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*The team celebrated a successful truck-to-rail conversion. L to r: Rich Hartzell, account manager, CPR; Herman Haksteen, CEO, Cryo-Trans, Inc.; Todd Hopkins, general manager, Martin-Brower; Lou McDonald, director operations, CTI; and Bob Plain, director marketing, NS*

## Supersize it? Yes – by the carload

A Norfolk Southern rail spur that had not seen use in 15 years turned out to be the perfect solution for a supplier of frozen food products to distribute french fries and hash brown potatoes to McDonald's restaurants.

Martin-Brower has supplied McDonald's restaurants since 1956 and was transporting the frozen potatoes in trucks from Manitoba, Canada, to its warehouse in Manassas, Va. The product is distributed to 635 restaurants in the Washington, D.C., area.

Todd Hopkins, general manager for Martin-Brower, was looking to lower transportation costs and help reduce congestion, exhaust emissions and pollution on Northern Virginia's already-clogged highways. He only had to look 10 feet from his window for the solution.

"Martin-Brower approached us about rail transportation, and we worked to make things happen," said **Bob Plain**, director marketing for NS' agricultural products group. "We knew we had a solid operating plan, the technology to support this time-sensitive service, and people dedicated to providing excellent customer service."

Plain said a team of NS people from the marketing, transportation, engineering and mechanical departments worked to reopen the spur for direct access to the warehouse.

Martin-Brower worked with Cryo-Trans, a logistics company that also provides state-of-the-art refrigerated railcars. The cars are equipped with global positioning system equipment to track them and to monitor internal temperature during transit. They also are larger than most refrigerated rail cars, so fewer are required.

Meanwhile, NS' service design group worked with Canadian Pacific Railway to create a service package that would facilitate on-time delivery.

Washington-area McDonald's customers consume more than 1.5 rail cars of french fries and hash browns every day, so making sure the product arrives when the customer needs it is essential. Plain credits **Curtis Brookshire**, assistant trainmaster, Manassas, Va., and **Brent Bailey**, manager centralized yard operations, for making sure service is consistently on time.

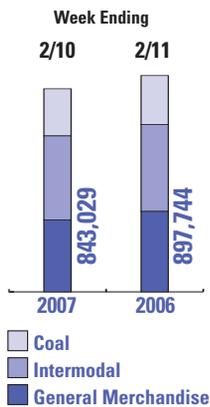
"Curtis and Brent have worked very closely to ensure we are meeting or exceeding our customer's expectations for delivery of product. Plus, we've taken a significant number of trucks off already crowded highways," Plain said.

It took nearly five years to transition from all-truck to all-rail transportation. Martin-Brower acknowledged the accomplishment at a celebration in late 2006.

"It took a combination of the right people, some new technology and consistent and reliable service to make this happen," Plain said. "We look forward to more opportunities in this market in the future."



## Carloadings Year to Date



Week #1 began Dec. 31, 2006, for the year 2007 and Jan. 1, 2006, for the year 2006.

## Above and beyond ... NS volunteers show unwavering commitment to safety

Norfolk Southern employees show their dedication and commitment to safety in many ways. One group has a mission of its own – providing countless hours as Operation Lifesaver volunteers. Operation Lifesaver is an international highway-rail safety program dedicated to eliminating vehicle-train collisions and trespasser incidents.

Operation Lifesaver-trained and certified speakers provide free safety presentations for all age groups to educate them about safe behavior around railroad tracks.

Among NS' 117 volunteer speakers, 47 gave 14 or more presentations in 2006. This group was recognized by **Chuck Wehrmeister**, vice president safety and environmental. "It is through your efforts and other Operation Lifesaver initiatives that people are educated concerning the hazards of highway-rail grade crossings and trespassing on railroad property," he said. Each received a gift for their efforts.

One member of the group, engineer **J.M. Olry** of Fort Wayne, Ind., was inspired to volunteer by a railroad fatality he witnessed many years ago. It is his personal mission to save lives. Olry gave 93 presentations in 2006.

