

## CYNTHIA L. QUARTERMAN

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### PROFESSIONAL EXPERIENCE

**Distinguished Fellow, Global Energy Center  
Atlantic Council**

October 2014 - Present  
Washington, DC

Advise on international energy security, the responsible development of energy resources, and energy governance issues. Provide strategic foresight to address critical energy challenges around the world.

**Administrator, Pipeline & Hazardous Materials Safety Administration** November 2009 - October 2014  
**Department of Transportation** Washington, DC

Led 500 professional employees, including transportation specialists, engineers, lawyers, and economists, in five regions with a \$200+ million budget. Oversaw a complex mission that ensured the safe transportation of: (1) energy products by more than 2.6 million miles of pipelines; and (2) about 1 million daily hazardous materials movements by ship, train, truck, and airplane. Represented the Administration before Congress, the media, the highest levels of foreign, federal and state governments, and the pipeline and the hazardous materials industries. Coordinated with other federal and state agencies and international bodies.

#### **Specific Accomplishments** include:

##### *Safety/Environmental*

- led the response to several high-profile, low probability, high consequence pipeline incidents;
- led the Secretary's initiative to repair, rehabilitate or replace the highest risk pipeline infrastructure;
- issued a record number of pipeline safety decisions in record time;
- issued record civil penalties for safety violations;
- closed a record number of National Transportation Safety Board recommendations;
- administered \$60+ million annually in grants to states, tribes, NGO's, communities and others to improve safety;
- successfully oversaw reauthorization of two statutes;
- oversaw the lowest number of pipeline incidents with death or major incident in 30 years;
- finalized more than 45 rules on important safety issues;
- led the Secretary's initiative to improve the transportation of crude by rail;
- in 2010, oversaw the lowest number of hazmat incidents with death or major incident; and
- reengineered the special permits and approvals programs for all transportation modes;

##### *Administrative*

- issued streamlined 5-year strategic plan;
- improved low employee morale, safety culture, training, communication, management, and job satisfaction levels, leading to marked increase in employee survey results;
- reformed agency organization and ailing budget, finance, and HR administrative functions;
- cut days to hire almost in half;
- issued 90% of agency's administrative policies;
- increased budget and staffing levels; and
- increased public profile through more transparency, improved data, website, and social media use.

**Partner**  
**Steptoe & Johnson, LLP**

September 1999 - November 2009  
Washington, DC

Practiced transportation and natural resources law. Represented clients before the Surface Transportation Board, the Department of Transportation, the Federal Energy Regulatory Commission (FERC), the Department of the Interior, and various other agencies as well as in state and federal courts.

**Presidential Transition Agency Review Team**  
**Department of Energy**

November - December 2008  
Washington, DC

Prepared the Department's General Counsel's office, the Office of Hearing and Appeals, the Energy Information Agency, and the Office of Fossil Energy for transition to a new incoming Secretary of Energy.

**Director, Minerals Management Service**  
**United States Department of the Interior**

March 1995 - February 1999  
Washington, DC

Led an agency (now known as the Bureau of Ocean Energy Management, Bureau of Safety and Environmental Enforcement and Office of Natural Resources Revenue) of 1800+ professional and technical employees located across the US with \$215+ million budget and two complex missions. Oversaw oil, gas and mineral leasing, exploration, development and pipeline safety on the nation's outer continental shelf, including the initial development of deepwater energy resources and strategy about offshore wind development. Collected billions in revenue from oil, gas and minerals production on Federal and Indian lands. Disbursed revenue to tribes, states, and the Treasury. Oversaw 20+ attorney appellant function as well as compliance with numerous environmental and safety laws.

**Specific Accomplishments** include:

- negotiated agreements to settle billion dollar claims on leases subject to moratoria offshore Alaska and Florida;
- resolved hundreds of millions of dollars in disputed royalty claims;
- assisted in passage of several federal laws;
- streamlined agency operations (decreased personnel 12% and operated without a budget increase for 4 years);
- managed 3 record-breaking Gulf of Mexico oil and gas lease sales in a row;
- modernized information systems for Year 2000 compliance and inaugurated popular, easy-to-use website;
- oversaw research into important ocean-related environmental, safety and technical matters;
- collected an additional \$1 billion in royalty compliance efforts;
- developed innovative GovWorks acquisition program; and
- won the Vice President's Hammer Award for Reinvention of Government.

**Deputy Director & Acting Director, Minerals Management Service**

July 1993 - March 1995

Chief Financial Officer and Chair of Internal Controls and Information Resources Management Boards.

