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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.

EVIDENCES 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 workforce, 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

Our Vision is to realize the tremendous potential of BNSF Railway Company by providing transportation services that consistently meet our customers’ expectations.

Follow BNSF
Twenty years ago, in September 1995, BNSF was created in the merger of Burlington Northern Railroad and Santa Fe Railway. From our leaders’ perspectives, what are the most important achievements of the past two decades, and what do they think the future holds for BNSF?

Below, President and CEO Carl Ice and BNSF’s four executive vice presidents provide some comments, each focusing on one of BNSF’s five strategic focus areas (People, Service, Franchise, Return and Community).

We’ll be featuring more 20th anniversary stories throughout the year.

With the merger of the Burlington Northern and Santa Fe railroads 20 years ago, we knew we were creating a great company. From the start, this end-to-end merger of two strong railroad networks had a broad reach, diverse customer base, dedicated employees and effective leadership. But we also knew this newly formed company had the potential to go far beyond that and, in the two decades since, we’ve continued to realize that tremendous potential.

The core of what we do has not changed. We move things from where they are to where they want to be. Yet, it’s astounding to think about how far we’ve come. BNSF has advanced from $8 billion in annual revenue in 1995 to over $23 billion last year, revenues that would equal a Fortune 150 company. In 1996, I would be surprised if anyone would have
predicted this level of growth. We can all be proud of this transformation of our railroad.

That growth and subsequent return are really what drive our business model, and both have made us incredibly successful. When we succeed in growth, realize value for the service we provide and execute well on our service commitment, we are able to re-invest and expand the capabilities of our network for all of our customers. Over the past 20 years, with steadily improving returns, we have committed more than $60 billion in capital to strengthen and expand our network. The railroad today is in better shape than it’s ever been.

As we work to restore service, thus returning to growth and thereby restoring our reputation, we are making advances that will be with our railroad, our customers and our nation for the next 10, 20, 100 years and beyond.

PEOPLE

As long as this company has existed, I’ve been privileged to be a part of BNSF’s leadership team, and I have watched BNSF grow and advance over the past two decades. I can tell you that, from the start, we knew the culture we were building was an essential foundation for success. We also recognized that nothing is more important than our safety commitment as part of that culture.

Focus on safety

In 1996, our first full year as a combined railroad, one of the first things we did was to establish our safety vision: “We believe that every injury and accident is preventable.” At BNSF, we are focused on continuous improvement in safety. Achieving best-ever safety numbers in 2014 demonstrates, once again, our progress toward achieving our safety vision. From 1996 to 2014, the number of reportable injuries decreased 47 percent. Or, put another way, more than 400 additional employees went home safely in 2014 with a larger workforce than in 1996.

Over the past 20 years, we have made tremendous progress in fostering a safety culture of commitment. While dedicated safety leaders model the way and set the tone, some of our most important advances have been our shared processes where employees have taken ownership of safety and focused on ways to identify and eliminate risk.

Our focus on Approaching Others About Safety is also creating a fundamental change in our safety culture. Since we rolled out the initiative about three years ago, people have embraced Approaching Others as part of the way we operate the railroad. We are seeing a change in mindset, where each of us comes to work with the expectation that we will take responsibility for our own safety and be willing to approach our co-workers to recognize safe and unsafe behaviors.

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In thousands of conversations every day, employees are looking for ways to minimize risk and eliminate injuries for themselves and their work teams. We will know we have been successful when every employee goes home safely at the end of every work day. I am confident we will achieve our safety vision.

Vision & Values

Along with the focus on safety, leaders of this company have invested tremendous thought and energy in developing our Vision, Values, Evidences of Success and Leadership Model. These statements guide who we are today and who we are striving to become, as a company and as a community. First and foremost, they unite us toward a shared Vision, which is to realize our potential and to consistently meet customers’ expectations. The Vision describes why BNSF exists and ultimately what we strive to accomplish each day. Similarly, our Evidences of Success tell us when we have achieved our Vision with our four key constituencies: our customers, employees, owners and communities.

Our Values and Leadership Model influence the way we behave as members of this BNSF community, as we work together to deliver results. People tend to stay at BNSF — many for 20, 30, 40 years or more — and we want to ensure that BNSF continues to be a place where people are proud to work and where they feel appreciated and respected, understand their role and can achieve their full potential.

As we’ve seen, things can change quickly. In recent years, economic cycles have been shorter in duration with more fluctuation for many of the commodities we carry. We have to be agile and adjust our resources to meet fluctuating demands. Our Vision & Values help us stay focused on what’s most important as we face the inevitable challenges and changes that can impact our community, our company and our industry.

Our Vision, Values, Evidences of Success and Leadership Model were developed during the first five years of BNSF’s existence, and they are an essential part of our legacy and our future. These principles unite all of us, whether we are new to BNSF or have been here for many years. Each one of us plays a vital role in bringing these words to life across our BNSF community.
Meeting customers’ expectations

When we created BNSF’s Vision statement in 1996, we established from the start that we will realize BNSF’s tremendous potential by “providing transportation services that consistently meet our customers’ expectations.” As a leader in the transportation industry, our ongoing obligation is providing best-in-class service to our customers.

Over the past 20 years, thanks to the dedication and hard work of people across our railroad, BNSF has been consistently recognized as a premier service provider, and we’ve regularly achieved high marks on customer and industry surveys. The velocity initiative we rolled out in 2006 was another milestone in defining the specific infrastructure.

Since the merger, BNSF has laid more than 1,200* miles of new main line track across its network.

*As of Dec. 31, 2014

BNSF operates almost exclusively on infrastructure it owns, builds and maintains independently, and has a strong record of investing in that infrastructure.
Thankfully, as a result of the record capital investments we made in locomotives, line and terminal capacity, and most importantly the efforts of people across our network, we are safely operating at a much higher level through the first quarter of this year. We have a tremendous opportunity to better our run rate and eclipse the challenges of last year, while at the same time renewing our commitment to safety.

Our Vision for consistently meeting customers’ expectations hasn’t changed over the past 20 years and it won’t change going forward. Every action we take, every word we speak, every decision we make can contribute to our success in serving our customers and achieving our Vision.
FRANCHISE
Our diverse franchise makes us strong

The merger of Burlington Northern and Santa Fe made a new railroad stronger than either of the previous individual companies. We emphasized that strength in 1995 when the merger was promptly approved by regulators, and we’ve proven it true over and over again during the past two decades.

We described the combined railroads as an “end-to-end” merger, meaning that the BN and Santa Fe routes complemented each other with very little overlap. Here’s how we talked about the diverse franchise in our first annual report as a combined company, issued in early 1996:

“In the long history of American railroading, no merger has been larger, approved so quickly or demonstrated greater potential...

“BN was primarily a coal, grain and merchandise railroad. Santa Fe was primarily an intermodal and automotive carrier. Together, BNSF creates a stronger portfolio with a more diversified and balanced product mix.

“More importantly, customers have access to shorter routes and faster transit times using BNSF [as well as] more single-line service options to more markets than the predecessor railroads could deliver independently.”

