# Presentation Booklet National University Rail Center 2015 Annual Meeting



University of Illinois at Urbana-Champaign University of Illinois at Chicago Massachusetts Institute of Technology Michigan Technological University University of Kentucky University of Tennessee, Knoxville Rose-Hulman Institute of Technology

Rail Focused US DOT OST-R Tier 1 University Transportation Center

# Theme: Delivering Results Wednesday, June 3

8:30am	Tour of Metra/Amtrak Operations Center – Preregistration Required (Jody Plahm, UIC, and Greg Godfrey, Amtrak)	
9:30am	Tour of Metra/Amtrak Operations Center – Preregistration Required (Jody Plahm, UIC, and Greg Godfrey, Amtrak)	
11:00am - 7:00pm	Registration	
1:00pm - 1:30pm	Student Leadership Council meeting Tyler Dick, UIUC (Moderator)	
1:00pm – 1:30pm	NURail Affiliate Member Presentation Pasi Lautala, Michigan Tech (Moderator) Dimitris Rizos, University of South Carolina (Moderator)	5
1:30pm – 3:00pm	Technical Advisory Committee discussion Conrad Ruppert, UIUC (Moderator)	
3:00pm – 3:15pm	Break	
3:15pm – 4:30pm	Improving Student Placement in Rail Industry Discussion/Workshop 2 David Clarke, UTK (Moderator)	21
4:30pm – 5:30pm	<ul> <li>SDP breakouts/workshop</li> <li>1. Vehicle - Track Interaction Conrad Ruppert, UIUC (Moderator)</li> <li>2. Safety and Risk Rapik Saat, UIUC (Moderator)</li> <li>3. Network Capacity Planning David Clarke, UTK (Moderator)</li> <li>4. Urban, Regional and HSR Passenger &amp; Funding and Economic Development Stephen Schlickman, UIC (Moderator) Joseph Sussman, MIT (Moderator)</li> <li>5. Multimodal Freight Transport Reginald Souleyrette, UK (Moderator)</li> </ul>	
5:30pm - 6:00pm	SDP Wrap-up Conrad Ruppert, UIUC (Moderator)	
6:00pm	Reception and Poster Session	

6:15pm	3-Minute Thesis Competition	
	Conrad Ruppert, UIUC (Moderator)	
	1. Sandeep Sasidharan	23
	"Infrastructure-less Indoor Navigation System"	
	2. Sam Levy	24
	"Capacity Challenges on the California High-Speed Rail Shared	
	Corridors"	
	3. Hamed Pouryousef	25
	"Hybrid Optimization of Train Schedules (HOTS) Model"	
	4. Samantha Chadwick	26
	"Predicting Derailments at Highway-Rail Grade Crossings"	
7:00pm	Dinner and Keynote Address	
1	Keynote Speaker:	
	Dr. Mitra Dutta	
	Vice Chancellor for Research, Distinguished Professor	
	Electrical and Computer Engineering Department, UIC	

# Thursday, June 4

6:30am - 9:00am	Registration	
7:00am - 7:30am	Breakfast	
7:30am – 7:45am	Welcoming Remarks Ahmed Shabana, UIC, and Steve Schlickman, UIC Christopher Barkan, NURail Center Director, UIUC	
7:45am – 8:30am	Education Showcase: NURail Graduates in Action Placement statistics (NURail and non-NURail students) Additional Student Testimonials Pasi Lautala, Michigan Tech (Moderator) Student Testimonials and Panel Discussion Michael McHenry, UK/TTC Brandon Van Dyk, UIUC/Vossloh Marcella Bondie, UIC-CUPPA Joel Carlson, MIT/Consultant Garrett Fullerton, UIUC/CN Ahmed Aboubakr, UIC-COE/Gamma Technologies	27 29
8:30am – 9:30am	Research Showcase – Part 1 Conrad Ruppert, UIUC (Moderator)	

8:30am	Craig Foster, UIC-COE "Coupled Multibody and Finite Element Modeling for Simulating Vehicle-	45
8:50am	Track-Substructure Interaction" Chen-Yu Lin and Rapik Saat, UIUC "Shared Rail Corridor Adjacent Track Accident Risk Analysis"	56
9:10am	Pasi Lautala and David Nelson, Michigan Tech "Exposing Undergraduate Students for Railway Research/Development"	68
9:30am - 9:40am	Group Photo	
9:40am - 10:00am	Break	
10:00am – 11:30am	Research Showcase – Part 2 Conrad Ruppert, UIUC (Moderator)	
10:00am	Reginald Souleyrette, UK "Rail Crossing Improvement Strategies"	78
10:20am	Joseph Sussman, MIT "Rail as a Complex Sociotechnical System"	88
10:40am	James Labelle, UIC-CUPPA "Off Peak Delivery Project"	100
11:00am	Asad Khattak, UTK "Trespassing Crash Injury - Role of Pre-crash Behaviors"	110
11:30am – 12:30pm	Lunch & NURail Partner Student Organization Highlights Partner Student Organization Highlights Tyler Dick, UIUC (Moderator) NURail Student Leadership Council Samuel Levy, MIT (Moderator) Presentation on Student Collaboration James O' Shea, UIC (Moderator) Teng "Alex" Wang, UK (Moderator)	122 137 140
12:30pm – 1:45pm	Outreach, Workforce Development and Tech Transfer Showcase: NURail in Action Christopher Barkan, NURail Center Director, UIUC (Moderator) Company/Industry Testimonials and Panel Discussion Doug Whitley, Supply Chain Innovation Network of Chicago Robert VanderClute, Association of American Railroads Ryan Kernes, GIC Nikkie Johnson, Michigan DOT Sergio "Satch" Pecori, Hanson Professional Services Inc. Michael McLaughlin, Chicago Transit Authority	145

1:45pm	Vinaya "Vinny" Sharma, Sharma & Associates Michael Franke, Amtrak Closing Remarks Christopher Barkan, NURail Center Director, UIUC
1:50pm	General Public Adjourn
2:00pm - 2:30pm	Executive Advisory Board Members – Closed Session
2:00pm - 2:30pm	NURail Principal Investigators Meeting
2:30pm - 4:00pm	Executive Advisory Board with NURail Partners - Closed Session

















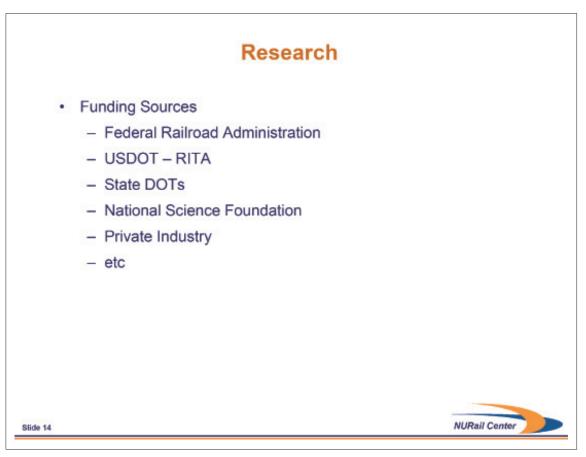




Institution	Faculty	Courses	Empl	Degrees	AREMA	Rsrch
Colorado State – Pueblo						
North Dakota State	3	1 (35-40)	(n/a)	in plan	in plan	Y
Oregon State	2	2 (40)	1+	( <del>-</del>	10	Y
Penn State – Altoona	4	8 (n/a)	9	BS	30	Y
U British Columbia	1	1(6)		-	Y	Y
U Dayton						
U Kansas						
U Manitoba	1	1+	3+		~25	Y
U Maryland	4	2 (44)	5+	-	N	Y
UMass – Amherst						
U Nevada – Las Vegas	10+	6 (60+)	(n/a)	in plan	Y	Y
U South Carolina	4+	7 (70+)	14+	MS/ME/PhD	~38	Y
U Wisconsin – Madison	3	11* (40)	(n/a)		~5	Y
Villanova University						
Virginia Tech						

Institution	Intro to RR Eng/ Planning	Track	Opera- tions	Signals	Capstone Project	Othe
Colorado St. Pueblo						
North Dakota State	0					
Oregon State	0					0
Penn State Altoona	0	0	0	0	0	0
U British Columbia	0					
U Dayton						
U Kansas						
U Manitoba	0		0			0
U Maryland	0					0
UMass Amherst						
U Nevada LV	0	0	0			0
U South Carolina	0	0	0	0	0	0
U Wisc. Madison	0	0	0	0		0
Villanova University						
Virginia Tech						





### NDSU Rail Projects: 2014

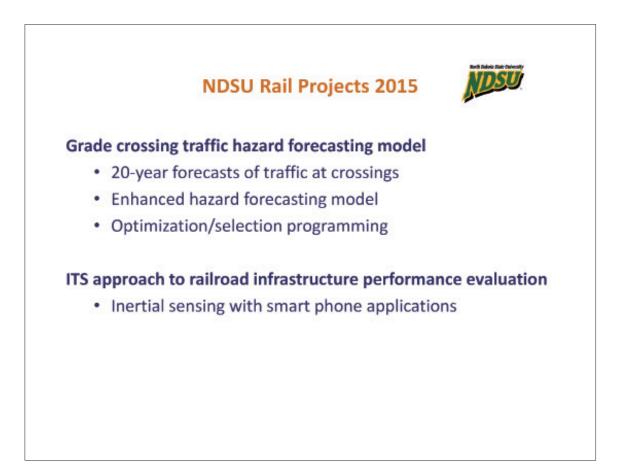


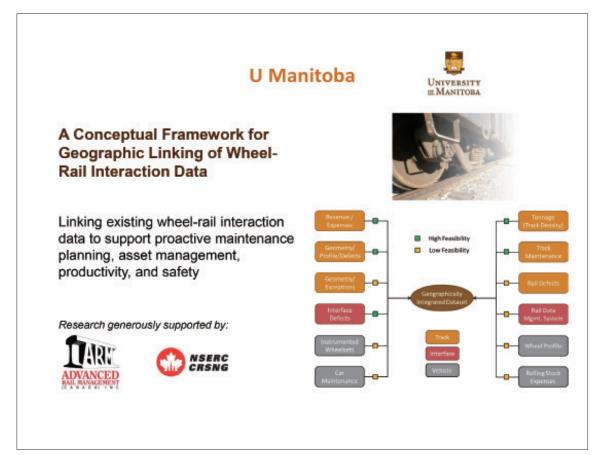
### **Regional railroad infrastructure needs**

- · Requested by Legislature; funded by NDDOT
- 1,210 miles of regional rail line in ND (35%)
- 82% of miles with rails < 100 lb/yd
- \$471 million to rehabilitate
- Legislature appropriated \$7 million

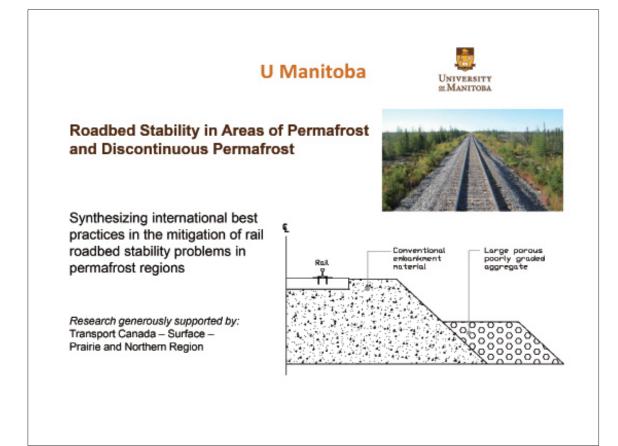
### CE456/656 student projects

- Detailed rehabilitation plan for 18-mile line
- NPR contributed resource time/data/field work

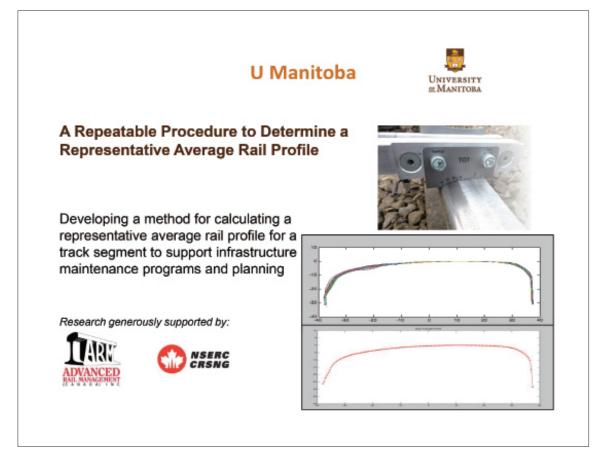


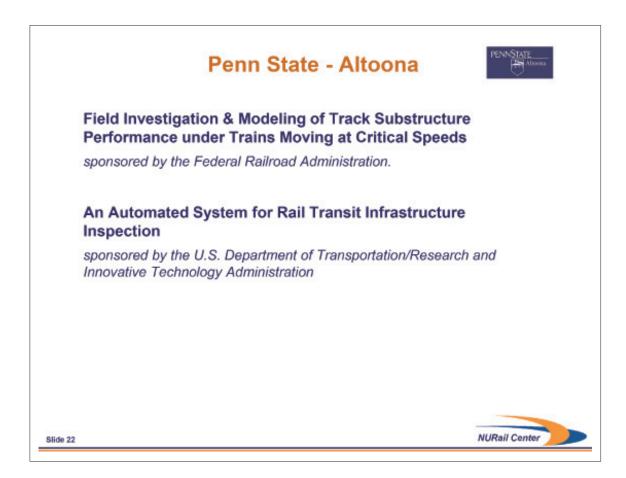


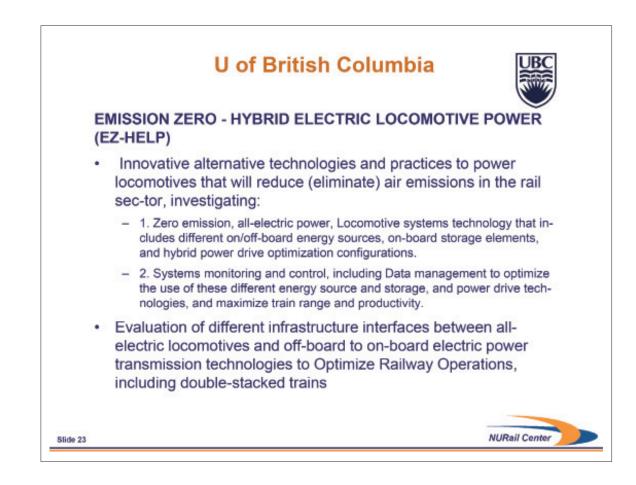




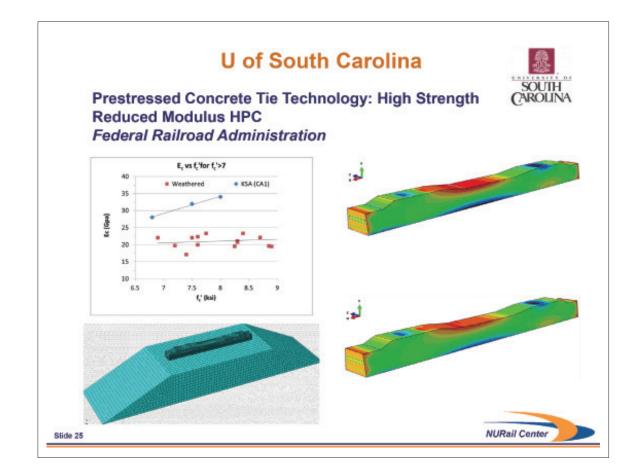


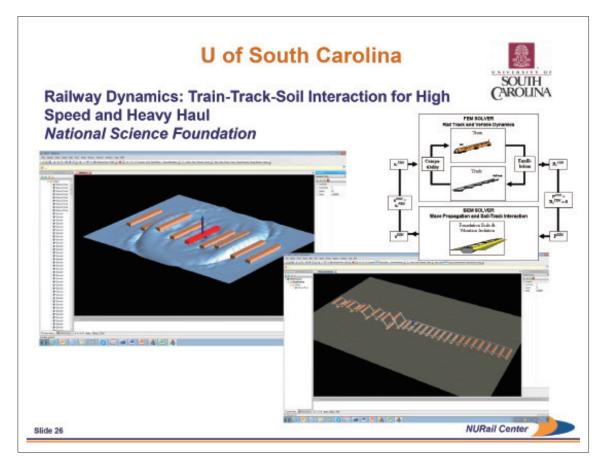


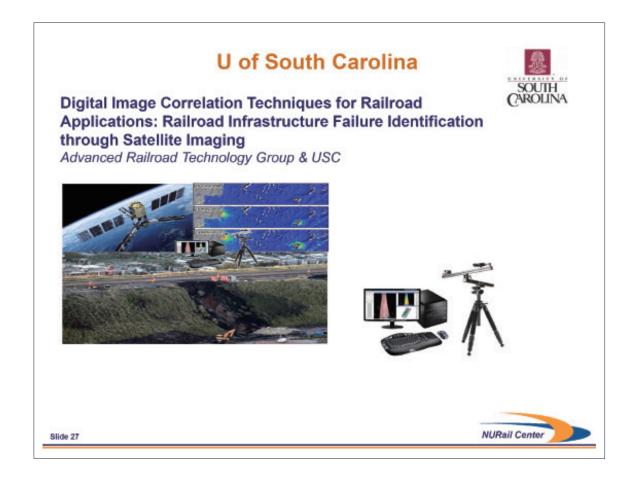








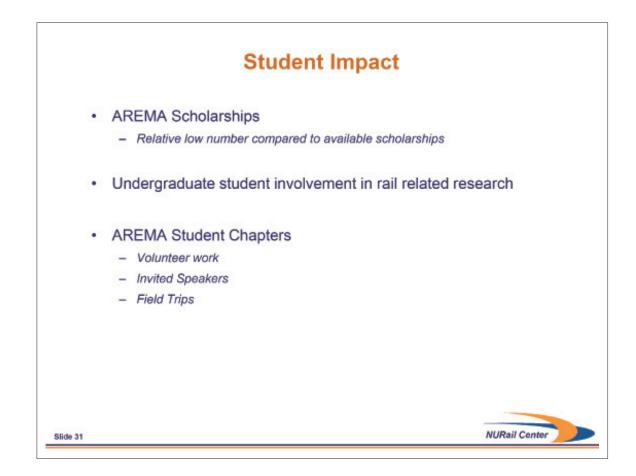






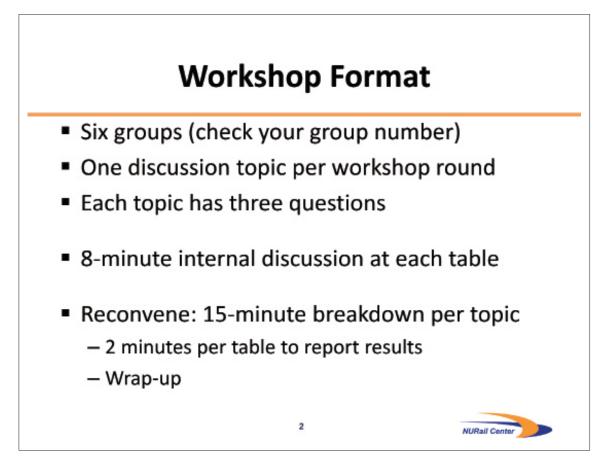


Institution	Faculty	Courses	Empl	Degrees	AREMA	Rsrc h
Colorado State – Pueblo						
North Dakota State	3	2 (35-40)	n/a	in plan	in plan	Y
Oregon State	2	2 (40)	1+		Y (10)	Y
Penn State – Altoona	4	8	9	BS	Y(30)	Y
U British Columbia	1	1(6)		-	Y	Y
U Dayton						
U Kansas						
U Manitoba	1	1+	3+	-	Y (~25)	Y
U Maryland	4	2 (44)	5+	-	N	Y
UMass – Amherst						
U Nevada – Las Vegas	10+	6 (60+)	(n/a)	in plan	Y(n/a)	Y
U South Carolina	4+	7 (70+)	14+	MS/ME/PhD	Y (~38)	Y
U Wisconsin – Madison	3	11* (40)	(n/a)		Y (~5)	Y
Villanova University						
Virginia Tech						









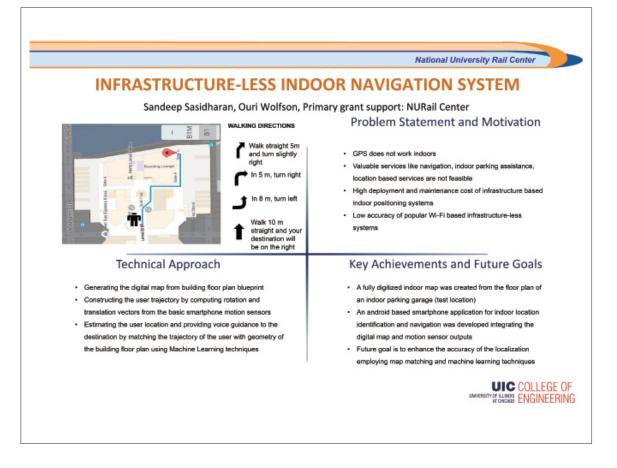
## **Discussion Questions**

- Recruiting and Interacting with Students
  - · How can the industry make the most of on-campus career fairs/special events?
  - What are other recruitment approaches/tools/resources/activities to consider beyond career fairs?
  - What are the best channels and strategies for effective and timely communication with candidates?
- Making Railroad Industry the Preferred Destination
  - · How to improve visibility before education and career choices are made?
  - · What are the positives of industry and how are they (should be) promoted?
  - What can the rail industry realistically do to compete for talented students with Google, airlines, automotive manufacturers, international design-build firms etc.?
- Retaining the Next Generation
  - How can universities help find students and direct to correct subfield in industry (railroad, consultant, manufacturer, DOT, etc.) that fits their goals and lifestyle?
  - How can we take advantage of technology to help with work-life balance and job satisfaction while in the rail industry?
  - · What makes people stay/leave their job...and what can we do to keep them?

