



APEX

2026

Message from Peter Gilbertson



News for Customers, Employees & Friends of Anacostia Rail Holdings



Across Anacostia Rail Holdings, this past year has reaffirmed why short lines matter so much to North America's freight rail network. Our six railroads operate in some of the most complex, congested, and demanding environments in the country—yet every day our teams deliver safe, reliable, and innovative first- and last-mile solutions that keep commerce moving.

What distinguishes ARH is not just our assets, but our people and partnerships. We work shoulder-to-shoulder with our customers, Class I partners, labor, communities, and technology providers to solve real-world problems. Whether it's Pacific Harbor Line keeping global trade fluid in the San Pedro Bay ports; New York & Atlantic Railway threading freight through one of the nation's busiest passenger corridors; or our Midwest railroads investing in capacity, resilience, and growth, our approach is consistent: collaborate, innovate, and execute with precision.

This year's APEX highlights that commitment. We are modernizing locomo-

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ARH invests in many ways, from rebuilding NYA locomotives on the East Coast to hosting industry leaders at PHL on the West Coast.

From Coast to Coast Solving Rail's Toughest Challenges

Anacostia Rail Holdings (ARH) railroads operate in some of the most demanding environments in North America, where customer needs must be met with precision, creativity, and a deep understanding of local conditions.

On the West Coast at the San Pedro Bay ports—the nation's busiest gateway—Pacific Harbor Line (PHL) manages thousands of daily container movements with agility and discipline. The port complex is a fast-moving, constantly shifting environment where rail, trucking, and marine operations intersect.

On the East Coast, in New York City, the New York & Atlantic Railway (NYA) threads its freight operations through a

system that also handles 950 daily passenger trains. NYA dispatches its trains through dense industrial areas, tight clearances, and limited yard space. Even small delays can ripple across this complex regional network. Yet NYA delivers dependable service by maintaining strong communication with customers, the Long Island Rail Road, and local communities.

Meanwhile, in the Heartland

In the Midwest, Chicago South Shore & South Bend Railroad (CSS) and Louisville & Indiana Railroad (LIRC) navigate yet different sets of challenges including:

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tives and infrastructure, deploying cutting-edge technologies like RailPulse and Remora carbon capture, and strengthening safety culture across every property—exemplified by Herman Crosson’s well-deserved national recognition. We’re also advancing sustainable transportation; expanding customer opportunities through programs like BNSF’s Shortline Select™; and building deeper, more constructive labor partnerships.

Perhaps most importantly, we are developing the next generation of rail leaders through training, education, and experience. With a strong executive bench and empowered frontline teams, ARH is well positioned to meet the challenges ahead.

Our railroads deliver meaningful impact to our customers and Class I partners. Together, we are advancing a safer, greener, and more resilient supply chain and positioning short lines for even greater contributions ahead.

Peter Gilbertson
President & CEO

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Solving Rail’s Toughest Challenges

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daily commuter-rail congestion; multiple Class I interchange partners; growing industrial demand; and century-old infrastructure requiring constant reinvestment. Their teams succeed by combining detailed local knowledge with flexible operating plans and rapid customer response.

Across all Anacostia railroads, the approach is consistent: solve problems collaboratively; empower employees at every level; and deliver reliable first and last-mile rail service. These values define the work showcased throughout this edition of APEX. ♦



U.S. Representative (CA-44) Nanette Barragán (left) honored Otis Cliatt II, President of Pacific Harbor Line (PHL), with the Black History Month Trailblazer of the Century Award in recognition of his leadership and commitment to a more sustainable San Pedro Bay region. The Award was presented in February at the Michelle Obama Neighborhood Library in Long Beach.

Anacostia On the Move

by Todd Nuelle
Chief Commercial Officer, Anacostia Rail Holdings

Focus



As the new Chief Commercial Officer for Anacostia Rail Holdings, I’m thrilled to be part of this great team, working with all of you who keep our railroads moving—including Class I, transload partners, and the entire ARH family. At the heart of everything we do is a commitment to our customers.

My approach is simple: listen first; respond with purpose; and deliver solutions that go beyond what’s expected. I believe in rolling up our sleeves, staying resourceful, and remaining persistent, especially when times get complicated.

