



**ECONOMIC AND MANAGEMENT CONSULTANTS**

## **CORPORATE CAPABILITIES STATEMENT**



**SUMMER 2007**  
**[WWW.TRANSPORTATIONECONOMICS.COM](http://WWW.TRANSPORTATIONECONOMICS.COM)**

## **TRANSPORTATION ECONOMICS, INC.**

### *Our Attributes and Advantages*

Transportation Economics, Inc. (TEI) is an economic and management consulting firm that offers a variety of services to the federal government and private sector. TEI is a Small Business Administration certified 8(a) government contractor and is approved by the Commonwealth of Virginia as a Disadvantaged Business Enterprise (DBE). TEI is also a certified Local DBE by the Metropolitan Washington Airport Authority.

TEI has a depth of experience in its principals and key staff. As such, we are capable of assisting federal agencies and the private sector achieve their critical missions by providing operational support, information technology and telecommunications assistance, policy analysis, and research. We employ techniques from microeconomics, industrial organization, finance, public choice theory, decision sciences, game theory, and information technology that can assist managers to identify critical problems and make good decisions. TEI has an innovative, “can-do” philosophy that can help government officials and private sector managers accomplish change in an efficient and cost-effective fashion.

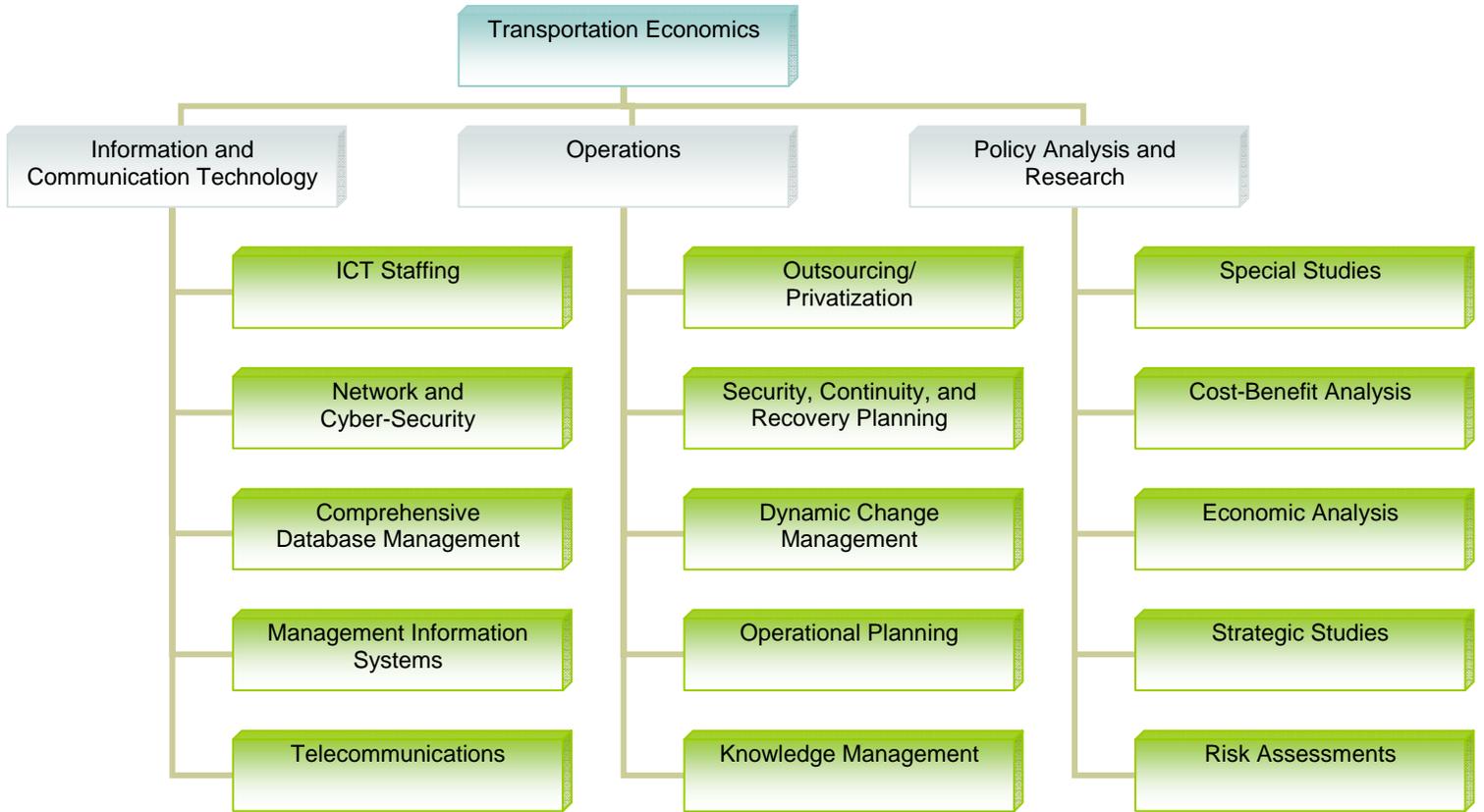
TEI’s management consultants can improve the operational effectiveness of government agencies and private firms through the application of innovative knowledge management tools (e.g., bulletin boards, wikis, collaborative databases, and information markets). In this way, we can boost performance by eliciting and acting on the knowledge that workers already possess.

