BNSF Performance Measures

**BNSF Units*Handled**
Year-to-date through May 12, 2013

<table>
<thead>
<tr>
<th>Category</th>
<th>2013</th>
<th>2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>Coal</td>
<td>774,582</td>
<td>774,802</td>
</tr>
<tr>
<td>Agricultural Products</td>
<td>350,424</td>
<td>379,781</td>
</tr>
<tr>
<td>Industrial Products</td>
<td>661,736</td>
<td>581,060</td>
</tr>
<tr>
<td>Consumer Products</td>
<td>1,754,395</td>
<td>1,689,471</td>
</tr>
<tr>
<td>System</td>
<td>3,541,137</td>
<td>3,425,114</td>
</tr>
</tbody>
</table>

*Carloads, trailers or containers

**BNSF Reportable Injuries**
Year-to-date through May 1, 2013

<table>
<thead>
<tr>
<th>Year</th>
<th>Reportable Injuries</th>
</tr>
</thead>
<tbody>
<tr>
<td>2013</td>
<td>134</td>
</tr>
<tr>
<td>2012</td>
<td>130</td>
</tr>
</tbody>
</table>

**2013 BNSF Velocity Performance**
Quarter-to-date through May 12, 2013

<table>
<thead>
<tr>
<th>Category</th>
<th>2nd Qtr. Goal</th>
<th>Actual QTD</th>
</tr>
</thead>
<tbody>
<tr>
<td>Locomotives miles per day</td>
<td>317.6</td>
<td>288.6</td>
</tr>
<tr>
<td>Agricultural car miles per day</td>
<td>210.6</td>
<td>164.7</td>
</tr>
<tr>
<td>Merchandise car miles per day</td>
<td>155.8</td>
<td>147.8</td>
</tr>
<tr>
<td>Coal car miles per day</td>
<td>345.2</td>
<td>300.8</td>
</tr>
<tr>
<td>Intermodal transit days</td>
<td>3.71</td>
<td>4.13</td>
</tr>
</tbody>
</table>

- Locomotive data is measured as miles per day.
- Agricultural, Merchandise and Coal active car cycle data is measured as miles per day on the BNSF system.
- Intermodal average transit days=Average time between cutoff and deramp or interchange delivery (transit time starts at cutoff or first train departure if cutoff is after first train departure). The measure weights average trailer and container transit times. With this measure the lower the number the better.
The railroads that comprise today’s BNSF have established a rich legacy for our company, one that extends back more than 160 years. The enclosed “History and Legacy” brochure underscores that great history and tells the story of leaders and countless others who, over many decades, helped build BNSF Railway.

In the pages of this brochure, you can read about the creation of eight predecessor rail lines – from the construction of the initial track west of Chicago in 1849, to the merger of the Burlington Northern and Santa Fe lines that formed BNSF in 1995, to our latest chapter, when we became part of the Berkshire Hathaway family in 2010.

One of our Shared Values – “celebrating our rich heritage and building on our success as we shape our promising future” – underscores the strong link between our past and our future. We and the many dedicated employees who preceded us have remained committed to certain core principles, including safety and service, resilience and integrity, respect and optimism, leadership and community.

Although the enclosed history brochure focuses on the achievements of the past 160 years, this edition of Railway magazine also considers where we are today. At our Employees of the Year ceremony on April 15, we welcomed about 140 employees and their guests to Fort Worth, representing some of the top achievements of 2012. Their stories are told here. The individuals we recognized are demonstrating our Vision & Values and our Leadership Model. They also help us serve the constituents identified in our Evidences of Success – our customers, our employees, our owners and the communities we serve.

Please take some time to review their achievements. Some led the way in safety through their leadership and injury-free records. Others advanced our service to customers, expanded our business, improved our customers’ experience or enhanced efficiency. Some saved lives through selfless acts of heroism in their community. In other cases, teams restored and strengthened our network in the face of many challenges. We can all be incredibly proud of what we’ve accomplished together.

Appropriately, we both opened and closed our annual awards ceremony with a focus on safety, recognizing our seven Safety Employees of the Year, as well as our Best of the Best leaders, whose teams worked all of 2012 injury-free. Yet another BNSF team – the Tulsa CYPHER team – was recognized in late April at an Association of American Railroads industry event in Chicago. This edition of Railway also tells their story.

We’ve said many times that safety is at the foundation of everything we do at BNSF. We can celebrate the fact that, as we look to the future, we are coming ever closer to our vision of an injury-free workplace. Our focus on Approaching Others about Safety will get us to the next level of safety, as we each take ownership and speak out about safe behaviors.

Whether we’re reviewing the past 160 years, celebrating today’s achievements or looking forward to our promising future, we have much reason for optimism. Working together, we can help ensure a safe work environment and advance this great enterprise to the benefit of this and future generations.

Celebrating our heritage,
shaping our future

Carl Ice,
President and
Chief Operating Officer
The outstanding accomplishments of BNSF employees from across the system were celebrated April 15 at the 2012 Employees of the Year ceremony in Fort Worth.

The event honored BNSF’s top Achievement Award recipients, Safety Employees of the Year and Best of the Best leaders of teams that showed outstanding safety performance in 2012.

Matt Rose, BNSF chairman and chief executive officer, thanked honorees for their contributions in 2012. The event was also attended by members of BNSF’s Leadership Team, who helped to honor these employees.

“Together, we faced many challenges in 2012, while we continued our focus on our people and safety, service, return, franchise and the communities we serve,” Rose said. “We also achieved our all-time best safety performance in frequency and severity. You should be proud of the role you played and know that your contributions made a difference.”
BNSF presented more than 500 Achievement Awards to employees in 2012. Of these, 285 – representing 17 outstanding team and individual achievements – were honored as Employees of the Year, with 94 attending the ceremony in Fort Worth. (To see the full listing of all the Employees of the Year and the wide range of accomplishments, go to: http://www.bnsf.com/eoy2012.

In addition, seven employees were recognized as Safety Employees of the Year (see page 12), and Best of the Best recognition went to 41 leaders of work groups who exhibited exceptional safety performance in 2012 (see page 11).

Collectively – the outstanding Achievement Award winners, the Safety Employees of the Year and the Best of the Best – comprise the 2012 Employees of the Year. Here are their stories.

Acting Quickly to Provide Life-Saving CPR

Superintendent Locomotive Planning Harry Baldaccini, Fort Worth, administered first aid to a fellow BNSF employee who collapsed on the BNSF campus. Baldaccini was on his way to the Visitor’s Center to meet business guests when he noticed a group of individuals crowded around a man on the ground. Baldaccini took charge, determined the need for cardiopulmonary resuscitation (CPR) and administered aid until medics arrived. The co-worker who collapsed is recovering – thanks to Baldaccini’s caring and responsive actions to render first aid and CPR.

Clean Harbors Loop Track Construction

On Feb. 15, 2012, Clean Harbors Environmental Services (CHES) informed BNSF of their plan to bid on a waste clean-up project in upstate New York. Because CHES would be expected to receive shipments at their Avard, Okla., facility in less than six months, the bid was on a tight timeline and involved challenging volume and rail infrastructure requirements. Working closely with CHES, this team developed a plan to build a loop track, ensuring CHES won the business in late April. Even as design and construction were under way, CHES began accepting large blocks of cars in June. The loop track was placed into service on Aug. 17, and unit-train deliveries commenced immediately. This team developed and implemented a complex solution for CHES just six months after being notified of the opportunity. In 2012, BNSF handled more than 4,800 cars of material for CHES, worth more than $16 million in freight revenues – and three years remain on the contract.

Representing the team at the ceremony:
Brett Alstatt, trainmaster, Transportation, Wellington, Kan.
Mark Crowe, roadmaster, Engineering, Woodward, Okla.
Patrick Moynihan, director, Marketing, Industrial Products, Fort Worth
Adam Rodriguez, manager, Sales, Industrial Products, Cicero, Ill.
Adam Simon, trainmaster, Transportation, Wellington, Kan.

