

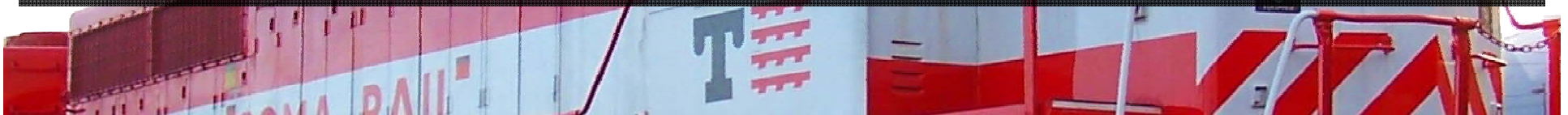
**PACIFIC NORTHWEST ASSOCIATION
OF RAIL SHIPPERS**

"Global Warming: Transportation in Economic Melt Down"

**Spring Seminar
Portland, Oregon
March 12, 2009**



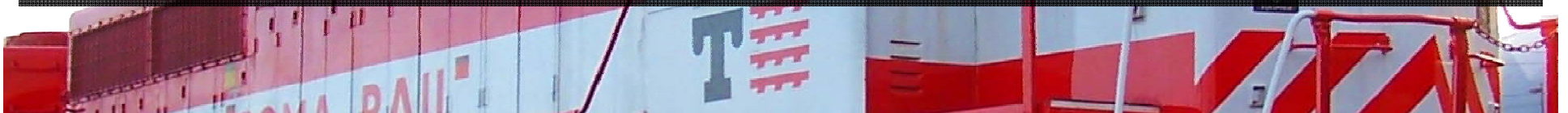
“You know, you don’t really have to make a profit running this railroad, we are a cost of service operation.”



