

# RAILWORKS® TODAY

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

## DART Blue Line Team Hits Bullseye

Workers tested the new DART Blue Line extension, linking the downtowns of Garland and Rowlett, Texas, prior to its opening for revenue service on December 3. RailWorks Track Systems and L.K. Comstock National Transit worked jointly to construct the new 4.8 mile extension northeast of Dallas.



A hallmark of RailWorks' role the Dallas Area Rapid Transit (DART) system's \$188 million Blue Line expansion is the exemplary coordination between two RailWorks entities.

In February of 2009, RailWorks Track Systems and L.K. Comstock National Transit began work on the project, which added 4.8 miles to the light rail line to link the downtowns of Garland and Rowlett, Texas. Earlier this month – just days after the Blue Line launched revenue service – project leaders reflected on the smooth operational integration between the track and electrical subsidiaries.

"The coordination between our two companies was one of the prime advantages of this job," said Seab Hamilton, project manager, L.K. Comstock. "We had that cohesive work environment and good relationship between rail and systems people that resulted in exceptional work for our customer."

Fostering the cohesion was the fact that the RailWorks subsidiaries approached the work as a single unit. Although each subsidiary had its own contract with General Contractor Austin Bridge and Road, they worked under one project manager and out of one office.

And they worked concurrently, instead of in tandem. "Typically it's rail working first, then systems," said Clark Chance, L.K. Comstock assistant construction manager and director of DART day-to-day on-site activities." This was rail and systems at the same time, which is very unique."

That approach, believes RailWorks Track Systems Project Manager Roger Boggess, kept the project on schedule. Each RailWorks partner found it could easily accommodate the other when delays loomed, juggling schedules to keep the job moving forward.

"Invariably, the schedule gets squeezed and compressed, and the systems guy is always wanting to start prior to track being 100 percent done," Roger said. "Working with Comstock, we were able to have one track constructed, and we could let them come in behind us. It went extremely well; it's really the reason the job finished on time."

The design-build project progressed almost four years, with L.K. Comstock designing and/or installing the traction power, overhead catenary, signaling and communications. RailWorks Track Systems

*Continued to page 2*

## DART Blue Line Team Hits Bullseye from page 1

lay the ballasted and direct-fixation track. Crews constructed or installed the following work:

- 4.8 miles of double track, including track installed on four bridges
- a double crossover with four switches
- four grade crossings
- 13 wayside signals
- overhead catenary system
- four traction power substations

- one new central instrument house (CIH)
- three signal cases
- communications system

The Blue Line extension sets the stage for an anticipated increase in ridership due to projected population growth in Dallas metropolitan area. It is among five such expansions on three DART lines completed in 2010 and 2012, including the Green Line expansion for which L.K. Comstock installed the overhead catenary and signals components, traction power substations and all systems components.

## INSIDE LINE

Jobs like this one are always challenging. But, quite honestly, what really helps is having clear delineation in the scopes of work, so there is no question as to who's doing what. This always makes things go smoother.



**Seab Hamilton**  
Project Manager

When I think of overcoming obstacles, there was the coordination between two

different cities. Prioritizing everyone's interests was a challenge.

A major challenge was working next to the active Dallas, Garland and Northeastern (DGNO) line in a limited right of way. The project involved relocating some of the operating DG&O track within a limited amount of time. It took heavy coordination among DGNO, ABR and us. Keep in mind we're shutting down an active section of rail, cutting it, and getting it back up and operational for the next scheduled freight train.

Tying in back to the existing system is not uncommon when doing an extension, but it's challenging, nevertheless. We had two weekend shutdowns to tie in the system and catenary and rail. We were working side by side; rail and systems literally were working on top of each other.

The coordination throughout entire project and especially on the cutovers was very good. Clark was literally working days and nights to bring these systems together and make the dates. His effort was substantial and was vital to our success.

# Developing a Culture of Learning and Development



RailWorks continued to ramp up its training efforts during 2012. This investment in our employees is helping us reinforce our position as an industry leader and remain a competitive force as we grow. Here's a recap of this past year's training accomplishments and a look ahead.

