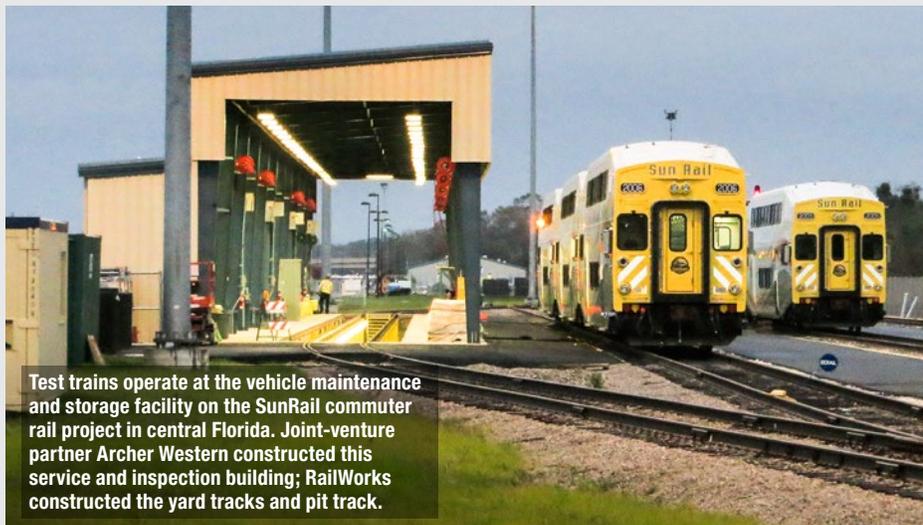


# RAILWORKS® TODAY

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

## RailWorks Gets SunRail Ready To Shine



Test trains operate at the vehicle maintenance and storage facility on the SunRail commuter rail project in central Florida. Joint-venture partner Archer Western constructed this service and inspection building; RailWorks constructed the yard tracks and pit track.

The SunRail project in Florida, which reached substantial-completion status this month, represented a series of firsts for RailWorks Track Systems.

The work on Central Florida's new commuter rail system represented the first time RailWorks Track Systems had acted as a joint-venture (JV) partner (with Archer Western) on a design-build project of this magnitude. It was also their first project with a startup agency (Central Florida Commuter Rail Transit). In addition, this project was Track Systems' initial venture into being responsible for track and signal maintenance for a Class 1 main line corridor.

Even with so much novelty on this project, RailWorks leveraged its core competencies – being a contractor with so much pertinent experience, and the bonus of having multiple RailWorks entities at work together – to bring it to a success-



ful conclusion. Besides acting as a primary contractor and managing the design, RailWorks Track Systems provided the rail, production and bridge gangs from its Southeast Region. As subcontractors, RailWorks Signals & Communications handled signal construction oversight and signal maintenance, while RailWorks Maintenance of Way Services provided welding services, bridge tenders and personnel who managed a call center for operations control.

RailWorks began its work in July 2011 during SunRail's first construction phase. The \$168 million contract, of which RailWorks was responsible for \$101 million, featured maintenance of way of a 62-mile corridor as well as the design and construction of a 32-mile initial operating segment between DeBary and Orlando. The JV performed the following work:

### INSIDE LINE

One of the take-aways I have from this project is to utilize the expertise of employees at the corporate office.



**Ed Fenn**  
Project Manager  
RailWorks Track Systems

For example, we relied on legal support to review and provide recommendations on a sensitive issue with a subcontractor. Legal Counsel Brian Rice reviewed our letters and supporting documentation to the subcontractor to ensure that we were covering our bases and that we were protecting our interests.

In another instance, we had a Buy America issue with a second-tier subcontractor on this Federal Transit Administration-funded project. Chris Smith, compliance officer, reviewed the FTA requirements and provided direction by outlining our options.

Based on the SunRail experience, I'd also confirm that it's good to understand the capabilities of RailWorks companies and utilize them when pricing is competitive. From an owner's perspective, they just want the stuff done. But it benefits the owner when a sub is internal, because if I need to call someone, I can immediately get the right person on the phone and have the conversation. At the end of the day, subcontracting to RailWorks companies made our job easier and it also showed our strength.

## RailWorks Gets SunRail Ready To Shine *from page 1*

- Constructed 19 miles of double track, 49 turnouts and 42 crossings
- Constructed the Operations Control Center and the vehicle storage and maintenance facility
- Installed new signal and communications systems
- Constructed 12 station platforms
- Reconstructed three yards

As with any undertaking of this scale, SunRail featured some complexities.

“It’s been challenging for RailWorks as a whole, coordinating with the new rail agency, an operating railroad, and a JV partner, and because it’s a multi-faceted project,” says Project Manager Ed Fenn. “With three RailWorks companies involved, the relationship has been rewarding. A highlight would be the successful coordination and teamwork between our companies and Archer Western to complete construction in a compressed duration. We all worked hard to work through all the issues, so in the end, there’s a sense of accomplishment.”