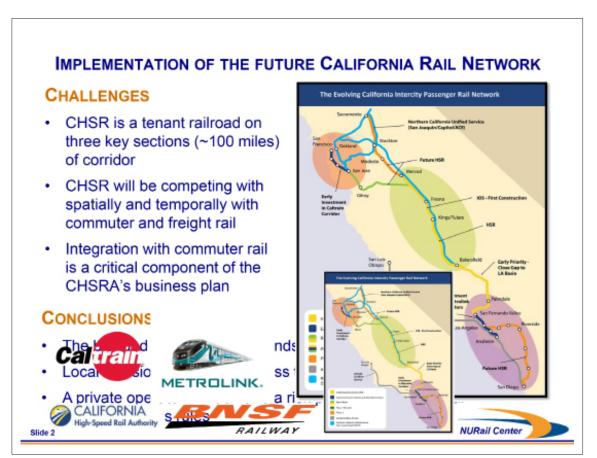
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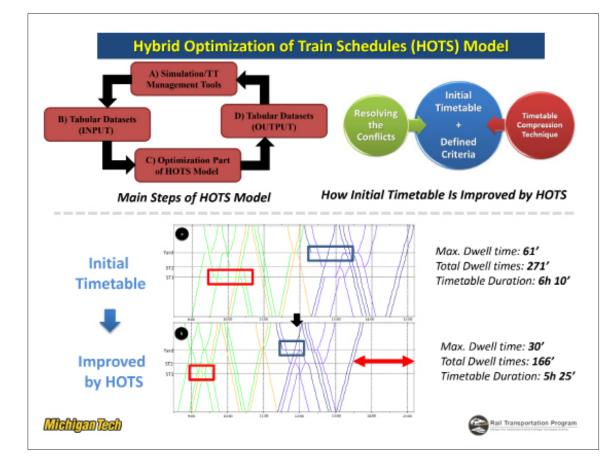


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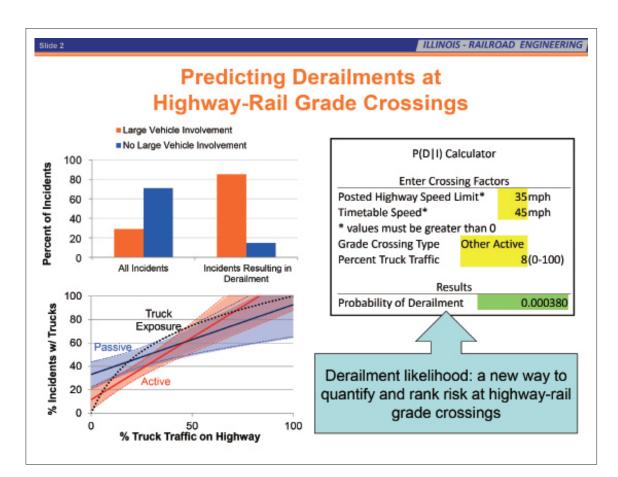


### Predicting Derailments at Highway-Rail Grade Crossings

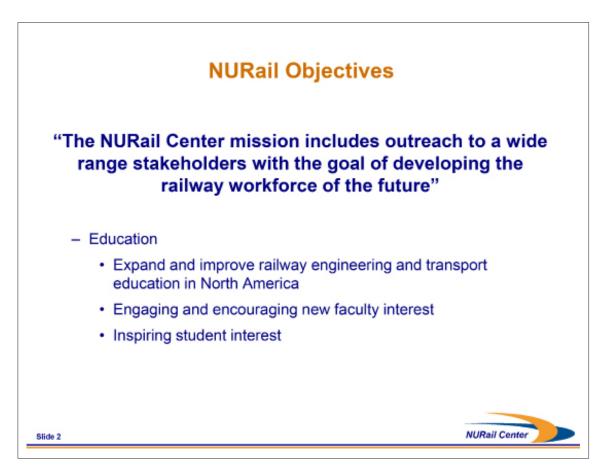


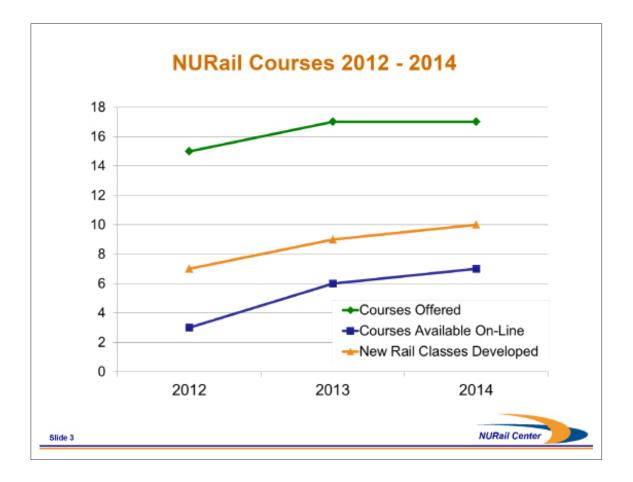
Samantha G. Chadwick, M. Rapik Saat & Christopher P. L. Barkan Rail Transportation and Engineering Center (RailTEC) University of Illinois at Urbana-Champaign

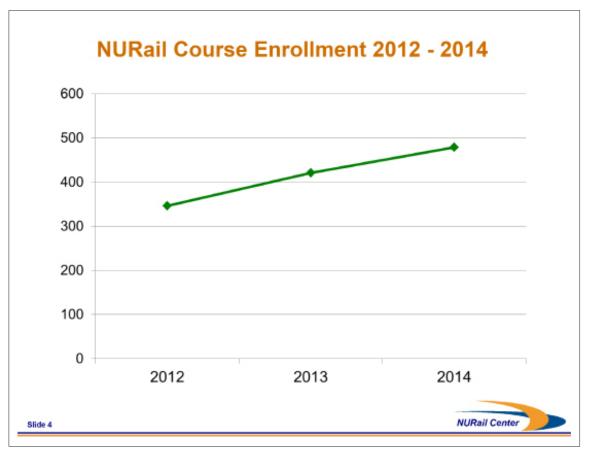


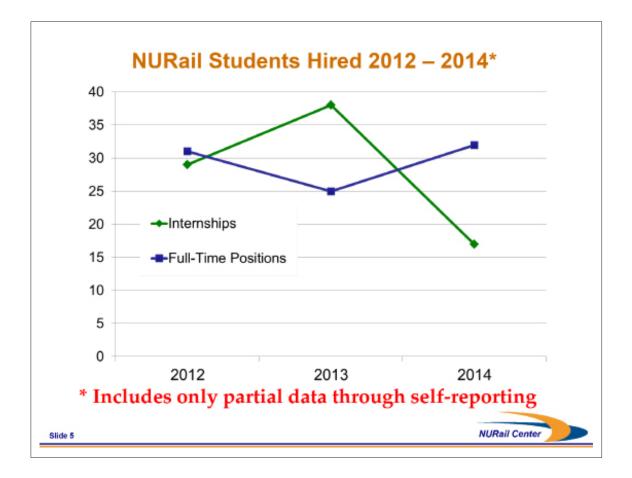


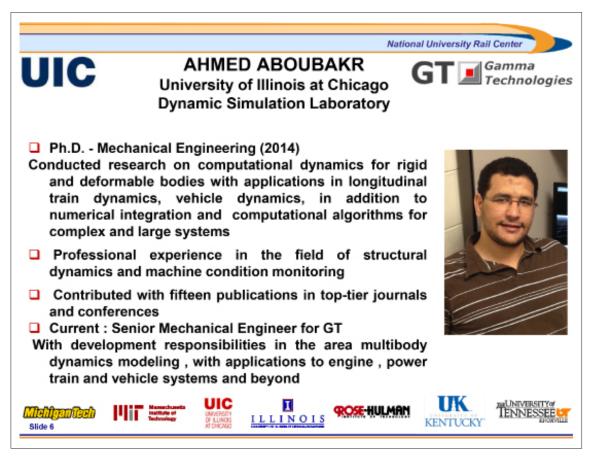








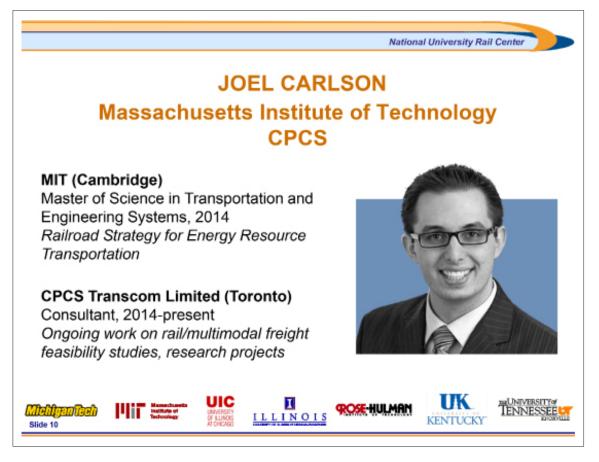




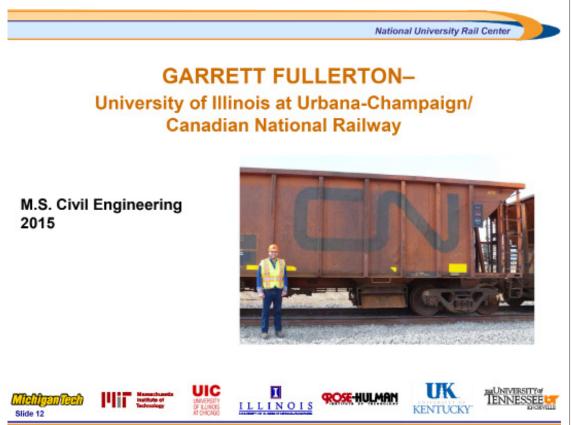
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Involvement in	n Rail Activities:	
<ul> <li>Development</li> <li>Development</li> <li>Development</li> <li>resistance for</li> <li>Development</li> <li>for real time</li> <li>Train /Track Inter</li> <li>Development</li> <li>DAE (contact</li> <li>Building Ior</li> </ul>	train longitudinal forces for long t nt of three dimensional coupler m nt of air brake system (ECP) mode nt of train tractive effort, force models nt of a graphical user Interface (A e applications eraction nt of a computation algorithms for the problems) ong train models for the analys interaction and longitudinal	and ATTIF) or stiff sis of
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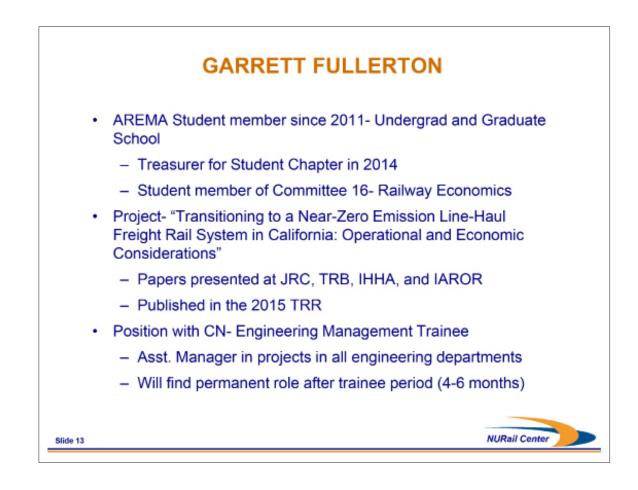














### **Mike McHenry**

#### RAIL ACTIVITIES AND RESEARCH

•UK AREMA Student Chapter Pres.

Undergraduate Research

NURail supported graduate research

Internship at TTCI - 2012

#### AWARDS/FUNDING

•USDOT Eisenhower Graduate Fellowship •UK Wethington Graduate Fellowship •AREMA and AARS Scholarships ('11)

#### CURRENT POSITION AT TTCI

Senior Engineer

·Railway research and testing for

AAR, Railroads, FRA, Commercial

•Currently managing tie/fastener projects •Supporting other track research





NURail Center

"The railway engineering exposure, education and networking afforded to me during school allowed me to choose an exciting and meaningful career path. Working at TTCI puts my skills to use everyday for the railway industry."

Slide 15









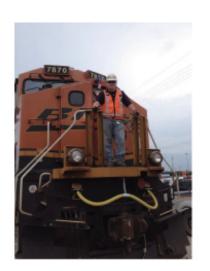


# SAM BECK

JOB TITLE/DUTIES: June 2014 •Yard Foreman – Management Trainee •Argentine Yard, KS •team of 13-15 carmen •derailments & service interruptions •2-state, 6-subdivsion territory November 2014

#### Mechanical Foreman I

providing blue signal protection
bad ordering defective cars
go-between Mechanical & Transportation



NURail Center

#### THOUGHTS/COMMENTS:

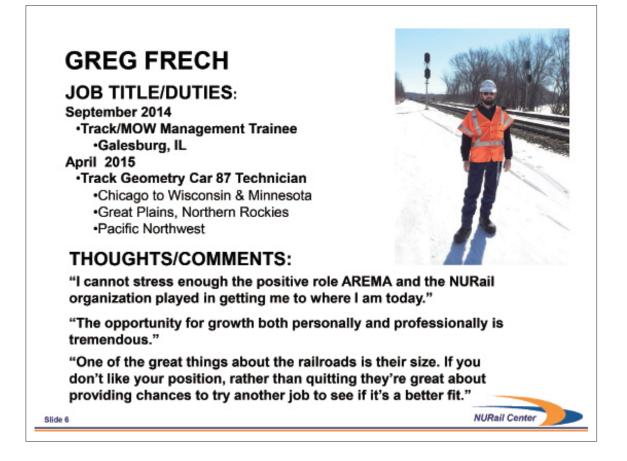
"Awesome industry - each day is different"

"Some days are unbelievably smooth and others throw many challenges and obstacles at you. I have to constantly be thinking on my feet"

"It is pretty interesting being 23 years old and coordinating derailment clean-ups or handling distributed power issues on our Transcon"

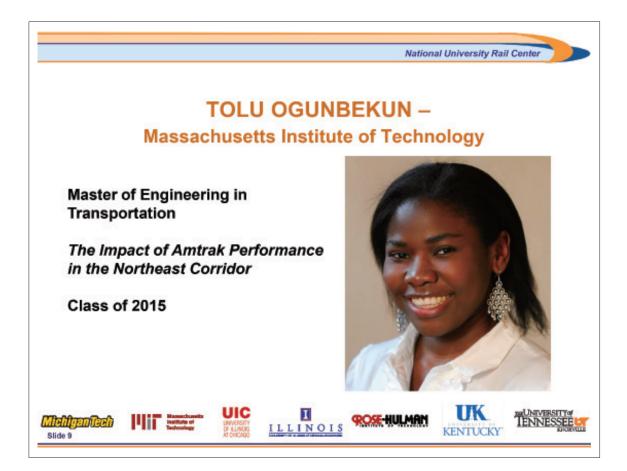
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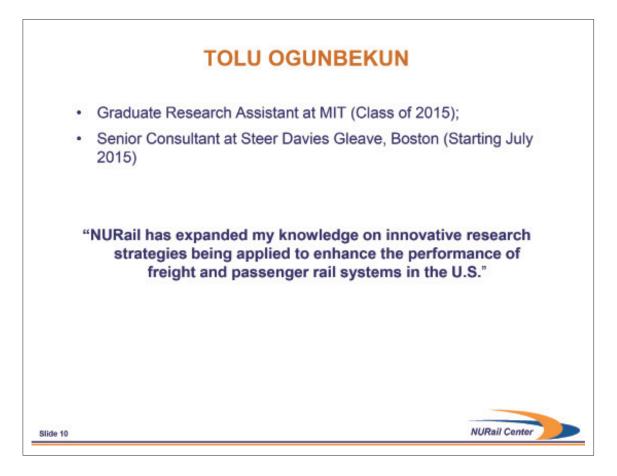


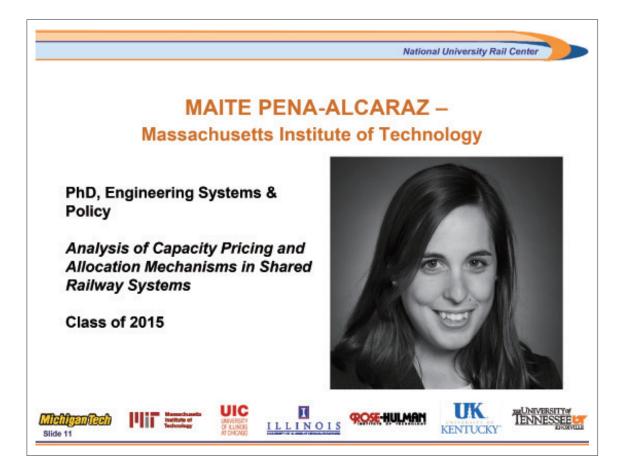


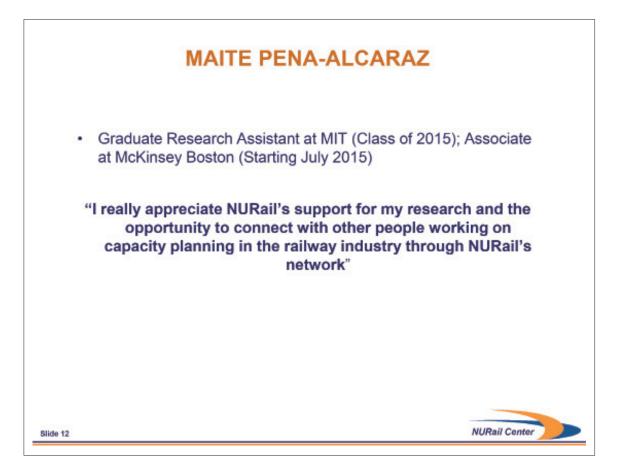


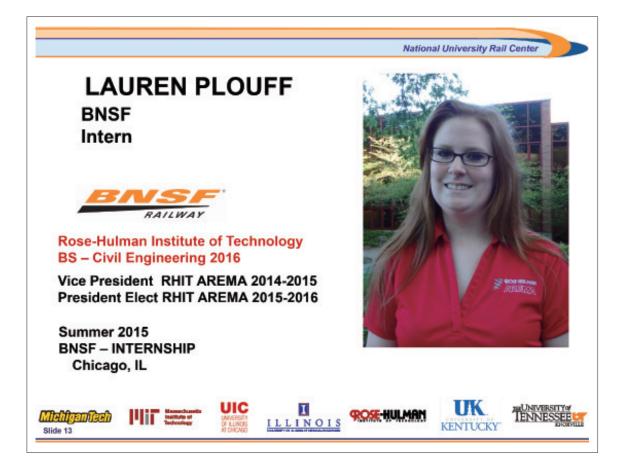




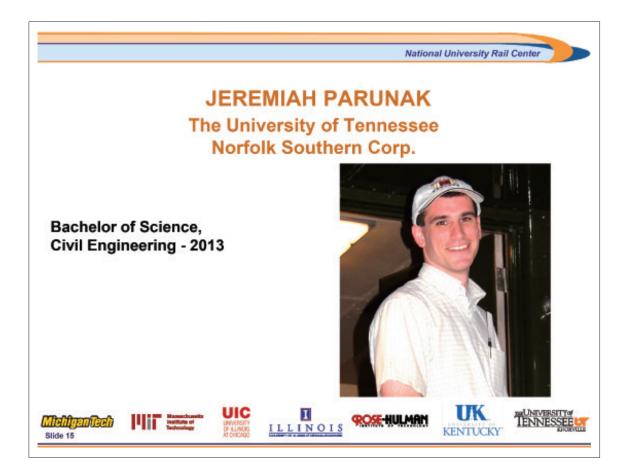


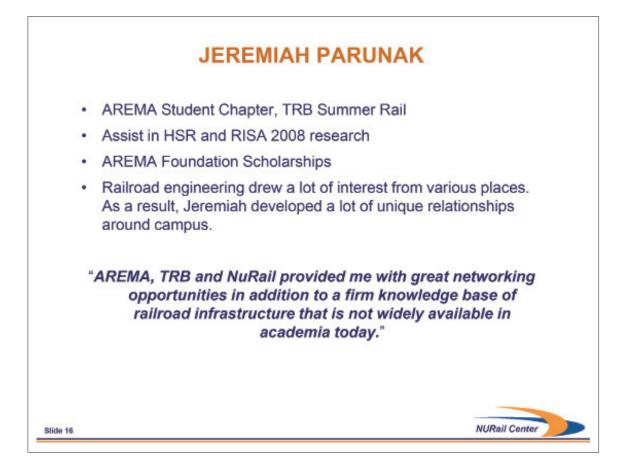






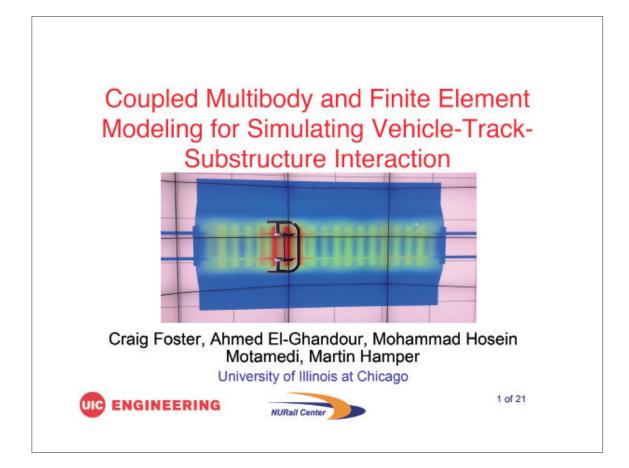


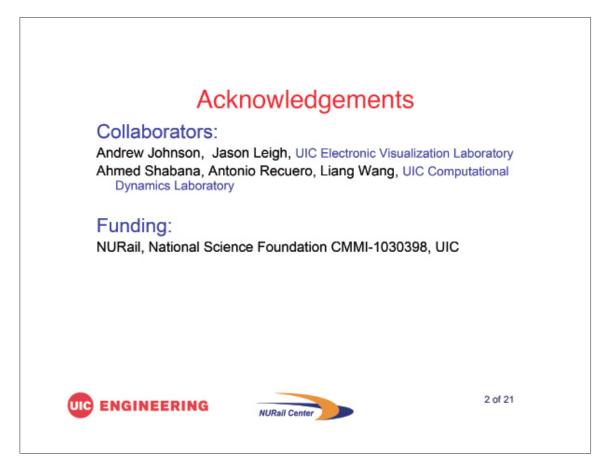




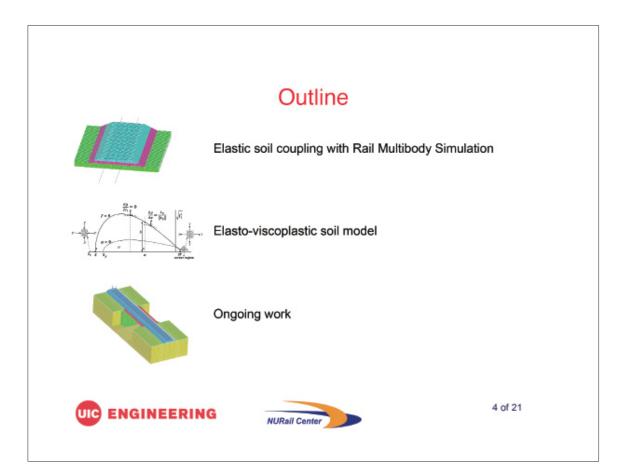
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<b>MeligenGech</b> Slide 17	Hannedwards Indiate of Technology	UIC LAWERSITY OF ALLINOS AT CHECKED	I ILLINOIS	<b>ROSE-HULMAN</b>	UK. KENTUCKY	TENNESSEE

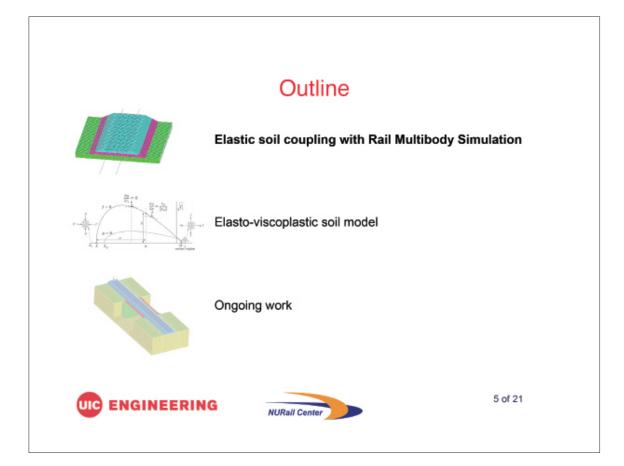
	IRFAN RASUL
•	Actively participated in Railroad Engineering and Activities Club (REAC) at MTU.
•	Demonstrated how railroad can exhibit better performance than trucks in the STEM festival to teach grade 3-4 students.
•	Analyzed Commodity Flows and worked on interactive GIS rail map/inventory for the NURail/MDOT funded project; "Upper Peninsula Freight Rail Study".
•	Recipient of AREMA (2013) and CN Railroad (2013 and 2014) scholarships.
•	Currently working as "Track Design Engineer" for the Southwest Light Rail Transit Project at Minneapolis (AECOM is the Project Consultant).
18	"The Rail Transportation Program (RTP) at MTU provided me with the critical exposure to the railroad industry through networking and hands-on experience in design. This was instrumental in obtaining my current position and provided me with the tools to succeed"

