2023 Association of American Railroads - North American Environmental Employee Excellence Award Nominees

Aaron Stadnyk – CN Railway

Chad Prior – BNSF Railway

Adam Motsinger – Norfolk Southern

Kiley Gibson – CPKC

Daniel S. Dyer – CSX

Chip Heard, Jr. – Union Pacific Railroad

2023 Association of American Railroads
North American Environmental Employee Excellence Award
Nomination Form

Nominee's Name (First, Last): Aaron Stadnyk
Title: Director Environment Field Operations and Emergency Response
Name to be used on award (preferred or nickname): Aaron Stadnyk
Department: Environment **Years of service:** 9 years (since 2014)

Aaron is based out of CN's Toronto MacMillan Yard and lives just outside his hometown of Hamilton, Ontario with his partner, Samara, and their three children, Henry-9, Ruthie-2, and Bette-4-months. When off-duty, you can find Aaron either on the diamond, coaching and supporting the local Little League organization, or track side at the Moto-Cross club.

1- Describe how the employee has enhanced the environmental performance of the company.

Aaron Stadnyk is CN's Director, Environment Field Operations and Emergency Response. He is a key member of CN's Network Operations team and has been providing innovating problem-solving and solutions-based environmental management for the railway.

Aaron's approach to addressing the impacts of environmental emergencies is proactive and science-based with a goal to limit the footprint and protect sensitive environmental receptors. He has gained a solid reputation for building stakeholder engagement, which has resulted in real-time information sharing and feedback from regulatory agencies. He has also embraced the principles of adaptive management, making data-driven decisions and identifying lines of evidence most useful in achieving project objectives. Through these efforts, Aaron has reduced environmental liability sites, reduced long-term monitoring costs, and established trust between CN and regulatory agencies across Canada.

In addition, Aaron has played a key role in developing strategic plans for system-wide coverage and response capabilities. This includes the management of all regulatory exercise requirements and the growth and development of the use of Incident Command System. He has also supported the growth of Cross-Function Incident Management Working Group and is developing a recurring (Best Management Practice) Table-Top refreshers Program to increase ICS/IMT growth and implementation practice.

Aaron has also supported CN's Biodiversity Strategy through Incident Preparedness, Response, Remediation, and Restoration activities. This includes the continuous development of a Global Information System (GIS) for immediate site assessments and sensitivity risk identification, quantification of all areas of impact to baseline minimum restoration requirements, and an Environmental Assessment and Remedial Options Decision Matrix to identify possible strategies for net-environmental-benefit options. His efforts have resulted in considerable reduction in environmental derailment costs.

2- Describe how the employee's leadership skills have enhanced the environmental performance of

others in the company and/or the community.

Aaron is a change leader, who has made significant contributions to the health, safety, and environmental training of approximately 40 CN field operations employees in both Canada and the US. He has standardized and benchmarked training across the team and provided Incident Command System Training and HAZWOPER 40hr and 8hr (Refresher) Training to all staff.

In addition, Aaron has implemented Tank Car Specialist Training for all staff starting in 2023 and continuing throughout 2024. He has also developed and continued to refine an Environmental Training and Certification Program, which includes spill response standards, response tactics, swift water and booming training, fuel management, TDG Class 3 Flammable Liquids Certification, and high-risk environmental aspects and assessment.

Furthermore, Aaron has focused on team building, morale, and comradery by establishing cross-regional support and on-call coverage to promote better work/life balance. He has also managed work-rest periods for responding teams to ensure safe and effective responses while providing initial responders the opportunity to be home more often during large-scale responses but still support with cross-regional teams.

Aaron is a leader in public engagement with local communities, regulators, and First Nations communities. He understands the importance of having an effective communication strategy to provide the public access to information in real-time to establish trust in communities that have been impacted by environmental incidents. He has also worked on reducing environmental impacts related to Direct to Locomotive (DTL) fueling and has established clear roles and responsibilities for planning, executing, and managing exceptions with this activity to ensure adequate environmental controls are in place. This has resulted in almost 70% less DTL reported spills in the last couple of years.

Lastly, Aaron has played a vital role in rolling out Operation Clean Sweep in 2022, an industry-led program that supports companies in their goal towards achieving zero plastic resin loss in operations system-wide by leading the charge in assessment and protection of all plastic resin transloading areas.

3- Describe examples of the employee's ability to identify risk or environmental deficiencies and to implement sustainable solutions to reduce those risks.

Aaron has shown great ability to identify risk and environmental deficiencies, as well as implement sustainable solutions to reduce those risks. For example, he has supported CN's Biodiversity Strategy by developing a GIS system for immediate site assessments and sensitivity risk identification, quantifying areas of impact to baseline minimum restoration requirements, and creating an Environmental Assessment and Remedial Options Decision Matrix to identify possible strategies for net-environmental-benefit options.

Additionally, Aaron's experience working on releases that have impacted pristine water courses has allowed him to develop risk-based endpoints specific to the water course to achieve a net environmental benefit and a weight-of-evidence approach using multiple lines of evidence to monitor recovery post-remediation. Aaron's proactive mindset and forward-thinking approach allow him to

foresee the end goal of a project from the outset, considering the impact of actions during the response and foreseeing how these actions might impact third parties and eventual restoration efforts.

