

IN THE

ZONE

FLAGGER FORCE TO THE RESCUE

After Witnessing a Three-Car Accident, **Jerell Brown** and **David Johnson** Spring to Action

Working at night adds an extra level of complexity to any job. But when a three-car accident takes place near your pre-job meeting location, the situation changes to a matter of life and death.

It was around 7:30 p.m. on a clear October evening. Flagger Force Field Supervisor Jerell Brown and his crew had just arrived on Delaware's North DuPont Highway and were preparing to set up a work zone for a single lane closure. But just moments after the crew completed their pre-job briefing, they heard a squeal of tires and the sound of a powerful collision. A three-car accident materialized right before their eyes.

Without hesitation, Brown and Advanced Crew Leader David Johnson flew into action.

"My first thought was to check that everyone was okay," said Brown. "But David was already on top of it."

While Brown called 911, Johnson rushed to the scene to assess the situation. One vehicle had an older couple inside; the other two had families with young children in them. Once they were sure help was on the way, and once they confirmed that none of the people in the cars were seriously hurt, Brown and Johnson began helping everyone out of their cars and guiding them to the side of the road.

The last passenger Johnson helped, an older man from the third vehicle, appeared to be in shock; he was confused and asking for assistance, and, although he had no visible injuries, he was having trouble getting out of his car. Johnson helped him out of his vehicle and to the side of the road with the others. As Johnson tried to console the older man he'd helped, the situation took a terrifying turn for the worse. At that moment they noticed something alarming: liquid was leaking from the man's car.

"I was doing my best to keep the gentleman calm and safe until the first responders arrived," Johnson recalled. "The next thing I knew, the man's car was engulfed in flames. It all seemed to happen within seconds."

As the fire raged, Brown and Johnson, along with Crew Members Omar Bennett, Damon Tull, and Kelly Withrow, directed all the shaken passengers away from the burning wreckage and to their work truck, which was parked in an adjacent lot a safe distance from the accident.

When the police and fire teams arrived, the Flagger Force employees stopped traffic to clear a path to the accident. The crew then gave the



Left to Right: David Johnson (ACL), Jenn Harmon (Assistant Branch Manager), Jerell Brown (FS), and Bill Elton (Branch Manager), present **Safety-Driven SPIRIT Award** at our Eastern Pennsylvania Training & Operations facility.

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rescue teams the space they needed to assess the situation and take care of anyone who was injured. Once the area was clear, the team continued setting up their work zone for the client.

It was a scary situation for everyone, but Johnson said he was just happy he was able to help.

"When everything calmed down, it brought a tear to my eye to think about it all," Johnson said. "There were children in those cars, and they were so scared and upset. I am so glad everyone was able to walk away from this."



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A TALE OF TWO TRAFFIC PLANS

Traffic plans are an integral part of operational execution at Flagger Force. Highway projects and other complex setups require traffic plans that are approved by state departments of transportation. The plans map out the precise location of traffic control devices and the positioning of our crews throughout the work zone. Often, there is more time invested in the creation of a traffic plan than it takes to perform the actual job. Flagger Force has a number of qualified traffic planners, but recently Josh Foltz of the Quality & Safety Team had to produce two traffic plans with very different needs.

RACIN' IN THE RAIN

FLAGGER FORCE PROVIDES A SAFE ROUTE FOR RACERS

On a cloudy September Saturday morning, more than 170 cyclists from around the world lined up on the start line within downtown Reading, Pennsylvania. As they took their positions, 30 Flagger Force field employees followed suit at various locations along the race course.

Just five days before the event, Flagger Force received a call from race director John Eustice, who was looking for traffic control at certain intersections of the mostly rural 120-mile race, clearly a tight time frame. The main group of bicycle racers (referred to as the “peloton” in road bike races) would start within the city of Reading, travel more than 70 miles through several rural towns, and end with a difficult 10,000-foot climb up Mount Penn. The race would be part of the Union Cycliste Internationale (UCI) Cycling Circuit for the year. The UCI is an international governing body for the sport of cycling and coordinates competitive cycling events such as this.