Coming to the Aid of an Employee

On Oct. 22, 2012, an individual aboard a commuter train in Chicago attempted to rob BNSF Conductor Anthony Davis. During the attempt, the suspect assaulted and injured Davis. Five other BNSF employees came to Davis’ aid; they contacted Chicago police and Resource Protection, pulled the suspect off of Davis and restrained the suspect until police arrived. Their actions reduced the severity of Davis’ injuries and potentially saved his life.

Representing the team at the ceremony:
Alan Burris, switchman, Transportation, Cicero, Ill.
Joe Dalberti, conductor, Transportation, Cicero, Ill.
Anthony Davis, conductor, Transportation, Aurora, Ill.
Jeffrey J. DeMarco, locomotive engineer, Transportation, Aurora, Ill.
Pat Joyce, brakeman, Transportation, Aurora, Ill.
Stan Zeno, motor vehicle operator, Engineering, Willow Springs, Ill.
Creating Customer Car-Flow Visibility

A four-person team developed tools to improve the visibility of customer equipment flows. Designed to reduce track congestion created by increased volumes from the Bakken Shale formation, the tools combine daily equipment activity with information about customer facilities to provide robust data on car flows and congestion impacts. BNSF is now able to better monitor terminals at risk for congestion and educate customers about inefficient car-flow management. With the development of these tools, BNSF has been able to assist customers in significantly reducing a backlog of cars waiting for delivery orders, and millions of dollars in storage fees have been processed for payment.

Representing the team at the ceremony:

- **Mick Fitzpatrick**, consulting systems developer, Technology Services, Fort Worth
- **Jenna Anne Ford**, analyst, Marketing, Miscellaneous Revenue, Business Unit Operations, Fort Worth
- **Sanjay Jain**, senior project manager, Marketing, Miscellaneous Revenue, Business Unit Operations, Fort Worth

Engineering Materials Cross-Dock Initiative

This nine-person team successfully executed a plan to streamline the delivery of track material from suppliers. They developed new ways to provide the right part to the right place at the right time and at the lowest total cost. The team established a more predictable and consistent material distribution pattern and worked with suppliers to ensure safe handling and delivery of materials. This initiative generated approximately $500,000 in savings in 2012 and established a sustainable process for future savings.

- **Kurt Batterson**, general clerk, Strategic Sourcing & Supply, Springfield, Mo.
- **David Gelander**, director, Strategic Sourcing & Supply, Fort Worth
- **Bill Haralson**, manager, Strategic Sourcing & Supply, Springfield, Mo.
- **Mike Kelley**, general clerk, Strategic Sourcing & Supply, Springfield, Mo.
- **Greg Underwood**, general clerk, Strategic Sourcing & Supply, Springfield, Mo.
- **Jennifer Walsh**, manager, Strategic Sourcing & Supply, Fort Worth
- **Claven Williams Jr.**, manager, Strategic Sourcing & Supply, Fort Worth

Favorable Centerbeam Car-Hire Arbitration

The per hour/per mile car-hire rates BNSF pays on non-BNSF-controlled railcars are negotiated by the car owner and car user. When these parties cannot agree to mutually acceptable rates, industry rules provide for a dispute-resolution process. In 2012, BNSF pursued arbitration after failing to reach an agreement with another Class I railroad for car-hire rates on more than 5,000 centerbeam cars controlled by that railroad. This team implemented BNSF’s arbitration strategy, which included educating the arbitrator on market drivers, presenting data supporting BNSF’s case and rebutting the other railroad’s arguments. The team was successful in presenting BNSF’s case, reducing car-hire rates by $0.17 per hour. The reduced rate will result in annual railcar expense savings of $600,000 for BNSF.
Representing the team at the ceremony:

**Maricela Diaz-Wells**, senior analyst, Accounting, Finance, Fort Worth

**Ken Jacobs**, director, System Support, Business Unit Operations, Fort Worth

**Tammy Middleton**, assistant general attorney, Law, Fort Worth

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**High-Wide Clearance Project**

This cross-departmental team initiated the High-Wide Clearance Project to reduce risks associated with handling high-wide shipments. The team implemented more than 30 changes in process, organization and technology, significantly reducing the frequency and severity of high-wide incidents. Working with an external vendor, the team developed a state-of-the-art application that improves the identification and communication of potential clearance issues and provides better options for safely routing high-wide shipments.

**Nick Foster**, senior systems developer, Technology Services, Fort Worth

**Bernia Ivey**, manager, Transportation Administration, Transportation, Fort Worth

**Pete Kramer**, manager, Customer Support, Marketing Support, Fort Worth

**Chris Larsen**, regional manager, Economic Development, Marketing Support, Denver

**Doug North**, senior systems developer, Technology Services, Fort Worth

**Samara Olvera**, senior systems developer, Technology Services, Fort Worth

**Lucky Randolph**, manager, Technology Services, Fort Worth


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**Implementation of the My Expense – Transportation Tool**

This eight-person team developed and implemented the My Expense – Transportation tool, which provides Transportation and Finance employees with a comprehensive tool to manage, monitor, investigate and report expense data. The tool allows users to efficiently analyze variances and trends, and it assists them in quickly identifying areas for investigation such as unfavorable trends in expenses. The tool, which provides a centralized location for expense review, has robust reporting capabilities and empowers users to be more efficient in managing spending.

**Christina Dodd**, manager, Labor Relations Systems & Budgets, Labor Relations, Fort Worth

**Justin Ashley Faust**, director, Budgets, Finance, Fort Worth

**Justin Inman**, assistant manager, Accounting, Finance, Fort Worth

**Steve A. Morrison**, assistant director, Terminal Planning & Analysis, Service Design, Fort Worth

**James Stanley**, manager, Budgets, Finance, Fort Worth

**Yvonne Tan**, manager, Technology Services, Fort Worth

**Ron Waters**, director, Budgets, Finance, Fort Worth

**Eric Whitt**, consulting systems developer, Technology Services, Fort Worth

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**Improving the Customer Experience**

This team improved the customer experience as part of BNSF’s initiative to streamline the pre- and post-sale process. They implemented wide-ranging enhancements by re-engineering the Economic Development process to ensure internal alignment and expedite project approvals. Another enhancement was implementing a new customer ID scheme across BNSF’s pricing and billing systems. The team also comprehensively assessed...
BNSF’s pricing capabilities and processes, and then developed tools that enhance the customer’s pricing experience with BNSF. These enhancements have reduced the time it takes to receive project approvals, and have improved customer data accuracy and the overall ease of doing business with BNSF.

Representing the team at the ceremony:

Amanda Dosier, project manager, Marketing Support, Fort Worth
Matt Eaton, manager, Technology Services, Fort Worth
Ann Hague, manager, Process Management, Marketing Support, Fort Worth
Jerry James, manager, Economic Development, Marketing Support, Fort Worth
Kevin Leddy, manager, Operations Planning & Analysis, Business Unit Operations, Fort Worth
Thad Manning, manager, Auxiliary Price Services, Industrial Products, Fort Worth
John McCarthy, manager, Corporate Reference Files, Marketing Support, Fort Worth
Bryan Motley, manager, Process Management, Marketing Support, Fort Worth
Mike Surridge, senior manager, Revenue Management, Finance, Fort Worth

Intermodal IRP Velocity Improvements

As part of the Intermodal Issue Resolution Process (IRP) effort, team members improved train throughput on the Southwest Division. They also significantly improved velocity into and through Belen, N.M. The team improved line-ups for trains coming onto the division, developed a way to prioritize trains in and out of the terminal, and created priority dispatching sheets. They also developed a process to identify “double team” inspection opportunities and implemented more efficient “roll by” inspections to expedite priority trains. Several of these tools are so effective they are being implemented elsewhere on the network. Through-trains are now getting in and out of the Belen Yard nearly 9 minutes faster, and the total run time of trains has improved by an average of 56 minutes per train across the 100-mile territory surrounding Belen.