**Interim Management Team, Office of Surface Mining**  
**United States Department of the Interior**

November 1993 - March 1994  
Washington, DC

Managed the daily operations of the agency during the search for, and confirmation of, a new Director. Consulted with staff and constituents to create a detailed action plan that was implemented by that Director. Received the Department of the Interior's Unit Award for Excellence of Service for contribution to that effort.

**Associate**  
**Steptoe & Johnson, LLP**

July 1988 - July 1993  
Washington, DC

Litigated and practiced administrative law before federal and state courts, the Interstate Commerce Commission, and FERC. Wrote briefs, took depositions, cross-examined witnesses, and argued motions.

**Attorney  
Benson & McKay**

May 1987 - June 1988  
Kansas City, MO

Participated in historic *Missouri v. Jenkins* school desegregation case. Second-chaired oral argument in 8<sup>th</sup> Circuit, cross-examined witnesses on busing at District Court, took depositions, and wrote briefs.

**Cost Engineer  
International Business Machines Corporation**

May 1983 - August 1984 & Summer 1985  
Owego, NY

Developed, analyzed and negotiated with Navy for computer systems for use in AWACS & other aircraft.

## EDUCATION

**Juris Doctorate  
Columbia University**

May 1987  
New York, NY

Columbia Journal of Environmental Law, Executive Editor. Charles Evans Hughes Scholar.

**Bachelor of Science, Industrial Engineering  
Northwestern University**

March 1983  
Evanston, IL

National Achievement Scholar. National Action Council for Minorities in Engineering Scholar. Alpha Lambda Delta Honor Society. Phi Eta Sigma Honor Society. Dean's List. Resident Assistant.

## PROFESSIONAL AFFILIATIONS

**Independent Chair & Member, Quality Review Board  
NiSource, Inc.**

May 2019 – October 2023  
Various

Assisted with the development, implementation, oversight and review of a Safety Management System after the Columbia Gas of Massachusetts pipeline incident in Merrimack Valley, Massachusetts.

**Institute of Energy Law  
Executive Committee**

2002 - 2009

**Columbia University Law School Alumni Association of Washington, DC  
President & Board Member**

2000 - 2009

**Natural Gas Magazine  
Advisory Board**

2000 - 2009

**Missouri/District of Columbia Bar Member**

1987/1988 -

## CIVIC AFFILIATIONS

**Northwestern University** 2022 - Present  
**Civil & Environmental Engineering, External Advisory Board Member** Evanston, IL

Provide strategic advice on important Civil & Environmental Engineering department matters.

**The Field School** 2022 - Present  
**Board of Trustees** Washington, DC

Provide oversight of a non-sectarian, non-profit, independent, private co-educational institution in DC.

**Anacostia Watershed Society** 2016 - 2022  
**Board Member**

Provide oversight to help improve the water quality of the Anacostia River and its tributaries.

**Gift of Adoption** 2016-Present  
**Capital Region Chapter Board**

Helped to inspire adoption by providing grants to qualified parents in the DC metropolitan area.

**American Friends of the New Acropolis Museum** 2008-2009  
**Founding Board Member**

Supported opening and successful operation of New Acropolis Museum in Athens, Greece.

**Shakespeare Theatre Company** 2005-2009  
**National Council**

Assisted the Shakespeare Theatre Company in broadening its reach nationally and internationally.

**Columbia Hospital for Women** 2000-2002  
**Board of Directors, Legal Committee**

Assisted in the oversight and eventual closure of the hospital.

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**References & Publications Available Upon Request**

