

*Damian Carey*  
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307810

Surface Transportation Board  
Attn: Docket No. EP 774 (Sub-No. 1)  
395 E Street, S.W.  
Washington  
DC 20423-0001

ENTERED  
Office of Proceedings  
January 17, 2024  
Part of  
Public Record

**Reference:** Brian Middleton's application to the PRAC

Dear Board Members:

I am writing to express my strong support of Mr. Brian Middleton's application to become a member at-large of the Passenger Railroad Advisor Committee (PRAC).

I have worked in the passenger rail industry for over 35 years, in both contractor and owner's representative consultant roles. I currently serve as Vice President and Rail/Transit Market Solutions Lead for Jacobs, a leading engineering solutions company. Frequently throughout my career I have been fortunate to work alongside Brian Middleton, who has unerringly served as my colleague, manager, advisor, and mentor. At three different employers, we worked together on many projects in several countries across three continents, both gaining a wealth of experience of many groundbreaking and challenging rail project delivery efforts.

The value and knowledge that Brian can bring to the PRAC is extensive. He has deep experience in the design and construction of passenger rail equipment and infrastructure. He has provided decades of strategic consulting services to many passenger rail operators across the country and has guided the development and implementation of many significant passenger rail projects. During the delivery of NJ Transit's FRA-regulated RIVERLine he guided the development and agreement of a temporal separation operating approach that challenged both freight and passenger operators to act collaboratively and met the high bar for safety required by FRA. For RTD in Denver he crafted an innovative public-private partnership concession structure that enabled the delivery of Colorado's first commuter rail program, successfully bringing the contract to financial close in the height of the 2008 financial crisis. He has also served the industry by contributing to knowledge sharing opportunities at conferences and by serving on technical committees at APTA.

Throughout all his project roles, a key component of Brian's value to his clients, and to the wider passenger rail industry, is the judgment he brings to decision-making. He is a keen student of the rail industry, possessing knowledge of a great breadth of issues, different approaches, technological challenges and advances. He applies a management perspective to challenges by listening and absorbing the various fact, options and opinions, asking intelligent questions and drilling into root causes, before formulating his understanding and expressing a well-developed decision or recommendation. It is a critical skill that will serve him and you well in the role of member at-large of the PRAC.

He will be an active and collaborative member of the committee and I commend his candidacy to the Board.

Sincerely



Damian Carey

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Dear Board Members:

Please accept this letter as a nomination for Brian Middleton to be a member of the Passenger Railroad Advisor Committee (PRAC). The requested information is below.

1. Name: Brian Middleton

Position: Owner/President – Middleton Management and Consulting Ltd.

Email: [bnm411@outlook.com](mailto:bnm411@outlook.com)

Phone: (908) 416-0845

2. I am nominating Mr. Middleton to be a member at-large. He has no direct connection with other organizations.
3. Mr. Middleton has over 40 years of experience with railroads with the majority being passenger railroads. He has direct and relevant experience in railroad definition, design, construction, operations, and maintenance. He has gained this experience as both a supplier's representative with direct responsibility for designing and delivering railroad equipment, systems, and complete railroads around the globe, and as an owner's representative. As an owner's representative he has supported and managed projects for transit agencies across the country, taking concepts and developing them into fully functioning passenger railroads.

As a supplier's representative, he was responsible for projects in, amongst other places, South Africa, England, and Sweden. These projects involved meeting owners' expectations including passenger capacities, safety, reliability, maintainability, and operability. This experience has been invaluable to his later work in the US, as it has offered alternative approaches that could be considered.

As an owner's representative in the US, Mr. Middleton has supported the following agencies amongst many others:

- A) NJ Transit – RiverLine project.

Notable features of this project included the first use of a diesel light rail vehicle on a track shared with a Class 1 railroad. Mr. Middleton's responsibilities as a leader in the owner's team included developing requirements for a contractor to design and deliver the complete railroad and operate and maintain it for 10 years after completion. Mr. Middleton continued to be involved from concept design through design and construction, testing and commissioning, and a demonstration period to prove the contractor had met all requirements. He continued through the start of the operations and maintenance period.

B) LA Metro – Pasadena to Los Angeles Blue Line.

Notable features of this project included the definition of the project to ensure compatibility with other LA Metro systems and the adjacent railroads. Mr. Middleton's responsibilities included defining the optimal procurement approach to deliver the required passenger capacities safely within budget and in the shortest possible time. He was involved from the inception of the project through final design and construction.

C) Denver Regional Transportation District (RTD) – Commuter rail lines.

