Strategy for Success:
Focus on People
To achieve BNSF’s five Strategic Focus Areas, the 40,000-plus people of BNSF must first understand their role in these as well as feel part of our success. This issue focuses on the “People” strategy and its major initiatives.

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Designing the Locomotives of the Future
BNSF, as one of the largest users of diesel fuel, wants to be more sensitive to the earth’s eco-system. Toward that end, the Mechanical Department is exploring locomotive technologies that are more efficient, conserve fuel and lower emissions.

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Also Inside
Second Quarter Safety Focus Topic: Slips, Trips and Falls
This injury category has accounted for nearly one-third of BNSF’s injuries so far in 2007. This quarter and throughout the year, work teams across the system will be focusing on reducing these injuries, many of which can be severe.

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Your Health Matters: You Are What You Eat
Going natural in the age of processed foods takes some effort, but even minor changes in your diet can positively impact your health. Read ways to expand your nutrition and limit consumption of pre-packaged and fast food products.

Page 10
BNSF Railway has always been an industry leader when it comes to pursuing the latest locomotive designs to power our trains. But being a leader is never easy. Specific assignments demand specific locomotive characteristics and like everything else in the world, one size does not fit all. Locomotives must not only be evaluated for what they can do, but how efficiently they can do it. Adding to the list of demands on today’s engines is that they be miserly users of diesel fuel.

As one of the larger users of diesel fuel in the United States, BNSF feels the pressure to go “green” and be more sensitive to the earth’s eco-system. Since 2003, BNSF has added more than 1,300 cleaner-burning, fuel-efficient locomotives to its fleet.

Not only is BNSF exploring newer and more efficient methods to conserve fuel and lower emissions, but the railway also is being an active good neighbor. Toward that end, BNSF is currently venturing down a variety of paths in a search for new, more efficient and environmentally friendlier locomotives.

“BNSF is reducing emissions by installing automatic start-stop technology on locomotives, retrofitting older engines with emissions-reduction kits and purchasing more efficient, traditional mainline diesel locomotives,” says Mark Stehly, BNSF's assistant vice president, Environmental & Research and Development. An example of this is the General Electric Transportation Systems ES44-series road locomotive.

Marketed by their manufacturer under the “Evolution Series” banner, these modern locomotives are designed to reduce emissions by 67 percent over uncontrolled emissions locomotives by producing 4,400 horsepower through a 12-cylinder engine, versus the once almost universal 16-cylinder design.

In addition, the Liquid Natural Gas locomotive – the lowest emitting of BNSF’s entire fleet – has been operating on BNSF since the 1990s. Currently operating on our subsidiary Los Angeles Junction, a switching railway in Southern California, the four units have been quietly racking up miles and crew satisfaction while producing far fewer emissions than conventional switching locomotives.

Making traditional diesel locomotives friendlier to the environment is another method BNSF is employing, for example, installing Automatic Engine Start Stop systems. These systems, which over half of the locomotives in the BNSF fleet are now equipped with, save fuel by automatically shutting down idling locomotives when ambient temperatures are above 40 degrees Fahrenheit and other operating conditions are met.

In colder areas of the network, Kim Hotstart auxiliary power units are being applied. “This device reduces the need to leave a locomotive idling when the temperature drops below 40 degrees by automatically heating engines and charging batteries in cold weather,” says BNSF’s Tom Lambrecht, superintendent, Locomotive Maintenance and Repair.

Another advancement in reduced-emissions locomotive technology is the experimental aftermarket exhaust system filter. Externally applied to an EMD MP15DC 1,500-horsepower end-cab switcher built in 1975, it can be compared to a catalytic converter on an automobile.

The device holds a series of high-temperature silicon carbide blocks designed to trap particulate matter emitted from the engine. After collecting many of the ingredients that make up engine exhaust in these filter blocks, instead of releasing them into the atmosphere, the device is programmed to “burn up” the trapped matter and release it as carbon dioxide at regular intervals. The unit, which will be tested with the device for one year, is based in Oakland, Calif.

Contributed by David Lustig
by the end of April, BNSF was to have installed the first 100 monitors for BNSF-TV (formerly BNSF News Network), a Web-based news broadcast that gives employees in the field quick and easy access to the latest industry and BNSF information.

The BNSF-TV rollout is a cross-departmental effort. Technology Services, Corporate Relations, Strategic Sourcing and local Structures teams are all helping to complete the installations.

Monitors were installed at five locations in December as part of a pilot test. By the end of April, every division was to have six to eight BNSF-TV locations, with a focus on major crew change points and Mechanical break rooms. Installations also are planned for the corporate headquarters in Fort Worth and the Technical Training Center in Overland Park, Kan., within the next several weeks.

BNSF-TV broadcasts information 24 hours a day, including BNSF and industry news, labor relations and safety updates, individual and team recognition, localized weather forecasts and other timely information. News broadcasts will include short videos, in addition to scrolling text, photos and animated graphics. Local administrators at each field location also will have the ability to input local news, recognition and safety information.

If you haven’t seen BNSF-TV yet, ask your general manager or division administrator where the nearest monitor is located.

Marty Jones: Safety Hero, BNSF’s Hammond Award Nominee

Marty Jones’ life exemplifies a true safety champion, which is why this 33-year career railroader has been named BNSF Railway’s 2006 Harold F. Hammond Award nominee. He and four other BNSF employee-finalists were selected through an internal nomination process for their safety efforts, and all were recognized at BNSF’s 2006 Employees of the Year celebration April 14-16 in Fort Worth, where Jones was named for the Hammond honor.

