

## Senate Commerce Committee Nominee Questionnaire, 116<sup>th</sup> Congress

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:**

Member, Board of Directors, Amtrak

**3. Date of Nomination:**

May 17, 2020

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



Office – 2 Broadway  
30<sup>th</sup> Floor  
New York, NY 10004

**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).**

Joshua Tyrangiel  
COO and Chief Content Officer, Kunhardt Films



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

Washington and Lee University, BA in Politics

- 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 attached CV.

- 9. Attach a copy of your resume.**

See 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.**

All listed in CV.

- 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.**

All are listed in CV other than consulting work via Feinberg Strategies, LLC. Feinberg Strategies LLC client list is attached.

**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 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.**

Only memberships are via board seats – StoryCorps Board of Directors and NHPF Board of Directors – both of which are described and included on CV.

**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.**

Yes – I was appointed to be Acting Administrator at the Federal Railroad Administration, and then was confirmed by the US Senate and became Administrator, Federal Railroad Administration. There were no campaigns, or debts, associated with these positions.

**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 \$500 or more for the past ten years.**

See attached.

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

None.

**17. Please list each book, article, column, Internet blog posting, or other publication you have authored, individually or with others. Include a link to each publication when possible. 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. The speeches I gave as Federal Railroad Administrator have been removed from the USDOT website, but may exist in archives. I have located the following:

3/9/2020

My promise to NYC straphangers: The new subway and bus boss lays out her priorities

<https://www.nydailynews.com/opinion/ny-oped-my-promise-to-nyc-straphangers-20200309-7yefxvqi6vertkna2vrx3wj3m-story.html>

4/27/2020

City Hall must not let the subways turn into a homeless shelter

<https://nypost.com/2020/04/27/city-hall-must-not-let-the-subway-turn-into-a-homeless-shelter/>

5/10/2020

Transit boss says progress being made during overnight subway shutdowns

<https://www.amny.com/oped/transit-boss-says-progress-being-made-during-overnight-subway-shutdowns/>

6/3/2020

A safe return for the subways: The head of the NYC Transit Authority outlines what will be different when the city begins reopening  
<https://www.nydailynews.com/opinion/ny-oped-a-safe-return-for-the-subways-20200603-7graokfwxvfcpfumfxop3eco4a-story.html>

6/8/2020

MTA is glad to have you back for the NYC reopening  
<https://www.bxtimes.com/op-ed-mta-is-glad-to-have-you-back-for-the-nyc-reopening/>

7/6/2020

An early welcome back to Phase 3 of NYC's reopening  
<https://qns.com/story/2020/07/06/op-ed-an-early-welcome-to-phase-3-of-new-york-citys-reopening/>

- 18. List 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 name of an “alias” or “handle” 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.**

Twitter - @feinbergsarah  
Active

Instagram - @sarahfeinberg  
Active

Facebook - <https://www.facebook.com/Sarah.Elizabeth.Feinberg/>  
Active

- 19. 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 testified several times between January 2015 – January 2017:

<https://railroads.dot.gov/testimonies/oral-statement-field-hearing-continued-oversight-california-high-speed-rail>

<https://railroads.dot.gov/testimonies/written-statement-field-hearing-continued-oversight-california-high-speed-rail>

<https://railroads.dot.gov/testimonies/oral-statement-sarah-e-feinberg-house-committee-oversight-and-government-regorm>

<https://railroads.dot.gov/testimonies/written-statement-sarah-feinberg-house-committee-oversight-and-government-reform>

<https://www.transportation.gov/testimony/oversight-ongoing-rail-pipeline-and-hazardous-materials-rulemakings>

<https://www.transportation.gov/testimony/passenger-rail-reauthorization-future-northeast-corridor>

<https://www.transportation.gov/testimony/oversight-amtrak-accident-philadelphia>

<https://www.transportation.gov/testimony/state-positive-train-control-implementation-united-states-0>

**20. 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?**

I believe my time serving as the Administrator of the Federal Railroad Administration, Chief of Staff at the US Department of Transportation, member of the Board of Directors at the Metropolitan Transportation Authority, and Interim President of New York City Transit have prepared me and qualified me for Amtrak board service. I also believe my

previous stint as a member of the Amtrak Board of Directors has prepared me well for this position.

I want to serve in this role again because I believe safe, efficient passenger rail is critical to the survival and success of economies around this country – from the massive economies of the cities of the Northeast Corridor, to the smaller economies of the small towns dependent upon regional rail service.

**21. 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?**

As a member of the Amtrak Board of Directors, I would have a fiduciary duty to protect and act as a good and faithful steward of taxpayer dollars and resources.

I have managed large organizations throughout my career, including my current management of New York City Transit, my tenure as FRA Administrator, and my service as Chief of Staff at USDOT.

