreements and Schedules H and I some of this language or criteria that was debated in the Congress for IIJA and left on the sidelines.

These are things that the Congress could not come agreement to but at the previous administration within DOT they decided to move those things forward anyway.

So what we have simply done since day one is to come in, refocus the grant agreement process on the actual statutory requirements that we are obligated to do, and make sure that when we are speaking with applicants they have a better understanding of what their obligations are with the department, that we are simply looking for safety, not maybe some of these extraneous factors that were being weighed by the previous administration in deciding where dollars went.

Senator CRUZ. Thank you.

Ranking Member Cantwell.

Senator CANTWELL. Thank you, Mr. Chairman.

Mr. McCormack, in your testimony you said we needed to improve transparency in the grant process. I have been concerned there is not enough. Will you provide a complete list of, roughly, 200 grants that are still under review by USDOT?

Mr. MCCORMACK. Thank you for the question, Senator.

I know that I was working with your staff previous to this hearing with a list of withdrawn and terminated grants that we have provided. I know that we are working on what the rest of that is, understanding that it is a deliberative process.

But even in the time since the minority staff interview last week where we had around 200 or so, the department has obligated another 89 of those grants, which we have done the appropriate congressional notifications to authorizers and appropriators.

So we are working our way through that process.

Senator CANTWELL. So you will still—you will engage senators before any kind of cancellation?

Mr. MCCORMACK. We will follow all the appropriate congressional notifications, Senator.

Senator CANTWELL. The I-5 bridge—we had a chance to talk about this. Obviously, bridge capacity is important to our region because we move so much freight but it is also important to the United States of America for our competitiveness and national business groups like American Trucking Association.

Will you commit to keep working on this project and the NEPA process to complete it on time?

Mr. MCCORMACK. Yes, absolutely, Senator. Thank you for that, and we will continue to work with you and your staff on that specific issue. I understand from both the staff meeting as well as our meeting yesterday how important it is to the region.

I know it is a significant priority for Secretary Duffy to continue to engage in that regard and that at Federal highways as well as FTA there have been productive conversations with staffers.

Senator CANTWELL. Will you keep the Capital Investment Grant Program pipeline until it can be rated by the Federal Transit Administration?

Mr. MCCORMACK. I would have to defer and work with the Federal Transit Administration on that specific subject. As it relates to IBR, I have not been involved in my current role but would expect to take a more direct role if confirmed.

Senator CANTWELL. OK.

Mr. MORSE, the MWAA workforce is a big part of the job, 5.8 percent increase in the previous traffic year. They, MWAA workers, struggle with the high cost of living in the greater D.C. area and deserve wage increases and compensation.

If confirmed, would you support fair compensation for airport concession and contract workers?

Mr. MORSE. Well, thank you for your question, Senator.

I am very interested on the concession program of keeping costs down for consumers that transit the airport. As you might have experienced, when you go in and buy a water bottle for about \$10 it is a high cost and I just want to ensure that all the concessions continue to keep costs down for consumers that pass through that airport.

Senator CANTWELL. What about the workers and their compensation and—

Mr. MORSE. I want to—

Senator CANTWELL. Sorry, go ahead.

Mr. MORSE. Thank you, Senator, for the question. I want to make sure that they are paid accordingly, but at the end of the day, I want to make sure that costs remain low for passengers throughout those facilities.

Senator CANTWELL. Will you commit to work with us? There is a specific issue we did not get to finally address in the FAA bill and that is the fact that ramp workers—and there is a number of workers that work at airports that kind of fall in between the airlines and the airports and thus do not have any health insurance. Will you work with us to try to help resolve this issue?

Mr. MORSE. I will work with the Committee on these matters if they are within the purview of MWAA.

Senator CANTWELL. OK, thank you.

Mr. Edwards—well, you can be an example airport. If you ask me, they are more important than the 1960s people movers. It is more important to have safe and secure workers at the airport, particularly when you want them to clean the planes and you do not want people to be sick.

Mr. Edwards, what about the—you know, you and Senator Cruz had a robust discussion. I am not going to leap into that.

You know, I might ask you for the record about what your views on competition really are. You know, we sell airplanes in the Northwest so we benefit whether they are bought—whoever buys them we benefit. But we do—I agree with Senator Cruz—you have to keep this competition and you have to keep a robust environment where we are opening up markets and, hopefully, encouraging more U.S. carriers to go to international destinations.

But I wanted to ask you about ICAO. I know that Secretary Duffy has been pushing back on ICAO as it relates to decarboniza-

tion efforts. How are we going to keep the upper hand at ICAO if we are stepping away from ICAO?

I mean, if you ask me, the United States needs to be more full throated in setting the agenda and by that I mean on safety standards that we believe should be around the world and not shying away and stepping away and let China dominate or let somebody else dominate on that front.

How do we—how do we solve that problem?

Mr. EDWARDS. Senator Cantwell, thank you for that question. Thank you for broaching a topic I am very passionate about.

The ICAO assembly, as you know, occurs every 3 years and during my time on the job I have made two separate visits to Montreal to get a sense of what was going on on the ground there.

We are 100 percent committed to taking a leadership role in ICAO, we the United States. There is a critical piece related to safety, as you mentioned.

There is international competition and any number of topics where absent our presence and our leadership others will write the playbook. So it is imperative that we have a strong presence there.

Secretary Duffy has authorized me to add two additional people to the staff in Montreal to strengthen DOT's presence and to make sure that our agendas and our positions are widely held.

There are any number of international topics that we do not want led by China and Russia. So while we were at ICAO at the most recent assembly, the biggest accomplishment that Secretary Duffy led was the council vote.

So of 160-plus nations that voted on who was going to lead ICAO in the council for the next 3 years, we came within six votes of Russia making it on that council. So if you do that math, like, we are within, you know, six votes of 50 percent of the world thinking that Russia should be leading at ICAO and it absolutely did not happen due to Secretary Duffy's effort and the efforts—

Senator CANTWELL. I am glad that you see the urgency of this issue and that is why I think stepping away and losing the ability to set standards and play a leadership role is so critical.

Thank you, Mr. Chairman.

Senator CRUZ. Thank you.

Senator Fischer.

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

Senator FISCHER. Thank you, Mr. Chairman.

My home state of Nebraska is home to seven communities that are served by Essential Air Service. Rural communities rely heavily on the Essential Air Service program to provide connectivity and access to critical services.

In addition to providing these services, EAS also helps these communities attract business and visitors driving our local economies. I was very disappointed to see significant funding cuts for EAS in DOT's budget proposal for Fiscal Year 2026.

Mr. McCormack and Mr. Edwards, will you both commit to working with me to ensure that my Nebraska communities and the rest of rural America are not harmed by reductions in EAS funding?

Mr. McCORMACK. Thank you for that question, Senator, and I would just simply add, one, of course, we would like to continue working with you and your staff on that issue. EAS funding is a priority of Secretary Duffy's.

When he was a Congressman he had two EAS airports in his district, and I think that you have seen, as we have dealt with this difficulty and lapse in appropriation, the department has really been doing all that we possibly can in order to keep EAS funded through this difficult time.

So, again, would love to continue working with you and your staff on that vital issue.

Senator FISCHER. Thank you. Mr. Edwards?

Mr. EDWARDS. Senator, you also have my commitment. EAS is a critical program to our small and rural communities, and we find ourselves in a situation that aviation is truly gravitating toward large hubs and toward the coasts.

We need to ensure that there is opportunity for every American to access commercial flights and get to where they want to go. So not only do you have my commitment to support it, but you have my commitment to make sure that those dollars are executed much, much more efficiently.

Senator FISCHER. Thank you. Another one of my communities in my state alliance they filed a petition for reconsideration on a recent EAS order.

As of today, Alliance Nebraska has still not received an answer to that petition from DOD EAS office, and I know that my staff has been in contact with DOT on the petition and I have concerns about how Alliance has been treated throughout this process.

Mr. McCormack, I would encourage you to ensure that Alliance's petition is considered in a timely fashion.

Mr. Edwards, should you be confirmed, I would like you to carefully consider that petition as well.

Mr. McCormack, Nebraskans want safe and reliable rail service but Amtrak has not always been fiscally responsible nor have they been cooperative with their state rail partners who are operating profitable rail service across the network.

My legislation, the Amtrak Transparency Act, opens broad meetings to state—board meetings to state partners and requires disclosures of executive bonuses.

Mr. McCormack, as DOT Deputy Secretary how will you address the concerns over Amtrak's fiscal responsibility and ensure that they work well with their state rail partners?

Mr. McCORMACK. Thank you for that question, Senator, and I cannot say that I have reviewed the legislation, though I am aware of maybe companion legislation.

Senator FISCHER. It is fabulous.

[Laughter.]

Mr. McCORMACK. I am sure it is.

And would love to work with you and your staff on any technical assistance that may be required as part of that process. Certainly, it makes sense to me that as—that Amtrak would require transparency into the executive compensation.

Senator FISCHER. And I am sure you are well aware of this situation with the bonuses?

Mr. MCCORMACK. Generally aware, yes, of that situation.

As you may know, the Secretary does have a designee to the board. His designee today is Deputy Secretary Steven Bradbury, and so I know that making sure that it is successful, making sure it is cost effective is seriously a priority of the Secretary's and would love to keep the conversation going with you and your staff on your legislation.

Senator FISCHER. Thank you very much.

Mr. Morse, Congress authorized the Metropolitan Washington Airports Authority to operate and make decisions for both Reagan National and Dulles airports.

When making any decision regarding one of the two airports, the airport authority considers how that decision impacts the other airport. I have heard that these decisions often benefit Dulles at the expense of Reagan.

Do you think the different goals of each airport could be a conflict of interest for the decisions made by the airport authority that oversees both airports?

Mr. MORSE. Thank you, Senator, for your question.

I do not believe it would be a conflict between the two airports. I want to ensure that both airports continue to remain a good choice, a competitive choice for the passengers that use them and keep costs low between the two of them.

I think that we have got a great opportunity with Dulles. It can be a transformative infrastructure project for this country and make it a more competitive airport for a lot of the users in this area.

Senator FISCHER. Would you agree that DCA is effectively subsidizing some of Dulles' operations?

Mr. MORSE. I do not know if I would agree with that. I would want to work with both airports to ensure that costs remain low for the users that operate out of those two facilities.

Senator FISCHER. If confirmed, how are you going to make sure that decisions of the airport authority benefit both the airports and their passengers, and where do you see funding coming from to be able to reach some of the goals that you have expressed for Dulles?

Mr. MORSE. Thank you for your question, Senator.

I think it is important to be creative with some of the infrastructure projects that I am interested in seeing the Board take up at Dulles International Airport.

Why have we not looked at public-private partnerships? If you look at what have been very transformative projects at JFK and LaGuardia in a record amount of time, that was because it had the private industry and private sector involved. So I would want to work to find out if we can do a public-private partnership at that facility.

Senator FISCHER. Thank you.

Earlier this year, this committee advanced my legislation, which was the Household Goods Shipping Consumer Protection Act. That bill allows the FMCSA to impose civil penalties against these unauthorized brokers.

While the legislation is primarily focused on the trucking industry, I have increasingly heard from constituents across all modes of transportation about the negative impacts of cargo theft and we

are seeing increasing acts that appear tied to cartel activity and organized crime.

Mr. McCormack, should you be confirmed, I would like to see DOT working across modes to address the ongoing increase in cargo theft. Would you be open to that and do you believe that that problem is increasing?

Mr. MCCORMACK. Absolutely, Senator. Thank you for the question.

I could not say whether it is increasing at this time but I would say certainly it is a priority of Secretary Duffy's that we engage with our interagency partners and provide what expertise we can in order to reduce cargo theft.

I think what you have said, there seems to be significant evidence that transnational criminal enterprises are at play in that criminal activity and we want to make sure we do our part to reduce it.

Senator FISCHER. Thank you so much. Thank you, Mr. Chairman.

Senator CRUZ. Thank you.
Senator Luján.

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

Senator LUJÁN. Senator Fischer, thank you for that last question. I look forward to visiting more with you in this space, an issue that there is a bipartisan group of members, as you are aware, that have been raising this issue. So I would love to follow up with the team.

Senator FISCHER. Thank you.

Senator LUJÁN. Mr. Chairman, thank you for calling this meeting. I have a simple yes or no question to each of the panelists to start off with.

Mr. McCormack, will you agree to follow the law?

Mr. MCCORMACK. Yes, Senator, absolutely.

Senator LUJÁN. Mr. Edwards, will you agree to follow the law?

Mr. EDWARDS. Yes, Senator.

Senator LUJÁN. Mr. Morse, will you agree to follow the law?

Mr. MORSE. Yes, Senator.

Senator LUJÁN. Mr. McCormack, yes or no, would you carry out an illegal order?

Mr. MCCORMACK. No, Senator. I would not.

Senator LUJÁN. Mr. Edwards, would you carry out an illegal order, yes or no?

Mr. EDWARDS. No, Senator.

Senator LUJÁN. Mr. Morse, would you carry out an illegal order, yes or no?

Mr. MORSE. No, Senator.

Senator LUJÁN. I appreciate that.

Mr. McCormack, in your opening statement I appreciate you saying that a priority is to, quote, "put safety first in all that we do." I applaud that and I appreciate that, sir.

As you may know, I worked with several of my Republican colleagues, Rick Scott being a co-sponsor of something called the Right Act and HALT Act. One of our colleagues on this committee

as well, Shelley Moore Capito, has been instrumental in this legislation that was signed into law under President Biden, Secretary Buttigieg.

I am very disappointed that under President Biden and Secretary Buttigieg they did not finalize this law, this rule, that, arguably, will save as many as 10,000 lives a year to prevent drunk driving.

You may not know, sir, that I survived a drunk driving crash in the early 1990s. I passed this bipartisan legislation with the goal of saying, hey, this is bipartisan. Everyone is working on it. We should be able to do this. Safety first.

I read recently that there is new technology in some of these vehicles across the country that are called, quote, “full self-driving,” quote, “eyes off,” and even something called, quote, “Mad Max” that is available in some vehicles that lets—if you buy the subscription, if you sign onto it, it lets you change lanes more aggressively.

All right. Yes, it is incredible. I hope we have a hearing about that one.

Now, my question, Mr. McCormack, the United States Department of Transportation is now approaching the second congressional deadline for a final rule on November 15, just 10 days away.

Yes or no, will you pledge to dedicate the necessary time and resources to complete NHTSA’s rulemaking?

Mr. MCCORMACK. Thank you for the question, Senator, and absolutely I will follow the law. I know that there may be a requirement related to that.

I would also be upfront in saying that due to the lapse in appropriation, significant rulemaking activity of the department has been hampered. But would love to work with NHTSA on whatever may be required and dig into the details of your legislation.

Senator LUJÁN. Sure. No one moved anything when the government was open, man. Ten thousand lives. I am mindful when I am in a hearing room and on the floor not to use language that I use when I am on the small farm when I am home.

I will not do it here. I am tired of the excuses and all the rest, man. We got to find a way to save people’s lives and I just hope we can get there. We need to work to get the government to open up.

I completely agree we need to prevent people’s health insurance premiums from doubling. I hope we all agree on that as well. But we got to save people’s lives. I am hoping we can do that.

My question to you, Mr. McCormack, is will you commit to working with me, Senator Capito, Senator Scott, and others in Congress, as well as the auto industry, the drunk driving victims, survivors, Mothers Against Drunk Driving, to set us on a path to eliminate drunk driving?

Mr. MCCORMACK. Yes, absolutely, Senator. I would love to work with you in your office on that. Like I said, highway fatalities is something that I would love to see reduced at the department.

Senator LUJÁN. Amen to that.

Mr. MCCORMACK. Thirty percent of all highway fatalities are related to drunk driving, as you said, and whatever we can do within our authorities to push forward a workable solution we should explore.

Senator LUJÁN. Amen to that. I appreciate that, sir.

Mr. MORSE, I asked you earlier if you would carry out an illegal order. Your response was no. During your time as Deputy Director of the PPO did you personally write and send e-mails to a number of inspector generals that, quote, “due to changing priorities,” close quote, they were being, quote, “terminated effectively immediately?” Yes or no?

Mr. MORSE. Yes, I did send that e-mail.

Senator LUJÁN. Mr. Morse, yes or no, are you aware that the Inspector General Act requires any president removing an inspector general shall communicate in writing the substantive rationale not later than 30 days before the removal or transfer?

Mr. MORSE. On that question—and thank you, Senator, for that question—I would have to refer you to the Department of Justice, which has ongoing litigation on that matter.

Senator LUJÁN. Is that the law today?

Mr. MORSE. I am sorry?

Senator LUJÁN. Is the Inspector General Act the law today?

Mr. MORSE. I would have to defer you to the Department of Justice on that particular matter. That is subject to litigation.

Senator LUJÁN. I will move on.

Mr. MORSE. I cannot comment on that.

Senator LUJÁN. You could.

Mr. Morse, yes or no, did the President provide the required 30-day notice prior to your e-mails firing the inspector generals or is that subject to the law—

Mr. MORSE. I would have to defer you to the Department of Justice and White House Counsel on that matter.

Senator LUJÁN. So you do not know if he did or did not or is that—there is a question if he did or did not?

Mr. MORSE. I would have to refer you to the White House on that.

Senator LUJÁN. All right.

Mr. Morse, yes or no, did the White House conduct any kind of legal analysis to double check the law before sending these notices?

Mr. MORSE. I would have to refer you to the White House on that matter, Senator. Thank you for your question.

Senator LUJÁN. Is this how you are going to conduct your responsibilities if you are confirmed?