Overall, Aaron's holistic approach underscores his commitment to achieving both short-term project goals and long-term environmental sustainability.

4. Describe examples of the employee's off-duty participation in on- and/or off-the-job environmental initiatives.

Aaron's dedication to the environment truly sets him apart as an employee who is committed to making a positive impact both on and off the job. A passionate and dedicated environmentalist, both on and off the job, he is actively involved in the Environment Committees for both the Railway Association of Canada and the Association of American Railways. He also recently joined the American Railway Engineering and Maintenance of Way Association - Committee 13 - Environment.

Aaron's passion for the environment doesn't stop with his work on committees and associations. He is currently working with his local Conservation Authority to naturalize a portion of his own property, which was formerly agricultural land. His goal is to re-introduce native wetland species, control invasive species, and make improvements to natural drainage pathways within the land to improve native land on species. Additionally, he is working on improving pollinator habitat to the area to further promoting biodiversity improvements.

Instilling environmental and sustainable mindset in the next generation is important to Aaron. He and his son have taken some of the aspects of CN EcoConnexions program to school and introduced the Earth Rangers resources to the elementary school's EcoClub.

Supplemental information

Key responsibilities
Has oversight responsibility for all environmental compliance, including, but not limited to, operating and capital budget, emergency planning, preparedness and response, regulatory affairs (US and Canada), training and compliance for the system. Responsible for creating and implementing short- and long-range strategic plans for system protection as it relates to environmental regulatory and company policy compliance, and feeds into the overall company and HS&E strategy.

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Nominee's Personal Information:

Nominee's Name (First, Last): **Chad Prior**

Title: **Director - Environmental Engineering and Wastewater Operations**

Name to be used on award (preferred or nickname): **Chad Prior, P.E.**

Department: **Environment and Sustainability** Years of service: **8**

Other relevant information about the candidate that should be mentioned during the award ceremony (e.g., candidate's spouse or significant other, number of children, etc.):

Chad was a member of the Texas A&M University Corps of Cadets and graduated with a bachelor's degree in Civil Engineering. He is a licensed Professional Engineer in Texas and South Carolina who is passionate about designing and implementing safe and sustainable engineering solutions, as well as the professional development of his Engineering team and wastewater treatment plant operators.

In his free time, Chad enjoys building his "barn-dominium" and cattle ranching on his ranch in West Texas, deer and dove hunting, and of course following the Texas A&M Aggies and Dallas Cowboys with his wife, Christie.

Chad and Christie have two sons, Weston, who graduated from University of Oklahoma in 2021, and Jackson, who is 16 and homeschooled. Chad has a 9 cow/calf operation, 7 goats, a BLM wild burrow named Cactus Jack, and two dogs named Major and Oakley.

Nomination Criteria:

1. Describe how the employee has enhanced the environmental performance of the company.

Chad's leadership of Environmental Engineering projects and community initiatives has been influential across our Mechanical, Engineering, and Transportation operations, as well as our many partners across the railroad industry. His stewardship in safety, sustainable environmental engineering practices, and Diversity and Inclusion, is recognized by his colleagues, partners, and organizations both internal and external to our railroad. In addition, Chad is an excellent role model for his engineering team, wastewater treatment operators, and summer interns, positively influencing and motivating them to engage and enhance their personal and career development.

In his role as Director of Environmental Engineering and Wastewater Operations, Chad leads the deployment of our critical pollution control processes, directly impacting the environmental compliance and natural resource protection of our railroad, and engages with BNSF stakeholders, AAR, other industries, and policy makers on these issues, as highlighted in Section (3) below.

2. Describe how the employee's leadership skills have enhanced the environmental performance of others in the company and/or the community.

Chad is an advocate for including others in pursuing sustainable engineering solutions. He leads a strategic Vision focused on a ***People/Process/Systems*** approach, creating collaborative partnerships that focus on enhancing environmental performance across our operations teams and employees. Recent examples of Chad's internal railroad and local community leadership positions, include:

- Elected to the *Texas Society of Professional Engineering* (TSPE) Board as the Vice President of Chapter Activities (2023)
- Elected to a TSPE Board Member role as the Vice President of Public Relations (2022)
- A four-year leader of the AAR ECC Wastewater/Fuel Task Force Subcommittee
- Keynote speaker for the *2023 TSPE State Conference*, messaging to new Engineers in Training, via "Life/Development of an Industry Engineer/Leader"

In addition, Chad is a passionate Diversity and Inclusion Champion for our railroad community, assuming leadership positions in the following BNSF Business Resource Groups:

- Development Co-Chair of the Native American Nations (NAN) Business Resource Group
- Participant in the Hispanic Leadership Council (HLC) mentor program

3. Describe examples of the employee's ability to identify risk or environmental deficiencies and to implement sustainable solutions to reduce those risks.