**2012 Recap:** We conducted 17 leadership skills training sessions, including Frontline Leadership I, Project Management and Managerial Leadership II, designed to help managers use best practices to lead employees to accomplish our work. That number doesn't include more than 2,000 employees who participated in some type of annual on-track safety training.

**Employees Impacted:** More than 356 supervisors, engineers and managers from across all RailWorks companies in the United States and Canada.

**What's Ahead:** More training to guide and provide skills to help us perform our work and be a successful company. Watch for new courses on Technical Writing and Handling Difficult People.

**What are our critical success factors?** 1) The RailWorks Way – To adopt and become proficient in the most effective ways to negotiate contracts, build work relationships, estimate and document projects; 2) Build the Bench – To coach employees to be more effective and enable them to grow and take on greater responsibilities. This will help ensure we have a pool of talented employees as we grow; 3) Belly to Belly – To develop relationships with prospective and existing customers.

**Have a training idea or suggestion?** Contact Dave Mason, our Corporate Manager of Learning and Development, at [dmason@railworks.com](mailto:dmason@railworks.com).

# RAILWORKSMART RAILWORKSAFE Resolutions to *Be Safe in 2013*

It's that time of year when we all contemplate making resolutions to help eliminate bad habits and improve lives in one way or another. Safety professionals from across RailWorks have seized the opportunity and adopted individual resolutions that focus on safety as well as personal and professional development. May the resolutions below inspire each of us to make resolutions of our own and then take action to meet them. Here's to a safe 2013!

*My resolution is to change the safety culture so that everyone knows that they are responsible and accountable for safety.*

**Steve Moore, Health and Safety Advisor, PNR RailWorks, S&C Division**

*Being in vehicles on public roads is the greatest daily hazard most of us face. I resolve to encourage and support safe driving practices among our employees, contractors and their families.*

**Tammy Mathews, Corporate Health, Safety & Environmental Director, RailWorks Corporation**

*I resolve to increase my focus on near-miss incidents in order to help employees recognize and control hazards before accidents occur.*

**Jeff Rettig, Safety Coordinator, RailWorks Track Systems**

*No amount of loss, whether monetary or physical, is ever acceptable. I resolve to try to bestow this belief on others. If we do not try to continuously improve, we have already given up.*

**David Watson, Health & Safety Advisor, PNR RailWorks Inc., Eastern Region**

*I resolve to improve on my planning skills to help prevent having to rush.*

**Brad Belcourt, Health & Safety Advisor, PNR RailWorks Inc., Prairie Region**

*I resolve to increase awareness of being fit for duty and handling employees who may not meet the requirements.*

**Steven Bevils, Manager – Division Safety, RailWorks Track Systems**

*I resolve to continue to build relationships with our employees and to continue to create a safety culture where they take safety with them, wherever they are, either at home, work or on the road.*

**George Luce, Safety Manager, RailWorks Track Services**

*I resolve to diligently work with foremen to combat complacency with the understanding that early success often leads to over-confidence and can reduce awareness of danger or deficiencies. Efforts will focus on varying routine, such as changing formats of meetings, safety stand-downs and crew member assignments.*

**Paul Sonnenfeld, Regional Safety Director, RailWorks Track Systems**

*I resolve to involve my coworkers in problem solving when challenging safety and health issues arise. I resolve to reduce stress, manage my time and to become more organized. I also resolve to do my civic duty by volunteering to help others and to give more to charity.*

**Santiago Velasco, Safety Manager, L.K. Comstock National Transit**

*I resolve to prioritize safety every day. I will not ask, "Why?" Instead, I will take a safety step and ask "Why not?" I resolve to lead by example. I will strive to improve my planning and to achieve beyond rules or regulations to positively impact safety, productivity and quality.*

**Greg Mays, Safety Manager-SunRail, RailWorks Track Systems**

## Calendar Notes

January 9-12 National Railroad Construction and Maintenance Association (NRC) annual conference and NRC/REMSA Exhibition, Miami, FL