Extensive in geographic reach as well as commodities handled, our strong franchise has helped us increase operating revenues from a little over $8 billion in 1995 to more than $23 billion in 2014. It also helped us weather the Great Recession and other tough economic times. It gives us access to growth potential on many fronts – agricultural and food products, energy, housing, manufacturing, finished consumer goods, automobiles, chemicals, to name a few – while helping to shield us during cyclical shifts or when one of those sectors declines. Those cyclical changes seem more frequent and dramatic in today’s economy, and our broad customer base is more important than ever. We must always be prepared to adapt to a changing economic climate.

Our franchise has continued to diversify in the past two decades. Our domestic intermodal business has grown dramatically, for instance, as we’ve attracted more business from highway to rail. We also have seen the increase in crude-by-rail from the Bakken in North Dakota and other oil-producing regions. But as much as we talk about the dramatic growth of our crude business, for instance, we need to recognize that crude represented less than 4 percent of our total volumes last year. That’s how broad and diverse our business is.

Looking to the future, we will continue to grow with all of our customers. What is the next part of our business poised for “Bakken-type” growth? We see several potential areas, and regularly reach out to customers, research...
and test new markets to be sure we’re ready. Increased exports of energy commodities are one opportunity. Our traffic could also increase into and out of Mexico as that nation’s economy strengthens and attracts more public and private investment.

We can only leverage our franchise, however, when we provide the level of service that our customers expect and we expect of ourselves. After safety, serving our customers is the most important thing we do, and as Greg notes, we are making progress on our service levels after a very tough year. We can be proud of our accomplishments and know that our focus on safety and service, along with our capital investments, provides a strong foundation for growth in the years ahead.

**BNSF is one of the top transporters of industrial goods, which includes moving nearly 137,000* carloads annually of aggregate material such as crushed stone, limestone and gravel.**

In 1996, BNSF shipped 67,000 carloads of these materials.

*As of Dec. 31, 2014

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**Julie Piggott, EVP and CFO**

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**RETURN**

**Improving performance and investing for growth**

For BNSF’s first 15 years, we were a publicly owned and traded company, reporting our quarterly and annual results to Wall Street and our shareholders. Today, as a subsidiary of Berkshire Hathaway, we continue to focus on return, which includes our commitment to grow our revenues and control costs. Our company’s financial strength and prospects for future growth are just a few of the reasons Berkshire Hathaway bought BNSF in 2010.

At BNSF, our business model (see page 10) illustrates the links between our financial performance and other areas of our business. We portray the business model as a circle because each of the four components – growth, value, execution and investment – supports and leads into the next. When we succeed in growth, value and execution, we are able to invest in our franchise, our people and our communities.

Since 1995, our strong return has enabled us to commit to investing more than $60 billion in capital on our network to respond to customer demand. In 2015 alone, we plan to spend a record $6 billion in capital, focused on expanding portions of our network where demand is exceeding capacity. We know we need to be flexible and
In 1995, BNSF spent $1.4 billion on capital projects including network expansion, equipment acquisitions and capacity improvements.

This investment continues, with a record $6 billion in capital commitments in 2015.

Since 1995, we have committed to invest more than $60 billion in capital on our network.

responsive as customer demand changes, and we are committed to adding capacity as needed to keep pace with customer growth. For example, in the past two decades, we’ve laid more than 1,200 miles of new mainline track across our network, where we’ve seen significant volume increases. And more than 40 percent of our locomotives are less than a decade old.

While we have much to celebrate, it’s important to recognize that our 2014 financial performance did not meet our expectations. Volumes grew a modest 2 percent and revenues also increased, but our cost increases were significantly higher than volume and inflation as we added significant resources to improve service. Although we generated a strong amount of cash from our operations, we spent much of that on our capital program. While we paid a sizable dividend to Berkshire, it was less than what we had planned early in the year because we increased our capital program and increased costs.

Our focus in 2015 needs to be on three R’s – restoring service, returning to growth and rebuilding our reputation. If we are to be successful, we must also improve our earnings capacity, which means, in addition to volume, getting the right value for our services, hitting our productivity metrics and improving our cost structure. In a typical year, we strive to offset half to two-thirds of inflation with productivity improvements. In 2015, we need to do better than that. We need to offset more than 100 percent of inflation to ensure that we’re making traction and removing the excess costs we incurred in 2014.

BNSF’s performance is consistently strong for many reasons, including our talented and dedicated people, our focus on delivering service that meets customers’ expectations and our diverse franchise. Additionally, we are all financial stewards of BNSF’s assets – entrusted to make good decisions about how we use BNSF resources and spend the company’s dollars. Our financial success here at BNSF is a team effort, and that’s why it is so important for each of us to understand how we impact the company’s financial position. That’s true every year, and it’s especially true for the remainder of 2015.
Roger Nober, 
EVP, Law and Corporate Affairs

COMMUNITY
Modeling the way

Communities have always been important to BNSF. In our Evidences of Success, developed shortly after BNSF was created, we state that one of the ways we will know we’ve succeeded in achieving our Vision is when “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.”

For more than 160 years, BNSF and our predecessor railroads have been an essential part of local economies by providing good jobs and economic growth by connecting their goods to global markets and bringing the world’s goods to them efficiently and cost-effectively. We also benefit the environment by providing safe and fuel-efficient transportation, and relieving highway congestion with lower emissions.

Through the BNSF Railway Foundation, we support local causes in which our employees and our communities are invested. In fact, in 2014 alone, the Foundation gave more than $10 million to help worthy organizations across our network.

Our relationship with the communities we serve can also be challenging. Negative interactions with the public due to noise or blocked crossings only increase as our volumes continue to rise. Also, we are seeing increased activism at certain locations on our network where some residents oppose building new facilities or even oppose the commodities that we move. Permitting processes serve an important purpose, but they are sometimes leveraged to slow or stop projects that are necessary for our continued ability to grow with our customers. Over time, these cumulative actions negatively impact our reputation and our ability to operate in these areas.

Whether you’re a manager in Economic Development or a roadmaster working with a private land owner along our right-of-way, the best way to engage with communities is through our actions. When community members voice concerns, it is important for us to listen to and respect their opinions, while also being informed about BNSF’s perspective and objectives.

Communities and local economies rely on the transportation services we provide, and at BNSF we likewise need the support and engagement of the communities along our network. Growth is an essential part of our business model, and to achieve that we must continually invest in our network and expand capacity as needed. Maintaining strong relationships with communities is an essential component in ensuring that we can continue to grow and better serve our customers. BNSF has a robust Community Affairs team focused on building stronger community relationships. But, we all play a role in building those relationships. Each one of us is a representative of BNSF in the community where we live.

We feel personal satisfaction that comes from participating in our community, and our behavior, inspired by our Vision & Values, also has a significant influence on how communities perceive BNSF.

From the start at BNSF, we have focused on modeling the way as a company and as individuals in the communities where we live and work. Every one of us can make a difference.

Railroads continue to be one of the most fuel-efficient modes of transportation.

