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# NS newsbreak

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December 2008

## Sustainability Brochure inside

In the November issue of *Newsbreak*, we told you a preview of Norfolk Southern's Sustainability Report was included. Unfortunately, it was not, so we've included it in this issue. For the complete report, check out NS' environmental Web site at [www.nscorp.com/footprints](http://www.nscorp.com/footprints).

**"Diversity in Norfolk Southern doesn't reside in any one particular area. There's a diversity tie-in to almost every business endeavor that our company has. We're trying to cast the net as wide as we can."**

**David Cobbs Jr.,**  
avp diversity and equal  
employment opportunity

## NS strives to expand partnerships with minority- and women-owned businesses

Norfolk Southern gained ground on two fronts when it began buying office supplies through Guy Brown Products LLC.

On one, the company is saving money under a new purchasing contract. On the other, NS has advanced its goal to expand opportunities for minority- and women-owned business enterprises known as MWBE firms.

Both are good for business. More and more, many of NS' customers – particularly large-product and manufacturing companies such as the Detroit automakers, the U.S. Postal Service, and P&G – are keeping tabs on the railroad's business dealings with MWBE firms. They want to do business with companies that place an importance on diversity in the marketplace.

"They like to see that we're involved with MWBEs and that we're giving them an opportunity," said **Larry Deel**, manager purchasing-wireless and administrative in Roanoke. Manufacturers can advertise those links to help sell their products.

Contracting with MWBE firms is a challenge for the railroad because most of the big-ticket items it buys – such as fuel, cross-ties, rail, freight cars, and locomotives – are produced by large conglomerates. The greatest opportunities at NS for MWBEs are for services. Currently, two of NS' largest contracts with minority-owned businesses, exceeding \$8.5 million total, are for information technology services and supplies.

On a quarterly basis, the Material Management Department monitors and reports the MWBE spend. In 2007, NS spent nearly \$14 million with minority suppliers and more than \$81 million with women-owned companies, for a total of more than \$95 million.

"We provide opportunity for all suppliers, but go the extra mile to get MWBEs involved in our procurement process" said **Bill Rousis**, director purchasing in Roanoke. "Of course, they must be capable of producing a quality product, meet delivery requirements, and be price competitive."

**Waris Wade**, supervisor purchasing in Roanoke, helped to negotiate the Guy Brown contract, which is valued at more than \$3 million annually and is one of the largest contracts NS has with a minority firm. Wade said Guy Brown offered the best price among several firms that vied for the business. Guy Brown now handles administrative and customer-service duties for NS' purchase of office supplies, while OfficeMax continues to supply equipment and make deliveries.

NS' supplier diversity efforts are facilitated by Material Management, the department primarily responsible for the procurement of materials and services. Recently, Rousis and Deel, in collaboration with the NS Automotive Marketing Group, attended a Minority Matchmaker event hosted by Chrysler Corp. in Auburn Hills, Mich. In an effort to reach out to potential new suppliers, Deel crafted a brochure listing telephone numbers of NS purchasing personnel for distribution. NS also offers a diversity mailbox on the company Web site to route firms to the appropriate buyers.

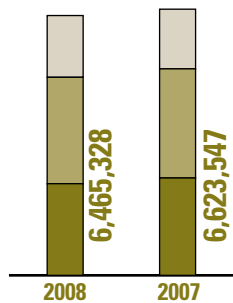
NS views diversity as important in both its work force and in the marketplace as it strives to reflect the communities it serves, said **David Cobbs Jr.**, assistant vice president diversity and equal employment opportunity. "Diversity in Norfolk Southern doesn't reside in any one particular area," he said. "There's a diversity tie-in to almost every business endeavor that our company has. We're trying to cast the net as wide as we can."

## Carloadings

Year to Date

Week Ending

11/8 11/10



Coal  
 Intermodal  
 General Merchandise

Week #1 began Dec. 30, 2007, for the year 2008 and Dec. 31, 2006, for the year 2007.

## NS New Media Team exploring new ways to communicate



Twitter anyone? How about an RSS feed? Maybe you'd like to blog?

It's a brave new world out there in the Google era of online communications, and Norfolk Southern is looking to join the conversation.

