

Senate Commerce Committee Nominee Questionnaire, 118th Congress

Instructions for the nominees: The Senate Committee on Commerce, Science, and Transportation (the "Committee") asks you to provide typed answers to each of the following questions. It is requested that the nominee type the question in full before each response. Do not leave any questions blank. Type "None" or "Not Applicable" if a question does not apply to the nominee. 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 and that any hyperlinks can be clicked. Section F may be scanned for electronic submission and need not be searchable.

**A. BIOGRAPHICAL INFORMATION AND QUALIFICATIONS**

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

Joel Matthew Szabat

2. Position to which nominated:

AMTRAK Board of Directors

3. Date of Nomination:

January 3, 2023

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

[REDACTED]

5. Date and Place of Birth:

25 January, 1959  
Fort Worth, TX

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

Spouse: Chiling Tong, Chief Executive Officer and President of the National Asian/Pacific Islander Chamber of Commerce and Entrepreneurship (National ACE).  
1300 Pennsylvania Avenue NW, Suite 700  
Washington, DC 20004  
No Children

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.

Georgetown University, 1981 BA Economics & Public Administration  
Harvard University, 1988 MBA

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.

**Captain, US Army, 1981-86**

Intern, CSX Railroad, Strategic Planning, 1987

Management Consultant, Strategic Planning Associates, 1988-90

**Executive Officer, US EPA, 1990-93**

Principal Consultant (Transportation), California State Assembly, 1993-2001

Principal, White Dragon Group (self-employed) 2001-02

**Deputy Assistant Secretary for Transportation Policy, USDOT, 2002-03**

**Deputy Assistant Secretary for Management & Budget, USDOT, 2003-05**

**Transportation Counselor, US Embassy, Baghdad, Iraq, 2005**

Senior Counselor to the Secretary, USDOT, 2005-06

**Chief of Staff, Small Business Administration, 2006-08**

**Deputy Assistant Secretary for Transportation Policy, USDOT, 2008-11**

**Executive Officer, Maritime Administration, USDOT, 2011-18**

**Deputy Assistant Secretary for Aviation & International Affairs, USDOT, 2018-2019**

**Assistant Secretary for Aviation & International Affairs, USDOT, January 2019-  
January 2021**

**Acting Under Secretary of Transportation for Policy, USDOT (June, 2019- January,  
2021)**

**Deputy Assistant Secretary for Aviation & International Affairs January, USDOT,  
January, 2021- October, 2022)**

**President, Aviation Strategies, Strong Port Strategies LLC (January, 2023- Present)**

9. Attach a copy of your resume.

See Attachment #4

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

None

11. List all positions held as an officer, director, trustee, partner, proprietor, agent, representative, or consultant of any corporation, company, firm, partnership, or other business, enterprise, educational, or other institution.

Starting January, 2023, paid consultant for Delta Air Lines Inc., through Strong Port Strategies

Unpaid advisor to the International Leadership Foundation (ILF), an educational non-profit my wife and I founded in 2000; 2000-present

12. Please list each membership you have had after 18 years of age or currently hold with any civic, social, charitable, educational, political, professional, fraternal, benevolent or religiously affiliated organization, private club, or other membership organization. (For this question, you do not have to list your religious affiliation or membership in a religious house of worship or institution.) Include dates of membership and any positions you have held with any organization. Please note whether any such club or organization restricts membership on the basis of sex, race, color, religion, national origin, age, or disability.

Georgetown University Hoya (student newspaper) (September 1977 – May 1981) sports writer, sports editor, associate editor, managing editor, editor-in-chief

Harvard Business School Japan Club (September 1986- September 1987)

Republicans of River City (Sacramento, CA) 1992-2001; Board Member, Treasurer

Young Executives of America 1992-1993, member

Federalist Society 1995 (approximate date) – 2001, member

Asian Pacific Islander American Public Affairs (APAPA) – 2001, helped create

International Leadership Foundation (ILF), (2000- present) founder, unpaid advisor, board member

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

13. Have you ever been a candidate for and/or held a public office (elected, non-elected, or appointed)? If so, indicate whether any campaign has any outstanding debt, the amount, and whether you are personally liable for that debt.

