Statement of
Los Angeles Mayor Eric Garcetti
Before the
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Hearing on "The Leading Edge: Innovation in U.S. Aerospace"
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Opening Statement

Chair Larsen, Ranking Member Graves, and Members of the Committee — my name is Eric Garcetti, and I serve as Mayor of Los Angeles, the second-largest city in the country; home to four million residents and Los Angeles International Airport, which in 2019 was the second busiest passenger airport in the United States, and third busiest airport in the world. Prior to the COVID-19 pandemic, we saw the throughput of more than 88 million annual passengers. During the pandemic, we processed a near record of 2,329,348 tons of cargo at LAX alone. This activity at our airports generates 620,600 jobs with a labor income of $37.3 billion, and an economic output of $126.6 billion.

I am honored to appear before you and this Committee on behalf of my city to discuss our role as an epicenter of aviation and aeronautics, a field that has rapidly evolved in a little over 100 years, and is poised for continued rapid advancement in the coming years. With a rich history in aeronautics, Los Angeles and the greater Southern California region is currently looking toward the future to plan for a safe, efficient, and integrated advanced air mobility (AAM) system. Our location within the FAA-designated Southern California Metroplex and a growing urban core makes this no easy task. Yet, this is why we are doing it. Effecting change within the transportation system has proven to be an arduous and time-consuming task. With multiple electric vertical take-off and landing (eVTOL) manufacturers (OEMs) announcing intentions to launch service within our city by 2024, it is imperative that we plan now.

Last month, I testified before the Senate Committee on Environment and Public Works. There I described the devastating climate change impacts that threaten Angelenos every year. I told them about my commitment to modernize L.A.'s electric grid to support the decarbonization of our transportation system. It is in this same spirit that I am here, once again.

We have an opportunity to effect significant positive change within my jurisdiction, and within the aviation industry as a whole. New electric aircraft of all types are announced every month. Progress in battery technology, acoustical engineering, and operational milestones are taking place weekly. This emerging market is pushing aviation through a metamorphosis and cities need to be ready. It is my duty to ensure that any new technology, particularly within transportation, is planned for and implemented in a way that improves our constituents' quality of life.

We do not need another mode of transportation that layers new problems onto our existing ones. We need solutions that provide Angelenos with choice. The choice to travel in the most efficient and cost effective way. This means something different for everyone, which means that we must remain flexible in our approach, and we cannot levy new burdens on our neighborhoods that have historically been underserved. We must provide transportation choices to those who need it most.

Doing this requires that we leverage every mode of transportation in an integrated system that benefits all Angelenos. When new technology emerges, we must be ready to help new providers adapt to what our residents need. Within the complex system of systems that is transportation, this often creates ripple effects across to other modes. AAM is no different and we are uniquely positioned and experienced to handle this task.

This work unlocks massive opportunities to foster a new job market, to bring opportunities for upward economic mobility to struggling communities; all while keeping our nation in a leadership position within the global economy. This work will also benefit from strong Federal support, and I will close these remarks today with specific requests to support the planning and deployment of AAM in Los Angeles and across the country.

I appreciate the opportunity to share our work and insights. I hope that it inspires you with the same optimism and innovative spirit that I have shared with all who are undertaking this work to deliver a resilient, equitable, just, and sustainable transportation system.

First, allow me to share a little about L.A.'s rich aerospace history to demonstrate how fitting it is for us to take this leadership role.

A Brief History of Aerospace in L.A.

The histories of the Los Angeles region and aerospace industry in the United States are closely intertwined. From a quarter million people observing aviation technology at the Los Angeles International Air Meet in 1910, to the agglomeration of aviation manufacturers that led to 300,000 aircraft built by two million workers to support an Allied victory in World War II, the region and industry grew together for much of the 20th century.

As the Cold War came to a close, the region's role in the industry was temporarily disrupted as manufacturers merged and new technology companies drew workers from aerospace to new fields. However, that disruption was short-lived as aerospace industry employment rose by 64 percent and manufacturing increased by 24 percent between 2004 and 2014 to meet the demands of our nation's military and space exploration efforts. With $15.7 billion in contracts awarded by the U.S. Department of Defense in 2014 to 120 aerospace-related companies in the region, and

longstanding educational pipelines between industry leaders and local aerospace engineering programs, these trends are expected to continue.

