2011 BNSF Employees of the Year
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BNSF Reportable Injuries
Year-to-date through May 2, 2012

<table>
<thead>
<tr>
<th>Year</th>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>2011</td>
<td>198</td>
</tr>
<tr>
<td>2012</td>
<td>132</td>
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BNSF Units* Handled
Year-to-date through May 13, 2012

<table>
<thead>
<tr>
<th>Category</th>
<th>2012</th>
<th>2011</th>
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<tbody>
<tr>
<td>Coal</td>
<td>780,350</td>
<td>862,375</td>
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<tr>
<td>Agricultural</td>
<td>380,999</td>
<td>408,003</td>
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<tr>
<td>Industrial</td>
<td>583,937</td>
<td>527,129</td>
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<tr>
<td>Consumer</td>
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<td>1,606,057</td>
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<td>System</td>
<td>3,440,341</td>
<td>3,393,564</td>
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* Carloads, trailers or containers

2011 BNSF Velocity Performance
Quarter-to-date through May 13, 2012

<table>
<thead>
<tr>
<th>Category</th>
<th>2nd Qtr. Goal</th>
<th>Actual QTD</th>
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<tr>
<td>Locomotives</td>
<td>301.6</td>
<td>313.8</td>
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<tr>
<td>Agricultural</td>
<td>197.0</td>
<td>206.9</td>
</tr>
<tr>
<td>Merchandise</td>
<td>143.0</td>
<td>152.4</td>
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<tr>
<td>Coal</td>
<td>305.0</td>
<td>345.7</td>
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<tr>
<td>Intermodal transit</td>
<td>3.80</td>
<td>3.73</td>
</tr>
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Our Vision is to realize the tremendous potential of BNSF Railway Company by providing transportation services that consistently meet our customers’ expectations.

Evidence of Success
We will know we have succeeded when:
- Our customers find it easy to do business with us, receive 100-percent on-time, damage-free service, accurate and timely information regarding their shipments, and the best value for their transportation dollar.
- Our employees work in a safe environment free of accidents and injuries, are focused on continuous improvement, share the opportunity for personal and professional growth that is available to all members of our diverse work-force, and take pride in their association with BNSF.
- Our owners earn financial returns that exceed other railroads and the general market as a result of BNSF’s superior revenue growth and operating ratio, and a return on invested capital that is greater than our cost of capital.
- The communities we serve benefit from our sensitivity to their interests and to the environment in general, our adherence to the highest legal and ethical standards, and the participation of our company and our employees in community activities.

Got a story idea?
Send story ideas to: Corporate.Communications@BNSF.com

EVIDENCES OF SUCCESS
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On The Cover
A container train rounds the bend near Lowell, Wash., on the aptly named Scenic Subdivision. Photo by Steve Crise.
Making recognition part of what we do every day

One of our BNSF Shared Values states that we are “proud of our heritage and confident of our future.”

We demonstrate that value through our people, and it is especially evident during our annual Employees of the Year celebration. Several weeks ago, on April 24, 147 employee honorees joined us for a recognition ceremony and dinner here in the Fort Worth area. This event is one of the highlights of the year for those of us who help lead this company.

As always, the employees we honored are from many departments and locations across our network. Their accomplishments reflected the very best of what we achieved together in 2011. We had 112 Achievement Award winners who represented 20 team or individual achievements. We also honored 29 Best of the Best leaders whose teams worked injury-free in 2011, as well as six Safety Employees of the Year who made exceptional individual contributions to safety. All of these achievements are profiled in this edition of Railway.

Of course, we all understand that recognition is not limited to a few days a year. It can and should be part of the fabric of our lives every day. At BNSF, we often speak of the challenges we face, whether they are in safety or in velocity or in growing our business while facing economic uncertainty. And although we never let up on the high standards we set for ourselves, sometimes we need to take time simply to recognize our progress.

We have much to celebrate as a community. Our results for first quarter 2012 included these highlights:

- We achieved a best-ever injury frequency ratio of 0.92 for the quarter, a 37-percent improvement compared with the first quarter of 2011. We also achieved our best-ever severity ratio.
- With a systemwide effort, we exceeded all of our quarterly velocity goals, and our network is running very efficiently.
- Our quarterly financial results were also solid, with volumes up 3 percent and revenues up 10 percent.

Recognizing success is important for another topic in this edition of Railway – approaching others about safety. With this initiative, we focus on eliminating at-risk behavior as we work together toward our vision of an injury-free workplace. But just as important as watching for risk is recognizing when we’re doing the right things and working safely.

Although challenges remain, we are making significant progress on many fronts, thanks to the efforts of countless employees across our network. When we celebrate success, we recognize the many good things we are accomplishing together as we confidently look to the future.

Carl Ice,
President and Chief Operating Officer
Demonstrating a commitment to safety, helping to grow the business and serving others through acts of courage describe just a few of the accomplishments of BNSF people who were recognized at the 2011 BNSF Employees of the Year ceremony held in Fort Worth April 24.

“Once again, across our network, our people accomplished many remarkable successes despite significant adversity,” Chairman and CEO Matt Rose told those at the ceremony, including the honorees, their spouse/guest and members of the Leadership Team. “Together we faced continuing economic uncertainty, historic flooding and many other challenges. The year was not easy, but I’m proud of how we responded. We are truly blessed to be part of this BNSF community — together, we are tough-minded, resilient and consistently focused on living our Vision & Values.”

BNSF’s Achievement Award program began in 1999 and is designed to recognize employees who demonstrate BNSF’s Vision & Values through their commitment, leadership and focus on working safely and efficiently to meet our customers’ expectations. Last year, more than 600 BNSF people — either individually or as part of a team, both scheduled and exempt — were recognized with Achievement Awards. Of these, 112 people — representing 20 outstanding and individual Achievement Awards — were honored at the ceremony. (To see the full listing of all the Employees of the Year, go to http://www.bnsf.com/eoy2011)

The Achievement Award winners were joined by the six Safety Employees of the Year, each representing a different segment of Operations. From these honorees, one was announced as BNSF’s nominee for the Hammond Award: Matt Lehr.

Also honored were 29 leaders who were named Best of the Best for their safety leadership. These individuals exhibited exceptional safety focus with teams that were injury-free in 2011. These 29 are leading by example and represent the Best of the Best. (See page 13.)

Collectively — the outstanding Achievement Award winners, the Safety Employees of the Year and the Best of the Best — comprise the 2011 Employees of the Year. Here are their stories.
Abo Canyon Double-Track Project

It took more than four years of preparation – including intensive engineering, property negotiations and permitting work – followed by three years of actual construction, complicated by curves, steep grades and limited access within the canyon walls. But the BNSF employees and other work teams persevered to build the 5-mile Abo Canyon, N.M., double-track, which was completed last year.

One of the last portions of BNSF’s southern transcontinental main line to be double-tracked, the Abo Canyon location posed many challenges that required extraordinary effort: blasting more than 50 times, excavating 1.8 million yards of rock and creating 1 million yards of embankment. The project included building nine bridges and a 7.3-mile game fence.

The project will add capacity and improve velocity along this portion of the Transcon. Importantly, the work was completed without a single reportable or non-reportable injury.

Representing the team at the ceremony:
Greg Garcia, track supervisor, mobile gang (N.M.)
Lee Hostler, project engineer, Belen, N.M.
Rick Jobe, machinist, Cleburne, Texas
R.J. Juarez, extra gang trackman, mobile gang (Calif.)
Paul F. Kayser, signal maintainer, Mountainair, N.M.
David Miller, manager, Engineering, San Bernardino, Calif.
Lewis Ruder, senior manager/geotechnical engineer, Albuquerque, N.M.
Rico Walker, assistant division engineer, Kansas City, Mo.

Achieving 2011 Hiring Goals

Last year, BNSF hired at a greater rate than many other companies, which was a unique situation that brought its own challenges. On the one hand, BNSF has a strong reputation as an employer, and candidates know that railroad jobs offer career potential, stability and great benefits. On the other hand, we had large numbers of candidates, with varying qualifications, applying for positions and looking for work.

All of this means that the Human Resources team had their work cut out for them.

In 2011, 43 members of the Human Resources Department hosted 1,084 hiring events, reviewed 230,000 applications and performed 7,454 background checks and medical reviews. A total of 5,475 new employees were hired in 2011.

Thanks to the team effort, BNSF continues to maintain its reputation as a transportation industry leader that is focused on recruiting top talent.

