



The Railroad Passenger Car Alliance, Inc.
P.O. Box 719, Quinton, VA 23141

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Please Respond To:

B.A. Black, President
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Mr. Brian O'Boyle
Surface Transportation Board
395 E Street, S.W.
Washington, DC 20423-0001

Attn: Docket No. EP 774 (Sub-No. 1)

Dear Mr. O'Boyle:

The Railroad Passenger Car Alliance (RPCA) is an advocacy group that represents the owners and operators of railroad passenger cars operating on Amtrak, Commuter and Special Charter Trains. RPCA's member operations and activities introduce the public to the advantages and value of rail passenger service. In order to continue our programs, we support a vibrant and expanded passenger rail system.

As the President of the RPCA, I desire to nominate myself, B.A. (Brad) Black, to fill one of the vacancies on the STB's Passenger Rail Advisory Committee (PRAC).

My primary interest is to represent the owners and operators of privately owned passenger equipment as one of the two representatives from a passenger advocacy organization.

As an alternative, I am willing to serve as one of the three at-large representatives owing to my relevant experience as a consultant described in your qualifications for those positions.

My industry experience includes over 43 years working for a freight railroad, a passenger car builder, a passenger car rebuilder, and a commuter railroad. For the past 25 years I have worked as a consultant in the passenger transportation industry, engaging in vehicle design, manufacturing, Q.A. and regulatory oversight, as well as a commuter operation start-up.

I am currently a member of the American Public Transport Association's Passenger Rail Equipment Safety Committee, and the chairperson of the Inspection and Maintenance working group. I also served a term as a voting member of the FRA's Railroad Safety Advisory Committee, representing the RPCA. Further details of my experience are included in the attached resume.

I am willing to serve on the PRAC and I agree to serve in the representative capacity for either of the two constituencies noted above, as the Board deems appropriate.

Thank you for considering this nomination.

Sincerely,



B. A. Black
President
Railroad Passenger Car Alliance

Attachment
as stated

B.A (Brad) Black

OVERVIEW

Mr. Black has over 43 years of experience in the transportation industry with emphasis on procurement, project management, and maintenance of passenger vehicle equipment. This includes specification writing; preparation of budgets and estimates for various car and locomotive manufacturing and overhaul projects; supervision of manufacturing, purchasing, and office staff; performing QA/QC inspections; testing witnessing; system start-up; and Buy America audits. He also has experience with transit agency project management, operations, system safety, and quality activities. Through his work with the APTA PRESS Committee, and as the current chairman of the Inspection & Maintenance task group, he is one of the authors of the several APTA mechanical standards.

EXPERIENCE

Virginkar & Associates, Inc. (VAI), Fullerton, CA

Sr. Vice President – (1998 – Present)

Southern California Regional Railroad Authority (SCRRA-Metrolink)

MPI36 Overhaul Scope and Cost Estimate – Mr. Black leads a team developing an outline of the work scope and cost estimate for the overhaul of SCRRA's fleet of 15 MP36PH-3C locomotives for a ten-year life extension. (Mar 23-Present)

Rail Fleet Management Plan – Mr. Black assisted the prime consultant in the development of a Rail Fleet Management Plan to guide the transition to clean energy propulsion along with fleet modernization for the next decade. His work included evaluation of the existing fleet configuration and development of recommendations for maintenance, overhauls and replacement programs, as well as facility modifications to support the new/rebuilt vehicle fleets. (Nov 20 – Apr 21)

Mr. Black is providing Project Management Oversight (PMO) services on several Federal Transit Administration (FTA) grantee projects. He reviews technical & project control documents, performs on-site reviews, prepares reports, and attends design & construction meetings to ensure the grantee has necessary procedures and controls for successful completion of their project. He has also performed Buy America audits to confirm compliance with 49 CFR Part 661. The projects include:

