

Douglas J. Ellison

Vice President Rail Operations / Project Manager



Education: B.A. Business Administration
SUNY College of Technology, Utica NY

Years of Experience: 32 **Years with Firm:** 9

Affiliations & Memberships: ATRRM
Railway Passenger Car Alliance
American Shortline RR Association
AREMA

Professional Experience:

Doug has considerable experience in railroad operations, motive power repair and management and railroad rehabilitation and track issues. His background includes substantial work with governmental agencies in the US and Canada for politically sensitive public policy issues and funding. His knowledge of rail operations is world-wide and he has the ability to work with diverse cultures and backgrounds.

Doug joined Stone Consulting in 2000 and left to work for OmniTRAX in 2001. After working for OmniTRAX, Mr. Ellison rejoined Stone in 2003, bringing over 20 years experience with the railroad industry in mechanical, operations, engineering, Maintenance of Way and management. He is USDOT certified in Rail Transit Accident/Incident Investigator and has been certified under CFR 49 Part 213.7 as a track inspector. Doug is also certified as a licensed locomotive engineer and is a former Supervisor of Locomotive Engineers under 49CFR Part 240.

In 2006, Doug took a job with the Alaska Railroad where he was Director of Special Projects in the Engineering Department and subsequently their General Locomotive Supervisor in charge of Locomotive Repairs at the Anchorage Locomotive Repair Facility. Doug returned to Stone Consulting in 2010 as its first new employee after Stone left Transystems.

Project Experience:

May 2010 to present

Doug worked as a Project Manager for the Iowa Pacific Chief Engineering Services projects with responsibility for Capital Track Project quality and engineering standards, project development and FRA interface in Texas, New Mexico and New York. He also took the lead in the historic Iowa Pacific start up of the Saratoga & North Creek Railroad being the first FRA recognized Part 238 / 239 new passenger rail start up.

Doug was the Project Manager for the repair and revitalization of the Utica mainline rail project in Chenango County NY. This project involved the rehabilitation of 45.54 miles of track that had not been in service for more than 10 years.

Doug has also been involved as a lead resource on FRA equipment issues and regulations, mechanical programs and locomotive troubleshooting and repair scopes. He has considerable depth in equipment and fleet repair and management acquired through firsthand experience in being in charge of Alaska Railroad's Anchorage Locomotive Repair Facility in Anchorage, Alaska, OmniTRAX locomotive repair and lease fleet operations, management of a contract locomotive repair facility, and numerous



mechanical consulting jobs from steam locomotive repair to maintenance of way equipment evaluations. This has included appraisal inspections and mechanical acceptance inspections. Also while at Alaska Railroad he was involved with the engineering department overseeing the construction and final acceptance of new passenger cars under FRA Part 239 and a new DMU locomotive.

Alaska Railroad

General Locomotive Supervisor

Nov 2007 - 2009

- In charge of the Anchorage diesel shop, fueling racks, back shop, wheel / bearing shop and wheel true. Covers a fleet of 52 locomotives and various MOW machinery, RDC's and passenger power cars.
- Responsible for a crew of 44 employees through 3 supervisors and a mechanical budget of over \$6.2 million.
- Key member involved with capital project oversight, project manager and departmental financial analysis including locomotive reliability team.
- Accident/incident investigation and reporting.

Project Manager - Engineering Department Aug 2006 – Nov 2007

- Responsible for cost estimating, procurement, quality control and other project management functions related to track, structures, facilities, and rolling stock.
- Financial and engineering planning for rolling stock and major maintenance of way projects.

Stone Consulting & Design, Inc.

Vice President Strategic Rail Projects

2002 – 2006

During this time, Doug worked on many projects including:

Western New York & Pennsylvania Railroad, Falconer, New York

Served as Project Manager on a \$4 million grade crossing signal refurbishment program. Worked on team for rehabilitating 187 miles of derelict trackage for use by Class I carrier Norfolk Southern's use as a coal overhead route.

R.J. Corman Railroad Group, Buffalo, New York

Performed rail appraisals and track assessments.

