

**Inside newsbreak:**

Planning pays off **2**

**Norfolk Southern responds to and recovers from hurricane; Lake Pontchartrain bridge repaired in 16 days**

When Hurricane Katrina slammed into the Gulf Coast, Norfolk Southern personnel were prepared to move in and assess the damage as soon as possible.

Safety & Environmental plays key role **3**

Floodwaters washed away track, ballast, crossties, signals, microwave communication towers and highway-rail grade crossing warning devices. Nearly five miles of track and ballast were washed from the company's 5.8-mile rail bridge over Lake Pontchartrain near New Orleans, halting rail traffic along the vital rail link to the west.

Employees, communities receive help **3**

"The bridge was covered with debris, some of the concrete spans were damaged and some had shifted. Many of the crossties were missing, and most of the track was on the bottom of the lake," said **Jimmy Carter**, chief engineer, Atlanta.

Engineering employees had worked before the storm hit Aug. 29 to place repair equipment in Birmingham, Ala. When it was safe to do so, crews moved to Slidell, La., to begin repairing the bridge. As they made their way to Slidell, they cleared more than 5,000 trees from the tracks and rights of way.

**Jeff McCracken**, chief engineer, Atlanta, led the effort to replace the track that now lay under water. A decision to recover the track instead of rebuilding it saved weeks in repair time.

"It was worth a try, even though it was something we had not done before," McCracken said.

Teams of divers located the track. More than 400 NS employees and contractors worked around the clock to repair the bridge. Nine cranes on barges were used to lift the track from the water and repair the concrete decks.

"We lined up eight of the cranes along the bridge, and divers rigged the track so we could lift it from the water and back onto the bridge," Carter said. "As the cranes lifted the track, we also could turn it upright on the decking.

When enough of the track was secure, the crane at the north end of the line would travel to the south end of the operation. We were able to recover about one mile of track every day."

Each crane was moved more than 400 times to complete the recovery operation.

The ninth crane was used for bridge structure restoration. Two concrete spans were replaced, and those that had moved were reset.

NS maintenance of way and structures crews completed the track restoration as the cranes moved down the line. Crossties arrived on barges. Excavators on barges were used to align the track. Missing ties and ballast were replaced, and the track was surfaced.

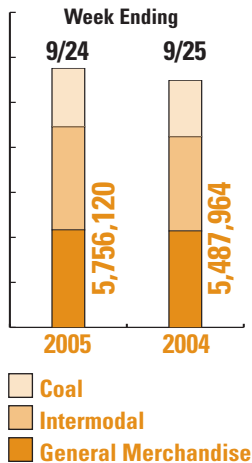
The hard work paid off when just 16 days after Katrina devastated the area, the first train ran across the bridge.

NS Chairman **David R. Goode** said, "The resumption of rail service following this disaster is a tribute to the dedication and efforts of Norfolk Southern people. They did the job in record time – safely and under extremely challenging conditions – in order to bring rail service back to New Orleans."



*Cranes pulled rail from the lake and placed it back on the bridge surface.*

## Carloadings Year to Date



Week #1 began Dec. 26, 2004, for the year 2005 and Dec. 28, 2003, for the year 2004.

## Planning, preparation expedite recovery effort

As Hurricane Katrina entered the Gulf of Mexico, the Norfolk Southern control center in Atlanta monitored its path closely with assistance from the National Weather Service.

"All Atlantic storms are monitored. That includes ice and snow storms, tornadoes and hurricanes," said **Tim Heilig**, assistant vice president transportation.

NS has had a hurricane plan for many years, but the intensity of Katrina, a Category 4 storm, was of great concern. Immediate preparation included arranging for additional locomotives to move equipment 20 to 50 miles inland, moving rolling equipment in southern Louisiana, Mississippi and Alabama to higher ground, rerouting shipments through other gateways, and removing more than 1,000 cars and locomotives from New Orleans and Mobile, Ala.

"Our greatest concern is our people," said **John Wagner**, assistant general manager transportation operations. "Because we began our preparation five to six days before the storm made landfall, our employees had at least 24 hours to take care of their families and their property."



Flooding and wind littered NS' rights of way with debris.

operations, communications and signals, service design and central yard operations. IT personnel installed phone lines, computer ports and television monitors so department heads could monitor the latest developments.