Denver RTD, CO Eagle P3 Commuter Rail – The Denver RTD implemented a commuter rail system to connect Denver suburbs with the downtown and Denver International Airport. The project delivery is through a Public-Private Partnership (P3) where a concessionaire is responsible for designing, building, and operating the system over a period of 30 years. As part of the FTA oversight, Mr. Black reviewed procurement, maintenance and operations plans of vehicles furnished by Hyundai-Rotem of South Korea. He provided periodic reports on the progress of retrofit programs and the effectiveness of ongoing maintenance activities. Additionally, he reviewed the reports for Pre-Award and Interim & Final Post-Delivery Buy America audits conducted by the RTD to ensure Buy America compliance. He has also served as the FRA compliance Safety Subject Matter Expert for the PMO team, which includes review and oversight of safety systems and process, as well as planning/compliance with regulations. (2017 – 2018)

EDUCATION

- Ventura College, Ventura, CA, Business Courses
Amtrak Beech Grove Training Center – Federal Railroad Administration (FRA) & NRPC Standards, maintenance of trucks, air brakes & safety appliances, Amtrak Qualified Maintenance Person (QMP), Amtrak Air Brake Class, Certification to Test 26-C and AB Brake Systems 1988
Amtrak Mechanical Department – Installation of Head-End Power (HEP) Systems-Passenger Cars, 1988
Amtrak Private Car Inspector 1993
UW Madison Extension - Fundamentals of Railway Train Control & Signaling - 2004

KEY SKILLS

- Project Management Oversight (PMO)
- Buy America Audits
- Operations & Maintenance (O&M)
- QA Audits

TRAINING/PROFESSIONAL AFFILIATIONS

- American Welding Society; (1997 – present) Air Brake Association (1992 – present) – Board Member
- Railroad Passenger Car Alliance (RPCA) (1989 – present) - President
- American Public Transit Association (APTA) (1997 – present) – Member
Passenger Railroad Equipment Safety Standards (PRESS) Committee - Chairman I&M Working Group
- FRA Railroad Safety Advisory Committee (RSAC) – Voting Member (2012 – 2018)

Chicago Transit Authority (CTA), CTA-7000 Heavy Rail Vehicle (HRV) Procurement – Mr. Black is currently monitoring the procurement of the CTA-7000 Heavy Rail Vehicles (HRV) being furnished by CSR, China. Mr. Black also monitored the procurement of the CTA-5000 Heavy Rail Vehicles (HRV) furnished by Bombardier, Canada. This oversight includes review of schedule conformance, engineering design submissions, Rail Fleet Management Plans, maintenance plans, vehicle reliability program, Buy America Audit reports, retrofit programs, and attending engineering conferences & meetings. Additionally, he has prepared spot reports for the FTA related to project budget and schedule and provides input to the monthly reports by the PMOC. (2006 - Present)

Dallas Area Rapid Transit (DART), Brookville Streetcar Quality Assurance – Mr. Black provided oversight and guidance to VAI's inspector who was present at the Brookville factory. He kept track of the quality issues and worked with our inspector to resolve issues that materialized. He also witnessed the seating collision tests that were performed for this procurement and authored a report of his findings. (2016)

Northern Illinois Commuter Rail Corp. (Metra), PTC Implementation – Mr. Black monitored the implementation of an interoperable Positive Train Control System for the 11 Metra service districts in the Chicago area. Mr. Black provided oversight services including review of progress reports, safety plans, commissioning, and test plans as well as project budget and regulatory compliance. (2013)

San Juan, Puerto Rico (Tren Urbano), O&M and Retrofit Plan Review – The Puerto Rico Department of Transportation operates a metro rail system in the San Juan metro area known as Tren Urbano. As part of the ongoing FTA Oversight, Mr. Black reviewed maintenance and operations plans, as well as retrofit plans related to vehicles furnished by Siemens Transportation Systems, Inc. in Sacramento, CA. He provided periodic reports on the progress of retrofit programs and the effectiveness of ongoing maintenance activities, and long-term solutions to both equipment obsolescence issues and safety issues. (2013, 2016)

