

NOMINATION FOR PASSENGER RAIL ADVISORY COMMITTEE

SURFACE TRANSPORTATION BOARD

FEBRUARY 5, 2024

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ALFRED BOYCE CRAIG, JR PE

1. Name, Position, and Business Contact Information

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TRANSDEV IS THE LARGEST OPERATOR OF PASSENGER RAIL SERVICES IN EUROPE AND ONE OF THE LARGEST PRIVATE RAIL AND TRANSIT OPERATORS IN THE UNITED STATES. TRANSDEV EMPLOYS 50,000 TRADE AND UNION EMPLOYEES IN THE US AND EUROPE. TRANSDEV PROVIDES OVER 2MM TRIPS PER YEAR ON RAIL PASSENGER SYSTEMS USING A VARIETY OF DELIVERY AND MANAGEMENT METHODS. THESE SYSTEMS REPRESENT EVERY VEHICLE AND PROPULSION SYSTEM CURRENTLY IN OPERATION, INCLUDING BATTERY, HYDROGEN AND HYBRID DIESEL ELECTRIC SYSTEMS. ESSENTIALLY EVERY METHOD OF PROJECT DELIVERY, SYSTEM MANAGEMENT AND CONTRACTING IS USED.

ALFRED BOYCE CRAIG, JR PE

BOARD CHAIR, ASSOCIATION OF INNOVATIVE PASSENGER RAIL OPERATORS

WASHINGTON, DC.

AIPRO IS A PRIVATE ASSOCIATION OF LABOR (BRS, BMW, AFL-CIO) AND PRIVATE CORPORATIONS (Transdev, Keolis, RATPDev, Herzog, and McGraw Construction).

2. Representative from a Rail Passenger Advocacy Organization

AS AIPRO BOARD CHAIR, THE POSITION SOUGHT IS THE 3 YEAR TERM FOR PASSENGER RAIL ADVOCACY ORGANIZATION. HOWEVER, THE ADDITIONAL BENEFIT BROUGHT IS THE ADVANCED UNDERSTANDING OF INNOVATIVE AND ACCELERATED PROJECT DELIVERY PROCESSES FOR NEPA AS AN EXPERT IN THE PLANNING, FINANCING, IMPLEMENTATION AND OPERATION OF SYSTEMS. THE CANDIDATE HAS NATIONAL EXPERTISE ON PROJECT DELIVERY AND ACCELERATED OBLIGATION OF FUNDING FOR TRANSPORTATION PROJECTS.

AIPRO is a private association made up of Labor (BRS, BMW, AFL-CIO) and private corporations (Transdev, Keolis, RATPDev, Herzog, and McGraw Construction). The Class 1 railroads providing access to private operators, other than AMTRAK, are ex officio members. The mission of AIPRO is to promote privatization, as an alternative, to passenger rail operations for agencies, state government. AIPRO's focus is on private service delivery as can be applied to commuter rail operators considering contracting any of the needed services. As Board Chair, and one of the founding members, my direction setting for AIPRO is to promote alternative and complementary delivery and operational approaches to conventional providers. We are promoting and developing mitigating efforts to private delivery of rail services. This is a collaborative industry driven methodology to the AMTRAK only model. Alternative delivery of services and private investment similar to the Brightline model is a primary objective. Creativity in finance, project development (NEPA) and project delivery are a particular focus.

Rail Safety and Rail Crossing Innovation is also a focus of AIPRO and its member companies. Representing many union laborers and constructions, AIPRO members have provided advice and counsel on implementation of the Bi-Partisan Infrastructure Bill, especially focusing on accelerated distribution and obligation of funds and innovative leverage of federal and private funding. When the Bi Partisan Infrastructure Bill passed, I worked extensively with FRA leadership on accelerating the obligation of funds for grade crossings. This meant early successes as well as significant safety improvements for communities served by Class 1 railroads and commuter systems.

Representatives with relevant experience (including, but not limited to, individuals involved in the design or construction of passenger rail equipment or infrastructure, in the provision of passenger rail analytic or consulting services, in transportation planning, or in transportation-related public policy work)

3. Experience Summary of the Candidate's Experience and Qualifications

Professionally, my experience in third party administration of projects, public and private, is extensive. USEPA was my first employer after engineering school at Duke. Much of that experience included government contracting and procurement as well as transportation facility environmental remediation, including Brownfields reuse. Following my tenure at USEPA, I spent a decade working with the capital markets arranging capital for leveraged real estate and environmental projects. This led to a 24-year career at Parsons Brinckerhoff/WSP developing alternative finance and delivery methodologies,

including integration of constructability with NEPA accelerated delivery. I was engaged in many design bid build, finance, and operations and maintenance programs. This included financing efforts on behalf of statewide and regional rail clients. These projects included interfacing with federal NEPA approval agencies as well as FHWA, FRA and FTA capacity enhancement and New Starts projects.