In 1995, a locomotive could move one ton of freight 375 miles on a gallon of diesel.

Today, BNSF can move one ton of freight 500 miles on a single gallon of fuel, thanks to new technologies and train-handling procedures.
TOP ACHIEVEMENTS OF 2014:
Employees of the Year honored

Employees from across the BNSF system came together in Fort Worth on April 13 to be honored for their outstanding contributions in 2014. The annual Employees of the Year program is designed to recognize employees who demonstrate BNSF’s Vision & Values through their commitment, leadership and focus on working safely and efficiently to meet customer expectations.
President and CEO Carl Ice led off the ceremony by thanking the employees for their hard work and dedication to BNSF, their co-workers and their customers.

“Tonight we recognize some of the top achievements at BNSF in 2014,” Ice told the audience. “All of you in this room are leaders in making BNSF a stronger company by living our Vision & Values every day. Congratulations to each of you for your service to our customers, fellow employees, owners and communities.”

During the ceremony, 78 employees were recognized for their individual and team achievements in 2014. An additional 35 BNSF employees were named “Best of the Best” for their safety leadership last year – all of whom led teams that worked throughout 2014 without a reportable injury. Also honored were five “Safety Employees of the Year,” representing Telecommunications, Intermodal Business Unit Operations, Mechanical, Engineering and Transportation.

Examples of the impacts made by the Employees of the Year include several technology initiatives that enhance safety and efficiency; the training of more than 800 employees in advanced track inspection that improves safety; and the opening of the Big Lift Automotive Facility, which will help BNSF meet the increasing demand in its automotive business.

“Our focus on safety and service, along with our continued investment in our network, provides a strong foundation for improved performance and our ability to return to growth,” said Ice. “Thanks to employees across the network who are working hard to meet our customers’ expectations and restore our reputation for best-in-class service — together we’re working to realize the tremendous potential of this railroad.”

A complete list of the Employees of the Year can be found at www.bnsf.com/EOY2014.
Advancing Tools to Increase Efficiency at BNSF Hump Yards

Lincoln, Neb., Yardmaster Lucas Peters played a key role in the successful implementation of YardViz, a suite of tools designed to improve efficiency at BNSF hump yards. Peters trained employees across the network on the new tool and provided critical feedback for enhancements. Usage rates for the tool, which provides yardmasters and trainmasters with improved terminal-planning capabilities, have remained above 90 percent, reflecting Peters’ proficiency and involvement in developing an effective, high-quality tool.

Heroic Rescue of a Man in Frigid Waters

After noticing a man floating down the cold and rain-swollen Puyallup River, Tacoma, Wash., Locomotive Engineer Carl Nash quickly exited his locomotive with a switch broom and headed to the edge of the water. Nash stretched the broom out to the man, who was able to grasp it, and pulled him ashore. Nash then moved his locomotive to give paramedics access to the scene. The man was transported to the hospital for treatment and later made a full recovery. Without Nash’s quick thinking and heroic actions, the man would have been carried into the Puget Sound inlet by the fast-moving current of the river.

Acting Quickly to Prevent a Fuel Release into a River

When a train struck a fallen rock, the fuel tank of the second locomotive ruptured, causing a fuel leak. Responding quickly, this crew alerted the Network Operations Center and worked to stop the leak. They showed resourcefulness, using available materials to stop the leak by wedging a conductor chair cushion between the fuel tank and ballast until additional resources arrived on scene.

Matisse Maugh, conductor, Transportation, Tacoma, Wash.
Jonathan Reynolds, locomotive engineer, Transportation, Vancouver, Wash.
Scott Unick, assistant superintendent, corridor operations, Transportation, Fort Worth

Lending Aid Following a Crossing Accident

Paula Randall and Keith Erickson were involved in a crossing accident when their train struck a school bus. Randall and Erickson immediately stopped, alerted the authorities and began assisting passengers. When first responders arrived, the crew separated the train to allow emergency vehicles access to the scene and continued to provide assistance.

Keith Erickson, locomotive engineer, Transportation, Dilworth, Minn.
Paula Randall, conductor, Transportation, Minot, N.D.

Left to right: Scott Unick, Matisse Maugh and Jonathan Reynolds

Paula Randall and Keith Erickson
Contributing to a Successful Automotive Yard Expansion

Trainmaster Michael Davis went above and beyond to help coordinate and support the expansion of automotive operations at Argentine Yard in Kansas City, Kan. He worked closely with Engineering and Automotive groups to facilitate the timely construction of increased track lengths and crossovers. He also worked to address safety concerns and spent time training local dispatchers, helping ensure the project was completed without a reportable injury.

Enhancing Capacity at the Tower 55 Rail Intersection

Located southeast of downtown Fort Worth, Tower 55 is one of the busiest rail intersections in the United States. In collaboration with representatives of the Union Pacific Railroad and regional governments, this team worked to enhance the fluidity of this strategic crossing and improve velocity through Fort Worth. This important project also involved the closure and renovation of several at-grade road and pedestrian crossings, and the construction of a new underpass for adjacent neighborhoods, allowing for improved pedestrian safety and emergency vehicle access.

Rodney Adams, construction roadmaster, Engineering, Saginaw, Texas
Mike Etter, manager, safety, Transportation, Haslet, Texas
Kevin Gravely, locomotive engineer, Transportation, Alliance, Texas

Quick Actions Save a Child

While leaving the Neosho, Mo., depot, Gang Section Foreman Paul Parsons noticed a small child in the middle of the track. He immediately stopped his truck, called 911 and removed the 3-year-old boy from the track. These quick actions prevented a potential injury or fatality, as a Z train traversed the location less than one minute later. Following directions from a nearby neighbor, Parsons returned the child to his parent, who did not realize the child had wandered away from home.

Track Inspection Training Helps Prevent Derailments

This 12-person team provided track inspection training to more than 800 scheduled and exempt Engineering employees across BNSF in 2014. The week-long course educates employees on how to identify, quantify and determine if a track condition is a defect, and then to apply the appropriate remedial action. The course, which enables employees to meet new Federal Railroad Administration-certification requirements, has helped reduce derailments caused by track defects by more than 30 percent, contributing to BNSF’s industry-leading derailment performance among Class I railroads.

Jason Dye, manager, engineering certification, Engineering, Galesburg, Ill.
Jeffery Faulkner, manager, engineering certification, Engineering, Springfield, Mo.
manufacturer ensures the locomotives return to service more quickly and will potentially save the company millions of dollars in the future. By repairing the five locomotives in house in 2014, the team saved BNSF approximately $875,000. Mechanical Foreman Rob Murray represented the team.

**Improving Safety Performance and Reducing Human Factor Rail Incidents**

This team helped BNSF reduce human factor rail incidents, which can occur when Mechanical employees operate locomotives within and around BNSF facilities, by more than 30 percent. Comprised of employees from the National Conference of Firemen & Oilers (NCF&O) Union, the team provided additional training to every NCF&O employee to safely perform their job duties. They also trained employees from other crafts on important safety concepts and procedures. These efforts have had a significant impact at BNSF, reducing human factor rail incidents and injuries across the system, and directly contributing to the Mechanical team’s all-time best safety performance in 2014.