Oregon Department of Transportation (ODOT), High Speed Trainset Procurement – ODOT, as a partner with Amtrak and State of Washington DOT being the operators of "Cascade Service" in the Pacific Northwest, procured two high speed tilting trainsets from Talgo, Inc. for inclusion in a pool of five existing trainsets. ODOT utilized ARRA funding administered by the FTA. Mr. Black provided oversight services including review of project reports, safety plans, commissioning and test plans, Buy-America Audits and technical review, as well as project budget and regulatory compliance. (2013 - 2018)

Portland (TriMet), Vehicles, Rail Activation and Commuter Rail Start-Up – For the Wilsonville-Beaverton Commuter Rail and South Corridor Light Rail Extension projects, Mr. Black reviewed maintenance and operations plans, schedules and budgets related to vehicles (Diesel Multiple Unit commuter cars furnished by Colorado Rail Car, Inc. and Light Rail Vehicles furnished by Siemens Transportation Systems, Inc. in Sacramento, CA), operations start-up, and safety certification. He provided input for monthly FTA reports and prepared spot reports on the progress of the work of the contractor and Tri-Met's consultant from project start through commissioning of the vehicles. He provided technical review of submissions (design reviews), as requested. (2004 - 2009)

San Diego North County (NCTD) Sprinter DMU Project – As part of the PMOC Team monitoring the Sprinter DMU Project, Mr. Black reviewed testing results of various qualification tests and attended track testing in Germany, at the request of the FTA. The review included analysis of compliance with FRA and CPUC standards that were being applied as alternatives to one another for the project. (2012 - 2013)

Minneapolis (Metro Transit) Northstar Commuter Rail, Documentation Review – As part of the readiness to enter service review, Mr. Black carried out a review of the Agency's training, maintenance and QA documentation prior to start of regular service. He monitored engineering design reviews for the Northstar MPI-36 Locomotives being furnished by Motive Power and the Bi-Level Commuter Cars being furnished by Bombardier, Canada. He reviewed Rail Fleet Management Plans, maintenance plans and vehicle procurement documents. He attended engineering project status meetings and provided input and recommendations for monthly FTA reports. He also prepared spot reports and provided technical reviews of specifications, as requested. Prior to the start of operations, Mr. Black carried out reviews of readiness for operation that focused on the vehicles, shop facilities, safety and training plans, and training delivery to maintenance employees. (2007 - 2010)

Bay Area Rapid Transit (BART), Track Geometry Car Procurement – As part of the Project team representing BART on the procurement of a new state of the art Track Geometry Car (TGC), Mr. Black reviewed designs from the contractor MERMEC for railcar Truck and Air Brake Systems. He also managed the QA and Inspection programs for the client. (2017- 2018)

California Department of Transportation (Caltrans), Vehicle Procurement Services – As part of the Jacobs team providing vehicle procurement services to the California Department of Transportation (Caltrans), Mr. Black served as the Caltrans QA Manager, conducting reviews of the supplier quality systems, QA Review meetings with the Contractor (Nippon Sharyo) and reviews of project management documentation. In addition, Mr. Black coordinated the activities and assignments of resident inspectors for the Caltrans/IDOT joint procurement of railcars and locomotives as a member of the Interfleet Project Team for the Illinois Department of Transportation (IDOT). (2012 – 2016)

Northern Indiana Commuter Transportation District (NICTD), PTC Implementation – Mr. Black is part of the team assisting Northern Indiana Commuter Transportation District (NICTD) in implementing Positive Train Control (PTC) over the Agency's railroad from Chicago, IL to South Bend, IN. He participated in the development of the bid package including technical specifications for the Systems Integrator services, as they relate to the NICTD's vehicles. This included defining equipment locations, system interfaces, and the application of the PTC equipment to Electric Multiple Unit (EMU) cars and diesel locomotives. He also serves as a document checker in the document configuration control and QA process. During the installation phase of the project, he managed the customer QA process and inspectors and assisted with the interfacing of the equipment into the existing vehicle cabs. As part of that work, he carried out an investigation of the air brake system performance and interfaces with the PTC equipment resulting in several piping changes to the system. (2013 – 2020)