According to my friend Google, the phrase “may you live in interesting times” has uncertain origins. Some say it’s British, others trace it to an old Chinese proverb:

“Better to be a dog in peace than a human in times of chaos.” Today’s intense rate of change certainly makes these interesting times.

Yet change is nothing new to this industry. Across every part of the rail supply chain—from operations to customer service—we’re all experiencing transformation in real time. So, what do we do? We focus on what we can control.

At all the Anacostia railroads that means keeping safety front and center—in our yards, on our tracks, and in every move we make. It means staying close to our customers, listening to their needs, and delivering smarter, faster, more efficient service.

As we navigate these “interesting times,” let’s keep doing what this industry does best: adapt, collaborate, and move forward with purpose together. ♦



Safety Leadership Recognized



Anacostia Rail Holdings' Chief Safety & Compliance Officer, Herman Crosson (left), was honored with the 2025 American Short Line Railroad Association (ASLRRRA) Safety Professional of the Year Award, recognizing outstanding

service to the industry.

Crosson's influence extends across all six ARH railroads. He leads the development of standardized procedures; conducts safety audits; provides field training; trains leadership teams; and engages directly with front-line employees to strengthen safety culture.

"This recognition belongs to everyone in the Anacostia family," Crosson said. "Our success is built on people who care deeply about doing things the right way."



LIRC's new blue flag system

LIRC: Relentless Safety Focus

LIRC sponsored and led a major multi-agency National Incident Management System (NIMS) based tabletop drill involving DHS, FBI, INDOT, and Louisville Metro Fire. The exercise simulated a derailment with a hazardous materials release and cyber attack.

The railroad also introduced physical and operational safety improvements:

- foot-operated blue flag systems for safer protection of employees working under equipment;
- solar-powered switch cube lights for improved night visibility; and

- reflectorized clearance tabs to reduce sideswipe risk in industrial areas.

NYA: Growing Safely

NYA's safety initiatives in 2025 included hosting a Short Line Safety Institute (SLSI) leadership training program attended by short lines. The sessions focused on communication, situational awareness, and decision-making in high-risk environments.

Additional initiatives included:

- a full-scale rescue drill in NYA's underground tunnels with FDNY;
- a large hazmat simulation coordinated with LIRR and local fire departments;



NYA rescue drill

- NYA's first presentation of OLI's Railroad Incident Safety Course to Metro North's training department and Grand Central's fire brigade; and

- streamlined conductor training reducing qualification time from 20 months to 12 months.

NLR: Jake Award with Distinction

Not only did NLR win the ASLRRRA's prestigious Jake Award with Distinction for the second consecutive year, but it has also been an ASLRRRA safety award recipient in 10 of the past 11 years.

In support of its recognized strong safety culture, the railroad also hosted hands-on hazardous materials training for local fire departments—supporting public safety through stronger partnerships.

"This kind of experience better prepares our partners for what to expect if they encounter hazmat equipment on a railroad," says ARH President & CEO Peter Gilbertson. ♦

Technology Boosts Visibility and Sustainability

Anacostia's resources made it possible for our railroads to initiate industry-leading technology efforts that will improve rail shipment visibility for rail shippers, and our railroad operations to be even more sustainable.

PHL entered a development partnership with Remora, an innovative technology company designing mobile carbon capture systems for locomotives. Remora's system captures up to one ton of CO₂ per hour from exhaust, repurposing it for industrial applications such as food processing, water treatment, and manufacturing.

"For PHL and Anacostia, carbon capture adds another option in our efforts to slash emissions," says ARH President Peter Gilbertson. "The Port of Los Angeles and Port of Long Beach have stringent environmental goals, and this partnership supports meaningful progress."

