

## **Douglas W. Watts – Railroad Industries Incorporated**

### **Professional Experience**

*Railroad Industries Incorporated*, Associate – Industrial Development 2006-Present  
Fort Worth, TX

Railroad Industries Incorporated is a worldwide transportation consulting firm specializing in all aspects of rail transportation and physical distribution. Mr. Watts performs operational analysis for projects involving integration of multi-modal systems and economic and industrial development projects. His regional focus allows him to see the big picture, and his contacts within the BNSF Railway and CSX Transportation allow him to get cooperation and results on multi-carrier projects. Mr. Watts also utilizes his expertise with intermodal sales and marketing for traffic studies, market analysis and logistics support and integration.

*BNSF Railway*, Manager, Sales – Industrial Products 2008-2010  
Fort Worth, TX & Philadelphia, PA

Managed \$54 million revenue portfolio consisting of thirty-four (34) industrial accounts located across multi-state territory in the Northeastern and Midwestern U.S. Responsible for account relationship management including, developing new business opportunities, recommending process improvements and facilitating resolution of account issues.

*Egan Consulting Group*, Consultant 2006-2007  
Fort Worth, TX and Brookings, SD

As a Consultant with Egan Consulting Group, Mr. Watts was named Interim Director-Rail Logistics by client, VeraSun Energy in February of 2007. Mr. Watts was responsible for tactical operations related to safe, efficient rail shipments of ethanol via 80, 96 and 112 car unit trains to East and west Coast Terminals. He was also responsible for managing strategic initiatives for development of future manufacturing facilities and terminals.

*BNSF Railway*, Director, Economic Development - Strategic Programs 2000-2006  
Fort Worth, Texas

Mr. Watts managed strategic customer location programs with emphasis on national accounts that utilize BNSF Railway's intermodal network. He ensured the programs facilitate efficiency improvements. As Manager, Economic Development & Strategic Initiatives, Mr. Watts was responsible for managing economic development initiatives across a multi-state territory. The goal was to increase quality business and revenue through location of new customers. He managed team effort, and was responsible for development and implementation of a new business review process. Mr. Watts served an on site selection team who was responsible for determining an optimal location for expanded intermodal facility in the southeast region. As Senior Manager of Service Design, Mr. Watts managed development, implementation, maintenance and monitoring of the Transportation Service Plan (TSP). He was responsible for communication with internal and external groups to ensure TSPs were achievable and met customer requirements.

*The Kingsley Group & General Motors' NAO Logistics, Consultant*  
Secane, PA and Detroit, MI

1999-2000

As a consultant with The Kingsley Group, Mr. Watts provided market and operational analysis and recommendation of alternate transport modes.

*Conrail (Consolidated Rail Corporation), Director, Special Projects*  
Philadelphia, Pennsylvania

1985-1999

As Service Design & Planning-Operating Department, Mr. Watts managed a process improvement team on Conrail's Albany Division. He was responsible for improving asset utilization, increasing terminal efficiencies and investigating new business opportunities. He also managed team effort to implement new service resulting in \$1.4 million annual savings. As Director, Operations Management Training Program and Customer Support-Operating Department, Mr. Watts was responsible for design, implementation and administration of a comprehensive 18 month Operating Department management training program. He assisted the Operating Department Senior Executives in a goal alignment process that contributed to increasing the Operating Department efficiencies. Mr. Watts also established criteria for a new Operations training program, exposing management trainees to Conrail, identifying potential career paths and providing management skills. As Manager Service Planning/Project Manager for the Automotive Service Group, Mr. Watts designed and marketed service packages for transport of vehicles and parts for U.S. and foreign auto manufacturers.

As Operations & Equipment Manager for the Solid Waste Business Group, Mr. Watts was responsible for developing non-hazardous solid waste business opportunities via rail. He served on a joint venture team that won a low cost bid on public works project valued at \$220 million over five years. As Project Manager for Industrial and Market Development Department, Mr. Watts was a member of the Mid-Atlantic Region Team that managed business development projects worth \$60 million of new revenue in 1991. In Premium Services Analysis for the Intermodal Sales & Marketing and Customer Service Department, Mr. Watts was the primary contact for transportation service issues with the USPS/Conrail Contract. As Trainmaster, Assistant Trainmaster/Transportation Analyst, Mr. Watts was a line manager responsible for safe and efficient movement of freight traffic in New Jersey. He refined a small terminal team concept, resulting in improved customer service for the region, generating \$10 million annual revenue.

*Sun Refining & Marketing Company*  
Philadelphia, Pennsylvania

1974-1985

Mr. Watts managed domestic and international transportation and logistics.

### **Education & Training**

B.B.A., Business Management, University of Pennsylvania Wharton School, Philadelphia, PA

**Bio**

Mr. Watts is a transportation professional with over 35 years of in-depth background in operations, service design, customer support, marketing and process improvement. He is a strategic thinker with demonstrated accomplishment in team leadership and problem identification and resolution. Mr. Watts brings his detailed experience with all aspects of industrial development to the RII team.