The integration of the accelerated/integrated NEPA delivery and project development approach led to the Obama Administration funding of the Cleveland/Columbus/Cincinnati (3C+D) corridor development in Ohio. I was responsible for developing the scope, delivery, NEPA approval and costing of this program. It led to federal aid programs in Ohio. Unfortunately, this funding was returned to FRA by Gov. Kasich. However, the project capacity enhancements and NEPA strategy proposed resulted in a Finding of No Significant Impact (FONSI) for a \$550MM (2012 \$US) intercity rail project, which is again under consideration through the FRA CID efforts.

This approach was similarly advanced for rail projects in California, North Carolina, Florida and Illinois.

AIPRO; Board Chair and Founding Member

CEO, The Purple Line, (\$3.5B); Suburban Maryland: Largest P3 transit project in the US.

CEO, Cincinnati Streetcar Development Partners; (\$220MM): Commuter Rail and LRT project in Northern Kentucky and Southwestern Ohio starter project for three transit agencies in Kentucky and Ohio. Starter project for intercity passenger commuter service in Northern Kentucky, Southwest Ohio.

Principal Project Manager; Ft Washington Way Intermodal Development Project; (\$450MM) Started as a highway and urban development project but included provisions for LRT, BRT, commuter and intercity rail in the Cincinnati riverfront. Included were commuter rail operations serving the National Underground Railroad Freedom Center, Great American Ballpark and the Cincinnati Bengals Stadium. I had a significant role in managing these sports facilities as well. All were on time and on budget. This program included CMAQ, TIFIA, TIF, STP funds and private funding for this intercity highway project with destination development, multi-jurisdictional funding, project development for future interstate rail.

Other relevant skills

- Multimodal Integrated Project Delivery and Development
- Accelerated Grade Crossing Delivery
- Accelerated NEPA Project Development
- Innovative NEPA Approaches
- Private Equity and Capital Delivery
- Innovative and Integrated Finance
- Innovative Vehicle Systems Integration
- Finance (TIFIA, PAB, TIF, rolling stock leasing, Utility Financing of TPSS)
- Economic Development
- Life Cycle and CAPEX Cost Analysis
- Railroad and commuter rail hosting

Please review the resume for a complete employment history and experience.

Operations and Maintenance Experience

Cincinnati, Columbus, Cleveland Intercity Rail Program

- NEPA; PE, finance, JOA with Class 1 Railroads

Tri-Rail

- Operations (former) and MOW

Metrolink

- Operations (former) and MOW
- Vehicle Operations and Maintenance
- Safety

My resume is attached and shows construction and project development experience totaling over \$5B dollars in transit, rail, infrastructure, and transportation capacity enhancements directly managed. These were implemented without serious safety event or employee injury. Innovative project finance, delivery and NEPA approvals is an area of national expertise.

4. Representation that Candidate is Willing to Serve as a Member of the PRAC

I, Alfred B. Craig, Jr PE am willing to serve as a member of the PRAC. It would be an honor to do so and I will bring a significant commitment to advancing rail service in the US.

5. Personal Statement that the Candidate Agrees to Serve in a Representative Capacity

I, Alfred B. Craig, Jr PE will agree, or affirm as needed, to serve the STB in a fully representative capacity irrespective of any political or commercial interest.

REFERENCES

Sherry Little; Former FTA Administrator

Amit Bose; Administrator, FRA

Paul Wiedefeld; Secretary of Transportation, MD

Chuck Lattuca; CEO, Triangle Transit Authority

Paul Skoutelas; CEO, APTA

Jack Marchbanks, Director, The Ohio Department of Transportation

ALFRED B. CRAIG, JR. PE



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EXPERTISE

- Rail Infrastructure O&M
- Railroad Infrastructure Asset Management
- Capital Infrastructure Finance
- Accelerated Alternative Delivery
- Customer Client Services Mgmt.
- Strategic P3 Development Mgmt.
- Rail Capital Management Strategies
- Services Integration Across Business Lines
- Major Systems Supervision and Restructuring
- Regional/Enterprise Business Dev.
- Organizational Leadership & Change Management
- Transit System Operations Mgmt.
- Innovation
- Highly Experienced Safety and Industrial Hygiene Leadership for COVID 19 Response