As the details came together for the event, Flagger Force Safety & Work Zone Specialist, Josh Foltz, realized a lot of energy would be required to plan and coordinate the day on such short notice. After a trip to Reading, several phone meetings, and collaboration with PennDOT, Reading Police, and other organizations, Foltz put together a map of all the locations where Flagger Force field employees would need to be stationed to control traffic while the peloton rode through. It was also determined that the exit ramps on U.S. 422 to Business 422/West Penn Avenue in Wyomissing would have to be shut down for the peloton to safely cross the Business 422 bridge to enter the final leg of the city course. With a grand total of 26 intersections requiring traffic control and the addition of two busy freeway ramp closures, Flagger Force pulled together the crews needed to put the project's wheels in motion.

The day of the event, Flagger Force worked with race organizers to place the numerous signs required to cover the designated intersections along the race route. At each intersection, one or two Flagger Force employees were ready with their personal protection gear and traffic control devices to stop traffic as the race came through. As the peloton approached, you could hear the ringing of bells and cheers from the crowd. Flagger Force had stopped traffic well in advance of the excitement at the intersections, so cyclists could safely travel through the course. Overall, the planning and coordination resulted in only 10 minutes of traffic control at each intersection.

“It is amazing how so many people get involved for such a concentrated amount of time,” said Lisa Funk, Flagger Force Crew Leader.

As the racers sped through the course, Flagger Force crews moved from one intersection to the next along the route in order to stay ahead of the peloton and keep everyone safe. As the day went on, heavy rain began lashing down, slowing the pace of the peloton. The reduced speed of the peloton delayed its arrival at race checkpoints, causing Flagger Force crews to adjust the timing of their coordinated movements as well.

“It was a complex job and working on such a short timeline with as many people as we did, I am pleased with the work our crews performed,” said Foltz.

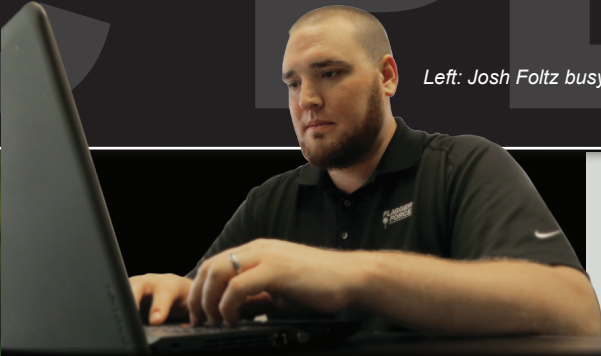
The long hours of planning prior to the race ensured that the day went smoothly despite the weather. At the end of the day, the race was completed without incident. Despite being a bit soggy, the Flagger Force crews felt good about handling an intricate job in difficult conditions where everyone could go home safely.

Below: Deana Marie McFarlin controls traffic as the riders speed past.



TRAFFIC PLANS

Left: Josh Foltz busy creating traffic plans.



ROUTE 1 CLOSURE

FLAGGER FORCE PAVES THE WAY TO BETTER, SAFER STANDARDS

Highway Route 1 is a major East Coast freeway, of which 80 miles run through the state of Pennsylvania. Route 1 extends up and down the East Coast from Maine to Key West, Florida, and is a high volume roadway traveled by thousands of motorists each day.

It goes without saying that shutting down a freeway of this size is no easy task – but that's exactly what UGI Utilities would need to do in order to accomplish their ongoing gas line upgrade project in the region. In order to minimize the impact to commuters, the job would need to be performed on a Sunday night.

Night work is always a challenge because reduced visibility puts crews at greater risk. The complexity of this night job resulted in the need for an additional pre-construction meeting between UGI and Flagger Force to determine the safest way to shut down the area surrounding the excavation site.

As part of the upgrade, UGI was removing old gas lines attached beneath a bridge over Route 1, which is an especially busy stretch of the highway. These gas pipes were no longer in use and in poor condition. There was a risk that during the removal process, debris could potentially fall down onto the lanes of travel.