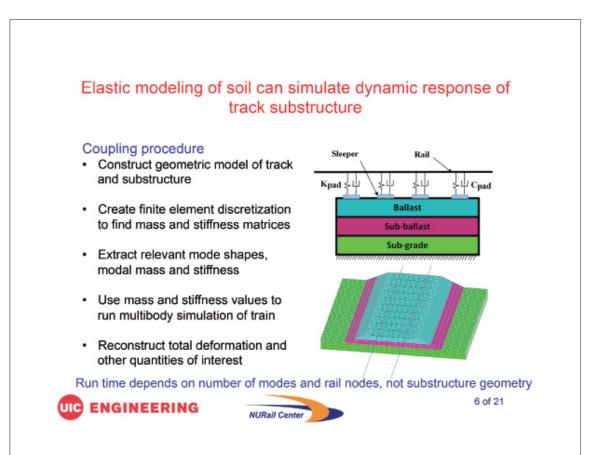


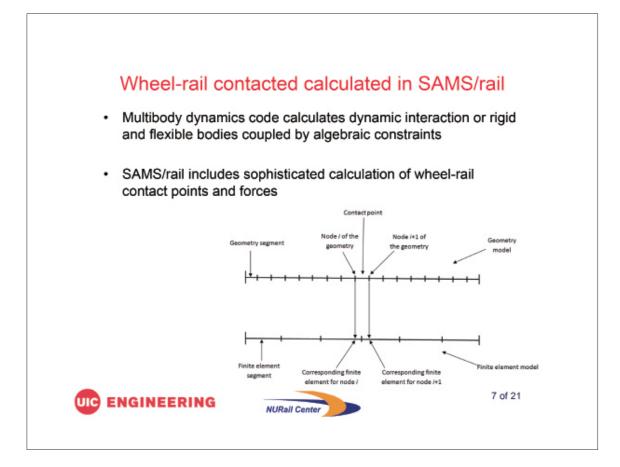


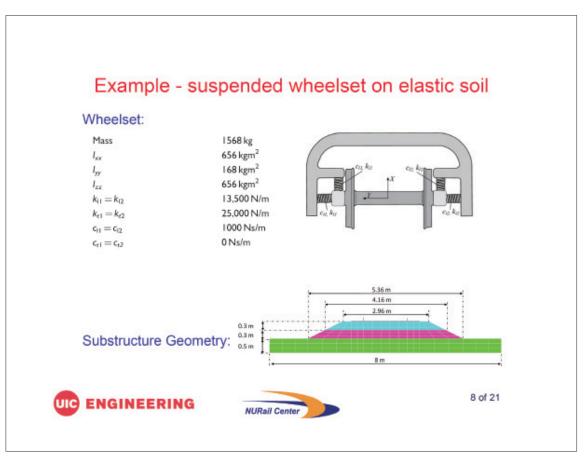












## Example - suspended wheelset on elastic soil

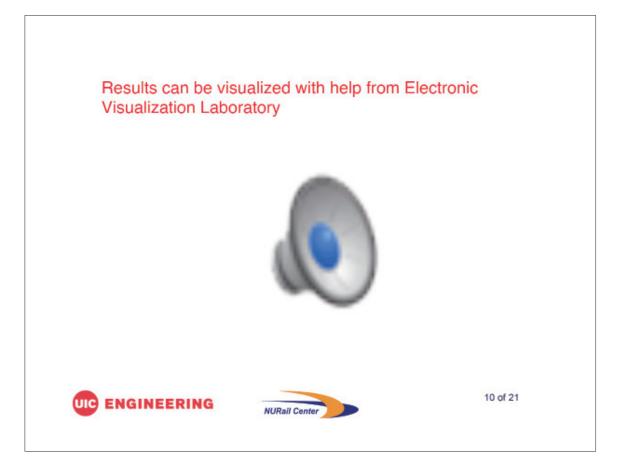
### Rail and substructure parameters

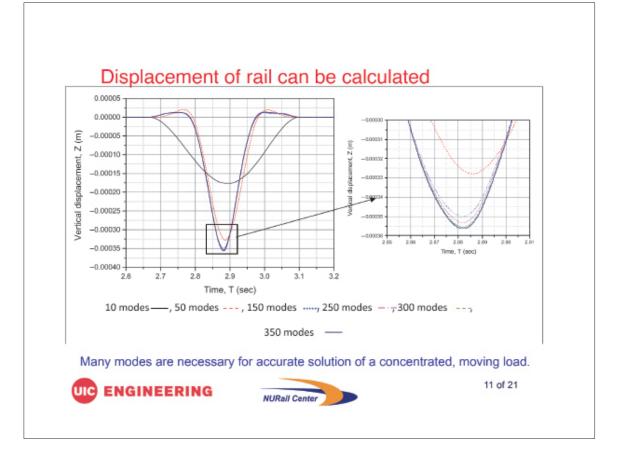
Rigid rail length	40 (on both sides)	m	Poisson's ratio of a sleeper $(e_4)$	0.25	
Gage length	1.5113	m	Cross-sectional area of a sleeper (A <sub>s</sub> )	$513.8 \times 10^{-4}$	m <sup>2</sup>
Flexible rail length	6.5	m	Second moment of inertia of a sleeper, $l_{rr}$	$25,735 \times 10^{-8}$	m <sup>4</sup>
Stiffness of the rail (Er)	$210 \times 10^{9}$	N/m <sup>2</sup>	Second moment of inertia of a sleeper, $l_{yr}$	$18,907 \times 10^{-8}$	m <sup>4</sup>
Density of the $(\rho_r)$	7700	kg/m <sup>3</sup>	Timoshenko shear coefficient of a sleeper	0.83	
Poisson's ratio of the rail $(\varepsilon_i)$	0.3		Stiffness of the ballast $(E_b)$	$260 \times 10^{6}$	N/m <sup>2</sup>
Cross-sectional area of the rail (A,)	64.5 × 10 <sup>-4</sup>	m <sup>2</sup>	Density of the ballast $(\rho_0)$	1300	kg/m <sup>3</sup>
Second moment of inertia of the rail, Im	$2010 \times 10^{-8}$	m <sup>4</sup>	Poisson's ratio of the ballast (sb)	0.3	
Second moment of inertia of the rail, Izz	$326 \times 10^{-8}$	m <sup>4</sup>	Stiffness of the sub-ballast $(E_{sb})$	$200 \times 10^6$	N/m <sup>2</sup>
Timoshenko shear coefficient for the rail	0.34		Density of the sub-ballast ( $\rho_{sb}$ )	1850	kg/m <sup>3</sup>
Length of a sleeper	2.36	m	Poisson's ratio of the sub-ballast (s a)	0.35	
Gap between sleepers	0.65	m	Stiffness of the sub-grade $(E_{xo})$	$200 \times 10^{6}$	N/m <sup>2</sup>
Stiffness of a sleeper (E <sub>3</sub> )	$64 \times 10^9$	N/m <sup>2</sup>	Density of the sub-grade ( $\rho_{se}$ )	1850	kg/m <sup>3</sup>
Density of a sleeeper $(\rho_s)$	2750	kg/m <sup>3</sup>	Poisson's ratio of the sub-grade ( $\varepsilon_{10}$ )	0.3	
Stiffness coefficient of a pad (Koad)	$26.5 \times 10^{7}$	N/m	Damping coefficient of the pad (Coad)	$4.6 \times 10^{4}$	Ns/m

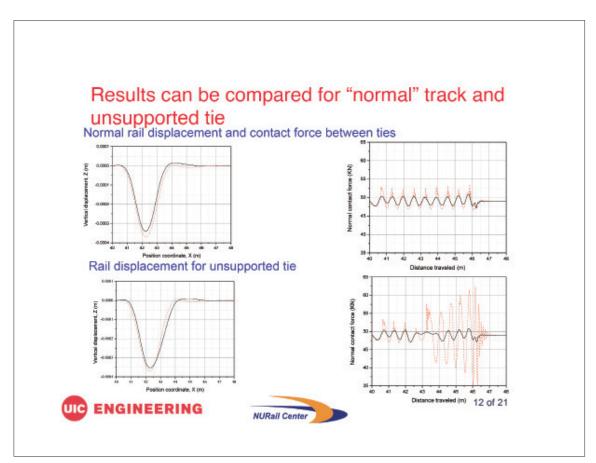


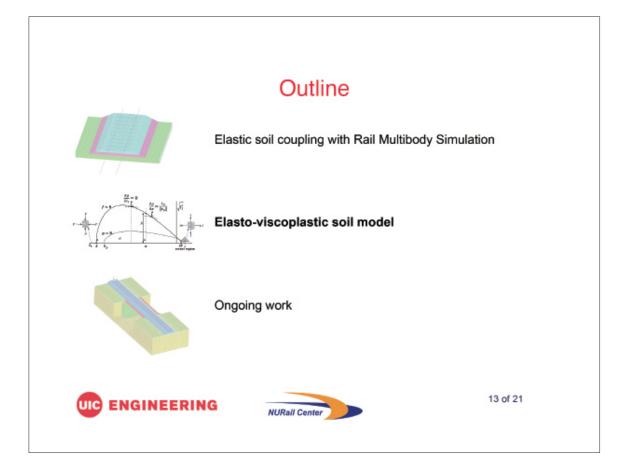


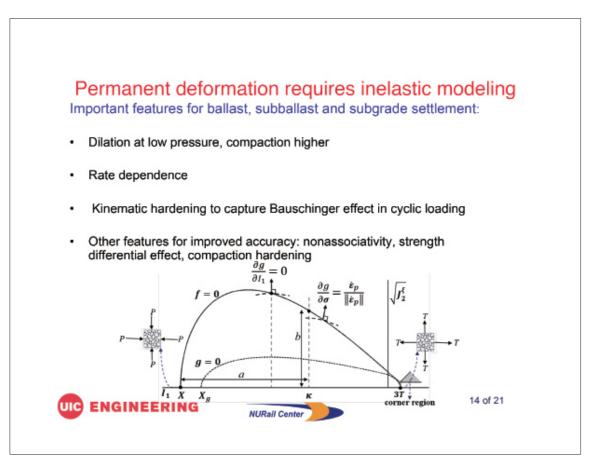
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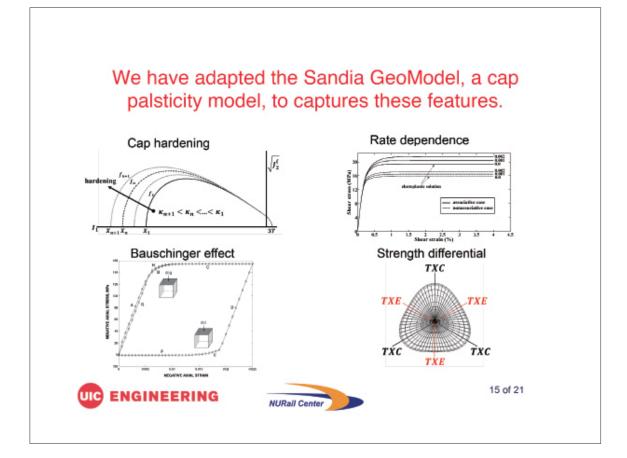


