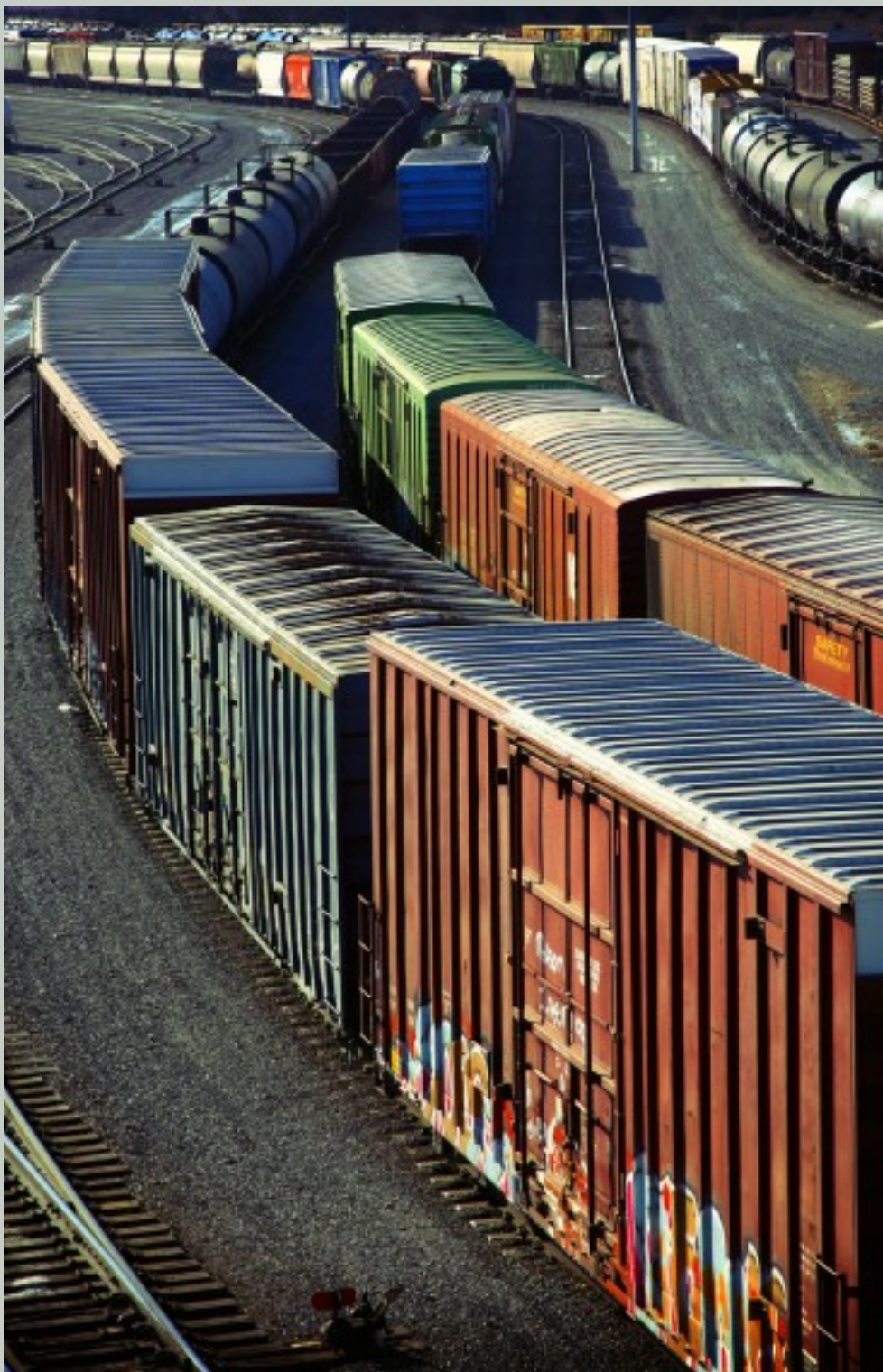


Dedication in Advocacy

The National Railroad Construction and Maintenance Association, Inc.

Written by Hallie Seltzer



From the time we are little boys and girls, we have our parents and our teachers to look out for our best interests and make sure we are never taken advantage of. As we get older this duty may fall to our employer or our significant other. This responsibility is less clearly defined in the world of careers and across industries, which is why many have associations to fill the holes. Serving the railroad industry is The National Railroad Construction and Maintenance Association (NRC), which exists to be the keepers of its interests.

The NRC is the only trade association designed to specifically serve the needs of railroad contractors, suppliers and the entire rail transit industry. During these trying economic times, they are needed now more than ever.

