March 2012

RAILWORKS® TODAY

A monthly newsletter for employees of RailWorks Corporation and its subsidiaries

NYCT's Exceptional East 180th Street Yard

L.K. Comstock and RailWorks Transit upgraded New York City Transit's East 180th Street Yard. The new signal system and track infrastructure will help improve operating efficiency through the yard, reduce maintenance costs and improve overall customer service.

Everything about the project to upgrade the New York City Transit's (NYCT) East 180th Street Yard in the Bronx, N.Y., required exceptional performance. Its critical location on the subway system. The magnitude, scope and complexity of the work. The compressed schedule. Its reputation as having the most complicated interlocking on NYCT's system.

L.K. Comstock & Company lived up to expectations and more. In addition to completing the $215.8 million, four-year project on time, on budget and without any in-service delays, L.K. Comstock worked in a manner that is earning praise from and for its customer: New York City Transit, the United States' largest transit authority.

The East 180th Street Yard is positioned at a critical juncture on NYCT's Interborough Rapid Transit system (IRT), which comprises Greater New York City's numbered subway lines. It's the point where two busy subway lines from Manhattan – #2 and #5 – diverge and split to become the White Plains Road Line and the Dyre Avenue Line. With outdated mechanical signal system technology dating back more than 80 years, the interlocking needed to be replaced with new technology designed to avoid bottlenecks, improve speed and operational efficiency, and reduce maintenance costs.

In addition to the Yard's seven storage tracks and an adjacent five-track shop, the expansive site also includes a connection to the nearby Unionport Yard, four yard leads, three main line tracks diverging to five main line tracks, and a flyover connection.

Given the interconnectivity of the work, L.K. Comstock had to plan and execute electrical work simultaneous to the civil and track work performed by RailWorks Transit, all while two busy main lines continued operating. L.K. Comstock replaced the existing signal equipment with a new signal system that is integrated into the automatic train supervision (ATS) system under control of the Rail Control Center (RCC) in Manhattan. The signal system features 124 signals, 99 new stops and 45 track switches and more than a million linear feet of cable. The team also installed new closed circuit television (CCTV), intrusion, fire suppression, emergency alarms and fiber optics systems.

Everything about the project to upgrade the New York City Transit's East 180th Street Yard in the Bronx, N.Y., required exceptional performance.

Meanwhile, RailWorks Transit installed 9,800 track feet of ballasted track, 11,000 linear feet of contact rail system, 935 track feet of elevated track and 24 special trackwork portions, including five diamond crossings.

Now that the project is substantially complete, within budget and on schedule, NYCT's construction management group has won a "Shining Star" award for project excellence. Considered a model project, the project illustrates the outstanding partnership between the transit authority and its exceptional contractors: L.K. Comstock and RailWorks Transit.

The Inside Line: East 180th Street Yard Project Leadership Team

Congratulations to the leadership team of the East 180th Street Yard project for their exemplary performance. ***While most members of the leadership team are in this photograph, we recognize the entire leadership team below.***

Work on the East 180th Street Yard project began months before it was ever awarded. L.K. Comstock brought together its "A Team," who drew on decades of NYCT project experience to prepare the bid.

At the beginning of the project Sal DeMatteo, Joe Maikisch and Desmond McGoey developed and implemented a detailed plan on how to phase the work. They understood the required general orders and how to minimize the costs for NYCT and L.K. Comstock.

The team identified contractual phasing they believed would cause operational problems. They resolved the concerns by completely rephasing of all the work and building an additional track bypass that ultimately resulted in savings to both NYCT and L.K. Comstock. Our primary goal was to eliminate any possibility of delays during any rush hour. We wanted to avoid the severe consequences from a delay or a train disruption.

From the beginning, engineering was the priority. Frank Loffredo and signal and electrical layout engineers surveyed the layouts in record time and with great accuracy and quality so we could order materials and proceed with other work. The final equipment layouts were submitted and approved on an expedited schedule and in a manner that added to the timely success of the project.

Most of the work was completed during weekend, 53-hour in-services where all types of work was coordinated and sequenced together. The highly complex yard required sections of the track to be taken out of service to gain access to work areas. Desmond McGoey had to have a comprehensive understanding of how to sequence and finish the installations in the right order. Signal-related work comprised close to 75 percent of the contract. It also was the last portion in a long sequence of work to be completed, which required extensive coordination to make sure it was done correctly and on time.

