

RAILWORKS® TODAY

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

Capping Off Crestwood's Capacity Expansion



RailWorks crews helped construct Crestwood Midstream Partners' COLT Hub in Epping, ND, and two capacity expansions, including one that wrapped up earlier this month. On October 27, the crude-by-rail loading facility reached a milestone, shipping its thousandth unit train of oil.

Much of western North Dakota landscape is dotted with drill rigs and pump jacks, and crude oil storage tanks that look like giant white pill-bottle caps. In this part of the state, it's all about oil.

Over the last several years, RailWorks has been a steady presence in shaping this scenery, constructing, inspecting and maintaining track for the area's sprawling transload facilities. As they have done over time with multiple sites in the oil-rich region, crews have just completed a capacity expansion project, this time at Crestwood Midstream Partners' COLT (crude-oil loading terminal) Hub.

Our crews know this place well; they helped build it from the ground up several years ago

and were instrumental in an initial expansion in early 2014. The hub, in Epping, loads crude oil from trucks and pipelines into refinery-bound Burlington Northern Santa Fe Railway (BNSF) unit trains. It's among the United States' largest transload facilities in terms of daily volume. COLT Hub moves an average of 120,000 barrels of crude oil a day by rail and can store up to 1.2 million barrels. On October 27, the crude-by-rail loading facility reached a milestone, shipping its thousandth unit train of oil.

Earlier this month, RailWorks finished a job installing about 34,000 feet of release and departure tracks and six turnouts as well as a full-timber crossing and a 94-foot concrete trough. This latest expansion, to accommo-

INSIDE LINE

We got a later start than planned on this job, so to succeed, it was really important to manage for safety and efficiency. (You can be both productive and safe!)



Roger Recker
Superintendent
RailWorks Track
Systems

We spent time talking about production goals and safe ways to achieve them. One task we discussed a lot was staying clear of the rail when we were threading it up on ties. We had to stop at times, to keep everyone safe. That was fine, because it was the right thing to do. We focused on doing it right the first time so that you do not have to do it over and expose yourself to the same hazards twice. As a result, we were accident-free.

I moved around and talked to all the work groups. If I saw anything that I thought they could be doing different, I said so. It proved to be important to notice these things and not gloss over them, and sometimes make changes.

We heard from the Crestwood construction manager that in his opinion, RailWorks was knowledgeable and doing a good job managing our people toward safety and productivity. Hopefully we'll continue to get the opportunity

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date additional unit trains, began in September, after weather and other challenges compressed the project timeline.

"We were supposed to start in June, but there were delays with heavy rains and land acquisition," says Project Superintendent Roger Recker. "We finished what we could build on November 18, and then we coordinated with BNSF while they did a cut-over to the mainline track. There were signals, wiring and piping, resolving alignment and other things to do before we could finish the last thousand feet" in early December.

Working outdoors in a North Dakota winter inevitably means facing harsh weather. "One morning it was 15 below without the wind chill," Roger recalls. "That was right before Thanksgiving," and crews rotated in and out of crew trucks to seek warmth. After temperatures turn more cooperative in the spring, a crew will return to COLT Hub to de-stress the continuous-welded rail.

Roger gives credit to his crews, based out of the Central Division in Lakeville, MN, for the project's success. "It was a team effort to get this job done, and these employees deserve recognition for their hard work. Crestwood personnel are familiar with us, and we have a good reputation there."

Crestwood COLT Hub Project Leadership Team

Roger Recker, Superintendent

Keith Robinson, Foreman

Charles Treague, Foreman

Steve Chambers, Servicing Crew Foreman



A Racine clip applicator installs tie clips during track construction at Crestwood Midstream Partners' oil transload facility in Epping, ND.

Other Bakken Work During 2014

The Bakken Formation – 640 square miles straddling western North Dakota, northeastern Montana, southern Saskatchewan and the southwestern corner of Manitoba – holds the equivalent of up to 34 billion barrels of oil. Just this past year, these Bakken customers in addition to Crestwood Midstream Partners have relied on RailWorks to expand capacity to handle oil:

- **Unimin Corporation in New Town, ND** – Project Managers: Chuck Treague, Tony Fenno and Surfacing Supervisor Steve Cleveland.
- **Savage Industries, Trenton, ND** – Constructed 14,000 feet of track at this transload facility. Project Managers: Chuck Treague and Tony Fenno
- **NorthStar, East Fairview, ND** – Constructing 77,648 feet of track with wood and concrete ties, 48 No. 11 turnouts and 24 timber crossings at this transload terminal. Tony Fenno and Alonzo Ramirez have helped manage this job, with multiple crews supervised by Bill Kadriik, Andy Kadriik, Dan Turner, Steve Chambers and Steve Cleveland
- **Bakken Oil Express South in Dickinson, ND** – Installing 25,000 feet of track, 22 No. 9 and three No. 11 turnouts and 360 feet of road crossings at this rail hub. Project Manager: Keith Robinson



Crews construct track and turnouts, spread ballast and tamp at NorthStar Transloading terminal in East Fairview, ND.