Aligned with his ***People/Process/Systems*** Vision, Chad has been a key contributor to numerous sustainable solutions that incorporate innovative technological systems, with three (3) project highlights provided below: (1) Wastewater Treatment Industrial Control System (ICS) Initiative, (2) Wastewater Treatment Plant Back-up Power Project, and (3) Robotic Petroleum Tank Safety/Inspection Initiative (2022 BNSF Employee of the Year Award recipient).

(1) Wastewater Treatment Industrial Control System (ICS) Initiative

Continual compliance management of our railroad's 20 wastewater treatment plants, 130 oil-water-separators, 8 lagoons, 4 stormwater treatment systems, and hundreds of associated lift-stations, is a crucial operation that is typically assigned to a select team of wastewater operators; a 24/7 task that requires strong leadership to mitigate against issues that can have significant negative impact to the environment, for even the smallest amount of untreated oil, fuel, or wastewater releases.

As an example of Chad's demonstrated leadership, after in-depth assessment, Chad realized that communication was a primary unmet need in this space, which was historically based on emails, hardcopy inspection forms, and after-the-fact reporting. In addition, these communications were predominantly reactive, occurring when spills or upset conditions may have already occurred.

Understanding this essential obligation for his wastewater treatment operations team, Chad has been an advocate and innovator in this space, leading the team assessing and implementing real-time technologies via a Wastewater Treatment Industrial Control Systems (ICS) Initiative to monitor, communicate, and in many instances preemptively alert operators and/or activate wastewater pollution control systems across the BNSF system.

Another risk reduction outcome of Chad's vision is our *Environmental Asset Management System*, or EAM, which has become the repository to manage thousands of assets and data points across our wastewater treatment plants. The EAM tool, in addition to the development of an online management system via the Osi-soft PI-Vision System, exists as a second digital platform, visible and accessible to each operator on iPads, laptops and/or cell phones. Not only are these platforms assessing and providing real-time operations visibility, but the system proactively monitors operating conditions and incoming severe weather (see above iPad photo), facilitating early operator action to prevent operational upsets.

(2) Wastewater Treatment Plant Back-Up Power Project

As a second example, Chad led a parallel project to assess and prioritize the need for back-up power for our wastewater treatment plants during power outages. In 2023, a 6-year Wastewater Treatment Plant Back-up Power Project was completed, where back-up power generation was installed at 18 wastewater plants. This initiative is attributed to preventing 18 releases/upsets since the program's inception in 2017.

- **Resiliency during power outages,** via backup power at 18 wastewater plants
- **Joint effort to protect shops WW plants** (Mech/Eng/Env)
- **Reduced risk of release / upsets,** avoiding 18, from 2017 to present
- **Effort spanned 6+ years across 10 states**

(3) Robotic Petroleum Tank Inspection/Safety Initiative

Federal regulations require regular tank inspections for the hundreds of above-ground petroleum storage tanks across our railroad to ensure they're in good condition and free of corrosion, cracks, and deformations. These regulatory inspections require that certified inspectors enter the tanks, where they may spend multiple days visually examining the tank inner floor and walls. The process requires complex safety precautions for tank entry, and substantial collaboration between the certified tank inspectors and the Environment and Sustainability, Mechanical, Fuel Management, and Engineering teams.

Safety and Efficiency Through Innovative Thinking

Chad assumed leadership of a cross-functional team to assess an alternate tank inspection technology that eliminated the potentially hazardous and lengthy intra-tank inspection process through the use of robotic hardware.

The robot is lowered into the petroleum tank and is remotely operated by the inspector from outside the tank, collecting thousands of floor condition and thickness data points for analysis. Most importantly, the robots do not require removing the tank from service, emptying the tank, personnel entering the tank (i.e., as a confined space), or managing back-up fuel sources while the tank is out of service.

Chad was part of the team that successfully completed 8 robotic tank inspections since 2022 and were recipients of BNSF's *Employee of the Year Award*, that resulted in:

(1) Safer project operations since robotics do not require removing the tank from service or human entry into the tank to perform the inspection.
(2) Enhanced project efficiency by eliminating petroleum tank draining and multiple weeks of tank down time.
(3) Reduced testing frequency and cost, allowing a 10-year extension of tank integrity testing.

4. Describe examples of the employee's off-duty participation in on- and/or off-the-job environmental initiatives.

Chad is passionate about conservation and environmental stewardship and shares his vision and talents with others; he is equally hard at work at home, just as he is at the railroad. This is evident in one of his part-time hobbies, focused on cattle-farming at his ranch in Newcastle, Texas, which includes bringing a new calf (and sometimes puppies) into the world, and meticulously building his barn-dominium. He promotes sustainable ranching by utilizing regenerative farming best practices, including no use of commercial fertilizers and no-till techniques.

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All nomination forms should be submitted to: Devin Sprinkle at the address listed below.

Nominee's Name (First, MI, Last): Adam Motsinger

Name to be used on Award if nickname or other name preferred: Adam Motsinger

Craft: Environmental Operations Department: Corporate Affairs and Law Division

Years of service: 6 Title: Manager Environmental Operations

Other information about the candidate to mention during award ceremony including the name of the candidates' spouse or significant other, # of children, etc. (limit to 100 words).