Today, the aerospace industry invests more than $24 billion in production costs and $11.1 billion in wages and benefits in the region annually. Of the 85,500 aerospace industry workers in the Southern California region (about 14% of the national aerospace workforce), most (63%) are employed in Los Angeles County. This provides access to well paying jobs, as average wages in the industry are nearly twice the average wage across other job sectors.

The impact of the industry in our region is even broader when considering jobs indirectly related to aerospace. Direct and indirect aerospace jobs amount to 300 thousand; 300 thousand jobs that support 300 thousand individuals, households and families in Southern California.

Laying the Foundation for the Future of Mobility

Los Angeles is leading the way for safe, equitable, and zero-emission mobility options. Our efforts to develop a transportation network of complementary mobility options puts our City in a unique position to guide the integration of Advanced Air Mobility in our communities.

We have planned and documented our approach for building a transportation network that provides our community with safe options. The Los Angeles Mobility Plan 2035 establishes a framework for reimagining transportation within the city, with a focus on creating streets that are safe and accessible for all community members. Paired with our recently adopted Los Angeles Department of Transportation (LADOT) 2021 Strategic Plan, outlining a framework for our transportation department to meet its goals, Los Angeles is poised to be flexible and meet the transportation needs of Angelenos today and in the future.

We embrace transparency and data-driven solutions in Los Angeles, allowing for a flexible and proactive approach to integrating new mobility services. Merging data and the lived experiences of our communities has allowed us to serve Angelenos in new ways, including the provision of micro-transit services and shared scooter devices to wide and diverse audiences. This includes shifting the paradigm of how cities deliver policy in the 21st century from an analog world of signs and curb painting to a digital world of application programming interfaces (APIs). The development of tools, such as the mobility data specification (MDS), both protect constituent and company privacy and allow for the sharing of essential operational data between mobility operators and departments of transportation. These tools also enable our city departments to keep pace with the innovations of the technology sector, while delivering safe, sustainable, and accessible mobility options to Angelenos who need them.

We collaborate with neighboring jurisdictions and agency partners to create paths to alternative mobility options. Working closely with the Los Angeles County Metropolitan Transportation

Authority, Angelenos voted to approve Measure M, which will bring $120 billion in transit projects, bicycle infrastructure, and pedestrian safety improvements.

Finally, we put equity at the forefront of all planning decisions. Recognizing that past decisions created disparate levels of mobility access, safety, emissions exposure, and opportunities, we are working with community members to understand their needs and provide the infrastructure needed to thrive.

To continue our progress and make due on our promise for a more equitable Los Angeles, we must be at the forefront of integrating new mobility options in our City. While new mobility technology presents challenges for cities, we see opportunity:

An opportunity to engage with community members and industry stakeholders to guide the introduction of Advanced Air Mobility.

An opportunity to plan and design facilities that reduce dependence on automobile ownership and realize a multimodal transportation system.

An opportunity to live in a future where our youngest Angelenos are served by a network of accessible, safe, and sustainable, mobility options and where they have clear pathways to jobs that align with our equity and justice imperatives.

Advanced Air Mobility Emerges

As defined by the Federal Aviation Administration (FAA), Advanced Air Mobility (AAM) is a safe and efficient aviation transportation system that will use highly automated aircraft to transport people and goods at lower altitudes. Urban Air Mobility (UAM) recognizes use cases within populated areas.

The FAA acknowledges that community engagement is critical for guiding the development of the UAM ecosystem, along with access to airspace and infrastructure development. This is where Los Angeles thrives - at the intersection of community engagement and guiding multimodal priorities.

So what does UAM look like? Why do we need resources to allow our cities to guide these new services?

UAM adds a third dimension for moving people. OEM's have described aircraft capable of carrying one to five passengers flying at speeds of 150 to 200 miles per hour, over a range of 60 to 200 miles. With these capabilities, UAM has the potential to add a new option for connectivity

and accessibility throughout the Southern California region, particularly for difficult commutes where non-auto options are lacking.

UAM adds a third dimension for moving cargo. With an ever increasing demand for goods movement, UAM can benefit logistics operators with high-value parcel movements to support the medical, aerospace, and defense industries across Southern California.

Before being able to see UAM in our cities, we must be able to work with community members and industry partners to create a clear path to implementation that benefits all residents. This includes planning and design efforts that integrate communities, infrastructure, and policy to guide future decisions associated with UAM. This requires public-private partnerships to delineate clear lines of responsibility, accountability, and information exchange. We have already begun this work in Los Angeles.