Representing the team at the ceremony:
Don Anderson, manager, Human Resources, Memphis, Tenn.
Kristell Hodges, senior specialist, Staffing, Fort Worth
Chris Kowalkowski, director, Medical Support Services, Fort Worth
Erika McCubbin, senior generalist, Kansas City, Kan.
Terry Morgan, director, Human Resources, Minneapolis
Nancy Ryan, manager, Human Resources, Lincoln, Neb.
Joe Spier, manager, Human Resources, Minneapolis
Rebecca Stanosheck, director, Human Resources, Fort Worth
Elaine Stewart, manager II, Staffing/Sourcing, Fort Worth
Mali Voloshin-Kile, manager, Human Resources, Alliance, Neb.

To see the full listing of all the Employees of the Year, go to http://www.bnsf.com/eoy2011
Representing the seven at the ceremony:

**John Lorenzo**, assistant roadmaster, St. Joseph, Mo.

**Michael C. Rodriguez**, extra gang trackman, Kansas City, Mo.

**Michael Smith**, track supervisor, Kansas City, Kan.

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**Assisting at the Scene of a Fire**

On June 11, 2011, two rapid responders – Jeremy Clark, a locomotive electrician, and Jeff Hansen, a carman – were assisting with a brake-release issue on a train in Brantford, N.D.

On return to their base, Hansen spotted flames at a nearby farmstead, and the responders stopped to investigate. Clark called 911 while Hansen verified the house was unoccupied. They used the extinguisher from their BNSF service truck to contain the fire while waiting for the sheriff and local fire department to arrive.

Clark’s and Hansen’s actions allowed the fire department to quickly extinguish the fire, preventing extensive damage to other structures on the property. The sheriff thanked Clark and Hansen for their actions and for being an important part of the local community.

**Jeremy Clark**, electrician, Glendive, Mont.

**Jeff Hansen**, carman, Minot, N.D.

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**Empty Car Billing Project**

When empty cars move on BNSF, they can be billed as either revenue or non-revenue moves. To address billing discrepancies, a Finance team reviewed approximately 30,000 previously closed empty-movement records from 2010. Invoices for movements that should have been billed as revenue empty moves were reopened, and new revenue empty invoices were sent to affected customers. Thanks to the extensive research
and corrected billing performed by this team, BNSF has collected more than $4 million of “lost” revenue through this project.

Jenni Eastman, analyst, Revenue Management, Fort Worth
Gordy Garay, general clerk, St. Paul, Minn.
Debra Gengler, senior analyst, Revenue Management, Fort Worth
Andrea M. Jones, general clerk, Topeka, Kan.
Mary Kane, general clerk, St. Paul, Minn.
Irina Vidaurri, assistant manager, Revenue Management, Fort Worth
Kimberly Riggin, general clerk, Topeka, Kan.
Annette Sauer, general clerk, St. Paul, Minn.
Amanda Wallace, assistant manager, Revenue Management, Fort Worth

Evacuating Neighbors During Fire

As he wrapped up his night shift on March 5, 2011, Bo Lozano, a carman at Barstow, Calif., noticed a small grass fire in a trailer park adjacent to Barstow’s East Yard.

Lozano immediately reported the fire to his supervisor, grabbed a fire extinguisher and headed to the fire, which was spreading quickly. Within seconds, a home and several trees were engulfed in flames. Lozano radioed employees in the yard’s tower to call 911 and headed toward the burning home to make sure the inhabitants got out safely. Lozano then went door to door, alerting other homeowners to the fire and the need to evacuate.

Other employees heard Lozano yelling and ran to assist with evacuation efforts. Although numerous homes were lost in the blaze, everyone was evacuated safely and without injury, thanks to the quick thinking and actions of these men.

Eugenio Gallegos, carman, Barstow, Calif.
Larry Long Jr., foreman II, Mechanical, Barstow, Calif.
Bo Lozano, carman, Barstow, Calif.

Expanding the Ag Shuttle Network

A primary initiative for the Ag business is to expand the origin and destination shuttle network infrastructure at strategic locations to support our customers’ business over the long term. A BNSF team was instrumental in bringing 20 new facilities onto our network in 2011.

These 20 facilities will have a significant impact – annually shipping up to 80,000 car-loads of grain and grain products. In addition, converting grain shipments from single car to 110-car shuttle trains helps to increase velocity and efficiency.

Working with Engineering and Transportation, this team guided customers and other stakeholders through every step of the development process, from site selection to receipt of the first shuttle train.

Since 2000, the number of shuttle origins on our network has more than doubled, largely due to the focus and determination of this team.

Justin Briggs, manager, Marketing, Ag Commodities, Fort Worth
Mike Ray, regional manager, Economic Development, Fort Worth

Favorable Intermodal Per Diem Arbitration

Last August, BNSF received a favorable arbitration decision that reduced intermodal per diem expense on equipment owned by a regional shortline railroad. The per diem rate was significantly higher than rates charged on comparable capacity for similar equipment in the national fleet. BNSF effectively argued for a better market rate that reflected the true value of the equipment capacity compared with similar car types in the national fleet.

Not only does the decision help save BNSF money by lowering the per diem rate, but it helps establish a precedent for “market rate logic” for the future. This team did an excellent job in the write-up to the arbitrator of explaining and simplifying a very complex process so the arbitrator could grasp our operation and this situation.
**Heroically Saving a Young Boy**

Last July, Seattle Signal Maintainer **Jordan Blackburn** wasn’t planning to be a hero the night he and his wife, Michelle, strolled on Steelhead Dock in Sedro Woolley, Wash. They were simply planning to look at a boat.

But Jordan, who is accustomed to being aware of his surroundings at all times, was ever watchful and, that evening, he witnessed a toddler at the bottom of the boat ramp step across the dock and fall headfirst into the Skagit River. The boy was immediately pulled downriver by a swift-moving current.

Jordan immediately ran down the dock, dove in and managed to catch up with the child. He then swam back to shore about one-half mile downriver, with the boy safely in tow.

When Michelle saw the commotion, she began looking for the boy’s family. She located his mother and together they drove downriver. They found Jordan climbing up a dike with the boy, who was quickly wrapped in a blanket and comforted before being taken home by his mother.

**Locomotive Maintenance Insourcing**

BNSF recently assumed maintenance responsibility for Electro-Motive (EMD) SD70MAC, SD60 and SD75 locomotives. A cross-departmental team was tasked with taking over material support for the locomotives, which had been previously outsourced.

Working with BNSF’s provider, the team examined historical data to determine material purchase rates based on location and then created, analyzed and updated parts catalogs. Related inventory was identified, segregated, audited and successfully transitioned within a matter of days as the team met a strict timeline.

The team captured significant savings through their focus on the sourcing of parts and services and successfully brought the process in-house through hard work, attention to detail and dedication.

**Military Recruiting and Hiring**

The demands and opportunities of a railroad career appeal to many people, including former military, which is why BNSF has a Human Resources manager, **John H. Wesley III**, specifically focused on recruiting those transitioning from military to civilian life or with prior service.

Wesley, who himself is former U.S. Army, last year helped BNSF hire more than 1,300 military veterans – almost 25 percent of all of our new hires in 2011 – compared with our previous high of just over 1,000 in 2006.

Wesley helped build a tremendous presence for BNSF by planning, organizing, staffing and attending 49 military career fairs and events across the U.S. during 2011. He raised awareness of BNSF by building relationships with leaders in Transition Assistance Program military offices and key military advertisers. With his assistance, BNSF was ranked the top employer on *Military Times*’ “Best for Vets” list and No. 6 on *G.I. Jobs* “Most Military Friendly Employer” list.

**Outstanding Ag Customer Service**

**Yardmaster David Kowalik**, Superior, Wis., covering the Head of the Lakes area, consistently provides superior customer service to all agricultural elevators in the area, approaching his job each day with a focus on improving both his own performance and the company’s service to area customers.

For example, Kowalik proactively contacts the Grain Desk in Fort Worth to alert them to available empty cars. This communication allows cars to be provided from nearby sites instead of pulling them from more distant locations, improving BNSF’s efficiency and responsiveness.
Kowalik is also hands-on when it comes to locomotive utilization, working with the locomotive planning team to streamline operations, minimize delays and improve efficiency along the northern Transcon. He also provides valuable market intelligence to the Ag marketing team, and his actions have helped BNSF increase volumes.

Quick Response to Vehicle Accident

Carman Shane Bundtrock was working along the repair track in Great Falls, Mont., early on the morning of Jan. 7, 2011, when he saw a car drive by on the adjacent road at a high rate of speed. He witnessed the car brake and then rise into the air at a crossing.

Bundtrock headed to the accident scene and discovered that the car had rolled over. The driver had only minor injuries but a passenger in the vehicle was unresponsive. Bundtrock called 911 and Mechanical Foreman Scott Clark to alert them to the accident. The passenger received medical attention at the scene and was transported to a local hospital for treatment. Bundtrock’s quick response prevented what could have been a tragic outcome of the accident.

