



Shared Track

RECEIVING YARD
TRACKS 1-9

IN TRANSIT

Improving while Moving: Conrail management innovation teams met for the first time on the tracks between Philadelphia and Pittsburgh.



FIVE TEAMS PROGRAM IMPLEMENTED

By Tim Tierney, Vice President / Chief Engineer

PROVIDING A SAFE and efficient work environment is the top priority of Conrail management. Keeping trains moving to satisfy our customers' growing demands requires constant effort and coordination by managers. As many experienced managers prepare to retire after decades of service to Conrail, it is vital that the new generation of managers develop expertise and learn to apply new methods and technologies that will maintain Conrail's excellent service in our bustling Shared Asset Areas.

To equip the up-and-coming generation of Conrail managers with the tools they need to operate a 21st Century railroad, senior management has assembled five teams to address some of the organizational challenges that affect employees and crews on a daily basis. Each team was assigned a focus area (Eliminating work errors, Communicating Effectively, Efficiency and Productivity, Development of New Employees, and Managerial Effectiveness), and developed a solution to drive improvements in these areas.

The goals of the Five Teams program are to develop "real-life" improvements to

our daily operations; to make Conrail the safest, most efficient railroad; and to provide employees at every level with the opportunity to succeed. The teams are composed of managers from different operating departments in the three Shared Asset Areas. In every case, the cross-functional approach led to a range of discussion and creative solutions.

The teams began their work during three two-day train trips between Philadelphia and Pittsburgh along the Norfolk Southern Harrisburg and Pittsburgh lines, one of the country's busiest freight corridors. These working trips provided the chance for teams to focus on their assignments away from their day-to-day work environments while getting to know one another, and to observe the operations of a Class 1 railroad.

While on the rails, each team put their heads together to tackle their particular assignment. After the trips, teams continued to convene in person or by phone several times to further identify, develop and implement possible solutions. The solutions evolved into presentations made on behalf of the teams, as summarized below.

Team 1: Reducing Risk with Error-free Work

The team identified that many avoidable errors result from mistakes made upstream from the actual incident, and that current efficiency check procedures and forms are successful at identifying failure causes, but are ineffective at preventing the errors that led to them. The team's proposed solution is to implement integrated processes and forms to record knowledge gained from a failure and transfer it forward to avoid similar mistakes in the future.

Team 2: Improving Post-incident Communications

The team identified a lack of timely, uniform communication to the workforce after an incident to educate them in avoiding similar future incidents. The team's proposed solution is to produce an easy-to-comprehend flier detailing the visual and factual results of each incident, to be distributed to craft employees. While the program's emphasis is on field supervisors personally briefing employees on the flier, its content will be posted on break-room televisions and bulletin boards, and referenced in safety briefings.

Team 3: Increasing Efficiency of the Operating Workforce

The team identified opportunities to improve coordination in operations activity planning by expanding communication at the manager level to eliminate the disruption of field managers' work plans. The team's proposed solution is to broaden awareness of operations activities among pertinent managers by encouraging them to pay closer attention to the Weekly Track Usage report. This will enhance communication between departments and strengthen field managers' ability to

effectively plan their gangs' activities and efficiently complete tasks.

Team 4: Improving New Hire Assessment Practices

The team identified opportunities to improve the current employee training process, especially in the cases of those crafts that have traditionally relied upon on-the-job-training, or posting. The team's proposed solution is to standardize the training process for each department, so that all employees are given the best opportunity to verify their craft skill before working on their own. Specific elements include setting achievable expectations, progressive guidance and mentoring, and consistent testing of both agreement and non-agreement employees.

Team 5: Enhancing a Manager's Abilities/Skills with Training

The team identified the opportunity to prepare new managers for their expanding responsibilities by a rigorous management training program. The team's proposed solution is to move managers through a four-tiered training program that begins with basic management techniques, progresses to leadership skills education, department oversight technique and advanced rail industry training. Beyond the formal training program, managers will be encouraged to further their professional education at approved college-level programs.

