



Gateway to the World

PACIFIC HARBOR

LINES

SUMMER 2010

# ACTIVELY CARING EMPLOYEES

When it comes to tests and tennis, “acing it” typically involves an individual effort. Pacific Harbor Line employees, however, know that method doesn’t ring true when it comes to safety. That’s why employees recently collaborated to form ACE: Actively Caring Employees.

Unveiled in March, ACE is based on in-

dustry best practices and was developed through a collaboration between Mike Stolzman, PHL President; Tom Leopold, Anacostia Director of Safety; Harvey Reyes, PHL trainmaster; Santo Aguiñaga, PHL engineer and BLET Div 214 CA legislative representative; Craig Cherne, PHL trainmaster; and Craig Denny, PHL engineer.

*A culture of safety*

prove safety.”

ACE, which is strictly voluntary, begins with a six-hour orientation class that introduces participants to the program, examines safety behaviors and focuses largely on the communication skills necessary for the program to flourish.

Orientation classes are held at the Doubletree Hotel in San Pedro during employee rest days. Employees are paid for their time during the orientation sessions.

Through the use of task-specific observation cards, ACE is designed to encourage

*Continued on Page 3*



From left, Alfredo Ortiz, Shawn Slade and David Morn, locomotive engineers, show their pride for Actively Caring Employees.

“We got together to build a program that would change the way safety is talked about and dealt with at PHL,” Aguiñaga said. “We wanted safety to be employee driven, not company driven. ACE is designed to encourage people to look at how they perform their own work, as well as to look at the co-worker next to them to help everyone im-

## PHL excels with RCL

It’s been nearly two years since Pacific Harbor Line started converting many of its regularly scheduled jobs from conventional locomotive operations to remote control operations and, by all accounts and on all fronts, that transition has been enormously successful.

“What we can do with a remote control locomotive is unheard of anywhere in the country,” said Greg Dixon, Superintendent of Operations. “We routinely run 7,000- and 8,000-foot trains with RCL; it’s impressive and we do it safely.”

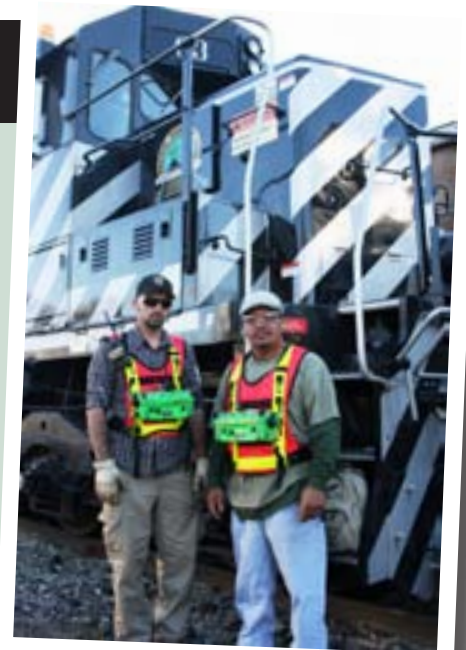
Enhancing safety was the primary consideration for PHL when it began the conversion to RCL in July 2008. Combined, the Ports of Long Beach and Los Angeles handle hundreds of millions of metric tons of commodities, making it the busiest port environment in the Western Hemisphere.

“This is a very busy place,” said Craig Denny, Manager of RCL Training. “We want our people and everybody else to go home safe at the end of the day.”

Noe Lopez, Manager of

*Continued on Page 2*

From left, Locomotive Engineers Kim Briscoe and Fernando Macias prepare for a RCL job in the Port of Long Beach.



# Working safely

Armando Meza, locomotive engineer and 10-year employee, realizes the important

*for family, co-workers and customers*

role safety plays in day-to-day operations. He has made it his mission to work safely for his family, co-workers and PHL's customers.

"Safety is what keeps the wheels rolling," Meza said. "If you're not safe, you or a co-worker could get hurt, and that stops the entire operation."

For Meza, much of working safely involves making safety a habit, making it part of the job and, oftentimes, paying attention to the little things like safety glasses or hearing protection.

"You wear those glasses every single day. You wear them for a year, five years or even 10 years and you really don't think anything of them until that one day," he said. "That one day when the air pops and a rock hits those glasses. While those things rarely happen, it only needs to happen once. Safety is about making it a habit; a habit that will save lives."

Meza also credits teamwork and

communication as integral elements for working safely in the busiest port environment in the Western Hemisphere.

"It takes a crew to do this job," he said. "You build relationships with the people you work with. It's all about communication."

Not only are communication and teamwork an integral part of the relationships among PHL team members, according to Meza, they're also a part of the professionalism PHL employees bring to their customers.

In the end, however, Meza's biggest motivation for working safely is his wife, Linda, and children Armando, 9; Abel, 7; Sammy, 18 months; and Alexis, 4 months.

