

Instructions for the nominees: The Senate Committee on Commerce, Science, and Transportation 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. Return printed answers to Committee. Begin each section (i.e., "A", "B", etc.) on a new sheet of paper.

A. BIOGRAPHICAL INFORMATION AND QUALIFICATIONS

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

Sarah Elizabeth Feinberg

2. Position to which nominated:

Administrator, Federal Railroad Administration (FRA)

3. Date of Nomination:

June 2, 2015

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

Residence:

Washington, DC

Office:

1200 New Jersey Ave, SE
Washington, D.C. 20590

5. Date and Place of Birth:

October 3, 1977
Charleston, West Virginia

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).

Not Applicable.

7. List all college and graduate degrees. Provide year and school attended.

Washington and Lee University
Bachelor of Arts in Politics (1999)

8. List all post-undergraduate employment, and highlight all management-level jobs held and any non-managerial jobs that relate to the position for which you are nominated.

Managerial/Related Positions are Bolded Below:

Acting Administrator

Federal Railroad Administration (1/2015 – present)

Deputy Administrator

Federal Railroad Administration (1/2015 – present)

Chief of Staff

U.S. Department of Transportation (9/2013 – 1/2015)

Director, Policy and Crisis Communications

Facebook (8/2011 – 9/2013)

Global Communications Director

Bloomberg LP (7/2010 – 8/2011)

Special Assistant to the President and Senior Advisor to the Chief of Staff

The White House (1/2009 – 7/2010)

Advisor

Office of the President-Elect (11/2008 – 1/2009)

Communications Director

House Democratic Caucus (12/2006 – 11/2008)

National Press Secretary

Democratic Congressional Campaign Committee (1/2005 – 12/ 2006)

National/Leadership Press Secretary

Office of Senate Minority Leader Tom Daschle (10/2003 – 12/2004)

Deputy Staff Director

Senate Democratic Technology and Communications Committee

Office of Senate Minority Leader Tom Daschle (12/2002 – 10/2003)

Communications Director

South Dakota Democratic Party and Coordinated Campaign (2/2002 – 11/2002)

Press Secretary

Environmental Working Group (5/2001 – 2/2002)

Consultant

Maple Creative, LLC (1/2001- 5/2001)

West Virginia Press Secretary and Communications Director

Gore-Lieberman Presidential Campaign (8/2000 – 11/2000)

Staff Assistant

U.S. Senate Committee on Veterans Affairs (8/1999 – 8/2000)

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, within the last ten years.

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 within the last ten years.

- Member, Amtrak Board of Directors (2015 – present)
- Member, Board of Directors, Union Station Redevelopment Corporation, (2015 – present)
- Member, Board of Directors, Moynihan Station Development Corporation (2015 – present)
- Member, Northeast Corridor Commission (2015 – present)
- Member, Board of Directors, StoryCorps (2012 – present)

12. Please list each membership you have had during the past ten years or currently hold with any civic, social, charitable, educational, political, professional, fraternal, benevolent or religious organization, private club, or other membership organization. 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 handicap.

- Member, Women in Transportation (WTS) (2013 – present)
- Member, Federally Employed Women (FEW) (2013 – present)

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.

None.

14. Itemize all political contributions to any individual, campaign organization, political party, political action committee, or similar entity of \$500 or more for the past ten years. Also list all offices you have held with, and services rendered to, a state or national political party or election committee during the same period.

CONTRIBUTIONS:

<u>Entity</u>	<u>Date</u>	<u>Amount</u>
Facebook, Inc. PAC	05/06/2013	\$500.00
Obama for America	07/31/2012	\$500.00
Obama for America	10/28/2012	\$500.00
Obama for America	09/30/2011	\$500.00

POSITIONS:

- National Press Secretary
Democratic Congressional Campaign Committee (2005 – 2006)
- Communications Director
South Dakota Democratic Party and Coordinated (2002)
- West Virginia Press Secretary and Communications Director Gore-Lieberman Presidential Campaign (2000)

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

None.

16. Please list each book, article, column, or publication you have authored, individually or with others. Also list any speeches that you have given on topics relevant to the position for which you have been nominated. Do not attach copies of these publications unless otherwise instructed.

I have done my best to identify any books, articles, columns, or other publications and relevant speeches, including a thorough review of my personal files and searches of publicly available electronic databases. Despite my searches, there may be other materials that I have been unable to identify, find or remember. I have located the following:

Publications:

None.

Speeches:

Speeches in my time at the Federal Railroad Administration can be found here: http://www.fra.dot.gov/eLib/Find#p1_z5_gD_IPS

17. 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.

My testimonies before Congress and listed below can be found here:

http://www.fra.dot.gov/eLib/Find#p1_z5_gD_IPT

June 24, 2015

U.S. House of Representatives

Committee on Transportation and Infrastructure

Railroads, Pipelines and Hazardous Materials Subcommittee

Hearing on the State of Positive Train Control Implementation in the United States

June 2, 2015

U.S. House of Representatives

Committee on Transportation and Infrastructure

Hearing on the Oversight of the Amtrak Accident in Philadelphia

May 4, 2015

U.S. Senate

Committee on Commerce, Science and Transportation

Surface Transportation and Merchant Marine Infrastructure, Safety and Security Subcommittee

Field Hearing on the Northeast Corridor, Newark, NJ

April 14, 2015

U.S. House of Representatives

Committee on Transportation and Infrastructure

Railroads, Pipelines and Hazardous Materials Subcommittee

Hearing on the Oversight of the Ongoing Rail, Pipeline and Hazmat Rulemakings

March 25, 2015

U.S. House of Representatives

Committee on Appropriations

Transportation, Housing and Urban Development and Related Agencies Subcommittee

Hearing on Fiscal Year 2016 Budget Request

18. 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?