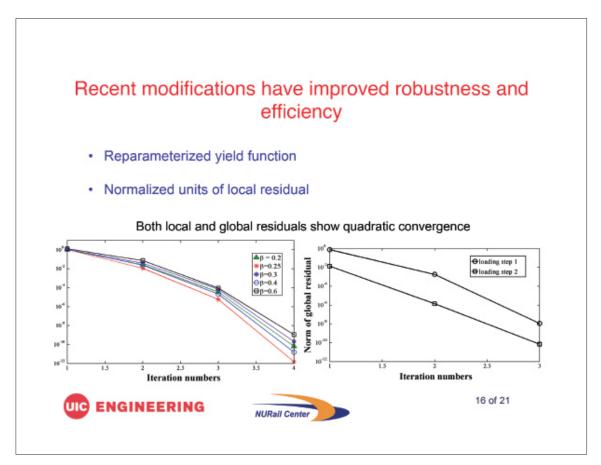


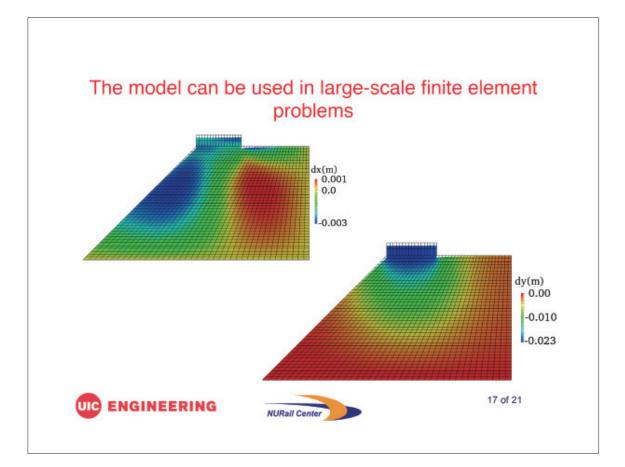


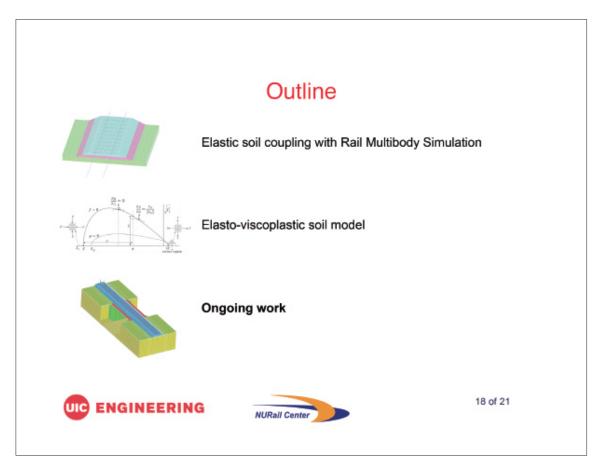


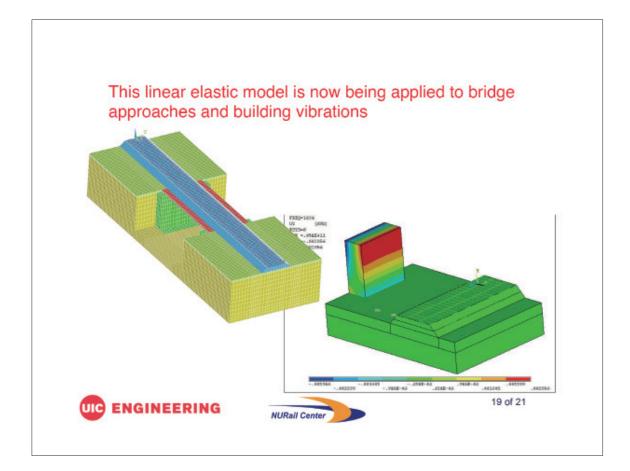


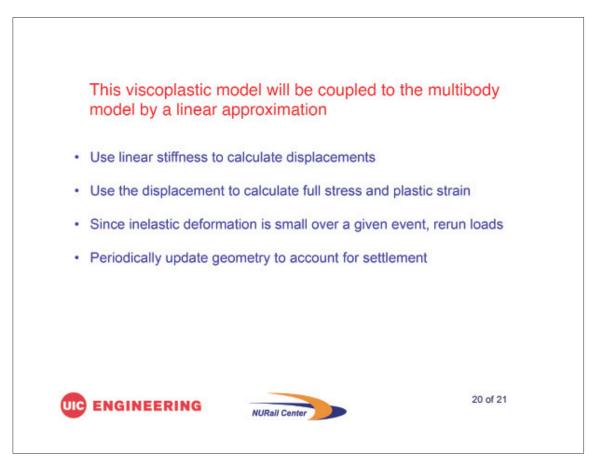


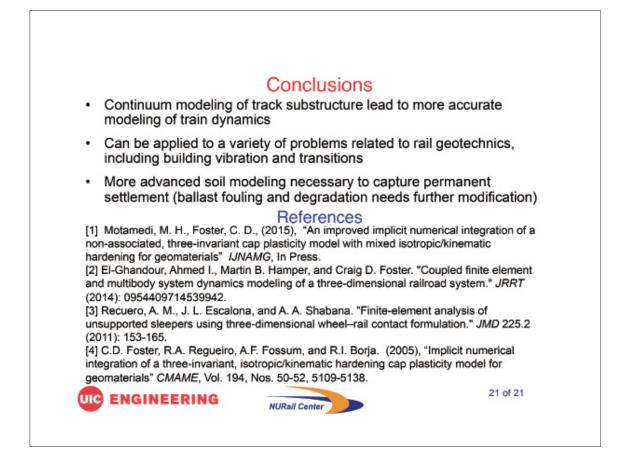




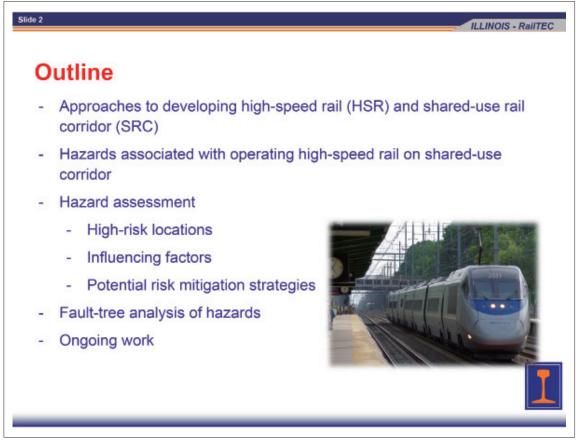




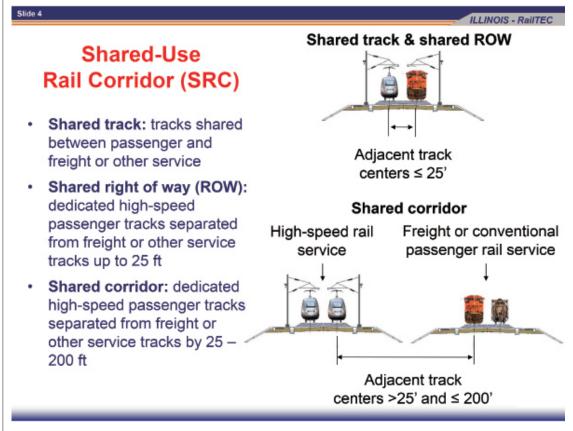


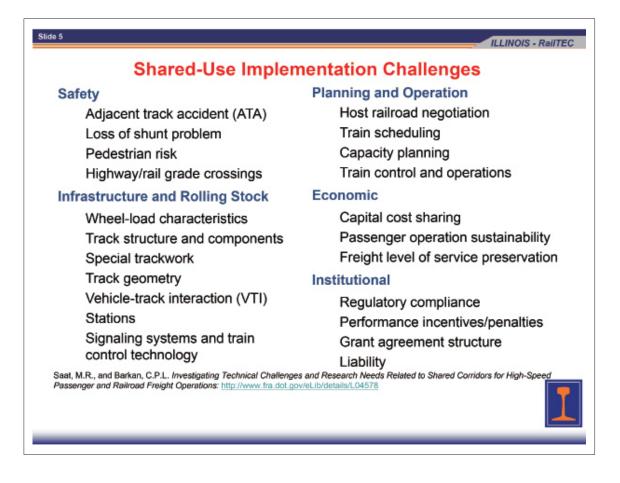


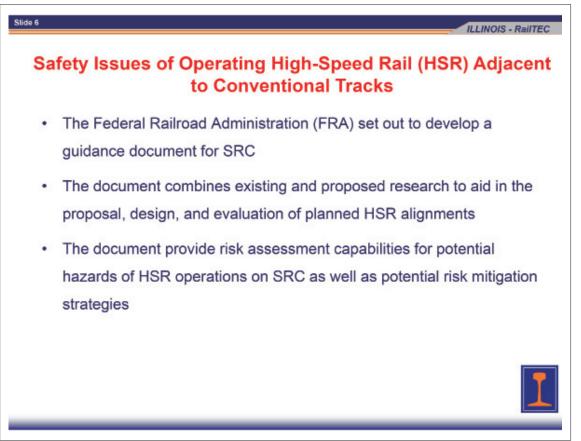


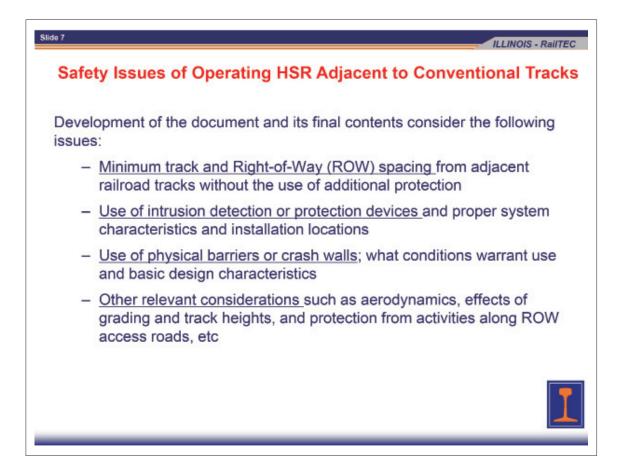


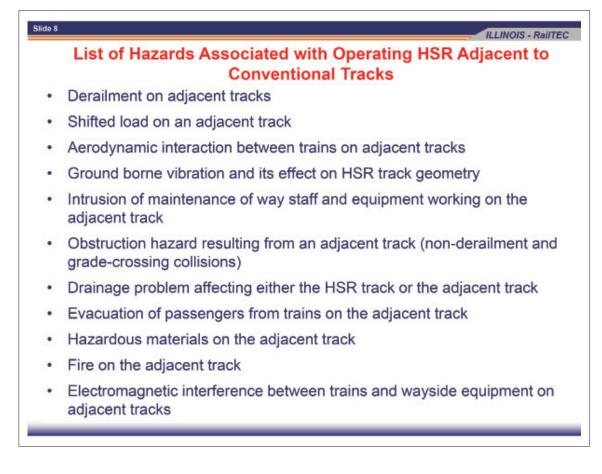


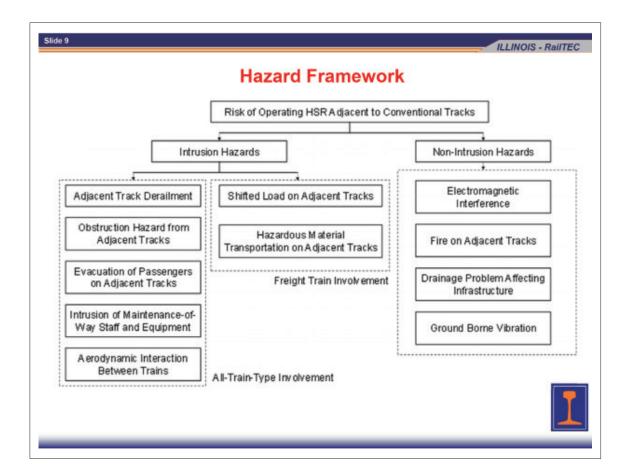


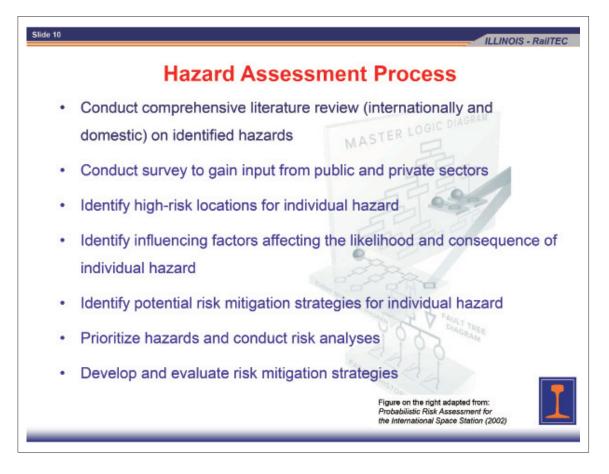












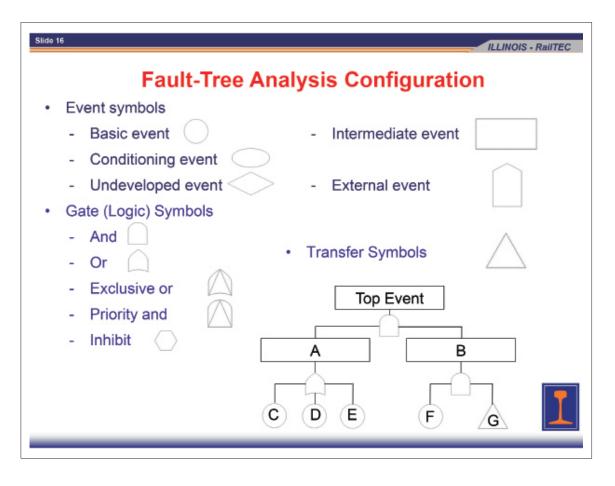
	High-	Risk Locations of Hazards		
	Hazard	Locations		
1	Derailment on adjacent tracks	Along a shared-use rail corridor with multiple tracks		
2	Shifted load on adjacent tracks	Along a shared-use rail corridor with freight train services		
	Hazard	Locations		
Dera	ailment on adjacent tracks	Along a shared-use rail corridor with multiple tracks		
Shift	ted load on adjacent tracks	Along a shared-use rail corridor with freight train services		
Aero	odynamic interaction between trains	Along a shared-use rail corridor with multiple tracks, tunnels and stations where		
	adjacent tracks	rains operate at high speed		
Ground borne vibration and its effect on		Along a shared-use rail corridor where trains operating at high speed especial		
HSR track geometry		at locations with subgrade and track infrastructure conditions susceptible to		
		vibrations, and at special track locations (e.g. switches and turnouts)		
Intrusion of maintenance of way staff		Along a shared-use rail corridor where track maintenance activities are		
and equipment working the adjacent		frequently taken place and locations with limited clearances (e.g. bridges,		
trac	ks	tunnels)		
8	Evacuation of passengers from trains	Along a shared-use rail corridor with multiple tracks		
	on adjacent tracks			
9		Along a shared-use rail corridor with freight trains transporting hazardous		
10	adjacent tracks Fire on adjacent tracks	materials Along a shared-use rail corridor with freight trains transporting flammable liquids		
10	File on aujacent tracks	and/or gases, and other locations near fuel-based activities (e.g. power		
		stations, gas stations)		
11	Electromagnetic interference between	Along a shared-use rail corridor where the high-voltage overhead catenary		
	trains and wayside equipment on	wires present		

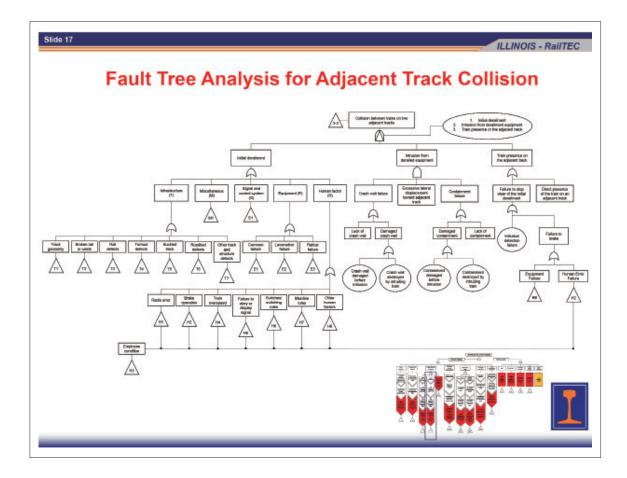
_		ng Factors of Hazards		
	Hazard	Key Influencing Fact		
1	Derailment on adjacent tracks	Track center spacing, train speed, human fa type of rail infrastructure, train control system		
2	Shifted load on adjacent tracks			
3		Major common influencing factors:		
4	geometry	er spacing	etry, type of rail cteristics	
5	a substant working the ad			
6	Obstruction hazard result - Human fac	ctor	tor, track geometry,	
	tracks (non-derailment cc - Track geor	metry		
7	Drainage problem affectir adjacent tracks - Train equi	ment design	e characteristics, tracl	
8	Evacuation of passenger	main conter opaoing; nam equipment acoig	, human factor	
9	Hazardous material transportation on adjacent tracks	Track center spacing, train equipment design traffic volume	n, hazardous materials	
10	Fire on adjacent tracks	Track center spacing, train equipment design, human factor, flammable product traffic volume		
11	Electromagnetic interference between trains and wayside equipment on adjacent tracks	Train equipment design, type of rail infrastru systems	cture, train control	

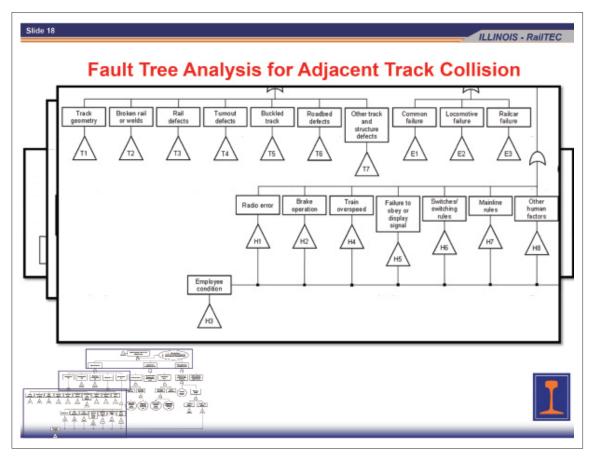


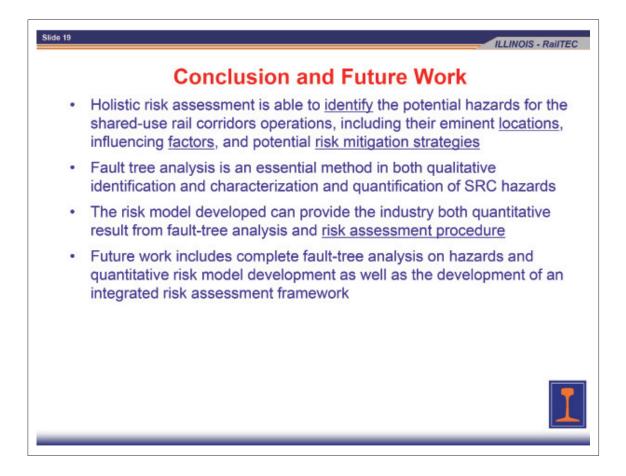


Slide 15	ILLINOIS - RailTEC
	Fault-Tree Analysis
•	A deductive process to break down a top event into basic events and all possible paths and elements for this event to occur are systematically deduced
•	A graphical representation of the various contributors of failures that lead to the occurrence of the top event (SRC hazard)
•	The probability of the top event can be calculated by calculating the probabilities of basic events
	Disament Hower
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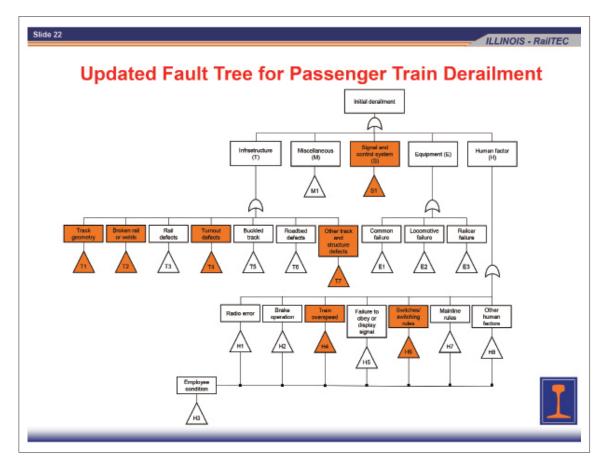


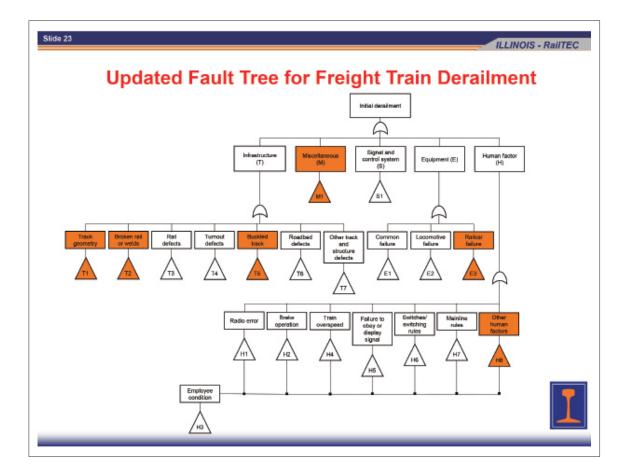






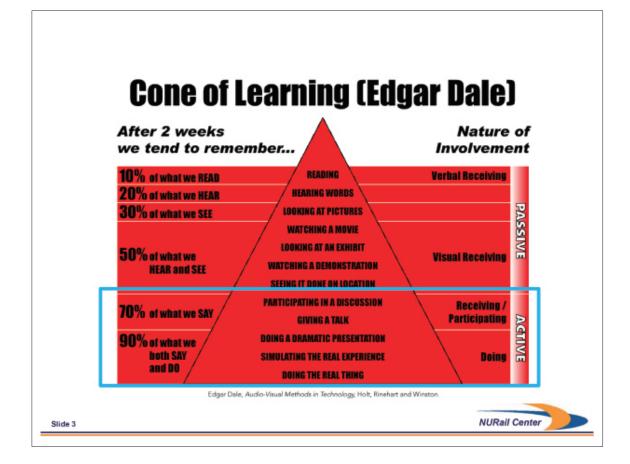


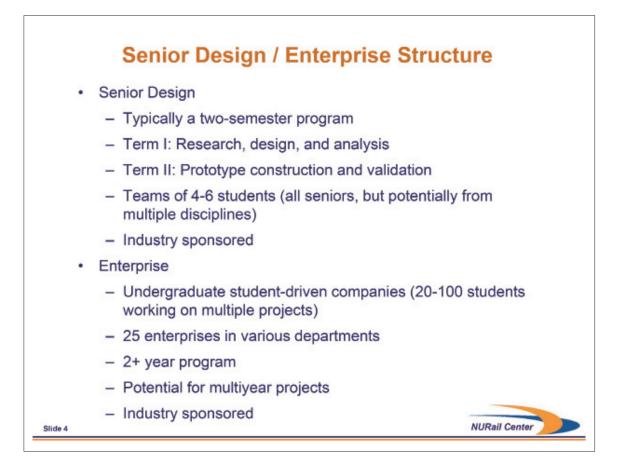


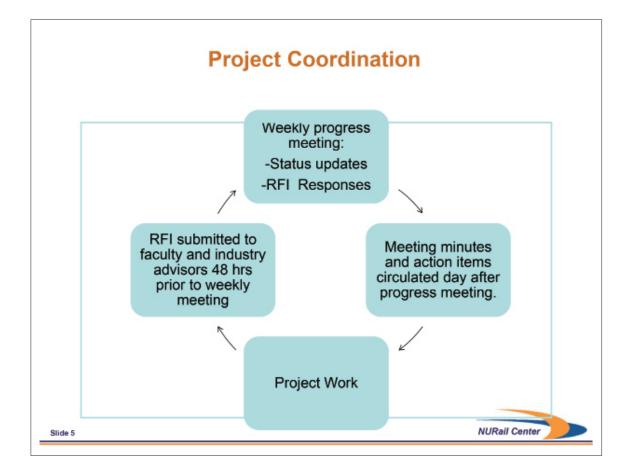








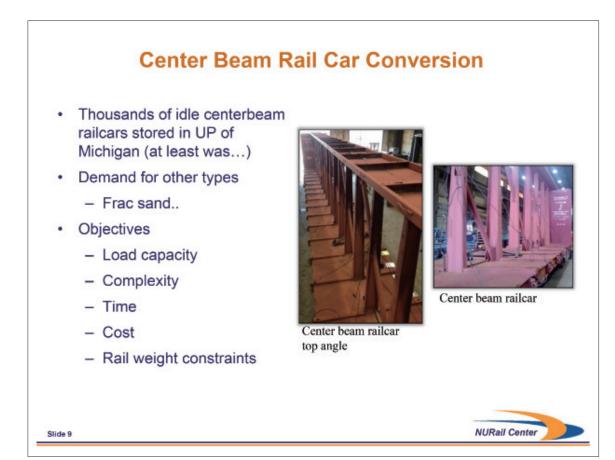


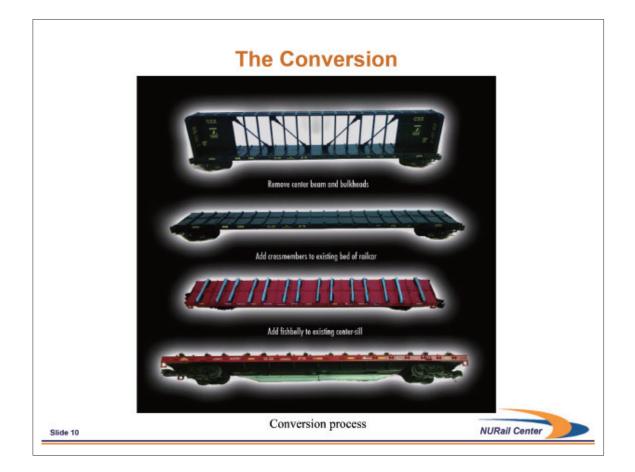


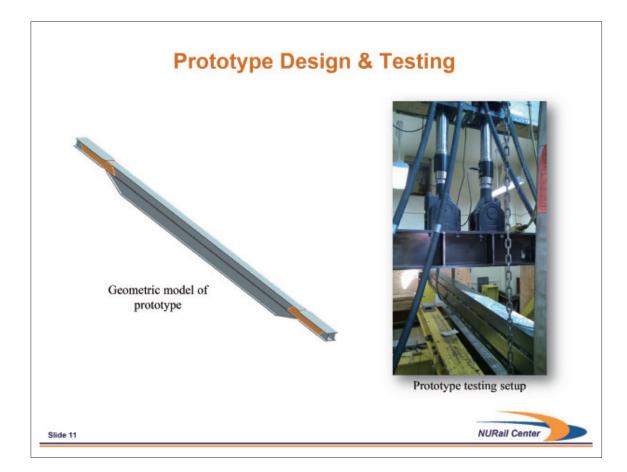
Project	Majors	Sponsor
Locomotive Sand Level Sensor	EE	Union Pacific
Type E Coupler Redesign	ME, MSE, CE	RTP (Amsted, BNSF, TTCI)
Grade Crossing Surface Perf. Evaluation	CM, CE	MDOT
RTP Promo Video	HU, SBE	RTP
Intelligent Grade Crossing Signal Maintainer	EE	Union Pacific, Norfolk Southern
Centerbeam Rail Car Conversion & Box car insulation	ME	RTP (E&LS)
TEN Market Study	EE, SBE	Tech Exp. Network
System to Measure the Effectiveness of a Rail Shunt	EE	Union Pacific
Wayne Industries Warehouse Expansion	CEE	Wayne Industries













### Proposal

- Kelvin Bridge
- Multiple point clamp
- Custom electric circuit
- Microcontroller
- Instant feedback and status

#### Problems

- Compatibility with existing track systems
- DC and AC signals
- Frequencies
- · Durability and Reliability
- Accuracy of device

#### Laboratory outcomes

- Kelvin Bridge must use specialized power sources
- Microcontroller recalibrates device before each usage
- New shunt clamp parts machined from stainless steel and high grade plastic.

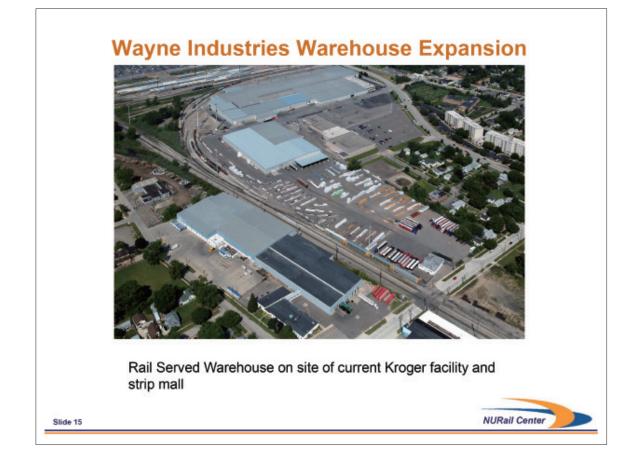


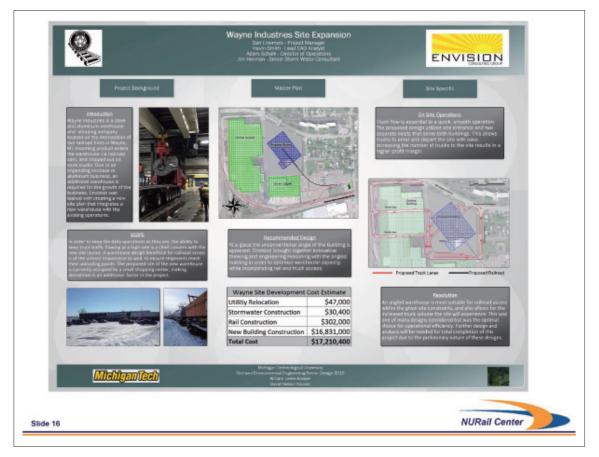
Original Modified Shunt Clamp (0 Ohms)

NURail Center



### Laboratory outcomes Power source works Results in progress Fine tuning and filtering in progress Conclusion Acknowledgement of good shunt connection possible Existing rail shunts can be modified Accuracy of calibrations Safety improvements Other future applications for automation Prototype circuit for testing NURail Center Slide 14



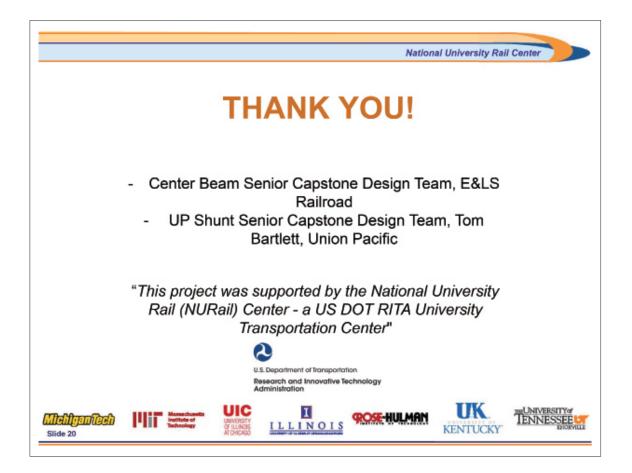




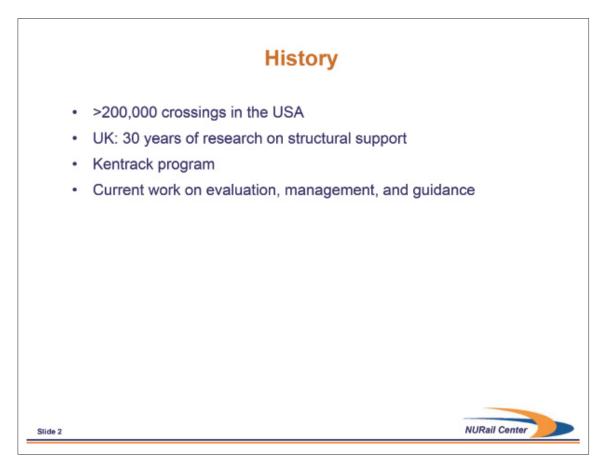


## **Ongoing and Future Student Projects**

Project	Majors	Sponsor
Redesign spike puller	ME, CE, MSE	BNSF
Insulation package for boxcar	CM, ME, MSE	WSoR
Yard Improvements, Saginaw	CE, SU, ENVE	Lake State Railway, MDOT
Wheel Contaminant Sensor	MSE, CM, ME	NS, UP
Dye Penetrant Rail Flaw Detector, Winter	MSE, CM, ME, CE	CN?
Peshekee Yard Expansion	CE, ENVE	Longyear
Slide 19		NURall Center

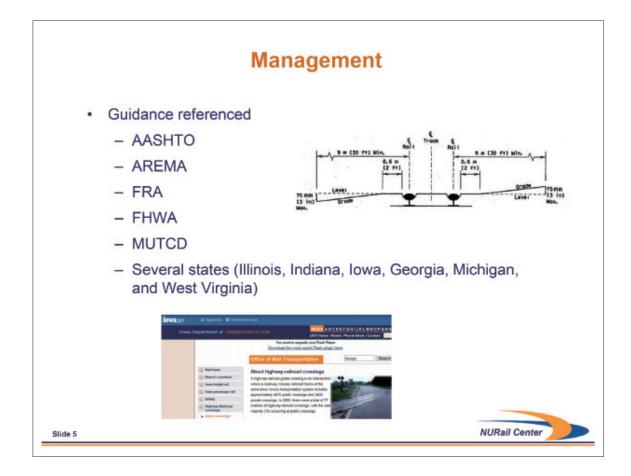


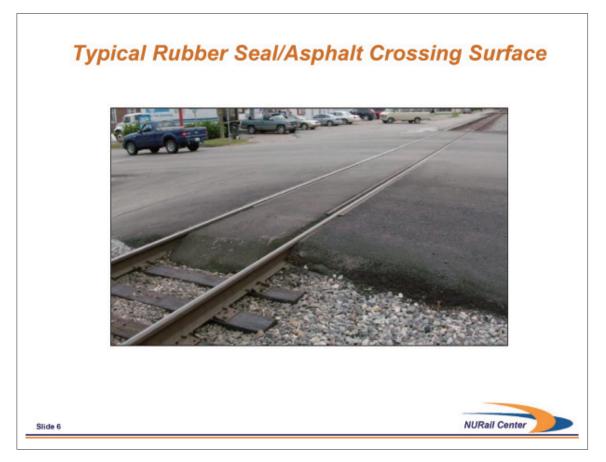


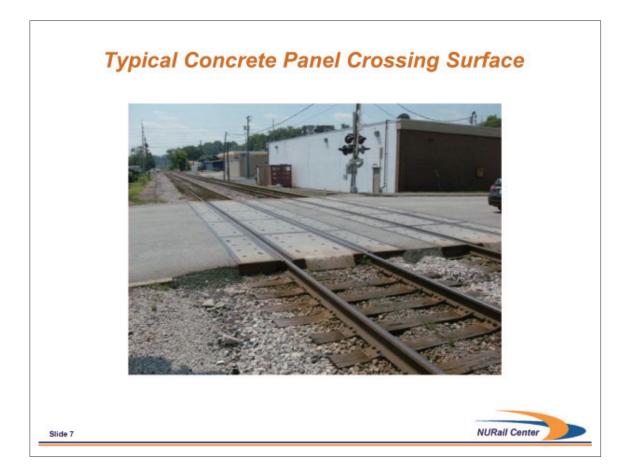


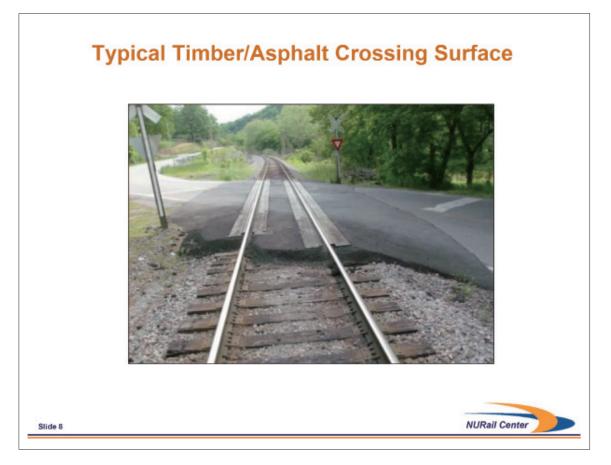
	Evaluati	on
– Life – Per – Dis	intenance	
Slide 3		NURail Center