Representing the team at the ceremony:

Jim Bierd, assistant superintendent, Corridor Operations, Transportation, Fort Worth
Charles Carter, assistant general foreman, Mechanical, Belen, N.M.
Chris Cervenka, terminal manager, Transportation, Belen, N.M.
Wayne Delyea, superintendent, Corridor Operations, Transportation, Fort Worth
Chad Engroff, director, Intermodal/Automotive Operations, Service Design, Fort Worth
Tyrone Fitzgerald, terminal superintendent, Transportation, Belen, N.M.
Jason R. Ornelas, manager, Operations Service Excellence, Transportation, Belen, N.M.
Franco Padilla, terminal manager, Transportation, Belen, N.M.
Anthony Soto, terminal manager, Transportation, Bakersfield, Calif.
John Young, manager, Operations Service Excellence, Transportation, Fort Worth

Notifying Colleagues of Impending Tornado

On April 14, 2012, a large tornado tore through Woodward, Okla. Although off duty, Carman and Rapid Responder Tom Wingo demonstrated his commitment to safety and alerted a number of BNSF employees in the area to the severe weather threat. Wingo’s actions were particularly important because the city’s tornado sirens were not functioning because of an earlier tornado. If Wingo had not taken the initiative to alert others, many BNSF employees would have been unaware of the tornado. Thanks to his actions, Wingo helped prevent potential injury to BNSF employees.

Tom Wingo
Outstanding Response to Record Mudslides

The Pacific Northwest experienced record precipitation in October, November and December 2012. Rainfall saturated the ground throughout the Scenic Subdivision between Seattle and Everett, Wash., causing nearly 100 mudslides. Northwest Division Engineering employees worked in shifts round the clock to clear these mudslides and restore train operations, in several cases over the holidays. The team was committed to service, even in adverse conditions, and to safety, clearing the mudslides without a single injury.

Representing the team at the ceremony:
Sheri Ellis, manager, Roadway Planning, Engineering, Seattle
Jim Gunter, bridge & building foreman, Engineering, Mobile Gang (Wash.)
Jason Meyer, signal maintainer, Engineering, Delta, Wash.
Jeff Morgan, machine operator, Engineering, Seattle
Rob Owen, roadmaster, Engineering, Bellingham, Wash.
Russ J. Pitner, inspector, Engineering, Delta, Wash.
Mike Schram, manager, Structures, Engineering, Seattle
Jeff Swanson, supervisor, Structures, Engineering, Seattle
Jon Vorderbrueggen, inspector, Engineering, Everett, Wash.
Zach Wright, inspector, Engineering, Mobile Gang (Wash.)

PNW Triangle Implementation

This team successfully implemented the Pacific Northwest (PNW) Triangle operating schedule on the Northwest Division. With this schedule, crews operate on a triangular route from Auburn, Wash., to Pasco, Wash., to Vancouver, Wash., and then back to Auburn or Interbay (Seattle), with required rest periods in between. The project addressed issues with traffic flows and improved efficiency, while also improving the length and predictability of employees’ time off at their home terminal. The PNW Triangle is the first operation of its kind at BNSF.

Representing the team at the ceremony:
Dana Anderson, yardmaster, Transportation, Seattle
Warren Bell, supervisor, Service Design, Transportation, Seattle
Dave Bertholf, general foreman, Mechanical, Seattle

Putting Safety First in Inclement Weather

Yardmaster Brad Leuze was working at Balmer Yard in Seattle in mid-July when he noticed a fast-moving storm approaching the tower from the bay. Leuze recognized the severity of the storm and quickly instructed all crews under his authority to take shelter. Leuze then communicated the weather conditions to his terminal leadership and the dispatching team in the Network Operations Center in Fort Worth. At one point, lightning struck the crest near the hump tower and damaged two utility poles, leaving guide wires lying across two yard tracks. The storm also knocked out telephone communications and caused a brief power outage at the yard. Leuze kept crews informed, updated terminal leadership and worked to get trains moving again, once power was restored.

Strategic Efforts on the Rail Supply Initiative

Strategic Sourcing & Supply Manager Casey Weidner and Director Chad Rolstad led an initiative to analyze the cost structure of BNSF’s rail producers. Their review and negotiation led to a significant reduction in the price of standard and premium rail for BNSF – saving up to $16 million annually once...
In addition, they both worked closely with Engineering and Strategic Studies to analyze BNSF’s use of premium versus standard rail in the annual rail replacement program. Due to the reduced pricing for standard rail, the mix of premium versus standard rail changed, which also resulted in additional savings.

**Successful Implementation of Conductor Certification Requirements**

This team worked for two years to design, develop and implement BNSF’s Conductor Certification Program, as required under the Rail Safety Improvement Act of 2008. The introduction of this training was a massive task given the long and complicated regulation. Impacting thousands of TY&E (train, yard and engine) employees and their associated work processes, the program outlines eligibility, training, testing and certification requirements for conductors. To ensure successful implementation of the program and regulatory compliance, the team distributed more than 14,000 licenses, established new territory familiarization requirements, conducted supervisor training and updated related BNSF systems.

Representing the team at the ceremony:
- **Mindy Gillgannon**, manager, Crew Management, Transportation, Topeka, Kan.
- **Larry Murphy**, senior consulting systems engineer, Technology Services, Fort Worth
- **Nacho Quintero**, manager, Railroad Training, Safety & Technical Training, Overland Park, Kan.
- **Mary Beth Shatto**, senior coordinator, Railroad Training, Safety & Technical Training, Overland Park, Kan.

**TTX Expense Audit Report**

Business Unit Operations Managers **Betty Miller**, Freight Equipment, and **Kal Silverberg**, Equipment Support, created a report to eliminate merchandise car-hire expenses that BNSF was incurring in error. They implemented an automated process to analyze, compare and highlight discrepancies between TTX cars in use and TTX cars in long-term storage. The process provides BNSF with documentation to dispute inaccurate charges from TTX. Three weeks after implementation, the team discovered and remedied $95,000 in erroneous car-hire expenses. The team is now working with the Intermodal equipment group to expand the report to include the larger TTX equipment base. This is expected to save approximately $1 million in expenses annually.

To see the full listing of all the Employees of the Year, go to [http://www.bnsf.com/eoy2012](http://www.bnsf.com/eoy2012).
Best of the Best Recognition

These individuals are being recognized for their outstanding safety leadership, with work teams that achieved exceptional safety performance in 2012. Each work group was injury-free.

TRANSPORTATION
Steve Barrow, superintendent, Operations, Springfield, Mo.
Matt F. Boyd, superintendent, Operations, Trinidad, Colo.
Dave DeVault, terminal superintendent, Tulsa, Okla.
Nicole James, assistant superintendent, Kansas City, Kan.
Jason McBride, terminal superintendent, Amarillo, Texas
Tim Merriweather, terminal superintendent, Cicero, Ill.
Scott Meyer, superintendent, Operations, St. Louis
Ryan Shoener, terminal superintendent, Alliance, Neb.
Mike Wacker, superintendent, Operations, San Bernardino, Calif.
Bret Winters, superintendent, Operations, Memphis, Tenn.