Massachusetts Bay Transportation Authority (MBTA), Top Deck Overhaul – Mr. Black served as VAI's Project Manager on Massachusetts Bay Transportation Authority's (MBTA) Top Deck Overhaul project for the overhaul of 25 GP40-MC locomotives. His services included correspondence preparation & management on behalf of MBTA, documents and drawings reviews, inspection & test witnessing supervision, and management of sub-consultants' activities. As part of his duties, he reviewed QA documentation, procedures, and modifications to the fleet. He also reviewed change requests related to hidden damage and additional work requested by the owner and conducted Quality Reviews of suppliers and the locomotive rebuilder. (2011 - 2013)

Sonoma-Marin Area Rail Transit (SMART), DMU – Mr. Black developed the regulatory matrix process that tracks relevant federal, state and local regulations that have bearing or impact on the project. As part of the process, he reviews the impact of new regulations on the project and its elements and identifies conflicts and overlaps between various regulations. (2011)

Trinity Railway Express (TRE), Asset Inventory – Mr. Black served as VAI's Project Manager for the asset inventory of the Rolling Stock, Signal, and Communications Systems utilized by the Trinity Railway Express (TRE), which provides commuter service between Ft. Worth and Dallas, TX. As part of this project, he coordinated the efforts of the VAI inspection team and developed documents for recording the input for field examination of rolling stock that included Diesel Locomotives, Push-Pull Commuter Coaches, Rail Diesel Cars (DMU's) and Communications and Signal facilities. He conducted condition inspections of signal and communication equipment over 38 miles of the TRE railroad alignment. The study examined the overall condition of the assets, their remaining life, and provided cost estimates for replacement of the assets. (2010)

St. Louis, Missouri Bi State Development Agency (Metro Link), Buy America Audits – Mr. Black performed Buy America Audits for the St. Louis, Missouri Bi State Development Agency's (Metro Link) procurement of 24 LRVs furnished by Siemens of Sacramento, CA. His duties included conducting both Pre-Award and Post-Delivery audits to ensure suppliers were in compliance with FTA Buy America regulations. He made recommendations for the final report so that it would comply with FTA regulations regarding counting of certain systems and components for Buy-America compliance. He reviewed final report and reported to the FTA as to the sufficiency of the report and audit process. (2003 – 2004)

Baltimore MTA, TexRail, NYCT and Staten Island Ferry (SIF) Buy America Audits – Mr. Black has also performed Buy America Pre-Award and Post-Delivery audits for Baltimore MTA 2015 - 2017, TexRail, Ft. Worth, TX, Salt Lake City, UT 2017, and Pre-Award audits for NYCT R211, New York, NY (2018 to present) and Staten Island Ferry (SIF), New York, (2017 to present). Mr. Black performed Buy America Pre-Award and Post-Delivery audits for Baltimore MTA. (2015 – 2017)

Northeast Illinois Regional Commuter Railroad Corporation (Metra), DMU Passenger Vehicle Purchase Study – For the Northeast Illinois Regional Commuter Railroad Corporation's (Metra), Chicago, IL study to purchase DMU passenger vehicles for extension of Metra's commuter rail service, Mr. Black provided technical specification writing support and attended industry review meetings with potential manufacturers. He prepared mechanical sections of the technical specifications, as well as Systems Assurance section which included reliability, maintainability, safety and quality programs. As a commuter rail safety expert with thorough knowledge of federal regulations, he ensured that technical specifications required the Contractor to develop and implement his systems assurance program to be compliant with CFR 49 Parts 200 to 399 Chapter II - Federal Railroad Administration; DOT-FTA-MA-90-5006-02-01 -