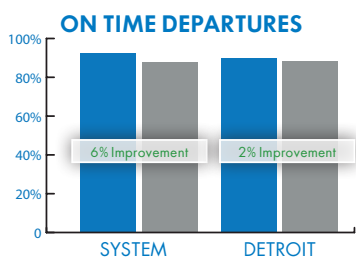
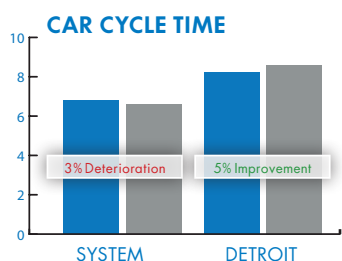
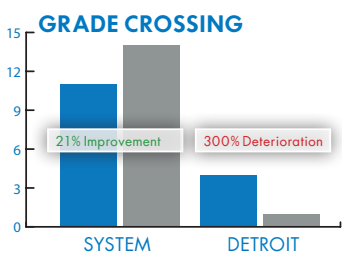
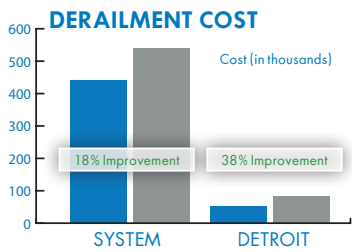
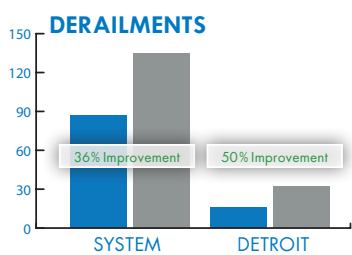
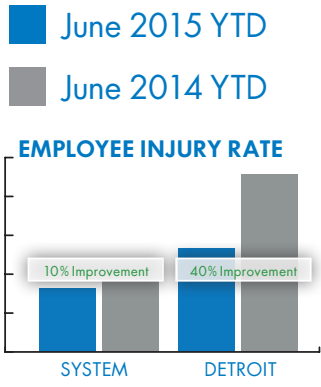
SAFETY NOTIFICATION		CONRAIL®	
EMPLOYEE INCIDENT			
FEBRUARY 5, 2015			
<p>This is an example of a serviceable handle punch with proper head protection.</p>		<p>SUMMARY OF EVENT</p> <p>While attempting to repair tools in the field, two employees were operating a handle punch and sledge hammer to remove broken hammer handles from hammer heads. The employee holding the handle punch was injured when a metal splinter broke away from the handle punch after it was struck by the sledge hammer. This resulted in the employee holding the handle punch being cut on his hand.</p> <p>An injury of this type can be prevented by employees first inspecting the tool about to be used, removing worn or damaged tools from service and choosing the appropriate level of work for the environment.</p>	
<p>This is an example of handle punch that should be taken out of service. Note the lack of proper head.</p>		<p>SAFETY FOCUS</p> <p>All employees must understand importance of proper inspection of tools. If a tool is found to be defective it must be removed from service and either properly repaired or discarded. All employees should conduct a job safety briefing to determine the size of workforce and environment needed to safely and efficiently perform a task.</p>	
JOB SAFETY BRIEFING	INSPECTING TOOLS	REPAIRING TOOLS	USING A HANDLE PUNCH
1.1.2	11.3	11.5	11.9

Example of proposed post-incident flyer proposed by Team 2

While the teams succeeded in developing workable solutions to each of the assigned challenges, this is not a once-and-done effort. These issues will demand constant and continuous attention over the long term. The teams' program will continue to build on their work, with current and future members expected to test these solutions in the field and improve them based on results and employee input.

Detroit Shared Assets Area

DETROIT SAFETY AND PERFORMANCE METRICS



Detroit traffic improved by track upgrades

KEEPING LARGER volumes of freight moving smoothly through a busy corridor has increased the demand on Detroit Division's yards and main lines.

Longer railcars and trains are taking up the extra product, but maintaining efficiency in movement is vital in preventing holdups and interruptions that can ripple through the system. For that reason, Conrail's Engineering Department has undertaken a program consisting of numerous track improvements to tune the system by easing the flow of activity throughout its mainline tracks in Detroit. The combined effort over the last four years of Detroit's MW, C&S, and B&B gangs has noticeably improved the consistency, reliability, and safety of the Detroit division's operations. The last three major projects in this program are due to be completed between this summer and fall.

Upgraded interlockings and yard switches

The No. 10 crossovers located at CP Vinewood are being upgraded to No. 15 crossovers to provide smoother movement for trains. Moreover, plans are in the works to reconfigure CP Lou and CP Bonita, with preliminary work already underway. In addition, hand-thrown turnouts continue to be renewed at both North Yard and River Rouge.

Install new welded rail

With the goal of staying ahead of track wear, Detroit's MW gangs will work in conjunction with CSX's rail gang to install new sections of continuous welded rail, replacing segments that have become worn through years of service.

Tie replacement and surfacing

To further harden Detroit's track infrastructure, roughly 30,000 ties are planned for installation by Norfolk Southern's tie gang, along with a surfacing program encompassing the Detroit and Lincoln Secondary lines as well as Brownstown Yard.



Maintenance

It is a testament to the tenacity of Detroit MW that the system has been able to contend with the meteoric rise that freight shipping has seen in the last two years.

"We look at all of our rails the right way," said Terminal Engineer Tom Szpond.

That means making standard maintenance procedures a priority, implementing new ideas and verifying that all work is done to the highest standard.

In addition to these track and signal projects, Detroit Division is making plans to upgrade operating facilities, including construction of a new yard operations building at River Rouge Yard. These new buildings will offer improved facilities across the board for employees and administration alike.

PVS Chemicals Considers Conrail Crews Like Family

PVS CHEMICALS is a leading manufacturer and supplier of chemical products to industries throughout North America. Based in Detroit since 1945, PVS provides high quality sulfur compounds, hydrochloric acids, ferric chlorides and other chemicals that are critical to numerous manufacturing, mining and environmental processes.

Conrail crews serve the shipping needs of three of PVS' largest divisions in the Detroit area — PVS Transportation, PVS Technologies, and PVS Nolwood — expediting nearly 400 cars per month to locations throughout North America.

PVS Terminal Manager Frances Jenuwine considers Conrail crews to be "family" in terms of keeping her operation running smoothly to meet customers' expectations.

"They've never let me down in 21 years," she said. "Conrailers prove their value to PVS day in and day out."