MECHANICAL
David A. Andersen, general foreman, Galesburg, Ill.
Gary Blair, general foreman, Belen, N.M.
Richard Castanon, general foreman, Commerce, Calif.
Roman Cisneros, general foreman, Haslet, Texas
Jeffrey Thomas Grady, general foreman, Amarillo, Texas
Mike Hale, general foreman, Superior, Wis.
Harold Lederer, general foreman, Richmond, Calif.
Larry Perez, general foreman, Clovis, N.M.
Eddie Rhoads, general foreman, Houston
Mark Riley, general foreman, Newton, Kan.
Daniel Rodriguez, superintendent, field operations, Barstow, Calif.
Chris Schilreff, general foreman, Hauser, Idaho
Daniel Silva, general foreman, Guernsey, Wyo.
Bryan Thompson, general foreman, Kansas City, Kan.
Doug Wagner, shop superintendent, Minneapolis

ENGINEERING
Jimmy Capps, assistant director, Maintenance Production, San Bernardino, Calif.
Bill Cruttenden, manager, Signal, Seattle
Keith Fezekas, manager, Signal, Chicago
Erik Frohberg, manager, Structures, Fargo, N.D.
Jeff Jarman, manager, Signal, Spokane, Wash.
Cory Knutson, manager, Structures, Billings, Mont.
Gary Lang, manager, Signal, Amarillo, Texas
P.J. Lovato, manager, Signal, Albuquerque, N.M.
Joe Moore, manager, Signal, Gillette, Wyo.
Dennis Skeels, manager, Signal, San Bernardino, Calif.
Greg Snyder, manager, Signal, Galesburg, Ill.
Corey Stethem, manager, Signal, Springfield, Mo.
Steve Talbot, manager, Structures, Springfield, Mo.

INTERMODAL
Scott Jenkins, senior manager, Hub Operations, Memphis, Tenn

TELECOMMUNICATIONS
Susan Borsellino, director, Technology Services, Fort Worth

Front to back, left to right: Dave DeVault, R.B. McCord, Matt F. Boyd, Mike Wacker, Tim Merriweather, Nicole James, Scott Meyer, Steve Barrow, Ryan Shoener, Bret Winters and Jason McBride

Front to back, left to right: Jeffrey Thomas Grady, Larry Perez, Gary Blair, Daniel Rodriguez, Harold Lederer, Mark Riley, David A. Andersen, Richard Castanon, Mike Hale, Roman Cisneros, Daniel Silva, Bryan Thompson, Doug Wagner, Chris Schilreff and Eddie Rhoads

Front to back, left to right: Dennis Skeels, Bill Cruttenden, Jeff Jarman, P.J. Lovato, Keith Fezekas, Gary Lang, Joe Moore, Steve Talbot, Erik Frohberg and Corey Stethem (Not pictured: Jimmy Capps, Cory Knutson and Greg Snyder)

Scott Jenkins Susan Borsellino
Carey Dotson, Intermodal Safety Employee of the Year

Carey Dotson, intermodal equipment operator (IEO), is a person who lives up to his name. That’s because Carey is always willing to help peers get the job done safely.

“I really just want to see people happy and not injured,” says Dotson, who in 2010 was elected co-chair of the safety committee at the Memphis Intermodal Facility, which had no injuries in 2012 and is approaching two years injury-free. While 2010 was his first year as an employee at the facility, he worked as an IEO contractor there starting in 2002.

“I got involved because I wanted to do the right thing,” he says of his safety role.

One of the most effective and personal ways he drives safety is visually. He’ll ask his Memphis peers, “Do you know what safety means to me?” Then he will pull out a picture of his son and say, “This is what safety means to me. I want to go home tonight and see my son.”

At Memphis, Dotson helped to develop and communicate safe procedures for loading and unloading trailers using wide-span cranes. He has also been a lead trainer, mentoring new employees. “We try to get them to watch out for each other, to not develop unsafe work practices and to do the job the right way – the safe way,” he says.

In addition, Dotson participates in the Memphis Production meetings, an employee-driven process centered on safe production and process improvements.

More recently he has volunteered to implement the “Approaching Others about Safety” initiative at Memphis and assist with implementation on a system level for all the insourced intermodal facilities.

George Gross, Telecommunications Safety Employee of the Year

George Gross helps fellow Telecommunications employees take safety to new heights – sometimes as high as 40 stories up.

Telecommunications technicians and maintainers have to know how to safely climb around locomotives, buildings and towers, some as tall as 460 feet.

As a Telecommunications associate foreman, Gross uses his knowledge as an Occupational Health and Safety Technologist (OHST) to manage many of the department’s training programs, including fall protection. Gross has been a board-certified OHST since 2010. He joined BNSF in 1994 as a Telecom tower maintainer and has advanced through a number of positions, including safety assistant and his current role.

Gross works with 10 system trainers to ensure that the fall-protection training adheres to leading safety practices, including Occupational Safety and Health Administration (OSHA) guidelines and industry standards. The information can be technical and include regulatory detail. Gross tries to make the information understandable and easy to absorb. He also strives to make the training consistent so that no matter where employees work, they will be able to safely demonstrate best-practice skills and focus.

In addition to addressing fall protection, Gross works with trainers to cover safe practices during winter opera-
Another focus area for Gross is Advanced Maintainer Skills Certification (AMSC), training that instructs maintainers on safely installing, testing and maintaining a variety of equipment, including cables, antenna systems, towers, power plant and site grounding. Later this year, AMSC II training will be rolled out, reflecting his input.

“The technology we use changes rapidly, so we are challenged to keep up with it,” he says. For example, with the installation of positive train control (PTC), more towers are being built. Recently Gross helped build a 15-story tower in New Mexico and another in Oklahoma. The crews there had never built one before, so he turned the projects into teaching opportunities. And when a tunnel required wiring for PTC, Gross was on hand then as well.

“Safety has always been important to me, and now I see it as a core value at BNSF,” he says.

Locally, Johnson has made impactful changes both in safety and the culture. Last year, working with a steering committee of his peers, he developed SHARP (Spokane-Hauser Accident Reduction Program), a peer-run observation and behavior-based program.

About 90 SHARP-trained employees observe co-workers in action, as part of a peer-to-peer critical behavior inventory. Their observations guide one-on-one feedback, as employees point out risks they observe and, more importantly, recognize positive behaviors. The program has been challenging, says Johnson, considering that the goal is to observe all 380-plus employees from Spokane and nearby Hauser, Idaho, day or night, in all conditions, on the road and in the yard.

“We’ve had great success with it here,” says Roland Hackney, terminal superintendent. “It’s a ground-up program that balances collaboration, compliance and commitment.” Says Ed Carlson, the United Transportation Union (UTU) safety coordinator for the division: “SHARP is another tool in our safety toolbox. Under Lee’s direction, it is having a huge influence and is changing the culture because employees build it.”

As new employees are hired, they are introduced to the process, which helps to build relationships. “We need these employees to not be intimidated to approach each other or to ask questions,” says Johnson.

The 2012 safety record was one of the best ever for the Spokane/Hauser area, with a significant reduction in human-factor incidents and de-certifications. Terminals elsewhere have expressed interest in the program, and Johnson is now helping take it across the Northwest Division.

Doug Peterson,
System Engineering Safety Employee of the Year

Glendive, Mont., Track Inspector Doug Peterson doesn’t mind that co-workers see him as the go-to guy when something needs attention. Peterson gladly takes on the tasks, recognizing that resolving even small safety concerns makes a big difference in keeping the workplace safe and attitudes positive.

At BNSF, one of the ways workplace risk is identified and resolved is through the Safety Issue Resolution Process, but if the issue is something that Peterson can just go ahead and take care of right away, he will.

Roadmaster Jessa Shepard says everyone demonstrates leadership on her team, which is nearing the 10-year injury-free mark, but that Peterson is the main face and voice of the group. “Doug is always willing to take on a challenge. He’ll find the right person to talk to about an issue, devote
the time to find an answer and then present a solution,” she says.

For example, with more and more crude oil unit trains coming through the yard, nearby crossings were sometimes blocked due to the length of the trains. Peterson took the initiative and worked closely with his counterparts in Signal and Transportation to identify locations for crews to spot their trains to avoid blocking crossings.

“I want to understand all the reasons why something is an issue,” he says. Part of that understanding comes through the local Badlands Safety Committee, which he chairs and which includes representatives from all major crafts. The cross-functional team gives members a much better understanding of the other members’ perspectives, says Peterson. As a member of the Montana Division Safety Team, he sees this same cross-functionality, which builds understanding of and respect for other work groups.

