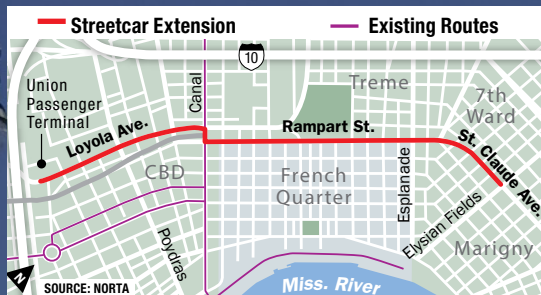


# RAILWORKS® TODAY

*A monthly newsletter for employees of  
RailWorks Corporation and its subsidiaries*

## Streetcars Return to New Orleans' French Quarter



RailWorks Track Systems constructed New Orleans' new streetcar line extending along the northern perimeter of the French Quarter, on North Rampart Street and St. Claude Avenue, between Canal Street and Elysian Fields Avenue. The extension features six sheltered stops and connects to the existing Loyola downtown streetcar line, also constructed by RailWorks.

The long-anticipated second phase of New Orleans' new streetcar system began operating October 2, bringing streetcars back to the French Quarter for the first time in 67 years. RailWorks Track Systems assisted with the historic return by constructing the track for the new streetcar extension operating along the northern perimeter of the French Quarter.

RailWorks performed the project as a subcontractor to Archer Western. The two collaborated on New Orleans' Loyola streetcar project that debuted in 2013. To extend the Loyola line, RailWorks crews constructed the new 1.6-mile, double-track French Quarter line, including placing the related concrete work to embed the track in the street. A major milestone was constructing a half grand union — a complex piece of special track work — in an extremely tight window to connect the two separate lines.

Project Manager Loren Gallo directed the 20-month project, with planning starting in December 2014 and construction getting under way by late January 2015.

The project team drew from prior experience on the Loyola line to prep materials and plan their work. Because vehicular and pedestrian traffic continued throughout the duration of the project, a key consideration was a restriction limiting no more than two consecutive intersections being closed at a given time. By welding 80-foot sticks of rail into 640-foot lengths, the crews were able to maximize productivity during actual construction.

After Archer Western completed excavating the project site, RailWorks began track construction. Crews built the streetcar track in sections encased in concrete, each one 250-feet long. The finished streetcar track features embedded track slab comprised of two mats of rebar. The rail is supported by steel-leveling ties and includes electrical conduits and a rail boot to provide electrical isolation.

The project was completed on schedule, within budget and with no lost-time injuries, a gratifying result for an experienced project team who made history in more ways than one. They will remember bringing the streetcars back to the French Quarter, and they will never forget constructing its half grand union in less than 30 days during the hottest summer on record in New Orleans.



# Half Grand Union Required Grand Effort

**Half Grand Union** (häf gränd yōōn'yən) – a complex rail track junction that connects two intersecting lines, often in a street intersection or crossroads. The New Orleans half grand union has a total of six switches (sets of points) and a crossing diamond, with curved junction tracks on two adjoining corners of the intersection.

**Project Manager Loren Gallo provides his account of RailWorks' role in the new extension of the New Orleans Streetcar system.**

The half grand union that connects the existing Loyola streetcar line with the new North Rampart extension was the most complex part of the project. RailWorks constructed one on the prior Loyola line, but we had three months to do the work. With just a 30-day shutdown on this project and even less time to complete our portion of the work, it was always a major consideration that began during estimating and continued all the way until it was completed.

**Planning** – Planning had everything to do with the success of the project. We planned for six months in weekly meetings with all the stakeholders — Archer Western, the general contractor, the utilities, construction manager, and other subcontractors — putting an hour-by-hour schedule together over the 30-day outage. Our team knew exactly what to do.

**Execution** – We pre-assembled the special track work furnished by the Regional Transit Authority in advance in the yard. After assembling it, we encapsulated it (a process to electrically isolate the track for stray current to retard corrosion), disassembled it, and loaded it onto 10 flatbed trucks in sequential order. Once the outage began, our two crews worked 12-hour shifts around the clock. After our crew demolished the existing track, Archer Western followed and excavated the area. Then we put together the half grand union and associated components like we had already done in the yard. Work also included underground utilities, electrical conduits and the OCS (overhead catenary system). We accomplished a lot in a short window.

**Weather** – Because the work required shutting down the Canal Street intersection, the RTA scheduled the half grand union during the slow tourist season beginning July 12. It just happened to be the hottest summer on record with 95 degrees and above and a 120-degree heat index every day. It was pretty tough on everyone. Our Safety Manager, Bill Field, was on site nearly the entire time. It was a challenge to keep everyone hydrated and to stay alert for fatigue.



