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Mai T. Dinh
Director
Office of Proceedings
Surface Transportation Board

Subject: Submittals for potential at-large representatives to the Passenger Railroad Advisory Committee (PRAC)

Dear Mai T. Dinh

I am delighted to submit the following candidates for you to consider one of which to serve as at-large representations to the Passenger Railroad Advisory Committee (PRAC):

- Liliana Pereira
- Masroor Hasan
- Mark Mukherji

Each individual brings their own unique experiences and qualifications that we consider might be valuable to the PRAC. We hope that you will consider their candidacies and would be very happy to provide any supplemental information you might require.

Steer

Steer is an independent, employee-owned international transportation consultancy headquartered in the UK, with offices in the US and Canada as well as countries in Europe and Latin America. We are independent and impartial, with no external shareholders to please and no downstream construction services to sell.

In serving on the PRAC, I believe this places Steer and the candidates we have proposed in a unique position. Of course, all people and all firms have interests to represent, and Steer is no exception. As NA Regional Director, my interests lie in having Steer staff actively engaged and visible within the passenger rail community, thereby furthering our knowledge, our reach, and ultimately the success of our business. I think one way to do this is by serving the Surface Transportation Board and the PRAC through provision of insightful, unbiased advice to the betterment of passenger rail across the country.

We are also able to draw upon a wealth of experience in pursuit of this aim. We have considerable experience in the passenger rail sector, with roughly a third of our revenue globally (and almost half in NA) derived from services to this sector. We work on passenger rail services around the world, for government

and national rail agencies, infrastructure managers, private and public operating companies, rolling stock manufacturers, leasing companies and investors. We combine our commercial, economic, and planning expertise to find powerful answers to complex questions. Answers that help people, places, and economies thrive.

Candidates

We provide below a summary of the experience and qualifications of each proposed candidate, alongside requested general contact information. We are very happy to provide further details upon request.

Liliana Pereira Director Liliana.Pereira@steergroup.com 703 910 3848	Qualifications: National University of Colombia, BSc (Hons) Civil Engineering, 2004 HEC Paris, Executive Master of Science in Finance, 2023 Professional associations/certificates: Leading Professional Service Firms, Harvard Business School, 2014 Developing Strategy for Value Creation, London Business School, 2013 Executing strategy for results, London Business School, 2013 Postgraduate Diploma Project assessment and evaluation, 2007 Public Transport, Lund University - Swedish International Development Agency Sweden 2005 Years of experience: 23
Liliana brings extensive expertise to the Board, with 23 years of experience in strategic infrastructure planning and transport projects, spanning academic research, government, and consulting. She has successfully overseen over 50 projects, collaborating with diverse teams across the globe, focusing on rail projects in Latin America and the United States. In recognition of her experience and achievements, Liliana was named the International Inspiration at the 2020 Amazon everywoman transport & logistics awards. Since 2021, Liliana leads the Equity and Inclusion Practice for the Company. Steer has developed over 50 projects worldwide, including E&I in its portfolio, over the past four years, to help clients overcome crucial E&I obstacles. With a range of perspectives, she brings extensive multimodal and rail experience covering different stages of development, various stakeholders, and a variety of development work streams including inception, demand forecasting, planning, E&I and business cases. Some of the projects that highlight her credentials: • As part of the Project Management Consulting team, Liliana leads the Travel Demand and Land Use modeling work stream for the transformative Link 21 rail project in the Bay Area. • Liliana leads the Business Case for the Newark Penn Station's Master Plan. • Prepared the roadmap, project inception strategy, early network design and demand forecasting for Tren Maya, a 1000-mile passenger and freight rail project in the Yucatan Peninsula. • Acted as an advisor to Mexico's regulatory agency for freight and passenger rail. • Designed a mainstreaming strategy for equity and inclusion in Colombia's Rail Master Plan. • Led the development of cost-benefit analysis for two game-changing rail projects in Mexico City	

- Led demand forecasting, business case and advised the State government on the Guanajuato Rail project, a 120 - mile passenger corridor connecting one of the most intense industrial clusters in the country. Steer's work supporting the State and the freight operator to sign and MOU unblocking roadblocks for the project.
- Managed the technical team to develop recommendations for the Mexican government to enhance efficiency, decrease costs, and reduce timelines for the development of megaprojects.
- Was an advisor to the Interamerican Development Bank on lessons learned during the development of mega-projects.
- Was Team Leader of the Future Cities Programme in Mexico, based on a theory of change to improve access to jobs and opportunities for women and girls.

Liliana served as the Mexico Office Leader at Steer for 8 years before being promoted to Head of Operations for Latin America. She temporarily served as the acting Regional Director in 2021 and was part of Steer's Executive team. While in Mexico, she was a board member of the Future Cities Programme, which she oversaw, with UK government funding to address policy and transportation issues in the country.

Masroor Hasan
Director

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781 405 9288

Qualifications: Massachusetts Institute of Technology, Masters in Transportation, 1999
Professional associations/certificates: Secretary, TRB Intercity Passenger Rail Committee (AR010)
Years of experience: 29

Masroor is currently the joint leader of the North American rail market for Steer. Masroor also led the US Advisory Practice of Steer in the US for four years (2016-2019). Masroor specializes in travel demand forecasting (ranging from sketch-planning to investment-grade levels) of passenger rail systems (covering urban to intercity passenger rail systems) with additional focus on transportation systems planning and evaluation, transportation economics, and pricing of transportation alternatives.