The NRC was founded in 1970, initially as a way for a group of contractors to form a national labor agreement with the Laborers International Union of North America (LIUNA). These national labor agreements were a far more attractive option to contractors as an alternative to dealing with local agreements through local unions. They ultimately established the Rail Transportation Operating Agreement. Twenty-five to 30 of the biggest contractors are still signatories to the agreement.

The Member Community

People across all railroad job sectors are positively affected by the work of

the NRC from the commuter to the operator of a high-speed train; people who build and those who sell the materials needed to build. Over 100 of the top railroad contracting firms in the country have chosen to join the NRC, and with good reason. The association currently has 250 member companies and additional associate members. Member companies include the contractors and suppliers, whereas the associate members include a broader range of groups including companies that provide services in rail construction, such as design and engineering consultant companies, but aren't involved in the actual construction process. Other groups might include rail-related magazines, lawyers and insurance companies.

The NRC is the ultimate advocate for the railroad industry. Some of the association's most important goals are to promote, develop and protect railroad and rail transit construction; promote and improve the communication between contractors and railroads; to improve safety and offer continuing education services; and to support legislation that furthers the construction business climate.

Creativity in Safety

With regards to safety, every member receives free FRA-approved, ASLRRA-accepted Roadway Worker Protection Training. Additionally, the NRC produces a variety of safety and training materials, including DVDs on the nuts and bolts of the industry. There have been six DVDs made already and there are two more in production. This service is unique because it gives members the opportunity to take the lead on script-writing, and they provide the equipment for the shoot.

Another large area that the NRC has made palpable strides in is offering networking and training opportunities for its members. The NRC holds an annual conference to provide members with the invaluable opportunity for new business development. Last year's conference had over 700 people in attendance. It was a four-day event with keynote speakers, an exhibit hall, and a golf tournament, in addition to safety awards and the convergence of contractors and suppliers. Each year, the NRC puts together an annual directory that lists all of the members and this directory is sent to thousands of potential customers and can be viewed online.

Lobbying and Advocacy

In recent years, the NRC has begun to focus on federal lobbying and advocating for policies and legislation that help railroads and transit agencies. The association is currently lobbying to encourage increased investments into the infrastructure of railroads, and it is fighting against excessive regulation. In April of 2009, President

Barack Obama explained how important railroads were as an investment to reduce traffic congestion, cut the country's dependence on foreign oil and improve the environment. The NRC is working hard to advocate for federal loan programs and support President Obama's investment in high speed rail as outlined in his stimulus plan, more formally known as the American Recovery and Reinvestment Act (ARRA).

Chuck Baker is the current president of the NRC and has held this post for five and a half years. Prior to his role with the association, he was an investment banker for Deutsche Bank. The economy has been bruised and battered over the past year and the railroad industry has certainly not been exempt from this crisis. Even though \$8 billion of the ARRA has been dedicated to passenger rail programs, this brings with it a number of challenges.

"Since the money is going towards new programming, there are a lot of federal legislative issues on where this money will be allocated and how it should be spent," Baker explains. The money is filtered out through the Department of Transportation to the states and the local rail authorities and from there it is up to local governments to design their own plans.

In this context, the NRC is working hard to fight for favorable legislation that preserves balanced regulation. There are some groups that want the government to more closely regulate the rates and manage how they provide service; however, the NRC feels that such tight regulation might ultimately hurt the railroad industry and its revenue.

The Economy: For Better or Worse

Unfortunately, the state of the economy has affected all industries and sectors. Regardless of the business sector one is in, lower revenue and lower spending and, for the most part, the name of the game in today's economic climate. The silver lining in this situation, however, is that rail transit, commuter rail and light rail has proven to be very popular. Baker explains that "even over the last few years, there has been dramatic growth in rail transit in places that would ordinarily be considered highway-centric cities like Phoenix, Salt Lake City, Dallas and Houston."

Regardless of the state of the economy, the NRC is dedicated in helping its members in every way possible. Both the strong investment from the government and the transition of large cities towards commuter rail ensures one thing: the National Railroad Construction and Maintenance Association will be there.

Striving for Nothing but the Best

Bullock Construction Inc.

Produced by James Tingley & Written by Tiffany Nichols

Bullock Construction was founded 42 years ago by the late Joshua “Jay” Bullock Jr. After graduating from University of Delaware, Jay began his railroad career as an engineer with the Pennsylvania Central Railroad. In 1967, Jay saw the opportunities available for railroad contracting, and struck out on his own, founding Bullock Construction.

