NARS 2026 Annual Meeting

November 11-13, 2026

Marriott Marquis Washington DC

Navigating Change & Driving Growth

WEDNESDAY, November 11, 2026

4:00 PM	**Registration Opens**	*Independence Foyer*
5:00 PM	**WELCOME RECEPTION**	

THURSDAY, November 12, 2026

7:00 AM	**Registration Open**	*Independence Foyer*
7:00 AM	**Breakfast**	*Independence A-D*
8:00 AM	**Welcome to NARS 2026!** *Ray Hufnagel, NARS 2025-2026 President & President, Plastic Express*	*Independence E-H*
8:05 AM	**Safety Briefing & Anti-Trust Statements** *Ray Hufnagel, NARS 2025-2026 President & President, Plastic Express* *Janet Gilbert, Former member of NARS Board of Directors & Attorney, Fletcher & Sippel*	*Independence E-H*
8:15 AM	**KEYNOTE ADDRESS** Captain David E. Koss, Retired, United States Navy, Former Blue Angel **Introduction:** Ray Hufnagel, NARS 2025-2026 President & President, Plastic Express	*Independence E-H*
9:00 AM	Tom Williams, Executive Vice President & Chief Marketing Officer, BNSF **Introduction:** Ray Hufnagel, NARS 2025-2026 President & President, Plastic Express	*Independence E-H*
9:00 AM	**Surface Transportation Board Office Hours** *Ellen Erichsen & Michael Higgins of the Surface Transportation Board Office of Public Assistance, Governmental Affairs, and Compliance will be available for consulation in the vendor room*	*Independence A-D*
9:45 AM	**TRADE ASSOCIATION PANEL** Ryan Bowley, Vice President, Government Affairs, The Fertilizer Institute Alexa Combelic, Executive Director Government Affairs, American Soybean Association Max Fisher, Chief Economist &Treasurer, National Grain & Feed Association Stephen Kaminski, President & CEO, National Propane Gas Association Robin Rorick, Vice President - Midstream Policy, American Petroleum Institute **Introduction:** Torri Stuckey, NARS 2026-2027 President, AVP of Merchandise Sales & Marketing, CSX	*Independence E-H*

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THURSDAY, November 12, 2026 *(Continued)*

10:45 AM	**Morning Networking Break**	*Independence A-D*
11:15 AM		*Independence E-H*
	John Brooks, Executive Vice President & Chief Marketing Officer, CPKC	
	Introduction: Jason Seidl, NARS Secretary & Managing Director, TD Cowen	
12:00 PM	**NARS Awards Presentation**	*Independence E-H*
	Ray Hufnagel, NARS 2025-2026 President & President, Plastic Express	
12:15 PM	**NARS Networking Luncheon**	*Independence A-D*
1:30 PM	**A CONVERSATION WITH NORFOLK SOUTHERN'S CHIEF STRATEGY OFFICER**	*Independence E-H*
	Mike McClellan, Senior Vice President & Chief Strategy Officer, Norfolk Southern	
	Moderator: Jason Seidl, NARS Secretary & Managing Director, TD Cowen	
	Introduction: Ray Hufnagel, NARS 2025-2026 President & President, Plastic Express	
2:15 PM	**AN UPDATE FROM CN**	*Independence E-H*
	Patrick Whitehead, Executive Vice President & Chief Operating Officer, CN	
	Introduction: Kate Luce Bourgeouis, NARS Immediate Past President, President & CEO, Mississippi Export Railroad Company	
3:00 PM	**Afternoon Networking Break**	*Independence A-D*
3:15 PM	**LEGISLATIVE UPDATE**	*Independence E-H*
	Adam Nordstrom, Principal, Viking Navigation	
	Introduction: Harry Zander, NARS 2025-2026 First Vice President, Zander Advisory Group	
3:45 PM	**AAR Update**	*Independence E-H*
	Ian Jefferies, President & CEO, Association of American Railroads	
	Introduction: Kate Luce Bourgeouis, NARS Immediate Past President, President & CEO, Mississippi Export Railroad Company	

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THURSDAY, November 12, 2026 *(Continued)*

4:15 PM	**ASLRRA Update** Chuck Baker, President of the American Short Line and Regional Railroad Association (ASLRRA) **Introduction:** Mona Moorman, NARS Treasurer, Manager, Regional Transportation, Rail, Domtar	*Independence E-H*
4:45 PM	**NARS Nominating Committee Report** *Kate Luce Bourgeouis, NARS Immediate Past President, President & CEO, Mississippi Export Railroad Company*	*Independence E-H*
5:00 PM	**NARS Reception**	*Independence A-D*

FRIDAY, November 13, 2026

7:00 AM	**Registration Open**	*Independence Foyer*
7:00 AM	**Breakfast**	*Independence A-D*
8:00 AM	**Welcome Back to NARS 2026!** *Ray Hufnagel, NARS 2025-2026 President & President, Plastic Express*	*Independence E-H*
8:05 AM	**Safety Briefing & Anti-Trust Statements** *Ray Hufnagel, NARS 2025-2026 President & President, Plastic Express* *Janet Gilbert, Former member of NARS Board of Directors & Attorney, Fletcher & Sippel*	*Independence E-H*
8:10 AM	**NARS Scholarship Presentation** *Harry Zander, NARS 2025-2026 First Vice President & Scholarship Committee Chair, Zander Advisory Group*	*Independence E-H*
8:15 AM	**MORNING KEYNOTE - Update from the STB** Patrick Fuchs, Chairman, Surface Transportation Board **Introduction:** Ray Hufnagel, NARS 2025-2026 President & President, Plastic Express	*Independence E-H*
8:45 AM	**TBD** Eric Gehringer, Executive Vice President-Operations, Union Pacific **Introduction:** TBD	*Independence E-H*

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FRIDAY, November 13, 2026 (Continued)

9:00 AM **Surface Transportation Board Office Hours** *Independence A-D*

Ellen Erichsen & Michael Higgins of the Surface Transportation Board Office of Public Assistance, Governmental Affairs, and Compliance will be available for consulation in the vendor room

9:30 AM *Independence E-H*

ANALYST UPDATE
Anthony Hatch, Founder, abh Consulting
Introduction: Harry Zander, NARS 2025-2026 First Vice President, Zander Advisory Group

10:15 AM **Closing Remarks** *Independence E-H*

Torri Stuckey, NARS 2026-2027 President, AVP of Merchandise Sales & Marketing, CSX