



Railroad Industries Incorporated

Full Service Transportation Consulting

Phillip C. Larson

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Experience

*Railroad Industries Incorporated, Safety Equipment and Passenger Operations 2005-Present
Bloomville, Ohio*

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 for this rail transportation consulting firm. After 19 years working in the industry as a General Manager and VP of Operations for various shortline railroads, Mr. Larson established a railway contracting operation and a railcar repair shop operation. He then acted as the President for 3 shortline railroads before beginning at Amtrak in 1999. His projects range from detailed operations and safety audits to track and structure maintenance costing and rail equipment assessment, safety and inspections. He is also the key consultant for passenger and transit operations, developing operating plans, equipment and structure costing, regulatory issues and schedules due to extensive experience in upper level passenger and transit organizations. Projects of note include expert witness services for a Metrolink rail safety case and a market study for green passenger and freight locomotives.

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 CSX Transportation and Norfolk Southern Railways.

Key Personnel – Phillip C. Larson

Wheeling and Lake Erie Railway, Locomotive Engineer 1998-1999
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, General Manager 1997-1998
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.

Railroad Operating Technologies, Inc. & IIP Development Company, President 1993-Present
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. Vice President 1994-1995
Brewster, OH

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., President 1992-1994
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.

Key Personnel – Phillip C. Larson

Wheeling and Lake Erie Company, Vice President of Operations
Brewster, Ohio

1990-1992

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.

Central Vermont Railway, Inc. General Manager
St. Albans, Vermont

1977-1990

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, General Manager
Duluth, Minnesota

1973-1977

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 arbitrables 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
Qualified in FRA/FTA, STB, and OSHA Regulations
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.