Bruce C. Allen & Associates Inc., Bellevue, Washington

Performed appraisals and track assessments for the IRS on two lines in Oklahoma, one line in Georgia and a line in Washington State involving Burlington northern (BNSF) and CSX totaling several hundred miles for the determination of "Fair Market Sale".

LTV Steel, Cleveland, Ohio

Performed equipment (locomotives) appraisals.

OmniTRAX

Director of Strategic Rail Projects

October 2001 to July 2002

Responsible for cost analysis in rail operations, railroad maintenance of way and rolling stock. Analysis of new business development and acquisitions, international and domestic. Assisted in budgeting development and management as part of the Financial Planning Group. Provided financial department oversight for the locomotive lease fleet and asset enhancement.

Director of Purchasing & Materials Mgmt.

April 2000 to October 2001

Responsible for the Purchasing and Materials Management functions associated with two locomotive repair facilities operated by a major North American locomotive leasing company. Includes interface with production and quality control, setting up vendor contracts and administrative management functions associated with locomotive lease management. Duties also included locomotive repair and re-manufacturing workscopes.



Additional Experience

Adirondack Railway Preservation Society, Executive Director & General Manager

Responsible for management of all departments and functions including operations, planning, scheduling, financial, human resources, staffing, safety and training programs and government compliance. Duties included marketing studies and forecasting, resource planning and allocation, capital projects financing and management, government liaison working with assemblymen, senators and governor's office and public spokesman. Accomplishments also included rehabilitation of 58 miles of railroad from 1992 to 1998 from a long dormant and abandoned state to meet Federal and State guidelines for carrying passengers.

Rome Locomotive Works, Vice President Administration

Responsible for all shop functional management, workscope estimating, and contract management for a full-service contract locomotive and equipment repair facility serving Class 1 and shortline clients.

Mr. Ellison's managerial experience includes:

- ♦ Over 20 years in the railroad or rail supplier industry.
- ♦ Over seven years in an Executive Director's position of a not-for-profit.
- ♦ Developing banking relationships with lenders for operational and capital needs.
- ♦ State and Federal Grant Programs including ISTEA, TEA-21, Multi-Modal and legislative appropriations.
- ♦ Procuring, implementing and managing multiple ISTEA, TEA-21 and Multi-Modal programs.
- ♦ Accounting in FASB-117, Not-for-Profit and ICC Accounting.
- ♦ Coordinating state and local political agencies to further corporate goals.
- ♦ Nine years in managing public contracting requirements and selection processes with engineering contractors, DOT, consultants and suppliers.
- ♦ Coordinating projects between management, legal, technical and public sector disciplines.
- ♦ Staffing and managing volunteer and paid work force.
- ♦ Marketing - promoting both public and private sector projects.
- ♦ Strong network of governmental contacts and legislative policy background.
- ♦ Grant development and research.
- ♦ Strong public speaking and communication ability, proven record in Radio/TV.
- ♦ Strong financial background with responsibility for operating, capital and cashflow budgets.
- ♦ Financial analysis/forecasting using Lotus 123 and Excel spreadsheets and PC accounting software.

Mr. Ellison's technical and consulting experience includes:

- ♦ Management of capital rail rehabilitation projects
- ♦ Providing track inspection and track construction quality control
- ♦ Performing studies involving rail operations feasibility, profitability and marketing analysis.
- ♦ Performing studies and inspections for rehabilitating or rebuilding rail lines and industrial tracks
- ♦ Design concepts for enhancing existing rail sidings and operations or building new
- ♦ Conceptual planning of transportation systems and Intermodal interfacing.
- ♦ Developing business plans for technical projects.
- ♦ Developing mechanical studies for RDC (Budd Car) upgrades from Detroit/Allison to Cummins/TRW with assistance from BC Rail Canada.
- ♦ Developing engineering applications to create user specific motivepower for freight, commuter and transit applications.
- ♦ Four years in logistics management working with freight rates from motor carriers, rail carriers, ocean carriers and NVOCC's.
- ♦ Technical mechanical studies, equipment inspection and appraisal.
- ♦ Technical hands-on experience with EMD 567 and 645 and GE FDL DASH-8 motive power and EMD 710 fleet maintenance
- ♦ Writing of FRA approved engineers training programs, operational rulebooks and drug and alcohol programs

