

# RAILWORKS® TODAY

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

## Carrying Out Our Commitment to NS



RailWorks crews constructed several crossovers as part of work performed for Norfolk Southern (NS) recently in North Carolina. This one, at NS Control Point Kannapolis between Reid and Kannapolis, is one of a pair on that project that featured #24 turnouts.

**R**ailWorks recently completed a series of challenging track improvement projects for Norfolk Southern (NS) in North Carolina with good results.

On March 1, RailWorks Track Systems finished the last of five jobs that are part of North Carolina's massive railway modernization effort known as the Piedmont Improvement Program (PIP). Funded in part by a \$520 million federal grant, the PIP projects will add track capacity to make train travel safer and more reliable between Raleigh and Charlotte.

RailWorks completed the following projects:

- Constructed 5 miles of a new second mainline and a universal crossover with four #24 turnouts, between Thomasville and Lexington. Completed in October 2016.
- Constructed a 2-mile siding and one #20 turnout between Graham and Haw River. Completed in October 2016.
- Constructed 2,500 feet of mainline track over a new grade separation bridge around Salisbury. Completed March 1, 2017.

- Constructed 4 miles of siding track between Durham and Morrisville. Completed April 29, 2016.
- Constructed 11 miles of new track between Reid and Kannapolis. The work included a double-mainline; five #10 turnouts, and two concrete crossovers consisting of four #24 turnouts each. Completed March 1, 2017.

"The resources RailWorks had at our disposal to be able to pull this off were pretty amazing, from planning, material handling, equipment and manpower to project leadership," says Project Manager Jon Moore. "I was impressed with how resilient everyone was to make sure we fulfilled our obligations."

The RailWorks jobs were among 14 PIP projects that ultimately will add 31 miles of parallel track and sidings and eliminate 38 railroad crossings. The enhancements will improve service for NS, CSX Transportation, North Carolina Railroad and Amtrak, which will add two daily passenger roundtrips between Raleigh and Charlotte.

INSIDE LINE: *Project insights from field management*

## RailWorks Team Comes Together to Tackle Challenging Projects

Overcoming challenges is part of our business, and to do so takes great teamwork and sacrifice, as we experienced on five projects in North Carolina for the NS.

At first glance at the drawings, it looked as though the project was as simple as constructing 25 miles of double-line track. After a closer look, much of the new track for the five NS projects would be done in small 1,000-foot to 3,000-foot segments, weaving in and out of the existing track. Initially, we didn't realize how flawed our approach was. Consequently, we started the projects with too few resources, both equipment and personnel.

Once the magnitude was determined, it didn't take us long to make some changes. We brought in some game-changing people; in par-

ticular, Rusty Miller, general superintendent, was a godsend. Things began to change. Our quality and safety improved, and we began to see production improvements.

Individuals running the project understood the word "commitment" and persevered until the project was completed. Project Manager Jon Moore worked for nearly a year without a day off. Rusty Miller arrived on the job in early 2016 and brought with him additional talent such as Zach Collingsworth and many other skilled craftsmen. All sacrificed many trips home and long days in order to stay on the project to make sure we made our schedule.

Work crews from throughout the entire organization, not just the Southeast, came to assist. This included Track Central lending tamper operators and the Gulf Region providing crews, to name a few. The depth of our company is awesome. When someone needs help, we have the bench and expertise to provide additional resources.

During a presentation at the National Railroad Construction and Maintenance Association conference in Florida recently, NS complimented RailWorks' ability to complete this job on time and said it was a "big deal." Although this was a difficult set of projects, the lessons learned in conjunction with a successful completion will serve us well in the future.



**Craig Meyn**  
Senior Vice President  
North America Track

*"The depth of our company is awesome. When someone needs help, we have the bench and expertise to provide additional resources."*



As part of the construction of a second NS mainline between Reid and Kannapolis, NC, RailWorks crews positioned 200-foot track panels that comprised a temporary detour track.

# RAILWORKSMART RAILWORKSAFE

## Don't Forget About Staying Safe in the Office

RailWorks employees invest a lot of time and effort to make sure we are safe on the jobsite. That starts with a job briefing before work begins. But what about in our offices? Even office employees need to be aware of potential safety hazards and what to do in case of an emergency.