### ERP Events

January 15-16 Proof of Concept, IBM Learning Center, Armonk NY

February 11 User Training, Minneapolis, MN

February 18 User Training, New York, NY

February 25 First Integrated Test of ERP System, New York, NY

## Looks what's coming down the track in 2013!



Values in Action: Employee Focus, Customer Focus, Integrity

# Hurricane Sandy Brings Out Our Best

Hurricane Sandy swept up the East Coast in late October causing more than 100 deaths and leaving a path of devastation estimated to cost more than \$50 billion. RailWorks weathered the storm with minimal disruption due to contingency plans in place along with the extraordinary response by our employees.

The events in the timeline below detail Sandy's impact and only a portion of the response by our employees at work along the Eastern Seaboard. We salute all of our employees who were affected by Sandy for their dedicated and selfless actions to keep RailWorks at work and to care for others in need around them.

## Monday, October 22

A tropical depression forms in the southern Caribbean Sea off the coast of Nicaragua and becomes Tropical Storm Sandy.

Wednesday and Thursday, October 24-25

Sandy becomes a Category 1 hurricane as it moves northward across the Caribbean with winds of 80 mph, dumping more than 20 inches of rain in some areas.

## Friday, October 26

The Information Technology (IT) Department, led by Chief Information Officer Bob Cummings, verifies that contingency plans developed more than a year ago are in place. They begin the first of 10 consecutive daily morning and evening calls to monitor the storm, its impact on critical business functions, and related IT support activities.

Field and project offices in Sewell, N.J., Worcester, Mass., and throughout the Greater New York area secure equipment in their yards, reposition equipment and materials out of low-lying areas, and confirm access to generators.

New York City's **Mayor Michael Bloomberg** announces all project work in MTA/NYCT subways is shut down over the weekend until further notice.

## Saturday, October 27

Sandy makes a turn to the northeast off the coast of Florida. The storm briefly weakens to a tropical depression, but quickly re-intensifies into a Category 1 hurricane.

L.K. Comstock General Superintendent **Salvatore DeMatteo** monitors flood zones and begins sending alerts to project managers and general foremen on the status of project operations over the next five days.

## Sunday, October 28

Sandy moves parallel to the Southeastern United States and morphs into a powerful, hybrid super-storm as it churns northward, with winds covering about 1,000 miles. All mass transit services are suspended in Maryland, on SEPTA in Philadelphia and on N.J. Transit. New York City closes its subway system.

Payroll Manager **Fabi Mayor**, Finance Manager/Payroll Controller **Tom Lealand** and Controller **Judy DelGizzo** decide to begin running payroll early using available data. Mayor contacts payroll employees – Assistant Payroll Manager **Linda Horan** and Payroll Associates **Kathy Calvente**, **Michelle King**, **Louanne Wilson**, and **Susana Wong** – who immediately start processing payroll from their homes.

## Monday, October 29

Sandy dumps heavy snow in the Appalachian Mountains and brings high winds and drenching rains from Washington, D.C. northward, toppling trees and power lines and cutting off electrical power for millions of people.



Payroll employees (l to r) Michelle King, Linda Horan, Kathy Calvente, Fabi Mayor and Louanne Wilson processed the payroll for RailWorks employees at a backup office on Long Island on October 31 after Hurricane Sandy knocked out power and internet service at the Corporate Operations Center in East Farmingdale, N.Y.

The Corporate and Farmingdale offices are without power and internet. Services are out or intermittent over the next few days.

MTA/NYCT construction managers advise N.Y. Transit that all project sites are shut down. N.Y. Transit leadership initiates ongoing communications with field personnel

to coordinate Farmingdale office and project start-up activities.

The IT department maintains contact with departments throughout the week to support essential activities and to help coordinate getting employees set up to work from home. Telecommunications Manager **John Barry** and Director of Infrastructure Services **Bob Hickey** monitor and address infrastructure, network and power problems and work with the IT team to resolve them throughout the week.