*"To my knowledge, no other contractor has constructed a half grand union in that timeframe (less than 30 days)."*

**Loren Gallo**  
Project Manager

**Experience** – Our field managers have really grown and gained invaluable experience. We've done two of these in the past few years and know what it takes to get them done. Plus, we have the historical data so we know how to estimate and execute half grand unions, and streetcars in general, for future projects.



Working in extreme heat and high humidity, crews completed constructing the track for the half grand union in New Orleans just after it was encased in concrete. Workers constructed the special trackwork featuring six switches and a crossing diamond at the intersection of Canal and North Rampart streets, where the existing and new streetcar extension connect.

## Project Leadership Team

Loren Gallo, Project Manager  
Sean McCray, Assistant Project Manager  
Matt Siggeman, Project Engineer  
T.J. McChristy, Superintendent  
Bill Field, Safety Manager

## New Orleans Streetcar **EXTRA**

Hear more from Project Manager Loren Gallo and see the half grand union constructed from start to finish in our new video feature *RailWorks Today EXTRA*. Check it out on RailWorks' YouTube channel at <http://bit.ly/2f9lczj>.

View more RailWorks videos at [www.youtube.com/RailWorksCorporation](http://www.youtube.com/RailWorksCorporation).





# RailWorks Appoints Kevin Riddett President & CEO

RailWorks announced October 10 the appointment of Kevin Riddett as president and chief executive officer (CEO).

Kevin brings to RailWorks more than 30 years of industry experience developing and leading transportation-related enterprises across North America and in Europe. He most recently served as president of the Siemens Mobility Division where he was responsible for Siemens' North American transportation portfolio of companies, including rolling stock, rail automation, rail electrification, intelligent traffic management systems and rail service businesses. Prior to this position, Kevin served as CEO of Invensys Rail, which was acquired by Siemens. He also served as president and CEO of the North American tire and global fiber optic businesses of Pirelli & Co. He has held executive positions with Ansaldo, Union Switch and Signal, and Transcontrol Corporation.

"Kevin is uniquely qualified to lead RailWorks, particularly as it embarks on the next era of development and growth," said Greg Muldoon, RailWorks' chairman. "He has extensive experience in our markets and already knows and has worked with many of our people and our customers. Kevin's keen market insights will be invaluable as RailWorks expands its scope of services and improves its service delivery to customers."

"I am excited about the opportunity to guide an industry leader with a proven track record. I am honored to join a world-class team and seize the opportunity to unleash the full potential of RailWorks to grow in a very dynamic marketplace," said Kevin.



RailWorks President & CEO Kevin Riddett (l) met with senior company leaders October 19-21 in Chicago for a series of business planning meetings. Senior Vice President of North America Track Craig Meyn (center) and L.K. Comstock National Transit President Mark Patterson (r) talk with Kevin about the status of operations and the industry outlook.

## Kevin Riddett: At a Glance

**Born:** Yonkers, NY

**Hometown:** Centereach, NY, on Long Island

**Family:** Wife, Deborah, and four children: daughter April is an electrical engineer, two daughters, Jennifer and Kimberly are in college, and a son, Kyle, is in high school

**First Rail-Industry Job:** Assembling and calibrating electrical mechanical relays at Transcontrol, age 16

**Education:** Graduated from State University of New York at Oswego, with a Bachelor's degree in Public Justice

### Career Highlights:

- Siemens Rail Transportation Companies North America – President & CEO (*train control and signaling; locomotive, light rail vehicles and coaches; power substations; intelligent traffic systems*)
- Invensys Train Control & Signaling – Global President & CEO
- Pirelli Cavi e Sistemi Telecom SpA - Direttore Generale
- Pirelli Cables and Systems NA – President & CEO
- Union Switch & Signal - President & CEO
- NY State Senate – Senior Research Assistant

### Keys to RailWorks' Success:

- **Safety** – "Take it seriously! It's all about individuals taking responsibility."
- **Project Execution** – "Every project should be a good project."
- **Employee Engagement** – "Speak up! What do we need to improve? What do customers say about us? Your feedback is essential. Let me know what tools you need to do your job well."
- **Customer Intimacy** – "We will be relationship-driven and find ways to distinguish ourselves from the competition."

**What's Next:** "I will be traveling around to our offices and project sites in the weeks ahead. I look forward to getting to know our employees and to learning more about our business."

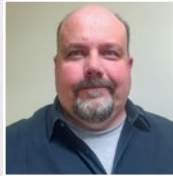
"We will be focused on developing a sustainable strategy for growth in all of our business units and on achieving our profitability expectations."