Mr. MORSE. Senator, thank you for that. I look forward to working with you if I have the opportunity to be confirmed at the Metropolitan Washington Airports Authority.

Senator LUJÁN. I appreciate that. At least you did not have to reference some lawsuit on that one, man.

Mr. Morse, I do not have any more questions for you.

Mr. McCormack, one of the areas that I hope that we can find some agreement, there is a lot of us that ride bicycles. I appreciate the family being here today. I am assuming you want your children to have a safe place to ride bicycles?

Mr. MCCORMACK. Absolutely, Senator.

Senator LUJÁN. Yes. There were some grants canceled. I mean, the Chair asked a couple questions about these, but grants in different parts of the country to expand bike lanes. You are responsible for canceling some of those, correct?

Mr. MCCORMACK. I would not say that. No, Senator, I dispute that characterization of it. I think that if the——

Senator LUJÁN. What are you responsible in doing that ultimately led to the cancellation of those?

Mr. MCCORMACK. What am I responsible in doing, Senator?

Senator LUJÁN. What did you do?

Mr. MCCORMACK. Well, again, Senator, I am Deputy Chief of Staff of the department. There are significant priorities that I pursue on behalf of the department. As I explained during my minority staff interview, you know, we have taken a stance in the Department.

We are trying to emphasize where we can vehicular traffic, making sure that we are not constraining vehicular or motorist capacity in order to add on bicycle lanes. So, really, it is not in opposition to bike or pedestrian infrastructure. I would say that the Department supports all means of transportation.

Senator LUJÁN. I appreciate that.

Mr. MCCORMACK. But, again, when it comes to constraining other capacity in order to enable that, we would prefer——

Senator LUJÁN. I appreciate that. Your response to Senator Cruz about the DEI and all the rest is that the previous administration carried out a responsibility or carried something out that Congress was silent on and that it was important for the Trump administration, Secretary Duffy and yourself to respond to that. Is that a fair characterization of your response to Senator Cruz?

Mr. MCCORMACK. My characterization was we wanted to return to the statutory intent of the program.

Senator LUJÁN. I appreciate that. My question is just to remind you, when you were asked about the shift you stated that previous administration's focus on bike paths and transit inadvertently restrictive was possible when it came to family size.

Can you provide me with the data that your team used to determine that bike paths inadvertently restrict family size?

Mr. MCCORMACK. I think that what you are referring to is a quote I have in the *New York Times* in June.

Senator LUJÁN. Yes, I will follow up—I will follow up in writing there.

I am just hoping that we can find a way to do this. The DEI and all the rest is, you know, acronyms and all the rest—I will close up here, Mr. Chairman.

Finding safe pathways for families to get to school probably promotes greater family size. It promotes safer places for people to get to commute. That is not partisan, and I hope that in some of these conversations that we just find a better way to get to these places is all that I am asking.

You know, good luck to all of you. I pray for you. I hope we can all do better in this country including myself, and thanks for letting me go over quite a bit, Mr. Chairman. I appreciate that.

Senator CRUZ. Thank you, Senator Luján.

Senator Moreno.

**STATEMENT OF HON. BERNIE MORENO,
U.S. SENATOR FROM OHIO**

Senator MORENO. Well, thank you, Mr. Chairman.

Mr. McCormack, you said something at the beginning that I just want to probe on. I think it is important for my Democrat colleagues to hear this.

You prioritize vehicle safety. Is that accurate? Would you say that—look, you are Northstar, you got to make cars safer. Is that true?

Mr. MCCORMACK. Absolutely, Senator.

Senator MORENO. All right. And, obviously, there is vehicle affordability. Let us put that over here for a second. Senator Luján mentioned different autonomous vehicle levels.

There is zero, which means the car basically is old school, no assistance, level one, level two, level three, level four, level five, no steering wheel. You jump in a car and off it goes.

Are you aware of how many vehicles had level one or higher autonomous technology back in 2012? I do not expect you to know so I am going to give you the answer. Three models, so one, two, three cars featured it as optional equipment.

Why do I point out 2012 model year cars? Like, who cares? That is the average age of the car today in America. That means half the cars on the road are older than 2012.

Since 2012, 16 million vehicles have been made with more than level one autonomy. So how is affordability and safety tying together? You make cars more expensive, people will keep their cars longer. Is that accurate?

Mr. MCCORMACK. That is what we have seen, Senator. Certainly, there have been—the age of a car has been pushed back in America. Some of the features that have been added certainly do add to the cost of the vehicle.

Senator MORENO. And people do not have unlimited budgets when they come buy a car, right? They do not just go in and say, I will take every option. Would you agree?

Mr. MCCORMACK. I do agree with that.

Senator MORENO. Would it surprise you that I got the VIN numbers of every one of my Democrat colleagues' vehicles and found that none of them bought any of the additional safety technologies on their cars?

Mr. MCCORMACK. I did not know that, Senator.

Senator MORENO. So when you are actually shopping for a car with your own money, you do not buy the technology. But we are sitting here saying that this should be mandated for everybody else's cars, and what has been the result?

We drove up the price of cars. Almost doubled in the last 10 years. Car prices have doubled in the last 10 years. That is why cars are now 13 years old and why the fleet is less safe. Think about that.

Now, back in 2012 the average miles per gallon on a car was 24 miles per gallon. Is that good or bad?

Mr. MCCORMACK. It is the number, Senator.

Senator MORENO. It has been—meaning it is not great.

Mr. MCCORMACK. Right.

Senator MORENO. So you want to make cars more efficient because you also care about the planet. You would say, well, let us have cars be newer. That means more affordable cars.

So here is my main question to you, Mr. McCormack. Are you committed to making cars more affordable so that the fleet is younger and it is safer?

Mr. MCCORMACK. Absolutely, Senator. Thank you for that question. I think that you have highlighted this irony, right, that as—we add some of these features to vehicles they bring the price higher and make them inaccessible to most people and, frankly, you know, it is not doing anybody a lot of good if they cannot buy that vehicle. The average price of a vehicle is \$55,000 today. The average age of a used vehicle is 13 years, as you said.

Senator MORENO. And all these technologies are even inaccessible to United States senators because when they go buy a car they do not have—they choose not to get these extra features that can cost thousands and thousands of dollars.

And to a working class American, would you agree that the Northstar should be, like, if we can get a \$25,000 car on the road that that would actually help make that happen?

Mr. MCCORMACK. A \$25,000 new vehicle would be great, Senator.

Senator MORENO. How is that possible when you are forcing car companies to put an impairment detection device in a car that would cost thousands of dollars?

Mr. MCCORMACK. It would—

Senator MORENO. That, by the way, has a failure rate that is significantly high. That does not mean that you encourage drunk driving. It means that you have a thought process that says, I cannot force a technology that is going to cost thousands of dollars in a car that is going to prevent people from being able to afford cars.

Because these technologies typically become available on very expensive automobiles because those customers there is a lot more price elasticity. Would you agree?

Mr. MCCORMACK. It does make sense to me, Senator.

Senator MORENO. Let us talk about EVs, AVs. Last 4 years we had a reign of terror on electric vehicles.

None of my Democrat colleagues have been able to answer the question for me as to why they voted to give millionaires who are leasing luxury electric vehicles \$7,500 of government money. Sort of process that.

Mr. McCormack, I ask you—you are a policy guy. Is that good public policy that a very wealthy person should be able to lease an electric Rolls Royce and have the Federal Government give them \$7,500?

Mr. MCCORMACK. It seems like people who have significant resources probably should not receive a government benefit.

Senator MORENO. Should not? I would say no. I would say zero. But yet we did that. I just do not understand why. I do not understand the rationale behind that.

Mr. Edwards, I will shift to you. How stressful is it to be an air traffic controller?

Mr. EDWARDS. Senator, thanks for that question. I do not have any personal experience doing that. That is a highly critical safety function—

Senator MORENO. But you have been around—you have been around a lot.

Mr. EDWARDS.—and I have been around aviation a long time. Yes, that is a stressful—

Senator MORENO. So for those of us who have maybe attention issues, if you are sitting in a dark room in front of a computer and you have got to be totally laser focused because if you do not, you make a mistake you are going to have people die. That is a stressful job in and of itself.

What does it feel like to an air traffic controller who has not gotten paid in over a month?

Mr. EDWARDS. Senator, I would say that would be very difficult for anyone who has not been paid in a month. But it still—

Senator MORENO. You lose focus for a second, right—you lose focus for a second because maybe your wife sent you a text message saying, hey, we cannot pay for our daughter's dance recital because we did not get a paycheck—can you tell her, what fills up in your brain?

Mr. EDWARDS. It just—not the job at hand. So, Senator, it is very critical that an air traffic controller is able to remain focused.

Senator MORENO. So the pleading—to my Democrat colleagues, can five of you find the humanity to reopen the government and allow these people to get paid? Everybody around here, back here, is not getting paid either.

I do not know how you walk by your staffs knowing that you are responsible for any of them not getting a paycheck in a month. We can argue about policy but where is the humanity in that?

And a last question—I know over time—I will punt it to you, Mr. Morse. Is there a worse designed airport than Dulles? Was it designed by some psychotic lunatic who hated people?

Mr. MORSE. Senator, I would have to agree with that. I think it is probably the worst designed airport in the country.

Senator MORENO. Thank you.

Mr. MORSE. Thank you.

Senator CRUZ. Do either of you have the name of this psychotic lunatic?

[Laughter.]

Senator CRUZ. Senator Duckworth.

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

Senator DUCKWORTH. So I am going to avoid the partisan baiting and instead compliment our Chairman for how well he worked with the Ranking Member last year when we in this committee near unanimously passed the FAA Reauthorization Act and what it has done for this country.

My question line is for Mr. McCormack. In the first half of this year alone airlines reported mishandling over 4,600 wheelchairs and scooters, and I have said it time and again, even before I passed legislation requiring such reporting in 2018, that damaging or breaking someone's wheelchair is like breaking their legs.

When you break my wheelchair on a flight and you give me a substitute airline wheelchair, you have taken away my legs. I cannot push that airline wheelchair by myself. Someone has to push me into the bathroom. If they do not put me in the right place I cannot get to the toilet. I cannot do anything.

So imagine if we broke over 1 percent of airline passengers' legs on an annual basis. It would rightfully be a national scandal and, yet, it is not when it comes to medical devices. It would dominate headlines across the country because such negligence would be outrageous and inexcusable.

And yet, for wheelchair users such a nightmare scenario is not some outlandish hypothetical. It is our reality. It is a credible fear we confront every damn time we fly.

Airlines have had decades to get their act together and they failed to change. That is why those of us in the disability community celebrated the promulgation last year of the groundbreaking and long overdue wheelchair rule.

This rule implements critical provisions under the bipartisan FAA Reauthorization Act that our Chairman was part of the team that led that effort in 2024 to help ensure passengers who use wheelchairs can travel safely and with dignity.

This rulemaking represented the U.S. Government finally taking meaningful action to tell the airlines enough is enough and that is why I am really angry that President Trump and Secretary Duffy allowed the airlines to bully them into submission and retreat on enforcing the wheelchair rule.

Look, I get why no air carrier wants to be held accountable for mishandling wheelchairs or forced to invest in regular training for their employees, or customers who are empowered to book or rebook flights on aircraft that can accommodate their wheelchairs.

I understand why airlines would not want any of that to happen and airlines are doing what they have done for decades.

What is inexcusable is the Trump administration's weakness and Secretary Duffy's apparently willingness to let corporate lobbyists rewrite the wheelchair rule to their liking.

Mr. McCormack, you have been serving as Deputy Chief of Staff with oversight over the department's policy, a responsibility that you will continue to have if confirmed as undersecretary.

Yes or no, did you meet with passengers who use wheelchairs and other assistive devices to hear firsthand the horrors they have had to deal with when airlines effectively broke their legs and then dragged their feet on paying for timely repairs of those devices?

Mr. MCCORMACK. Thank you for the question, Senator.

I have not met with any of the disability rights advocates but I have had meetings within the Department. No one has ever reached out to me for a meeting along those lines and I—

Senator DUCKWORTH. No one has—nobody has reached out to you? OK.

Mr. MCCORMACK. That is a fact.

Senator DUCKWORTH. Let me ask you this. Did you speak with any airline lobbyists prior to Secretary Duffy's decision to wave the white flag when it came to defending and enforcing the 2024 wheelchair rule?

Mr. MCCORMACK. Senator, I have never—

Senator DUCKWORTH. Have you met with any airline—

Mr. MCCORMACK. I have never met with any airlines on any aviation consumer protection issues.

Senator DUCKWORTH. So you have not met with any airline lobbyists on this rule?

Mr. MCCORMACK. That is correct.

Senator DUCKWORTH. Very interesting. So you—the Trump administration claims to operate from a position of strength and yet, Secretary Duffy is letting the airlines bully him into submission when it comes to defending the civil rights and dignity of passengers with wheelchairs.

Passengers with disabilities cannot afford for the Trump administration to screw them over by wasting precious time in refusing to defend and enforce the 2024 rule and, even worse, rewriting it.

So if you have not met with any of the airline lobbyists and you have not met with any people with disabilities, why did you choose to suspend this rule?

Mr. MCCORMACK. Again, Senator—and thank you for the ability to clarify that—I mean, I have not—again, I have not worked on any of the aviation consumer protection issues. I am not in charge of all policy at the department.

If confirmed, that would be a significant part of my role. It is not in my role as Deputy Chief of Staff. And so, again, it did come up in the minority staff interview that this is significant concern of the Committee staff as well as members of the Committee. But it has not been part of my job to date.

Senator DUCKWORTH. So you had nothing to do with it but you will have something to do with it in the future should you be confirmed? Is that your position?

Mr. MCCORMACK. Should I be confirmed, I would have more ability in the rulemaking space. I have not had any firsthand implications on this.

Senator DUCKWORTH. Should you be confirmed will you meet with me? Will you meet with disability advocates and will you meet with everyday ordinary Americans who use assistive devices when they are traveling?

Mr. MCCORMACK. Senator, I would love to work with you and your staff on the specific issue. As I mentioned, I know that people in the Department have been meeting with disability rights advocates as they have reached out for—

Senator DUCKWORTH. OK, you are not answering my question. Will you meet with me? Will you—and I will bring disability advocates and I will bring people in wheelchairs to come talk to you. Will you meet with us to talk about this rule?

Mr. MCCORMACK. Yes, happy to. Happy to.

Senator DUCKWORTH. All right. Thank you. Thank you, Mr. Chairman.

Senator CRUZ. Thank you.

Senator Blackburn.

Senator BLACKBURN. Thank you, Mr. Chairman.

Mr. McCormack, I want to come to you. You know, we are working on a surface transportation reauthorization here and this is something that we in Tennessee really look at as important to economic security, national security, and getting some much-needed certainty on infrastructure projects.

We are a growing state, and the traffic around Nashville, Knoxville, and Chattanooga shows you how much we are growing and so I am looking at things like the formula grants that should be going to high growth areas like Tennessee.

We are also looking at some cargo theft issues that are out there and, of course, innovation, which is a priority for us and with AI that innovation is going to be important. We are a logistics state.

So I would love to hear what your priorities are?

Mr. MCCORMACK. Thank you for that question, Senator.

Absolutely it is a priority of Secretary Duffy's and the Department to make sure that we are building infrastructure in growing areas.

This is infrastructure that we want to stand the test of time, you know, exists for 100 years, you know, effectively. We want to make sure that we are—where we are going to put Federal resources we are going to do it in states like Tennessee that are growing, that they have needs that we can meet with Federal resources. So absolutely we want to build there.

Senator BLACKBURN. That sounds great. One thing, I know that DOT has an advisory committee on human trafficking and they did a 2024 report and emphasized how the victims of commercial sex trafficking and forced labor are exploited across all modes of transportation.

This is how they are being moved across our country. It is hundreds of billions of dollars in illicit profits that are made every single year trafficking human beings. Many of these are women and children and it is heartbreaking.

And so I have the TRAFFIC Act and the TRAFFIC Act would ensure that individuals that are convicted of these human trafficking crimes are prohibited permanently from getting any type of professional transportation license by DOT and DHS, and I would like to hear from you how you are going to work with us as we look to combat this human trafficking that is using our roads, our rails, our rivers, our runways to transport these individuals?

Mr. MCCORMACK. Yes. Thank you, Senator, and thank you for your work on that important issue.

I would, of course, love to work with you and your staff on that, any technical assistance that we can provide. I would just also say the Department does have programs related to human trafficking.

We have an office that is geared to combat that illicit activity, whether it is raising awareness on certain transportation systems or providing some money in order to, again, raise awareness.

It is part of an interdepartmental effort to, again, eradicate the scourge of human trafficking.

Senator BLACKBURN. Yes.

Mr. Morse, let me come to you. Sounds like you took a little heat earlier in the hearing but, you know, I think sometimes TDS comes out in full display by some of our friends.

But I would like for you to talk a little bit about some of the real issues that are affecting the aviation sector and also the metro airports and that authority, and I do think that the airports around the Nation's capital have some unique issues.

I think there was concern yesterday with the bomb threat at DCA, and we are looking at America 250, one of the reasons we need to get this government back open and get people paid and back to work.

So there will be a bucket of issues that are going to be facing our airports as we move toward the 250 celebration and so touch on

those specifically for the DCA and Dulles area, and I am certain some of those are repeated across the country?

Mr. MORSE. Thank you, Senator, for your question.

I would like to comment first on your first comment, which is that I was very proud to be a part of the Trump administration and help hire over 3,200 people across the government. I think we broke every record at day 100, day 200, and the amount of people that have been confirmed by this body.

