



## *Florida Department of Transportation*

RON DESANTIS  
GOVERNOR

605 Suwannee Street  
Tallahassee, FL 32399-0450

JARED W. PERDUE, P.E.  
SECRETARY

February 1, 2024

307881

Chairman Martin J. Oberman  
Surface Transportation Board  
395 E Street S.W.  
Washington, DC 20423

ENTERED  
Office of Proceedings  
February 1, 2024  
Part of  
Public Record

Docket No. EP 774 (Sub-No. 1)

Reference: Nomination for Surface Transportation Board (STB) Passenger Rail Advisory  
Committee (PRAC) Membership

Dear Chairman Oberman,

On behalf of the Florida Department of Transportation (FDOT), I am pleased to nominate Assistant Secretary of Strategic Development, Ms. Kimberly Holland, P.E., to represent Florida on the Surface Transportation Board (STB) Passenger Rail Advisory Committee (PRAC). As a dedicated and accomplished transportation professional with 28 years of diverse transportation planning, policy, and infrastructure engineering experience; Ms. Holland possesses not only the qualities and expertise, but also interacts daily with passenger and freight rail providers. Her professional experience, insights into issues impacting the development and operations of passenger rail services, relationships with passenger rail providers and host freight railroads, and her ability to forge/strengthen partnerships to advance the state of the industry, will allow her to make significant contributions to the committee's mission and objectives.

Ms. Holland joined FDOT in 2023 as the Assistant Secretary of Strategic Development. She is responsible for statewide planning and development of Florida's multimodal transportation network, including highways, seaports, rail, transit, airports, and spaceports. Her role over all modes gives her the ability to consider issues from a broader perspective, facilitate smooth intermodal/multimodal connections and foster strong partnerships. In addition to serving as the Assistant Secretary she leads the Florida Rail Enterprise with the authority to plan, construct, maintain, repair, and operate a high-speed rail system; acquire rail corridors; and coordinate the development and operation of publicly funded passenger rail systems in the state.

As the third most populous state in the country with a \$1.5 trillion economy, Florida has experienced tremendous growth in people and goods over the last few decades. Florida's economy

## Nomination for Surface Transportation Board Passenger Rail Advisory Committee Membership

and population continue to grow, and having modal choices for intercity travel is crucial to ease congestion and accommodate the continued increase in demand for travel. Intercity passenger rail must be part of this solution. With the unique geography and mixed characteristics (urban and rural) of Florida, as well as being home to over 22 million residents and visited by nearly 138 million people annually, FDOT offers a comprehensive perspective to support the mission of PRAC while keeping the interests of passengers, carriers, and the public under consideration.

Florida's rail network spans 3,858 miles, including 136 miles of state-owned rail lines, two Class I railroads – CSX (headquartered in Florida) and Norfolk Southern, one Class II RR – FEC, and 23 Class III/Shortlines. The state is also home to two commuter rail operations, two long-distance Amtrak routes, and the privately-operated Brightline service from Miami to Orlando. As the southern end of two long-distance Amtrak routes, Florida is well aware of the challenges related to intercity passenger rail service efficiency, on-time performance, and service frequency.

FDOT's involvement in passenger and freight rail includes ownership of two rail corridors: the 61-mile Central Florida Rail Corridor (CFRC) and the 71-mile South Florida Rail Corridor. These corridors support commuter rail, intercity rail, and freight rail service. FDOT provides project development, design, construction, operations (including dispatch), and maintenance to the CFRC. As the owner of these rail corridors, addressing issues related to the interaction between the passenger and freight operators is a regular occurrence.

FDOT is Florida's designated State Rail Transportation Authority. The Bipartisan Infrastructure Law provides Florida with a transformational opportunity to collaborate with Federal partners and other stakeholders to help realize its statewide vision for passenger rail through the Corridor Identification and Development Program and the Federal-State Partnership for Intercity Passenger Rail. In fact, the Federal Railroad Administration awarded Corridor ID funds to develop service development plans for the Jacksonville-Orlando-Miami Corridor and the Miami-Orlando-Tampa Corridor. Ms. Holland is on point to work with public and private partners, and systematically enhance the statewide passenger rail system to assure its continued and increased availability to meet current and future statewide mobility needs, while ensuring proper maintenance and safety.

As a state involved in various passenger rail activities, we represent diverse stakeholder interests in the rail industry; and FDOT qualifies for nominations in multiple categories. As such, Ms. Holland is open to representing stakeholder interests on the PRAC in the following priority order, depending on the needs of the Surface Transportation Board.