The Hammond Award is a national award recognizing an individual railroad employee who has demonstrated outstanding safety achievement during the preceding year. Railroads from across the country each nominate an employee, one of whom will receive the national prize in Washington, D.C. Last year, BNSF’s Robert Coronado, a Maintenance of Way safety assistant in San Bernardino, Calif., was winner of the Hammond Award for railroad safety for 2005.

Representing the Mechanical Department, Jones is an electrician in the Alliance, Neb., Diesel Shop. Because of his faithful service in safety, co-workers elected him to the position of safety assistant, a job he has held for the past 10 years.

Jones serves as co-chair of the Alliance Shop’s Safety and Health Committee and is active on the Alliance terminal’s site safety committee, the facility’s Environmental Management Closed-Loop Process team and the Environmental Spill Response team.

Recently, Jones worked with several Alliance sheet metal workers to develop a safer, more ergonomic work procedure for inspecting and lubricating radiator shutters on the SD-70MAC locomotives.

Jones was instrumental in equipping the Alliance facility with three automated external defibrillators (AEDs). Jones helps train other employees in AED use and maintains the units. Three years ago, one of the AEDs was used to save a co-worker who suffered a heart attack.

In his off-duty time, Jones serves as an emergency medical technician and a firefighter in his community. Last summer, he was called to help fight a fire that was threatening Chadron, Neb. He joined with other firefighters to put out the fire and worked through the night to ensure that the fire would not re-ignite. His superior dedication to safety and saving lives is an example for us all and truly defines him as a safety hero.

The other BNSF Safety Employees of the Year are:

David Aeschliman, electrical safety trainer, Twin Cities Division, goes above and beyond to educate others about safety. As a lockout/tagout instructor and an arc flash hazards instructor, he trains electrical employees across the BNSF system.

Aeschliman, who has gone without a reportable injury during his 29 years at BNSF, is very direct in sharing his observations with work groups. He is noted for having a personal approach and delivery in discussing his findings. Aeschliman also produces a monthly publication, which he writes on his own time, highlighting safety information and assigning homework to challenge employees.

Larry Coker, safety coordinator, Southwest Division, is noted for being forthright and outspoken when it comes to safety and preventable injuries. Coker has worked hard to educate all employees about safety initiatives on the Southwest Division and he actively mentors new hires.

Coker believes that each employee is capable of making a real difference in establishing safe work practices. He works in one-on-one safety briefings throughout the division to reinforce the concept of individual empowerment.

Paul Meier, locomotive engineer and safety representative, Powder River Division, is the person to call if you need a few tips on safety. Meier is noted for his classes and working with students, as well as taking a personal interest in everyone’s safety. He has devoted much of his time to finding new and innovative ways to reach employees and make them more aware of safety.

To date, one of Meier’s many programs includes Enhanced Safety Training for employees in the Transportation Department. He also regularly prompts discussion with crews so they may have an open forum about safety.

Meier is also known for taking time for others and visiting employees who are sick.

Freddie Sweaney, safety assistant, Telecommunications, takes safety seriously. After a tragic car accident killed his 17-year-old son, he has been on a personal and professional mission to ensure everyone knows about safety.

Sweaney is noted for having passion, thoroughness and a natural ability to teach safety, and all those attributes come in handy when Sweaney is teaching blood-borne pathogen classes, defensive driving, CPR/AED and more.

In addition, he takes personal time to make employees aware of safety issues at home. During the winter months, he made sure all employees knew of reported dangers of portable heaters.
‘Clearing the Air’ on Goods Movement, Health Effects

What’s “up in the air” was given some down-to-earth deliberation recently, thanks to a first-of-its-kind symposium. Held in February, this meeting of the minds brought together subject experts on freight movement and its effects on air quality and health.

Sponsored by the University of California-Los Angeles (UCLA) School of Medicine, School of Public Health, Institute of the Environment and the Southern California Education and Research Center (SCERC), the “Health Effects of Surface Goods Movement” conference was partly underwritten by a grant from the BNSF Foundation. Other supporters included the Engine Manufacturers Association and the SCERC.

The gathering of thought leaders – epidemiologists, toxicologists, regulators, politicians, locomotive manufacturers, economists, community activists, trucking and railroad representatives and others – was held for a day and a half at UCLA. Their mission: To consider the health effects and related issues to goods movement from the Ports of Los Angeles and Long Beach, the largest port complex in the United States.

“The purpose of the symposium was to offer a large range of trans-disciplinary perspectives in an academic setting to encourage sharing of ideas,” says UCLA Professor and Chief Division of Occupational & Environmental Medicine Philip Harber, who was moderator.

“It was not just toxicologists talking to other toxicologists. These were experts from all fields who are very knowledgeable. The symposium was designed to facilitate communication across the various disciplines. The discussions were very open, and many people left with a better understanding of others’ perspectives.”

One of the most exciting and key take-away messages, Harber says, was that while the goods movement problem is complicated, it is solvable.

Growing Concerns

“There are a lot of misconceptions about air quality, health and goods movement,” says BNSF’s Chief Medical Officer and Assistant Vice President, Medical & Environmental Health, Thomas Pace, who was a member of the forum’s planning committee. “The symposium was a real breakthrough, with a lot of energy and spirited discussion. The subject matter provided a comprehensive overview of goods movement and health effects in an effort to broaden the participants’ understanding of all the issues, not just those with which they are subject experts.” UCLA was the perfect venue to hold the symposium because it is a nationally recognized institution with outstanding schools of medicine and public health, says Pace.

