



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): Ronald Louis Batory
2. Position to which nominated: Board of Director, Amtrak
3. Date of Nomination: May 2, 2024
4. Address (List current place of residence and office addresses): 

5. Date and Place of Birth: January 25, 1950, Detroit
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 Ellen Batory, retired; Erin Faye Budisak, daughter, 44.
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. Adrian College, 1967-1971, Bachelor of Arts, 1971, Eastern Michigan University, 1973-1975, Master of Arts, 1975.
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. Forty-six consecutive years of non-interrupted employment in the railroad industry, as set forth in the detailed resume provided in question #9.

9. Attach a copy of your resume. Attached (career resume)
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. Senate confirmed appointee, Administrator, Federal Railroad Administration, U.S. DOT, 2018-2020
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. Trustee: Adrian College, J.W. Barriger National Railroad Library-UMSL, Kansas City Southern Railroad, Iowa Northern Railroad; Director: American Association of Railroad Superintendents, University of Denver-Transportation Institute, American Shortline & Regional Railroad Association, Center for Railroad Photography & Art, East Broad Top Railroad, Arkansas & Missouri Railroad, Hanson Professional Services, Inc.; Advisory: Historic Pullman Foundation, Anacostia Rail Holdings, R.J. Corman Railroad Group, RailPulse, Herzog, Michigan State University-Eli Broad College of Business-Center for Railway Research & Education, CSX.
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.

Fairlane Club (1976-2000), Union League Club of Chicago (1987-present), Laurel Creek Country Club (1999-2016), Las Campanas Country Club (2014-present), The Lexington Group in Transportation History (1995-present), American Association of Railroad Superintendents (1981-present, former officer), Railway Tie Association (1976-present), American Railway Engineering & Maintenance of Way Association (1975-present), American

Short Line & Regional Railroad Association (1995-2017, former officer), International Association of Railway Operating Officers (1976-present), Midwest High Speed Rail Association (2005-present), National Association of Railroad Passengers (1987-present); Center for Railroad Photography & Art (2021-present), Historical Pullman Foundation (2021-present), The Railway & Locomotive Historical Society (1990-present). None of the listed entities restricts membership.

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. 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. None.
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. None.
16. List all scholarships, fellowships, honorary degrees, honorary society memberships, military medals, and any other special recognition for outstanding service or achievements. None
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. LinkedIn (Professional) Five (5) posts railway related (positive recognition). Nothing else except those associated with my FRA tenure and I did not retain record of same.
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.

Remarks of FRA Administrator Ronald L. Batory before the Association of State Rail Safety Managers

Prepared Remarks for Administrator Ronald L. Batory before the American Public Transportation Association Rail Conference

As Prepared Remarks of Ronald L. Batory Swearing-In Ceremony as the 14th Administrator of the Federal Railroad Administration

It is possible there were other presentations but I do not have a record of any others.

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.

Remarks of FRA Administrator Ronald L. Batory before the Association of State Rail Safety Managers <https://railroads.dot.gov/newsroom/speeches/remarks-fra-administrator-ronald-l-batory-association-state-rail-safety-managers>

Prepared Remarks for Administrator Ronald L. Batory before the American Public Transportation Association Rail Conference <https://railroads.dot.gov/speeches/prepared-remarks-administrator-ronald-l-batory-american-public-transportation-association>

As Prepared Remarks of Ronald L. Batory Swearing-In Ceremony as the 14th Administrator of the Federal Railroad Administration <https://railroads.dot.gov/speeches/prepared-remarks-ronald-l-batory-swearing-ceremony-14th-administrator-federal-railroad>

It is possible there were other public statements but I do not have a record of any others.

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 - active. Link to profile <https://www.linkedin.com/in/honorable-ronald-l-batory-276926121/>
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. I do not have records or recall details, but I believe I testified two or three times before the Senate Committee on Commerce, Science and Transportation; and one or two times

before the House Transportation and Infrastructure Subcommittee.

