

RAILWORKS® TODAY

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

Destination In Sight for Sound Transit Line



RailWorks Track Systems is wrapping up work to reconstruct the track for Sound Transit's M Street to Lakewood commuter rail project. While work continues on the line, freight trains operate from Thursday evening through Monday morning.

With nearly all the contract work completed and only commissioning and the punch list ahead, RailWorks Track Systems is beginning to close out work on Sound Transit's commuter rail extension connecting M Street in Tacoma to Lakewood, Wa.

Work began in June of 2009 to reconstruct the former BNSF freight line into a commuter rail corridor to accommodate trains operating up to 79 mph. RailWorks has served as the prime contractor to upgrade the track and signals infrastructure on the 10-mile rail line.

Because freight trains have continued to operate on the line over three-day weekends, all work was completed in four-day work windows extending from Monday morning through Thursday afternoon. RailWorks and supporting contractors worked closely together to reconstruct the track in 1,000-foot segments each week over four-day windows:

Monday

- Remove existing track and OTM from the track and the jobsite

Tuesday

- Excavate the subgrade and complete associated drainage and ditch work
- Install the DAX cable and conduits to support the signal systems
- Complete final grading and install the sub-ballast to establish the new footprint

Wednesday

- Install the initial ballast layer
- Deliver and stage all materials for the new track
- Distribute concrete ties on the subgrade
- Thread the CWR onto the ties

Thursday

- Complete the track construction

INSIDE LINE

Richard Carney and Robby Hughes
Project Managers
RailWorks Track Systems

"Weekly coordination meetings with our three subcontractors were essential to planning our work. Because this project was constructed under traffic in tight work windows, we had to plan our work carefully – on an hour-by-hour basis – so we could bring the track back into service by 5 pm on Thursdays.

A key part of our plan addressed getting materials in and out of the jobsite. Our location changed each week so we had to evaluate access points and potential bottlenecks created by our urban surroundings.

One of the biggest challenges was tying the new track into the existing track at the end of our work window. Because we were modifying the track profile to make it more uniform across the entire line, the old and new track didn't always match up. We created temporary transitions to address the differences – sometimes up to three feet – so train traffic could move safely between old and new track."

As the prime contractor, we learned lessons about document control necessary to address the owner's requirements and protect RailWorks interests. These lessons will be helpful on future projects, especially at startup. Another lesson is that there needs to be a common procedure established for titling all project documents, including digital photos resulting in a searchable database in Contract Manager."

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RAILWORKSMART RAILWORKSAFE

Safety Roundup: *How Railroads Are Walking the Walk*

The August issue of *Progressive Railroading* magazine features comments from safety officers at rail lines on what it takes to make “safety first” more than words in a manual. Here’s what a few of the safety leaders had to say.



“You can’t be a lone ranger,” says Union Pacific railroad Vice President of Safety, Security and Environment Bob Grimalia. “You can’t be in isolation of all those around you. It’s a team sport, in many ways.

To facilitate “team,” UP employs initiatives aimed at improving communication and creating a “total safety culture,” which Grimalia characterizes as “actively caring” for other employees and looking out for their well being, as well as your own.

Each day, UP employees discuss the tasks at hand – perhaps repairing a broken rail – and ask each other, “What could potentially go wrong” Grimalia says they’re words you have to ask.

“It’s more than just conversation. It spurs thought,” he says.

...UP employs job safety analyses to find the best way to complete the task and then train employees in that method. By breaking down a task into its smallest components, Grimalia believes the Class I is able to find “the one best, safest way and make that the way we train, the way we observe and coach.”

...UP officials also are examining close calls to better understand where the issues and opportunities for improvement lie.



“We believe that safety is very personal. Each of us owns safety,” he (VP of Safety and Operations Support Mark Schulze) says. “We’ve got to make sure our employees are looking out for each other.”

“To ensure that happens, BNSF has established new peer-to-peer programs, such as the Personal Responsibility In Decreasing Exposure (PRIDE) program at the Clovis, NM yard, through which employees are encourage to identify situational and behavioral risks in their work group. The program is designed to ensure “employees understand what safe looks like,” says Schulze.

