



Phillip C. Larson

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**Experience**

*Railroad Industries Incorporated*, Senior Associate 2005-Present Bloomville, OH

Railroad Industries Incorporated is a worldwide rail transportation consulting firm offering analysis in operations, equipment, track and structures, economic development, expert witness services, feasibility studies, and market development. Mr. Larson employs a broad span of experience and expertise to serve as Project Manager for various projects including expert witness and accident investigation cases, safety and engineer certification instructor, and operations and mechanical analysis.

*Amtrak*

General Manager, Empire Product Line – Albany, New York 2001-2004  
Assistant General Manager – Chicago, Illinois 2000-2001  
Service Manager, engine qualified – Niagara Falls, New York 1999-2000

As general manager, Mr. Larson supervised all phases of operation between New York Penn Station and Cleveland, Ohio and Montreal, Quebec and Toronto, ON, approximately 1000 miles of service line. He developed and controlled a \$50 million operating budget and supervised 550 employees covering all departments and skills, and was in charge of all intermodal facilities in Denver, CO and Albany, NY. As assistant manager, Mr. Larson supervised all phases of operation between Chicago and Oakland, California, approximately 2500 miles. He developed and controlled that \$40 million operating budget. As service manager, he supervised train operations between Syracuse, New York and Cleveland, Ohio and Buffalo, New York to Niagara Falls, New York. Service consisted of 8-10 trains per day, and Mr. Larson interfaced regularly with CSXT and Norfolk Southern Railways.

*Wheeling and Lake Erie Railway* 1998-1999

Locomotive Engineer – Brewster, OH  
Mr. Larson was a qualified engineer on Conrail, Norfolk Southern, CSXT, and Wheeling and Lake Erie rules. He was responsible for all train operations of a certified active engineer.

*Kiamichi Railroad* 1997-1998

General Manager – Hugo, Oklahoma  
Mr. Larson was the general manager of 230 miles of short line railroad operating in Texas, Oklahoma, and Arkansas with gross revenues of approximately \$12 million and 45,000 carloads annually. The workforce consisted of 95 employees. Mr. Larson was responsible for all aspects of the railroad: accounting, marketing, and operations.

### ***Key Personnel – Phillip C. Larson***

*Railroad Operating Technologies, Inc. & IIP Development Company*

1993-Present

President – Columbus, OH

Mr. Larson was a logistics consultant responsible for cost reduction and safety improvements in rail logistics. These companies located and successfully negotiated the purchase of three railroads in 18 months with Mr. Larson's help, including the financing, management, and formation of the respective operating programs.

*Camp Chase Industrial Railroad, Columbus, Ohio*

1994-1997

*Southwest Pennsylvania Railroad Company, Youngwood, Philadelphia, Allegheny*

*Valley Railroad Company, Pittsburgh, Pennsylvania*

President of all 3 organizations

Mr. Larson served as the President and Chief Operating Officer for each short line entity, responsible for transportation, maintenance of way, and maintenance of equipment functions. He was responsible for a combined operating budget of over one half million dollars.

*GFA Rail Services, Inc.*

1994-1995

Vice President

Mr. Larson established a sandblast/paint shop for this subsidiary of GFA Associates with a track maintenance division and a rail car repair division. He helped build the only environmentally acceptable car cleaning facility in Florida and obtained a contract from CSX to clean 1300 cars. He operated a mobile freight car maintenance facility covering central Florida using 3 trucks daily.

*Wheeling Technologies, Inc.*

1992-1994

President – Brewster, Ohio

Mr. Larson established the railway contracting operation, constructed over 5 miles of new railroad and removed 6 miles of unused sidings and grading, selling the rail, ties, and OTM. He negotiated the agreement with the manufacturer of a locomotive remote control device for an exclusive marketing franchise in the U.S. and Canada.

*Wheeling and Lake Erie Company*

1990-1992

Vice President of Operations – Brewster, Ohio

Mr. Larson was accountable for the following departments: Engineering, Mechanical, Transportation, Human Resources, and Security. He was a key member of the Wheeling Acquisition Group in the development of the purchase plan for the railway. He organized the operating department and established the policies and supervised the hiring of 300 employees. Mr. Larson implemented the first use of a remote control locomotive on the main line of any railway in North America, and was an FRA certified engineer and qualified trainer for remote control.

## ***Key Personnel – Phillip C. Larson***

*Central Vermont Railway, Inc.*

1977-1990

General Manager – St. Albans, Vermont

Mr. Larson was the general manager for this 366 mile unionized regional railway with gross revenues of approximately \$21 million and 38000 carloads per year, with 6000 acres of real estate and Amtrak passenger service. He was accountable for all aspects of the railway. He negotiated the first two-man crew agreement east of the Mississippi River in 1978 and operated a new Intermodal train using this agreement. He successfully negotiated new labor contracts locally with 12 separate unions involving 14 different contracts. He set up the entire operation for intermodal facilities in St. Albans and Palmer, MA, including setting up multi-modal contracts.

*Duluth, Winnipeg and Pacific Railway*

1973-1977

General Manager – Duluth, Minnesota

Mr. Larson was accountable for all aspects of this 170 mile unionized regional railway with gross revenues of approximately \$40 million and 69000 carloads annually. He negotiated a new labor agreement that eliminated all arbitraries and unproductive time payments to train and engine crews. He also negotiated the closure of the home terminal for crews on the railway in Virginia and Minnesota and their move to Duluth, Minnesota, which resulted in savings in excess of \$5 million per year.

### **Education**

*Bachelor of Science, Agriculture Education - Ohio University*

Post Graduate work at Ohio State University

Canadian National Staff College, Lenoxville, Quebec

Current Certified SLE – Supervisory Locomotive Engineer

Current Certified Engineer Remote Control Trainer

### **Awards**

Modern Railroad Magazine's Golden Freight Car Award for an innovative marketing concept involving the transportation of wood chips.

Harriman Award for safety for 5 consecutive years.