PVS's Frances Jenuwine backed up by Adam Lehr with Conrail Conductor Bill Royster and Engineer George Simonds

In January, Jenuwine's confidence in Conrail was proven again. On a particularly cold, snowy morning, PVS' tracks were in rough shape, resisting the PVS crews' efforts to thaw them with salt, steam and picks. The Conrail crew was at the gates of the PVS yard ready to spot vital incoming inventory. Seeing the difficulties the PVS crew was having, Conrail Conductors and Trackmen joined the battle against the Detroit winter. Their deep experience with track conditions in all weather and circumstances was what the PVS crew needed to open the tracks for the switch.

Jenuwine and her crew appreciated the help.

"Without that extra-effort service our Conrail colleagues provided that day, inventory would have been short, threatening a possible shutdown that may have ultimately forced customers to halt their operations," she said. "Conrail saved the day!"

Philadelphia/Mount Laurel

Conrail Mount Laurel eliminates paper

SUSTAINABILITY IS a growing priority for Conrail, and efforts are being made to integrate it with its commitment to safety and efficiency. One area of major progress toward the three objectives is through a program to reduce “paper dependency” in office locations. A pilot program launched in June will vastly reduce paper document storage throughout Conrail Employee Relations Department, while at the same time strengthening the flow of critical information.

Individual habits are hard to break, and so are the habits of an entire company. According to Xerox Corporation, the average U.S. office employee prints an estimated 10,000 sheets per year. Ironically, at the end of a given day, nearly half of printouts will be discarded, while half of what’s kept will be unnecessary duplicates. That means that less than a quarter of all printouts could be considered necessary. Filing cabinets, file drawers, printers and supplies consume as much as 50 percent of office space, while costing thousands of dollars per year in equipment, floorspace rent, file-maintenance and off-site storage charges – not to mention the incalculable environmental costs of deforestation and paper disposal.

Conrail is a document-intensive company, generating thousands of forms, reports, records and other necessary documentation

daily, weekly and monthly with the requirement that they be readily accessible. Most importantly, a focus on safety demands that everyone has access to policies, rules and instructions. This means that precise and thorough records must be kept up-to-date.

The ER Department pilot program adopts a sophisticated document management system that provides intuitive save/search/find access to documents in any format or location. Security is ensured by multiple layers of authorization and use tracking. Strict version control will ensure that credentialed viewers are accessing appropriate documents and any changes by authorized editors are clearly indicated. In addition to new documentation, the project will be scanning vital legacy documents that reside on-site or in storage.

Ultimately, the Conrail paperless/digitization program will reach all sites, including Philadelphia/Mount Laurel, and the Shared Asset Areas, saving countless reams of paper, as well as opening up floorspace for more productive use and pleasing ergonomics.

According to Xerox Corporation, the average U.S. office employee prints an estimated **10,000 sheets per year.**

Philadelphia RE Department develops GIS mapping

By Rachael Crandley

THE FIELD of mapping has undergone many technological advances since the advent of computers. Historically, cartographers struggled to achieve hand-drawn replicas of the built environment, and measurements based on impermanent landmarks, such as “20 paces north of the old rock next to the stream” were the norm.

Today, mapping is a field of innovation, with the constant development of new methods and ways to integrate the world around us. One of the most significant breakthroughs is in Geographic Information Systems (GIS), a tool used to visually analyze aspects of the physical landscape. Recognizing many potential industry benefits, railroads are now building and leveraging their own GIS systems to better understand the data behind their rail networks.

Recently, the development of a GIS system was approved for Conrail by our Board of Directors. With the direction and input of Conrail representatives from Real Estate, Engineering, Transportation, Customer Service and Risk Management, industry experts Bartlett & West are already creating the first phase of the Conrail GIS system. Initially, they are importing all existing mapping resources (CAD, Valuation maps, Bernie Beaver maps, etc.), to reproduce the Conrail rail system and property assets online. Authorized users will be able to sign onto the system to view all kinds of proprietary information, such as property boundaries, utility occupations, bridges, signals, leases, easements, licenses and sidetrack agreements. These will be visible by highlighting specific “layers” overlaid on a street map or clicking certain icons representing these various features. For example, clicking a bridge icon may reveal the bridge number, location, weight, bridge type, and a link to any agreement relating to that bridge (see illustration below).

Since the inception of the Conrail GIS project a little over a year ago, there have been many requests for future capabilities, many of which are being considered for the next phase. Some of these include: automated track charts, mobile accessibility, charting locations where land has been remediated, integration of customer information from CARBS and importing of billing data from SAP (to name just a few). When the first phase is released, GIS will likely spark ideas about even more ways it can benefit Conrail.

This first phase is just the primary build-out, intended to be the beginning of a system that will grow with the company. With time, Conrail’s GIS system will be a valuable asset, simplifying the way research and mapping is performed and creating greater efficiencies through immediate access and more precise real-time information to maximize our railroad operations.



Connections

MOUNT LAUREL/PHILADELPHIA

Retirements

- Karen Rosella, Senior Executive Assistant, retired with 40 years of service.
- Joseph Flanley, Senior Director Labor Relations & Personnel, retired with 38 years of service.
- James Reeder, Controller, retired with 38 years of service.
- Bruce Paterson, Director OPS Planning & Performance, retired with 36 years of service.