- **Clintel Betts**, equipment operator/general laborer, Mechanical, Kansas City, Kan.
- **Brett Boness**, general laborer, Mechanical, Alliance, Neb.
- **Dean Huschka**, equipment operator/general laborer, Mechanical, Glendive, Mont.

**Developing a System to Streamline Locomotive Material Inventories**

To support BNSF’s plan to insource locomotive maintenance, this team created a new asset management system that tracks quantities, locations and availability for the more than 15,000 parts that comprise a locomotive. Since implementation, the new system has significantly reduced material wait times, improved inventory accuracy, simplified inventory reduction reports and reduced expenses. The team also developed new processes that help ensure efficient and consistent service.
an additional program internally: STAR (Strategic Tool for Analysis & Reporting). Combined, Enable and STAR improve billing accuracy and provide the Equipment Management team with more current car-hire data to better support business decisions. Since the programs went live in July 2014, BNSF has recovered more than $2 million in overpayments, and the team plans to recover an additional $6 million in 2015.

Jennifer Amos, senior analyst, car accounting, Finance, Topeka, Kan.
Tara Frahm, general clerk, Finance, Topeka, Kan.
Ashley Hansen, assistant manager, accounting, Finance, Fort Worth
Michelle Meredith, senior analyst, accounting, Finance, Fort Worth
Sam Phelps-Roper, manager, Technology Services, Topeka, Kan.
Jessica Samuels, senior systems developer, Technology Services, Topeka, Kan.
David Watkins, senior manager, revenue management, Finance, Fort Worth
Lisa Whitten, consulting systems developer, Technology Services, Fort Worth

Big Lift Automotive Facility Launch

This team was instrumental in designing, developing and launching Big Lift, BNSF’s new automotive facility in Littleton, Colo. Designed to accommodate the growing

Left to right, front to back: Todd Barnett, Amanda Reed, Kevin Karkkainen; Jarrod Gracy and Kory Taylor

 demands of automotive shippers in the Denver area, Big Lift has more than doubled the paved parking bays and loading docks compared with the previous facility. In all, Big Lift has enough track capacity to process about 750 automobiles per day. The new facility, which represents BNSF’s commitment to expanding capacity and capabilities for automotive customers, is also helping to reduce dwell and enhance railcar velocity.
Building American Indian Relationships

BNSF has a long history of working with Native American nations located in the states where we operate, but Manager Economic Development Cherie Gordon, Fort Worth, saw additional opportunities to further engage American Indian communities. She helped define and develop an initiative designed to engage Native American nations in sustainable development and to enhance tribal economies, jobs and educational opportunities. She has identified key American Indian nations, developed tribal contacts and conferences, and attended meetings and events, helping to progress this important initiative for BNSF.

Development of the Crude Oil Unit Train Pre-Release Tool

This team developed and implemented the Crude Oil Unit Train Pre-Release Tool, an application that automated the train release process for crude oil unit trains. Using this tool, BNSF now has the ability to automate train sets, provide standing train orders, send crew work orders directly to customer facilities and ensure compliance with federal regulations on hazardous cargo. Use of the tool has reduced train-release-to-departure times by approximately two hours per unit train. Over a two-year period, this equates to train delay savings of approximately $1.2 million.

Developing Safe Methods for Extended Automotive Unloading

Until now, BNSF employees have only unloaded vehicles during daylight hours. But with growth in the automotive business, BNSF has explored ways to safely increase unloading capabilities at our automotive facilities. This team investigated, tested and benchmarked artificial lighting options, selecting an LED option that now allows employees to safely unload railcars during nighttime hours. Since use of the lights was implemented last year, more than 16,000 vehicles have been unloaded at night.

Left to right: Mark Essner, Christian Carlsen, Lawrence Fleischer and David Grimes

Christian Carlsen, manager, ramp operations, Business Unit Operations, Alliance, Texas
Mark Essner, manager, hub operations, Business Unit Operations, Memphis, Tenn.
Lawrence Fleischer, director, occupational safety/environmental health, Safety and Technical Training, Fort Worth
David Grimes, market manager, Marketing Support, Fort Worth

Left to right, front to back: Beverly Stephens, Kevin Bush, Michelle Linde; Doug Freeman, Terri Roberts; John Stonecipher, Thomas Maahs and Samuel Ingram
Enhancing the ClearLoad Program with a New Algorithm

BNSF uses the ClearLoad program to review customer proposals for high-wide shipments. The program calculates clearances, and when a shipment is too large, it provides a set of “maximum” clearance measurements for the intended route. But an error in the program was generating an indefinite number of maximum measurements and the measurements contained fractional values, which are not compatible in ClearLoad. Manager Customer Support (retired) Kenn Miller proactively defined the issue and developed an algorithm that eliminated the excess measurements and fractional values. His efforts significantly reduced the time spent manually updating customer proposals, saved BNSF approximately $20,000 in technology development costs, and greatly reduces the potential risk to BNSF and high-wide shipments by improving the accuracy of the maximums calculation process.

Successful Development of BNSF’s Rules & Timetable Mobile App

This cross-functional team developed a new BNSF app that enables all employees to access, view and store operating and safety rule books, timetables and general orders on a mobile device. This project, which required substantial internal development and programming, significantly enhances employees’ access to important safety information and leverages new technology to improve the workplace.

**Lance Dang**, manager, Technology Services, Fort Worth

**Jenny Luttrull**, manager, operating rules, Safety and Technical Training, Fort Worth

**Elisa Salazar**, consulting systems engineer, Technology Services, Fort Worth

**Courageous Response to a School Bus Accident**

While driving home from work, Senior Special Agent Bryan Schaffer, Resource Protection, Birmingham, Ala., heard a report on his police radio about an accident involving a loaded school bus. The bus driver had pulled over to the side of the road, but the slick, rain-saturated ground caused the bus to slide into a ditch. Schaffer, one of the initial first responders at the scene, was soon joined by his son James, also a first responder, and the two immediately began assisting the children and assessing injuries. Thankfully, though 10 children were transported to a local hospital for further examination, there were no serious injuries.
she says of working as a hostler driver at one of BNSF’s busiest intermodal facilities.

Since starting in 2012, Beamon has advanced to being lead qualified on the intermodal ramp, taking on additional responsibilities. She is also active in quarterly safety marathons and takes a leadership role in mentoring and training team members. Most recently she became one of 10 Intermodal facilitators for Approaching Others About Safety training.

It’s a good fit for Beamon, a native of Spain who came to America with an 8th grade education and the belief that she could accomplish anything – including earning her associate’s degree.

“When there is a safety issue at work, people often come to me because they know I will take care of it,” she says. Often that means going to a supervisor, which doesn’t faze her. “I’ve found BNSF to be a place where people work together. There’s an openness, no matter what a person’s position.”

