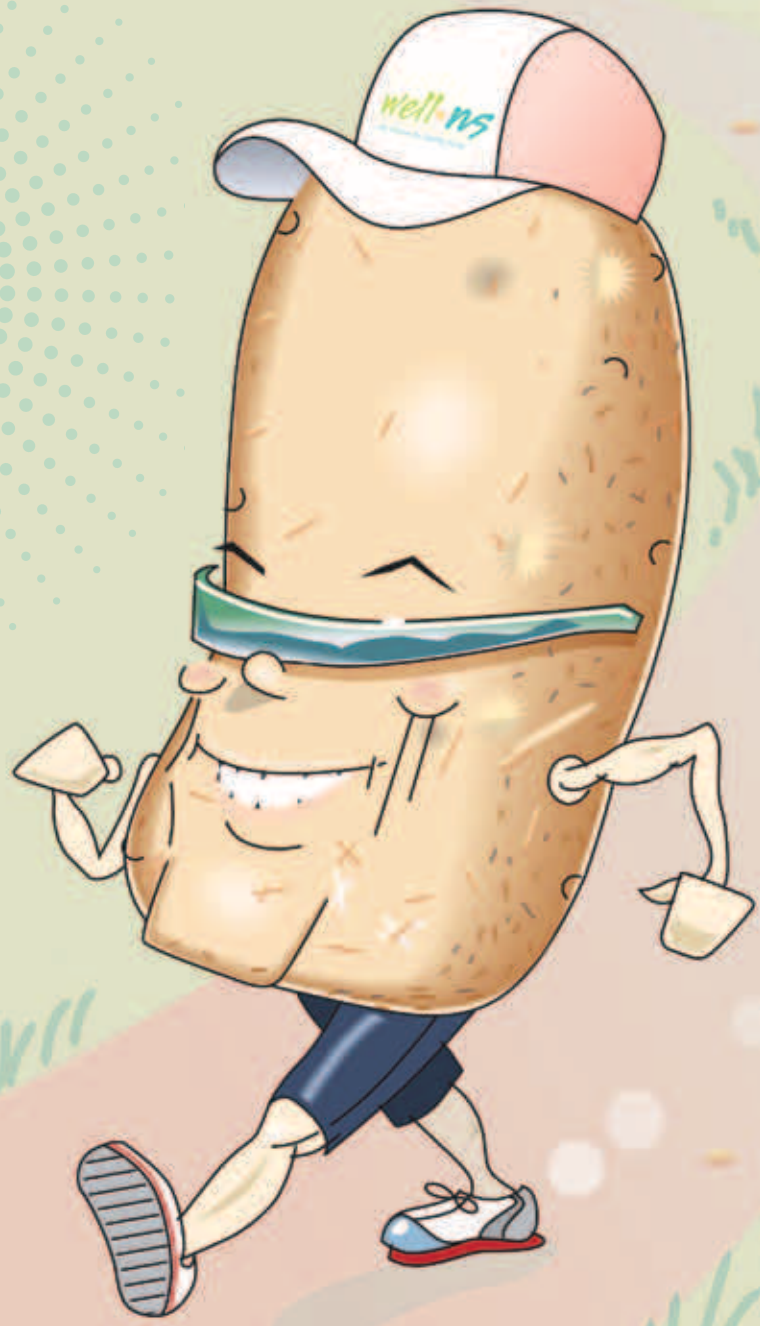


I've got the power



# Biz NS

Jan/Feb '11

- 1 I'VE GOT THE POWER
- 5 TAKING UP THE WELLNS CHALLENGE
- 9 AT NS, STAYING FIT - AND SAFE
- 11 HITTING THE ROAD FOR WELLNS
- 13 A PEARL OF A PROJECT
- 14 NEW APPROACHES TO SAFETY BRING COMPETITION, CAMARADERIE
- 16 LOOKING AT THE BIG PICTURE OF SAFETY: HOW DO YOU MEASURE UP?
- 18 MIXING FREIGHT AND PASSENGERS ON THE RAILS IS A 'DELICATE DANCE'
- 21 NEW LOOK SHOWS NEW POSSIBILITIES

BACK COVER BIZNS READERS CAN BE GREENER

2011 CALENDARS AVAILABLE FOR PURCHASE



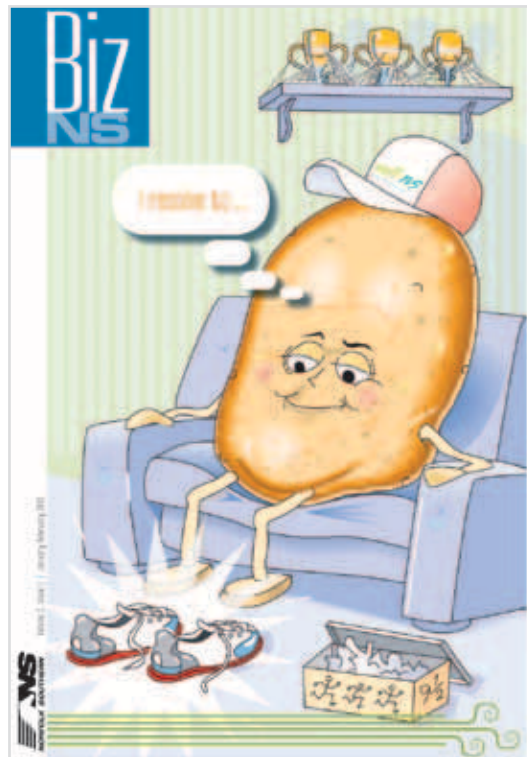
# I've got the power

That's a well-chosen phrase that can remind Norfolk Southern employees that relatively simple choices can have a powerful impact on their lives. In place for two years, the WellNS program offers resources and tools to help employees and their families understand nationally recognized good health guidelines and how they can use those guidelines to make better choices for longer, healthier lives.

Statistics from the Centers for Disease Control and the National Health Institute show that chronic diseases or illnesses account for nearly 70 percent of deaths in America. One half of premature deaths from chronic diseases are directly attributable to tobacco use, being overweight, or poor diet. According to the World Health Organization, if these risk factors were eliminated, at least 80 percent of heart disease and more than 40 percent of cancers would be prevented.

Understanding your current health can lead to healthier choices, according to **Mary Pitman**, health promotions manager.

"When you are familiar with your current health, you are more likely to make changes because you know where to focus your efforts," Pitman said. "While many of these changes are simple, they are not always easy. In most cases, we are talking about habits that have built up over 10, 20, 30 or more years."



■ Last year, our couch potato just admired his new running shoes, but things have changed since then.

■ Far left: One group of Norfolk employees is in step with getting active.



Over the past year, Wellns focused on three major initiatives: know your health, quit tobacco, and get moving.