So I am very appreciative for all the senators that—you know, their hard work to support the President's agenda.

As far as the 250 celebration, I think I would also add to that the World Cup and the Olympics. Even though it is not directly within the D.C. Metropolitan Washington Airport Authority for the World Cup and the Olympics, there could still be a lot of connecting traffic that comes through those facilities.

And I just want to assure you that I will work diligently with the rest of the board to make sure that, number one, safety is paramount but also that we have the facilities to be able to handle the amount of traffic and I think we have seen some improvements at DCA, and just like I mentioned before, I am dedicated to working on improvements at Dulles to handle an influx of inbound and outbound travelers.

Senator BLACKBURN. Well, and Senator Moreno is trying to get the Grand Prix here in Washington, D.C., so that would add another event to your list.

Mr. MORSE. I am not aware of that, but I fully support that. I think that is a great idea.

Senator BLACKBURN. He is all over it. Thank you, Mr. Chairman.

Senator CRUZ. Thank you.

Senator Rosen.

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

Senator ROSEN. Thank you, Mr. Chairman, and I would like to ask unanimous consent for something to be submitted to the record because I would like to ask for Senator Moreno to submit to the Committee how he obtained our personal VIN numbers, what he plans to do with them, and it appears to be a clear overreach and violation of our privacy and not accurate as to what he said, especially about—I can talk about my own vehicles.

And so I am asking for unanimous consent to find out what he is trying to find out about my automobile ownership?

Senator MORENO. VIN numbers are displayed on the windshield of the car.

Senator ROSEN. So you—I am not going to get back and forth and use my time so you—you went into my garage—

Senator MORENO. No.

Senator ROSEN.—in Las Vegas to find the VIN number on my car.

Senator MORENO. You have a car that you drive here or do you walk?

Senator ROSEN. Mr. Chairman, I will talk to you after but I do not have a car that I drive here, sir.

Senator MORENO. Do you drive in a car here?

Senator ROSEN. That is my staff's car, not mine.

Senator MORENO. So you are not concerned about your staff's safety?

Senator ROSEN. I am not going to go back and forth with you. I am just telling you that I am asking unanimous consent that you submit to this committee what VIN numbers you have, whose privacy you violated, and what you plan to do with it?

[The information referred to is not released to the public.]

Senator ROSEN. That is all. I would like to move on to international tourism now.

Mr. McCormack, international visitors play a vital role in Nevada's economy, particularly in Las Vegas where global tourism directly supports tens of thousands of jobs across hospitality, entertainment, and related industries.

However, recent challenges include visa processing delays, custom staffing shortages, and limited promotion of the United States as a travel destination hindered growth in this sector.

If confirmed, what specific steps will you take to strengthen international tourism to U.S. destinations like Nevada? Ensure that the department's policies actively support states that rely heavily on tourism, and how will you measure the economic impact of such efforts?

Mr. MCCORMACK. Thank you for the question, Senator.

Again, we are engaged in the department on—related to the international events that have come up earlier—the World Cup, FIFA, the Olympics.

Senator ROSEN. Do you have specific thoughts how you might streamline the visa and customs process so that we can put on all these international events?

Mr. MCCORMACK. Again, I am focused on the authorities within the Department of Transportation. Visa authorities are not in the Department of Transportation.

Senator ROSEN. Let me move on to Mr. Edwards then.

I understand that in addition to your nomination to serve as Assistant Secretary for Aviation and International Affairs you are currently serving as the Associate Administrator for the FAA's Office of Airports.

That experience gives you a unique perspective on the infrastructure needs facing our Nation's airports. So I want to emphasize how important timely infrastructure investment is for states like Nevada.

Projects such as the MoreRNO modernization at Reno Tahoe International are essential to expanding our capacity, improving passenger experience, and supporting our state's growing tourism and business travel economy.

However, airports can only move forward if Federal funds, particularly airport improvement program dollars, well, that they are delivered on time because there is contracts and there is commitments, right?

If we have delays in those fundings and going slow out the door can slow construction. It raises costs. It holds back our economic growth.

So, Mr. Edwards, given your dual experience at the FAA and within the Department will you commit to ensuring that critical

airport infrastructure funds that impact all of us in particularly huge amounts onto our economy every single day that they are distributed on time and the Department of Transportation continues to support airports like Reno Tahoe in advancing major modernization projects without unnecessary delays?

Mr. EDWARDS. Thank you, Senator Rosen, for that question and pointing out the importance of those AIP funds.

Absolutely, you have my commitment. That is part of the mandate of the airports office, which I joined about three weeks ago, and I cannot take credit for it but those that were working the last rounds of grants did an amazing job at getting a huge number of them out in a very short period of time.

If I am remembering the data I have seen recently is that a lot of those grant dollars were not appropriated until May so it was a huge push to get them out and get them out quickly. So short answer now, yes, you have my commitment. I am happy to work with you.

Senator ROSEN. Airports are critical to our economy so modernizing, moving all of this forward, really makes a huge difference to our economic growth.

I am going to stick with you for a minute and talk about multimodal transportation because as the entertainment tourism capital of the world, Las Vegas economy depends on reliable connectivity, not just for air travel but also via ground transport that moves visitors efficiently from airports to hotels, convention centers, and entertainment venues.

So, Mr. Edwards, as you know, congestion, limited transit options, and infrastructure bottlenecks can directly impact the visitor experience and ultimately our state's growth, every state's growth.

If confirmed, how would your office ensure that Federal transportation and aviation policies support coordinated multimodal infrastructure planning that enhances connectivity for travelers, it strengthens the tourism economy, and maximizes the return on Federal investments for states like Nevada?

Mr. EDWARDS. Senator Rosen, thank you for bringing that topic up.

Admittedly, today I will not purport to be a subject matter expert on multimodal transportation given my aviation focus.

However, I recognize the point that you are making is very significant, especially with the upcoming USA 250, the World Cup, LA28, and then sprinkle in there the—you know, the upcoming advanced air mobility modes that are going to be added to our infrastructure.

So I think thinking holistically about that is exactly what needs to be done, obviously with safety in mind. We have to figure out how to insert all these new opportunities to move people with eVTOLs and electric aircraft and move them in and out of airports and connect them to multimodal transportation hubs.

Senator ROSEN. Because moving people—we get them to the airport but we want them to come back. But in between they need to go somewhere to work or go on vacation, do whatever business they have. It is important that all of that is coordinated.

So I thank you. Thank you, Mr. Chairman.

Mr. EDWARDS. Thank you, Senator.

Senator CRUZ. Thank you. Senator Moreno has asked for a moment.

Senator MORENO. I just need—a real quick question for Mr. Edwards.

But before I do, as somebody who has been here 10 months I think what we just saw was exactly classic Washington, D.C.

In other words, the car that I drive should be safe. The car that my staff drives, who cares about them? I get a paycheck.

Senator ROSEN. I object to you stalking my car and my staff to find the VIN numbers to present to this committee. Why are you doing there? What are you going to do with them?

It is an invasion of our privacy. If you came and asked me for my VIN I will tell you what I have in my car.

Senator MORENO. It is on the—it is on the—it is visible from the outside of the car.

Senator ROSEN. So you went and followed me.

Senator MORENO. Mr. Chairman, is this my time or should I—

Senator ROSEN. You went and followed me to see who drives me and write down their VIN number.

Senator MORENO. Can I reclaim my time here?

Senator ROSEN. You interrupted me. You are attacking me. You watched me go to see who drives me, writing down their VIN number so you could find out what they have. That seems a little creepy. That seems a little creepy.

Senator MORENO. No, just to expose the hypocrisy. Much like, for example, the fact that you—

Senator ROSEN. Expose the hypocrisy? Come and ask me about my car?

Senator MORENO.—that you get paid—you get a paycheck but you walk by—you get a paycheck.

Senator ROSEN. I am donating my paycheck, sir, and I am—would happily be on legislation not to give back.

Senator MORENO. How about your staff? What do you say to them? What do you say to the staff? What do you say to the TSA workers?

What do you say to the air traffic controllers? What do you say to the military? What do you say to the Capitol police?

Senator ROSEN. I am saying to you is this is a Republican shut down, my friend. You are in control of the White House, you are in control of the House and you are in control of the Senate.

Senator MORENO. Does it take 60 votes? Does it take 60 votes?

Senator ROSEN. And if you went home to a food bank instead of going to Mar-a-Lago—

Senator MORENO. Does it take 60 votes?

Senator ROSEN.—to eat at a gold-plated dinner while people are starving you might see and hear your constituents, sir.

Senator MORENO. Does it take 60? Does it—

Senator ROSEN. You are blind to the suffering of your people.

Senator MORENO. Does it take 60 votes? Does it take 60 votes?

Senator ROSEN. It takes you listening and coming to the table to have a discussion.

Senator MORENO. It does take 60 votes.

Senator ROSEN. If you want to have this come talk to me in private, sir.

Senator MORENO. So it does take 60 votes, for the record, just so that we are clear on the reporting so there is no misinformation. It does take 60.

Back to you, Mr. Edwards. A question about airports. In Cleveland we have an airport called Burke Lakefront Airport. Some people in the community say that the airport is not necessary and they might have a plan.

The city and the county might have a plan in which they would request that you take a look at closing that airport for redevelopment.

I am not asking you to opine on that. My question to you is would you be willing to work with me and the local officials, assuming they have a good, strong plan, to get that airport repurposed? Are you willing to have that conversation, come to Ohio, meet with the stakeholders?

Mr. EDWARDS. Senator, yes, I am. When the time is appropriate and the appropriate plans are made, I am happy to support the effort.

Senator MORENO. And a last question and I promise, Mr. Chairman, I am done.

Mr. Morse, would it surprise you that when some of these nominees walk into our Democrat colleagues' office they say, we like you, you are hyper-qualified, you do a good job, you strike me as a good person but I cannot vote for you because we have decided we are going to fight President Trump?

Mr. MORSE. Yes, that is if they grant a meeting, which is already hard enough to get.

Senator MORENO. So do not even meet and just an automatic reflective no. You have to go through this charade.

Mr. Chairman, I hope that we get to a point where the hypocrisy leaves D.C., but I think a pink unicorn may fly through the room before that happens.

Senator CRUZ. Well, if Senator Moreno would be open, perhaps, to a couple of questions just to clarify the record because we had a bit of Washington play acting just a moment ago.

Senator Moreno, is it accurate that you and virtually every other Republican have voted 14 times to reopen the government?

Senator MORENO. We voted 14 times to end debate so that we could actually vote to open the government, yes.

Senator CRUZ. And is it accurate that Senator Rosen and virtually every other Democrat has voted 14 times to keep the government closed?

Senator MORENO. Yes. Her colleague from Nevada has bravely fought Chuck Schumer and has voted to open the government, so has John Fetterman and Angus King from Maine. So I applaud three Democrats for actually having the decency, the humanity, to be able to pay government workers, pay our military, provide Head Start, provide SNAP benefits.

Senator CRUZ. And is it accurate that Democrat Senator John Fetterman has repeatedly said this is a Democrat shutdown caused by Chuck Schumer and the Democrats?

Senator MORENO. Yes, and I find it ironic that my Democrat colleagues will go to lobbyist dinners tonight which they get fed steak while people and their own constituents in their own states will not

know where to get money to buy their groceries or in the case of SNAP recipients not be able to buy basic goods.

Senator CRUZ. Is it also accurate that during the Biden presidency 13 times Republicans worked with Democrats to pass a clean continuing resolution?

Senator MORENO. You would know better, Chairman, but I do not think there has ever been a time in U.S. history where a clean continuing resolution has been voted down by either party.

Senator CRUZ. And is it accurate as well that CNN has fact-checked multiple Democrats who have insisted this is not a clean CR and CNN—sometimes called the Clinton News Network, sometimes called the Communist News Network—has fact-checked the Democrats and said, no, this is in fact a clean CR that your party is voting against?

Senator MORENO. Yes, although I do wonder whether they have actually read the legislation because that evidently is something that is optional.

But I would assume if they have read it or took the time to read it, they would realize it is their budget that they passed and they are blocking this through a procedural technicality that prohibits us from actually taking a vote to reopen the government.

Senator CRUZ. The record will reflect that every one of the questions we just engaged in is objectively true and it says something that not a single Democrat is here to contest it, that their approach to this is instead to scream and yell while consistently voting to keep the government shut down and to deny pay to thousands of Federal workers including within this committee's jurisdiction some 50,000 TSA agents who are going to work right now.

They missed their last paycheck. They are not being paid, including some 14,000 air traffic controllers who are going to work right now. They are not being paid, and the consequence we are seeing delays at airports all across the country.

We are seeing thousands of delays. We are seeing thousands of flight cancellations. We are seeing ground stops in major airports, and I would note one senior Democrat aide told *Politico* this shut-down will continue until planes start falling from the sky.

For a committee with jurisdiction over aviation safety that is a horrifying statement and, yet, for our Democrat colleagues apparently they agree with those sentiments.

I have 28 letters of support from various organizations for the nominations of Mr. McCormack, Mr. Edwards, and Mr. Morse. I ask unanimous consent that these letters be inserted into the hearing record.

Without objection, so ordered.

[The information referred to follows:]

NBAA
Washington, DC, October 29, 2025

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

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

Dear Chairman Cruz and Ranking Member Cantwell,

On behalf of the National Business Aviation Association and our 11,000 members, I am pleased to express our strong support for the nomination of Mr. Dan Edwards to serve as the Assistant Secretary for Aviation and International Affairs at the U.S. Department of Transportation.

Mr. Edwards is an accomplished aviation professional whose deep understanding of both domestic and international aviation issues uniquely qualifies him for this critical role. Throughout his distinguished career as a pilot for the USAF, CEO of a MRO, and business leadership positions, he has demonstrated a steadfast commitment to advancing safety, efficiency, and innovation in the national airspace system. His broad experience, spanning government service, policy development, and industry collaboration, reflects a valued combination of technical insight and diplomatic skill.

As the Department continues to guide the integration of emerging technologies, strengthen global aviation partnerships, and support the diverse network of airports and operators that connect communities across the country and around the world, Mr. Edwards' leadership will be instrumental. He is widely respected for his balanced approach, his commitment to collaboration, and his ability to build consensus among stakeholders with differing perspectives.

The business aviation community looks forward to working with Mr. Edwards to ensure that U.S. aviation remains a global leader in safety, access, and innovation. We urge the Committee to act favorably and expeditiously on his nomination.

Sincerely,

ED BOLEN,
President and CEO,
National Business Aviation Association.

NBAA
Washington, DC, November 4, 2025

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

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

Dear Chairman Cruz and Ranking Member Cantwell,

On behalf of the National Business Aviation Association and our 11,000 members, I am writing to express our strong support for the nomination of Mr. Ryan McCormack to serve as the Under Secretary of Transportation for Policy at the U.S. Department of Transportation.

Mr. McCormack brings an uncommon blend of policy acumen, operational insight, and a results-driven approach to public service. His years of experience shaping transportation initiatives have been marked by an ability to bridge perspectives, modernize frameworks, and advance policies that keep our Nation's transportation system both safe and globally competitive.

He has demonstrated a deep appreciation for the role that aviation, and business aviation in particular, plays in connecting communities, sustaining jobs, and driving innovation. Mr. McCormack's pragmatic leadership style, coupled with his commitment to collaboration, ensures that stakeholders across the transportation spectrum

are heard and that policy decisions are grounded in both data and real-world experience.

Further, Mr. McCormack's longstanding professional relationship with Secretary Duffy will serve the Department and the public exceptionally well. Having worked together in multiple settings, the two share a strong foundation of trust, accountability, and shared purpose. Mr. McCormack's deep understanding of how to bridge congressional priorities with regulatory execution will enable him to translate policy goals into practical, well-coordinated outcomes. That unique perspective will be invaluable in advancing the Department's mission with clarity and cohesion.

As the Department confronts rapid technological change, evolving workforce needs, and an increasingly complex infrastructure environment, Mr. McCormack's steady judgment and policy expertise will be invaluable. NBAA is confident that, under his leadership, the Office of the Under Secretary for Policy will continue to advance solutions that strengthen America's mobility and competitiveness.

We urge the Committee to move swiftly to confirm Mr. McCormack's nomination.

Sincerely,

ED BOLEN,
President and CEO,

National Business Aviation Association.

UPS
Washington, DC.

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

Dear Senator Cruz and Senator Cantwell,

I am writing today to express my recommendation for Trent Morse to serve on the Board of Directors of the Metropolitan Washington Airports Authority. Trent's extensive background and breadth of experience makes him an exemplary candidate for this important role.

I've had the opportunity to work with Trent on several occasions. His combination of strategic vision, policy expertise, and a collaborative spirit aligns perfectly with the objectives of the Board of Directors. His track record is a testament to his capability to contribute meaningfully to the Board's success.

I am confident that Trent will bring valuable perspectives and dedicated service to the Metropolitan Washington Airports Authority Board of Directors.

Sincerely,

MICHAEL KIELY,
President,

UPS Global Government Affairs.

UNITED
Washington, DC, October 31, 2025

Hon. TED CRUZ,
Chairman, Senate Commerce, Science and Transportation Committee,
Washington, DC.

Hon. MARIA CANTWELL,
Ranking Member, Senate Commerce, Science and Transportation Committee,
Washington, DC.

Dear Chairman Cruz and Ranking Member Cantwell,

On behalf of United Airlines, I am writing in support of the nomination of Mr. Trent Morse to serve as a Member of the Board of Directors of the Metropolitan Washington Airports Authority (MWAA), which oversees Washington Dulles International Airport (IAD) and Ronald Reagan Washington National Airport (DCA).

