

## **RONALD F. POULSEN**

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**EDUCATION** B.S., Civil Engineering, California State University at Los Angeles

**REGISTRATION** Engineer-in-Training, 1979 (California)

**EXPERIENCE** I have more than 40 years of practical engineering experience with the Union Pacific Railroad Company, Amtrak, Northwestern Pacific RR, The Kansas City Southern Railway Co. and as a consultant. This experience included all phases of railroad engineering from surveying, cost estimating, drafting, design, planning and scheduling, maintenance and construction of track, right-of-way and bridges to directing construction projects and system wide railroad operations. This direction required final and overall responsibility for force levels, labor relations, equipment requirements, material appropriation and use, and creation and compliance with budgetary requirements. My background in providing functional designs to improve railroad operations is supplemented by my extensive knowledge of railroad rules and operating practices. Ensuring project delivery with multiple stakeholders on time and on budget has led to my success in the railroad and passenger industry as a direct railroad employee and as a consultant.

### *Direct Railroad Experience:*

***Vice President and Chief Engineer*** As Vice President and Chief Engineer of The Kansas City Southern Railway Co. (KCS) I was listed as an executive with fiduciary duties to the corporation. I was responsible for the day to day operations of the railroad and also the long term planning for the Engineering Dept. The KCS Engineering Dept. was comprised of approximately 555 people, 480 agreement and 75 management or non-agreement people. KCS has a \$38 million operating expense budget, \$44 million for track, bridge, and signal capital programs and \$12 million earmarked for infrastructure and capacity improvement projects. I was ultimately responsible for the final project delivery of those capital projects.

Prior to my arrival at KCS they had never created a 5 year Capital Tie or Rail Replacement program. They now have a 5 year Program which gives their financial, purchasing and operating departments a planning tool. In November of 2002, we established an Engineering Dept. Safety Leadership Team to work with their peers for improved work place safety. Due to this Safety Team KCS Engineering Dept. received the Bronze Harriman award in Safety for the year 2003 and ended the year with a 1.44 Frequency Injury Ratio.

***Sr. Director Engineering*** The Senior Director's duties were the overall direction and management of Amtrak West's Engineering Dept. Amtrak West's Engineering Dept. provided railroad maintenance services for it's own needs and under contracts to commuter services. Amtrak West also provided consultant and construction management services for local agencies such as Caltrans. The Sr. Director was responsible for the budgets of all the projects and the Engineering Dept.'s operating

budget, personnel/force levels to see that the work was accomplished and ensured that all committed schedules were met.

***Director High Speed Rail (Amtrak)*** As Director of High Speed Rail, I was responsible for the creation and completion of Amtrak West's 20 Year High Speed Rail Plan. This project consisted of obtaining consensus from all of California's passenger/commuter and freight railroads present and future growth plans for their respective services. Upon consensus, the major task was to coordinate the project scoping, design, modeling and cost estimating for the many proposed infrastructure projects necessary to keep up with California's projected rail growth. Completing this study involved coordination of multiple consulting firms studies, designs and costs estimate while obtaining approvals at many organizational levels at Amtrak, Caltrans, State and local agencies.

***Chief Engineer, Northwestern Pacific Railway Co. (NWPY)*** The Northwestern Pacific Railroad, owned by the State of California and governed by a local powers authority the North Coast Railroad Authority, employed NWPY to manage, operate and maintain their railroad. As Chief Engineer, my duties included starting a maintenance of way organization from the ground up. After hiring several key supervisory people and providing direction, we were able to restore some of the trackage to FRA Class 1 condition. Upon my arrival, we began running the railroad as a railroad and a business. As Chief Engineer the work included approval for leases, licenses and agreements, initiated new relations with the FRA, other governmental agencies and local county and city authorities on behalf of the NCRA and supported the NCRA with work plans, cost estimates and grant applications. Ensured that Federal Section 130 funds were administered for crossing upgrades. Overall direction and control of the engineering department was the responsibility of the Chief Engineer. This position demanded a political presence and involvement with California State elected Legislators and Assemblypersons. Meetings and negotiations with City and County agencies was a daily requirement.

***Director of Construction, UPRR Southern Region (Illinois, Missouri, Arkansas, Louisiana, Texas, and Oklahoma).*** Charged with the direction of all surveying and construction activities. Staff included survey parties; bridge and construction inspectors; and managers of special projects, field engineering and bridge construction plus oversight of engineering consulting firms. This team provided field surveying project design and construction management. Typically directed numerous projects simultaneously, including projects worth more than \$10 million. Projects ranged in scope from construction of a new classification yard that included drainage, grading, track, building, and utility work to small asphalt or concrete paving projects for auto or intermodal facilities. Direction included final approval of project specifications and major field design changes during the construction process. While employed with UPRR worked on the following recent major projects:

- ▶ ***Livonia, LA.*** Directed the construction of a new \$48 million "mini-hump" classification yard and related support facilities.