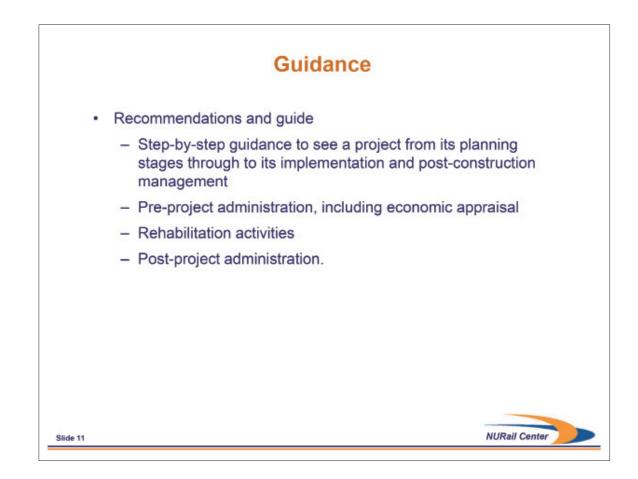


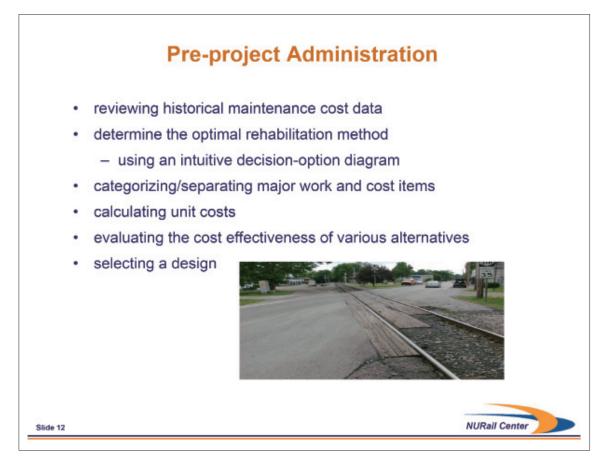








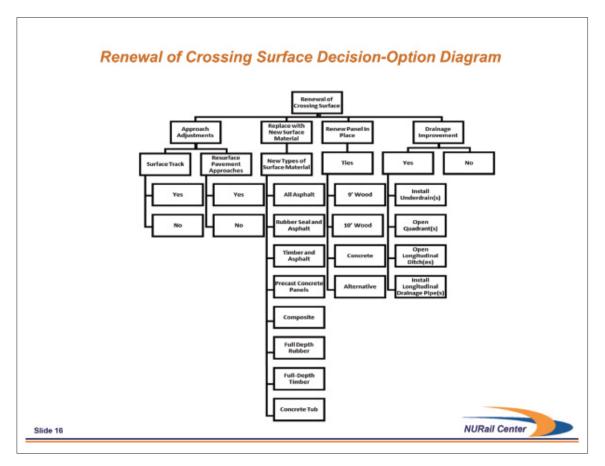


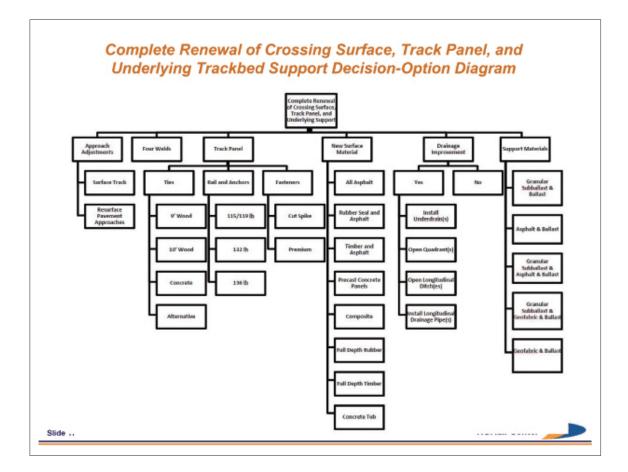


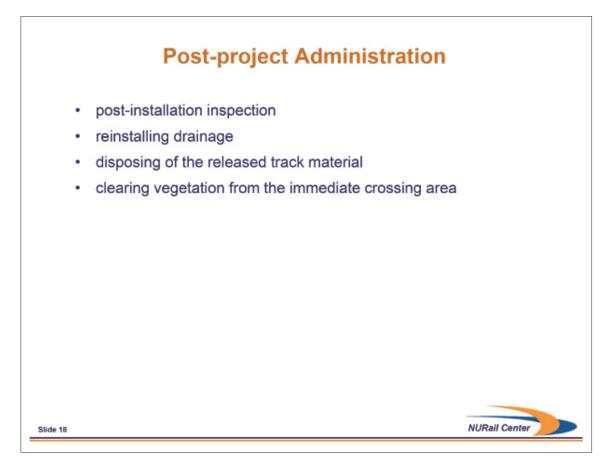
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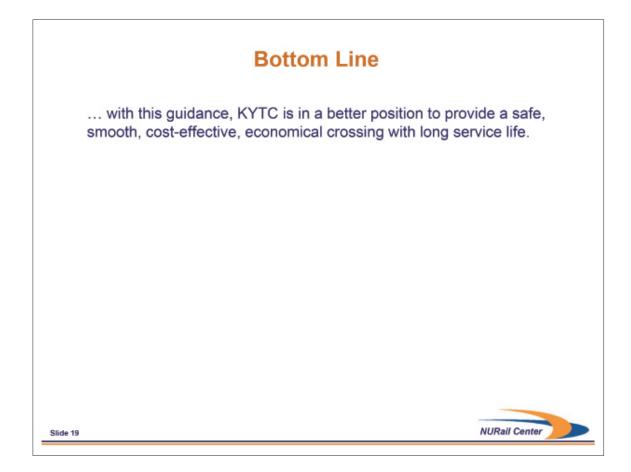
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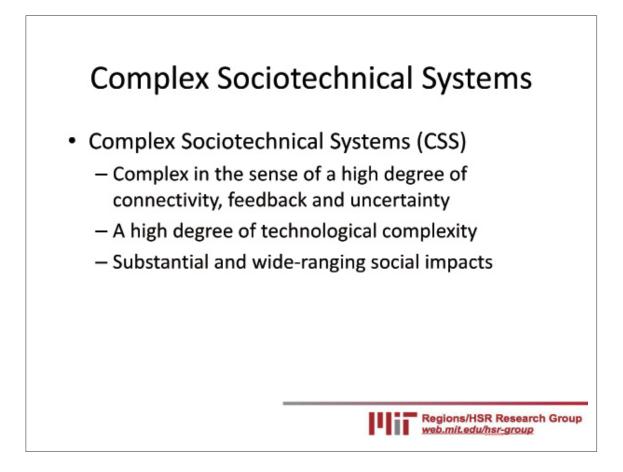


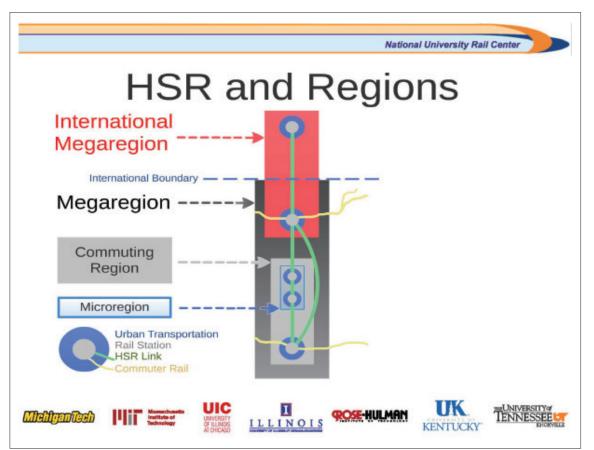






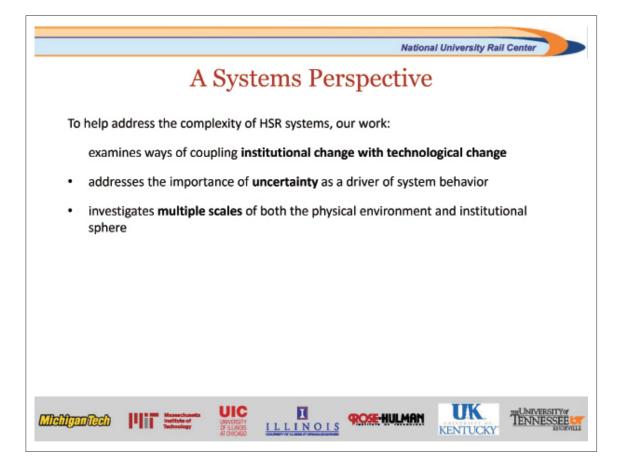




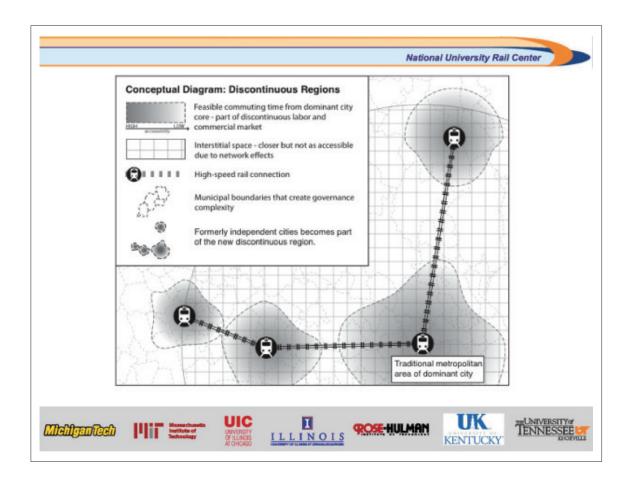


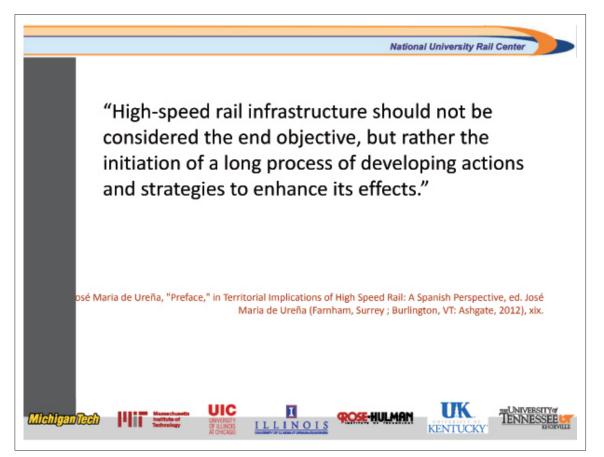


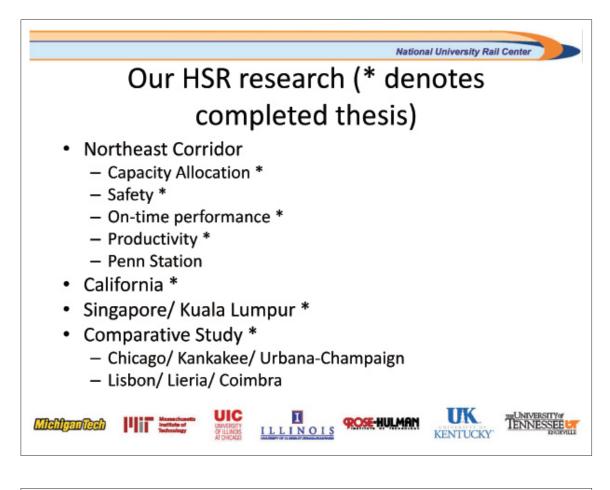


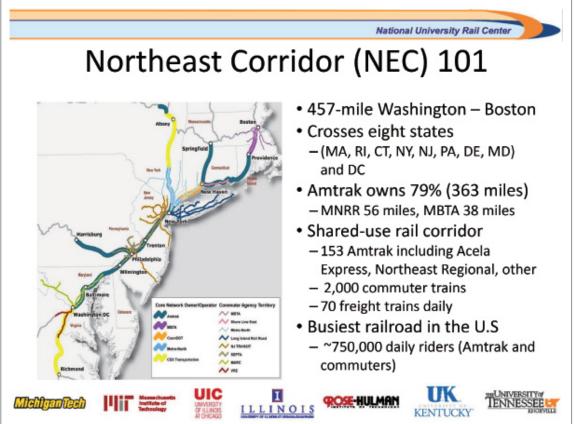


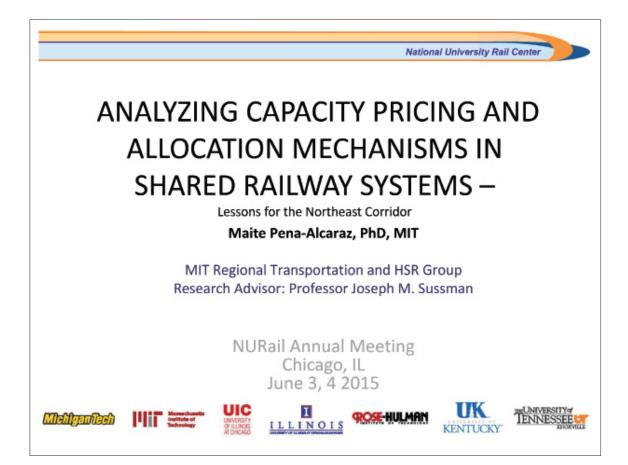


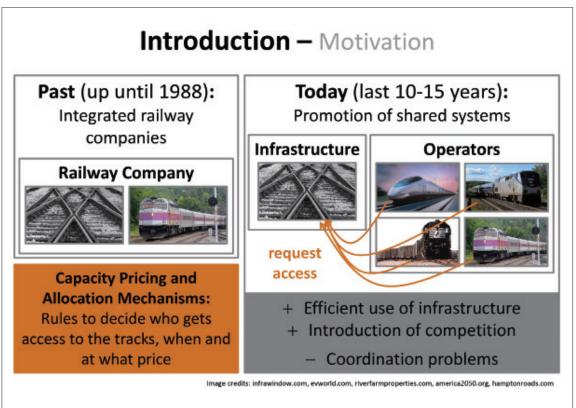












References: Drew, 2006; Gomez-Ibanez, 2003

# **Research Question**

How do alternative capacity pricing and allocation mechanisms affect the performance of shared railway systems?

Performance (multiple criteria):

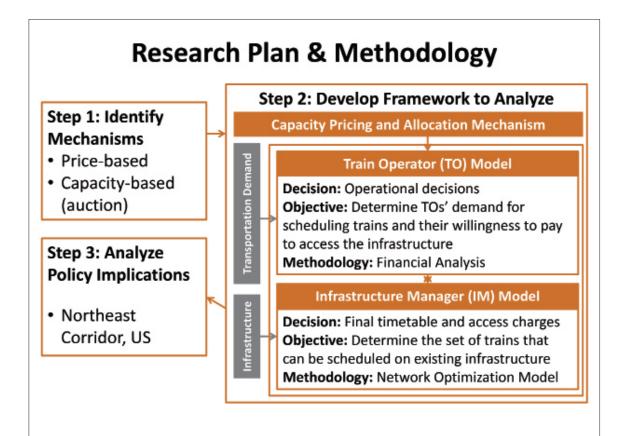
- infrastructure manager (cost recovery, utilization)
- train operators (timetable, access charges)
- end users (timetable, fares)

### Thesis objectives

1. Identify and study representative mechanisms for capacity pricing and allocation

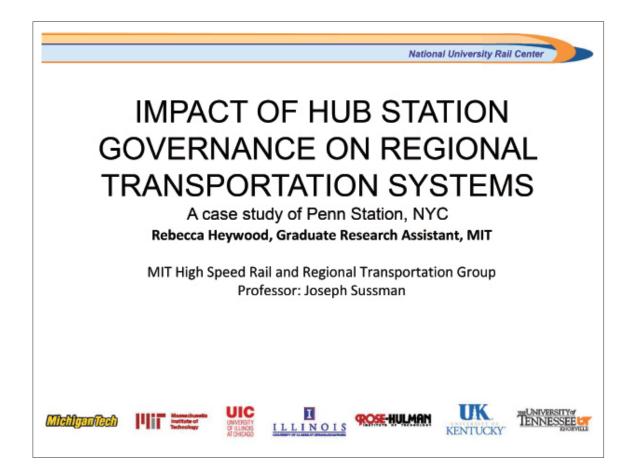
2. Develop a framework to evaluate them

**3. Understand and communicate trade-offs** between different mechanisms for pricing and allocating railway capacity

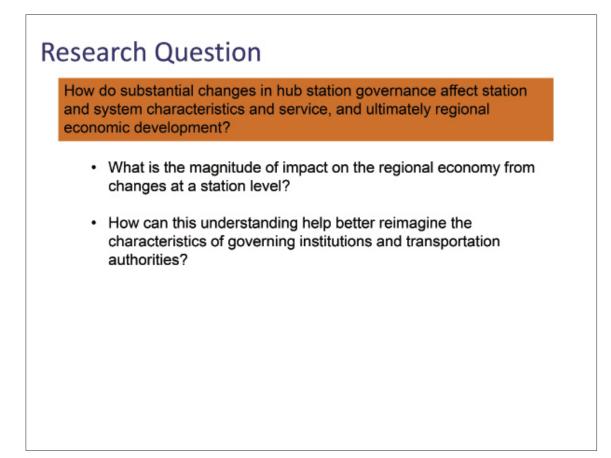


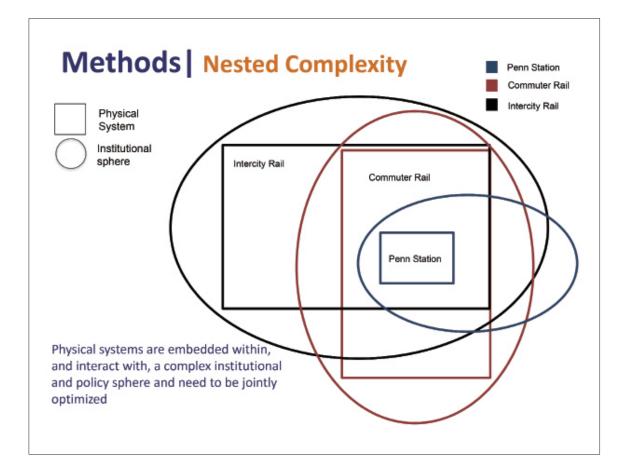
Northeast Co	rridor — Results
Train services: 153 intercity, 458 com	ecovery considering a need of \$7.1m per
<ul> <li>Price-based Mechanism Proposed by NEC Commission, 2009 </li> <li>Access charges: \$50 per train mile</li> <li>Train services: 60 intercity, 284 commuters </li> <li>TOs' profits: \$0.3m per day</li> <li>IM revenues: \$4.2m (60% recovery)</li> </ul>	<ul> <li>Capacity-based (auction) Mechanism Proposed by Affuso, 2003; Perennes, 2014</li> <li>Access charges: \$50 per train mile</li> <li>Train services: 118 intercity, 325 commuters</li> <li>TOs' profits: -\$0.5m per day</li> <li>IM revenues: \$6.0m (85% recovery)</li> </ul>
<ul> <li>More profits for train operators</li> <li>Easier to implement</li> <li>NEC stakeholders should analyze alter systems into one of them</li> </ul>	<ul> <li>20% more services</li> <li>20% more infrastructure revenues</li> <li>rnative mechanisms before locking their</li> </ul>
Pena-Alcaraz, Sussman, Webster	r, Perez-Arriaga (2015)

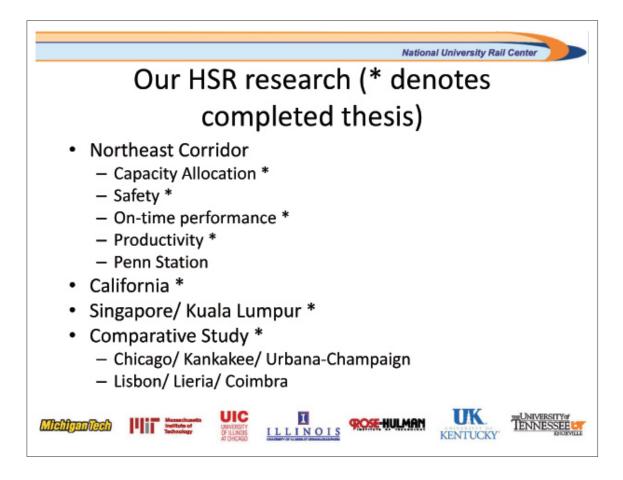
















## Partnering to Create an Off Peak Delivery Pilot Program in Metropolitan Chicago

June 4, 2015 Jim LaBelle



## The Premise

Businesses generally want deliveries during normal hours. Truckers need to meet those demands. So, most truck deliveries occur during congested peak daytime periods.

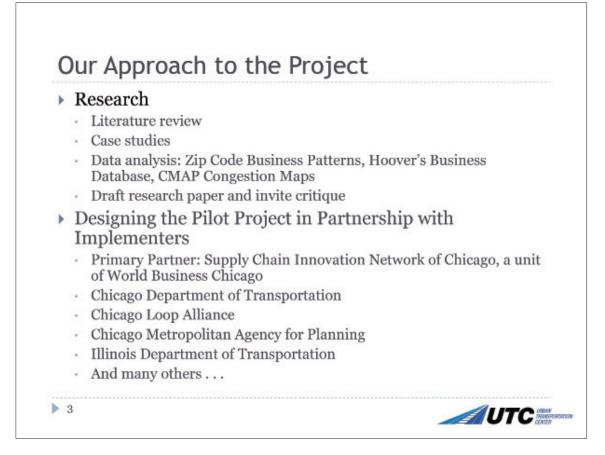
If more businesses would accept deliveries in off peak times, trucks could deliver goods faster and at less cost. That would reduce congestion and cost of goods, and yield economic and environmental benefits.