Trent's previous experience at the U.S. Department of Transportation and as a member of the White House senior staff will make him a valuable member of the MWAA Board of Directors. During his time in the White House, Trent was a thoughtful and responsive liaison to United and other stakeholders seeking to engage with the Administration's new appointees.

MWAA is a valued partner and both DCA and IAD are important to United Airlines' growing domestic and international network. With new and existing international flights to destinations across Europe, Africa, the Middle East, South America, and Asia, United's IAD hub provides a gateway from the Washington-capital region to the rest of the world. Should he be confirmed by the United States Senate, United looks forward to working with Trent, the MWAA Board of Directors, and the Trump Administration to continue to improve IAD operations and infrastructure and strengthen IAD's status as a world class domestic and international airport.

Thank you for your consideration of Trent's nomination to serve as an MWAA Board Member. Should you have any questions, please do not hesitate to reach out to me or my team.

Sincerely,

TERRI FARIELLO,
Executive Vice President,
Government Affairs & Global Public Policy.

AIR LINE PILOTS ASSOCIATION, INTERNATIONAL
McLean, VA, November 3, 2025

Hon. TED CRUZ,
Chair,
U.S. Senate Committee on Commerce,
Science, and Transportation,
Washington, DC.

Hon. MARIA CANTWELL,
Ranking Member,
U.S. Senate Committee on Commerce,
Science, and Transportation,
Washington, DC.

Dear Chair Cruz and Ranking Member Cantwell,

On behalf of the more than 80,000 professional airline pilots represented by the Air Line Pilots Association, International (ALPA), I am writing to express our support for the nomination of Ryan McCormack for Under Secretary of Transportation for Policy.

Serving as Deputy Chief of Staff, Mr. McCormack has engaged thoughtfully with stakeholders, including ALPA. He has a long history of public service and has impressive knowledge of transportation policy. He has been collaborative and responsive in his current position, and we look forward to continuing to work with Mr. McCormack on critical aviation policy matters. I am confident with his skills and experience he will be an excellent Under Secretary.

ALPA strongly supports Mr. McCormack's nomination to serve as Under Secretary of Transportation for Policy. We look forward to his consideration before the Senate Commerce Committee, and his swift confirmation by the full Senate.

Sincerely,

CAPTAIN JASON AMBROSI,
President.

UNITED AIRLINES
Washington, DC, October 30, 2025

Hon. TED CRUZ,
Chairman, Senate Commerce, Science,
and Transportation Committee,
Washington, DC.

Hon. MARIA CANTWELL,
Ranking Member, Senate Commerce, Science,
and Transportation Committee,
Washington, DC.

Dear Chairman Cruz and Ranking Member Cantwell,

On behalf of United Airlines, I am pleased to write in support of the nomination of Mr. Ryan McCormack to serve as Under Secretary for Transportation Policy at the United States Department of Transportation. Throughout his time serving as Deputy Chief of Staff to DOT Secretary Sean Duffy, Ryan has been thoughtful and responsive.

With over a decade of experience on Capitol Hill, including as a Chief of Staff in the U.S. House of Representatives, Ryan has worked extensively on a variety of legislative policies, including transportation and infrastructure. Ryan has been a solid representative as we have sought to engage with the Secretary and his team on key

policy and operational issues impacting our airline. We especially appreciate that Ryan has closely worked with United and the Federal Aviation Administration to help improve operations at Newark Liberty International Airport during his time in the Office of the Secretary.

Thank you for your consideration of Ryan's nomination to serve as Under Secretary for Transportation Policy. Should you have any questions, please do not hesitate to reach out to me or my team.

Sincerely,

STEVE MORRISSEY,
Vice President,
International Regulatory & Policy.

AMERICAN TRUCKING ASSOCIATIONS
Washington, DC, November 4, 2025

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

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

Dear Chairman and Ranking Member:

On behalf of the American Trucking Associations (ATA), I am writing to you today in support of the nomination of Ryan McCormack to serve as Under Secretary of Transportation for Policy at the U.S. Department of Transportation (USDOT).

Our nation's 3.6 million professional truck drivers are the linchpin of our economy. They move more than 72% of the nation's freight by tonnage and are the sole mode of freight transportation serving more than 80% of American communities. The trucking industry has appreciated the willingness of the Trump Administration to listen to truckers' concerns. Through multiple rulemakings and enforcement actions, USDOT is making significant progress to ensure that only safe, qualified drivers are moving freight on American highways. Mr. McCormack has been a leader in those efforts, and we strongly support his confirmation by the Senate.

Mr. McCormack has served USDOT with distinction as Secretary Duffy's Deputy Chief of Staff. His position within the current USDOT, combined with his deep well of knowledge of the legislative process derived from his time on Capitol Hill, makes him well suited to help negotiate, advance, and implement important reforms that will further enhance the safety of our transportation network. Additionally, Mr. McCormack's background and extensive experience will be especially beneficial as we look towards the 2026 surface transportation reauthorization effort.

As the largest national trade organization representing 8.4 million men and women working in the trucking industry, including 3.6 million professional truck drivers, ATA strongly encourages the Committee to swiftly approve the nomination of Mr. McCormack so that he can be confirmed by the full Senate at the earliest opportunity.

Sincerely,

CHRIS SPEAR,
President and CEO,
American Trucking Associations.

SOUTHWEST
Washington, DC, November 3, 2025

Senator TED CRUZ,
Chairman,
Senate Commerce, Science,
and Transportation Committee,
Washington, DC.

Senator MARIA CANTWELL,
Ranking Member
Senate Commerce, Science,
and Transportation Committee,
Washington, DC.

Dear Chairman Cruz and Ranking Member Cantwell:

Southwest Airlines is pleased to submit this letter in strong support of the nomination of Dan Edwards for the position of Assistant Secretary of Aviation and International Affairs at the U.S. Department of Transportation.

The role of Assistant Secretary of Aviation and International Affairs is critical to shaping U.S. aviation policy, both domestically and globally. This position helps

guide the Department's efforts to promote a safe, competitive, and innovative air transportation system, and ensures that U.S. airlines can compete on a fair and level global playing field.

Mr. Edwards brings the ideal blend of experience, judgment, and leadership to this important role. His distinguished two-decade career in the U.S. Air Force reflects a lifelong commitment to public service and operational excellence. Combined with his broad experience in business leadership and deep understanding of aviation as both a civilian and military pilot, Mr. Edwards possesses the technical expertise, strategic insight, and integrity required to navigate the complex issues that define today's aviation industry.

Throughout his career, Mr. Edwards has demonstrated the ability to bring people together to solve difficult problems, a quality that will serve the Department and the broader aviation community well. His experience gives him a unique perspective on the intersection of aviation safety, innovation, and economic competitiveness—all vital priorities for the future of our national airspace system.

For these reasons, Southwest Airlines strongly supports Dan Edwards's nomination. We are confident that his leadership will contribute meaningfully to strengthening the aviation sector and maintaining the United States' role as the global standard-bearer in aviation safety and competitiveness.

Sincerely,

CHRISTA LUCAS,
Vice President Governmental Affairs,
Southwest Airlines Co.

ALASKA AIRLINES AND HAWAIIAN AIRLINES

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

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

Dear Chair Cruz and Ranking Member Cantwell:

On behalf of Alaska Airlines and Hawaiian Airlines, I am honored to write to you in strong support of Dan Edwards to serve as Assistant Secretary for Aviation and International Affairs at the U.S. Department of Transportation (DOT). We believe Mr. Edwards is an exceptional candidate whose experience, integrity, and dedication to aviation, safety, and innovation make him a tremendous asset to the nation's aviation sector.

In Mr. Edwards' time at DOT, he has already demonstrated a strong grasp of the complex issues facing the industry in the U.S. as well as around the world. We believe he understands the importance of leading the DOT aviation team focused on enhancing competition, on serving the most remote parts of our country, as well as positioning the U.S. as the global aviation leader. Mr. Edwards' openness to stakeholder engagement and his deep understanding of the unique challenges facing the aviation industry position him as an outstanding choice for this important role.

We respectfully urge the Committee to give full and favorable consideration to Dan Edwards' nomination.

Sincerely,

MEGAN OUELLETTE,
VP Public and Government Affairs.

AMERICAN AIRLINES
September 26, 2025

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

Dear Chairman Cruz,

On behalf of American Airlines, I am writing to express our enthusiastic support for the nomination of Daniel J. Edwards to serve as Assistant Secretary for Aviation and International Affairs at the U.S. Department of Transportation. His business leadership, technical expertise, and operational experience will serve the Department well in its role ensuring the preeminence and global competitiveness of the U.S. aviation industry and broader transportation sector.

Mr. Edwards' professional achievements demonstrate his capabilities and capacity to succeed in the Assistant Secretary role. He has an extensive background in the aerospace and defense industries, leading organizations in the public, private, and military spheres. Most recently, prior to joining DOT, he served as CEO of privately held businesses in aircraft maintenance, repair, and overhaul, as well as supply chain and distribution. Mr. Edwards also has leadership experience with aviation infrastructure, such as with technologies providing crucial situational awareness, command and control capabilities, and integrated data in real-time. His background includes working with FAA to develop safety technologies to address aircraft runway overruns at airports in the United States and internationally.

Moreover, Mr. Edwards has direct operational experience. He served over 23 years in the United States Air Force (USAF) and USAF Reserves as both a KC-10 pilot and airfield civil engineer. He has flown over 100 combat missions, holds type ratings in the DC-10 and 757/767, and has accumulated over 4,000 flight hours as both a military and commercial pilot. His commercial pilot career includes serving at American Airlines.

In sum, Mr. Edwards embodies the vision, technical expertise, and strategic leadership necessary to advance U.S. aviation interests on the global stage. His proven ability to bridge operational realities with forward-looking policy makes him an outstanding choice for Assistant Secretary for Aviation and International Affairs.

We urge his swift confirmation and look forward to the positive impact his leadership will bring to the Department of Transportation and the Nation's aviation sector.

Sincerely,

STEPHEN NEUMAN,
Senior Vice President,
Global Head of Government Affairs.

cc: The Honorable Maria Cantwell, Ranking Member, Senate Commerce Committee

AIRPORTS COUNCIL INTERNATIONAL—NORTH AMERICA
Washington, DC, October 31, 2025

Hon. TED CRUZ,
Chair
U.S. Senate Committee on Commerce,
Science, and Transportation,
Washington, DC.

Hon. MARIA CANTWELL,
Ranking Member,
U.S. Senate Committee on Commerce,
Science, and Transportation,
Washington, DC.

Dear Chair Cruz and Ranking Member Cantwell:

I write in support of two nominees for leadership positions within the U.S. Department of Transportation (DOT): *Daniel J. Edwards* to be Assistant Secretary for Aviation and International Affairs and *Ryan McCormack* to be Under Secretary for Policy. These positions are critical to U.S. airports, and we urge your favorable recommendation of both nominees.

Airports Council International—North America (ACI-NA) is the trade association representing entities that own and operate commercial-service airports in the United States and Canada. Our 300+ member airports—which facilitate the safe, secure, and efficient movement of goods and millions of passengers each day—collectively support more than 12.8 million jobs in our local communities and contribute more than \$1.8 trillion in annual economic impact. U.S. airports serve as gateways to our country, facilitating international connectivity for American business, trav-

elers, and supply chains. Airports pledge to support DOT to bolster aviation safety, promote economic growth, and enhance the international competitiveness of U.S. aviation.

My staff and I have had the opportunity to work with Mr. Edwards in recent months in his role as Principal Deputy Assistant Secretary at DOT. He is committed to collaborating with industry to improve airports and our overall aviation system. His experience, from service in the military to leadership in private sector aviation maintenance, makes him uniquely qualified for this role.

Likewise, Mr. McCormack's experience in the legislative and executive branches will help guide the Department's policy and strategic direction as new challenges and opportunities emerge, from the scalability of advanced air mobility to demands to further link transportation infrastructure to economic growth and opportunity in our country.

Thank you for your consideration of these nominees. I appreciate the continued opportunity to work with DOT and the Committee to promote excellence at airports and in our aviation industry.

Sincerely,

KEVIN M. BURKE,
President and CEO,
Airports Council International—North America

COMMERCIAL SPACE FEDERATION
Washington, DC, November 3, 2025

Chairman TED CRUZ,
U.S. Senate Committee on Commerce,
Science, and Transportation,
Washington, DC.

Ranking Member MARIA CANTWELL,
U.S. Senate Committee on Commerce,
Science, and Transportation,
Washington, DC.

Dear Chairman Cruz and Ranking Member Cantwell:

On behalf of the Commercial Space Federation (CSF), the voice of the commercial space industry, I am writing to convey CSF's support for the confirmation of Mr. Ryan McCormack as Under Secretary of Transportation for Policy.

Mr. McCormack is currently the Deputy Chief of Staff for the U.S. Department of Transportation, and he has served in leadership positions focused on policy and public affairs throughout his career. His experience and dedication to public service more than qualifies him to serve as the Under Secretary of Transportation for Policy. In particular, his knowledge of commercial space licensing and other space activities will guide the Department of Transportation as the cadence of commercial space launch and reentry operations continue to grow and demand for licensing activities overseen by the Department increases.

CSF thanks the Committee for considering this letter of support for Mr. McCormack to serve as the Under Secretary of Transportation for Policy and looks forward to continuing to work with him to ensure that the United States remains the global leader in space.

Sincerely,

DAVE CAVOSSA,
President,
Commercial Space Federation.

ATLAS AIR
Miami, FL, October 30, 2025

Hon. TED CRUZ,
Chairman, Senate Commerce,
Science, and Transportation Committee,
Washington, DC.

Hon. MARIA CANTWELL,
Ranking Member, Senate Commerce,
Science, and Transportation Committee,
Washington, DC.

Dear Chairman Cruz and Ranking Member Cantwell:

I am writing on behalf of Atlas Air to express our strong support of Daniel J. Edwards, President Trump's nominee to serve as Principal Deputy Assistant Secretary for Aviation and International Affairs at the Department of Transportation (DOT).

Atlas Air is a global leader in outsourced aviation logistics, connecting customers to more than 330 stations in over 80 countries. The DOT Office of Aviation and International Affairs plays a vital role in shaping the policy and regulatory environment that enables our company and other U.S. cargo airlines to compete and operate globally.

Throughout his distinguished career, Mr. Edwards has demonstrated an extraordinary command of the complex issues shaping global aviation. He brings decades of transportation policy experience and a proven track record of tackling tough issues. Additionally, his more than 23 years in the U.S. Air Force reflects his commitment to public service and understanding for how aviation impacts U.S. national security and safety.

I am confident that his unique combination of private sector expertise, public service, and operational understanding will serve the Department and the broader aviation community well.

For these reasons, I wholeheartedly support Daniel Edwards's nomination and encourage the Committee's favorable consideration.

Sincerely,

MICHAEL STEEN,
Chief Executive Officer.

UNITED
Washington, DC, September 3, 2025

Hon. TED CRUZ,
Chairman, Senate Commerce, Science,
and Transportation Committee,
Washington, DC.

Hon. MARIA CANTWELL,
Ranking Member, Senate Commerce, Science,
and Transportation Committee,
Washington, DC.

Dear Chairman Cruz and Ranking Member Cantwell:

I am writing to express support for Dan Edwards' nomination to serve as Assistant Secretary for Aviation and International Affairs at the U.S. Department of Transportation (U.S. DOT). I have found Mr. Edwards to be knowledgeable, engaged, hard-working and responsive on the major issues affecting the aviation sector during his time at U.S. DOT. He is an important member of Secretary Duffy's team.

As a business executive, pilot, and civil engineer, Dan brings a wealth of experience to the Department's Office of Aviation and International Affairs. Dan is a graduate of the U.S. Air Force Academy and served in the United States Air Force for over 23 years. In addition, Dan holds over 4,000 flight hours as a military and commercial pilot. His prior service affords an important perspective on the complexities and intricacies of aviation operations and policy in the United States and around the world.

On a personal note, we at United have appreciated Dan's hands-on involvement in permanently remedying the air traffic deficiencies facing Newark Liberty International Airport (EWR). He has immersed himself in the matter, including making multiple visits to EWR immediately following the disruptions earlier this summer to listen to all perspectives for himself and drive positive changes.

Thank you for consideration of my views as you deliberate Dan Edwards' nomination to serve as Assistant Secretary for Aviation and International Affairs.

Sincerely,

STEVE MORRISSEY,
*Vice President,
International Regulatory & Policy.*

JETBLUE AIRWAYS
Long Island City, NY, September 10, 2025

Majority Leader JOHN THUNE,
United States Senate,
Washington, DC.

Minority Leader CHARLES E. SCHUMER,
United States Senate,
Washington, DC.

Dear Majority Leader Thune and Minority Leader Schumer:

On behalf of the more than 23,000 crewmembers of JetBlue Airways, New York's low fare, hometown airline, I am writing to urge the Senate's swift consideration and confirmation of Daniel Edwards of North Carolina to the position of Assistant Secretary of Transportation for Aviation and International Affairs.

As the Nation's leading low fare, full-service airline, JetBlue faces challenges as a five percent player in a field dominated by four carriers with more than eighty percent of the domestic marketplace. Scale matters and JetBlue's ability continue as a catalyst ensuring the largest carriers face robust price and product competition is critical to a competitive aviation marketplace. JetBlue has shown that when it enters a market, fares fall and traffic increases across all carriers but when we, on occasion, exit a market, fares increase significantly and conversely, traffic levels fall.

In leading the Department of Transportation's office responsible for ensuring a competitive aviation marketplace, our meetings with Mr. Edwards make clear he fully understands how important it is to have a healthy and robust set of competitors for aviation consumers to choose from. As such, we fully support his confirmation to lead this important office.