Since July, a New Media Team, chaired by **Rick Harris**, director corporate communications, has been meeting to explore the opportunities – and potential pitfalls – of using Web-based media tools to engage its employees and its many external customers.

"The more we learn about this online community," Harris said, "the more it seems to make sense for Norfolk Southern as a smart company to explore how we might use it to improve communications with all our audiences."

The initiative originated with **Frank Brown**, assistant vice president corporate communications. The tragic shootings at Virginia Tech last year crystallized for him the need for NS to

formally examine the channels it uses to reach employees and others.

"I believe in the theory that anything can and will happen and, even though we can't prepare for everything,

we've got to do the best we can," he said.

Most important, NS must be able to quickly communicate with people during a crisis or to correct false information about the company, Brown said. That includes reaching employees, rail customers, the news media, elected officials, online bloggers, and the many communities served by NS.

"Public opinion and reporting are not going to wait on us," Brown said. "If we want our message to get out, it has to be now and over a channel the recipients want."

Potential benefits extend well beyond crisis communications, he added. Major changes have occurred in the way people communicate. Millions now log on to such social-networking sites as Facebook and MySpace, which has so many users that if it were a country, it would be the world's

eighth largest. Instead of talking on their cell phones, many people now send text messages.

"We want our various customers to be able to get information from us using the channels that they choose," Brown said.

The team is doing a "reality check" to determine whether NS is providing people with information they use and need and also is devising an online survey for employee feedback on how they'd like to receive it.

"There are a lot of good opportunities for Norfolk Southern to get involved in new media, but we want to focus on those that will give us the most impact," said team member **Amber Karnes**, manager online communications. "I think it's great that we're looking at what's available and getting involved in a way that's appropriate to our business."

The team recognizes that NS must exercise caution as it explores the possibilities, said member **Joe Carpenter**, an NS general attorney and e-discovery counsel.

"The caution comes from the knowledge that this is a whole new world of communication with very few defined boundaries concerning appropriate and acceptable behavior," he said. "From a legal perspective, this creates a challenge in anticipating potential liabilities. We have to carefully weigh these considerations against the group's energy to implement tools that could have valuable utility."

NS already has ventured into cyberspace. Earlier this year, CEO **Wick Moorman** began blogging on the company's employee resource center site, candidly answering employee questions and sharing his thinking on NS' business. It's been hugely popular based on employee response, Karnes said.

Recently, NS created its own "brand channel" on [www.youtube.com](http://www.youtube.com) to promote the company to YouTube's worldwide online-video community.

In the works is a plan to add RSS feeds to NS' Web site, allowing the company to automatically deliver news releases, executive speeches and other content to subscribers, including journalists, analysts, and investors.

The industrial products marketing group has proven the popularity of RSS feeds as part of accessNS, an e-commerce initiative, said team member **Mark Wittl**, manager customer applications. The feeds, offered for several years to rail customers, send out such things as updates on pricing and carload reports.

"We've seen its use grow by leaps and bounds," Wittl said.

The marketing group's hard work was



Mark Wittl (center), NS manager customer applications, receives a Customer Intelligence and Management Award from Ron Milton, executive vice president Computerworld magazine (left) and Darryl McDonald, Teradata chief marketing officer, (right) at the Computerworld Enterprise Intelligence Awards.

rewarded when NS was named a finalist in Computerworld magazine's 2008 Enterprise Intelligence Awards in the customer intelligence and management category.

Some companies have created internal pages on their Web sites that allow employees to network and share their expertise, an idea that intrigues Harris. With NS' diverse talent base spread across 22 states, such an outlet could help employees quickly access company experts and brainstorm ideas and serve as a valuable repository of corporate knowledge for new employees, Harris said.

Team member **Kimberly Thompson**, strategic program manager, expects NS' use of new media to be part of Track 2012 and innovatioNS initiatives, both efforts to improve the company's long-term performance.

"I got involved with the team in hopes that we can use the new media to reach out to our employees and enhance the way we communicate and collaborate with customers," Thompson said. "I see a lot of potential."

## Engineer rushes to assist colleague who collapses

When **Ed Speight Jr.**, a locomotive engineer from Birmingham, Ala., was returning to his motel room in the Atlanta area, he noticed a man lying on the grass nearby. A number of people had walked passed the man, ignoring his plight. Speight looked more closely and realized it was **Karl Henry**, another locomotive engineer with whom Speight had worked earlier that day.

