

Connections

The Quarterly Newsletter of The Belt Railway Company of Chicago

Inside CONNECTIONS

"You and your fellow employees are now processing roughly 40 miles of freight cars every 24 hours, which exceeds the width of Chicago."

— Ronald L. Batory, President, The Belt Railway Company of Chicago

- Page 2
President's letter
- Page 3
BMW's cooperation helps the Belt complete Phase I of track renewal; Belt begins scheduling system
- Page 4
Happenings at the Belt

The Belt Railway Company of Chicago
6900 S. Central Ave.
Bedford Park, IL 60638
(708) 496-4000

The Right Chemistry

FMC supplies key chemical products to Midwestern industries

FMC Corporation manufactures a wide variety of products, including chemicals for industry, agriculture, machinery, defense equipment, and precious metals. The company, headquartered in Chicago, has annual sales of \$4 billion.

FMC's Chemical Products Group facility in Bedford Park, Ill., has operated for 20 years as a chemical processing and distribution site for a broad range of products. The location employs nearly 40 people and serves as the centerpiece for the company's product distribution throughout the Midwest.

One of the highest volume products shipped from Bedford Park is hydrogen peroxide. This environmentally friendly chemical is used in a variety of applications, including pulp and paper bleaching, food industry sanitation, pharmaceuticals, and beauty products. Other chemicals shipped from Bedford Park include sodium phosphates, used as detergent builders and also in a variety of food industry applications; sodium carbonate (soda ash), used in detergents, the glass industry, and water treatment; and sodium bicarbonate and sodium sesquicarbonate, which have a variety of uses including animal feeds. Also handled are a number of



FMC distributes chemicals throughout the Midwest.

peroxygens, plasticizers, and water additives.

FMC is an active member of the Bedford Park Community Awareness and Emergency Response organization and also participates as a full member of the Clearing Area Chemical Industry Community Advisory Group. Tony DeCarlo, the site manager, is immediate past president of the Bedford Park/Clearing Industrial Association. FMC also is a member of the Chemical Industry Council of Illinois and the Chemical Manufacturers

Association. The corporation is committed to the principles of Responsible Care, an industry hazmat prevention effort.

A large user of rail service, FMC works closely with the staff of the Belt Railway to ensure a trouble-free flow of products into and out of its facility. Without reliable rail service, FMC would be hard-pressed to provide the high level of service its customers expect. The Belt Railway is an important partner with FMC in meeting the needs of industry in this region.

President's Letter

My Fellow BRC Associates:

The future of the Chicago Gateway, sometimes referred to as the "Player with Railroads" and the "Nation's Freight Handler," will be determined in part by our collective abilities of becoming even more focused in our daily work practices. The speed at which freight cars pass through our great city is basic, yet most challenging to implement.

When one reflects on decades of history, the Chicago Gateway is truly an example of continuous improvement. Rather than addressing processes of the institutional past that once required a typical freight car five to 10 days to traverse through Chicago, I am going to address the inroads you have made over the past 24 months on the Belt Railway Company of Chicago in conjunction with the Class I and II trunk line community.

Today, approximately 74 percent of all intermediate switching traffic on the Belt Railway arrives via a symbolized road train and departs by a symbolized road train. In comparison, 18 months ago the same measurement was 48 percent. This vast improvement was brought on through close service design coordination among the majority of trunk line carriers serving the Chicago Gateway, and your ability to execute the service plan on a daily basis with consistency. Collectively, this contribution has created capacity for intermodal facility development among trunk line carload switching facilities, while simultaneously increasing overall freight car velocity for our entire rail industry.

In addition to this considerable service design enhance-

ment, you have improved the Belt Railway's processing capability while simultaneously increasing its business volumes by 17 percent. For example, in 1994, the Belt Railway handled roughly 820,000 cars with an average terminal detention time of 38.2 hours. In 1995, the Belt handled approximately 962,000 cars with an average time of only 24.5 hours. This achievement alone afforded in excess of 549,000 car days for our industry to use.