Thank you for your consideration and please do not hesitate to contact me to further discuss if helpful to your deliberations.

Sincerely,

ROBERT C. LAND,
*Senior Vice President for Government Affairs,
and Associate General Counsel.*

cc: Chairman Ted Cruz, Ranking Member Maria Cantwell, Chairman Jerry Moran and Ranking Member Tammy Duckworth

ADVANCED AIR MOBILITY
Manassas, VA, October 29, 2025

Hon. TED CRUZ, Chairman,
Hon. MARIA CANTWELL, Ranking Member,
U.S. Senate Commerce, Science, and Transportation Committee,
Washington, DC.

Dear Chairman Cruz and Ranking Member Cantwell:

I write in support of the nomination of Daniel J. Edwards to serve as Assistant Secretary of Transportation for Aviation and International Affairs.

The emerging Advanced Air Mobility (AAM) industry is at a critical inflection point. Transformative airplanes like Electra's EL9 Ultra Short are ready to come to market. U.S. leadership in this global domain will create thousands of new, high-paying jobs for the country's aerospace and defense workers. President Trump's Executive Order creating the eIPP (eVTOL Integration Pilot Program) is a critical step forward to enable this progress. Mr. Edwards is the right leader to bring experience, insight, and passion to this important effort, and to ensure that the eIPP succeeds beyond all expectation.

Mr. Edwards has already become a critical part of Secretary Duffy's U.S. Department of Transportation (DOT) team, leading the office in an acting capacity. His leadership has seamlessly built on his adjacent roles leading Airports at the FAA and other components at DOT. He also offers the country decades of aerospace experience for this role, to include his 23 years of distinguished flying service in the U.S.

Air Force and his many years as a CEO and senior executive leaders across several aerospace businesses.

From my direct interaction with Mr. Edwards and his team, I have full confidence that he is the right leader for the job. Thank you for the Committee's prompt consideration of his nomination and Electra's views.

Sincerely,

B. MARC ALLEN
Chief Executive Officer
 Electra.aero, Inc.

AIRLINES FOR AMERICA
 Washington, DC, October 30, 2025

Senator TED CRUZ,
 Chairman,
 Senate Commerce, Science,
 and Transportation Committee
 Washington, DC.

Senator MARIA CANTWELL,
 Ranking Member,
 Senate Commerce, Science,
 and Transportation Committee,
 Washington, DC.

Dear Chairman Cruz and Ranking Member Cantwell:

On behalf of the members of Airlines for America (A4A), I am writing in support of Dan Edwards' nomination to serve as Assistant Secretary for Aviation and International Affairs at the U.S. Department of Transportation (U.S. DOT).

The position of Assistant Secretary for Aviation and International Affairs is critical for the health and competitiveness of our Nation's aviation system. As a business executive, pilot and civil engineer, Dan will bring a wealth of experience and expertise to the Department's Office of Aviation and International Affairs. Dan is a graduate of the U.S. Air Force Academy and served in the United States Air Force for over 23 years, demonstrating his commitment to public service. As a military and commercial pilot, Dan has flown over 4,000 flight hours, giving him a real-life understanding and knowledge of the National Airspace System (NAS). This service uniquely qualifies him to serve in this position as he understands the importance and nuances of aviation policy and operations from both a domestic and international perspective.

A4A strongly supports Dan Edward's nomination and urges his swift confirmation.

Sincerely,

CHRISTOPHER T. SUNUNU,
President and CEO,
 Airlines For America.

THE BOEING COMPANY
 Arlington, VA, November 4, 2025

Hon. TED CRUZ,
 United States Senator,
 Washington, DC.

Hon. MARIA CANTWELL,
 United States Senator,
 Washington, DC.

Dear Chairman Cruz and Ranking Member Cantwell,

On behalf of The Boeing Company, I want to express our support for the confirmation of Dan Edwards to serve as Assistant Secretary for Aviation and International Affairs at the U.S. Department of Transportation. As a former U.S. Air Force pilot with extensive private sector experience in aviation, Mr. Edwards is well-qualified to serve in this position. He has demonstrated thoughtful leadership, extensive industry knowledge, and a genuine dedication to advancing the global competitiveness of American aviation.

Mr. Edwards possesses a unique combination of public service and private sector aviation leadership experience that gives him valuable insight into the challenges and opportunities facing U.S. aviation and industries that support it. His practical leadership style, coupled with these experiences, make him ideally suited to guide policies that will strengthen aviation safety and innovation while reinforcing America's leadership in aviation manufacturing.

We appreciate the Committee's commitment to advancing Mr. Edwards' nomination for this critical role and support his Senate confirmation. Thank you for your consideration and continued leadership in advancing American aviation.

Sincerely,

JEFF SHOCKEY,
Executive Vice President,
Government Operations,
Global Public Policy & Corporate Strategy.

CARGO AIRLINE ASSOCIATION
Washington, DC, October 31, 2025

Hon. TED CRUZ,
Chairman,
Senate Committee on Commerce, Science, and Transportation,
Washington, DC.

Hon. MARIA CANTWELL,
Ranking Member,
Senate Committee on Commerce, Science, and Transportation,
Washington, DC.

Dear Chairman Cruz and Ranking Member Cantwell:

On behalf of the Cargo Airline Association (CAA)¹, I write to express our support for the nomination of Daniel J. Edwards to be Assistant Secretary for Aviation and International Affairs at the U.S. Department of Transportation (DOT).

The air cargo community has worked closely with Mr. Edwards in his current role as Principal Deputy Assistant Secretary for Aviation and International Affairs at DOT. His professionalism, decades of aviation expertise, and pragmatic leadership have already yielded meaningful results for cargo operations and the global competitiveness of American aviation.

CAA particularly values Mr. Edwards' understanding of the air cargo ecosystem and his recognition of the importance of American leadership and defense of our international aviation agreements. He has been instrumental in advancing policies that strengthen the air cargo sector and enhance America's supply chain resilience.

As the Committee considers his nomination, CAA respectfully urges your support for Mr. Edwards' nomination. His qualifications, industry insight, and proven track record of collaboration and partnership make him an outstanding choice to serve as the next Assistant Secretary for Aviation and International Affairs.

Thank you for your continued commitment to ensuring the strength and safety of America's aviation system.

Sincerely,

LAUREN BEYER,
President,

cc: Senator Jerry Moran, Chairman, Subcommittee on Aviation, Space, and Innovation
Senator Tammy Duckworth, Ranking Member, Subcommittee on Aviation, Space, and Innovation

AIRPORTS COUNCIL INTERNATIONAL—NORTH AMERICA
Washington, DC, August 12, 2025

Hon. TED CRUZ,
Chairman,
U.S. Senate Committee on Commerce,
Science, and Transportation,
Washington, DC.

Hon. MARIA CANTWELL,
Ranking Member,
U.S. Senate Committee on Commerce,
Science, and Transportation,
Washington, DC.

Dear Chairman Cruz and Ranking Member Cantwell:

I write in support of the nomination of Daniel J. Edwards to be Assistant Secretary for Aviation and International Affairs at the U.S. Department of Transportation. Mr. Edwards' leadership skills, experience, and commitment to partnership will be vital to the success of the department's mission.

¹ CAA Board members include: ABX Air, Inc., Atlas Air, Inc., FedEx, and UPS Airlines. Associate members include: Amazon, DHL Express, and Kalitta Air.

Airports Council International—North America (ACI-NA) is the trade association representing entities that own and operate commercial-service airports in the United States and Canada. Our 300+ member airports—which facilitate the safe, secure, and efficient movement of goods and millions of passengers each day—collectively support more than 12.8 million jobs in our local communities and contribute more than \$1.8 trillion in annual economic impact. Our members also serve as gateways throughout the country to facilitate international connectivity for American business, travelers, and supply chains. We are committed to supporting the department in improving aviation safety, promoting economic growth, and bolstering the international competitiveness of the U.S. aviation industry.

In his acting capacity in this role, Mr. Edwards has met with my staff; in recent months. He has demonstrated a willingness to collaborate with industry to improve airports and our overall aviation system. This is the type of leadership we need. His experience, from service in the military to leadership in private sector aviation maintenance, makes him uniquely qualified for this role. His service to our country in the U.S. Air Force and Air Force Reserves bring bonafide experience and expertise to the U.S. Department of Transportation will serve our country well.

I urge your prompt consideration of Mr. Edwards' nomination and am grateful for the continued opportunity to work together to promote American leadership in aviation at home and globally.

Sincerely,

KEVIN M. BURKE,
President and CEO,

Airports Council International—North America.

Senator TED CRUZ, Chairman,
Senator MARIA CANTWELL, Ranking Member,
Senate Commerce Committee,
Washington, DC.

Dear Chairman Cruz and Ranking Member Cantwell,

I am writing to express my enthusiastic support for the nomination of Daniel J. Edwards as the Assistant Secretary of Transportation for Aviation and International Affairs. I firmly believe that Mr. Edwards possesses the expertise, experience, vision, and sense of urgency necessary to excel in this critical role and to contribute significantly to the advancement of our Nation's aviation and international transportation policies.

Prior to joining the Department of Transportation, Mr. Edwards dedicated his entire career to aerospace and defense, achieving significant accomplishments across diverse organizations in the public, private, and military sectors. He served over 23 years in the U.S. Air Force and Air Force Reserves, flying more than 100 combat missions and accumulating over 4,000 flight hours as a military and commercial pilot. His military and aviation experience further underscores his deep understanding of the complexities and demands of the aviation sector.

With a Master of Business Administration from the Wharton School at the University of Pennsylvania and a Bachelor of Science in Civil Engineering from the U.S. Air Force Academy, Mr. Edwards' educational background, combined with his extensive professional experience, equips him with a comprehensive understanding of both the technical and strategic aspects of aviation and international transportation.

Given the critical importance of aviation and international transportation to our economy and national security, it is essential to have a leader of Mr. Edwards' caliber in this role. His background and proven leadership make him the ideal candidate to guide our aviation and international transportation policies towards a prosperous and secure future.

I urge the Senate Commerce Committee to move forward with a swift and favorable confirmation of Daniel J. Edwards.

Sincerely,

FATIH OZMEN,
CEO,

Sierra Space and Sierra Nevada Company, LLC.

AIR LINE PILOTS ASSOCIATION, INTERNATIONAL
October 30, 2025

Hon. TED CRUZ,
 Chair,
 U.S. Senate Committee on Commerce,
 Science, and Transportation,
 Washington, DC.

Hon. MARIA CANTWELL,
 Ranking Member,
 U.S. Senate Committee on Commerce,
 Science, and Transportation,
 Washington, DC.

Dear Chair Cruz and Ranking Member Cantwell,

On behalf of the more than 80,000 professional airline pilots represented by the Air Line Pilots Association, International (ALPA), I am writing to express my strong support for the nomination of Daniel J. Edwards for the office of Assistant Secretary of Aviation and International Affairs of the United States Department of Transportation.

Serving as Acting Assistant Secretary presently, Mr. Edwards has impressed us as a thoughtful listener who understands the safety and economic issues surrounding United States civil aviation. His considerable background at several levels in the aviation industry, including past service as a long-haul airline pilot for a global U.S. airline, should greatly benefit the Department's policy-making. I am confident with his skills and experience he will be an excellent Assistant Secretary.

ALPA strongly supports Mr. Edwards' nomination to serve as Assistant Secretary of Aviation and International Affairs. We look forward to his consideration before the Senate Commerce Committee, and his swift confirmation by the full Senate.

Sincerely,

CAPTAIN JASON AMBROSI,
President.

JSX
September 30, 2025

Hon. TED CRUZ,
 Chairman,
 Senate Commerce, Science and
 Transportation Committee,
 Washington, DC.

Hon. MARIA CANTWELL,
 Ranking Member,
 Senate Commerce, Science and
 Transportation Committee,
 Washington, DC.

Dear Chairman Cruz and Ranking Member Cantwell,

We are writing to express JSX's strong support for Dan Edwards' nomination to serve as Assistant Secretary for Aviation and International Affairs at the U.S. Department of Transportation (U.S. DOT). JSX has enjoyed a long-standing, productive relationship with the Office of Aviation and International Affairs, and we have found Mr. Edwards to be knowledgeable, engaged, and deeply committed to the mission of this important office. He will be a vital member of Secretary Duffy's team.

As a business executive, pilot, and civil engineer, Dan brings a wealth of experience to the Department's Office of Aviation and International Affairs. Dan is a graduate of the U.S. Air Force Academy and served in the United States Air Force for over 23 years. In addition, Dan holds over 4,000 flight hours as a military and commercial pilot. His prior service affords an important perspective on the complexities and intricacies of aviation operations and policy in the United States and around the world.

Dan's unique background positions him to excel in this role, which requires balancing aviation economic policy with safety considerations, coordinating closely with the Federal Aviation Administration (FAA), and advancing key priorities including small community air service, competition, air traffic modernization, and the national AAM strategy—priorities that are central to JSX's mission and operations.

JSX is a Dallas-based Part 135/380 air carrier serving niche and underserved communities throughout the United States with our fleet of 30-seat aircraft. JSX has been voted America's favorite North American airline by consumers in the *Travel + Leisure* "World's Best" survey for two consecutive years. With the largest order book for advanced air mobility aircraft in the US, we believe AAM technology is critical to the future of small community and regional air service, bringing air service back to communities that have been left behind by the hub and spoke model.

During our recent meeting with Dan and his team, we were impressed by his commitment to these shared objectives and his collaborative approach to fostering innovation and competition, while maintaining the highest safety standards.

Thank you for consideration of our views as you deliberate Dan Edwards' nomination to serve as Assistant Secretary for Aviation and International Affairs.

Sincerely,

ALEX WILCOX,
Chief Executive Officer and Co-Founder.
KERRIE FORBES,
*Chief Legal Officer, Corporate Secretary and
Head of Government & Regulatory Affairs.*

ALLEGiant
Las Vegas, NV, October 30, 2025

Hon. TED CRUZ,
Chairman, Senate Commerce, Science, and Transportation Committee,
Washington, DC.

Hon. MARIA CANTWELL,
Ranking Member, Senate Commerce, Science, and Transportation Committee,
Washington, DC.

Dear Chairman Cruz and Ranking Member Cantwell:

On behalf of Allegiant, I am pleased to express our strong support for the nomination of Mr. Ryan McCormack to serve as Under Secretary of Transportation for Policy at the U.S. Department of Transportation.

We have greatly enjoyed working with Ryan in his current role as Deputy Chief of Staff to Secretary Duffy, where he has consistently demonstrated thoughtful leadership, professionalism, and a deep understanding of the complex issues facing our Nation's transportation system. His ability to bring stakeholders together and drive progress on key initiatives has earned the respect of the entire aviation community.

We especially appreciate Ryan's recognition of the important role Allegiant plays in ensuring air travel remains within reach for Americans across the country, especially those in smaller and underserved communities. His balanced perspective and commitment to competition reflect a strong alignment with the Department's mission to expand access and affordability in air travel.

We are also confident in Ryan's leadership to resolve outstanding issues with the Mexican government, and to enable Allegiant to extend the same affordable, value-driven service to international markets, benefiting even more American travelers.

Ryan's integrity, experience, and steady leadership make him exceptionally well suited to serve as Under Secretary for Policy. Allegiant is proud to offer our full support for his nomination.

Thank you for your consideration.

Sincerely,

JOHN PEPPER,
Vice President,
Government Affairs & Corporate Development.

ALLEGiant
Las Vegas, NV, October 30, 2025

Hon. TED CRUZ,
Chairman, Senate Commerce, Science, and Transportation Committee,
Washington, DC.

Hon. MARIA CANTWELL,
Ranking Member, Senate Commerce, Science, and Transportation Committee,
Washington, DC.

Dear Chairman Cruz and Ranking Member Cantwell:

On behalf of Allegiant, I am pleased to express our strong support for the nomination of Mr. Trent Morse to serve as a Member of the Board of Directors of the Metropolitan Washington Airports Authority (MWAA).

During his time in the White House Presidential Personnel Office, Trent made a significant contribution by helping staff key leadership positions at the U.S. Department of Transportation. Through that effort, he demonstrated a deep understanding of the Department's mission and an ability to identify and empower capable public servants who deliver meaningful results.

Trent's experience building trusted relationships across government will serve him well in this role. His collaborative approach and sound judgment will be critical to restoring consumer confidence and ensuring fair and transparent slot allocation across MWAAs airports.

We believe Trent's professionalism, insight, and record of effective public service make him an excellent choice for this important position. Allegiant is proud to offer our support for his nomination.

Thank you for your consideration.
Sincerely,

JOHN PEPPER,
Vice President,
Government Affairs & Corporate Development.

ALLEGiant
Las Vegas, NV, October 30, 2025

Hon. TED CRUZ,
Chairman, Senate Commerce, Science, and Transportation Committee,
Washington, DC.

Hon. MARIA CANTWELL,
Ranking Member, Senate Commerce, Science, and Transportation Committee,
Washington, DC.

Dear Chairman Cruz and Ranking Member Cantwell:

On behalf of Allegiant, I am writing to express our strong support for the nomination of Dan Edwards to serve as Assistant Secretary for Aviation and International Affairs at the U.S. Department of Transportation.

We were encouraged by Mr. Edwards' thoughtful engagement and remarks during the recent Association of Value Airlines board meeting. His understanding that carriers like Allegiant play a vital role in connecting communities across the country that otherwise would not have service reflects both his grasp of the aviation landscape and his appreciation for the diverse needs of the traveling public.