Record Sand Revenue and Volume Growth

Thanks to increased drilling activity in the Bakken Formation in North Dakota and Montana, and other shale formations in Texas and Oklahoma, the need for sand has increased dramatically in recent years. Frac sand is a major component in the shale drilling process, presenting BNSF with an opportunity to supply drilling companies throughout the U.S. with this vital commodity.

This cross-functional team helped BNSF capture a record number of sand shipments in 2011, helping customers identify and establish sites, resolve issues and develop solutions. Internally, they helped manage loaded and empty equipment flows to deliver unprecedented service levels. As a result, this team enabled BNSF to realize 34-percent volume growth year over year and 50-percent revenue growth while achieving record revenues for this commodity of approximately $300 million.

Brian Atkins, superintendent operations II, Oklahoma City
Frank Colby, manager, Sales, Industrial Products, Fort Worth
Michael Cook, trainmaster, La Crosse, Wis.
Cody Easley, brakeman, Madill, Okla.
Scott Hendrickson, superintendent operations II, Aurora, Ill.
Karen Nelson, market manager II, Industrial Products, Fort Worth
Michael Orlikowski, trainmaster, Oklahoma City
Ruben Ramos, manager I, Network Support Systems, Service Design, Fort Worth
Glen Tobosa, senior manager, Customer Support, Fort Worth
Kimm Washburn, manager, Freight Equipment, Business Unit Operations, Fort Worth

Rescuing a Little Girl on Roadway

Last April, Signal Supervisor Ken Toizumi and signal maintainers Scott Robertson and Pete Adams were working at a crossing in Sumner, Wash., when Toizumi saw a toddler on an adjacent road about 20 feet from the railroad tracks. He hurried to grab her just in time out of the path of an approaching vehicle.

Robertson and Adams, who were close behind, began looking for the girl’s parents. The three noticed an SUV with a baby stroller in the back at an apartment complex across the street. They also noticed an open door on the second floor of the complex. When they knocked on the door, a young woman identified the baby as her daughter and was relieved the little girl was safe.

The girl apparently toddled from her second-floor apartment, crossed the parking lot and was headed to the middle of the road. The swift actions of these employees most likely saved the little girl’s life.

Pete Adams, signal maintainer, Tacoma, Wash.
Scott Robertson, signal maintainer, Auburn, Wash.
Ken Toizumi, supervisor, Signal, Tacoma, Wash.
S. California Locomotive Emissions Project

A cross-functional team from Strategic Sourcing & Supply, Network Development, Operations and Technology Services supported the development, rollout, management and monitoring of deliverables associated with the Southern California Fleet Management/Locomotive Emissions project.

Successful Implementation of the FedEx Freight Account

Until last year, FedEx Freight was one of BNSF’s smallest LTL (less-than-load) accounts. Now, because of the extraordinary work of a cross-departmental team, they are our second-largest LTL carrier, with 55,000 trailers expected to move this year.

For many years, BNSF discussed with FedEx Freight the possibility of implementing a rail-based intermodal solution for their business. In 2010, FedEx Freight introduced a new “economy” product – priority service plus one day – providing an opportunity for BNSF to turn that possibility into a reality. The service requirements presented a complex logistics challenge for BNSF. This team worked diligently to design and implement a plan that responded to FedEx Freight’s facility schedules, driver availability, interchange requirements and FedEx Freight’s customer requirements. They also developed a service guide for both companies, tailored a customer service program and facilitated a two-week on-site training session to minimize issues during start-up.

This team demonstrated drive and determination in proving BNSF’s ability to provide a world-class, rail-based intermodal solution to FedEx Freight.

Front to back, left to right: Ryan Mills, Farah Ali, Henry Villalobos, Alex Dalton, Rick Anderson, Mike Stanfill, Kevin Specht, Doug Keady, Wally Swanson and David Hurt

Front to back, left to right: Rob Leasman, Rachel Harrison, Steve Pierce, Ed King, Jason Adams, Dave Cinotto, Patrick Thompson, Dick Thill, Nathan White and Paul Duncan

Representing the team at the ceremony:

Farah Ali, manager I, Network Strategy, Fort Worth
Rick Anderson, consulting systems developer I, Technology Services, Fort Worth
Alex L. Dalton, senior manager, Fuel Consumption Practices, Fort Worth
David Hurt, consulting systems developer I, Technology Services, Fort Worth
Doug Keady, director, Strategic Sourcing & Supply, Fort Worth
Kevin Specht, director, Locomotive Utilization, Fort Worth
Mike Stanfill, director, Environmental Engineering & Programs, Topeka, Kan.
Wally Swanson, manager II, Technology Services, Fort Worth
Henry L. Villalobos, general foreman I, Locomotive, Barstow, Calif.

Jason Adams, manager, Product Planning & Development, Consumer Goods, Fort Worth
Dave Cinotto, senior manager, Service Design, Fort Worth
Paul Duncan, assistant general superintendent, Transportation, Fort Worth
Rachel Harrison, senior analyst, eBusiness, Fort Worth
Ed King, senior manager, Customer Support, Fort Worth
Rob Leasman, senior technical analyst II, Technology Services, Fort Worth
Steve Pierce, director, Service Design, Fort Worth
Dick Thill, director, Sales, Consumer Goods, Fort Worth
Patrick Thompson, director, Customer Support, Fort Worth
Nathan White, senior analyst, Customer Support, Fort Worth
Supporting Bakken Growth

BNSF had a record number of economic development projects in 2011, and many of them were centered around eastern Montana and western North Dakota to capitalize on opportunities presented by the Bakken Shale Formation, one of the largest oil deposits in the country.

A team of 26 from Marketing and Operations helped BNSF begin serving 21 facilities supporting the business; four of the projects – Hess at Tioga, N.D.; Savage at Trenton, N.D.; Bakken Oil Express at Eland, N.D.; and Basin at Republic, N.D. – are crude unit-train facilities.

In addition, this team worked with numerous customers who will open facilities in 2012. At least seven of these customers will begin operations at a new unit-train facility or add unit-train capacity at existing facilities. The business originating from North Dakota is expected to generate $245 million in revenue in 2012.

Although the team faced numerous challenges, from competing for resources to accomplishing work during a shorter construction season, they persevered and by doing so have significantly changed the face of our franchise in Montana and North Dakota.

John Caldwell Jr., project engineer, Kansas City, Kan.
Mark Christianson, manager, Maintenance Planning, Engineering, Billings, Mont.
Mike Frisinger, senior trainmaster and road foreman of engines, Williston, N.D.
Jon Gabriel, senior manager, Service Design, Fort Worth
Jim Goff, manager, Field Engineering & Design, Kansas City, Kan.
Jim Kuhnhenn, roadmaster, Minot, N.D.
Bryan Reilly, regional manager, Economic Development, Seattle
Monte Viall, gang/section foreman, Tioga, N.D.
Kevin J. Wolf, general construction supervisor, Billings, Mont.

Uninterrupted Fuel Supply During River Maintenance

BNSF ships more than 7 million gallons of diesel fuel each month from Portland, Ore., to Tidewater Terminal in Pasco, Wash., via barge on the Columbia River. In December 2010, the river locks were closed to barge traffic for maintenance, prompting this 64-person BNSF team to develop, communicate and execute a plan to maintain a continuous fuel supply during the four-month closure.

The plan required adjusting supply at 10 of BNSF’s 48 fueling facilities, repositioning the tank car fleet, leasing tank cars for short-term use, staging loaded barges and trucking fuel to locations not normally supplied by truck. The team, which included members from Service Design, Water Service, Mechanical, Marketing and Transportation, responded to every request for special handling, re-routing, additional switching and tank car loading. A continuous fuel supply was maintained until the locks were reopened on March 25, 2011. The team’s efforts are even more impressive considering the severe winter weather suffered by the region during the closure.

Representing the team at the ceremony:
Zach Allen, trainmaster, Memphis, Tenn.
Rodney Bailey, trainmaster, Pasco, Wash.
Duane Buckley, assistant superintendent, Corridor Operations II, Fort Worth
Peter Hamell, superintendent operations II, Superior, Wis.
Jon Helm, director, Service Design, Fort Worth
Dan Holbrook, yardmaster, Eola, Ill.
Allison Thies, manager, Fuel Logistics, Fort Worth
Matt Wegner, yardmaster, Pasco, Wash.
Brad Williams, terminal manager, Spokane, Wash.