Do you know what actions to take at your office in the event of an emergency?

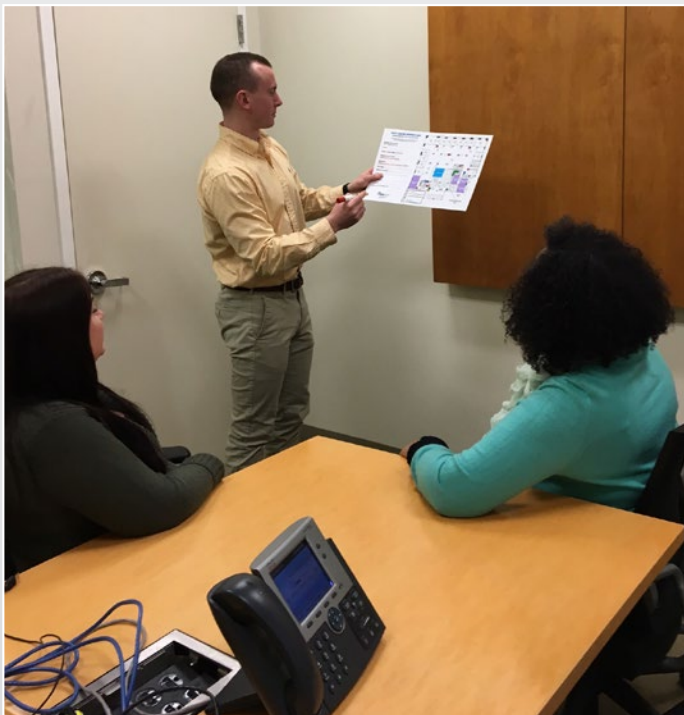
**Safety Briefings Before Business Meetings** – One way to increase awareness of what to do in an emergency and of available

safety resources at RailWorks offices is to hold a safety briefing before each business meeting. Our Corporate Safety Manual already requires that every operation or activity within RailWorks should begin with a safety briefing. Safety briefings are particularly important when you have visitors to your office who are not familiar with your office and established emergency evacuation plans.

The Safety Department has developed a simple Safety Briefing Reference Chart that can be adapted for each office location and posted in your conference room. Please use it as a guide for conducting a safety briefing before your business meetings. In the coming weeks, your safety professional will post this guide in your conference room and take steps to remind employees of emergency plans for your office.

**Other Safety Precautions for Office Employees** – Every employee who works in an office is responsible for being prepared to act in an emergency. Here are some basic actions:

- Be familiar with the emergency evacuation plan and emergency assembly point for your office. If you don't know, ask your supervisor or safety professional.
- Make sure you know who in your office is trained in first aid and CPR and who will serve as a flagger for emergency personnel.
- Know the location of the nearest hospital.
- Remember to call 9-1-1 when an emergency occurs.
- Know the pathway to at least two alternative exits from every room/area at your workplace.
- Recognize the sound/signaling method of the fire/evacuation alarms.
- Know how many desks or cubicles are between your workstation and two of the nearest exits so you can escape when visibility is limited.
- Know the location of fire/evacuation alarms, fire extinguishers, first aid kits and automated external defibrillators (AEDs) and how to use them.
- Report damaged or malfunctioning safety systems to your safety professional so they can be repaired.



While conducting a safety briefing at the RailWorks office in New York, Counsel Paul Lopez uses a dry erase marker to fill in details on a laminated Safety Briefing Reference Chart posted in the conference room. This chart, and a generic version that can be customized for each office location, is posted on the Safety Department page in SharePoint.

