



**A quarterly newsletter for our employees and friends  
Winter 2003**

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## CAPITOL AVENUE LIGHT RAIL PROJECT

**W**ork on the Santa Clara Valley Transit Authority's multi-year, multi-million dollar Light Rail Transit (LRT) expansion project continues at a furious pace, with new tracks winding their way through the Silicon Valley on a regular basis.

While R&L Brosamer crews complete the Tasman East Extension (featured in the spring 2002 newsletter), another crew, headed up by Project Manager Mike Ostrom, is working on a 3.5-mile segment of San Jose's Capitol Avenue, stretching from Greengate Road to Capitol Expressway, that will become a part of the expansive VTA Light Rail system.

The Capitol Avenue Light Rail Project (Job 32) calls for 3.5 miles of road widening and development to accommodate the surface level train track that will run down the center of Capitol

Avenue. This includes road excavation and preparation for the tracks, development at 15 street crossings, and the construction of four train stations, one bridge and a retaining wall.

Unusual in many respects, Job 32 also presents new opportunities for the team, including installation of underground sanitary, sewer and storm drains; flatwork including sidewalks, curbs and gutters; and foundation construction for the overhead electrical

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***Slipforming  
VTA header.***



# CAPITOL AVENUE LIGHT RAIL PROJECT

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cantenary system that operates the trains.

In April 2001, the VTA awarded the \$37 million contract to R&L Brosamer, Inc. Design problems and utility relocation conflicts delayed the start of construction. More than 250 change orders added another \$6 million to the contract value. Finally, work began May 2001, with an expected completion date in spring 2004.

Joining Mike and Structure Superintendent Rocky Romero are Jack Beale, Underground Foreman; Jay Smith, Grading Foreman; Cuco Gonzales, Concrete Foreman; Tom Pham, Structure Foreman; Dave Doud, Master Mechanic; Richard Doud, responsible for pouring structures and finished concrete work; Mark Harrington, Project Engineer, Jason Crumbley, Safety and Quantity Engineer; Virginia Nañez, Administrative Assistant.

Our major subcontractors are H&H Engineering for the track work. San Jose Signal

## **Setting cable trough at Pentencia Bridge.**



Electric for reconfiguring traffic signals and street lighting. Royal Electric has the communication conduit while O'Grady Paving is doing the street reconstruction.

The first order of business was to divert traffic away from the widening work on each side of the road, one side at a time.

Since the underground sewer and drain system currently runs down the center of Capitol Avenue, the crew is installing the new underground along the outside of the street to prevent accessibility problems in the future once the light rail track is in place.

"Getting the underground

## **Excavation and shoring under traffic.**



**Construction of concrete header. The barrier that separates train tracks and roadway.**

work done really dictates the schedule. Doing it ourselves — which is something we've never done before as a company — gives us the upper hand on moving the job along," said Mike, who adds that the flatwork — sidewalks, curbs and gutters — is also something new for the crews. "There's been a learning curve, but it's all going very well."

Upon completion, there will be 90,000 yards of roadway excavation, 19,000 lineal feet of storm drain, 13,200 lineal feet of sanitary sewer, 113,000 square feet of sidewalk, 14,400 lineal feet of curb and gutter, and 27,700 lineal feet of concrete header

or vertical curb — the barrier separating the train tracks and the roadway.

At each of the 15 busy street crossings along the north/southbound Capitol Avenue, trains will cross at surface level.

"We detour traffic, remove the existing intersection and have the new one paved in a reasonable time for traffic," Mike says. "We're doing the major intersections on around-the-clock shifts throughout the weekends, starting Friday night so they can be opened Monday mornings."

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# CAPITOL AVENUE LIGHT RAIL PROJECT

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While crews work on the underground and flatwork at various locations, other crews are working on excavation and preparation for the center rail line, installation of the underdrain system and construction of four stations and the LRT foundations for the train's overhead electrical system.

