

April 9, 2025

**SENATE COMMITTEE ON COMMERCE, SCIENCE, AND
TRANSPORTATION
119TH CONGRESS
QUESTIONNAIRE FOR NOMINEES**

**RESPONSES FOR DAVID ARMSTRONG FINK of New Hampshire
NOMINEE FOR Administration, Federal Railroad Administration**

A. BIOGRAPHICAL INFORMATION AND QUALIFICATIONS

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

David Armstrong Fink

2. Position to which nominated:

Administrator, Federal Railroad Administration

3. Date of Nomination:

January 20, 2025

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

[REDACTED]

5. Date and Place of Birth:

September 10, 1960
Harrisburg, PA

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).

Linda Lucas Fink, Retired
Hillary Elizabeth Fink, 35
Andrew Lucas Fink, 32

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

The Pennsylvania State University
Attended 1983 to 1984
MS, Business Logistics
Degree received: 1985

Northeastern University
Attended 1978 to 1983
BS in Transportation and Physical Distribution Transportation
Degree received: 1983

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.

Transportation Specialist, General Motors Corporation 1985-1986; Non-managerial
Just-In-Time Coordinator, General Motors Corporation 1987; Non-managerial
Group Leader, General Motors Corporation 1987-1988; Managerial
President, Perma Treat Corporation 1988-2022; Managerial
Executive Vice President, Pan Am Railways 1998-2006; Managerial
President, Pan Am Railways 2006-2011; Managerial
President, Pan AM Systems 2011-2022; Managerial
Part-Time Lecturer, Northeastern University 2020- 2024; Non-managerial
President, Pan Am Group LLC 2022-Present; Managerial

9. Attach a copy of your resume.

Attached

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.

Member, New Hampshire Department of Transportation Search Committee (*former*)
Member, Connecticut Public Transportation Commission (*former*)
Member, Wall Street Citizen's Advisory Committee, Madison CT (*former*)
Member, Middletown, CT School Superintendent Search Committee (*former*)

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.

Pan Am Group, LLC. Officer and Director
Pan Am Railways, Officer (*former*)
Association Of American Railroads, Director (*former*)
TTX Corporation, Director (*former*)
Perma Treat Corp. Officer and Director
Alecia C. Fink 1995 Trust, Trustee
Middlesex County Chamber of Commerce, Officer and Director (*former*)
Northeastern University, Board of Visitors, Member

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.

Member, Wentworth by The Sea Country Club, 2018-Present
Member, Treviso Bay Golf Club, 2024-Present
Member, Sky Meadow Country Club, 2016-2018

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.

N/A

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.

N/A

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.

9/21/22 Chris Sununu \$1000
12/22/21 Responsibility & Freedom Work PAC \$900
10/26/21 Jerry Moran \$931
6/17/21 Mitch McConnell \$1000
9/21/20 James McGovern \$916
3/5/20 Mike Crapo \$810
1/6/20 American Short line & Regional Railroad Assn \$250
9/30/19 Peter DeFazio \$400
3/29/19 Earl Blumenauer \$400
3/7/19 Responsibility & Freedom Work PAC \$400
3/1/19 Mitch McConnell \$1000
2/19/19 Responsibility & Freedom Work PAC \$630
10/17/18 Erik Paulsen \$220
6/19/18 Jeff Denham \$330
4/25/18 Earl Blumenauer \$330
3/20/18 Ron Wyden \$500
9/20/17 Debbie Stabenow \$830
9/15/17 Rodney Davis \$330
8/29/17 Mike Kelly \$660
7/17/17 Kevin Yoder \$660
5/7/17 Chris Sununu \$1500
5/5/17 American Short Line & Regional Railroad Assn \$250

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

Transportation Person of the Year 2021, Northeast Association of Rail Shippers

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.

Union Leader (New Hampshire)

February 8, 2013

Another View -- David Fink: When discussing passenger rail, do not forget the costs

Link: https://www.unionleader.com/opinion/columnists/another-view---david-fink-when-discussing-passenger-rail-do-not-forget-the-costs/article_bf5fd6da-1cfb-560f-abf4-047ed7ebcf59.html

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.