Peterson notes that, during his 30-plus years with the railroad, he has seen a significant increase in the commitment to safety and in the willingness to listen to employee questions and suggestions. Today, everyone treats each other as professionals.

With new hires, Peterson shares the lesson of being respectful. “If you treat people the way you want to be treated, then they are receptive to what you have to say, especially if it is about their safety,” he says. “And it goes both ways.”

Bruce Remz,
South Region Safety Employee of the Year

Barstow, Calif., Switchman Bruce Remz is definitely vested in safety.

Remz found that although the RCO (remote control operator) vest he has to wear on the job was functional in supporting RCO equipment, it was not very comfortable, especially in the desert heat of Southern California. Remz decided he would redesign the vest, with a goal of making it more comfortable and, possibly, safer.

First he did some research on the Internet, purchasing forestry firefighter harnesses and machine/harness parts. Then, after some adaptation, he put his redesigned vest on for peers to see. When Remz modeled his prototype to the Barstow RCO Committee, they wanted to know where they could get one, too.

Because his idea would require a redesign of existing equipment, Remz worked with System Safety to ensure the vest was sturdy enough to withstand all conditions as well as meet Federal Railroad Administration requirements. Several prototype designs were tweaked and tested at other locations. Feedback was positive and, after less than a year, the redesigned vest is now available systemwide.

“The redesigned vests don’t hold in as much heat. There is less material, and it’s cut close to the body so the vest doesn’t move around as much,” Remz says of the comfort and safety features. It also includes an RCO license pocket, air gasket holders and a more comfortable harness for supporting the RCO box itself, one tailored to the body mechanics of switchmen.

Remz says it’s reassuring to see that there is a system in place for getting things changed, especially when it comes to safety.

“Involvement with creative employees like Bruce has resulted in some of the best products for our employees to use,” says Lawrence Fleischer, director, Occupational Safety/Environmental Health. “His dedication to making a better vest set BNSF off in a new direction for vest design. We wouldn’t have gotten there without his unique perspectives and experience.”

Remz also has a much more personal reason for getting involved. His grandson recently joined BNSF as a conductor-trainee at Barstow. “I want to be sure that he ‘gets it’ [safety] so he goes home safe each day,” says Remz.

Devon Smoot,
Central Region Safety Employee of the Year

Devon Smoot joined the railroad as a conductor in Thayer, Mo., in 1996, and was promoted to locomotive engineer in 1998. Deciding to become a railroad is something he is still proud of, even though it was a difficult decision at the time. That’s because his father, a brakeman/conductor at Thayer, was fatally injured on the job.

Devon Smoot was a young boy when his father died. While it is still tough to recall, he shares his story with coworkers, especially new hires, because he wants to drive
the safety message home. It’s also why he became so involved in safety when he had the chance.

Back in 2002, the Safety Summit Agreement was signed by BNSF and the Transportation unions to formally engage employees in creating a safer work environment. Safety coordinator positions were created on every division, with local safety committees established across the divisions. Smoot was elected chairman of the local committee at Thayer.

A relatively small station with about 130 employees, Thayer had 17 injuries in 2002. Smoot and the committee had to build credibility around the program, as people were skeptical. By being responsive and taking care of what he calls the “little things,” the committee started to win employees over.

“We listened. We asked what was important to them and what needed fixing. It might be a physical plant issue, like moving a signal to improve visibility or just recognizing safe behavior,” he says. “We found that by taking care of the little things, the big things have a way of taking care of themselves.” In four of the next five years, Thayer would be injury-free.

In 2005, Smoot was appointed by General Chairman Rick Gibbons as Brotherhood of Locomotive Engineers and Trainmen (BLET) safety coordinator for the Springfield Division. Today, he works closely with the division management, union leadership and the 12 site-safety teams to make sure all those “little” things across the division are being attended to.

In the community, Smoot has used his leadership skills as well, serving as a school board member for 12 years and president of the local union lodge, believing that it’s important to be involved and take responsibility where you live and work.

Darryl Woods,
Mechanical Department Safety Employee of the Year

Zone 4 Carman Darryl Woods is always imagining. Whether he’s crossing the tracks at Argentine Yard (Kansas City, Kan.) to inspect a train, repairing a damaged freight car or operating heavy equipment, he paints a picture in his mind of what might happen were he to lose focus. The images are not ones he likes to consider, but they help him maintain concentration at all times.

“Whether I’m walking outside or driving a truck, I think about what might happen if I lose focus. I love my family and friends and want to go home to them,” says Woods, who has worked his 20-year career injury-free.

A mentor to apprentices, Woods shares this lesson. He offers various scenarios for them to consider, including what it means to work at night, in blinding blizzards and other conditions that can easily distract.

“The first thing I ask them is, ‘Do you have a family?’ And then we talk about what can happen if they don’t do a job safely. If they work second shift [3 p.m. to 11 p.m.], they need to remember to be even more vigilant. Darkness, especially with rain or snow, is not to be fooled with.”

Woods’ imagery doesn’t end in the yard. An accomplished artist, he has left a permanent safety message for anyone who enters the Mechanical Training Room, where he has painted murals covering the walls, from floor to ceiling. Inspired to show the vastness of the work that carmen do, his artwork depicts freight car repair, maintenance and re-railing operations – all illustrating the practices and equipment needed to do the jobs correctly and safely.

The project took months, beginning when the local safety committee asked Woods to consider the job. His only direction was “paint what we do.” After two rounds of sketches, he spent more than 60 hours meticulously painting, ensuring every detail was accurate.

“The railroad provided the supplies, and everyone around here supported me throughout the process,” says Woods, who has also used his talents elsewhere in the community.

“I was raised by a family of givers,” Woods says. “My talent is for drawing. I use it to make kids happy and to help get the safety message across to my co-workers.”
A proactive approach to safety and injury-free production is the mission of a Transportation team at Cherokee Yard in Tulsa, Okla. The employee-led safety initiative, named CYPHER (Cherokee Yard Process of Human Error Removal), is helping approximately 300 TY&E (train, yard and engine) employees reduce injuries. Currently employees are building on nearly 600 days injury-free.

The 10-member CYPHER Steering Committee says the success reflects a combination of credibility, communication and commitment. Because of CYPHER’s success and the fact that it is employee-driven, the initiative and several steering committee members were recognized at the Association of American Railroads (AAR) Rail Safety Leadership Forum in April. (See sidebar.)

CYPHER’s ultimate goal is to create an atmosphere where employees take initiative to observe and talk with each other about exposures in the workplace and safe behaviors. Under CYPHER, trained employee volunteers observe work practices and note patterns. When conducting observations, volunteers first obtain permission; participation in CYPHER is strictly voluntary and uses an anonymous “no blame, no name” approach to collecting data.

Following observation, volunteers engage observed employees in constructive feedback. Then they analyze observation data to identify trends in behaviors and exposures within the physical plant. If general improvements are needed, the committee works with local management on follow-up.

Switchman Audie Stout explains the importance of credibility in the program: “CYPHER is all about building trust among employees,” he says. “The process facilitates a positive experience. Once employees believe the program is credible, they get very enthusiastic about participating.”

Increased trust and credibility have led to better communication among TY&E employees, building community and collaboration. “We’re hearing crews talk more about risks and exposures in job safety briefings,” says Yardmaster Brad Stanhope.

Emphasis on awareness of at-risk behaviors and critical exposures is key. “Even if you’re 100-percent rules compliant, you can still be exposed to risk,” says Terminal Trainmaster Michael Townsend. “Most employees probably know and understand the rules pretty well. With CYPHER, they’re learning to identify risks and exposures, and injuries are going down.”

Terminal Superintendent Dave DeVault is proud of the yard’s dramatic cultural change. “Our TY&E leadership built the momentum with CYPHER, and the employees are keeping it going in a positive direction.”

Steering committee recognized among peers

In April, several members of Tulsa’s CYPHER steering committee were recognized for their outstanding contributions to safety at Cherokee Yard and on BNSF’s Springfield Division at the AAR Rail Safety Leadership Forum in Chicago.

