

RAILWORKS® TODAY

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



Conquering the Compact and Complex

Fourteen days after the onsite work started on the Greater Cleveland Regional Transit Authority's (RTA) Red Line, RailWorks Track Services completed a relatively small but complicated rehabilitation project on time and under budget, yet in a completely different manner than anticipated in the bid.

The positive outcome didn't come a day too soon for commuters who travel on this key commuter rail artery connecting the airport and downtown Cleveland. They had been putting up with a slow order that reduced train speeds to 15 mph and lengthened their commute. The RTA hired RailWorks to rehabilitate a critical 2,500-foot section of double

During a 14-day track outage in April, RailWorks Track Services reconstructed the trackbed and related track components and installed other site improvements around the Greater Cleveland Regional Transit Authority's 117th Street Station, a key juncture on the commuter rail's Red Line.

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track around the 117th Street Station and provided a 14-day track outage in April to complete the following work:

- Undercut 500 track feet and a turnout in place
- Replace 1,100 ties
- Remove and reinstall the signal system
- Surface, dress and de-stress 5,000 track feet
- Remove and replace all ballast and drainage on two 100-foot bridges
- Install four catch basins and an under-drain along the track.

When a RailWorks team surveyed the project site last fall, they realized it presented a number of challenges. First, it was in a confined area with a single point of access through a 12-foot gate. The busy Norfolk Southern Railway (NS) double-track main line was to the south, parallel to the Red Line, with 40-plus freight trains and six Amtrak trains a day. A manufacturing facility hemmed in the site to the north. Add to that the complexities of the overhead catenary system (OCS), underground cables and two bridges.

Based on the site survey, the team put in place an alternate approach. The original plan was to keep the track in place and perform the work around it. With 90 percent of the ties being replaced and because of needed work on the track bed, RailWorks project leaders decided to tear out the track completely.

The plan also took into account coordination with four subcontractors — to perform drainage, undercutting, survey and signal work — and two RailWorks supervisors who were managing crews working around the clock during the outage.

After discussing the scope of work, durations and access requirements with each subcontractor, RailWorks put together a list of predecessor activities and those that could be done concurrently. The process involved returning multiple times to the subcontractors to have them change their sequence of work to accommodate the overall project. With limited site access, the RailWorks team ensured it had an extremely detailed plan with a spot for every person at all times. In the end, this approach proved efficient. It featured a schedule for the entire length of the project that used staggered start dates



A view east from the 117th Street Station platform highlights a key project challenge: reconstructing the track around both overhead and underground cables and installing drainage between a traction power duct bank and a signal duct bank. Every wire for a 2-mile segment of the track returned back to these two structures.

Project Leadership Team

Tim Licata, Project Manager
 Rocky Bradway, Supervisor
 Sean Gleydura, Supervisor
 Eric Crighton, Safety Manager

and different access points.

Once the outage started April 10, Mother Nature presented some unforeseen challenges. A snow storm hit in the first 36 hours followed by rain for another 36 hours. Fortunately, beautiful weather followed for the remainder of the outage, which allowed the team to catch up on the schedule and eventually finish early.

Special Arrangements for Site Access and Safety

The RTA expected RailWorks, after having won the Red Line project bid, to evaluate the work, develop a plan and secure any necessary approvals to get work done safely and on time.

Site access turned out to be among the biggest concerns. RailWorks negotiated with the manufacturing site to the north to arrange for a laydown area and a second gate for access to the project. That facility had a guard shack with security, necessitating brief training with all employees and subcontractors to address safety concerns. Because of 24-

hour construction noise during the outage, RailWorks also had to acquire a variance to the noise ordinance in place for the city.

With the NS double-track mainline right next to the Red Line, another key consideration was safety. Safety Manager Eric Crighton did a site risk analysis and, after a review with Safety Manager Bill Field, they recommended some measures. These included the use of an inter-track barrier and a watchman lookout for adjacent track protection.

RAILWORKSMART RAILWORKSAFE

RailWorks Makes a Positive Safety Impression

In our industry, attention on safety is sometimes about a corrective measure that's needed. So it's always welcome to gain positive attention for a smart safety practice.