- A state that provides funding for intercity passenger rail (FDOT provides funding for the FEC/Brightline corridor improvements),
- Commuter rail operator whose operations use facilities owned and/or utilized by (i) Amtrak, (ii) other intercity passenger rail operators, or (iii) rail freight operators (FDOT owns and operates SunRail. Amtrak shares track and a number of stations. CSX also operates on the Central Florida Rail Corridor.),

## Nomination for Surface Transportation Board Passenger Rail Advisory Committee Membership

- At-large representative with relevant experience (Ms. Holland has extensive industry experience as demonstrated in this letter and her resume).

Having had the privilege of working closely with Kim, I have witnessed her unwavering commitment to advancing the efficiency, safety, and sustainability of rail transportation systems. Her comprehensive understanding of the industry's challenges and opportunities, coupled with a passion for innovation, positions her to be a valuable asset on the committee.

While this nomination letter clearly shows Ms. Holland's exceptional expertise and transportation experience, please also know she has a deep-rooted passion for serving communities and collaborating with a multitude of partners. She affirms her availability and willingness to serve on the PRAC, if chosen. She understands that committee members are expected to serve a three-year term. She also understands the commitment to participate in meetings scheduled as required by the PRAC charter.

Thank you for the consideration of Assistant Secretary Holland's nomination. She may be contacted at 850-755-7595 or [Kim.Holland@dot.state.fl.us](mailto:Kim.Holland@dot.state.fl.us). I am convinced that her inclusion in the PRAC will greatly benefit our collective efforts to shape the future of the rail industry.

Sincerely,

A handwritten signature in black ink, appearing to read 'JWP', with a stylized flourish at the end.

Jared W. Perdue, P.E.  
Secretary



# Kimberly A. Holland, P.E.

## Assistant Secretary of Strategic Development

Florida Department of Transportation  
605 Suwannee Street  
Tallahassee, FL 32399-0450  
kim.holland@dot.state.fl.us  
Phone: 850-414-5235 | Cell: 850-755-7595

## Professional Summary

Ms. Kim Holland is a transportation executive committed to advancing the transportation industry through visionary leadership, transformative solutions, and effective collaboration. As the Assistant Secretary of Strategic Development at the Florida Department of Transportation, she is responsible for guiding the strategic direction and multimodal investments in the state across all modes of transportation to provide a safe transportation system that ensures the mobility of people and goods, enhances economic prosperity, and preserves the quality of our environment and communities.

Prior to joining FDOT, Kim spent 28 years in the private sector ranks of the engineering and consulting business, and she ultimately rose to the position of Executive Vice President leading national cross-sector markets including Transportation, Federal, and Construction Management. At FDOT, she utilizes her diverse infrastructure engineering experience to guide Florida's most impactful investments through policies, plans, programs, projects, and partnerships. In her current role on the FDOT Executive Team, Kim oversees statewide planning and multimodal development, and she also serves as the acting Executive Director of the Florida Rail Enterprise (FRE). She is working with public and private partners, to systematically enhance the statewide passenger rail system to assure its continued and increased availability to meet current and future statewide mobility needs, while ensuring proper maintenance and safety. She actively collaborates with the Florida Transportation Commission on the Florida Rail Enterprise Five Year Work Program. She is also leading FDOT's efforts to strengthen partnerships with rail providers (Amtrak, Brightline, CSX, Norfolk Southern, FEC, and 23 Class III railroads) and to chart the strategic direction for an integrated multimodal transportation network. Kim is at the center of discussions with Brightline and the Central Florida communities to extend privately funded and operated intercity passenger rail in Florida.

Having served on the Florida Chamber Board of Directors, including various leadership roles, and the Dean's Leadership Council at the University of North Florida's (UNF) School of Engineering, Kim is intimately familiar with the noble responsibilities and commitments associated with serving on advisory committees. She currently serves as a voting member of the AASHTO Transportation Policy Forum.

