

# Biz NS

**Norfolk Southern**



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Rollin'  
Out  
Again

630

630



# Biz NS

Sept/Oct '11

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# 21<sup>ST</sup> CENTURY STEAM!

Gray smoke billows skyward as No. 630, gleaming in the morning sun, powers up.

Whistle wails, inspiration for a Johnny Cash song: WRRRooo! WRRRooo!

Brass bell rings: Clang! Clang! Clang!

Steam pushes pistons, driving rods revolve, steel wheels turn: Chuffa, chuffa, chuffa, chuffa!

For the first time in nearly a generation, the sights and sounds of steam locomotives are back on the rails of Norfolk Southern.

Newly restored steam locomotive 630 – built for NS predecessor Southern Railway in 1904 and now owned by the Tennessee Valley Railroad Museum in Chattanooga – is one of three steam locomotives that will ride the rails as part of the new “21st Century Steam” program. The limited excursion program, created through an agreement between NS and TVRM, made its inaugural run behind the 630 over Labor Day weekend in Chattanooga. The two other locomotives, former Southern Railway No. 4501 and the Tennessee Valley Railroad’s No. 610, will begin pulling excursion trains after undergoing overhauls.

Starting next year, NS intends to run a dozen or so steam excursions annually, said **John Irwin**, NS assistant vice president transportation network. The plan is to invite employees, customers, suppliers, government officials, and other guests on short trips to highlight the rail industry’s rich history and showcase the key role NS plays in today’s global economy.

“The game plan is over the course of five years to traverse the whole system, not all on the mainline, but over the areas served by NS,” Irwin said.

For railroad people, the sight of a fireman rhoweling coal into the 630’s blazing firebox, the chuffa-chuffa sound from the smokestack, and the smell of coal smoke are the stuff of romance.

■ Newly restored steam locomotive No. 630 gleams in the sunlight.





For more information about Norfolk Southern and its new steam excursion program, including a look at how a steam locomotive operates, visit the railroad's new website at [www.21stcenturysteam.com](http://www.21stcenturysteam.com) or scan the QR code below.



The scope of 21st Century Steam will be much smaller than excursion programs operated by Southern and NS from 1966 to 1994, Irwin said. As many as 50 steam excursion trips were run annually then, and NS did not control who rode the trains or the message. They mainly benefitted railroad historical associations, which sold tickets to raise funds.

When NS ended the program 17 years ago – a decision with enough significance to be reported by The Washington Post – the railroad said the steam trips were interfering with freight traffic. The new program, Irwin said, will be run to avoid conflicts with freight schedules.

"We need to protect our customers' freight and manage the railroad," he said.

The return of steam is a good thing for NS, said **George Eichelberger**, NS director technical marketing services, a TVRM member, and archives director for the Southern Railway Historical Association.

"The attraction of a steam engine to the general public is immeasurable," he said. "Being able to ride behind one is nice, but I think just running them around on the tracks is a great advantage, because people pay attention. I like the idea both as a public awareness tool and as a marketing tool for the railroad."



■ Far left: No. 630 pulls six passenger cars on a trial NS mainline run between Chattanooga and Cleveland, Tenn., in August.

■ Middle top: A gauge inside the cab of the 630 monitors engine steam pressure.

■ Middle bottom: Coal burns in the 630's firebox, reaching temperatures of 2,600 degrees Fahrenheit, hot enough to melt steel.

■ Left: **Joe Wilson**, a volunteer at the Tennessee Valley Railroad Museum, makes last-minute checks before making a run on the 630.

## A labor of love

Some NS employees previewed the steam experience with the 630 in May during a National Train Day event in Chattanooga. The shiny black engine pulled passenger cars over TVRM's main line on the regularly scheduled Missionary Ridge Local, a three-mile trip on a former Southern Railway line that extends between the museum's Grand Junction station and the East Chattanooga depot. The depot is adjacent to TVRM's Soule Shops complex, where the 630 underwent restoration.

For railroad people, the sight of a fireman shoveling coal into the 630's blazing firebox, the chuffa-chuffa sound from the smokestack, and the smell of coal smoke are the stuff of romance. You are riding behind the iron horse, with visions of westward expansion and industrial might, of a time when anything seemed possible through determined grit and American know-how. It is a powerful, magical force.

"It's all a labor of love for us," said **Joe Wilson**, a TVRM volunteer and 630 engineer on Train Day.

Outfitted in blue overalls, denim shirt, and pinstriped railroad cap, Wilson worked the throttle with his left hand, controlling the flow of steam to the engine's cylinders, while adjusting with his right

hand the power reverse gear, which determines the direction of travel and engine efficiency as the train speeds up or slows down. He took special delight in grabbing the metal whistle bar overhead and tugging rearward, letting loose the 630's melodious, wailing voice.

"I come home covered in soot and my wife asks, 'You do this for fun?'" Wilson joked. It's so much fun that Wilson, director of the Bradley County 911 communications center in Cleveland, Tenn., has done it for 10 years.

In 21st Century Steam, TVRM will act as service provider on excursion trips, including handling ticket sales. **Bob Saxtan**, NS senior general foreman steam in Chattanooga, will oversee operation of the trains on NS' system.

During NS' earlier steam program, Saxtan helped maintain the locomotives at a converted NS diesel shop in Birmingham, and also fired and operated excursion trains. He assisted with the 630 restoration and makes himself available as work proceeds at Soule Shops on the 4501's overhaul.

"They're still good, sound engines," Saxtan said. "Even though it's old technology, it's good technology. As long as you maintain them, you can run them almost indefinitely."



## A glorious thing to see

Looking at the 630 now, it's hard to imagine that the old locomotive once was nothing more than a rusty boiler and frame up on blocks in the back of Soule Shops. Restoration began more than 10 years ago, proceeding in starts and stops as money and volunteers made progress possible.

"You saw this thing torn down and it looked like so much scrap metal," said **Bill Schafer**, recently retired NS director strategic planning who serves as TVRM's director of development. "Then it slowly began to come together. It was like a butterfly coming out of a cocoon – a glorious thing to see."

One person playing a major role was **Shane Meador**, who joined NS in 2005 as a machinist at Chattanooga diesel shop. He began volunteering at TVRM at 13 as a "coal cutter" on the museum's steam trips. He rode on the coal pile in the engine tender and pushed coal down with a shovel when the fireman needed more. At 16, he qualified as a fireman; by 18 he was certified as a steam locomotive engineer.

Meador now is on a leave of absence from NS to help overhaul the locomotives for 21st Century Steam. "My great-grandfather was a machinist for the L&N Railroad, and I've always been fascinated by trains," he said.

Before its overhaul, the 630 last ran in 1989. "The engine and the running gear were just worn out," Meador said.