My First Non-Profit Experience

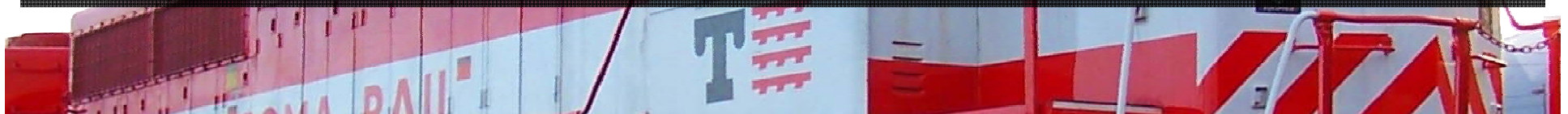
3

The Boy Scouts of America



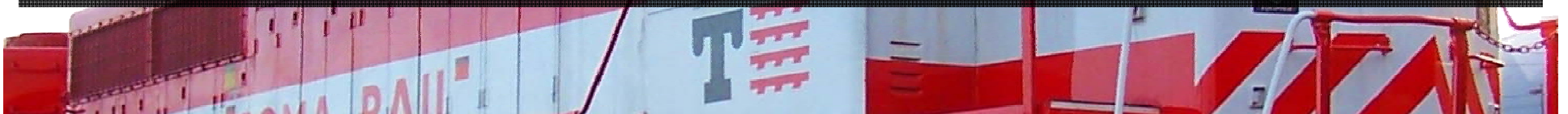
Bankrupt When I Hired On

4



Never Made a Profit on My Watch ⁵

CONRAIL

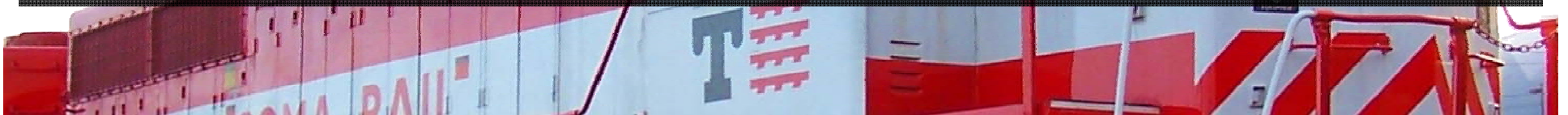


Lost \$1.2 Billion in My Last Year

6



Weyerhaeuser



No Profit – No Problem

7

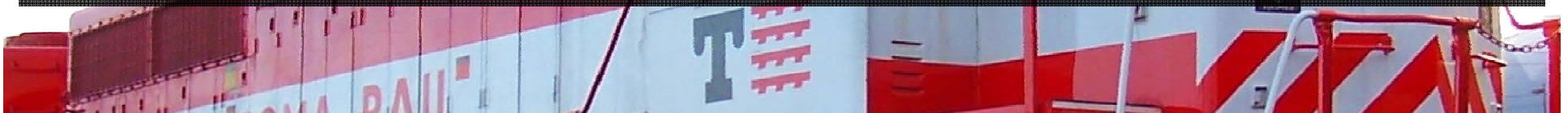


TACOMA RAIL
TACOMA PUBLIC UTILITIES



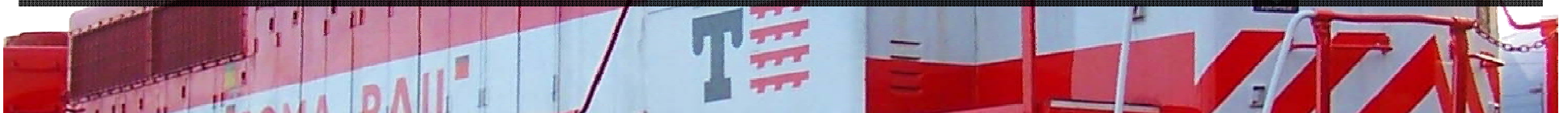
...now for the Commercial

Our Service Area



...and Service is Our Strength

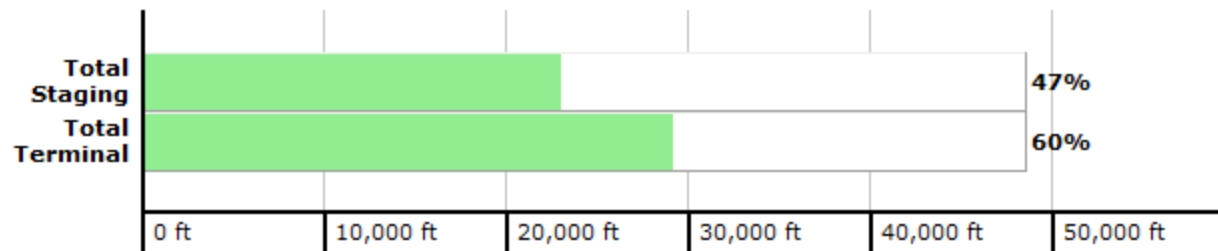
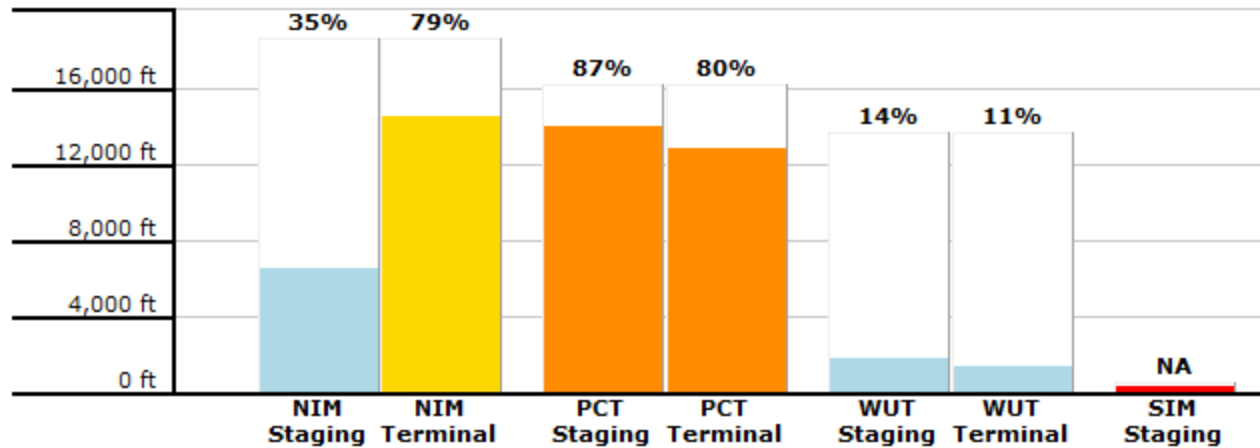
- **65 Active Customers**
- **80,000 Shipments per Year**
- **Excellent Employees**
- **Scheduled Operations**
- **95% On-Time Performance in 2008**
- **Environmental Stewardship**
- **State of the Art Information Technology**



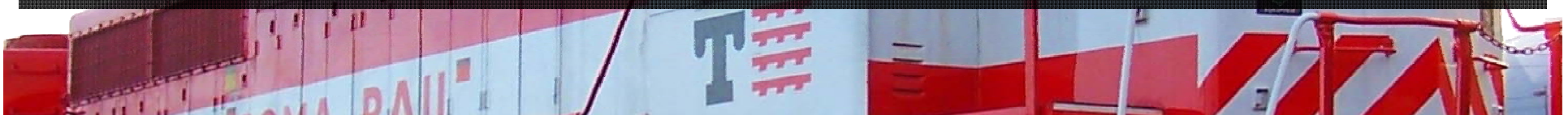
TacomaRail.com Graphs

Tacoma Rail Intermodal Usage Graph

As of 3/5/2009 8:01:00 AM
Hover mouse over colors to get data values
Click on a color to get history



- > 100% Capacity Utilized
- > 80% Capacity Utilized
- > 60% Capacity Utilized
- > 40% Capacity Utilized
- < 20% Capacity Utilized



Crew & Tower Switch Report

Submitted: 4/3/2007 11:36:32 AM

Requested By: -

Switch After: 04-03-2007 4:00PM

Switch Before: 04-04-2007 6:00AM

Comments: Group #99 Please spot at doors #5,7,9,or 11.

