

RAILWORKS® TODAY

A monthly newsletter for employees of RailWorks Corporation and its subsidiaries

Central Corridor Brings Out the L-R-TEAM



In the foreground of the Minnesota State Capitol, a RailWorks crew prepares embedded track for a concrete pour in downtown St. Paul, part of their construction of the Central Corridor Light Rail Transit line between St. Paul and Minneapolis. In the inset image, RailWorks has finished an embedded pour further to the north, on St. Paul's Cedar Street Bridge.

Photos courtesy of Metropolitan Council

When RailWorks hit the substantial completion mark recently on a Minnesota transit project, it was another reminder that team members possess special expertise beyond the skills required to build functional, safe track.

It's true that two-plus years on the new Central Corridor Light Rail Transit (CCLRT) link between Minneapolis and St. Paul produced excellent technical results that created a stable track system with an alignment that integrated well with the environmental aspects of the area. But the job also proved to be a demonstration of continuous scheduling flexibility and smart division of responsibility.

CCLRT, also known as the Green Line, runs primarily east-west, on a busy thoroughfare parallel to I-94. The route features 23 stations and extends from downtown

Minneapolis eastward through the University of Minnesota campus and across the Mississippi River to St. Paul's Union Depot.

RailWorks Track Systems provided overall track management, subcontracting with RailWorks Track Services to provide track installation. The Metropolitan Council regional planning agency awarded the project with two separate contracts; Civil East (St. Paul) and Civil West (Minneapolis).

On the Civil East contract, RailWorks was a subcontractor to Walsh Construction. RailWorks constructed about 14 track miles, including eight single crossovers and a double crossover; 68,000 track feet of embedded track; 621 track feet of direct-fixation track; 1,500 track feet of floating slab track; 2,800

INSIDE LINE

From the beginning of my career, I learned that an effective project manager has to learn how to delegate responsibility. That has become particularly critical as RailWorks has taken on more complex transit projects.



Chuck Brainerd
Project Manager

This project was successful in large part because we clearly defined responsibilities and then empowered team members to do their jobs. We treated these as one project, but still divided the responsibilities. In our engineering group, we assigned a project engineer to each project and then had a separate project engineer who worked between them, making sure that information was being shared between them. We also would sometimes reassign tasks between the project engineers. This allowed all of them to work as a team and support one another.

By the end of the project, we realized that effectively delegating responsibilities produced a range of benefits for RailWorks and for our customer. We developed key people in our organization by empowering them to take on new responsibilities. We developed a cohesive team that saved time in managing and executing the project. We met our deadlines and budgets with a high degree of quality.

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feet of restraining rail; and about 25,000 square feet of precast panels.

For the Civil West contract, RailWorks was a subcontractor to Ames Construction - C.S. McCrossan Joint Venture (AMJV). Here, RailWorks constructed about 5 track miles. The scope of the work included 4,200 track feet of direct-fixation track including one crossover; 5,600 track feet of ballasted track including two crossovers; 13,820 track feet of embedded track; and 2,900 track feet of floating slab track.

Project Manager Chuck Brainerd says this job had the typical challenges, including “compounding challenges” around scheduling, brought about by the contract.

Contract negotiations between the Metropolitan Council and the two cities meant construction was restricted to 153 days during the year (basically from May to November). “With RailWorks being the follow-on contractor behind the civil work,” Chuck explains, “we were challenged with late turnovers of grade, which sometimes resulted in having scheduling issues with our subs and material deliveries. With the 153-day working duration, the stipulation was that no new construction could start after November 30, but we were allowed to finish work that was in already process.”

However, that arrangement presented a second challenge: brutal Minnesota winters. Snowfall and below-freezing temperatures, tough on people and equipment, eventually meant stopping to wait for warmer weather. Incomplete work activities were added to the following year’s construction activities.

To stay on schedule, RailWorks maneuvered through split and weekend shifts. It took coordination with Construction Manager Dana Goss and the project engineering team, but RailWorks developed a plan that allowed for finishing on time. Not only that, they finished under budget.