“BNSF’s involvement in the symposium underscores our commitment to supporting academic programs – especially those that broaden understanding and help make advancements in the field of occupational and environmental health,” says Pace.

In addition, the conference helped forge better relationships between all the major constituents in the region. “It was very balanced and conducted in such a way that it was non-threatening,” adds Pace. “The participants, who are experts in their fields, were very appreciative of the opportunity.”

Currently, a large percentage of goods brought into the Ports of Los Angeles and Long Beach via ship is then transported via trucks, many moving containers inland for transfer to trains. But, as the volume of goods has increased, so has the congestion on local freeways. As a result, air quality has become a huge concern.

Mark Stehly, assistant vice president, Environmental & Research and Development, who was among the symposium presenters, says, “At BNSF, we understand our ability to move freight is far superior per ton mile than any other mode, but not everyone understands that. In fact, trains are two to three times less polluting than trucks handling equivalent loads.” His presentation covered some of the new locomotive technologies the company is employing and will employ to reduce emissions while planning for growth.

BNSF’s proposed near-dock facility in Southern California International Gateway (SCIG) will help mitigate this situation by eliminating millions of truck miles annually from the freeways. SCIG will also use numerous environmentally friendlier technologies, such as an alternative engine to the traditional diesel-powered railroad switch engines and electric cranes as well as incorporate liquid natural gas-fueled or equivalent yard hosting trucks instead of traditional, diesel-powered trucks.

Moving forward

“Just the fact that the conference was held sent a strong message,” says Harber. “The event itself demonstrated that we can and must share approaches to solving the health effects of goods movement.”

There was consensus among participants that it’s time to move beyond “Are there air-quality problems?” to “What really causes them and how can they be controlled?” says Harber, adding: “The BNSF Foundation is very progressive, as shown by its involvement that we need to find creative and collaborative solutions. One of the implicit messages from the symposium is that the solutions can’t be accomplished with a single, narrow perspective.”

Examples of the breadth of other presentations and the level of expertise included:

- **Health Effects** (“Diesel: What are specific agents and health effects from surface goods movement?” was presented by an officer from the South Coast Quality Management District);

- **Control Technology and Processes** (“Differences among rail yards: Will one solution fix all?” was covered by an engineer with California’s Environmental Protection Agency-Air Resources Board);

- **Regional Perspectives** (“What are the financial, decision-making and political dimensions of locating new transportation facilities?” was reviewed by several professors in the California State University system; and

- **Driving Forces for Change** (“What do the county and city governments want and need?” was addressed by Tonia Reyes Uranga, a council member from the City of Long Beach).

A report on the symposium will be available by mid-year.

Contributed by Susan Green
Fuel Conservation Plan for BNSF Vehicles

More than 10,000 BNSF employees operate company vehicles, ranging from sedans to heavy-duty trucks. Nearly 80 percent of those drivers are in the Engineering Department. Others are in Mechanical, Transportation, Telecommunications and Resource Protection.

If every one of our vehicle operators were to make a few simple changes to reduce fuel consumption, they could reduce vehicle emissions in communities. They could also help reduce costs at BNSF and reduce our nation’s dependence on foreign oil.

These three steps can significantly reduce emissions and fuel consumption:

- **Reduce vehicle idling**: If every company vehicle reduced idling by just 15 minutes a day, BNSF could save more than 350,000 gallons of fuel per year. Reducing idling also reduces wear and tear on the engine and extends vehicle life.

- **Maintain proper tire pressure**: A difference of just 5 psi can result in a 10-percent efficiency gain and 15-percent improvement in tire tread life. Maintaining proper tire pressure also improves vehicle safety.

- **Follow a regular maintenance schedule**: Regular maintenance following manufacturer guidelines can improve fuel efficiency by 10 percent and reduce emissions. Frequent air filter changes are especially beneficial.

**BNSF Vehicle Idling Guidelines**

All BNSF vehicle operators should follow these vehicle idling guidelines:

- Do not idle engines longer than three minutes.
- Idling will be allowed as needed for the following:
  - During on-track hy-rail operation.
  - During operation of work lights and strobes as required.
  - During operation of PTO- (power-take-off) powered tools as required.
  - As required for safety of vehicle and occupants.

Contributed by Kristen Rabe
Strategy for Success: Focus on People

For the past five years, BNSF has set volume records due to the continued unprecedented demand for rail freight transportation. In 2005, we moved more than 10 million units for the first time, making BNSF the largest North American railroad based on units handled. In 39 of the 52 weeks in 2006, we handled 200,000-plus units; we handled that amount only twice in 2005. And while the growth pace may have slowed for 2007, we are still handling much higher volumes than we once did.

“We’ve made great strides with our unions on incentive compensation that allows employees to share financially in our success. But true success will be driven by every employee as we grow and our markets and customers expand, with every employee’s job activities and responsibilities supporting our annual goals.”

According to Rose, as we grow and our markets and customers expand, our strategies will be updated to ensure continued success. BNSF’s strategies were refined last year to address current and future challenges, and the BNSF Pyramid for Success was created to show how all the pieces are linked and build upon each other.

At the base of the Pyramid are our Vision & Values (including our Evidences of Success) and Leadership Model. These are enduring principles.

The next level is Strategies. They are longer-term (typically three years or more), broad in scope, and may change or be refined depending on market and economic conditions over the long-term. There are five Strategic Focus Areas: Franchise, Service, Return, People and Community; within each area, there are multiple strategies.

