



Texas Department of Transportation 307919

125 EAST 11TH STREET, AUSTIN, TEXAS 78701-2483 | 512.463.8588 | WWW.TXDOT.GOV ENTERED

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

Dear Mr. Oberman:

I write to nominate Jeffrey Davis to the Surface Transportation Board (STB) Passenger Rail Advisory Committee (PRAC). Mr. Davis serves as the Texas Department of Transportation's (TxDOT) Rail Division Director, where he manages statewide transportation planning for both freight and passenger rail.

One would be hard-pressed to find an individual as knowledgeable, well-rounded, and dedicated to issues of rail access and safety as Mr. Davis. In his role at TxDOT, he coordinates federal passenger rail programs and oversees the coordination of rail construction projects between federal, state, and local transportation entities. His experience working with the railroad industry on operations, regulatory compliance, and emergency response will ensure he is able to serve the PRAC's goals of improving efficiency, regulatory processes, and service for communities. Mr. Davis also directs the state's corridor ID program for passenger rail service and is a voting member of the State-Amtrak Intercity Passenger Rail Committee (SAIPRC).

Texas is home to a total of 10,539 miles of track, the most of any state. This includes freight rail, intercity passenger rail, and commuter and regional rail service. Mr. Davis is uniquely positioned to represent the needs of Texas' multi-faceted and growing rail landscape at a critical time for passenger rail, when we are seeing unprecedented public-private cooperation and investment across the country. Mr. Davis will bring his wealth of experience working throughout the industry in multiple different states to the PRAC – and will do so with a passion and thoughtfulness that I can personally attest to.

I believe the PRAC will be greatly enhanced with Mr. Davis as a member, and his experience and contributions will be integral in guiding the STB through this new era of passenger rail. I request and hope that you will select him for this important responsibility.

Sincerely,

Marc D. Williams, P.E.
Executive Director

Nomination of Jeffrey Davis to the Surface Transportation Board's Passenger Rail Advisory Committee (PRAC)

1) **Contact Information:**

- a. Jeffrey Davis
- b. Rail Division Director
- c. Texas Department of Transportation
- d. 125 E 11th ST, Austin, TX 78701
- e. 512-927-9648
- f. Jeffrey.Davis@txdot.gov
- g. TxDOT.gov

2) **Interest Candidate Will Represent:** The state of Texas

3) **Experience and Qualifications:** Texas Department of Transportation, Hulcher Services, JIMCO Integrated Services, TNW Corporation, New Orleans Public Belt Railroad, South Carolina Public Railways, CSX Transportation. Please see resume below for more details.

4) **Statement of Representation:** I, Jeffrey Davis, am willing to serve as a member of the PRAC.

5) **Statement of Representative Capacity:** I, Jeffrey Davis, agree to serve on the PRAC in a representative capacity.

JEFFREY D. DAVIS

704 Donelson Drive, McKinney, TX 75071 | 214.551.1704 | jeffdavisjr333@gmail.com

Experience

Texas Department of Transportation, Austin, TX
Director of Rail Division

11/2021 – Present

- Administer and manage the states rail division including the rail highway letting section, rail grade crossing section, planning and programming section, and rail safety section within the Texas Department of Transportation
- Responsible for the statewide transportation planning and studies for freight and passenger railroads
- Direct the development and implementation of the federally mandated State Rail Plan
- Oversee the planning, development, and coordination of rail construction projects with federal, state, county, municipal, and government transportation entities
- Identify and administer federal grant programs, including grants received from the Bipartisan Infrastructure Bill (IIJA)
- Direct and oversee the state corridor ID program for Amtrak passenger rail service from DFW to Oklahoma City
- Serve as the state's liaison on all rail related matters between state and federal governmental entities
- Oversee and direct \$50 million of the federal section 130 program for the improvement of highway rail grade crossings
- Direct the implementation of the states rail trespasser mitigation program
- Review, analyze, and appointed as the states subject matter expert and federal & state legislation
- Oversee the states ownership of a 400-mile short-line railroad with an international rail bridge/crossing between Mexico and the United States
- Direct and oversee the state rail investigators ensuring compliance with federal regulation for 3 class 1 railroads and 54 shortlines and the issuance of violations and monetary penalties for non-compliance
- Oversee the rail safety section having responsibility for the largest rail network in the United States with over 10,500 track miles, 5,26 rail bridges, and 15,000 grade crossings in Texas
- Direct the states rail grade crossing re-planking program
- Direct the implementation of the division's operating budget and preparation of the division's legislative appropriation request
- Establish division policies and oversee the administration of procedures and personnel