## Education and Certifications:

- *University of Florida, Bachelor of Science, Civil Engineering (Graduated Valedictorian of Civil Engineering Class)*
- *Registered Professional Engineer, Florida*
- *Registered Professional Engineer, Georgia*
- *LEED Accredited Professional*

## Professional Affiliations and Industry Leadership

- *Voting Member, AASHTO Transportation Policy Forum*
- *Chair Finance Committee (former), Chair Investment Committee (former), Board of Trustees Foundation (former), Florida Chamber.*
- *Chair NE Florida Chapter (former), Design-Build Institute of America (DBIA).*
- *Leadership Florida, Class 41*
- *Dean's Leadership Council (former), The University of North Florida's (UNF) School of Engineering.*



## Current FDOT Experience

**Rail Policy and Investment Strategies.** In her dual roles as Assistant Secretary and Acting Executive Director of the Florida Rail Enterprise, Ms. Holland is spearheading the rail system vision in Florida that supports moving people and goods to enhance its communities and provide for a resilient supply chain. She is ensuring that Florida's 3,858 miles of rail network, including 136 miles of state-owned rail lines, two Class I railroads – CSX and Norfolk Southern, one Class II RR – FEC, and 23 Class III/Shortlines, are integrated with other modes to fulfill that unified vision. Under Kim's leadership, the Florida Rail Enterprise has the legislative authority to plan, construct, maintain, repair, and operate a high-speed rail system; acquire rail corridors; and coordinate the development and operation of publicly funded passenger rail systems in the state. She provides statewide governance for all passenger rail projects, addresses liability risks associated with state-owned passenger rail corridors, and works with communities affected by increased freight rail traffic resulting from routing modifications. Under her leadership, the Department recently updated the Rail System Plan, and she is currently working on developing a Rail Strategy Action Plan to assess organizational needs, identify legislative priorities, and unify all rail partners to get behind the One Florida approach to advancing both passenger and freight rail in the state; while leveraging federal, state, local and private funding opportunities. In Department's FY25-FY29 Tentative Work Program, \$788.5M is programmed for rail projects using funding from the Strategic Intermodal System, Florida Rail Enterprise, and other programs.

**Freight and Rail Office Oversight.** As the Assistant Secretary she also oversees the Freight and Rail Office which invests in rail capacity and promotes safe rail operations. The core rail functions of the office include developing rail related policies, procedures, plans, and standards including the Rail System Plan and the Highway-Rail Grade Crossing State Action Plan; managing the rail capacity program; administering the Rail Crossing Opening & Closure Program; conducting rail safety outreach through the Operation Lifesaver Program; performing Rail Safety Inspections; conducting Rail-Highway Crossings Inventory; implementing Operation STRIDE (Statewide Traffic and Railroad Initiative using Dynamic Envelopes); conducting research on rail safety, operations and technology; and conducting partner and community engagement.

**Rail Safety.** Kim is leading Department efforts to elevate rail safety. Notably, FDOT employs rail inspectors to supplement efforts of the Federal Railroad Administration. Recently, FDOT partnered with Brightline on a RAISE grant to address safety concerns on the corridor used for new intercity service and has developed a safety pilot in Indian River County. Kim aims to revamp these efforts and, through private sector partnerships, explore ways to leverage technological innovations and develop new standards and approaches for higher-speed intercity passenger rail safety. In the past 10 years, FDOT has implemented 818 safety improvement projects totaling \$92M. These investments have reduced the total number of crashes by 49% and reduced fatality crashes by 69%. Kim is developing a rail safety coalition to achieve Target Zero.

**Passenger Rail Development.** FDOT supports the development and operations of two critical commuter rail corridors, and partners with Amtrak and Brightline to advance intercity passenger rail service. Significant infrastructure investments have been made to the state-owned commuter rail corridors, which are also used by intercity passenger and freight rail. The Department is the primary funding partner of Tri-Rail, operated by the South Florida Regional Transportation Authority (SFRTA), which links Miami, Fort Lauderdale, and West Palm Beach. Tri-Rail service began in 1989 and serves 18 stations. SunRail commuter rail extends from DeBary to Poinciana via Orlando, with an extension underway to Deland. Extensions to Orlando International Airport and Haines City are being studied. SunRail service began in 2014 and currently serves 16 stations. SunRail was developed and constructed by FDOT and is currently operated by the Department as well. FDOT has recently received two Corridor ID awards, and efforts to negotiate Brightline's lease of the I-4 corridor are intertwined with Central Florida's proposed Sunshine Corridor that would accommodate intercity and commuter rail. Kim is also ensuring that Florida passenger rail efforts are coordinated with other southern states through the Southeast Corridor Commission.