Unsuccessful candidate for the Sacramento, CA Municipal Utility District (SMUD) in 1998. No debts.

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.

McConnell Senate Committee August 22, 2014 \$2,100  
McConnell Senate Committee October 31, 2014 \$2,100

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

Army Commendation Medal  
Army Meritorious Service Medal  
Presidential Rank Award (Meritorious Service)  
USDOT War on Terror Medal  
USDOT Gold Medal, several Silver Medals  
USDOT Inspirational Leader  
Ellis Island Foundation Medal of Honor  
Distinguished Visitor, Eisenhower School for National Security and Resource Strategy,  
National Defense University

17. List each book, article, column, letter to the editor, Internet blog posting, or other publication you have authored, individually or with others. Include a link to each publication when possible. If a link is not available, provide a digital copy of the publication when available.

See attachment #3 for articles and columns written while I was a reporter/editor for the Georgetown University Hoya (school newspaper) 1977-1981. Each link connects with a weekly paper, I have noted the specific page in the paper where my article can be found. All articles on pages 8-12 are sports reporting/columns. I have not authored any other publications since then.

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.

N/A

19. List all public statements you have made during the past ten years, including statements in news articles and radio and television appearances, which are on topics relevant to the position for which you have been nominated, including dates. Include a link to each statement when possible. If a link is not available, provide a digital copy of the statement when available.

N/A

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, Facebook (active), use my own name.

Matrix games forums, <https://www.matrixgames.com/forums/> handle ‘Blackhorse’. No other current or former digital platform account.

21. Please identify each instance in which you have testified orally or in writing before Congress in a governmental or non-governmental capacity and specify the date and subject matter of each testimony.

(House) Committee on Small Business, March 12, 2009, Ensuring Stimulus Contracts for Small and Veteran-Owned Businesses

(House) Committee on Transportation & Infrastructure, March 26, 2009, DOT’s Disadvantaged Business Enterprise Program

(House) Transportation & Infrastructure Committee, Subcommittee on Coast Guard & Marine Transportation, April 4, 2017, Authorization of Coast Guard & Maritime Transportation Programs

(Senate) Committee on Appropriations, Subcommittee on Transportation, Housing & Urban Development and Related Agencies, April 5, 2017, Preventing Sexual Assault & Sexual Harassment at the US Merchant Marine Academy

(Senate) Committee on Science, Commerce & Transportation, May 9, 2017, Maritime Transportation  
(Senate) Committee on Science, Commerce & Transportation, August 23, 2018, Nominations Hearing  
(Senate) Committee on Science, Commerce & Transportation, June 19, 2019, Reauthorization of the Fixing America's Surface Transportation (FAST) Act of 2015  
(House) Transportation & Infrastructure Committee, Subcommittee on Aviation, September 26, 2019, 2018 FAA Reauthorization  
(Senate) Committee on Commerce, Science, and Transportation, November 20, 2019, Highly Automated Vehicles: Federal Perspectives on the Deployment of Safety Technology  
(Senate) Commerce Committee, Subcommittee on Transportation & Safety, January 28, 2020, Overview of the Build America Bureau and the U.S. Department of Transportation Rural Transportation Initiatives  
(Senate) Senate Commerce Committee, Subcommittee on Aviation, March 4, 2020, Response to the Coronavirus Outbreak  
(Senate) Committee on Science, Commerce & Transportation, June 16, 2020, Nominations Hearing

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

I have previous recent service on the Amtrak Board of Directors, representing the Secretary of Transportation on the board from June 2019 through January 2021. I have had 'eyes on' federal rail policy issues in my multiple stints in the Department of Transportation's policy office (2002-2003, 2008-2012, 2019-2021). I have overseen the selection of rail projects, passenger and freight, for federal funding while managing the American Recovery and Reinvestment Act (ARRA) (2009-2011), to include Moynihan Station (NY) and Colton Crossing (CA). I have had additional experience overseeing rail construction in Iraq (2005). I understand passenger rail issues from the state perspective, as a transportation analyst in the California State Legislature for most of the 1990s. Prior to that, I interned for one Class I railroad, and consulted for another for over a year.