Hulcher Services, FT. Worth, TX
General Manager of Southwest Region

02/2021 – 11/2021

- Responsible for directing and coordinating the activities of the Operations, Environmental Remediation, Sales & Marketing, Estimating, Safety, and Mechanical Departments on a territory comprised of multiple divisions across several states
- Responsible for the emergency response of personnel and equipment to accident scenes on a 24/7/365 on call basis
- Responsible for the mitigation of accident scene emergency's and restoration of transportation infrastructure
- Responsible for staff recruiting, training, cross training, retention, including the management of time off program for union and non-union management employees
- Manage the safety program of each division to ensure compliance with federal, state, company regulations as well as overseeing incident and root cause investigations
- Managed the bid and estimating process to ensure profitability while remaining competitive in the market place
- Responsible for mechanical preventative maintenance program for each division
- Managed the proper utilization of assets, labor, and managers to maximize financial growth and profitability
- Regularly met with customers to ensure the understanding their needs and provide solutions

- Managed a large fleet of heavy equipment and associated D.O.T. regulations in operating and transporting such equipment, such as E-logs, hours of service, and permitting
- Appraised performance of union and non-union employees and administer Personal Developmental Plans when appropriate
- Prepared, implemented, and monitored proper allocation and scheduling of personnel in order to respond to customer needs in emergency and non-emergency basis
- Analyzed sales statistics to formulate strategy and to assist in promoting sales
- Assisted in developing and use of budget/fiscal and inventory control programs that maximize cost control and goal attainment for the company

JIMCO Integrated Services, Savannah, GA

09/2019 – 02/2021

Vice President – Rail (short-term consultant contract position)

- Responsible for day-to-day management of the supply chain including key vendor relationships, planning, procurement, logistics, and terminal operations
- Manage interchange of railcars with Class I partners to ensure fluidity of yard operations
- Forecast demand to guarantee resource requirements are met
- Responsible for the development of sales and operational planning to drive attainment of customer delivery, revenue, and margin targets
- Manage the supply of critical materials to all business units to ensure supply through accurate, real-time inventory management and continuous tracking of supplies
- Responsible for risk reduction measures through effective risk mitigation programs that focus on appropriate second source strategies
- Minimize variability, align logistics, and forecast demand planning and sourcing to ensure minimum financial impact and uninterrupted rail operations
- Oversee the communication of business performance against key performance indicators and associated metrics for production plan adherence, customer service, and inventory management

TNW Corporation, Dallas, TX

01/2017 – 09/2019

Chief Operating Officer

- Responsibilities included overall management of TNW's operating departments including transportation, engineering, mechanical, safety & training, service design, human resources, capital planning, logistics, regulatory affairs, information technology, and customer service for TNW's three railroads, three logistics centers, real estate holdings, and trucking company
- Developed policy, plans, and programs to ensure compliance with all regulatory bodies, including FRA, OSHA, EPA, FMLA, TCEQ, hazardous materials handling, and labor laws
- Oversaw the development and administration of TNW's capital and departmental budgets, including forecasting, staffing, equipment, material, and supplies; approved expenditures and implemented budgetary adjustments as appropriate and necessary
- Responsibility included overall hiring, training, managing, developing and disciplining staff as needed in accordance with company policy and retention of talent supporting culture of employee engagement
- Implemented company's emergency action plans and coordinated TNW's response to railroad accidents/incidents and to service emergencies/interruptions
- Lead acquisition and merger teams while being responsible for driving achievement of profitability, cash flow, and business goals and objectives
- Developed and measured the effectiveness of all internal/external performance and operating metrics, including Key Performance Indicators "KPIs" to ensure measurable safe and efficient operational performance while providing routine reporting and presentation to the company Board of Directors
- Worked closely with the CEO in the development, communication, and implementation of effective vision and growth strategies and strategic processes, including long- and short-term strategic goals and succession planning