As a six-year member of the railroad, he quickly became an asset in Norfolk Southern' s Environmental Operations department as manager since 2017. Prior to joining the railroad, Adam worked in the Environmental Consulting industry across the southeastern U.S. for 9 years. He earned a bachelor's degree in Geology from Appalachian State University. He is supported by his wife, Abigail, and three children. When not working at the railroad he enjoys fishing and acting as a professional chauffer for his kids.

Nomination criteria: (Do not assign a point value to your candidate's form.)

1. **Describe how the employee has enhanced the environmental performance of the company.**

Adam continues to set the standard for environmental performance of the department and the company in numerous areas. As the Norfolk Southern – Manager Environmental Operations, he is directly responsible for a historic and an extremely active territory comprised of all fixed facilities and operations in North Carolina and South Carolina. He serves as the "boots on the ground" immediately responsible for overseeing and managing his assigned territory, ensuring local supervision understand and comply with the applicable environmental laws, regulations, permits, plans and best management practices (including air, water, and waste), and correcting deficient areas. Adam also maintains six wastewater treatment plants and the associated systems, and ensures these systems are maintained, staffed appropriately, operating as designed, and discharging within regulatory limits. Critically, Adam provides 24X7 emergency response and management for potential environmental emergencies of facility within his territory and supports Norfolk Southern' s HAZMAT teams in the event of a derailment or issue along the line of road.

Adam recently led a critical project completing rapid repairs to a sinkhole in Charlotte Engine Terminal that was impacting our Amtrak partners and their customers. This project started out as a flooding concern from City and County officials and evolved into a completely failed stormwater system that required replacement. Working with design and construction, acting as the regulatory point of contact, and navigating complex blue line stream protection measures with an actively

flooding property during the wet season required an ability to make quick decisions under intense pressure. That project recently wrapped up and completed on schedule and on budget.

2. **Describe how the employee's leadership skills have enhanced the environmental performance of others in the company and/or the community.**

Adam has routinely succeeded at working with other operating departments including C&S, D&C, B&B, Transportation, Mechanical, Government Relations, Industrial Development, and Terminal Operations to name a few. The relationships that he is developing allow him to mentor and educate NS employees in these groups about environmental goals and processes. This education serves to further the goals of the Environmental department and provide additional environmental risk reduction to the company. Adam continues to be a valuable member of the environmental operations department where his substantial experience with stormwater, erosion control and construction are helping his peers navigate complex projects. He recently worked closely assisting HAZMAT in Alabama to successfully clean up a derailment involving a complicated restoration area, waters of the state and U.S., and an aggressive mechanical and engineering timeline for completion. The project was a success and returned the site to landowner hands with no environmental fines or damages assessed.

Adam continues to excel by asking questions and attempting to drive change in the environmental department and other operating groups that he supports. Examples include successfully championing a nutrient bank development opportunity at the Lamberts Point Living Shoreline. This project not only enhanced the aesthetic appeal of the shoreline and contributed to the restoration of the river but provided crucial protection against flooding for the railroad land and infrastructure. It has the potential to generate millions of dollars of positive revenue for NS bottom line while successfully stabilizing the marine perimeter at a critical NS terminal. He continues to develop strong relationships with the non-profit partners that support our environmental goals in Norfolk and Tidewater, Virginia, including the referenced living shoreline project. An example of this non-profit synergy has been Adam's collaboration with the Chesapeake Bay Foundation Oyster Gardening initiative. To date, that program has placed approximately 30,000 live oysters on a developing offshore oyster reef that is adjacent to NS property. A single adult oyster can process and filter up to 50 gallons of water per day, and this oyster restoration will yield filtration and water quality benefits of over 1 million gallons of water each day once the oysters are mature. This is the third year he has served as a member of the Elizabeth River Star Business Review Committee, a key program of the Elizabeth River Project.

3. **Describe example(s) of the employee's ability to identify risk or environmental deficiencies and to implement sustainable solutions to reduce those risks.**

One example that has proven to be extraordinarily successful was a model to retire scrap rail and waste ties. Working closely with engineering and asset disposition he developed a model that allowed for one contractor to scrap broken and damaged rail/metal. The value of that scrap return was then used to pay for loading and/or transporting waste ties. Frequently these projects resulted in low or even no cost to the NS balance sheet. Several of these projects were able to cover the entire "cost" of the work and still return a positive cash flow to the NS balance sheet.

Additionally, he has worked on the Operation Clean Sweep (OCS) program as the leader of this program for the entire system. The newest pilot test is a recycling opportunity for the micro plastic samples that are collected at each Thoroughbred Bulk Transfer (TBT) terminal. These samples are segregated by primary plastic type and then can be recycled or even resold. The program is in its test phase but shows an opportunity to divert waste plastic from landfills with the potential to generate a value as some grades of this virgin micro plastic have a resale value on the plastic market. Furthermore, his management of the OCS program continues to show growth and add value to NS bottom line. This year, the OCS program began testing distinctive styles and types of drop inlet protection technology as well as rolled out a limited program to begin recycling micro plastic samples from our TBT network partners.