Mr. Edwards' extensive background in business and aviation equips him well to address the complex international issues facing the Department. We are confident that his leadership will help to expeditiously resolve the outstanding issues with the Mexican government, allowing the Allegiant-Viva Aerobus Joint Venture to move forward. This important partnership stands to deliver on President Trump and Secretary Duffy's commitment to increasing competition and lowering fares for the American people.

We believe Mr. Edwards' experience, professionalism, and practical approach will make him an asset to the Department and to the Nation's air travelers. Allegiant is proud to offer our support for his nomination.

Thank you for your consideration.
Sincerely,

JOHN PEPPER,
Vice President,
Government Affairs & Corporate Development.

ASSOCIATION OF VALUE AIRLINES
November 3, 2025

Hon. TED CRUZ,
Chairman,
U.S. Senate Commerce, Science, and Transportation Committee,
Washington, DC.

Hon. MARIA CANTWELL,
Ranking Member,
U.S. Senate Commerce, Science, and Transportation Committee,
Washington, DC.

Dear Chairman Cruz and Ranking Member Cantwell,

The Association of Value Airlines strongly supports the nomination of Dan Edwards to serve as Assistant Secretary of Transportation for Aviation and International Affairs. Our Board of Directors, the CEOs of Allegiant Air, Avelo Airlines,

Frontier Airlines, Spirit Airlines, and Sun Country Airlines, recently met with Mr. Edwards and are strongly encouraged by his responsiveness, familiarity with aviation, and attention to important policies that can promote enhanced competition in the airline industry. In addition, Mr. Edwards' concurrent role as Associate Administrator for Airports at the Federal Aviation Administration will uniquely position him to align competition and airport policies to maximize effectiveness.

The Association of Value Airlines represents the Nation's leading low-fare airlines who together safely transported 95 million passengers last year on a combined fleet of nearly 600 aircraft to 240 destinations, supported by 60,000 taxpaying employees. Our airlines create the competition that keeps fares in-check across the industry. When we met with Mr. Edwards, we had a productive dialogue about USDOT's policy initiatives, including the importance ensuring our airlines can access airports, and creating a regulatory framework that supports the continued success of value airlines' unique operating models. It is clear that his background in commercial aviation and airport engineering has given him unparalleled perspective and insight into the interdependence of airport and airline operations, and Federal policy.

Mr. Edwards has been serving a vitally important role as a key member of Secretary Duffy's team. We appreciate his willingness to engage with the value airlines, and we urge the Senate to swiftly confirm his appointment.

Sincerely,

JONATHON FREYE
Executive Director,
Association of Value Airlines.

SOUTHWEST
Washington, DC, November 3, 2025

Senator TED CRUZ,
Chairman,
Senate Commerce, Science, and
Transportation Committee,
Washington, DC.

Senator MARIA CANTWELL,
Ranking Member,
Senate Commerce, Science, and
Transportation Committee,
Washington, DC.

Dear Chairman Cruz and Ranking Member Cantwell:

Southwest Airlines is pleased to submit this letter in strong support of the nomination of Mr. Ryan McCormack for Under Secretary of Transportation for Policy at the U.S. Department of Transportation (DOT).

The DOT plays a vital role in supporting our Nation's economy and ensuring the safety, efficiency, and reliability of our transportation systems. As one of the Secretary's principal advisors, the Under Secretary for Policy provides strategic guidance on legislative and regulatory initiatives and helps ensure that the Nation's transportation network functions as a cohesive, forward-looking system that fosters growth, innovation, and public confidence.

Mr. McCormack has made significant contributions to the U.S. transportation sector through his service as Deputy Chief of Staff at the DOT. In this role, he has demonstrated exceptional leadership, judgment, and a results-oriented approach to complex policy and operational challenges. He is widely recognized for his accessibility, collaborative style, and ability to build consensus across diverse stakeholders. His prior service at the Export-Import Bank of the United States and in the U.S. House of Representatives strengthened his understanding of government operations and policymaking and further equipped him to advance the DOT's policy priorities.

Southwest Airlines has greatly valued the professionalism and constructive engagement Mr. McCormack brings to his work with industry partners. His steady leadership and commitment to collaboration reflect the best traditions of public service. We are confident that, as Under Secretary for Policy, he will continue to strengthen the Department's effectiveness and its partnership with the aviation industry and other key transportation stakeholders.

For these reasons, Southwest Airlines strongly supports Mr. McCormack's nomination.

CHRISTA LUCAS,
Vice President Governmental Affairs,
Southwest Airlines Co.

AIRLINES FOR AMERICA
Washington, DC, October 30, 2025

Senator TED CRUZ,
Chairman,
Senate Commerce, Science, and
Transportation Committee,
Washington, DC.

Senator MARIA CANTWELL,
Ranking Member,
Senate Commerce, Science, and
Transportation Committee,
Washington, DC.

Dear Chairman Cruz and Ranking Member Cantwell:

On behalf of the members of Airlines for America (A4A), I write in support of Trent Morse's nomination to serve as a Member of the Metropolitan Washington Airports Authority (MWAA).

Mr. Morse would be an asset as a MWAA Member. He previously served as policy advisor in the Florida Department of Transportation and has experience at a transportation and infrastructure company. He's served at the United States Department of Transportation as Special Assistant to the Secretary, and more recently, in his role as Deputy Director of Presidential Personnel, he played a critical role in transportation issues. Given MWAA's unique organizational origins, Mr. Morse's experience as a former public sector employee at both the Federal and state levels who understands the importance of the aviation sector and the critical role airports play in the economy will make him a great addition to MWAA.

Airlines have a strong interest in ensuring our Nation's airports are healthy and well run, and we support Mr. Morse's nomination and urge his swift confirmation.

Sincerely,

CHRISTOPHER T. SUNUNU,
President and CEO,
Airlines For America.

Senator CRUZ. Senators will have until the close of business on November 7 to submit questions for the record. The nominees will have until the close of business on November 10 to respond to those questions.

This concludes today's hearing. The Committee stands adjourned.
[Whereupon, at 3:59 p.m., the hearing was adjourned.]

A P P E N D I X

RESPONSE TO WRITTEN QUESTION SUBMITTED BY HON. JERRY MORAN TO RYAN MCCORMACK

Question 1. Can you provide an update on the status and anticipated timeline for the issuance of Advanced Digital Construction Management Systems Grants?

Answer. The FY 24 ADCMS awards have been reviewed and approved. Some have executed grant agreements and have obligated funds; others are still working to finalize their grant agreements. The Department anticipates releasing the next ADCMS NOFO in the first half of 2026.

RESPONSE TO WRITTEN QUESTION SUBMITTED BY HON. TED BUDD TO RYAN MCCORMACK

Following the 2024 FAA Reauthorization Act and the President's Executive Order calling for a new rule governing drone Beyond Visual Line of Sight (or BVLOS) operations, the FAA and TSA jointly published a draft rule in August. One of several issues the draft rule covers is the aircraft certification process. Recently, the FAA has adopted a more flexible and performance-based approach for drone certification called Criteria for Making 44807 Determinations, or CMD. Unfortunately, the draft rule embraces much of the prescriptive and unworkable requirements that the FAA abandoned several years ago trying to use the standard aircraft Type Certification process for drones.

Question 1. If confirmed, how will you use your new position at DOT to push for streamlined, proven certification processes like CMD and resist efforts to move us backwards in a final rule governing BVLOS operations for drones?

Answer. Enabling BVLOS operations for drones is critical. If confirmed, I will assist the Secretary and the Administrator of the FAA in advancing the objectives set forth in President Trump's Executive Order on Unleashing American Drone Dominance, which directs the Department to accelerate safe, routine BVLOS operations and reduce regulatory barriers to drone integration. Consistent with that policy, I will work to streamline certification and approval processes, promote innovation, and ensure timely rulemaking that strengthens U.S. leadership in drone technology.

RESPONSE TO WRITTEN QUESTIONS SUBMITTED BY HON. MARIA CANTWELL TO RYAN MCCORMACK

I-5 Bridge. Mr. McCormack, the I-5 bridge is a critical project not only regionally, but to the national economy. \$48 billion in American made and grown goods cross the bridge each year. The bridge's national impact is why it is not only supported by the local community, but also national business groups like the American Trucking Associations.

Question 1. Will you commit to keeping the project in the Capital Investment Grant program pipeline until it can be rated by the Federal Transit Administration?

Answer. If confirmed as Under Secretary of Transportation for Policy, I will work with the Federal Transit Administration (FTA) to ensure that coordination continues with the Washington State Department of Transportation (WSDOT), the project sponsor, on the IBR project's status in the Capital Investment Grants (CIG) New Starts program. As I understand it, the status of the IBR project in the CIG program is being monitored monthly and FTA is working with the sponsors related to open questions regarding project cost and other factors. Further coordination will help forecast with more accuracy project elements critical to advancing within the CIG program.

DOT Grants. Mr. McCormack, it is my understanding that several previously awarded pedestrian and bike safety projects and port infrastructure projects across

the country have been cancelled after it was determined they did not align with the White House's priorities. Additionally, about 111 transportation infrastructure projects remain under review and are at risk of being cancelled.

Question 1. Current law does not require the Department of Transportation (DOT) to inform Members of Congress in advance of the withdrawal, termination, or cancellation of any grant awards. However, Senators may be able to provide important local context about the importance of projects in their home state that could help inform any reviews of grant awards being conducted by the Department. Will you commit to providing relevant Senators and this Committee at least three days' advanced notice prior to the formal withdrawal, termination, or cancellation of any grant awards?

Answer. If confirmed as Undersecretary of Transportation for Policy, I will notify Congress of grant actions in accordance with Federal law. I recognize that the Members of the Committee, and the Congress broadly have context related to specific projects informed by discussions with state and local governments, as well as constituents that may prove helpful and the Department will engage as appropriate on those matters.

Question 2. We appreciate the initial list of canceled and withdrawn grant awards that DOT provided the Committee on November 4, 2025, in connection with your nomination process. Upon review, this list does not appear to reflect a full list of grant awards that were canceled, withdrawn, terminated, or had otherwise lapsed as a result of this Administration's grant re-evaluation process. Please certify that the list DOT provided on November 4 reflects a complete list of every such grant award, including those from all DOT modal administrations. If not, please provide an updated list to include all omitted responsive grant award(s) as an appendix to your QFR responses.

Answer. Please see the Attachment 1.

Question 3. During your staff interview on October 30, 2025, you indicated you would also provide the Committee a complete list of the roughly 200 grant awards that were still under review by DOT at that time. During your testimony on November 5, 2025, you indicated you were still "working" on providing this list. Will you provide an accurate list of these grant awards to this Committee before your mark-up is held?

Answer. DOT expects to provide a list by the end of the calendar year. These grants are still part of a deliberative process. In the time since this was first raised in the staff interview, 89 of the grants have since cleared the review process and advanced further toward obligation.

Question 4. Please provide a timeline for when we should expect DOT to provide the list referenced in the above question.

Answer. DOT will provide a list by the end of the calendar year.

Aviation Consumer Protection. After hearing directly from my constituents who had their travel plans ruined during the Southwest Airlines' meltdown, I knew we needed to make sure the flying public was not left holding the bag wondering if they would ever be made whole after getting their flight canceled or delayed.

Thanks to the Federal Aviation Administration (FAA) law, we ensured passengers are entitled to hassle-free refunds when their flights are canceled or significantly delayed by an airline—no matter the cause. And we empower the DOT to be a strong cop on the beat by establishing a new Office of Aviation Consumer Protection and tripling fines for consumer protection violations.

But I'm concerned that DOT will revert back to a 2020 Trump Administration rule that weakened airline oversight, changing DOT's interpretation of what is considered an "unfair and deceptive practice." We cannot afford a light-touch approach to consumer protections when Americans have experienced so many costly and widespread travel disruptions caused by airlines in the past three years.

Question 1. Must DOT show they are committed to upholding and enforcing protections for everyday travelers?

Answer. The Department must faithfully uphold the law.

Question 2. If confirmed, will you make protecting passenger rights a priority during your time at DOT?

Answer. My current role has not delved into any aviation consumer protection issues, and if confirmed to the role of Under Secretary of Transportation for Policy, the Office of Aviation Consumer Protection would not report to me. However, I do want to convey that my top priority would be to continue upholding safety on our Nation's roadways, railways, and yes,—skies, as well as exercising the Secretary's authorities over competition and economic licensing in aviation. Should there be an issue where passenger safety is at concern or the competitive vitality of aviation

services, I too expect that DOT should be a “strong cop on the beat,” and I will not hesitate to elevate the issue. I also want to advance policies that will benefit the passenger experience and look forward to working with the Committee on those issues.

Question 3. The 2024 FAA law requires DOT to take a stronger approach to consumer protection. Do you commit to fully implementing all the consumer protection requirements as required by the FAA law as quickly as possible?

Answer. I will follow the law.

Roadway Safety. Roadway deaths have increased 15 percent in the last decade. In the state of Washington, 730 people were killed on our roads last year—a 34 percent increase from a decade ago, and the number of people killed while walking or biking has reached an all-time high.

Question 1. In 2022, the Department released the first-ever National Roadway Safety Strategy with the long-term goal of zero fatalities on our roadways. Will you continue this mission to save lives and prevent deadly traffic crashes?

Answer. Yes. Far too many Americans die on our roadways. I cite reducing highway fatalities as one of my top priorities and if confirmed, will continue the work to further reduce highway fatalities. As Secretary Duffy has said, the Department is committed to putting safety first. For example, this July, USDOT launched a nationwide roadway safety effort to prioritize investments that improve mobility and safety on roadways through the Federal Highway Administration’s (FHWA) Safe Arterials for Everyone through Reliable Operations and Distraction-Reducing Strategies—SAFE ROADS—initiative. The program targets non-freeway arterial roads, which is where more than half of U.S. roadway deaths occur. The response has been unprecedented, with all 50 States, the District of Columbia, and Puerto Rico identifying safety concerns they will address.

Question 2. We have learned from other industries the importance of a safe-system approach to prevent fatal accidents. How will you ensure that DOT works across modes to improve safety?

Answer. Safety is my top priority. The integration of emerging technologies is a key factor in enhancing safety across all modes of transportation. Collaboration is key in further bolstering safety. I support the Safe System approach that works by building and reinforcing multiple layers of protection from all Operating Administrations to both prevent crashes from happening in the first place and minimize the harm caused to those involved when crashes do occur. If confirmed,

I will ensure that the surface transportation operating administrations continue to build on strategies that work through coordinating activities.

Commercial Space Launch and Reentry. The commercial space industry has encountered significant issues with the FAA’s Office of Commercial Space Transportation (AST), including chronic resource shortages, regulatory inefficiencies, and delays in processing licensing and approvals. These problems will only get worse as the commercial space industry grows. Last year’s rate of licensed launches was up 33.3 percent from 2023, and 97.4 percent from 2022. 85 percent of the licensed launches in 2024 were conducted by SpaceX, including 4 Starship launches, which means that SpaceX receives more time and attention from the FAA than any other launch company. Yet SpaceX and Elon Musk have been the most vocal public critics of the FAA’s Commercial Space Transportation Office.

Question 1. Smaller innovators and new start commercial space companies often struggle to compete against well established players. What role do you see DOT and the FAA playing in ensuring the government fosters a diversified ecosystem of space providers to increase resiliency and reduce dependency on any single company?

Answer. It is important we promote as much competition as possible in the marketplace. The Department, including the FAA, should be broadly supportive of all space providers seeking launch and reentry approvals, consistent with safety protocols.

Question 2. Will you commit to reactivating the Commercial Space Transportation Advisory Committee and appointing new members as a means of receiving formal input from across industry and other interested stakeholders and experts?

Answer. Consistent with Executive Order, the Department has undertaken a broad effort to reevaluate the Department’s Federal advisory committees and is in the process of reconstituting several advisory committees. This process is deliberative and I will follow the law and the direction of Secretary Duffy related to advisory committees. I am interested in hearing from stakeholders and experts in this space to inform Departmental action and will engage as appropriate.

Question 3. As you consider proposals to increase domestic commercial launch industry competitiveness, will you also commit to maintaining public safety and the safety of human spaceflight participants?

Answer. Yes.

5G Spectrum Auction Impacts to Aviation Safety. The safety and effectiveness of the National Airspace System (NAS) depends on the management of radar, navigation, and safety-critical systems on airplanes. As the Federal Communication Commission (FCC) moves towards auctioning off additional spectrum and telecommunication companies' voluntary mitigations end in 2028, it's imperative that DOT and FAA ensure that radio altimeters and C-Band spectrum can co-exist without jeopardizing aviation safety.

Question 1. To that end, what is the timeline for the FAA proposed rulemaking (NPRM) to be issued so that the FAA and the aviation industry can begin planning towards a stable regulatory baseline?

Answer. The FAA continues to work closely with the FCC on this issue. If confirmed, I will study this issue further and better understand the timeline of the FAA's NPRM efforts to ensure aviation safety is maintained.

Question 2. The current commercial aviation fleet continues to rely on radio altimeters and filters that were not certified to operate adjacent to highpower 5G emissions close to their receiver frequencies. It is still unclear whether updated altimeters would be able to withstand 5G interference and retrofitting altimeters for use alongside full powered commercial 5G will require more than simple filtering. What is DOT doing to proactively address additional issues facing airlines associated with this forthcoming auction with respect to radio altimeter equipment performance and considerations for related retrofits?