Here's a sampling of the effort that went into restoring the 630: New driving boxes, which support the axles, had to be cast. All of the pedestals, which support the driving boxes, had to be re-machined. The eight driving wheels had to be lathed, quartered, and re-tired. The spring rigging system, which acts as shock absorbers, had to be redesigned. The main and side driving rods had to be re-machined and "re-true'd." New tubes and flues, which transfer heat and gases from the firebox to the smoke box and help generate steam, were installed. TVRM's metal shop fabricated a new steel "jacket" to cover the boiler. The throttle controls were rebuilt. A more modern air brake system was installed from scratch.



■ **Top: Shane Meador**, an NS employee and TVRM volunteer, shovels coal into the 630's firebox during the launch of 21st Century Steam over Labor Day weekend. Meador played a key role in 630's restoration and is helping overhaul steam locomotive No. 4501.

■ **Right:** Starting in 1999, the restoration of the 630 occurred over a decade. It is shown here outside the Soule Shops complex, where the overhaul took place.



■ **Bottom: Gary Webb**, NS painter, holding a paint spray gun, gets credit for the 630's gleaming paint job.





Saxtan reckons that there are more new parts on the 630 than old, which is not unusual for a steam locomotive.

“Even back in the steam days on the Southern, the 630 had its original driving wheels and side rods replaced,” Meador said. “We have documented all the different locomotive numbers of stamped parts found on the 630, and it’s amazing how many different locomotives it’s made up of.”

The cylinders on the 630, with casting dates of 1944 and 1946, are the third set, he said.

Another interesting discovery: the 630 appears to have been in a wreck. The frame’s

right side had eight to 10 breaks with old welds, and the entire frame was bent slightly.

“We haven’t been able to find documentation of a wreck, but it’s very apparent that at some point it took a wallop,” Meador said.

Because Soule Shops does not have a press large enough to straighten the 5-inch-thick steel frame, the restoration crew improvised to ensure the driving wheels would run true. Meador ran tight wires through the centerline of the engine cylinders, which were re-bored, and then individually machined and leveled the pedestal boxes to ensure they were square.

“It was tricky to try to figure all that out,” Meador said. “The frame still has a warp to it, but we’ve corrected for it.”



The work needed on the 4501 is not as extensive, but there’s plenty to do. One big job is to install a new firebox, including fabricating a new steel backhead. The backhead covers the back of the firebox and is what the engine controls in the cab are attached to, including the throttle and reverser gear. The restoration also will include installing new engine tubes and flues.

Dealing with those challenges is why Meador is so drawn to the steam project. He is amazed at the craftsmanship of the early 20th-century builders who lacked computer-assisted design tools or modern precision machinery.

“I feel very fortunate and thankful to have the opportunity to do this,” he said. “It’s fascinating to a lot of people to watch these engines run and to listen to them run. They have a lot of personality.”

## Becoming part of history

The 630’s gleaming black exterior is the handiwork of **Gary Webb**, an NS painter at the Chattanooga diesel shop.

Webb, who joined the railroad in 1976, calls himself a “dinosaur” – the last employee in Chattanooga’s paint shop, he says, who worked for Southern Railway. Painting a diesel locomotive is a breeze compared to the 630, he said.

“With our diesels, we paint a flat surface, basically, but those steam engines are rounded with all kinds of nooks and crannies,” he said. “To get to the 630’s belly, you had to get in between the drivers and underneath the wheels. It’s kind of tough, but it’s enjoyable to look at when you get done.”

Months after its March rollout, the gleaming 630 looks like a show horse. It has eight coats of paint – three coats of self-etching primer, three coats of black acrylic urethane paint, and two coats of clear acrylic. Three coats of gold acrylic paint were used for the lettering.

■ Below: Passenger cars are pulled by 630 during an April event at the Tennessee Valley Railroad Museum.

Webb applied the paint with a spray gun and pressure pot. The locomotive looks as it would have during its Southern Railway service, he said, including the size and spacing of the lettering.

Webb shrugs off his contribution. "The guy who paints it is the one who hears, 'Boy, that looks good,' but all the hard work was done before I got to it."

Even so, Webb takes pride in making the 630 shine.

"It kind of makes you feel good when you hear one of your grandkids say, 'My pawpaw painted that,' " he said. "I guess I feel like instead of seeing history, I'm living part of it."



"The attraction of a steam engine to the general public is immeasurable. Being able to ride behind one is nice, but I think just running them around on the tracks is a great advantage, because people pay attention. I like the idea both as a public awareness tool and as a marketing tool for the railroad."

– **George Eichelberger**, NS director technical marketing services

## Giving new life to commuter cars

To carry passengers on the steam trips, NS purchased six coaches built by Pullman-Standard in 1950 for the Chesapeake & Ohio Railway, said **Dennis Pennabaker**, NS senior general foreman at Juniata Locomotive Shop. The Altoona, Pa., shop is refurbishing the cars at the Miscellaneous 2 shop, the same facility that maintains NS' business car fleet.

In 1982, Pittsburgh bought the cars from C&O for use in the city's commuter train service. Head-end power was added, the restrooms were removed, and seats were installed for urban commuters. A decade later, the Connecticut Department of Transportation acquired the cars for commuter service in that state. The Connecticut DOT retired them for more modern cars between 1994 and '97.

By the time NS found them, scattered across New York and New Jersey, some had sat for years exposed to the elements and vandals, who had broken windows and knocked holes in walls. NS crews had to rework the air brakes on several to move them to Altoona.

The cars are being outfitted with new flooring, seats, windows, and wiring for heating and air-conditioning. Restrooms are being added and doors widened to make the cars fully accessible for people with disabilities. The cars, which will be able to carry about 70 passengers each, should be ready for use by mid-2012.

The cars will be painted the same Tuscan red and gold as NS' business cars. "They'll look like a jewel when they come out of here," said **Russ Parks**, NS superintendent components at Juniata.

Working on the restoration project is special, Pennabaker said.

"We've got good people who take a lot of pride in what they do working on them – carmen, pipefitters, sheet metal workers, machinists, electricians," he said. "We know there are a lot of rail fans out there who appreciate the history of the cars. It's part of U.S. history to have the trains and the coal and the steam chugging down the rails." ■ BizNS



# The locomotives of 21st Century Steam

All three of the locomotives that will be used in Norfolk Southern's new steam program are owned by the Tennessee Valley Railroad Museum. Two were operated by Southern Railway in freight service. Each has a story to tell.



## No. 630

The Southern Railway No. 630 was built in 1904 by American Locomotive Company's Richmond Works in Virginia. It has a 2-8-0 wheel arrangement, a design first built in 1866 for the Lehigh Valley Railroad and known as a Consolidation model, named to honor the consolidation of several railroads that formed the Lehigh Valley.

The wheel design features four driving axles, with four 56-inch driving wheels on each side, and two smaller leading wheels that help guide it around curves.

The Consolidation model became the industry's most popular wheel design, but its relatively small firebox and driving wheels limited its capacity and speed.