Release

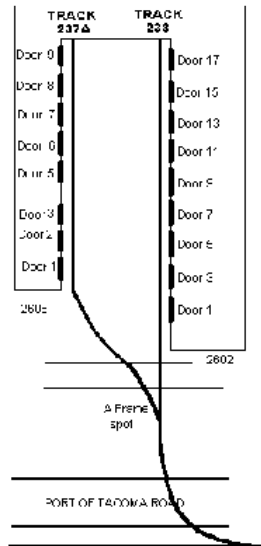
Track 238

Railcar	Release Info
BNSF 793741	BNSF Empty
ARMN 992034	UP Empty
ARMN 933001	UP Load
ARMN 902980	UP Load
ARMN 902969	UP Load
ARMN 767214	UP Empty
ARMN 765038	UP Empty
ARMN 764277	UP Empty

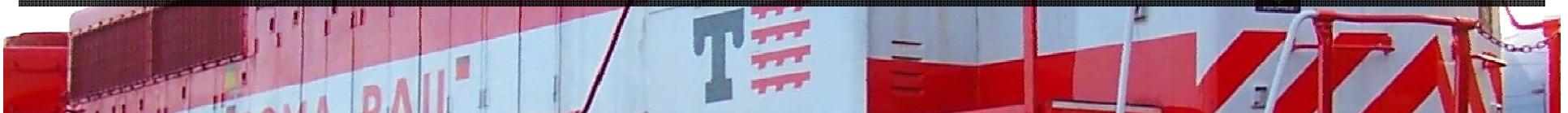
Spot

Track 238

Spot#	Railcar
1	BNSF 794063
13	ARMN 992032
15	ARMN 932007
17	ARMN 933932
99	ARMN 767267
99	ARMN 765063
99	ARMN 767295
99	BNSF 799441

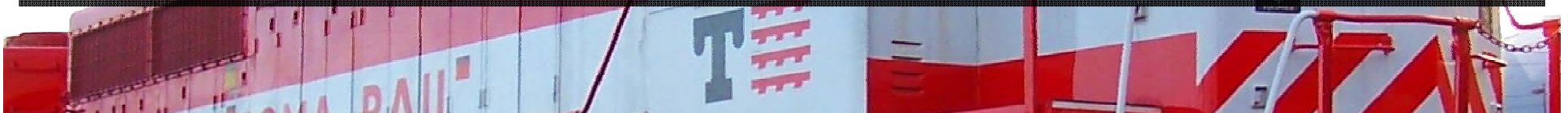
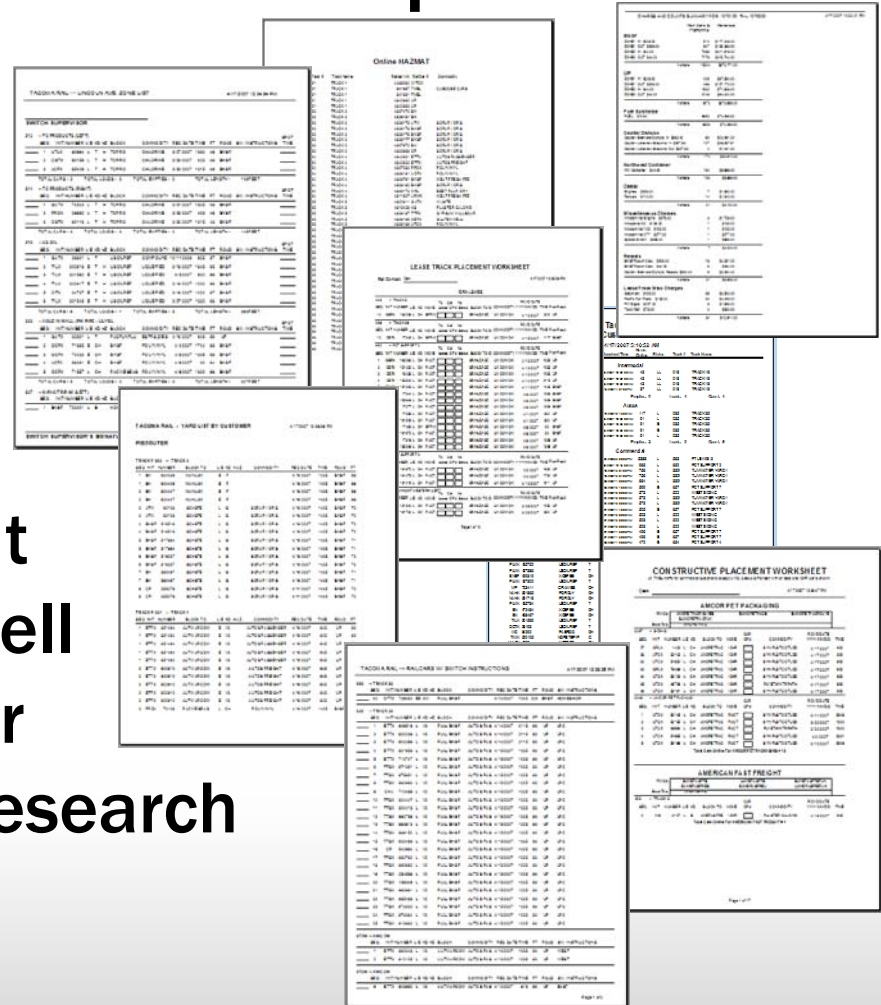