Initiatives make up the third level, and they represent steps to achieving our strategies. They are more targeted and generally one to three years in duration and may be longer. Many are cross-departmental and support more than one strategy.

Next are Personal Objectives; these are ongoing work activities and responsibilities. It’s important for every employee to know the connection between his or her job, the strategies and initiatives, and the Annual Plan.

Finally, at the top is the Annual Plan – the deliverables we are striving for every year. While much of what we do is multi-year, the annual plan sets yearly milestones to help us stay on track.

Throughout the year, Railway and other system communications will look at the 2007 initiatives – what they are, how you may impact them and the progress we’re making, starting with the 2007 People Initiatives:

- Behavior-Based Safety
- Performance Ethic
- Front-Line Workforce
- Workforce Planning

It’s important to note that while these are 2007 initiatives, some began earlier and will continue beyond this time frame. In addition, there are other significant programs we are working on, even if they aren’t listed specifically as an initiative.

Behavior-Based Safety

Keeping our employees, our families and our communities safe by eliminating accidents and injuries is and will continue to be priority No. 1. Unfortunately, as we look back at 2006, we lost three members of our team, and our injury-frequency ratio was 7 percent higher than in 2005. This was especially disappointing because it reverses the trend of steady safety improvements we had been making.

Carl Ice, executive vice president and chief operations officer, explains, “Although we had some successes in safety in 2006, we can’t be successful in regard to safety if overall our frequency ratio increased. And if we can’t be successful in safety, we can’t be successful at all. So we’ve got to turn around our safety performance in 2007.”

The Behavior-Based Safety initiative is key to reducing human-factor incidents, accidents and injuries by making improvements in areas such as:

- Technical and leadership training so employees as well as their leaders are better equipped with the training and information they need to work incident-free.
- Timely, accurate and relevant information that breaks through the mass of communications employees receive. For example, we will target safety messages that are more relevant to specific work groups and identify those communication vehicles that are the most effective. Some new communication tools include a Focus on Safety bi-monthly e-newsletter; a quarterly poster series on “at-risk” behaviors; a “Safety for Us” program highlighting the personal importance of safety and its impact on our family, friends, co-workers and communities; and short video clips on BNSF’s new BNSF TV (formerly the BNSF News Network), which is being expanded throughout the system.
- Identification of at-risk behaviors. Areas of the highest risk for the three operational groups – Engineering, Mechanical and Transportation – have been identified and will be the subject of quarterly communication blitzes. Topics include foul of track; slips, trips and falls; securing equipment; hand/power tools; handling cars ahead of engines; and material/equipment handling. (See Page 9 for the second quarter Safety Focus Topic.)

Rick Elms, Roadway Equipment safety facilitator, Engineering, believes that the Behavior-Based Safety initiative “may just be that spark that BNSF has been looking for that will help hundreds of people go home without a scratch.”

Since the Roadway Equipment
I'd sleep continuously on my days off, now he covered. "I now get two days off per week, crediting three primary factors: development work retention boards. accessibility of job-critical data, standardization at many levels. Efforts to create better balance these initiatives are impacting field employees initial focus has been on improving work/life considering the 24/7 nature of railroading. The piece of this initiative. It is a major challenge and resolving issues.

**Performance Ethic**

Research says having a culture based on employee performance is vital to a company's success. So the Performance Ethic initiative focuses on creating a culture of development through three interconnected efforts.

**BNSF's Leadership University** has been expanded to make it the primary source for salaried employee development, including tracking annual development requirements, utilizing work experiences as well as traditional training, and accessing development resources. Leadership University provides the tools, training and development opportunities for employees to drive their own development and for leaders to support and develop their team members.

The second effort is to engage all employees by aligning interests so employees can share more fully in the company's success. For example, about one-third of BNSF's scheduled employees currently participate in profit-sharing. To improve communication, the Labor Relations Web site provides useful, timely information and is an avenue for employees to ask questions and learn more about the company's policies and plans. First-line supervisor councils also have been established for all three operational groups and provide a valuable forum for sharing best practices, and discussing and resolving issues.

**Improving work/life balance** is the third piece of this initiative. It is a major challenge considering the 24/7 nature of railroading. The initial focus has been on improving work/life balance for first-line supervisors; however, these initiatives are impacting field employees at many levels. Efforts to create better balance include job best-practices programs, increased accessibility of job-critical data, standardization of front-line supervisor on-duty programs and work retention boards.

Jim Polston, road foreman, Belen, N.M., has seen improvement in his work/life balance, crediting three primary factors: development of a road foreman “playbook” that highlights core tasks for each job, commitment from local management and a restructuring of the territory he covered. “I now get two days off per week, so I feel rested and ready to go. Whereas before I'd sleep continuously on my days off, now I spend at least one day doing things with my family,” says Polston. “The biggest benefit is that the company actually gets more production out of me. The work schedule boosts morale and gives me more time for personal development.”

**Front-Line Workforce**

The overriding goal of this initiative is to have high-performing teams composed of people who are well compensated and share financially in the company's success. Right now, about 12,000 clerks, dispatchers, engineers and yardmasters participate in BNSF's profit-sharing plan. The goals for the profit-sharing plan are the same as the ones used for BNSF's Incentive Compensation Plan for salaried employees. And for the last three years, participating employees have received 100 percent payout from the profit-sharing plan.

Another goal the company is striving for is to better manage health care costs, which continue to rise dramatically across the nation, putting greater burden on employers such as BNSF and employees alike. A significant piece of our compensation is health and welfare benefits. BNSF is encouraging employees to take charge of their well-being by making informed, effective decisions about their health care and related costs. Beneficial health information is provided via health fairs, articles and the Your HEALTH Matters Web site, which includes a health self-assessment. And to better manage rising health care costs, BNSF is asking employees to more equitably share in the rising costs, while still providing quality health care benefits.