## RAILWORKSMART RAILWORKSAFE

# Safety: 'Start with the Absolute Basics'

*Editor's Note: We asked Safety personnel to share their best ideas that they would like to pass along, and one of the first to chime in was Mike Lane, the Chicago Area health, safety and environmental manager. Here are Mike's thoughts.*

I would start with the absolute basics. When it comes to safety, the following are some of the most basic principles that need to be second-nature in the planning and execution of our work.



Mike Lane  
Area HSE Manager

1. **Keep It Simple** – Focus for field supervisors and crews needs to be on **today**. What are the hazards **today**? How do we get through **today** without incident or injury?
2. **Learn from Others** – Every two weeks, Chicago area supervisors (foreman and up) receive a report listing every incident, injury and near miss/good catch, from all offices, during the previous two weeks. Supervisors review and use as a tool to identify potential for similar incidents, similar hazards, during similar work on their projects.
3. **Communication** – We often spend more time preaching about communication than actually communicating. It's simple conversations:  
*PM to Field supervisor:* Do you have the material you need? Do you have the tools/equipment you need? Do you have the PPE you need? Do you have the manpower you need to safely and efficiently do the work?  
*Field Supervisor to Crew member:* Have you done this task before? Who trained you to do it? When was the last time you did it? Do you have any questions about how to do it here and now?
4. **Good Decisions** – Everything that happens on our jobsites – good or bad – is based on the decisions we make. If you find yourself in a position where the choice is not clear, before you make your decision ask yourself these questions:
  - Can I defend this decision in a court of law?
  - Do I want my name attached to this decision in the news (24-hour report)?
  - What would Mom say?
 If you answer, "No," "No," or "Mom would say that was a dumb idea," you are probably making the wrong decision.
5. **Manager Participation** – All managers (superintendents and up) are required to complete at least one field safety audit and hold at least one site safety field meeting each month. These activities are designed to drive the safety message top-down from the operations side.

## TAINED TRANSACTION

*On September 9, 2016, Moustafa Ahmed Ibrahim, a former government contractor, pleaded guilty for bribery in federal district court. Ibrahim admitted that between October 2007 and November 2009, he paid cash bribes totaling at least \$15,000 to two federal government building managers in exchange for the award of more than \$200,000 in construction and maintenance work.*

A reminder from RailWorks' Standards of Conduct: Bribes, kickbacks and other financial arrangements, in any form, to secure business from any customer, both public and private, or to influence the decisions of any government or union official are strictly prohibited. Employees are also strictly prohibited from giving or offering to give any gift, entertainment or meal, regardless of value, to any government representative.

Watch for more "Compliance Matters" examples in *RailWorks Today* illustrating why compliance is a priority for RailWorks. Employees can address any questions or comments to RailWorks' Assistant General Counsel and Chief Compliance Officer Christopher K. Smith.



## RailWorks Values In Action: **Employee Focus**

# Internships Offer Springboard to Career

Former RailWorks interns have found that internships helped jumpstart their careers and provided pathways to landing their first job. For RailWorks, the internship program has been a valuable investment that continues to provide a strong pipeline to attract quality employees. Some former interns, now employees, talk about how their internship experiences fostered their careers.

### **Andrew Rolf – Project Manager, Minooka, IL**

If there's a record for internships with RailWorks, Andrew Rolf might hold it. For four summers, he made his way around the company, with stints based in our St. Louis and Lakeville, MN, track offices and also working for the Major Projects Division on the Dallas Area Rapid Transit Blue Line extension. In 2012, he joined the company working for Area Manager Roger Boggess and served as a field engineer on the Tucson Streetcar project.



"The internship experience – particularly the Dallas job – gave me the opportunity to do hands-on work," he notes, "and to get an appreciation of how much effort it really takes to do the work that we do in the field. We expect a lot of our people, and they give us a lot. My internships gave me some respect for employees. When I ask someone to go do something, I feel like I have a good understanding of what I'm asking them to do."

Today, Andrew is working in Chicago on projects for the Chicago Transit Authority.

### **Padideh Moghaddam – Senior Project Engineer, Sewell, NJ**

Padideh Moghaddam was a project management intern for three months in the summer of 2012 to construct SunRail, Central Florida's commuter rail service. She was involved mostly in document control, budgeting, change orders and coordination among joint-venture partners RailWorks Track Systems and Archer Western, and the Central Florida Commuter Rail Transit agency within the Florida Department of Transportation.



"The main advantage of being an intern was to be assigned to variety of tasks and responsibilities from the office to the field in a short period of time (three months) and see where the greatest fit is," she says. "The internship was a great opportunity to practice what I learned in school and also to learn from other teammates. These experiences facilitated the transition to a full-time position."

Interning was excellent preparation for Padideh's present role as part of the Major Projects Division, where her responsibilities include estimating, managing a project's life-cycle and helping to train new project managers and engineers on estimating and project management software.