Ronald F. Poulsen  
Page -2-

- ▶ **Chicago Heights Auto Facility, Chicago, IL.** Directed construction of the auto loading/unloading operations redesign. Included entrance improvements, load line changes, security system upgrades, asphalt repair and upgrade.
- ▶ **Dallas, TX.** Directed field construction of track geometry and structure improvements to facilitate freight operational speed increases for Dallas Right-of-Way District; track and switching lead changes to accommodate Dallas Area Rapid Transit projects for commuter rail service in downtown.
- ▶ **Houston, TX.** Directed construction of the redesign and rehabilitation of a portion of the intermodal facility.
- ▶ **Settegast Classification Yard, Houston, TX.** Switch and lead reconfiguration and construction of two additional lead tracks enabling continuous switching operations during train arrivals and departures.
- ▶ **Original East Los Angeles Intermodal Facility, Los Angeles, CA.** Created layout, pavement, and support facility design. Responsible for specifications, bid documentation, and construction management.
- ▶ **Bridge 25 Near Chicago Heights, a Retired CSX/UPRR Track Grade Separation, Chicago, IL.** Planned and implemented the removal of a double track bridge under traffic.

Other Positions held at Union Pacific Railroad Co.:

**Director of Maintenance of Way (M/W) Equipment and Shops, Director of Engineering Research and Development, Division Engineer, Gulf Division in Southern Texas. Assistant Division Engineer, Nebraska Division (Cheyenne, Wyoming, to Omaha, Nebraska). Staff engineer, Roadmaster, General Roadmaster, Division Planning and Scheduling Manager, Engineering estimator, Inspector, Assistant Engineer, Chainman, Rodman and Instrumentman various locations on Union Pacific System. Descriptions of these positions can be provided upon request.**

*Selected consulting projects:*

*Dakota, Minnesota and Eastern Railroad, Project Deputy Manager. DM&E (Cedar American Rail Holdings, now CP Rail) plans to rebuild nearly 600 miles of its existing track to Class 4 standards and extend the system 260 miles into the Powder River Basin coal-mining region of eastern Wyoming and connections to the various coal mines in the Basin. With direct access to the mines, DM&E will haul the coal eastward to the electric utility markets. I was the deputy project manager overseeing the aerial mapping, surveying, track standards and track design for the new construction and rehabilitation. Currently this project is on hold, pending further funding.*

**Stampede Pass, The Burlington Northern and Santa Fe Railway Co., Stampede, WA.** Project Manager for the design and construction three BNSF Contracts. Contract 1 was the design and construction of snow sheds for Tunnel No. 3 and

Ronald F. Poulsen  
Page -3-

related facilities. The snow sheds were precast concrete, replacing burned timber structures. Heated concrete boxes, track replacement in the tunnel and soil stabilization were also part of this portion of the project. Contract 2 included the design and construction of new sidings, siding extensions, main line track replacement and realignment. Contract 3 designed Maintenance of Way facilities at various locations along the Stampede Pass line. The design included permitting, site civil and utility design and coordination with the pre-fabricated building supplier.

***Argentine Yard, Atchison, Topeka & Santa Fe, Kansas City, KS.*** Project manager on the conceptual reconfiguration and final design. The project provided the Santa Fe with new yard layout concepts for their approval and then a final, complete yard design. The concept and final design consisted of a new 60-track classification yard and wrap-around receiving and departure yards with support tracks, related structures, buildings, utility and drainage. The new yard configuration eliminated existing yard inefficiencies, reduced switch engine requirements and increased through train capacity.

***Georgia Gulf Chemical, Plaquemine, LA.*** Project manager and railway designer for conceptual layout of a new storage and new classification/switching yard for Georgia Gulf Chemical. Georgia Gulf was faced with increasing costs for use of Union Pacific Railroad leased “storage in transit” track space and increasing traffic volumes requiring additional switching at their plant. Through recommendations from Union Pacific, Georgia Gulf enlisted HDR to provide a conceptual plan for a new storage yard to handle storage in transit cars, improve switching facilities in their plant and provide for traffic growth. An on-site traffic/switching study and a construction estimate was also provided as part of the project with the conceptual design. This information allowed Georgia Gulf management to assess benefits and establish a capital budget program for the yard expansion.

***Rehabilitation of Tunnel No. 25, Southern California Regional Rail Authority (Metrolink).*** Managed the project following the January 17, 1994, Sylmar earthquake. As senior project manager, responsibilities included leading the construction team rehabilitating the tunnel's concrete liner, drainage system and track structure, design or design approval, contract and budget administration. Working closely with the operating and dispatching centers kept passenger train schedules intact.

**PROFESSIONAL  
ENDEAVORS**

HDR Engineering, Inc.  
2006 – present

The Kansas City Southern Railway Co.  
2002 – 2005

Amtrak  
1999 – 2002

Northwestern Pacific Railway Co.  
1999 – 2000

HDR Engineering, Inc.  
1994 – 1999

Railway Engineering Consultant  
1994

Union Pacific Railroad  
1969-1993

**PROFESSIONAL  
ACTIVITIES**

American Society of Civil Engineers, Member, 1979-Present  
American Railway Engineering and Maintenance of Way Association, 1975-Present  
Past Member of Board of Direction and Functional Vice President-Track  
Tau Beta Pi Association, National Engineering Honor Society  
Chi Epsilon, National Engineering Honor Society

**PUBLICATIONS**

Poulsen, R.F., *Railway Track and Structures Magazine*, July 1994 issue, titled  
“Railroad Tunnel Maintenance.”

Poulsen, R.F., *Railway Track and Structures Magazine*, January 1996 issue, titled  
“Maintenance of Distributive Retarders.”

Poulsen, R.F., *Railway Track and Structures Magazine*, March 1997 issue, “Bidding  
and working with contractors, The Economic Issue.”