FTA Handbook for Transit Safety and Security Certification; MIL-STD-882c System Safety Program Requirements; MIL-STD-105 Sampling Procedures and Tables for Inspection by Attributes; NFPA 130 Standard for Fixed Guideway Transit Systems; and ISO

9001 Quality Systems – Model for Quality Assurance in Design, Development, Production, Installation and Servicing. The entire vehicle and its components, subsystems, and systems were required to comply with the requirements of NFPA 130, as well as appropriate sections of 49 CFR 238 and 49 CFR 239; and measures to be adopted to minimize injury due to fire, smoke, explosion, or panic due to fire and to protect equipment from damage by fire or explosion. (2006)

Port Authority of Allegheny County (PAAC), Light Rail Transit (LRT) System Modernization and LRV Procurement – Mr. Black developed specifications for the overhaul and modification of PAAC's overhead maintenance vehicle. He identified potential suppliers and reviewed proposals submitted in response to the RFP. (1997 - 2010)

Virginia Railway Express (VRE), Mechanical Engineering Project – Mr. Black served as Equipment Engineer. He assisted in the light overhaul and resolution of design issues for 19 push-pull gallery cars at the Northern Rail Car Corporation (NRCC) in Milwaukee, WI. He also provided assistance in the resolution of design issues relating to the retrofit of new systems as well as the light overhaul of the vehicles with design modifications. (2005 - 2008)

Nashville & Eastern Railroad (NERR), Proposed Operating Agreement Recommendations/Cost Estimations – Mr. Black provided recommendations on the proposed operating agreement between the Nashville Regional Transportation Authority (RTA) and the NERR for access to the freight railroad for operation of the Music City Star Commuter service. He assisted the railroad in the development of an operational plan and maintenance facility location selection to minimize interference with freight operations. (2004-2005)

Transit Solutions Group, LLC – Music City Star Commuter Service Startup - Mr. Black served as VAI's Project Manager supporting the proposal process for the eventual operator, he prepared maintenance & operating cost estimates for cars and locomotives. During negotiations with the RTA, he assisted the proposal manager in the development of budgets and with negotiations of the actual contract costs for the services to be provided. During the mobilization phase, Mr. Black served as the Mobilization Manager for the operating contractor, Transit Solutions Group, LLC. His duties included management of equipment modification, testing, and System Safety Certification. This included development of safety, operational, and training plans; training of newly hired staff; and modifications to equipment for compliance with FRA and TDOT requirements, in addition to APTA Safety Recommendations and Standards. Included in the effort was verification and demonstration that car interior equipment received from Metra met the applicable requirements of NFPA 130 or could be mitigated through other means. Mr. Black worked with a fire-life safety consultant to develop the means for self-evacuation from the upper level of the cars as well as emergency signage and instructions. He also worked with the Agency's consultant to close out safety items identified in the risk register, as well as items raised by FRA and TDOT inspections or the equipment. (2005 - 2008)

New York City Transit (NYCT), QA Audit of New Technology Train Procurement – As QA Auditor on the New York City Transit's (NYCT) R142, R142A, and R143 New Technology Train Procurement Projects, Mr. Black coordinated VAI activity relating to FAIs, QA audits, and Pre-Shipment Inspections (PSIs) at supplier locations throughout the U.S. and Canada. He also personally performed FAIs and PSIs at various manufacturers' locations, providing written reports of inspection/audit results, open items, and follow-up actions. (2003 - 2004)

New Jersey Transit (NJT), Rolling Stock Procurement Project – Mr. Black monitored activities of VAI QA staff in Sao Paulo, Brazil, Kassel, Germany, and Hornell, NY on New Jersey Transit's (NJT) Rolling Stock Project to procure 200 new Comet V passenger vehicles, 24 electric locomotives, and 33 diesel locomotives. He also conducted QA audits at car shell supplier facilities and provided written reports. (2003 – 2004)