That's what's happened in southern Illinois, where RailWorks' safety protocol has made such an impression that a customer is adopting a portion of our company's methods in its safety requirements for contractors.

At the American Electric Power (AEP) Cook Coal Terminal – a large inland port facility on the Ohio River in Metropolis, IL – officials have taken a liking to some of RailWorks' safety measures. In particular, they like RailWorks' habit of conducting a re-briefing to cover changes in work scope or crew tasks. AEP representatives like this step so well that they are implementing it as a regular requirement for Cook Coal contractors.

AEP received a glimpse into RailWorks' safety standards last November, at an initial meeting between AEP and a RailWorks Track Services team from the St. Louis Region. Project Manager Allen Crowell had been familiar with AEP from past work with another company, and his having stayed in touch paid off when he was able to secure the meeting for RailWorks, which to that point had not worked for AEP.

Allen, Operations Manager Jerry Huffman, Project Manager Marshall Latham and Safety Manager George Luce met with some AEP managers "to present the way RailWorks does things," George notes, "starting with pre-job planning, hazard or risk assessments; daily job briefings, safety audits, 24-hour incident reports, good-

catch or near-miss reporting, safety flashes or bulletins – basically what we think of as 'The RailWorks Way.'"

After that first meeting, RailWorks has since secured work at Cook Coal, recently performing jobs involving track installation, cribbing and surfacing; skim-lifting of switches, tamping and tie replacement. It was on-the-job observations on the part of AEP that led to the interest in RailWorks' as-needed huddles.

"They are very impressed with the fact each time we change scope of work, we huddle up for a quick re-briefing," Allen says. "When the crew starts a new task, they stop, huddle up and discuss each person's responsibility and the location each should be in, so they all are aware. Most of the time this is not documented, but AEP employees' management has taken notice of this. At first they wondered whether we were just talking, but after an employee walked up to us and we explained, he went straight to the office and told supervisors that we were strictly business.

"This is what AEP workers and management have observed and are now getting ready to put into action. They refer to RailWorks as being the model company for the new requirement that they are putting in place."

The Cook Coal Terminal, located at the Illinois-Kentucky border, has the capacity to unload 6,600 tons of coal per hour. The busy facility requires crews to stay on their toes. Due to our exemplary safety practices, we have not had any incidents and are an example for other contractors.



On a project at the Cook Coal Terminal in Illinois, RailWorks crews huddle during their shift to discuss job modifications and changes in employees' tasks. Terminal owner American Electric Power has adopted this portion of RailWorks' safety protocol as a step for other contractors to follow.

News Across the Line

New York Transit

RailWorks Transit recently signed a \$132.6 million subcontract with general contractor Tutor Perini Corp. to construct the track infrastructure for the Metropolitan Transit Authority's (MTA) \$10.2 billion East Side Access (ESA) Project (a.k.a., CM007). One of the United States' largest infrastructure construction projects, ESA will provide a faster and easier commute between Long Island and Queens and the east side of Manhattan.

ESA will create a new Long Island Railroad (LIRR) terminal and concourse with four platforms and eight tracks 14 stories below Grand Central Terminal in Manhattan.



RailWorks Transit will construct more than 12 miles of track through the tunnel network along the route during the 49-month project. On Long Island, the ESA route will extend from LIRR's main line through new track connections in Sunnyside Yard and through the lower level of the existing 63rd Street Tunnel under the East River. In Manhattan, a new tunnel will begin at the western end of the 63rd Street Tunnel at Second Avenue, curving south under Park Avenue and entering a new LIRR terminal beneath Grand Central.

The scope of work includes construction of 15,000 linear feet of direct fixation fastener (DFF) track; 45,000 linear feet of resilient tie block track; 64,000 linear feet of contact rail; as well as installation of 11 special track work portions.

RailWorks Signals & Communications

RailWorks Signals & Communications kicked off its Positive Train Control (PTC) project with Canadian National Railway (CN) in May in northern Minnesota near the US-Canadian border. Crews led by Foreman **Corey Thurston** and **Craig "Bubba" Knowles** began installing PTC antenna tower sites every 2 miles on several CN subdivisions and are working south through the summer months into southern Wisconsin. General Supervisor **David Chandler** says CN field managers are pleased with RailWorks, specifically noting our safety, quality and time management performance.