**Workforce Planning**

To ensure that we have the right people in the right place at the right time – now and in the future – BNSF has a major Workforce Planning initiative. Attract, recruit, invest and retain are the four key elements.

**Attract and Recruit:** BNSF develops annual forecasts for scheduled and salaried job groups to see where we are at risk in losing employees due to normal attrition and how that impacts our hiring and staffing needs. BNSF also takes into account business forecasts (i.e., growth) as well as what the future workforce will look like and how we will compete for that talent. For example, we know that forecasts population trends will result in a future available workforce that will include a larger representation of minorities and women candidates than in the past. Therefore, BNSF has expanded its recruiting function, including hiring recruiters to target military and diversity candidates, and has updated the Careers Web site to make it more dynamic, interactive and informative.

**Invest:** As discussed in the Performance Ethic initiative, BNSF is working to create a culture of development by providing employees the tools, training and work experiences they need to further their own development. BNSF continuously works to improve training and development programs, such as the new hire training for first-line supervisors.

**Retain:** This piece has a two-pronged goal: to retain employees and their job knowledge. To do this, BNSF wants to champion programs such as training, compensation, benefits, diversity and work/life balance that make the railway a great place to work. To ensure that we maintain institutional knowledge that may be lost when employees retire, we are improving documentation of work activities and processes, and utilizing other approaches to transfer and spread key knowledge and experience across the company.

You will be hearing a lot more about these and other initiatives throughout the year. To provide more information about our strategies and initiatives and their progress, a channel is being developed on employee.bnsf.com and will be available to all employees. When it is available, an announcement will be made in BNSF News and other publications.

Contributed by Marietta Collins

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**EZ Pay**

Coming this summer to Train, Yard & Engine through-freight employees is a quicker, easier and more accurate way to input compensation information: EZ Pay.

EZ Pay will automatically generate compensation for these CA Codes if due:
- Two meals at AFHT (25)
- One meal at AFHT (25)
- Reduced crew allowance (32)
- Meal ($1.50) on route (09)
- $5 late meal (41)
- Meal en route (72)
- Held Away from Home Terminal (30)
- New Hire OJT instructor allowance (10)
- Engineer instructing trainee (91)

Before tying up, through-freight employees will have a choice of three ways to input compensation:
- EZ Pay Express = all earned EZ Pay codes
- EZ Pay Plus = all earned EZ Pay codes plus ability to add additional codes
- Traditional method

EZ Pay is quick, easy and accurate. Try it and you will say, “That’s easy.”
The Bakersfield-Fresno line is part of an important route between Barstow in the south and Stockton and Richmond in the San Francisco Bay area in the north.

According to California North Division Engineer John Crisler, at the program’s peak, about 380 employees were assigned to the project, with some work gangs being brought in from as far away as Montana, Wyoming, Nebraska, North Dakota, South Dakota, Texas, Arizona, New Mexico and Colorado. The mobile work gangs included three self-contained, 55-person tie gangs and two 35-person rail gangs. There were also seven two-man welding crews.

“The purpose of the $17.5 million project was to improve the condition of the mainline track, including new ties and replacing worn-out material,” says Crisler.

To facilitate both the 30 BNSF freight trains and 12 passenger trains on the line, the work window was confined to a six-hour period Sunday through Thursday; Friday and Saturday, the mainline was operated normally. During the work windows, BNSF trains were detoured over Union Pacific Railroad.

Following the tie gangs, a surfacing gang tamped the track, including several crossings. The section gangs replaced the crossing material, and the signal team ensured crossing gates and warning signals were properly reinstalled. At the end of the program, the entire right-of-way was then inspected once again, followed by a policing effort to pick up every piece of scrap left behind.

When completed, the crews cleaned four miles of ballast using an undercutter and unloaded an additional 20,000 tons of ballast. Sixteen crossings were rehabilitated. Additionally, more than eight miles of rail were replaced, mostly by replacing 119-pound rail with 136-pound. At the same time, the program replaced 74,800 ties and more than 300,000 spikes. Most of the rail that was removed will eventually be used elsewhere in the system, probably in yards or on secondary mainlines.

Besides rescheduling BNSF freight trains, coordination meetings with Amtrak began many months before the first work gang arrived on scene, according to Amtrak spokeswoman Vernae Graham. The line operates six daily San Joaquin roundtrips to Bakersfield from Oakland or Sacramento under a contract with Caltrans, the California Department of Transportation.

When an Amtrak service disruption is planned, according to Graham, there are multiple methods of arranging bus operations to transport passengers around the affected area.

Crisler explains that an intense work program of this magnitude is more advantageous to both BNSF and Amtrak as work is completed in just over two weeks, as opposed to a single track gang working the same stretch of track continually for four to five months. Additionally, the mid-January to mid-February time frame was picked because it would have the least impact on passenger service.

Contributed by David Lustig

On the Bakersfield-Fresno, Calif., project, eight miles of rail were replaced, primarily from 119- to 136-pound rail.

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Phase One of High-Volume Rail Corridor Begins

On Jan. 2, BNSF began the first phase of a capital maintenance program that will create a high-volume rail corridor between California and the Southeast.

The Southeast initiative will increase track velocity, reduce slow orders and position the company to absorb expected capacity increases.