Answer. As I understand it, the FAA is working collaboratively with industry and the FCC to evaluate the performance of radio altimeters in the full power 5G environment. The FAA is assessing potential equipment and retrofit needs to ensure continued safety and operational reliability. Findings from this work have informed FAA's preparation of a proposed rule addressing C-band and radio altimeter coexistence, and the FAA will continue to work with industry and the FCC to provide clear requirements for affected operators.

Question 3. Will you commit to keeping this committee updated on this process and ensuring that the FAA and FCC are closely working together to ensure aviation safety is not compromised and that the concerns of aviation stakeholders are accounted for as this auction is designed?

Answer. Yes.

RESPONSE TO WRITTEN QUESTION SUBMITTED BY HON. AMY KLOBUCHAR TO
RYAN MCCORMACK

Distracted Driving

You stated that you plan to pay particular attention to reducing highway fatalities. Nine people in the United States are killed everyday in accidents that are reported to involve distracted driving.

Question 1. If confirmed, do you commit to working to combat distracted driving as a part of your efforts to reduce highway fatalities?

Answer. Yes. Safety is my—and the Department's—top priority. We must find ways to reduce fatalities on roadways and I will support efforts to combat distracted driving.

RESPONSE TO WRITTEN QUESTIONS SUBMITTED BY HON. TAMMY BALDWIN TO
RYAN MCCORMACK

Question 1. The Build America, Buy America Act expresses a general policy preference against general applicability waivers. If a waiver to a Buy America law is necessary to overcome short-term market limitations, the Department of Transportation should issue ad hoc, product-specific waivers to ensure projects proceed without delay and signal market demand, triggering new capital investments to expand domestic manufacturing capacities.

a. Do I have your commitment to enforce current Buy America standards?

Answer. I will follow the law and I share your passion to promote domestic manufacturing and job growth. The President and Secretary Duffy are committed to buying American and hiring American when spending Federal dollars, where possible. If confirmed, I look forward to supporting them in that effort.

b. Will you commit to only issuing waivers that are ad hoc, product-specific waivers and avoid issuing new general applicability waivers?

Answer. I will follow the law and I share your passion to promote domestic manufacturing and job growth. The President and Secretary Duffy are committed to buying American and hiring American when spending Federal dollars, where possible. If confirmed, I look forward to supporting them in that effort.

Question 2. As Congress works to advance a surface transportation reauthorization bill, one of my priorities is to continue to strengthen Build America, Buy America Act implementation and enforcement required under the Bipartisan Infrastructure Law.

a. Would you support legislation that would require an additional round of identification of programs at the Department of Transportation that still have not implemented Buy America preference requirements?

Answer. I will follow the law and I share your passion to promote domestic manufacturing and job growth. The President and Secretary Duffy are committed to buying American and hiring American when spending Federal dollars, where possible. If there is technical assistance required to inform your draft legislation, I would be happy to assist.

b. How would you go about addressing deficient programs under the DOT's purview?

Answer. If confirmed as Under Secretary of Transportation for Policy, I will work to ensure that DOT applies Buy America preferences to its financial assistance programs in a manner consistent with the statutory requirements established by Congress.

Question 3. For the past 40 years, the Department of Transportation's Disadvantaged Business Enterprise Program has helped level the playing field for businesses seeking to participate in federally assisted contracts. This program has been extremely beneficial for business owners in Wisconsin. I was disappointed to see the recent interim final rule that removes race-and sex-based presumptions of social and economic disadvantage as criteria for consideration for the program.

a. What are your thoughts on the Disadvantaged Business Enterprise Program?

Answer. Recipients of highway, transit and airport funding distributed by the Department are subject to certain requirements of the Disadvantaged Business Enterprise (DBE) program. The Interim Final Rule referenced in the question would ensure that this program continues to operate in accordance with the Constitution and Federal civil rights laws. The Office of Civil Rights, which administers the guidance on DBE, does not report to the Under Secretary of Transportation for Policy. If confirmed, I would nevertheless work to ensure the new guidance is clearly understood by applicants.

b. What do you envision for the future of the program?

Answer. As relayed in my answer to the previous question, the program will continue to operate in accordance with the Constitution and Federal civil rights laws.

c. If confirmed, will you commit to reassessing this interim final rule and considering reversal of the Department's decision?

Answer. I am committed to following the law. For specifics on this interim final rule, I would refer you to the Office of Civil Rights.

Question 4. One of my longstanding priorities is improving access to air travel for people with disabilities, including our Nation's veterans. I was disappointed to see that the DOT announced in September that it would be delaying enforcement of provisions intended to hold airlines accountable for mishandled wheelchairs and provide more regular training for airline personnel and contractors who provide physical assistance to passengers with disabilities and handle passengers' wheelchairs and scooters. My ask for the Department of Transportation is to reverse its decision to delay enforcement of these important provisions in the final rule. Will you commit to reconsidering this decision if confirmed?

Answer. On September 30, 2025 the Department issued a notice that it is delaying enforcement of four provisions of the Wheelchair Rule I: those related to airline liability for mishandled wheelchairs, frequency of refresher training, pre-departure notifications, and fare difference reimbursements until December 31, 2026. My understanding is that this action was taken because the Department is considering a new rule on this topic. It is my understanding that nothing in the September 30, 2025 announcement affects the continued requirement of air carriers to return wheelchairs to their users in the condition in which the air carrier received the wheelchair, or to compensate the passenger for any damage to a wheelchair as a result of the air carrier's actions or failure to act in a prudent manner.

RESPONSE TO WRITTEN QUESTIONS SUBMITTED BY HON. TAMMY DUCKWORTH TO
RYAN MCCORMACK

Question Topic: Federal Aviation Administration (FAA) Reauthorization Act of 2024

Question 1. The Federal Aviation Administration (FAA) Reauthorization Act of 2024 (PL 118–63) included a bipartisan provision titled, “Ensuring Safe Accommodations for Air Travelers with Disabilities Using Wheelchairs” or the Wheelchair rule and was issued on December 16, 2024. However, the U.S. Department of Transportation (USDOT) released in the Federal Register on September 30, 2025, that would delay enforcement of the rule until the end of 2026, and a notice of proposed rule-making (NPRM) seeking to weaken core protections in the law.

A. What disability advocacy groups did you or USDOT officials meet with prior to making this change to the existing law?

Answer. I did not participate in deliberative processes related to this NPRM. As I explained in the hearing, this is not part of my portfolio in my current role nor does the Office of Aviation Consumer Policy report to the role I am nominated for.

B. When did you meet with such groups and which individuals were included?

Answer. Refer to my answer in “A.”

C. What recommendations were made by such groups?

Answer. Refer to my answer in “A.”

D. Which recommendations under C. were accepted, why were they accepted and how were they implemented?

Answer. Refer to my answer in “A.”

E. Which recommendations under C. were rejected and why were they rejected?

Answer. Refer to my answer in “A.”

F. What airline advocates and industry lobbyists did you or USDOT employees meet with prior to making this change to the existing law?

Answer. Refer to my answer in “A.”

G. When did you meet with such stakeholders?

Answer. Refer to my answer in “A.”

H. What recommendations were made by such stakeholders?

Answer. Refer to my answer in “A.”

I. Which recommendations under H. were accepted, why were they accepted and how did USDOT implement each?

Answer. Refer to my answer in “A.”

J. Which recommendations under H. were rejected and why were they rejected?

Answer. Refer to my answer in “A.”

Question 2. Congress passed the FAA Reauthorization Act of 2024 (PL 118–63), which requires the FAA to issue regulations and guidance to increase safety and accessibility for passengers with disabilities and an aging population. Several provisions of the FAA law regarding publication of guidance or rulemaking are already behind schedule. If confirmed as Under Secretary:

A. Will you prioritize FAA Reauthorization Act of 2024 full and faithful implementation, without delay, regardless of any Executive Order that would force USDOT and FAA to violate statutory requirements or otherwise hinder implementation in contravention of legislative text and congressional intent?

Answer. If confirmed as Under Secretary of Transportation for Policy, I will support the Secretary in implementing regulations required by the FAA Reauthorization Act in a timely manner.

B. Do you commit to placing all of the FAA Reauthorization Act of 2024’s required regulations and guidance on the Unified Regulatory Agenda?

Answer. If confirmed as Under Secretary of Transportation for Policy, I will support the Secretary in implementing regulations required by the FAA Reauthorization Act in a timely manner.

Question Topic: Surface Transportation Reauthorization

Our Nation’s infrastructure is in desperate need of updating. Congress is due to reauthorize surface transportation policy next year, and we are already putting our heads together on what needs to be included. One program that we hope to reauthorize is the All Stations Accessibility Program, or ASAP, which aims to make public areas of transit station accessible to people with disabilities. The ASAP program has provided funding on a competitive basis to support such infrastructure projects across the country, including in Illinois, Pennsylvania, Louisiana, Ohio and several other States. These critical investments have helped provide jobs and increase acces-

sibility, but we have a long way to go before the promise of the Americans with Disabilities Act is fulfilled.

Question 1. If confirmed, will you commit to working with me to reauthorize the ASAP program?

Answer. I appreciate and share the commitment to ensuring that Americans with disabilities have access to the transportation services. If confirmed as Under Secretary of Transportation for Policy, I will continue the work in the Department to ensure the needs of Americans with disabilities are considered when designing transportation systems.

Question 2. A recent *report* by the National Council on Disability on the current state of ground transportation and the challenges it presents to Americans with disabilities, who still struggle to get to medical appointments, work, school, the grocery store and so on due to inaccessible routes, transit and insufficient transportation options, and wheelchair users are particularly hard hit due to a lack of wheelchair accessible vehicles. New technologies and innovations, such as transportation network companies, or TNCs (aka, rideshare), and autonomous vehicles present an opportunity to increase accessibility for all Americans.

If confirmed as Under Secretary, do you commit to working with me and stakeholders in the disability community to develop and implement policy to improve the availability of WAVs by TNCs and the accessibility of autonomous vehicles of transportation routes?

Answer. If confirmed, I would be happy to work with you and your staff on these important issues.

Question Topic: Sustainable Aviation Fuel

Question 1. In 2021, multiple U.S. Federal agencies, including Department of Transportation and specifically the FAA joined an interagency working group to roll out the SAF Grand Challenge. This was a historic government-wide strategy for scaling up production of SAF that reduces cost and expands the use of SAF across the U.S. airline industry, while also growing the domestic biofuels sector. SAF is a bipartisan topic that Senator Moran and I proudly advocate for as co-chairs of the Senate SAF Caucus. SAF production is critical for the aviation industry. It also creates new economic opportunities in agricultural and rural communities while reducing environmental impacts. It also supports U.S. energy independence and global competitiveness. With the goal of 3 billion gallon per year by the 2030 target, it is important that we remain committed to this goal of American grown, American made biofuels.

B. Do you remain committed to the expansion of domestic SAF production and usage in this country?

Answer. I understand there have been recent deliberations within the Congress related to SAF and that this issue is important to your constituents. I will follow the law and engage with the SAF Caucus and aviation stakeholders as appropriate when the Department considers matters related to SAF.

Question 2. Without the inclusion of U.S. agricultural feedstock for SAF we will miss an incredible economic and environmental opportunity. That being said, some international aviation sectors have chosen to measure their SAF carbon intensity using the International Civil Aviation Organization's (ICAO) Carbon Offsetting and Reduction Scheme for International Aviation or "CORSA". However, domestically we prefer Illinois' own Argonne National Laboratories, Department of Energy commissioned Greenhouse gases, Regulated Emissions, and Energy use in Technologies Model or "GREET Model", as it more accurately considers sustainable agricultural practices, reduced land and water uses and other relevant considerations in its calculations.

A. Do you support the U.S. formally adopting the Argonne GREET model to measure our SAF carbon intensity?

Answer. If confirmed, I will study this issue further and better understand the differences in the CORSA and GREET Model approaches.

B. Do you support the global aviation sector adopting one single model to measure the carbon intensity of SAF?

Answer. If confirmed, I will study this issue further and better understand the differences in the CORSA and GREET Model approaches.

Question Topic: Federal Elections

Question 1. Setting aside the Congressional count and certification, do you believe President Donald Trump received more votes than Vice President Kamala Harris in the 2024 U.S. presidential election?

Answer. Donald Trump received the majority of certified electoral college votes in the 2024 presidential election.

Question 2. Setting aside the official Congressional count and certification, do you believe President Joe Biden received more votes than President Donald Trump in the 2020 U.S. presidential election?

Answer. Joseph Biden received the majority of certified electoral college votes in the 2020 presidential election.

RESPONSE TO WRITTEN QUESTIONS SUBMITTED BY HON. BEN RAY LUJÁN TO
RYAN MCCORMACK

Question 1. In February, Secretary Duffy released a memo that the Department of Transportation would prioritize projects and goals that “give preference to communities with marriage and birth rates higher than the national average.” When asked about this shift, you stated that the previous administration’s focus on bike paths or transit “inadvertently . . . restrict[ed] what was possible when it came to family size.” *Please provide the data that your team used to determine that bike paths inadvertently restrict family size.*

Answer. The Department is committed to supporting critical transportation infrastructure improvements. In instances where a bicycle lane removes a motor vehicle travel lane and leads to a significant reduction in travel efficiency it affects motorists, including families.

Question 2. Most recently, the Department of Transportation canceled multiple grants stating they ran “counter to DOT’s priorities . . . [to] improve vehicular travel.” This includes an \$11.5 million RAISE grant in New Mexico that was intended to construct a multi-use urban trail for bicyclists and pedestrians through a downtown corridor. The law that authorized these funds states that “in selecting projects . . . the Secretary shall take into consideration geographical and modal diversity.” Limiting program support to projects that are focused only on vehicular modes of transportation is in direct conflict with the plain language of the law.

a. Were you aware that the sole focus on vehicular modalities directly conflicts with the law?

Answer. The program has not been restricted to vehicular modes of transportation. I will continue to follow the law and if confirmed, will request and follow the advice of counsel in doing so.

b. What role did you play in the cancellation of those grants?

Answer. DOT is conducting a review to ensure all competitive grant activities align with Administration priorities, which was led by the Deputy Secretary in coordination with the Secretary.

To the best of my knowledge and true belief, the Department has carried out grant award announcement withdrawals and grant terminations within the law with regard to relevant statutory authorizations while exercising Secretarial discretion also authorized by those statutes. The Department and I will continue to follow applicable laws.

c. Will you provide Congress with an update on how many similar grants have been cancelled and/or currently under review?

Answer. The committees of jurisdiction have been provided with a list of all grants withdrawn or cancelled.

d. Will you commit to ensuring that grants are reinstated that are not in conflict with the law?

Answer. I will continue to follow the law in all that I do.

Question 3. Did Joe Biden lawfully win the 2020 presidential election?

Answer. Joseph Biden received the majority of certified electoral college votes in the 2020 presidential election.

Question 4. Did Donald Trump lawfully win the 2024 presidential election?

Answer. Donald Trump received the majority of certified electoral college votes in the 2024 presidential election.

RESPONSE TO WRITTEN QUESTION SUBMITTED BY HON. JOHN THUNE TO
DANIEL EDWARDS

The current U.S. pilot retirement age of 65 greatly impacts regional airline staffing. In October 2025, the International Civil Aviation Organization (ICAO) made the concerning decision to reject a proposal to raise the recommended international pilot age from 65 to 67.

Question 1. If confirmed, will you commit to working with the Ambassador to ICAO in supporting a raise in the pilot retirement age both domestically and on the international stage to ensure that the U.S. pilot supply remains robust for many years to come?

Answer. I recognize that the retirement rules impact regional airline staffing and the availability of diverse business models to provide the safe airline services that Americans demand, especially in small and rural communities. Safety is and will remain the Department's priority, and I will work with Secretary Duffy and Administrator Bedford, who lead on this issue, to engage as appropriate at ICAO.

RESPONSE TO WRITTEN QUESTIONS SUBMITTED BY HON. JERRY MORAN TO
DANIEL EDWARDS

Question 1. Can you provide an update on the status of the report authorized in the Advanced Air Mobility Coordination and Leadership Act?

Answer. The large expert Federal working group has completed its work, having worked closely with stakeholders throughout the aviation, telecom, and infrastructure development industries, as well as with State, local, Tribal, and Territorial governments. The national strategy, and its associated comprehensive plan, are complete and will be an excellent template to develop a new industry with new capabilities for the American people. The Department will partner with Congressional leaders in this area to release the strategy as soon as possible.

Question 2. Can you provide an update on the implementation of Sec. 912, the Drone Infrastructure Inspection Grant Act, and Sec. 702 as it relates to the eligibility of Advanced Digital Construction Management Systems?

Answer. The FAA also continues to implement the provisions of the 2024 reauthorization act, including Section. 912, and has thus far prioritized provisions that are funded to realize the intent of Congress.

Question 3. New technology will be vital in elevating aviation safety and creating a safer NAS, and new companies are offering aircraft operating systems designed to make the aircraft safer in every environment while lessening the cognitive load on pilots. How will you work to ensure platforms that make it fundamentally safer to fly make it to market?

Answer. If confirmed, I will support the safe and timely certification of new technologies that enhance aviation safety and reduce pilot workload. The Department, including the FAA, must continue to modernize its approval processes to keep pace with innovation while maintaining rigorous safety standards, ensuring that proven, safety-enhancing platforms can enter the market without unnecessary delay.

Question 4. You have also been selected to serve as the FAA Associate Administrator for Airports, which is a key position, especially considering the ongoing focus on enhancing aviation safety and efficiency. How will you ensure your role as Assistant Secretary doesn't prevent you from fulfilling the needs of the FAA Office of Airports and the airport community?