## A good start

Over the past year, Wellns focused on three major initiatives: know your health, quit tobacco, and get moving.

"The first step is to know where you are in terms of your health," Pitman said. "You can look and feel healthy while your blood pressure or cholesterol is sky high. That is why we are bringing health screenings to more and more employee events. You get your results within minutes. We reached out to families as well as employees at these events, and we were very successful."

A stricter no-smoking policy went into effect in July 2010 at all NS facilities. The company offered help to employees and spouses who wanted to quit using tobacco by providing free over-the-counter nicotine gums, lozenges, and patches. Prescription drugs were covered under all medical plans, with costs varying by plan. Professional health coaches were another important resource helping smokers or tobacco users prepare for their quit date, anticipate challenges, and stay on track even if they had a few setbacks along the way.

An online Virtual Trainer program has helped employees design custom fitness programs. Discounts at more than 300 fitness centers also were offered to help employees step up their physical activity.

Employees and spouses were able to sign up for a professional health coach to help them with whatever changes they wanted to make.

"Our discounted gym memberships and Weight Watchers programs are very popular, and we plan to do more in 2011," Pitman said.

Good nutrition – not dieting – is essential for good health, balancing what and how much you eat.

### Well•NS Resources

- Try a Weight Watchers program (50 percent discount)
- Sign up for Nourish (online nutrition program)
- Register for a health coach (866-413-5268)



## What's new in 2011?

NS is building on last year's campaign and introducing a new campaign with the theme, "I've got the power to eat better."

The discount on Weight Watchers programs has been increased to 50 percent for employees and spouses. Employees can attend weekly meetings, use Weight Watchers online tools, or order an At-Home kit.

"Unlike programs where you have to buy their meals and supplements, Weight Watchers teaches you how to lose weight by eating healthier and being more active," Pitman said. "You are forming new habits that will ensure your long-term success."

Another part of the effort is providing healthier choices in vending machines across the system. "Not only are we making available healthier offerings such as baked chips, juices, low-fat milk, and nutrition bars, but we're keeping the prices low," Pitman said. "We don't want price to be the barrier to making a healthier selection."

Providing healthier snacks and meals at meetings also is part of the campaign. Those attending may see more fruit, vegetables, and salads, and fewer high-fat items.

The company plans to distribute WellNS mailers with family-friendly recipes that are simple to prepare and easy to pack, and healthy alternatives to fast food. That's particularly important to NS operations employees who spend much of their work time on the road.

"We recognize what the challenges are and want to give people suggestions for things they can take with them that are healthy, affordable, and quick and easy to make," Pitman said. "For someone coming off third shift or trying to get in some sleep time, it's easy to swing by a fast-food place. We're trying to encourage healthier alternatives."



## New challenges for everyone

A health challenge planned for 2011 is a Web-based program called Virgin Health Miles. Employees who participate receive a pedometer to wear and record their steps daily. They plug it into a computer to upload the number of steps they have taken over a given period of time.

"The accelerometer-based device is more accurate than traditional pedometers," Pitman said. "You can attach it almost anywhere or carry it in a pocket or purse.

It has an internal clock that tracks how many steps you take each day. There are no more lost steps because you accidentally reset your pedometer. You see the impact of a quick walk at lunch or on a break even if you sit in the office for most of the day. What makes the VHM program really exciting are the challenges available. We will offer corporate challenges, but individuals and departments also can challenge each other."

## Keeping Fit while learning new things

Among the newest additions to WellINS initiatives is a workout room at NS' Training Center in McDonough, Ga., the main training facility for new hires in operations.

The railroad anticipates that 3,200 employees will receive training at McDonough in 2011, including 2,900 new operations employees.

"We will give people at McDonough a welcome pack, a water bottle, a shirt, and other items to encourage them to use the workout facility," Pitman said. "We also plan to provide access to health screenings and will have cookouts where we can provide more information to them about WellINS and healthier lifestyles."

New employees spend anywhere from three to eight weeks at the center, which is more than enough time to gain benefits from working out there, said **Eli Stancel**, NS manager training center. The exercise facility, he said, is equipped with weight machines, a treadmill, and other equipment geared toward cardiovascular workouts, plus a locker room and showers. Employees will have 24-hour access to the workout room.

"It's a WellINS initiative to get the word out about the importance of a healthy lifestyle and to help new employees get off on the right foot," Stancel said. "The hope is that everybody participates while they're here and then takes that habit back home with them. The message is that you don't have to be the fastest runner or the biggest weight lifter, but everybody needs to do a little something to keep fit."

NS is taking additional steps to help train-and-engine crews stay fit while on the road. For example, NS has made sure new contract lodging



dormitories that have been recently completed or are under construction include an exercise room that T&E crews can use during layovers, said **Mike Wheeler**, NS vice president transportation. "We recognize that it's a challenge

for our road crews to get in regular physical activity when they're traveling," Wheeler said. "We try to address that by having some kind of workout facility at their away-from-home terminal and at the hotels where they stay."

All of these efforts build on existing initiatives to help NS employees and their families have healthier behaviors.

"As we get older, our health deteriorates even under ideal circumstances," Pitman said. "We become busier and less active. Poor eating habits catch up to us. We no longer have time to cook healthy meals, or we don't know how to cook them. We need to change that trend. We want our employees to be healthy for the long term."

"We all have areas for improvement," Pitman said. "We want people to set simple, attainable goals. You cannot expect to change overnight a habit you have had for 10 or 20 years. That is the mistake many of us seem to make each January when we make New Year's resolutions. The key is planning and getting the support you need to be successful. WellINS is a voluntary, confidential program that makes information and tools available so people can make informed decisions. It's easy and readily available, and we'll keep building on all our initiatives to provide more tools and information and to create an environment where it is easy to make healthier lifestyle choices."

For more information about NS' WellINS programs, go to the NS website and click on Employees, then WellINS. ■ BizNS

# Taking up the WellNS challenge



## Get Active

30 mins/day of moderate activity reduces health risks and improves overall health.

### Well•NS Resources

- Move and record steps with Virgin HealthMiles program.
- Use Virtual Trainer to create workout plan.
- Rally a group to complete a local 5k.

■ Machinist **Joanie Murphey**, top photo, and laborer **Rhonda Schaeffer**, middle photo, helped organize two WellNS challenges in 2010 at the Chattanooga Locomotive Shop. Shop manager **Jeff Chandler**, bottom photo, supported the efforts, saying the challenges have strengthened team work and improved employees' fitness levels.

A doctor's visit did it for some employees. Many want to be around longer for their children or grandchildren. Others simply want to feel better.

Whatever the reason, employees across Norfolk Southern's system are eating better, exercising more, and shedding pounds.