Sal DeMatteo took coordination between the 25 subcontractors to a higher level through weekly meetings with key personnel along with main subcontractors, signal supplier Alstom (GRS) and heavy contractor Prude Construction. The meetings helped to manage all the loose ends and frequently served as a brainstorming session to find the best overall approach. Everyone had a voice and understood why decisions were made. The level of trust between all the parties exceeded all expectations, and decisions ultimately were delegated to the proper people.

Larry Bean, chief signal engineer, was responsible for reviewing design circuitry and for the ultimate task of placing the interlocking into revenue service. Considering the complexity of the interlocking, Larry and his engineering team did a great job of making sure the programming and logic worked so the interlocking could be put into revenue service.

John Hamilton managed the civil work, another facet of the project that required completion in sequence. He oversaw construction of the new relay room, the new circuit breaker house, and the Signal Crew Quarters, all of which were critical in the sequence of work. He also focused on the "Zero Punch List" and achieved it on several occasions.

The power engineering team, directed by John Sommer, redesigned the power duct bank scheme, which eliminated some problem areas and produced cost savings. They engineered and implemented the layout for the 600V DC traction power system to meet both the schedule and tight space limitations.

Luis Nieves and Jeff Nalbone and their RailWorks Transit team brought expertise to plan and perform all wayside track and in-service phasing. How the track work was performed contributed greatly to the overall efficiency of the project. They worked as a single team with the L.K. Comstock team, which will be a model for how to work on future projects.

Another important aspect of this project was the understanding that "you need to check your ego at the door." We had a tremendous wealth of talent from experienced leaders who were able to work together. The teamwork and cross-trade partnering combined with the owner's team resulted in a great project success.

A Team with the Right Stuff:

New York City Transit • Resident Engineer Sam Kermani • Construction Manager Dick Rothamel • **L.K. Comstock** • General Foreman Sal DeMatteo • Project Director Joe Maikisch • Civil Project Manager John Hamilton • Lead Signalman Desmond McGoey • Lead Signal & Electrical Engineering Manager Frank Loffredo • Lead Power & Communications Engineer John Sommer • Assistant General Foreman Tom Tinebra • Area Foreman Mike Crimi • Area Foreman Leo Impastato • Signal Engineer Larry Bean • Safety Manager Mario Zallo • Quality Manager Ben Serenita • Purchasing Manager Joseph Kovaly • Closeout Project Manager Robert Sceles • **RailWorks Transit** • Track Manager Jeff Nalbone • Track Superintendent Luis Nieves • Closeout Superintendent Robert Chin

Values in Action: **Employee Focus**

After sizing up the complexities of the upcoming work on the Chicago Transit Authority's Loop, RailWorks Track Services determined the smart approach was to create a scale model to plan the work. Using the model, employees have been able to anticipate and prepare for the limited work time and elevated railway particular to this job.

The 20-foot-long replica, housed in the Minooka office, represents a stretch of Chicago's transit system in the city's Financial District bounded by Wells (on the west) and Van Buren (on the south) streets. Vice President and Regional Manager Bill Dorris built the model with help from Quality Assurance/Quality Control Manager Steve Hayden. Bill says it offers key personnel a simulation of their work area, enabling them to review the logistics for material staging and the sequence of how the work will be performed – during 16 track outages and typically 30 feet above street level.

Bill emphasizes the significance of the model in the planning and training that is critical for this project. "By rehearsing the work sequences using this model," he says, "the team can identify hazards in a realistic way and proactively address them. It allows our key personnel the chance to see how the entire process will work during a scheduled outage. We can explain the movements on the structure and sequence of the work along with the load-in and load-out operations for material handling."

RailWorks Track Services built this 20-foot model representing a segment of downtown Chicago's elevated railway to allow them to plan the staging of material and sequence of work. The $39 million Chicago Transit Authority Loop Renewal Project gets under way April 13.

Ragnar Benson and Meade Inc. join RailWorks on the high-profile Chicago Transit Authority Loop Renewal Project, valued at $39 million. The RailWorks team includes Project Director Warren Aldridge, Project Manager Eric Goetschel, Project Coordinator Tara Braun, Superintendents Will Dorris and Tom Jorczak, and Project Engineer Brian Leuck. They will replace all track, turnouts and grand union switches for track items, all signals and communication as well as third rail on the entire structure along Wells and Van Buren streets in the downtown Chicago Financial District. Crews will complete the job between April 13 and Thanksgiving 2012, utilizing 52-hour outages on 16 weekends that are opposite festivals, professional sporting events and other heavy-transit weekends.

