

Looking Ahead

Dates to Remember

June 18, 19:

Milwaukee Road Historical Association Annual Meeting in Missoula.

June 23:

Third Annual MRL/G. G. Widle Golf Tournament in Hamilton.

June 30:

Deadline for enrollment/changes for 401(k) plans. Contact the Payroll Department of your supervisor.

July 2:

Random drug testing for all hours of service employees begins, mandated by federal regulations 49 CFR 217 and 219. Program to be administered by the Occupational Health Department of St. Patrick Hospital in Missoula.

July 9-12:

Sixth Annual Operation Lifesaver Symposium at Coeur d'Alene, Idaho. The theme: "Back to the Future—Operation Lifesaver in 2000."

July 14, 15:

The Northern Pacific Railway Historical Association will hold their annual meeting in Bozeman.

July 18, 19:

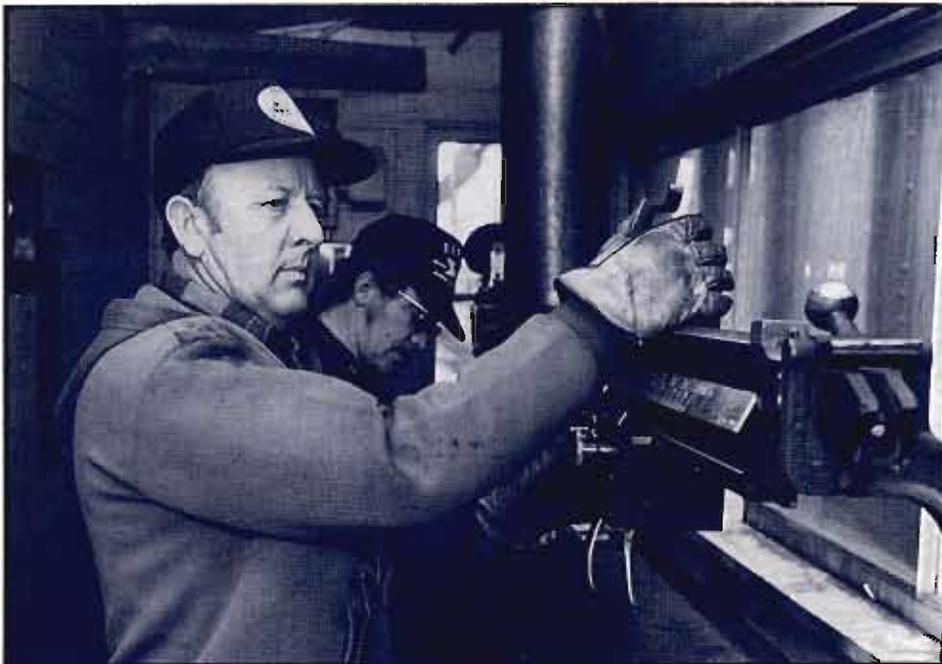
Livingston Rebuild Center holds open house to showcase their capabilities. Chief mechanical officers representing eighteen railroads are expected to attend.

August 31:

Laurel/Billings area annual golf tournament.

October 31:

MRL's 3rd anniversary.



Utility operating employees Robert Fox, left, and D. B. Frickel weigh cars of coke on the Billings scale. For more on the unit coke train operation, please turn to page 6.

News Briefs

SD40-2xr No. 251 is the most recent addition to our locomotive roster, the product of a joint effort of MRL and Livingston Rebuild Center. Beginning with the hulk of Union Pacific 3002, the unit was completely rebuilt by LRC to MRL specifications using components from a number of sources. The electrical systems were designed by Dan Smith, MRL mechanical foreman at Livingston. The cost of the entire project is estimated at \$400,000 or less than one third of the cost of a comparable new locomotive. After testing, No. 251 will go to the Burlington Northern Railroad for evaluation. Coming soon: an EMD F9 cab unit acquired from the Burlington Northern for use with the business car.