"There's been a broad range of successes," said **Mary Pitman**, health promotions manager. "We're trying to meet people where they are and to help them realize they can make smarter choices. It's not impossible. You just make small steps."

Here's a sampling of what's been happening:

## Building team spirit while getting fit

On the Central Division, the Chattanooga locomotive shop has held two WellNS challenges in the past year, with the second ongoing in December.

During the first 12-week event, 43 shop employees competed on four- and five-member fitness teams. They lost a collective 829 pounds, nearly 8 percent of their overall weight at the beginning.

Machinist **Joanie Murphey** and laborer **Rhonda Schaeffer** organized the challenge, with support from **Jeff Chandler**, shop manager. They emphasized improving overall fitness.

"It doesn't really matter if it's weight loss," Murphey said. "It's anything you can do to improve your health. That could be stopping tobacco use, being more active, eating better, or just being more aware of your health."

The payoff has been visible. Participating employees completed voluntary and confidential health screenings before and after the challenge. An aggregate report of the results revealed an overall drop in such key health indicators as blood pressure and cholesterol.





### Quit Tobacco

Did you know that health risks caused by tobacco are begin reversing when you quit?

#### Well-NS Resources

- Discuss medication options with your doctor.
- Sign up for Breathe (online Quit Tobacco program).

"After the first screening, one guy went straight to his doctor and was put on medicine for high blood pressure," Murphey said. "By the end of the challenge, he was off that medicine. It's been really fulfilling to have employees tell us that they've been able to get off this or that medicine, or that their knees or back aren't bothering them like before. It's just fabulous to see what they have done."

Chandler, who gave up chewing tobacco, allowed the organizers to purchase journals for participants to record what they ate. Schaeffer gave up red meat and now eats oatmeal and yoghurt for breakfast to keep her cholesterol in check.

"One of the keys to success was journaling the food you ate," she said. "It helped stop mindless snacking and made you aware of what you were putting in your body."

Chandler said the shop has seen multiple benefits from the WellNS challenges.

"They not only made us healthier, but they also helped build teams within the shop and strengthen working relationships," he said. "I promised the teams at the first meeting that we were going to change our lifestyles and that I was going to be right there with them. After 25 years of chewing tobacco, I quit, because I made that commitment to all the participants. They helped me quit."

### Blitzing For WellNS

Many NS divisions are getting creative. On the Harrisburg Division, a WellNS committee has taken the lead on various initiatives to encourage healthier lifestyles.

"One big thing we've done is that in addition to safety blitzes, we've held WellNS blitzes," said **Joe Taverna**, a committee member and lead trainmaster at Enola Yard. "We've shown employees how to use the WellNS website, and how they can get discounts at health clubs and free counseling from a health coach. A lot of employees were not taking advantage of WellNS programs."

The committee has looked for ways that employees can find the time to exercise and be with family. One solution – provide pedometers for employees and spouses.

“It’s a way to encourage them to get into the healthy habit of walking together,” Taverna said.

Superintendent of Terminals **Jeff Moore** has been supportive. In one case, Taverna said, the division bought quality scales for rail yards, giving employees a quick, easy way to monitor their weight.

Taverna volunteered for the WellINS committee partly as self-motivation to lose weight. He’s given up a five-soda-a-day habit and is eating better. He’s Italian and loves pasta, he says, but now his wife peels zucchini into strips and steams it as a substitute for linguine. “So instead we’re eating a vegetable,” he said.

The division’s emphasis on WellINS is catching on, said **Joe Grosso**, a road engineer and yardmaster who operates coal trains between Altoona, Pa., and a power plant in Watsonstown, Pa. He participated in a division weight-loss challenge. With support and good-natured ribbing from fellow train-and-engine employees, he has shed 70 pounds.

“I’ve found that you still can eat a lot, it’s just what you eat a lot of that counts – you can eat a bag of chips or you can have carrots or celery,” he said.

Since losing weight, Grosso, 54, says his legs no longer go numb like they once did after long hours of sitting.

“I feel a lot better,” he said. “All you hear about is people having health problems, and when it starts to be people your own age, you think a little harder about it.”

At Enola diesel shop, **Archie Glace**, senior general foreman mechanical, is a big proponent of WellINS. As a skin cancer survivor, he stresses using sunscreen and avoiding prolonged exposure to the sun. He encourages employees to get annual physicals and to take such precautions as getting a flu shot.

“For the ones who don’t, my question is why not? We’ve got good insurance that covers those things,” Glace said. “You care about your car, you care about your home, so why don’t you care about your body?”

## Getting the word out

On the Lake Division, road engineers **Tony Messman** and **Chad Mason** lead the division’s WellINS committee. Every couple of months, they produce and distribute about 250 copies of a four-page WellINS newsletter called “Clear Aspect” – named after a train signal that allows forward movement.

“This is to get information out to railroaders who may not be aware of ways to get better exercise or different diets,” said Messman, who operates trains between Fort Wayne and Cincinnati. “We usually have a healthy recipe on the back page and put in other nutritional information.”

**Dave Talley**, division superintendent, provides office support to proofread and print the newsletter, Messman said. A few months ago, Talley used a newsletter article to help spread the message about the importance of starting work shifts with stretching exercises.

Employees contribute some of the articles. An upcoming piece will be entitled “I stopped smoking and so can you,” by **Frank Wiseman**, yardmaster at the Detroit-Oakwood terminal. Wiseman, 47, decided to quit after nearly 23 years of the habit.





■ **Doug Wylie** swims laps for exercise, which improves his sleep, leaving him rested, alert, and working in a safer manner, he says.



### Know My Health

Knowledge is the first step to improving your long-term health.

### Well-NS Resources

- Get an annual physical.
- Participate in a health screening event.

"I was playing with my grandchildren one day and got out of breath, and I decided I had to make a change," Wiseman said. "I want to be able to play with them without dragging an oxygen tank around."

After a couple of months cigarette-free, Wiseman has noticed that, for the first time, he can smell the cinnamon air freshener in his house. If he gets an urge to smoke, he chews nicotine gum, rides his Harley, or walks on a treadmill.

No matter the difficulty, he is determined to quit.

"Smoking serves absolutely no purpose other than making your health bad," he said. "It doesn't make you run the engine any better, it doesn't help you switch cars any better. It's just a habit you need to feed."

Messman said the WellINS newsletter is aimed especially at train-and-engine crews.

"The railroad is a lot about routine, and our lifestyles on the road are not always the best," Messman said. "When I'm on a train for 12 hours, I'm getting zero exercise. I'm sitting down pretty much the entire time. So you have to make the choice to better your lifestyle and exercise when you can and to eat right."

On road trips, Messman packs a cooler with healthy foods he prepares rather than eat fast-food burgers or at motel restaurants.