The rail line is built along an existing busy rail corridor through four Florida counties, so RailWorks performed its work around live freight and Amtrak operations. Other challenges related to the somewhat unique scope of work that the SunRail project presented.

“There was a learning curve for everyone involved,” Ed says. “We faced the challenge of working on a startup system. There were no processes or procedures in place, since CFCRT was a newly formed agency (within the Florida Department of Transportation). RailWorks Track Systems was responsible for developing and implementing the policies, operating procedures and controls which were required for the FDOT to take over the operations of the railroad. In addition, the JV was responsible for developing the technical specifications as FDOT did not have any specifications for a rail construction project.

“Being a JV partner on a design-build project was also somewhat of a challenge,” he continued. “The roles and responsibilities are a bit different than RailWorks Track Systems is accustomed to on a day-to-day basis. And due to the needs of the program, our scope grew over 25 percent. We had to manage the additional work concurrently with our base contract.”

Ed says that coming away from the 30-month project, RailWorks is highly regarded by the Florida Department of Transportation. “That was one of the goals when I began working on the project,” he notes, “and I think we’ve achieved that goal.”

Revenue service on Phase I of the SunRail system is anticipated to begin in April.

### SunRail Project Leadership Team

Ed Fenn, Project Manager  
 Scott Stark, Assistant Project Manager  
 Reggie Barrett, Track Superintendent  
 Tim Koerting, Maintenance Manager  
 Shawn Crighton, Signal System Coordinator  
 Greg Mays, Safety Manager

## SunRail: Strength Among Subsidiaries

### RailWorks Track Systems

The Southeast Track group provided tie and rail production gangs who installed 30,000 ties and laid 7 miles of rail relay. Track construction included 19 miles of new track with 49 turnouts, 5 ½ miles of track upgrades and 42 new road crossings. The Track group also was responsible for maintaining 72 miles of track and 123 road crossings as well as a vehicle storage maintenance facility and yard track. In addition, the Bridge Division performed repairs and upgrades on multiple bridges along existing track.



### RailWorks Signals & Communications

RailWorks Signals & Communications provided signal maintenance and signal construction oversight that included:

- Wayside signals and grade crossing warning systems: 50 grade crossings, seven intermediate signals and 12 control points
- Maintenance for signal grade crossings/wayside signals/communication system
- An Operations Control Center for dispatching trains as well as monitoring the signal system and station platform activity
- Testing and commissioning



### RailWorks Maintenance of Way

RailWorks Maintenance of Way provided the following services, which are somewhat unique to SunRail:

- Tenders for a railroad drawbridge crossing the St. Johns River
- Personnel to operate a 24/7 call center for the Central Florida Commuter Rail Transit agency
- Welding services to support the maintenance and construction forces



## RailWorks Values In Action: **Employee Focus, Industry Leadership**

# ERP Support Surfaces in Spades

Employees in the RailWorks groups that are coming onto the company's new ERP business processes in April can look forward to numerous avenues of support.

Since the outset of training, prior to the initial Enterprise Resource Planning (ERP) go-live last August, people throughout the organization have stepped up to provide formal and grassroots efforts to ensure that anything from classroom training to quick-reference guides are in place for fellow employees.

Mark Leuck, director of project controls and a member of the core implementation team, has been in the trenches. He acknowledges the lengthy transition period that is inevitable with any venture of this scope.

"We're experiencing new and different ways of doing things, and we're still climbing the learning curve in certain areas. But some things are pretty straight-forward and similar to the old system and we already have them under our belt." His mindset is one of assurance. "We're all on the same team and heading in the right direction."

It's a team and a direction bolstered by multiple, ongoing support mechanisms. Mark points to the lunch-and-learn sessions that occur every two or three weeks, online GoToMeeting sessions targeted toward offices' specific needs and the "Open Forum" sessions that were started shortly before the holidays. "The idea behind the Open Forum," he explains, "is to discuss one or two topics and, through conversation and input from the attendees, we will develop next week's topics. It's a useful forum so we encourage attendees to participate. If employees have a suggestion for a topic, they should contact Bob Cummings or Armand Madeo."

Besides the virtual meetings, there are dozens of live training sessions,



formal workshops, vendor demonstrations and on-site office visits.

Reference materials include ERP training manuals and documentation developed from user feedback. Mark, along with Gerry Moreland, senior manager - global ERP; consultant Rick DeVincenzo and Merry Nemeth, manager of project administration for RailWorks Track Services, are among those who have taken time to write complementary ERP documentation, adding detail or otherwise modifying an existing work product.

For her part, Merry created "cheat sheets" as an extra layer of communication for project managers and area managers. Some of those documents revisit how to do a job change order, pull a detailed job cost report and inquire into open purchase orders.

She says she provided the guides to make sure streamlined directions made it "all the way down the line" in the field.