Paul L. Adams, Manager Training, Rules & Safety is now a certified hazardous material technician and, in addition to his other duties, will serve as liaison between our company and local emergency response forces. He completed a 66 hour (9-day) course at the Association of American Railroads Test Center and Hazardous Material Training Center in Pueblo, Colorado, March 10 - 16. The training included field exercises, incident evaluation, student evaluation and academic requirements exceeding OSHA and EPA standards. Paul is now qualified to handle on site evaluation, containment, repair and mitigation in the event of a hazardous material spill.

(Please turn to News on page 3)

Opinion

Alternative to Discipline: Montana Rail Link's Better Way to Go

"You're fired!"

Outright suspension or dismissal for rules infractions has been the traditional discipline of the railroad industry. At Montana Rail Link, we have tried to take a different approach stressing education to gain a better understanding of the operating and safety rules, how they apply and the consequences of rules infractions. Provision was made in the MRL labor agreements for education to be used as an alternative to discipline, whenever appropriate.

From meetings held in March, it became obvious that there is general confusion and misunderstanding about how the Alternative to Discipline Program works and what it was intended to accomplish. Let's set the record straight.

"Almost every employee is a good employee and wants to do a good job," is the premise on which the program is based.

Our operating and non-operating contracts both state:

"In a joint effort by management and labor to promote safety and efficiency and to ensure that all employees are well schooled on matters pertaining to compliance with safety and operating rules, the Company has adopted a voluntary education program which, when appropriate, will serve as an alternative to discipline.....

.....The offer of education will be made in those instances involving an operating rule(s) infraction and the preliminary fact-finding session indicates that the employee(s) will benefit from classroom instruction and/or on the job training.....

Some sample cases: after a fact finding session, a utility operating employee who caused a train to run through a switch could spend three days with a section crew in order to

gain some understanding about the work and costs involved with repairing a switch; a section man violating the flagging rules might spend time with a train crew or perhaps present a marathon training session explaining the circumstances of the violation and the risks that others were subjected to by the failure to observe the rules.

Discipline in the old manner doesn't take much thought or effort. Education as an alternative requires more work by everyone. The section crew needs to take the time to explain to the trainman exactly what is involved in repairing the switch and what the costs of materials, labor and business delay will total. In the same manner, if a section worker is required to put on a marathon safety program, supervisors will have to make the effort to work with the individual to make sure that the program is properly developed and presented.

The program was never intended to penalize or degrade any one group of employees in any manner. It is important to realize that we are all "spokes in the wheel" - all equals - with a job to do whether it be repairing freight cars, maintaining track, calling crews, entering data into a computer, or running trains. Failures in any one area reduce the efficiency and effectiveness of the entire operation. The Alternative to Discipline program benefits us as a company and as individual employees. As a company we retain the investment we have in the skills, experience and expertise of each employee. As individuals we have the opportunity to learn from our mistakes and to help others avoid making similar mistakes. In addition, we retain employment and our families incur little or no financial loss. It is programs such as this that makes Montana Rail Link

(see Alternative in next column)

Alternative (continued)

different and can be an effective way of making this a stronger company and a better place to work. •

We're Still Looking For Help

Jack Gabrian, Cathy Rogers, Jacquie Guinnane, Robert Fox, Lynda Frost, Mary Semmens, Fred Simpson, Afton Dupuis, Jay Lentzner, Derek Nelson, John Grewell and Jon Gjersing all contributed to this issue but we're still looking for help. Reporters from each location are needed to assist the editor by keeping him informed about newsworthy events that occur on the railroad. Writing experience is helpful but not required, just an interest in developing material that would be suitable for publication. If interested, please contact Milt Clark at 523-1437 in Missoula.