"I bring fruits and vegetables, and I'll pack tortillas with ground turkey instead of hamburger and individual portions of fish and chicken," he said. "In Cincinnati, we stay at a hotel that has a full-size refrigerator and a microwave, so I can eat my own food in my room. I save money, too."

NS road engineer **Doug Wylie**, a former winner of the Harold F. Hammond Award recognizing individual safety contributions to the rail industry, has worked to incorporate WellINS into the division's safety committee meetings. Recently, a personal trainer attended a Fort Wayne, Ind., safety meeting held at a YMCA and demonstrated exercises to improve balance, which can help prevent slips, trips, and falls – the primary cause of injuries for NS.

To encourage fellow employees to get active, Wylie keeps a mountain bike at the Cincinnati hotel where NS road crews stay. They ride it to a nearby fitness facility that is free for hotel guests. "Now we've got eight guys using my bike," he said. He expects to have two more bikes donated soon.

Road engineer **Todd Cherry** has become a regular at the gym. A year ago, a division wide WellINS challenge called "Moving Freight, Losing Weight" helped motivate him to lose around 70 pounds. He gave up soda and junk foods and exercises regularly, running as much as eight miles a day.

"The company wants people to get healthy, and that's a good thing," he said. "The WellINS program is getting people motivated. They see other people losing weight and feeling better and that makes them want to change and do more to better themselves." ■ BizNS

# At NS, staying fit – and safe

As Norfolk Southern's top safety executive, **David Julian** wants to reduce the risks of accidents and injuries any way he can.

That's why Julian, vice president safety and environmental, is a big proponent of the company's WellNS program. He not only encourages employees to live healthy lifestyles, he practices it daily. No matter where he is, he runs every morning – indoors on a treadmill only in extremely bad weather – and is in the gym for strength training several times a week.

"It's a big benefit from a health and safety standpoint," he said. "When you're physically fit, you're more mobile and have more endurance to do your job. It also transfers over into your mental well-being, as far as being alert and being able to maintain situational awareness. I travel a tremendous amount of time, and I have a demanding schedule. I know it helps me."

Given that the No. 1 cause of reportable injuries on NS' system stems from slips, trips, falls, and overexertion, the railroad's emphasis on health and fitness has the potential to improve employee safety, he added.

"If you're walking on ballast, for example, it may be more difficult to keep your balance if you're overweight or out of shape," he said. "If you're climbing up and down equipment, such as locomotives or rail cars, certainly having additional weight makes it more difficult from a safety standpoint."

## Physically Fit and Injury Free

During the past couple of years, NS' Transportation Department, which historically has had the highest injury ratio each year within operations, has stepped up efforts to reduce injuries.

**Mike Wheeler**, vice president transportation, said a department review indicates a link between being overweight and injuries, particularly mishaps involving knees and ankles. Wheeler said his counterparts at other Class 1 railroads tell him the same thing.

"The number of injuries related to employees who are overweight is a concern to us," Wheeler said. "It's something I think we should talk about."

NS employees who have lost weight by eating better or exercising regularly say it's easy for them to see a connection between fitness and safety.



■ **David Julian**, an avid runner, believes that fitness and safety go hand in hand.

Spurred in part by a WellNS weight-loss challenge on the Harrisburg Division, road engineer and yardmaster **Joe Grosso** has shed 78 pounds since January 2010 and now weighs about 275 pounds. He's aiming for 220 pounds. He has no doubt that losing weight has reduced his chance of injuries.

"There's definitely an aspect of safety to it," Grosso said. "We do a lot of walking on the stones, and you don't realize what a beating your feet take when you weigh so much. Since I've lost weight, I think there's less chance of spraining an ankle or slipping and falling. As far as working on the trains, I have no problem getting on and off an engine or carrying around equipment."

**Todd Cherry**, a road engineer on the Lake Division, has noticed a significant difference since dropping 65 pounds. He's down to around 200 pounds.

"When I was heavy I would sleep 13 or 14 hours and still feel exhausted," he said. "Since I've gotten in better shape, I can sleep fewer hours and be rested and more alert. My knees feel better because I don't have all that weight, and I'm more flexible and mobile. Lugging your bags around is easier. There are so many bonuses to being in shape."

To **Tony Messman**, another Lake Division engineer, getting better rest is the biggest safety-related benefit to being fit. He's lost 30 pounds as a result of eating better and exercising regularly.

"My experience is that the more physically fit you are and the better shape you're in, the better sleep you get," Messman said. "Getting proper rest is a huge safety issue for us."

## Spreading the word

NS safety and environmental has been encouraging divisions to spread the word about WellNS. Since last year, Julian said, information about WellNS has been posted on safety bulletin boards in offices and field locations across all operating divisions. The postings include brochures with tips on eating healthy, energizing meals and snacks, and exercise and physical fitness.

In the year ahead, WellNS will get more emphasis in transportation rules classes, Wheeler said.

In their quest to improve NS' safety numbers, Julian and Wheeler have tried to lead by example.

Julian took up daily running 17 years ago after attending The Executive Program at the University of Virginia's Darden Graduate School of Business Administration. The program included a component on executive fitness. Since then, he has run more than 18,000 miles worldwide.

Julian lost 20 pounds within six months and dropped another 10 pounds over the next year. In addition to running and gym workouts, he watches his diet, limiting his intake of fat calories by eating more poultry and fish and less red meat and fried foods.

"I wanted to improve my physical condition, but like most people I wasn't seeing myself in the mirror as having a gut or being overweight," Julian said. "When I looked at pictures of what I looked like before, I was amazed at the gut. Yeah, I had one."

Wheeler was a competitive long-distance runner in high school and college, but he got out of running as his career and a growing family consumed his attention. A high cholesterol reading in 1996 prompted him to make time for exercise. Now, he runs about four times a week.

"My family has a history of high cholesterol, but ever since I started exercising and running, my cholesterol has come down enough that I don't have to take medicine for it," he said.

When he travels, Wheeler tries to eat light, usually choosing salads with low- or no-fat dressings.

"I enjoy eating, and when you travel, like our train crews do, you can fall back into eating habits that aren't beneficial," Wheeler said. "I have to focus on eating the right things and at the right times. It takes some discipline, but you're doing yourself and your family a favor by taking better care of yourself."

■ BizNS

NS safety and environmental has been encouraging divisions to spread the word about WellNS.



## Hitting the road for WellNS

**Gaea Dewalt** barely had arrived in Norfolk to begin her new job as assistant manager health promotions when she found herself heading out of town for an employee family day in Kansas City, Mo., just two days later. Since then, she's been a road warrior for wellness and a welcome addition to celebrations at terminals and shops.

Dewalt is part of Norfolk Southern's WellNS program that provides information and tools to employees and their families to help them lead healthier lifestyles. During events such as family days, she gets to meet and greet employees and their families in a relaxed setting.

