

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):

Ronald L. Batory

2. Position to which nominated:

Administrator, Federal Railroad Administration, U.S. Department of Transportation

3. Date of Nomination:

7/11/17

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

[REDACTED]

5. Date and Place of Birth:

01/25/1950 Detroit, Michigan

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).

Barbara E. Batory, wife, retired; Erin Faye Budisak, daughter, 37.

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

**Adrian College, Bachelor of Arts, 1971
Eastern Michigan University, Master of Arts, 1975**

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.

See Attachment 1

9. Attach a copy of your resume.

See Attachment 2

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.

See Attachment 3

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.

See Attachment 4

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.

No

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.

Jun Choi, New Jersey 7th Congressional District, 2011, \$1,000

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.

None

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.

None

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?

See Attachment 5

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?

See Attachment 5

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

See Attachment 5

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.

My arrangements are fully described in Part 3 of my Public Financial Disclosure report.

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 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 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.

None

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 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:
- Provide the name of agency, association, committee, or group;
 - Provide the date the citation, disciplinary action, complaint, or personnel action was issued or initiated;
 - Describe the citation, disciplinary action, complaint, or personnel action;
 - 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?

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

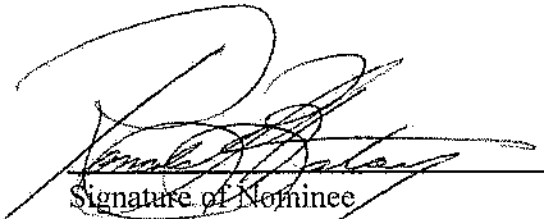
4. Are you willing to appear and testify before any duly constituted committee of the Congress on such occasions as you may be reasonably requested to do so?

Yes

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

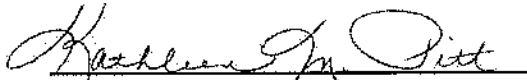
F. Affidavit

— 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.

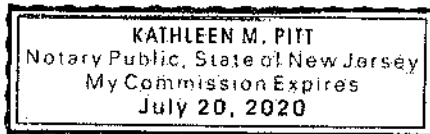


Signature of Nominee

Subscribed and sworn before me this 7th day of July, 2017



Notary Public



Ronald L. Batory
Relevant Employment Positions
First to Last

I DETROIT, TOLEDO & IRONTON RAILROAD COMPANY

1. Traveling Auditor, Car Accounting, 1971-1972
2. Administrative Assistant to Vice President of Operations, 1972-1975
3. Assistant Engineer Track System, 1975-1976
4. Manager, Industrial Engineer, 1976-1977
5. Director of Material Procurement and Planning, 1977-1981

II GRAND TRUNK WESTERN RAILROAD COMPANY

1. Transportation Supervisor, 1981-1982
2. Trainmaster, 1982-1984
3. Terminal Manager, 1984-1985
4. District Manager Operations, 1985-1987
5. Director Transportation Planning, 1987

III CHICAGO, MISSOURI & WESTERN RAILWAY

1. Vice President/General Manager, 1987-1989

IV SOUTHERN PACIFIC TRANSPORTATION COMPANY

1. Assistant General Manager, 1989-1991
2. General Manager, 1991-1994

V THE BELT RAILWAY COMPANY OF CHICAGO

1. President, 1994-1998

VI CONSOLIDATED RAIL CORPORATION

1. Senior Vice President – Operations, 1998-2004
2. President and Chief Operating Officer, 2004-2017

RONALD L. BATORY

Resume of Qualifications

**SUMMARY OF
EXPERIENCE:**

- Career professional with more than 45 years of both line and staff experience in the railroad industry serving in various administrative and operational leadership positions of considerable responsibility.
- Effective senior-level management abilities in leading change and maximizing use of organizational talent.
- Expertise in planning, analysis and control of costs to enhance contribution of revenue, as well as achieving revenue growth through exploitation of commercial opportunities.
- Additional skills: planning and conducting cost/performance rationalization studies from concept; coordinating the implementation of both operating and maintenance improvement programs.

**CAREER
JOURNAL:**

CONSOLIDATED RAIL CORPORATION

1998/2017

President and Chief Operating Officer

Complete leadership responsibility for the eighth (8th) largest freight rail carrier in the United States. Ensures fulfillment of a business enterprise with a unique corporate structure within the deregulated transportation sector.