RAILWORKSMART RAILWORKSAFE

Safety Strategies Are Yielding Big Payoffs

RailWorks' West Region and PNR RailWorks' Signals & Communications (S&C) division have made significant safety strides of late. These improvements are no coincidence but instead are the result of advance planning and field execution designed to better identify and address safety risks.

PNR RailWorks – Signals & Communications Division

In Toronto, ON, where PNR RailWorks has begun a multi-year job installing all signals & communications infrastructure for the Toronto-York Spadina Subway Extension, employees met two challenges head-on: They had never worked on a subway expansion, and they had no requirements to follow for their site-specific safety program.



Trevor Avery
Health & Safety
Advisor

But with their safety knowledge and the ability to call on the experience of U.S. counterparts who'd worked on subways, Health & Safety Advisor Trevor Avery says they have developed a comprehensive, effective safety plan.

The S&C division designed a tailored safety and rescue program to match the project work, which is occurring 75 feet underground in two, 1.2-mile tunnels. They invested in individual gas monitoring, respiratory-system protection, fall-arrest, a special phone system designed for use in underground mines, and other equipment for all employees. Equipment Manager Kent Douglas was instrumental in the plans for new vehicles specifically designed to lay subway cable. Additionally, Trevor trained more than 100 external contractors in the site-specific program there, and established joint health and safety committees for ongoing discussions between PNR RailWorks and the owner, the Toronto Transit Commission (TTC).

Trevor is justifiably proud of the accomplishments to date. "We are laying more infrastructure, cabling and communications systems than any TTC department in the last 50 years. And we've had no incidents or injuries."

RailWorks Track Systems – West Region

Richard Carney, vice president, West Region, set a clear performance expectation for 2014 for all Track West personnel: **Report near-hits/near-misses in a timely manner.** The goals are to figure out what leads to the errors that increase the potential for accidents, incidents and injuries, and then to prevent the errors through improved procedures and training.



Paul Sonnenfeld,
Regional Safety
Director

The strategy produced significant results. The numbers of near-hit/near-miss reports greatly increased (currently averaging 10 reports per month, up from one a month), while the number of OSHA-recordable injuries and first-aid cases declined by 80 percent year over year, and the number of equipment damage reports declined by 78 percent.

The reports shed light on some interesting trends in why employees have a near-hit or near-miss. Paul Sonnenfeld, regional safety director, says new employees tend to make errors due to inadequate knowledge of policies and procedures, coupled with a reluctance to admit that their skills have not fully developed. To address this, the West Region has instituted a mentoring program for new hires to quickly increase their skills. The region also is working with its seasoned employees, who tend to fall into the common error traps of high work load, overconfidence, time pressure and poor communication.

Paul believes they'll continue to have strong near-hit/near-miss reporting. "Because everyone, including track supervisors, is expected to report near-hit/near-miss events, there is no stigma attached to identifying errors," he says. "Through this new practice, we have greatly increased our shared awareness of safe work practices."



(L to R) Foreman Graham Spearing and Signalmen John Crawford and David Prior install one of several wire mesh cable trays in preparation for placing signal-wiring cables in the trays, which run the length of the southbound and northbound Toronto-York Spadina Subway extension tunnels. Because they had never worked in a subway tunnel before, the Eastern Region designed a tailored safety and rescue program for the project.

RailWorks Values In Action: Industry Leadership, Integrity Employees' Generosity Shines During Holidays

For examples of the holiday spirit, where good cheer and generosity overflow, look no further than RailWorks' offices throughout North America.

We can begin with RailWorks' headquarters in New York, NY. The corporate office has continued what has become an annual tradition: donating to Toys for Tots, the annual U.S. Marine Corps Reserve toy collection and distribution campaign.

Coordinator Kristen Manganaro of Human Resources estimates the company has collected about 200 toys (coupled with \$500 for the purchase of additional toys) in the three years that she has coordinated the effort.

"The way a child's face lights up when they see their gifts is, in my opinion, what the holidays are all about," she says. "Although, unfortunately, we can't ensure that every child gets a Christmas, we can do our part to help a few more around the city experience the excitement of the season."

Toys for Tots donations are collected and distributed locally.

At the Central Region office in Lakeville, MN, another swarm of volunteers is giving their time to provide nutrition worldwide.

Each year, often around their annual holiday party, Lakeville employees and their families volunteer at Feed My Starving Children (FMSC) to



"Movember," a combination of "moustache" and "November," is the word for annual November events to grow (or in this case, wear) moustaches to raise awareness for men's health issues such as prostate cancer. In three years of fund-raising events, including this November's barbecue event, the PNR RailWorks Guelph, ON, Track and Signals & Communications (S&C) offices have raised more than \$10,000. (L to R): Pippa Wilson (Major Projects), Denise McDonald and Patricia Lewis (S&C), Katie Baker (Track) and Sarah Nichols (S&C).

assemble packets of food product specifically formulated for mal-nourished children. Twenty-two employees and spouses have volunteered to go on Dec. 23 to an FMSC packing center in nearby Eagan to assemble as many meal packets as they can in a couple of hours.