**Freight Rail Development.** Kim and her team are also making strategic investments with private sector freight rail partners (Class I, Class II, and Class III) to advance the state rail vision and performance. This includes capacity funding (with demonstrated public benefit) to Florida's freight railroads that are privately owned and operated. Through the Strategic Intermodal System and Florida Rail Enterprise, FDOT enhances rail capacity, partners to support federal grant pursuits, and makes key investments supporting elimination of at-grade crossings and diversion of freight rail traffic from passenger rail corridors. While Kim is positioning the Department to capitalize on federal funding opportunities, she is also developing strategies to reduce potential disputes that may arise between passenger rail carriers and freight rail hosts.

# United States Senate

WASHINGTON, DC 20510-0908

January 30, 2024

The Honorable Martin Oberman  
Chairman  
Surface Transportation Board  
395 E Street SW  
Washington, D.C. 20423

Dear Chairman Oberman:

We write in support of adding at least one qualified Floridian to serve on the Surface Transportation Board (STB) Passenger Rail Advisory Committee (PRAC) as a voting member.

Florida has a rich history of passenger rail dating back to Henry Flagler. We developed two state-owned regional commuter rail systems, we have four urban rail systems, and Amtrak provides long distance intercity passenger rail service. And, of course, our Class I, Class II, and Class III freight railroads play a critical role in Florida's supply chain by producing \$83 billion value-added economic impact and supporting 1.1 million jobs.

With Florida's continued population and tourism growth, passenger rail will be an integral part to improve mobility in the state - connecting residents with jobs, bringing visitors to vacation destinations, and providing new, efficient and safe travel options while enhancing economic prosperity and preserving the quality of our environment and communities. Given Florida's extensive experience with developing and operating passenger rail services, STB would greatly benefit from having a representative from Florida on the PRAC.

We ask for your full and fair consideration of adding at least one Floridian to serve on the PRAC.

Sincerely,



Marco Rubio  
U.S. Senator



Rick Scott  
U.S. Senator

**Congress of the United States**  
**U.S. House of Representatives**  
**Washington, DC 20515-0904**

January 29, 2024

Chairman Martin J. Oberman  
Surface Transportation Board  
395 E Street, S.W.  
Washington, D.C. 20423

Dear Chairman Oberman,

I write to support your full consideration of FDOT Assistant Secretary Kim Holland for the role of at-large representative on the Surface Transportation Board – Passenger Rail Advisory Committee (PRAC). As a dedicated and accomplished individual, Assistant Secretary Holland possesses the qualities and expertise that would make a significant contribution to the committee's mission and objectives.

Starting her career in the private engineering and consulting business, Kim served as an Executive Vice President leading national cross-sector markets including Transportation, Federal, and Construction Management. Kim has more than 28 years of diverse infrastructure engineering experience and joined the Florida Department of Transportation in 2023 as the Assistant Secretary of Strategic Development. She is responsible for Intermodal Systems Development, including seaports, rail, transit, airports, the Florida Rail Enterprise, and Policy and Planning. Her main responsibility as Assistant Secretary is to promote the development of transportation alternatives for all modes and assist local governments in the planning and development of a statewide multimodal transportation system and its individual components.

In her current role at FDOT, Kim oversees the Florida Rail Enterprise as acting Executive Director, the Rail and Freight Office, and FDOT-owned rail corridors. Kim has proven leadership in her oversight of Florida's 3,858 miles of rail network, coordinating statewide rail policy, planning, and funding for this vital asset supporting the State's economy and mobility.

I am confident in Kim's ability to actively contribute to the committee's goals and foster meaningful collaboration among its members while representing the State of Florida. Her dedication to excellence and passion for enhancing rail transportation align perfectly with the committee's objectives. Her inclusion in the PRAC would be a great benefit to our collective efforts to shape the future of this crucial industry.

Sincerely,

  
John H. Rutherford  
Member of Congress

**Robert B. Ledoux, Esquire**  
**Senior Vice President,**  
**General Counsel & Corporate Secretary**

January 25, 2024

Chairman Martin J. Oberman  
Surface Transportation Board  
395 E Street S.W.  
Washington, DC 20423

Reference: Support Letter for Surface Transportation Board (STB) Passenger Rail Advisory Committee Membership (PRAC) Nomination

Dear Chairman Oberman:

On behalf of Florida East Coast Railway (FEC), I am pleased to write this letter of support for Ms. Kim Holland's nomination to serve on the STB PRAC as a voting member. As FDOT's Assistant Secretary of Strategic Development, Kim works closely with FEC on transportation policy issues of statewide importance. She also coordinates Work Program review, performance of passenger rail and freight rail operations, infrastructure initiatives and barriers, potential conflicts between passenger rail carriers and freight railroads, legislative priorities, and regulatory processes related to both freight rail and intercity passenger rail.