The program aims to foster a culture that shows pride, professionalism and commitment to a given set of work rules by placing the responsibility for safety enforcement with employees themselves. Workers are encouraged to observe their coworkers’ behavior and correct or report risk behaviors.

“It not just compliance with what they’re doing, but also that commitment to a safe work environment,” Schulze says.



NS management is constantly reinforcing training and the proper way to perform tasks by focusing on safety audits. Local safety committees perform an audit of the work process to observe and reinforce positive behavior and look for mistakes or areas for improvement, says Julian. However, the committees always try to keep a positive tone when correcting a mistake.

“It should be done in a way that an employee should be able to say “Thanks, I didn’t realize I did that. I need to focus on that,” says NS’ Julian (David Julian, VP of Safety and Environmental).



Under Amtrak’s new Safe 2 Safer program, managers participate in a series of workshops and receive individual coaching. The aim of the three-year program: improve managers’ communication (especially listening) skills so that they can discuss safety issues openly with employees.

“If managers really listen when employees bring up safety issues to them and then take action that raises management credibility,” says Amtrak senior Director of Safety Peter Hall.



During the past 18 months, CSX Transportation has begun a process designed to get labor unions more involved in the communication process by providing a formal avenue for employees to seek clarifications or changes to the Class I’s safety rules, says Jim Marks, CSXT’s VP of safety.

In addition, CSXT is in the second year of a multi-year program aimed at “raising mutual accountability” and opening lines of communication among managers and rank-and-file workers for safety issues. The program is designed to enable managers to make expectations clear to their employees, says Marks.

The first year and a half was dedicated to intensive training with all managers on how to discuss difficult issues with workers, how to engage communications and how to lead and have people follow you, Marks says.

Now, the face-to-face portion is under way: Every transportation engineering and mechanical manager meets one-on-one with his employees. The manager sets the expectations for his workers and lets them know what they can expect of him as a leader, says Marks.

Safety Roundup Continued from page 2



GWI used regional safety improvement teams to look at these types of situations and focus on changing and improving behavior.

“Behavior probably is responsible for 95 percent of all injuries, says GWI’s Andrews.

Accordingly, the company launched a behavior safety training class in 2008, through which employees are encouraged to follow the rules, avoid shortcuts and stay aware of their surroundings.

In addition, each worker is required annually to write a personal commitment statement and safety pledge for the coming year. In Andrew’s region, management has also developed an exercise known as the “safety blitz.” Each district is inspected once a year. Inspectors will spend about 36 hours observing each crew, inspecting all facilities and performing safety audits. Once they’ve completed the blitz, they

discuss the lessons learned along the way.



AT GCRTA (Greater Cleveland Regional Transit Authority), when something goes wrong, safety officials evaluate every link in the chain, including management, Director of Safety Pamela McCombe says. The agency then follows up to make sure that corrective actions were implemented appropriately.

“When we evaluate the root causes, we’re able to have improvement in the system and in the implementation. It should not go back to the status quo.”

A reprint of the entire article is available for a limited time at a link on RailWorks’ homepage at www.railworks.com

Calendar Notes

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| Sept. 27-Oct. 1 | RailWorks Management Meeting Marietta, GA |
| Oct. 6-8 | Annual Internal Safety Summit (for safety directors) Guelph, ON |
| Nov. 1-24 | Open Enrollment for 2011 Benefits (eligible US employees only) |

RailWorks Today

Let us know what’s on your mind.

Email your questions and comments to
RailWorksToday@railworks.com



Destination In Sight for Sounder Rail Ext. from page 1

- Tie the new track into the existing line
- Distribute the ballast and surface the new track

On those segments involving one of the 13 at-grade road crossings along the route, extensive planning and communication were required to coordinate with municipalities, public utilities, local business and community groups. In addition to upgrading the railroad warning devices, the project team installed concrete track panels, new curbs and gutters, sidewalks, storm drainage, asphalt and traffic signal modifications.

When the project is substantially completed in mid-October, RailWorks will have removed more than 10 miles of rail and re-constructed the subgrade and track. The result is an updated rail corridor with a more uniform profile and modern warning device systems necessary for commuter rail operations.