"This is all about my family because without them, what do I really have?" he said. "When we come in and we change from

our everyday shoes to our work boots, we should always do whatever it takes to be safe. We have a lot of responsibility and a lot of people count and depend on us to work safe: our customers, our managers and our families at home."



Armando Meza, locomotive engineer, shows off family pictures in his PHL locker.

## Move to remote control operations a successful one

Continued from Page 1

RCL Training, agrees.

"With RCL, communication and line of sight are improved," he said. "The person on point is in control of the locomotive and has the ability to make the quick judgment to stop the train if the need arises. In conventional work, on the other hand, the person on point serves as the engineer's eyes, giving them voice commands via radio in terms of how to operate the train."

Another factor contributing to PHL's impressive RCL safety record is the training program required of all remote control operators, which Lopez and Denny share responsibility for overseeing. Before training even begins, PHL requires all remote control operators to be licensed locomotive engineers. As of April 15, seventy-nine PHL locomotive engineers were RCL qualified.

**"We've built a strong program and we've done it without eliminating a single job."**

**— Craig Denny**

Engineers take part in a 40-hour training program to become RCL-qualified. The program begins with an eight-hour, in-depth classroom session addressing an array of topics including troubleshooting, train-handling techniques, case studies, and COMLOSS issues. After the classroom session, engineers receive another 32 hours of hands-on training where they begin handling small and large trains, practice precise industry spotting, and prepare for the variety of scenarios they'll possibly encounter while working in the ports.

Given the success of PHL's RCL program, PHL prepares for its second-generation RCL program using Cattron RCLII in place of the original Cattron AccuSpeed controls. RCLII provides a number of important benefits, including allowing engineers more control over their trains, the ability to tailor the controls to PHL's specific operating needs and the ability to update RCL software via modem as opposed to on-site updates performed by Cattron technicians.

"We've installed RCLII on every locomotive," said Denny. "RCL is here to stay. We've built a strong program and we've done it without eliminating a single job. We have the confidence, the know-how and the people to make this happen."



# Safety, service critical to Rancho LPG

Rancho LPG Holdings LLC counts on Pacific Harbor Line for the safe and efficient transfer of large volumes of both butane and propane gas to keep its operation running.

The San Pedro-based company stores and distributes butane for the wintertime manufacturing of automobile gasoline, as well as propane for the local industrial market for use as forklift fuel or by metal sheeting companies.

“We have a lot of tank cars that trans-

fer through here for loading and unloading and it’s imperative we have those cars spotted and available when we need them,” said Dan Johansen, Rancho LPG Facility Supervisor. “PHL does a great job and we appreciate it.”

Due to limitations on the length of track within its facility, Rancho LPG can handle only four rail cars at any one time, and sometimes requires double switching in a given day to keep up with its market demand.

“We appreciate that level of customer service.”

In addition to helping Rancho LPG meet its market demand,



PHL plays a major role in safe operations. Butane and propane, which are flammable gasses, must be handled carefully due to risk of explosion or fire. PHL works closely with Rancho LPG to develop tank car spotting and loading/unloading procedures designed to keep both company’s employees as well as the community safe. For example, in 2009 PHL upgraded the tracks leading to Rancho with heavier rail and new ties.

“Safety is a big, big deal around here,” said Johansen. “It’s important to us and to the community that we run a safe operation and PHL contributes to that to a large degree.”



Rancho LPG Holdings LLC's San Pedro facility.

“We rely heavily on people like Don Norton and Bo Willis,” Johansen said. “They make an extra effort to make sure we have the cars we need and we ap-

## ACTIVELY CARING EMPLOYEES

Continued from Page 1

employees to coach one another about performing tasks as safely as possible. Employees, during the course of normal work, can observe other employees performing certain tasks such as lining a switch. The observer approaches the employee lining the switch and informs him or her that he or she will be observing the task. Using the observation card as a guide — which includes a checklist of items related to lining the switch and is divided into three columns: safe, at risk or unsafe. The observer watches how the working employee performs that task and fills out the observation card. Following the observation, the observer offers the employee a debriefing to discuss the employee’s safe, at-risk or unsafe behaviors.

“Often times it’s the observer who has the opportunity to learn the most,” Aguins said. “The person observing someone else performing a task thinks more about how they perform that task themselves. In the debriefing, both employees have a chance to learn and improve behaviors. It’s really a win-win situation.”

The observations cards, which contain no identifiable information, are then submitted to Aguins.

“I’m the only person with access to this information,” he said. “I compile and track the information making charts and spreadsheets to help us better understand where we’re strong or we need improvement. As time goes by, we’ll have a better understanding of how ACE is having an impact.”

While the ACE process is relatively new, it’s already starting to have an impact. In its initial weeks, more than 80 PHL employees attended orientation classes and many of those attendees are taking part in the observation process.