Front to back, left to right: Matt Wegner, Allison Thies, Rodney Bailey, Jon Helm, Peter Hamell, Zach Allen, Brad Williams, Dan Holbrook and Duane Buckley

Front to back, left to right: Kevin Wolf, Jim Kuhnhenn, Mike Frisinger, Monte Viall, Bryan Reilly, Jim Goff, Mark Christianson, John Caldwell Jr., Jon Gabriel and John Rider II
BNSF debuted a new Achievement Award medal last month. Featuring a locomotive and distinctive orange enameled border, the medal will be used to recognize all Achievement Award recipients.

Previously, employees received a bronze medal for their first Achievement Award, silver for their second and gold for their third.

Additional achievements were honored with certificates. “Differentiating awards with bronze, silver and gold medals could give the impression that one achievement was more important than another,” says John Ambler, vice president, Corporate Relations. “Each Achievement Award is significant and important in its own right.”

The new medal is also updated to reflect the latest BNSF locomotive paint scheme. Each new medal will come with its own stand. The medal will also fit the three-tier stand distributed with the old medals.

The Achievement Award program was developed in 1999 to recognize members of Team BNSF who demonstrate BNSF’s Vision & Values and Evidences of Success and advance the Leadership Model. Scheduled and exempt employees are eligible for an Achievement Award, and any BNSF supervisor may nominate an employee for an award. Additional information about eligibility and a link to the nomination form can be found in the BNSF Achievement Awards channel on the Communications subtab of employee.bnsf.com.

“The BNSF K9 team of Kevin Anderson, special agent in charge based in Houston, and K9 Joli brought home the 2012 National K9 Team Champions title after recent National Railway Police K9 Trials held in late April. In addition, Bryan Schaffer, senior special agent based in Birmingham, Ala., and K9 Faust brought home the national championship title in explosives detection.

“This is the first time any railroad police agency has won championship titles in both events,” says Luis Mares, deputy chief of police based in El Paso, Texas, and K9 team lead. “All BNSF K9 teams are dual purpose, trained to work in patrol as well as either explosives or narcotics detection. Most other railroads’ teams specialize in only one area, such as patrol or explosives detection.”

BNSF took first place in three out of four categories with Anderson and Joli taking first in overall competition and in obedience. Teams also placed in the following:

- Anderson and Joli: third place in man work (apprehending a subject).
- Schaffer and Faust: third place in obedience.

Congratulations to BNSF’s K9 teams!
2011 Best of the Best

These individuals are being recognized for their outstanding safety leadership, with work teams that achieved exceptional safety performance in 2011. Each work group was injury-free in 2011.

**Transportation**

John D. Abrahamson, terminal superintendent, Galesburg, Ill.
Rich Dennison, terminal superintendent, Los Angeles
Greg Konecny, superintendent operations, Phoenix
Jason McBride, terminal superintendent, Amarillo, Texas
R.B. McCord, terminal superintendent, Pasco, Wash.
Tim Merriweather, terminal superintendent, Cicero, Ill.
Donnie Stilwell, terminal superintendent, Temple, Texas
Bret D. Winters, terminal superintendent, Memphis, Tenn.

**Mechanical**

David Andersen, general foreman, Galesburg, Ill.
Mark Edward Blackwell, general foreman, Winslow, Ariz.
Mike Collier, general foreman, Denver
Jack M. Frank, general foreman, Cicero, Ill.
Harold Lederer, general foreman, Richmond, Calif.
Aaron Marshall, general foreman, Temple, Texas
Larry Perez, general foreman, Clovis, N.M.
Bill M. Perry, general foreman, Houston
Daniel Rodriguez, general foreman, Barstow, Calif.
Brandon Schwartz, general foreman, Seattle
Daniel Silva, general foreman, Guernsey, Wyo.

**Engineering**

William Dorcey, manager, Signal, Albuquerque, N.M.
Mike Herzog, manager, Structures, Kansas City, Kan.
Jeffrey J. Jarman, manager, Signal, Spokane, Wash.
Rob Millinder, manager, Signal, Kansas City, Kan.
Paul Robinson, manager, Signal, Fort Worth, Texas
Andrew Shearer, division engineer, Lincoln, Neb.
Dennis Skeels, manager, Signal, San Bernardino, Calif.
Jerry Specht, manager, Signal, Seattle
John Unze, manager, Signal, Minneapolis
Tom Wright, manager, Roadway Equipment, Fort Worth, Texas

**Transportation**  Front to back, left to right: Rich Dennison, R.B. McCord, John Abrahamson, Donnie Stilwell, Bret Winters, Greg Konecny, Jason McBride and Tim Merriweather

**Mechanical**  Front to back, left to right: Brandon Schwartz, Daniel Rodriguez, Larry Perez, Bill Perry, Jack Frank, Daniel Silva, David Andersen, Harold Lederer, Mark Blackwell, Aaron Marshall and Mike Collier

**Engineering**  Front to back, left to right: Tom Wright, Dennis Skeels, Jeffrey Jarman, John Unze, Jerry Specht, Rob Millinder, Mike Herzog, Paul Robinson, Andrew Shearer and William Dorcey
Focus on Safety

Approaching others about safety – *always* the right thing to do

Envision a colleague, someone you see often, stepping close to a live track, reaching for a tool that’s not right for the job or texting while driving a company vehicle. What do you do?

The first instinct can and should be to speak up, to approach your co-worker about your concerns. It’s not always easy, but that simple action could save a life or prevent a life-altering injury.

“We’ve done a number of internal surveys and cultural assessments, and we consistently find that one of our strengths as a company is that employees are willing to approach others about safety,” says Doug Jones, assistant vice president, Safety & Technical Training. "When we talk about approaching others, we’re building on this strength and our responsibility to role-model safe behavior, reinforce what safe looks like with positive feedback and speak up anytime we see at-risk behavior. Approaching others is *always* the right thing to do.”

The Safety team has closely reviewed the circumstances surrounding fatal and life-altering injuries in recent years and has determined that at least half of those incidents could have been prevented if a co-worker had spoken up about a risk. “Our workforce is largely self-supervised. That means the best and most consistent way to reinforce safe behaviors is by looking out for co-workers and helping to ensure they’re working safely,” Jones says.

“To build a culture of commitment, we all have to learn how to approach others to ensure we return home safely,” says Mark Schulze, vice president, Safety, Technical Training and Operations Support. “It’s all about the recognition of potential risks or exposures and giving the needed feedback in every task.”
Building trust

According to the six Safety Employees of the Year (SEOY), the first step to approaching others is having trust.

“Building trust is as simple as having a peer-to-peer conversation to break down walls,” says Matt Lehr, Lincoln, Neb., switchman, Central Region SEOY and BNSF’s 2011 Hammond Award nominee.

“We all want the same thing – to go home injury-free,” he says. “So if we take the time to build good relationships with our co-workers, even spending down time getting to know one another and building rapport, then we can more easily talk to and approach each other when we see someone doing something unsafe. We can also build on that relationship by commending them and giving them positive feedback when we see them act in a safe manner.”

Being professional and respectful also goes a long way. “If I observe an unsafe practice, I try to be honest and polite to that person, talking about what the outcome might be if he or she doesn’t correct that behavior. Or I might demonstrate how to do it right,” adds Tony Soto, hostler driver at Corwith Terminal in Chicago and the Intermodal Business Unit’s SEOY.

“Even nonverbal – like pointing to my eyes to remind someone to put on their safety glasses – works. Then when they put them on, I give them a thumbs-up.”

Feedback lessons

The SEOYs admit that approaching others can be difficult, especially the part about giving feedback. BNSF is currently developing training programs to help employees learn techniques for approaching others, including in tough situations. This training will be voluntary and will be delivered primarily by peer trainers, including safety coordinators and safety assistants.

“Some of the training we’ve had teaches you how to approach and engage others so you don’t offend,” explains Lanny Billings, a locomotive engineer on the Northwest Division and the North Region’s SEOY.

“Feedback is critical. We all have a moral responsibility to each other. We absolutely have to get everyone, even the naysayers, to be responsible – for their own safety as well as the safety of their co-workers and the public.”

Says Lehr, who has also received training: “You learn that it’s not about telling others how to be safe. It’s about asking questions in a certain way, like ‘How would you do that next time?’ This way, the employee can articulate the safe behavior. It’s very powerful. People – even skeptics – have seen that getting people involved and approaching others really works.”

Creating a culture

While BNSF has formal peer-to-peer programs at a number of locations – programs where a

Techniques for Approaching Others about Safety

Approaching others is an important part of building a Culture of Compliance and a Culture of Commitment. As employees, we reinforce compliance and commitment when we take ownership to ensure the safety of others. Here are ways to approach others at work:

- Identify risk/exposure: Be alert and speak up.
- State your concern: Express your analysis of the situation in a direct way while owning your emotions about it. “I’m concerned that you’re standing too close to live track and if a train were to come by you would be impacted.”
- State a solution: “I think it would be safer to finish the task here.”
- Obtain agreement (or buy-in): “Does that sound OK to you?”
- Pause the work if necessary: Ownership of safety for oneself and others means that sometimes you have to take a definitive stand for safety. BNSF wants and encourages you to pause the work if necessary to address an unsafe condition or at-risk behavior that you believe puts someone at peril. Do so respectfully, but do so.
- Reinforce safe behavior: Recognize when a job is done well.