Sound Transit M Street to Lakewood Project Team (l to r): Vice President & General Manager Dave Landreth, Safety QA/QC Rob Huyck, Regional Manager Bill Lenhart, Office Manager Julie Victoria, Track Construction Manager/Project Manager Richard Carney, Project Engineer John Giacoia, Project Manager Robby Hughes. Not pictured: Project Superintendent Marty Lenhart, Project Engineer Greg Franco.

News Across the Line



SkyTrain, the automated people mover at the American Airlines Terminal at Miami International Airport, began operation on September 15.

L.K. Comstock National Transit

Project Manager **Chuck Brainerd** reports good news from Miami. On September 15, the automated people mover (APM) system in the American Airlines terminal at Miami International Airport, known as Skytrain, began operations serving passengers. Skytrain's official start-up came following the successful completion of the systems demonstration test on August 29. Prime Contractor Sumitomo Corporation of America was granted a certificate of substantial completion on September 14 and in turn notified L.K. Comstock. Chuck reports the L.K. Comstock team will be onsite for at least the next 30 days to finish closing out the project.

Congratulations to L.K. Comstock, RailWorks Track Systems, HSQ Technology and all our project partners who persevered over the past 10 years to complete this challenging project.

RailWorks Signals & Communications

The RailWorks S&C management team has expanded in recent months so it is better positioned to win and effectively manage the growing volume of work, particularly positive train control (PTC) implementation projects. **Paul Scanlon** joined the team as operations manager-special projects in February. **Joachim Ortiz** came in June and is serving as senior project manager. **Joe McGee**, who arrived on September 1, is overseeing the division as vice president and general manager. The team is based

at the Signals & Communication division office in Jacksonville, Fla.

PNR Coyle, a subsidiary of PNR RailWorks

Are you looking for an outdoor adventure? Look no further than production gang work on the QNS&L Railway. During the summer months, PNR Coyle production rail and tie gangs worked in remote areas of north-eastern Quebec and northern Labrador to rehabilitate the 261-mile line. The tie gang finished this year's program on August 11 after replacing 21,114 standard ties in 27 days and 5,679 Pandrol clip ties in 11 days with a 21-person crew led by Supervisor **Christian Brossard**. The steel gang finished work on September 12 after replacing 153,261 feet of CWR in 44 days with a 22-person crew led by Supervisor **Renaud Coulombe**. The work is not for the faint of heart. Because there is no road access to the isolated project sites, all materials are transported by rail cars. Employees live in movable camps along the railway and face challenges, from a lack of communications to seasonable pests.



PNR Coyle's tie gang prepares for the work day on the QNS&L Railway.

RailWorks Track Services

The Minooka, Ill., office is rehabilitating seven sidings in the suburbs surrounding Chicago on the Elgin Joliet and Eastern Railway (EJ&E), now owned by the Canadian National Railway. With owner-furnished materials, the \$1.5 million job involves replacing, thermally adjusting and welding 43,000 track feet of CWR, installing 6,500 ties and surfacing all the new track. Project Superintendent **Troy Miller** and Foreman **Joe Miller** are overseeing the work, which is particularly challenging because train operations will remain in service on the adjacent main line. All work will be completed by the end of the year.

RailWorks Track Systems

Recent system integration tests on the Sound Transit U820 project in Seattle were successfully completed. L.K. Comstock is serving as a subcontractor to prime contractor RailWorks Track Systems on this 14-month, \$13.3 million project. We recently received favorable emails from Sound Transit management about our work on this project of strategic importance to the future development of light rail in the Seattle region.

"The RailWorks and Comstock team were exceptional contractors to work with; and they documented and built a safe and quality project. The CM team... and myself worked with RailWorks and Comstock as a team and partners and we feel very successful as should RailWorks and Comstock."

Frank Swanson, Resident Engineer Seattle Tunnel and Rail Team, JV University Link Construction

"My personal gratitude and congratulations to the U-820 team for managing this project exceptionally well. I look forward to the completion of this project and a celebration to see this project closed in time for the arrival of the new trains. Please convey my thanks to your entire team."

Ben Emam, Sound Transit Construction Manager