

# SECTION 305 NGENC Executive Board

MINUTES

JUNE 2, 2010

1:00PM EST

CONFERENCE CALL

|                    |   |
|--------------------|---|
| <b>FACILITATOR</b> | <i>Mario Bergeron, Vice Chair, S305 NGENC Executive Board</i>   |
| <b>ATTENDEES</b>   | <b>Board Members:</b> Mario Bergeron, DJ Stadler, Rod Massman, Kevin Kesler, Alan Ware, Tammy Nicholson, Caitlin Hughes Rayman, Don Hannon, Pat Simmons, Joe Kyle, Scott Witt, Ron Adams, <b>Support Staff/Observers:</b> Ken Uznanski, Nancy Greene, Rob Edgcumbe, Steve Hewitt, David Ewing, Leo Penne, |
| <b>ABSENTEES</b>   | <b>Board Members:</b> Bill Bronte, Kevin Lawson – <b>Support Staff/Observers:</b> Shayne Gill, Eloy Martinez, Paul Nissenbaum, Marvin Winston, Drew Galloway, John Bennett, Dale Engelhardt, Robin McCarthy   |

## DECISIONS MADE

The S305 NGENC Executive Board met via conference call for the purpose of reviewing the revised budget for the S305 NGENC Committee for the twelve (12) month period from January 1, 2010 to December 31, 2010 and the first three months of 2011. The meeting was convened at approximately 1:00PM Eastern Time, by S305 Executive Board Vice Chair, Mario Bergeron. Roll call was taken by Steve Hewitt – it was determined that there was a quorum present.

After reviewing and discussing the proposed DRAFT budget narrative – (attached) the Board Members agreed to additional language - specifically in regards to adding more complete/detailed descriptions of professional/consultant/legal services requested in the budget narrative proposal. Nancy Green was asked to work with Ken Uznanski to help flesh out/synthesize some questions/descriptions of legal/consultant/professional services that may be required – these would be descriptions/questions applied to various sections of the narrative – not a single list of questions. Rob Edgcumbe would also provide assistance on this item.

After a fairly lengthy discussion, it was agreed that names would not be included in the budget narrative – functions would be listed and described, but names would be removed. (this specifically applied to the AASHTO Support Services –containing the names of AASHTO consultants-Steve Hewitt and David Ewing) It was emphasized that there was “no intent to change the players”, but that it was more appropriate to simply describe and identify the functions – rather than the individuals. Leo Penne was to provide the changes to the Support Services narrative, as agreed, to Ken Uznanski.

It was agreed that AASHTO and AASHTO staff remain, in their current roles, as described, in the document – that AASHTO was the entity that has been providing support services, and the intent was to have AASHTO continue in that role.

It was agreed that there be a standard nomenclature used throughout the document pertaining to the S305 NGENC Executive Board and/or the S305 Committee. Don Hannon, NY, would provide Ken Uznanski with examples of the variances contained in the current document.

It was also decided to strike reference to Buy America in the Technical Subcommittee section of the narrative, as it is more accurately pertinent to the Executive Board than the Tech Subcommittee.

It was agreed that budget text (narrative) should be revised to include travel expense reimbursement for Amtrak – but that no additional dollars need to be added to the budget as proposed. It was also agreed that the standard to be used for travel was to be the “AASHTO formula”.

It was agreed that Amtrak would serve as the “pass through” entity – that the intent is to have expenses be approved by the S305 Committee (Administrative Task Force to propose rules/guidelines for the approval process) and Amtrak will “cut the checks”.

It was agreed that the budget narrative revisions would be compiled by Ken Uznanski and he would work with Amtrak grants staff to get the document finalized for submission to FRA. It was also agreed that the budget as presented in the spreadsheet under review (attached) would be voted on - as is – as there were no changes suggested.

On a motion made by Caitlin Hughes Rayman and seconded by Scott Witt, the budget as presented was approved without exception. (A poll of all Board Members present on the call resulted in unanimous approval of the budget).