Adam frequently acts as a subject matter expert within the NS Environmental Department and the sustainability team at NS. Projects Adam has been involved with include evaluating solar projects, collaborating to review stream and wetland restoration opportunities, initial discussions with the strategic fuels group as they review renewable fuels, Electric Vehicle program opportunities, and the NS Intermodal team on the potential for diesel-to-electric conversions at some pilot test facilities around the system.

4. **Describe example(s) of off-duty time to activities involving on and off the job environmental efforts.**

Adam enjoys any outdoor activity that takes him far away from his computer and cell phone. Fishing, hunting, and hiking are favorites but with three young kids most of his free time ends up acting as a professional driver and soccer/dance spectator. He is also 90% done with a restoration of his grandad's 1965 Chevy C-10 truck, with a 3-speed manual transmission on the column, that he is excited to learn how to drive.

His favorite projects at NS are the ones where he can blend a focus on sustainability and conservation with corporate goals to find positive solutions that benefit both the NS financial and environmental bottom lines. He states that his success at NS thus far, has been supported by an NS environmental management team that frequently lets him think and work "outside the box" to the benefit of the department and NS at large. That flexibility helps to keep him engaged and excited to come work on the environmental team each week.

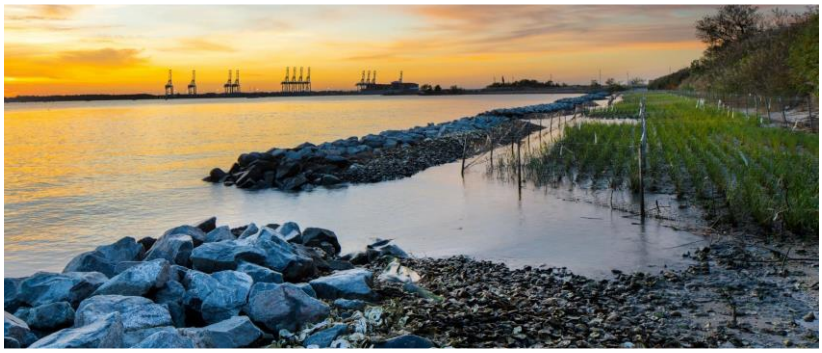
His excellent leadership by example, exemplary work ethic and dedication, and commitment to "getting the job done" is a shining example of the NS SPIRIT values and motivation to the NS Environmental Department.

Date Submitted: October 13, 2023

One Page Supplement:

Note from Josh Raglin, Chief Sustainability Officer, Norfolk Southern Corporation
Adam, while working for the environmental team, has also served as an integral piece of Norfolk Sothern's Sustainability program over the last several years. He adds significant value by filling a key collaborative role that works across departments to get things done. Two projects where he has taken on a leadership role are Operation Clean Sweep and a key Living Shoreline Restoration at a critical marine terminal in Norfolk, VA on the Elizabeth River. Through both projects he shows his focus on advancing corporate sustainability goals while also protecting the environment and the local communities where our railroad operates.

Native Flowering Pocket Pollinator Garden – Marshall, NC – slope stabilization



Living Shoreline Restoration, Lamberts Point Terminal - Norfolk, VA

Why we work: Adam with family

Plastic Pellet Recycling Pilot

CPKC North American Environmental Employee Excellence Award Nomination

Nominee's Name: Kiley Gibson

Title: Manager System Environmental Assessment

Department: Environmental Risk

Years of Service: 4

On July 6, 2013, the City of Lac Megantic was forever changed. In response to those tragic events, the Government of Canada and the Province of Quebec committed to relocating the rail lines out of the downtown core to help promote the healing of the community. Following CP's purchase of the CMQ in late 2019, CPKC agreed to become the delivery agent for the project.

CPKC's nominee for the 2023 AAR Environmental Employee Excellence Award, Kiley Gibson, has been a leader on this project and worked with empathy to balance the needs of the community with the impacts on the environment. To say that this project has been different would be an understatement. From the outset, there has been the need to balance respect for the community which suffered tragedy with the requirement to meet the robust requirements on the regulator. Additionally, as the primary funder of the project, Kiley has led ongoing engagement with Transport Canada to ensure they are informed and able to effectively communicate with their stakeholders.

As with any larger rail project proposed in Canada, approval is required from the Canadian Transportation Agency (CTA). The first step in the CTA's process involves determining "the interests of the localities". In essence, as the railway Applicant on the project, CPKC was responsible for determining what was important to potentially effected stakeholders. Kiley represented the project at information sessions, townhalls and formal consultations, working with a translator to ensure the issues of importance to the community (which is predominately French speaking) were understood. The stakeholders communicated that the primary concerns were groundwater, wetlands, noise and vibration, safety and archaeology.