PHL President Otis Cliatt II adds: "We are honored to play a role in shaping the future of cleaner rail transportation." ♦

2025 ARH Safety Recognition Program Award Recipients

CSS

Will Hasemann
Keith Holzer
Brian Krueger
Matt Lastovich

NYA

Amateur Gonzalez
Israel (Izzy) Linares
Chris Nardone
Trae Pierre

PHL

Dallas Daeley
Eric Flores
Frank Gutierrez
Greg Jelks
Kernel Lawrence
Fernando Macias
Armando Meza, Sr.
Alex Moffit
Joaquin Oropeza
Robert Stone

GCS

Jackson Bonvillion
Michael Crain
Kobi Walters

NLR

Mark Muraski
Jordan Przybilla

LIRC

Art Bagby
Curt Leslie
Jeremy Peacock
Anthony Ritchie





Delivering Dynamic Solutions Through Collaborative

Supporting a strong and growing U.S. economy, Anacostia's railroads provide shippers with collaborative and efficient new opportunities for adding safer, more efficient, and greener rail logistics to global supply chain operations.



CSS PRESIDENT: Todd Bjornstad
LOCATION: Chicago & NW Indiana

Customer Success Story

Glycerin Traders

A decade ago, Glycerin Traders began using rail service to improve efficiency and control transportation costs. With limited rail experience and modest initial volumes, the company partnered with CSS to establish service at a transload site in Stillwell, Indiana. As volumes increased, CSS worked alongside the customer to support steady, manageable growth.

"Glycerin Traders is excited about... the continued partnership with CSS."
~ Mariana Zeedyk, Owner, Glycerin Traders

Challenge: As demand continued to rise, the existing track layout limited flexibility and created operational constraints. Switching became more complex, and the customer needed additional capacity to support higher volumes without disrupting current service or mainline operations.

Solution: CSS partnered with Glycerin Traders on a comprehensive track reconfiguration. The railroad extended the industry track; lengthened the Stillwell Siding; added a new switch; and relocated the mainline turnout. The improvements increased capacity; reduced switching complexity; and improved operational fluidity for both the customer and the railroad.



LIRC PRESIDENT: John Goldman
LOCATION: Southern Indiana & Louisville, Kentucky area

Customer Success Story

Piper Warehouse

When its Indianapolis facility reached capacity, Piper Warehouse selected a rail-served building in Columbus, Indiana, and began working with LIRC to serve as its logistics provider. Piper specializes in the paper industry, handling inbound shipments from across the United States and Canada.

"They're the most accessible rail partner we've had." ~ Brandy McFarlin, VP of Operations, Piper Warehouse

Challenge: As a new rail customer, Piper required flexible service to accommodate changing volumes without sacrificing efficiency or customer service. It also needed to quickly ramp up the facility.

Solution: LIRC developed a customized switching plan and coordinated initial rapid track repairs using a trusted contractor. Early in the operation, buried ties beneath the warehouse track created an urgent maintenance issue that threatened to disrupt service, but the issue was resolved by LIRC within 48 hours, minimizing disruption. Today, Piper receives up to four railcars per day with reliable service, clear communication, and low demurrage.



NYA PRESIDENT: Marlon Taylor
LOCATION: Nassau & Suffolk counties; Brooklyn & Queens, NY

Customer Success Story

Eco Material Technologies

There is a growing demand for sustainable cement materials in lower-carbon construction projects in New York City. To meet this need, Eco Material Technologies partnered with NYA and Precision Terminal Logistics to open a new rail terminal in Blissville, Queens.

"With NYA we're building a smarter supply chain—and a greener city."
~ Grant Quasha, CEO, Eco Material Technologies

Challenge: Delivering large volumes of material into a dense urban environment posed logistical and environmental challenges. Truck-only deliveries would increase congestion, emissions, and wear on already crowded city streets. Eco Material needed a reliable transportation solution aligned with its sustainability goals.

Solution: NYA provided direct rail service to the Blissville Terminal, enabling Eco Material to move up to 50,000 tons of material annually by rail. Each railcar replaced approximately four truckloads, reducing congestion and emissions. Efficient terminal operations allowed for rapid truck-to-rail transfers, creating a scalable supply chain for New York City projects.



oration

ent first/last mile services that open



PHL PRESIDENT: Otis Cliatt II

LOCATION: Port of Los Angeles & Port of Long Beach

Customer Success Story

Everport Terminal Services

Rail service plays a critical role in maintaining terminal fluidity in the high-volume marine container terminal operated by Everport Terminal Services in the Port of Los Angeles, where PHL provides daily switching services to support Everport's intermodal operations.