Photographs are needed, too. B&W is preferred, but if you have taken a color shot, please send in the negative or strip of negatives (35mm negatives should not be cut into singles) with a note showing which frame is to be reproduced. We will get a B&W print made and return your material to you. Information submitted must contain the date, names of persons, jobs, description of what they are doing and the location. •

The Newsletter is published by Montana Rail Link, Inc., issued periodically, and mailed First Class at Missoula, Montana, to all active employees. Readers are invited to submit news items and comments.

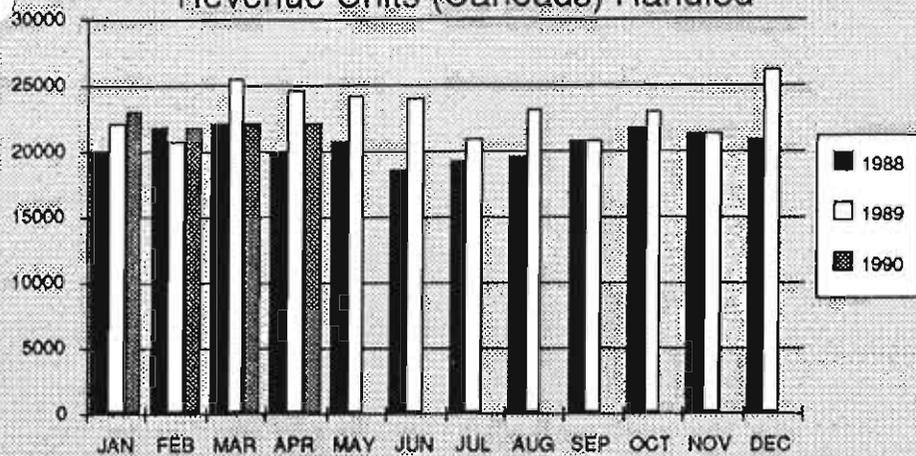
Editor: R. Milton Clark

Member Association of Railway Communicators.

No. 10 Spring/1990 May 15, 1990

Montana RAIL LINK Facts

Revenue Units (Carloads) Handled



Through April 1990, we have handled 89,080 revenue units, a decrease of 3,828 or 4.1% over the same period in 1989.

Montana Rail Link Marketing News

Shipments of wheat originating on MRL increased by 612 cars to 1,034 or 145% during the first quarter of 1990 compared to the same period in 1989. •

Pacific Hide & Fur at Missoula began shipping crushed automobiles to Schritzer Steel in Portland, OR, on April 26 using the two MRL 85' log flats which are modified with additional cables and winches. The cars can handle about 50 bodies, compared to 18 on a truck, and a pay load exceeding 65 tons. Rod Kempel, local manager for Pacific Hide & Fur, is pleased with the ability plus convenience to move this type of scrap in large volumes. •

Conoco has received approval from the state Air Quality Bureau for a coker-sulphur reduction plant at its Billings refinery. The project is expected to pump almost \$140 million into the local economy and create several hundred jobs during the two-year construction phase which is planned to begin soon. Conoco's project also will reduce emission of sulfur dioxide and nitrogen oxides by several hundred tons a year. The coker unit will allow the refinery to process high-sulfur domestic crude oil and make coke as a byproduct to be sold as a fuel. Being able to refine cheaper, high sulfur crude oil will make Conoco more competitive in the marketplace. Operating in conjunction with the refinery, Kerley Enterprises of Arizona is building a sulfur-recovery plant to process Conoco's sulfurous waste gases into a fertilizer product called ammonium thiosulfate. The plant, expected to be operational by January 1991, will process 30 tons of sulphur a day and employ 15 to 20 people. •

Southern Talc Company of Chatsworth, Georgia, purchased the Willow Creek Talc Mine in the Upper Ruby Valley south of Alder, Montana. Shipments to their processing plant in Georgia, in 10-car units, from a loading site in Twin Bridges, started on May 6. Southern Talc general manager Don Kennedy will head the local operations. Alfred Hokanson of A. M. Welles Inc., Norris, Montana, has contracted to operate the mine, haul the talc and load the rail cars. •

News (continued from page 1)

Jay Wallace and Ralph Mackey recently completed six weeks of dispatcher training at Burlington Northern Technical Training Center in Overland Park, Kansas. Bob Carlson, Director of Dispatcher Training tells us he was impressed and pleased with their performance in the classroom. After completing about 45 days of on the job training, they will be ready to assume their duties as managers of train movement. Prior to this training, Jay was a locomotive engineer and Ralph an assistant trainmaster at Missoula Yard.