- **Clear & Informative Layout**
 - Release on one side
 - Spot on the other
- **Facility Layout**
 - Spot Locations
- **Contact Information**
- **General Comments**
 - straight from the customer to the tower & switch crew



Internal, Custom Reporting

- Over 100 Internal Reports Developed
- Electronic & Paper
- Examples:
 - Zone Lists
 - Cars to be pulled
 - Lease customers
 - Constructive Placement
 - Inbound/Outbound Dwell
 - Line Hauls by Customer
 - Intermodal Platform Research
 - Volume Analysis



Custom Transloader Software

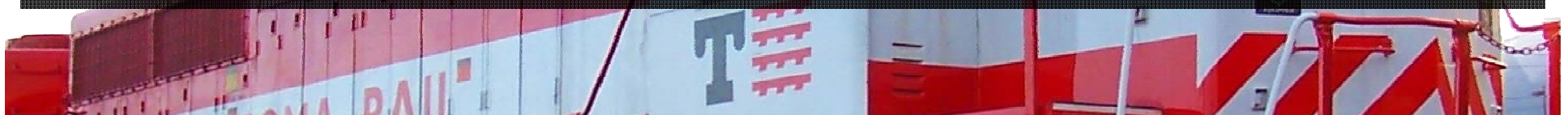
- Developed by Tacoma Rail for MacMillan-Piper in Frederickson
- Push/Pull RMI Data
- Easy to use
 - Download
 - Match
 - Send



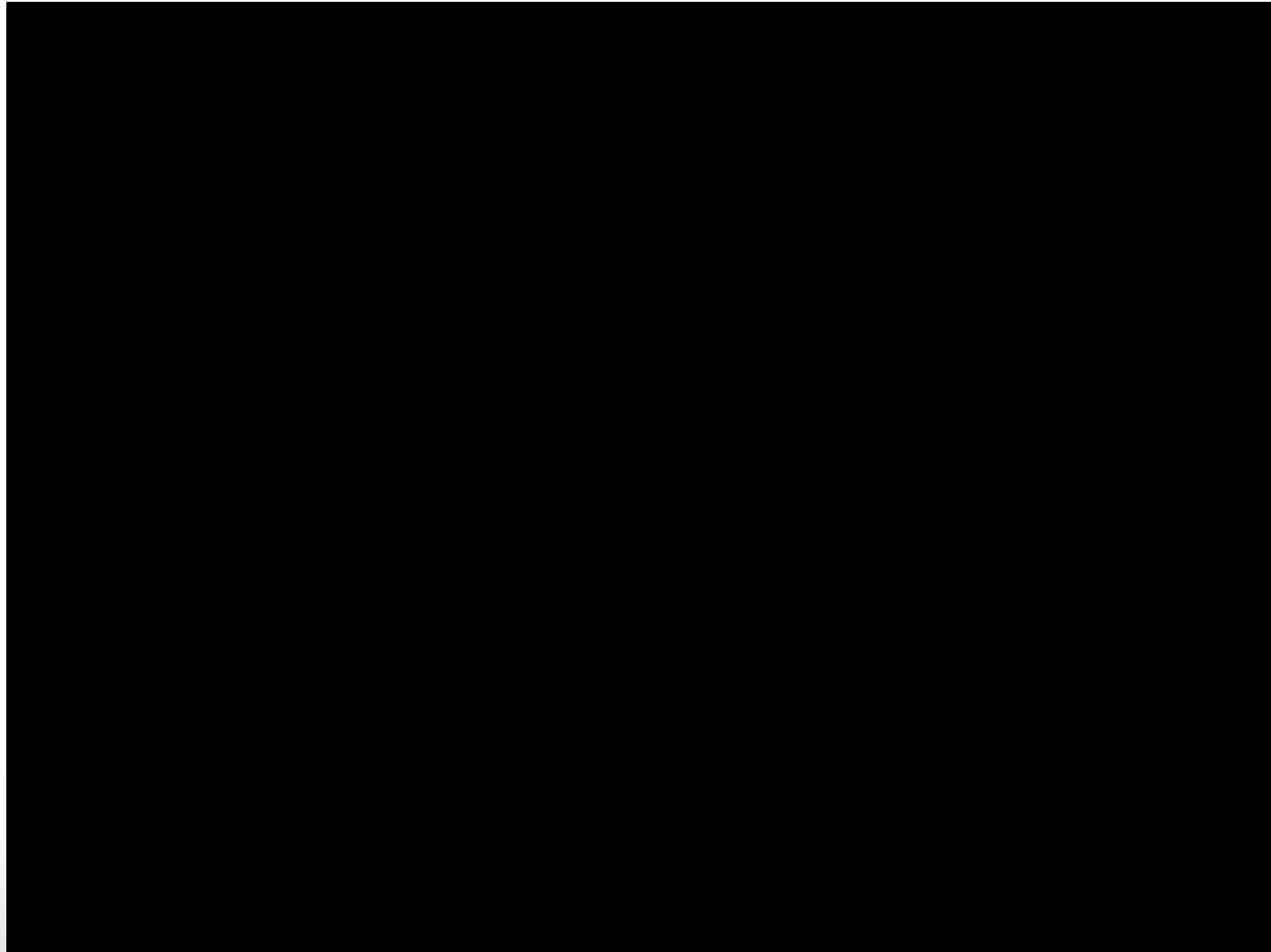
Date:

Comment to Tacoma Rail (FAX):

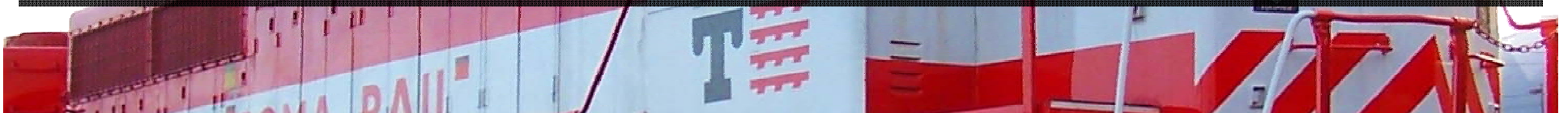
Intermodal	Containers	Container Release
DTTX 12345 DTTX 162343	HDMU 234999 HDMU 340983	Load: <input checked="" type="checkbox"/> Size: <input type="text" value="20"/> Type: <input type="text" value="DC"/> Location: <input type="text" value="AB"/> <input type="button" value="v"/> Cargo Weight: <input type="text"/> Booking: <input type="text"/> Seal: <input type="text" value="0"/> Contents: <input type="text"/> Shipper: <input type="text" value="Yang Ming"/> <input type="button" value="v"/> Vessel: <input type="text"/> Voyage: <input type="text"/> Discharge: <input type="text"/> Terminal: <input type="text" value="TAC"/>
Hoppers		Hopper Release
CEFX 635171 TILX 635228 TILX 635953 TILX 637106 TILX 637198 TILX 637241 TILX 637259 TILX 638043 TILX 638149 TILX 638453		Release: <input checked="" type="checkbox"/> Load: <input type="checkbox"/> Destination: <input type="text" value="BNSF"/> <input type="button" value="v"/>



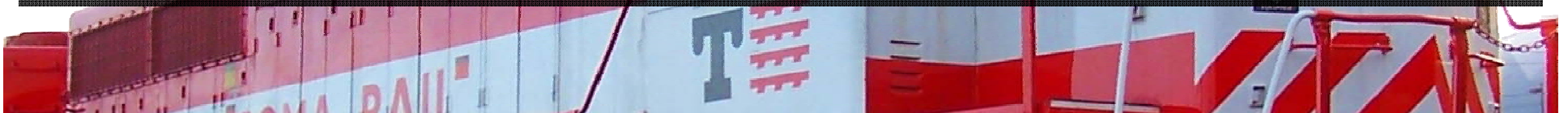
Railroad Movement Modeling



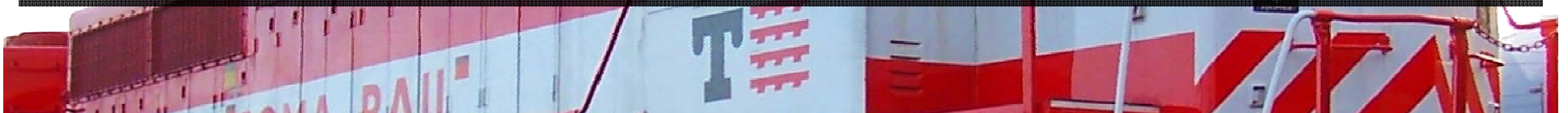
Tacoma Rail servicing UP locomotives & pulling outbound



- **Global Warming**
- **Climate Change**



- **Robust Capitalism**
- **Creeping Socialism?**

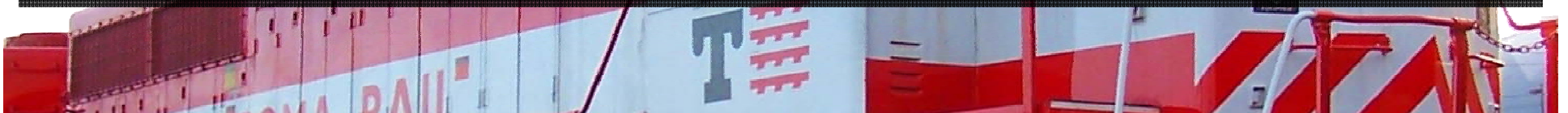


Are we all reacting like this?