Her professional background trained her well for her new position. She served as a 911 dispatcher and also as a paramedic in the Atlanta area before joining NS in 2006. She worked in centralized yard operations and records management prior to joining the WellNS team.

"I always wanted to do something where I could provide meaningful help to people," Dewalt said. "I've seen a lot of loss in people's lives working as a 911 dispatcher and as a paramedic. Working with health promotions and helping people understand more about their healthy choices is the perfect job for me."

Family days at field locations are opportunities for employees and their families to have some fun together at NS work sites. Activities such as a safety and health fair and face-painting for the children are served up with food catered or served off the grill. It also is an opportunity for employees to show their families where they work.

One of the more important aspects of family days is safety. Information about safety in general and Operation Lifesaver, the national nonprofit rail safety education program, is readily available. The relaxed setting lends itself to casual conversation with employees and their families about good health and what NS has to offer to help them lead healthier lifestyles. Dewalt enjoys engaging the children who stop by. "I love to talk to the children, because they're so interested in what's going on. I ask them about what they like to eat and do – if they like to run and jump or play outside. It's a fun way to help them learn more about healthy habits," she said.



■ **Gaea Dewalt**, assistant manager health promotions, spends much of her time on the road meeting with employees and their families to educate them about the railroad's WellNS program benefits.

Spouses are important to the success of WellINS, and Dewalt makes sure they know what is available to them. "Sometimes, they don't know they're eligible for some of our programs and initiatives, so it's a great opportunity to get them interested. We've found that our employees don't always know what's available to them, so this is a relaxed, casual setting where they can get information and ask questions," she said.

"So many health problems are preventable if you have the knowledge you need to make decisions. If I can just help one person at NS prevent an illness or discover something they need to take care of to be healthier, I'm happy. The great thing about getting out among NS people is getting vital information to them and their families. We don't wait for them to come to us. We're there for them," Dewalt said.



■ While attending a WellINS event for employees in Roanoke, **Gaea Dewalt**, assistant manager health promotions, has her blood pressure checked by **Patricia Sanders**, a health screener for Summit Health, an NS contractor that provides free, confidential health screenings under the railroad's WellINS program.

One person who benefited from WellINS information distributed at a family day is **Archie Glace**, senior general foremen in Enola, Pa. Glace went to his doctor to get his overall health assessment and discovered he had skin cancer. "It probably saved my life," Glace said. "Now I make sure I use sunscreen and encourage others to do the same."

Discounted gym memberships bring the most questions. Weight Watchers is second. Dewalt is quick to offer information and direct people to the WellINS website for more detailed information. "If I can get them to the curious stage, I know they'll look further and find much more than they originally were looking for. That's how I know they're becoming more engaged in the process," she said.

Dewalt has worked to provide new, healthier items in vending machines across the system. "Instead of eliminating those items that aren't so good for you, we've given people more choices. That way, nobody's being punished because they would like a candy bar. But that candy bar may sit beside a granola bar that's half the price and just as tasty and satisfying. We just want people to try something new that they might really enjoy.

Glace made a suggestion that sunscreen be made available at family days. The WellINS team has adopted that practice for events during the warmer months.

Dewalt has many fun remembrances of the family days she has attended. "People send photos, notes, postcards – all kinds of things to say how much they appreciated our being there for them and their families. It makes me believe that we're doing the right thing for our employees and their families," she said.

So, what's on her agenda for 2011?

"We want to build on our successes and enhance the products we bring to NS employees. We want more people to learn more about what NS offers to help us all have healthier lifestyles. One idea is to have vouchers for discounted gym memberships available right at our display so people can just pick them up and start down the road to a healthier life," Dewalt said.

For now, Dewalt will keep her bag packed and be ready for the next opportunity. ■ BizNS

# A pearl of a project



■ Above: **Bobby Carlow** checks the spats in the floating oyster garden at Lamberts Point.

When **Bobby Carlow** heard about an oyster restoration project to help clean the Elizabeth River and the Chesapeake Bay, he wanted to know more. It was one of a number of activities under consideration by the Thoroughbred Volunteer Council in Norfolk.

"It sounded really interesting, so I attended a meeting with representatives of the Elizabeth River Project and the Chesapeake Bay Foundation where I heard the details of the project," said Carlow, mechanical supervisor at Lamberts Point and a member of the company's Thoroughbred Volunteer Council. "It seemed like a good idea for Norfolk Southern and Lamberts Point."

The CBF encourages individuals, organizations, and companies to participate in the oyster restoration project to help clean the waters that run into the bay. The Elizabeth River Project's mission is to restore the Elizabeth River to the highest practical level of environmental quality through partnerships with government, business, and the community.

The CBF says that Chesapeake oysters historically have been the Bay's most valuable commodity. Ecologically, native oysters are equally important: they filter algae, sediment, and other pollutants. Oyster reefs also provide habitat for fish, crabs, and other organisms. The bay's native oyster population has been estimated to be as low as 1 percent of historic levels, making restoration critical to help improve the bay's water quality and increase its economic viability.

Norfolk Southern purchased nearly 4,000 juvenile oysters – called spats – plus a floating garden where they are growing.

Carlow put the garden just off the water's edge at Lamberts Point in September. "They've just about quadrupled in size since we set them in the water," Carlow said. "That's a good sign that they may really thrive here."

Once the oysters reach maturity, they will be placed in artificial reefs in nearby waterways.

**Ray Jones**, assistant division manager mechanical operations at Lamberts Point, said others have been eager to be part of the project.

"We put in a gravel path to the shoreline so we can reach the oyster garden easily," Jones said. "We also placed signage alerting employees and boaters to not disturb the area." A message about the project and its importance was sent to all Lamberts Point employees.

Carlow said it takes about a year to see how successful the project will be, so he'll keep a close eye on the beds.

"I like the idea that Norfolk Southern is participating in an active way," Carlow said. "This is a good area for us to show our commitment to provide a cleaner environment for the region and future generations." ■ BizNS

# New approaches to safety bring competition, camaraderie

■ Aiming to keep safety at the forefront, **Greg Lehman**, Atlanta terminal superintendent, below, and **Jay Traywick**, right, Birmingham Terminal superintendent, helped cook up a safety challenge between employees at the two terminals. Lehman says the friendly competition has kept safety up front, while Traywick says it has re-energized his terminal's safety committee.



Norfolk Southern employees have found interesting and entertaining ways to keep their focus on safety.

The Central Division took a sporting approach to improving its safety record. Taking a broader view of safety performance was the key in meeting the challenge. Department heads agreed that the effort had to include all departments working together to be successful.

**Dave Dixon**, assistant division superintendent, suggested that they form a football-type league. A total of 12 teams were made up of employees from each territory and included all the operations departments to build team spirit.