Injury-free years of service

- Janet Cianchetti, Supervisor Workforce Planning, 40 years of service.
- Lawrence Savercool, Electronic Technician, 40 years of service.
- Thomas Cannon Jr., Chief Clerk, 5 years of service.
- Sara Cavanaugh, Customer Service Representative, 5 years of service.

- Rachael Crandley, Asst Director Business Development, 5 years of service.
- Carol Kane, General Clerk, 5 years of service.
- Jennifer Ryan, Supervisor Workforce Planning, 5 years of service.
- Matthew Worrell, Supervisor Service Delivery, 5 years of service.

First anniversary

- W McCall, Management Trainee Engineering
- Christopher Reeder, Management Trainee HR

New hires

- Anthony Taylor, Document Specialist

DETROIT

Injury-free years of service

- John Jennings, Block Operator, 45 years of service.
- Terry Emeigh, Jr., Foreman, 15 years of service.
- Donald Howell II, Conductor, 15 years of service.
- Michael Maguire, Locomotive Engineer, 15 years of service.
- Rickie Neal, Trackman, 15 years of service.
- Spencer Sparre, Locomotive Engineer, 15 years of service.
- Anthony Timoszyk, Welder Foreman, 15 years of service.

First anniversary

- Jake Abraham, Conductor

- Michael Ansama, Brakeman/Switchman
- Leah Derby, Brakeman/Switchman
- John Hazinski, Conductor
- Jon Liss, Conductor
- Brandon Smith, Conductor
- Adisson Willford, Brakeman/Switchman

New hires

- Francine Monteleon, Clerical

SOUTH JERSEY

Retirements

- Kurt Holt, Conductor, retired with 40 years of service.

Injury-free years of service

- Harry Kirby, Locomotive Engineer, 25 years of service.
- James Arllen Sr., Conductor, 15 years of service.
- Joseph Love, Locomotive Engineer, 15 years of service.
- Kenneth McColligan, Conductor, 15 years of service.
- Daniel Miller, Locomotive Engineer, 15 years of service.
- John Rizzo, Mechanic, 15 years of service.
- Noel Rodriguez, Conductor, 15 years of service.
- Vincent Vaccarella, Train Dispatcher, 15 years of service.
- John Vessels, Conductor, 15 years of service.
- Frank Forant, B&B Foreman, 5 years of service.
- John Freni Jr., Electronic Technician, 5 years of service.
- Alexander Hoey, Welder Foreman, 5 years of service.
- Randall Sweeney, Car Repairman, 5 years of service.
- Newton Wallen, B&B Foreman, 5 years of service.

First anniversary

- Michael Brennan, Conductor Trainee

- Kenneth Browning, Electrician
- Eric Davis, Conductor Trainee
- Joshua Dimter, Conductor Trainee
- Patrick Durso, Car Inspector
- David Farmer, Conductor Trainee
- Ian Ferguson, Machine Operator
- Sean Gallagher, Conductor Trainee
- Matthew McCloskey, Car Inspector
- Xavier Mitchell, Trackman
- Robert Moir, Conductor Trainee
- Jonathon Motta, General Clerk
- Roberto Osorio, Car Inspector
- Ronald Rizzi, Foreman
- Louis Sofia, Conductor Trainee
- Mathew Yamoah, Conductor Trainee

New hires

- Eric Blade, Trackman
- Patrick Kelly, Trackman
- Brandon Reitz, Trackman
- Richard Smith, Trackman

NORTH JERSEY

Retirements

- Victor Kowsaluk, Conductor, retired with 45 years of service.
- Frank Demarco, Machinist, retired with 41 years of service.
- George Graniero, Locomotive Engineer, retired with 39 years of service.
- Daniel Gould, Locomotive Engineer, retired with 38 years of service.
- Thomas Lindenmuth, Supervisor Signal Construction, retired with 36 years of service.
- Andre Silvestry, Supervisor Signal, retired with 36 years of service.
- Clarence Jones, Locomotive Engineer, retired with 30 years of service.

Injury-free years of service

- Charles Ferreira, Electrician, 25 years of service.
- Tommy Golson, Conductor, 25 years of service.
- Andrew Arias, Engineer, 15 years of service.
- Francisco Estevez, Block Operator, 15 years of service.
- Juan Gonzalez, Yardmaster, 15 years of service.
- James Quarterman III, Conductor, 15 years of service.
- Paulino Quintela, Conductor, 15 years of service.
- Edward Risher Jr., Conductor, 15 years of service.
- Rui Silva, Supervisor Communications CR, 15 years of service.
- John Cunha, Foreman, 10 years of service.
- Jason Maher, C&S Maintainer, 10 years of service.
- Adrien McGlynn, Signal Supervisor Construction, 10 years of service.
- David Smith, Vehicle Operator, 10 years of service.
- James Geis, Vehicle Operator, 5 years of service.