Henry had just returned to Norfolk Southern from a four-year deployment with the U.S. Army. He had gone to work out at a gym next to the hotel when Speight last saw him. Henry had collapsed and tried to call 911 but was unable to communicate with the operator. His cell phone was not local, so the 911 operator could not trace his location.

Speight ran into the hotel and called for help. An ambulance arrived and transported Henry to a nearby hospital. Speight went with him.

At the hospital, doctors said Henry actually died and was successfully revived.

"Certainly the concern Ed Speight showed for someone who might have been a complete stranger, but turned out to be a colleague, shows what an outstanding person he is," said **David Browning**, road foreman of engines, Birmingham. "He truly is a hero."

## DARS' two new counselors help 'bridge the gap'

**Rollie Nocera** and **Myles Scully** have some things in common. They want to help others, they're experienced rail hands, and they've both been sober for some 13 years.

Now, they share another distinction: They're the newest field counselors to join Norfolk Southern's Drug and Alcohol Rehabilitation Services, an employee assistance program known as DARS.

Since May, Nocera, formerly a car inspector at Conley, Pa., and a 33-year railroad veteran, has worked DARS' Pittsburgh Division, which extends from Buffalo, N.Y., west to Cleveland. Now 53, Nocera could have ridden out the next seven years to retirement in the yard, but he decided to take on the challenging DARS job as a way to give back.

"I found freedom from addiction, and I think the most valuable thing I have is the message that this is the way to go," he said. "I think it smoothes the edges over a bit when you talk to someone and they know you've been down this path before, too."

Scully, who spent seven years as a centralized yard operations clerk in Atlanta, is responsible for the Alabama Division, a territory that stretches from New Orleans to Memphis, Tenn., and from Hattiesburg, Miss., to Columbus, Ga. Since taking the job a year ago, he's driven more than 30,000 miles on calls.

"People under the throes of addiction require a lot of effort and guidance, a lot of optimism," he said. "This was an opportunity to work in a field where, for me, it is a labor of love."

In existence since 1973, DARS is not a treatment program. "Our goal is to steer people to the right resources," said **Jack Scott**, DARS manager in Norfolk. "We bridge the gap from the workplace to a 12-step program like Alcoholics Anonymous or to treatment hospitals. That's our strength."

Ideally, Scott said, an employee recognizes that he or she has a problem and contacts a DARS counselor before causing an accident or getting cited for a rules violation because of drug or alcohol use. Scott describes DARS as a "safety net" that enables employees to keep their jobs as they deal with their problem. Employees are guaranteed confidentiality.

A unique aspect is that all DARS counselors are railroaders who overcame drug and alcohol abuse. To qualify, they must have been sober for at least five years and extensively experienced in the recovery process. Being a railroader – rather than a therapist with a master's degree in coun-

**Counselors** – Continued on 6

# SPIRIT AWARDS FOR PERFORMANCE

Norfolk Southern's core values – safety, performance, integrity, respect, innovation, and teamwork – are reflected in its SPIRIT Award Program. The program recognizes employees whose significant achievements best exemplify those values. Awards are given for performance and innovation.

The SPIRIT Award for Performance recognizes individuals or teams for superior performance outside normal job responsibilities, outstanding performance of job responsibilities, or successful completion of a high-impact, short-term project.

The SPIRIT Award for Innovation recognizes individuals or teams for making a significant contribution in the creation, development, or diffusion of innovative solutions to business challenges.

Here are the 2008 winners of the SPIRIT Award for Performance. Winners of the innovation award will be published after presentation in January 2009.