Montana Rail Link hosted 120 Montana high school sophomores who gathered in Missoula April 20, 21 and 22 to participate in the Hugh O'Brian Youth Foundation Montana Leadership Seminar. MRL was selected by HOBY state coordinator Hal Gillet as representative of high tech in the work place. Dave Swanson, Manager Crew Operations, led tours of the Transportation Control Center, Compass/YMS areas and a locomotive cab. In the belief that America's greatest resource is its youth, Hugh O'Brian established the Foundation in 1958 after returning from a visit in Africa with Dr. Albert Schweitzer. Motivated by Dr. Schweitzer's remark, "The most important thing in education is to make young people think for themselves," the HOBY Foundation's purpose is to seek out, recognize and reward leadership potential in high school sophomores. From 1958 to 1967, Leadership Seminars took place in Los Angeles for sophomores from California. In 1968, the scope of the HOBY Foundation program grew to include national and international participants, and the seminar locations expanded to major cities across the United States. In an effort to include more students in the program, three-day State Seminars were instituted in 1977. •

A Look at the Billing Department

Montana Rail Link's freight billing department, located in the General Office Building in Missoula, is responsible for billing all freight shipments that originate on our railroad. **Cathy Rogers**, Manager Customer Accounting, heads the department which is divided into two areas: Outbound Billing, supervised by **Jill Devlin**, and Local Billing & Interline Settlements managed by **Dana Beck**.

Acting on instructions received from the shippers (bills of lading) which are transmitted by facsimile machines, telephoned, or delivered in person, billing clerks **Mary Lou Hankel**, **Michael Matejovsky**, **Cheryl Peterson** and **Sheila Pope** enter the data into computers and create waybills which travel with the shipments to destination. The information must include the point of origin, shipper, destination, consignee, route, commodity, weighing instructions, rate authority, and special instructions for handling the car. Accuracy on the part of the billing clerks as well as knowledge of hazardous material shipping regulations are essential to the car movement and revenue process. The waybill becomes the basis for a freight bill which is presented to the party paying for the freight charges. We use the Burling-

ton Northern Railroad's computers and data processing systems. Car movements are recorded using the Compass System; the YMS (yard management system) is used to keep track of rail car inventories in yards and terminals, and CBS (computerized billings system) is used to create waybills.

Dana Beck's responsibilities include the billing of local shipments (those that both originate and terminate on MRL) and shipments moving via the Union Pacific Railroad at Sandpoint, Idaho. Billing information is entered into a car movement system, a railroad invoicing system, and an accounting system for receivables. The Union Pacific traffic is handled in much the same way as the traffic handled via the BN but requires an additional step: a monthly settlement of the division of revenue between the participating carriers.

Other departmental responsibilities include releasing of all shipments originating or terminating, preparation of several special reports and revenue projects, maintenance of patron credit files and collections.