First anniversary

- James Angley, Conductor Trainee
- Anthony Brown, Conductor Trainee
- Tyler Cook, Billing/Posting Clerk
- Jammie Cromartie, Conductor Trainee
- Barney Dibenedetto, Conductor Trainee
- James McDermott, C&S Maintainer
- Silverio Jomar Mendoza, Stevedore
- Diego Ypanaque, Carman

New hires

- Randie Canlas, Stevedore
- William Dugan, Stevedore
- Oscar Giron, Locomotive Machinist
- Rocco Masse, Stevedore
- Michael Mendoza, Stevedore
- Gregory Quintero, Locomotive Machinist
- David Smith, Locomotive Machinist
- Eric Tice, Locomotive Machinist
- Tahan Williams, Stevedore
- Stephen Zipp, Stevedore

Connections



Treasures from the tracks

**Anthony Boone, Conductor,
North Jersey Shared Asset Area**

A CONDUCTOR has to have an eye for spotting trains, but when he has completed a task, Boone takes an extra look along the rails for the cast-offs of the hard work of moving freight through the North Jersey Shared Asset Area. Sometimes, he finds a real treasure to augment his sculpture series, entitled "In My Travels." Last year, he found a piece of crumpled, weathered corrugated metal. Taking care against the item's sharp edges, he brought it home to his studio, where he also paints abstract canvases, and applied his vision to turn a piece of junk into a work of art titled, "Still Standing," which was selected by an expert jury panel as a featured entry at the FLUX Art Fair this past May.

When things get hot

John Vanemburgh, Machinist, Pavonia Engine House

FOR 40 YEARS, John has been a vigilant and courageous member of the Delanco Township Washington Volunteer Fire Company #1. The town of 3,237, situated on the point between the Delaware River and Rancocas Creek, depends entirely on its volunteer firemen to keep families and homes safe from fire and other emergencies. Everyone in Pavonia Engine Shop knows that John can fix just about anything, and that undoubtedly is important in responding to alarms, as well as maintaining the engine company's equipment. John has served in every role with the WVFC, including as Captain, and has served alongside his brother. In hale health, John is looking forward to serving his neighbors for many years to come.



New Year's Joy

Buzzy Woods, Train Dispatcher, Mt. Laurel

PHILADELPHIA IS famous for the Mummers Parade held on New Year's Day and featuring flamboyant marching troupes of musicians, comics, and other players. Dispatcher Buzzy Woods was born into the tradition that harks back to the 18th Century among the Swedish and Finnish immigrants that populated Philadelphia from colonial times. His 42 years with the Quaker City String Band follows on the participation of multiple generations of his family. Currently, he is the senior representative of the seven-strong Woods family contingent. The team's 125 members work year-round to raise the funds to put on their production, which features 67 orchestrated musicians marching in theatrical costuming and moving sets. Apart from the big New Year's event, Buzzy's club performs at Summer and Fall festivals, on cruise ships, and has visited as far as Ireland to perform.



South Jersey Shared Assets Area

SOUTH JERSEY SAFETY AND PERFORMANCE METRICS

Pavonia Engine House celebrates 19 injury-free years

EVERY PART of a locomotive works hard, and keeping Conrail power in service demands a consistent effort against time and space at the Pavonia Engine House. Seven days a week, the Pavonia crew assembles for the 6 a.m. safety meeting. Whether the day's work is to renew brake shoes, inspect running gear, top off sand and lubricating oil, and other regular service on some of Conrail's 91 assigned engines, or conducting unscheduled repairs to road power either at the Diesel Terminal or outlying points, the first job on every job is Safety.

Potential risks are part of every job at Pavonia, where locomotives roll in and out for the full slate of maintenance and repair services. Being prepared for what the day may bring requires both organization and coordination between every member of the 14-person crew of machinists, electricians, foremen and laborers. While every person has a title, there's no separation of responsibility when it comes to helping. Extra hands and eyes make a big difference in reducing risks and getting the job done right. Every crew member knows exactly how to work together – what to watch, when to lift, how fast to move. That kind of teamwork is a big part of why Pavonia stands out across Conrail for its safety culture.

"Consistency is the key," says John Curdy, Director of Motive Power. "We do things by the book."

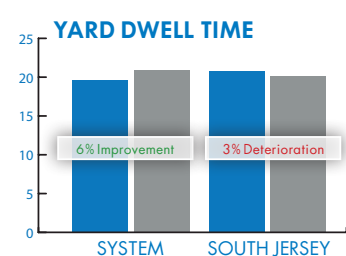
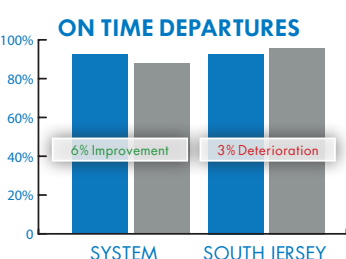
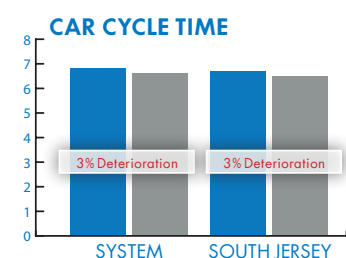
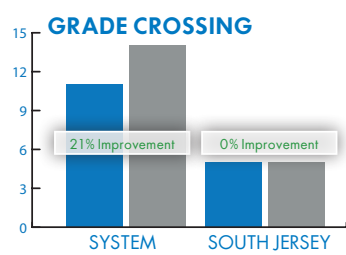
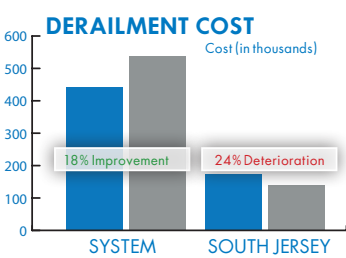
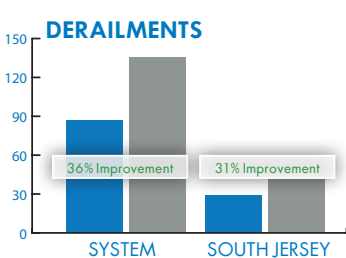
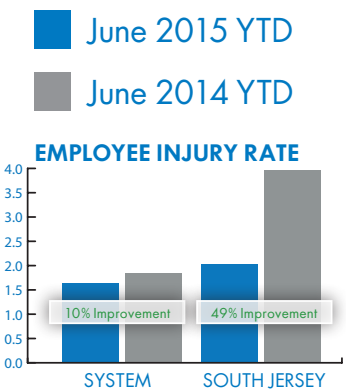
Knowledge of policies and procedures is augmented