When it comes to Approaching Others About Safety at Corwith, says Beamon, the training wasn’t a hard sell as people there knew her and were open. As she traveled outside of Chicago last year to deliver Approaching Others training, she worked hard to build acceptance and understanding.

“We [the trainers] reminded them that we have to approach others because sometimes people’s minds are not on the job. It’s easy to lose focus or to fall into old habits,” she says. “Eventually they come to understand there is a reason we approach others. It’s important to identify and minimize risk to exposure for yourself – and for everyone you work with.”

Her reason for making safety a priority is simple: “I want to live life to the fullest, to see my kids grown.”

Her husband, Robert Beamon, also works for BNSF as a

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ONTSERRAT BEAMON,
Intermodal Safety Employee of the Year

Visitors to the Beamon home often comment on the impressive collection of power tools, housed in the garage and used to design and build furniture. Rows of circular saws, drills, nail guns and more are well-maintained and organized.

Just as impressive is how their owner, Montserrat Beamon, handles the tools, taking care to wear personal protective equipment like safety glasses and hearing protection, and making sure the floors are clear of cables as she does her handiwork.

Beamon is an intermodal equipment operator (IEO) at BNSF’s Corwith facility in Chicago.

“I started a couple of years ago in this job. I never thought I’d be driving trucks, but I’ve always been open to new experiences,” she says of working as a hostler driver at one of BNSF’s busiest intermodal facilities.

Since starting in 2012, Beamon has advanced to being lead qualified on the intermodal ramp, taking on additional responsibilities. She is also active in quarterly safety marathons and takes a leadership role in mentoring and training team members. Most recently she became one of 10 Intermodal facilitators for Approaching Others About Safety training.

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and today we have a workplace where we’re valued, where management tells us they’re here to help,” he says.

On Approaching Others About Safety training, Betts says, “We really needed this program, in part, because of all the new hires we have. It’s a great way to develop relationships.”

His compassion and desire to serve others is also why he’s involved in Operation Stop, a peer program that supports a drug-free lifestyle. That passion spills over into the community, where he has been a minister and served on the Livable Neighborhoods Board, a partnership of citizens and local government officials that addresses crime prevention. He’s also known as the “bicycle man” because he repairs and prepares bikes for underprivileged kids.

“Sometimes you think you labor in vain,” he says. “But I’ve seen over the years that if you keep on caring and doing for others, things get better for everyone.”

Clintel Betts, Mechanical Safety Employee of the Year

In 1974, when Clintel Betts started his railroad career in the car shop at Argentine Yard in Kansas City, Kan., he came with an attitude. A third-generation railroader, Betts signed on as a laborer when his plans to play college football didn’t work out. As a result, he was resentful and a bit of a tough guy.

“Here I was in this big scary place at age 18, acting like I knew it all,” recalls Betts. “One day, a co-worker was counseling me on how to do something, and I told him that I just didn’t care. He looked me straight in the eye – I can still see his face – and he said, ‘One day, you will care.’”

The implication that not caring meant injury or worse helped turn around Betts’ attitude.

“It was a long growing process,” recalls Betts, who today delivers safety messages with a compassionate attitude to all Mechanical new hires at the Argentine Locomotive Maintenance Inspection Terminal (LMIT), sharing his story as well as his expectations for them.

Like his attitude, his role has evolved. As laborer foreman and trainer for the mechanical facilities at Argentine LMIT as well as the system laborer group, Betts is a leader who recognizes the value of teamwork. “I made up my mind a long time ago to be part of the solution,” he says. “That means it’s not all about me. It’s about our shop being successful.”

On the system level, Betts has helped create system standards in training, including forklift operation, fall protection, locomotive movement and more.

“I’ve been hurt and I’ve seen people hurt,” says Betts. “So when I’m training, I look them in the eye and tell them ‘I’ve been there, I’ve done that.’ I remind them that they may not care, like I didn’t at one time, but that they mean a lot to other people.”

In his 40-plus years of railroading, Betts has seen the safety culture shift for the better. “Many have helped to pave the way, and today we have a workplace where we’re valued, where management tells us they’re here to help,” he says.

On Approaching Others About Safety training, Betts says, “We really needed this program, in part, because of all the new hires we have. It’s a great way to develop relationships.”

His compassion and desire to serve others is also why he’s involved in Operation Stop, a peer program that supports a drug-free lifestyle. That passion spills over into the community, where he has been a minister and served on the Livable Neighborhoods Board, a partnership of citizens and local government officials that addresses crime prevention. He’s also known as the “bicycle man” because he repairs and prepares bikes for underprivileged kids.

“Sometimes you think you labor in vain,” he says. “But I’ve seen over the years that if you keep on caring and doing for others, things get better for everyone.”

Tessa Collins, Transportation Safety Employee of the Year

Tessa Collins has always had an interest in flight and planned to become an air traffic controller, earning a bachelor’s degree in aeronautics and getting a private plane license.

But her transportation career path took a few turns, bringing her instead to railroading, where today, by many accounts, she is soaring.

Collins joined BNSF in 2005 as a conductor at Grand Forks, N.D., and now serves in Dilworth, Minn., as one of the safety coordinators for the Twin Cities Division. As a safety coordinator, she works with the safety manager and site-safety teams to improve safety
To help new hires acclimate, a mentor program is in place. Seasoned employees at major division locations work one-on-one with new employees, sharing best practices. Collins is a champion of the program and supports it by making sure the right people are paired to optimize the experience.

In the decade she has been at BNSF, Collins has witnessed the safety culture evolve.

“Now, the safety programs have become more employee-led, which is why I think we have more commitment and a greater impact reducing injuries,” says Collins. Training programs like Approaching Others About Safety are conducted by peers and are well received because employees are the ones doing the educating.

One of the areas where Approaching Others is really helping today is with generational differences, according to Collins.

“Even if we have big differences, we have a lot in common – we all want to go home to our family,” says Collins, whose husband is a locomotive engineer. “It doesn’t matter if you started two years ago or 20. Now we’re learning to use those differences as building blocks.”

Trust is really the key to the culture change under way today, she says.

“We have trust on our division and at all levels, because we are all team members. Even if we have disagreements, we work it out. That means allowing everyone to have a voice, making employees feel empowered and having a shared vision, as well as the tools they need to make the workplace safer.”

GARY SAGE,
Engineering Safety Employee of the Year

In 1996, Gary Sage was planning to follow in his dad’s footsteps and become a switchman/conductor – the only side of railroading he knew. Those plans changed the day he showed up at a BNSF hiring event, only to find the jobs being filled were Maintenance of Way. Now, nearly 20 years later, he’s glad fate intervened.

“We have a strong safety culture here [Bakersfield, Calif.] and it’s something we all take great pride in,” says Sage of the section crew he leads. “It’s been very fulfilling to watch the progress.”

Early on, Sage was recognized as a leader, and from the start he focused on learning about best practices in safety from his co-workers. He was foreman within a year, then track supervisor two years later. “I still remember what it was like when I started, how intimidating it was,” he recalls of his first years. “As the senior employees, we’ve got to be approachable. I try to get the new folks involved and encourage them to ask questions.”