The billing department is staffed from 7 AM to 8 PM daily, 10 to 6 on Saturday and an on-call basis Sundays. •

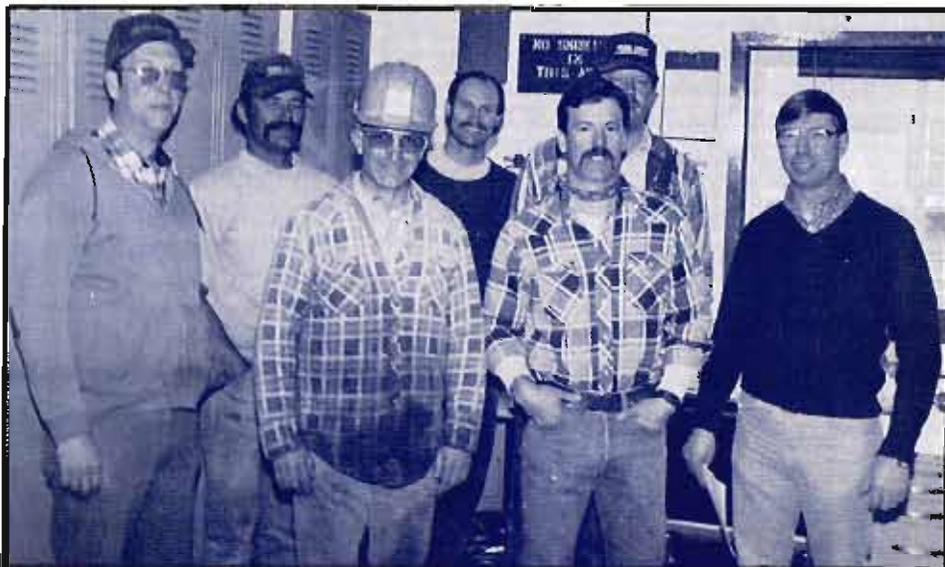
Good Work Keeps Cars On Track at Laurel

The training and professionalism of Laurel carmen **Leonard Womboldt**, **Ron Rykowski**, **Chris Southworth**, **Jim Hirning**, **Lon Frickel** and **Richard Martin** paid off in a big way this February.

On February 10, **Southworth**, **Wombolt** and **Hirning** observed smoke coming from a defective wheel bearing on TLCX 35144 on unit grain train G07-LC as it arrived from Hastings, Nebraska and reported it to **Frickel** and **Martin** for closer inspection. The car was switched out and sent to the repair track. Unquestionably, a burned off journal and perhaps a major derailment was averted by these efforts.

On February 18, **Wombolt** and **Rykowski** were inspecting train 19 as it arrived from Northtown, Minnesota. A break across the surface of the rim and down the wheel plate of a wheel on tank car UTLX 79962 was observed. Later inspection in the carshop revealed that a piece of the rim could actually be removed by hand. Again, another derailment was averted. •

*Right: During February and March chief engineer **Richard Keller** held on site staff meetings with maintenance of way personnel at all section headquarters on the system to review the 1989 work and provide information about the 1990 capital improvement projects. Pictured here in Billings March 6 were, l to r, roadmaster **Tom Benson**, section laborers **Doug Olson** and **Wendell Hayes**, machine operator **Terry Kennedy**, signal maintainer **Rick Stablo**, section foreman **Bret Barnes**, and **Mr. Keller**.*