Southern ran the 630 in local and branch line service out of Knoxville, Tenn., and later out of Asheville, N.C., on the Murphy branch line before retiring it in 1952. That year, the East Tennessee & Western North Carolina Railroad, in Johnson City, Tenn., purchased the 630 and renumbered it No. 207.

As part of a locomotive trade in 1967, Southern regained ownership of the 630 to use in Southern's original steam excursion program. **Graham Claytor Jr.**, then Southern's president, arranged the swap, giving the ET&WNC two diesel road switchers in exchange for the 630 and a sister steam locomotive.

"That's one of the interesting things about its history," said **George Eichelberger**, NS director technical marketing services and archives director for the Southern Railway Historical Association. "You don't have very many examples where a steam engine was sold and then swapped back for a diesel."

The 630 pulled excursion trains for Southern until being replaced in 1978 by larger steam engines that could pull longer, heavier trains. Southern leased and later donated the 630 to the Tennessee Valley Railroad Museum. TVRM used it to pull passenger trains as part of its steam program until retiring it in 1989. TVRM began restoring the 630 in 1999 at its Soule Shops complex in Chattanooga, an effort that spanned more than a decade and became one of the most extensive overhauls of a steam locomotive in recent years.



■ Top: The 630 is back on the track in March after a restoration that lasted more than a decade. Behind the 630 is its tender, which can haul 10,000 gallons of water and 16 tons of coal.

■ Above: A sign identifies the Tennessee Valley Railroad Museum as Tennessee's official state railroad museum.



## No. 4501

Southern Railway No. 4501 was built in 1911 by Baldwin Locomotive Works of Philadelphia. It features a 2-8-2 wheel arrangement, designed to haul heavier freight, and was the first of that type purchased by Southern. In the industry, the 2-8-2 Baldwin design was known as a Mikado, which means emperor of Japan – named after a style of locomotives Baldwin began building in 1893 for a private railroad in Japan.

With this wheel arrangement, the 4501 has four driving axles, with four 63-inch driving wheels on each side, plus two smaller lead wheels, and two trailing wheels, added to support a larger firebox to power the locomotive.

Southern used 4501 for 37 years to pull heavy-haul freight in Virginia, Kentucky, and Indiana. In 1948, as the railroad began phasing out steam engines, the 4501 was removed from service. Instead of scrapping it, Southern sold it to the Kentucky & Tennessee Railroad, a short line based in Stearns, Ky.

Renumbered the K&T No. 12, the locomotive pulled coal trains from mines in Kentucky and Tennessee until 1963, when the railroad switched to an all-diesel fleet. Once again, it was spared from the scrap yard – this time by **Paul Merriman**, a DuPont engineer working in Chattanooga. Merriman, who helped found the Tennessee Valley Railroad Museum, wrote a personal check for \$5,000 to buy No. 12.

It was renamed 4501 and became the first steam engine used when Southern launched its steam excursion program in 1966. The locomotive, last operated in 1998, is undergoing restoration at TVRM's Soule Shops.



■ Far left: Steam locomotive No. 610 and tender for No. 4501 are pictured outside the Tennessee Valley Railroad Museum's Soule Shops complex in Chattanooga. The locomotives for 21st Century Steam are being restored and maintained at the shop.

■ Left: Steam locomotive No. 4501, built in 1911, was the first steam engine used when NS predecessor railroad Southern Railway launched a steam excursion program in 1966. The 4501 is now undergoing restoration for use in 21st Century Steam.

■ Below: The 610, which is awaiting overhaul at Soule Shops, has been a mainstay of the TVRM's steam excursion program.

## No. 610

Tennessee Valley Railroad No. 610 was built in 1952 for the U.S. Army Transportation Corps by Baldwin-Lima-Hamilton, a company formed by the 1951 merger of Baldwin Locomotive Works with Lima-Hamilton, a machine works company.

One of the last steam engines built in the United States, 610 features the 2-8-0 Consolidation-style wheel design. It is of a class of locomotives built during World War II for heavy freight work in the European theater. The 610 came into service during the Korean War and served stateside in Virginia on the Fort Eustis Military Railroad, a 31-mile rail transportation system within the Army post's facilities.

As one of eight steam locomotives on the Army railroad, 610 was used to train soldiers in railroad operation and maintenance and to transport material around the fort and to an interchange with the U.S. railroad system via a junction at Lee Hall, Va.

TVRM gained ownership of 610 in 1978 through a donation from the Wiregrass Heritage Chapter of the National Railway Historical Society in Dothan, Ala. The historical group obtained the locomotive from the Army after it was decommissioned at Fort Eustis. The 610, a mainstay of TVRM's steam program since being restored in 1990, is now awaiting an overhaul at Soule Shops. ■ BizNS





# CEO is driving force behind steam

The return of steam to Norfolk Southern grew out of a trip CEO **Wick Moorman** made to Chattanooga to speak at the 2007 meeting of the National Railway Historical Society.

At the urging of **Bill Schafer**, recently retired NS director strategic planning and a board member of the Tennessee Valley Railroad Museum, Moorman agreed to stay an extra day to tour TVRM's facilities and ride one of the museum's trains.

**George Eichelberger**, NS director technical marketing services and archives director for the Southern Railway Historical Association, also talked up the idea.

While there, Moorman met **Tim Andrews**, TVRM president, who spoke with him about how the museum and NS had worked together in the past on steam excursions.

"I told him that we would be happy to do whatever we could to help Norfolk Southern with anything they needed," Andrews recalled. "It was an open-ended conversation, and talk about reintroducing steam developed from there."



■ CEO **Wick Moorman** tours the cab of No. 630 during the launch of 21st Century Steam excursions over Labor Day in Chattanooga.

Moorman saw an opportunity through steam to connect with the public and to demonstrate that 21st century railroads are vital to jobs, a clean environment, and economic growth.

"Steam locomotives are a direct link to the earliest days of U.S. railroading," Moorman said. "They contributed greatly to the growth of our nation, and they are part of our proud heritage as railroaders. By putting steam trains back on the rails, we can re-connect with our roots while educating the public about the critical role Norfolk Southern plays today as an engine of American commerce. We have a truly remarkable story to tell here."

Southern stopped using steam locomotives for freight service in 1953, while NS predecessor Norfolk & Western Railway followed in 1960. The Pennsylvania Railroad, now part of NS through the Conrail acquisition in 1999, stopped using steam in 1957. ■ BizNS

# A railroad with a past: Telling NS' story, an artifact at a time

Two faded brass switch keys, a frayed 1938 Norfolk & Western Veterans Association meeting badge, and a worn dog tag may not appear to merit much attention in an eBay auction – but **Jennifer McDaid** was thrilled to bid on the collection and add it to NS' archives.

As the railroad's historical archivist, McDaid routinely combs second-hand stores and attends auctions in search of long-forgotten items that preserve the history of the railroad, its nearly 400 predecessors, their employees, and the communities they served. McDaid, who joined the company in September 2010, oversees a treasure trove of materials chronicling more than 180 years of rail transportation. "I learn something new every day," she said. "Every box I open tells me something."