## CONGRESSIONAL TESTIMONY

by  
Cynthia L. Quarterman

- June 3, 2014: SURFACE TRANSPORTATION REAUTHORIZATION  
Senate Committee on Commerce, Science, and Transportation: Subcommittee on Surface Transportation and Merchant Marine Infrastructure, Safety, and Security hearing to examine surface transportation reauthorization, focusing on examining the safety and effectiveness of transportation systems;
- May 20, 2014: REVIEW OF THE PIPELINE SAFETY, REGULATORY CERTAINTY, AND JOB CREATION ACT OF 2011  
House Committee on Transportation and Infrastructure: Subcommittee on Railroads, Pipelines, and Hazardous Materials hearing entitled "A Review of the Pipeline Safety, Regulatory Certainty, and Job Creation Act of 2011";
- April 3, 2014: APPROPRIATIONS--DEPARTMENT OF TRANSPORTATION MODES  
Committee on Appropriations: Subcommittee on Transportation, Housing and Urban Development, and Related Agencies hearing on Oversight of Department of Transportation Modes;
- April 2, 2014: EXAMINING ISSUES FOR HAZARDOUS MATERIALS REAUTHORIZATION  
House Committee on Transportation and Infrastructure: Subcommittee on Railroad, Pipelines, and Hazardous Materials hearing entitled "Examining Issues for Hazardous Materials Reauthorization";
- March 6, 2014: RAIL SAFETY  
Senate Committee on Commerce, Science, and Transportation Subcommittee on Surface Transportation and Merchant Marine Infrastructure, Safety, and Security hearing to examine enhancing our rail safety, focusing on current challenges for passenger and freight rail;
- February 26, 2014: OVERSIGHT OF PASSENGER AND FREIGHT RAIL SAFETY  
House Committee on Transportation and Infrastructure: Subcommittee on Railroads, Pipelines, and Hazardous Materials hearing entitled "Oversight of Passenger and Freight Rail Safety";
- January 28, 2013: PIPELINE SAFETY  
Senate Committee on Commerce, Science, and Transportation, field hearing on "An On-the-Ground Look at Safeguarding the Public" in Charleston, WV;
- October 18, 2011: PIPELINE SAFETY  
Senate Committee on Commerce, Science, and Transportation: Subcommittee on Surface Transportation and Merchant Marine Infrastructure, Safety, and Security concluded a hearing to examine pipeline safety since San Bruno and other recent incidents;
- July 20, 2011: YELLOWSTONE RIVER OIL SPILL  
Senate Committee on Environment and Public Works: Subcommittee on Transportation and Infrastructure oversight hearing to examine the Yellowstone River oil spill;

- July 15, 2011: LEGISLATIVE MEASURES  
House Committee on Energy and Commerce: Subcommittee on Energy and Power hearing entitled "The American Energy Initiative" focused on legislation regarding the "Pipeline Infrastructure and Community Protection Act of 2011.";
- July 14, 2011: PIPELINE SAFETY  
House Committee on Transportation and Infrastructure: Subcommittee on Railroads, Pipelines, and Hazardous Materials hearing entitled "Silvertip Pipeline Oil Spill in Yellowstone County, Montana";
- June 16, 2011: AMERICAN ENERGY INITIATIVE  
House Committee on Energy and Commerce: Subcommittee on Energy and Power hearing entitled "The American Energy Initiative." The hearing focused on pipeline safety oversight;
- June 2, 2011: DOMESTIC OIL AND NATURAL GAS  
House Committee on Natural Resources: Subcommittee on Energy and Mineral Resources hearing entitled "Domestic Oil and Natural Gas: Alaskan Resources, Access and Infrastructure." ;
- April 12, 2011: REDUCING REGULATORY BURDENS AND ENSURING SAFE TRANSPORTATION OF HAZARDOUS MATERIALS  
House Committee on Transportation and Infrastructure: Subcommittee on Railroads, Pipelines, and Hazardous Materials hearing on Reducing Regulatory Burdens and Ensuring Safe Transportation of Hazardous Materials;
- September 28, 2010: PIPELINE SAFETY  
Senate Committee on Commerce, Science, and Transportation: Subcommittee on Surface Transportation and Merchant Marine Infrastructure, Safety, and Security hearing to examine pipeline safety, focusing on assessing the San Bruno, California explosion and other recent accidents;
- September 23, 2010: PIPELINE SAFETY OVERSIGHT/LEGISLATION  
House Committee on Energy and Commerce: Subcommittee on Energy and Environment hearing entitled "Pipeline Safety Oversight and Legislation.";
- July 21, 2010: PIPELINE SAFETY PUBLIC AWARENESS  
House Committee on Transportation and Infrastructure: Subcommittee on Railroad, Pipelines, and Hazardous Materials hearing on Pipeline Safety Public Awareness and Education;
- July 15, 2010: HAZARDOUS LIQUID PIPELINES INTEGRITY MANAGEMENT  
House Committee on Transportation and Infrastructure: Subcommittee on Railroads, Pipelines, and Hazardous Materials hearing on the Safety of Hazardous Liquid Pipelines (Part 2): Integrity Management;
- June 29, 2010: HAZARDOUS LIQUID PIPELINE SAFETY  
House Committee on Transportation and Infrastructure: Subcommittee on Railroads, Pipelines, and Hazardous Materials hearing on the Safety of Hazardous Liquid Pipelines: Regulated vs. Unregulated Pipelines;
- June 24, 2010: PIPELINE SAFETY  
Senate Committee on Commerce, Science, and Transportation: Subcommittee on Surface Transportation and Merchant Marine, Infrastructure, Safety, and Security hearing to examine ensuring the safety of our nation's pipelines;