TEI can identify and design mechanisms that improve the ability of managers to allocate resources and to respond to changed circumstances. In addition, we can identify opportunities for efficiency gains through outsourcing and privatization. TEI can also assist government agencies and private firms to develop, test, and improve security, continuity, and disaster recovery plans.

Government and private sector managers face significant difficulties in developing and employing appropriate information and communications technologies (ICT). TEI can address network and cyber-security concerns. We can provide trained and motivated ICT workers for temporary and long-term assignments. We also provide off-site database management and replication, including data collection and processing, application of quality assurance techniques, performance testing, and report generation.

TEI can provide policy analysis and research. We believe that management should be fully aware of the options before them as well as the risks and rewards flowing from these options. TEI understands the factors that drive both public policy and private sector decisions. We can conduct a variety of special studies, including financial cost-benefit analysis, economic analysis, international development reports, and strategic studies. The chart, *infra*, shows TEI's key capabilities.

# TEI – Key Capabilities – Critical Mission Assessments



## ABOUT US

### *Our Principals and Key Staff*

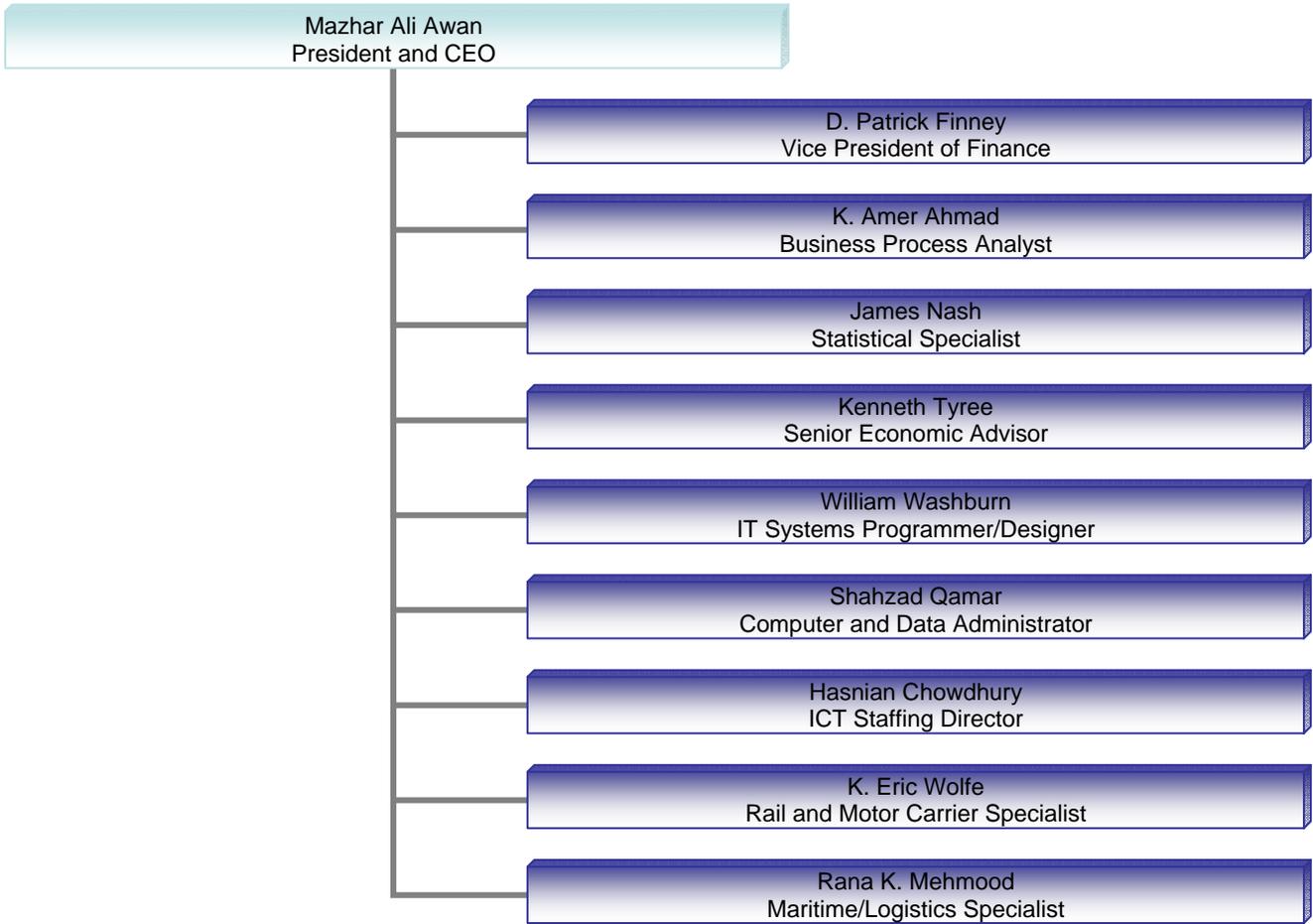