"This is our seventh year volunteering with FMSC at the holiday celebration," says coordinator Michelle Johnson. The group also responds when FMSC reaches out to fill shifts. "We've volunteered twice at other times depending on their need, and our time."

The holiday parties can be a key cog in the philanthropic wheel. At PNR RailWorks' Abbotsford, BC, holiday party held on December 12, employees raised money for the Abbotsford Food Bank. It's something they've done annually for 10 years now.

This year, employees donated more than \$1,200. Pacific Region Manager Al Schroeder says the Abbotsford office has collected more than \$11,000 in 10 years of contributions.

"The fundraising was a total success," notes Al. "Everyone was excited to contribute, and we surpassed our previous contributions. We started to get everyone in the holiday spirit by having each table 'build their own snowman.' This was a great success and got everyone excited about the rest of the night."

Calendar Notes

Safety Training		
Jan. 4-9	Maintenance of Way	St. Louis, MO
Jan. 29-30	RailWorks Track Systems	Chehalis, WA
Weeks of Feb. 2 and Feb. 9	RailWorks Track Services	Minooka, IL
Week of Feb. 9	RailWorks Track Services	Bridgeton, MO
Week of Feb. 16	RailWorks Track Systems	Lakeville, MN
Week of Feb. 16	PNR RailWorks Prairie Region	Cochrane, AB
Feb. 23-24	PNR RailWorks Pacific Region	Abbotsford, BC
Week of Feb. 23	RailWorks Track Services	North Jackson, OH
Industry Events		
January 7-10	National Railroad Construction and Maintenance Association (NRC) Conference	Hollywood, FL

News Across the Line

PNR RailWorks Helps Interurban Get Back on Track



The Pacific Region recently completed work on a unique track construction project that brought together industry and civic partners for the good of the community.

For more than a decade, PNR RailWorks has supported the efforts of the Fraser Valley Heritage Railway Society (FVHRS). This group of dedicated volunteers has restored discarded interurban rail cars and locomotives, which operated up until the 1950s to provide “electric” passenger rail service in the suburban Vancouver area. For a number of years, the group has operated a “speeder” donated by PNR RailWorks as a children’s train on a small loop track constructed by PNR RailWorks employee volunteers.

In 2013, the FVHRS got a big boost when it relocated to some abandoned track on short line Southern Railway of British Columbia’s (SRY) main line and started operating weekend passenger trains out of a new replica Cloverdale station in Surrey, B.C. PNR RailWorks helped this vision become a reality by donating materials and rehabilitating track and the connection to SRY’s main line. Several industry partners joined in: RDM Enterprises Ltd. performed the civil work. Hatch Mott MacDonald designed the track connections. Mainland Sand & Gravel provided the ballast.

The passenger service flourished, carrying more than 5,000 passengers in 2013 on summer excursions trains between Cloverdale



and Sullivan, B.C. But the situation took a turn in 2014 when the Interurban’s access to SRY’s main line was blocked by a dramatic increase in grain car movements on an adjacent rail spur. Nearly half of its operating days over weekends were lost this past summer due to unexpected grain train activity that blocked access.

Local civic and rail industry friends joined forces again this past fall. After the FVHRS secured additional funding with help from neighboring communities, SRY and the industry friends teamed up to construct a bypass track.

PNR RailWorks’ crew – led by Project Manager **Peter Cheng**, Superintendent **David Pearce** and Foreman **John Lima** – just finished constructing the bypass track, comprised of 2,000 feet of track, several turnouts and more than 400 feet of track realignment.

“This is a wonderful community effort that celebrates the region’s rail heritage,” says Pacific Region Regional Manager **Al Schroeder**. “Since the beginning of our relationship with the Society, our employees have enjoyed working with their people and with our other industry partners. We’re proud to join together to build something that the entire community appreciates.”

With the bypass in place, the FVHRS will put the delays of 2014 behind them and look to 2015, when they expect to draw up to 8,000 passengers.

RailWorks Track Systems

RailWorks Signals & Communications

RailWorks Track Systems has won a \$50 million contract with Chevron Phillips Chemical Company LP to build the rail and signals infrastructure to support two new polyethylene facilities in Old Ocean, Texas. Chevron Phillips Chemical broke ground on the new units earlier this year. When the facilities are operational in 2016, together they will produce one million metric tons of plastic resin every year.

Project Manager **Darrin Pouncy** will oversee the 24-month project, with support from Assistant Project Manager **Marcelo Domingues**. Planning

work has begun at RailWorks’ regional office in Deer Park, TX. Crews will mobilize to the project site, about 75 miles southwest of the office, next March.

RailWorks will furnish the materials and labor to construct a 37,448-foot lead track, 132,065 feet of track for the storage-in-transit (SIT) yard, and 52,270 feet of miscellaneous support tracks. RailWorks Signals & Communications will perform the signals work, which includes a fully gated grade crossing protection system at Highway 419.

The project is scheduled to wrap up in the fall of 2016.