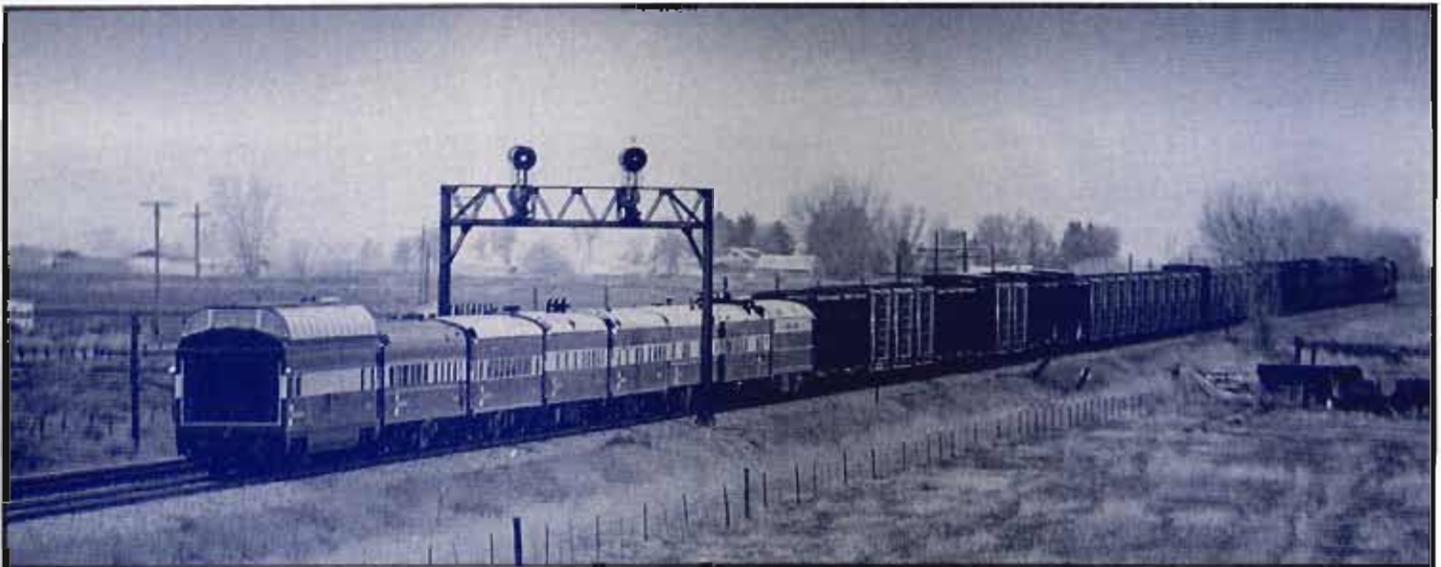


Recycling Express



Stone
Container
Corporation

Montana
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The operation of Stone Container Corporation's new \$15 million corrugated cardboard recycling plant at their Frenchtown (Schilling), Montana mill was officially kicked off on April 10 with the arrival of the Recycling Express train laden with more than 2,100 tons of scrap cardboard and carrying representatives of Stone, the Burlington Northern Railroad, Montana Rail Link, state government officials and local business leaders. A press conference and tours of the new facility were conducted. The special train, a joint effort by Stone, BN and MRL, originated in Chicago and traveled to the Twin Cities, Des Moines, Kansas City and Denver picking up cars. Pictured here April 9, the Recycling Express (designated as X07LA09) is just west of Laurel on the final leg of the trip with 54 box cars and 8 business cars including MRL's Silver Cloud. Kyle Brehm photograph.

Q&A

How many MRL locomotives and freight cars remain to be painted and when will the project be completed?

Of our roster of 89 locomotives, 25 remain to be painted (4 SD45-2s, 8 SD45s, 1 SD40, 12 GP9s). Generally, this will be done as the units require shopping, a process which should be completed by the end of 1991. In the freight car department, 85 of 100 low capacity high cube box cars, 3 of 100 woodchip cars, 22 of 30 gondolas, 2 of 183 plain box, and 1 of 150 covered hoppers remain to be painted. There are no plans to paint any more freight cars at this time. •

Have a question you want answered? Contact the editor, we'll try and get it for you.

To the Editor:

I want to take this opportunity to use this forum to address the subject of communication.

We in the railroad industry were born with a rumor in our mouths. Rumors can be very destructive to morale and in turn affect peoples' work habits and safety. Don't pass rumors on.

At Montana Rail Link we have very few secrets other than peoples' personnel files which require confidentiality; or something which deals with customer contracts. Other than these two items listed we are willing to talk about virtually everything else.

