

Randall D. Gustafson

Vice President Operations



Education: A.S., Accounting
Jamestown Business College 1976
A.A., Microprocessing (Engineering)
Jamestown Community College, 1985

Years of Experience: 39 **Years with Firm:** 20

Affiliations & Memberships: Keystone State Railroad Association (KSRA)
Railroads of New York (RRONY)
Association of Tourist Railroads and Railway Museums (ATRRM)

Professional Experience:

Mr. Gustafson joined Stone Consulting & Design in 1997 as Vice President Operations, assuming the duties of the firm's financial management, project proposal preparation and project management & deliverables. Mr. Gustafson is the primary team member for projects involving business analysis, construction estimates and budgeting, railroad feasibility analysis, rail and OTM analysis for STB abandonment procedures, and various real estate management and statistical analysis systems for shortline and tourist railroad business purposes.

As Transportation Analyst, Mr. Gustafson is responsible for railroad-related business consultation services, including the preparation of business plans, asset appraisals and statistical analysis for shortline and tourist railroads. The projects range from rail freight traffic analysis and tourism market flows to feasibility studies and beyond. Randy provides complete rail feasibility studies including project research, technical writing, document preparation and conducting the public presentations of the proposed plans.

In addition to his experience with railroad studies and analysis, Mr. Gustafson continues over a decade of involvement with the Association of Tourist Railroads and Railway Museums (ATRRM), formerly known as TRAIN, as a representative, seminar speaker and information source.

Previously, Mr. Gustafson was employed at Northwest Engineering for six years where he was responsible for railroad-related business consultation services. During that period, he assisted with the creation of several new shortlines in Pennsylvania from Conrail and CSX castoffs, including the Allegheny Valley Railroad, Wellsboro & Corning, and Oil Creek & Titusville Meadville line.

Project Experience:

Commerce Chenango (also known as Chenango County IDA), Norwich New York

Mr. Gustafson was the Project Manager with TranSystems for the CCIDA Rail Line Evaluation Study looking at the physical condition and assets of the line during 2008 which formed a comprehensive study of the storm damage, engineering characteristics, buildings, potential and former customers, property / real estate and structures associated with it along with an operational feasibility study and a Net Liquidation Valuation.



Steuben County Industrial Development Authority (New York)

Feasibility Study and master plan to reopen the ex-Bath and Hammondsport line to Hammondsport, NY, to facilitate direct rail services to the ex-Taylor Winery site. Involved capital rehab, financing, grant analysis, traffic projections, and meeting with various stakeholder grants to recommend reopening four miles of out-of-service track owned by the County. (2009-ongoing)

Adirondack Scenic Railroad, Adirondack North Country Association Saranac Lake, New York

Transportation Corridor Feasibility Study for rail freight, tourist services and recreational use. A thriving tourist attraction today, the Adirondack Scenic hosted over 200,000 riders in the first three years of operation.

Adirondack Scenic Railroad

Economic Impact Analysis of expansion to Lake Placid, NY / Strategic Business Plan Document.

Western New York & Pennsylvania Railroad

Initial Feasibility Study for operations across the Southern Tier.

Texas State Railroad, Palestine, Texas

Project Manager for a \$15 million project that includes restoration of three steam engines, restoration of equipment, repairs to diesel locomotive, design and construction of a repair shop as well as major track rehabilitation and siding design and construction. Current projects include analysis of a new freight transload terminal to be constructed at Palestine, TX. (ongoing)

Berks County Redevelopment Authority (Pennsylvania)

Analysis and RFP preparation for the ex-Reading Colebrookdale branch to be reopened for rail freight services (2009-2010). Developed RFP package and assisted with project and engineering management for reopening the Colebrookdale branch when original rail freight operator ceased operations.

Management Alternatives Study of the East Broad Top Railroad, Orbisonia, Pennsylvania

This project and report, completed in 1995, involved ridership, financial, and operational alternatives for the EBT railroad, pending further investment by the Commonwealth of Pennsylvania in the project. This project is now revived in 2011 by the strategic plan envisioned by the East Broad Top Connecting Railroad, Inc, (Mt. Union) with engineering and feasibility services underway at the current time.

R. J. Corman Pennsylvania Lines – Clearfield, Pennsylvania

Multiple analysis and appraisals between the original line analysis and purchase from Conrail in 1995-6, and subsequent inspection and re-appraisal projects for the purposes of STB valuations, construction estimates, and submission of appraisal and valuation analysis for RIF loan financing. (2005-2006)

State of West Virginia, Moorefield, West Virginia

Assistance with the development of a competitive bid proposal package for operation of the South Branch Valley Railroad service (a.k.a. Potomac Eagle). Additional projects have included feasibility studies on the Dailey, WV branch for continued rail freight service, equipment procurement and overhaul engineering services, and the original feasibility study for the purchase of the West Virginia Central Railroad from CSXT. (1995)

Altoona Railroaders Museum, Ridge Rail Excursions, Altoona, Pennsylvania

Feasibility Study which included ridership analysis by comparison to similar activities, review of regional tourist attractions, market estimates, Conrail and Amtrak participation options, and preliminary engineering review.

