

## **Senate Commerce Committee Nominee Questionnaire, 119th Congress**

Instructions for the nominees: The Senate Committee on Commerce, Science, and Transportation (the “Committee”) requests that you provide typed answers to each of the following questions. Do not leave any questions blank. Type “None” or “Not Applicable” if a question does not apply to you. Begin each section (*i.e.*, “A”, “B”, etc.) on a new sheet of paper. Electronically submit your completed questionnaire to the Committee in PDF format and ensure that sections A through E of the completed questionnaire are in a text searchable format and that any hyperlinks are active and can be clicked. Section F may be scanned for electronic submission and need not be searchable.

Incomplete questionnaires may delay the nomination process.

## A. BIOGRAPHICAL INFORMATION AND QUALIFICATIONS

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):

[REDACTED]

5. Date and Place of Birth:

[REDACTED]

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 stepchildren 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–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)**
  - o **Chief Executive Officer (2021–2023)**
  - o **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)**
  - o **President, Zodiac Arresting Systems (2013–2016)**
  - o **Vice President of Installation, Maintenance, Repair, and Overhaul Services (2008–2013)**
  - o **Director of Engineering (2006–2008)**
  - o **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)**
  - o **Deputy Operations Group Commander, U.S. Air Force Reserve Command (USAFR) (2012–2014)**
  - o **KC-10 Squadron Commander, USAFR (2009–2012)**
  - o **KC-10 Instructor Pilot, USAFR (2000–2009)**
  - o **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 resume.

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), 78<sup>th</sup> 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–Present)

Union League, Philadelphia, PA (2016)

Young Presidents Organization (YPO), Philadelphia Chapter (2016–2019)

Country Club of North Carolina, Pinehurst, NC (2018–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
  - o Meritorious Service Medal (3)
  - o Air Medal
  - o Aerial Achievement Medal
  - o Air Force Commendation Medal (2)
  - o Air Force Achieve Medal (2)
  - o Combat Readiness Medal
  - o National Defense Service Medal
  - o Armed Forces Expeditionary Medal
  - o Afghanistan Medal
  - o Iraq Campaign Medal
  - o Terrorism Service Medal
  - o Humanitarian Service Medal
  - o 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, US Tour Operators Association \(USTOA\) \(6/4/25\)](#)
  - o Digital copy attached (Attachment A).
- [Presentation, Newark Delay Reduction Meeting \(5/15/25\)](#)
  - o [No link or digital records found for speech.]
- [Speech, AUVSI Keynote \(7/29/25\)](#)
  - o 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 US 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 5<sup>th</sup> generation fighter aircraft operations. I also successfully negotiated a rulemaking 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:

None.

- 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.

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?

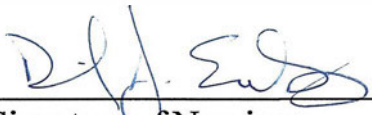
Yes.

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.

**F. AFFIDAVIT**

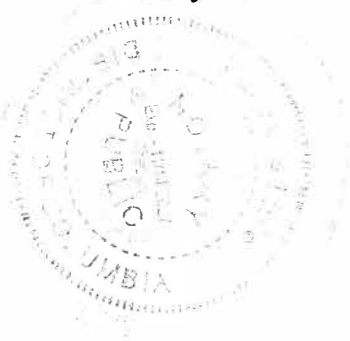
DANIEL J. EDWARDS being duly sworn, hereby states that he/she has read and signed the foregoing Statement on Biographical and Financial Information and that the information provided therein is, to the best of his/her knowledge, current, accurate, and complete.

  
Signature of Nominee

Subscribed and sworn before me this 1<sup>st</sup> day of January 2025.

  
Notary Public

KANDACE LITTLE  
NOTARY PUBLIC DISTRICT OF COLUMBIA  
My Commission Expires November 14, 2027



## 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

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### Elliott Aviation • Moline, IL • 2023-2024

*\$175M Small/Medium Cabin Full-Service MRO*

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#### 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

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### Triman Industries • Morristown, NJ • 2020-2023

*\$350M Military Distributor and Supply Chain Integrator*

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#### 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.

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### **MAG Aerospace • Fairfax, VA • 2017-2020**

*\$350M Premier global provider of turnkey C4ISR services*

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#### **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-competed 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

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### **Aviation Technical Services • Seattle, WA • 2016-2017**

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

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#### **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.



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### **Zodiac Aerospace • Aston, PA • 2004-2016**

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

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**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 50% 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.

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### **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*

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**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.

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### **American Airlines • New York, NY • 2000-2004**

*767 International Pilot in Europe, Caribbean, and South America*

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## **EDUCATION**

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**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**

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

### **PROFESSIONAL AFFILIATIONS**

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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 250<sup>th</sup> 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 US 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 US 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 1<sup>st</sup> 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.<sup>1</sup>
- 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**

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<sup>1</sup> Unleashing American Drone Dominance and Restoring American Airspace Sovereignty, June 6 2025

- 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, develop 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 manufactures 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.