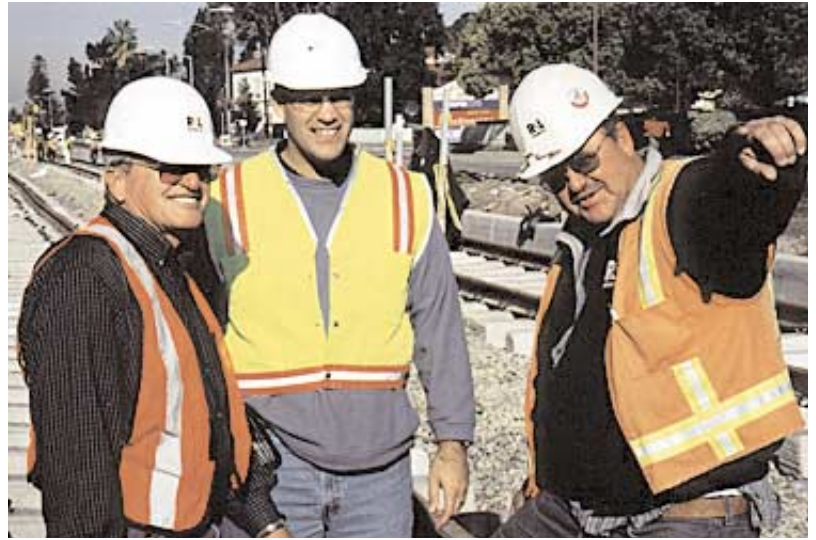
"We're grinding up the old existing asphalt and reusing that material as sub-ballast under the train tracks," says Mike. "We put down six inches of sub-ballast, then trench down through the center and put in an underdrain system — 18,000 lineal feet of underdrain — to collect the water.

"We put down a filter fabric to keep out mud and dirt, and on top of that, we put down the first lift of ballast. A sub puts down the ties, rail and final lift of ballast to get the rail line to the proper grade."

To drill the holes for the LRT signal foundations, the crew secured a drill attachment to a John Deere 710 backhoe. Construction of the 154 foundations will require 2,000 lineal feet of concrete.

The four LRT stations, pre-cast box girder bridge, and small retaining wall will require 1,800 cubic yards of structure concrete. Three of the stops — Berryessa, Penitencia and McKee — will actually have two stations each; one for each direction. The fourth stop, Alum Rock, will have one station in the center of both tracks.

"Considering all the components of this project, the work's moving along nicely," says Mike. "We've got great foremen and great crews and the job is in very good hands."



***At Job 32 (l to r) Dave Doud, Mike Ostrom, Jay Smith.***



***Continuous rail ready for top ballast.***



***Field office employees (l to r) Mike Ostrom, Mark Harrington, Jason Crumbley, Virginia Nanez.***

# MESSAGE FROM BOB BROSAMER



**T**HIS QUARTER'S LEAD ARTICLE FEATURES OUR THIRD VTA LIGHT RAIL PROJECT. TWO SUBSEQUENT PROJECTS HAVE RUN OUR VTA STRING UP TO FIVE.

Light rail projects draw on all of the company's resources. Their urban locale requires sophisticated traffic control schemes and incomplete as-builts mean constant "on the fly" resolution of utility conflicts.

The integrated nature of the individual light rail projects means that a delay on one project can ripple through all of the follow on projects. R&L Brosamer and the VTA management team have managed to reschedule and reconfigure the work in such a fashion that the Capitol Avenue project will still make its critical milestones despite absorbing 800 change notices and 260 change orders. All parties involved should take pride in this true application of the partnering spirit.

We need to devote these same skills and energies in maintaining a safe work place. If we take an identical approach in executing our safety program we should see similar results.

We plan to increase the crew input in planning for safety. Pre-activity hazard analysis is much more effective than post accident finger pointing. We should have zero tolerance for unsafe work habits and we should recognize and celebrate all efforts that raise our safety standards.

We've added two projects to our backlog. Last quarter we were low bidder on a \$9.885 million airport roadway project for the City of San Jose. We negotiated a \$4.21 million concrete paving subcontract with MCM Construction Inc. on their Highway 101 project in San Jose.

A group of senior managers have joined Charles Wall, Linda and myself as R&L Brosamer, Inc., shareholders. The purchasers include John Pologar, Area Manager; Rusty Hoseley, Area Manager; Jose Escobedo, Equipment Manager; Farid Saddik, I.T. Director; Deane Allin, Operations Engineer; and Cynthia Lundquist, Chief Financial Officer.

The expansion of ownership provides a foundation for the future. This cadre of managers provides significant skills coupled with an age mix that will carry us through the next 20 years.

We welcome the new owners and look forward to their input and support.