Since Bullock Construction’s founding, the leadership has changed, but the philosophies and strategies that propel the success of the company

have not. Headquartered in Easton, Maryland, the company opens new satellite offices in different locations as required by current projects. The size of the jobs the company completes has grown, but, as Josh Bullock, Jay Bullock’s son and vice president of the company, says, “not the integrity, or the quality of work, the heart that goes into every job we complete. Every job is treated like it is our only job. The tireless effort to achieve a near-perfect job shows in the end result,” explains Bullock.

“Our employees strive for nothing but the best, and will put forth 150 percent to get it right. A satisfied customer is what we care about. It is not just a job. There are safety issues all the time. We strive to keep mistakes to a minimum and work diligently to rectify any problem we are confronted with.”

The business has stayed in the family, with Jay Bullock’s daughter, Michelle, taking over as president in 1991. She graduated from Elon College with a Bachelor’s degree



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in business administration and has been with the company since 1983. Bullock Construction is WBE certified with various states and

transit authorities. The company also has a highly capable group of superintendents—Mickey Baker who has been with Bullock Construction

for over 40 years, and Jesse Fleming who has been with the company for five years, bringing with him over 40 years of railroad experience. Chief Equipment Operator, Danny Watson—who is responsible for handling the training of all equipment operators, truck drivers, and substitute foreman—has also been with the business for five years. Jeremy Milhoan serves as Senior Foreman, along with a host of other foreman and staff, whose excellent workmanship and dedication keep Bullock Construction successful and thriving.

Bullock Construction understands that undertaking a new job is both challenging for the construction company, and stressful for the client. That is why Josh Bullock stresses that the company goes to any and all lengths necessary to ensure that necessary materials are delivered on time, and that there is enough staff on hand to complete



jobs in an efficient and timely basis, as agreed by contract. The company has a very low tolerance policy for not completing a job according to contract. However, Josh Bullock also stresses that Bullock Construction is not willing to sacrifice safety for speed.

“We are committed to keeping a clean safety record, attending any safety classes required. We are also vigilant with regard to passing along all safety concerns to our employees.” The regard and care that Bullock Construction shows for the safety of its workers and its clients through training has paid off tremendously. The company’s Workers’ Compensation Experience Modification rates at an impressive .84.

The company has three main rail and turnout suppliers, three main cross tie and switch tie suppliers, and, depending on the location

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and supply availability, Bullock’s suppliers are ready and willing to assist them in any way possible. Josh Bullock insists that the quality of

his company relies heavily on their partners’ impeccable workmanship and their accessibility. Vossloh VTM is one example of such a company

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and has been an important asset to Bullock Construction since its inception as a reliable rail and turnout supplier.

The railroad ballast supplier used by Bullock Construction varies by job location, but Josh Bullock insists that they depend heavily on whoever has the closest quarry. It is this collaboration and teamwork that has taken Bullock Construction from a small volume company serving the greater Washington, D.C. area, to the larger volume company that it is today, considered “a worthy competitor in the Mid-Atlantic and Southeast railroad construction industry.”

Technology with regard to the general science behind railroad construction has not changed much since the 1800’s. However, advances in the equipment used to construct today’s railroad systems has played a large roll in decreasing the time necessary to complete a job. In addition, the advancement of the technology used to manufacture the materials necessary in the railroad construction industry has gone hand in hand with the increase in productivity, longevity and stability of each project.

Fortunately for Bullock Construction and the environment, big and small cities alike are opting to install energy efficient transit systems that cut down on fuel emissions and help make transportation accessible to a larger population of travelers. Bullock Construction is currently laying the tracks for a new street car line in the Northeast section of Washington, D.C., and is in the final stages of completing the first phase of Charlotte, North Carolina’s street car line. The company is excited to be part of a project that will make the environment safer and cleaner, and it hopes to continue to be a proponent in the movement to promote environmentally friendly transportation methods.

Bullock Construction is a member of the National Railroad and Construction Maintenance Association (NRC), an association that provides the company with networking events and keeps it informed on the most and relevant government legislation. The company is committed to delivering quality service because it relies heavily on its word-of-mouth reputation to stay in business. They also advertise via *Railway Track & Structures* magazine ads, and its website.

Bullock Construction is a testament to what quality service and workmanship can do for a company. The business has grown from \$1.5 million to \$7.5 million a year in the last four to five years, with hopes to continue this growth and its strong relationship with customers.

The employee-owners of
Atlantic Track
 extend their best wishes to
Josh and Michelle
 as they lead
Bullock Construction
 forward.



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