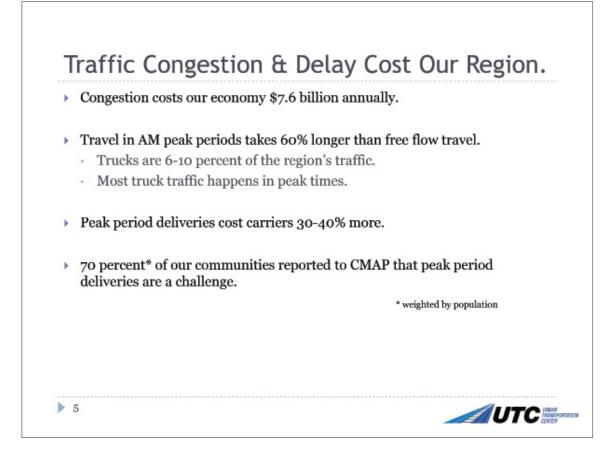
Image credit: www.flickr.com/photos/651722948/N00/8142553406/

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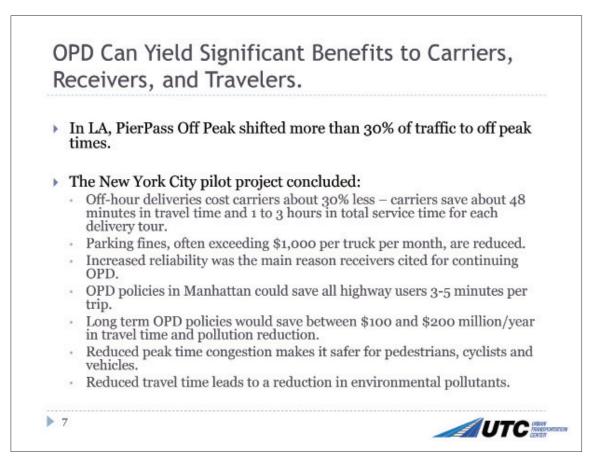


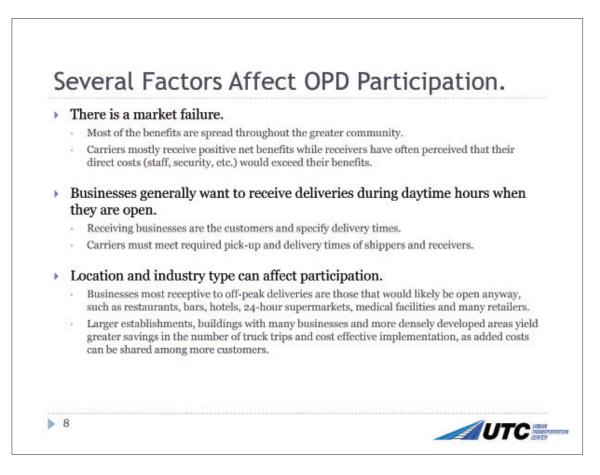


	Have Tried OPD
New York	<ul> <li>Initially a pilot project with 35 receivers, the long-term program now has more than 400 participants.</li> </ul>
PierPass, Ports of Long Beach and Los Angeles	•PierPass began OffPeak in 2005 and by 2008 shifted 45% of container cargo to off peak shifts; still reporting more than 30% shift from peak to off peak.
Barcelona	<ul> <li>Began in 2003 with two grocery stores receiving off peak deliveries, by 2010 spread to over 400 stores in 35 provinces.</li> </ul>
London	•Implemented off peak deliveries during the 2012 Olympics and currently conducting OPD trials.
Dublin	•In 2011, approximately 25% of all food deliveries occurred during off-peak hours.
The Netherlands	•Fostered innovations in low-noise technologies and behaviors resulting in standards now used in over 50 cities with 1,400 quiet deliveries a week.
Orlando Pilot	<ul> <li>Hospital system Orlando Health is currently piloting OPD on their main campus in "South of Downtown Orlando."</li> </ul>
Washington D.C. Pilot	•OPD was listed as a strategy to improve the movement and delivery of goods in the District's 2014 freight plan and is now being implemented through a pilot project.

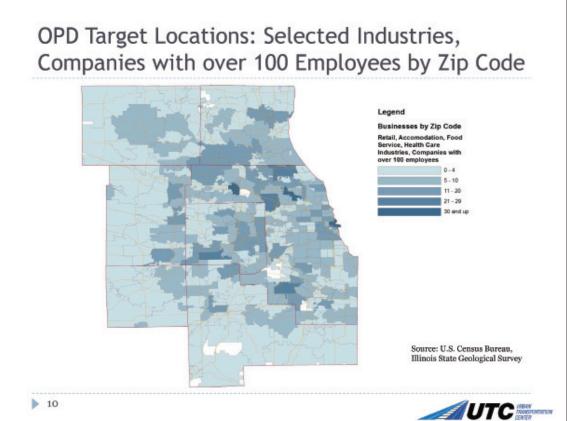


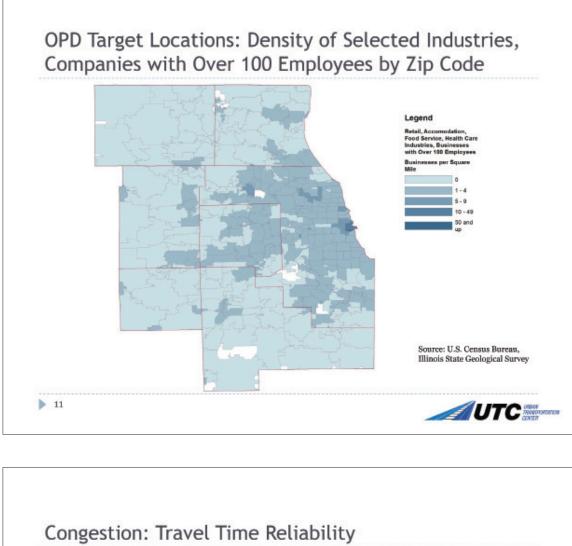


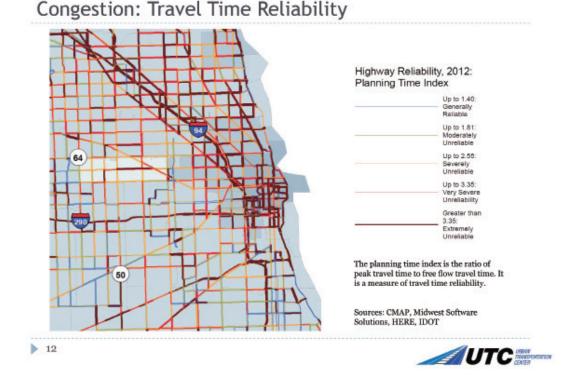


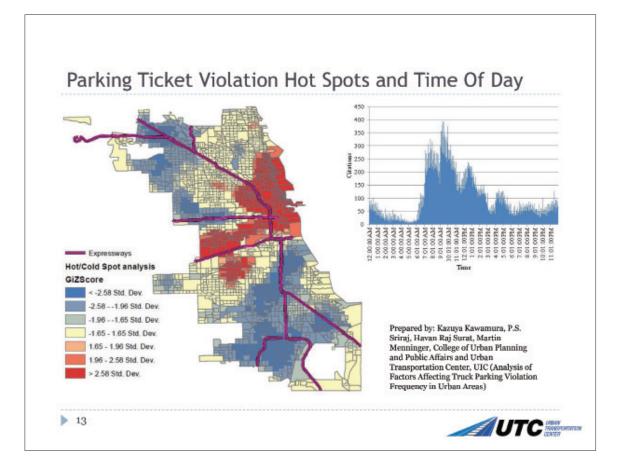


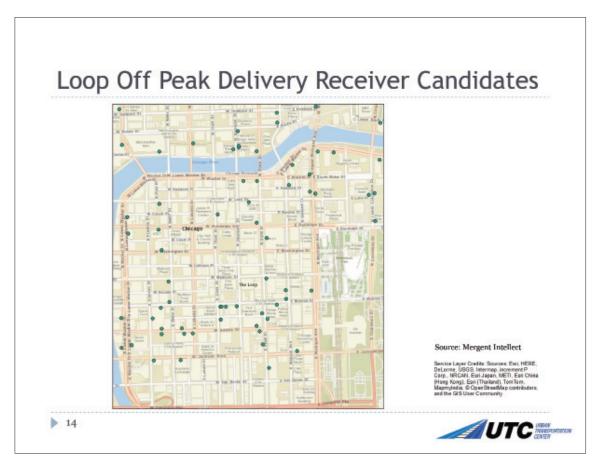


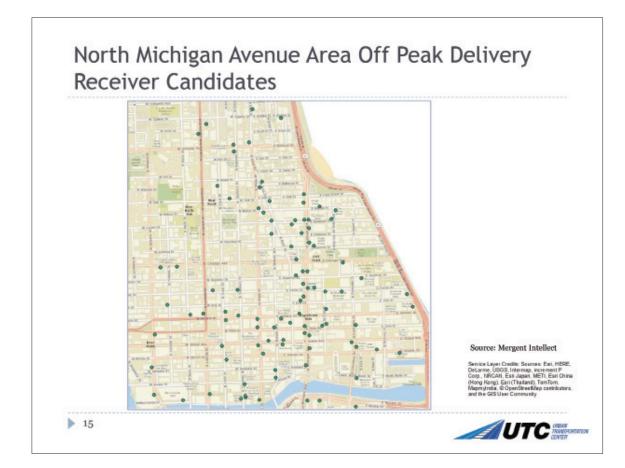














#### Possible models for an OPD program

#### Traditional Approach -

Using grant funding as a financial incentive as in the New York pilot, seek out receivers in a particular corridor or area to implement off peak delivery on a trial basis.

#### One Large Receiver Approach -

Identify one large receiver to be a demonstration project. A major healthcare facility would have ideal scale and volume. This may or may not require a financial incentive; none was needed in Orlando.

#### Package Approach -

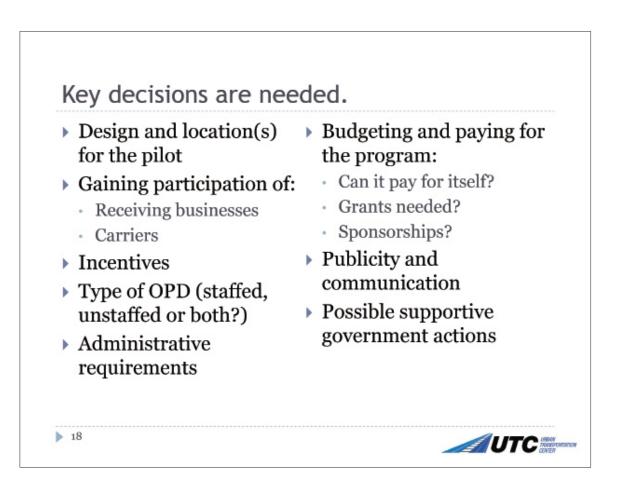
Piece together an attractive package of discounts and non-monetary incentives, such as:

- Public recognition through a coordinated program
- > Coordinated direct discounts by carriers to receivers for off peak deliveries
- > Coordinated participation by receiving businesses
- Discounted fees and charges from governments and supportive businesses.
- One-time funding for physical improvements such as storage lockers for unstaffed OPD or sound-reducing technologies (if funds are available).

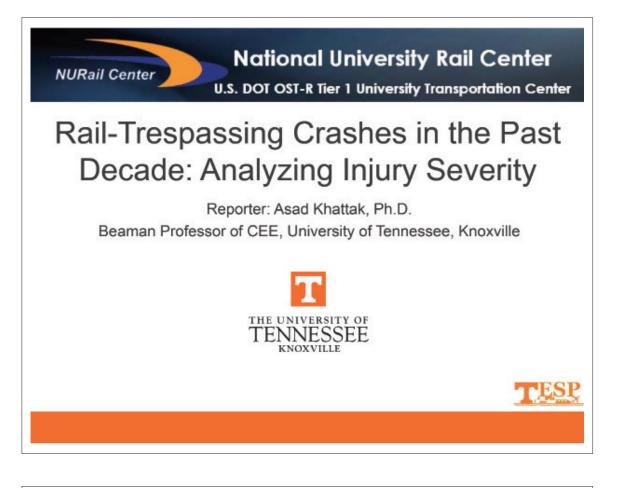
- Other financial incentives
- List of "Trusted Vendors" that certify certain safe and quiet delivery practices

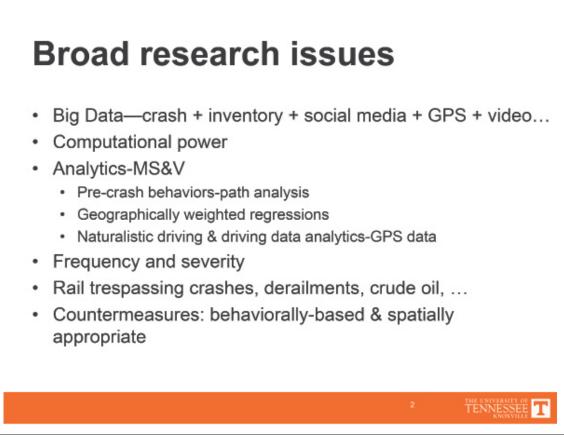
Any of these approaches would need coordinated administration and publicity.

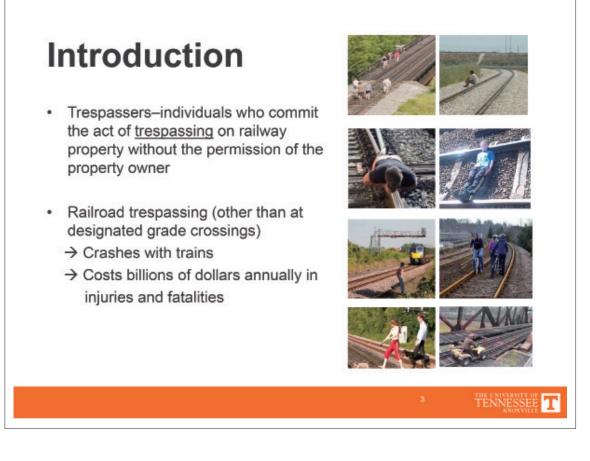
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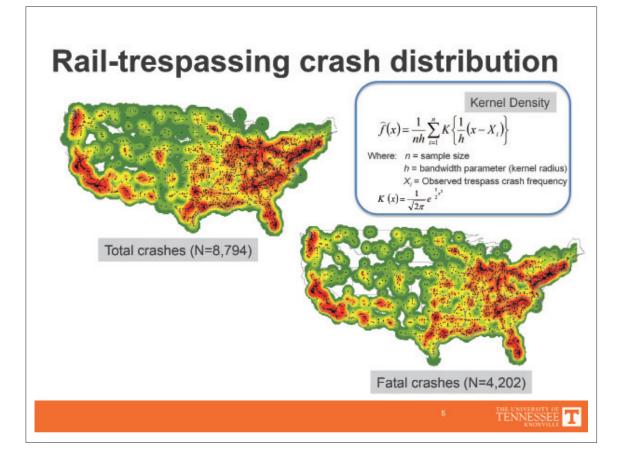


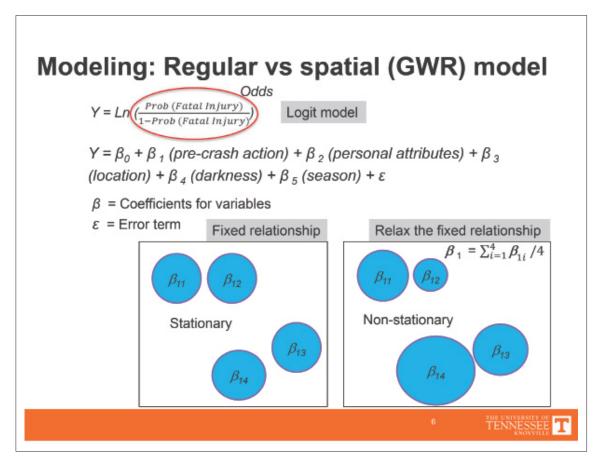




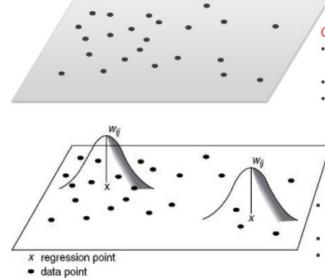


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## Global model→ Local (GWR) Model



#### Global model (regular model):

- Use all samples to estimate model
- · Each sample has equal weight
- Associations are stationary and are location independent

#### Local model:

Use sub-sample to estimate model for each location Neighbours have more weight

Associations can be location dependent



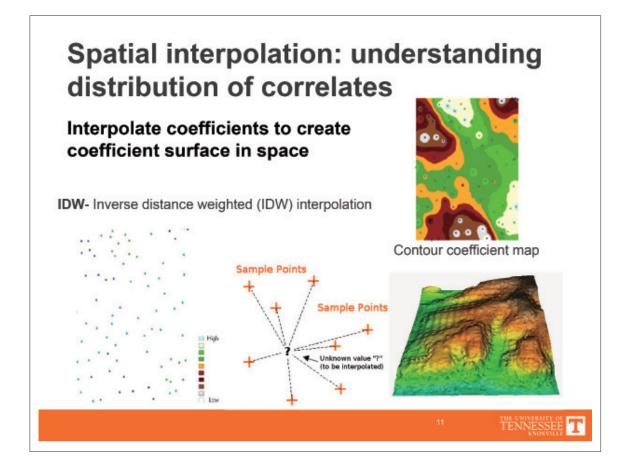
	descriptiv	ve sta	atis	τις	S
	Variable	Mean / Percent	Std. Dev.	Min	Max
Injury S	everity (0-other, 1-fatal)	52.19%	0.500	0	1
	<=16 years old	6.50%	0.247	0	1
	17-29 years old	27.91%	0.449	0	1
Age	30-39 years old	28.35%	0.451	0	1
нge	40-54 years old	26.62%	0.442	0	1
	55-64 years old	7.04%	0.256	0	1
-	>=65 years old	3.58%	0.186	0	1
Env. attributes	Darkness (0-no, 1-yes)	51.16%	0.500	0	1
	Weekend (0-no, 1-yes)	33.64%	0.472	0	1
	Summer (0-no, 1-yes)	29.55%	0.456	0	1
	Winter (0-no, 1-yes)	19.10%	0.393	0	1
	Spring or Autumn (0-no, 1-yes)	51.34%	0.500	0	1
Landford attribution	Land Use Mix Index	0.419	0.280	0.000	0.980
Location attributes	Railway Yard (0-no, 1-yes)	3.71%	0.189	0	1
	Climbing, jumping, stepping	8.56%	0.280	0	1
	Riding, operation	5.32%	0.224	0	1
	Lying, sleeping (on or near tracks)	23.35%	0.423	0	1
Pre-crash trespasser	Running, walking	35.07%	0.477	0	1
actions	Crossing, crawling (over tracks)	2.44%	0.154	0	1
	Sitting, standing, bending, stooping	16.60%	0.372	0	1
	Driving	5.53%	0.229	0	1
	Others (0-no, 1-yes)	3.13%	0.174	0	1

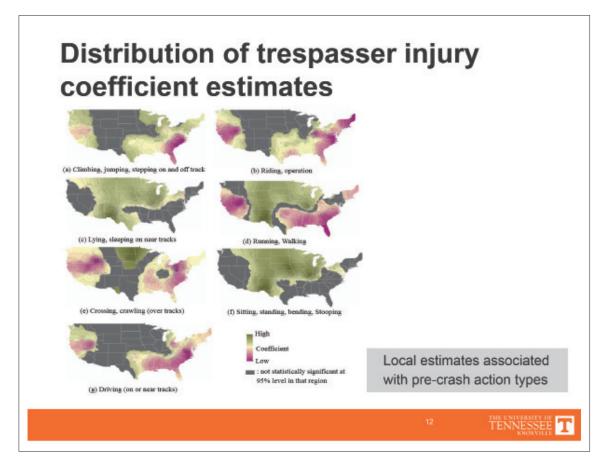
	Models →	Global Mode insignificant			$\sim$			
	b	SE	Min	Мах	Lwr Qtl	Upr Qtl	(Up- w)>2SE	
	0.261*	0.131	-1.832	1.486	-0.369	0.669	TRUE	
	<=16 years old	-0.294**	0.100	-1.189	0.795	-0.491	0.107	TRUE
Age (Base: 30-39 years old)	17-29 years old	-0.007	0.060	-0.546	0.670	-0.107	0.130	TRUE
	40-54 years old	0.186**	0.061	-0.149	0.841	0.027	0.363	TRUE
years old)	55-64 years old	0.250**	0.095	-0.517	1.294	0.075	0.529	TRUE
	>=65 years old	0.641**	0.131	-0.175	2.094	0.412	0.949	TRUE
Env. attributes	Darkness (0-no, 1-yes)	-0.110*	0.047	-0.543	0.288	-0.185	-0.024	TRUE
	Weekend (0-no, 1-yes)							
Time	Summer (Base: Spring and Autumn)	-0.142**	0.052	-0.812	0.352	-0.290	-0.038	TRUE
	Winter (Base: Spring and Autumn)	0.053	0.060	-0.325	0.370	-0.102	0.149	TRUE
Location	Land Use Mix Index			Drop	oped			
attributes	Railway Yard (0-no, 1-yes)	-1.036**	0.142	-4.765	0.359	-1.258	-0.652	TRUE
	Climbing, jumping, stepping	-1.359**	0.151	-4.213	0.537	-1.811	-0.850	TRUE
Pre-crash	Riding, operation	-1.035**	0.160	-2.596	0.605	-1.541	-0.564	TRUE
trespasser	Lying, sleeping (on or near tracks)	0.467**	0.132	-1.113	2.468	-0.107	1.194	TRUE
actions	Running, walking	-0.024	0.128	-1.435	1.907	-0.523	0.493	TRUE
(Base: Other	Crossing, crawling (over tracks)	-0.767**	0.191	-4.605	2.227	-1.412	-0.461	TRUE
actions)	Sitting, standing, bending, stooping	0.170	0.134	-1.364	1.968	-0.292	0.740	TRUE
	Driving	-1.299**	0.162	-3.371	0.548	-1.828	-0.497	TRUE
		Sample Si			Local S	Sample Siz	ze**: 500	$\langle \rangle$
		Log likelihood						$\sim$
	$Prob > \chi^2$		P	ercent de	riance exp	lained: 0.1	15	
		R <sup>2</sup> = 0			A	C = 11308	3.19	$\geq$
	<	AIC = 11	318.24					
						9	Ŧ	e universit ENNESS