Our staff has extensive experience working on issues for the federal government. At the U.S. Surface Transportation Board (hereafter, STB or Board), Mr. Awan participated as an analyst or team leader in nearly all the coal transportation rate cases brought before the Board since 1998. In addition to his case work, Mr. Awan worked on the Board's rate studies and has briefed Commissioners on trends and developments in the railroad industry.

In January 2005, Mr. Awan left the federal government to pursue private sector consulting opportunities. TEI's clients are some of the largest electric utilities in the nation, such as Kansas City Power and Light, Westar Energy, Western Fuels Association, and the Western Coal Traffic League. TEI also counts among its clients, companies such as Ethanex and Eco-Energy which are leaders in the alternative fuels markets of ethanol and bio-diesel. TEI is highly sought after for its litigation support services by law firms in formulating sound economic arguments within the regulatory frameworks faced by clients. TEI is partnering on government contracts with companies such as BAE Systems and UNITECH to provide best-value and economic solutions to the public sector.

In addition to the expertise of our principal and staff, TEI has associates and retained experts that contribute on a project-specific basis (accounting, finance, public policy, information technology, transportation, telecommunications, and management of information systems). By aligning TEI with these other experts, we can effectively address customer needs as they are enumerated in projects or as they develop during the course of a project.

Our staff has extensive experience in a variety of industries. The organization chart, *infra*, shows our key staff and is followed by a short biography of each key staff member.