Ms. Holland is a highly competent and nationally recognized leader in the transportation industry and is committed to advancing rail in Florida. Her deep understanding of both public and private sector objectives and motivations allows her to work seamlessly with the passenger and freight rail partners and develop solutions to move Florida Forward. FDOT is developing initiatives to improve rail safety and create new rail standards to elevate the industry. Kim Holland is leading the charge for the state.

We have a rich history of rail in the state dating back to the Henry Flagler days. Given our extensive experience with regulatory, policy, capacity, safety, liability, funding, and performance issues with the freight rail industry on a regular basis, I strongly believe that STB will greatly benefit from having a representative from Florida on the PRAC. I am confident that Kim will be an excellent addition to the PRAC, and I fully support her nomination.

Thank you for considering Ms. Holland's nomination. If you have any questions regarding this letter of support, please feel free to contact me at 904-614-0400 or [robert.ledoux@fecrwy.com](mailto:robert.ledoux@fecrwy.com)

Sincerely,



Bob Ledoux  
SVP, General Counsel & Corporate Secretary



January 25, 2024

Chairman Martin J. Oberman  
Surface Transportation Board  
395 E Street S.W.  
Washington, DC 20423

Reference: Support Letter for Surface Transportation Board (STB) Passenger Rail Advisory Committee  
Membership (PRAC) Nomination

Dear Chairman Oberman,

On behalf of Florida East Coast Industries, I am pleased to write this letter of support for Ms. Kim Holland's nomination to serve on the STB PRAC as a voting member.

Florida East Coast Industries (FECI) is the former parent company to Florida East Coast Railway and is an affiliate of Brightline Florida and Brightline West.

As the Florida Department of Transportation's Assistant Secretary of Strategic Development, Ms. Holland works closely with FECI and Brightline on transportation policy issues of statewide importance, including performance of passenger and freight rail operations, the introduction of commuter rail service on the shared corridor, infrastructure initiatives and barriers, legislative priorities, and regulatory processes.

Ms. Holland is a highly competent and nationally recognized leader in the transportation industry and is committed to advancing passenger rail in Florida. Her deep understanding of both public and private sector objectives and motivations allows her to work seamlessly with the passenger rail and freight rail partners and develop solutions to move Florida forward.

Given both Brightline's and my own extensive experience with developing and operating passenger rail services, including regulatory, policy, capacity, safety, liability, funding, and performance issues on a regular basis, I am confident that STB will greatly benefit from having a representative from FDOT as a member of the PRAC. Ms. Holland will be an excellent addition to the PRAC, and I fully support her nomination.

Thank you for considering Ms. Holland's nomination. If you have any questions regarding this letter of support, please feel free to contact me at 904-996-2812 or [husein.cumber@feci.com](mailto:husein.cumber@feci.com).

Sincerely,

A handwritten signature in blue ink, appearing to read "Husein Cumber", is written over a horizontal line.

Husein Cumber  
Chief Strategy Officer



February 1, 2024

The Honorable Martin J. Oberman  
Surface Transportation Board  
395 E Street, S.W.  
Washington, DC 20423-0001

Re: Docket No. EP 774 (Sub-No.1)

Dear Chairman Oberman,

I am writing to express CSX's support for Kim Holland's nomination to serve as a member of the Surface Transportation Board's ("Board") newly formed Passenger Railroad Advisory Committee ("PRAC").

Ms. Holland's 28 years of work in transportation planning, policy, and infrastructure engineering more than qualify her to be a valuable addition to the PRAC. In her work for the Florida Department of Transportation, she is responsible for statewide planning and development of Florida's multimodal transportation network, including highways, seaports, rail, transit, airports, and spaceports. Her role over all modes gives her the ability to consider issues from a broader perspective, facilitate smooth intermodal/multimodal connections and foster strong partnerships.

If you have any questions please contact me.

Sincerely,

A handwritten signature in black ink, appearing to read "Tom Livingston", is written over a light blue horizontal line.

Tom Livingston  
Vice-President – Government & Community Affairs  
CSX Transportation, Inc.