DEVELOPMENT

- TIFIA Innovative Finance Program, USDOT
- New Starts Financing, FTA
- Leading Change, University of Virginia; Darden Corp. Education
- Client Relationship Management
- Leadership Development
- Strategic Pursuit Management
- Presentation Coaching
- Continuous Quality Leadership
- Strategic Sales Presentation
- Project Management

PROFILE

Strategic executive with 35+ years of rail transportation experience, delivering project, program, and organizational management expertise to transform large-scale capital and rail infrastructure projects across the public and private sectors. Extensive public sector experience successfully managing scope, schedule, quality, and financials for \$8.5 billion in projects for clients over the last 20 years, delivered on time and on budget. Demonstrated ability to evaluate and identify innovative solutions to deliver on a project's vision. Skilled in developing cooperative relationships with federal, state, and local governments and transit agencies. Significant experience in restructuring programs to improve performance; established relationships with board members and employees to achieve internal buy-in. Served on COVID 19 leadership team to guide major transit system restructuring programs in 7 rail properties.

PROFESSIONAL EXPERIENCE

Recent Executive Leadership

- Developed P3 Accelerated Delivery Program for 12 major bridges for MTA Purple Line (\$5.2B)
- Prosecuted and defended construction and liability claims in \$5B rail development program
- Developed and executed \$2.5B banks transit-oriented development including Great American Ballpark (Reds), The National Underground Railroad Freedom Center, and Paul Brown Stadium (Bengals)
- Developed Program with WMATA for Joint Development of Station Area at College Park Station
- Enhanced public profile for large-scale construction projects, spearheading the digital strategy and website development which generated 1.5 million views and \$500M in added value
- Developed the first Web-Based Program Management and Internet Monitoring System for Claims Management
- Transformed Purple Line's project management team, including the CFO, CTO, CIO and Communications Director
- Created high-performing, agile cultures to effectively manage-evolving priorities, timelines, and budgets
- Accelerated growth and increased rail system construction output from \$4M to \$60M per month by adding construction capacity, reorganizing resource allocation, and restructuring the delivery team leadership and organization
- Strengthened transit partnerships with third-party vendors and key political and community leaders to facilitate streamlined communications and leverage decision making relationships to remove obstacles
- Revitalized rail development project performance and schedule, decreasing delayed delivery by 50%, from 24 months to 12 months past the original completion date
- Led all QA/QC initiatives; successfully supervised \$5B final P3 audit with no findings
- Integrated MBE and WBE contract management and procurement assets to improve negotiated terms and maintain strong oversight of contractual obligations

Corporate Planning & Strategic Pursuits

- Developed Market Tactical Action Plans to integrate current operations with a growth strategy
- Integrated measurements of actual sales with staff growth projections to develop a long-range plan for corporate development, successfully growing the business from \$3 million to \$90 million in annual sales
- Provided enterprise-wide strategic business and project development training and support, including strategic project delivery and pursuit management
- Implemented innovative rail project delivery strategies with clients that integrated finance with the design, construction, ownership and operations functions
- Held key roles in corporate pursuit and client relations management training programs as well as merger and acquisition support and corporate integration activities
- Drove strategic planning, development of annual marketing plans, pipeline development, client engagement, and strategic pursuit leadership for the Atlantic, Mid-Atlantic and Central U.S. regions

Organizational Development and Leadership

- Restructured Transdev Rail business and contractual business to optimize performance
- Instituted an accelerated review and revision process for securing key regulatory and environmental permits
- Directed all key personnel management and leadership training to maintain alignment with the overall vision and strategy throughout all organizational levels
- Transitioned design organization into Design-Build, program management, and P3 markets
- Developed a project leadership team for PB that produced \$500M multimodal transportation projects annually
- Generated O&M modeling strategy for a 35-year management plan for MDOT Purple Line P3 Purple Line Partners

ALFRED B. CRAIG, JR. PE

REGISTRATIONS

Professional Engineer:

- Ohio, 1980 (#E-45872)
- Kentucky, 1984 (#PE-15112)
- North Carolina, 1994 (#19975)
- Indiana, 2012 (#PE11200613)
- Maryland, 2018 (# PE-53659)
- Virginia (Pending)