In some cases, McDaid must employ detective skills to get the full story behind an artifact. After obtaining the items found on eBay, she set out to learn their history, as well as that of their former owner, **Sidney C. Jordan**, an N&W yard conductor and brakeman. Logging onto NS' account on ancestry.com, McDaid learned that Jordan was a longtime employee in Kenova, W.Va. His possessions have now joined thousands of photographs, bound journals, china, framed portraits, rail spikes, tools, gear mechanisms, clothing, and other memorabilia in the company's historical collection.

"When people think about archives, they think about paper, photographs, and books," she noted. "We have all those things, but we also have artifacts. It's nice to have three-dimensional items to show what it was like to work on the railroad."

## Taking care of history

Although many of the relics have lost their luster, they still are vital in conveying NS' history. "Archives tell big stories and little stories," McDaid said. "Archives tell the story of the company and the people who work for it. It's not just a big warehouse full of things."

Actually, the archives are not stored in a warehouse, but in a climate-controlled room in Norfolk headquarters. Business records, annual reports, engineer reports, and bound journals, including 35 years of Southern Railway magazines and 60 years of Norfolk & Western publications, line shelves along the walls. There's even an 1835 minute book of the South Carolina Canal and Railroad Company, which built the Best Friend of Charleston, the first steam locomotive built for regular passenger service in the United States.



*"Archives tell big stories and little stories. Archives tell the story of the company and the people who work for it. It's not just a big warehouse full of things."*

**– Jennifer McDaid,**  
NS historical archivist

More than 10,000 photographic negatives and films are kept in three large refrigerators, which offer temperature stabilization for fragile items. Objects composed primarily of paper, including patterns used as blueprints for train gears, are stowed in acid-free boxes, folders, or between tissue paper. McDaid wears gloves when handling negatives or other brittle items.

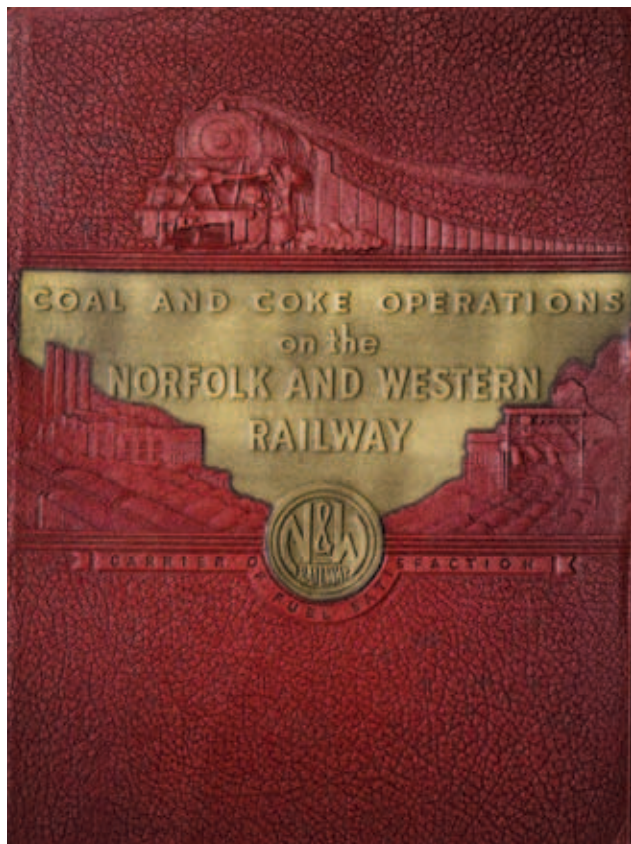
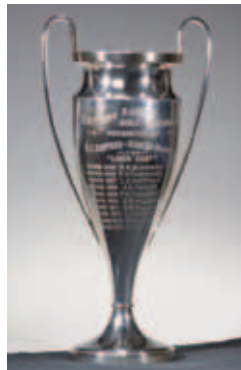
Whether the objects are menus advertising specials in dining cars or spikes driven into ties, McDaid researches all materials to verify their authenticity and talks to donors to learn the personal history behind the memorabilia. "It's great to have an item, but it's a little empty without the story that goes with it," McDaid noted.

Former employees, family members, and visitors to the NS Museum donated most of the artifacts. "We're very fortunate they saved so much," McDaid said. "Our job is to take care of it."

Railroad memorabilia from more than 400 different lines, including N&W, Southern, Conrail, and predecessor railroads, cover a gamut of possibilities. Photographs depict not only trains, but also stations, towns, and railroad employees.

More than 12,000 scanned images were downloaded on the Internet through Virginia Tech's ImageBase, which features pictures from NS glass plate negatives such as railroad maps, safety exhibits, advertisements, railroad cars, locomotives, and depots. ImageBase also boasts nearly 600 images from black and white photo negatives, including railroad construction photographs and pictures from the 1880s found in N&W's historical photograph collection.

Other notable artifacts include a 1938 decorative plate commemorating a century of N&W rail service, caps worn by Southern Railway mechanics, and a first-hand account dictated by 17-year-old **Jack Thayer** of the RMS Titanic sinking, which claimed the life of his father, **John Thayer**, an officer of the Pennsylvania Railroad, a Conrail predecessor.



■ Surrounding **Jennifer McDaid**, NS archivist, are a few of the artifacts in the railroad's vast collection of archives. Clockwise are a silver Southern Railway Golf Tournament Trophy cup, dated from 1925-1934, presented by R.E. Simpson, general manager; a locomotive plate from a Norfolk & Western-built Class J engine; a hat badge worn by a Southern Railway conductor; and a book on coal and coke operations on N&W, published in 1938.





One of the more unusual pieces is an album containing mug shots of people accused of committing crimes against railroads from the 1920s through the 1940s. Suspects were charged with everything from stealing suitcases and brass fixtures to derailing trains. One is identified as the “king of brass thieves.” “We think this was kept for the railroad police to watch out for habitual offenders,” McDaid said.

### Contributing to a way of life

NS first hired an archivist to oversee the railroad’s historical assets in 2007.

“At over 180 years old, we have a lot of stories to tell about how our communities and our country were built, and how railroad workers contributed to this expansion,” said **Marc Orton**, NS director visual communications. “These stories help us transition to the message that Norfolk Southern continues to contribute greatly to our way of life, not just here in America, but around the world.”

NS also has archives in Roanoke’s General Office Building East, including furniture that belonged to **William Mahone**, builder of the Norfolk and Petersburg Railroad. A separate building in Roanoke contains patterns used to cast gears. “We could probably have a whole exhibit just on the pattern shop and the people who worked there and how they kept the engines running,” McDaid added.

Most items are available for the public to examine. While browsing railroad photos on Virginia Tech’s ImageBase, one woman discovered a picture of her father among a group of unidentified employees.