Another schedule saver was smart delegation. Chuck focused on the Civil East while Assistant Project Manager Tim Wohlever focused on Civil West.

It was just good old-fashioned teamwork from everyone,” Chuck says. “I would like to say ‘thank you’ to my entire staff for making this project successful.”

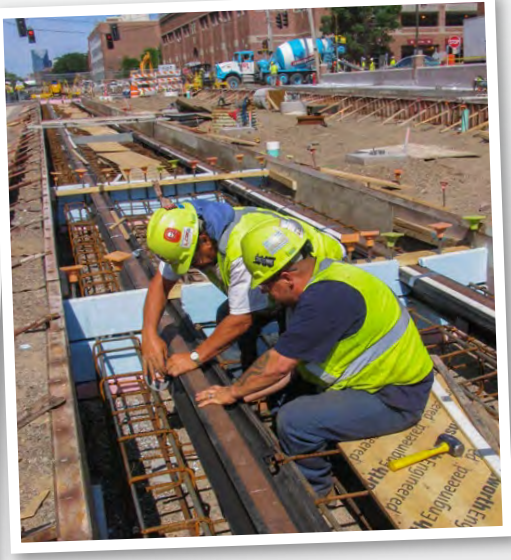
RailWorks achieved substantial completion on November 30. When the temperatures allow, crews will complete final, punch-list items before July 1. Revenue service is to begin in 2014.



CCLRT Leadership Team

A core team of employees contributed to the success of the Central Corridor Light Rail Transit project in the Minneapolis-St. Paul, Minn., area. Among them, on the back row (l to r): Quality Assurance/Quality Control Manager Bruce Prescher, Assistant Project Manager Tim Wohlever, Project Engineer Andrew Caulum, Quality Assurance/Quality Control Technician Joe DeVries, and Project Scheduler John Giacoia. Front row (l to r): Superintendent Bill Kadrlík, Superintendent Joe Gibson, Construction Manager Dana Goss, Field Engineer Ken Ratrisavath, Engineering Administrator Angela Ahrendt. Not pictured: Office Manager JoAnn Wilson, Project Manager Chuck Brainerd.

Photos below: Crews on the Civil West project install rubber extrusion “rail boots” to encase each running rail along Washington Avenue in St. Paul, Minn., prior to the start of the concrete pour for the embedded track.



RAILWORKSMART RAILWORKSAFE

RailWorks Companies Sweep Up Safety Awards

RailWorks subsidiaries came away as safety winners at the 35th 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 2012 on January 11 at

the conference held in Miami Beach, Fla.

L.K. Comstock National Transit, RailWorks Track Services, RailWorks Track Systems and PNR RailWorks won gold awards in their respective categories.

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 employees from across the company 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): RailWorks Systems President Mike Holt, L.K. Comstock National Transit Vice President of Operations Mark Patterson, RailWorks Track Systems Safety Manager Steven Bevils, PNR RailWorks Executive Vice President of Signals & Communications Gord Strlichuk, PNR RailWorks President Jamey Craig, RailWorks Track Services Area Manager Dan Doyle, PNR RailWorks Vice President of Business Development John Leonardo, and L.K. Comstock National Transit Vice President of Business Development Leo Villalobos.

Sneak Preview Affirms Promise of ERP



After much preparation and preliminary work, the project progresses to a point when you can finally catch the vision of how it will come together.

This is the fourth column in an ongoing series in RailWorks Today highlighting RailWorks' Enterprise Resource Planning (ERP) initiative. ERP will integrate all of our information management systems into a single system that works in conjunction with standardized business processes.

You know exactly when it happens on a greenfield construction site. After much preparation and preliminary work, the project progresses to a point when you can finally catch the vision of how it will come together. That gets your blood pumping and gives you renewed energy to keep the project moving through to completion.

That happened recently on RailWorks' ERP construction site. RailWorks got the first glimpse into the vision of ERP at the "Proof of Concept" meeting held in Armonk, N.Y., on January 15 and 16. That's when the ERP implementation team hit a major milestone by

demonstrating about a third of the functionality that will comprise our ERP information management system.