With numerous OEMs announcing their intent for launching UAM service in Los Angeles by 2024, the time to act is now. We must allocate resources for our local governments, community members, and service providers to collaborate and shape these services to work not simply in our communities, but for our communities. We have made the mistake of being reactionary to transportation technologies in the past, most recently with Transportation Network Companies, such as Uber and Lyft, or the influx of electric scooters in urban communities. Today, Los Angeles is leading the way in proactively partnering with service providers to guide business models in a way that brings solutions to transportation challenges, instead of creating new challenges. But we cannot do it alone.

The Principle of the Urban Sky

Developed in partnership with the World Economic Forum, the Principles of the Urban Sky were adopted by Los Angeles in September 2020. Today, my office is working closely with the Los Angeles Department of Transportation (LADOT) to develop the building blocks to guide UAM implementation in Los Angeles.

The Principles of the Urban Sky are fundamentally important to the short and long-range success of UAM. Shaped with feedback from leaders across the industry, Los Angeles is applying and understanding these lessons to introduce a new mode of transportation.

The Principles of the Urban Sky are:

- **Safety** - UAM operations are aiming for safety performance consistent with commercial aviation. In other words, very safe. To achieve this, the industry will need to adopt similar regulatory requirements and standards.
- **Sustainability** - Sustainability will need to encompass the effects of UAM on the community, which includes people, as well as the animals and vegetation that inhabit the

impacted environment. Mobility and public benefits must outweigh negative externalities, particularly when evaluated as a part of a multimodal system.

- **Equity of Access** - Planning early for equitable access is required for public acceptance and long term success. While UAM will initially be operated as a premium service, providers must work with local governments to plan for affordable consumer pricing as the scale of operations increases. Further, take-off and landing areas offer opportunities to serve as hubs for a wide variety of mobility options, ensuring that people who use UAM services or work in supporting functions will not need to rely on personal automobiles to access these facilities.
- **Low Noise** - Noise acceptance thresholds must be established with stakeholders, including city planners, community advocate groups, OEMs, service providers, and vertiport operators. All stakeholders must understand all negative impacts of noise and plan to mitigate them to the maximum extent.
- **Multimodal Connectivity** - Creating a siloed option for wealthier travelers is the path to failure. Instead, UAM should seamlessly connect with existing modes of transportation to create a high-quality transportation network for everyone to enjoy.
- **Local Workforce Development** - UAM must create new employment opportunities, especially for residents where operations are supported. Accessible education and training should be available to meet the demand for future employment.
- **Purpose-Driven Data Sharing** - Data sharing enables authorized stakeholders to respond to community, passenger, and market needs. To facilitate success, individual privacy must be protected. The availability of relevant data allows for optimized airspace usage, efficient vertiport operations, and intermodal connectivity.

Working collaboratively with our partners, these principles will help us develop policies that can help weave UAM into the fabric of our transportation systems.

Urban Air Mobility Partnership

To properly implement the Principles of the Urban Sky, last December, I announced the Urban Air Mobility Partnership. This unique initiative makes Los Angeles the unmistakable leader in the nation on Urban Air Mobility, and leverages one of the primary tools for our mobility future: a public-private partnership, in this case formed between LADOT and the newly formed Urban Movement Labs (UML).

Urban Movement Labs is a first-of-its-kind mobility-innovation organization that brings together public agencies, businesses, and community members to match technology solutions to mobility problems and test them in Los Angeles' urban contexts. UML brings together different stakeholders to facilitate accelerators and pilot projects to collaboratively find ways of meeting Los Angeles' transportation needs. UML is well-positioned to facilitate a productive dialogue

between public and private stakeholders. I am extremely proud of this small team of experts and excited to see their work unfold.

The UAM Partnership leverages new aviation technologies as part of a clean, safe, and equitable transportation system. UML will integrate this through a public education and outreach program, and thoughtful vertiport infrastructure (e.g., places where UAMs will take off and land) planning which will unlock new levels of connectivity, while mitigating negative externalities.

To bring these efforts to fruition, with my support, Urban Movement Labs hired an Urban Air Mobility Fellow. The first position of its kind in the nation. An Air Force veteran, our Fellow brings more than 20 years of diverse aviation experience (including airport, heliport, and airspace planning) and an urban planning and design background to L.A.'s planning toolbox. Prior to joining UML, our fellow worked in statewide aviation planning for a western state Department of Transportation.

