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February 10, 2021

Chairman Martin Oberman
Surface Transportation Board
Washington DC

Docket EP 526 SUB No 14
Nomination for Small Railroad Representative - RSTAC

Dear Chairman Martin Oberman:

I would hereby request your consideration to personally serve as a representative of the small railroad industry on the Railroad-Shipper Transportation Advisory Council.

I have 35 years of experience in the rail business: 25 with 2 Class 1's (Conrail and Canadian National) and 10 with a small railroad holding company serving in an Executive capacity (Anacostia Rail).

I think I would bring several unique perspectives that could be beneficial in policy dialogues. First, I have a broad set of career experiences: operations, business development, government affairs, strategic planning, and both marketing and sales. Second, I directly managed the interline strategy group while at CN and I have been directly involved in a wide selection of issues that concern overlap of service and operations between the small and large railroads across the network.

I also have an extensive track record of working with a large spectrum of rail shippers, both large and small. I have been involved in growth initiatives, rail abandonments, and line sales to create new railroads. Further, I am familiar with the STB's mission and staff structure having been involved in merger transactions while at CN.

Chairman Martin Oberman

Date

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I am particularly interested in advancing the discussion of technology and business practices to make the rail industry more responsive and capable to meet the needs of our nation's economy. I believe that strong policy direction can promote the focus and resources necessary to extend rail services to new industries – thereby advancing the goals of relieving congestion on our highways and promoting energy conservation.

I have a bachelor's degree from Harvard, and both a Transportation and a Business Master's degree from Northwestern.

I appreciate your consideration.

Sincerely,

A handwritten signature in dark ink, appearing to read "Eric Jakubowski", with a stylized flourish at the end.

Eric Jakubowski

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