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? Vast business experiences accumulated over 50+ years. Brings integrity, leadership experience and a commitment to Amtrak.
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? Monitor business controls and functions. Ensure bylaws are fulfilled in governing the business. Mentor, evaluate and challenge management, as related to the mission statement of the enterprise and objectives set forth by Congress. 1) Executing a consistent tactical plan with the least amount of variability. This will strengthen safety, breed capacity and foster efficiency. 2) Develop a realistic strategic plan that can be delivered with practicality while being favored with a

sense of urgency. This will harden and improve justified changes to the national intercity rail passenger network and heighten the credibility of the enterprise. 3) Emphasizing the importance of spending money wisely and not letting opinion overshadow facts. Holding senior management leadership to their accountable responsibilities will favor the outcomes of change while benefiting the corporate culture.

24. What do you believe to be the top three challenges facing the department/agency, and why? 1. Fulfill all legislative requirements as directed to Amtrak. Accomplishment will further strengthen the credibility of the national rail passenger carrier going forward when new initiatives and objectives are being sought by Congress. 2. Continually demonstrate a leadership role towards safety and environmental stewardship in the transport sector. Sustainable accomplishment is of utmost importance as it relates to all people and communities associated with Amtrak's national presence. 3. Expansion of organization and its ongoing transformation in recognition of the added role of responsibilities and accountabilities being bestowed on Amtrak in the primary areas of capital investment and network expansion. This challenge will continue into the foreseeable future and will become precedent setting for Amtrak reputation. Readily recognizing lessons learned and adoption of best practices are key ingredients towards developing a nimble and maturing organization capable of delivering responsible actions in conjunction to its mission.

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. Defined benefit plan associated with former employment with Grand Trunk Western Railroad and Conrail and administered by Northern Trust.
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. I expect to continue my roles with the following entities, all of which are disclosed on my Form 450: Anacostia Rail Holdings, RJ Corman, Michigan State University, Hanson Professional Services, Herzog Railroad Services, Arkansas & Missouri Railroad, Iowa Northern Railway, Kansas City Southern, East Broad Top Railroad, Center for Railroad Photography & Art, RailPulse, Historic Pullman Foundation.
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. As listed above and in my Form 450 Financial Disclosure Report, I remain active with several entities involved in the railroad industry and I continue to participate in two defined benefit plans from my prior employment with Conrail and Western Trunk Railroad. I do not believe any of these relationships presents a conflict of interest. However, if an actual or apparent or potential conflict were to arise, I would consult with Amtrak's Ethics Officer and follow their advice regarding recusal or any other recommended mitigations.
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. As listed above and in my Form 450 Financial Disclosure Report, I remain active with several entities involved in the railroad industry and I continue to participate in two defined benefit plans from my prior employment with Conrail and Western

Trunk Railroad. I do not believe any of these relationships presents a conflict of interest. However, if an actual or apparent or potential conflict were to arise, I would consult with Amtrak's Ethics Officer and follow their advice regarding recusal or any other recommended mitigations.

5. Identify any other potential conflicts of interest, and explain how you will resolve each potential conflict of interest. None.

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. None.

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? None. 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.

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. None.

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. I have never been named in any litigation.

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. None.

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. None.

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.
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.

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

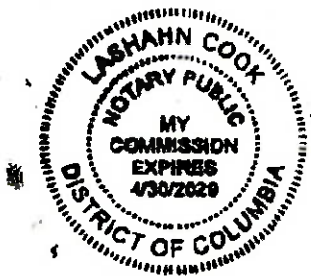
F. AFFIDAVIT

Lashahn Cook 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 5 day of June, 2024.

Lashahn Cook
Notary Public



District of Columbia
Signed and sworn to (or affirmed) before me
on June 5, 2024 by Lashahn Cook
Lashahn Cook
Signature of Notarial Officer
Lashahn Cook - Notary Public, District of Columbia
My commission expires April 30, 2028

**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