These stated volumes of growth, based on equivalent linear feet per freight car, now compare to post-World War II record volume years when we handled 40- and 50-foot freight cars among 28 different Chicago-area railroads with considerably more infrastructure and resources. Stated in different terms, you and your fellow employees are now processing roughly 40 miles of freight cars every 24 hours, which exceeds the width of Chicago alone and stands to be a leader of rail classification yards.

However, the combination of service design and process improvement was not enough. It was paramount for the Belt Railway to enter the Interline Service Management arena, thus positioning itself to become an integral player in the scheduling of freight cars. This task, from a developmental perspective, is now complete. ISM is being used internally on a day-to-day basis and will become more of an external tool during 1996 as we commence exchanging the modified AAR/EDI 421 message format with other ISM participating railroads. The achievement of this information technology initiative, although not totally matured, was a first for the rail industry, as no other terminal switching carrier is actively scheduling freight cars today.

Our future is encouraging, as it presents more opportunity for changing improvement. In the face of an ever-changing and now shrinking community of Class I railroads, the Belt Railway Company of Chicago will need to provide, more so than ever, service levels with unit costs equal to or better than those railroads to which it provides services. This value-driven challenge can favorably determine the future of our Chicago Gateway as a whole. In a championship role, the Belt Railway Company of Chicago must exploit the physical asset capabilities, both on its own property as well as influencing those of other properties within our nation's largest rail gateway. Our cooperative ability to accomplish this task is without question, but it will still require the open-mindedness and joint efforts of all Chicago railroads. The end result can ultimately enhance service and shareholder equity performance among all participants. This industry challenge, of which the Belt Railway Company of Chicago is a critical ingredient, must be achieved as existing physical capacity and future capital dollars continue to invite competitive demands. Therefore, we must ascertain means of growing further through process improvements using all known infrastructure and minimizing the need to replicate underutilized assets sometimes sheltered on a proprietary basis from broader accessibility.

In addition, the Belt Railway Company of Chicago will concentrate on service consistency and the strengthening of necessary physical infrastructure and equipment. The growing volumes handled today and forecast into the foreseeable future dictate that both these areas will need continual con-

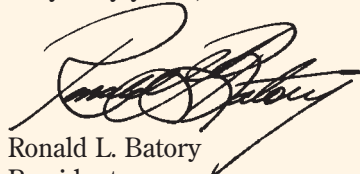
"These stated volumes of growth, based on equivalent linear feet per freight car, now compare to post-World War II record volume years when we handled 40- and 50-foot freight cars among 28 different Chicago-area railroads with considerably more infrastructure and resources."

centration, as each one ultimately complements the other.

The implementation of a scheduled railroad—along with the standardization of communication roles, responsibilities, accountabilities, and measurements being aggressively executed by an existing organizational framework—are some of the changes we will pursue with the entire rail industry to achieve our overall goals. The changes that are occurring are yet another major step in the Belt Railway Company of Chicago's overall goals to improve safety performance, service consistency, and net revenue contribution.

One of the best opportunities available today is the substantial gain that can be achieved through the improved performance of people. Long-term, nothing is more critical to an organization's success than the quality of care taken with respect to an employee. These actions ultimately determine an organization's success or failure. Well-trained and motivated employees are extremely valuable assets, offering a real competitive edge. They are the one resource competitors can't easily duplicate. Credentials and the tenure of the employment mix at the Belt Railway Company of Chicago are very strong. This strength will continue through on-going human resource maintenance, thus allowing you and your fellow employees to contribute to and ultimately patronize our rail shipping community into the 21st Century.

Very truly yours,



Ronald L. Batory
President

BMW's Cooperation Helps the Belt Complete Phase I of Track Renewal



Through a joint cooperative effort, representatives from the Brotherhood of Maintenance of Way Employees, Belt engineering forces, and the premier tie and surfacing gang from Norfolk Southern completed Phase I of the Belt's track renewal project in November. Crews replaced more than 40,000 mainline ties and 3,500 switchties and resurfaced 75 miles of track.

