

March 16, 2016

The Honorable Anthony Coscia  
Chairman of the Board  
National Railroad Passenger Corporation  
60 Massachusetts Avenue, NE  
Washington, DC 20002

Dear Chairman Coscia:

On behalf of the Coalition of Northeastern Governors (CONEG), we write to express our views regarding Amtrak's search for a new Chief Executive Officer (CEO). We believe Amtrak's next CEO must be a visionary leader who can effectively engage the states to move forward on improving passenger rail service today while charting a bold long-term plan for the future. Today, Amtrak is poised to deliver an unprecedented capital improvement program, including the Gateway Tunnel. Addressing the state-of-good-repair backlog along the entire Northeast Corridor (including signals and other system elements that drastically affect reliability) is certainly one of the most important tasks facing Amtrak in the next several years. The successful outcomes of these projects and others require a new leader who can coordinate, partner, and build strategic working relationships with governors, legislators, and transportation agencies.

Amtrak's Northeast Corridor is a nationally significant transportation facility of tremendous economic benefit to not only the Northeast, but the entire country. Its continued efficient operation and improved performance is essential to sustain and enhance both regional and national economic growth. While we share the goal of a balanced and sustainable regional/federal structure to support this key element in the national transportation network, achieving that goal through Passenger Rail Investment and Improvement Act (PRIIA), Section 212 has been difficult and is still a work in progress.

Similarly, Amtrak's short and medium distance, state-supported routes provide important connections between our larger cities and smaller communities, as well as connections between the Northeast and Eastern Canada. These routes must be planned and operated in coordination with the sponsoring states under the directives of PRIIA Section 209, and the new Fixing America's Surface Transportation Act (FAST Act).

The recently enacted FAST Act includes a number of provisions that begin to address the state-of-good-repair backlog along the Northeast Corridor through better planning, focused grant programs, and an authorization and internal accounting structure that will allow reinvestment of Northeast Corridor surplus revenues into the corridor itself. The FAST Act also provides for new

processes to improve state-supported route planning and operations. As a growing number of these services generate significant ridership and revenues directly into the Northeast Corridor main stem, it is critically important that Amtrak's next CEO have an in-depth understanding of the major contribution state-supported services make to the long-term success of the region's intercity passenger rail systems.

Amtrak needs the right leader who will work directly with states as customers and partners to make progress on the significant infrastructure, operational, and organizational challenges the railroad faces. Experience in the oversight and timely implementation of multi-year capital budgets for complex, major projects is essential. We urge the Board to search for a dynamic leader who has the vision, management strength, communication and coalition-building experience to implement change within a large, complex organization, while engaging and collaborating with state partners to significantly advance a shared passenger rail future.

Sincerely,

/o.s./

Charles D. Baker  
Governor of Massachusetts  
CONEG Chair

/o.s./

Gina M. Raimondo  
Governor of Rhode Island  
CONEG Vice-Chair

/o.s./

Dannel P. Malloy  
Governor of Connecticut  
CONEG Lead Governor for  
Transportation