## TEI – Key Staff – Organization Chart



- ❖ Mazhar Ali Awan, President and Chief Executive Officer. In addition to his eight years in federal service, Mr. Awan has worked as a lobbyist on Capitol Hill and as an economic consultant to various international institutions. Mr. Awan began his professional career as an engineer designing various transportation facilities and commercial buildings. Later, Mr. Awan worked as a Research Associate at the David Institute and George Mason University (GMU). At GMU, Mr. Awan worked on the Capital Area Wireless Network (CAPwin) project. The CAPwin project developed a wireless interface system that law enforcement, emergency, and traffic safety officials could use to communicate using CDPD technology. Mr. Awan also worked at GMU's Center for Regional Analysis studying the effect of regional economic development initiatives and on the SmarTraveler traffic information system.

At the STB, Mr. Awan worked to identify and remedy market failures in the railroad and pipeline industries. In addition to this work, Mr. Awan worked with the STB's Carload Waybill Sample – a database comprised of a stratified sampling of railroad carload waybills.

Mr. Awan is well versed in both the theoretical and practical implications of various problems within the transportation industry. For the past seven year Mr. Awan has been a member of the Transportation Research Forum. For the past two terms and currently he is the President of the Washington Chapter. As President of the Washington Chapter, Mr. Awan coordinates monthly luncheons with private and public sector officials.<sup>1</sup>

---

<sup>1</sup> Past speakers have included: Jeffrey Shane, Undersecretary for Policy, Department of Transportation; David Gunn, President and CEO, Amtrak; Roger P. Nober, Chairman, Surface Transportation Board; Mark Johnson, Assistant Administrator for Maritime and Land Operations, TSA, DHS; Asa Hutchinson, Under Secretary for Border and Transportation Security; Douglas Holtz-Eakin, Director, Congressional Budget Office; Dan Tangherlini, Interim Director, WMATA; David Plavin, President of the Airports Council International - North America; Jean Godwin, Executive Vice President, American Association of Port Authorities; John Heimlich, Director, Economic and Market Research, Air Transport Association; Thomas M. Downs, President and CEO, The Eno Transportation Foundation; and William H. Graves, President and CEO, American Trucking Associations, Inc.

Mr. Awan is currently finishing his doctoral dissertation at GMU's School of Public Policy. Mr. Awan's complete Curriculum Vita is included in the following section.

- ❖ D. Patrick Finney, Vice President of Finance. Mr. Finney has established all accounting and financial policies at TEI. As a pricing manager at USIS, Mr. Finney has financially managed contracts serving the Departments of Defense, State, and Homeland Security with a collective value exceeding \$250 million.

Mr. Finney has also worked for Computer Science Corporation (CSC) as a financial analyst/contract manager. With CSC, Mr. Finney managed government contracts from a financial perspective, he established budgets, developed estimates to complete projects, developed prices for RFP, and provided day-to-day management of contracts. He was directly responsible for invoicing, accounts payable, accounts receivable, customer relations, and all facets of fiscal contract management. In 2005, Mr. Finney was recognized as Employee of the Year for the EMS division of CSC. Mr. Finney provided similar services at Burson-Marsteller as a business practice manager. Mr. Finney holds an MBA from George Washington University's School of Management.

- ❖ K. Amer Ahmad, Business Process Analyst. Mr. Ahmad is an efficient manager with a track record of quickly identifying problems in current business processes and is quick to recommend, develop, and implement changes. Mr. Ahmad has a wide ranging background in accounting, project management, product development and implementation, process improvement, training, and sales communication.

Mr. Ahmad has worked for Guidance Financial, ePhone, MCI Worldcom, Sprint, and Cable and Wireless. At Guidance Financial, Mr. Ahmad was responsible for sales, business development, and marketing activities that were a key to the

company's profitable growth. He also developed and successfully implemented business and marketing plans to build brand and product awareness, structured affinity programs and tactical strategies to penetrate new markets for regional and national coverage, and presented product offering as subject matter expert at various seminars and conventions.