Working just south of Virginia, MN., on CN's Rainy & Missabe Subdivision, RailWorks Signals & Communications Foreman Craig "Bubba" Knowles and his crew install and erect an antenna on a wayside tower. This equipment is part of a Positive Train Control (PTC) system, which is federally mandated on railroad main lines with regularly scheduled intercity passenger or commuter rail services or that are the route for any poisonous-inhalation-hazardous (PIH) materials.

The proper implementation of PTC requires integrating thousands of telecommunications components, such as global positioning systems (GPS), Wi-Fi, radios, cellular technology, antennae, base stations and software that determines when to slow or stop a train. RailWorks is hard at work assisting railroads with installation of these components by the deadline extension at the end of 2018.

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Off the Clock: Cynthia Perez



What a great habit – volunteerism. And with the grandkids, no less. You can read about how Cynthia Perez, a recruiter in our Deer Park, TX, office and volunteer extraordinaire, makes it happen month after month. www.railworks.com/off-the-clock.

We've featured employees who are athletes, artists, musicians and more in our Off the Clock feature. Who do you know at RailWorks who has an interesting pastime or pursuit? What are they crafting, building or collecting? Let us know at railworkstoday@railworks.com.



Calendar Notes

June 28-30	Railway Systems and Suppliers, Inc. (RSSI) Conference	Grapevine, TX
August 28-31	American Railway Engineering and Maintenance-of-Way Association (AREMA) Conference	Orlando, FL

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RailWorks Track Systems

RailWorks Maintenance of Way

In May crews from across RailWorks Track Systems and RailWorks Maintenance of Way (MOW) began work together on a project to upgrade Dakota Southern Railroad's Mitchell-Rapid City line (MRC) from the east end of Chamberlain, SD to West of Presho, SD. Working for the South Dakota Department of Transportation in a contract in excess of \$14 million, RailWorks will upgrade the track to a Federal Railroad Administration (FRA) Class 2 rating (maximum speed of 25 mph) and complete the following work:

- Replace approximately 437,000 linear feet of jointed rail and nearly 2 miles of continuous welded rail (CWR) on a bridge across

the Missouri River (jointed rail-Track West, MOW; CWR-Track West and Bridge Division).

- Replace more than 62,000 timber ties (Track West).
- Surface and ballast approximately 42.6 miles of track (Track Central).
- Replace 10 turnouts (Track Central).
- Replace 56 crossings (Track Central).

The project is led by Project Manager **Michael Rood**, from Track Central, with support from Project Manager **Mark Hornby** from Track West, and Production Superintendent Scott Collins, and will wrap up in the fall.

BUILDING EXPECTATIONS

Maximize your Track Investment with Construction and Maintenance Services from RailWorks

Now there are more reasons than ever to trust RailWorks with your track. The most experienced contractor on the right of way provides a full range of track construction and maintenance services.

Experts in all types of track. Customized around your requirements and busy operations. Smart, safe solutions so your track goes the distance. Expect more with RailWorks at work.

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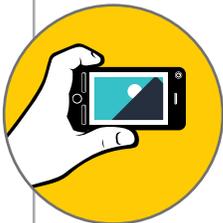
New Construction | Rehabilitation | Inspection and Maintenance | Crossings and Signals | Bridges | MOW Services

A RailWorks Track Systems rail gang from the West Track region is featured in a new ad that will appear in trade magazines. Positioned just east of Chamberlain, SD, the gang is replacing rail on more than 40 miles of track on the Dakota Southern Railway.

Give Us Your Best Shot!

July is a busy month throughout RailWorks. In the August issue of *RailWorks Today*, we'd like to share what RailWorks at work looks like across the company, but we need your help. Please email us your best photograph of employees on the job during July. Be sure your photo checks out for safety and your customer does not restrict taking pictures. Also, never risk your safety when taking a photo.

Please email your single best project image (no more than one) and include this information:



- Your name and title
- Company
- Customer
- Location
- Caption describing what's going on in the photo
- Name of project manager or supervisor on project

Email your best shot by July 31 to RailWorksToday@RailWorks.com.

We'll share the images in the August issue of *RailWorks Today*.