With the interests of the localities understood, Kiley then led the multi-disciplinary team comprising engineers, ground water experts, biologists, noise experts, and social scientists who undertook a comprehensive Environmental Effects Evaluation and developed mitigation measures to reduce the impacts of the project. These included assessments of wetlands, water wells, traffic impacts, the design of noise walls, the protection of wildlife, the design of fish habitat and vegetated areas. Additionally, Kiley led the development of the construction management plans and monitoring programs which will be implemented over the coming years throughout the construction phase of the project.

Outside of work Kiley volunteers her time with animal and wildlife focused organizations and enjoys exploring the nearby mountains. She is a committed volunteer with the Alberta Animal Rescue Crew Society, providing care to cats waiting to be adopted. She also participates in local bird population surveys including the annual Christmas Bird Count, May Species Count and Raptor Migrations.

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All nomination forms should be submitted to: Devin Sprinkle and Theresa Romanosky at the address listed below.

Nominee's Name (First, MI, Last): Daniel S. Dyer

Name to be used on Award, if nickname or other name preferred: _____

Craft: N/A Department: Public Safety, Health, and Environment

Years of service: 10+ Title: Sr. Mgr. Environmental Remediation

Other information about the candidate to mention during award ceremony including the name of the candidates' spouse or significant other, # of children, etc. (limit to 100 words).

Dan Dyer and his wife, Katie, reside in northern Michigan. They have three adult children - Kerry and Jaymie are both practicing physicians (physical therapy and osteopathic medicine, respectively) and Dan Jr. is a vice president at a major financial institution. Dan has a Bachelor of Science degree in geology from Michigan State University. He is a certified professional geologist in Indiana, a certified storm water management professional in Virginia, and an erosion and sediment control administrator in Virginia.

Nomination criteria: (Do not assign a point value to your candidate's form.)

1. Describe how the employee has enhanced the environmental performance of the company.

   As senior manager of Environmental Remediation for CSX, Dan has had a considerable impact on the company's environmental performance. One of Dan's particular areas of strength is identifying and deploying effective solutions for complex projects that involve multiple partners and stakeholders. In the past year alone, Dan has led the successful closure of multiple legacy remediation projects that further CSX's commitment to environmental responsibility and a sustainable future.

   Specifically, Dan spearheaded the complex effort to close a large creosote tie-treating site that operated from 1908 to 1976. The 40-acre Indiana site is located in a residential and commercial area and adjacent to a rails- to-trails recreation area. The site presented both technical and political challenges due to the fractured bedrock in the shallow subsurface and the bifurcating creek that serves as a jurisdictional boundary between the city and county. To successfully close the site, Dan engaged with both city and county leaders, as well as the general public, to gain approval to restrict groundwater use via an Environmental Restrictive Ordinance (ERO). Leveraging his ability to find common solutions, Dan was successful in gaining buy-in from all of these stakeholders as well as the appropriate state authorities in Indiana. The Indiana Department of Environmental Management has now approved the Remediation Completion Report and is processing the Certificate of Completion for the project. In addition, Dan aggressively led the final steps of remediation at two other remediation projects that had been active for over 30 years. Dan submitted No Further Action

requests for Livernois Yard and Saginaw Yard to the Department of Environment Great Lakes and Energy (EGLE) this year.

Dan also serves in a critical role for the company's more complex derailment responses. In January, Dan coordinated with two other Class I railroads and a short line railroad to close a derailment site in Ohio that involved an impacted stream that crossed under a shared diamond junction asset. Due to localized flooding caused by blockage of the stream, the U.S. Army Corps of Engineers, the City of Toledo and the Ohio Environmental Protection Agency were also involved. Through many on-site meetings, emails and follow up phone conversations, Dan shepherded consensus approval from all parties to move forward with his plan to safely reopen the creek, rebuild the railroad embankment and restore the creek to its original condition. Dan successfully implemented the plan, which required close coordination with the three separate railroads due to the heavy traffic volume through the junction. The remediation efforts at the site were completed within six weeks to the satisfaction of all agencies and railroads, and the project was closed within 7 months.

2. Describe how the employee's leadership skills have enhanced the environmental performance of others in the company and/or the community.

Dan is responsible for all environmental permitting for maintenance projects and new construction in CSX's Northwest Territory, which currently includes more than 35 active projects. One of Dan's notable permitting projects is the Washington D.C. to Richmond, Va., (DC2RVA) commuter rail program. The project is a partnership between CSX and the Virginia Public Rail Authority (VPRA) to increase the fluidity and capacity of the commuter rail network along the 123-mile rail corridor between the two cities. Dan plays a key leadership role in the project by coordinating between CSX, VPRA, third party consultants, and regulatory agencies to ensure that the civil design and permitting for the construction of new track is adequate to support the initiative in an efficient manner.

As a respected leader among colleagues, Dan has created a collaborative process in which he and the CSX design and construction teams work seamlessly to secure applicable environmental permit coverage with remarkable efficiency. Dan encourages the design team to identify options that avoid environmental impacts proactively, creatively producing win-win outcomes that address both environmental concerns and operational needs. Dan continues his involvement with his projects into the construction phase to ensure that any unexpected permitting modifications are addressed promptly and efficiently. Dan's collaborative nature and commitment to environmental excellence have helped CSX earn a positive reputation as a proactive and responsible steward among our regulatory partners. As a result, CSX has observed a trend toward more timely approvals for environmental permits, further advancing the progress of our environmental efforts.