The BMW's General Chairman Leon Fenhaus, Vice

Chairman Kent Bushman, and Local Chairman Jose Jimenez went on a hi-rail trip in December to view the improvements firsthand. The group came away impressed.

"The work is top-notch," Mr. Fenhaus said. "It is great that the parties could work together to do such a big job in such a short period of time. This is truly an example of a win-win situation for all parties."

Projects scheduled for 1996 include the installation of heavier mainline rail.

Shown after reviewing the Belt's track renewal project are: (from left) Rich Picken, assistant superintendent; J.Q. Anders, chief engineer; Jose Jimenez, local BMW chairman and Belt track inspector; Joe Spano, superintendent; Kent Bushman, BMW vice chairman; Leon Fenhaus, BMW general chairman; and Mike McCarthy, director of corporate relations.

Belt Implements Scheduling System

The Belt Railway has completed the development and implementation of its Interline Terminal Scheduling System. This system monitors the progress of all freight cars being processed for either intermediate or reciprocal switching.

The Belt Railway uses a daily operating plan representing the service design needs of each railroad serving the Chicago area to create a trip plan for each car scheduled for

receipt by the Belt Railway. The trip plan includes the scheduled departure on an outbound train and also several intermediate monitoring checkpoints within its Clearing Yards complex to ensure the car makes the targeted train. This system provides the Belt Railway with pertinent real-time information to follow the progress of each car, alerts the Belt if a trip plan is in jeopardy, and updates the trip plan should conditions warrant.

The Belt Railway Company of Chicago welcomes your comments. Send all correspondence to: CONNECTIONS, The Belt Railway Company of Chicago, 6900 South Central Ave., Bedford Park, IL 60638. For service inquiries or more immediate assistance, call (708) 496-4000. © 1996 Belt Railway Company of Chicago. Design by Mainline Publications Inc., Chicago.

Happenings at the Belt

An article in the November 1995 issue of *Progressive Railroading* magazine (at right) recently reported on the Belt's success in improving railroad performance.

In November, the Belt Railway unveiled a locomotive painted in patriotic red, white, and blue and bearing the Operation Lifesaver logo. The paint scheme was first used on Engine 534 in 1975 for the nation's bicentennial. The Operation Lifesaver logo represents the Belt's ongoing support of this fine initiative and its commitment to highway-rail grade crossing safety.

Community Meetings: Tim Coffey, director legal and governmental affairs, represented the Belt on Oct. 23, 1995, at a community meeting at Curie High School organized by Congressman William Lipinski and local politicians. The meeting, which was attended by approximately 300 area residents as well as state and local government officials, was held to discuss community concerns about Belt operations in the Clearing area. At the meeting, Kirk Brown, secretary of the Illinois Department of Transportation, announced that a formal grade separation feasi-

bility study will be conducted through the joint efforts of the Belt, the Illinois Department of Transportation, and the Chicago Department of Transportation. The goal of this study is to identify one to three strategically located grade crossings at which viaducts can be built. This type of construction will permanently relieve the traffic congestion that has plagued this area for the last 40 years.

Tim Coffey also spoke about the vast presence of the railroad industry in the Chicagoland area at a seminar conducted by Chicago's Department of Planning and Development. The seminar was entitled "Working With Railroad Companies in Chicago's Industrial Corridors."

Russian Visitors: Fifteen transportation representatives from Russia visited the Belt on Dec. 8, 1995, and toured Clearing Yard. The Russians are very interested in rail operations in the United States and hope to incorporate some of this country's technology into their rail system. Belt Railway electricians Vagif Abilzade and Aleksandr Krichevskiy, both Russian immigrants, acted as interpreters for the tour.

Feature Story: *Progressive Railroading*, one of the industry's leading trade magazines, featured the Belt Railway in its November 1995 issue. Its four-page article "The 'Belt' clears cars faster!" reported on the Belt's success with electronic data interchange and a state-of-the-art computerized freight car classification system.