Beginning with the Birmingham (Ala.) Subdivision, six production gangs – two rail production, two tie production and two undercutter gangs – along with Springfield Division district and local crews, began working on a 12-week expansion and upgrade plan that will expand five sidings and add capacity. The work crews also are performing a maintenance blitz around the Birmingham yard.

Contributed by Mark Johnson, general director line maintenance, Springfield Division
Slips, trips and falls will be the safety focus topic for the second quarter. This injury category has accounted for nearly one-third of BNSF’s injuries so far in 2007, and many of these injuries have been severe.

In a recent incident near Kansas City, a structures employee fell approximately 26 feet from a bridge when the scaffolding where he was working was struck from below by the elevated boom of an all-terrain forklift operated by a co-worker. Other slip, trip and fall incidents have resulted in broken bones, contusions and other significant injuries.

The types of slip, trip and fall incidents vary somewhat from craft to craft, but some of the most crucial work practices include:

- Mounting and dismounting equipment,
- Using three-point contact,
- Using fall protection,
- Choosing the safe path while walking,
- Riding rail equipment,
- Monitoring close clearances, and
- Good housekeeping.

“A significant number of our slip, trip and fall incidents in Engineering are due to walking,” says Greg Fox, vice president, Engineering. “Our employees spend much of their time walking on ballast and along the right of way, and it’s essential that they pick the best path for walking and always remain alert for tripping hazards. Fall protection is also an essential area for many of our people, especially our structures and signal employees.”

For Transportation employees, mounting and dismounting equipment is a key focus area. “Probably our greatest exposure to slip, trip and fall injuries occurs when our train crews are mounting and dismounting rail equipment,” explains Dave Dealy, vice president, Transportation. “We will provide observational checklists reviewing three-point contact and other crucial best practices related to getting on and off equipment.”

Walking and mounting and dismounting equipment will also be key topics in Mechanical. “We always emphasize good housekeeping at our shops and other mechanical facilities,” says Craig Hill, vice president, Mechanical and Value Engineering. “Keeping our walking paths clear is very important. Because our employees spend most of their time on and around locomotives and railcars to perform inspection and maintenance work, we also stress best practices while getting on and off equipment.”

The twice-monthly safety newsletter Focus on Safety will include observational checklists, job safety briefings and other information on the quarterly focus topic. Posters will also highlight crucial work practices for preventing slips, trips and falls. Work teams should include the quarterly safety focus topic in their daily safety briefings as well as their safety blitzes and marathons.

Contributed by Kristen Rabe

BNSF and Norfolk Southern Railway (NS) will begin testing a new braking system that may reduce the amount of time it takes to stop a train. The project, authorized by the Federal Railroad Administration, calls for NS and BNSF to equip and test certain locomotives and freight cars with electronically controlled pneumatic (ECP) brakes.

ECP brakes have the potential to reduce train stopping distances by as much as 50 to 70 percent over conventional air brake systems. ECP brakes utilize electronic signals to simultaneously apply and release throughout the length of a freight train. This differs from conventional brake systems in which each car brakes individually as air pressure moves in a series from car to car.

Testing ECP will allow the railroads to review its potential for improved braking and shorter stopping distances that may improve railroad and public safety, network capacity and efficiency, asset utilization, fuel savings and equipment maintenance.

NS and BNSF plan to conduct separate ECP brake tests. BNSF plans to test this technology within its intermodal fleet, focusing on international business to/from the San Pedro Bay ports. In addition, BNSF is pursuing a partnership with a major coal customer to integrate this technology into one of the longest distance coal routes in the country.

NS plans to equip 30 locomotives and 400 rapid-discharge coal cars with ECP brakes during 2007 and use the equipment in dedicated coal train service.

“If BNSF plans to expand the testing of this important technology within its fleet,” says Dave Dealy, BNSF’s vice president, Transportation. “By leveraging our past experience with this technology, BNSF looks forward to building on this foundation to allow further implementation of ECP into our intermodal and coal shipments.”

Contributed by Kristen Rabe
What’s for Dinner?
In the United States, we spend only 9.7 percent of our income on food, a smaller share than any other nation. But we spend a larger percentage than any other on health care, which constitutes about 16 percent of GDP. Are the two related? Given the recent decline in public health from an increasing prevalence of obesity (running at more than 60 percent in some parts of the country) and other diseases related to nutrition, such as diabetes, degenerative joint disease and cardiovascular disease, what we eat, along with physical activity and smoking, remain the key drivers of health care costs.

Our diet has been greatly influenced by food that is fast to produce, cheap to buy and easy to store for long periods of time. Companies in the processed food industry employ scientists to design food that appeals to people’s tastes by using various compounds to replicate natural flavors, stimulate appetite and create a sense of fullness. We have been marketed by the food industry to believe that cooking fresh foods is difficult and time-consuming. Saving time is a selling point, along with ease of preparation. In the fast food business, lots of calories for a small amount of money is a standard marketing practice.

A surprising number of Americans predominantly eat processed food products created from a narrow spectrum of food sources. Despite what appears to be a huge variety of food in the average supermarket, scientists estimate that two-thirds of the calories we eat come from just four crops: wheat, corn, rice and soybeans. These make up the building blocks of many processed foods, along with sodium, sugar, various fats and preservative chemicals.