I think at times the people out on the iron feel those of us in supervision sit around behind closed doors discussing earth shaking proposals or some hidden agenda we don't want

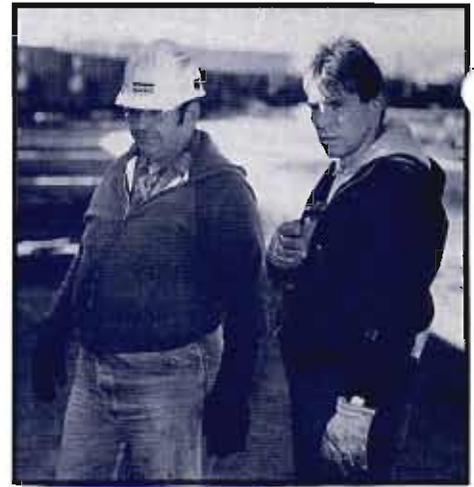
them privy to. Nothing could be further from the truth. Our operation is much smoother if people know what's going on so they can do their part effectively.

I encourage you to ask your supervisors if you have questions or hear rumors which disturb you. Don't just assume they are true. Ninety-nine percent are not. If you can't get the answer there, go further up the ladder or write the editor of this newsletter. He can get an answer to your concerns.

Let me close by saying if you ask me, "What's going on," and I say, "Nothing," it does not mean I'm hiding something from you, but only that as far as I know, nothing is going on.

John L. Grewell
Superintendent

At East Billings, "Coke is It!" (petroleum coke, that is)



Petroleum coke is one of the last byproducts in the crude oil refining process. Though considered a waste product by oil men, when mixed with coal for burning at power generating plants or other industrial uses, its value as a high BTU fuel source can be greatly enhanced. The coke produced at the Exxon USA refinery at East Billings is marketed by Aimcor, Inc., a major international supplier of carbon products. Several unit train shipments have been blended with Canadian coals for Pacific Rim markets. Clockwise from upper left: the Carter local pulls cars of coke from the Aimcor loading facility at the refinery in East Billings on March 29. Utility operating employee **Steve Jones**, right, gives switch moves over the radio while coordinating with Aimcor's loading contractor Fred Reichert. Utility operating employee **Robert Fox** spots a load of coke on the scale in Billings on April 1. One hundred and one cars of coke, 12,283 gross tons, trail five units as train 01X07LA-01 departs Billings on April 1 bound for Roberts Bank, BC, where it will be blended and then transloaded to ocean going vessels for Korea. All photos: Kyle Brehm.

Something to Think About

If you think you are beaten you are;
 If you think you dare not you don't;
 If you want to win but think you can't,
 It's almost a cinch you won't;
 If you think you'll lose you've lost;
 For out in the world we find,
 Success begins with a fellow's will,
 It's all in the state of mind.
 Life's battles don't always go
 to the stronger and faster man;
 But sooner or later the man who wins
 Is the man who thinks he can.

Anonymous

Although safety awareness is a big step,
SAFETY FIRST
 negligence may be your last.

Keeping Track

Montana Rail Link Personnel Changes

Effective April 1:

Duane M. Parker to locomotive engineer instructor with the Training, Rules & Safety Department from locomotive engineer in Missoula.

Effective April 2:

Thomas J. Walsh to chief financial officer from controller.

John J. Earll to director general accounting from manager general accounting.

Effective April 23:

Karyn L. Prestwich to manager of materials with headquarters in Livingston, Montana, from manager accounts payable in Missoula.

Effective May 7:

Dale J. "Chip" Raber to general mechanical foreman with headquarters in Missoula from mechanical foreman replacing Charles E. Galer who resigned.

Effective May 14:

Nancy J. Roper to manager accounts payable from accounts payable technician.

Retirements...