17

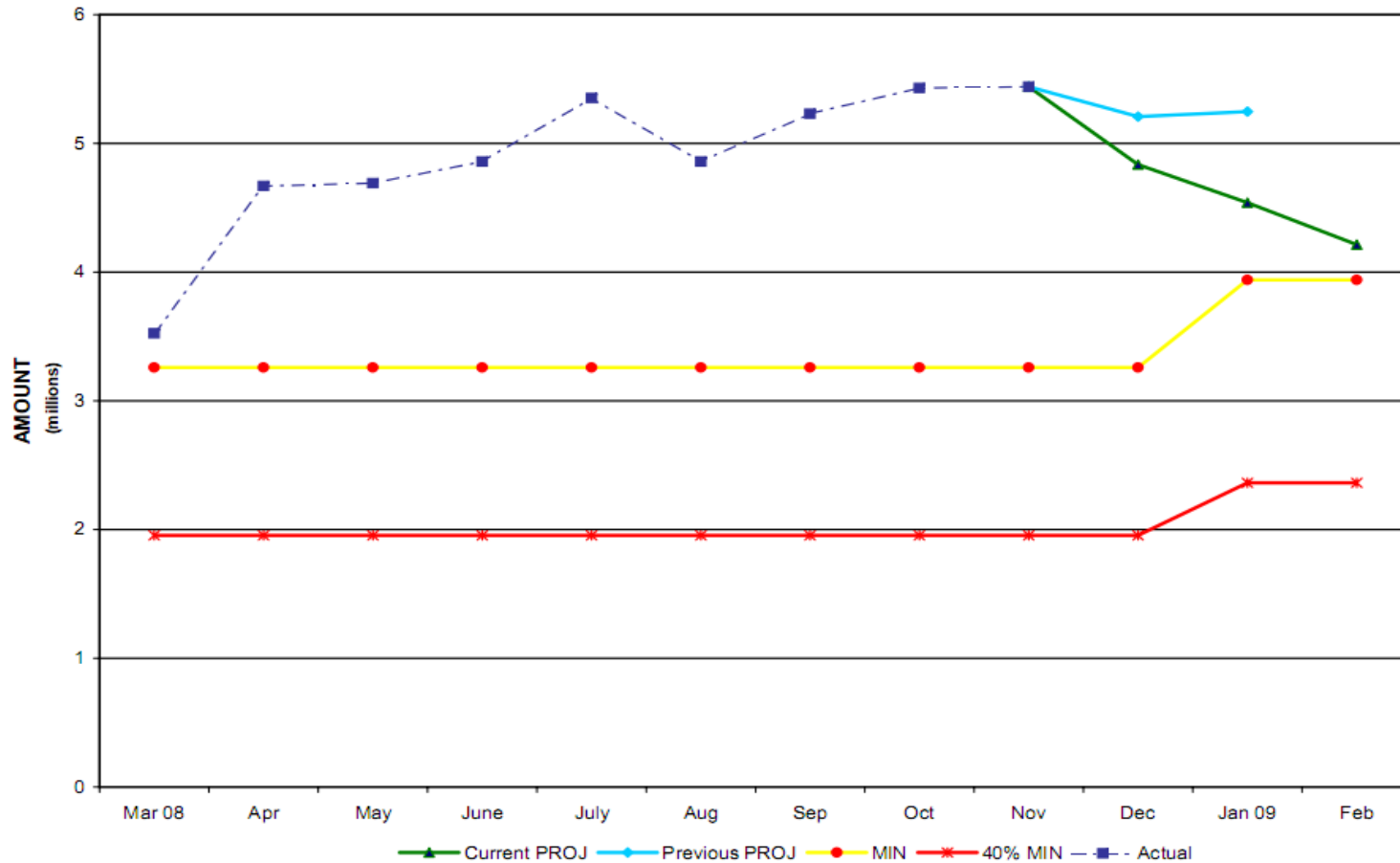


The Lemming

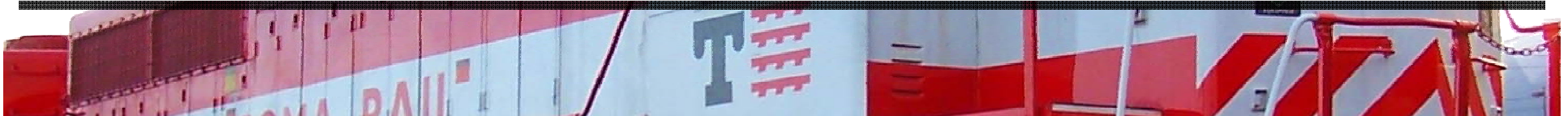


December 2008 Cash Projection