## THE SAFETY ZONE

### **B**E AWARE OF THE HIDDEN COST OF ACCIDENTS.

The direct costs of an accident are obvious when the insurance premiums are paid. What is not obvious are the indirect costs, including loss of productivity, disruption of work schedule, training new workers, damage to material and equipment, overhead paid during work disruption, litigation fees and fines. Perhaps most costly of all, is the pain and suffering experienced by the injured worker, and disruption to family, friends and co-workers.

Industry data confirms that for every dollar of direct costs associated with an accident, the indirect costs to the project are three to ten times higher. These indirect costs

are ultimately paid for out of the project profits and result in lost jobs.

### **ACCIDENT PREVENTION IS THE KEY.**

One way we can all help in preventing accidents is to be proactive, discuss where accidents are likely to occur and work to prevent them.

Everyone working for R&L Brosamer is part of the Safety Program. Weekly toolbox meetings are excellent for safety discussion. Safety is not a one-way street from the top down; a good safety program involves participation by all employees.

Studies show that 92% of all accidents are created by unsafe behavior. As an R&L Brosamer employee, support employees with self directed safe behavior. Self directed workers take pride in their

work, look out for others and prevent accidents.

### **ONE PERSON CAN MAKE THE DIFFERENCE**

You do not have to be a top manager to be a leader. Take a leadership role in safety; one person can make the difference.

R&L Brosamer had a very good year in 2002; join in and lets do even better in 2003. Zero accidents is our goal!

### **NEXTEL FACTS THAT WILL HELP US SAVE \$\$\$\$\$\$\$**

Each Nextel unit in use costs approximately \$1,000.00 per year.

All units have a minimum one-year service plan commitment; therefore, if you ask for a radio unit, your job will be charged a minimum of \$720.

If units are lost or dam-

aged, the one-year service contract is still due. Also, we must pay a new contract for the replacement unit for another 12 months.

Essentially each lost or damaged unit can cost a job up to \$1,440.

The charging system on the bottom is very sensitive to moisture, which can kill the unit.

For example, if you stand the unit in a coffee cup that contains liquid it will damage the unit. Be careful where you place your Nextel.

Each month 30% of the Nextel bill goes toward paying lost or damaged units, with no utilization at all. When you buy a bag of potato chips you want to eat the full bag and not throw away three out of 10 chips.

# MEET DAVE DOUD

**D**ave Doud, R&L Brosamer Master Mechanic, came to construction early in life.

"A crew was building a road - an interstate highway, actually - through a ranch I was living on in Arizona," Dave says.

"I liked the heavy machinery and was intrigued with the whole operation of building something. I had already done a lot of welding and fixing stuff on the ranch, and I was out of high school, so I got to know the foreman and told him I'd like to go to work in construction - and he hired me. I've been at it ever since."

In 1979, Dave made his way to the Brosamer team, doing layout and welding on the Arizona canal jobs. Dave's been a Master Mechanic since 1981 and is



**DAVE DOUD**

working the Santa Clara VTA Light Rail jobs 30 and 32.

He's a hands-on guy who values teamwork. While he's responsible for overall equipment maintenance, scheduling and availability, he'll just as quickly grab his hard hat,

pop into his pickup truck and go to the aid of anybody who needs his help.

"I like working construction; I like the change of pace. There's basically no two jobs alike," Dave says. "And I like the teamwork aspect of it, that's why I've stayed with Brosamer as long as I have. There has to be teamwork and chemistry between people - along with the challenge of the job - to be successful. And that's all here."

"The year I started with Brosamer, I was surrounded by awfully good people, superior people and great crews, people who put me in the position to do and to be where I am today. And I'm still surrounded by superior people."

"You hear people say, 'I built this job and I built that job.' Well, there's just no

such thing as 'I' in construction. In this business, it's a 'we' effort, a team effort.

"Expectations are high on our jobs - they expect success and we work together to give them success. That's very rewarding and that's why I like what I do so much."

When he's not at work in San Jose, Dave's at home, in Cave Creek, Arizona, 650 miles away, where he shares a five-acre ranch with his wife of more than 30 years. There he enjoys his long-time hobby of team steer roping, another pursuit in which teamwork is key to success.

"I've been riding my whole life," said Dave. "I have several horses and a rodeo ring roping arena, right there at home, and that's how I spend my time - with my horses and my friends, ropin'."