Before joining the railroad, Sage worked in the oil fields and learned the value of a good job safety briefing. He uses that experience, as well as his personal examples and stories, to enhance his safety messages.

It’s what you do after a briefing that really drives safety, says Sage. “If you’re going to talk it, you better walk it,” he says. “It’s what you’re going to do when no one is watching you that counts.”

Staying calm under tense circumstances is one of Sage’s best-known traits. Division Engineer Steve Hedemann recollects a classic example.

“One day, as Gary’s crew was waiting for track and time to make a repair for a rail defect, patience was growing thin. Each time it looked like the promised window was about to open, Gary would brief the crew, pointing out exposures, keeping calm.
and ensuring that everyone was focused, only for the track and time to be delayed,” says Hedemann.

Eventually, the window was granted, late in the afternoon. “Gary again made sure to rebrief everyone, knowing the crew was anxious to get started. As work began, he ensured every member of the crew was wearing proper PPE [personal protective equipment] and had their ‘heads in the game,’” Hedemann recalls. “It was an impressive safety performance, especially at a time when focus could have been lost.”

Sage reflects on why it’s important to keep the end result in mind – everyone going home at the end of the day.

“Remember, we’re all trying to do the same thing: go back to the people at home. The decisions we make don’t just affect us, but our families, our co-workers and their families, and those in the community,” says the father and grandfather. “If you think about them, you’re not going to sacrifice safety at work – and you’re not going to turn it off when you go home.”

MIKE WARRINGTON,
Telecommunications Safety Employee of the Year

Mike Warrington’s Telecom crew in Lincoln, Neb., is truly like family. Three of the maintainers he hired grew up together, making Warrington a bit of a father figure.

“It’s been neat to see them grow and start their families. That’s one of the reasons why I want them to come to work happy and healthy,” says the Telecommunications maintainer foreman, who works with another dozen maintainers in portions of Nebraska, Iowa and Missouri – and all part of his “family.”

Maintainers have to be comfortable scaling towers 300 feet or more above ground – and in varied conditions. Safety is built in to every aspect of every task they perform – from putting on harnesses to taking that first step up a tower.

In addition to being well trained and equipped, the maintainers focus on communication, including when there is an outage and getting it fixed is urgent.

“Before you start climbing a tower, you have to think through what you’re about to do and communicate it to others, including knowing what the safety plan is and having a solution ready for when things change,” says Warrington, who is known for his job safety briefing skills.

“Our job safety briefings are really involved, so I try to break them down so they’re bite-sized and not overwhelming,” he says, adding that he empowers others on the crew to be involved in the briefings. “I may be the foreman, but I need their ideas and thoughts so they own the process.”

Warrington started his career in 1978, when pole lines were in use. Those lines have long been replaced by radio towers and microwave systems. Today’s technology, including positive train control (PTC), has added another layer of work for Telecom, making the right rules and processes all the more important.

“As busy as we are, we still prioritize and make sure we’re doing everything safely,” says Warrington. “Approaching Others About Safety – something he’s always done – is further enhancing BNSF’s safety excellence. “We have to encourage everyone, employees and contractors, to approach one another to be sure we are safe. We all have a family at home.”

Training comes easily to Warrington, who for 10 years was an instructor for the Fall Protection and Tower Rescue Course. He helped find materials and write the curriculum, developing the course so it was easy to understand and safety was designed-in. For nearly five years he was also involved in the development and teaching of the Advanced Maintainer Skills Course.

He’s witnessed how BNSF’s safety culture has evolved during his career, especially over the last 10 years.

“At one time, you couldn’t get people to help lead any of our safety training,” he says. “Now they’re lining up.”

BNSF’s Safety Employees of the Year were among railroad safety teams recognized for their accomplishments during the Association of American Railroads Safety Leadership Forum. From left: Montserrat Beamon, Clintel Betts, Gary Sage, Tessa Collins and Mike Warrington.
Best of the Best Recognition

These individuals were recognized for their outstanding safety leadership, with work teams that achieved exceptional safety performance in 2014. Each work group was injury-free.

TRANSPORTATION
Matt Bailey, terminal superintendent, Pasco, Wash.
Dave DeVault, terminal superintendent, Tulsa, Okla.
Joe Dickerson, terminal superintendent, Kansas City, Mo.
Darren Hale, terminal superintendent, Dayton, Texas
Keith Miller, superintendent, Operations, Wilmington, Calif.
Jason Moyer, terminal superintendent, Barstow, Calif.
Jonathon Taylor, superintendent, Operations, Mandan, N.D.

MECHANICAL
Shawn Ball, general foreman, Galesburg, Ill.
Dave Bertholf, general foreman, Seattle
Carlos Canchola, general foreman, Minneapolis
Will Chevalier, general foreman, Chicago
Roman Cisneros, general foreman, Haslet, Texas
Mike Hale, general foreman, Superior, Wis.
Casey Jensen, general foreman, Memphis, Tenn.
Gerald Luster, general foreman, Tulsa, Okla.
Chad Meinholdt, general foreman, Commerce, Calif.
Jack Murray, general foreman, Pasco, Wash.
Matt Olson, general foreman, Guernsey, Wyo.
Larry Perez, general foreman, Clovis, N.M.
Eddie Rhoads, general foreman, Houston
Bill Snider, general foreman, Mandan, N.D.

ENGINEERING
John Christensen, manager, Structures, Fort Madison, Iowa
Bill Cruttenden, manager, Signal, Seattle
Keith Fezekas, manager, Signal, Chicago
Mike Herzog, manager, Structures, Kansas City, Kan.
Keith Jones, division engineer, Minneapolis
Cory Knutson, manager, Structures, Billings, Mont.
P.J. Lovato, manager, Signal, Albuquerque, N.M.
Steven Phillips, manager, Signal, Minneapolis
Rocky Scott, manager, Signal, Spokane, Wash.
Russ Sweet, manager, Signal, Lincoln, Neb.

TELECOMMUNICATIONS
Sunny Bajaj, director, Technology Services, Fort Worth
Susan Borsellino, director, Technology Services, Fort Worth
Greg Britz, director, Technology Services, Fort Worth
Victor Wallace, director, Technology Services, Fort Worth

Left to right, front to back: Dave DeVault, Matt Bailey, Joe Dickerson, Keith Miller; Darren Hale, Jason Moyer and Jonathon Taylor

Left to right, front to back: Gerald Luster, Mike Hale, Larry Perez, Jack Murray, Chad Meinholdt, Eddie Rhoads; Roman Cisneros; Shawn Ball, Dave Bertholf; Matt Olson, Bill Snider, Casey Jensen, Will Chevalier and Carlos Canchola

Left to right, front to back: John Christensen, Cory Knutson, Russ Sweet; Rocky Scott, Bill Cruttenden; Steven Phillips, Keith Jones and P.J. Lovato (Not pictured: Keith Fezekas and Mike Herzog)

Left to right, front to back: Victor Wallace; Susan Borsellino, Sunny Bajaj; and Greg Britz
BNSF ended 2014 with an all-time low reportable injury frequency of 0.99 and achieved best-ever performance on several other key safety measures. To recognize those teams that demonstrate the “best of” in safety, BNSF annually presents Safety Bell awards.