The forum included 11 teams representing all Class I railroads, as well as regional and shortline railroads. Each was recognized and shared best safety practices accomplishments.

“BNSF is very proud of what the CYPHER team has accomplished and the way in which they’ve accomplished it,” says Kevin Wilde, general director, System Safety, who attended the forum. “This team represents the future in railroad safety, and it’s a real honor for them to be recognized by the AAR.”

CYPHER representatives, left to right: Brad Stanhope, yardmaster; Audie Stout, conductor/switchman; and Mike Townsend, trainmaster, with Gabe Klein, Chicago DOT commissioner. Greg Fox, executive vice president, Operations, also attended, along with Mark Schulze, BNSF vice president, Safety, Training and Operations Support; Kevin Wilde, general director, System Safety; Dave DeVault, terminal superintendent; and Greg Pejerabend, assistant superintendent.
Along with Seattle and Tacoma, Spokane is one of the largest cities in Washington and plays a significant role on BNSF’s busy northern transcontinental route. About 250 miles east of the first two and the state’s largest inland city, Spokane also impresses visitors with its cleanliness, modern downtown and riverfront park.

Spokane, loosely translated in local Native American Salish, means “Children of the Sun.” The city is home to Gonzaga University and headquarters for a number of major companies in the forestry, hospitality and supermarket sectors. More than 600,000 people live in the metropolitan area, including 500 BNSF employees.

A trio of BNSF predecessors helped put the city on the national map, starting with the entry of the Northern Pacific (NP) into Spokane in 1881. The city’s location, on the eastern edge of the state, made it an ideal place for the transcontinental railroads. The Great Northern (GN) followed the NP 11 years later. The coming of the railroads was instrumental to enabling local farmers and businesses to ship their goods and wares throughout the country and, ultimately, the world. In 1909, another BNSF predecessor, the Spokane, Portland & Seattle, began operating between Spokane and Portland, Ore.
Spokane’s history has been one of reinvention. A disastrous fire leveled 32 blocks of the downtown area in 1889. But before the ashes cooled, the decision was made to rebuild – this time using brick and stone.

In the 1930s during the Depression, mills and fisheries in Seattle and Tacoma laid off thousands of workers. As a result, railroads lost traffic volume to the Pacific Northwest ports. But the country’s entry into World War II brought an era of unprecedented economic expansion. The production of aluminum and chemicals added to a growing list of exports, such as agricultural products and lumber.

When the Spokane economy began to stagnate again, the city fathers undertook an ambitious effort in the 1960s and ’70s to modernize the community. Their dream advanced with the announcement that Spokane would be the home of Expo ‘74, the first environmentally themed World’s Fair; Spokane was the smallest city to ever host the event, at the time.

To make way for the upcoming World’s Fair, the city leaders removed some of the historical railroad structures and track downtown, built in phases over more than a century, and worked with the railroad to relocate redundant rail facilities. Individual smaller rail yards and operations were consolidated into the Yardley and Parkwater terminals, outside the city center, and miles of street-level main line were relocated to the soaring overhead mile-long Latah Creek Bridge. The exception to the relocation effort was the massive GN station clock tower, a remaining symbol of the railroads’ presence in the older downtown area.

Today, the area that was the base for the World’s Fair has been preserved as Riverfront Park.

More recent beautification efforts include the city working with BNSF to repaint a half-dozen trestle bridges. According to Division Engineer Mike Schram, the community approached the company about the need for refreshing the darkly colored spans, which are what visitors pass under as they enter the city. Permission was given, and pressure washing is under way now on half the targeted bridges, with volunteers doing the work, BNSF overseeing the project and a paint company donating the paint.

The mile-long Latah Creek Bridge consolidated miles of redundant street-side track and helped make way for the World’s Fair in 1974.

Model of reinvention

BNSF’s Spokane operations – including the fueling facility, crew change and staging yard in nearby Hauser, Idaho, in addition to the flat classification facility at Yardley – are modern and efficient. Careful planning has streamlined the railroad so it adeptly handles the needs of local industries while serving as an important gateway for traffic to and from the Midwest and the Pacific Northwest.

“If you look at a map of BNSF’s northern lines, this part of the system captures much of the traffic between Chicago and Seattle,” explains BNSF Terminal Superintendent Roland Hackney of Spokane-Hauser on the Northwest Division.

Hackney’s territory averages about 50 to 55 trains a day, including Amtrak’s Empire Builder. The majority of freight is intermodal, followed closely by grain, crude oil, coal and merchandise trains.

Feeding into Spokane are the Lakeside Subdivision from Pasco, Wash.; the Columbia River Sub from Wenatchee, Wash.; the Spokane Sub from Lakeside Junction to Sandpoint, Idaho; and the Kettle Falls Sub from Kettle Falls, Wash. (See map.)

Some of the faces

“I love Spokane,” says Kristina Abdo, a Spokane-Hauser administrator, who transferred here from Seattle to get terminal experience and understand how daily operations work.

Yardley Switch Foreman Joyce Harris has been a railroader for 34 years. She started in Seattle and has been in Spokane.
Many of the fueling depots at BNSF are either east-only or west-only facilities. But the facility at Hauser, Idaho, is bi-directional, with any of the three mainline tracks capable of fueling trains in either direction.

“Our facility at Hauser is probably the most technologically advanced fueling depot we have on the BNSF,” says Terry Gay, field superintendent for Zone 1 Mechanical.

The goal for the 40 employees who work here is to get trains with three or fewer locomotives fueled and moving in 30 minutes or less. For trains with four or more units, it’s 45 minutes. About 45 to 50 percent of the mainline trains stop to refuel at Hauser in a typical 24-hour period.

The secret to Hauser’s success, says Gay, is efficiency and good timing.

“It’s really a well-thought-out sequence of events that combines safety and efficiency,” he says. “Everybody knows what their role is in keeping the facility fluid.”

Locomotive Engineer Brad Perkins enjoys living in the Spokane area as well. He usually works the Columbia River Sub between Hauser and Wenatchee, about a six-hour run.

“I love the Spokane area – the weather, the trees, the mountains and the very friendly people. It’s a city with great vitality,” says Perkins. “Sometimes, though, when the winter weather is really foul, I start dreaming of a vacation in Arizona for a few weeks.”

Manager Dale Larsen and Machinists David Arnold and John Horne are among the 40 employees at Hauser.
Operating a railroad requires many moving parts and people in a wide variety of roles. The vital contributions made by BNSF people in jobs across the railroad are the topic of this Railway series.

Whether you’re new to the railroad or a veteran, these “who we are and what we do” stories are designed to bring a greater appreciation of the work and of those doing the work as well as to demonstrate our mutual interdependence.

“There’s nothing like having 18,000 horsepower at your fingertips,” says Locomotive Engineer Sandy Crow as he throttles up BNSF 7849. “Smooth and easy is the trick. Push the engine too hard and you’ll tear the train in half.”
It is 1 p.m. – 1300 hours – as the westbound train leaves Junior Yard in Amarillo, Texas. Crow, along with Conductor Jack Snipes, is on a Z-9 intermodal train – the highest priority train BNSF dispatches.

The crew, accompanied by Road Foreman of Engines Tom Hoffmeister, will take the train across this portion of the Southern Transcon today as far as Belen, N.M., about 340 miles, where it will be handed off to another engineer and conductor, and so on, until it reaches the West Coast about a day after leaving Amarillo.

On this over-the-road train, Crow, as engineer, is responsible for operating the locomotive safely and efficiently, and Snipes is in charge of the train. (Over-the-road trains are just as their name implies – long-distance trains moving from origin to destination across the network – as opposed to industry or local trains that operate short distances in and around a terminal.)

Like many positions on the railroad, train crews work irregular hours, are often on-call and may operate in extreme weather. On this trip alone, the crew will ride through sunshine, rain, high winds and snow.