NOTE: Copies of a new video, Approaching Others about Safety, will be distributed to supervisors for use in safety meetings. You can also view the video on the BNSF-TVs and on the Safety & Rules and Communications pages of the intranet.
Focus on Safety

smaller group of employee volunteers observes work behaviors, notes patterns and develops interventions across a yard or location when they see a pattern of unsafe behaviors – approaching others focuses more on informal one-on-one conversations between employees.

“We still believe that formal peer-to-peer programs serve an important role in the long run, but they also take a while to implement,” says Greg Fox, executive vice president, Operations. “When we talk about approaching others, though, we’re talking about something that’s much less formal and something that every one of our 40,000 employees can and should be doing every day. This is all about encouraging those conversations among our work teams, where co-workers approach each other about safe as well as at-risk behaviors. Creating a culture where employees take ownership for their own safety and the safety of others is an essential step toward our goal of a zero-injury culture.”

Mark Johnson, locomotive engineer and Brotherhood of Locomotive Engineers and Trainmen (BLET) safety coordinator on the Gulf Division and the South Region SEOY, echoes this sentiment. “We have to learn to treat everyone like we would a family member,” he says.

Johnson suggests personalizing feedback. “Turn it around. Instead of sounding negative, talk about the benefits of being safe, such as how much more pleasurable it will be in retirement when you can toss a baseball to your grandson or travel without a life-altering injury.”

The SEOY for Mechanical, Jeremy Trueax, a carman at Havre, Mont., suggests that when approaching difficult people, take another peer with you. “You have a responsibility to provide an alternative if someone is doing something unsafe. Know the rule or consult a supervisor or same-craft colleague if you have a question about the proper way to apply a rule.”

If an employee approaches a colleague, but the co-worker continues to put himself or herself at risk, employees should know that they can pause the work if necessary. “People need to understand that things need to happen in a timely manner – but taking shortcuts is not OK,” says Trueax.

And if someone should approach you about being safe, says Engineering SEOY Bryant Quick, a signal inspector based in Alliance, Neb., don’t react defensively. “Everybody has a different way of approaching others. Remember, we all want the same thing: to stay safe. I think I know everybody on my territory, and we all watch out for each other, especially the newer people. We help them – and know that they will look with fresh eyes at what we’re doing. I’m always learning.”

Experience is definitely important at the railroad. “It’s the first question we all ask one other: How long have you been at the railroad?” says Billings. “When I know what kind of experience someone has, I may talk to them differently.”

But whether approaching a new or a more experienced employee, Billings says he will always speak up when he observes risk. “I don’t ever want to be the person who didn’t say something, who has to go see that employee’s family the next day to say I was sorry I didn’t speak up.”

BNSF’s Safety Employees of the Year

BNSF honored six Safety Employees of the Year at the Employees of the Year program. The six represented segments of Operations, and from these honorees, one was selected as BNSF’s nominee for the Hammond Award, recognizing a railroad employee’s efforts to improve safety within the industry and communities. The industry winner was announced in Washington, D.C., in May. Here are the 2011 BNSF Safety Employees of the Year:

Lanny Billings, North Region

Lanny Billings serves as local Brotherhood of Locomotive Engineers and Trainmen (BLET) safety chairman on the Northwest Division, helping to foster a commitment to safety with us. He encourages others to be committed to safety by embracing the Leadership Model, truly modeling the way for others, in both words and actions. Those who chair site safety teams across the division frequently seek him out for advice.

When it comes to “walking the walk,” Billings will often put in extra time to ensure his co-workers’ safety. For example, when the Lakeside Subdivision was experiencing a number of de-certifying events, he marked up on the sub so he could observe the root causes of the problem. Thanks to his coaching, the subdivision went six months without a de-certifying event.

Billings has also been instrumental in various peer-to-peer programs and other safety processes being embraced locally.

Mark Johnson, South Region

Mark Johnson, the BLET safety coordinator on the Gulf Division, joined the Galveston, Texas, site safety committee in 2002. When he first became involved in site-based safety, one of his goals was to build engagement. Working with his United Transportation Union (UTU) safety coor-
In his role as safety coordinator, Mark makes a point of engaging face-to-face with employees from all crafts, not just those in Transportation. For example, when a track gang is scheduled to be in the area, he will meet with them to talk about safety, whatever time of the day or night. And when new employees were brought into Dayton Yard at Galveston, he worked with them for several months to ensure that they were well-trained.

HAMMOND AWARD NOMINEE
Matt Lehr, Central Region

Lincoln, Neb., Switchman Matt Lehr has made a significant impact at his home terminal as well as on the Nebraska Division, the Central Region and systemwide because of the program he and his team created. A peer-led program, RESTORE (Responsible Employees Safely Taking Care Of Risk Exposure) promotes a proactive approach to safety. The ultimate goal is to create an atmosphere where employees take initiative to observe and talk to each other about at-risk behavior.

The employee volunteers on the RESTORE team observe co-workers in a constructive, non-punitive way; as soon as their observation is complete, they commend employees on the positive actions they took, and then they discuss any potential risks they observed. The team looks for overall patterns and develops programs to address and eliminate at-risk behaviors across the terminal.

Lehr also co-founded RISE (Reducing Incidents Safely and Efficiently), an incentive-based program that rewards terminal employees who do not experience a human-factor incident by giving them credits toward merchandise at the BNSF Store. Employees have the option of donating their credits to Coats for Kids, a local charity.

Bryant Quick, System Engineering

Signal Inspector Bryant Quick’s influence and knowledge have made a significant impact across the Powder River Division, where Quick works closely with other employees, especially newly hired, to identify intricate and often technical aspects of a task.

Quick supports the safety of others by verifying the integrity of the critical systems that he inspects. When he works at a grade crossing, for example, he focuses on public safety for motorists and pedestrians in the vicinity, and ensures that everyone involved in the work understands the tasks, the effects on the operating system and the method of protection.

Outside of his territory, Quick is also making an impact as he has developed a program that more clearly outlines how switches are installed during construction, for use system-wide. He also designed a battery carrier that helps make the workplace safer.

Tony Soto, Intermodal Business Unit Operations

A hostler driver at Corwith Terminal in Chicago, Tony Soto was hired by BNSF early in 2011, but he played a significant role as a contractor since 1987. Today he is a leader, training other drivers and intermodal equipment operators on working safely. The training was especially extensive last year, when the Corwith Terminal was converted from one operated by a service provider to one operated by BNSF employees. Many of those employees were new to the intermodal industry and BNSF.

While the transformation was successful, Corwith experienced several low-severity accidents in the first six months following the transition. To help enhance the training and safety awareness for this relatively new workforce, leaders asked Soto to assist in training starting mid-year last year. Of all the new hires he trained, none had been involved in an accident as of the end of last year.

Jeremy Trueax, System Mechanical

Carman Jeremy Trueax serves in a number of safety roles, beginning at his home base in Havre, Mont. Peers across the Montana Division respect Trueax so much that they have three times elected him to serve on the New Hire Standardization Committee, as the Montana Division Mechanical Safety Assistant, a position he has occupied for five years. He is also a vital member of the BNSF System Mechanical Safety and Health Team.

Trueax conducts required safety certification training for every Mechanical employee on the division, which is very challenging considering the away-from-home time to cover seven training locations in two states. In addition, he conducts Hazard Communication, Blue Signal Protection, Fall Protection and Mechanical Safety Rules training.

Outside the division, he is involved with the New Hire Standardization Committee, the Utility Vehicle Standardization Committee and the Rules Review Committee. He also represents the System Mechanical North Region for the Peer-to-Peer Central Steering Committee.
Kim DiNapoli: Industrial Products Business Unit

Sales Manager Kim DiNapoli represents the Industrial Products Business Unit to many of BNSF’s national accounts, as well as potential new customers in the Northern California region.

“I’m a liaison between our customers and the various departments of the railroad,” says the Bloomfield, Neb., native from her office in Richmond, Calif. “My job is to visit customers and potential customers who want to ship their products by rail and explain the opportunities BNSF provides. I talk to them about facility issues, expansion – any type of business development questions they might have – and resolve problems that may come up.”