136 S. Bronough Street  
Tallahassee, FL 32301  
Phone: (850) 521-1200  
Fax: (850) 521-1203

[www.floridachamber.com](http://www.floridachamber.com)

January 24, 2024

Chairman Martin J. Oberman  
Surface Transportation Board  
395 E Street S.W.  
Washington, DC 20423

Reference: Support Letter for Surface Transportation Board (STB) Passenger Rail Advisory Committee Membership (PRAC) Nomination

Dear Chairman Oberman,

On behalf of the Florida Chamber of Commerce, I'm pleased to write this letter of support for Ms. Kim Holland's nomination to serve on the STB PRAC as a voting member. Immediately prior to serving as FDOT's Assistant Secretary of Strategic Development, Kim served on the Florida Chamber Foundation's Board of Trustees from 2018 to 2023. At the Florida Chamber, we believe strategic investment in infrastructure is key to meeting the demands of Florida's growing population and tourism. To accommodate this growth, all different types of infrastructure including railways are vital to helping attract business and talent to Florida.

Ms. Holland is a highly competent and nationally recognized leader in the transportation industry and is committed to providing various infrastructure and mobility solutions in Florida. Her deep understanding of both public and private sector objectives and motivations allows her to work seamlessly with our transportation partners. Given our continued population and tourism growth, passenger rail must be an integral part of our strategy to enhancing mobility - connecting residents with jobs, bringing visitors to vacation destinations, and providing new, safe, and sustainable travel options while enhancing economic prosperity and preserving the quality of our environment and communities.

Given our extensive experience in promoting economic growth and infrastructure development in Florida, I strongly believe STB will greatly benefit from having a representative from Florida on the PRAC. I'm confident that Kim will be an excellent addition to the PRAC, and I fully support her nomination.

Thank you for considering Ms. Holland's nomination. If you have any questions regarding this letter of support, please feel free to contact me at 850-521-1209 or [mwilson@flchamber.com](mailto:mwilson@flchamber.com).

Sincerely,

A handwritten signature in blue ink, appearing to read "Mark Wilson", written over a light blue horizontal line.

Mark Wilson  
President & CEO



**SOUTH FLORIDA  
REGIONAL  
TRANSPORTATION  
AUTHORITY**

801 NW 33rd Street | Pompano Beach, Florida 33064 | P 954-942-7245 | F 954-788-7961 | [www.sfrta.fl.gov](http://www.sfrta.fl.gov)

January 24, 2024

Chairman Martin J. Oberman  
Surface Transportation Board  
395 E Street S.W.  
Washington, DC 20423

**RE: Support Letter for Surface Transportation Board (STB) Passenger Rail Advisory Committee  
Membership (PRAC) Nomination**

Dear Chairman Oberman,

On behalf of the South Florida Regional Transportation Authority/Tri-Rail, I am pleased to write this letter of support for Ms. Kim Holland's nomination to serve on the STB PRAC as a voting member. FDOT works closely with Tri-Rail on transportation policy issues related to the South Florida Rail Corridor, including performance of passenger, commuter, and freight rail operations on the corridor, infrastructure initiatives and barriers, legislative priorities, and regulatory processes.

Ms. Holland is a highly competent and nationally recognized leader in the transportation industry and is committed to advancing passenger rail in Florida. Her deep understanding of both public and private sector objectives and motivations allows her to work seamlessly with the passenger, commuter, and freight rail partners and develop solutions to move Florida forward.

Given our extensive experience with developing and operating commuter rail services, and dealing with regulatory, policy, capacity, safety, liability, funding, and performance issues on a regular basis; I strongly believe that STB will greatly benefit from having a representative from Florida on the PRAC. I am confident that Kim will be an excellent addition to the PRAC, and I fully support her nomination.

Thank you for considering Ms. Holland's nomination. If you have any questions regarding this letter of support, please feel free to contact me at 954-788-7926 or [dechd@sfrta.fl.gov](mailto:dechd@sfrta.fl.gov).

Sincerely,

David W. Dech  
Executive Director



## *Florida Department of Transportation*

**RON DESANTIS**  
GOVERNOR

719 South Woodland Boulevard  
DeLand, Florida 32720

**JARED W. PERDUE, P.E.**  
SECRETARY

January 24, 2024

Chairman Martin J. Oberman  
Surface Transportation Board  
395 E Street S.W.  
Washington, DC 20423

Reference: Support Letter for Surface Transportation Board (STB) Passenger Rail Advisory Committee Membership (PRAC) Nomination