#### Trespasser injury correlates: GWR results

#### Inj. distribution-Coeff. for each sample point

tracklegitme	Loca	tion	βο	Err.	stat.	$\beta_1$		_	$\beta_2$			$\beta_3$	
Area_nam	x_coord	y_coord	est_Intercept	se_Intercept	t_Intercept	est_kid	an_kid	t_kid	est_elder	ss_elder	t_elder	est_yard	se_yard
¥ 0.	-55.555002	41.344002	-0.065253	0.079934	-0.01634	-0.620129	0.153404	-4 D42448	0.451374	0.229789	1.964297	-0.934469	0.235684
1	-87.816902	41.839901	-0.047259	0.080381	-0.587935	-0.590183	0.152489	-3.870852	0.475362	0.232111	2.047997	-0.939075	0.240602
2	-119.649	36.758202	0.031807	0.081547	0.390044	-0.324475	0.167588	-1.936149	0.885772	0.224439	3.590152	-1.342309	0.222219
3	-118.73	35.342899	0.0256	0.089696	0.317234	-0.333904	0.166263	-2.008284	0.792968	0.221874	3.573686	-1.318283	0.218829
4	-116.178	34.8414	0.011606	0.079425	0.140123	-0.347136	0.163712	-2.120405	0.775073	0.217676	3.560674	-1.29393	0.21484
5	-119.649	36.758202	0.031807	0.081547	0.390044	-0.324475		-1.936149	0.805772	0.224439	3.590152	-1.342309	0.222219
6	-87.816902	41.839901	-0.047259	0.080381	-0.587935	-0.590183	0.152489	-3.870852	0.475382	0.232111	2.047997	-0.939075	0.240662
7	-111.771	35.838699	-0.023413	0.077869	-0.300968	-0.369191	0.16007	-2.306433	0.745865	0.211267	3.530443	-1.272756	0.211941
8	-73.863899	43.107309	0.134652	0.071728	1.877268	-0.547664	0.138959	-3.941182	0.584606	0.207144	2.82222	-1.110885	0.252089
9	-102.356	48.201302	-0.176555	0.094188	-1.874506	-0.490635	0.184048	-2.665801	0.471119	0.241908	1.947511	-1,218819	0.240722
10	-117.761	33,702801	0.01738	0.0797	0.217821	-0.347025		-2.106976	0.775278	0.218868	3.542219	-1.291568	0.215319
11	-116.178	34,8414	0.011606	0.079428	0.146123	-0.347136	0.163712	+2.120405	0.775073	0.217676	3.560674	-1.29393	0.21484
12	-108.262	35.580801	-0.081148	0.07867	-1.031494	-0.415885	0.16434	-2.530521	0.682786	0.210212	3.24889	-1.248883	0.217295
13	-108.262	35.580601	-0.001148	0.07867	-1.025494	-0.415005	0.16434	-2.530521	0.662786	0.210212	3.24869	-1.246663	0.217295
14	-90.834396	43.593899	-0.090791	0.084629	-1.072807	-0.61361	0.159532	-3.84632	0.443239	0.23943	1.851225	-0.908799	0.238269
15	-105.262	35.580601	-0.001148	0.07867	-1,031494	-0.415865	0.16434	-2.530521	0.662786	0.210212	3.24889	-1.240003	0.217295
16	-108.809	34.715401	-0.11272	0.079769	-1.413094	-0.453851	0.169882	-2.671566	0.628139	0.212762	2.952304	-1.248297	0.220225
17	-87.816902	41.639901	-0.047259	0.000381	-0.587935	-0.590183		-3.870852	0.475362	0.232111	2.847997	-0.939075	0.240682
18	-91.544502	40.9879	-0.107843	0.080401	-1.338823	-0.658547	0.158979	-4.195134	0.416257	0.228238	1.823782	-0.933254	0.229611
19	-121.271	37,934898	0.035433	0.08248	0.405909	-0.316692	0.109191	-1.871806	0.816386	0.227291	3.591816	-1.365492	0.226121
20	-98.031097	30.0581	-0.1424	0.084858	-1.878083	-0.845542	0.189819	-3.400823	0.288454	0.235813	1.223232	-1.146879	0.231384
21	-98.031097	30.0581	-0.1424	0.004056	-1.678083	-0.645542	0.109019	-3.400823	0.268454	0.235813	1.223232	-1.146679	0.231394
22	-97.948601	29.583	-0.139863	0.086003	-1.626252	-0.646601	0.192785	-3.354004	0.278964	0.238917	1.167619	-1.142701	0.234123
23	-87.816902	41.839901	-0.047259	0.080381	-0.587935	-0.590183		-3.870852	0.475382	0.232111	2.847997	-0.939075	0.240682
24	-106.235	31.7687	-0.115898	0.079114	-1.464949	-0.499494		-2.92332	0.55948	0.211153	2.649643	-1.221907	0.216444
25	-112.491	33.348801 33.348801	-0.021777	0.077358	-0.281511		0.160134	-2.4086T1 -2.4086T1	0.724364	0.210283	3.444714	-1.246751	0.210083
20	-112.491	40.183399	-0.041264	0.077192	-0.281511	-0.38571 -0.624833	0.160134	-4.185799	0.448531	0.210283	2.621211	-1.246/51	0.219963
27	-84.838383	40.103399	0.005788		0.075811	-0.624633		-3.628599	0.538641	0.218275	2.467719	-0.900744	
20	-82,309601	42.5951 27.929199	0.138616	0.076349	1.547882	-0.483339		-3.6266699	0.538641	0.216216	1.732891	-1.329143	0.245429
30	-87.721497	46.3694	-0.156286	0.008858	-1.758831	-0.545714	0.167923	-3.249794	0.430428	0.237713	1,8107	-1.054093	0.229343
31	-82.536797	40.3094	0.049848	0.00545	0.717306	-0.512571	0.13328	-3.845834	0.436420	0.196667	2.681837	-1.004083	0.229343
32	-83.492401	30.590499	0.070227	0.079934	0.878558	-0.512571	0.13328	-3.0400.34	0.527427	0.190007	1.571317	-1.007362	0.237917
	100.455461	00.099991	WARNEY	0.979924	6.010000	10,000400	\$.10713	-0.010004	0.369666	9.620100	1.041014	11.102004	0.200024
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## Summary: trespasser injury coefficient estimates

Odds of fatality for different pre-crash behaviors in mega-regions of USA compared with base pre-crash action

Regions	Climbing,	Riding	Lying on or	Running	Crossing	Sitting or	Driving	Other pre-crash
Regions	jumping, stepping	Operation	near tracks	Walking	Crossing	Standing	Driving	actions (base)
Northeastern	-75%	-90%		-14%	-55%		-77%	0
Great Lakes	-45%		570%	172%	-55%	350%	80%	0
Northern CA and NV	-90%	-90%	ŝ.	-63%	-83%	-	-86%	0
Southern CA	-75%	55%	-	-14%	-45%	-	-	0
Piedmont Atlantic	-98%	80%	-	-63%	-90%	-	-95%	0
Cascadia Area	-63%	-52%	82%		-63%	-	-	0
New Mexico		-	1000%	420%		500%		0
Gulf Coast	-80%	-74%	-	-53%	-70%	-	-92%	0
Florida	-94%	-74%		-65%	-70%		-80%	0

Note, "-"means no statistical significant associations (95% level) found in such area

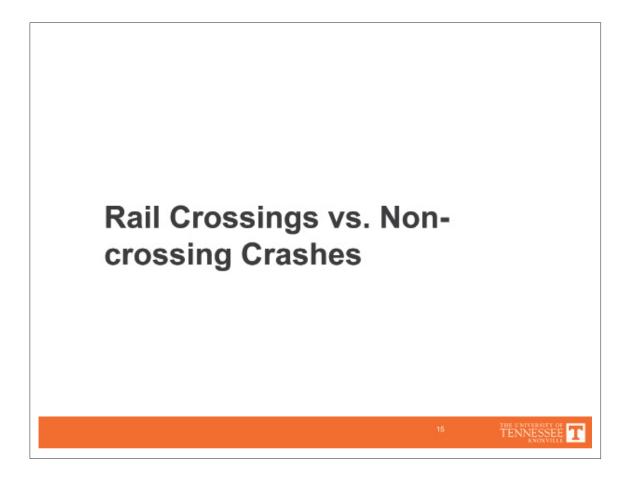


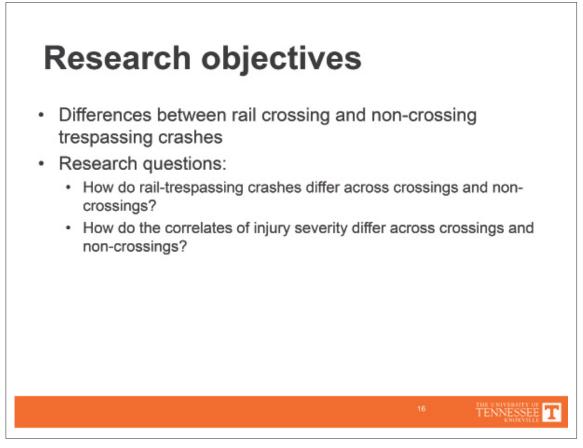
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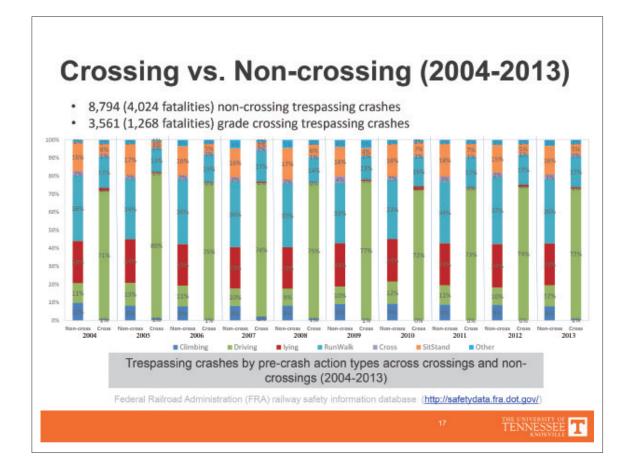
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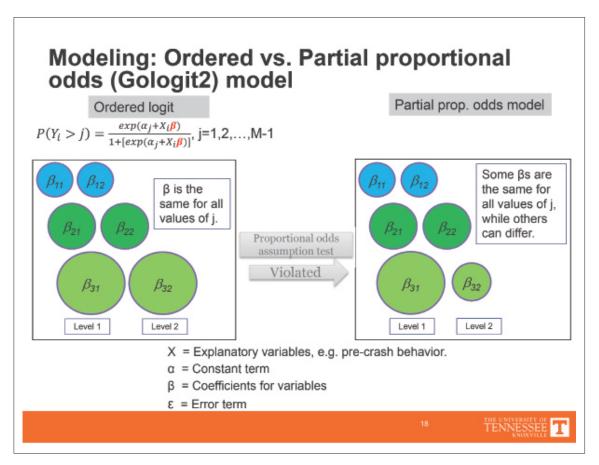
# Closure

- Trespassing crashes not geographically random
- Correlates of trespassing fatality (given a crash):
  - Pre-crash behaviors (lying/sleeping, sitting, running, riding, driving and climbing)
  - Personal attributes (age)
  - · Environmental attributes (darkness)
  - · Time (season)
  - · Location (yard)
- Associations vary for age and pre-crash actions
- Investigate further & identify countermeasures
- Targeted investments in engineering solutions at locations, ed., enforcement that vary by region









Personal attributes	Variables Youths (<=16 years old) Middle (17-35 years old)	Mean 0.067	Std. Dev		Total (N=12355) Non-crossing (N=8794)		3561)	%Diff of Mean	Min	l NR
Personal attributes		0.007		Mean	Std. Dev	Mean	Std. Dev	ACCEL OF Mean		[ <sup>m</sup>
Personal attributes	Middle (17-35 years old)	0.067	0.250	0.065	0.247	0.073	0.260	11.82%	0	
Personal attributes	in the second second second	0.489	0.500	0.505	0.500	0.449	0.497	-11.09%	0	Γ
	Adult (38-64 years old)	0.380	0.485	0.394	0.489	0.345	0.475	-12.50%	0	Γ
	Seniors (>=65 years old)	0.064	0.245	0.036	0.186	0.133	0.340	272.39%	0	
Temporal attributes	Darkness (0-no, 1-yes)	0.479	0.500	0.512	0.500	0.399	0.490	-22.00%	0	
	Summer (0-no, 1-yes)	0.279	0.449	0.301	0.459	0.227	0.419	-24.68%	0	Г
Seasonal attributes	Winter (0-no, 1-yes)	0.216	0.411	0.214	0.410	0.220	0.414	2.69%	0	Γ
	Spring and autumn (D-no, 1-yes)	0.505	0.500	0.485	0.500	0.553	0.497	14.13%	0	
Location	Urban (0-no, 1-yes)	0.439	0.496	0.445	0.497	0.424	0.494	-4.69%	0	
Location	Yard (0-no, 1-yes)	0.028	0.166	0.037	0.189	0.007	0.082	81.829	0	Г
	Climbing, Jumping	0.063	0.243	0.086	0.280	0.008	0.088	-90.82%	0	Γ
	Driving	0.291	0.454	0.108	0.311	0.743	0.437	585.20%	0	Γ
	Lying, sleeping	0.169	0.374	0.233	0.423	0.009	0.093	-96.27%	0	Γ
Trespassing pre-crash	Running, walking	0.295	0.456	0.351	0.477	0.156	0.363	-55.40%	0	Γ
actions	Crossing, crawling	0.020	0.141	0.024	0.154	0.010	0.100	-58.65%	0	Г
	Sitting, standing, bending, stooping	0.133	0.339	0.166	0.372	0.051	0.220	-69.22%		
	Other actions	0.029	0.167	0.034	0.174	0.022	0.148	28.16%	0	
	Minor injury (level 1)	0.190	0.392	0.147	0.354	0.296	0.457	101.00%	0	Γ
Injury	Severe injury (level 2)	0.336	0.47	0.331	Q 471	0.348	0.476	5.27%	0	T
	Killed (level 3)	0.474	0.499	0.522	0.500	0.356	0,79	-31.83%	0	T
% Diff of mean" refers	Killed (level 3) to (Crossing mean – No						0,79	-31,83%	0	

# **Selected descriptive statistics**

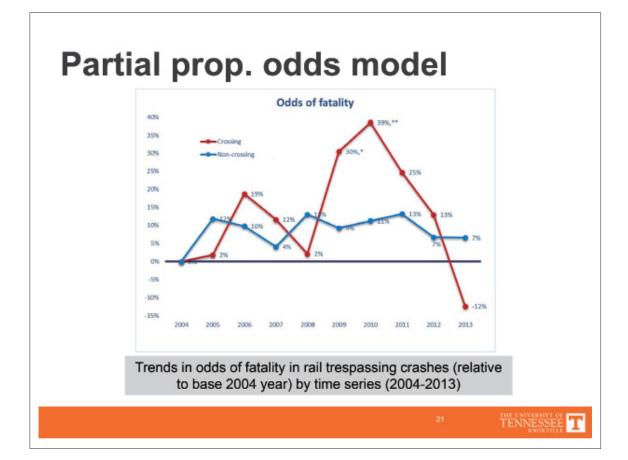
## Partial prop. odds model

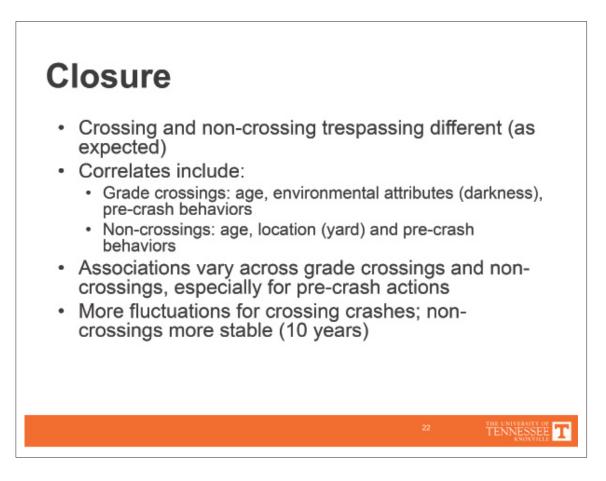
			Pooled r	nodel					Separa	lebom ei			
			Tota	al le			Non-c	ossing			Cros	sing	
	2	Injury	evel 1	Injury	level 2	Injury	level 1	Injury	level 2	Injury	level 1	Injury	level 2
	Variables	β	Log odds	β	Log odds	B	Log odds	β	Log odds	B	Log odds	β	Log odd
Description of a state of the state of	Youths (<=16 years old)	-0.435*	-35%	-0.912*	-60%	0.582*	-43%	-0.882*	-59%	9.461*	-37%	-0.825*	-56%
Personal attributes (base: senior)	Middle(17-35 years old)	-0.352*	-30%	-0.591*	-45%	-0.487*	-39%	-0.487*	-39%	-0.397*	-33%	-0.718*	-51%
(ouss. comory	Adult(36-64 years old)	-0.306*	-26%	-0.706*	-51%	0.403*	-33%	-0.607*	-46%	-0.384*	-32%	-0.815*	-56%
Temporal attributes	Darkness (0-no, 1-yes)	0.069	-	-0.025	-	-0.984	-	-0.084		0.197*	22%	0.197*	22%
Seasonal attributes	Summer (0-no, 1-yes)	0.049		0.049		0.024		0.024		0.084		0.084	
(base: spring and autumn)	Winter (0-no, 1-yes)	0.038	•	0.038		0.035		0.035		0.065		0.065	-
Location	urban (0-no, 1-yes)	-0.008		-0.008	-	0.001		0.001	1	-0.022	-	-0.022	-
Location	yard (0-no, 1-yes)	-0.526*	-41%	-1.030*	-64%	-0,592*	-45%	-0.997°	-63%	-0.638	-	-0.638	-
	Climbing, Jumping	0.262		-1.085*	-66%	0.029		-1.331*	-74%	0.674		0.674	-
	Driving	-0.476°	-38%	-0.982*	-63%	-0.550*	-42%	-1.122°	-67%	-0.010	-	-0.010	-
Trespassing pre-	Lying, sleeping	1.265*	254%	0.709*	103%	1.063*	190%	0.482*	62%	2.433*	1039%	2.433*	10393
crash actions (base:	Running, walking	0.853*	135%	0.292*	34%	0.597*	82%	0.014		1.584*	387%	1.584*	387%
other action)	Crossing, crawling	0.701°	102%	-0.379*	-32%	0,444	-	-0.731*	-52%	1.350*	286%	1.350*	286%
	Sitting, standing, bending, stooping	0.691*	100%	0.358*	43%	0.585	80%	0.194		0.761*	114%	0.761*	114%
Year control (base: 2004)	Crash year	Abso	rbed	Abs	bedro	Abso	bedro	Abs	orbed	Abec	bod	Abst	bed
Constant	out 1	1.311*	271%	0.513*	67%	1.749*	475%	0.677*	97%	0.779*	118%	-0.496*	-39%
88	mple size		1235	55			87	94			35	51	
P	seudo-R2		0.06	81			0.0	556			0.05	551	
Log Li	kelihood at β		-11927	.115			-820	0.346			-3685	5855	
Pr	ob>ChiSq		<.000	01*			<.00	001*			<.00	01"	
Likelih	ood ratio test								82.367.	<0.0001*			

\*Absorbed coefficients of crash years are shown in Figure (next page). "-"means no statistical significant associations (95% level) were found.

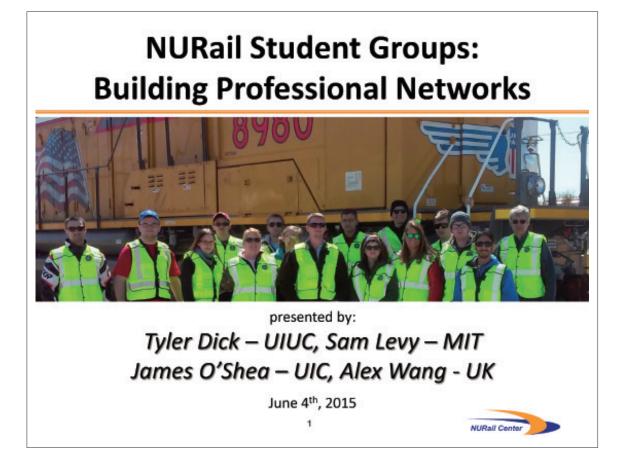
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# Visits to Rail Facilities & Projects

- Student coordination sheds light upon and promotes the hidden world of railroading
- Experiential learning
- Course concepts → "real world"

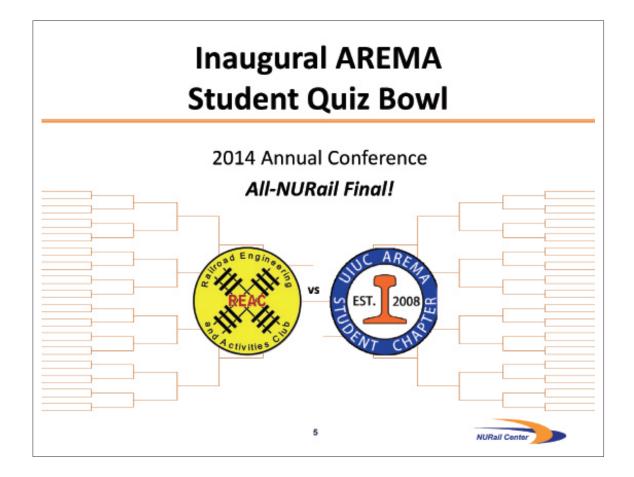






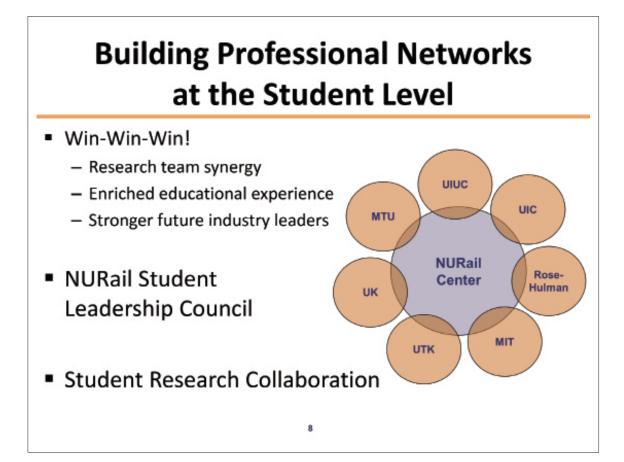
# While having fun!









