TABLE OF CONTENTS

1. INTRODUCTION...1

PRELIMINARY INFORMATION...3
ORGANIZING INFORMATION...5
CAPACITY...5
SCHEDULES AND TIMETABLES...12

Operating Schedules...13 Transportation Schedules...14

2. ORGANIZATION...18

GEOGRAPHIC ORGANIZATION...20 ASSET ORGANIZATION...23 KNOW THE ROAD...25

3. TRAFFIC...30

PREDICTING TRAFFIC...30 CONSOLIDATING TRAINS...41 HANDLING OVERFLOW TRAFFIC...42 DEADHEADING LOCOMOTIVES...43

Day of the Week Imbalance...43

Tonnage Imbalance...45

MAINTENANCE OF WAY - THE OTHER TRAFFIC...46
PLANNING AS A SYSTEM PROCEDURE...47

4. SCHEDULES...49

SCHEDULED RAILROAD?...49
YES, SCHEDULED RAILROAD...50

How far Should the Plan Reach?...54

The Record is the Plan is the Record...54

Developing a Schedule...59

TRANSPORTATION SCHEDULES...61
PRIORITY OPERATION...62
TIMETABLE SCHEDULES...62

RECOVERY AND BUFFER...63
CONTINGENCY...64
PUBLISH...66

5. COMMUNICATION...67

TELEPHONE...67

CONFERENCE CALLS...68

INDIVIDUAL INFORMATION IN WRITING...68

COLLECTIVE INFORMATION IN WRITING...72

TECHNOLOGY OVERCOMES EFFICIENCY...72

NEWER TECHNOLOGY TO RESTORE EFFICIENCY...75

6. CREWS...76

POOL CREWS...76 BUILD-A-CREW...81 EXTRA BOARD...82 HOURS OF SERVICE RELIEF...83 THE BATTLE OF THE BUDGET...86 HELD AWAY FROM HOME TERMINAL...86 LINEUPS...87 POOL MANAGEMENT INFORMATION...89 NO RUNAROUND POOLS...95 ASSIGNED CREWS...96 DOUBLE ENDED POOLS...100 TRAIN AND ENGINE CREWS WITH DIFFERENT HOME TERMINALS...101 DEADHEADING...101 CROSS DEADHEADING...104 UNUSUAL SITUATIONS AND UNUSUAL SOLUTIONS...107

7. EQUIPMENT...109

LOCOMOTIVES...109

Design...109 Assigned...109 Regulatory...110

ASSIGNING LOCOMOTIVES TO TRAINS...112

Characteristics and Type of Service...112

Horsepower, Tractive Effort, and Adhesion...115

Fuel Consumption...118

Equipment...120

Condition...120

Destination...121

Availability...122

Location...123

TELEMETRY DEVICES...124

FREIGHT CARS...125

8. THE ROAD...127

CAPACITY AND CONGESTION...127

Matching Traffic to Capacity...127

Infrastructure Limitation...128

Equipment Limitation...129

BAD ORDER CARS...133

EXCESS TONNAGE OR LENGTH...134

Excess Length...135

Excess Tonnage...136

SPEED RESTRICTED CARS...143

EXCESS DIMENSION CARS...143

Virtually Unrestricted...143

Restrictions Affecting the Train Handling...144

Restrictions Affecting Other Trains...144

Documenting Excess Dimension Cars...145

CAR PLACEMENT IN TRAINS...146

Unusual Station Work...147

9. TERMINALS...150

CAPACITY...151

FLOW CONTROL...153

CONSOLIDATING TRAINS...154

EXTRA SERVICE...158 SETTING CALLS...160 MELTDOWN...161

> Finding a solution - general...162 Finding a solution - case studies...165

10. MAINTENANCE OF WAY...175

MAINTENANCE OF WAY WINDOWS...175
MAINTENANCE OF WAY UNDER TRAFFIC...178
DAILY MAINTENANCE OF WAY WORK...180
TRACK AND SIGNAL FAILURES...181

11. DETOURS...182

PRELIMINARY PLANNING...182
DETOURS FOR CONGESTION RELIEF...183
DETOURS WITHOUT THINKING...183
DEVELOPING A DETOUR PLAN...184

12. PASSENGER TRAINS...185

GENERAL...185
LONG DISTANCE TRAINS...185
COMMUTER TRAINS ...188
EMERGENCY SITUATIONS ON PASSENGER TRAINS...190

13. WEATHER...191

RAILROADS, WEATHER, AND HIGHWAYS...192 SNOW...195 EXTREME COLD...198 FLOODING...199 HIGH WIND...199 OTHER CONDITIONS...201

14. EMERGENCIES...202

INITIAL RESPONSE PROCEDURE...202

CALL LISTS...206

What Agencies and Personnel Should be Listed?...206

TRANSLATING RAILROADSPEAK INTO PUBLICSPEAK...209
THE TABLES ARE TURNED...210
OTHER...212

15. SERVICE INTERRUPTION...213

SHUTDOWN STRATEGY...213 DURING THE SHUTDOWN...214 STARTUP STRATEGY...216 HOLIDAYS...217

16. TRAIN DYNAMICS...221

TRACTIVE EFFORT VS HORSEPOWER...221

Tractive Effort is the amount of Pull....222

HP is the Tractive Effort (pull) times the Speed....223

Horsepower Alone....224

Varying Adhesion....225

An Actual Experience with High HP locomotives and Adhesion....226

Horsepower is Speed....226

Steeper Grades....227

Slugs, and SDs....227

Helpers....228

Some things left out....229

The Weight of the Locomotive....229

Heavy Haul vs High Speed....230

Those Superpower units....233

The Efficiency of the Locomotive....235

The Rolling Resistance of the Train....235

Curve Resistance...236

Acceleration....237

AMPERAGE TO TRACTIVE EFFORT TABLE FOR AN SD40-2...240

My Tractive Effort vs EMD's...242

Dynamic Braking Force vs Locomotive Speed...243

HOW MUCH FORCE CAN A COUPLER WITHSTAND?...245

From the Book...245

Actual Practice...245

It Always Breaks Ten Cars Back...246

WHAT IS A TOUGH RR GRADE?...247

A 1% grade can stall a train...248

A 1% grade can Break Couplers...248

What about steeper grades?...248

Going Down...249

DEFINITIONS...249

17. RUN THE RAILROAD, DON'T LET IT RUN YOU...251

18. ADDITIONAL INFORMATION...253