



THE SECRETARY OF TRANSPORTATION
WASHINGTON, DC 20590

July 7, 2025

Mr. David Horner
Partner
Hunton Andrews Kurth, LLP
9006 Norwick Road
Henrico, VA 23229

Dear Mr. Horner:

The U.S. Department of Transportation is pleased to appoint you to its U.S. Department of Transportation Advisory Board (USDOT Advisory Board) as a representative member for a term of up to 2 years, which will begin on the date of this letter.

The USDOT Advisory Board provides advice and recommendations to inform the Department's strategic vision to modernize and enhance the U.S. transportation systems.

Your work representing the views of the public-private partnerships and infrastructure industry will greatly benefit the USDOT Advisory Board and the Department's efforts to modernize and expand infrastructure, identify key investment opportunities in transportation technology and innovation, improve regulations and policies to enhance efficiency and reduce bureaucratic obstacles, and maximize funding and impact through public-private partnerships. Your experience and leadership will add valuable insights and perspectives that will help further the USDOT Advisory Board and the Department's mission.

Thank you for contributing your time and expertise as an integral member of this important organization. If you have any questions, please contact Juli Huynh, USDOT Advisory Board's Designated Federal Officer, at (202) 366-2278, or via email at DOTAdvisoryBoard@dot.gov.

Sincerely,

A handwritten signature in dark ink, appearing to read 'Sean P. Duffy', is written over a large, faint, stylized 'P' and 'D' watermark.

Sean P. Duffy