**James Agentis Jr.**, section foreman, Easton, Pa.  
**Ronald Alderman**, manager accounting systems, Roanoke  
**Eddie Allman**, systems analyst, Roanoke  
**Ronald Allred**, welder, Moberly, Mo.  
**Gail Anthony**, senior designer, Atlanta  
**Robert Ashmore**, RFE/LET instructor, McDonough, Ga.  
**Jeff Barnes**, engineer environmental, Roanoke  
**Richard Bingham**, senior designer, Atlanta  
**Pamela Blakeney**, manager freight claims settlement, Atlanta  
**Jackie Blankenship**, senior designer, Roanoke  
**Wes L. Callender**, district claim agent, Susquehanna, Pa.  
**Gary Clapsaddle**, project engineer, Dearborn, Mich.  
**Gary Cleeton**, carpenter foreman, Moberly, Mo.  
**Thomas Coltrane**, supervisor work equipment technical, Charlotte, N.C.  
**Henry Cook**, carpenter lead, Moberly, Mo.  
**Clinton G. Corley**, assistant track supervisor, Birmingham, Ala.  
**Charles Cox**, carpenter foreman, Decatur, Ill.  
**Michael G. Crain**, section foreman, Granite City, Ill.  
**Bill Cramer**, conductor, Roanoke  
**Ruth L. Cullison**, district claim agent, Chicago  
**Clarence Davis Jr.**, machinist, Chattanooga, Tenn.  
**Daryl Dexter**, roadway machine repairman, Regional  
**Jenifer Eycler**, train dispatcher, Susquehanna, Pa.  
**Danny Fainter**, supervisor payroll accounting, Roanoke  
**Charles Fike**, manager utility coal, Philadelphia  
**Richard A. Frank**, foreman, Lafayette, Ind.  
**Matthew Freundt**, product manager, Norfolk  
**Steve W. Frye**, district claim agent, Louisville, Ky.  
**Robert Gannon**, design engineer maintenance equipment, Charlotte, N.C.  
**Joseph M. Gennette**, engineer environmental, Atlanta  
**David Gibson**, designer, Atlanta  
**Joseph Gillen**, assistant track supervisor, Bryan, Ohio  
**Donald Gillespie**, electrician, Altoona, Pa.  
**Thomas Glasscock**, assistant manager car engineering, Roanoke  
**Mike Gornick**, assistant manager crew management, Atlanta  
**Erick Grafton**, foreman, Burns Harbor, Ind.  
**Stephen Gray**, division manager, Columbus, Ohio

**Stephen Griffin**, associate designer, Atlanta  
**Carl Haley**, assistant custodial supervisor, Roanoke  
**Gary Hemstreet**, signal maintainer, Ooltewah, Tenn.  
**Philip Hess**, engineer LEAN production system, Enola, Pa.  
**Charlie R. Higgins Jr.**, district claim agent, Atlanta  
**Dustin Hill**, machine operator, Harrisburg, Pa.  
**Michael S. Hilmes**, district claim agent, St. Louis  
**Caleb Holmes**, electrician, Chattanooga, Tenn.  
**Donald Hudson**, signal maintainer, Dalton, Pa.  
**David Hughes**, laborer, Granite City, Ill.  
**Vaughn O. Hukill**, signal maintainer, Delta, Ohio  
**Albert James**, trainmaster, Norton, Va.  
**Neal Jamison**, senior designer, Roanoke  
**William John**, customer service representative, Atlanta  
**David Johnson**, welder helper, Granite City, Ill.  
**Bob Judge**, designer, Atlanta  
**Henry Kart Jr.**, foreman, Burns Harbor, Ind.  
**Keith Keeton**, trainmaster, Decatur, Ill.  
**James M. Kinder**, engineer special projects, Bluefield, W.V.  
**Jeff King**, assistant manager payroll, Roanoke  
**Ron King**, signal maintainer, Romulus, Mich.  
**Larry Larkins**, electronics engineer UTCS, Atlanta  
**Sharon London**, manager forecasting & business processes, Roanoke  
**Greg Macklem**, designer, Roanoke  
**Anthony Malone**, associate designer, Atlanta  
**Kenneth Martin**, road foreman of engines, Decatur, Ill.  
**John McAlister**, welder, Granite City, Ill.  
**Andy McDowell**, senior designer, Atlanta  
**J. Daniel McHugh**, manager claims, Roanoke  
**Harry Meinhardt**, section foreman, Columbia, Pa.  
**Stephen Michael**, RFE/LET instructor, McDonough, Ga.  
**Shane Mills**, electronics engineer UTCS, Atlanta  
**Rhonda Moore**, engineer public improvements, Atlanta  
**Paul Morgan**, trainmaster, Kingsport, Tenn.  
**Christopher D. Moss**, carman, Atlanta  
**Brent Munsey**, associate designer, Roanoke  
**Jeffrey Newbill**, senior designer, Atlanta  
**Shelton O. Nichols**, machine operator tamper lead, Wilton, Ala.  
**Richard Odum**, laborer, Granite City, Ill.  
**Joe Oliver**, engineer environmental, Knoxville, Tenn.