The Amarillo-to-Belen run is an interdivisional route that was created in 2005 and operates on portions of the Kansas Division and the Southwest Division. Before the implementation of this 344-mile run, separate crews operated trains between Amarillo and Clovis, N.M., (about 100 miles) and then between Clovis and Belen.

The change to longer runs, which allows trains to run between divisions, is due, in part, to technological advances that enable trains to operate more reliably and efficiently across longer territories. It is also consistent with BNSF’s high standards for customer service.

For years, railroads relied on steam-powered locomotives that were much slower and less efficient and that required significantly more manual labor than modern

"A trip this long allows you to make more money in fewer working starts. And when you’re off, you’re off. There aren’t a lot of gigs out here where you can get two or three full days off in a row."

Jack Snipes, Conductor
locomotives. As a result, road crews were assigned to routes spanning about 100 miles at the most. But with the advent of the diesel-electric locomotive, crews were able to operate over longer distances in less time. The average length of a BNSF crew district today is approximately 220 miles.

A way of life

Crow began his career with the Santa Fe Railway in 1977 as a switchman in his hometown of Clovis. Snipes hired on with Santa Fe in 1994 and was in the last class of Santa Fe trainmen before the merger. (He was also promoted to engineer in 1997.) Both men live in Clovis but commute 100 miles to Amarillo to make the Amarillo-to-Belen trip.

“Between the drive and the trip, you’re covering about 900 miles in two days,” says Snipes. “But it’s a great life, if you’re up to the challenge. My son is in conductor training right now after seeing how well I’ve done working for BNSF.”

Both men admit it’s a lot of work, but the Amarillo-to-Belen route is a coveted one. Crow’s engineer pool contains five out of the top 10 senior engineers in the Amarillo area. While Snipes has the seniority to work as an engineer in a number of pools, he prefers the benefits of the long run.

“A trip this long allows you to make more money in fewer working starts,” he explains. “And when you’re off, you’re off. There aren’t a lot of gigs out here where you can get two or three full days off in a row.”

Being on an over-the-road crew has its advantages but is also demanding; some prefer working a yard or operating local runs that allow them to be at home after every shift. But Crow says he was born for the long haul.

“It’s a different kind of life,” he says. “You live in hotels half of the time. You’re on the road on Christmas, Easter, Thanksgiving. It’s a 24/7 business, so you often eat at odd hours. Sometimes there’s just one place to eat at 3 a.m., but the railroad provides a great life. I wouldn’t know what else to do.”

Crow and Hoffmeister admit that they even dream about railroading.

“I used to switch all day and then go home and switch in my sleep,” says Crow. Hoffmeister laughs, adding: “My wife woke me up one night because I was yelling for her to line the switch.”

“Railroading just gets in your blood,” says Hoffmeister. “You can’t get railroaders together for too long without talking about railroading. We may talk about the ballgame, but it’s going to come back around to railroading. I cut the grass in steel-toed boots, long pants and safety glasses. The neighbors probably think I’m crazy, but working on the railroad teaches you to minimize your exposure to risk.”

Situational awareness

In addition to knowing the rules that relate to the safe operation of their train, the crews have a number of tools, technologies and tips at their disposal, including recognizing the need for being well-rested.

“You have to get proper rest to do the job when you’re headed down the rails at up to 70 mph with thousands of tons of freight behind you,” says Crow. “Working on the railroad is safe, but it’s unforgiving. Everything is coming up fast, and one slip can mean an incident or serious accident.”

Awareness is critical. This means knowing what is happening inside and outside the locomotive as well as what lies ahead – upcoming signals, blind curves, speed restrictions, switches or Maintenance of Way crews working on the right-of-way under “track and time” authority.

Crow adds that the technologies now available, like radios, make a huge difference in communication. “When I first started, we had to spread people out along curves and give
signals with our hands or flags. Energy management systems (EMS) like Trip Optimizer allow me to focus more on what is happening outside of the cab and less on the throttle.”

Trip Optimizer is a relatively new EMS akin to cruise control on a car. It makes locomotive operation easier for the engineer, helps conserve fuel and adds another element of safety to the operation by providing reminders about train speed, including permanent and temporary speed restrictions. But Hoffmeister is quick to point out that no automated system can replace the knowledge and skill of a seasoned engineer.

“Engineers have a great deal of impact on BNSF’s bottom line,” says Hoffmeister. “A skilled operator like Crow is not just a warm body in the seat. He knows the length of the train, the freight type, the weight distribution, which locomotives are online, how much horsepower he’s running. He knows the terrain, and he takes all of that into account to ensure that the freight and the equipment remain unharmed. Not only does he save fuel by operating the train efficiently, but he eliminates damage to our customers’ products, and reduces maintenance and repair costs to extend the life of our equipment.”

More than a job

Crow graduated from Eastern New Mexico University in 1976 with a degree in history, which is apparent as he points out landmarks along the New Mexico portion of the route: the Melrose bombing range, Fort Sumner, the spot where Billy the Kid is buried and lakebeds that dried up thousands of years ago. He explains that Clovis was named after a Santa Fe official’s daughter when New Mexico was still just a territory.

Over the 344-mile trip the elevation changes by up to 2,000 feet and the temperature fluctuates between 30 and 80 degrees. Seven motor vehicles run through clearly indicated grade crossings as the train approaches – one coming gut-wrenchingly close to being hit.

The train ties up in Belen at 7 p.m., and Crow and Snipes remark about the great time made on the “Silver-Z.” They disembark from the locomotive and complete all necessary tie-up responsibilities by computer, check their pay and look up the next day’s lineups. They will likely be operating back to Amarillo on a Z-7 scheduled to arrive in Belen around noon.

The three leave the terminal and place their bags into the back of the crew van. It will take them to the crew lodging facility in Belen, where they can get some rest before beginning tomorrow’s journey home.
When planning for retirement, remember that Railroad Retirement benefits and/or Social Security and any other pension benefits you may have earned may provide only part of your retirement income. These benefits are intended to work together with your BNSF 401(k) Plan savings to meet your retirement income needs.

**How much do you need to save?**
The answer depends on:
- How many years until you plan to retire
- Your current and future annual income
- How much you are currently saving
- How much you have already saved
- The rate of return on your investments
- Your Railroad Retirement, Social Security and/or other retirement plan benefits
- Your desired lifestyle in retirement

You’ll be asked to provide information such as when you plan to retire, your income, and your current savings amount and rate. You may also change the estimated average annual return based on your investment approach. To get the best idea of whether you are on track, you should also input your estimated Railroad Retirement and/or Social Security benefits. If you have both, combine them. And enter other forms of retirement income (i.e., personal IRAs, pension plan benefits, etc.).

The more information you include, the more accurate the estimate can be. To gather all the information you need, you can use additional tools such as the Railroad Retirement Board’s Benefits Online Services (RRB.gov) and the Social Security website (ssa.gov).

Put it all together to find out if you’re on target or if you need to change the amount you save in the BNSF 401(k) Plan or your investment approach to meet your retirement goals.
Your Transportation Worker Identification Credential (TWIC) could be expiring soon

BNSF employees who work in port locations are mandated by the Transportation Security Administration (TSA) to obtain and carry a Transportation Worker Identification Credential (TWIC). If you were in the first wave of employees to receive these cards about five years ago, it’s time for you to apply for a three-year extension.

Please check the expiration date on your TWIC card. If it expires before Dec. 31, 2014, and you are a U.S. citizen or U.S. national, it is time to file for an extension. The government requires that you apply no sooner than four months prior to your card’s expiration date and no later than two months before its expiration date.

If you are not a U.S. citizen or U.S. national, you will need to file for a full renewal. For details on how to file for a five-year renewal, please see http://bnsfweb.bnsf.com/departments/operations/twic/enrollhome.html on the intranet.