**The Belt Railway
Company of Chicago**
6900 South Central Ave.
Bedford Park, IL 60638



Interchange

The Employee Newsletter of The Belt Railway Company of Chicago

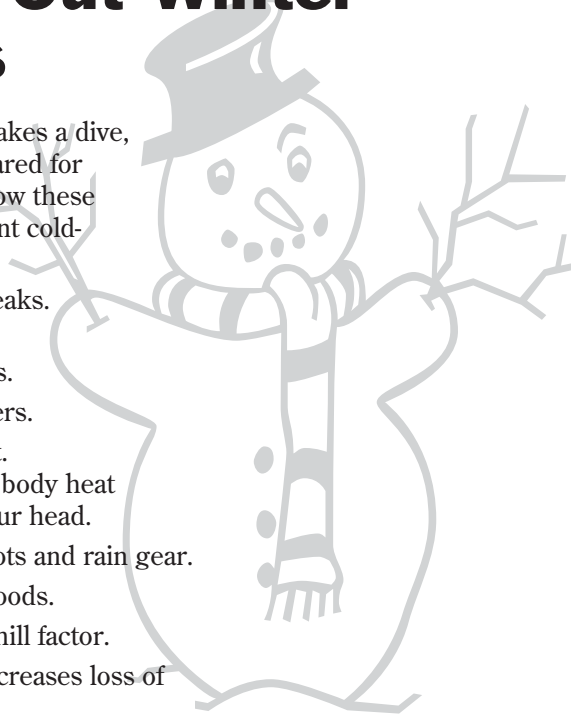
Inside INTERCHANGE

- **Page 1**
Freeze out winter injuries; the winners of the Belt's model train raffle; employee transitions
- **Pages 2-3**
"We had a great time"—scenes from the Belt's Christmas Party
- **Page 4**
Kathy Tyrrell's winning safety poster; Jim Ford selected for Partners in Policymaking; teamwork pays off; employee milestones

Freeze Out Winter Injuries

When the mercury takes a dive, you need to be prepared for winter weather. Follow these precautions to prevent cold-weather injuries:

- * Take warm-up breaks.
- * Wear insulated clothes and gloves.
- * Dress in light layers.
- * Always wear a hat. Ninety percent of body heat is lost through your head.
- * Keep dry with boots and rain gear.
- * Eat high-energy foods.
- * Watch the wind-chill factor.
- * Avoid coffee. It increases loss of body heat.
- * Keep moving.



Employee Transitions

New Hires

Eighteen new employees have joined the Belt Railway during the past quarter. Please make them feel welcome.

Joseph W. Chacon	Jose L. Jimenez
Matthew A. Davidson	Rodney J. Shimkus
	<i>Mechanical</i>
Russell S. Eilken	Michael D. McVey
Calvin Horne, Jr.	<i>Car</i>
Ryan K. Johnson	Thomas M. Depcik
Steve M. Lennie	Kourtney E. Johnson
Ron Lord, Jr.	<i>Track</i>
Joseph A. Lupa	Royal W. Gelder
Brian T. McVey	<i>Administration</i>
Andrew Shiu	
Martin Taron	
Christopher C. Votteler	
<i>Transportation</i>	

Retirements

During the past quarter, five employees retired from the Belt Railway. We wish them all the best in retirement.

Robert M. Small	Walter J. Juris
Administration	Switchman
40 years of service	40 years of service
Francis P. Lawrence	Robert L. Huggins
Locomotive Engineer	Switchman
40 years of service	39 years of service
	Robert J. Hunt
	Switchman
	38 years of service

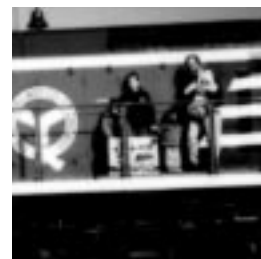
Children Win Model Trains in Company Raffle

At the Belt Railway Christmas Party, three children won model train sets. The winners are (shown left to right):

- Tiffany Jacobs, age 3, shown with her father, Switchman Anthony Jacobs.
- Olivia Roth, age 5 months, shown with her father,

Switchman Don Roth, and siblings Heidi, age 4, Elliot, age 2, and cousin Jim Swatkowski, age 10.