"The amazing process of setting up the command center really helped us work without interruption. IT did a wonderful job in making that happen," said **Debbie Butler**, vice president customer service.

Damage assessment began with the inspection of 1,400 miles of track the day after Katrina roared through coastal areas.

As the storm moved inland, customer service representatives began working with customers to divert shipments and with other carriers to keep traffic flowing. Using Operating Plan Developer, a computer program that quickly provides rerouting options, the transportation network was able to reroute traffic from New Orleans through other areas such as Memphis.

Customer service and marketing personnel worked together to overcome a shortage of locomotive fuel. Tanker trucks came from Texas to deliver fuel.

C&S established an additional command center in Birmingham, Ala., to coordinate plans of action, determine what materials were needed to restore operations and place generators at every crossing gate and signal. People working in both centers shared information through conference calls, although for some C&S workers it was more of a challenge as they worked without land line telephone service, fax machines, portable radios and computers.

"Our solid planning and open lines of communication helped us maintain operations in affected areas," Heilig said. "Our engineering people did a Herculean job in establishing operable lines through



MW&S forces lined the track.

Mobile and New Orleans were the most vulnerable areas. More than 150 generators were secured to run signals if power was lost, and all crossing gate arms were removed to avoid damage. Satellite phones were issued to department heads to maintain communication and to assess and report damage as soon as possible.

In Atlanta, a hurricane command center was staffed by various departments including customer service, transportation planning, engineering, field



Memphis, and we were able to connect with western carriers to keep traffic moving.”

NS employees worked overtime through Labor Day to restore operations. Crews armed with tents, canned foods and camping grills were dispatched to Mobile, Ala., and Slidell, La. RVs served as employee sleeping quarters, and camp trailer compounds were set up in Meridian and Slidell, La., for

employees who suffered devastating property losses.

“We have a number of employees in the area who have suffered

catastrophic loss, yet they are reporting for work.



Some had to cut trees off property and from the road just to get here and help get things back to normal,” said **Ray Rumsey**, assistant vice president C&S.

In 16 days, crews inspected 1,400 miles of track, removed 5,500 downed trees, installed 11,000 railroad ties and unloaded and surfaced track on 55,000 tons of ballast to restore bridges and rail lines to service. “That’s the kind of dedicated and committed people we have at Norfolk Southern, and I’m proud to work with them,” Rumsey said.

## Safety & Environmental plays key role in recovery

Once Katrina moved inland, Norfolk Southern Safety and Environmental Department teams were dispatched to affected areas. Accompanied by personnel from the Center for Toxicology and Environmental Health, they set up a portable lab to measure mold and sewage levels. Responders visited every yard office, building and work compound between Meridian, Miss., and Slidell, La., and Mobile and Birmingham, Ala.

The teams answered employees’ questions about potential disease outbreaks, and they inspected city water supplies feeding into NS facilities. Ice chests, water coolers and refrigerators were checked for safety concerns.

During the first week of September, team members slept on the depot floor in Jackson, Miss., under the stars in sleeping bags or in camper tents. RVs for employees to use plus canned foods and bottled water were sent from Roanoke.

“Only the dedication and loyalty of the entire NS team helped overcome this tragedy. We owe it to them to provide a safe working environment,” said **Chuck Wehrmeister**, vice president safety and environmental.

Once crews were able to return to New Orleans, they worked with contractors to remove sludge and debris from office interiors and the dormitory at Oliver Yard. Buildings that did not have to be razed were power washed and disinfected. Those that had to be razed were loaded into gondolas and rollaway dumpsters. Trailers to provide temporary office space at Oliver Yard were brought in from as far as Southwest Virginia. Employees also



helped in the construction of a camp city at Oliver Yard to house local employees who had been affected by Katrina.

“The dedicated and superhuman effort of all our employees through a very difficult time was phenomenal. Many were from out of town. It speaks volumes of the caliber of people we have on the Thoroughbred team,” Wehrmeister said.

## NS works to help employees, communities in Katrina’s wake

Norfolk Southern continues to assist affected employees and the communities it serves following Hurricane Katrina’s devastation.