In late 2002, I concluded nearly 28 years of federal service. I am interested in serving on the board after my departure as a way to continue to find ways to improve the service, viability and cost-effectiveness of this key mode of transportation.

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

The Board of Directors has an oversight responsibility to ensure that Amtrak's fiduciary officers are performing their duties.

In the Department of Transportation's Office of the Secretary, I have been responsible for ensuring that the Office of the Under Secretary, with over 1,000 employees, and its component offices, have proper management controls, including the Office of Aviation & International Affairs, which concurrently led.

During the transition between Presidents Obama and Trump, I was the senior official managing the Maritime Administration. As Executive Director of the Maritime Administration all the program and support offices reported to me, totaling over 700 federal employees. As Chief of Staff of the Small Business Administration, I directly supervised numerous staff offices, including the CFO, procurement, human resources, administration, civil rights, and government affairs.

In the Army, I was a Tank Platoon leader, and then the Executive Officer and Acting Troop Commander of a Cavalry Troop of 200 officers and soldiers.

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

1. **Safety:** The top priority of any mode of transportation should always be safe operations. In particular, addressing at-grade collisions and other derailments remain a challenge.
2. **Service:** Amtrak requires achievable plans for capital investment, maintenance, and coordination with private railroads and local governments to provide high-quality passenger rail service. An urgent priority is to address human capital – having enough qualified people to sustain operations.
3. **Value:** Insofar as is practicable, Amtrak ought to be self-sustaining. In early 2020, before the pandemic hit, Amtrak was on pace to operate 'in the black' for an entire year for the first time in its history.

## **B. POTENTIAL CONFLICTS OF INTEREST**

1. Describe all financial arrangements, deferred compensation agreements, and other continuing dealings with business associates, clients, or customers. Please include information related to retirement accounts, such as a 401(k) or pension plan.

My arrangements are fully described in Part III of my Executive Branch Confidential Financial Disclosure Report (OGE Form 450). In connection with the nomination process, I have consulted with the Amtrak Chief Ethics Officer and General Counsel to identify potential conflicts of interest. Any potential conflicts of interest will be resolved in accordance with the Amtrak Board of Directors' Code of Business Conduct and Ethics which has been provided to this Committee. I am not aware of any other potential conflicts of interest.

2. Do you have any commitments or agreements, formal or informal, to maintain employment, affiliation, or practice with any business, association, or other organization during your appointment? If so, please explain.

My arrangements are fully described in Part III of my Executive Branch Confidential Financial Disclosure Report (OGE Form 450). In connection with the nomination process, I have consulted with the Amtrak Chief Ethics Officer and General Counsel to identify potential conflicts of interest. Any potential conflicts of interest will be resolved in accordance with the Amtrak Board of Directors' Code of Business Conduct and Ethics which has been provided to this Committee. I am not aware of any other potential conflicts of interest.

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

My arrangements are fully described in Part III of my Executive Branch Confidential Financial Disclosure Report (OGE Form 450). In connection with the nomination process, I have consulted with the Amtrak Chief Ethics Officer and General Counsel to identify potential conflicts of interest. Any potential conflicts of interest will be resolved in accordance with the Amtrak Board of Directors' Code of Business Conduct and Ethics which has been provided to this Committee. I am not aware of any other potential conflicts of interest.

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

My arrangements are fully described in Part III of my Executive Branch Confidential Financial Disclosure Report (OGE Form 450). In connection with the nomination process, I have consulted with the Amtrak Chief Ethics Officer and General Counsel to identify potential conflicts of interest. Any potential conflicts of interest will be resolved in accordance with the Amtrak Board of Directors' Code of Business Conduct and Ethics which has been provided to this Committee. I am not aware of any other potential conflicts of interest.

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

My arrangements are fully described in Part III of my Executive Branch Confidential Financial Disclosure Report (OGE Form 450). In connection with the nomination



process, I have consulted with the Amtrak Chief Ethics Officer and General Counsel to identify potential conflicts of interest. Any potential conflicts of interest will be resolved in accordance with the Amtrak Board of Directors' Code of Business Conduct and Ethics which has been provided to this Committee. I am not aware of any other potential conflicts of interest.