Our Urban Air Mobility Fellow is leading the integration of the "Principles of the Urban Sky" into Los Angeles' transportation landscape over the course of this year. Upon completion of the fellowship, our Fellow will collaborate on a policy toolkit that can be utilized by cities, counties, and tribal governments nationwide. A primary goal of this policy toolkit will be to lay the foundation for a safe, sustainable, equitable, and efficient new mobility system that will overlay the already complex transportation infrastructure of the City of Los Angeles and beyond.

Advanced Air Mobility Potential

A study published by Deloitte earlier this year highlighted the potential of AAM. In the United States alone, the AAM market is estimated to produce $17 billion annually by 2025, and $115 billion annually by 2035. This is equivalent to 30 percent of 2019's commercial aviation market. Additionally, NASA expects the passenger movement market to be commercially viable by 2028, and the package delivery market soon after in 2030.

As a new economic opportunity, AAM is expected to generate 280,000 new jobs by 2035, adding $30 billion in wages and benefits. Like current trends in aerospace employment, I expect these jobs will provide higher above average wages. Creating training opportunities to support this new industry, particularly within communities struggling with upward economic mobility, realizes AAM's potential to add value as a transportation option and by developing the next generation aviation workforce.

AAM can also serve as an accelerator in shifting the aviation industry towards greener fuels, lower greenhouse gas emissions, and a more sustainable future. A study published in *Nature* concluded that carbon emissions associated with a three passenger eVTOL were 52 percent lower, per passenger kilometer, than a fossil-fueled automobile.

UAM will come with the highest expectations for safety, with the goal for eVTOL trips to be as safe as a commercial airline flight. The aviation industry boasts an incredible safety record in the US, with only 0.07 deaths per billion passenger miles - or about 3,000 times safer than travelling by car or motorcycle, which causes 220 deaths per billion passenger miles.

Angelenos are no stranger to noise from aircraft, particularly from daily helicopter flights over urban neighborhoods and the broader noise issues faced by people who live near our various airports. OEMs, like Joby, Jaunt, and Volocopter, are targeting noise levels less than 70 decibels at cruising altitude. This is comparable to the higher range of a normal conversation. Joby Aircraft, for example, has publicly made it known that its aircraft's acoustical characteristics are just as important as other performance characteristics. Communities demand quieter vehicles, and the industry is responding.

UAM will require a new transportation network in order to provide a viable business model and travel mode. In contrast to the traditional hub and spoke airline networks, or the linear networks of roads and rail, UAM's benefits are realized through a nodal network that provides new opportunities for connectivity within a region. Often underutilized infrastructure, like small general aviation airports, now become nodes that are connected to jobs and other areas of economic activity. Like adding other modes of transportation, UAM can help access career opportunities in new parts of the region, particularly for those with limited transportation options today.

AAM is currently enabled through the relatively small footprint of existing infrastructure of airports and heliports, and will be augmented by strategically planned vertiport infrastructure. Maintaining road networks exceeds $145 billion annually, and despite this cost, congestion continues to worsen causing billions in lost productivity. Maintaining existing aviation infrastructure costs only $4.1 billion to maintain, revealing aviation infrastructure's high efficiency.

Challenges

The UAM Fellowship is a year-long program, after which, AAM planning will have to compete for traditional urban planning staff and capacity. While it's feasible for new partnerships to fund a dedicated planning position, the City cannot rely on this mechanism to continue its efforts into perpetuity.

Another challenge that I see being faced by growing urban areas is density. Density is often recognized as a solution for creating healthy jobs to housing balance and reducing commuting times. Safety zones contained in current heliport design guidance serve to protect navigable airspace for flight safety, as well as to ensure ground areas are free of high density land uses and

gathering areas such as parks or plazas. This imposes land use and height restrictions around vertiports, which limit a city's ability to develop high density areas of housing and employment directly surrounding a vertiport.

Cost is a big barrier to access and equity. Current entry costs will limit AAM access to those with higher expendable incomes. While I understand that cost is expected to eventually be on par with higher end surface ride-sharing options, we need to understand how populations that are unable to afford a trip will be impacted, and what indirect benefits may be shared, such as investing in connected infrastructure. We have been here before in Los Angeles, with the implementation of our ExpressLanes system over a decade ago. While the initial concerns centered on potential disparities created when a transportation mode that is faster and more efficient is provided for a premium fee, ultimately our ExpressLanes system developed a model where revenue generated from use of the ExpressLanes was used to improve public transportation options for other commuters, resulting in an overall improved multimodal transportation system.