- Lead and collaborated with high performance senior management team to develop and implement plans for the operational infrastructure of systems, processes, and personnel
- Oversaw the management of outsourced work performed by contractors, ensuring systems are in place to support a commitment to safety, high quality, cost effective service delivery, and maintenance of company assets in compliance with federal, state, and local governing regulations
- Responsible for the assets and employee safety and security, including physical plant and policies & procedures development

New Orleans Public Belt Railroad, New Orleans, LA
Chief Executive Officer

01/2013 – 01/2017

- Responsible for all railroad company business operations including business development and marketing strategies, operating and budget plans, short and long term, strategic plans, while ensuring adequate assets were secured and strategies to generate profitable growth were in place to meet operational and financial goals Ensured effective and efficient interchange between six Class I railroads in the critical New Orleans gateway
- Managed and ensured positive relationships between all customers, including Class I partners, local industries, and other interchange partners resulting in effective conflict resolution
- Directed the overall management and compliance of six unions and eight union agreements, including national and on-property contract negotiations and handling of discipline consistent with the collective bargaining agreements
- Actively pursued the acquisition of underutilized properties through lease, purchase, or public private partnership to expand NOPB infrastructure and footprint
- Appointed and managed the executive management team that conducts day to day management of the railroad, including transportation, engineering, mechanical, finance, safety, labor relations, and legal
- Represented the railroads interest within city government, while also in coordination with NOPB Commission set long term operational/financial strategies
- Developed and oversaw the administration of policies, procedures, practices and programs designated to ensure that employees properly perform their duties in compliance with regulatory requirements

South Carolina Public Railways, Charleston, SC
Executive Vice President & Chief Operating Officer

08/2007 - 12/2012

- Responsible for the railroad operating, maintenance, engineering and police departments directly managing five department managers with overall responsibility for safety, operations, track maintenance & construction, bridges, train traffic control, mechanical operations, customer service, service design, labor relations, facilities, law enforcement, and regulatory affairs
- Directed the administration of policies, procedures, practices, and programs designated to ensure that employees properly perform their duties in compliance with regulatory requirements
- Developed operating plans and budgets for existing and projected rail operations
- Directed the planning of preventative maintenance and construction of track, bridges, and track infrastructure
- Responsible for project management to include budget and scheduling for site development, building construction, track construction and maintenance, and equipment procurement and sales
- Responsible for all customer service functions including service design, evaluation, and customer communications, including working with Class I railroads
- Directed law enforcement functions to ensure employee and public safety including overseeing Class I and SCPR police Special Agents in joint trespasser mitigation activities
- Developed joint operational testing to include Class I trainmasters on SCPR and Class I properties
- Responsible for all labor relations issues including labor contract negotiations on property and at the national level and handling all disciplinary matters under the collective bargaining agreements from the on-property investigation to the labor appeals and administration arbitration remedy
- Successfully changed the safety culture to include over 1,500 days injury free

- Directly supervised 120 train and engine service employees in the safe and efficient handling of rail traffic in the large New Orleans, LA rail terminal while resolving daily resource issues and managing a operating expense budget
- Developed and implemented safety processes and communicated tactical plans for managing the local resources in order to achieve the operating plan within budget
- Lead investigator of all accident investigations to determine causal factors and respond to regulatory agencies inquiries
- Worked with customers to resolve issues and ensure on time delivery of freight while also serving on CSX interchange team working with local short line carrier to improve interchange

- Analyzed the collective bargaining agreements and developed interpretations of contract terms for labor agreements with recognized labor organization for CSX Locomotive Engineers and CSX Trainmen
- Advised senior management in the development and application of CSX policies and practices to ensure compliance with collective bargaining agreements
- Managed disciplinary process on behalf of CSX under the applicable labor agreements protecting CSX interests while ensuring compliance with the CBA
- Analyzed labor agreement terms and subject facts to prepare briefs of disputed agreement interpretations and disciplinary application for arbitration
- Proactively worked with operations and ensured the proper application of the collective bargaining agreements to avoid contract penalties and identify cost savings

Education

Southern Wesleyan University
Bachelor of Science in Business Management, Graduated Cum Laude

Professional Associations

- The State-Amtrak Intercity Passenger Rail Committee (SAIPRC) – Board Member
- American Association of State Highway and Transportation Officials – Executive Board Member on Innovation and Initiative Committee
- American Association of State Highway and Transportation Officials – Board Member on Cohort of Rail Transportation
- American Railway Engineering and Maintenance-of-Way Association