## Action Items

Leo Penne to provide AASHTO Support Services narrative revisions (as described above) to Ken Uznanski by COB June 2nd



Jan 1, 2010 to Dec 31, 2010

DRAFT 5/31/10

| Category               | Technical Subcommittee | Finance Subcommittee | Admin Task Force     | AASHTO Support | TOTALS               |
|------------------------|------------------------|----------------------|----------------------|----------------|----------------------|
| <b>Meetings</b>        |                        |                      |                      |                | <b>\$ 198,772.00</b> |
| -Travel                | \$ 42,000.00           | \$ -                 | \$ 8,400.00          | \$ 70,000.00   |                      |
| -Lodging               | \$ 21,240.00           | \$ -                 | \$ 4,300.00          | \$ 51,732.00   |                      |
| -Ground Trn            | \$ -                   | \$ -                 | \$ -                 | \$ 1,100.00    |                      |
| <b>Meetings</b>        |                        |                      |                      |                | <b>\$ 17,525.00</b>  |
| -Facilities            | \$ -                   | \$ -                 | \$ -                 | \$ 5,500.00    |                      |
| -Materials             | \$ -                   | \$ -                 | \$ -                 | \$ 4,425.00    |                      |
| -Meals                 | \$ -                   | \$ -                 | \$ -                 | \$ 7,600.00    |                      |
| <b>Labor</b>           |                        |                      |                      |                | <b>\$ 478,297.00</b> |
| -Amtrak                | \$ 150,000.00          | \$ 150,000.00        | \$ -                 |                |                      |
| -AASHTO                | \$ -                   |                      | \$ -                 | \$ 178,297.00  |                      |
| <b>Prof. Services</b>  |                        |                      |                      |                | <b>\$ 738,000.00</b> |
| -                      |                        |                      |                      |                |                      |
| Consultants            | \$ 200,000.00          | \$ -                 | \$ 250,000.00        | \$ 138,000.00  |                      |
| -Tech                  | \$ -                   | \$ -                 | \$ -                 | \$ -           |                      |
| -Legal/Corp            | \$ -                   | \$ -                 | \$ 100,000.00        | \$ -           |                      |
| -Financial             | \$ -                   | \$ 50,000.00         | \$ -                 | \$ -           |                      |
| <b>Audit</b>           | \$ -                   | \$ 50,000.00         | \$ -                 | \$ -           | <b>\$ 50,000.00</b>  |
| <b>Conference Call</b> | \$ -                   |                      | \$ -                 | \$ 4,000.00    | <b>\$ 4,000.00</b>   |
| <b>Web Site</b>        | \$ -                   |                      | \$ -                 | \$ 5,000.00    | <b>\$ 5,000.00</b>   |
| <b>TOTALS</b>          | <b>\$ 413,240.00</b>   | <b>\$ 250,000.00</b> | <b>\$ 362,700.00</b> | <b>\$</b>      | <b>\$</b>            |

