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February 5, 2024
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DB E.C.O. North America Inc. . Board of Managing Directors
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DB E.C.O. North America Inc.
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Attn: Brian O'Boyle
Surface Transportation Board
395 E Street SW
Washington, DC 20423

January 26th, 2024

Re: Nomination of Paul Lewis to the Surface Transportation Board's Passenger Rail Advisory Committee

Dear Mr. O'Boyle,

I am delighted to present this letter in support of Paul Lewis's nomination for an at-large position on the Surface Transportation Board's Passenger Rail Advisory Committee (PRAC). Paul's multifaceted expertise, honed through tackling complex transportation challenges globally and his in-depth engagement with rail policy, endows the Committee with a uniquely broad and insightful perspective. His readiness and commitment to contribute to the PRAC in a representative capacity further accentuate his suitability for this role. **Paul is willing and able to serve as a member of the PRAC, and he agrees to serve in a representative capacity thereon.**

Paul's educational foundation in Civil Engineering (B.S., Ohio Northern University) and Transportation (M.S., Massachusetts Institute of Technology) equipped him with a profound understanding of railroad planning, design, and the multifaceted technical hurdles encountered by the freight and passenger rail sectors. This solid technical base has been pivotal in conducting thorough analyses throughout his career, ensuring that his contributions to the PRAC will be informed by robust data and insights.

His professional journey includes 12 transformative years at the Eno Center for Transportation, where as Policy Director and Chief Financial Officer, he was instrumental in shaping the policy program and addressing critical transportation issues. This role saw him navigating a plethora of topics such as governance, the dynamics between public and private entities, infrastructure costs, and the integration of innovative technologies by public agencies. Paul's deep dive into federal policymaking nuances and key rail system challenges, like on-time performance, regulation, and shared infrastructure, equips him with valuable expertise for the PRAC.

Since January 2023, Paul has furthered his impact in the rail sector as a Principal at DB E.C.O North America, steering governance and project delivery initiatives. His work focuses on enhancing the efficiency, sustainability, and equity of passenger rail services by integrating global best practices,



leveraging Deutsche Bahn's legacy as Europe's premier railway operator. His dual perspective on U.S. operations and international benchmarks will be a significant asset to the PRAC.

The United States stands at a critical juncture in passenger rail development, with unprecedented federal investment opportunities juxtaposed against challenges in climate, safety, workforce, inter-state collaboration, and fiscal management. Crafting supportive policies requires innovative strategies, a commitment to building institutional capacity, fostering a culture of innovation, and effectively communicating stakeholder interests. Paul's extensive background positions him as a pivotal figure for guiding the PRAC's advisory efforts.

In conclusion, Paul Lewis embodies the ideal blend of technical acumen, strategic foresight, and policy expertise. His professional achievements demonstrate a consistent application of research to policy development, alongside the creation of innovative, pragmatic solutions. His passion for advancing the passenger and freight rail industries aligns with the collective benefits envisaged for all Americans. The inclusion of Paul's voice and expertise will undoubtedly enrich the PRAC.

Paul's contact information is as follows:

Paul Lewis
Principal, DB E.C.O. North America
Washington, DC
Paul.Lewis@db-eco.us
330-416-6925

Please do not hesitate to reach out with any questions.

Sincerely,
DB E.C.O. North America Inc.

 Digitally signed
by Ulrich Leister
Date: 2024.02.02
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Ulrich Leister
CEO

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David Hueffmeier
Date: 2024.02.02
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David Hüffmeier
CFO