McDaid scanned the photo and sent it to her.



“Her parents had gotten divorced in the 1940s, and she didn’t have a good photo of her father,” McDaid explained.

“We were able to provide her with a photo that meant a lot to her.”

Recently, a Pennsylvania State University student examined archival records for his dissertation on economic theory, and a Clemson University researcher wanted to use a map for a book project. Employees of state historical resources offices frequently seek help in determining if a depot would be considered a historical structure.

Along with keeping track of NS’ historical records, McDaid speaks to organizations about the collections and conducts group and individual tours of the NS Museum. She contributes archival photos and historical information to NS’ Facebook page and is launching a podcast covering railroad historical topics that will be available on iPhone and NS’ website.

Becoming a railroad archivist was not in McDaid’s career plans. She earned a master’s degree in history and was preparing to pursue her doctorate when she realized she did not want to teach history. “I wanted to do something that was hands on and was a public outreach,” she recalled. That led to a job in the Library of Virginia archives in Richmond. After 19 years, looming state budget cuts compelled her to look for a new job, which brought her to NS.

While it is not unusual for corporations to employ archivists, McDaid has yet to meet another railroad archivist. She is a member of the Society of American Business Archivists, which includes representatives from Procter & Gamble and Coca-Cola.

As she delves deeper into NS’ intricate history, McDaid enjoys learning about the role railroads played in U.S. history and hearing stories about the workers who made NS what it is today. “You never know what kind of questions are going to show up on a particular day,” she added. “This is a pretty exciting place to be.” ■ BizNS

# NS museum going high-tech

Combine cutting-edge technology with 180 years of rail history, and you've got a fast-paced, interactive exhibit certain to entertain Norfolk Southern Museum visitors while explaining the inner workings of rail service.

NS' Corporate Communications Department is installing a digital multimedia projection system in the museum that uses hand and body motions to control computer content on wall and floor screens.

By waving their hands or moving their feet, visitors will be able to build their own trains, compare the efficiency of trains with that of trucks, and flip through archival images of trains and stations. They also will be able to play games depicting safe behavior at railroad crossings and learn about commodities carried by rail.

NS contracted with GestureTek Inc., a pioneer in computer vision control and gesture-recognition technologies, to develop the multimedia system.

The high-tech exhibit gives NS another tool to present the railroad's story.

"While people are having fun interacting, they're going to be learning about the railroad," said **Marc Orton**, NS director visual communications.

The hands-on exhibit allows the museum to expand presentations digitally by adding software applications rather than breaking down displays. Future applications could focus on sustainability and NS' reforestation and carbon mitigation initiatives, said **Jennifer McDaid**, NS' historical archivist. In addition, historic and modern rail images will be projected onto a Plexiglas wall. "It helps us bring together the past and the present," she said.

Located on the first floor of NS' Arnold B. McKinnon headquarters building, the museum attracts about 1,400 visitors annually. Visitors can check out various tools and equipment used on railroads, test drive a locomotive simulator, and control train movement using an interactive automatic block semaphore.

Other items include a Civil War-era rail from the Virginia and Tennessee Railroad, a gold pocket watch belonging to Samuel Spencer, Southern Railway's first president, a Norfolk & Western passenger ticket from the 1890s, and artifacts from Conrail predecessors, including a 1960s era train uniform.

"History brings people in the door," said **Frank Brown**, assistant vice president corporate communications. "Once in the door, it's a great opportunity for them to learn about the benefits of railroads for solving today's problems and meeting tomorrow's needs."

The museum opened in 2005 at the initiative of former CEO **David Goode**. "We had all these neat artifacts begging for public use, and the railroad industry was entering a renaissance," Brown said. "The museum shows that even though we have a long and fascinating history, we have an even more exciting future ahead of us." ■ BizNS



# In one week in July, track crews keep trains running for the year

Facing a massive to-do list, more than 400 Norfolk Southern maintenance of way and structures employees converged on Pennsylvania's Monongahela Valley in early July. Their challenge: to lay 29 miles of new rail, resurface 69 miles of track, install new decks on three bridges, and handle dozens of other smaller track projects.

They had a week to do it.

The improvements were critical to NS' coal business, involving lines on the Pittsburgh Division that last year carried some 41 million tons of coal from Mon Valley mines – most delivered to utility customers that serve the electricity needs of communities across the Northeast and Midwest.

During the year, local smoothing gangs and maintenance of way forces perform routine maintenance and emergency repairs to keep trains running at track speed.

"We test rail, we change broken rail, we do light maintenance," said **Philip Merilli**, chief engineer Northern Region. "We have so many coal trains down here that we patch it until we get this shutdown week, then we blitz it and work everything we can."

The annual blitz coincides with the coal miners' traditional weeklong break over the Fourth of July. With no coal trains running, NS' engineering department has unlimited track time – a rare opportunity. Under normal operating conditions, with approximately 30 trains moving daily across the Mon Valley, the work would take three months or more to complete, and result in significant train service disruptions.

Freed from daily traffic constraints, the gangs delivered. Starting at daybreak on Sunday, July 3, they finished before dark on Sunday, the 10th. They poured sweat on 90-degree days that felt more like 100-plus under an unrelenting sun that beat down on granite ballast and steel rails. They rose before dawn and labored past dark, working across some 180 miles of single-track lines in a carefully choreographed movement of machinery, materials, and people.

The \$16.2 million project took months of planning.



■ Planners of the weeklong Monongahela Valley maintenance project used enlarged laminated track maps and sticky notes to manage daily operations – a monumental task involving more than 400 engineering employees and around 100 pieces of heavy machinery.



"The main emphasis is teamwork," said **Tim Drake**, vice president engineering. "We have people from maintenance of way, bridges and buildings, and communications and signals, all coming together with a common goal – to accomplish as much as we can to preserve and protect an important part of our rail infrastructure."

Because of the summer heat and intensity of work, employees for years have called the assignment "Hell Week." Some wore T-shirts showing they had "survived" past years. Most came from the Northern Region's Pittsburgh, Harrisburg, and Dearborn divisions, but production gangs from across the system played a vital role.

There's a huge source of pride in performance during the week.

"There's a real sense of accomplishment; plus, with all the hours we work, I know it'll be good pay," said **Casey Ford**, an equipment operator working on a gang led by **Bill Little**, track supervisor in Cresson, Pa. Among other jobs during the week, the crew replaced a 1,000-foot section of track, known as "The Street," that runs down the middle of a street in West Brownsville, Pa. Residents could watch from their front porches as the crew maneuvered 80-foot-long track panels into place using a front-end loader and an excavator.

**Mike Rosser**, track supervisor in Altoona, led a crew that worked alongside an undercutter machine all week to remove and replace ballast fouled by mud. Their efforts were essential because seeping mud, caused by poor drainage, can create uneven track surfaces and damage crossties and rail.

"This is a time for us to come in and shine," Rosser said. "It's not a place for a slacker."