The safety season began the week after Labor Day. Teams competed against each other. Points were awarded for being injury-free and having no rules violations, vehicular accidents, stop signal violations, or nonreportable injuries.

During the season, each team had a homecoming game where tailgating was encouraged. It was cookouts and camaraderie, according to **Jeff Sliger**, division superintendent.

"Team spirit really built up as we moved through the season," Sliger said. "Previously, we tended to work separately on safety challenges, with transportation, engineering, and mechanical all doing their own events. By taking this approach, we emphasized teamwork as an important part of our success."

First-place winners received watches, second place sweat shirts, and third place hats.

"This was a great idea to promote not just a safer workplace, but a lot more teamwork among all our employees," Sliger said. "My hat's off to Dave Dixon for a creative idea, and to all the Central Division employees who worked to make our division safer."

## Cooking up a challenge

During a job briefing at Inman Yard in Atlanta, a number of switchmen suggested a friendly competition between Atlanta Terminal and Birmingham Terminal to raise safety awareness. They suggested that the terminal with the best safety record at the end of the competition would be declared the winner, and the losing terminal would provide a cookout for the winner.



"It is all about keeping safety up front, and to encourage all employees to maintain situational awareness," said **Greg Lehman**, Atlanta terminal superintendent.

"We promote safety in every move we make," Lehman said. "We never put production over safety."

Employees held Safety Boost days, setting up road blocks at the entrance to Inman Yard and contacting everyone of every department as they arrived for work. The message was to finish 2010 injury-free.

"We asked everyone to always remain focused on the task at hand," Lehman said. "We promoted our safety incentive program, reminding everyone of the eight shares of stock they can receive if they continue their injury-free performance. We had 'safety stand downs' where we had every movement stop in the yard for a brief period of time and issued a safety message by our supervisors from the main tower. We take every opportunity to promote safety of operation in every move we make, everything we do."

All those activities have paid off, as employees of the Atlanta Terminal have logged more than 500 injury-free days.

Employees at Norris Yard in Birmingham enthusiastically took up the cookout challenge.

"People at Norris Yard and Inman Yard have a lot of contact, and when we heard about the challenge, we said if they can do it, so can we," said **Jay Traywick**, Birmingham terminal superintendent. "Then it became a friendly competition between the terminals."

Traywick said the competition re-energized the safety committee.

"The safety committee did a tremendous job benchmarking other facilities and looking for best business practices," Traywick said. "We talked frequently, looking for more opportunities to reduce injuries and rule violations, and our efforts continue to pay off."

Traywick said safety committee members worked on their own time to develop more ways to improve the terminal's safety record.

Members also

took the time to follow up on issues promptly and to point out potential problem areas.

"The level of teamwork was extremely gratifying," Traywick said.

In addition to group incentives, individuals at the terminal who were injury-free and had no rules violation derailments received special recognition. A Norfolk Southern model train was presented to them one car at a time – one for each quarter of success during the year. The train consisted of an F-7 locomotive, a coal hopper, a boxcar, and a caboose. Traywick said the competition was fierce.

"Being part of a larger competition was a good way to bring people together for a common goal," Traywick said. "I recommend that other groups try some of the great ideas that are out on our system so they can improve their safety record. And, I hope the folks at Inman have their grills fired up and their spatulas ready for us. We're looking forward to a good meal when we win."

"Well, not so fast," says Lehman. As it turns out, Traywick and his Birmingham employees will be manning the grills, as Atlanta Terminal employees ended the year with the best safety performance.

Maybe next year . . . ■ BizNS

# Looking at the big picture of safety: How do you measure up?

Keeping employees focused on the big picture of safety is an important component of Norfolk Southern's efforts to remain the safest Class I railroad. Safety statistics are posted monthly on safety bulletin boards throughout the system, letting employees know just how they measure up to other operating divisions.

The key is to have departments working together to manage exposures and eliminate injuries, according to **David Julian**, vice president safety and environmental.

"Safety is a condition of employment at Norfolk Southern," Julian said. "We have a responsibility to create and sustain the safest workplace possible, and accordingly, our employees have a responsibility to work in a safe manner at all times."

With more than 29,000 people working in shops and other facilities and along 37,000 miles of track, including on yards, sidings, and secondary lines, that's a tall order, Julian said.

"It's the collective and collaborative effort that makes us successful in our efforts to provide a safe workplace. It's the foundation of our safety process," he said.

The safety process starts with local safety committees. Membership includes a mix of all the departments in the safety district. Their work is supported by division safety planning committees, regional safety planning committees, and the operating division system safety committee.

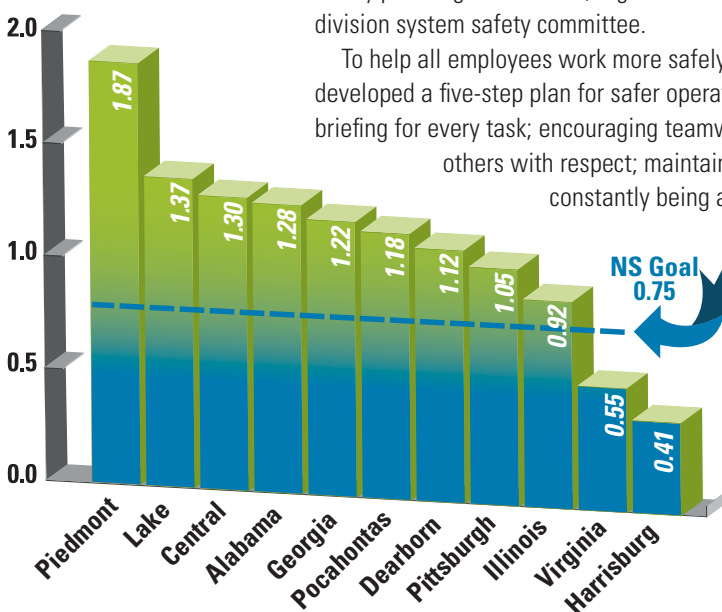
To help all employees work more safely, the safety and environmental department developed a five-step plan for safer operations. Those steps include holding a job briefing for every task; encouraging teamwork, frequent communication, and treating

others with respect; maintaining situational awareness, which means constantly being aware and thinking ahead about potential

hazards or situations that could cause accidents and injuries; adhering to operating and safety rules; and making sure appropriate personal protective equipment is used at all times and kept in good condition.

Julian said the Transportation Department traditionally has had higher injury rates than other operating groups. However, progress is being made toward reducing those numbers.

Division safety statistics are posted monthly at all locations to help each division see how it stacks up against the other divisions.