After a review of the geography and traffic flows, Flagger Force recommended diverting traffic at the exit before the bridge, and then guiding vehicles back to an on-ramp after the bridge. By diverting the traffic completely off the freeway, it ensured no motorists could be at risk during the pipe removal process. It is very uncommon to completely shut down the lanes of travel on a freeway like this, but it was clearly the safest approach for everyone.

Flagger Force crews start the cone pattern for the merging taper.



This approach required a total of 12 field employees (three Crew Members and nine Advanced Crew Leaders), one stake body, two truck-mounted attenuators (TMAs), six pickup trucks, equipped for a lane closure, two portable changeable message devices, two arrow panels, and two light plants.

Setting a New Standard

Everyone involved in the planning stages of the Route 1 project knew that it would require careful planning and allocation of resources, but nobody expected that it would also pave the way for an entirely new safety standard. When Flagger Force and UGI submitted their plans to PennDOT for review, it became evident that none of PennDOT's current traffic standards specifically applied to the project.

Most roadwork falls under standards found in PennDOT's Publication 213. However, the Route 1 project would be a freeway closure, a situation where no specific standard applied.

Josh Foltz, a Flagger Force Safety & Work Zone Specialist, worked closely with the traffic engineers at PennDOT to finalize and approve the Route 1 traffic control plan.

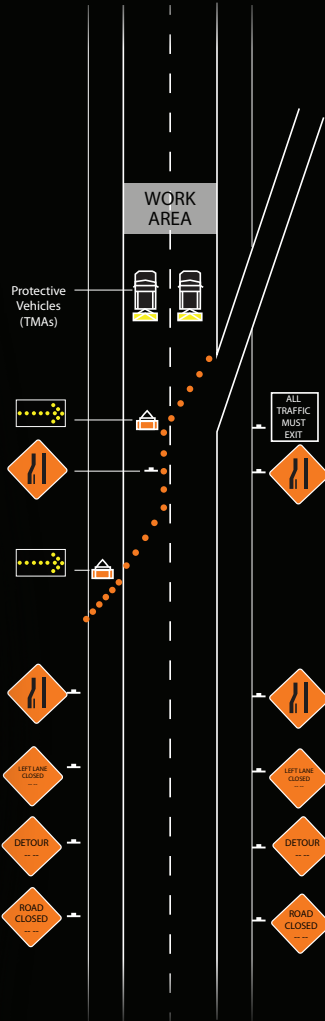
The Result

After working with Flagger Force, PennDOT's engineers modified an existing standard (PATA-403) to create a new standard for a freeway closure (PATA-403-modified). This change will now offer safer options for this type of work in the future.

A Learning Experience

The Route 1 job was challenging to execute, but at the end of the day, the work was completed safely. Work got under way at sundown on Sunday, and gas pipes were successfully removed by dawn on Monday morning, well before heavy traffic would return to the freeway.

“We always enjoy a new challenge,” said Foltz. “These types of jobs are learning experiences that help Flagger Force improve our services for the future.”



Above: Traffic plan updated to include the updated PATA-403 (modified) standard.



KEEP IT WORKING

State Secretary of Labor & Industry Recognizes Flagger Force as a Job Creator

Since opening the new Western Pennsylvania regional operations and training facility in April of 2015, Flagger Force has experienced amazing growth. To date, we have hired more than 150 employees to take on the growing demand for our service in this market. Over the past 13 years, we have built a strong reputation as a job creator throughout the Commonwealth of Pennsylvania and in the Mid-Atlantic Region.

With our strong focus on job creation and employment, we caught the attention of the Commonwealth's Department of Labor and Industry (L&I). During her "Jobs that Pay" tour, a campaign focused on employers that hire and offer careers for job seekers, L&I Secretary Kathy Manderino decided to use Flagger Force as an example of this kind of business.

On September 29, L&I held a press event at the Flagger Force operation and training facility located in Export, PA, servicing the Western territory of the state. L&I was struck by the impressive growth Flagger Force experienced in this market and also wished to recognize our commitment to employees in terms of career development and education. What's more, Flagger Force has made use of CareerLink, an L&I program focused on helping employers with recruitment and development of job seekers across Pennsylvania. CareerLink is an important part of Flagger Force's employee recruitment efforts not only in Western Pennsylvania but in our central and eastern territories of the Commonwealth.