There has been only one reportable injury over the past dozen years, a heat-related incident that occurred last year.

"It's usually the hottest week of the year," said **Drew Laird**, an equipment operator from Huntingdon, Pa., "and you're doing anything and everything – rails, ties, switches, ballast. It's a big makeover, like a facelift."



■ Top: **Josh Davidson**, a flashbutt welding machine operator on a welding gang based in Harrisburg, maneuvers the welding arm into place over two rail sections to be fused together. Davidson's gang set daily records for the number of rail welds, including 35 on one day. Typically, the daily goal is 15 welds.

■ Above: A Swingmaster machine, operated by NS' R-8 rail gang, removes rail anchors from a section of rail that was replaced.

■ Top right: **Jason Beaken**, an engineering management trainee, got plenty of hands-on experience.

■ Right: NS crews replaced a 1,000-foot section of track that runs down the middle of a street in West Brownsville, Pa.



For NS, the weeklong project has become a valuable training ground: “You can see undercutting one day, a rail gang the next day, and a new bridge going in another day.”

– **Jason Beaken**, engineering management trainee



### A good testing and training ground

In recent years, NS has turned the week into a hands-on training ground for management trainees and young supervisors, said **Craig Webb**, Pittsburgh division engineer. They are paired with experienced supervisors and given a project to manage. They make decisions and oversee the work, but have back up if they encounter problems.

“We might let them flounder a bit, but we won’t let them sink,” Webb said. “They’ll probably gain more knowledge and experience more things here in a week than they would in a year.”

**Jason Beaken**, an engineering management trainee on the Pittsburgh Division, shadowed Rosser for the week. He also helped with pre-planning the work, creating a spreadsheet listing rail materials needed, such as spikes, tie plates, and anchors, and making sure they were delivered to the right locations.

“It’s been very beneficial to see all the details of the project,” Beaken said. “You can see undercutting one day, a rail gang the next day, and a new bridge going in another day.”





■ Above top: NS often evaluates new pieces of equipment during the week, such as this Herzog multi-purpose machine, used to haul work materials to and from work sites.

■ Above left: Craig Webb, Pittsburgh Division engineer, left, confers with Bill Little, track supervisor, on work being done to replace a section of track in West Brownsville, Pa.

■ Above right: An 80-foot section of new track is maneuvered into place on a project known as “The Street” in West Brownsville, Pa. NS crews replaced a 1,000-foot section that runs down the middle of a street in the town.

“For people still in the management trainee program, it’s the best place to come to get experience,” said **Matt Stang**, who led a bridge project last year as a trainee and came back this year as a bridge supervisor in Pitcairn, Pa.

The week also offers an opportunity to experiment with new equipment and innovative approaches to maintenance.

“We bring in equipment we don’t normally use to see how it works, and we try new methods,” Webb said. “If something doesn’t work, we can adjust the schedule and cover up because we’ve got the time and plenty of other equipment and work groups nearby. We can’t normally do that, because when you’re working on a mainline with only two hours to get a job done, you’re in trouble if a piece of equipment doesn’t work.”

This year, the company tested a Herzog multi-purpose machine to distribute and pick up rail material at job sites. The machine has an excavator boom for lifting cross ties and for picking up metal pieces with a huge magnet.



“Keeping the crews in water, fuel, food, and hotel rooms is quite a chore. We book hotel rooms about a year in advance, and we try to line up rooms based on where they’re going to be working.”

– **Ben Taggart**, NS assistant division engineer, Pittsburgh

■ Right: Ben Taggart, assistant division engineer, Pittsburgh, played a key role in planning and overseeing daily operations of the weeklong project.



At the street project in West Brownsville, NS tried an innovative way of installing track panels. Instead of simply ripping up the old track and replacing it with new, as done in the past, the crew excavated a few feet below the surface, poured a layer of asphalt, and dumped ballast on top of that, reinforced by concrete panels. The hope is that the new method will prevent mud from seeping in and fouling ballast and also make the panels easier to replace.

Last year, NS tried attaching a hydraulic hammer on the end of a long boom excavator to remove rock ledges overhanging sections of track. That’s usually not done during routine maintenance because it could trigger a slide and take too much time to clear.

Because so many NS subject matter experts from across the system are on hand, the week is a good time to evaluate new approaches.

“We’ve got work group people, program people, top-of-the-line maintenance people, plus assistant vice presidents and vice presidents there,” Webb said. “They can drop by, take a look, and make decisions quickly.”

## Coordination is the key

One of the project’s big challenges is getting all the rail material where it needs to be before gangs begin work. Known as “setting the table,” the delivery work was carried out several weeks prior to the shutdown and had to be done without disrupting the coal trains.

That alone was a massive undertaking. The set-up crews delivered 150,000 linear feet of rail (in 1,400-foot sections), 51,000 tons of ballast (nearly five trains full), some 97,000 tie plates, 3,390 kegs of rail spikes, and 4,262 bags of rail anchors.

For the week of work, NS hired a local family-run catering business to provide three meals a day, setting up a tent in the parking lot of the Waynesburg crew office. Some 9,600 meals were served.

“Keeping the crews in water, fuel, food, and hotel rooms is quite a chore,” said **Ben Taggart**, assistant division engineer, Pittsburgh. “We book hotel rooms about a year in advance.”

Taggart and **Stefan Johns**, track supervisor, Waynesburg territory, managed many of those logistical details. They also helped coordinate street and rail-crossing closings with local and state officials, and made arrangements for a range of contingencies, such as having repair shops on call to fix flat tires on work trucks.

Once work began, the major feat was coordinating the daily flow of work. Taggart and Johns oversaw that aspect as well.

“The key is the daily coordination of the work,” Webb said. “Without it, the whole thing would cave in. You’ve got surfacing and rail gangs that have to pass each other, you have bridge and undercutting projects going on, and you’ve got work trains dumping ballast. You’ve got to continually adjust to keep all that going, to make sure everybody is working and not getting in each other’s way or just sitting there waiting.”

■ A building and bridges crew replaces the timber deck ties on a bridge known as EVE. "It's kind of a dangerous job in a way because you've got to wear fall protection. Everyone looks out for one another because you're working in a confined space," said Kevin Dienes, foreman, Johnstown, Pa.



"The key is the daily coordination of the work. Without it, the whole thing would cave in. You've got surfacing and rail gangs that have to pass each other, you have bridge and undercutting projects going on, and you've got work trains dumping ballast."

– **Craig Webb**, NS division engineer, Pittsburgh

The operation was run from the crew house for maintenance of way gangs in Waynesburg, a tan two-story building near the center of town. The walls on the second-floor command center were plastered with enlarged track maps of the Mon Valley, encased in plastic so they could be written on with erasable markers. Color-coded sticky notes dotted the maps to identify the location of work crews.

**Mike Petrosky**, a smoothing gang foreman, coordinated the movement of the gangs, manning a radio to dispatch orders and constantly answering a ringing telephone.