6. Describe any activity during the past ten years, including the names of clients represented, in which you have been engaged for the purpose of directly or indirectly influencing the passage, defeat, or modification of any legislation or affecting the administration and execution of law or public policy.

N/A. As a federal government employee 2002-2022 I have only ever been involved in representing the administration's position on legislative matters. As a management consultant in the private sector, I have not engaged in efforts to influence legislation or the administration and execution of law or public policy. I am not (and will not be) a registered lobbyist.

### C. LEGAL MATTERS

1. Have you ever been disciplined or cited for a breach of ethics, professional misconduct, or retaliation by, or been the subject of a complaint to, any court, administrative agency, the Office of Special Counsel, an Inspector General, professional association, disciplinary committee, or other professional group? If yes:
  - a. Provide the name of court, agency, association, committee, or group;
  - b. Provide the date the citation, disciplinary action, complaint, or personnel action was issued or initiated;
  - c. Describe the citation, disciplinary action, complaint, or personnel action;
  - d. Provide the results of the citation, disciplinary action, complaint, or personnel action.

No

2. Have you ever been investigated, arrested, charged, or held by any Federal, State, or other law enforcement authority of any Federal, State, county, or municipal entity, other than for a minor traffic offense? If so, please explain.

No

3. Have you or any business or nonprofit of which you are or were an officer ever been involved as a party in an administrative agency proceeding, criminal proceeding, or civil litigation? If so, please explain.

No

4. Have you ever been convicted (including pleas of guilty or nolo contendere) of any criminal violation other than a minor traffic offense? If so, please explain.

No

5. Have you ever been accused, formally or informally, of sexual harassment or discrimination on the basis of sex, race, religion, or any other basis? If so, please explain.

No

6. Please advise the Committee of any additional information, favorable or unfavorable, which you feel should be disclosed in connection with your nomination.

None

#### **D. RELATIONSHIP WITH COMMITTEE**

1. Will you ensure that your department/agency complies with deadlines for information set by congressional committees, and that your department/agency endeavors to timely comply with requests for information from individual Members of Congress, including requests from members in the minority?

Yes, insofar as it is in my power to do so.

2. Will you ensure that your department/agency does whatever it can to protect congressional witnesses and whistleblowers from reprisal for their testimony and disclosures?

Yes

3. Will you cooperate in providing the Committee with requested witnesses, including technical experts and career employees, with firsthand knowledge of matters of interest to the Committee?

Yes

4. Are you willing to appear and testify before any duly constituted committee of the Congress on such occasions as you may be reasonably requested to do so?

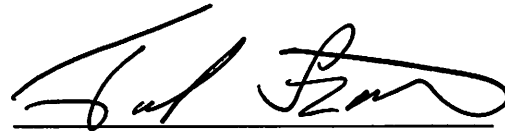
Yes

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(Nominee is to include this signed affidavit along with answers to the above questions.)

**F. AFFIDAVIT**

JOEL SZABAT 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 4<sup>th</sup> day of Feb, 2023



Notary Public

<p><b>SALONY S BAZIMAYA</b> Notary Public Montgomery County Maryland My Commission Expires Dec. 07, 2025</p>
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## Joel Szabat

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### Senior Transportation, Technology & Finance Executive

- Over 25 years as a senior government transportation official with extensive experience in the surface, maritime and aviation sectors; rose to third-highest official in US Department of Transportation
- Chief of Staff of the US Small Business Administration
- Established and directed multi-billion dollar discretionary and formula grant programs, constructing thousands of infrastructure projects
- Served on Amtrak's Board of Directors; Nominated for a new 5-year term
- Founded successful ongoing non-profit to promote the civic involvement of Asian Pacific Islander Americans
- Reviewed proposed significant foreign investments in key US industries for the federal Committee on Foreign Investment in the United States (CFIUS)
- ESG: Established Environment Equity (now Environmental Justice) program in US EPA; Implemented new measures against sexual harassment at US Merchant Marine Academy; Led federal initiative against human trafficking; Worked with aviation industry to promote carbon-neutrality by 2050
- Army veteran

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### Relevant Professional experience

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#### Strong Port Strategies, LLC (Potomac, MD) | 2022 – Present

President, Aviation Strategies; clients include one of the largest passenger airlines in the United States. Nominated by President Biden to serve on the Amtrak Board of Directors, pending confirmation by the US Senate.