Manderino toured the Western Pennsylvania operations and training facility with Mike Doner, Vice President of Flagger Force. Before her tour of the facility, Doner took time to speak to the press about the public-private partnership Flagger Force and CareerLink have had over the past 13 years to provide employment opportunities to Pennsylvanians.

"CareerLink has provided us opportunities to not only find employees but find training locations and recruitment events to help this company grow to what it is today," said Doner.

"Flagger Force is an example of providing jobs to individuals who may not have an advanced degree," said Manderino. "Entry-level employees, some of whom are connected with the company by CareerLink, receive training for their job as part of a road crew."

During her tour, Manderino was impressed when she sat in on a Flagger Force Academy class on basic work zone setups. Since 2002, the Flagger Force Academy has provided a curriculum specific to our need to produce confident traffic control experts for our clients.

"We want all our employees, clients, and motorists who drive through our work zones to go home safely," Doner added. "We are protecting our communities by protecting the utility clients we work with, who keep the power on and the water flowing. In a way, CareerLink has had a hand in that."

Manderino expressed her appreciation for such a strong partner for Pennsylvania with a goal to improve our communities across the state.

AS THE PADDLE TURNS



HO-HO-Holding
Traffic for the Season!

EMPLOYEE SPOTLIGHT

Jerrell Brown

Recently promoted to Field Supervisor, Jerrell Brown has seen a lot in the field. However, he hasn't let challenging days change his attitude. He is positive, upbeat, and always trying to make you smile. Flagger Force met with Jerrell to talk with him about his new role and how he stays positive out in the field.

Flagger Force: Jerrell, thanks for taking time out of your busy schedule as a new Field Supervisor to chat with us. Can you share with us how long have you been with Flagger Force?

Jerrell Brown: I first joined Flagger Force in April of 2014 at the King of Prussia Operations and Training Facility and it has been such a great experience.

Flagger Force: What made you want to have a career with Flagger Force?

Jerrell Brown: I love this job. From day one, I felt like I was doing something valuable for the community. Everyone from the field and at the branch really helped me learn the ins-and-outs of the job and helped me to gain the experience to be promoted to Field Supervisor. I feel proud to say I work for Flagger Force.

Flagger Force: Being a new Field Supervisor, do you have a favorite part of your job?

Jerrell Brown: Before I was a Field Supervisor, I had the opportunity to explore so many new areas thanks to this job. I am a native of the Philadelphia area, and now I have seen more of Pennsylvania, Delaware, and New Jersey than I could have ever imagined. It has been great to see these places. I wouldn't change that at all. Now that I am a Field Supervisor, I have met so many great people in the field. They have so many great stories and life experiences, and I enjoy hearing about them!

Flagger Force: You seem to have learned a lot from working out in the field. What piece of advice would you like to share with someone who has just been hired at Flagger Force as a Crew Member?

Jerrell Brown: A positive attitude goes a long way. If you can find a way to have a great attitude, it makes a long day go by a lot faster. So many times a frustrated motorist would come through my work zone and be angry that they would have to wait. I would always say, "I am trying to get you to your destination as safe as I can," and they usually had a lot of respect for that answer. Sometimes, I could even ask how their day was going and learn more about them to pass their time by. Sometimes the community doesn't respect our positions as much as we wish they would. I think the more we can have a friendly encounter, the easier it makes everyone's day.

Flagger Force: When you are not working, what do you like to do in your spare time?

Jerrell Brown: I am very passionate about autism awareness. My nephew, BJ, is five years old and has autism. He is so much fun to be around. I love when I get home and the first thing I hear is "Uncle Ro!" In fact, my family and I have done a lot of fundraising for the autism awareness foundation Autism Speaks. At the end of October, we are participating in the Walk Now for Autism Speaks at Citizens Bank Park. It is so great to be able to support my sister this way and have these moments together.

Flagger Force: If you could tell the public one safety tip when they drive through our work zones, what would it be?