Mr. Ahmad's stints with ePhone, Sprint, and MCI Worldcom included developing and managing various products such as VOIP-calling cards and local telephony services. He also managed carrier backhaul products that were used for transporting broadband applications such as IP, data, voice, and video-dedicated services utilizing SONET technology. Mr. Ahmad has an undergraduate degree in Accounting from Strayer University.

- ❖ James A Nash, Statistical Specialist. Mr. Nash has over 41 years with the federal government (National Aeronautics and Space Administration, U.S. Geological Survey, Interstate Commerce Commission, and Surface Transportation Board). From 1983 through 2003, Mr. Nash was the Contracting Officer's Technical Representative on the Railroad Waybill Sample (RWS) Contract. He was instrumental in the 1980/1981 redesign of the one percent RWS that resulted in the development of the modern RWS. Mr. Nash also developed the waybill release procedures that continue to safeguard confidential railroad and shipper data contained in the RWS.

In addition to his work with the waybill sample, Mr. Nash has been an adjunct professor at Virginia Polytechnic Institute (VPI), Northern Virginia Community College, and The University of the District of Columbia. He was a lead analyst with the VPI Computer Center where he developed programs in veterinary science, mechanical engineering, nuclear physics, and statistics. At the U.S. Geological Survey, Mr. Nash developed programs in water conservation and stream (rivers) flows. From 1968 through 1973 Mr. Nash was an independent

consultant developing programs used in agriculture research. Mr. Nash has a Bachelor of Science degree in Mathematics from Virginia Polytechnic Institute.

- ❖ Kenneth R. Tyree, Senior Economic Advisor. Mr. Tyree's experience includes serving as team leader for maximum coal rate proceedings, analysis of market dominance and stand-alone-cost issues, transportation merger and control filings, construction applications, and rail service abandonment petitions. Mr. Tyree has also coordinated with the private sector on the development of motor carrier industry input price and productivity indexes and prepared a variety of transportation related studies, including "Exempt Rail Transportation of Fresh Fruits and Vegetables: Initial Impacts" and "Task Force Report on Rail Car Incentive Per Diem." In addition to this, Mr. Tyree has prepared quarterly outlook reports and forecasts of rail and motor carrier traffic, revenues, and expenses ("Transportation Outlook and Projections"). He was also responsible for developing a short-term econometric model for the railroad industry published in "Net Investment-Railroad Rate Base and Rate of Return." Mr. Tyree has an Master of Arts in Economics from the University of Maryland. His undergraduate Bachelor of Science degree is in Accounting from McNeese State University.
  
- ❖ William Washburn, IT Systems Programmer and Designer. Mr. Washburn was the IT Systems Programmer for the STB Uniform Rail Costing System. He wrote and maintained programs that collected and collated the railroad industries' annual financial data. He also organized and maintained a data file of yearly railroad movements across the United States and Canada which was used to compute a specific railroad's cost for each movement listed in the file. In turn, these costs were used by the STB to determine if the railroad's rates were fair to individual shipper complaints. Mr. Washburn also wrote two Microsoft Windows programs used throughout the railroad and transportation industry, which allows shippers to compute the cost of traffic. In addition to his programming skills, Mr. Washburn is an eloquent technical writer that can convey the most esoteric concepts and technical data with ease to non-technical users.

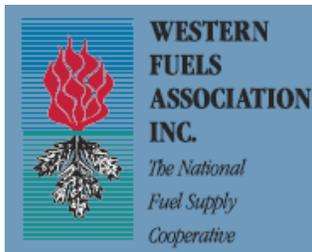
- ❖ Shahzad Qamar, Computer and Database Administrator. Mr. Qamar's past work experience includes acting as a database administrator managing the Army War Reserve Deployment System. He has also worked as a quality assurance specialist ensuring data validation and integrity. Mr. Qamar is well versed in technical writing, developing software solutions, database performance testing, and database replication. Mr. Qamar is currently finishing his Master of Arts in Management Information Systems from the University of Virginia.
  