Answer. If confirmed I will ensure dedicated focus on the FAA Office of Airports by maintaining close coordination with FAA leadership and stakeholders, prioritizing resources and engagement to address airport safety, efficiency, and operational needs while also fulfilling my responsibility as Assistant Secretary for Aviation and International Affairs. I have significant relevant experience in airfield safety, infrastructure and engineering and am passionate about preparing our Nation's airports for the next generation of aviation and economic growth. I also have experience simultaneously leading and integrating multiple organizations and lines of business and will bring that to bear to ensure that the airports team fulfills its mission.

Question 5. Airports in Kansas and around the country are working to upgrade outdated facilities and make investments that help accommodate rising demand and improve safety. The FAA Office of Airports plays an important role in helping airports move forward with their critical infrastructure projects and ensure the safety of aircraft operations on the ground. What are your priorities as the Associate Administrator for Airports?

Answer. As the Associate Administrator for Airports, safety is my top priority. I will work to ensure that the operation of aircraft, including within and around the airport environment, remains safe. I am also passionate about preparing our Nation's airports the next generation of aviation technology.

Question 6. Airports have been calling for the FAA to streamline the review and approval processes for airport infrastructure projects while proposing other common-sense recommendations to reduce regulatory red tape. How will you ensure that the

Trump administration's deregulatory agenda is implemented for the benefit of airports?

Answer. If confirmed, I will ensure airport projects benefit from President Trump's deregulatory agenda, implementing streamlined processes and approvals consistent with applicable law.

Question 7. FAA predicts airports face \$67.5 billion in capital needs over the next five years—can you provide assurance that FAA will not attempt to claw-back or cancel previously appropriated funding for airports?

Answer. I can provide assurance that I, under Secretary Duffy's leadership, will uphold the letter of the law.

RESPONSE TO WRITTEN QUESTIONS SUBMITTED BY HON. MARIA CANTWELL TO DANIEL EDWARDS

Airline Competition and Protecting U.S. Aviation Jobs. Mr. Edwards, a key part of your role at the Department of Transportation (DOT) Office of the Secretary (OST) would be to oversee the evaluation and potential approval of proposed airline industry acquisitions and mergers. Airline competition decisions are critical as they impact many core parts of how the airline industry operates and what choices the flying public has as a result. These DOT decisions affect consumer flight options in communities across the country, flight and airport gate access for airlines, as well as jobs and benefits for pilots, flight attendants and other members of our aviation workforce essential to supporting these flights.

Question 1. What does it mean to you to promote "fair competition" in the airline industry?

Answer. In a competitive airline industry, multiple types of business models are able to compete to win over consumers based upon the strength of their products and services, without impediments in the form of structural factors such as government intervention or overregulation, or other factors such as exclusionary conduct, that could otherwise harm consumers and American businesses. If confirmed, I will apply the authorities provided by Congress to promote free, fair, and vigorous competition.

Question 2. If confirmed, how would you ensure decisions at DOT about competition in the airline industry benefit the flying public and don't compromise protections or air service access for consumers?

Answer. I believe that, in considering the equities of the aviation industry, Congress has put market access and consumers at the center of the Department's economic authorities. If confirmed, I will ensure that my office maximizes consumer benefits in regulatory decisions on airline competition matters. This includes paying close attention to the impact of any transaction on the access that Americans have to the national air transportation system.

Question 3. Global competition in aviation is critical not only for the national economy but also for Washington State, which has a strong aviation workforce and trade ties that depend on open markets. To strengthen U.S. competitiveness, we need policies that encourage carriers—especially new entrants—to expand internationally. Will you commit to ensuring DOT actively promotes global aviation competition and works with carriers to create real opportunities for access to international markets?

Answer. Yes, if confirmed, I will absolutely do so. It is critical to strengthen U.S. competitiveness and enable new entrants and emerging global airlines to access international markets.

Question 4. Your role would involve evaluating and deciding whether to allow certain foreign airlines to operate within the U.S. market. If confirmed, do you commit to safeguarding U.S. aviation jobs and workplace benefits when making such decisions relating to airline competition in the industry?

Answer. Safeguarding U.S. aviation jobs and workplace benefits are an important responsibility, and if confirmed, I will ensure that Departmental decisions regarding foreign air carrier licensing and access to the United States are made and carried out consistent with U.S. law and the public interest.

Question 5. Do you also commit to ensuring your decisions related to airline competition prioritize safeguarding small and regional air service?

Answer. Ensuring access for small and rural communities to the national aviation system is an important goal of the Department and one that I take seriously. If confirmed, I will ensure that the Department's decisions consider impacts on small, rural, and underserved communities, consistent with Department's mission. The office to which I am seeking confirmation oversees the Essential Air Service and

Small Community Air Service Development Programs, two avenues to supporting and developing air service to underserved communities. I will administer these programs to the best of my ability, prioritizing the needs of the affected communities.

U.S. Leadership at ICAO. The International Civil Aviation Organization (ICAO) gets 20 percent of its funding from the U.S.—and I am concerned that considerations to withdraw some of this funding will seriously undermine our ability to influence safety and energy standards and policy in the international aviation community.

Question 1. If confirmed, do you commit to ensuring the United States continues to provide funding contributions to support ICAO activities—even in the event that the DOT has disagreements with some of ICAO’s policy priorities?

Answer. While decisions regarding funding for international organizations are the ultimate purview of the Department of State, I can assure you that I recognize the importance of the United States exerting strong leadership at ICAO. As I stated in my hearing, and as Secretary Duffy emphasized in the U.S. National Statement at the ICAO Assembly in September, we are prepared to reassert U.S. leadership ICAO, including through establishing a physical presence for DOT’s Office of the Secretary at the U.S. Mission to ICAO, in order to ensure safe, secure, and efficient air travel.

Question 2. If confirmed, do you commit to continuing the United States’ funding contributions to ICAO at the current rate?

Answer. Secretary Duffy and I are already engaging with ICAO, focusing on its fundamental principles of safety, security, and efficiency and ensuring that the global aviation ecosystem provides for innovation while also modernizing the safety of our skies. I commit to working with the Department of State on funding for this important organization.

RESPONSE TO WRITTEN QUESTIONS SUBMITTED BY HON. AMY KLOBUCHAR TO
DANIEL EDWARDS

Essential Air Service

For many rural communities in Minnesota, smaller regional airports provide a vital link to the Twin Cities and beyond. Essential Air Service helps maintain the operations of regional airports in Minnesota and across the country.

Question 1. How does the EAS program fit into the Department’s overall aviation strategy for ensuring equitable and reliable access for rural communities?

Answer. The EAS program allows the Department to ensure that small and rural communities remain connected to the national air transportation system. By sustaining scheduled air service where it would not otherwise be economically viable, the program helps preserve economic and social mobility for residents and businesses in these areas. From Secretary Duffy on down, the Department is committed to ensuring that all Americans, regardless of geography, have access to the benefits and opportunities that the national aviation system provides. If confirmed, I will continue to leverage the funding provided by Congress to the EAS program to do so.

Aviation Workforce Development

I am concerned that the shortage of trained aviation manufacturers, mechanics, and air traffic controllers is leading to more flight cancellations and repair delays. I led bipartisan legislation in the FAA reauthorization bill to recruit and prepare students for aviation careers.

Question 2. If confirmed, what will you do to ensure we have a pipeline of new talent and bolster our existing aviation workforce?

Answer. If confirmed, I will prioritize strengthening the aviation workforce pipeline by working with the FAA to advance programs that attract, train, and retain the best and brightest professionals across all sectors of aviation. This includes supporting FAA initiatives that expand partnerships with schools and industry to develop technical talent and ensure a steady flow of qualified mechanics, manufacturers, and air traffic controllers to meet growing demand.

Low-Cost Carriers

In your testimony, you stated that you will focus on ensuring a competition-friendly market and enhancing access to commercial air service for all Americans. Low-cost carriers play a vital role in bringing competition into the market. When low-cost carriers serve a route, fares on that route fall by nearly 20 percent on average.

Question 3. If confirmed, do you commit to working to address barriers that low-cost carriers face in expanding their operations into new markets?

Answer. If confirmed, yes, I will work hard to address those barriers. I believe strongly in supporting multiple business models in the marketplace, enabling innovative businesses to serve customer needs. There may be opportunities to address many different issues, including airport access issues, given my roles as Assistant Secretary (if confirmed) and Associate Administrator of Airports.

RESPONSE TO WRITTEN QUESTIONS SUBMITTED BY HON. TAMMY DUCKWORTH TO DANIEL EDWARDS

Question Topic: Sustainable Aviation Fuel

Question 1. In 2021, multiple U.S. Federal agencies, including Department of Transportation and specifically the FAA joined an interagency working group to roll out the SAF Grand Challenge. This was a historic government-wide strategy for scaling up production of SAF that reduces cost and expands the use of SAF across the U.S. airline industry, while also growing the domestic biofuels sector. SAF is a bipartisan topic that Senator Moran and I proudly advocate for as co-chairs of the Senate SAF Caucus. SAF production is critical for the aviation industry. It also creates new economic opportunities in agricultural and rural communities while reducing environmental impacts. It also supports U.S. energy independence and global competitiveness. With the goal of 3 billion gallon per year by the 2030 target, it is important that we remain committed to this goal of American grown, American made biofuels.

A. Do you remain committed to the expansion of domestic SAF production and usage in this country?

Answer. If confirmed, I look forward to working with your office, under the leadership of Secretary Duffy, and Senator Moran on this issue.

Question 2. Without the inclusion of U.S. agricultural feedstock for SAF we will miss an incredible economic and environmental opportunity. That being said, some international aviation sectors have chosen to measure their SAF carbon intensity using the International Civil Aviation Organization's (ICAO) Carbon Offsetting and Reduction Scheme for International Aviation or "CORSA". However, domestically we prefer Illinois' Argonne National Laboratories, Department of Energy commissioned the Greenhouse gases, Regulated Emissions, and Energy use in Technologies Model or "GREET Model", as it correctly considers sustainable agricultural practices, reduced land and water uses and other relevant considerations in its calculations.

A. Do you support the U.S. formally adopting the Argonne GREET model to measure our SAF carbon intensity?

Answer. If confirmed, I will commit to studying this issue more and following the leadership and direction of Secretary Duffy.

B. Do you support the global aviation sector adopting one single model to measure the carbon intensity of SAF?

Answer. If confirmed, I will commit to studying this issue more and following the leadership and direction of Secretary Duffy.

Question Topic: Federal Elections

Question 1. Setting aside the Congressional count and certification, do you believe President Donald Trump received more votes than Vice President Kamala Harris in the 2024 U.S. presidential election?

Answer. Congress certified that Donald Trump won the 2024 election on January 6, 2025.

Question 2. Setting aside the official Congressional count and certification, do you believe President Joe Biden received more votes than President Donald Trump in the 2020 U.S. presidential election?

Answer. Congress certified that Joseph Biden won the 2020 presidential election on January 7, 2021.

RESPONSE TO WRITTEN QUESTIONS SUBMITTED BY HON. MARIA CANTWELL TO TRENT MORSE

Lobbying. The Metropolitan Washington Airports Authority (MWAA) operates Ronald Reagan Washington National Airport (DCA), which is a major hub for American Airlines, as well as Washington Dulles International Airport (IAD). After leav-

ing the White House, you began lobbying for American Airlines, as well as FedEx. You made several commitments to me and my staff regarding how you would mitigate conflicts of interest with your lobbying practice if confirmed. Please confirm the following for the record:

Question 1. You will drop both American Airlines and FedEx as clients if you are confirmed to the MWAA Board of Directors?

Answer. Yes.

Question 2. You do not currently represent any other clients in the transportation space that could give rise to a conflict of interest or an appearance of a conflict of interest with MWAA?

Answer. No.

Question 3. You will not represent any new clients in the aviation space if confirmed?

Answer. Correct, I will not represent any new clients in the aviation space.

Question 4. Are you aware of any other conflict of interest or the appearance of a conflict of interest between MWAA and your lobbying work, as defined under the statutory conflicts of interest requirements for MWAA or MWAA's code of ethics for members of the board of directors? If yes, please list each and provide a complete description of how you intend to address each.

Answer. I am not aware of any other conflicts of interest or the appearance of a conflict of interest. I will work with MWAA ethics officials to ensure compliance.

Incomplete Financial Disclosure Paperwork. On August 19, 2025, while you still worked at the White House, you executed your OGE 450 financial disclosure form. This was more than two weeks before you were formally nominated for the MWAA Board of Directors position, and it was before you started your own lobbying firm. On October 28, 2025, my staff requested in writing that you submit an updated OGE 450 to accurately reflect, among other things, your reportable private-sector income, fees, commissions, and assets. My staff reiterated this outstanding item on October 31, November 3, and November 4. To date, you have not submitted an updated OGE 450 or a corresponding letter from an MWAA ethics official assessing your updated OGE 450 for conflicts of interest, despite telling my staff that you would do so.

This is already a departure from the Committee's practice, which typically calls for nominees to submit complete financial disclosure and ethics paperwork prior to a nomination hearing.

Question 1. To confirm: Do you intend to submit a complete OGE 450 and corresponding MWAA ethics review letter to the Committee?

Answer. In the addendum filed with the Committee, I have already disclosed my income and assets. I will work with MWAA ethics officials to ensure compliance.

Question 2. If yes, by when should the Committee expect to receive these materials?

Answer. As outlined by Mr. Heppen's letter to the Office of Government Ethics about my nomination, once appointed to the Board of Directors, I will be required to complete the Airports Authority's financial disclosure form within 30 days of assuming the position and comply with all other applicable ethics policies and procedures, as outlined in the Code of Ethics for Members of the Board of Directors.

Question 3. Do you agree that this Committee is entitled to receive your complete financial disclosure paperwork and appropriate ethics assessment prior to your nomination proceeding for further consideration?

Answer. I plan to complete the Airports Authority's financial disclosure form within 30 days of assuming the position and comply with all other applicable ethics policies and procedures, as outlined in the Code of Ethics for Members of the Board of Directors.

Question 4. Will you commit to following all OGE and MWAA agency ethics agreements and advice, including recusing from particular matters where a conflict of interest or an appearance of a conflict may exist?

Answer. Yes.

Wages and Benefits for Airport Contract Workers at DCA and Dulles. While MWAA leases both airports from the Federal government, MWAA sets the wage rates for airport concessions and contract workers employed at both DCA and IAD through the Airport Workers Wage Program. In 2019, the MWAA Board approved a measure to boost the minimum wage for these workers to \$15 an hour by 2023. Recently, the MWAA Board approved increases to the basic wage rate ensuring compensation at \$16.78 an hour as of January 1, 2025. The Board also set re-

quirements for covered businesses to provide at least 40 hours of paid leave per year for full-time covered workers.

MWAA's workforce supports over 53 million passengers each year and passenger traffic grew by 5.8 percent in the preceding year. MWAA's workers struggle with high costs of living in the greater DC area and deserve wage increases commensurate with the growing passenger traffic demands MWAA airports are facing.

Question 1. Yes or No: If confirmed to be a Member of the Board, would you support fair compensation for airport concessions and contract workers at DCA and IAD, including wage increases to at a minimum keep pace with inflation?

Answer. I support fair compensation for airport workers, as long as we continue to keep costs low for consumers.

Question 2. Yes or No: If confirmed to be a Member of the Board, would you support guaranteeing meaningful benefits such as health insurance and paid leave to help attract and retain a stable airport concessionaire and contract workforce at DCA and IAD?

Answer. I support fair compensation for airport workers, as long as we continue to keep costs low for consumers.

Illegal Firings at Independent Agencies. The White House has been illegally firing independent Board Members and Commissioners responsible for ensuring public safety and protecting consumers. This includes Members on the National Transportation Safety Board, Consumer Product Safety Commission, Federal Trade Commission, and other independent agencies under this Committee's jurisdiction.

You personally sent e-mails terminating these independent Board members without any cause, in violation of the law.

Question 1. How is the testimony you provided at your hearing, during which you said you would not carry out an illegal order, consistent with your involvement in initiating these illegal firings?

Answer. I would refer you to White House counsel and the Department of Justice on these matters.

Question 2. Why should we trust you to be independent and follow the law when you have been central to illegally removing independent authorities across the Federal government?

Answer. I would refer you to White House counsel and the Department of Justice on these matters.

Question 3. Do you believe there is any hypocrisy in asking the Senate to confirm you to an independent Board position, after you spent months in the White House initiating illegal terminations of independent Board members?

Answer. I would refer you to White House counsel and the Department of Justice on these matters.

RESPONSE TO WRITTEN QUESTIONS SUBMITTED BY HON. TAMMY DUCKWORTH TO
TRENT MORSE

Question Topic: Federal Elections

Question 1. Setting aside the Congressional count and certification, do you believe President Donald Trump received more votes than Vice President Kamala Harris in the 2024 U.S. presidential election?

Answer. As I said in my hearing, Congress certified President Trump in the 2024 election, verifying the electoral college vote.

Question 2. Setting aside the official Congressional count and certification, do you believe President Joe Biden received more votes than President Donald Trump in the 2020 U.S. presidential election?

Answer. As I said in my hearing, Congress certified President Biden in the 2020 election, verifying the electoral college vote.

RESPONSE TO WRITTEN QUESTIONS SUBMITTED BY HON. BEN RAY LUJÁN TO
TRENT MORSE

Question 1. Did Joe Biden lawfully win the 2020 presidential election?

Answer. As I said in my hearing, Congress certified President Biden in the 2020 election, verifying the electoral college vote.

Question 2. Did Donald Trump lawfully win the 2024 presidential election?

Answer. As I said in my hearing, Congress certified President Trump in the 2024 election, verifying the electoral college vote.