Jerrell Brown: Sometimes motorists assume the worst when they see our signs as they approach a work zone. I think that if you automatically expect the worst out of things, you are going to only see the negatives. Thinking negatively can be a distraction when driving and cause you to not see us out on the road. I ask that when people drive through our work zones, they stay calm and patient. We want everyone to be safe. We wouldn't be doing this job if we didn't.



A MAJOR MILESTONE

Flagger Force Earns Women’s Business Enterprise National Council Certification

Flagger Force has been an industry leader in the work safety industry since 2002, but we are now paving an entirely new roadway – one that will enable the company to take our **Safety•Driven** passion to an even wider audience.

Flagger Force President Michele Doner has been the company's majority owner from the turn of the first stop-slow paddle. Under Michele's leadership, this past September, Flagger Force took another stride as a company: Flagger Force received certification from the Women's Business Enterprise National Council (WBENC), which is one of the most highly respected business organizations in the country. More than 700 U.S. companies and government agencies rely on WBENC's certification as an integral part of their supplier diversity programs.

To be eligible for WBENC membership, a business has to be at least 51 percent owned, managed, and operated by a woman. The application process is long and rigorous. It includes a thorough review of a company's history, finances, operations, and management, as well as an on-site visit from a member of WBENC's Certification Review Committee.

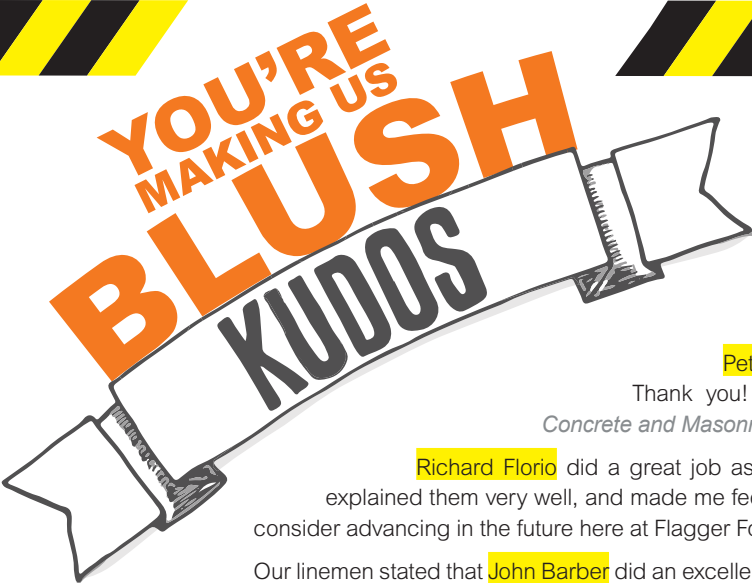
Flagger Force has been certified as a woman-owned business at the regional level and in several states, including Pennsylvania, New Jersey, Delaware, Maryland, and Virginia, which has helped the company connect with local companies and state and local government organizations. This is the first time Flagger Force has earned national WBENC certification, which will help the company pursue larger opportunities across the nation.

Michele Doner was quick to acknowledge the role that Flagger Force employees played in the company's success. "Attaining this national status is quite an honor and a testament to the women and men that work for Flagger Force every day," she said. "We are only arriving at this level because of the great people in this organization, who have the drive to grow and develop together. Our WBENC status is just another piece of a foundation that gets stronger each day, and I'm looking forward to a very bright future for Flagger Force."

To learn more about the WBENC, visit www.wbenc.org.



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I had a very pleasant experience with **Nina Deyoc**. She was very kind and knowledgeable during our pre-construction meeting today. – *Linda Enders, Blue Mountain Eagle Climbing Club*

I am extremely happy with the work from **Sean McQueen** and **Mikey Bishop** this week. Our job site was moving to different locations, and I did not have to explain anything to them. They knew what needed to be done and did it. – *Steven Bennion, Foreman, IPR Northeast*

Peter Manning provided outstanding service while setting up our account. Thank you! – *Dennis Moyer, Purchasing and Projects Manager, Bazella Strear Concrete and Masonry*

