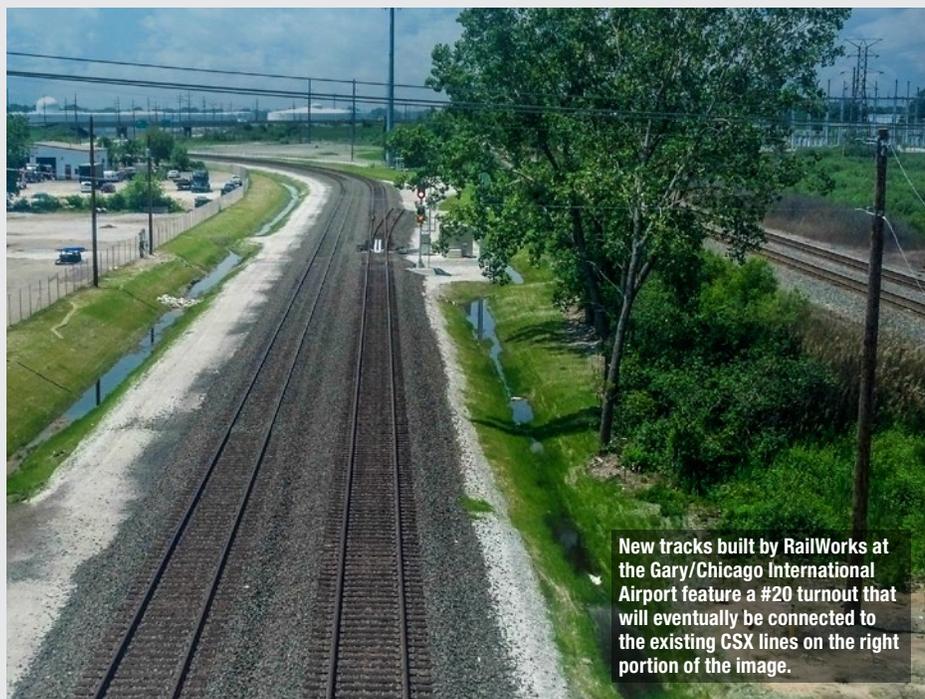


# RAILWORKS® TODAY

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

## CN Track Record Helps Airport Take Off



New tracks built by RailWorks at the Gary/Chicago International Airport feature a #20 turnout that will eventually be connected to the existing CSX lines on the right portion of the image.

A tested partnership between CN and RailWorks proved advantageous during a highly anticipated runway extension project at Gary/Chicago International Airport, located about 25 miles southeast of the Chicago Loop.

Expansion plans called for extending the airport's main runway by almost 2,000 feet to accommodate larger passenger aircraft, but the CN track crossed just 130 feet from the runway's northwest end. RailWorks was hired to relocate and rebuild that portion of CN track to create two, new main line tracks.

RailWorks Track Services started construction last December to remove the interfering track and to build the two new main line tracks northwest of the airport. Crews constructed 4.5 miles of new track, including 620 concrete ties in a 12-degree

curve; 13,700 wood ties; four turnouts and two crossovers, and placing 35,000 tons of ballast. The new lines provide additional capacity to complement an existing main line north of the airport.

As with other successful RailWorks jobs, our favorable track record came into play.

"RailWorks' strong relationship with the CN's engineering team over at Kirk Yard was key in this project," says Project Manager Becky Marotz.

In 2011 and 2012, RailWorks Track Services performed track restoration and new track construction as part of CN's \$141 million expansion of Kirk Yard. The CN engineering team that oversaw the Kirk Yard project also is overseeing the airport project.

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### INSIDE LINE

The strong relationship with the CN inspectors and our foreman and superintendent on this project allowed for issues to be identified in the field and fixed immediately instead of progressing and turning into NCRs (non-compliance reports).



**Becky Marotz**  
Project Manager



**Tom Jorczak**  
General Superintendent

For example, CN brought to our attention a potential issue with concrete ties installed on the project. We were able to contact the supplier and arrange for a site visit with the CN and the construction manager present to discuss the issues. This visit alleviated all issues that the CN was foreseeing. CN also was willing to send people from their signal department to Kentucky to perform testing on signal equipment and software before it arrived to site. This made a huge positive impact in the testing that was preformed later in the field, because most issues were found before anything was delivered to site.