Dan has also been instrumental in leading community engagement projects that foster stronger relationships to underprivileged communities. One such project was the scraping and encapsulation of four inner city viaducts to facilitate a beautification project led by local students. This project stands as a prime example of Dan's ability to think strategically in response to a concern, resulting in an enhancement to the lives of those that reside and work in the surrounding areas.

3. Describe example(s) of the employee's ability to identify risk or environmental deficiencies and to implement sustainable solutions to reduce those risks.

Dan is a subject-matter expert for the Asbestos, Lead and Mold (ALM) program, which he manages in CSX's Northwest Territory in support of a large spectrum of project types. These range from full scale building and bridge renovations to operations and maintenance projects. Dan has directly helped reduce liabilities and safeguard the well-being of employees related to ALM hazards. Dan's proactive approach to identifying and addressing potential risk has minimized legal and financial ramifications associated with these exposures and has also reinforced the company's reputation as a responsible and safety-conscious railroad. By identifying concerns before they pose an exposure threat, Dan has had a significant impact by creating a safer work environment and instilling confidence among CSX employees.

Once again, Dan's ability to foster collaboration is key to his success in ensuring that the ALM Program is managed properly. His open communication style and willingness to listen to concerns and ideas have led to a cohesive working environment where all departments are invested in the success of the ALM Program. One standout project that demonstrates this success is the comprehensive renovation of the Richmond, Va., Yard Office. This multifaceted project involved abatement of both friable and non-friable asbestos, as well as abatement and encapsulation of lead-containing paint. Despite a challenging timeline and evolving renovation plans, Dan's adeptness in communicating and managing change ensured that the project remained on track while prioritizing safety throughout the project execution.

Dan also leads the Lease Environmental Review (LER) program for the company, which includes the systematic review of high-risk lessee activities for potential environmental concerns or conflicts with the lease agreement. Of the 950 LERs that Dan has initiated, approximately 437 or 46 percent were found to have potential environmental concerns or other conflicts with the lease agreement. Corrected findings have commonly included piles of household trash, abandoned drums, encroachment into non-leased property and unauthorized subleasing of the property. More serious issues such as active and unmanaged environmental releases have also been cited and addressed at lessee cost. Under Dan's management, the LER program has resulted in the direct avoidance of approximately $5.0M - $10M in costs, along with unquantifiable savings associated with proactive risk elimination before negative outcomes could occur.

4. Describe example(s) of off-duty time to activities involving on and off the job environmental efforts.

Outside of work, Dan enjoys spending time with family and friends. Dan loves hunting, fishing and being outdoors. Dan recently purchased 40 acres of forested property and hired a certified forester to develop a forest management plan to enhance the acreage for wildlife habitat through the Qualified Forest Program. Dan has planted over 250 native evergreen, fruit and nut trees on the property to provide forage and cover for various wildlife species. He is also working with the Natural Resource Conservation Service (NRCS) to establish a monarch butterfly habitat. At his home, along the shores of Lake Huron, Dan works with his neighbors to control the spread of invasive species like phragmities, advocating for improved techniques and resources to help eradicate the invasive species.

Chicago 63rd Street Viaduct with yellow lead based paint before Dan's Community Project

Chicago 63rd Street Viaduct, fully encapsulated after Dan's Community Project

Chicago 66th Street Viaduct before Dan's Community Project

Chicago 66th Street Viaduct, after Dan's Community Project

Some photos of Dan's newly planted trees

Nominee's personal information:
Nominee's Name (First, Last): Chip Heard, Jr.
Title: Senior Manager, Hazardous Materials Management
Name to be used on award (preferred or nickname): Chip Heard
Department: Environmental *Years of service:* 12
Other relevant information about the candidate that should be mentioned during the award ceremony (e.g., candidate's spouse or significant other, number of children, etc.):

Chip and his wife, Nat, have three adult kids and two grandkids. Chip's two boys are firefighters, following in their father's footsteps (Chip has been in emergency response jobs for 37 years!). Chip is an avid outdoorsperson who hunts and fishes whenever he's able. The Heard family enjoys visiting National Parks and has been to 6 of them, the most recent being Glacier National Park.

The choice of selection criteria shall be the prerogative of each nominating railroad or organization, but consideration should be given to the employee who:

- *Has enhanced the environmental performance of their company*

Chip Heard has enhanced the performance of our organization through his continuous improvement initiatives and dedication to hazmat response, spill prevention, preparedness, and recovery. Chip is our first responder in AR, TN, northern TX, and southeast MO. Along with responding to and addressing reports of hazardous materials impacting the environment, Chip holds dozens of regional training events, drills, and exercises each year for community responders to ensure they are prepared to respond to incidents safely and mitigate environmental impacts as much as possible. Since 2022, Chip has lead over 30 training events for more than 500 community responders. In addition, Chip has two Hazmat Managers (HMMs) reporting directly to him to support coverage of the large territory. As a proactive leader, Chip takes responsibility to mentor team members very seriously. He leads by example, is in constant communication with his direct reports, and always takes the opportunity to help others learn. He is one of two expert firefighters on the team with specific expertise in flammable liquids, and he shares his knowledge freely and often. Department leadership noted a distinct improvement in the performance of Chip's direct reports and recognized the positive impact of his approach to mentoring and guidance.