Masroor has directed, managed and played key roles in many high-speed and intercity passenger rail, commuter and urban rail corridor studies in the United States including the Northeast Corridor, and other corridors in many states. In addition, he has also managed and worked on a wide range of other transportation projects involving intercity passenger rail, commuter rail, public transit, infrastructure financing, public private partnership and survey analysis.

Some of the projects that highlight his credentials include:

- Since 2008 when the ARRA funding was announced, Masroor has played key roles as the Steer lead in most of the High-Speed and Intercity Passenger Rail (HSIPR) corridors in the US.
- Masroor is currently directing Steer's Amtrak framework contract providing strategic advice including ridership and revenue forecasting and market research for the whole Amtrak system. Masroor is also Steer's key client manager for Amtrak. He recently led Steer's support of Amtrak's high-level network planning effort involving the potential restructuring of Amtrak's nation-wide network for better service integration, increased connectivity & synergies, better efficiency, better network effects, higher societal impacts and bottom-line financial impacts.
- Masroor also led the ridership and revenue forecasting effort that supported Amtrak's successful RRIF loan application from the FRA for \$2.4B – the biggest loan ever approved as part of the RRIF Program – covering the acquisition of new Acela trains and other infrastructure improvements in the NEC.
- For the USDOT, Masroor led the Steer team that developed the best practice guidance reports for High-Speed and Intercity Passenger Rail (HSIPR) in the areas of ridership forecasting, public benefits,

and operating costs - <https://www1.oig.dot.gov/sites/default/files/files/OIG-HSR-Best-Practice-Public-Benefits>

- Masroor also led the Steer team that developed and updated the CONNECT model for the Federal Railroad Administration. CONNECT is a high-level sketch-planning tool.

Mark Mukherji
Associate Director

Mark.Mukherji@steergroup.com
617 391 2315

Qualifications: University of Bath, BSc (Hons) Mathematics, 2008

Professional associations/certificates: Association of Project Management APMP-5

Years of experience: 15

Mark serves as Steer's joint head of our rail market for North America. Since joining Steer in 2008, Mark has supported clients across a wide range of differing transportation markets in the US and internationally, providing services including market analysis, rail ridership and revenue forecasting, environmental and equity analysis, economic and fiscal impact analysis, strategic and regulatory advice, business case analysis, and peer review and technical guidance.

Mark brings significant experience supporting a diverse range of clients:

- Mark started his career in the UK where he worked for governmental bodies and private entities involved in the passenger rail market across the continent. Mark has acted as technical advisor across multiple rail contract specifications/procurements, including leading the evaluation of private bidder submissions to understand their operational and commercial viability, and alignment with project goals.
- Since moving to the US in 2015, Mark has led Steer's support progressing the development of a range of intercity and commuter passenger rail systems, including:
 - For Amtrak, ranging from advising on rolling stock restroom configuration to providing technical advice on the development of a route and service planning methodology; from analyzing the potential for innovative charging mechanisms to supporting the development of ridership and revenue forecasts for service expansions across the entire US.
 - For California HSR, where Mark led the development of a comprehensive ridership and revenue forecasting framework, including extensive primary data collection across a variety of sources/mediums, and evaluating not only the direct proposed HSR service but also its connectivity and implications for rail and transit services across the state.
 - For Brightline West, where Steer has provided critical commercial support as the development of this private rail line progresses, including ridership and revenue, ancillary revenue, and operating/maintenance cost forecasts, as well as strategic parking advice.
 - For the MBTA/MassDOT, where Mark supported a benefits-led development and evaluation of a myriad of service enhancement options as part of their Rail Vision. He also provided technical, strategic, and contractual advice as part of the MBTA's revenue sharing initiative, a landmark change to the operation of the commuter rail introducing a performance mechanism with financial incentives/penalties aimed at enhanced public-private collaboration to the benefit of passengers.
- Most recently, Mark has supported State DOTs and other entities seeking to progress passenger rail throughout the US, including currently leading Steer's support to Colorado DOT in demonstrating project viability through a Service Development Plan as part of the FRA's Corridor Identification and Development program.

Across all the work Mark undertakes, his core aim is to provide clients with rigorous analytical outputs they can trust, coupled with pragmatic advice and strategic guidance which appreciates the implications in relation to wider scheme objectives, enabling them to make informed decisions with confidence.

Representation

I confirm that each of these candidates has agreed to serve in a representative capacity if selected, that as a firm Steer supports their candidacy, and that I personally as Steer North American Regional Director support their candidacy and look forward to them supporting the Surface Transportation Board if selected for this important position.

I appreciate your consideration of my colleagues for service as one of the at large positions on the Passenger Railroad Advisory Committee. Each of them will bring a different perspective and we offer three so that you can choose which of them complements the other selections you will make.

Yours sincerely,



Alasdair Dawson
Regional Director
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