"Their service has always been excellent, and we are committed to a long-standing relationship." ~ Francisco Morales, Manager, Everport Terminal

Challenge: Everport manages heavy container volumes across limited track space, often handling up to 90 stacks of railcars on 26,000 feet of track. Operations require flexibility, constant coordination, and the ability to adapt quickly to changing ship schedules while maintaining strict safety standards.

Solution: PHL assigned dedicated switching crews who coordinated directly with Everport ground teams each day. Crews familiar with the terminal's layout and operating practices addressed issues in real time and recommended efficiency improvements. This collaborative approach ensured safe operations and maximized track capacity.

NLR Joins BNSF Shortline Select™ Program

Northern Lines Railway (NLR) was recognized as an industry leader this fall with its inclusion in BNSF's Shortline Select™ program. This initiative was designed for short lines with strong commercial performance, proven operating reliability, and readiness for economic development.

"We're proud of our team for earning this selection. Shortline Select recognizes the commitment of everyone at NLR to service, integrity, and doing the right thing every day," says Todd Nuelle, Chief Commercial Officer.

The program enhances collaboration between NLR and BNSF, providing several advantages for customers:

- Access to BNSF's national transload network, enabling shippers to enter or expand in new markets.
- Pre-approved industrial development sites, shortening project timelines for new facilities.
- Streamlined commercial arrangements, allowing rate requests and service packages to be developed more quickly.
- Training and best-practice exchanges,



supporting continuous improvement across operations and customer service.

For NLR, the recognition comes during its 20th anniversary operating over BNSF track—an important milestone that reflects two decades of partnership and investment. In that time, NLR has expanded its customer base; strengthened relationships with local businesses; and delivered consistent year-over-year improvements in service metrics.

"We've worked closely with BNSF for many years," says Katie Sackett, Senior Director of Sales & Marketing. "This selection further strengthens our ability to support safe, efficient, environmentally friendly shipping options throughout central Minnesota." ♦

Short Lines with a Deep Bench

Anacostia Rail Holdings provides the strategic leadership and support our individual railroads need to successfully serve as an integrated part of North America's 600+ railroads, operating over a 200,000-route-mile network. Just this past year, Anacostia has brought on experienced leaders in key executive positions. They are:



Michael Naatz, Chief Operating Officer, whose career has spanned the supply chain industry from Class I, to national motor carrier YRC Worldwide, to regional railroads, and to Westvaco, a global packaging company;



Todd Nuelle, Chief Commercial Officer, who brings 25 years of industry experience, most recently with Canadian National Railway, where he served as Senior Director of Supply Chain Operations, and;



Mark Nuchurch, Manager of Safety and Compliance, who started his railroad career as a conductor and engineer and, most recently, served as Manager of Safety and Operating Practices for CSX Intermodal Terminals. ♦



CAPEX COMMITMENT

Anacostia’s six railroads continue to strengthen their infrastructure, adopting technologies that support resilience, safety, and long-term reliability. Strategic capital planning ensures that each railroad can adapt to customer needs while preserving the flexibility and responsiveness that shippers expect from short lines.

Chicago South Shore & South Bend Railroad (CSS)

Locomotive Upgrade Program

CSS continues its multi-year locomotive modernization initiative, which includes major rebuilds that extend the life and utilization of its mainline fleet. By the end of 2026, twelve of thirteen road locomotives will have undergone comprehensive mechanical overhauls, including upgraded electrical systems, traction components, and improved cab ergonomics.



“These rebuilds have already reduced shop time and improved fleet availability,” says Chief Mechanical Officer Justin Moon. “With rebuilt components below the deck, our locomotives perform more consistently and require fewer surprise repairs. The return on investment has been very strong.”

Tie and Track Renewal

CSS continues targeted investment in

switch timber replacement, turnout upgrades, surfacing work, and drainage improvements across its network.

New York & Atlantic Railway (NYA)

In-House Locomotive Rebuilds

NYA’s mechanical team has expanded its capabilities and now completes locomotive rebuilds internally, reducing downtime from a year or more to just six months. The current focus is GP38-2 #261, which is receiving rebuilt engines; upgraded generators; a new compressor; improved LED lighting; enhanced cab ergonomics; and an upgraded electrical cabinet.