Senior Vice President – Operations

Reporting responsibility for the planning, operation and maintenance of the Shared Assets Areas in New Jersey, Pennsylvania and Michigan. Constitutes the largest terminal switching operation in North America evolving from the acquisition and division of Consolidated Rail Corporation by CSX Transportation and Norfolk Southern Corporation. Guided a post-split operation of continuous improvement wherein safety, service and costs indicators are recognized to be historically record setting for the associated territories.

THE BELT RAILWAY COMPANY OF CHICAGO
1994/1998

President - Bedford Park, Illinois

Complete leadership responsibility for the largest intermediate switching company in the nation serving a terminal network of seventeen (17) rail carriers. Instituted policies and practices that lead to an array of unprecedented safety and service performance records, while simultaneously undertaking a massive infrastructure improvement plan.

SOUTHERN PACIFIC TRANSPORTATION COMPANY
1989/1994

General Manager - Chicago, Illinois

Reporting responsibility for field operations on the Midwest Region which spanned a territory from Chicago, Illinois, to Tucumcari, New Mexico, on the west to Shreveport, Louisiana, and Texarkana, Texas, on the east. Served as General Manager, SPCSL Corp., a wholly owned subsidiary of Southern Pacific Transportation Company. Represented St. Louis Southwestern Railway as a Board of Director member for the Kansas City Terminal Railway Company, Terminal Railroad Association of St. Louis, Southern Illinois and Missouri Bridge Company and Arkansas & Memphis Railway Bridge and Terminal Company.

Assistant General Manager - Chicago, Illinois

Reporting responsibility to Central Region, which spanned a territory between Chicago and East St. Louis, Illinois, on the east to Sparks, Nevada, and Klamath Falls, Oregon, on the west. Served as primary Operating Department planner and directed implementation for Southern Pacific's access in Chicago, Illinois, from both East St. Louis, Illinois, and Kansas City, Kansas, in 1989 and 1990 respectively.

CHICAGO, MISSOURI & WESTERN RAILWAY
1987/1989

Vice President/General Manager - Springfield, Illinois

Directed system transportation, maintenance, intermodal, purchasing, security and corporate relations organizational functions, as related to the daily operation of both freight and Amtrak passenger trains transversing over 600 route miles.

Vice President/General Manager - Springfield, Illinois (Continued)

Included Board of Director responsibility to Kansas City Terminal Railway Company. Maintained ongoing communications with appropriate lobbying bodies and state/federal regulatory agencies, which favored the Trustee's endeavors to successfully obtain nearly \$14 million in low interest loans and grants. Formulated an asset disposition plan for the Trustee, which resulted in all rail lines being conveyed to responsible parties, thus avoiding the path of service discontinuances and subsequent liquidation.

GRAND TRUNK WESTERN RAILROAD COMPANY
1981/1987 (Various Locations)

Director Transportation Planning - Detroit, Michigan

Directed the manifest freight scheduling and classification requirements for all yards and terminals. Implemented a terminal management information system through use of electronic data processing. Developed and coordinated joint operating improvement projects with various connecting carriers throughout the four state system.

District Manager Operations/Chicago - Chicago, Illinois

Managed major territorial operations of Chicago District. Ensured consistent service and cost-effective operations through coordination of transportation, intermodal, mechanical, engineering, administrative and joint facility functions necessary to meet committed commercial specifications.

Terminal Manager, Chicago Terminal District - Chicago, Illinois

Managed the scheduled movement of road trains and yard operations. Using a diversity of management skills, ensured cost effective productivity levels. Simultaneously rationalized entire terminal operations through expanded use of joint facilities, thereby reducing fixed costs. Overall reduction and consolidations resulted in a net decrease in annual operating costs by \$7.5 million along with eliminating future capital requirements of considerable sort.

Trainmaster, Shore Line Subdivision - Toledo, Ohio

Management responsibility for daily train, yard and dispatching operations of the former Detroit and Toledo Shore Line Railroad Company. During tenure, recommended, developed and implemented a highly successful operating plan to curtail hump switching, car repair and locomotive servicing at Lang Yard, Toledo, Ohio, while consolidating the train dispatching office with those in Pontiac, Michigan, which created a \$4.3 million reduction in operating expenses and minimized the overall need for further capital improvement among the affected facilities.