"You always have to be aware of where you let people work, and where you take them off," he said. "When they're ready to move, they call us, and as work progresses, we move their ID tag on the track chart. As long as we keep the lines of communication open, we're in good shape."

Every day brought a new challenge. "With this much equipment, something's going to break down," Taggart said. "Some gangs are going to get ahead of schedule, others will fall behind. Sometimes you may get held up by the weather. We have to keep adjusting the game plan to get to where we need to be."

At a morning briefing held outside the command center on the fifth day, Webb warned of the hot weather, and reminded employees to stay focused. Johns read the day's safety rule – to pump brakes to slow equipment – and urged them to "keep a cool head and a safe mind." Taggart acknowledged the long hours, but said the end was in sight: "Let's finish strong and stay safe."

**Jeff McCracken**, assistant vice president engineering, reinforced the safety message. "If you've got a guy out there who's not working safe, don't work with him," he said. "It's your job to make sure the other guy works safe with you."

Merilli had the final word.

"This is what we live for," he said, "to be able to get out there and do what we know how to do." ■ BizNS

# NS gains in sustainability

During the past year, Norfolk Southern made substantial progress on its corporate sustainability goals, including efforts to reduce greenhouse gas emissions, improve the energy efficiency of office buildings and rail facilities, increase recycling, and expand community outreach.

NS documents those achievements in its 2011 Sustainability Report, which was issued online in September on the company's sustainability website, [www.nssustainability.com](http://www.nssustainability.com). The annual report, NS' fourth, charts progress during 2010 and early 2011.

The goal of NS' sustainability program is to reduce the railroad's impact on the environment, improve operating efficiencies to ensure long-term economic success, and strengthen social ties with communities that NS serves.

Starting this year, **Blair Wimbush**, vice president real estate and corporate sustainability officer, said that the sustainability program will be promoted under the theme "Connections," to show how NS' business is connected to the economy, a healthy environment, and communities.

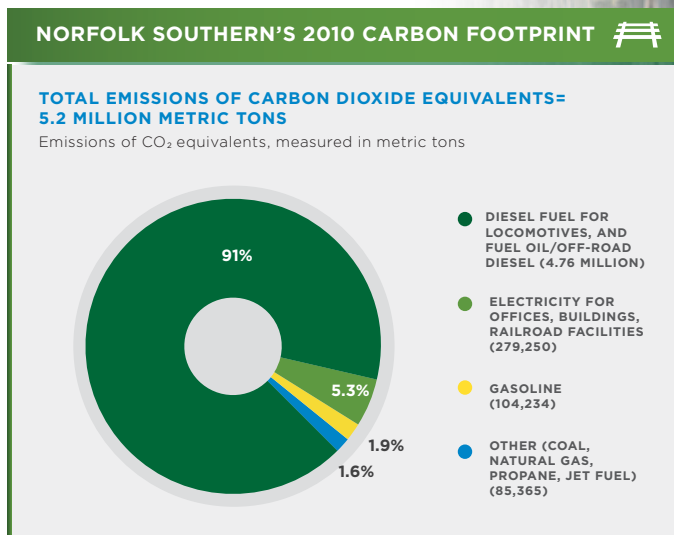
"Our long-term aim is to continuously strengthen connections with our stakeholders for the mutual benefit of our customers, our investors, our employees, and the communities we serve," he said.

Here's a look at NS' progress on four areas of primary focus.

## Reducing greenhouse gas emissions

A year ago, NS set a goal to reduce greenhouse gas emissions per revenue ton-mile of freight by 10 percent between 2009 and 2014. In 2010, NS achieved nearly 40 percent of the goal, reducing emissions by 3.9 percent per revenue ton-mile.

The company's business activities generated 28.8 grams of carbon dioxide equivalents per revenue ton-mile, compared with nearly 30 grams in 2009. The goal by 2014 is to reduce emissions to 27 grams per revenue ton-mile.





Because locomotives generate the majority of NS' greenhouse gas emissions – 86 percent of the total 5.2 million metric tons in 2010 – NS is focused on improving fuel economy to meet the five-year goal. That includes expanding use of innovative technology that NS has pioneered for the industry, such as top-of-rail friction modification and Locomotive Engineer Assist Display Event Recorder, or LEADER. The top-of-rail technology features a solar-operated system that dispenses lubricant on both rails to reduce friction between train wheels and rail, while LEADER is an onboard computer system that helps locomotive engineers achieve optimum fuel efficiency based on operating conditions.

The efforts are showing results. NS in 2010 moved a ton of freight 413 miles on a single gallon of diesel fuel, a 2.2 percent improvement over 404 miles in 2009. Based on revenue ton-miles and fuel usage in 2010, the fuel efficiency gains represent diesel fuel savings of 10.2 million gallons and reduced emissions of 104,924 metric tons of carbon dioxide equivalents.

### Improving energy efficiency

NS' second largest source of emissions in 2010, at 5.3 percent of the total, came from the power needed to light, heat, and cool the company's office and railroad facilities. The railroad has taken steps to reduce energy use and costs.

A \$10 million project started in 2007 to replace older lighting fixtures with more energy-efficient fluorescent lamps and metal halide bulbs at 600 offices, shops, and yard facilities is paying off. In 2010, with the project 75 percent complete, NS estimates that energy consumption has been reduced by more than 50 million kilowatt hours, saving \$4.3 million and reducing carbon emissions by 29,415 metric tons.

In 2011, NS is focusing on replacing aging and improperly sized heating and cooling systems in buildings and facilities systemwide.



### Expanding recycling programs

Employees in 2010 introduced or expanded recycling initiatives in workplaces across the system.

A recycling program started by employees in late 2009 at the Harrisburg, Pa., terminal recycled about 23 tons of material during 2010, including 16,000 plastic bottles during an Earth Day event in April. The Harrisburg Green Team, formed to spearhead efforts, has begun promoting recycling across the five-state Harrisburg Division.

Employees on the Georgia, Piedmont, and Virginia divisions also launched programs, while intermodal employees now recycle batteries used in handheld terminal equipment and in office equipment.

NS recently sponsored e-recycling events in Norfolk, Atlanta, Roanoke, and Harrisburg that allowed employees to recycle obsolete home electronic devices, such as cell phones, computers, and VCR players. **Megan Garry**, NS manager corporate sustainability, helped coordinate the events. Garry works with NS employees and stakeholders outside the company to grow the railroad's sustainability program and to enhance sustainability performance and awareness.