NYA President Marlon Taylor notes: “Having this work done in-house gives us greater control over timing, costs, and quality.”

The mechanical shop now consists of 10 employees, including a Quality Assurance Manager, Gene Beaubien, whose role ensures compliance with industry standards and supports continuous improvement.

Interchange Capacity Expansion

NYA completed the “5 Main to 1 Iron Connector”—a project adding five new turnouts; 1,000 feet of connecting track; and creating a 9,000-foot receiving and departure track. This project significantly improves interchange with the Class I partner, reducing choke points and minimizing time trains spend waiting for access.



“With better fluidity, our customers experience fewer delays and more predictable service,” says Roadmaster Israel Linares.

Louisville & Indiana Railroad (LIRC)

Ohio River Bridge Modernization

LIRC is in the midst of a multi-year effort to modernize the century-old Ohio River Bridge. This past year’s work—funded



jointly by LIRC and the Kentucky Short Line Infrastructure Program (KSLIP)—included replacing the aging analog radio system; modernizing marine-to-rail communications; adding cyber security protections; and improving the reliability of the lift span used for barge traffic.

Infrastructure improvements included new walkway timbers and structural repairs on spans 5–8, and concrete work on spans 14–15.



Strong Industry Recognition

Track & Crossing Upgrades

LIRC replaced or rehabilitated:

- 19,000 feet of industrial track
- 18 grade crossings
- 24,000 feet of mainline track
- 5,000 crossties and 124 switch ties

These projects support safe, efficient movement for LIRC's diverse customer base—including aggregates, steel, grain, and consumer goods.

Pacific Harbor Line (PHL)

Badger Bridge Upgrades

PHL continues to invest heavily in infrastructure to support the complex operating environment of the San Pedro Bay ports, including the renewal of lift cables and miter rail joints on the Badger Bridge. The signal system is also being upgraded at CP Badger including: new digital components; new signal bungalows; new switch machines; and new signal aspects.

Rail, Tie, and Switch Renewals

Continued safe and reliable train operations will result from the installation of 17,000 feet of continuous welded rail that will also reduce maintenance and improve ride quality. In addition, PHL replaced almost 2,000 ties across key corridors, and undertook major surfacing, switch alignment, and turnout upgrades.

Technology, Too

Digital tools and communications systems were deployed that enhance switch planning; improve yard visibility for terminal operators; optimize yard management; and provide real-time data for decision-making.

These investments help PHL maintain fluidity in the busiest intermodal center in North America. ◆

Anacostia Rail Holdings proudly celebrated a year of exceptional leadership.

At the 2025 *Railway Age Women in Rail Conference (WIRC)*, participation by women from across our organization (seen in the photo below) put a spotlight on the strength and diversity of talent that powers our railroads.



First Row: Laura Carrasco, HR & Admin Assistant (ARH); Amy Louk, Senior Business Manager (NYA); Georgia Gerick, Senior MIS Specialist (ARH). Second Row: Jasmine Manley, Accounting Associate—AP (ARH); Katie Sackett, Senior Director of Sales & Marketing (LIRC & NLR). Third Row: Basia Sidor, Customer Service Representative (CSS); Sonia Rodriguez, Benefits Manager (ARH); Michele Williams, Manager Payroll & Employee Benefits (ARH); and Melissa Mrozowski, Revenue Accounting Associate (ARH).

Panel topics included leadership development, workforce engagement, and the future of rail safety. Attendees also joined a tour of Metra's rebuild shop, gaining insights into locomotive modernization and training practices.

Women in Rail Award to Windell



At the upcoming 2026 WIRC, LIRC's Leah Windell, (left) Customer Service Manager, will receive the Railway Age Women in Rail Award. A 20-year veteran of customer service roles, Windell led LIRC's transition to modern digital systems that improved data accuracy, speed of response, and communication between operations and customers.

"Leah embodies innovation, teamwork, and professionalism," says Senior Director of Sales & Marketing Kathleen Sackett.

Windell also volunteers in her community, supporting programs for adults with

disabilities and maintaining a pen-pal relationship with a retired rail worker.

Professional Growth Across ARH

Michigan State University's Railway Management Certificate Program is the only North American program that covers the breadth and depth of the very complex railway industry ecosystem from both a conceptual and practical business perspective. The program is aimed at individuals in the rail industry with the potential to become senior managers and leaders in their organizations.

