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**PIPELINE AND HAZARDOUS MATERIALS SAFETY ADMINISTRATION  
ADMINISTRATOR-DESIGNATE**

**Statement before the  
COMMITTEE ON COMMERCE, SCIENCE, AND TRANSPORTATION  
UNITED STATES SENATE**

**NOMINATION HEARING  
JULY 22, 2015**

Chairman Thune, Ranking Member Nelson, and Members of the Committee, it is an honor to appear before you today as the nominee for Administrator of the Pipeline and Hazardous Materials Safety Administration (PHMSA).

I would like to thank President Obama for nominating me and Secretary Foxx for his support.

I would also like to thank Senator Mark Warner—a friend and a leader. I am grateful to him for his support of my nomination.

I am joined today by some very special people—my incredible parents, Margaret and Larry Dominguez. The values they instilled in me of family, hard work, sacrifice and service to others have inspired me beyond measure—leading me to a career in public service. My sister

Christa, brother-in-law Sean and my nieces Molly and Maggie couldn't be here today, but they are watching remotely. My family is my foundation and a true gift in my life, and I am most grateful for their support.

My father served 42 years at the United States Secret Service and the U.S. Department of Transportation. As a Secret Service agent, he was with President Reagan during the attempt on his life. From him, I learned how quickly a life can change—and how rewarding it can be to keep others safe. Safety is deeply personal for me, and it is at the heart of everything that PHMSA's employees do each day.

PHMSA's reach is vast, but the mission is concise: to protect people and the environment from the risks of hazardous materials transportation in all modes, including the 2.6 million miles of pipeline nationwide. This safety mission is what drives the talented team of experts and professionals, and safety is what drives me in my commitment to make PHMSA the premier safety organization in transportation.

As a leader, most recently at Army Civil Works, I bring to PHMSA a dedication to safety and public service; extensive experience as a senior executive in infrastructure, transportation and safety; and a unique perspective on how to organize for success.

My very first accident launch was in 1996, when I worked at the National Transportation Safety Board. It was the ValuJet Flight 592 crash, which claimed the lives of everyone on board. I witnessed firsthand the devastation that this type of tragedy can cause—both the loss of life, and the lasting impacts to families and communities.

It was also the first time I interacted with PHMSA's technical and safety experts at its predecessor agency, RSPA, the Research and Special Programs Administration. They were integral members of the investigation team and contributed a critical safety solution by writing and enforcing regulations to prohibit oxygen containers for carriage in passenger aircraft.

I have also worked with complex government organizations through critical periods of change.

When I joined the Postal Service, mail volume was at record highs. But when the economic crisis hit, the market changes we thought were years out happened in a matter of months. We worked quickly to assess the organization and chart an innovative path forward, which included operational as well as legislative and policy solutions. The strategy hinged on the ability of the organization to respond to the changing market. We worked within the organization, with Congress

and with our partners to implement changes that allowed the Postal Service to achieve financial stability.

I join PHMSA at a similar pivotal juncture. The U.S. energy sector is undergoing a rapid transformation. Technology and innovation have brought energy independence and new products which improve our lives, but may contain hazardous materials that need to be safely transported. It is our responsibility to use our regulatory and enforcement authority effectively to assure all Americans that, even as the landscape changes, safety is a constant. These and other issues will surely be discussed as this Committee and the Congress look to reauthorize pipeline and hazmat safety programs this year.

Thanks to resources provided by Congress, PHMSA is growing by 25 percent to keep pace with economic growth. We need to stay ahead to ensure that industry and our state partners are maintaining the highest safety standards.

We need to examine our processes and structure so we can be responsive and drive innovation that enhances our safety mission. In doing so, we will be better positioned to leverage data, research and development, and other predictive capabilities to manage risk. You have my commitment that I will focus on the continual improvement of PHMSA's safety record and enforcement regime. If confirmed, I will

bring strong leadership and vision to make PHMSA synonymous with safety, trust, and innovation.

Thank you again for the opportunity to appear before you today. I look forward to answering any questions.