"Sometimes, the project managers and area managers cannot make the training calls," Merry notes. "This information is available to them when they aren't busy running a job and have the opportunity to get into the system to review reports."

Merry has a message for New York Transit, L.K. Comstock National Transit, HSQ Technology and Canadian operations, whose "go live" is in April: "Embrace the change! I love the system. I absolutely love the things we can do through ERP. It's very powerful - a great system."

Mark has his own bottom-line message. "Right now, and leading up to the next go-live, our employees continue to benefit from what others have learned."

**Our Values:** *Customer Focus, Employee Focus, Industry Leadership, Integrity*

## News Across the Line

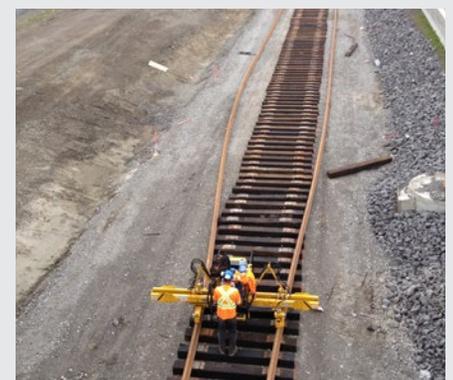
### PNR RailWorks

The Quebec Region has a new name. Effective January 1, 2014, this operating division officially changed its name from "PNR Coyle Inc." to "PNR RailWorks Québec Inc." The name change signifies its full integration into the PNR RailWorks regional network since it was acquired in April 2008.

The name change does not affect employees or customers, but it does reflect significant growth

in Quebec operations. In the past four years, this division has standardized its operating and safety practices to be consistent with the rest of RailWorks while also taking on new business opportunities, such as the recent AMT (Agence Métropolitaine de Transport) Train de l'Est project and the Port of Saguenay new branch line service project.

Next April, the company will celebrate its 25th year of operation in Quebec. Watch for more details ahead on this significant milestone.



AMT Train de l'Est Project

### Safety Quiz Answers (See quiz on page 4.)

1. four 2. 15 3. before fouling the track and when the job changes 4. stop the train 5. low

## RAILWORKSMART RAILWORKSAFE

# NRC Recognizes RailWorks for Safety

RailWorks subsidiaries were safety winners at the 36th annual conference of the National Railroad Construction and Maintenance Association (NRC). Each RailWorks subsidiary entered was cited as a "Safe Contractor of the Year" for 2013 on January 7 at the conference held in Palm Desert, CA.

L.K. Comstock National Transit earned top honors in Category II, comprised of companies with 36 to 100 employees. RailWorks Track Ser-

vices, RailWorks Track Systems and PNR RailWorks won gold awards in Category IV, comprised of companies with 301-plus employees.

The "Safe Contractor of the Year" safety contest, sponsored by the NRC, Railway Track & Structures (RT&S) magazine and Commercial Insurance Associates, recognizes NRC member contractors for exemplary safety performance and programs.



Members of RailWorks' management team represented our employees throughout the United States and Canada in accepting "Safe Contractor of the Year" awards. The awards were presented at the annual conference of the National Railroad Construction and Maintenance Association (NRC). (l to r): PNR RailWorks Vice President Peter Pearce, L.K. Comstock National Transit Program Director Bill Heavin, PNR RailWorks President Nuno Pereira, L.K. Comstock National Transit President Mark Patterson, PNR RailWorks Vice President-Business Development John Leonardo, RailWorks Track Systems President Scott Brace, PNR RailWorks Pacific Region Manager Al Schroeder, RailWorks Track Services President Ed Kennedy.

## Back-To-Basics Safety Pop Quiz

Test your knowledge of basic railroad protection with this first quiz in our new monthly feature.

1. Fouling a track means being within \_\_\_\_\_ feet from the field side of the nearest running rail.
2. The "red zone" is within \_\_\_\_\_ feet from the farthest extension of equipment or people.
3. A job safety briefing must be held \_\_\_\_\_.
4. Red outer clothing should not be worn when working around trains because waving a red flag at an approaching train means \_\_\_\_\_.
5. In most cases, a portable derail is set on the \_\_\_\_\_ side of a curve.

(See quiz answers on page 3.)

## Calendar Notes

### Safety Training

January 30-31	RailWorks Track Systems, Chehalis, WA
Feb. 3-7	RailWorks Track Services, Minooka, IL
Feb. 10-11	RailWorks Track Services, St. Louis, MO
Feb. 13-14	RailWorks Track Systems, Alpharetta, GA
Feb. 17-21	RailWorks Track Systems, Lakeville, MN
Feb. 24-28	RailWorks Track Services, Youngstown, OH

### Industry Events

Feb. 22-25	Grain Elevator and Processing Society (GEAPS) Omaha, NE
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## RailWorks Today

Let us know what's on your mind.

Email your questions and comments to

[RailWorksToday@RailWorks.com](mailto:RailWorksToday@RailWorks.com)