Processed Foods: The Fine Print
Let’s look at the world of processed foods in more detail:
- **Empty calories.** Because much of the fiber, water and other nutrients have been stripped from these foods, they tend to be less filling and less satisfying. The sugar and fat that have been added, in many cases, also act as a trigger in increasing our cravings for these food products. It’s much too easy and tempting to reach into the bag of chips or box of crackers for another high-calorie, low-nutrient handful.
- **Unhealthy fats.** Trans-fats are hydrogenated man-made fats with a long shelf life found in many processed foods, including vegetable shortenings, crackers, cookies and snack foods. They raise low-density lipoprotein (LDL), or “bad cholesterol,” levels, and increase the risk of coronary heart disease. Since 2006, food manufacturers have been required to list trans-fat content on food labels, and many have been working to eliminate or reduce trans-fats. Unfortunately, in many cases, they have been replacing trans-fats with coconut or palm kernel oil—other saturated fats that are just about as damaging.
- **Sugars, corn syrup and other hidden ingredients.** A typical home-baked cake has six ingredients; a Twinkie has 39 ingredients, including artificial colors and flavors and a host of preservatives. It also contains high-fructose corn syrup, a highly-processed liquid sugar produced from corn and used in many processed foods. Some researchers have found a link between corn syrup and insulin resistance, glucose intolerance and high blood pressure in animals. The jury is still out on whether corn syrup is any worse than sugar for human consumption. Regardless, new research following 50,000 U.S. nurses found that those who drank just one serving of soda or fruit punch a day gained more weight and had an 80-percent increased risk of developing Type 2 diabetes than those who drank less than one soda a month. This risk applied whether the drinks were sweetened with sugar or high-fructose corn syrup.

Back to the Garden
The modern foods we eat give us a dense assortment of calories that can be consumed with maximal convenience. But what are we losing (aside from taste)? In addition to the obvious major nutrients in the foods we eat—such as protein, vitamins and minerals—foods in their natural state have hundreds of other chemical compounds that scientists are only beginning to understand. Many of these phyto-chemicals appear to have anti-oxidants or other health properties. For instance, scientists recently discovered anti-microbial qualities from phyto-chemicals in fresh salsa. They have also learned that traces of limestone in a corn tortilla unlock essential amino acids in the corn that would otherwise remain unavailable. And they have found a type of omega-3 fat in leafy green plants that may turn out to be very important. Fresh foods in their natural state contain countless nutrients that we lose when we overprocess foods or focus too much on just a handful of food types.

As nutritional scientists have become better at figuring out what some of the additional components of unprocessed foods do for our health, evidence strongly suggests that changing our diets to incorporate more fresh vegetables, fruits, whole grain breads and pastas, fresh dairy products and fresh lean meats can have a significant impact on health.

Coming to a Grocer Near You
Here are some simple steps to add more fresh foods to your diet:
- **The first thing you should do is read the label on all packaged food goods.** If you see any ingredients that you don’t understand or can’t pronounce, go elsewhere.
- **Buy locally grown produce from farmers’ markets.** Not only is the food typically going to be fresher and, as a result, more nutritious than what you’ll find at the grocery store, you’re also likely to find a wider variety of fruits and vegetables.
- **Focus on the produce and seafood areas of your grocery store.** When you shop at your neighborhood grocery store, buy as many foods as possible from the fresh produce and seafood aisles. Fresh frozen seafood or frozen vegetables are often better, depending on where you live and the season.
- **Keep fresh fruits and vegetables handy for snacking.** It’s just as easy to grab an apple or a carrot as it is a handful of chips…and so much better for you.
- **Eat less meat.** If you eat a lot of meat, you’re probably not eating a lot of vegetables. Science also shows that you’re at higher risk of coronary heart disease and certain types of cancer. There’s nothing wrong with eating meat, but focus on lean meats, such as chicken and fish, and eat meat in moderation.

Put a Little Italy in Your Life
Finally, one big way to increase consumption of fresh, unprocessed foods is to change your eating experience. Enjoy your food. Take the time to buy fresh ingredients and cook them appropriately, at least a few times a week. We can learn something from other cultures such as the Italians and French, where the experience of eating is as important as the goal of filling the stomach.

Spend a little more to buy quality food ingredients, eat moderate portions and eat with pleasure. Once your taste buds become re-acclimated to the way real food tastes, the chemically engineered products just won’t do. Keeping your foods fresh and simple may be one of the most important changes you can make to ensure your long-term health.
Kevin Fitzpatrick, Telecommunications manager, Spokane, Wash., of his team’s role. The 22 electrical technicians and telecommunications maintainers who work with Fitzpatrick are responsible for about 600 miles of this outside plant—including microwave towers, cable systems and A/E (automatic equipment identification) equipment—between the Cascade Mountain range and Glacier Park, Mont.

While this territory is one of the most pristine parts of the country, the area is remote and prone to heavy snowfalls, making work difficult and sometimes hazardous. Some of the microwave sites are located 5,000 feet above sea level, and during the winter snow cats are frequently needed to dig out the sites. “It can be very challenging,” says Fitzpatrick of the conditions. “But everyone understands that we have a job to do, and we have to do it safely first and foremost.”

Sometimes Fitzpatrick is right there alongside the team, and if not, he’s on the phone or computer formulating an action plan and allocating resources to address outages. Because of the size of this territory, Fitzpatrick counts on his people to manage their duties, using their breadth of experience. “We have responsibility for a broad scope of technologies and with limited resources. In some cases, we are supporting 30-year-old equipment, so it’s a tribute to their [his team’s] skills that everything works so well,” says Fitzpatrick, who sets as a goal that the telecommunications systems not just be operational, but consistent and predictable.