465,654.00 1,491,594.00

January 1, 2011 through March 31, 2011

| Category               | DRAFT 5/31/10          |                      |                    |                      | TOTALS               |
|------------------------|------------------------|----------------------|--------------------|----------------------|----------------------|
|                        | Technical Subcommittee | Finance Subcommittee | Admin Task Force   | AASHTO Support       |                      |
| <b>Meetings</b>        |                        |                      |                    |                      | <b>\$ 65,265.00</b>  |
| -Travel                | \$ 8,400.00            | \$ -                 | \$ 1,400.00        | \$ 50,500.00         |                      |
| -Lodging               | \$ 4,248.00            | \$ -                 | \$ 717.00          |                      |                      |
| -Ground Trn            |                        | \$ -                 | \$ -               |                      |                      |
| <b>Meetings</b>        |                        |                      |                    |                      | <b>\$ 4,000.00</b>   |
| -Facilities            | \$ -                   | \$ -                 | \$ -               | \$ 4,000.00          |                      |
| -Materials             | \$ -                   | \$ -                 | \$ -               |                      |                      |
| -Meals                 | \$ -                   | \$ -                 | \$ -               |                      |                      |
| <b>Labor</b>           |                        |                      |                    |                      | <b>\$ 157,000.00</b> |
| -Amtrak                | \$ 75,000.00           | \$ 37,500.00         | \$ -               |                      |                      |
| -AASHTO                | \$ -                   |                      | \$ -               | \$ 44,500.00         |                      |
| <b>Prof. Services</b>  |                        |                      |                    |                      | <b>\$ 148,500.00</b> |
| - Consultants          | \$ 100,000.00          |                      |                    | \$ 36,000.00         |                      |
| -Tech                  | \$ -                   |                      | \$ -               | \$ -                 |                      |
| -Legal/Corp            | \$ -                   |                      |                    | \$ -                 |                      |
| -Financial             | \$ -                   | \$ 12,500.00         | \$ -               | \$ -                 |                      |
| <b>Conference Call</b> |                        |                      |                    |                      | <b>\$ 1,000.00</b>   |
|                        | \$ -                   |                      | \$ -               | \$ 1,000.00          |                      |
| <b>Web Site</b>        |                        |                      |                    |                      | <b>\$ 4,500.00</b>   |
|                        | \$ -                   |                      | \$ -               | \$ 4,500.00          |                      |
| <b>TOTALS</b>          | <b>\$ 187,648.00</b>   | <b>\$ 50,000.00</b>  | <b>\$ 2,117.00</b> | <b>\$ 140,500.00</b> | <b>\$ 380,265.00</b> |

# **DRAFT Budget Narrative Document as presented – on June 2 Conference Call of the Executive Board: (to be revised as described)**

**DRAFT** June 1, 2010

**Proposed Scope of Work and Budget** for Grant Agreement between the National Railroad Passenger Corporation (Amtrak) and the Federal Railroad Administration (FRA) to administer the work of the Section 305 Next Generation Equipment Pool Committee

Proposed Scope of Work and Budget

Public law 110-432 required Amtrak to:

*...establish a Next Generation Corridor Equipment Pool Committee, comprised of representatives of Amtrak, the Federal Railroad Administration, host freight railroad companies, passenger railroad equipment manufacturers, interested States, and, as appropriate, other passenger railroad operators.*

*“The purpose of the Committee shall be to design, develop specifications for, and procure standardized next-generation corridor equipment.*

*(b) FUNCTIONS.—The Committee may—*

*(1) determine the number of different types of equipment required, taking into account variations in operational needs and corridor infrastructure;*

*(2) establish a pool of equipment to be used on corridor routes funded by participating States; and*

*(3) subject to agreements between Amtrak and States, utilize services provided by Amtrak to design, maintain and remanufacture equipment.”*

Amtrak has established the Next Generation Equipment Pool Committee (NGEC). The representatives of the entities identified in the law have formed an Executive Board for the NGEC, have established a technical subcommittee, a finance subcommittee, and an administrative task force, and have formulated a first-year work plan and a first quarter 2011 work plan focused on meeting the deliverables as stated in Section 305 of the Passenger Rail Investment and Improvement Act as stated above. To date, the Executive Board has met three times (in January, March and May of 2010), the technical subcommittee has been formed and has met by conference call several times, has set a schedule for weekly conference calls throughout the year, and has met with representatives of the industry on April 22, 2010. The finance subcommittee and administrative task forces have been formed and have held conference calls.

The following provides a proposed scope of work and budget for the activities of the NGEC to utilize funding provided in the Federal Fiscal Year 2010 appropriation. It is anticipated that appropriated funds will be provided by the Federal Railroad Administration to Amtrak through a grant agreement, with Amtrak providing for the implementation of the work plan stated below.

## **EXECUTIVE BOARD**

The Section 305 Next Generation Equipment Committee consists of membership from Amtrak, FRA and States. The Executive Board shall oversee and direct all work of the Section 305 NGEC. Membership roles and responsibilities are established in the NGEC By-Laws.