Continuing Education:

- 40 hrs/year Continuing Education (Pro, Engineering Registrations)

CLIENT LEADERSHIP

- SFRTA Capital Plan and Expedited SOGR Program
- LA METROLINK Capital Plan and Expedited SOGR Program
- SDMTS System Redesign and Accelerated System Rehabilitation
- OCTA
- Ohio High-Speed Rail Development Program and EIS FONSI
- OHSR EIS FONSI Capital Plan and System Execution
- Douglass Memorial Bridge EIS
- Long Bridge EIS Principal in Charge

AWARDS

- APA's Award for Implementation of Planning Programs - The Banks, 2013
- Recipient of 13 national awards for innovation and environmental protection on transportation projects

AFFILIATIONS

- American Society of Civil Engineers
- National Society of Professional Engineers
- Society of American Military Engineers
- National Council of Engineering Examiners

EDUCATION

Duke University

School of Engineering
BSE Civil & Mechanical Engineering

University of Virginia

The Darden School of Business
Executive MBA Classes

PROFESSIONAL EXPERIENCE *(continued)*

Program & Financial Management

- Led Purple Line Transit Partners creation and audit of TIFIA, PAB's, FTA FFGA, Equity
- Developed support program for \$5B TOD along 25-mile Purple Line Light Rail Development
- Developed numerous public relations outreach programs for Ohio High-Speed Rail, regional rail programs, and multimodal transportation plans
- Provided extensive oversight of project finance, construction management, cost/schedule control, QA/QC and safety standards for transportation, buildings, and environmental infrastructure clients
- Developed comprehensive regional rail systems and funding plan for the expansion of a \$3.5B transit system in southwestern Ohio
- Conducted quantification of debt and equity requirements, preparation of proformas for submittal to lenders and investors, and development of registered, securitized equity instruments for public sale
- Managed P&L, project management and quality activities across all markets, service centers, and service lines for an 8-office, 5-state Central Region, with developing annual sales of \$90M

Talent Development & Client Relations

- Conducted staff and corporate development initiatives, including area manager training, staff development, client relations management, and business development
- Developed a project leadership team for PB that produced \$500M in projects annually
- Recruited 150 project delivery experts from Ohio, Kentucky, and Indiana qualified, vetted employees, including construction and program management services
- Identified services not currently offered by minority businesses to provide opportunities for key suppliers to expand core competencies and encompass those services
- Provided corporate level leadership in project management and business development certifications by delivering project, pursuit management, and client engagement training programs across the U.S
- Created enterprise-wide business opportunities for SBA Mentor/Protégée Joint Ventures and minority businesses
- Managed 400-person organization of engineers, planners, finance and business development managers, strategic pursuit managers, proposal coordinators, and graphic designers

CHRONOLOGICAL EXPERIENCE

Transdev Rail Services, COO	2019 - Present
Purple Line Transit Partners, LLC, CEO	2018 - 2019
HNTB, Major Program Delivery Leader	2016 - 2018
Transdev Corp., Pursuit Director, Purple Line P3	2015 - 2016
Parsons Brinckerhoff (PB/WSP)	1994 - 2015
<i>VP, Regional Design Build P3 Manager < VP, Regional Business Manager < VP, Area Manager < VP, Major Program Manager</i>	
State Dock Marina Management Company, Project Director	1992 - 1994
Landmarke Development Group, Chief Operating Officer	1984 - 1992
USEPA, R&D Manager, Metal Finishing & Manufacturing	1976 - 1984

PROJECT LEADERSHIP

- Restructured leadership, project delivery, client and community perception for the Purple Line, the largest transportation P3 in US history.
- Developed EIS FONSI for Ohio High Speed Rail Development Program with NS and CSX for Ohio Rail Development Commission and ODOT.
- Principal-in-Charge for the Joint Venture delivering the Cincinnati Streetcar DBOM
- PB's rail service market share expansion with key transportation clients
- Fort Washington Way Reconfiguration Program (\$300M)
- Great American Ball Park (\$460M)
- National Underground Railroad Freedom Center (\$100M)
- Cleveland Innerbelt IQF Design Build
- Brent Spence Bridge P3 | Ohio River Bridges P3
- The Banks Finance and Program Management GEC
- Purple Line P3 Light Rail Transit Operations and Management Plan and Budget
- Chief Executive Officer for MTA's Purple Line P3