



## *Florida Department of Transportation*

RON DESANTIS  
GOVERNOR

605 Suwannee Street  
Tallahassee, FL 32399-0450

JARED W. PERDUE, P.E.  
SECRETARY

EP 774 (Sub-No. 1)

February 24, 2025

309291

Chairman Patrick J. Fuchs  
Surface Transportation Board  
395 E Street S.W.  
Washington, DC 20423

ENTERED  
Office of Proceedings  
February 27, 2025  
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Public Record

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

Dear Chairman Fuchs,

On behalf of the Florida Department of Transportation (FDOT), I am pleased to nominate Assistant Secretary of Strategic Development and Acting Florida Rail Enterprise Executive Director, Ms. Kimberly Holland, P.E., to represent Florida on the Surface Transportation Board (STB) Passenger Rail Advisory Committee (PRAC). She has the full support of the Florida Department of Transportation to actively participate and assist the STB with fulfill its responsibilities.

As a dedicated and accomplished transportation professional with 30 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.

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

As the third most populous state in the country with a \$1.7 trillion economy, Florida has experienced tremendous growth in people and goods over the last few decades. Florida's economy 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 23 million residents and visited by nearly 140 million people annually, the 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 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.

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 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 / Acting Florida Rail Enterprise Executive Director

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 and the Acting Florida Rail Enterprise Executive Director 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/Shortlines) and chart the strategic direction for an integrated multimodal transportation network.

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

- *Established Florida's Rail Safety Coalition in 2024.*
- *Voting Member, AASHTO Transportation Policy Forum*
- *Chair, Florida Transportation Plan Steering Committee*
- *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.*

**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. In Department's FY26-FY30 Tentative Work Program, \$1.6B is programmed for rail projects using funding from the Strategic Intermodal System, Florida Rail Enterprise, and other programs.

**Rail Safety.** Kim is leading Department efforts to elevate rail safety. Notably, in 2024, Kim established the Florida Rail Safety Coalition (FRSC). Florida's vision is to be the national leader in rail safety by eliminating fatalities and injuries involving railroads. The FRSC consists of rail industry partners at the local, state, and federal levels. Additionally, FDOT has implemented 818 safety improvement projects between 2014 and 2023. These investments have reduced the total number of crashes by 49% and reduced fatality crashes by 69%.



**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.

**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 DeLand to Poinciana via Orlando. Extensions to Orlando International Airport (OIA), an east-west corridor from OIA to South International Drive, and Polk County are being studied. SunRail service began in 2014 and currently serves 17 stations. Last year the Department celebrated 10 years of service as it opened the Deland Station, and annual ridership grew to 1.2 million. SunRail was developed and constructed by FDOT and is currently operated by the Department as well.

**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 working on 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.



CSX Transportation  
500 Water Street, J150  
Jacksonville, FL 32202

February 11, 2025

Chairman Patrick J. Fuchs  
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 Fuchs,

On behalf of CSX, 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. As FDOT's Assistant Secretary of Strategic Development, Kim works closely with CSX on transportation policy issues of statewide importance. She also coordinates Florida Rail Enterprise activities with CSX, including 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 passenger 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.

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'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.

Sincerely,

Andy Daly  
CSXT Senior Director Passenger Operations

Tom Livingston  
CSXT VP Government Relations

February 10, 2025

Chairman Patrick J. Fuchs  
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 Fuchs,

On behalf of Brightline Trains Florida, LLC, 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 the Florida Department of Transportation's Assistant Secretary of Strategic Development, Ms. Holland works closely with 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 305-521-4820 or [pgoddard@gobrightline.com](mailto:pgoddard@gobrightline.com).

Sincerely,

A handwritten signature in blue ink, appearing to read "Patrick Goddard".

Patrick Goddard  
President

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

February 12, 2025

Chairman Patrick J. Fuchs  
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**

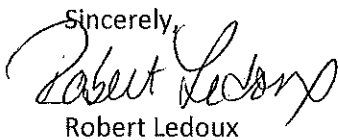
Dear Chairman Fuchs,

On behalf of Florida East Coast Railway (FEC), 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. 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'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 904-614-0400 or robert.ledoux@fecrwy.com

Sincerely,  
  
Robert Ledoux



February 18, 2025

Chairman Patrick J. Fuchs  
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 Fuchs,

On behalf of the South Florida Regional Transportation Authority/Tri-Rail, I could not be more 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 Tri-Rail on transportation policy issues related to the South Florida Rail Corridor, including performance of inter-city passenger, commuter, and freight rail operations on the corridor, infrastructure initiatives and barriers, legislative priorities, and regulatory processes. Additionally, FDOT is a valued funding partner for Tri-Rail operations.

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'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 (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

February 14, 2025

Chairman Patrick J. Fuchs  
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 Fuchs,

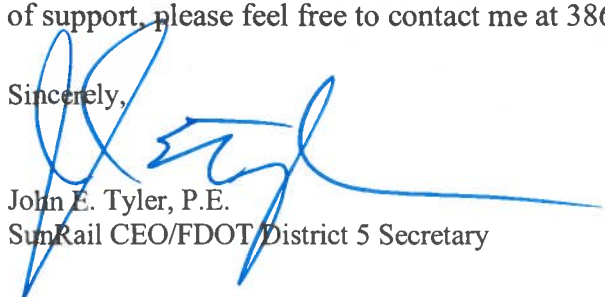
On behalf of SunRail and FDOT District 5, I'm pleased to write this letter of support for Ms. Kim Holland's nomination to serve on the STB PRAC as a voting member. As FDOT's Assistant Secretary of Strategic Development, Kim works closely with SunRail on transportation policy issues related to the Central 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'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 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



February 14, 2025

Chairman Patrick J. Fuchs  
Surface Transportation Board  
395 E Street S.W.  
Washington, DC 20423

Subject: Support Letter for Surface Transportation Board Passenger Rail Advisory Committee  
Membership Nomination

Dear Chairman Fuchs,

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 Surface Transportation Board's Passenger Rail Advisory Committee (PRAC).

The Florida Department of Transportation (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 202-823-3560 or [arielle.giordano@gwrr.com](mailto:arielle.giordano@gwrr.com).

Sincerely,

Arielle Giordano  
Vice President, Government & Industry Affairs



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

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

February 14, 2025

Chairman Patrick J. Fuchs  
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 Fuchs,

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. As FDOT's Assistant Secretary of Strategic Development, Kim served on the Florida Chamber Board of Trustees from 2018 to 2023, where she provided outstanding advice and insights regarding Florida's infrastructure. As 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 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 in the state - 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 that reads "Mark Wilson".

Mark Wilson  
President and CEO  
Florida Chamber of Commerce