In addition to those items contributed to the efforts of the NGEC by its membership, support services for the Executive Board are contained in the AASHTO Support Services scope of work listed below.

## **TECHNICAL SUBCOMMITTEE**

The purpose of the Technical Subcommittee is to (1) develop and/or evaluate alternative passenger rail car and propulsion technologies and designs, (2) evaluate proposed vehicle subsystems, (3) establish performance and safety criteria standards, develop specifications, (4) respond to requests made by the Committee or Executive Board to assist in carrying out their duties; and (4) any such other tasks and duties as assigned by the Executive Board.

The Technical Subcommittee will maintain an updated catalog of one or more approved passenger vehicle specifications that are determined to be eligible for use in the Next Generation Passenger Rail Equipment Pool. As appropriate, it will develop its ongoing efforts into recommendations for the Executive Board to act upon. The complete specifications or portions thereof may, as determined by the Executive Board, be subject to limitations.

Subjects to be addressed by the Technical Subcommittee may include but are not limited to:

- Safety criteria
- Regulatory compliance requirements and procedures
- Interoperability of car/locomotive/infrastructure requirements
- Performance Criteria
- Passenger car interior configurations, including design enhancements to facilitate travel by the disabled and elderly communities
- Passenger amenities
- Motive Power
- Operational issues
- Efficiency of operations
- Economies of scale benefits from common fleets
- Servicing/Inspection requirements
- Maintenance and overhaul criteria
- Procurement guidelines
- Inventory criteria for both spare parts as well as vehicle spar margins
- Maintenance facility requirements

While exploring these subjects, the subcommittee shall utilize lessons learned from the worldwide development of intercity passenger rail rolling stock and apply best practices to promote safe, reliable, efficient and cost effective development and utilization of equipment while at the same time meets "Buy America" requirements Amtrak will need to provide significant technical support to the process. Working in partnership with the FRA and the state partners, Amtrak will provide the technical coordination role and the leadership of the technical sub-committee. and provides the opportunity for a stable and robust domestic production of NGEC vehicles.

## **SCOPE OF WORK AND BUDGET**

The Technical Subcommittee Scope of Work January 2010 through March 2011 shall include the following deliverables:

- Development and completion of a NGEC Bi-Level Specification by July 31, 2010
- Development and completion of a NGEC Single Level Specification by December 31, 2010
- Development and completion of a NGEC non-electric locomotive Specification by December 31, 2010
- Development of a NGEC equipment pool management plan

The Technical Subcommittee will hold weekly conference calls, web based seminars as necessary, and in-person meetings on a periodic basis as appropriate.

It is envisioned that the Technical Subcommittee will engage with the industry to examine issues and develop recommendations to the Executive Board that will culminate in the adoption of the above referenced specifications. In order to accomplish these efforts, the work required to deliver these specifications will include (but is not limited to) the following items:

- Survey and collation of key performance requirements of state services
- Definition of performance requirements for core product
- Identification of customer specific elements that can be varied without impacting the core specification
- Survey of developments in the supplier base for the whole vehicle and sub-systems to be required
- Definition with the FRA of the regulatory requirements for the vehicle including (but not limited to) the implementation of crash energy management in advance of the publication of new requirements
- Identification of proposed maintenance philosophies and the impact on the vehicle specification process
- Definition of the expected performance regime that equipment will experience in service utilization
- Agreement on the procurement philosophy to be utilized and its impact on the scope of the vehicle specification
- Creation of a development path for the specification to allow the progressive updating of the specification to meet future needs without compromising the objective of equipment commonality
- Compilation of technical requirements, performance standards, measurement criteria for those standards, testing and proving requirements and a performance model for in service support
- Generation of the first draft of the specification
- Circulation to interested parties, receipt of comments and update of the draft specification based on the comments received
- Issue of the final specification document
- Involvement in the project team established to manage procurement activities
- Response to questions provided by prospective bidders during the RFP phase
- Questioning of bidders after bid submission and analysis of the proposals from a technical and operational perspective
- Management of the technical interaction during any ongoing procurement phases including approval of design selections during design and build, oversight of the inspection process, management of the acceptance process, testing of equipment prior to service entry and then support to equipment upon entry into service

It can be seen that some of the latter aspects of this process will be beyond the timescales envisaged in this application but they are included for completeness and some of the preparatory work associated with them will commence early in the procurement phase which is anticipated to occur within the timescale being contemplated.