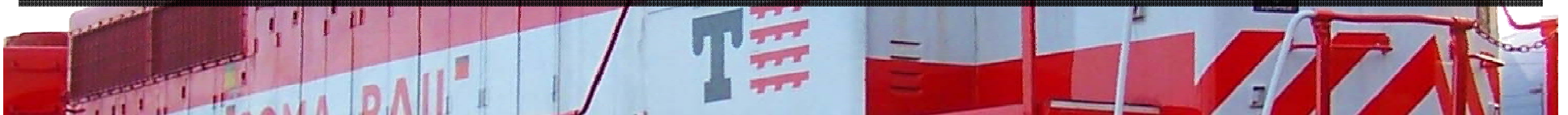
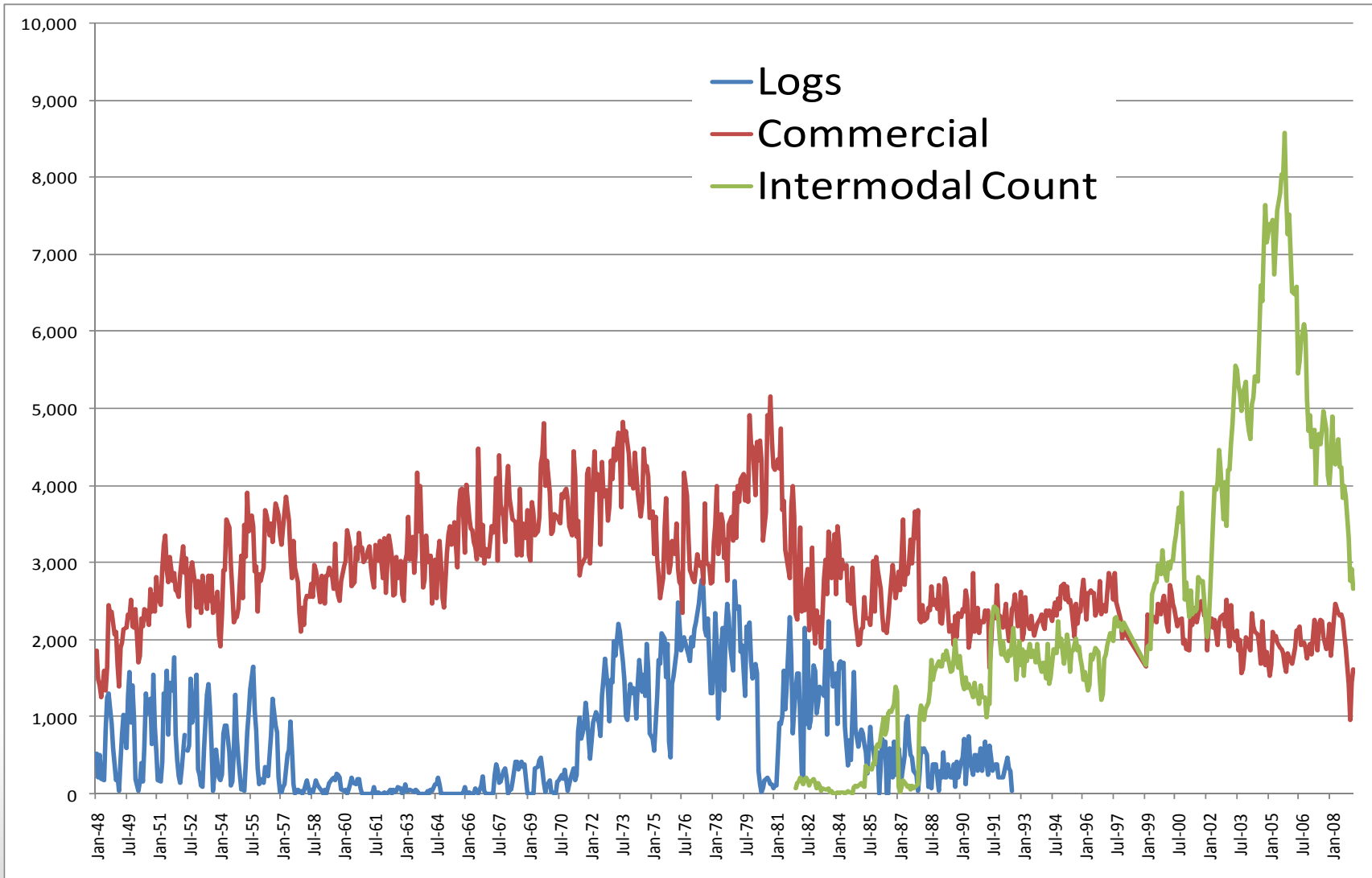
TACOMA RAIL
CURRENT FUND CASH PROJECTIONS
 Actual & Estimated Cash for 2008-2009