### Calendar Notes

#### Safety Training

April 3-4	RailWorks Track Services	Minooka, IL
April 5-6	RailWorks Tarack Services	Minooka, IL

#### Industry Events

April 10-11	Rail Safety 2017 Seminar	Orlando, FL
April 23-26	ASLRRA Annual Convention	Grapevine, TX
April 25-27	National Aboriginal Business Opportunities Conference (NABOC)	Prince Rupert, BC

## RailWorks Values In Action

# Early Signs Signal ‘Commitment’ Momentum Growing

*We will hear a lot about “Commitment” across RailWorks throughout 2017. It was the theme for our January leadership conference and is the battle cry for all of operations, both in the field and at our corporate offices. It also is the pivotal way RailWorks will strengthen our position in our markets and build a stronger future.*

*RailWorks’ President & CEO Kevin Riddett is challenging employees to dedicate themselves to keeping their commitments with a strong sense of intention and focus. “Stick with it!” he urges.*

RailWorks’ Commitment is our focus throughout 2017 as we work together to meet the business plan and position the company for the future.

Already this year, we are seeing positive signs that we are keeping our commitments in our four key focus areas. Here are some examples.

### SAFETY

Safety is our most important focus. We’re off to a strong start in 2017. After just two months, your efforts to work safely are making a difference. Our safety incidents are down, year over year. Our challenge is to keep that positive trend going!

### EMPLOYEE ENGAGEMENT

The recently introduced Employee Referral Program acknowledges that our employees are our best recruiters and gives them the incentive to recruit new employees. We’re also seeing more and better communications with employees. A new dashboard in SharePoint will help senior managers better monitor key performance indicators. Town Hall meetings and quarterly webcasts are providing two-way communication and helping everyone stay focused on our commitments.



Offices can order new “Commitment” hard hat stickers through the fulfillment portal in SharePoint.

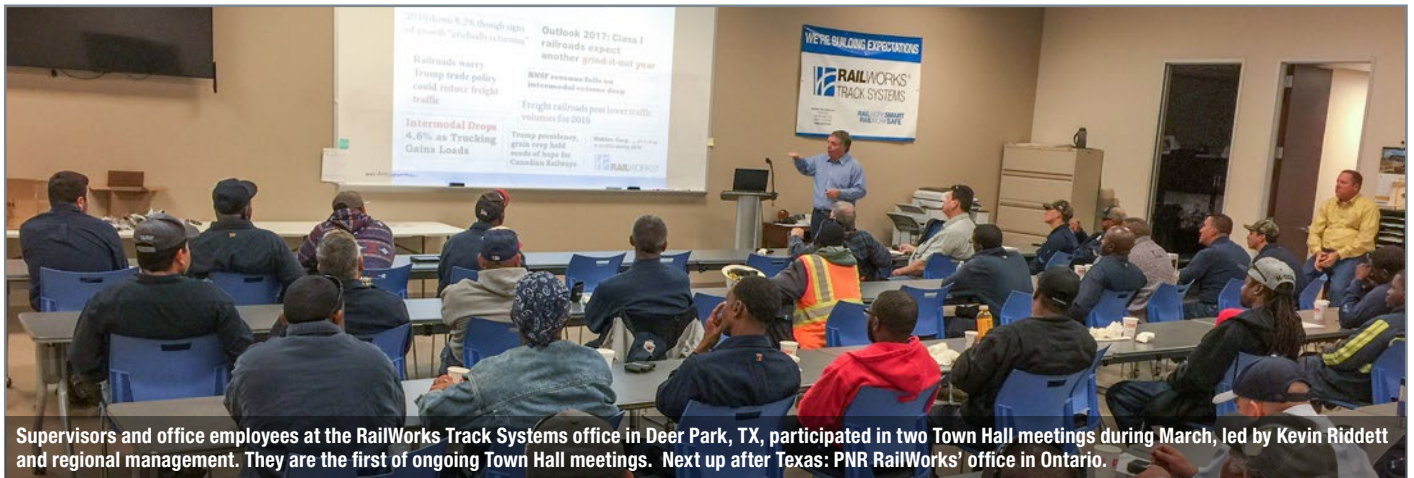
### CUSTOMER INTIMACY

The year started with the New Year’s Day on-time launch of New York City’s Second Avenue Subway. That achievement was possible due, in large part, to the commitment of our entire New York Transit team. Since then, we’ve been keeping commitments every day, around the clock, to keep our customers’ operations going productively. And we’re staying close to our customers. As highlighted in our cover story, RailWorks Track Systems’ South Region just successfully completed work for Norfolk Southern despite challenging circumstances.