Through a separate contract (with CN), RailWorks will continue to support CN during the mainline cutovers. Our team will supply the additional manpower and equipment support that we advocate to ensure smooth cutovers.

## CN Track Record Helps Airport Take Off from page 1

“Tom Jorczak has built such a strong relationship over the past two years that we were able to work closely with CN and troubleshoot potential problems early. I don’t believe that another contractor would have been able to coordinate that well with CN and manage many of the issues that we faced,” adds Becky.

One of those issues was scheduling around other airport contractors. “There were delays on other projects, which in turn affected us,”

notes Becky. “We were unable to build the project linearly and had to jump from section to section and go back to fill in the gaps.”

Despite the non-linear construction approach, RailWorks persevered and is completing final punch list items in June. In July, RailWorks will assist CN in cutting over the main lines. The entire runway expansion is scheduled for completion in December.

## ERP Heads into Home Stretch

*This is the ninth column in an ongoing series in RailWorks Today highlighting RailWorks’ Enterprise Resource Planning (ERP) initiative, which will integrate all of our information management systems into a single system.*



RailWorks’ launch of its new, integrated information management systems is just a few weeks away. These activities will dominate our attention as we head into the home stretch.

- Office managers have participated in a series of Go-to Meeting sessions designed to clarify key topics introduced during their training last month in Orlando, Fla. Go-to Meetings continue in July leading up to launch.
- During site visits throughout branch offices, Human Resources has covered RailWorks’ online Career Portal, SharePoint forms and ERP. On-site training will continue as warranted. Anyone who has questions or needs additional help may contact Human Resources directly for assistance.

- After having had access to an eLearning tool showing the JDE user interface and navigation techniques, project managers, business unit leaders and estimators will receive instructor-led training in July.
- Key ERP users will continue to test the system to insure that Railworks’ requirements are successfully demonstrated prior to launch on August 5.

“We appreciate the efforts of everyone involved with the development and implementation of ERP,” says Vice President and Chief Information Officer Bob Cummings. “User Acceptance Testing has been progressing well. We’ve had no major surprises as we continue preparations for going live in August.”

## Give Us Your Best Shot!

July is a busy month throughout RailWorks. In the August issue of *RailWorks Today*, we’d like to share what RailWorks at work looks like across the company, but we need your help. Please email us your best photograph of employees on the job during July. Be sure your photo checks out for safety and your customer does not restrict taking pictures. Also, never risk your safety when taking a photo.

Please email your single best project image (no more than one) and include this information:

- Your name and title
- Company
- Customer
- Location
- Caption describing what’s going on in the photo
- Name of project manager or supervisor on project

Email your best shot by July 30 to [RailWorksToday@RailWorks.com](mailto:RailWorksToday@RailWorks.com).

We’ll share the images in the August issue of *RailWorks Today*.



## 'The RailWorks Way' Standardizes Project Best Practices

Here are insights from RailWorks Executive Vice President John August about a new initiative called "The RailWorks Way" that will affect all RailWorks field employees.



John August

### Q: What is "The RailWorks Way?"

A: "The RailWorks Way" was launched in January to establish consistent work practices across our operations. The primary objectives are to develop, document and implement standardized field management processes and tools that follow the life cycle of a project across various RailWorks operations.

### Q: Why is this necessary when our offices already do quality work?

A: As RailWorks grows and takes on more and more work that requires coordination among multiple offices, standardized work processes are essential, especially in conjunction with soon-to-be-implemented ERP financial and administrative controls. Consistent processes also will help us better train and retain long-term employees who eventually may work at multiple locations. Even though we've made progress standardizing many of our core processes at the corporate level, the core daily operating procedures of the field operations still reflect historical practices that vary from location to location. These differences get in the way of projecting RailWorks as a unified company.

### Q: What operations are affected?

A: The processes we've identified are common to all of our operations, including Track, Signals & Communications and Transit Systems.