This work will be in addition to the activities associated with the ongoing management of the technical sub-committee. There will be some overlap between these areas as well but there will be specific committee management tasks over and above the core specification preparation activities.

In order to meet the above requirements and timescales, the following funding is anticipated to be required. This will cover from the commencement of the committee activities (which are already underway) through to the end of FY11.

See Attached Spreadsheet for budget information for Technical Subcommittee

## **FINANCE SUBCOMMITTEE**

The purpose of the Finance Subcommittee is to (1) identify options for the funding of new equipment, (2) evaluate the options for ownership structures that may be utilized for new equipment, (3) propose possible structures for transactions between potential owners and/or operators of equipment, (4) explore the feasibility of establishing a corporation for the funding, procurement, remanufacture, ownership, and management of corridor equipment, as provided in Section 305(c) of PRIIA; and (5) other tasks and duties that may be assigned by the Section 305 Executive Board.

Subjects to be addressed by the Finance Subcommittee may include but are not limited to:

- Funding from government grants
- Funding from government supported loan programs
- Availability of funding from the commercial debt markets
- Options, strengths and weaknesses of various commercial lending structures
- Potential ownership structures including but not limited to
- Amtrak, a not-for-profit entity, an infrastructure bank and third parties as yet to be identified
- Transactional structures between Amtrak and/or the states and the ownership entity
- The usage of governmental support funding in the transactional structures under consideration
- The resourcing requirements of the potential organizational structures
- The overlap between proposed structures and existing entities and proposed ways of managing such overlap

The Finance Subcommittee will arrange for periodic independent audits of the financial records of the Section 305 Next Generation Equipment Pool Committee as appropriate.

The Finance Subcommittee will provide input and recommendations to the Executive Board that will complement and enhance the work product of the Technical Subcommittee to allow for the ability to meet the objectives and goals of the Section 305 Next Generation Equipment Pool Committee

### Scope of Work and Budget

#### 1. Identify options for funding new equipment.

Tasks include:

- Identify and evaluate potential sources of government grants
- Identify and evaluate potential government supported loan programs
- Determine availability of funding from commercial debt markets
- Evaluate options, strengths and weaknesses of various commercial lending structures
- Obtain legal advice concerning the feasibility/advisability of making a joint application for a RRIF loan, presumably with Amtrak in the lead for procurement with options to be exercised by states. Provide legal follow through if such action is decided upon by the Committee.
- Research joint financing of procurements
- Make funding recommendations to the Executive Board

#### 2. Evaluate fiscal elements of ownership options for ownership structures that may be used for new equipment (to be coordinated with work of Administrative Task Force)

Tasks include:



- Review potential ownership structures, including Amtrak, a non-for-profit entity, an infrastructure bank, or other third party
- Obtain information from the states on their own states' legal limitations as far as contracting for and owning equipment is concerned, participating in joint procurements, providing indemnification, insurance, etc. Counsel would need to coordinate activity related to states' differing legal constraints.
- Evaluate the financial aspects of various procurement structures
- Evaluate the resourcing requirements of potential organizational and ownership structures
- Provide recommendations to the Executive Board on the feasibility/advisability of conducting joint procurements and or ownership structures for equipment purchases.
- Review and determine options for state participation for those who be prohibited from owning equipment. Evaluate leasing options.
- Research the possibility that states who cannot legally participate in a joint procurement but who want to acquire and own equipment can conduct a parallel procurement coordinated with Amtrak's procurement.