### PROJECT EXECUTION

RailWorks has made great strides in the past 18 months to improve equipment utilization by sharing equipment across regions and divisions. Instead of renting or buying new equipment, let the Equipment Management Team (EMT) know when, where and how long you need equipment. They will work with you to come up with a cost-effective solution that benefits everyone.

If you need a work plan, there’s no need to reinvent the wheel when you can access common plans used daily across our North American Track network. The first 25 of nearly 70 “Track” work plans are now available in the Resource Library in SharePoint. These plans will give project managers a big leg up when it comes to planning personnel, safety, equipment and materials lists and installation practices for common track projects. By detailing standard practices on the job, the plans help ensure everyone on the crew understands the specific task they are being assigned. When used consistently, these plans promote safety and accountability within the crew and result in a safer, more productive operation.



Supervisors and office employees at the RailWorks Track Systems office in Deer Park, TX, participated in two Town Hall meetings during March, led by Kevin Riddett and regional management. They are the first of ongoing Town Hall meetings. Next up after Texas: PNR RailWorks’ office in Ontario.

## News Across the Line

### New York Transit

L.K. Comstock & Co. has won an \$18.2-million, 26-month contract for the Myrtle Avenue line, viaduct and bridge replacement project taking place on the elevated M Line in Brooklyn, NY. Under the direction of Project Manager **Daniel Martinez**, RailWorks' New York Transit Division will perform signal, power and track work at three key locations along the M Line.

A key element of the project involves the demolition and reconstruction of the 310-foot long Myrtle Viaduct, which dates back to 1913, along with the Fresh Pond Bridge. Phase 1, which includes track and signal demolition work at Fresh Pond Yard, began in February. Phase 2, scheduled to start July 1, requires closing this segment of the line for 10 months. New York Transit crews will install a new bridge deck, low-vibration track, third-rail as well as a signal systems on the new viaduct and bridge and at the car inspection facility at Fresh Pond Yard.

### L.K. Comstock National Transit

In Los Angeles, L.K. Comstock is in the final stages of designing the train control and communications systems for Phase I of a major subway system extension.

The Westside Extension performed for the Los Angeles County Metropolitan Transit Authority will eventually lengthen the subway's Purple Line about 9 miles westward from its existing terminus at the Wilshire/Western station. L.K. Comstock is part of Phase I, extending 3.9 miles under Wilshire Boulevard and including three new underground stations.

As civil contractors begin station and tunnel excavation in the coming weeks, L.K. Comstock will temporarily scale back. A small staff including Project Manager **Brady Bartnicki**, Train Control Engineer **Ramon Virgen** and Assistant Project Manager **Scott Rafferty** will oversee the infrastructure of their systems while the civil work is under way as well as manage any design or technical changes that occur.

L.K. Comstock will begin systems installation in late 2019 or early 2020.

### RailWorks Maintenance of Way

On March 28, RailWorks began work for CN to provide long-term undercutting along the CN's rail lines in Canada and the United States. Under a three-year contract with the option of a two-year extension, RailWorks will provide undercutting services in the provinces of British Columbia, Alberta and Saskatchewan as well as portions of the southern U.S. **Wesley North**, manager – undercutting operations, is leading this effort, assisted by Field Supervisor **Ray McKee**.



## PROJECT MANAGEMENT FIRM PAYS \$1.5 MILLION TO SETTLE ALLEGED FALSE CLAIMS ACT VIOLATIONS

*In February, CH2M Hill, Inc. ("CH2M") agreed to a civil settlement with the U.S. Attorney's Office in eastern Pennsylvania to resolve claims that CH2M improperly billed Amtrak under a project management oversight agreement. The settlement resolved claims that CH2M submitted false claims by billing Amtrak for overhead at rates that were higher than the overhead rates permitted by contract. While CH2M did not acknowledge any wrongdoing, it agreed to pay \$1.5 million to resolve the government's claims.*

A lesson from this story: When billing for items that have contractually specified rates, such as overhead, the billing for such items must be at those contractually approved rates. While this applies on all projects, it is especially important on government-funded projects, where billing at rates other than those set forth in the contract can result in false claims liability, as was the case for CH2M.

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