DiNapoli is quick to point out that to be successful in her position, she relies heavily on the assistance provided by many other BNSF teams outside of Sales. And she manages a wide spectrum of customers, including G3, British Petroleum, Chevron, Oxbow Carbon & Minerals, Dover Resources, Kleen Blast, Sasol Wax and Waste Solutions.
DiNapoli’s work is about balancing time in the office with being on site with customers. A typical week finds her in the field Tuesday through Thursday and in the office Monday and Friday. “The more time spent with customers, the better. It allows me to really understand our customers’ needs, gather market intelligence, work on product strategies, and better educate my customers about BNSF’s capabilities and initiatives.”

“Problem resolution is a large part of DiNapoli’s job, too. “Customers contact me about various issues such as service delays, questions about transit times, infrastructure improvements or clarification about policies,” she says. “If I don’t know the answer, I’ll follow up with the appropriate department and work with them to respond to the customer.”

DiNapoli also believes the AIM (Assess, Improve, Maximize) site reviews are invaluable to her job. The process looks for ways to maximize efficiency and reduce costs by working with customers and local operations to review service offerings and increase capacity. “Our Industrial Products team is focused on improving returns for both BNSF and our customers, and the AIM tool has allowed us to do that,” DiNapoli says.

She often brings employees from other departments to customer meetings with her. For example, a trainmaster may come along to directly address questions a customer might have.

“As mentioned earlier, having good relations with people in other departments is a huge benefit, not only to understand BNSF operations, but if I do have an issue, I’ve got that relationship established so I can go to that person and easily ask for assistance,” she notes. “My job is definitely part of a team effort. The successes we see across our system are not because of one person in one position. It’s a combination of everyone else helping behind the scenes to be successful. We’re always looking to do things better and more efficiently.

“Our customer satisfaction surveys suggest that ease of contact is an important issue for our customers. I try to be available to customers whenever they need to contact me. Many of our customers run 24/7 operations, so I try to resolve issues or address their questions as quickly as possible.”

Challenges like that are what she enjoys. “The transportation industry is so dynamic. Our customers are always changing. Markets are always changing. There is always a need to facilitate discussion,” she says. “It makes the job a lot of fun.”

Courtney Little: Consumer Products Business Unit

Courtney Little is situated – literally – in one of the more unique positions of the Consumer Products Business Unit and for BNSF, too.

As an intermodal solutions manager, Little is a problem-solver for a myriad of companies that require rail transportation, connecting the dots to show the best solution for both the customer and BNSF. While other Consumer Products team members share this same task, Little’s position is unique because she is on the East Coast, calling on customers in states outside the BNSF network from her home office in Philadelphia.

Living in Philadelphia offers Little an opportunity to stay close with friends and family spread throughout the Carolinas, where she spent most of her childhood and attended Appalachian State University in Boone, N.C., majoring in Psychology and French with a minor in Religious Studies. She utilized her second language and showed her penchant for exploring new surroundings when she studied abroad at the Université d’Angers in France, a trait that would complement her move to Philadelphia.

“I was hired about a year ago by BNSF in Fort Worth, knowing that we would need someone in the Northeast,” says Little. “I’m in charge of finding new intermodal customers, and maintaining relations and growing our traffic with existing customers located from New Jersey to North Carolina, with the highest concentration in New Jersey. Being based here is a great fit to reach my customers’ needs in an efficient manner.”

Working outside of the BNSF network creates daily challenges that many of Little’s counterparts rarely encounter.

“My biggest challenge is approaching companies that are not familiar with BNSF and our expansive intermodal network

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capabilities,” she says. “My challenge is educating and helping them to find a better way of achieving their supply chain objectives – highlighting the value BNSF can bring by infusing intermodal into their transportation portfolio.”

The key to her success is Little’s ability to understand the customer’s perspective, recognizing that intermodal service can appear complex to customers. She demonstrates that great customer solutions require looking beyond the formula of shipping from Point A to Point B. The real formula for success requires looking at a company’s entire supply chain, from the factory to the storefront.

“All the customers I call on are domestically based,” explains Little. “However, their decisions may be influenced by international elements. This extends the intermodal conversation to not only include rail and trucking, but ocean carriers as well. That’s why I rely so heavily on the International Intermodal Marketing and Domestic Intermodal Marketing teams. I cannot achieve my goals without them. It is only through this collaboration that we are able to win new business for BNSF.”

Little believes this collaboration is what attracts new customers and keeps existing customers connected to BNSF. It is also one of the hallmarks of BNSF’s Next Generation Intermodal model that specializes in optimizing shippers’ supply chains.

Little understands that collaboration – within BNSF and along the supply chain – is needed to gain customers’ trust, starting with her.

“If customers are going to trust BNSF, they need to first trust me,” she says. “I want them to view me as a resource, to feel comfortable reaching out to me for any question or concern they may have. I want customers to tell me about their supply chain and any pains they may be facing within it. I want the full picture: Where are you moving? What? Why? And how are you moving? If I cannot immediately answer their questions or solve their problem, I know I can rely on the vast experience within BNSF to help me find the information.”

Ultimately, Little enjoys her work because of the connections she makes, both within BNSF and with her customers.

“I really enjoy the people I work with at BNSF. I find satisfaction in being the link between new customers and BNSF, as customers implement the optimal intermodal solution by switching to BNSF intermodal. It is rewarding to be a part of a customer’s solution.”

To do business with dozens of U.S. power plants requires that Porter understand changing environmental regulations, competitive fuels that can displace PRB coal and challenges from the growing natural gas industry. Having this knowledge helps him to arrive at beneficial agreements for both BNSF and its customers.

In this competitive marketplace, he also must monitor cash market prices and alternative fuel prices, and understand needs from power plants and the mines, as well as analyze BNSF’s cost structure and routing for unit coal trains.

All of this insight is critical; being 10 cents per ton higher or lower than a competing fuel source can sometimes make – or break – whether BNSF PRB coal is the fuel of choice vs. other coals or natural gas.

“It’s a very competitive environment, and it’s critical that we understand the economic drivers for our customers,” Porter says.

That includes drivers outside of the U.S. as well. “We also have to understand the factors that drive international coal prices, such as ocean vessel shipping rates and coal mining production costs in other countries,” Porter says.

World demand for coal, primarily driven by the Pacific Rim, continues to grow. BNSF has also begun establishing a market presence in Europe at a time when U.S. coal usage is being challenged by alternative energy sources. Access to Europe via the St. Lawrence Seaway, which links the Great Lakes to the Atlantic Ocean, enables BNSF to reach the European market.

Porter has focused lately on developing relationships with European power plants to keep BNSF at the top of the list when U.S. coal is being considered. A few
European plants have started test burning BNSF-supplied PRB coal.

“We have a great value proposition for European coal plants,” Porter says. “We want to brand BNSF in that market so that when they think of U.S. coal, BNSF-supplied PRB is the coal of choice.”

Developing a rate package and securing a deal can take from a month to a year, thus it’s essential that Porter keeps his ear to the ground.

“At the end of the day, if you own and resolve your customer issues, listen and know the right questions to ask, they will teach you what you need to know about your market to be successful,” he adds.

Porter’s extensive experience at BNSF has also taught him a few things. “I have had 11 jobs in 20 years at BNSF. I have worked in Ag Marketing, Operations, Technology Services, Customer Support and Coal Marketing. One of the things I love about the railroad is the flexibility in career paths,” he says. “It is great to work in an environment that encourages people to move into different departments, and this experience has helped me understand the effort it takes to safely transport our customers’ freight and deliver the best value for their transportation dollar.”

Porter is quick to credit other departments with helping deliver what he’s promised, especially those in Operations and Service Design. “I’ve been really fortunate to have such a great team to work with,” Porter says. “All of us, working together, are helping to keep the lights on and find new markets for BNSF coal.”

**Nannette Samuelson: Agricultural Products Business Unit**

Nannette Samuelson, BNSF’s director, Ag Planning and Development (APD) in Fort Worth, likens her responsibilities to a coach who focuses on each play of the game while tracking the overall strategy for the team and the season.

That’s because the APD group handles a wide variety of responsibilities – from the everyday tactical to the long-term strategic – to support the Agricultural Products Business Unit so that BNSF can meet domestic and world demand for soybeans, wheat, corn and other commodities.

APD’s function is to help the Ag Business Unit achieve or exceed its goals by supporting customers, both internal and external. To do so, Samuelson’s team orchestrates a range of functions, from expanding the shuttle network by creating loop tracks at customer facilities to developing information technology solutions.