Payroll employees continue processing payroll from their homes. Power outages begin hitting one payroll employee after another throughout the afternoon. They use landline and cell phones to notify each other when the power goes out or is restored. Using a tag-team approach, they keep work progressing wherever they can find power. This effort continues on Tuesday.

Payroll Operations Analyst **Fred Omar** charges his mobile phone in his car so he can respond to calls from the field about the automated time-collection system.

## Values in Action: Employee Focus, Customer Focus, Integrity *continued from page 4*

**Evening:** Now classified as a post-tropical nor'easter, Sandy's center comes ashore near Atlantic City, N.J. A full moon and its unusual path make its storm surge high, a record of nearly 14 feet for New York Harbor.

### Tuesday, October 30

Winds, rains and flooding pound New Jersey and New York throughout the night and through three cycles of tides, crippling transportation networks, downing overhead power lines and flooding eight NYCT subway tunnels, as well as the Hugh L. Carey and the Queens Midtown tunnels. The Metro-North Railroad loses power in sections and the Long Island Rail Road sustains flooding. As the day progresses, Sandy weakens as it moves inland over Pennsylvania.

N.Y. Transit personnel resume limited work at some project sites.

With all mass transit still shut down in New York, Staff Accountant **Kevin Evangelista** catches a ride from his apartment in Queens into the Manhattan office so he can get his computer. He returns home where he uses his Wi-Fi to transmit the file of electronic ACH payments to vendors. He continues this effort throughout the week.

Corporate Cash Manager **Trisha O'Donohue** maintains banking throughout the storm by working off available hotspots in Westchester County, N.Y.

### Wednesday, October 31

The Payroll department meets at the Farmingdale, N.Y. office. They travel with **John Barry** to an emergency backup office on Long

Island, where the IT and Payroll departments have power and internet connections to perform their work.

Work resumes at all N.Y. Transit project sites, including CBTC Flushing and the No. 7 Line Extension, which were flooded and had the most damage. The CBTC Flushing project office in Long Island City runs with a backup generator for the next two weeks.

### Thursday, November 1

The IT and Payroll departments resume operations in the Farmingdale office, even though most employees' homes are without power and some are taking on water.

### Friday, November 2

Accounts Payable Manager **Melissa Quinones** uses Wi-Fi at her home to transmit the file for check runs.

Sandy affects more than 50 million people on the Eastern Seaboard. MTA/NYCT, the largest U.S. public-transit service, suffers \$5 billion in damage and lost revenue. N.J. Transit, the United States' second largest transit system, sustains \$400 million in damage.

### Week of November 5

N.Y. Transit begins restoration services for NYCT at South Ferry, to clean up and restore the station, and at Coney Island Yard, to overhaul water-damaged switch and stop machines. Work continues into December.

## News Across the Line

### RailWorks Track Systems

*ENR Southeast* magazine awarded general contractor Parsons-Odebrecht Joint Venture with top honors in the transportation category of its "Best Projects" competition for the MIA Automated People Mover (APM) project at Miami International Airport. RailWorks Track Systems worked as a subcontractor to construct the 1.27-mile, dual-track elevated APM system that connects a new station serving all of the airport's terminals to an intermodal center, which houses rental car facilities and transfers to other forms of transportation.

Independent judges also unanimously awarded the project with *ENR Southeast's* first-ever safety award for its exceptional approach to safety. The project, which logged nearly 1.5 million man-hours, attained an OSHA incidence rate of 0.27. The safety program included weekly project executive safety walks with documented follow-



Quality Control Manager **Tomas Ramos** represented RailWorks Track Systems at the *ENR Southeast* "Best Projects" awards ceremony in Orlando on November 15. The MIA Automated People Mover project was recognized as a "Best Project" as well as for overall safety. In early 2011, RailWorks completed work on this project to install the guidance system, power rail, six switches and a wash platform for APM vehicles at Miami International Airport.

up; an employee feedback program; monthly all-hands safety meetings; and weekly training for all trade supervisors. The project was previously honored with an OSHA Voluntary Protection Program (VPP) award, the first construction project in the Southeast to receive such recognition.