3. Ensure that the commercial consideration components of any and all procurements utilized by the Section 305 Committee have been addressed, reviewed and approved. These financial components, coupled with the specifications provided by the Technical Subcommittee, will provide a framework for upcoming equipment procurement processes, requests for proposals, etc.

4. The Finance subcommittee shall meet via telephone on a regular basis as prescribed by the membership or as directed by the Executive Board to fulfill its duties. In an attempt to reduce expenses, face to face meetings will be held in conjunction with other 305 related activities as appropriate. Travel related expenses for state members are provided in the AASHTO Support budget.

5. The subcommittee will provide for periodic independent audit of financial records of the Section 305 Next Generation Equipment Committee and its subcommittees as appropriate.

See attached spreadsheet for Financial Subcommittee Budget

#### ADMINISTRATIVE TASK FORCE

The mission and purpose of the Administrative Task Force, as established by the Section 305 Executive Board, is to:

- (1) Oversee budget issues;
- (2) Manage the operation of the S305 Committee;
- (3) Determine protocols for various issues that may come up such as; site tours, definition of what the committee can present to Congress – ensuring that the Board is not engaging in lobbying activities, but is getting information out and maintaining visibility and, in general, establish administrative policy for the committee;
- (4) Serve as the keeper of the bylaws;
- (5) Serve as the policy development arm of the Executive Board;
- (6) Serve as the keeper of open records and recommend relevant policies, as appropriate;
- (7) Perform other tasks and duties as defined by the Administrative Task Force or that may be assigned by the Section 305 Executive Board or be requested by the Finance and/or Technical Subcommittees.

**Note:** Since the Task Force was established by the Executive Board, much has taken place and the Committee, as a whole, has moved forward. While some of the areas of responsibility initially cited by the Board remain relevant, there are others that have evolved over time. It is important, now, that the Administrative Task Force assess the current state of the operation of the Committee, and proceed from that point in developing its work plan and budget and in carrying out its responsibilities.

Subjects to be addressed by the Administrative Task Force may include but are not limited to:

- Overall management and review of budget issues of the Section 305 Committee;
- Recommending policy and/or administrative changes to the Executive Board;
- Overseeing and implementing an open records policy;
- Pointing out various options, strengths and weaknesses of potential corporation structures and/or procurements;
- Assisting in resolving overlap/possible conflicts between the two subcommittees and suggesting or mediating remedies.

The Administrative Task Force will provide input and recommendations to the Executive Board that will complement and enhance the work of the Technical and Finance Subcommittees to allow for their ability to meet the overall objectives and goals of the Section 305 Next Generation Equipment Pool Committee

#### **Scope of Work and Budget:**

1. Conduct periodic reviews of PRIIA requirements, keep Executive Board apprised of the two subcommittees adherence to PRIIA guidelines; and be the overall budget caretaker and keeper of the by-laws.
2. Evaluate and ask for guidance from the Executive Board and the two subcommittees in regards to direction needed and/or additional tasks to be fulfilled by the Task Force; and serve as the “detail” implementer for the various tasks of the overall S305 Committee.
3. Explore the feasibility of establishing a corporation for the funding, procurement, remanufacture, ownership, and management of corridor equipment; and, if the determination is to form a corporation, attend to and oversee the administrative and technical issues that will invariably arise as the corporation is being established.
4. The Committee will meet by conference call as needed. In person meetings will be arranged in conjunction with other events of the Section 305 Next Generation Equipment Committee Executive Board and subcommittees, in order to keep expenses to a minimum.
5. The administrative task force budget includes travel for Amtrak support of overall activities of the Section 305 Committee.
6. The Administrative Task force will perform other duties as assigned by the Executive Board of the Section 305 Next Generation Equipment Committee.