As of November 30, 2010

■ After a lunch break, members of timber and surfacing super gang TS-8 participate in a safety briefing before resuming work on a section of track in North Carolina. Gang supervisor **Kenny “Country” Dawkins**, at left, and **Mike Hunter**, general division engineer at far right, stressed the importance of staying focused and working as a team.



“We manage the process with metrics that help us define opportunities for improvement, define root causes, and address the issues,” Julian said.

Safety performance is reviewed daily and during weekly operating division conference calls. The discussions include interdepartmentally sharing best business practices, benchmarking other groups, and generating new ideas. “The biggest challenge for sharing best practices is for transportation road crews, because they are on call and frequently are just a two-person crew going to a different location to report to work at all hours.”

Julian said one way to overcome challenges and help other departments is to invite them to your job briefing so they can see what you do or if you do something differently during those briefings. Another example is the Engineering Department transmitting a safety message to train crews as their trains pass engineering employees who visually inspect the train for potential safety issues.

“We have a lot of very dedicated people out there who want to make sure their fellow employees go home to their families and friends the way they arrived at work – safe,” Julian said.

The Safety and Environmental Department is working with the training center at McDonough, Ga., to talk to every new class of conductor trainees this year. They talk about the safety process and what the expectations are for NS employees, thoroughly engaging them in the safety process early in their careers. There is a new class each week, and Julian expects to reach nearly 1,700 new conductor employees through 2011.

“Our teamwork efforts are paying off. I encourage every person in our company to be involved in the safety process and involve others, too,” Julian said. “That’s how we will remain the safety leader in our industry and see more and more of our employee groups recognized for double zeroes – zero accidents, zero injuries – in the years to come.” ■ BizNS

The safety process starts with local safety committees. Membership includes a mix of all the departments in the safety district. Their work is supported by division safety planning committees, regional safety planning committees, and the operating division system safety committee.



## Mixing freight and passengers on the rails is a 'delicate dance'

In October, NS joined with the Hampton Roads, Va., Chamber of Commerce to host a train ride over the proposed Norfolk-to-Petersburg passenger route. More than 200 business, civic, and government leaders rode an NS train made up of eight vintage passenger cars the railroad uses for special events and pulled by 1950s-era F-unit EMD locomotives.

The 77-mile stretch of track between Norfolk and Petersburg, Va., is mostly straight line, offers a smooth ride, and has few grade crossings to slow transit times. Most days, Norfolk Southern runs 15 to 18 trains over the double-track route, including intermodal trains moving international goods in containers over the Heartland Corridor and trains loaded with Appalachian coal destined for Europe and South America.

As it turns out, the flat, well-manicured track also will serve as a customer-friendly route for passenger trains.

With NS' cooperation, Virginia rail officials plan to do just that. The state has set aside \$87 million to add signals, track crossovers, and other improvements for Amtrak to run three round-trip trains a day at speeds up to 79 mph. Service is expected to begin in three years, ferrying passengers over one leg of a longer route that will continue on to Richmond and Washington over CSX track.

Welcome back to the future.

As highways become more congested and gasoline more expensive, people are revisiting trains as a solution to 21st century transportation woes. Because freight railroads already have a nationwide network of track, federal and state agencies are turning to NS and other Class 1 railroads to help make it happen.

The Obama administration is promoting the idea and last year awarded more than \$10 billion for intercity passenger rail projects across the country. About \$1 billion is earmarked for projects on lines that NS owns or operates over. The largest, at more than \$500 million, is in North Carolina running between Raleigh and Charlotte.



■ Opposite page: With members of the Hampton Roads (Va.) Chamber of Commerce and other guests aboard, Norfolk Southern's special passenger train prepares to leave Norfolk for Petersburg, Va.

■ At left: Among NS employees making the train trip were **John Edwards**, NS general director passenger policy, left and **Bill Schafer**, NS director strategic planning.

Now, as freight railroads try to hammer out agreements to allow passenger service, they face a key question: Under what conditions can they safely accommodate passenger trains and also protect their own business interests?

NS is willing to explore the possibilities, but adding passenger traffic to NS lines must be done in a careful, transparent way, said **John Edwards**, NS general director passenger policy.

"Looking at the big picture, we work in, live in, and are part of the communities we serve, so if increasing passenger rail is a desire of the community, we're willing to be a facilitator – if it can be done correctly," Edwards said. "We cannot allow it to be done in a way that adversely impacts our business franchise or our ability to serve our customers, including future customers."

## Sharing the tracks

In October, NS joined with the Hampton Roads, Va., Chamber of Commerce to host a train ride over the Norfolk-to-Petersburg passenger route. The trip was conceived by **Susan Terpay**, NS director public relations, and a chamber board member. More than 200 business, civic, and government leaders rode an NS train made up of eight vintage passenger cars the railroad uses for special events and pulled by 1950s-era F-unit EMD locomotives.

As the train cruised at 56 mph, near top speed for NS freight trains running the route, it passed farm fields, woodlands dappled in fall red and gold, and scenes of small-town America. As guests enjoyed the view, Edwards and other NS employees talked about the railroad's business and some of the issues involved in mixing passengers and freight on the same lines.

Edwards dispelled a common misnomer: While government officials are touting high-speed rail, which generally refers to trains that travel faster than 110 mph, the top speed for passenger trains sharing NS track is 79 mph. NS freight trains top out at 60 mph.

"People have pictures in their heads of bullet trains like they see in Japan, and that simply is not what we're talking about here," Edwards said. True high-speed passenger trains run on their own dedicated tracks on separate rights of way. Mixing them with slower-moving freight trains creates what NS views as unacceptable track-capacity issues, in addition to increasing the railroad's operating costs and raising significant liability issues.

NS' 79 mph limit on passenger trains is based on rules established by the Federal Railroad Administration that tie top speeds to specific levels of track maintenance, said **Bill Schafer**, NS director strategic planning.

"Running trains at 90 mph over our railroad requires a higher level of track maintenance, plus special signals and train control systems, meaning more annual costs," Schafer said. "Those are things we're not prepared to do."

NS can't afford to subsidize passenger rail. As such, the company would not pay for track or infrastructure improvements needed to run passenger trains. Also, Edwards said, NS cannot hand over current excess capacity – be it trackage or room to expand freight operations – that otherwise could be available for the railroad's future use.

■ An Amtrak Crescent train passes an NS freight train at the 20th Street interlocking in Irondale, Ala.



Liability is another major issue. States or others introducing passenger rail would have to be willing to take responsibility for liability in event of accidents, Edwards said.

“Right now, we have freight trains that we control and that run on track we’re responsible for, and we’re in control of that environment,” Edwards said. “The entity that introduces passengers must cover the exposure to any liability that we don’t have now.”