**Eric Parker**, signal maintainer, Jackson, Ga.  
**Andy L. Payne**, machine operator ballast regulator, Wilton, Ala.  
**Douglas P. Price**, district claim agent, Norfolk  
**Ananisa Putmon**, associate designer, Atlanta  
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**Arthur Regenold**, RFE/LET instructor, McDonough, Ga.  
**Chris Reynolds**, senior systems coordinator, Roanoke  
**Garry Roe**, senior general foreman, St. Louis  
**Tommy R. Rollings**, assistant building superintendent, Atlanta  
**Jeff Sanders**, conductor, Roanoke  
**Nate Shepperson**, manager payroll, Roanoke  
**Marshall Sherland**, electric welder, Elkhart, Ind.  
**Joey Shirley**, police spec. agent/field training officer, Atlanta  
**Jeff L. Sicilian**, senior general foreman, Bluefield, W.V.  
**Bruce Simon**, manager communications and signals networks, Atlanta  
**Steve Sinclair**, sheet metal worker, Altoona, Pa.  
**Edward Singleton Sr.**, lubricator maintainer, Elkhart, Ind.  
**L.B. (Bruce) Smith**, signal maintainer, Hannibal, Mo.  
**Matthew Sommer**, associate designer, Atlanta  
**Mike W. Soulis**, general foreman, Atlanta  
**Chad Spaulding**, crew transporter, Williamson, W.V.  
**Kimberly C. Spicer**, senior designer, Atlanta  
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**Howard Swanson**, assistant division engineer bridges, Decatur, Ill.  
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**William E. Thompson Jr.**, assignment clerk, Atlanta  
**William Thompson**, machinist, Altoona, Pa.  
**Elizabeth Tuttle**, senior designer, Atlanta  
**Donald Usak**, manager locomotive engineering, Atlanta  
**Warren Walker**, carpenter, Roanoke  
**Douglas E. Winkler**, district claim agent, Pittsburgh  
**Bob Wright**, assistant division engineer, St. Louis  
**Kristen Yeatts**, manager accounts payable, Roanoke  
**L. Shannon Young**, assistant RH foreman, Bluefield, W.V.  
**Richard Zwolinski**, manager crew management, Atlanta



## Counselors – Continued from 3

seling, for instance – equips them with a valuable company perspective, Nocera said.

“We really and truly understand the culture and who we’re dealing with because we’ve lived those lifestyles,” he said. “We’re able to connect better because we have that common background.”

Both Nocera and Scully, who turned 50 in November, said the counseling jobs have been lifestyle changing. They’re on call 24/7, and they often are on the road to meet with employees in need and family members. It can be emotionally and physically draining.

“It’s no 9-to-5 job. It’s a lot of hours, a lot of commitment, a lot to know,” Scully said. “But I love it.”

About half the employees who receive assistance from DARS come in after recognizing they have a problem. The other half usually ends up there after a rule violation, including testing positive for drugs or alcohol, Scott said. Many railroad positions are required by federal law to be randomly tested for use, and the company has its own policies for drug testing.

While not geared toward treatment, DARS uses a “hands-on” approach, Nocera said. Counselors, for example, will attend AA meetings with employees and offer moral support in follow-up visits to gauge progress.

Nocera realized he needed help in 1989, when he worked for Conrail, before the NS acquisition. For him, it took getting suspended for drinking on the job and his wife leaving him. Even so, he faced challenges over the next several years.

“When I was first sober, I was worried about how I was going to stay sober at Christmas or for the Super Bowl, or on Memorial Day,” Nocera said. “Then I learned how to just look at today. That’s the key, living just one day at a time.”

His wife, who eventually returned, sought help to better understand what he was experiencing, and now “we’re in recovery together.” Recently, they celebrated their 29th wedding anniversary.