Bill indicates the team is eager to begin the work. "We have spent the time and energy to have all available resources in place to put together and utilize the best possible plan for this project's success."

Calendar Notes

Annual Safety Training	* Frontline Supervision Training
March 29-30	RailWorks Track Systems – Texas, Houston, TX
April 11	SunRail Commuter Rail Project – Orlando, FL
March 25-27	Annual Controllers Conference, Dallas, TX
April 22-24	2012 Annual Convention American Short Line & Regional Railroad Association Indianapolis, IN
April 30-2 May	RSII 2012 – Rail Safety Seminar, Orlando, FL

RailWorks Today

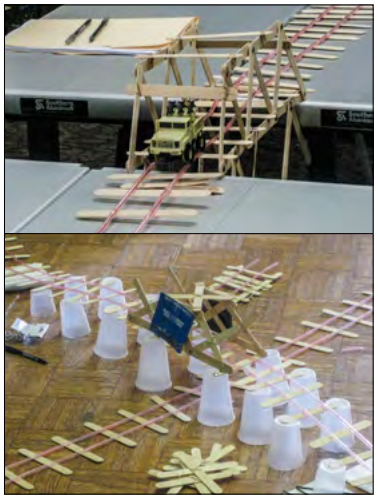
Let us know what's on your mind. Email your questions and comments to RailWorksToday@RailWorks.com

RAILWORKSMART RAILWORKSAFE

Employees Are All In for Annual Safety Training

It's that time of year when field employees step away from work for our customers and focus on refreshing and expanding their knowledge of safe work practices. This year nearly 1,000 U.S. employees will complete annual safety training in their respective division or project area.

The heart of the instruction for Track employees is always annual Roadway Worker Protection (RWP) training, which focuses on on-track safety rules and procedures. Each Track division also has customized training to address specific customer requirements as well as safe driving, the proper care and maintenance of tools and equipment, and appropriate techniques for welding, spiking and using a rail saw. Add in DOT commercial driving, Respect in the Workplace and Frontline Supervision training in some locations, and it's clear a whole lot of training has been going on in 2012.



A highlight of the training is a team-building exercise that mirrors what RailWorks does every day: build track. Using straws, Popsicle sticks and tacks to simulate rail, ties and spikes, teams compete to construct a 20-foot segment of railroad track featuring a 12-inch bridge capable of successfully operating a model hi-rail vehicle.

Employees have responded enthusiastically to the exercise. "It gets everyone working together," is a frequent comment about the exercise that requires planning, listening, creativity, resourcefulness and teamwork, the same qualities that make projects for our customers a success.

Employees in Houston celebrated when their team won first place for constructing the best track structure in the team-building exercise, a highlight of annual safety training.

"This exercise lets everyone get involved and have fun while learning some important lessons they can apply on the job," said Regional Safety Director Stewart Hoffman. "It requires everyone on the team to participate, or the track won't be completed on time. It also encourages delegating tasks among co-workers that employees may not normally worth with. It causes everyone to be open to giving and receiving direction from each other and not their normal supervisors. It's been extremely beneficial and has shown the creativity of our employees."

News Across the Line

RailWorks Track Systems

According to the Union Pacific Railroad (UP), RailWorks Welder **Henry Salas** was the right person, in the right place, at the right time. On February 24, Henry was driving near UP's main line in West Texas, when he noticed a large oil tanker approaching a crossing. He had a hunch the truck would have problems crossing the railroad track so he circled back to check on it. His hunch was correct and he discovered the truck stuck on the crossing. Henry immediately called his contact at UP, who notified the appropriate parties within the railroad, including train service to make sure there were no trains in the area. UP Manager of Construction Projects **Ted Haskell** passed along his praise for Henry and his actions to protect UP and the general public. "Henry's alert and conscientious effort today saved what could have been a bad situation. Anybody who has worked with Henry knows he is a great employee and a better person. We at UPRR are grateful for his actions today."

RailWorks Track Systems Vice President and General Manager Bob Rolf recognized Welder Henry Salas in front of his peers at annual safety training in Deer Park, Texas, on March 15. Henry took the initiative to check on and report a truck stuck on a UP crossing in West Texas.

The Western region is expanding with the opening of a new field office in Ogden, Utah. Area Manager **Ben Petersen** will manage the office, which will open in April. The office is located about 35 miles north of Salt Lake City, well positioned to provide responsive service to our customers in the area and also to attract new business.