Operation Lifesaver presenters experience the positive effects of their message firsthand. "When I first started giving my presentations, I really wasn't sure if I was getting through to the students or not," said **Fred Sindoni**, a locomotive engineer from Harrisburg, Pa. "After doing several presentations, I got feedback from teachers and students. It was all positive. I like what I'm doing, and I absolutely know that this program has a positive effect on students and the general public."

According to **Jeff Chwalek**, manager grade crossing safety, NS volunteers reach a wide audience. "NS Operation Lifesaver volunteer presenters conducted 2,800 safety presentations for more than 315,000 people in 2006," he said.

Nationwide in 2005, there were 3,040 highway-rail grade crossing collisions with 357 fatalities and 991 injuries, plus 476 trespasser fatalities and 407 trespasser injuries,

according to the Federal Railroad Administration. Operation Lifesaver programs are sponsored cooperatively by federal, state and local government agencies, highway safety organizations, and the nation's railroads. Since its inception in 1972, collisions, deaths and injuries have declined almost 75 percent.

## Russian Railway officers visit NS shops

Norfolk Southern was host to three delegations of Russian Railway mechanical superintendents. They came from all over Russia, each heading different mechanical departments of the Russian Railroad System. NS was the only Class I railroad visited by the group. Each of the three groups had 16 members, and some came from as far away as Siberia.

The purpose of their visit was to benchmark maintenance practices and discuss with NS officials ways to boost employee productivity for their fleet of more than 20,000 locomotives and 900,000 freight cars. Two of the delegations had a specific interest in freight car maintenance, the other in locomotive maintenance. The groups visited Conway and Enola, Pa., in January, and Altoona, Pa., and Conway in February. Their third and final visit in February was to Enola.

In 2001, Russia launched a massive program to transform the national railway from a government agency into a decentralized commercial operation. As Russian President Vladimir Putin told the Russian Railways employee magazine in August 2006, "The goal of the reform is to create an effective market for rail transport, because that is the only way to improve profitability and quality of services." A critical element of the reform was to end the practice of subsidizing money-losing passenger service with the Russian Railway's very profitable freight operations.

During the three visits to NS facilities, many questions were asked about preventive maintenance, car inspections, hot box detectors, corporate and departmental structure, regulatory agencies, labor agreements and recognizing employees for job and safety performance. The freight car groups also were fascinated by trains for Triple Crown Service.

Because the last stage of the Russian Railway reform might include privatization

of freight operations, the timing of the visits could not have been better as it gave **Joe Richardella**, system manager locomotive, a chance to make a pitch for insourcing work through Altoona's Thoroughbred Mechanical Services. "We have done work for railroads in Columbia, South Africa and Egypt, so adding Russian locomotives to our portfolio could be a great venture for them and NS," he said.

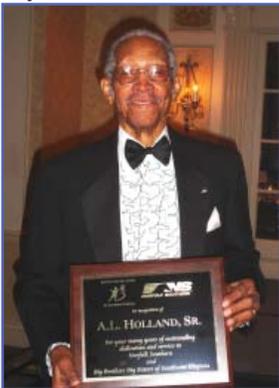
The language barrier, which many thought would be a problem, wasn't a problem at all. The groups traveled with their own translator. "Despite the fact that none of our Russian guests spoke English, it was clear that railroad mechanical officials have their own language," said **Rudy Husband**, NS director public relations.

The groups were pleased with their visit and the way they were received by NS. "The groups had a productive and enjoyable time at NS. It gave us the chance to show off our facilities and the pride NS employees have in their work," said **Rennie Wilson**, NS division mechanical officer for Harrisburg, Pa., and Pittsburgh, who helped organize the visits.

## NS people serve Big Brothers Big Sisters

A Norfolk Southern employee and a retiree's son were among recipients of the A.L. Holland volunteer of the year award given by Big Brothers Big Sisters of Southwest Virginia.