by craft and equipment expertise acquired at CSX REDI Center, Westinghouse Air Brake program, EMD "Dash 2" program, and other technical specialty programs.

"Our most important asset is our people," Curdy said. "We develop experts who are proud of what they do and where they work."

While most Conrail operations enjoy a break on the weekends, the action at Pavonia heats up. The Engine House territory fills up right through Saturday with locomotives that are needed on Monday morning. Track space is limited. Between one engine exiting either of the two indoor shop tracks, and the next one pulling in, a quick cleanup of the pit, docks and gang-ways is made to minimize any chance of an incident. Most work is routine servicing, but some locomotives need heavier work. Pavonia is equipped with a full-truck drop-table to facilitate changing out such major components as a traction motor - wheel assembly Combo, or repairing springs, center castings and side bearings. The shop is equipped with a traveling crane that allows repairs to power assemblies, governors and other components.

By Sunday night, the herd of engines is turned back around and headed back to their home yards or heading up long-haul trains as the Pavonia crew heads home with another record-breaking day of safely completed work.



From Left, George Blaszkowski, Eric Levin, John VanEmburch, Tim Grzywina, Daniel Cogan, Matt Middleton, John Curdy, Bryan Eichinger, Mike Lynch, Mark Rudderow, Ken Browning, Mike O'Malley, Jim Weiss (ret.), Paul Henry, Don Martin and Al Roder (ret.)

Tioga Marine Terminal helps Fibria meet growing demand

A TON of wood cellulose weighs as much as a ton of steel, but presents a different transportation challenge. Demand for sustainable, super-absorbent Eucalyptus pulp is high. Baled sheets of pressed Eucalyptus fiber are the primary ingredient of paper towels, tissues, diapers, and dozens of other consumer and industrial products. Fibria of Brazil is the world's largest producer of Eucalyptus pulp, and has been eager to expand distribution to large North American producers such as Procter & Gamble and Kimberly-Clark.

To meet the growing demand, Fibria needs to land and ship as much pulp as possible, choosing Tioga Marine Terminal for its accessibility and proximity to Conrail's reliable connections to Fibria customers. For Conrail's South Jersey Shared Asset Area crews, it's all in a day's work to spot and pull the 17 cars needed to handle the 1,800 tons-per-day loading action by Delaware River Stevedores. But even that was not enough capacity to keep up with demand, so the question became how to safely increase capacity along the busy Port Richmond and Philadelphia Beltline rails.

With rail footage already at a premium in the yards and on the main lines, and with the flexible loading characteristics of baled pulp, the best solution was to increase the per-car capacity. Conrail's Engineering and Transportation departments undertook a five-month program in cooperation with PennDOT and PRPA to provide clearance for Plate F cars over the Port Richmond and Philadelphia Beltway lines (detailed in the last issue of Shared Track). Not all commodities can make the most of both additional volume and weight, but the rectangular bales of tightly pressed pulp sheets can be configured to perfectly fill a 50-foot Plate F car's additional 2'-1" of inside height and floor capacity over a 50-foot Plate C car. The added 1,038 cubic feet of volume and 22,000 pounds of capacity translates into approximately 10 percent more pulp per car, which allows the Plate F capability to deliver a significant increase in shipping capacity without additional rail congestion.

In March 2015, Conrail crews spotted the first string of Plate F cars along the Fibria warehouse dock, substantially boosting Fibria's ability to supply its customers.