Northeast Illinois Regional Commuter Railroad Corporation (Metra), MP36PH-3S Locomotive Procurement – Mr. Black served as the consultant QA manager for the inspection at the Locomotive Builder in Boise, ID as well as First Article (FAI) and Source Inspections at various supplier facilities. Over the course of the project, Mr. Black set and enforced Quality Criteria and managed the resident inspection and source inspection staff, as well as performing FAI inspections. (2003-2004)

Northeast Illinois Regional Commuter Railroad Corporation (Metra), Economic Life Study of the Highliner Electric Multiple Unit (EMU) Fleet – Mr. Black inspected a sampling of cars to determine the current condition of the vehicles, maintenance costs, and vehicle failure rates. In addition, he assessed available technology for the EMUs and estimated the remaining life of the Highliner fleet. Mr. Black completed the study with a report summarizing his findings along with recommendations for future action. (2004)

Los Angeles County Metropolitan Transportation Authority (LACMTA), Metro Green Line P2000 LRV Procurement Project – Mr. Black performed QA audits and PSIs at the Heating, Ventilation & Air Conditioning (HVAC) and passenger seating suppliers' facilities. (2005)

Maryland Transit Administration (MTA), MARC Commuter Train Service – Mr. Black developed the Rolling Stock Maintenance Plan designed to bring MARC Train Service into compliance with 49CFR 238.107. (2003)

Long Island Railroad (LIRR), Life Cycle Maintenance (LCM) Program and Shop Strategy Project – Mr. Black developed LCM data for the LIRR DE-30/DM-30 locomotives and Kawasaki C-3 Bi-Level cars. His assignment was to create Bills of Materials (BOM) for trucks and couplers, body components, brakes and air systems. From each BOM, he identified each system's maintainable parts to be included in a Maintenance Allocation Chart (MAC). For each part included in the MAC chart, he estimated life expectancy, recommended maintenance intervals, and estimated hours for maintenance replacement and repair. Mr. Black participated in a Configuration Management and Technical Support Study to develop a business framework for the Transit Technical Services (TTS) Department of the Orange County Transportation Authority (OCTA). During this study, he interviewed staff, reviewed documentation, presented results, and made recommendations to improve procedures used by TTS. These evaluations included fleet management and planning, fleet performance analysis, equipment procurement, new technology evaluation and implementation, QA/QC procedures as well as the control and distribution of regulatory documents. (2003)

Bay Area Rapid Transit (BART), A&B Car Rehabilitation Project – Mr. Black served as QA Auditor, coordinating VAI's inspection staff and conducting PSIs of auxiliary & propulsion inverters, traction motors, gear units, wheelset and underbody equipment. (1999)

San Francisco Peninsula Commuter Service (Caltrain), New Gallery Car Procurement Project – Mr. Black served as a Test Engineer, conducting FAI audits of the door and air brake suppliers to ensure the equipment was built to contract specifications. He prepared reports detailing observations & findings and made recommendations for corrective action. He also aided on the Caltrain Locomotive Rehabilitation Project where he was responsible for the resolution of engineering issues related to the testing protocols of 19 remanufactured F- 40 locomotives. He conducted on-site acceptance testing with both Caltrain and Alstom personnel and approved locomotives for conditional acceptance. (1998 – 2000)

Maryland Department of Transportation, MASS Transit Administration, BWI Airport, MD

Assistant Chief Mechanical Officer of Capital Projects - (1995 – 1998)

Mr. Black was in charge of all capital equipment projects for the MARC Train Service where he participated in the design and construction of 50 push-pull Bi-Level coaches (MARC III). He served as Project Manager for the procurement of six high-speed electric locomotives (ME-10) from the Bombardier-GEC Alstom Consortium. During this project, he developed and implemented the project management plan that incorporated quality, financial, safety and schedule goals. Mr. Black was accountable for providing reports to MTA management and funding agencies such as Maryland Department of Transportation (MDOT) and FTA. He was responsible to the Chief Mechanical Officer, he reviewed facility designs, proposals, maintenance practices, and procurement contracts. As Consultant Task Leader, Mr. Black coordinated the activities of consulting engineers and inspectors on all MARC Mechanical Department projects.