My time as Acting Administrator and as Chief of Staff at the U.S. Department of Transportation has most prepared me to serve in the position of Administrator of the Federal Railroad Administration. In my current capacity as Acting Administrator, I have led the agency's response to multiple, significant rail incidents this year, including the West Virginia crude derailment, the Valhalla/Metro North grade crossing incident, and the Amtrak #188 derailment. I have led the agency in becoming a more transparent and accountable organization. I have set clear safety and accountability priorities and goals for the agency, and I have led the FRA in creating a much closer working relationship with the U.S. Congress and the National Transportation Safety Board (NTSB). As USDOT Chief of Staff, I led operational and legislative initiatives across all modes of transportation and served as the direct manager of most USDOT leadership.

I want to serve as the Administrator of the Federal Railroad Administration because in my short time at US DOT, I have become singularly focused on improving rail safety – ensuring those who travel by and work or live on or near railroads are safe, and ensuring that passenger rail service is an efficient, affordable, and safe mode of transportation, and continues to be available and accessible to the millions of Americans that depend on it for travel from and between major urban areas, and small rural towns across the country.

19. 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?

If confirmed, I believe I have a responsibility to hire, manage and oversee staff and managers that must prioritize efficient, careful and appropriate use and deployment of taxpayer dollars and resources. Managing each individual is a challenge, but I am responsible for them – and will continue to keep in place management controls I implemented upon becoming the Acting Administrator. Those controls include weekly and

sometimes daily meetings with individual managers and directors across the agency, frequent reports detailing progress on agency initiatives, and detailed questioning from the Acting Administrator and other managers around specific projects and high priority issues and challenges, such as the hiring of safety inspectors. I also meet frequently with the FRA CFO and FRA Budget Office, maintaining close contact and oversight of the FRA budget.

My experience in managing a large organization is derived most specifically from my time as Chief of Staff of the US Department of Transportation, an agency employing more than 55,000 individuals. In my capacity as Chief of Staff, I led operational and legislative initiatives across all modes of transportation.

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

Implementing Positive Train Control. Congress has mandated that PTC be implemented by December 31, 2015. Most Class 1 railroads and commuter railroads are unlikely to meet this deadline. Enforcing against this deadline and supporting railroads in full PTC implementation will be a priority for the FRA.

Constantly improving safety. While recent years have proven to be the safest years on record for the rail industry, it is imperative that the FRA continue to raise the bar on safety. Of particular concern is the increased transport of crude by rail, resulting in increased risk to passenger rail sharing track, and to the individuals, families, and communities along crude routes. To that end, implementation of the recent HHFT final rule will be critical.

Ensuring the RRIF program can be utilized by appropriate entities. With approximately \$34 billion remaining in the RRIF program, it is critically important that the FRA take measures to increase flexibility in the program to ensure the funds can be loaned to appropriate applicants.

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.

I currently have investments in a managed account with Main Street Financial Solutions, LLC. In connection with the nomination process, I have consulted with the Office of Government Ethics and the Department of Transportation's Designated Agency Ethics Official to identify any potential conflicts of interest. Upon their advice, if confirmed, I will terminate my managed account and move all investments from that account into one that I personally manage.

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.

No.

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.

In connection with the nomination process, I have consulted with the Office of Government Ethics and the Department of Transportation's Designated Agency Ethics Official to identify any potential conflicts of interest. Any potential conflicts of interest will be resolved in accordance with the terms of an ethics agreement that I have entered into with DOT's Designated Agency Ethics Official and that 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.

In connection with the nomination process, I have consulted with the Office of Government Ethics and the Department of Transportation's Designated Agency Ethics Official to identify any potential conflicts of interest. Any potential conflicts of interest will be resolved in accordance with the terms of an ethics agreement that I have entered into with DOT's Designated Agency Ethics Official and that has been provided to this Committee. I am not aware of any other potential conflicts of interest.

5. Describe any activity during the past ten years 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.

Nothing applicable beyond the day-to-day work of the Chief of Staff's office in the White House. In 2009 – 2010, the significant issues I worked on included the financial crisis and ARRA.

6. Explain how you will resolve any potential conflict of interest, including any that may be disclosed by your responses to the above items.

In connection with the nomination process, I have consulted with the Office of Government Ethics and the Department of Transportation's Designated Agency Ethics Official to identify any potential conflicts of interest. Any potential conflicts of interest will be resolved in accordance with the terms of an ethics agreement that I have entered into with DOT's Designated Agency Ethics Official and that has been provided to this Committee. I am not aware of any other potential conflicts of interest.

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, professional association, disciplinary committee, or other professional group? If yes:
 - a. Provide the name of 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 of which you are or were an officer ever been involved as a party in an administrative agency 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 to my knowledge.

D. RELATIONSHIP WITH COMMITTEE

1. Will you ensure that your department/agency complies with deadlines for information set by congressional committees?

Yes.

2. Will you ensure that your department/agency does whatever it can to protect congressional witnesses and whistle blowers 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.

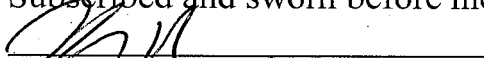
(Nominee is to include this signed affidavit along with answers to the above questions.)

F. Affidavit

Sarah Elizabeth Feinberg, 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 30 day of June, 2015.


Notary Public
District of Columbia

My Commission Expires on March 14, 2019