Transportation Supervisor, Detroit Division - Pontiac, Michigan

Managed and monitored divisional operations of road trains and SEMTA commuter trains ensuring commercial freight standards and public transit commitments were met. Coordinated over the road line operations in the Detroit, Michigan, area for all newly created inter-divisional trains resulting from the acquisition of Detroit and Toledo Shore Line Railroad Company and Detroit, Toledo & Ironton Railroad Company.

DETROIT, TOLEDO & IRONTON RAILROAD COMPANY
1971/1981 (Various Locations)

Director of Material Procurement and Planning-Dearborn, Michigan

Administered purchasing, material distribution, industrial engineering and capital budget functions consistent with corporate requirements. Successfully developed and implemented a totally operable and accountable post-merger system for consolidating and standardizing materials and supplies once recognized independently by three railroads.

Manager, Industrial Engineering - Dearborn, Michigan

Successfully developed standard measurement systems for various operating sub-departments. These productivity measurements were later used to develop a powerful management tool for both line and staff personnel. Designed and monitored the operating plan for accessing Cincinnati, Ohio, for interchange with the former Southern Railway Company and Louisville and Nashville Railroad Company over trackage rights of Consolidated Rail Corporation as set forth by the United States Railway Association.

Assistant Engineer Track System - Flat Rock, Michigan

Responsible for the production results of out-of-face maintenance programs. Assisted in cost and method planning/analysis of all maintenance and capital programs. Designated to conduct Federal Railroad Administration inspections to comply with minimum track safety standards.

Administrative Assistant to Vice President of Operations - Dearborn, Michigan

Responsible for accurate formulation of operating and capital budgets as related for the entire Operating Department. Performed numerous operational planning studies for management review.

Traveling Auditor, Car Accounting - Dearborn, Michigan

Designed operational audit procedures, which applied to the mileage portion of car hire payments reported by foreign line carriers. Participated in the development and implementation of an E.D.P. system for generating car hire reclaims covering both switching and storage.

**EDUCATIONAL
BACKGROUND:**

Master of Arts Degree:

Graduate, Eastern Michigan University in 1975, Ypsilanti, Michigan

Bachelor of Arts Degree: Business Administration & Economics

Graduate, Adrian College in 1971, Adrian, Michigan

**CONTINUING
EDUCATION/
TRAINING:**

Canadian National General Management Program, completed through Bishop's University, Lennoxville, Quebec, 1981

IBM Executive Seminar, 1979

Purchasing and Material Management Seminar through General Motors Corporation, Electro-Motive Division 1978

Freight Car Air Brakes Seminar through Wabco, Westinghouse Air Brake Division, 1975

Transportation Seminar through General Motors Corporation, Electro-Motive Division, 1974

RONALD L. BATORY

Special Assignments & Industry Affiliations

Appointed and served on an Operations Development Committee of Detroit, Toledo & Ironton Railroad Company. Proposed various physical plant changes, which resulted in both track retirement and construction projects being undertaken that impacted capital and operating accounts favorably while ultimately improving the operations.

Appointed and served on the Permanent Operating and Accounting Committee for the Traffic Executive Association - Eastern Railroads. Primary function involved the development and recommendation of terminal switching allowance tariff rates.

Appointed to a Railroad Sub-Committee of the Ohio-Kentucky-Indiana Regional Council Governments on behalf of Detroit, Toledo & Ironton Railroad Company. Responsible for rail planning considerations within the region, as related to carrier operations.

Appointed and served on a Task Committee to oversee the development of an Information System later known as F.R.I.S. This responsibility led to the establishment of both real-time and cardless car movement information system for Detroit, Toledo & Ironton Railroad Company.

Appointed and served on a long range corporate committee program called "Focus." Primary function was to investigate and submit action plans for savings in utilization of new technology, plant rationalization, labor work rule changes, operating efficiencies and freight revenue contribution. Program goal was to implement projects yielding \$5.5 million annual savings in 1987. This goal was accomplished and became an integral part of the Grand Trunk Corporation five-year plan.

Appointed by the Governor of Illinois to serve as a member of the Illinois Rail Transportation Advisory Task Force. Primary objective was to study and assess the rail transportation passenger service in Illinois. Such study included, but was not limited to, an assessment of demand for services, engineering, operating costs and labor implications, which in part led to a low interest loan of \$36 million for a continuous welded rail program to be implemented on the former St. Louis Division of Southern Pacific Transportation Company.