- MAY 20, 2010: PIPELINE SAFETY  
House Committee on Transportation and Infrastructure, Subcommittee on Railroads, Pipelines and Hazardous Materials hearing on "Implementation of the Pipeline Inspection, Protection, Enforcement and Safety Act of 2006 and Reauthorization of the Pipeline Safety Program";
- April 22, 2010: HAZARDOUS MATERIALS MANAGEMENT  
House Committee on Transportation and Infrastructure hearing on the Department of Transportation's Oversight and Management of Hazardous Materials Special Permits and Approvals;
- September 23, 2009: NOMINATIONS  
Senate Committee on Commerce, Science, and Transportation: Committee hearing to examine the nomination of Cynthia L. Quarterman, of Georgia, to be Administrator of the Pipeline and Hazardous Materials Safety Administration, of the Department of Transportation;
- May 31, 1998: ROYALTY ENHANCEMENT ACT  
House Committee on Resources: Subcommittee on Energy and Mineral Resources hearings on H.R. 3334, Royalty Enhancement Act of 1998, (Part II);
- May 14, 1998: OVERSIGHT--OUTER CONTINENTAL SHELF OIL AND GAS LEASING  
House Committee on Resources: Subcommittee on Energy and Mineral Resources oversight hearing on Outer Continental Shelf Oil and Gas Leasing;
- May 3, 1998: ROYALTY ENHANCEMENT ACT  
House Committee on Resources: Subcommittee on Energy and Mineral Resources hearing on H.R. 3334, Royalty Enhancement Act of 1998;
- February 26, 1998: INTERIOR DEPARTMENT--MISCELLANEOUS BUDGET REQUESTS  
House Committee on Resources: Subcommittee on Energy and Mineral Resources oversight hearing on the Administration's FY 1999 budget request for three agencies within the Department of Interior: Office of Surface Mining, Minerals Management Service, and the Energy and Minerals programs of the Bureau of Land Management;
- July 31, 1997: OVERSIGHT  
House Committee on Resources: Subcommittee on Energy and Mineral Resources held an oversight hearing on Royalty-In-Kind for Federal oil and gas production;
- July 25, 1996: OVERSIGHT--OUTER CONTINENTAL SHELF MORATORIA  
House Committee on Resources: Subcommittee on Energy and Mineral Resources oversight hearing on Outer Continental Shelf moratoria;
- June 27, 1996: OVERSIGHT--NATURAL GAS-ROYALTY-IN-KIND PILOT PROGRAM  
House Committee on Resources: Subcommittee on Energy and Mineral Resources oversight hearing on Royalty-In-Kind for natural gas (lessons learned from the Gulf of Mexico pilot program);
- June 17, 1996: CAN THE UNITED STATES INCREASE OIL ROYALTIES?  
House Committee on Government Reform and Oversight: Subcommittee on Government Management, Information and Technology held a hearing on "Can the United State Increase Oil Royalties?";
- March 7, 1996: MINERAL MANAGEMENT SERVICE ORGANIC ACT  
House Committee on Resources: Subcommittee on Energy and Mineral Resources hearing on H.R. 1813, Minerals Management Service Organic;

- September 14, 1995: FEDERAL OIL AND GAS LEASING  
Senate Committee on Energy and Natural Resources: Subcommittee on Energy Production and Regulation concluded hearings on the following bills: S. 1014, to improve the management of royalties from Federal and Outer Continental Shelf oil and gas leases;
- July 27, 1995: OVERSIGHT  
House Committee on Resources: Subcommittee on Energy and Mineral Resources oversight hearing on the management alternatives of Outer Continental Shelf oil and gas resources, including the Administration's proposals to (1) sell the royalty stream, and (2) transfer of the Minerals Management Service to another Federal agency;
- July 9, 1995: INTERIOR APPROPRIATIONS  
Committee on Appropriations: Subcommittee on Interior and Related Agencies held a hearing on the Minerals Management Service, the Commission of Fine Arts, the Advisory Council on Historic Preservation, and on the Woodrow Wilson International Center for Scholars;
- February 14, 1995: OVERSIGHT  
House Committee on Resources: Subcommittee on Energy and Mineral Resources oversight hearing on the Office of Surface Mining and Minerals Management Service Fiscal Year 1996 budget request;
- July 26, 1994: SAND AND GRAVEL  
House Committee on Merchant Marine and Fisheries, Subcommittee on Oceanography, Gulf of Mexico and other Outer Continental Shelf and House Committee on Natural Resources, Subcommittee on Energy and Mineral Resources joint hearing on H.R. 3678 to authorize negotiations for the use of outer continental shelf sand, gravel, and shell resources;
- June 28, 1994: COASTAL ZONE MANAGEMENT ACT REAUTHORIZATION AMENDMENTS  
House Committee on Merchant Marine and Fisheries: Subcommittee on Oceanography Gulf of Mexico, and the Outer Continental Shelf and Subcommittee on Environment and Natural Resources joint hearing on implementation of the Coastal Zone Reauthorization Amendments of 1990.