The company expanded its financial program for employees who sustained losses due to Katrina in areas of Louisiana, Alabama and Mississippi. NS will grant up to \$4,000 to eligible affected employees to help cover un-reimbursed losses and temporary living expenses, and it will provide interest-free loans

*Nine cranes worked to restore the bridge, and the first train ran 16 days after Katrina hit.*

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up to \$15,000 to eligible affected employees to cover uninsured residential or property damages or losses.

"Our hearts go out to the people suffering in the wake of this devastating natural disaster, and we hope that offering interest-free loans to our affected employees will help them and their families get back on their feet," said **John P. Rathbone**, executive vice president administration.

Temporary job relocation is available as well.

Norfolk Southern also extended supplemental benefits to employee military reservists and members of the National Guard called for relief duty. To be eligible, an employee must be in active service and must have completed one year of service. The benefits include a monthly income supplement of \$1,500 and continuation of existing health care coverage and life insurance.

More than 65 NS police officers working as volunteers assisted emergency response organizations in the affected areas. NS is working with the Federal Emergency Management Agency and the Department of Defense to move temporary housing and necessary supplies to the affected areas as well.

In communities along its lines in Louisiana, Alabama and Mississippi, NS has contributed a total of \$500,000 directly to local and state emergency responders and other community organizations. The company also is matching employee donations to designated national relief organizations, up to a maximum corporate donation of \$500,000 through Oct. 31.

For information on how to participate in these programs, call NS' Human Resources Help Desk at 800-267-3313 or send an e-mail to [hrhelpdesk@nscorp.com](mailto:hrhelpdesk@nscorp.com). For further information visit the NS Web site at [www.nscorp.com](http://www.nscorp.com).

## Atlanta building named for Goode

Norfolk Southern's midtown Atlanta office building was named the **David R. Goode** Building in honor of the company's chairman, who is scheduled to retire in early 2006.

Goode, who became chairman, president and CEO in 1992, led Norfolk Southern through a challenging period that included economic downturns and a complex consolidation with Conrail to unprecedented levels of safety, customer service and financial performance.

President **Wick Moorman** called the building name a gesture of appreciation from the people of NS to a great leader.

"The fact is that David's contributions will far outlive bricks and mortar," Moorman said. "His focus on making rail a dependable and sought-after transportation partner has helped shape Norfolk Southern and the rail industry for the new century."

The company acquired the 12-story building at 1200 Peachtree St. from AT&T in 2004 and began consolidating departments there from various Atlanta locations in 2005. Currently, about 1,200 employees work at the building, and 600 more are expected to relocate there in the near future.

## Wick Moorman named CEO; Jim Hixon to lead law and corporate relations

**Charles W. (Wick) Moorman** was named to succeed **David R. Goode** as Norfolk Southern's chief executive officer, effective Nov. 1.

Moorman, who has served as president since October 2004, will continue in that position. Goode will continue as chairman until his anticipated retirement in early 2006.

**James A. Hixon** was named executive vice president law and corporate relations. Reporting to Hixon will be the law, government relations (formerly public affairs) and corporate communications (formerly public relations) departments.

## NS Foundation announces increased matching gifts limits

Norfolk Southern Foundation has announced an increase to \$35,000 for the annual limit on eligible Matching Gifts for active employees. In addition, effective July 1, 2005, eligible educational institutions now include certain private secondary schools, accredited by one of the six nationally recognized regional educational associations, that have been preapproved by the Norfolk Southern Foundation.

These changes are reflected in the revised Norfolk Southern Foundation Matching Gifts Program Guidelines/Matching Gifts Program Request Form, available at [www.nscorp.com](http://www.nscorp.com). To access and print a copy of this form, click on the "Employees" tab, then on "Retirees" to reach the form. You must have Adobe Acrobat Reader to download and print the form.

These changes are in addition to those made early in 2005 to raise the annual limit for retirees to \$25,000.

## Send us your stories about military service

For our November issue, we're looking for stories about Norfolk Southern employees and family members who have served or are serving in the military. We'd also like to hear some of your thoughts about Veterans Day. Send your stories, anecdotes and photos to Newsbreak editor Andrea Just via e-mail at [andrea.just@nscorp.com](mailto:andrea.just@nscorp.com), or U.S. mail at Three Commercial Place, Box 224, Norfolk, Va., 23510.