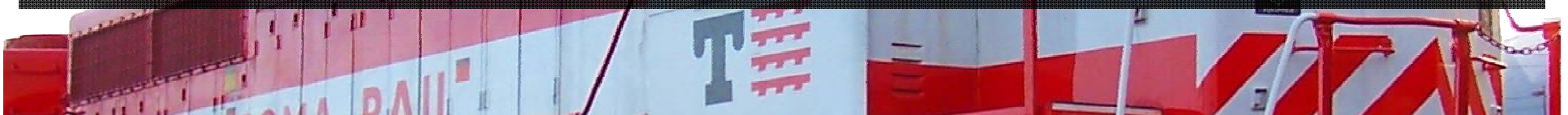
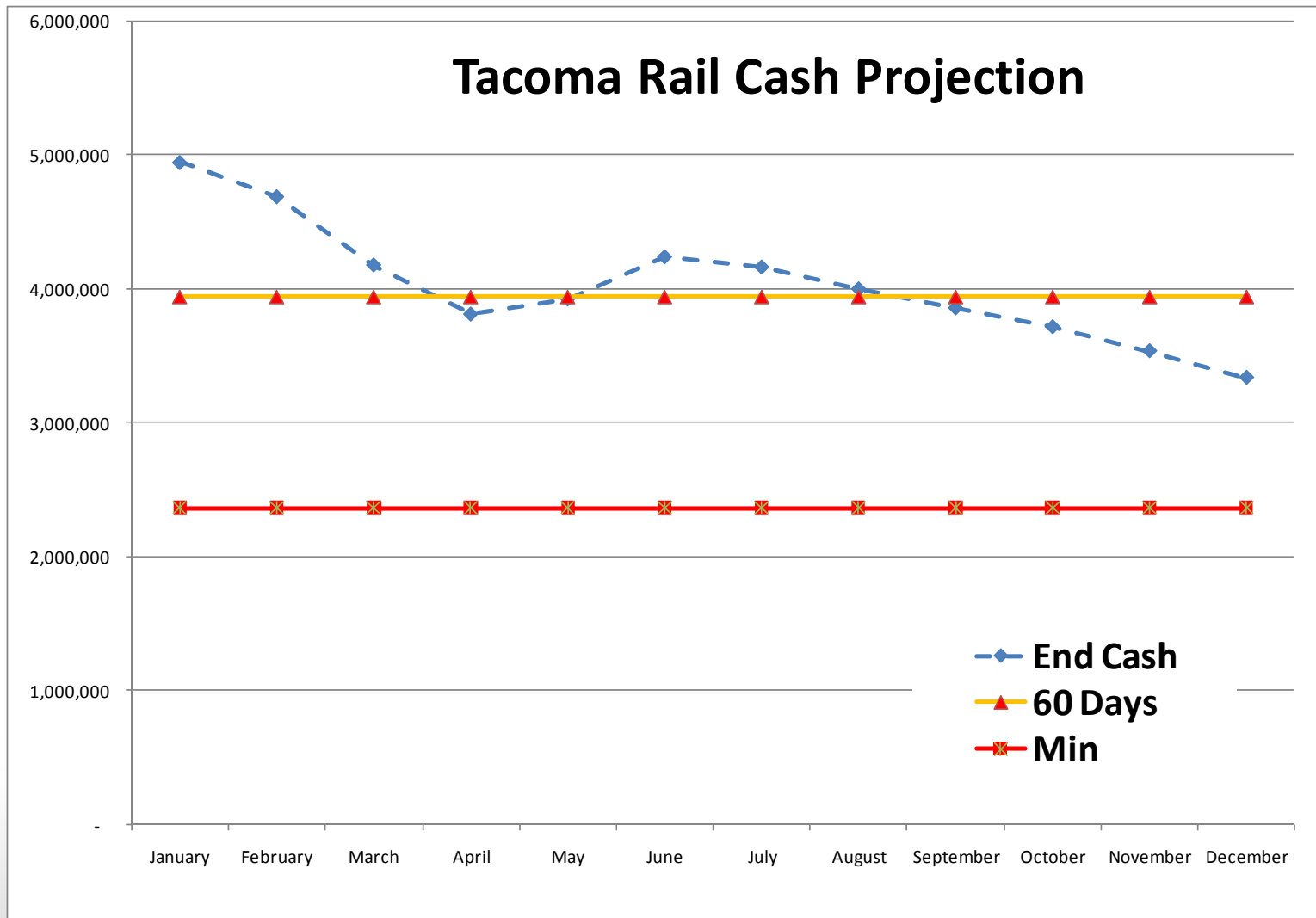
01/09/2009



Historical Volumes '48 – '09



February 2009 Cash Projection



My Advice for What It's Worth:

- **Do Not Panic**
- **We Have Survived Worse**
- **We Will Survive This**
- **Take Care of the Customer**
- **Work Hard**
- **Have Fun**