Richard Florio did a great job assisting me with questions I had today. He answered all my questions, explained them very well, and made me feel confident in my job. He is a fantastic mentor for me and has made me consider advancing in the future here at Flagger Force. – *Lisa Funk, Crew Leader, Flagger Force*

Our linemen stated that **John Barber** did an excellent job on his work site today. He is professional and attentive whenever he is on our job sites. – *Kirk Beisel and Alex Severn, Met-Ed*

My experience in the onboarding/expansion team training was phenomenal, and I learned so many new things. Our instructor, **Ed Vaughn**, had my attention the entire time whenever he spoke. This guy is such a great asset to the company. I want to thank Flagger Force for providing me with this development opportunity. It has made a big impact on me and where I see myself in the future. – *Rhonda Outlaw, Field Superintendent, Flagger Force*

This week was our first time using Flagger Force, and I could not be more pleased with the work that **Ronnie Rainier** and **Candace Paige** provided for us. They did such an excellent job setting up the work zones above and beyond safety regulations. Our crew felt safe and did not have to worry about oncoming traffic. – *Andrew Bender, Foreman, American Electrical Testing Co., Inc., New York Branch*

Deana Marie McFarlin is not only relatively new to Flagger Force but is also new to her role as Crew Leader. Since she began working with us, she has obtained many client comments and feedback on her timecards that are very positive about her efforts. Deanna is an outgoing individual and loves what she does. – *Jennifer Harmon, Assistant Branch Manager, Flagger Force, King of Prussia*

The crew of **Mario D'Ellia** and **Dexter Keel** did an amazing job on our site today. They were not only wonderful to work with but were on time and set up the work zone perfectly. It is great to work with this team. – *Wendy Belcher, Shreiner Tree Care*

Today I visited a lane closure for a Verizon site in Maryland that **Anthony Preacher** and **Dwight Chung** had set up. The diligence and professionalism they demonstrated was some of the best I have ever seen. Their ability to coordinate pedestrians and traffic around the Verizon employees was superb. Major KUDOS to these gentlemen in their efforts to safely control traffic and the public. – *Josh Baldwin, HR Advocate, Flagger Force*

Aaron Sienick and **Susan Schultz** did an excellent job today on our job site. They worked very well together and had great communication throughout the day. – *Travis Porr, Foreman, PPL*

Last night, I had some issues arise with our job site. I called on **Marie Tannenbaum** and **Fernando Vega** for assistance, and they were able to give me guidance on how to resolve the issues. I appreciate everything they did for me to make sure my site was safe and the client was happy. – *Deana Marie McFarlin, Crew Leader, Flagger Force*

I appreciate the work that **Valerie Sampson**, **Rasheen Caesar**, **Jerell Brown**, **Wilbur Chester**, and **Sylvester Thomas** did for us this week. During the busy holiday weekend, we needed traffic control to help all of our guests get to their destinations safely. This team kept traffic moving throughout the area. – *Jeff Melodick, Jersey Shore Premium Outlets*

The other day I drove past your Glen Burnie facility and saw a lot of employees training outside with your Flagger Force Academy. You always provide great training for your field employees. Flagger Force is always professional, and I appreciate that. – *Nick Valentine, Global Energy Solutions*

Our work zone today was set up perfectly thanks to **Andre Philippe** and **Anthony Jones**. It looked great and kept traffic flowing. – *John Raudenbush, Foreman, Verizon, Delaware*

Kevin Burkholder did an outstanding job this week on our project. The MOT setups that were required were very challenging, and he gave great direction to his crew. Also, many thanks to **Floyd Franklin**, **Robert Musila**, **Quinton Grandy**, and **Passion Moseley**. – *Mark Stawas, Foreman, Hillis-Carnes Engineering Association*

I wanted to thank **Joel Keefer** and **Corey Gauker** for organizing the traffic cones needed at our Chicken BBQ at St. Timothy Evangelical Lutheran Church this past Saturday. Everyone was such a pleasure to work with! – *Deb Stein, Chicken BBQ Committee, St. Timothy Lutheran Church*

KUDOS to **Jordan Backes** who was able to coordinate the setup of two work zones for us today. We are very appreciative of her work as well as **Brian Sydock**. – *Tom Scappaticci, Manager of Operations, UGI, Wilkes-Barre*