Moreover, Chip leads the hazardous materials transfer program across our network. When hazardous loads are compromised by a derailment or other incident, Chip manages the team transferring the hazardous material to truck or rail car for movement to destination with over 60 transfers completed to date in 2023. This year Chip responded to several incidents with high-risk commodities. At the Keatchi, LA derailment, he lead the team's response to highly corrosive, reactive, and flammable materials by working diligently to stabilize the situation and get evacuees back to their homes as quickly as possible. In Ogden, UT he coordinated the successful transfer of highly-flammable Carbon Disulfide, which self-ignites when in contact with air above 65 degrees F. An achievement that has rarely been performed successfully in the field. During both incident responses, Chip led the Incident Command (IC) team and developed operating procedures to ensure safe handling of transferred materials and associated wastes from site clean-up activities.

In 2022, Chip was appointed as the leader of UPRR's preparedness program where he has been instrumental in developing new hazardous materials training programs for first responders across our entire network. Chip has used his extensive experience in hazardous materials response and driving leadership skills to ensure the team is fully prepared when called to action. Over the last two years, Chip has developed a set of standard work procedures to ensure all response equipment, including our trailers and trucks, are in a consistent state of readiness. These procedures are adhered to by all the HMMs which in turn creates an efficient network of response readiness for regional deployment regardless of the location or urgency.

- *Whose leadership skills have enhanced the environmental performance of others within the organization and/or the community*

  Chip has had a significant impact beyond our organization by dedicating much of his time to working with communities and customers. In 2022, Chip responded to the Hazen Tie Fire on another company's property near UP ROW. The local first responder community was small and ill equipped to handle such a large fire. Because of Chip's reputation and local community ties, the landowner specifically requested his assistance in managing the fire. The fire was extinguished faster than originally estimated due to Chip's dedication to his craft, his ability to lead teams, and his unrelenting drive to protect people and the environment.

  Chip has inspected over 800 rail cars for containment concerns in the last two years. Each time a containment issue is noted, Chip will fix the issue if possible and contact the shipper to help them improve the safe delivery of their shipments . In the last year, Chip has proactively raised the focus of safe containments with two significant shippers of hazardous materials in his area. Chip has inspected their facilities on multiple occasions, provided detailed assessments of their operations, and lead training for their employees to ensure better containment. In addition, Chip has been a leader in the charge of developing web-based training. His work with TransCAER to create easily accessible training continues to reach thousands of community responders each year.

  Chip has also attended multiple derailments over the last two years that were beyond the boundaries of his territory to provide his expertise, mentorship, and support to the organization. His willingness to go beyond by spending multiple weeks cleaning up these derailments made a significant difference in limiting environmental impacts and protecting adjacent communities.

- *Provides examples of the employee's ability to identify risk or environmental deficiencies and implement sustainable solutions to reduce those risks*

  Developing the next generation of transfer experts is a critical component to the sustainability of our hazardous materials transfer program. The transfer of materials from damaged rail cars to new containers is inherently risky and requires an elevated level of knowledge, skill, and planning. Chip is leading the advancement of our transfer capabilities by adding critical equipment to our response inventory and training for less experienced team members. A shipper's acceptance of a transferred product as "new" is the best indication of a successful transfer. In all the transfers that Chip has overseen since beginning with UPRR, 12 years ago, there has not been one rejection by the shippers for quality problems. Chip's efforts have gone a long way to ensure our future success and buildup institutional knowledge. Even though specific regulatory plans are not required for transfers, Chip always goes the extra mile to ensure that all precautions are taken to protect communities and natural resources. If he sees something, we can all count on him to have a plan to make it better for everyone.

  Chip is committed to his own safety and the safety of those around him and is proud of his perfect safety record with no injuries to himself or those under his charge since his hire-on date (12-years and counting).

- *Provide examples of off-duty participation in on- and/or off-the-job environmental initiatives*

  Chip has been a member of the response community for over 30 years, dedicating much of his limited off duty time helping communities we serve. His passion for community involvement did not go unnoticed during his off-duty hours, both of Chip's sons followed in their fathers' footsteps and now serve as professional firemen in two fortunate communities.

  Recently, a nearby community in AR was struck by a tornado. Once the call went out, Chip immediately headed to the community to volunteer his time and expertise as recovery efforts took place. He is active in his church and the local youth group (11th & 12th graders). For 28 years Chip was a firefighter / paramedic and volunteer fireman. Chip and his family are always available to help support their community. Building ramps for disabled people, cleaning up after storms, and more.

Chip walks along the top of a railcar at a derailment.

30 yo daughter, 28 yo son, 19 yo son.

Chip stands against the blaze at a derailment.