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

I believe Amtrak's greatest challenges are:

- Making important and tangible progress, even during the midst of an economic downturn, to identify the potential for long term planning and expansion of regional rail across the Deep South and other regions.
- Even during the economic downturn, continuing to do the hard work to shore up Amtrak's finances in order to remain a viable and leading transportation option.
- Even during the economic downturn, remaining focused on State of Good Repair work, particularly on the Northeast Corridor.

## **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 remain the interim President of New York City Transit.

I remain the owner of Feinberg Strategies, LLC, my firm. During my time as President of NYCT, I have taken a leave of absence from the firm. Only one client remains with the firm since my leave. Two of my colleagues run and manage the firm and the client work for the remaining client. I do not engage in client work at this time, and I do not solicit new clients.

No deferred compensation agreements.

I continue to hold a Thrift Savings Account from my time in federal government service, and I hold various IRAs.

- 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 will remain the interim President of NYCT during my board service, and I will remain the owner of my firm during my board service.

- 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.**

My only potential conflict of interest is my current employment with NYCT, but both parties are comfortable with existing recusals in place, and I am happy to revisit at the Senate's discretion.

- 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.**

In 2017 and early 2018, Amtrak was a client of my firm, Feinberg Strategies, LLC. I no longer have a business relationship with Amtrak and have no intention of having a future business relationship with Amtrak. If Amtrak's counsel or any other party suggested this previous business relationship to be a conflict of interest I would be comfortable putting an appropriate recusal in place.

- 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.**

No activity apart from carrying out my regular duties as Chief of Staff at USDOT, Administrator of the Federal Railroad Administration, and interim President of New York City Transit.

## **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.**

Never, none.

- 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, 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 whistle blowers from reprisal for their testimony and disclosures?**

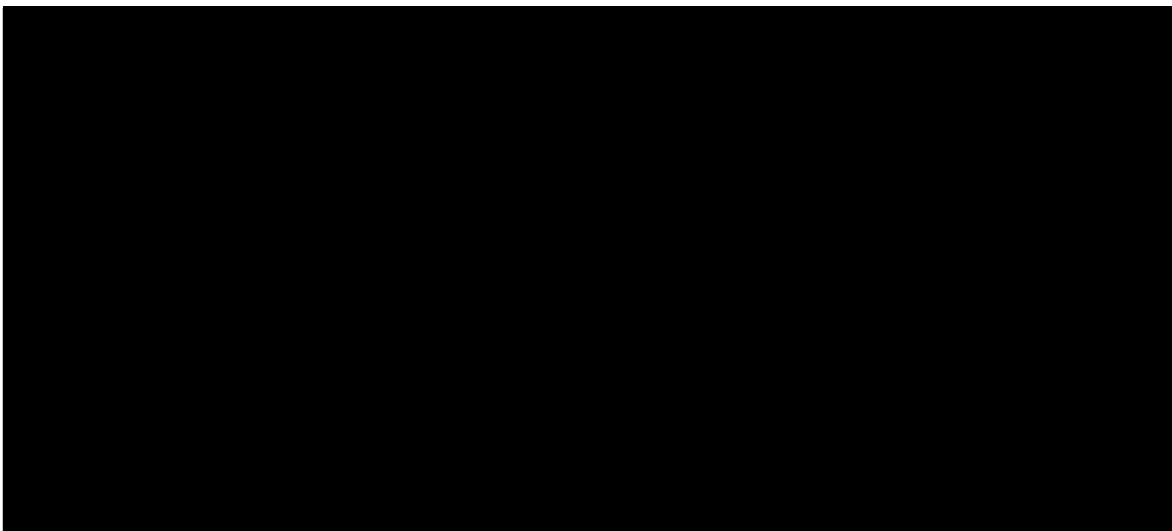
Yes

- 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



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

**F. AFFIDAVIT**

Sarah E. 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 31 day of July, 2020

  
\_\_\_\_\_  
Notary Public

STERLING YAU  
Notary Public, State of New York  
Reg. No. 01YA6373507  
Qualified in Bronx County  
Commission Expires April 09, 2022

Feinberg Strategies Client List  
2017-Present

Aion Foundation  
American Council of Engineering Companies  
Amtrak  
Ava Labs  
Copperfield Advisory  
Facebook  
FitOps Foundation  
Honeybee Health  
Madhive  
Markle Foundation  
Orchid  
Parity Technologies  
Partnership for New York City  
Ridgley Walsh  
Running Mate Media  
Solana  
WeConnect Recovery

Served in an advisor capacity:

Blockchange Ventures  
Oaktree Transportation Infrastructure Fund  
Uptake Technologies

**Sarah E. Feinberg**  
Interim President, New York City Transit

Sarah E. Feinberg is the interim President of New York City Transit, the largest transit system in North America, employing more than 54,000 people and moving an average of more than 8 million people per weekday. She previously served on the Board of the Metropolitan Transportation Authority, where she chaired the Transit Committee.