“These first couple of weeks have been great,” Reyes said. “The response from employees has been incredibly positive. Everyone

is getting interested in looking out for each other and we have a lot of people filling out observation cards.”

David Morn, locomotive engineer, describes ACE as nothing short of amazing.

“It shows how the company and the employees can work together to put something new in place,” Morn said. “Sometimes we see things differently. Now we’ll be able to see things from a manager’s position and they’ll be able to see things from a trainman’s position.”

Alfredo Ortiz, locomotive engineer, agrees.

“I don’t want to let my co-workers down; we’re all in this together,” he said. “We look at each other like brothers. I don’t want to disappoint anybody by doing the wrong thing and that’s the type of culture we’re trying to establish with ACE — doing what’s right, not taking short cuts and looking out for one another.”

As with any PHL undertaking, employees hope ACE will set the standard for railroad safety, especially in its goal of broad culture change. The program is designed to support a culture of safety not just for PHL employees, but also for anyone who interacts with PHL.

“We want everyone in all the different crafts to work with and for each other, not just train service,” Aguins said. “We want maintenance of way, our carmen and roundhouse employees, our customers and even the other railroads we work with to be a part of this culture change.”

Shawn Slade, locomotive engineer, echoes the desire to set the standard.

“This is about enhancing the railroad culture,” he said. “We’re not wanting to copy BNSF or UP. It’s about starting something new. It’s a new PHL way.”



Newly appointed Harbor Commissioner Thomas Fields, Port of Long Beach staff members and PHL's Andrew Fox and Don Norton return from a two-hour rail tour of port facilities.

## PHL hosts port familiarization tour

Pacific Harbor Line hosted a familiarization tour of rail facilities April 7 within the Port of Long Beach and Terminal Island for newly appointed Harbor Commissioner Thomas Fields and 13 Port of Long Beach staff members.

Fields, a Long Beach advertising executive and former city planning commissioner, was appointed to the Long Beach Board of Commissioners — the five-member governing board for the Port of Long Beach — in December 2009 by Mayor Bob Foster.

During the two-hour rail tour, Port of Long Beach engineering, transportation and planning staff members briefed Commissioner Fields on several ongoing and upcoming rail facility development projects taking place within the port.

"It's always our pleasure to host events such as this," said Don Norton, Director Marketing and Administration. "Visiting these points of interest via rail car provides a substantially different perspective of the port than you might get in a vehicle."

The Yerba Buena passenger car and locomotive No. 33 departed the Cal United Terminal Lead at 9:30 a.m., visited several locations, including the ITS and Hanjin Terminals, proceeded through the lower end of the Alameda Corridor to CP Weber and returned to Cal United at 11:30 a.m.

Immediately following the tour, passenger car Yerba Buena, which is owned by Rail Ventures Inc. and based at PHL, departed for Montana to participate in Operation Lifesaver events.

**“It's always our pleasure to host events such as this. Visiting these points of interest via rail car provides a substantially different perspective of the port than you might get in a vehicle.**

**— Don Norton**

### PACIFIC HARBOR LINES

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Thanks to everyone at Pacific Harbor Line for taking the time to contribute to this newsletter.

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## Changes open new doors

*Pacific Harbor Line is pleased to announce the following changes in senior management:*

M. D. "Mike" Stolzman has been promoted to President. Mr. Stolzman has been Vice President for the past four years and General Superintendent the year before that. Mr. Stolzman's prior railroad career included positions in management with Chicago & North Western and Union Pacific railroads as well as CANAC, at one time the industrial switching arm of Canadian National Railways. Before that Mr. Stolzman was a career officer in the U. S. Army. Mr. Stolzman will be responsible for the general direction of all aspects of the company's business relating to Transportation, Engineering, Marketing, Personnel, Administration, Safety and Mechanical efforts. Mike has a B.S. in Zoology from Texas State University and an M.S. in Quantitative Analysis from the U.S. Army Command and General Staff College. Mike replaces

Andrew Fox as President.

Mr. Fox, who has been President since the founding of PHL in 1997, is promoted to the newly created position of Managing Director. Prior to PHL Mr. Fox spent 23 years in various Operating, Finance and Executive department positions with Southern Pacific. In his new role Mr. Fox will focus on strategic planning, major external relations, contractual and legal affairs of the company. Mr. Fox has a BS degree in civil engineering and an MBA, both from Northwestern University.

Replacing Mr. Stolzman as Vice President will be Otis Cliatt. Mr. Cliatt is a 17-year railroader who has held operating department positions at Union Pacific and Regional Vice President of CANAC. Mr. Cliatt was most recently with the CMC Railroad unit of Babcock & Brown. Prior to his railroad career Mr. Cliatt served in the U.S. Army. He has a BS in Business Economics and a minor in Labor Relations from Florida A&M University.

