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COMMONWEALTH of VIRGINIA

Virginia Passenger Rail Authority

DJ Stadtler
Executive Director

919 East Main Street, Suite 2400
Richmond, Virginia 23219

(804) 303-8700
www.vpra.virginia.gov

Jennifer DeBruhl
Chairperson

January 30, 2024

Brian O'Boyle
Designated Federal Officer – Passenger Rail Advisory Committee
Surface Transportation Board
395 E Street, SW
Washington, DC 20423

RE: Passenger Rail Advisory Committee Nomination

Dear Mr. O'Boyle,

I am pleased to nominate DJ Stadtler as a candidate for membership on the Passenger Rail Advisory Committee (PRAC) as outlined in 88 FR 77655 and 89 FR 497. The pertinent nomination information is below, and his resume and statement of representation are attached.

1) Name, position, and business contact information of the nominee:

DJ Stadtler, Executive Director
Virginia Passenger Rail Authority (VPRA)
919 East Main Street, Suite 2400
Richmond VA 23219
Cell: (804) 338-5214
Email: dj.stadtler@vpra.virginia.gov

2) Interest the candidate will represent:

PRAC representative from a state that provides funding for intercity passenger rail (Virginia)

3) Summary of the Candidate's experience and qualifications for the position:

Mr. Stadtler has 25 years of experience in the passenger rail industry, including executive roles at the Federal Railroad Administration (FRA), Amtrak, and in his current role as Executive Director of the VPRA. He has earned a strong reputation as a trusted leader throughout the industry working with Amtrak, Federal and State Governments, Congress, Labor Organizations, construction, and consulting vendors, and with the freight railroads.

In his current role at the VPRA, where I serve as Board Chair, Mr. Stadtler is accountable for all organizational strategy, policy development, implementation, and enforcement as well as operations, which is tasked with managing all administrative and fiduciary activities for Virginia's state-supported passenger rail services. In a short three-year timeframe, he has grown the authority from one employee to approximately 50, positioning us well to deliver our over \$4 billion in infrastructure improvements that benefit both passenger and freight rail up and down the East Coast. Mr. Stadtler has built a strong organization on the foundation of integrity, accountability, collaboration, and results. Because of his positive influence on the culture at VPRA, the organization has recruited tremendous talent during a tumultuous and unprecedented time in the employment market.

Prior to his time at VPRA, Mr. Stadtler spent 12 years as an Executive at Amtrak, serving as Chief Financial Officer, Chief Operating Officer, and Chief Administrative Officer. As Chief Operating Officer, he had responsibility for all aspects of the operating railroad, including safety, transportation, mechanical, and engineering, overseeing 18,000 employees. At various times in his tenure with Amtrak, he also had responsibility for negotiating labor agreements, real estate agreements, and agreements with host railroads ensuring that both freight and passenger operated in harmony. Additionally, Mr. Stadtler, known as an outcome-oriented leader, managed the team responsible for major projects, which often included complex "problem projects" that were brought to him for effective solutions. Also during his time with Amtrak, he served as a Director on the Board of the Transportation Technology Center, a subsidiary of the Association of American Railroads (AAR) which conducts railroad equipment testing and training for member railroads.

Mr. Stadtler spent the early years of his career working at the Federal Railroad Administration, giving him a strong knowledge of the safety and regulatory environment of both passenger and freight railroads. This also gave him a thorough understanding of how passenger and freight must work together on shared infrastructure to ensure rail plays a strong role in an efficient multi-modal transportation network. As a member of the federal Senior Executive Service, he

played an integral part in securing both operating and capital funds for Amtrak, providing oversight and accountability to the overall grant process.

In summary, Mr. Stadtler's rail experience spans across State, Federal, and Amtrak making him uniquely qualified to serve as a member of the PRAC. His knowledge of freight and passenger rail from the operating and regulatory fronts, coupled with his strong reputation as a trusted leader make him a tremendous asset for the committee.

4) Representation that the candidate is willing to serve as a member of the PRAC:

Refer to the included attachment.

5) Statement that the candidate agrees to serve in a representative capacity:

Refer to the included attachment.

I am confident Mr. Stadtler will be an enormous asset to the Board as a member of the PRAC. Please reach out to me if you need any additional information or if you would like to discuss.