1. ADM
2. FHWA 2017
3. Freight Academy April 2019
4. Maine Rail Group
5. N.E. Railroad Club
6. NEARS 2016
7. Northeastern 2018
8. Northeastern 2018
9. N.S. Plastics
10. NU Transportation Industries
11. Pan Am Basics
12. Pan Am EMDC
13. Portland Oil
14. Project 747 Presentation
15. Rail Market Presentation
16. Shortline Symposium
17. TAPPI
18. Working on the Railroad

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.

- “Fire Side Chat” with Railway Age on March 31, 2022. I do not have a video of the event.
- Transportation Infrastructure Durability Center (TIDC) at University of Maine February 16th, 2023
- Keynote: A 40 Year Retrospective of Railroading in New England
- Link: <https://www.youtube.com/watch?v=G1-7Jk0SZEc>

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.

N/A

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.

N/A

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?

As a fifth-generation railroader who started his career at the age of 15 as a summer worker on the track gang, I have seen railroading from the ground level to the C-suite. I have seen a massive change in the industry from the 1970s when a train crew had five workers and a caboose. To today, where the train crew has two members and a computer on the rear of the train replacing the caboose. I have witnessed railroads struggling, operating in bankruptcy, in the 1970’s compared to today in which they’re highly productive and profitable. Over the same period of time the industry has made a dramatic improvement on safety. Much of this improvement can be attributed to advancement and investment in technology. To not only survive as an industry, but to thrive, the railroad industry has transformed itself over the past half-century.

My managerial experience running the largest regional railroad in the United States has positioned me to be an effective leader in bringing necessary change to Federal Railroad

Administration (FRA). As the FRA states, the mission is to “enable the safe, reliable, and efficient movement of people and goods for a strong America, now and in the future.” In recent years, the FRA’s has experienced mission creep, expanding from safety to greater grant analysis and awarding. FRA programs have grown in size, in particular the management of Amtrak grants. Further, while the industry has had a massive improvement in safety since the Staggers Act passed in 1980, recently the statistics have flattened and safety has not improved.

My industry background and experience give me a unique opportunity to come into the agency ready on day one to improve safety using new technology. My background in managing railroad grants on time and budget gives me the ability to review existing and future grants to ensure they are in the best interest of the nation’s railroad network.

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?

From 2011 to 2022, I led the nation’s largest regional railroad, overseeing nearly 1,000 employees and managing approximately 1,500 miles of track across the Northeast United States. During this time, I was responsible for administering hundreds of millions of dollars in government grants, consistently delivering projects on time and within budget. This experience has reinforced my commitment to fiscal responsibility, accountability, and efficient project execution.

If confirmed as administrator, I will be responsible for ensuring that taxpayer dollars are managed effectively and in strict accordance with established guidelines. I recognize that the Federal Railroad Administration (FRA) has significantly expanded its role in grant administration in recent years—an area that was not originally part of its core mission. I will prioritize the proper oversight, execution, and rigorous auditing of these grants to ensure they serve the public interest. Transparency, accountability, and operational efficiency will be key focuses of my leadership, and I will make them an immediate priority upon taking office.

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

1. Following the passage of the Staggers Act, the railroad industry consistently improved safety year over year, both in employee casualty rates and train accidents. However, in recent years, this progress has plateaued. One key reason, in my view, is the FRA’s reluctance to allow the testing and implementation of new safety technologies. Advancing and adopting these innovations will be essential to renewing safety improvements.

2. In recent years, the FRA has taken on a significantly larger role as a grant administrator—an area that was not historically a core part of its mission. This expansion has shifted focus away from its primary responsibility: ensuring safety. It is critical to rebalance priorities so that safety remains at the forefront while effectively managing grant programs.

3. The FRA needs a comprehensive regulatory review and modernization effort. All regulations should be assessed and updated to align with current industry practices and technological advancements. Outdated regulations should be eliminated, and new regulations should be introduced to support the adoption of emerging technologies that enhance safety and efficiency.

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.

Upon confirmation, I will resign from my position with Pan Am Group LLC. I own stock in Pan Am Group LLC, and will continue to do so until the company is wound down in 2025. I have no other equity interests in the company. My current Pan Am Group LLC 401k will shift from Pan Am management to my management.