Appointed to Customer Service Management Committee serving member need within the Association of American Railroads to facilitate resolution of rail industry issues pertinent to the shipping community it serves.

Appointed to the KPMG Quality Registrar Technical Advisory Committee, as related to ISO 9000 and its internationally recognized standard of quality for a wide spectrum of manufacturing, service and business practices.

Appointed by the Governor of New Jersey to serve on the Domestic Security Preparedness Task Force, Infrastructure Advisory Committee, Transportation Subgroup.
Serves as a resource with respect to domestic preparedness issues facing private industry.

Special Assignments & Industry Affiliations
Ronald L. Batory
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Professional Associations:

The Railway Tie Association

The American Railway Engineering and Maintenance of Way Association

The International Association of Railway Operating Officers, Inc.

American Association of Railroad Superintendents (Former Board of Director & President)

The American Short Line and Regional Railroad Association (Former Board of Director)

John W. Barriger III National Railroad Library (Former Board of Director & Former President)

Railway Study Association

Transportation Research Board

CAREER NARRATIVE

Ronald L. Batory is a career professional with more than 45 years of both field and staff experience in the railroad industry, serving in various administrative and operating management positions of considerable responsibility.

He started his railroad career on a full-time basis in 1971 with the former Detroit, Toledo & Ironton Railroad Company. During his tenure with that company and its successor Grand Trunk Western Railroad Company, he progressed a management role serving in various field and staff capacities.

He departed the Grand Trunk Western Railroad Company during 1987 to take on the Chapter 11 reorganization of the ill-fated Chicago, Missouri & Western Railroad Company. During this assignment as Vice President-General Manager, he assisted the court-appointed Trustee in establishing various lines of credit and grants with the state of Illinois, while simultaneously assisting the Trustee in disposing of the Railway's assets into responsible hands. This action subsequently evolved into the Southern Pacific Transportation Company acquiring the St. Louis/Chicago corridor; along with the creation of a new Class II regional carrier known as Gateway Western Railway Company, which brought financial confidence through a contractual haulage agreement with the Atchison, Topeka & Santa Fe Railway Company between Kansas City, Kansas and East St. Louis, Illinois. This parceling of route structures among two Class I carriers created access to gateways long sought by each of them for well over 100 years.

Afterwards Ron joined Southern Pacific Transportation Company, where he advanced to General Manager-Midwest Region, spanning a territory from Chicago, Illinois, to Tucumcari, New Mexico, on the west to Shreveport, Louisiana and Texarkana, Texas, on the east. His initial two and one half years with the company, as Assistant General Manager, he implemented the operating plan for the St. Louis /Chicago corridor purchase, as well as being one of the primary planners and lead executors in orchestrating Southern Pacific's access to Chicago from Kansas City via its trackage rights arrangements with Burlington Northern Railroad Company and Norfolk Southern Corporation. During his tenure at Southern Pacific Transportation Company, he was known to effectively lead joint labor and management involvement towards the key focus areas of casualty prevention, service consistency and cost of non-conformance resulting in performance measurements of considerable improvement. In 1994 he was appointed President for The Belt Railway Company of Chicago, which served as the largest intermediate switching carrier within our nation's busiest rail transport gateway. During his era of leadership, he instituted policies and practices that earned an array of unprecedented safety, service and financial performance records, while simultaneously undertaking a massive infrastructure improvement plan.

During early 1998 he joined Consolidated Rail Corporation. He served as both Vice President-Operations and Senior Vice President - Operations for the Shared Assets Areas owned by CSX Transportation and Norfolk Southern Corporation evolving from their STB approved partitioning of the Class I Eastern Carrier. He was challenged with the service-driven need for definitive planning and associated execution of cost effective operations and maintenance that would ultimately sustain a plane of equality for joint competition in specific areas of New Jersey, New York, Pennsylvania and Michigan. This accomplishment favored him in being appointed President & Chief Operating Officer in 2004 for the entire corporate entity.