Respectfully submitted,



Jennifer B. DeBruhl, AICP, PMP

Director

Virginia Department of Rail and Public Transportation

804.398.0788

jennifer.debruhl@drpt.virginia.gov

DONALD A. STADTLER (“DJ”), JR.

Spotsylvania, VA 22553 | (540) 729-0960 | dj.stadtler@gmail.com
<https://www.linkedin.com/in/dj-stadtler/>

SENIOR FINANCIAL / OPERATIONS EXECUTIVE STRATEGIC | TRANSFORMATIVE | RESULTS-DRIVEN

Strategic senior executive with an exemplary record of growth, financial management, transformation, and operational excellence with North America's largest passenger rail operator. Versatile leader trusted for taking on complex challenges and negotiations in difficult business contexts as CFO, COO, and CAO that significantly improved financial positioning, operating performance, and organization capacity. Skilled communicator with a track record of building effective relationships across a diverse portfolio of internal and external stakeholders.

- **Strategic Leadership:** Delivered turnaround, growth strategies, and operational improvements to confront economic and business challenges. Drove \$600M turnaround putting Amtrak on the road to operating profitability (pre-COVID) against significant economic and organizational challenges. Member of Amtrak’s Executive Committee 2009-2020.
- **Financial Management:** Brought financial management and reporting up to highest standards of excellence, restoring confidence among key stakeholders and earning increase in congressional appropriations after years of stagnation.
- **Operational Excellence:** Led the restructuring of train and engine staffing assignments, optimizing schedules to provide adequate employee rest and ensure safety but minimizing downtime, resulting in savings of over \$10M with no negative impact on train frequencies.
- **Organization Effectiveness:** Led the reorganization of operating departments, eliminating siloes and increasing empowerment and accountability. Developed performance targets and KPIs on a standardized dashboard to drive healthy competition among business lines, leading to an increase in employee satisfaction survey scores of nearly 10%. Strengthened leadership and talent, recruiting quality executives to top positions.

PROFESSIONAL EXPERIENCE

VIRGINIA PASSENGER RAIL AUTHORITY, Richmond, VA

2021-present

Executive Director

Accountable for all strategy, policy development, and operations of the Authority, which is tasked with managing all administrative and fiduciary activities for Virginia’s state-supported passenger rail services. Plans and manages the capital delivery of a \$4 billion project portfolio, including railroad bridges, infrastructure, and vertical construction.

- As the first Executive Director and first employee of VPRA, managed the startup activities of the authority to include developing organizational structure, strategy, policies, and procedures, and most importantly, setting (and modeling) the tone for corporate culture
- Stood up organization while continuing progress on projects, negotiating with freight and passenger railroads to add new passenger services on or ahead of schedule.
- Achieved record passenger rail ridership in both 2022 and 2023, exceeding pre-Covid ridership levels by as much as 38 percent.

NATIONAL RAILROAD PASSENGER CORPORATION (AMTRAK), Washington, DC

2009–2020

U.S. passenger rail service with 500+ destinations in the United States and Canada, operating 300 trains daily over 21,400 miles of track, serving 31.7+ million passengers, and employing 20,000+ people. A quasi-public corporation, Amtrak receives state and federal subsidies but is managed as a for-profit organization. The U.S. government owns all the company's issued and outstanding preferred stock.

Executive Vice President, Administration/Chief Administrative Officer (2017–2020)

Led administrative functions of \$3B U.S. national passenger railroad, overseeing human resources, labor relations, police, corporate security, real estate, stations and facilities, and procurement and logistics. Served as executive leadership team member, developing and delivering strategy across 20,000 employees in 46 states.

- Saved company over \$600M by successfully negotiating comprehensive labor agreements with 13 unions covering 17,500 employees, resolving three-year labor-management standoff and lapsed contract. New agreement provided longer-term financial predictability with extended periods (seven years vs. the previous five). It transformed labor-management relations through fair and good faith negotiations from antagonistic to mutually respectful and productive.
- Turned around struggling \$170M complex project to redevelop Amtrak’s key stations—New York City (Penn Station), Philadelphia, Baltimore, Washington, DC, and Chicago—reining in cost overruns and ending repeated delays so that project will now be completed on time and on budget.