“**As you’ll see in a lot of areas across BNSF, it’s about relationship building. It’s talking through issues, meeting face to face and solving problems. It’s listening and paying attention. Keeping key players informed of project status or issues is vital.”** – Nannette Samuelson

Samuelson, who recently completed a master’s degree in Strategic Leadership from the University of Dallas, joined Technology Services in 1997 and moved to Corporate Audit as director of Technology Audits in 2004. Three years later, she became director of Operations Audits before joining APD in 2010.

Samuelson manages a nine-member team that always has multiple projects in various phases and involving numerous departments. Each member has unique responsibilities that contribute to an effective support arm of the Ag Business Unit, which has been adding a number of new “greenfield” shuttle facilities to its portfolio. Last year, APD played a key role in bringing to fruition 20 new facilities that were built or expanded to load or unload BNSF unit trains. Another 30 are planned to come on line in the next 12 months.

Each facility, which can involve several years of planning and take 12 to 18 months to build, represents long-term business for BNSF.

“My team and my responsibilities are diverse,” says Samuelson. “We have to have an understanding of multiple business functions across BNSF and be able to effectively manage projects and customer issues that are critical to the mission of the Ag Business Unit.”

And that includes covering a lot of bases each day.

In a few hours one recent afternoon, Samuelson swiftly moved from one meeting to another – addressing locomotive use and liability agreements in the first meeting, then a customer’s interchange with another Class I railroad in a second, and ways to enhance the web-based rate publishing system in a third.

Following BNSF’s Leadership Model, especially “communicate, communicate, communicate,” means a lot of face-to-face interaction for Samuelson. As a liaison to reinforce alignment between Ag and other departments, much of her time is spent in brief conferences across the corporate campus.

“As you’ll see in a lot of areas across BNSF, it’s about relationship building,” she says. “It’s talking through issues, meeting face to face and solving problems. It’s listening and paying attention. Keeping key players informed of project status or issues is vital.”

Samuelson, a long-time Texas resident who loves sports, says that some meetings could be handled in a conference call, but making eye contact and direct communication often lead to better results, no matter the location. Open communication starts in the Ag Business Unit, where the half-walls mirror traders’ offices with few barriers.

The pace is fast but always driven by
BNSF’s strategic focus on Franchise, Service, Return, Community and People, Samuelson says. A champion of the People focus area, she makes a point to mentor her employees to help them not only with issues at hand but also to prepare them for their next career opportunity at BNSF.

“Throughout my career, I’ve learned to manage multiple priorities. That may be why I feel comfortable in this role,” Samuelson says. “Always with my eye on the goal, I like to keep the players in motion, advancing things forward and seeing positive results achieved. It is most rewarding to see the strategic plays result in a homerun!”

The port officials explain their goals to the BNSF team, which includes representatives from Engineering, Economic Development, Industrial Products, Agricultural Commodities and Transportation. Tobosa’s extensive railroad background is evident as he guides the discussion to ensure that everyone walks away satisfied.

That knowledge is based on a more than 30-year railroad career. Tobosa started with Burlington Northern Railroad in 1978 as a switchman.

“I was 19, one year into college and school was just not for me at that time,” Tobosa recalls. “My brother was working as a locomotive engineer in Everett [Wash.], and I asked him if the railroad was hiring.”

BN was, so Tobosa was hired as a switchman. Over the next eight years, he went from switchman to brakeman, to conductor and then yardmaster, before taking a break from service in 1986.

But Tobosa could not stay away from the rails for long; in 1989 he hired back as a yardmaster. From there, he became assistant trainmaster, trainmaster, director of administration, terminal manager, assistant terminal superintendent, terminal superintendent, then senior manager, Customer Support. In 2006, he moved into Industrial Products as market manager for steel construction products. Tobosa finished his MBA at Texas Woman’s University in the summer of 2008, and later was promoted to director of Customer Support. In late 2010, he moved into his current position.

Today, Tobosa serves as an intermediary for BNSF, the PNW ports and port tenants. In this role, he is not unlike an ambassador, making informed recommendations to clients and facilitating collaborative discussions.

“I call on the ports to better understand their commercial strategies and align those with BNSF. I am the ports’ subject matter expert on how to work with BNSF’s Marketing and Sales teams to develop new growth opportunities. Then I share the capabilities of each port with my Marketing and Sales counterparts,” Tobosa explains.

“My job is to find out what their options are and to build a relationship that will serve both of us for a long time to come.”

Though his experience aids him greatly, Tobosa relies on colleagues from a myriad of departments to forge and maintain favorable relationships with the port and their potential customers.

“What it boils down to is creating, building and enhancing BNSF’s relationship with the ports. We can then leverage those relationships to improve business for both parties,” Tobosa says. “None of that would be possible without the many people at BNSF who are backing me up. It is a team effort.”

For example, the Port of Bellingham is looking at new business driven by emerging “green” industries such as biomass wood products, wind energy and environmentally friendly automobiles and heavy machinery. “We went to Fort Worth and held a series of meetings with BNSF experts from each business unit to find the best fit,” says Tobosa. “Wood pellets used as a supplemental fuel is one possibility, so now we are planning track layout to accommodate not only the short-term dredging project but also the long-term business of biomass transport.”

Tobosa’s coordination with this port is just one example of how he and his counterparts strive to create sustainable business with all the BNSF-served ports.

“It’s exciting,” he says. “I have new customers reaching out to me all the time. I get to help them get projects off the ground with as little frustration as possible while also increasing BNSF’s revenue. It’s a win-win.”

Pat Tobosa:
Marketing Support

Pat Tobosa, director of Port Business Development, Pacific Northwest, sits in a crowded Seattle conference room. To his right are four BNSF employees and to his left are five representatives from the Port of Bellingham, Wash.

Port officials recently approached Tobosa about opportunities to connect their property to BNSF. This meeting will be one of many in which the parties discuss how the two may do business.

“The Port of Bellingham is preparing to undergo a large dredging project,” Tobosa says. “They are interested in partnering with BNSF not only for help with that undertaking, but also because connecting to the railroad provides future growth opportunities.”
Survey Says
Nearly 6,500 rate internal communications

Results from BNSF’s employee communications survey, conducted in late 2011, show that, overall, employee ratings of communication have improved since the last survey was conducted in 2008.

The recent survey included electronic and paper responses. This is the first time in many years that a paper survey was included.

Nearly 2,000 employees returned paper responses. “We wanted to ensure that all employees had an opportunity to respond, so we included a paper survey in Railway magazine,” says John Ambler, vice president, Corporate Relations. “As a result, we saw an increase in participation, especially from scheduled employees. Thank you to the many employees who participated.”

Highlights
- More than 6,000 employees responded. Of those, more than 3,400 identified themselves as scheduled employees and 2,300 as exempt employees.
- Sixty percent of respondents rated the overall value of communications as either “Excellent” or “Very Good,” an 18-percent improvement in this category compared with 2008.
- Employees rated their top three sources of information as:
  1. employee.bnsf.com
  2. BNSF News
  3. Supervisor

This is the first time the employee intranet, or employee.bnsf.com, ranked as the top communication source. This ranking was consistent for scheduled employees as well as exempt employees.

The top three topics of most importance to employees were:
1. Compensation and benefits
2. Safety information
3. Division/department news

This is the first time safety ranked in the top three for both scheduled and exempt employees.

Ambler says work on evaluating the results is continuing, and employee feedback will be used to improve existing programs and add new tools in the future.

“We appreciate everyone who took the time to fill out the survey and provide their thoughts,” Ambler says. “While we are pleased by the improved results, we still have room for further improvement. This feedback helps us understand current views and where we can further improve our efforts to communicate with internal audiences.”

BNSF launches interactive map

BNSF has launched a new interactive map highlighting events and activities along its 32,000-mile rail network.

Visitors can select markers containing links to news updates, community projects, photos and videos of BNSF trains in action, and historical information. Viewed as a whole, the map displays BNSF’s presence and involvement in many communities across the western two-thirds of the United States.

Powered by the Google Maps engine, the map lets users take in a bird’s-eye view of the entire network at once or zoom in to view a particular area. Users can also filter the selection of map markers using categories such as News, Community, History and Landmarks, and Photos.

The map’s collection of video clips includes two “train’s eye” videos. High-definition cameras were attached to the outside of two BNSF locomotives, facing forward to capture the scenery along two picturesque routes on the network. The first video depicts the landscape of eastern Wyoming along the Canyon Subdivision, and the second shows western Washington’s Scenic Subdivision between the towns of Everett and Baring.

Visit http://map.friendsofbnsf.com/
Like other types of periodic preventive exams, periodic eye exams screen for several health conditions that are best treated when caught early. In addition to measuring your vision, health care providers can also use eye exams to help identify early signs of certain chronic health conditions, including high blood pressure, diabetes, heart disease and high cholesterol, according to the American Academy of Ophthalmology. In fact, the eye is one of the only areas of the body where doctors have an unobstructed view of blood vessels.