Ron is a graduate of Adrian College, Adrian, Michigan, with a BA in Business Administration, along with a graduate Masters degree from Eastern Michigan University. He has effectively served on the Board of Directors of the Kansas City Terminal Railway Company, Southern Illinois and Missouri Bridge Company, Arkansas & Memphis Railway Bridge and Terminal Company, Terminal Railroad Association of St. Louis, along with the American Short Line & Regional Railroad Association. Affiliations with professional associations are The Railway Tie Association; The American Railway Engineering and Maintenance of Way Association; The International Association of Railway Operating Officers, Inc.; The American Association of Railroad Superintendents, of which he is a Board of Director Member and past President; The John W. Barriger III National Railroad Library Board of Trustees and past President; University of Denver, Transportation Institute Board of Director Member and Adrian College Board of Trustees.

Family residency is in Mount Laurel, New Jersey, with his wife, Barbara.

Ronald L. Batory
Officer, Trustee or Director Positions
Enterprise & Educational Institutions

Consolidated Rail Corporation – Officer & President/Chief Operating Officer, 2004-3/2017

Adrian College – Trustee, 2008-2017

University of Denver, Transportation Institute – Board of Directors, 10/2016-present

Wisconsin Southern Railroad Company – Advisory Board Member, 1997-2012

The John W. Barriger National Railroad Library – Trustee & Former President, 5/2008-present

On Track North America – Board of Directors, 2/2016-4/2016

American Association of Railroad Superintendents – Board of Director & Former President,
1994-2009

Las Vegas Railway Express – Board of Directors, 8/2014 – 1/2015

Ronald L. Batory
Memberships*

<u>Organizational Name</u>	<u>Status</u>	<u>Position Held</u>
American Association of Railroad Superintendents	1978 - present	Former Board of Directors and President, currently only member
American Railway Eng. & Maintenance of Way Assoc. Center for Railroad Photography & Art	2012 - present	Member
Friends of the Cumbres & Toltec Scenic Railroad	2015 - present	Member
International Assoc. of Railway Operating Officers	1980 - present	Member
Laurel Creek Country Club	1998 - present	Member
Lexington Group in Transportation History	1995 - present	Member
Lionel Collectors Club of America	2004 - present	Member
Lionel Operating Train Society	2003 - present	Member
Mercedes-Benz Club of America, Inc.	1996 - present	Member
Midwest High Speed Rail Association	2009 - present	Member
Museum of New Mexico	2014 - present	Member
National Association of Railroad Passengers	1988 - present	Member
National Association of Watch & Clock Investors	1980 - present	Member
National Corvette Owners Association	1980 - present	Member
National Model Railroad Association, Inc.	1978 - present	Member
On Track America	2015 - 2016	Board of Directors
Railway Study Association	2014 - present	Member
Santa Fe Railway Historical & Modelling Society	2013 - present	Member
The Club at Las Campanas	2015 - present	Member
The John W. Barriger National Railroad Library	2005 - present	Trustee & Former President
The Railway & Locomotive Historical Society	1990 - present	Member
Theta Chi Fraternity	1968 - present	Member
Train Collectors Association	1979 - present	Member
Transportation Research Board	2016 - present	Member
Union League Club of Chicago	1988 - present	Member
University of Denver, Transportation Institute	2016 - present	Board of Directors
Wheelwright Museum of American Indian	2016 - present	Member

*No Restrictions to Membership

Ronald L. Batory
Policy Questions

A.18

I have served 45 + years in the railroad industry starting as a rank and file craft employee, followed by succession of diverse leadership positions ending as President & Chief Operating Officer of Consolidated Rail Corporation. During my private sector career, I believe I have cultivated a reputation for being a progressive, fact based “change agent” with a mindset of neutrality toward all stakeholders. My past experiences and accomplishments have now led toward a desire to serve our country as Administrator of the Federal Railroad Administration and to contribute to its leadership given my background in the rail industry as well as my my personal conviction that safety is first and foremost.

A.19

I believe this position imposes several macro responsibilities. These include: 1) inculcating the values of integrity and credibility throughout the organization; 2) recognizing emerging issues and effectively communicating to the others in DOT and Congress about them; and 3) instilling accountability and an attitude of excellence throughout the FRA. I believe I am qualified for this position given my broad experience in railroads and the management of large organizations (up to 14,000 people) in decentralized environments.

A.20

I believe the top three challenges are: 1) Attrition has taken a significant toll on the Agency’s expertise, particularly in the safety area, over the past decade; 2) . 2) The geographic structure of the organization challenges our desire for effective communications; we must tap new communications technologies to prevent becoming stagnant; and 3) Moving to performance-based rulemaking and fact-based approaches to policy making will help to reduce risk.