The award for volunteers is named after **Alphonso L. Holland**, a second-generation



railroader who worked for NS predecessor Norfolk and Western Railway for 46 years. Holland has been affiliated with Big Brothers Big Sisters for 38 years, including service on its board of directors and as past president of the board.

Among the winners were **Hayden Newell**, manager innovative research, research and tests, and Scott Cundiff, son of retiree **Ron Cundiff**. NS sponsored the award dinner.

Newell has been a big brother for seven years and Cundiff for five. Newell encourages others to get involved in the organization.

"The objective of Big Brothers Big Sisters is to offer children an opportunity for positive personal growth and development through a meaningful relationship with an adult volunteer," Newell said. "It is a very gratifying experience and one that means a great deal to our future in this community."

Newell said nearly 130 children would like a big brother or big sister in the Roanoke area. For more information, check the organization's Web site at [www.bigslittles.org](http://www.bigslittles.org).

## Mullenix retires; Earhart, Werner named to senior positions

**Cindy C. Earhart** has been named vice president human resources at Norfolk Southern, succeeding **Thomas H. Mullenix Jr.**, who retired March 1. **Thomas G. Werner** has succeeded Earhart as vice president information technology.

Mullenix retired after a 36-year career in engineering, labor relations and human resources positions with NS. "Tom and his team deserve a great deal of credit for preparing Norfolk Southern to handle the unprecedented traffic levels we've seen in recent years," said **John P. Rathbone**, executive vice president administration. "His leadership in initiatives relating to hiring, training and development, compensation and benefits, and diversity give us a true competitive advantage."

Earhart, who now is based in Norfolk and reports to Rathbone, joined NS in 1985 as supervisor subsidiary accounting. She served in key accounting and information technology positions before being named to her most recent position, vice president information technology, in 2001. Earhart earned her accounting degree from the University of Missouri.

Werner, who remains in Atlanta, joined NS in 1999 as director information technology program management and was named assistant vice president technology in 2000. Werner earned degrees in finance and electrical engineering from the Wharton School and Princeton. He reports to **Kathryn B. McQuade**, executive vice president planning and chief information officer.



*Cindy C. Earhart*



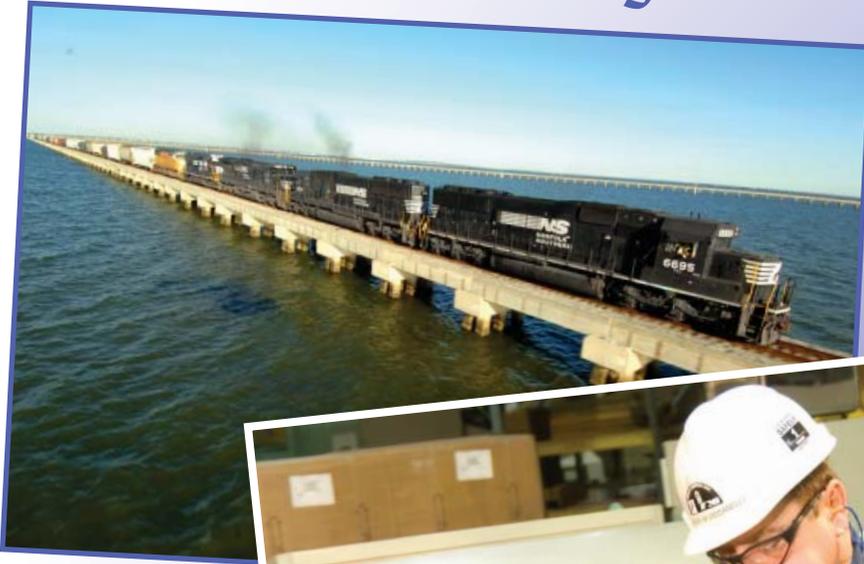
*Thomas H. Mullenix Jr.*



*Thomas G. Werner*

*Left: Big Brothers Big Sisters of Southwest Virginia named its volunteer of the year award after Alphonso L. Holland, a retired Norfolk and Western employee.*