Dear Chairman Oberman,

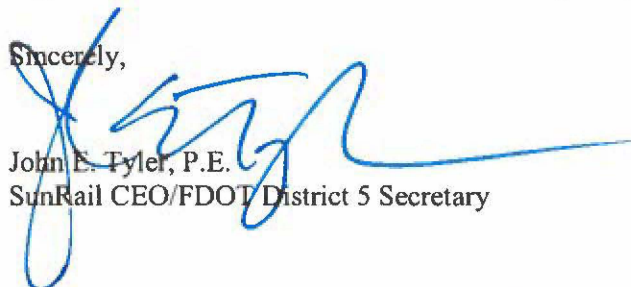
On behalf of SunRail and the Florida Department of Transportation's District 5, I am pleased to offer this letter of support for Ms. Kim Holland's nomination to serve on the Surface Transportation Board Passenger Rail Advisory Committee as a voting member. As FDOT's Assistant Secretary of Strategic Development, Kim works closely with SunRail on transportation policies as they relate to the Central Florida Rail Corridor, including performance of passenger, commuter, and freight operations, infrastructure initiatives, legislative priorities, and regulatory processes.

Ms. Holland is a highly respected and nationally recognized leader in the transportation industry and is committed to advancing passenger rail throughout our state. A deep understanding of both public and private sector objectives allows her to work seamlessly with the passenger, commuter, and freight rail partners while developing solutions to move Florida forward.

With a wealth of experience in developing and managing commuter rail services, along with a dedicated focus on regulatory, policy, safety, funding, and performance objectives, I am firmly convinced that the addition of a representative from Florida to the PRAC would be highly advantageous for STB. I have full confidence that Kim, with her expertise, would be an outstanding asset to the PRAC, and I wholeheartedly endorse her nomination.

Thank you for considering Ms. Holland's nomination. If you have any questions regarding this letter of support, please contact me at 386-943-5474 or [john.tyler@dot.state.fl.us](mailto:john.tyler@dot.state.fl.us).

Sincerely,

  
John E. Tyler, P.E.  
SunRail CEO/FDOT District 5 Secretary



January 26, 2024

Chairman Martin J. Oberman  
Surface Transportation Board  
395 E Street S.W.  
Washington, DC 20423

Subject: Support Letter for Surface Transportation Board (STB) Passenger Rail Advisory  
Committee Membership (PRAC) Nomination

Dear Chairman Oberman,

On behalf of the AN Railway, the Bay Line Railroad, the First Coast Railroad, and the Alabama & Gulf Coast Railway, I would like to inform you of the support of these four Class III railroads serving Florida for Ms. Kim Holland's nomination to serve as a voting member of the STB PRAC.

FDOT works with all Florida railroads on transportation policy issues of statewide importance, including performance of freight rail operations, railroad and public safety, infrastructure initiatives, legislative priorities, and regulatory issues.

In her capacity at FDOT, Ms. Holland has shown great competence and leadership of an excellent team that is second to none in the transportation industry. She has demonstrated a commitment to advancing passenger and freight rail in Florida and has respect and appreciation for both public and private sector stakeholders and their objectives. This allows her to work in an unbiased way with railroads to develop solutions for the good of Floridians. Ms. Holland is leading efforts at FDOT to develop initiatives that improve rail safety and create new rail standards for the industry.

Our railroads believe that Ms. Holland would be a great addition to the STB PRAC to serve and represent Florida, which is why we support her nomination.

Thank you for your consideration and please don't hesitate to contact me if you have any questions at (904) 352-9377 or [joe.arbona@gwrr.com](mailto:joe.arbona@gwrr.com).

Sincerely,

Joe Arbona  
Assistant Vice President

Joseph N. Debs, PE  
2412 Red Oak Dr  
Jacksonville, FL 32211  
(904) 307-7004  
[Josephdebs@TheDebsStore.com](mailto:Josephdebs@TheDebsStore.com)

January 26, 2024

Chairman Martin J. Oberman  
Surface Transportation Board  
395 E Street S.W.  
Washington, DC 20423

Reference: Support Letter for Surface Transportation Board (STB) Passenger Rail Advisory Committee Membership (PRAC) Nomination

Dear Chairman Oberman,

I am pleased to provide this letter of support for Ms. Kim Holland's nomination to serve on the STB PRAC as a voting member. Her technical qualifications, work experience, leadership skills, and unwavering commitment to mission success will make her an excellent Committee member.

Background with Ms. Holland

I recently retired as Board Member and Executive Vice President for RS&H, one of the nation's leading infrastructure consulting firms, where Ms. Holland and I played instrumental roles in evolving Florida's multi-modal transportation system as partners for over twenty years. Ms. Holland served in many leadership roles for our firm, as Project Manager, Department Manager, Office Manager, Regional Director and ultimately Executive Vice President of Strategy across practice lines of aviation, transportation, and construction. She represented the firm externally on an exceptional level serving in leadership positions such as the Florida Chamber's Board of Trustees, the University of North Florida's Dean Leadership Council, Leadership Florida, Leadership Jacksonville Board of Directors, and others.