AMTRAK, continued

Executive Vice President, Operations/Chief Operating Officer (2012–2017)

Led Amtrak’s operations, providing executive oversight of 18,000+ employees covering transportation, mechanical, and engineering, operating more than 300 trains daily over 21,400 miles of track. Attracted and retained loyal customers and drove revenue growth by delivering safe, high-quality travel experiences to every customer.

- Asked to assume position temporarily by CEO to fix serious management deficiencies, led major reorganization of Operations that increased productivity by deploying more effective tools and processes, improving the corporation’s bottom line while maintaining the highest safety and security standards.
- Streamlined and consolidated complex and disparate reporting arrangements for each of 21 state-supported operations into one standardized reporting process, reducing administrative time by ~10% and allowing reporting automation.

Executive Vice President Finance/Chief Financial Officer (2009–2012)

Provided executive leadership and sound financial management in support of Amtrak’s strategic plan goals and objectives. Delivered timely and accurate financial information, sound accounting practices, efficient treasury services, and effective financial planning. Led procurement functions, real estate management, and development services.

- Turned around substandard performance in financial reporting, restoring transparency and integrity to a process that had repeatedly resulted in multiple material weaknesses identified during audits. Less than one year on the job reduced material weaknesses by 75% and then to zero in subsequent audits. Restored credibility of budget presentations, giving Congress confidence to increase previously flatlined appropriations.

U.S. DEPARTMENT OF TRANSPORTATION, Washington, DC

1997–2008

Deputy Chief Financial Officer, Federal Railroad Administration (FRA) (2006–2008)

Created by the Department of Transportation Act of 1966, the FRA’s mission is to enable the safe, reliable, and efficient movement of people and goods. With 850 employees and an annual budget of \$1.5B (2008), it issues and enforces rail safety regulations, administers railroad assistance programs, and conducts research and development in support of improved railroad safety and national rail transportation policy.

Managed formulation, justification, and execution of a \$1.5B budget; oversaw accounting, procurement, and real estate.

- Led agency’s relocation from satellite offices to headquarters, coordinating logistics in moving 300+ HQ employees with minimal inconvenience to staff and negligible disruption to workflow.
- Led finance, accounting, procurement, and facilities management functions, managing 75 employees. Served as senior leadership team member, developing and delivering strategic change in all administrative functions.
- Led clean financial audits yearly with no material weaknesses, ensuring proper internal controls and risk management.

Director, Office of Budget, FRA (2001–2006)

Administrative Officer, Office of Commercial Space Transportation, Federal Aviation Administration (1999–2001).

Senior Budget Analyst, Federal Railroad Administration (1997–1999)

Managed formulation, justification, and execution of FRA’s \$1.5B budget.

U.S. OFFICE OF PERSONNEL MANAGEMENT (OPM), Washington, DC

1988–1997

Budget Analyst, Retirement, and Insurance Group

Served as lead budget analyst for \$17B Federal Employees Health Benefits fund, formulating budget estimates based on healthcare trends and employee/retiree population assumptions.

EDUCATION

BS, Business Management, Northeastern University, Boston, MA

MBA, D’Amore-McKim School of Business, Northeastern University, Boston, MA

BOARD POSITIONS

Director, Wi-Tronix, 2021 to present

Director, Transportation Technology Center, Inc., 2012–2017 (Also served on audit/finance committee.)

Vice Chairman, State Amtrak Intercity Passenger Rail Committee (SAIPRC), 2013–2017

Vice Chairman, Union Station Redevelopment Corporation, 2017–2020



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RE: Passenger Rail Advisory Committee Nomination

Dear Mr. O'Boyle,

I am honored to be nominated for a seat on the Passenger Rail Advisory Committee (PRAC) representing Virginia, a state that provides funding for intercity passenger rail.

This statement serves as my representation that I am willing to serve as a member of the PRAC; and that I agree to serve in a representative capacity.

Should you have any questions or require any additional information, please feel free to reach out to me.

Sincerely,

A handwritten signature in blue ink, appearing to read "DJ Stadtler", with a horizontal line extending to the right.

DJ Stadtler
Executive Director