“A lot of people really do want help, they just don’t know how to get it,” Nocera said. “At DARS, we let them know that there is light at the end of this tunnel.”

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## NS going high-tech to map the rail network

Norfolk Southern has launched a major rail corridor mapping project that will produce a computerized geographic database of every piece of track infrastructure.

Designed to improve performance, safety, customer service, and profitability, the Geographic Information System database will equip NS employees with a powerful new tool to manage and use railroad assets.

The ambitious undertaking – estimated to take 30 months and an investment of around \$18 million – is one of NS' Track 2012 initiatives to sustain the company's long-term success. It will create NS' first enterprise-wide GIS network.

The project will produce a 3-D digital database pinpointing the location of NS' infrastructure – from track centerlines, rail switches, and signals to road crossings, bridges, and tunnels. The mapping encompasses 22,000 miles of NS' main-line track in 22 states and the District of Columbia, plus approximately 10,000 spur tracks.

It will give NS employees computer access to a secure GIS database that is accurate to within a foot, with high-resolution aerial photography offering a quality view of infrastructure down to a three-inch square area per pixel.

"From what we can find out, this is the first time that anyone – a railroad or any other company – has done this kind of mapping to this degree of accuracy and this degree of magnitude," said **Brent Mason**, system engineer mapping and utilities, who is overseeing the project. "This database is going to help us revolutionize the way we run the railroad. It will give us a world-class roadmap of our rail assets."

Many of the high-tech projects NS is using or developing to increase operational efficiencies – such as Optimized Train Control, LEADER® and Wireless Event Recorder Information System – will draw on the database for geo-spatial data they need to function.

The database and the GIS applications derived from it will assist such NS users as dispatch, transportation, IT, marketing, real estate, police and security, infrastructure maintenance and planning, and yard management.

"All NS departments that require geographical-based information will benefit from the creation of this highly accurate and complete database," said **David Becker**, assistant chief engineer project planning and engineering services. "It will give engineering an accurate inventory of our signals and trackage, plus it will drive applications to permit better management of many other

operational assets. That's essential because asset utilization is a critical driver of success."

Once the base infrastructure "roadmap" is done, layers of other information can be tied to specific geographically referenced points. The database, for example, will enable a customer's requirements for a specific car type to be tied to its spur location, allowing NS to more accurately track the movement of proper freight car types to that location.

How's the roadmap being created? Since early September, a survey company under contract with NS has been collecting data from a helicopter flying about 300 feet above ground. The aircraft is equipped with a laser device called LiDAR, digital video and still cameras, and a Global Positioning System.

The LiDAR device shoots pulses of laser beams to record topographical data, including the elevation of track infrastructure. The video and still cameras capture images, while the GPS device "tags" the data collected by longitude and latitude.

"This technology precisely locates our tracks relative to their position on the planet, so NS can correctly correlate other geographically referenced data sources to our rail network," Becker said.

One of the big drivers behind the mapping, Becker said, is optimized train control, or OTC. Also known as positive train control, OTC, still under development, will enable railroads to accurately track and control trains. To work, OTC must be tied in to the infrastructure database, which is the tool NS will use to locate and manage the trains in real time.

Two sections of main line that will be first to test the OTC technology have already undergone the high-tech mapping: a 124-mile stretch between Charleston and Columbia, S.C., and a 115-mile line from Columbia to Charlotte, N.C.

By the end of December, Mason expects to have data collected on approximately 4,400 miles of track in South Carolina, the western part of Pennsylvania, Virginia, and West Virginia. System engineers are in the final phase of developing software that will give NS engineering field supervisors the ability to update the database using a handheld GPS device. This will record infrastructure changes, such as the addition of new switches or the relocation of a signal.

Current projections are that the systemwide database will be complete and ready for use by end of 2010 or first quarter 2011.

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## *Inside newsbreak:*

NS business partner  
base expands

1

New Media breaks  
new ground for NS

2

Sustainability  
Report

Center  
Pullout

### *NS 2009 calendars available for purchase*

Norfolk Southern 2009 calendars can be purchased for \$11.95 (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 8:30 a.m. and 5 p.m. E.S.T.

**Or send a check or money order to:**  
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Glen Burnie, Md. 21061