This milestone caps more than a year of planning to identify our key business processes, to get input from subject matter experts across the company on the system requirements and design, and then to confirm the final approach and scope of ERP.

With the design work completed in December, ERP development shifts in 2013 to building and testing the software to operate our new, integrated system. Some employees will simultaneously participate in training on how to perform their jobs with the new system.

ERP is just as ambitious as our complex construction projects. The first live date – August 5 for RailWorks Corporation, RailWorks Track Systems and RailWorks Track Services – will be here before we know it, so work pushes ahead. Look for more details in the February issue of RailWorks Today.

Values in Action: Customer Focus, Integrity

Crews Caught Doing the Right Thing

An action that to one person is run-of-the mill or is simply a given is to another person an unusual and valued gesture.

That was the case not long ago when an Albany, Ga., resident was pleasantly surprised by some RailWorks workers. Ronnie Register of Albany wrote to the Georgia & Florida Railway (GFRR) to commend RailWorks Track Systems' foremen Larry Getman and Ken Parkus and their respective crews, who'd been on a bridge maintenance job along a segment of the railroad's line that passes through the Registers' property.

The crews, Ronnie said in his letter, "performed some maintenance along a section of track by our home. They were courteous and professional. When they completed the job, they thoroughly cleaned their staging site and removed all the debris, including some that had been left by previous crews."

This effort was simply the respectful, do-unto-others thing to do. It showed the integrity RailWorks is known for, and it was significant to the Registers.

Having lived at the location since 1989, Ronnie noted that "unfortunately, many times we are left to clean up after railroad contractors who leave all kinds of debris when they leave the site. We try to maintain the area parallel to the track, as it is the drive up to our home, and the debris left behind makes it very difficult and is unsightly."

It might've been all in a day's work, but when RailWorks' employees removed the debris, they also took away a troublesome task for the Registers. And they left behind warm feelings of appreciation.

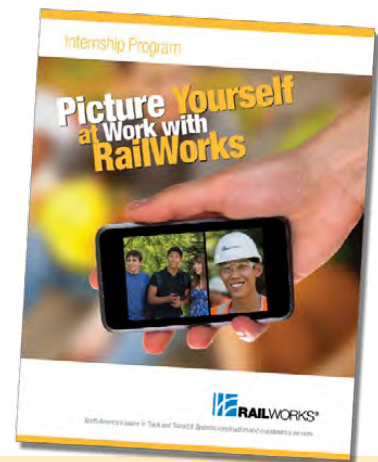
"Thank you," Ronnie's letter concluded, "for hiring good folks who help keep our neighborhood looking great."

Picture Yourself At Work with RailWorks

RailWorks' internship program is ramping up again in anticipation for the summer construction season. Our Human Resources representatives will be visiting college campuses throughout February with a goal of recruiting one or two interns for each field office.

Many of our managers and prior interns agree that the program lets both parties check each other out before they agree to a permanent position with RailWorks. This effort is part of our "Build-the-Bench" initiative to attract qualified young professionals who will strengthen our ability to perform our growing volume of work.

If you want to sponsor an intern or interview one of four prior interns who are currently looking for positions, please contact Human Resources Manager Norma Resto. Interested college students can learn more by checking out our internship brochure online at www.railworks.com.



Calendar Notes

Feb. 23-26 Grain Elevator and Processing Society (GEAPS) Expo, Louisville, KY

Safety Training

Jan. 18 Train the Trainer (RWP, CSX/NS), Orlando, FL
 Jan. 30-31 RailWorks Track Systems, Chehalis, WA
 Feb. 4-8 RailWorks Track Services, Minooka, IL
 Feb. 11-17 RailWorks Track Systems, Alpharetta, GA
 Feb. 18-22 PNR RailWorks, Abbotsford, B.C.
 Feb. 19-21 RailWorks Track Systems, Lakeville, MN
 Feb. 25 PNR RailWorks, Abbotsford, B.C. (Pacific Region Start-up Meeting)
 Feb. 26-March 1 RailWorks Track Services, Youngstown, OH