Feinberg is a former senior White House and Obama administration official and a senior public policy and communications leader. Feinberg is also the founder of Feinberg Strategies, LLC, where she led a strategic consulting practice focused on the transportation and tech sectors.

During the Obama administration, Feinberg first served as Senior Advisor to the Chief of Staff at the White House, and then later went on to become Chief of Staff at the US Department of Transportation, and then Administrator of the Federal Railroad Administration. Feinberg led the Federal Railroad Administration first as Acting Administrator starting in January, 2015, and later as Administrator following confirmation by the Republican-controlled U.S. Senate. Under Feinberg's leadership, FRA completed work on significant policy initiatives including finalization of crude-by-rail regulations, implementation of Positive Train Control, expansion of drug and alcohol testing, and finalization of a \$2.45B loan to Amtrak – the largest loan in USDOT history. Feinberg also led and represented FRA and USDOT through multiple major rail incidents and investigations, and at multiple congressional hearings and in public appearances.

**EMPLOYMENT**

**Interim President, New York City Transit.** March 2020 – Present. Interim President of the largest transit system in North America. Overseeing all subway and bus operations and a team of 54k employees. Most recently led the organization through the COVID pandemic and ongoing financial crisis.

**Member, Board of Directors, MTA. Chair, Transit Committee. Vice Chair, Finance Committee, MTA Board.** Spring 2019 – March 2020.

**Administrator, Acting Administrator, Deputy Administrator, Federal Railroad Administration.** 2015-2017. The Federal Railroad Administration is a 1,000-person enforcement and investigative agency within the US Department of Transportation. FRA is the chief safety regulator of the US rail system – responsible for regulating all passenger and freight railroads, promulgating and enforcing all rail safety regulations, administering and managing more than \$1B annually, and improving railroad safety for the traveling public. The administrator is a White House appointment requiring Senate confirmation.

**Chief of Staff, US Department of Transportation.** 2013-2015. Responsible for management of all operational, strategic, legislative initiatives across the department. Managed the day-to-day operations of the multi-modal, 57,000 person agency, implementing the Secretary's operational and policy visions, and executing upon White House transportation priorities. Led DOT's efforts with regard to the immediate challenges facing the department, including expiration of the surface transportation programs, expansion of drone and autonomous vehicle programs, and the department's management of safety issues. Served as chief strategist and advisor to the Secretary of Transportation.

**Director, Policy Communications, Facebook.** 2011-2013. Managed message strategy and communications surrounding litigation, regulation, safety, security, privacy and data use, and other federal, state and local legislative issues. Managed Facebook's Washington-based outreach and communications, as well as the company's political and crisis communications.

**Director, Global Communications and Business Strategy, Bloomberg LP.** 2010-2011. Managed Bloomberg's Washington-based communications, co-managed Bloomberg's New York- and London-based communications. Focused on expanding Bloomberg's communications, business and media presence globally.

**Special Assistant to the President and Senior Advisor to the Chief of Staff, The White House. 2008-2010.** Served as senior advisor to WH Chief of Staff Rahm Emanuel in the White House and during the transition. Responsible for serving as Emanuel's lead and liaison to several operations within the White House, including the economic team, the communications and domestic policy departments, the national security apparatus. Responsible for managing day-to-day crisis and issue oversight for the Chief of Staff (specifically: the banking and economic crisis, H1N1 pandemic, national service issues, WV mining disaster); member of the senior White House staff.

#### **OTHER EMPLOYMENT**

- Communications Director, US House of Representatives Democratic Caucus, Chairman Rahm Emanuel
- National Press Secretary, Democratic Congressional Campaign Committee, Chairman Rahm Emanuel
- National/Leadership Press Secretary, Office of the Senate Minority Leader, Senator Tom Daschle
- Deputy Staff Director, Senate Democratic Communications Committee

#### **EDUCATION**

B.A. in Politics, Washington and Lee University, Lexington, VA. June 1999

Incomplete: M.A. in Strategic National Security Studies, National Defense University, Fort Lesley McNair, Washington, DC. (Exited program in January 2009 upon start of White House employment.)

#### **BOARD SERVICE**

Amtrak – Served on Board of Directors 2015-2017

StoryCorps – Served on Board of Directors 2012-2015 and 2017-present

Metropolitan Transportation Authority – Member, Board of Directors, Spring 2019 – March 2020

NHP Foundation – Member, Board of Directors, 2020

Donations to Political Candidates

9/30/2011  
Barack Obama  
\$500

7/31/2012  
Barack Obama  
\$500

10/28/2012  
Barack Obama  
\$500

5/6/2013  
Facebook PAC  
\$500

5/9/2016  
Hillary Clinton  
\$500

7/16/2016  
Hillary Clinton  
\$1200

9/8/2016  
Hillary Clinton  
\$500

6/5/2017  
Maria Cantwell  
\$500

4/25/2019  
Joe Biden  
\$500

Fall 2019 – Do not recall date  
Katie Porter  
\$1000