Notable features of this project included the introduction of commuter passenger rail service to the Denver region, adjacency of two Class 1 railroads, first application of Positive Train Control (PTC) to a new passenger rail service, and use of a Public Private Partnership (P3) to deliver the project. Mr. Middleton's responsibilities as the consultant's Project Manager, and later as RTD's Project Director, included definition of operational characteristics, technical requirements, maintenance requirements, and contractual and financial provisions. His tenure of almost 10-years on the project encompassed the early project definition through the complex procurement phase and oversight of final design, construction, testing, commissioning, performance demonstration, and the initial period of operations and maintenance of the completed railroad by the contractor.

4. I have confirmed that Mr. Middleton is available and willing to serve as a member at-large of the PRAC.
5. Mr. Middleton has agreed to serve as a member at-large and to represent the best interests of passengers, railroad labor and management in the delivery of first class, safe passenger rail services.

I feel qualified to recommend a candidate for the PRAC because I have over 40 years' experience in passenger rail transportation. This includes 22 years at the MBTA in Boston, where I served as Chief Operating Officer, overseeing all modes of transportation including commuter rail service. I also served for 12 years as General Manager of Denver Transit Operators (DTO), the private entity that operated and maintained Denver's commuter rail system. I led the mobilization and startup in 2016 of the system (the Eagle Project). I remained General Manager of DTO throughout the first six years of revenue service. As a result of this experience, I have a thorough understanding of the commuter rail industry.

I have known Mr. Middleton for over 15 years and have come to appreciate the depth of his knowledge of passenger rail design, construction, operation, and maintenance issues. I worked closely with him when he served as Project Director of the Eagle Project. Brian represented the owner, the Denver Regional Transportation District, while I worked for DTO. As we carried out our roles, I had the opportunity to watch Brian in action addressing complex technical, policy and financial issues, and was impressed by his expertise and wisdom. Brian was always thorough, fair, and insightful, displaying vast knowledge of the industry and the highest regard for safety.

I believe that if Brian is selected to be a member of the PRAC, his many years of experience working on railroads across the nation and around the world will provide the committee with valuable insights. He is open to new ideas and embraces innovation where it can be used to enhance the passenger experience

and the service. He is also thoughtful and appropriately cautious, always making the safety of those working on and using the railroad the priority. Brian is highly qualified to be a member of the PRAC because of his diverse experience of many passenger railroads for which he has led teams delivering first class railroads that have served people for decades.

I have, as suggested in the original notice, attached letters of recommendation in support of Mr. Middleton's nomination. Should you have any questions or require any additional information please do not hesitate to contact me.

Respectfully,

A handwritten signature in blue ink that reads "Anne Herzenberg". The signature is written in a cursive style with a large, stylized "A" and "H".

Anne Herzenberg

Attachments: Letters

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Dear Board Members:

I am writing in support of Mr. Brian Middleton's application to become a member at-large of the Passenger Railroad Advisor Committee (PRAC).

I have worked with Brian on many large endeavors in the public sector. I previously served as Assistant General Manager, Capital Programs for the Regional Transportation District (RTD) in Denver, Colorado where I led the \$6.7 billion FasTracks program, which built and now operates 80 miles of new rail lines. In Los Angeles, I am now retired as the Chief Program Management Officer for the Los Angeles County Metropolitan Transportation Authority (LA Metro), responsible for the \$20 billion capital program.

Brian was a key part of both those efforts. At RTD, he was a key advisor and led (as Project Director) the over two-billion-dollar Eagle P3 project. This was the first and remains the most successful transit/commuter rail public-private partnership in the nation. It has had a transformative effect on the Denver region, especially with the new line between downtown and the airport.

In Los Angeles, Brian did several key assignments for Metro, the most notable being his key involvement in the Sepulveda Transit Corridor – projected to be Metro's busiest traffic corridor.

Mr. Middleton has extensive experience in passenger rail. His work required not only significant knowledge of the technical and project management aspects of this work, but also being able to successfully work with local jurisdictions, regulatory agencies, freight railroads and key stakeholders.

Brian is a great team player who has a positive impact on everyone that he works with. His unique knowledge of rail infrastructure will provide important input to the work of the committee as you address the many infrastructure issues that relate to passenger rail. He has always been able to provide innovative solutions to complex challenges.

Brian Middleton would be a great addition to your committee. As someone who has worked closely with him for almost twenty years, I give my full endorsement.

Please contact me if you would like to discuss further.

Sincerely,



Richard Clarke  
(303) 653-2475  
Rclarke893@gmail.com