Ronnie Wilder does a great job working as a Field Supervisor with the MOT on state roads in Charles County. – *Andy Phillips, SHA District 5 Charles County Inspector*

The crew of **Donte Hawes**, **Tyhesha Hughes**, **Floyd Dashiell**, **Chidi Ihugba**, and **Vanneliz Ramos** have done a magnificent job on their site today. When I arrived, the job site was clean, signs were set correctly, and transition tapers and the tangent were clearly visible. This crew scored a 100% on their site inspection. – *Charles Riley, PA State Inspector*

The King of Prussia dispatchers have done a great job at providing me consistency on my job site this week. I appreciate all the hard work. – *Owen Crouse, Foreman, Riggs Distler*

Alexander Wilson has a great work ethic, attention to detail, and is very positive when he works with other Crew Members. – *Desi Jones, Foreman, BGE*

Working with Flagger Force today has been great. The crew of **Michael Zayas**, **Kelly Feaser**, and **Maryanna Slody** did a tremendous job on-site by keeping us not only safe, but being proactive about our needs. – *Mike Reinhold, Foreman, Allan Myers L.P.*

Shane Wolford and **Darius Simmons** did a great job today on my job site with our crew. The team worked to get the work zone set up quickly, efficiently, and safely. It was outstanding. – *Bill Atherton, Foreman, Henkels & McCoy*

The team of **Brenda Hunt** and **Pierre Thomas** had a great work zone setup today. Two thumbs up! – *Artist El-amin, Foreman, BGE*

I am really happy to see the progress that **Adam Wintersteen** has made over his time here at Flagger Force. I had the pleasure of interacting with him in the field and got to see firsthand his dedication to safety and always improving at his job. – *Josh Foltz, Safety & Work Zone Specialist, Flagger Force*

The crew of **Percy Woods, Jr.**, **Marlin Rainey**, and **Richard Winchester** performed great today. They kept traffic moving through our work zone and kept my crew safe. – *Tim McVay, Foreman, Biscayne Contractors*

Over the past few days, I have worked with several crews from Flagger Force, and they were all professional, on time, and ready to get us working. **Jerell Brown**, **Andrew Conway**, **Ryan Book**, **Damon Tull**, **Shyheem Crenshaw**, and **Blanda Dale** worked so hard to get everything set up for our site we did not have to ask any questions. – *Edward Neal, Foreman, Highland Construction LLC*

On various occasions this month, I have had the pleasure to observe your crews setting up traffic control throughout the area, and I am very impressed with their professionalism. Today, I was preparing for a bike race in the area, and your crew of **Jenn Orndorf**, **Lakia Jefferson**, and **Jacob Brown** happened to be at one of the locations. When I asked them and the client to get off the road due to the bike race, your team quickly and safely worked together to take down the three-block lane closure in 20 minutes. – *Larry Barrett, Virginia Permits Inspector*

Recently, **Josh Baldwin** has gone above and beyond to assist our crew who is staying in hotels in the Maryland area. He resolves any issues that arise. We all appreciate the effort that he has put forth for us. – *Roy Listman, Advanced Crew Leader, Flagger Force*

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NIGHT TIME

Driving & Parking Tips:

Sadly, summer has come and gone. As we prepare for colder and unfortunately shorter days, it's good to refresh ourselves with a few nighttime driving safety tips.

Tips for Driving at Night

- Always keep your headlights on while driving.
- Keep your headlights and indicator lights clean. Mud and grime on your lights will reduce their effectiveness and put you and everyone on the road at greater risk.
- Conduct regular maintenance checks to ensure all signal and brake lights are functioning properly.
- Maintain a greater-than-normal distance from the car in front of you.

Parking Safety

- Try to park your vehicle under streetlamps or close to meet-up locations so you and your vehicle can be easily seen.
- When arriving at a job site or tearing down a site in the dark, watch out for individuals that might enter your work zone. Criminals take advantage of the darkness and become an increased threat.
- Always keep the doors of your vehicle locked, even when you are inside it.