## Increasing community engagement

The report documents NS' efforts to expand community involvement, including a five-year, \$5.6 million initiative with GreenTrees to reforest 10,000 acres of former woodlands in the Mississippi Delta. The initiative, announced in June, is a major statement and demonstration of the railroad's commitment to sustainability and community involvement, Wimbush said. It is part of a broader carbon mitigation strategy aimed at reducing the environmental impacts of NS' business activities. NS expects to invest in

*The goal of NS' sustainability program is to reduce the railroad's impact on the environment, improve operating efficiencies to ensure long-term economic success, and strengthen social ties with communities that NS serves.*



■ Above: Shown are pages from a 16-page executive summary of NS' 2011 Sustainability Report. The full report can be viewed online at [www.nssustainability.com](http://www.nssustainability.com)

similar reforestation projects to benefit the environment and communities in the railroad's service territory.

In other activity, the Thoroughbred Volunteers, NS' formal employee volunteer program, contributed nearly 3,400 hours of community service, collecting school supplies, tutoring school children, volunteering in food banks, fixing up homes for low-income seniors, and participating in community clean-up projects.

Also in 2010, **Stacey Parker** became NS' manager community outreach, expanding the railroad's use of social media. NS now is connected to more than 15,000 Facebook fans and more than 1,700 Twitter followers.



■ BizNS

# 'I' For Integrity in SPIRIT values means making the right decisions

A Norfolk Southern vendor that you routinely do business with sends you an iPad as a gift. Can you keep it?

You saw a co-worker take supplies from the yard office and now realize that he took them home. What should you do?

While perusing an online chat forum, you read rumors about a planned NS business deal that has not been publicized. You know the facts, but should you post them?

Those are just a few examples of the choices NS employees might face as they perform their jobs. In those cases, employees should return the expensive gift, report the apparent misconduct, and refrain from posting information online.

While some work situations can fall into a "gray" area, employees are expected to act ethically, because your actions can impact everything from safety to the company's reputation. To help employees make principled business decisions, NS' Ethics and Compliance Committee oversees a company program that includes ethics communication and training, an ethics and compliance hotline, and risk assessment and mitigation. The committee is chaired by **John Rathbone**, executive vice president administration, and includes CEO **Wick Moorman**, the other NS executive vice presidents, and **Tom Hurlbut**, vice president audit and compliance.

"Much like there's a safety department to keep an eye on safety, the ethics and compliance program is in place to support the company in maintaining the SPIRIT value of integrity and the Thoroughbred Code of Ethics," Rathbone said.

The program is not about employees' personal ethics, Hurlbut said.

"It's about our ethics at NS – our business ethics," he said. "We're not the moral police. We're here to help ensure that employees know the rules governing their work so they can act in accordance with the SPIRIT Values."





## Upholding company standards

The Thoroughbred Code outlines NS' SPIRIT values, corporate policies and procedures, and general behavior guidelines when dealing with co-workers, customers, stockholders, and communities the railroad serves. In addition, the code lists resources to help employees who have questions or concerns, and it offers an ethical decision-making model to weigh potential outcomes of decisions. These resources are available on NS' ethics website, [ethics.nscorp.com](http://ethics.nscorp.com). "We try to provide as many tools as we can so employees have resources they can use," said **Terri Kwasny**, NS' compliance specialist.

Non-agreement employees must complete online training on ethics, including the ethical decision-making model. "The model helps people navigate what may be a gray area," Hurlbut said. "It's a useful thought process to go through when making a decision."

A strong ethical culture supports everything done at NS, including safety. "Training our employees about ethical choices is essential for good safety performance," said **Barry Wells**, system director safety.

To reach agreement employees, the transportation department's annual safety workshops include an ethics module. Train and engine service employees from the Pittsburgh Division developed this year's module, "Do the Right Thing," focusing on misuse of company assets. "It reminds us that we need to look out for each other to ensure we're doing the right things," Wells said.

These ethics modules are provided to engineering and mechanical employees as well. In addition, ethics and compliance information is part of every introductory course at NS' training center in McDonough, Ga.

### ASK YOURSELF:

- How will your decision **AFFECT** others – our customers, competitors, other employees, NS?
- How would you feel if your **DECISION** were published in the newspaper?
- Should you **ASK** for help before acting?
- Does your decision **COMPLY** with NS policy and values, including the Thoroughbred Code of Ethics?
- Is your decision **LEGAL**?

## Hotline an outlet to report concerns

Employees are encouraged to relay questions or concerns to their supervisor or a higher-level manager, or to contact the NS

Ethics and Compliance Hotline at (800) 732-9279. The hotline staff receives around 300 reports a year from employees, contractors, and vendors. Calls can be made anonymously, and NS policy prohibits retaliation against employees who report possible violations.

Approximately 35 percent of hotline callers seek policy advice. "People call to ask about things in the code of ethics," said **Wayne Lockwood**, manager ethics compliance. "Sometimes it's really straightforward, but more times than not, we take down the information and review it in relation to the code and company policy to ensure it is handled appropriately."

About 50 percent of hotline reports deal with potential theft, fraud, and violations of company policy, such as use of a company purchase card to buy personal items or improper use of a company asset. Most of the other reports deal with human resources and labor issues.

NS is known for its strong ethical culture, Hurlbut said. "It all comes down to the tone at the top of the company," he said. "Our leadership sees the value in doing things the right way."

Ultimately, however, it's up to each NS employee to ensure that the company maintains its high standards.

"Our individual actions and the combined actions of Norfolk Southern must reflect our SPIRIT values and the standards of conduct reflected in the Thoroughbred Code of Ethics," Moorman writes in an introduction to the code. "Make sure that you take the time to familiarize yourself with the code and take advantage of the resources noted in the code when you need to seek advice and report concerns." ■ BizNS



#### ON THE COVER:

Newly restored steam locomotive No. 630, built in 1904 and formerly operated by Southern Railway, is a gleaming beauty. Over Labor Day, the engine pulled the first passenger excursion trains for Norfolk Southern's new 21st Century Steam program.

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

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## Not just another train song

**Woody Guthrie, Pete Seeger, and Johnny Cash** sang about them, but when was the last time you heard a new tune about trains?

The Norfolk Southern Lawmen Band, pictured

here with newly restored No. 630,

has a rollickin' answer for that. The

company band has recorded "Rollin'

Out Again," an original song that celebrates steam trains with these catchy chorus lines: "I'm glad to see 'em back, rollin' down the track, shovelin' in the coal, they're rollin' on the track again."

The song's release coincides with the start of NS' new 21st Century Steam excursion program, a partnership between NS and the Tennessee Valley Railroad Museum.

"You don't hear a lot of songs this day and time about trains, and it's different from most of the old folk train songs," said **Stan West**, the Lawmen's manager. "It's got a modern edge and it's a feel-good song. It seems to fit the steam program like a glove."

The song, by songwriter **Briz**, with a few changes here and there by the band, will be on the Lawmen's new CD, "Winning Streak," scheduled for release around November. The song is available on iTunes, and a Lawmen music video is on YouTube and NS' internal VisioNS site.

"Folks watching on YouTube seem to be enjoying the song," West said of feedback he's gotten. "They're really glad NS is bringing the steam trains back. A lot of times, once things have gone to the past, they don't come back." ■ BizNS



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