Fitzpatrick is relatively new to railroading, having joined the company in 2004. “I came to BNSF because of its reputation, plus I know a lot of people who work for the railroad and enjoy what they do. Also, the fact that BNSF operates one of the largest privately owned telecommunication networks in the world appealed to me,” he says. “But because I came from the ‘outside,’ I had to earn their [employees’] respect and show them I wasn’t out to change the world.”

To make the transition easier, Fitzpatrick engaged others to improve existing processes. One of the changes the team made was to find a different way to manage inventory of supplies and parts. Spare inventory is now maintained at a single repository instead of multiple locations, and a consistent storage practice has been established. The modification was so successful that one employee has volunteered to take on the inventory management responsibility.

Fitzpatrick also encourages the more seasoned employees to play a bigger role, and they now help conduct training. At these sessions, issues and concerns are brought to the table. Because the telecommunications people tend to work alone, it’s a way for the group to brainstorm ideas, he says. “There’s greater participation if one of them brings an issue to the table instead of if I put it on the agenda,” says Fitzpatrick.

One challenge ahead for the telecommunications team is that new technology is coming. Currently, the BNSF transmission systems are comprised primarily of analog microwave systems, but BNSF is in the process of replacing large segments of these with digital microwave.

“It’s going to be exciting to be part of the change,” says Fitzpatrick. “Personally, I love these challenges. As a vision, I tell employees, ‘Think Change,’ with the understanding that things don’t happen overnight.”

Dan Knaus, electronic technician, Wenatchee, Wash., works for Fitzpatrick and has the first-time responsibility for installing all the telecommunications for a new Maintenance of Way facility being built at Leavenworth, Wash. It’s a big job, requiring that he oversee and install all new equipment that will need to be network compatible.

“Kevin has already told me he’ll be there to assist me, but that it’s my project,” says Knaus, who believes Fitzpatrick is a good leader because he’s not a micromanager. “He knows what you’re working on, and he lets you go with it. When there’s a problem, he expects you to have the solution. His job is to support you, which gives you confidence in how you carry out yours,” says Knaus. “He wants you to feel good about the job you’re doing.”

Contributed by Susan Green

**What Makes a Good Leader?**

You might not know how a good leader is defined, but you know one when you work for one. At BNSF, the Leadership Model is our guide, and its basic principles include Create a Compelling Vision; Model the Way; Lead More, Manage Less; Communicate, Communicate, Communicate; and Make Development a Priority. If you would like to nominate a “Good Leader” like the one profiled below, please send your recommendation to susan.green@bnsf.com and indicate why you think your candidate makes a good leader.

**BNSF Performance Measures**

**BNSF UnitsHandled**

<table>
<thead>
<tr>
<th>Year-to-date through April 14, 2007 and April 15, 2006.</th>
<th>2007</th>
<th>2006</th>
</tr>
</thead>
<tbody>
<tr>
<td>Coal</td>
<td>687,413</td>
<td>680,280</td>
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<tr>
<td>Agricultural Products</td>
<td>298,572</td>
<td>292,064</td>
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<tr>
<td>Industrial</td>
<td>459,238</td>
<td>452,977</td>
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<tr>
<td>Consumer</td>
<td>1,475,618</td>
<td>1,536,443</td>
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<tr>
<td>System</td>
<td>2,918,831</td>
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**BNSF Stock**

(12-month through April 15, 2007) [S&P 500 Index] [BNSF]

<table>
<thead>
<tr>
<th>Year</th>
<th>Stock Price</th>
<th>BNSF vs. S&amp;P 500 Index</th>
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<tbody>
<tr>
<td>2007</td>
<td>68</td>
<td>68</td>
</tr>
<tr>
<td>2006</td>
<td>65</td>
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<td>2005</td>
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</tr>
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<td>2003</td>
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**2007 BNSF Velocity Performance**

<table>
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<th>2nd Qtr. Goal</th>
<th>Actual QTD</th>
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<tbody>
<tr>
<td>Locomotive miles per day</td>
<td>362.4</td>
<td>286.8</td>
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<tr>
<td>Agricultural car miles per day</td>
<td>178.9</td>
<td>189.4</td>
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<tr>
<td>Merchandise car miles per day</td>
<td>122.4</td>
<td>125.7</td>
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<tr>
<td>Coal cycle index*</td>
<td>131.7</td>
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<tr>
<td>Intermodal-container transit days*</td>
<td>4.05</td>
<td>4.53</td>
</tr>
<tr>
<td>Intermodal-trailer transit days*</td>
<td>2.38</td>
<td>2.29</td>
</tr>
</tbody>
</table>

*With these measures, the lower the number, the better.

- Locomotive data is measured as miles per day.
- Ag and Merch active car cycle data is measured as miles per day on the BNSF system.
- Coal cycle time starts with the time the loaded train is released from the mine, followed by transportation time to the utility, and stops when the train arrives to spot at utility. The cycle time starts again with the time the train is released from utility, followed by transportation time to the empty train back to the mine.
- Intermodal is based on average time between cut-off and derail or interchange delivery. Includes units in business segments 3 0 (International Intermodal) or 3 2 (Domestic Intermodal) and that traveled on train symbolic M, P, Q, S, or Z and that have car kind K or V. Container service includes units with equipment type K (containers); trailer service includes units with equipment type V (vans).

**BNSF ReportableInjuries**

<table>
<thead>
<tr>
<th>Year-to-date through April 15, 2007</th>
<th>2007</th>
<th>2006</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>184</td>
<td>147</td>
</tr>
</tbody>
</table>
The BNSF Railway Special operates each year on a different part of BNSF’s network. This year, it will operate in the North Central region.