Completing the MSU program last year were: Amy Louk, Senior Business Manager, NYA; Brian Colburn, Director of Operations, CSS; and Jeremiah Fletcher, Director of Transportation, LIRC.

Their achievements underscore ARH's strong emphasis on continuing education.

PHL Award Sweep

PHL President Otis L. Cliatt II received the Maritime Industry Salute Award, honoring PHL's contributions to global trade and seafarer support. Given by the Seafarers Center of the Ports of Long Beach and Los Angeles, the award recognizes "their outstanding professional performance in ensuring safe, secure, and efficient cargo handling, and for the steadfast advocacy for both seafaring and shoreside workers."



Kleist Award attendees PHL President Otis Cliatt II, Director of Customer Service Diana Turubanova, & Vice President Stephane Perri.

PHL also was honored with the Bob Kleist Leadership Award, given by the Los Angeles Chamber of Commerce to exceptional leaders in the development and promotion of global trade in Southern California. ◆



Brotherhood of Locomotive Engineers and Trainmen (BLET) General Chairman Gilman Lang (center) joined NYA employees for the All-Hands-on-Deck Mid-Year Safety Meeting, emphasizing the critical importance of safety and strong labor-management collaboration. From left to right: Kirk Bedford (Vice President—NYA); Karl Bischoff (President—BLET); Gilman Lang (Chairman—BLET); Duane O'Connor (Vice Chairman—BLET); and Marlon Taylor (President—NYA).

Landmark Labor Agreements for NYA, PHL

Anacostia is committed to working closely with labor to achieve fair agreements covering our valued unionized employees. Positive results from this approach were achieved with successful agreements signed by two of our largest labor partners. These pacts were finalized well in advance of expiration deadlines and in a spirit of mutual trust.

Most recently, the Brotherhood of Locomotive Engineers and Trainmen (BLET) ratified a multi-year Collective Bargaining Agreement effective June 1st, 2025 with NYA. The agreement includes retroactive compensation and eight percent additional wage increases, along with provisions that support ongoing safety training and improved quality of life for employees.

“This agreement strengthens our partnership and ensures stability for years to come,” says NYA President Marlon Taylor.

ARH Executive Vice President & CFO Bruce Lieberman notes, “This is the second consecutive BLET contract across Anacostia negotiated through collaboration and mutual respect.”

Previously, PHL’s earlier three-year agreement—approved by 91% of BLET members—established a benchmark for constructive labor-management relationships.

Across all ARH railroads, labor partnerships focus on dignity, fairness, and shared responsibility for safe operations. ◆



What’s Ahead?

Anacostia Rail Holdings remains committed to safety, innovation, customer service, and workforce development. Across our six railroads, our teams continue to invest in infrastructure, support community partnerships, embrace technology, and deliver reliable service in some of the nation’s most challenging environments.

Together, we are shaping the future of short line railroading.

ARH Highlights Short Lines in U.S. Senate Testimony



Photo Credit: Carol M. Highsmith’s America, Library of Congress, Prints and Photographs Division.

ARH President & CEO Peter Gilbertson testified before the U.S. Senate Commerce Subcommittee on Surface Transportation to detail the critical role short line railroads play in the freight rail network.

His testimony was delivered at the hearing “On the Right Track: Modernizing America’s Rail Network.”

Gilbertson identified three national priorities essential for short line railroads:

1. Reliable and accessible infrastructure funding, centered on the Consolidated Rail Infrastructure Safety Improvements (CRISI) program, which has delivered more than \$2.7 billion to short line railroads nationwide.

2. Regulatory modernization, allowing railroads to adopt new technologies without being constrained by outdated prescriptive rules.

3. Support for innovation, including: automated inspection tools; real-time monitoring; low-emission locomotives; and carbon reduction technologies.

Gilbertson also emphasized the need to reduce the 18- to 24-month lag between grant awards and funding obligations, which delays construction seasons.

He highlighted the importance of safety programs, including: Operation Lifesaver; Section 130 grade crossing improvements; the Rail Crossing Elimination Program; and the Short Line Safety Institute. ◆