ERP Events

Feb. 11 User Training, Minneapolis, MN
 Feb. 18 User Training, New York, NY
 Feb. 25 First Integrated Test of ERP System, New York, NY

Employee Recruiting Events

Feb. 12 South Dakota State University
 Feb. 13 University of Pittsburgh
 Feb. 19 Michigan Tech
 Feb. 19 Arizona State University
 Feb. 20 University of Arizona
 Feb. 22 University of Illinois – Urbana-Champaign
 Feb. 28 Oregon State University

News Across the Line

L.K. Comstock National Transit
 RailWorks Track Systems
 HSQ Technology

Three new transit systems projects ramp up in 2013.

The Interchange - Work is already underway on the \$79 million Interchange project in downtown Minneapolis, adjacent to Target Field. The Interchange will serve as a central, multi-modal transportation hub to connect communities throughout the region through the Hiawatha LRT, Northstar Commuter Rail, and the Central Corridor LRT. It also is the starting point for the future Southwest LRT line. The project, scheduled to open in 2014, is being constructed under the authority of Hennepin County, the Hennepin County Regional Railroad Authority, and the Hennepin County Housing and Redevelopment Authority.



Rendering of the Interchange in downtown Minneapolis, MN

Project Manager **Chuck Brainerd** will direct work involving three RailWorks subsidiaries. In October, 2012, RailWorks Track Systems removed more than 1550 linear feet (LF) of ballasted and direct fixation (DF) track. Starting in July 2013, crews will install 2000 LF of ballasted track on the aerial structure along with 1,034 LF of DF track, a No. 6 DF double crossover and two, No. 6 DF single turnouts.

Also last October, L.K. Comstock National Transit removed the old overhead catenary system (OCS) and the old signal system. Starting in August 2013, L.K. Comstock crews will supply and install the new OCS, traction power and signal systems. HSQ Technology is installing the communications system.

Sound Transit 200th Extension - The design development is in progress on the \$383 million Sound Transit 200th Extension. Construction will begin in May on the new line, which extends the light rail line south from the current station at Sea-Tac Airport to South 200th Street in the City of SeaTac. The 1.6-mile elevated double-track guideway and station is scheduled to open in September 2016.

L.K. Comstock National Transit is working with general contractor PCL Civil Contractors to install one 3 MW Modular traction power substation, the OCS and the train control signal and communications systems. They also will install the systems interface with the existing light rail transit



Rendering of Sound Transit's 200th Street Station

systems. Vice President **Michael Rothschild** and Project Director **Bill Heavin** are currently working with PCL and its designer HDR to coordinate the design and schedule for the project.

RailWorks Track Systems has not yet been notified if it will participate in this project.

Sound Transit University Link - Construction is already under way on Sound Transit's University Link light rail extension. The \$1.9 billion project will extend the existing light rail service to the north, connecting the three largest urban centers in the state of Washington: the University of Washington, the Capitol Hill area, and downtown Seattle, which already connects south to the airport. The project features 3.15 miles of new tunnel track and two underground stations: one at Capitol Hill and one at the University of Washington. It is scheduled to be completed in the latter half of 2016, to coincide with the opening of the 200th Extension.

Through a subcontract with Stacy and Witbeck, L.K. Comstock National Transit is furnishing and installing all communications systems. Project Manager **Walter Antonyshyn** is leading the project, which consists of providing complete communications systems for the new tunnels and stations, including new SCADA, radio systems, optical fiber, emergency telephone, audio and paging, and visual message systems, as well as a new headend interface with the Sound Transit Operation Control Center. HSQ Technology is reworking Sound Transit's existing supervisory control and data acquisition (SCADA) system and providing new isolated building management, emergency management and SCADA systems to improve reliability and accommodate future expansions.



Sound Transit's University Link will extend Seattle's light rail system north of downtown to the University of Washington.