- ❖ Hasnain Chowdhury, ICT Staffing Director. In previous stints, Mr. Chowdhury has worked as consultant to information technology and management firms. He has specialized in IT staff augmentation for government clients. Mr. Chowdhury is thoroughly versed in the logistics of technical recruiting, resource contracting, and staff augmentation. He has a proven track record of successful candidate sourcing, from requirements analysis to project completion. Most importantly, he has shown a consistent ability to bring projects to successful conclusions in a timely manner and within the budgetary constraints.
  
- ❖ K. Eric Wolfe, Associate. Mr. Wolfe contributes on a project specific basis. Mr. Wolfe is an expert in marketing and finance. In addition to his work with TEI, Mr. Wolfe has worked for the American Trucking Association and the Association of American Railroads and is knowledgeable about the detailed function of the motor carrier and railroad industries. Mr. Wolfe is well versed in market research techniques and has a proven track record of identifying and resolving problems. Mr. Wolfe is a graduate of the University of Maryland with a Master of Science in Economics.
  
- ❖ Rana K. Mehmood, Maritime/Logistics Specialist. Mr. Mehmood has worked in the transportation industry for over ten years. Mr. Mehmood began his career in logistics as a procurement officer. Mr. Mehmood recently joined TEI to advise clients on potential problems within supply chains and to develop solutions to

resolve and/or minimize disruption to supply chains. Mr. Mehmood has extensive experience with identifying and solving problems before they develop. Mr. Mehmood possesses an MBA from the International University of Missouri.

**CURRENT CLIENTS AND PARTNER**



Attorneys and Counselors



***Snaveley King Majoros O'Connor & Lee, Inc.***

## MAZHAR ALI AWAN, MA

Post Office Box 34, Oakton, Virginia 22124-0034

Office: 703.255.1273 Fax: 703.255.1274

E-mail: mawan@transportationeconomics.com

### *Experience*

---

#### TRANSPORTATION ECONOMICS, INCORPORATED

OAKTON, VIRGINIA 2005-Present

*Managing Director*

- Advise shippers with relevant data and analysis required to conduct successful negotiations.
- Advise clients on appropriate litigation strategies when litigation is required and the likely outcomes of the various case permutations.
- Recommend and oversee consultants and expert witnesses.
- Oversee preparation of evidentiary filings.
- Impose quality control protocols on evidence and ensure evidence adheres to Surface Transportation Board standards.
- Analyze arguments of defendant railroads and formulate appropriate responses.
- Conduct and develop market data and research for clients as required.
- Conduct feasibility studies and provide strategic advice to clients regarding their transportation options.
- Develop new business lines and client base.

#### SURFACE TRANSPORTATION BOARD

WASHINGTON, D.C. 1998-2005

*Economist*

- Prepared written and oral reports on matters before the Board.
- Provided economic analysis of railroad maximum reasonable rate cases, market structure analysis, Ramsey pricing, and Stand-Alone-Cost (SAC) analysis.
- Reviewed and analyzed economic effects of abandonment and discontinuance applications.
- Reviewed and analyzed regulation of inter-city bus industry (primarily merger and control transactions) pipeline carriers, non-contiguous domestic water transportation, household goods carriers, and collectively determined motor carrier rates.
- Researched public policy proposals and transportation related topics of interest to the Board.
- Provided representation at transportation and economic seminars and conferences.

#### GEORGE MASON UNIVERSITY

FAIRFAX VIRGINIA 1997-Present

*Research Associate and Adjunct Professor*

- Teaching statistics, government, and policy courses.

- Conducted research and computer modeling of various Intelligent Transportation Systems (ITS) projects related to intermodal mass transportation.
- Conducted research on the effects that small- and medium-sized airports have on regional economies.
- Conducted research support for CAPWIN project governance requirements.