#### US Department of Transportation (Washington, DC) | 2002-2006, 2008 to 2022

Deputy for Aviation & International Affairs (2021-2022); Acting Under Secretary of Transportation for Policy (2019-2021); Assistant Secretary for Aviation & International Affairs (2017-2021); Executive Director, Maritime Administration (2011-2017); Deputy for Policy or Budget (2002-2005; 2008-2011); Transportation Counselor, US Embassy Baghdad (2005).

- As Acting Under Secretary, coordinated development of DOT policies for the administration's \$1.5 trillion infrastructure investment plan, including innovative approaches for autonomous vehicles, drones, and rural and bridge road safety.
- Led DOT CFIUS reviews of foreign investments in US companies.
- Oversaw successful federal support of 15,000 road and other transportation construction projects, nationwide, as the designated official responsible for managing \$48 billion in American Reinvestment and Recovery Act (ARRA) funds; developed DOT's first multimodal competitive grant program.
- Supervised efforts to rebuild airport, port and railroad infrastructure in Iraq. Revised inherited contracts to slash costs and achieve goals in an unsafe country.
- Negotiated new Air Service Agreements between the US and Japan, Argentina, and the UK, among other countries. Approved a joint venture between two major airlines, improving their financial viability during the pandemic while protecting competition-driven lower air fares; established and enforced minimum service requirements for US airlines receiving federal money during the pandemic; helped set federal policy for COVID restrictions on international travel.
- Coordinated with defense and security agencies to provide needed civilian sealift and airlift, including civil reserve air fleet activation for Afghanistan evacuation.
- Supervised the US government's 'ready reserve' sealift fleet; led efforts for academic accreditation and capital improvements at the US Merchant Marine Academy; implemented new measures against sexual assault at USMMA and on the US merchant fleet.
- Represented the Secretary of Transportation on Amtrak Board of Directors, White House Coronavirus Task Force; Led interagency group that set federal policy on GPS and spectrum issues.

US Small Business Administration (Washington, DC) | Chief of Staff, 2006 to 2008 |

- Spearheaded small business loan program for veterans and family members.
- Rolled out new program to hold federal agencies publicly accountable for meeting small business contracting goals.
- Hired by new Administrator to help reform disaster assistance program. Inherited backlog of 100,000 unprocessed loan requests a year after Hurricane Katrina. Eliminated backlog in three months.

California State Assembly (Sacramento, CA) | Transportation Consultant, 1993 to 2001 |

- Provided analysis and voting recommendations to members on every introduced transportation bill; led staff-level negotiations.
- Developed the "20/20 Vision"; a plan, adopted by the caucus, to meet California's future infrastructure development needs without raising taxes by dedicating one-third of future revenue growth to capital spending

Environmental Protection Agency (Washington, DC) | Senior Consultant, 1990 to 1993 |

- Management advisor to the Administrator. Developed several new programs, including first environmental equity program

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**Education, Other Experience, Recognitions**

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Harvard Business School (Boston, MA) | MBA  
Georgetown University (Washington, DC) | B.A. Economics

- Captain, United States Army; led armored cavalry units patrolling the East-West German border
- Private sector management consultant for freight rail and trucking
- Founded the International Leadership Foundation (ILF) in 2000 with my wife Chiling Tong; promoting the civic involvement and effectiveness of Asian Pacific Islander Americans. The ILF now has active chapters in 15 cities nationwide.
- Awarded the Presidential Meritorious Service, Inspirational Leader, War on Terror awards (DOT), Meritorious Service Medal and other awards (US Army), Ellis Island Foundation Medal of Honor

Paper	Month	Day	Year	Page	Link
Hoya	October		29	1977	10 <a href="https://repository.library.georgetown.edu/bit:">https://repository.library.georgetown.edu/bit:</a>
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