While I know that AAM alone cannot resolve congestion and related emissions issues within the city, we must leverage all tools possible to move towards a more sustainable future. AAM can be one of many options in a suite of mobility solutions to move our cities towards a more sustainable future. We look forward to working with the industry to meet sustainability goals.

Most critically, we understand the inequitable consequences of our past planning decisions now more than ever. It is imperative that we take proactive action to ensure we do not repeat these mistakes. The industry is showing interest in joining us in this battle, and we look forward to having them as our allies.

Recommendations

This brings me to my recommendations to this committee.

First and foremost, we need funding to continue to lay the groundwork for planning and preparing our city for UAM for operations by 2024. AAM eligibility under existing USDOT grant programs needs to be added, or expanded. I was pleased to see that the Notice of Funding Opportunity for the RAISE program included eligibility for intermodal facilities at airports. I encourage that we continue to expand these types of programs. At the same time, I also know how competitive projects are for these grants and AAM may not compete well.

I support the creation of other funding options to plan for AAM, especially for programs that are specific to AAM planning and construction. These grants should be available to all providers of local and regional transportation, across all modes who wish to incorporate AAM into their mobility programs, and should take into consideration that not all jurisdictions will have existing resources to use as a local match. Doing so will afford us the dedicated staff time and resources

to engage community members, service providers, and other stakeholders in the collaborative process that integrates UAM with other modes of transportation.

These funding options should also make clear that AAM needs to be planned with and connected to other modes of transportation, as well as powered by zero emissions fuels. With transit, personal, and shared mobility moving towards electricity as the primary fuel source, we must think critically about the electricity infrastructure at mobility hubs, as UAM introduces another electric vehicle that requires charging. Fostering collaboration between OEM's across services can facilitate interoperability of chargers and ensure enough electricity is available where needed. My approach is one of collaboration, which requires future grant programs and clearly written planning and engineering guidance.

We need transportation leadership, and not just from the aviation community; from the transit, street design, and regional rail communities as well. To plan for intermodal connectivity, they need a voice in our discussions at all levels. We need a strategic effort alongside transit, active transportation and accessibility programs to reduce single occupancy vehicle trips, establish safe and complete streets, and foster a complete and integrated transportation network for all users, including communities of color. The *Advanced Air Mobility Coordination and Leadership Act* introduced by U.S. Senators Sinema and Moran is a great start, but is missing these key details. Constituents need to see these efforts codified.

To build the necessary infrastructure, we need to develop vertiport design guidance that reflects the unique needs associated with bringing UAM into urban spaces. This guidance must be scalable to provide flexibility for integration into different urban contexts, and clearly identify risks associated with specific criteria. Guidance should provide practitioners clear direction for a multitude of use cases including private (part 91) facilities, on-demand charter facilities (part 135), and scheduled operations facilities (part 121). Additionally, steps should be outlined for establishing intermodal facilities, converting buildings to support UAM (e.g., parking garage), bringing services to surface brownfield sites with existing surrounding development, and facilities housed within small, medium, and large airports.

This guidance must acknowledge the crucial rule that local governments play in managing the land use, development, and density of urban areas. Between October 2021 and 2029, the City of Los Angeles will be responsible for adding 456,643 housing units, about a third of the metropolitan planning organization's five-county goal and almost a third of which will be for very low income households. L.A. cannot afford to jeopardize density, including through the construction of vertiports with safety zones that might imperil surrounding future development. Any guidance that the FAA releases must take into consideration this key point.

Existing infrastructure at airports and heliports also needs to evolve. This presents an unique opportunity for these critical pieces of infrastructure to take on a new role in communities as mobility and communications hubs. Accessibility at these points can be enabled by intermodal connectivity or through land use changes that bring more opportunities to the airport / heliport itself. The more seamless we can make the journey to the final destination, the better our chances for success. Strategically bringing new surface connectivity, land uses, and activity to airports and heliports should be encouraged across all modes, highway, transit, and aviation. Grant programs must allow us to jump on this opportunity.

Back to our airport -- LAX in 2019 was the world's number one origin and destination airport. More passengers started or ended a trip at LAX than any other airport, many of them driving on our freeways to get there. Someday that 45-minute (or more) trip on freeways from LAX to downtown LA might be a five-minute trip in a zero emissions Electric Vertical Takeoff and Landing (eVTOL) aircraft. AAM companies have told us that major airports fit prominently in their business plans.