- Dan Hagen, age 10, shown with his father, Dispatcher Glenn Hagen.



“We had a great time”



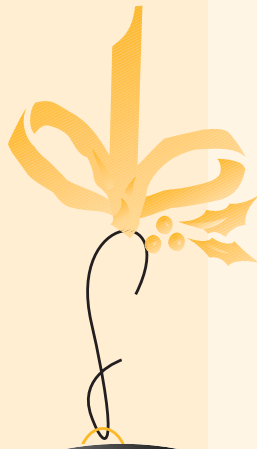
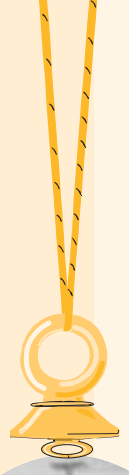
The Belt Railway's 1995 Christmas Party, sponsored by the Labor/Management Safety Committee, was held on Sunday, December 10 at Midway Banquets. Approximately 450 people attended the event and were treated to a buffet featuring appetizers, sandwiches, and desserts.

Santa Claus visited to take gift orders from the children, who received photos of these special encounters as a keepsake.

A model train was erected along with a mini theatre in the back of the hall where the kids watched Christmas videos. Children also received gifts of coloring books and crayons.

The success of the event was best summed up by Mark and Mary Mitchell, who stated in a thank-you card: “Thanks for a wonderful Christmas Party. We had a great time.”





Jim Ford, manager crew development & performance, has been selected as an advocate for Partners in Policymaking, a program dedicated to creating a productive partnership between self advocates and parents of children with disabilities and those in a position to make policy and law. Jim and his wife, Terry, have a 3-1/2 year old son, Jack, with Down's syndrome. Jim was one of only 30 people selected for the program from more than 600 applicants.

Employee Milestones

The following employees reached service anniversaries during the fourth quarter of 1995. Our congratulations to them!

40 Years

Francis P. Lawrence

Transportation
October 26, 1955

Benie S. Peacock

Transportation
November 28, 1955

Whitney Hales

Transportation
December 22, 1955

30 Years

William P. Mutzbauer

Administration
October 11, 1965

25 Years

Kenneth J. Lindsey

Transportation
October 21, 1970

Helen B. Stanek

Transportation
December 2, 1970

Salvatore Varriale

Car
December 7, 1970

20 Years

Edward D. Wojcak

Mechanical
October 28, 1975



Kathy Tyrrell, age 13, won the Belt Railway's Safety Poster Contest in the ages 12 and 13 category. Her poster, titled "Stop, Look and Listen!", shows her mother, Jan Tyrrell, a senior programmer analyst, stopped at a grade crossing, waiting for a Belt locomotive to pass by.

Teamwork Pays Off

Belt employees demonstrated their teamwork skills recently by successfully meeting goals for an agency clerical incentive program.

The program looked at the Belt's car receipt to cutcard time (rec/cut time) on all shifts. For the month of July 1995, each shift had a time between two and three hours.

Employees were asked to reduce rec/cut time by one hour per shift during the period of September and October 1995. If the three shifts met

this goal and avoided personal injuries during this period, all employees would receive a Belt sweatshirt with a "Team Work" emblem.

The results indicated that all three shifts met their goals, cutting rec/cut time by as much as 1.5 hours!

Since this clerical function is the first step in getting a train through Clearing Yard, this improved efficiency will help reduce arrive-to-depart cycle time.

Congratulations to all employees for a job well done!



Have you figured out the Switching Quiz from the previous issue of INTERCHANGE? If not, you have some extra time to work on it. Due to space limitations, we will print the answer in the Spring 1996 issue.

INTERCHANGE is published quarterly for the employees of The Belt Railway Company of Chicago. Employees are encouraged to submit ideas, photos, and suggestions to Tim Coffey in care of the General Office Building. © 1996 Belt Railway Company of Chicago. Design by Mainline Publications Inc., Chicago.