Her Role FDOT's Assistant Secretary of Strategic Development

Selected to serve as FDOT's Assistant Secretary of Strategic Development in 2023, Ms. Holland is now responsible for statewide planning and development of Florida's extensive multi-modal

network including highways, seaports, rail, transit, airports, and spaceports. When I learned of her selection, I was excited for the State of Florida as I knew Ms. Holland's passion and collaborative style combined with her background in each mode would be of great benefit to the State. In discussions since, I can attest to her passion and commitment to advance Florida's already strong multi-modal planning approach to an even greater level. She has been tireless in meeting with representatives from all modes from every corner of the State, advocating for greater opportunities through collaboration, strategic planning, leveraging technology. At the same time, Ms. Holland is focused on ensuring future infrastructure plans serve the needs of all residents in the State in addition to businesses and visitors.

In her role as Assistant Secretary, Ms. Holland leads the Florida Rail Enterprise which has the role of planning, constructing, maintaining, repairing, and operating high-speed rail systems; acquiring rail corridors; and coordinating the development and operation of publicly funded passenger rail systems in the State. She champions FDOT's efforts to strengthen partnerships with rail providers (Amtrak, Brightline, CSX, Norfolk Southern, FEC, and 23 Class III railroads). She has been at the center of discussions with Brightline and the Central Florida communities to extend privately funded and operated intercity passenger rail in the State.

Ms. Holland also currently serves as a voting member of the AASHTO Transportation Policy Forum. In this role, she continues to utilize her board and committee experience in effectively providing information, advice, and guidance to this national Board.

#### Importance of Florida in National Passenger Rail Advocacy Discussion

Florida represents the nation's third most populous state, growing rapidly in recent years and placing increasing stress on all modes in the State. Our extensive rail system is being presented with some of the most significant and challenging policy issues of all modes. The State has a rail network of over 3,500 miles which includes 136 miles of state-owned lines, two Class I, one Class II, and 23 Class III/Shortline freight rail lines. We are also home to two commuter rail operations, two long-distance Amtrak routes, and the privately operated Brightline service from Miami to Orlando. In many cases, the freight and passenger operations occur in the same corridor with multiple operators each with growth demands on their operations. FDOT's direct involvement in passenger and freight rail includes ownership of two rail corridors, the 61-mile Central Florida Rail Corridor (CFRC) and 71-mile South Florida Rail Corridor. These corridors support commuter rail, intercity rail, and freight rail service.

As Florida's designated State Rail Transportation Authority, FDOT with Ms. Holland at the leadership role is designated to work with public and private partners to systematically enhance the statewide passenger rail and freight rail system assuring its continued and increased availability to meet current and future statewide mobility needs.

Personal/Professional Recommendation

When Ms. Holland left RS&H for the Assistant Secretary position with FDOT in 2023, her colleagues honored her for the role she played in developing so many careers and friendships during her twenty years of leadership at our firm. Ms. Holland is maybe the best professional I've had the opportunity to be associated with in terms of taking on a leadership opportunity and fully delivering on the mission. I have no hesitation in suggesting to the STB that Ms. Holland will be one of the most productive members of the PRAC should she be selected. Her professional background; her current FDOT Assistant Secretary leadership position engaging all reaches of private and public state transportation modes; the State of Florida's active and complex passenger rail landscape; and Ms. Holland's experience and commitment to Board and Committee service all make her an excellent candidate for the PRAC.

I am happy to answer any questions regarding my support for Ms. Holland and am available at (904) 307-7004 or [josephdebs@TheDebsStore.com](mailto:josephdebs@TheDebsStore.com).

Sincerely,



Joseph N Debs, PE  
President – The Debs Store

About Joe Debs

A professional engineer and business executive with forty-five years of practical, successful experience in building projects, communities, organizations, and companies. For forty years, he worked with RS&H, a leading infrastructure consulting firm serving in an Executive and Board position for over twenty years. Today, he splits time between consulting roles on projects, providing strategic advice to businesses and investing in the economic and social improvement of historically underserved communities. A common theme in all his current activities is improving the world of those he works with. He currently sits on the Board of Directors of two engineering firms (one in Florida, one in Virginia) and is President of Debs Store, a community initiative of delivering fresh foods and education/training to food deserts.