We have to start planning now. The Federal Aviation Administration (FAA) needs to prioritize the study of how AAM will integrate safely into the very congested airspace around the nation's busiest airports, such as LAX, and how takeoff and landings will weave into the flight paths of traditional commercial aircraft operations.

Critical to the safety of our airspace is purpose-driven data sharing across levels of government and across dimensions of transportation. The UAM Concept of Operations ("ConOps") Version 1.0 published by NASA and the FAA in June 2020 starts to address the increasing number of aircraft in our urban airspaces, and how operators and government entities might share data dynamically to allow for both safety and scaling of services. However, this initial version of the UAM Concept of Operations only notionally includes local governments and the people they represent. A second version of the ConOps should more clearly outline the jurisdiction local governments hold with regards to managing low-altitude airspace, such as permitting operations that ensure sustainability, accessibility, and low-noise are achieved. It should also define how local governments might participate in both receiving and providing data, particularly in the case of emergency situations.

That planning also needs to include unmanned aircraft systems – or drones – both being used for societal benefits, safety and security, as well as those that could cause major disruptions to our airports. Drones are in our airspace now – and have the ability to cause great impact. According to FAA statistics, since April of 2016, there have been more than 260 reported cases of unauthorized drone activity near LAX alone, and I know that all airports are concerned about drone incursions in their airspace.

That is why I have been advocating for LAX to be able to test sophisticated systems that can help detect and mitigate drones around the airport to keep our airline passengers and communities under flights paths safe from unauthorized incursions – and to protect our local economy from the devastating impacts that would occur if the airport needed to shut down because of a drone incursion.

The FAA needs to increase the pace of gathering data and to invest more resources in reliable communications, detect-and-avoid systems, and remote identification systems. The FAA should allow large airports like LAX to conduct pilot programs to test these types of systems to gather crucial information on how these technologies will work in a high air traffic airport environment. Without these pilots, airports are limited in being able to effectively respond to and plan for the safety and future implementation of AAM for cargo and mass transit solutions. I also support looking at common sense uses for drones that can help bring additional safety, security and efficiency to our airports and the movement of goods.

AAM will not be successful if it happens without our people. My duty first and foremost as Mayor of Los Angeles is to the people who live and work in our City of Angels.

To build public trust, I need to show my constituents how AAM will serve them while meeting the same level of safety that is associated with commercial flight. Commercial airline operators achieve this level of safety through a comprehensive system of checks, balances, and redundancies. UAM operators will have to operate similarly, and OEM's must work with the FAA to adapt existing regulations to new technology.

We also need to know how these technologies can operate without placing a burden on communities neighboring airports in terms of noise and other potential annoyances. The FAA plans to continue to apply its current noise certification standards to eVTOL aircraft. NASA recognizes that community acceptance around noise is more dynamic than these standards can measure. Communities need a framework to better assess community annoyance and health impacts to fully understand and mitigate new aircraft noise.

To protect disadvantaged communities, I need a framework that allows me to work with the FAA to prevent new burdens from being levied upon these residents. I need to be able to protect schools, outdoor gathering spaces, and recreation facilities from new noise and/or increased greenhouse gas emissions. To effectively accomplish this, I need to have a certain level of authority in how low altitude airspace is managed.

AAM also needs to meaningfully contribute to our regional economy, and to create jobs with good wages. Academic departments and programs need support to create the education and training necessary to meet the demand of the future workforce. These programs need to target institutions that are more accessible to a diverse student body. Community colleges and vocational schools - like Los Angeles Trade Tech - should receive top priority. Ongoing job

training and skills development are also crucial, as it typically requires approximately 10 years of experience to develop capable aeronautical maintenance and operations staff.

Conclusion

We are at a critical juncture in the history of transportation. The decisions that we make today can change the trajectory away from our past mistakes when we planned for a single mode of transportation. This is not just an opportunity for aviation, but for all of transportation, to unite and collectively create the transportation system of tomorrow. The work that we have in front of us will not be easy, and it will be necessary to drive change throughout the system. We owe it to the historically neglected communities. We owe it to our health. And we owe it to our children, to do everything in our power to keep them from having to correct these types of mistakes.

Thank you once again, Chair Larsen and Ranking Member Graves, for allowing me to be here today. I look forward to partnering with you to bring forth a new frontier in aviation and transportation. We are ready to lead alongside you.