I am employed as a part-time lecturer at Northeastern University on a semester-by-semester basis. My last contract ended in December 2024. If confirmed, I will not contract to be a lecturer during my federal appointment.

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 have no commitments or agreements.

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 (DOT) Designated Agency

Ethics Official to identify potential conflicts of interest. Any potential conflicts of interest will be resolved consistent with the terms of the ethics agreement I have entered into with the DOT Designated Agency Ethics Official, which will be provided to this Committee.

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.

I have investments in several railroad stocks as well as business relationships with industry.

In connection with the nomination process, I have consulted with the Office of Government Ethics and the Department of Transportation (DOT) Designated Agency Ethics Official to identify potential conflicts of interest. Any potential conflicts of interest will be resolved consistent with the terms of the ethics agreement I have entered into with the DOT Designated Agency Ethics Official, which will be provided to this Committee.

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 (DOT) Designated Agency Ethics Official to identify potential conflicts of interest. Any potential conflicts of interest will be resolved consistent with the terms of the ethics agreement I have entered into with the DOT Designated Agency Ethics Official, which will be provided to this Committee.

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.

As President of Pan Am Railways the organization was a member of the Association of American Railroads (AAR) and the American Short Line and Regional Railroad Association (ASLRRA).

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.

Yes, in 2006 I was Executive Vice President of Pan Am Railways when it had a locomotive leak fuel in Ayer, MA. The company was found guilty of not reporting the leak promptly. The top four officers were placed on probation.

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.

Yes, in 2006 I was Executive Vice President of Pan Am Railways when it had a locomotive leak fuel in Ayer, MA. The company was found guilty of not reporting the leak promptly. The top four officers were placed on probation.

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.

No

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

[REDACTED]

[REDACTED]

F. AFFIDAVIT

David Fink 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.

David Fink
Signature of Nominee

Subscribed and sworn before me this April day of APRIL, 2025
9th

[Signature]
Notary Public

Karen E. Gogola-Andronaco
Notary Public, State of New Hampshire
My Commission Expires February 8, 2028

David Armstrong Fink

Nationally recognized fifth-generation railroader with 45+ years of transportation experience. Led the largest Class II railroad in the United States with a focus on business growth, customer service, and safety.

SUMMARY

- Accomplished business leader with extensive supply chain experience across multiple transportation industries.
- Proven ability to translate strategic vision into tactical actions.
- Track record of working across all levels of an organization from the Board of Directors and senior management to junior staff and field personnel.

EXPERIENCE

Pan Am Group LLC

Portsmouth, NH

President

2022 – Present

- Negotiated the sale of Carrier Airways
- Negotiated the sale of Pan Am Brands
- Executed the closing and sale of Perma-Treat Corporation

Northeastern University D'Amore-McKim School of Business

Boston, MA

Part-time Lecturer

2020 – Present

- Developed curriculum and taught Graduate-level course focused on transportation, logistics, supply chain and information management.
- Provided students with career advice to assist in their post-graduate entrance into transportation and logistics workforce.

Pan Am Systems

North Billerica, MA

President & Chief Executive Officer

2011 – 2022

- Managed bidding process and eventual merger of Pan Am Railways to CSX Transportation for over \$600m.
- Decreased track caused accidents through the use of advanced technology.
- Negotiated the sale of the Knowledge Corridor to the Commonwealth of Massachusetts.
- Approved capital program to increase track speeds and reduce transit times.
- Reengineered the northern portion of the railroad to improve service and eliminate cost by reducing 60 miles of main line track.
- Approved purchase of upgraded locomotive fleet leading to lower emissions and increased fuel efficiency.
- Developed a stock incentive program for senior management.
- Partnered with state of Maine on several U.S. Department of Transportation CRISI Grants to improve rail infrastructure.