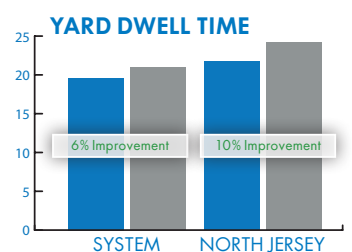
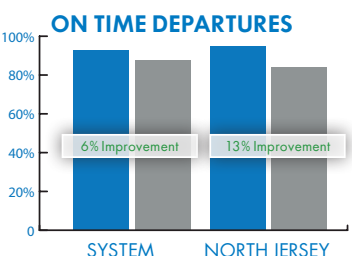
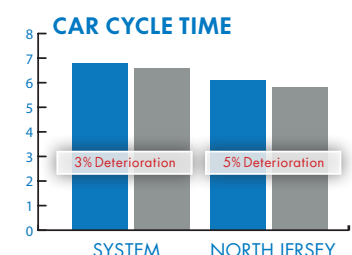
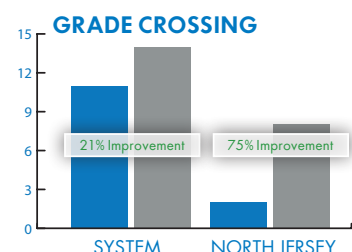
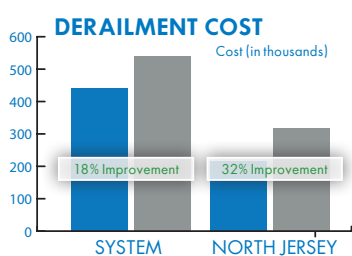
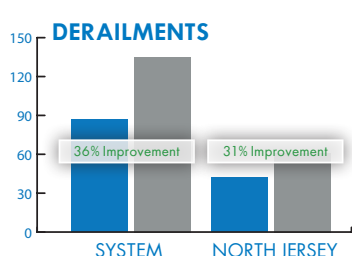
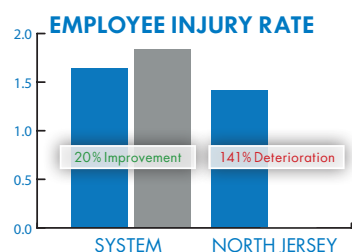
North Jersey Shared Assets Area

RECEIVING YARD
TRACKS 1-9

NORTH JERSEY SAFETY AND PERFORMANCE METRICS

■ June 2015 YTD

■ June 2014 YTD



Maher Terminals prepare for Port of Newark expansion

MAHER TERMINALS Port Elizabeth Container Facility is preparing itself for a dramatic increase in container traffic when Post-Panamax ships dock at Port Newark for the first time in early 2016. Two major infrastructure projects – the raising of the Bayonne Bridge just 2 miles from the Port Newark Yard, and the expansion of the Panama Canal more than 3,000 miles away – are expected to double the monthly volume of containers shipping into the Port of New York/New Jersey (PNYNJ) within the next year. The expansion is leading to a lot of changes in Maher's intermodal operations.

PNYNJ is the highest-volume port facility on the U.S. Atlantic seaboard. The Garden State Secondary Line is the main artery for rail traffic in and out of the Port Newark area. Currently, Conrail dispatches four daily trains out of the Port and two in, reflecting an imbalance of imports and exports, and creating a constant shortage of railcars. To make up the shortage, three trains of empties are brought in every week.

By the end of 2016, rail traffic is likely to increase by approximately 50 percent, to six daily outbound trains, three inbound and a daily inbound of empties. With Conrail facilities already heavily utilized, this additional volume of traffic will present some new challenges. Fortunately, prior North Jersey SAA track improvements, such as the Bergen Tunnel clearance project, 2010, and double-tracking the Lehigh Line, 2007, will pay even greater dividends as far as access for these additional trains. Storing and moving the larger number of cars during the longer loading and unloading cycles of the larger ships will require constant juggling.

"Our crews and conductors will work closely with Dispatch and Maher Director of Rail Operations Steve Kolodziej's crew to keep things moving safely and efficiently," said Mo Megali, North Jersey SAA Manager of Field Operations.



Kolodziej said Maher is ready for the surge.

"We've got four rubber-tired gantry cranes, 12 straddle-carriers and three reach-stackers dedicated to loading trains," he said. "Our Conrail crews know our 18 tracks and lead-ins like the back of their hands. I'm completely confident they will mesh with our needs to safely and efficiently keep things moving throughout the terminal."

With an expected 50 percent increase in rail-bound container traffic, Megali initially anticipates that Maher will require round-the-clock service by three crews to keep pace with the jump in demand.

"Of course things will change as the thousands of containers hit the docks," Megali said. "We are ready to meet the challenge."



"Our Conrail crews know our 18 tracks like the back of their hands."

— Director of Rail Operations Steve Kolodziej

Doremus, Ridgefield auto terminals run at rising volume

THE CONRAIL North Jersey Shared Asset Area is the largest distribution point for domestic and imported automobiles in the Northeast United States. Conrail serves several auto distribution terminal operations, including Ridgefield, Doremus I, Doremus II, and Foreign Auto Preparation Services.

With auto sales surging at the highest sales rate since 2005 at more than 17 million unit annual sales estimated, Conrail is providing more of the specialized cars and services necessary for the safe and efficient transport of automobiles. The many different sizes, shapes and option configurations of popular vehicles requires broad training with a multitude of configurations, and a lot of care in ensuring that the tightly-packed cargo – often stacked three-high in an articulated railcar – suffers no damage during loading/unloading and switching.

The activity is nearly constant. Conrail Doremus crews start on a flexible early-morning schedule seven days a week, and often the work continues all day. This past April, Doremus I crews spotted 3700 cars, averaging nearly 120 cars per day, every day of the week. Conrail crews have handled as many as 200 cars in a day. "March Madness" is an annual event, as manufacturers ship a large part of the year's production to stock-up dealers with inventory for the traditional spring sales surge around the Presidents Day holiday.

On top of the sheer volume of automobiles, the terminals are also subject to Atlantic Coast weather. This February brought a lot of snow and ice, as well as full railcars. As terminal crews struggled to keep the open parking lanes clear, Conrail crews created space for waiting trains, and switched cars in and out with speed and safety.