The bells on the awards came from locomotives that were once in service on BNSF or a predecessor railroad. The first safety bell was awarded in 2000.

Over the past 20 years, since the creation of BNSF as a company, steady safety improvements have been made. From 1996 to 2014, the number of reportable injuries at BNSF decreased 47 percent. Put another way, more than 400 additional employees went home safely in 2014 with a larger workforce than in 1996.

**Best Division Frequency, Best Transportation Frequency: Gulf Division**

Two bells went to Transportation on the Gulf Division, a first-time recipient. For 2014, the team received awards for Best Division Frequency (0.46) and Best Transportation Frequency (0.33).

“A lot of things have come into play,” says General Manager Marc Stephens. “We made commitment and compliance the core values driving our changing safety culture, and we’ve seen improved performance as a result.”

There’s no instant formula for how to make the change. “It comes down to how we treat each other: with dignity and respect,” he says. “We built trust through clear, concise communication, with everyone understanding the expectations.”

The division also built credibility by consistently communicating the follow-up on issues reported through SIRPs [Safety Issue Resolution Process], including explaining why changes were needed and actions taken.

Chuck Jones, Sheet Metal, Air, Rail and Transportation – TD safety coordinator for the division, says building that trust took time as perceptions changed. “We didn’t just flip a switch in one day. It takes time to get everyone working together,” says Jones.

According to General Director Transportation Brandon Crossett, the process has been like turning a big boat. “We all knew what direction we wanted to go, and it took everyone rowing together in sync,” he says. “We still have some headwaters, with a focus on engineering out at-risk practices. But we have proven we can get there – and we believe we can maintain the commitment going forward.”

Putting safety into the hands of craft employees has been key. “The crafts were instrumental in implementing Approaching Others, Enhanced Safety Training (EST) and Behavioral Accident Prevention Process efforts,” says Andrew Wooten, manager, Service Excellence (manager, Safety, for the division in 2014).

Another key has been a “no excuses” mentality.

Over the years, the division noted the safety challenges of operating 3,000 miles of territory, including extensive industry track with significant gathering and distribution operations. Nearly every car that crosses the division is switched at least once, and all switching is flat switching operations.

**Safety Bells:** Celebrating teams that demonstrate exemplary performance

From left, Mark Johnson, Marc Stephens and Chuck Jones

Additionally, trains originate at more than 40 locations. Much of the chemical traffic, especially in the Houston complex, is interchanged with Union Pacific Railroad. Additionally, train crews have to understand trackage rights, which make operations more complex.
“Those challenges will always be there,” says Stephens. “We can’t use those as an excuse. We can’t let these keep us from doing the right thing.”

Instead, they have found solutions, identifying people who know the ins and outs of the industries as well as mentors — good communicators — to onboard new employees. Site safety teams are given direction, along with latitude to take ownership and run the training programs.

EST facilitators are in it for the long haul, with not much turnover. According to the division’s Brotherhood of Locomotive Engineers and Trainmen Safety Coordinator Mark Johnson, that commitment reflects pride. “We’re proud to give these classes. Our facilitators take them seriously and they’re pros,” says Johnson.

Best Mechanical Frequency: Barstow LMIT

With a focus on safe production, the Mechanical team plays a crucial role in ensuring a reliable and available locomotive fleet. Adding to that challenge in 2014 was increased demand for locomotives to help restore velocity and service across the network while onboarding new hires. The Barstow, Calif., Locomotive Maintenance Inspection Terminal (LMIT) faced those challenges, earning a Safety Bell for Best Mechanical Frequency of 0.24.

“We’re the largest BNSF locomotive shop on the West Coast, and we safely completed record engine and alternator changes in 2014,” says Danny Rodriguez, shop superintendent. “In doing this additional work, we were also challenged with having several new employees, and it was important that we spend extra time ensuring they were aware of the exposures from the start.”

The team of more than 400 employees recorded 653 days without a reportable injury.

Explains Safety Coordinator Paul Burnau, “We want to prevent any incidents from occurring at all. We need to focus on the behaviors that are potentially driving the incidents and ensuring exposures are clearly identified to prevent future occurrences.”

The team believes they have the right tools to maintain a safe and injury-free environment, and works to keep the lines of communication open.

“Our team has embraced Approaching Others About Safety, and it really helps sustain our success,” says Rodriguez. “Every member of the team supports our safety process and we, as leaders, are working hard to set the right tone when it comes to changing the culture and making safety a value.”

Rodriguez and Burnau attribute part of the shop’s success to the safety plan set by System Mechanical. These best practices help them hone their leadership skills, including listening to employees. They work to address issues promptly and keep everyone engaged, while making sure everyone’s voice is heard.

Staying safe is a process that starts over each day, each shift, they note.

“We start a safety journey every time we clock in,” says Burnau.

Best Engineering Frequency: Chicago Division

Last year, Chicago Division Engineering — a team of more than 750 who inspect, build and maintain track, signal and structures — demonstrated their commitment to a culture of safety, despite extreme weather and heavy volumes. For 2014, this team achieved the lowest injury frequency of all BNSF Engineering groups (0.67).

Chicago is one of the more complex divisions on the network. In the city of Chicago, for instance, BNSF connects with multiple Class I railroads, shortlines and switching lines, as well as serving Metra commuter rail and Amtrak. The division extends north to St. Croix, Minn., and southwest toward Galesburg and Barstow, Ill.

With a very tough winter along with high traffic volumes and congestion, 2013-14 was a challenging time.

“We faced many challenges last year, but everyone worked together to make sure their fellow employees stayed safe,” says
Daniel Dunn, manager, Signal. “Due to weather, high traffic volumes and numerous capital improvement projects, additional job safety briefings and frequent division safety meetings were conducted, focusing on identifying and minimizing potential risks. Chicago Division employees committed to approaching their fellow employees to address at-risk behaviors, recognize safe behaviors and ensure employees stayed focused and returned home safely at the end of the workday.”

Best Rail Equipment Incidents Rate: Chicago Division

The award for Best Rail Equipment Incidents (REI) rate is based on a variety of derailment measures and reflects safety efforts across all of a division’s Operations teams. For 2014, the REI Safety Bell went to the Chicago Division.

“Our success in achieving this low derailment rate can be attributed, in part, to the Mechanical [car and locomotive] and Engineering teams ensuring the reliability of our rolling stock and infrastructure,” says Randy McMahan, terminal superintendent. “This, combined with the culture established by division leadership that nothing is more important than safety for ourselves and others, is leading us on our path to zero accidents and injuries.”

The 2014 winter brought weeks of below-zero temperatures and heavy snow. Then the division faced flooding with the snowmelt, requiring extra attention to maintain operational safety.