Pan Am Railways

North Billerica, MA

President

2006 – 2011

- Managed the nation's largest regional freight railroad, with over 1,500 miles of track and 1,000 employees.
- Led Executive-team of seven Vice Presidents covering Operations, Administration, Legal, Real Estate, Marketing, Finance, and Safety/Police.
- Negotiated \$140 million Patriot Corridor project with Norfolk Southern Corporation.
- Successfully led the transformation of the senior management team to improve customer service and profitability.
- Instituted aggressive safety program to reduce personal employee injuries and train accidents.
- Re-engineered the capital program to spend dollars more efficiently.
- Collaborated with connecting carriers to increase profitability and market share.
- Developed and managed the corporation's strategic plan, with a focus on finding solutions with strategic partners.
- Implemented a TIH shipment program to reduce the chance of terror attack.
- Negotiated numerous multi-million-dollar transportation contracts with large customers.
- Worked with union General Chairman on safety issues including hosting quarterly safety meetings with union employees.

Executive Vice President

1998 – 2006

- Built strategy to manage \$60M passenger rail project. Designed and developed new intermodal operations from 0 to 50,000 units in five years.
- Negotiated sales of surplus railroad land, worked with state government on innovative environmental clean-up plans on contaminated railroad sites.
- Guided the company's project team on a five-year Massachusetts \$2B commuter rail bid.
- Managed the corporation's relationship with all levels of government. Lead regular meetings with senior leaders of Federal Government, including Chairman of the Surface Transportation Board as well as Administrator of the Federal Railroad Administration. Worked with members of the congressional delegation as well as the Governors of the New England States on railroad issues. Testified on a regular basis in front of legislative bodies. Met with local elected officials on items affecting their constituents.
- Worked extensively with the media:
 - Led the effort to improve the railroad's image in the communities it operates in.
 - Act as spokesperson for Pan Am Railways on matters relating to all aspects of the corporation.
 - Handled interviews on derailments and railroad fatalities. Frequently requested to be interviewed for local, state and trade journals.
- Improved on railroad and employee safety, including winning multiple E. H. Harriman Awards in recognition of safety excellence.

Perma-Treat Corporation

Durham, CT; Mattawamkeag, ME; Embden, ME

President

1988 – 2022

- Successfully lead the profitable turnaround of the company in less than two years.
- Executed the purchase and reopening of a lumber manufacturing facility.
- Negotiated a unique allowance with the state agencies to facilitate the burning of creosote treated materials in an existing co-generation facility.
- Re-engineered the manufacturing facility to produce a new product line.
- Led the planning for and negotiated the permits for a new quarry operation.

General Motors Corporation

Detroit, MI; Kansas City, MO; Los Angeles, CA

Group Leader

1987 - 1988

- Developed and implemented Just-In-Time system for automobile assembly operation.
- Managed the flow of over 1,200 parts and supervised 26 union employees.
- Promoted to Group Leader in less than two years.
- Created and instructed comprehensive policies and procedures on transportation modes.

Just-In-Time Coordinator

1987

- Developed inbound Just-In-Time transportation system for new assembly plant.
- Trained suppliers, carriers and assembly plant personnel on new Just-In-Time system.

Transportation Specialist

1985 – 1986

- Developed and implemented policies and procedures for assembly plants on transportation modes.
- Coordinated information flow from assembly and manufacturing plants to central office.
- Negotiated with carriers on special new vehicle projects.
- Coordinated new partnerships program.

The Pennsylvania State University

University Park, PA

Graduate Assistant

1983 – 1984

- Performed research support work on transport economics and policy subject matter.

AFFILIATIONS

- Member: Board of Directors, Pan Am Group LLC
- Member: Board of Directors, The Perma-Treat Corporation
- Member: Board of Visitors, Northeastern University D’Amore-McKim School of Business
- Former Member: Board of Directors, Pan Am Systems
- Former Member: Board of Directors & Audit Committee, TTX Corporation
- Former Member: Board of Directors, Association of American Railroads
- Former Member: New Hampshire Department of Transportation Deputy Commissioner Search Committee
- Former Chairman: The Middlesex County Chamber of Commerce (Connecticut)

EDUCATION

The Pennsylvania State University

Master of Science: Business Administration

University Park, PA

1985

Northeastern University

Bachelor of Science: Transportation and Physical Distribution Management

Boston, MA

1983