## No stranger to passenger trains

NS has experience comingling freight and passenger trains. Currently, Amtrak operates passenger service over 1,987 miles of NS lines, mostly on the Dearborn Division but also on the Piedmont, Alabama, Georgia, and Lake divisions. NS also hosts several smaller commuter rail lines, such as the Virginia Railway Express in Northern Virginia, Metra in Chicago, and New Jersey Transit in Northern New Jersey.

Federal law permits Amtrak to operate trains on freight lines under specific conditions. It’s not a money-making proposition for the freight industry.

“Operating our freight enterprise and Amtrak trains over the same lines is a delicate dance, especially when it comes to keeping both Amtrak and our trains on time and running without getting tangled up,” said **Mark Owens**, NS senior director joint facilities, responsible for day-to-day interaction with Amtrak and commuter lines.

Accommodating passenger trains on single-track territory is especially difficult. On a single-track route on the Alabama Division, NS trains must pull off onto sidings to let Amtrak’s Crescent trains pass on their way to and from New Orleans.

“Even though it’s only one passenger train a day in each direction, with the heavy volume of freight we run over that line, it takes a lot of planning and coordination across the division,” Owens said.

Because passenger trains operate faster than freight trains, they use up more track capacity, adding to NS’ logistics challenges. On the Dearborn Division, for example, some NS trains run at around 30 mph, and it’s easy for an Amtrak train going 79 mph to overtake them. “When you look at a dispatcher’s board in Dearborn, it’s like watching a Pac-Man going after its prey – sometimes that passenger train is just eating those freight trains up,” Owens said. To avoid that, NS spaces its trains farther out, which reduces freight capacity even more.

In the Northeast Corridor, NS runs trains over lines owned by Amtrak between Philadelphia and Baltimore. NS’ trackage rights come with tight restrictions to avoid disrupting passenger trains, including limits on tonnage, time of operations, and a top speed of 50 mph. In some sections of this corridor, Amtrak runs trains at 135 mph.

“We operate today in a venue with high-speed passenger trains,” Edwards said. “We know what can and cannot be done, and it really doesn’t work well. It physically can be done, but we would come out the loser if we were forced to comingling our trains with higher-speed passenger trains on our own lines.”

When deciding where and how NS can support passenger service on its network, the railroad’s bottom line boils down to this: NS will take care – it cannot agree to a losing proposition. ■ BizNS

# New look shows new possibilities

If you noticed something different about the Norfolk Southern logo lately, you're not alone. Millions of people have seen the new "One line, infinite possibilities" tagline that now accompanies the speedliner image.

It's one small part of a rebranding effort to freshen NS' advertising message.

So, why do it now?

"Since the NS Thoroughbred brand will be 30 years old in 2012, we wanted to re-imagine and refresh the image," said **Rhonda Broom**, manager advertising and promotions. "Like the Association of American Railroads and other railroads, our advertising had been more focused on an environmentally friendly industry message that touted the ability of railroads to move freight more efficiently with less fuel. We wanted a more NS-centric campaign to complement the campaign from the AAR."

Broom said the decision was made to open up the creative project to a wide group of advertising agencies.

"We stressed that we did not want just a few advertisements, but rather a platform that could be used throughout the company to talk to employees, customers, and any of our various constituencies," Broom said.

Nine agencies sent in proposals to refresh The Thoroughbred image. Broom put together a focus group and narrowed down the best efforts to four agencies. These agencies each made a presentation to NS' senior management to pitch their creative messaging. RP3 Agency of Bethesda, Md., with its "One line, infinite possibilities" idea, was selected.

The message of the new campaign conveys how one railroad line supports the American economy and brings a world of opportunity and benefits to its customers and communities.

CEO **Wick Moorman** said the "One line, infinite possibilities" tagline reflects the fact that, "NS is the backbone of an integrated logistics system that makes modern life possible. We have extraordinary abilities to offer in terms of service, safety, economy, sustainability, and the ways in which we connect the businesses and people who depend on us."

An advertising campaign featuring the new message kicked off in October 2010. A new television commercial called "Connections" debuted and ran through the November elections on CNN and the Fox News cable networks.

To see the new commercial, go to the NS website. Watch for print, Internet, and social media advertisements, as well as a video featuring employees and a second television commercial beginning in spring 2011. ■ BizNS

We'll move mountains for our customers. Literally.

At Norfolk Southern, we're constantly looking for ways to increase efficiencies for the ports and shippers we serve. Take our Heartland Corridor public-private partnership project, for example. By raising 28 tunnel clearances to allow double-stack trains between Hampton Roads and Chicago, we were able to cut nearly 250 miles and a full day of transit time to the Midwest. Some would call that going the extra mile. We call it business as usual.

**NS NORFOLK SOUTHERN**  
One line, infinite possibilities.

Visit nsr.com or call 757-825-5348 for more information.

© 2011 Norfolk Southern Corp. Train Operator/Photo: Norfolk, Va. 2010

■ NS is running print ads to highlight the railroad's new branding message - One line, infinite possibilities - in various publications, including this one in "Port of Hampton Roads Annual 2011."



#### ON THE COVER:

Last year's couch potato has been active since we last saw him. He's put on his running shoes and hit the trail to get active and lead a healthier lifestyle.

BizNS presents an in-depth look at the challenges and opportunities Norfolk Southern faces. It is produced by the Corporate Communications Department.

Andrea Just  
EDITOR

Jon Glass  
CONTRIBUTING WRITER

Frank Wright  
DESIGN MANAGER

Audra Byrn  
DESIGNER

Casey Thomason  
PHOTOGRAPHER

John Earle  
ILLUSTRATOR

CONTACT US:  
Three Commercial Place  
Norfolk, Va. 23510

e-mail:  
bizns@nscorp.com

## BizNS readers can be greener

Since April 2010, BizNS readers have been able to opt out of receiving a print copy of the publication and read it online.

By early December, more than 2,400 employees had chosen to read the online version.

That's 2,400 people who have reduced their carbon footprint. How about you?

If you would like to opt out of receiving a print copy, log on to the Employee Resource Center, then click on About Me. You'll find an option for "Green Communications," where you can elect to receive a number of items electronically. You will receive an e-mail when a new issue of BizNS is available online.

As a reminder, all materials used in BizNS are recycled, and the publication is recyclable. ■ BizNS



## 2011 calendars available for purchase

Norfolk Southern 2011 calendars can be purchased for \$12.99 (including tax, postage, and shipping). For international shipments, add \$12 for shipping costs. To order by credit card, call toll-free 1-800-264-4394 between 9 a.m. and 5:30 p.m. EST.

■ BizNS

#### Or send a check or money order to:

Norfolk Southern Calendar  
c/o Nyberg Fletcher & White  
801 Cromwell Park Drive, Suite 100  
Glen Burnie, Md. 21061

All materials used in the production of this publication are recycled.  
Please help the environment by doing your part and recycling.