### **Jake Bruynes – Area Manager, Green Bay, WI**

Jake Bruynes' internships, like Andrew's, provided office and field experience. Jake worked in the summer of 2009 in Lakeville, including six weeks as a laborer. And in 2010, he was in Sewell helping prepare bid submittals and learning about the role of a project engineer.



And like Andrew and Padideh, Jake found his internship extremely valuable. He learned industry terminology and operating fundamentals and gained knowledge specific to RailWorks, like "the ins and outs, the basis of the company and an appreciation for what everyone does in field—the hard work and long hours that everyone puts in." He said the office experience exposed him to estimating and project-management software, and he learned about reading drawings, scheduling, and planning material procurements. While in Philadelphia, he became familiar with all the aspects of a large transit job.

He felt that a key to being a good intern is a willingness to travel. "I spent a lot of time in western North Dakota and northern Minnesota, and then a whole summer in Philadelphia and Sewell, NJ. ... I was away from home quite a bit. I think that's important, to be willing to put in whatever work is required." That philosophy is still working for Jake, who is domiciled in Green Bay — about 460 miles from his hometown in southeast Minnesota.

### **Matt Siggeman – Project Engineer, Sewell, NJ**

Matt Siggeman, too, finds that being comfortable traveling is essential. His office is based in Sewell, but he's been working from New Orleans, and now El Paso, TX, where RailWorks is installing a streetcar system.



Matt started as an engineering intern in the summer of 2013, in Sewell, working on the SEPTA Norristown High Speed Line in Philadelphia. He found value working on assignments from contract document management to quality control and construction.

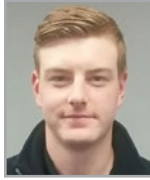
"I would say the most valuable part is the wide range of tasks I was able to perform and oversee. It was a good mixture between office and field work, and I got to learn a lot about all aspects of the railroad construction field and see how what happened in the office transferred to the real-world applications in the field."

*Continued to page 6*

## Internships Offer Springboard to Career from page 5

### Cameron Hudson – Project Coordinator, Oakville, ON

As an intern in May 2014, Cameron Hudson gained knowledge and experience with many aspects of a large-scale signaling installation. He worked on the Toronto-York Spadina Subway Extension (TYSSE) project, where his role included assembling a mine phone system for tunnel communication, and designing and constructing a wireless phone system to signal workers about materials being lowered from a crane into the tunnel.



“Interning at PNR RailWorks was a valuable and rewarding experience,” he says. “I was exposed to all aspects of a large signaling project where the skills and experiences I gained were a great base for when I later joined the company. My coworkers allowed me to work in all aspects of the project, taking a real interest in making sure I got as much out of my time on the project as possible.”

Cameron joined PNR RailWorks full-time in 2015 and today is working on the Union Station Rail Corridor re-signaling project in Toronto.

## News Across the Line

### RailWorks Track Services



This turnout in Willimantic, CT, is one of nine that RailWorks is installing on the New England Central Railroad.

RailWorks crews have installed six of nine crossings and six new No.9 and No.10 turnouts for Genesee and Wyoming’s New England Central Railroad for a job that is part of a \$1.32 million project funded by the Connecticut Department of Transportation’s Industrial Rail Assistance Program (IRAP). Crews under the direction of Superintendents **Rocky Bradway** and **Dave Lafountain** and Project Manager **Pat Devine** will finish the last three crossing installations by November.

### RailWorks Corporation

*EC&M* (Electrical Construction & Maintenance) magazine recently released its annual “Top 50 Contractors” list. RailWorks Corporation ranked No. 28, compared to No. 31 in 2015. See the complete list on SharePoint.

### New York Transit

Congratulations to RailWorks’ New York Transit Division, which on October 17 was awarded the \$98.4 million project to upgrade the Kings Highway Interlocking in Brooklyn, NY. Project Manager **Anthony D’Alessandro** and General Foreman **Frank Deluca** will lead the 55-month project.

L.K. Comstock will modernize the existing signal system by designing, furnishing and installing communications based train control (CBTC)-ready signal equipment. They also will perform the systems work, including installing the communications for the signal complex, the fiber optic backbone for the signal system and the train tracking system. RailWorks Transit is responsible for completing the track work and constructing a new relay room, CBTC and other equipment rooms and rehabilitating existing rooms. They also will perform related plumbing, HVAC and fire suppression systems services.

## Calendar Notes

### Industry Events

Nov. 1-2	Railroad Environmental Conference	Urbana, IL
Nov. 17-18	RailTrends	New York, NY

### RailWorks Events

Oct. 26-27	Sensitivity to Diversity	Deer Park, TX
Nov. 7-25	Benefits Open Enrollment (for eligible U.S. employees)	United States