To file for the extension, please follow these steps:

1. Begin by calling to confirm your eligibility for an extension. Call the TSA’s TWIC Help Desk at 1-866-347-8942 (Monday - Friday, 8 a.m. - 7 p.m. Eastern Time). To minimize hold times, the government agency suggests that you call between 8 and 9 a.m. or between 4 and 7 p.m. Eastern Time. [Note that wait times for the TWIC Help Desk can be up to 45 minutes or longer. Please budget your time accordingly.] You will need to pay a $60 fee for your new card during this call by using a credit card.

2. Exchange your current TWIC for your new card at a TWIC Enrollment Center of your choice. You can either walk in or make an appointment. You will need to bring government-issued photo identification. And if you became a U.S. national after enrolling for your original five-year TWIC, you will need to provide proof of U.S. national status.

For a list of enrollment centers and hours, and to check your card status, please see http://www.tsa.gov/stakeholders/transportation-worker-identification-credential-twic.aspx.

BNSF will reimburse you for the $60 cost of the extension.

ILCAD activities spread the grade-crossing safety message

Getting the word out about grade-crossing safety was the goal of scores of railroad employees and volunteers across the globe on International Level Crossing Awareness Day (ILCAD) on May 7. The campaign, representing the rail community worldwide, raises awareness among railroad users, pedestrians and drivers of motor vehicles of the risks at level (at-grade) crossings to change their behavior. More than 40 countries were engaged in the campaign.

BNSF employees participated across the system. From Southern California to Wichita, Kan., from Chicago to Houston, BNSF people reached out to drivers, pedestrians, school children and others to emphasize the message of safety around railroad tracks and trains. Among the activities:

- A Grade-Crossing Investigation Course with law enforcement in Southern California
- A rail safety poster campaign in Fresno, Calif.
- Officer on the Train enforcement activities in multiple locations
- Safety activities at Northstar commuter rail stations in Minnesota
- Positive enforcements in Missouri
- Multiple Operation Lifesaver presentations

Thank you to all the BNSF employees and volunteers who work so tirelessly on ILCAD – and all the other days of the year – to spread the grade-crossing safety message.
As a community of 40,000 members, each of us can make a significant difference in the places where we live and work. Giving back – with our time, our donations and our talents – not only improves our collective community, it models the way for others to follow. Here are some of the stories of BNSF people who are doing the right thing and setting an example for all of us.

Career Day sparks interest

Not only did Gillette, Wyo., Meadowlark Elementary School students learn all about what the railroad has to offer during a recent BNSF Career Day, they also learned about the importance of safety at grade crossings.

Students gathered in the school’s gym to rotate through stations where they learned from Gillette Terminal employees about horsepower, conducting, dispatching and safety gear.

For Chad Hansen, senior trainmaster, teaching the children was a rewarding experience.

“It surprised me how much I enjoyed doing this,” he says. “I talked about the history of Gillette and how it was named after a railroader. The students paid attention and found it interesting.”

Climbing for a Cause

Everyone knows the importance of fitness. Chicagoland BNSF Police took it a step further when they formed the “Orange Crush” team to participate in a number of fitness and adventure events throughout the year.

Team members included Captain Grant Bidwell, Senior Patrolman George Lay, Chief Special Agent Jeff Savage, Administrative Assistant Amanda Leone, Senior Patrolman Brian Sheehan, Senior Patrolman Angela Ramos, Special Agent Rush Rudolph and Captain Grant Bidwell.

The team’s first challenge was the 2013 Fight for Air Climb at the 31-story Oakbrook Tower in Oakbrook, Ill. This 680-step climb benefited the American Lung Association, a leading organization working to save lives by improving lung health and preventing lung disease. Savage completed the 680 steps in less than six minutes. In addition to completing the event, the team raised nearly $900.

Orange Crush climbers included, from left, Senior Patrolman George Lay, Chief Special Agent Jeff Savage, Administrative Assistant Amanda Leone, Senior Patrolman Brian Sheehan, Senior Patrolman Angela Ramos, Special Agent Rush Rudolph and Captain Grant Bidwell.

Chicago Division helps town celebrate 125th anniversary

On Saturday, May 4, Marceline, Mo., celebrated the town’s 125th anniversary and the 100th anniversary of the Marceline Station, which houses the Walt Disney Hometown Museum. Disney spent much of his childhood in Marceline and around the Santa Fe Railway there, which fueled his lifelong interest in trains.

The day-long celebration included a ribbon-cutting ceremony for the Marceline Railroad Story Exhibit, which focuses on the long relationship between the town and the Santa Fe. It also includes memorabilia, pictures and personal stories from many of the town’s railroad families.

Trainmaster Josh Purvis, who taught Meadowlark students about the importance of coal mined in the area and other energy sources, says, “I think it’s a great opportunity to teach these kids. They can see how we safely operate and what the railroad does in the community.”

Trainmaster Josh Purvis, who taught Meadowlark students about the importance of coal mined in the area and other energy sources, says, “I think it’s a great opportunity to teach these kids. They can see how we safely operate and what the railroad does in the community.”

Kaye Malins, with the Walt Disney Hometown Museum, accepts a check from Chicago Division General Manager Jason Jenkins.

Chicago Division General Manager Jason Jenkins presented a check from the BNSF Foundation for $5,000 to the museum. BNSF employees also provided tours of a BNSF locomotive and two vintage coach cars. The United Way and BNSF employees from the Chicago and Kansas divisions teamed up for a raffle and raised $575 to donate to the local Marceline Boy Scouts and food pantry.
Mongolian delegation visits Abo Canyon

During the construction of BNSF’s second track through Abo Canyon in New Mexico, BNSF worked to provide a secure and solid infrastructure to serve the railroad while also minimizing impact to the environment and wildlife in that area. BNSF’s work included game fencing along the rail corridor to keep the wildlife away from the tracks, exit ramps for Rocky Mountain bighorn sheep and other species if they do get inside the fence, and wildlife transit corridors under the seven major bridges in the canyon.

BNSF’s effort continues to be recognized, most recently by a delegation all the way from Mongolia. The Wildlife Conservation Society arranged for the visitors – including government officials, environmental planners and others – to tour U.S. sites to exchange information and expertise on reducing the impacts that roads, railways and fencing have on wildlife. The tour of BNSF’s Abo Canyon double-track project was the delegation’s only visit to a rail facility on the trip.

ENTRY FORM

(One form per photo entry. Limit three entries per employee.)

Name: ________________________________

BNSF Job Title & Location: ________________________________

Employee ID: ________________________________

Address: ________________________________

City: ________________________________

State: ________________________________ ZIP: __________

Work Number: ________________________________

Home Number: ________________________________

Work Email: ________________________________

Home Email: ________________________________

Photo Description/Location: ________________________________

Month Photo Was Taken: ________________________________

Mail form(s) with entries by July 1, 2013, to:

BNSF Calendar Photo Contest
Corporate Relations
BNSF Railway
P.O. Box 961057
Fort Worth, Texas 76161-0057

2014 CALENDAR PHOTO CONTEST DEADLINE IS JULY 1, 2013

The 2014 BNSF Calendar Photo Contest submission deadline is Monday, July 1, 2013, so send us your entries now. Up to three entries per employee will be accepted. The contest is open to current BNSF employees only.

KEEP IN MIND:

- Photos must include a BNSF train with the “swoosh” logo and paint scheme.
- Horizontal images work best and will receive higher priority.
- 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 highlight each season and feature BNSF’s broad geographic coverage and the many commodities we handle.
AN APPLE A DAY IS GOOD ADVICE.

BUT THAT’S NOT ALWAYS ENOUGH. THAT’S WHERE BNSF WELLNESS COMES IN.

BNSF Wellness offers:

• Online health coaching and improvement programs
• On-site health screenings and flu shots
• Resources to help quit using tobacco
• Support for healthy eating and weight management
• Contests and incentive challenges to help you improve your overall health

Get more details.

Go online: employee.bnsf.com > Employee tab > Wellness subtab
Email: wellness@BNSF.com
Call: 817-352-1639

Living healthy.