# Keeping the trains running



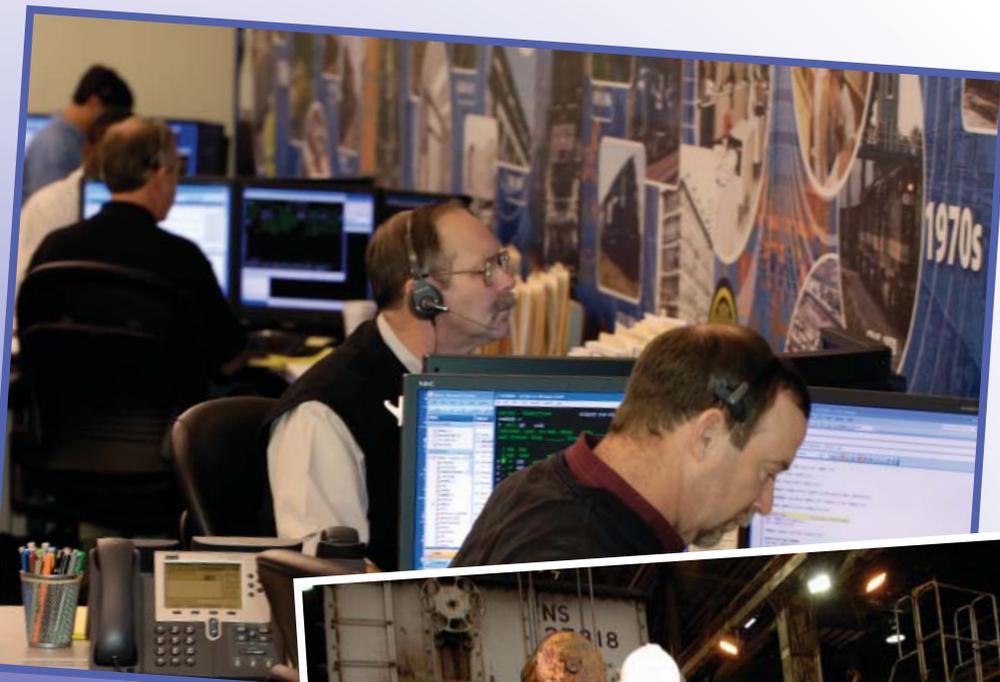
A Norfolk Southern train crosses Lake Pontchartrain in Louisiana. New Orleans is milepost 0 on the NS system.

Right: Mark Massenelli, machinist at the Juniata, Pa., locomotive shop rebuilds locomotive parts.



Below (l to r): Assistant signal maintainers Jerri Lord and Darrell New and signal maintainer Steve Mitchell work at a crossing signal installation in Atlanta.





Barry Montgomery (middle), superintendent transportation and Ricky Sansbury (right), general superintendent transportation, in the locomotive control center in Atlanta keep a watchful eye on the NS system.

Right: DP Burns, carman at the 38<sup>th</sup> Street Car Shop in Norfolk, moves a wheel set.  
Below: E.D. Heller, bridge and building helper, works to remove crossties on the Wells Viaduct near Toccoa, Ga.



Randy Fitzgerald, locomotive engineer, makes his way out of Chicago.

## Quick action saves a co-worker's life

When centralized yard operations representative **Al Leonard** suddenly became incoherent and slumped over in his chair, Norfolk Southern CYO employees responded with the precision of an emergency response team.