# MEET JAY SMITH

**J**ay Smith, R&L Brosamer Grade Foreman Field Engineer, joined his first construction crew right out of high school

close to 30 years ago, and has spent most of the intervening years on the road.

He left his Salt Lake City home at age 24 and traveled where the work took him, making his way to Los Angeles in 1987 and eventually Northern California in 1994.

"I like working outside and going to new projects; you're not stuck in one place for the rest of your life," Jay said. "It's always a challenge when you show up on a new job and look at the set of plans and start figuring out how you're going to stage your work productively. And the people - I really enjoy working



**JAY SMITH**

with people, and getting to meet so many different people - I enjoy all aspects of construction, really."

Jay joined R&L Brosamer in 1998 when he was hired on to work the Highway 4 job.

"I enjoyed the traveling immensely for a long time,"

he said, "but I don't consider myself on the road now, not since I've been with Brosamer, because I've dug roots, bought a home in Dublin - anyway, I think I'm getting too old for that."

He shares his home with his children, grandchildren and nephew, Travis Campbell, a fellow Brosamer employee.

Jay's working on the Santa Clara VTA Light Rail Job 32 as grading foreman.

"I've always taken a lot of pride in being able to organize and implement work and to get my crews to work productively. This crew I'm working with now, it's a great crew, a fantastic crew - I rate them one of the best dirt crews around."

What Jay loves the most

about working for Brosamer is the family atmosphere.

"Every job you go on you run into familiar faces; it's like a big family here. You work hard, you make money for the company and for yourself, but, at the same time, it's got that real family feel to it."

On summer weekends, Jay takes his boat to Lake Berryessa for afternoons of waterskiing with family and friends. And in the winter, he takes to the ski slopes.

"I was practically raised on skis in Utah," said Jay. He also enjoys working around his backyard, fixing it up and putting his own touches to it like the cultured stone retaining wall he built and the large patio he's planning.

## Employee profiles

# EMPLOYEE NEWS

## R&L BROSAMER WELCOMES ITS RECENT NEW HIRES

**Peter Clark** joins the team on our Guadalupe River Project job #36. He worked several years at Tutor Saliba, but also has varied construction experience throughout the Western United States and Hawaii. Peter is married and lives in Sylmar, but is looking to relocate locally.

**Christina Williams** comes to us from Manpower temp agency where she helped at our Milpitas office. She is currently assigned to the Guadalupe project. She is married and lives in Fremont.

**Leticia Lopez** is assigned to the Alamo operations department. She previously worked at J.P. Morgan H&Q. Leticia is single and resides in Hayward.

**Dale Breen** comes to R&L from Cone Engineering Construction. Many remember him from Ball, Ball and Brosamer Inc. He is currently assigned to the Alamo office. Dale is married, has two children and lives in San Ramon.

**Kyle Park** joins the engineering team in Napa, Job # 34. He previously worked for Cone Engineering Construction. Kyle is married and resides in Livermore.

## TEN THOUSAND HOUR AWARDS

**Rob Zablosky, Tony Thon, Jesus Quinteros, Bill Farmer, Philip Cheung, Dave Castillo, Hugo Carillo, Victor Briseno.**

## STATISTICS

At the week ending December 14, 2002 R&L Brosamer employed 238 employees.

## BIRTHS

Congratulations to **Christina Williams** on the birth of her son, Jemone Rasaeen, on December 31, 2002.

Please e-mail employee news to [cindyl@brosamer.com](mailto:cindyl@brosamer.com) or call Cindy at Alamo extension 238.

# AWARD RECIPIENTS

## An open letter to Bob and Charles

"When we start these programs we always start with good intentions and sometimes we catch ourselves in our own tangle.

"When we set up the guidelines it excluded both of you, since neither of you drew salaries. After we put you on the payroll you began to earn time toward an award. I am so very pleased to announce that both of you will have a Five-Year star placed on the Wall of Fame in the home office.

"It has been delightful and frightful and everything in between working with you two. I will forever be grateful for the opportunity to interact with this intelligent and dynamic duo. Your generosity as well as compassion is always present and your humor has been very healing during some rough times.

"Congratulations on your stars. You two are the brightest of them all."

Sincerely,

Linda Brosamer

**Five year awards: (back, L:R) Tony Inocencio, Laura Billingsly, Bob Brosamer, Bill Farmer and (front L-R): Dave Castillo, Rob Zablosky.**



**Charles, Linda and Bob.**