Missoula locomotive engineer **Glen Hove** and utility operating employee **Doug Hatfield** retired April 30; Glen with 43 years of service starting with the Northern Pacific Railroad, and Doug with 39 years starting with the Union Pacific Railroad. •

Misroutes

Mention of **W. Rocky Scallse**, Manager Control Systems, was inadvertently omitted from the article on the extension of the C.T.C. between Frenchtown and Superior which appeared on page 4 in Issue No. 9 of the Newsletter. **Rocky** maintains the centralized traffic control computer system and played a key roll in making the project operational. •

Customer Profile: BROADWATER GRAIN & SUPPLY

Broadwater Grain & Supply, Inc. in Townsend is a full-service elevator serving Broadwater County, one of Montana's premier agricultural areas.

Founded in 1977, the firm employs five persons including Dan Place who serves as president. Mr. Place selected the Townsend site from eleven possible locations as the best place for an elevator business because of the strong ties with agriculture and the potential for development. The elevator structure was originally constructed in 1935, part of a flour mill which was destroyed by fire many years ago. Having a storage capacity of 170,000 bushels, Broadwater Grain puts through 1 million bushels of wheat and barley or the equivalent of 300 rail cars in a typical year and also

distributes feeds, fertilizers and animal health products.

"Montana Rail Link has done a much better job of meeting my needs than was the case in the past," says Mr. Place. "The biggest reason is that they give more personal attention to my problems and more accommodating service," he continued.

Broadwater Grain & Supply is an excellent example of the independent agribusinesses that are found in many communities throughout the Montana Rail Link service territory which play a key roll in meeting the needs of the state's grain and livestock producers. •

Fifth in a series of articles designed to acquaint us with our customers.



A system-wide centralized filing system is finally in place, the result of the efforts of administrative assistant **Jacquie Guinnane**, left, and **Jean Swanson**, a consultant. The rather formidable project got under way in February with a review of all departments at all locations on our system to assess the paper flow and individual departmental needs. An index was developed which incorporates the filing for each department. Streamlined paper flow, improved efficiency for information retrieval and communication throughout the company are the goals which are expected to be met. Jacquie is responsible for maintaining the files.

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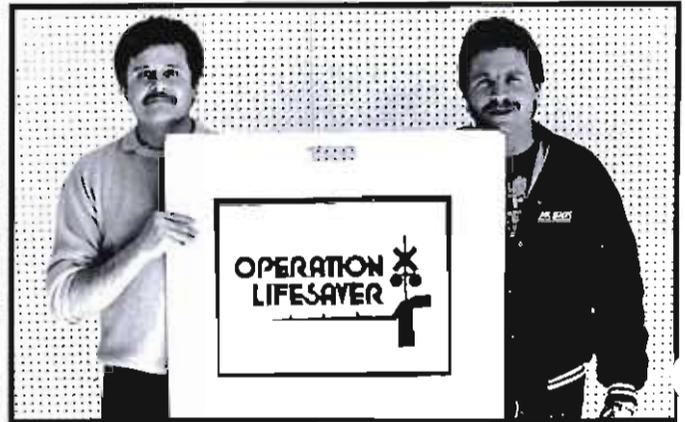
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FIRST CLASS



Right: For their part in presenting the Operation Lifesaver safety program to the students, Tom Ricci, left, and Richard Turcotte were chosen by South School Elementary in Laurel as their "friends of education" for the month of February. Tom is a hostler and Richard a locomotive engineer at Laurel. Other Laurel area employees involved with Operation Lifesaver are Robert Fox, Paul Elsenpater, Dave Schuyler, and Nancy McCullough. Photo courtesy Laurel Outlook.



Above: Seven 85 foot TOFC flats were acquired at a cost of \$30,000 and modified to handle maintenance of way track machinery. The addition of this equipment will significantly reduce the costs of moving track crews to new work locations which had been done previously with trucks. Pictured here, the equipment for the tie gang is about to be unloaded at Missoula on May 4. The yard office is in the background.

Don't Forget....
the MRL 1990 Photo Contest.
All entries must be submitted by
August 1. Cash prizes! Need an
entry form or have questions?
Contact Milt Clark, 523-1437 in
Missoula.