Realizing their co-worker was in full cardiac arrest, **Mary Jones**, CYO representative and **Tamara Ray**, lead assistant



*Back row l to r: Rufus King, coordinator data quality; Wendell Nicks, representative; Dave Stewart, assistant manager; Mike Stanislawski, assistant manager  
Front row l to r: Tamara Ray, lead assistant manager; Kitty Paul, manager; Al Leonard (heart attack victim), representative; Mary Jones, representative; Doug Holt, representative  
Not shown: Joshua Massey, manager; Jennifer Jackson, representative*

manager, both dialed 911 and worked with operators to make sure they knew the exact location and severity of the emergency. **Dave Stewart**, assistant manager, and **Doug Holt**, CYO representative, assisted Leonard by laying him on the floor. While waiting for the emergency medical personnel to arrive, **Jennifer Robinson** and **Wendell Nicks**, both CYO representatives, began to administer cardiopulmonary resuscitation. **Kitty Paul**, manager, reached for one of the 13 defibrillators that had been placed in the building for such emergencies. She administered two shocks to Leonard before emergency medical responders arrived. **Rufus King**, coordinator data quality, and **Mike Stanislawski**, assistant manager, relieved Robinson and Nicks in performing CPR. **Josh Massey**, manager, accompanied Leonard to the hospital and assisted his wife.

The doors to the David R. Goode Building were waiting open and an elevator was locked down to accommodate the emergency medical technicians when they arrived. They transported Leonard to a nearby hospital, then returned to talk to CYO personnel about the incident.

"I am so very proud of the way everyone responded," said **Brad Fitzgerald**, director CYO. "I believe that without this type of response, we would have had a terrible tragedy. Everyone who was part of this incident is a hero in my eyes."

"The EMTs were particularly impressed with our focus on safety, our having defibrillators in all our facilities and the level of emergency first-aid training our people have. In my opinion, this one response proved the value of all the training and every defibrillator we have on the system," said **Debbie Butler**, vice president customer service.

CYO employees were recognized by Cardiac Science Inc., the company that supplies the defibrillators, in a ceremony in the building. Leonard was released from the hospital nearly a week later and now is recovering.

## Celebrate women innovators lighting the way in March

WiNS celebrates its third birthday and Women's History Month in March with the theme, "Women Innovators Lighting the Way." WiNS is a women's network at Norfolk Southern that works to give NS a competitive advantage by fostering professional development and leadership. It is open to all employees.

This month, the WiNS Web site, <http://wins.nscorp.com>, features information about pioneering women inventors. It also highlights several NS innovators who have designed better, more efficient ways to do business that can reduce costs or identify new revenue opportunities.

NS' Women's History Month celebration also includes the opportunity to hear external speakers share their career experiences. In Norfolk, the dean of the College of Business and Public Administration at Old Dominion University, Dr. Nancy Bagranoff, will speak on March 19. In Atlanta, Lisa Borders, Atlanta City Council president, will speak on March 14. In Roanoke, the First Lady of Virginia, Anne Holton, wife of Gov. Tim Kaine, will speak on March 27.

To register, use the ERC's CareerCenter option. Click on CareerTraining and search the course catalog for WiNS.

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## Duty.Honor.Country. Employee's father recounts D-Day experience on History Channel

David W. Brown Sr., father of locomotive engineer **David W. Brown Jr.** of St. Louis, recounted his part in D-Day at Utah Beach in a documentary on the History Channel in late February. Brown's sister took her father and a video crew to Normandy, France, several years ago to capture her father's thoughts and feelings about that day. Part of the program used footage from that video.

Brown Jr. said his father has become quite the celebrity. "National Public Radio has asked him to do a live interview. He does not see well, but his mind and mouth are sharp as ever," he said.

## Conway achieves 100% connections

Conway, Pa., terminal superintendent **Darnell Wood Sr.**, issued the following general superintendent's notice Dec. 18, 2006:

"On Saturday, Dec. 16, you again showed why you are professional railroaders and the best among the best. Beginning with third-shift operations on Dec. 15 and ending with operations on Dec. 16 at 11:59 p.m., Conway connection performance was measured at 100 percent for this one-day period. This was a first in the history of any hump terminal on Norfolk Southern since connection performances have been kept. The plan was carried out by each and every department that assisted in us achieving this goal. Again, thanks for a job well done."

Coming next month

## Safety Awards Safety Expo

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