Mr. Black was responsible for the development of budgets and maintaining cost controls over the vehicle construction projects and consultant teams assigned to the project. As part of this activity, he validated change orders proposed by suppliers, which he carried out through a process of investigating industry experience from other agencies, observation and data collection by resident inspectors to determine average labor hours, and by contacting component suppliers for material costs.

Morrison-Knudsen Corporation – Transit Systems Group, Chicago, IL

Program Manager - (1993 - 1995)

Mr. Black managed all aspects of the \$170 million Metra Highliner EMU Rebuild Project. He coordinated activities relating to the shop, engineering, quality, and field service personnel while acting as the primary interface with the customer. He successfully re-started delivery of the cars which had been stopped by quality issues and a lack of communication between the supplier and the customer. Mr. Black instituted discussions with the customer on realistic quality standards for a rebuilt car and worked diligently to build customer trust in the manufacturing and quality organizations.

Maryland Department of Transportation – State Railroad Administration, BWI Airport, MD

Manager of Mechanical Services - (1989 – 1993)

Mr. Black was responsible for maintaining a fleet of 15 Budd RDC type DMU's in daily commuter service. In that role he oversaw the Agency's maintenance contractor and supported the maintenance and upgrade of DMU systems including engines, transmissions and air brakes.

As Equipment Engineer for the Mechanical Department, Mr. Black was initially hired as a contract employee to oversee the light overhaul of 22 existing MARC-I commuter railcars. The project scope was enlarged to include the heavy overhaul and conversion of 1948-era mechanical systems on 12 additional cars purchased from the NJT. The vehicles were delivered with minimal delays and within budget. Mr. Black specified approved procedures and witnessed the dynamic and static testing of the completed cars. In addition, he participated in writing specifications for the MARC-IIB push-pull coaches that were delivered by Sumitomo/Nippon Sharyo from 1991 to 1993.

Northern Rail Car Corporation, Cudahy, WI

Manufacturing Manager-Passenger Division, 1986 – 1989

Mr. Black managed the passenger division and purchasing department of the company, supervising 60 employees. During his tenure, he was responsible for the reconstruction and upgrade of railroad passenger cars and locomotives. He managed the scheduling, cost control, design review, QC, and interfaced with the engineering department. His responsibilities entailed the management of equipment for compliance with federal, state, and railroad industry regulations. Mr. Black maintained customer contact, originated contract change orders, approved warranty service, and arranged for delivery of cars upon completion of the projects. As Sales Engineer, Mr. Black initiated sales calls and estimated quotations while working with the engineering and production departments selling passenger car and locomotive overhauls. He was also responsible for developing a training program for switch engine crews in the shop facility.

Ventura County Railway Company, Oxnard, CA

Chief Engineer – Maintenance of Way Department, 1980 - 1985

Mr. Black was responsible for the maintenance of all company-owned trackage, structures, motor vehicles, rail cars, and locomotives. His duties included supervising two locomotive mechanics, two signal maintainers, and eight track workers as well as inspecting equipment and trackage as required by FRA and California Public Utilities Commission (CPUC) regulations. He also maintained required records of inspections and submitted written reports to the CPUC. Prior to appointment as Chief Engineer, he held positions as Temporary Assistant General Manager, Signal Supervisor, and Signal Maintainer. In the absence of the Chief Operating Officer, Mr. Black was also responsible for the operating department's personnel (train crews). He directed train operations and conducted rule classes and operational testing programs.