### Q: What elements of the project life cycle will you focus on?

A: We will start by addressing these six processes:

1. Estimate Review
2. Pre-Job Planning
3. Daily Job Briefing and Goal Setting
4. Short-Interval Planning
5. Mid-Project Review/Exit Strategy
6. Post-Job Review

### Q: How are you evaluating the processes?

A: RailWorks hired a construction industry consultant to work with three process improvement teams, made up of eight to 10 managers from

various RailWorks locations. Each team is evaluating two of the priority processes. Teams are creating a flow chart to document the steps in a process and to standardize the necessary tools to perform them. Once the processes are documented, the teams will develop action plans to implement them in the field. With support from senior management, area managers will manage the training, rollout and follow-up to ensure each process is successfully applied at each branch location and corresponding project sites.

### Q: How will this affect field employees?

A: Every field employee will be affected by "The RailWorks Way." We have an aggressive schedule to roll out all six processes by the third quarter.

'The RailWorks Way' Rollout Schedule	
May/June	Short-Interval Planning Daily Job Briefing and Goal Setting
July	Estimate Review Pre-Job Planning
August	Mid-Project Review/Exit Strategy Post-Job Reviews

Implementation of these processes will begin in the United States followed by Canada. Region or area managers will train supervisors. These managers will, in turn, introduce the new processes to affected field employees. All six processes will be into practice at all of our field locations the start of the fourth quarter.

### Q: What comes after these processes?

A: All the teams will meet in the late summer to evaluate the success of the implementation and to make any necessary adjustments. At that time we'll identify any other process areas that should be standardized and determine the next phase of "The RailWorks Way."

This initiative will help us more consistently put into application the best industry practices to manage and complete our projects. We believe it will ultimately better define the RailWorks brand and reinforce the quality performance that our customers, subcontractors and suppliers can expect when doing business with RailWorks.

## Introducing the New and Improved Daily Job Briefing

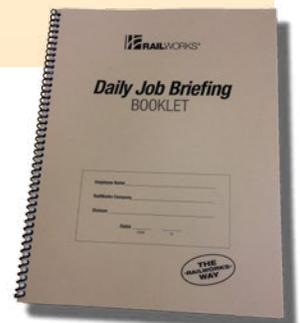
A common practice at every job site has been improved and now comes in a new package.

The Daily Job Briefing has been redefined to make sure everyone on the job, including subcontractors, knows the plan for the day.

As in the past, the Daily Job Briefing will continue to be held at the start of work every day and as conditions change. The new format brings a few changes designed to give crews quantifiable and measurable goals and feedback on the plan for the day related to safety, productivity and

quality. It also focuses more attention on documenting a detailed job hazard analysis before work begins.

This improvement is a byproduct of "The RailWorks Way" initiative. Managers participating on the Job Briefing and Goal Setting process team collaborated to recommend the improved process and resulting form and booklets.



New Daily Job Briefing booklets containing 40 job briefing forms are filled out by the supervisor in charge on the job. When completed, booklets should be turned in to the direct supervisor.

RailWorks Values In Action: **Customer Focus**

## Employee's Actions Prevent GO Transit Derailment

On one extremely stormy night in May, PNR RailWorks' Foreman James Filipchuk went far beyond just doing his job well when he helped his customer in Toronto, Ontario, avert an almost-certain derailment.

Around 3 a.m., James was nearing the end of his shift protecting a Thermite welding crew on GO Transit's Bala Subdivision at Doncaster South (mile 15.3). Impeded by heavy rain and high winds, PNR RailWorks was forced to pack it in. It would have been easy to let his mind shift to dry clothes and a warm bed, but James kept his focus on the remaining tasks.

"En route to clear the men and equipment at mile 11.1, I could faintly hear the high-water detector in emergency at mile 4," he said. James requested extended time from the Rail Traffic Controller so that he could inspect a portion of the Bala Subdivision that runs alongside a flood-prone area just west of the Don River. He was given only a few minutes due to a CN freight train waiting to travel up the Bala Sub.

"I cleared the welding crew and continued patrolling southbound. As I approached the curve heading into mile 10, I noticed dark locations alongside the track, brought the hi-rail to a stop, and then noticed there was a significant washout." James found overflowing culverts and drains backing up, forcing water onto the tracks and undermining the track bed. He was able to advise proper authorities that conditions were impassible.