Even at the record volumes, the Conrail crews' commitment to safety is notable. Doremus terminals have gone 23 years without an injury, and Ridgefield has surpassed 650 injury-free days.

Matching Gifts and Dollars for Doers: Program highlights

SUMMERTIME OFFERS many great and fun opportunities for employees to participate in charitable giving and volunteer service opportunities. Conrail supports its employees' support of worthy causes and service to their communities through the Matching Gifts and Dollars for Doers programs.

Detailed information regarding eligibility and processing can be found in the Conrail Policies, Guidelines, and Programs manual, or downloaded from www.conrail.com/employees/.

Matching Gifts Program

The Matching Gifts Program provides a dollar-for-dollar match of donations made to eligible charitable organizations. Many nonprofit 501(c)(3) organizations qualify for Conrail matching funds. For full details including eligibility and application forms, visit www.conrail.com/employees/. Program highlights are:

- Matching funds are applicable for eligible donations ranging from \$50 to \$5,000
- The employee applicant must show proof that the primary contribution was made from his or her own funds (copy of check or securities registration).
- Eligible matching gifts are processed quarterly.
- Specific eligibility restrictions apply for recipient status and type of contribution. Make sure you fully understand the eligibility requirements before submitting your request.
- Request for matching funds must be made using the appropriate Conrail form.
- Annual matching gift limit for an employee is \$5,000.

Dollars for Doers Program

The Dollars for Doers program compensates individuals for up to 40 hours of volunteer service work done on personal time during nonworking hours to benefit eligible nonprofit 501(c)(3) organizations in a calendar year. For full details including eligibility and applications forms, visit www.conrail.com/employees/. Highlights include:

- Each hour of qualified volunteer activity earns a \$10 contribution to the eligible charity of the volunteer's choice.
- Youth team coaching or leadership can qualify for up to 10 hours per year.
- Charitable walks, runs and rides qualify for up to two hours per event, up to 10 hours total per year.

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- Eligible Dollars for Doers grants are processed on a biannual basis.
- Employee volunteers cannot actively solicit support from fellow employees on behalf of his or her chosen organization or event during work hours and on Conrail property.
- Eligibility restrictions apply for recipient status and type of volunteer service. Fully understand the eligibility requirements before submitting a request.
- Grant requests must be made using the appropriate Conrail form.

ROSELLA, LINDENMUTH, SILVESTRY, FLANLEY RETIRE

Karen Rosella, 39 Years

PRACTICALLY EVERYBODY in our company has had some connection with Karen, who has served as Executive Assistant to Ron Batory for the past 14 years in Mt. Laurel. As "Gatekeeper" to the executive suite, Karen has been at the center of vital company communications, events, and initiatives that have marked our company's progress inside and outside of our offices and Shared Asset Areas. Karen entered the company as a General Clerk in September, 1974, rising to Secretary in 1989. Working through several positions of increasing responsibility, Karen joined Mr. Batory's office at the time of Conrail's split in 1999, and has been an indispensable member of the executive administration team since then. Karen has made every effort to get her replacement up to speed on the innumerable ongoing activities of the head office, and to transfer her uniquely deep and wide-ranging knowledge of our organization's activities and assets. We will miss her friendly face and unflagging effort.

Joe Flanley, 38 Years

JOE'S RETIREMENT is most deserved after a career of accomplishment in the Conrail Labor Relations Department. His candor and integrity are personal attributes that fostered his unique style of maintaining a collaborative, "surprise free" atmosphere between management and union officials. Joe came aboard Conrail in November, 1977 in Bethlehem, PA as a Trackman, moving up to Supervisor - Crew Assignments in 1982. He entered the Labor Relations department in 1985, becoming Director in 1997, and Senior Director Labor Relations & Personnel in 2011. Although Joe will be missed at Conrail, he has transferred his wealth of knowledge to his LR colleagues, and we can expect his manner and style to endure in the Labor Relations office. — RB

Tom Lindenmuth, 37 Years

TOM LINDENMUTH has been a core member of the Communication and Signal Department since hiring in as an Assistant Signalman in September 1978. Through Tom's leadership, Conrail has significantly enhanced the reliability of the signal system, including adding needed capacity during the Shared Assets era in the North Jersey area. All this work was planned and completed in a logical, timely and efficient manner during Tom's tenure. Tom's legacy is the reliable, technologically advanced North Jersey signal infrastructure, and the well-trained C&S workforce that is capable of supporting our signal construction needs for the next generation.

Andy Silvestry, 36 Years

ANDY SILVESTRY has been a key member of the management team in the North Jersey Shared Assets area for the majority of his career, dating back to the Philadelphia and New Jersey Divisions of Conrail. Since hiring in April 1979, he has been very responsive to the needs of the railroad ensuring that the trains operated reliably over his area of responsibility; his work ethic always put the railroad first. He was on the front lines for many of the significant snowstorms, hurricanes, and signal cutovers, during which he continually demonstrated his commitment to keeping the railroad operational by ensuring the signal system worked as intended under all conditions. Andy's legacy is leaving the North Jersey area in much better condition than he found it, with a group of employees who will continue to maintain our signal system to the highest standard.