The Administrative Task Force Budget is provided in the attached spreadsheet

#### **AASHTO SUPPORT SERVICES**

The American Association of State Highway and Transportation Officials (AASHTO) has, under agreements with Amtrak, provided support services for the first two meetings of the NGEC Executive Board and startup activities of the subcommittees (see attached budgets for January and March 10 Executive Board meetings). The NGEC Executive Board intends to utilize AASHTO services to support efforts of the committee. Amtrak

will contract with AASHTO to secure the services of AASHTO in support of the NGEC for the remainder of the first year of its operation.

The services to be provided fall into several major categories:

1. **Meeting support**—AASHTO will provide comprehensive meeting support for the four additional face-to-face meetings of the Executive Board and any conference call meetings that are scheduled; and, will provide support as needed for up to 4 face-to-face meetings of subcommittees and for subcommittee conference call meetings as needed. This support will include reimbursing state officials for travel costs incurred, securing meeting rooms, meeting all on-site needs for equipment, materials, food and beverages.
2. **Communications-Coordination-Management Support**—The complexity of the mission of the NGEC, the diversity among and within the primary participants, the need to maintain clarity and focus on the work plan, the need to conclude the first phase of its mission on time, the importance of maintaining clear lines of communication and a flow of accurate information within and among the Executive Board and the subcommittees, all require that a high level of effective effort be devoted to communications, coordination, and management support to expedite the work of the NGEC. This has been reinforced by the experience during the startup phase.

Support activities will include, but not be limited to: assistance in the preparation of agendas, preparation and dissemination of meeting summaries, the maintenance of accurate member and participant lists, the assembly and distribution of materials, maintaining lines of communication between the Executive Board and the subcommittees, maintaining focus on work plan and schedule, and providing content for web site.

Management oversight and staff support will be provided by AASHTO staff, principally R. Leo Penne, Program Director for Intermodal Transportation and Economic Expansion, and Shayne Gill, Program Manager, for Passenger Rail, Transit, and Aviation (resumes attached). Consultants, the Ewing-Hewitt Alliance, will provide the bulk of the day-to-day support for the Executive Board, the subcommittees, and the NGEC in general.

Their support responsibilities will include:

**Steve Hewitt:** will serve as the Manager of the NGEC Support Services. He will manage and coordinate communication within and among the “305” Executive Board, its two subcommittees, and the Administrative Task Force. Steve will also provide Secretariat services; ensure consistency and clarity of message; and manage the business of the Board, the subcommittees and task force; ensuring that schedules are adhered to; questions and concerns of the public and the industry are responded to; timelines are met; and action items are completed on time. In general, he will preserve the integrity of the process established in the Committee’s Work Plan and provide quality assurance support by conforming process and Committee business with the approved By-Laws.

**David Ewing:** will provide expert assistance on technical and policy issues and institutional questions; historical and technical analysis in assessing states responses to the equipment needs survey; assistance in interpreting and preparing data analysis for Executive Board and technical subcommittee use; development of subsequent surveys; provide expert counsel in interpreting legislative actions relating to Seciton 305; while also providing institutional knowledge and context in regards to the equipment aspirations and needs of the states from a “big picture’ perspective (beyond the 11 committee member states).

Resumes for Hewitt and Ewing are attached.

3. **Web Site**-The web site is an essential element of the support infrastructure for the NGEC. It has been established on the AASHTO web site ([www.highspeed-rail.org](http://www.highspeed-rail.org)). It provides a central repository for NGEC documents, both background and administrative and a vehicle for communicating among NGEC members and between the NGEC and the wider community of interest.

AASHTO is committed to assuring the success of the NGEC. The work described above and detailed in the attached budget will be carried out with energy, determination, and professional competence. To demonstrate its commitment the overhead rate charged under this agreement is half of the standard overhead charged by AASHTO and the AASHTO staff time charged under this agreement is estimated to be significantly less than that which will be devoted to the project. In addition state departments of transportation have agreed to commit staff time to the NGEC, estimated at minimum to total 3,000 hours.

The AASHTO Support Services Budget is provided in the attached spreadsheet.