GO Transit Manager of Track & Structures Mel White praised James' actions. "Had James not been proactive and requested time," he said, "we would have incurred a derailment, which may have caused loss of life but surely would have resulted in extensive delays to service on the Richmond Hill line."

"James' actions were exemplary," noted John Leonardo, PNR RailWorks' vice president of Business Development. "I'm proud that we have employees like James."

The official corporate description for RailWorks' stated value of "Customer Focus" is defined as working hard "to get the job done well." This month PNR RailWorks' customer GO Transit acknowledged James for doing at least that, presenting him with a certificate of thanks. And PNR RailWorks recognized James, too, with its new "Extra Mile" award.



PNR RailWorks crew members compact gravel to protect the fiber-optic cable prior to restoring the rail bed after a washout at mile post 10.2 on GO Transit's Bala Subdivision.



PNR RailWorks' Director-GO Maintenance Ron Marshall, right, recognized Foreman James Filipchuk with PNR RailWorks' new "Extra Mile" award. James also received a thank-you card signed by all PNR RailWorks Eastern Region managers and RailWorks Corporation Board Member Ken Isaacs.

## News Across the Line

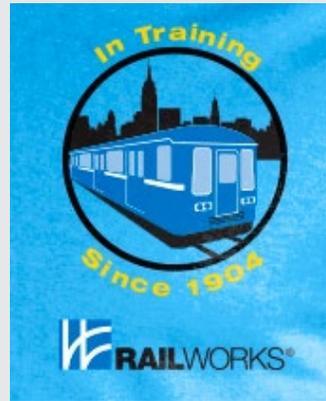
### RailWorks Track Systems



The Major Projects office in Sewell, N.J., will begin work in July on a \$7.5 million project for the Southeastern Pennsylvania Transportation Authority (SEPTA) to rehabilitate the Bridgeport Viaduct, a bridge spanning the Schuylkill River to connect Norristown and Upper Darby, Pa. The 3,000-foot bridge, used by SEPTA's Norristown High Speed Line, was built in 1911 and is showing signs of deterioration. Crews led by Area Manager **Roger Boggess** will replace timbers, reconstruct the track and perform minor structural repairs between July and November.

### RailWorks Corporation

A massive line of severe thunderstorms extending from Chicago to the Eastern Seaboard in mid-June led to the cancellation of this year's J.P. Morgan Corporate Challenge Run. A highlight of the summer for employees in the Corporate Office in Manhattan and in the Operations Center in East Farmingdale, N.Y., the Central Park event this year drew 15,000 entrants from 361 companies. Despite the rainout, RailWorks came out a winner after learning our T-shirt captured the top prize in the T-shirt design contest. In recognition, J.P. Morgan Corporate Challenge will donate \$1,000 to the charity of our choice. The corporate team selected the "Strong Kids Program ("Y-MVP") of the New York City YMCA.



RailWorks' winning T-shirt design netted top honors in the J.P. Morgan Corporate Challenge T-shirt contest.



Five regional marketing associates from Track regions across RailWorks in the United States and Canada have been meeting in Stillwater, Minn., June 25 through 27 for comprehensive sales training entitled "Getting in the Customer's World." Led by Freight Rail Infrastructure Vice President Jim Hansen, the three-day training session has focused on understanding our customers' needs and demonstrating the value of our services. (l to r) Regional Marketing Associates Shane Dysarz (RailWorks Track Systems-Houston) and Lee Sandridge (RailWorks Track Systems-Alpharetta, Ga.), RailWorks Corporation Executive Administrative Assistant Michelle Johnson, Jim Hansen, Regional Marketing Associate Ben Peterson (RailWorks Track Services-St. Louis, Mo.), Area Manager Jason Schurman (RailWorks Track Systems-North Dakota Region), and Regional Marketing Associates Tony Roth (RailWorks Track Services-Minooka, Ill.) and Taylor MacDonald (PNR RailWorks-Guelph, Ontario).

## Calendar Notes

June 25-27 Regional Marketing Associate Training, Stillwater, MN

### ERP Training

June 17-28 User Acceptance Testing with subject matter experts, New York, NY  
 July 8-13 Project Managers, Dallas, TX  
 July 15-16 Business Unit Leaders, Dallas, TX  
 July 17 Estimators, Dallas, TX