“Despite uncontrollable weather conditions, our streamlined cross-craft communication assisted the division in achieving the best derailment frequency ratio,” says McMahan. “Communication is key, and the Chicago Division continues to prove that. Through discussions about safety and performance expectations, safety marathons and job safety briefings, employees are well prepared to complete their jobs in a safe and efficient manner.”

The division’s General Manager Jason Jenkins says it took everyone — all 3,600 people — and all departments’ commitment to achieve not one but two bells.

“We often say that safety is the most important thing we do. It makes me proud to say that safety is the most important part of who we as a division are,” he says.

Outstanding Safety Performance: Telecommunications

Maintaining a focus on risk and exposure has helped Telecommunications earn a Safety Bell for the third year in a row. This year, the team earned the Outstanding Safety Performance Bell while working the full year without a reportable injury.

“Our ultimate goal is an injury-free workplace, and we took a major step toward that goal in 2014,” says Gary Grissum, assistant vice president. “We take a proactive approach in identifying exposures, then addressing and mitigating our risk across the workplace.”

But that plan works only if the whole team is involved.

“Everyone, from leadership to the people in the shops, works to maintain a culture of safety,” explains Greg Johnson, safety manager. “We count on our people in the field to tell us what is and isn’t working, and we trust and utilize their feedback.”

Because Telecom employees spend a lot of time driving company vehicles from one worksite to another, the group focuses on defensive driving education. Employees drove 7 million miles in 2014 and averaged 2.2 incidents per million miles.

Communication at all levels is important as the team modernizes the network and continues installation of positive train control (PTC) — as well as onboarding many new hires.

“Telecom employees are problem solvers. We try to leverage that talent and ability to solve safety issues as they come up,” Johnson adds. “When we find a better, safer way to complete a task, we share that with other workgroups, and they share theirs with us, so we can all go home safely.”

Employees have helped develop and lead Telecom safety programs. One is a fall-protection program, which began in 1997 and is recognized as a best practice in the industry. A skills training program also ensures every field employee uses a common language to describe work and safety practices.

“Peer engagement is a big part of our success,” says Grissum. “In addition to Approaching Others About Safety, our open dialogue equips everyone to take part in safety discussions. There are no mixed messages when it comes to safety.”
"Safe at Work, in Your Hobby and at Home"
Safety Drawing Contest winners named

About 180 entries from children, grandchildren or other dependents of BNSF employees and retirees were entered in this year’s Safety Drawing Contest. The artwork, ranging from crayons to colored pencils and watercolors, demonstrated the kids’ artistic skills and their commitment to safety.

Sponsored by Safety, the theme of the contest was “Safe at work, in your hobby and at home.”

GRAND PRIZE WINNER: Reagan Soper, 11, daughter of Thom Soper, locomotive engineer, Spicer, Minn.
Grand prize winner, Reagan Soper, 11, daughter of Thom Soper, locomotive engineer, Spicer, Minn., received a $100 gift card. Age-category winners each received a $50 gift card. This year, two honorable mentions were awarded; these artists received $25 gift cards. Sisters Casey and Hannah Brown demonstrated that artistic talent runs in the family.

“It’s obvious from the number of entries that BNSF people are helping their families, especially kids, understand the importance of safety,” says Doug Jones, assistant vice president, Safety and Technical Training. “At BNSF, nothing is more important than our employees and workers returning home safely at the end of the workday. We are seeing an expansion of their focus and commitment to safety beyond work to include all areas of their lives. This 24-by-7 approach reinforces safety as a value, not simply another workday task.”

Congratulations to the winners and thank you to all the entrants.

Ages 12-14: Rebecca Busch, 14, daughter of Lester Busch, electrician, Palos Hills, Ill.

Ages 15-17: Mae White, 17, daughter of Randy White, machinist, Holbrook, Ariz.

HONORABLE MENTION: Hannah Brown, 14, daughter of Larry Joe Brown, locomotive engineer, Lee’s Summit, Mo.

HONORABLE MENTION: August VanCleave, 16, grandson of Kevin Piper, retired locomotive engineer, Lincoln, Neb.
With warm weather now here, it’s the perfect time to grab your camera to take photos – and your chance to showcase train shots in the 2016 BNSF calendar. Entries for BNSF’s annual calendar photo contest are being accepted through July 1, 2015.

As you snap your photos, remember that in addition to the different seasons, the calendar also highlights BNSF’s broad geographic coverage and the many commodities we handle. Also keep in mind the following:

- Photos must include a BNSF train with the lead locomotive bearing the “swoosh” logo. The train must also be on BNSF trackage or in a BNSF facility.
- Pictures should be in focus and employ a horizontal format.
- Each contest entry should have its own entry form. Limit three entries per employee.
- High-resolution images (at least 8 megapixels) are required; camera raw or TIFF files are preferred. An electronic copy of each entry must be submitted with the entry form. One disk or USB drive is acceptable for multiple entries (up to three).
- A color printout of all entries should also be submitted. Standard print sizes are preferred.
- Be sure to complete the entry form and include your name, phone number, email address, mailing address, job title, location and a brief description of the picture, including location and time of year taken.

Send your entries using the form at right. You can also access the entry form on the Communications page of the employee portal.

Some general questions and answers about the contest follow.

Q: Do the selected photographers win something?
A: Yes, the photographers receive $300 for each shot selected. The grand-prize winner receives $600.

Q: Can non-employee photographers submit photos?
A: No, the contest is for BNSF employees only.

Q: Are photos and disks returned?
A: If a self-addressed, stamped envelope is provided, all efforts will be made to return the photos and disks.

Q: Are photograph entries used for other BNSF publications?
A: Sometimes. BNSF purchases the right to use winning entries in BNSF publications. Non-winning entries may also be used. If so, the photographer will be compensated.

Q: How are the photos selected?
A: A committee selects photos that represent each season, various regions of our network and the different commodities BNSF handles. Winning photos are also selected based on composition, color, quality and uniqueness. Remember: digital images that are at least 8 megapixels or higher are preferred.

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### 2016 Calendar Photo Contest Entry Form

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

- **Name:**
- **BNSF Job Title:**
- **Work Location:**
- **Employee ID:**
- **Mailing Address:**
- **City, State, Zip:**
- **Preferred Contact Information:**
  - **Work Number:**
  - **Home Number:**
  - **Work Email:**
  - **Home Email:**

**About the Photo Entry:**

---

**Photo Description/Location:**

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**Month Photo was Taken:**

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Mail completed form(s) with entries postmarked by July 1, 2015, to:

BNSF Calendar Photo Contest
Corporate Relations
BNSF Railway
P.O. Box 961057
Fort Worth, Texas 76161-0057
Today’s BNSF Railway was created on Sept. 22, 1995, with the merger of Burlington Northern Railroad and Santa Fe Railway. As we celebrate BNSF’s 20th anniversary as a company, we reflect on the many accomplishments of the past two decades and the continuing legacy of the railroad in safely and efficiently serving our customers, our employees, our owners and our communities. See page 3 for our leaders’ perspectives on the past 20 years and watch for more anniversary stories in the coming months.