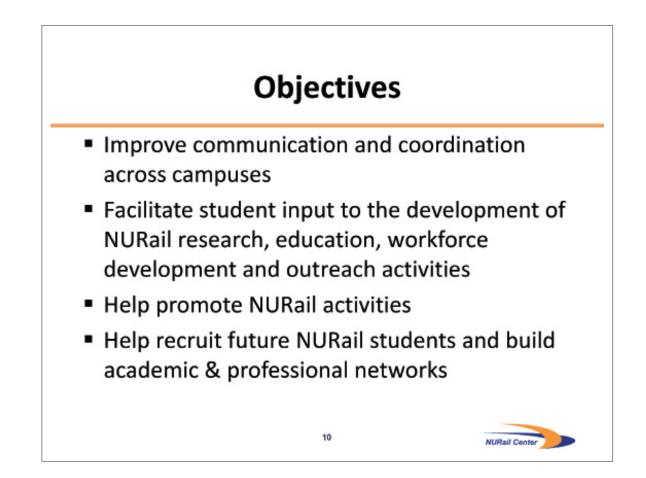


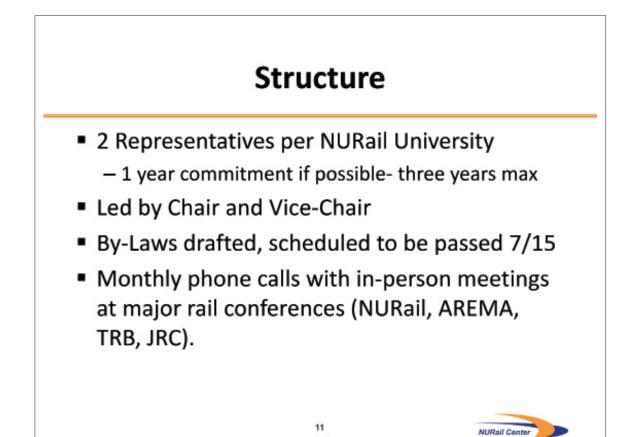
## **NURail Student Leadership Council (SLC)**

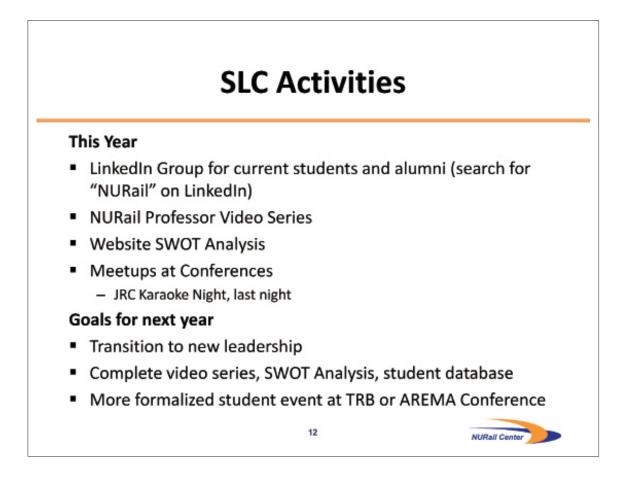


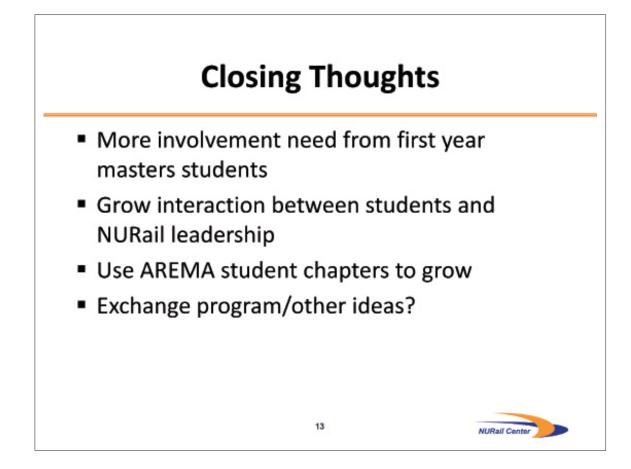
Sam Levy (acting vice-chair) Massachusetts Institute of Technology

NURall Cont

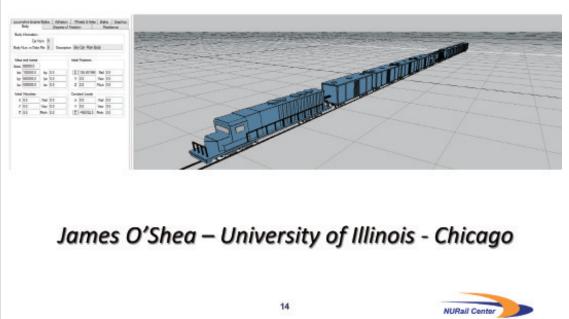


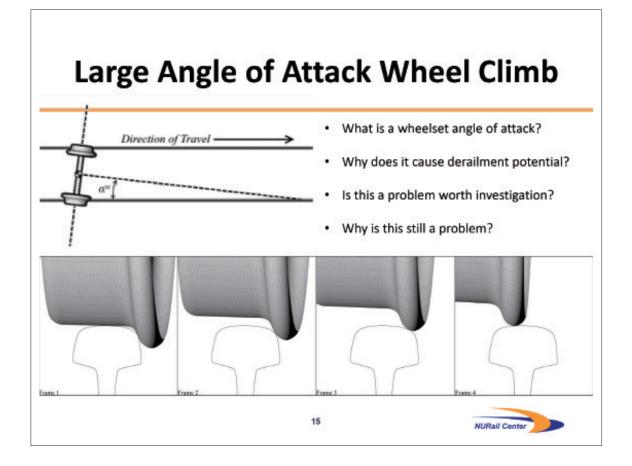




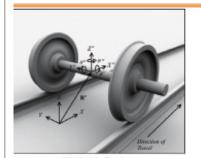


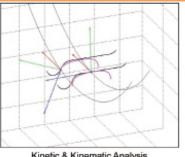
# Large Angle Of Attack Wheel Climb: A NURail Student Collaboration

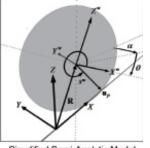




# Large Angle of Attack Wheel Climb







Multibody System

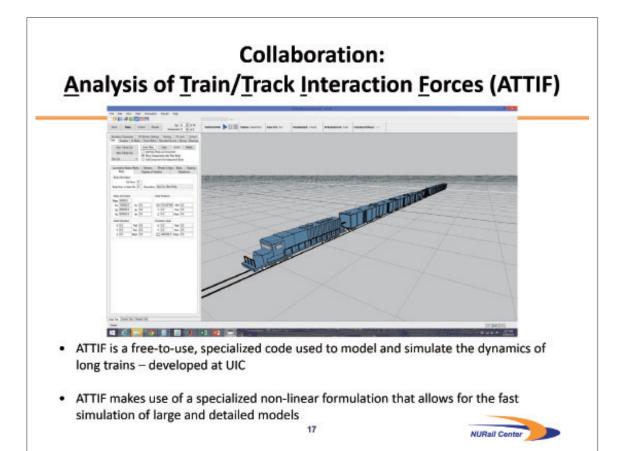
Kinetic & Kinematic Analysis

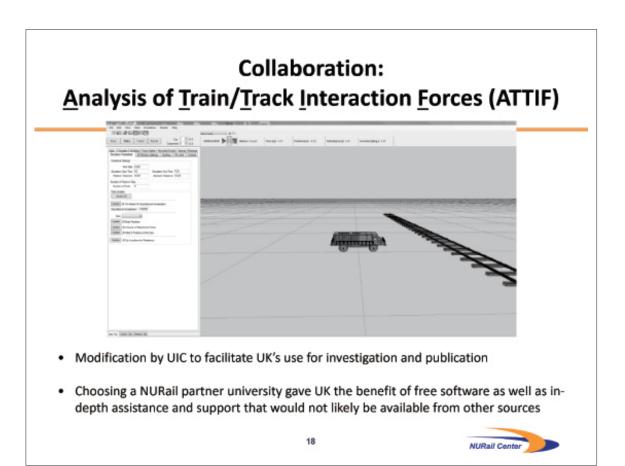
Simplified Semi-Analytic Model

- Major Findings
  - Large angle of attack wheel climb is a significantly kinematic process
  - · Under sufficient force, wheel climb can occur without friction
  - Derailment can occur without prediction by "conservative" criteria
  - · The derailment initiation configuration can be determined for a given angle of attack

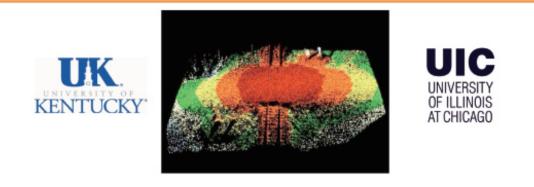


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### Quantifying Rail-Highway Grade Crossing Roughness: A NURail Student Collaboration



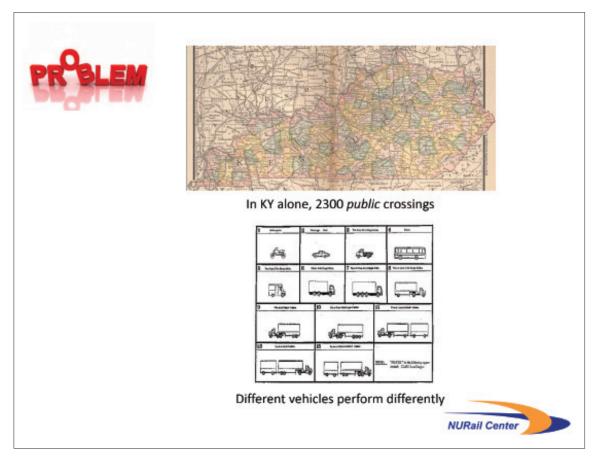
#### Teng (Alex) Wang, Reginald Souleyrette & Daniel Lau - University of Kentucky, Ahmed Aboubakr - University of Illinois at Chicago

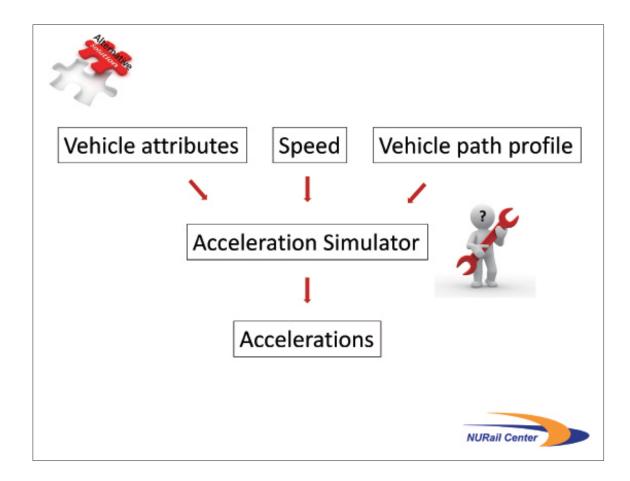
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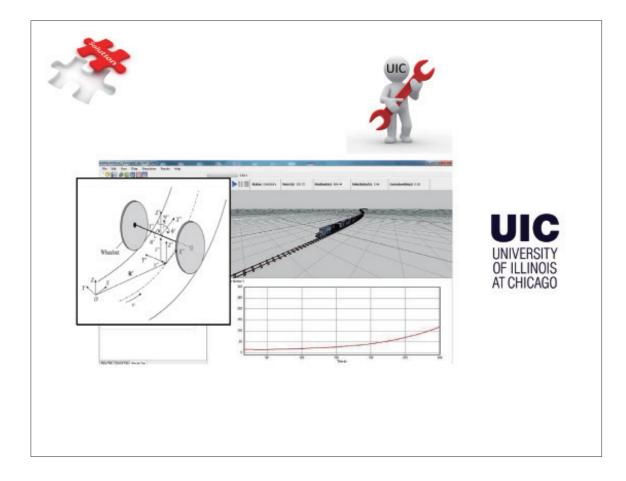


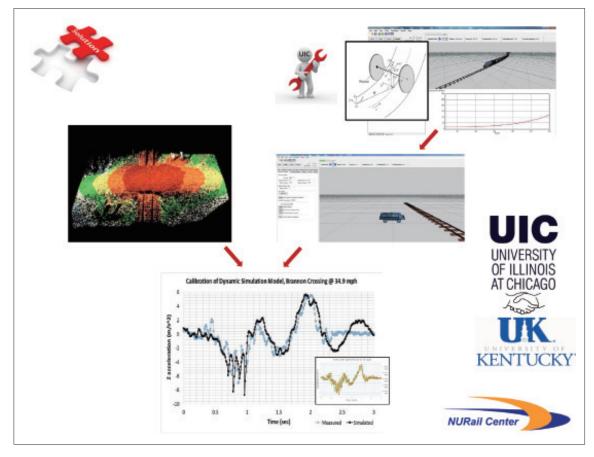


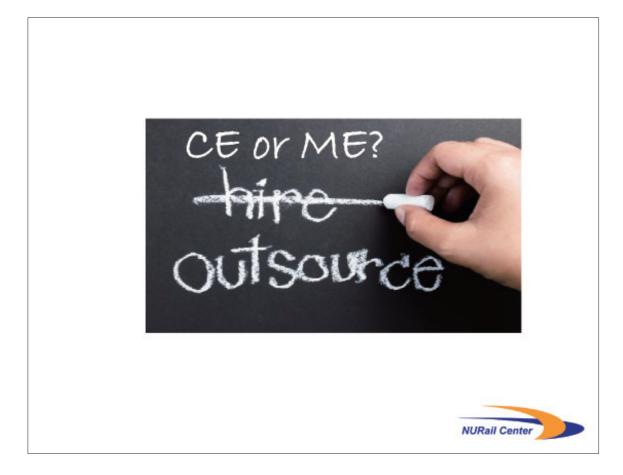








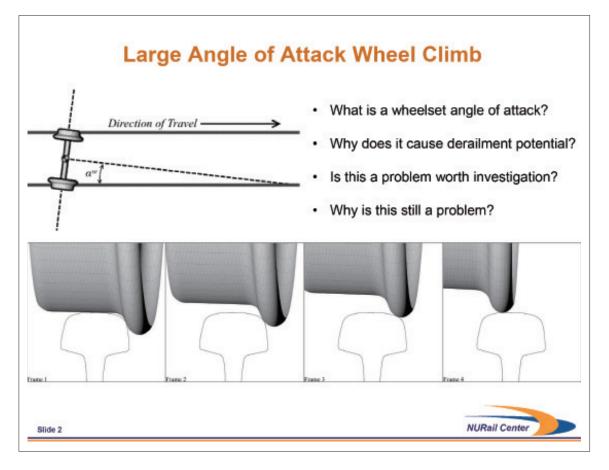


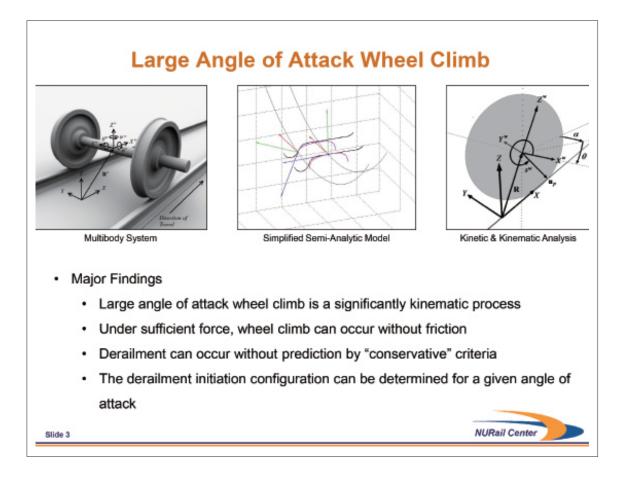


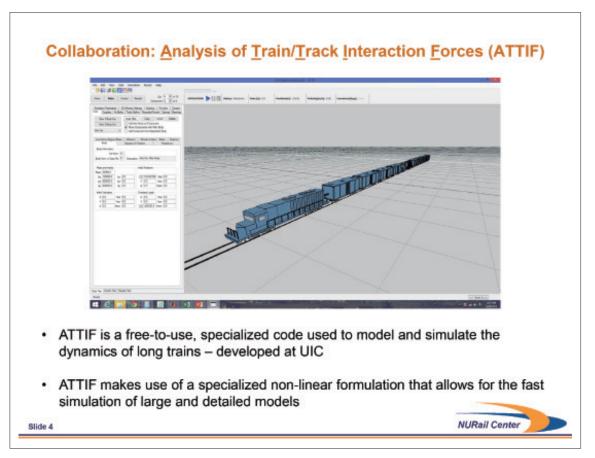












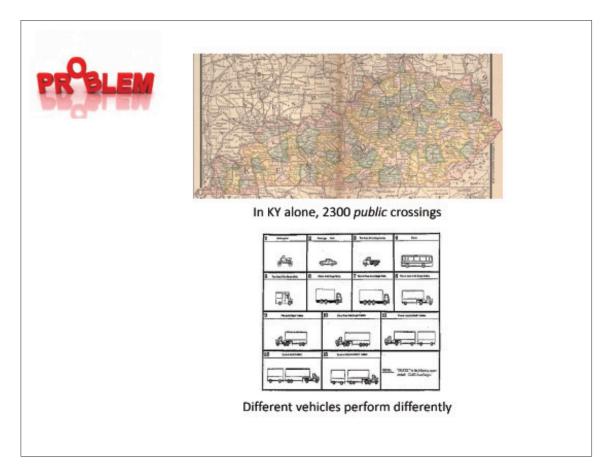
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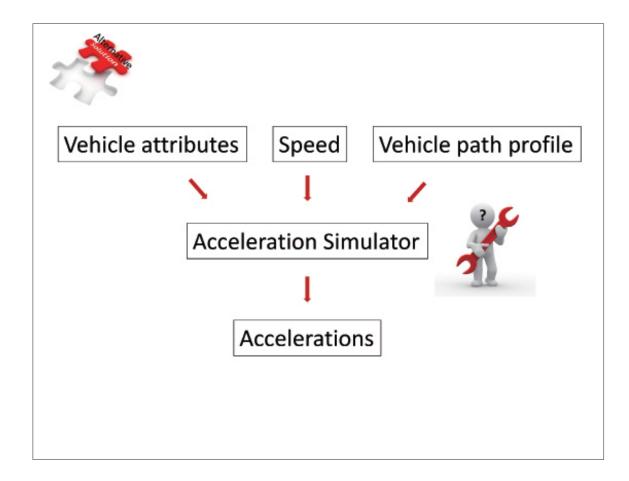


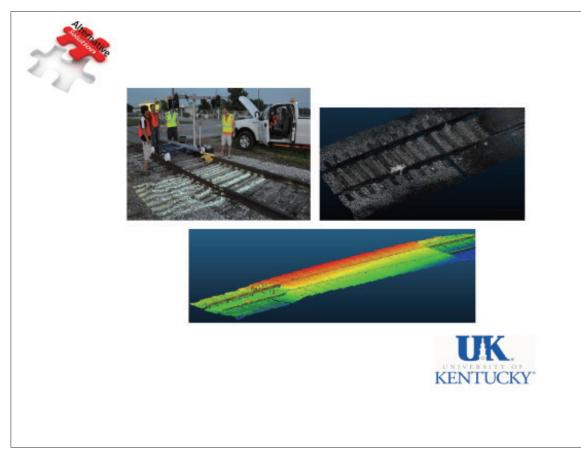


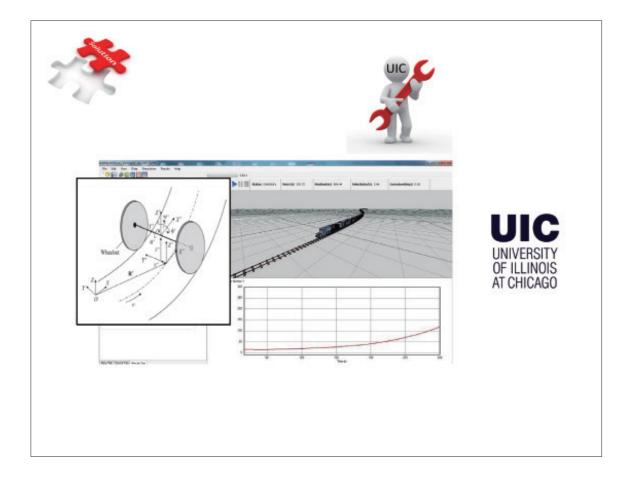


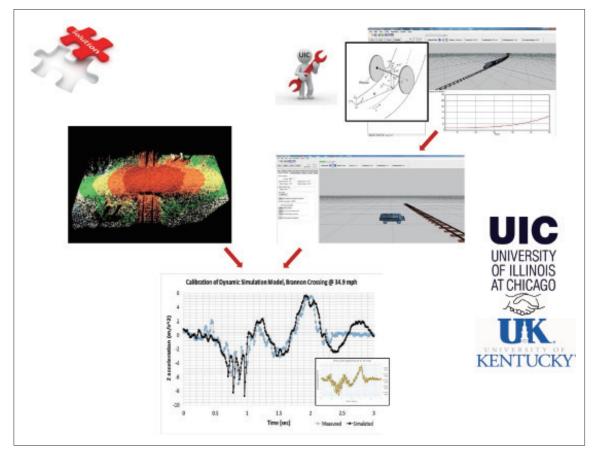


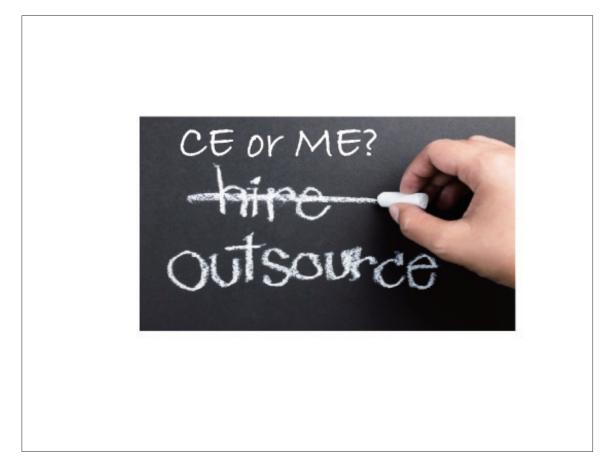






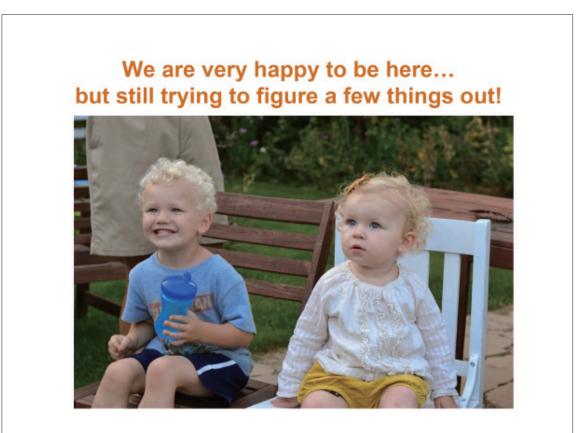






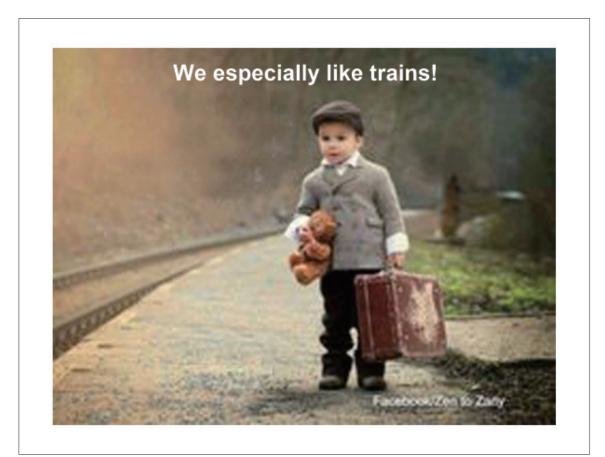






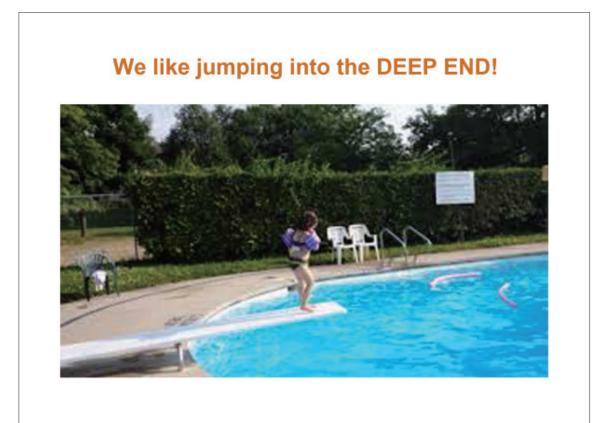
## We like transportation





## We like learning new things





## We are a collegial group!