Annual eye exams enable your doctor to monitor the health of your eyes and track changes that can occur from year to year. Unfortunately, more than half of Americans wait at least two years between eye exams despite the fact that most adults consider vision their most important sense.

One in five people is at risk for vision loss, and many have problems that could have been addressed through preventive care. For example, diabetic retinopathy, damage to the eye’s retina that occurs with long-term diabetes, is preventable through control of blood sugar. High blood pressure and high cholesterol can also cause damage to the eyes, but this damage is preventable if those conditions are adequately treated.

Getting regular eye exams is especially important as you grow older. Difficulty seeing clearly to read or perform close-up work is a common problem for those over age 40, according to the American Optometric Association. While half of all Americans are estimated to wear corrective lenses, millions more could use a pair. (See box.)

Regular eye exams are important at any age, so don’t wait for the symptoms to begin; make this a routine. Visit your ophthalmologist or optometrist annually. If you’ve never had an eye exam, your doctor will check all aspects of your
vision, including your eye’s structure and how well the eyes work together. Here’s what to expect:

- The doctor will put drops in your eyes to enlarge (or dilate) your pupils. A dilated eye exam is the only way to find some types of eye disease.
- You will read charts with letters and numbers to check your vision.
- The doctor will do tests to look for problems with your eyes, including glaucoma, cataracts and age-related macular degeneration.

Having an annual eye exam can give you peace of mind that you are doing well and your eyes are healthy – or help your eye doctor to correct any issues you may have.

What’s the difference?

Optometrist or ophthalmologist? Both of these types of doctors can administer preventive eye exams, but there are differences in training and types of treatment offered.

**Optometrists** receive their degrees from schools of optometry and examine, diagnose, treat and manage diseases and disorders of the eye as well as prescribe eyeglasses, contact lenses and medication. **Ophthalmologists** are physicians who specialize in eye surgery and may also diagnose and write prescriptions for eye diseases and disorders as well as for eyeglasses and contacts.

Working at the direction of either of these types of eye doctors, **opticians** are trained in the fit and usage of eyewear – the people who order and check that lenses are made correctly and help with frame selection.

Get that smile checked out, too!

**10 symptoms that you might need an eye exam**

According to EyeMed, a BNSF vision care coverage provider, the following 10 symptoms indicate that you might need an eye exam:

1. Blurred close-up vision, indicating farsightedness (hyperopia)
2. Poor distance vision, or nearsightedness (myopia)
3. Difficulty seeing objects both close up and at a distance (astigmatism)
4. Difficulty seeing at night
5. Increased difficulty adjusting from dark to light surroundings
6. Difficulty in reading or working at a computer
7. Eye strain or eye fatigue
8. Frequent headaches
9. Double vision
10. Seeing halos around light

**Dental checkups** are also more important than many people realize. During a preventive exam, the dentist looks for problems like cavities, gum disease and oral cancer, ideally catching them before they become serious health issues or costly to treat.

Like the eye exam, the results of a dental exam may also point to other health concerns. For example, many adults have some form of gum disease (when your gum tissue becomes infected). For people with diabetes, there is an increased incidence of gum disease, possibly because diabetes can lower resistance to infection and can slow the healing process. According to the American Dental Association, researchers have found that periodontitis (the advanced form of gum disease that can cause tooth loss) is linked with other health problems, such as cardiovascular disease, stroke and bacterial pneumonia.

Most children and adults should visit the dentist every six months for a professional cleaning and checkup.

**NOTE:** Preventive care exams under BNSF’s Medical, Dental and Vision programs are covered annually with little or no out-of-pocket costs. For more information about recommended preventive care and your preventive care benefits, visit the Benefits page at employee.bnsf.com > Employee tab > Benefits subtab.
**MODELING THE WAY**

**BNSF employee wins grand prize in “My Ride Rules” competition**

Mike Dodson, brakeman, Irving, Texas, and a car enthusiast, recently competed in “My Ride Rules,” which aired April 4 on SPEED TV.

Mike Dodson, brakeman, donated proceeds from his “My Ride Rules” win to a young girl with special needs.

Each episode of the competition showcases four drivers who “take a spin together in each other’s rides to see whose car comes out on top and whose is left in the dust.”

Dodson, a 38-year veteran of the railroad, has competed in hundreds of car shows with his fully restored 1956 Chevy 210. For several years, he has been contributing all prize winnings to support the educational needs of a 6-year-old girl in his community with Down syndrome.

In his winning episode, Dodson’s Chevy was pitted against a vinyl-wrapped ’63 Lincoln, a Pontiac Solstice and a one-of-a-kind ’02 Chevy Trailblazer. Each person in the competition rated the other cars on appearance, performance and personality. Dodson and his car came out on top, with grand prize winnings totaling $1,000.

“This was a really neat experience,” says Dodson, known to the viewing public as Mad Dog. “It was fun to be a part of the show, and I was very happy to win. We were able to help a young girl out with her specialized education expenses.”

SPEED TV replays episodes of “My Ride Rules.” See the SPEED TV website for dates and times.

**BNSF employee, spouse act quickly to stop train with broken wheel**

Tonya Boager of Miles City, Mont., couldn’t put her finger on it, but she knew the train didn’t sound right.

Many people might have shrugged it off, but not Tonya. She knew that a train that doesn’t sound right can mean problems, so she called her husband, Roadmaster Robert Boager, who was off-duty and on a fishing trip.

She told her husband that the train was making a noise that sounded like a hammer hitting metal. Rob Boager immediately called to have the train stopped for an inspection.

The train was stopped while still on the Forsyth Subdivision, and the conductor found a broken wheel with a 12-inch chunk missing. Maintenance personnel inspected the track behind the train and identified numerous areas of damaged track from the broken wheel.

Because Tonya brought the issue to BNSF’s attention so quickly, damage to the track was minimized.

**Making wishes come true**

What started off as a challenge turned into a demonstration of dedication, support and teamwork by Northstar commuter crews to raise funds for the Make-A-Wish Foundation of Minnesota.

Jody Audette, Northstar commuter, challenged Tom Voelk, locomotive engineer, to create a calendar featuring Northstar Crews in their off-duty pursuits. The calendar would be sold to benefit the Make-A-Wish Foundation.

Employees were photographed while participating in activities such as boating, golfing, swimming and spending time with their families.

Many locomotive engineers and conductors volunteered for the project and sold almost 500 calendars. Because of the support from crew members, commuter passengers, railroad museum patrons, rail fans, railroad retirees and fellow BNSF employees, $7,211.29 was presented to the Make-A-Wish Foundation of Minnesota.

Foundation representative Jean Carlson thanked Northstar crews for thinking of others in their time of need.
The sacrifices of World War II veterans will be honored in a new memorial in Phoenix, and BNSF played a significant role in moving pieces of that memorial.

In April, gun barrels from the USS Arizona and the USS Missouri began their final journey from different locations in Virginia to their final home in Phoenix. The USS Missouri rifle traveled from Chesapeake, Va., to Memphis, Tenn., where its journey on BNSF began. The gun barrel from the USS Arizona began its journey from Dahlgren, Va., with BNSF moving it from East St. Louis, Mo. BNSF donated its portion of the transportation cost on both moves.

The 14-inch gun barrel from the USS Arizona and the 16-inch barrel from the USS Missouri will be incorporated into a complete World War II Memorial near the state capitol.

The barrels were obtained after veterans learned that the barrels were at risk of being sold for scrap. Now, these historic artifacts will be restored and placed on permanent display in Wesley Bolin Memorial Plaza.

The 2013 BNSF Calendar Photo Contest ended Monday, July 2, 2012, so submit your entries now. Up to three entries per employee will be accepted. The contest is open to BNSF employees only.

Keep in mind:
- Horizontal images work best and will receive higher priority.
- Photos must include a BNSF train with the new logo and paint scheme.
- For each submission, remember to send an entry form, color printout of the image and an electronic copy of the photo on a disk or USB drive. High-resolution images (at least eight megapixels) are preferred.
- Winning photos will be selected based on composition, color, quality and uniqueness. They will also feature the variety of commodities handled by BNSF, highlight BNSF’s broad network and represent each season.
GET YOUR PREVENTIVE EXAM!
WHAT YOU DON’T KNOW CAN HURT YOU.

Preventable health issues are on the rise all across America, including among BNSF employees and families. Some of the most common preventable conditions – such as high cholesterol, high blood pressure, heart disease and diabetes – can develop quietly without symptoms.

To protect your health, you need a medical expert to regularly assess your true state of health and advise you of any actions to take.

For questions about covered services or choosing a doctor, call the Member Services number on your medical ID card.