THE DAVID INSTITUTE  
TUSTIN, CALIFORNIA 1994-1995  
*Economic Adviser*

- Conducted research for (and provided advice to) the Institute regarding the effects of public policy decisions on their goals and objectives.

GHT LIMITED  
ARLINGTON, VIRGINIA 1996-1998  
*Project Manager*

- Developed proposals and managed tenant build-outs.
- Designed electrical systems for tenant and base building projects.
- Coordinated projects with mechanical and plumbing trades.

ROBERTSHAW CONTROLS COMPANY  
WACKENHUT ADVANCED TECHNOLOGIES CORPORATION  
MAXIMA BUSINESS SYSTEMS  
BARLOWS, INCORPORATED 1987-1994  
*Computer Aided Design Consultant*

- Supervised and completed various architectural and engineering projects.

### Education

---

- *In Progress* – Ph.D. Public Policy, Theory and Methods in Regional Policy, School of Public Policy, George Mason University, Fairfax, Virginia.  
*Dissertation: “Democratization: Accurately Measuring Democracy”*
- 1999 – M.A. Interdisciplinary Studies, Regional Economic Development and Technology, George Mason University, Fairfax, Virginia.  
*Thesis: “Privatization: An Assessment of the Rail Freight Transport Sector”*
- 1996 – B.S. Economics, Minor in History, George Mason University, Fairfax, Virginia.

### Research

---

#### *Presentations:*

- “Privatization, Regulation, and the International Railroad Industry,” presented at the Surface Transportation Board Special Luncheon Seminar Series.
- “Transportation Modal Considerations in Privatization Techniques,” presented at George Mason University, School of Public Policy, Policy Seminars.

- “Developing a SAC Case,” presented at the Western Coal Traffic League Annual Conference.
- “Uniform Rail Costing System: Its development, functions, and uses in the public and private sector,” presented at the World Conference on Transportation Research.
- “Considerations in STB Rail Rate Proceedings,” presented at the National Coal Transportation Association Annual Conference 2005.
- “Rail Infrastructure and Capacity: Demand, Supply, and Regulation – A Quick Micro Macro Tour,” presented at Informa Economics’ Transportation and Logistics Roundtable.
- “Economics of STB Regulation,” presented at the National Coal Transportation Association Annual Conference 2006.
- Various Surface Transportation Board Voting Conferences.

*Published:*

- “An Alternative Solution to Poverty – Advantages of Employee Stock Ownership Programs,” published in the *Chicago Independent*.
- “Educational Development in the Black Community,” *Black & Right*, a collection of essays concerning Black America with Clarence Thomas, Thomas Sowell, and others, editor-in-chief Stan Faryna. Praeger Publishers, Westport, 1997.
- “Going trans-European,” book review published in the *Journal of the Transportation Research Forum*. Volume No. 55 Issue No. 1, 2001.
- “The Road from Kyoto: Current CO2 and Transportation Policies in the IEA,” book review published in the *Journal of the Transportation Research Forum*. Volume No. 57 Issue No. 3, 2003.
- “Partners in Motion’s SmarTraveler,” Executive Summary for the Center for Regional Analysis Report on use of ITS technologies for dissemination of traffic information.

*Testimony:*

- Before the Surface Transportation Board in *Ex Parte 661*, April 2006.

**Computers**

- Microsoft Office, Corel Office Suite, Windows, Lotus 1-2-3, D-Base, AutoCAD, 8-IN-1, Everex Tape Systems, Pascal, Shazam, MicroTSP, Minitab, Microcase, VAX, MacIntosh, Pagemaker, Uniform Rail Costing System.

**Miscellaneous**

- Languages – Urdu, Hindi, Punjabi, English, and limited Spanish.
- Affiliations – National Economist Club, Washington Economist Club, National Association of Business Economist, American Economics Association, All Dulles Area Muslims Society, Association for Transportation Law Professionals, and Transportation Research Forum (President).
- Awards – STB Award for Excellence 2003, Secretary’s Team Award – U.S. Department of Transportation 2004.