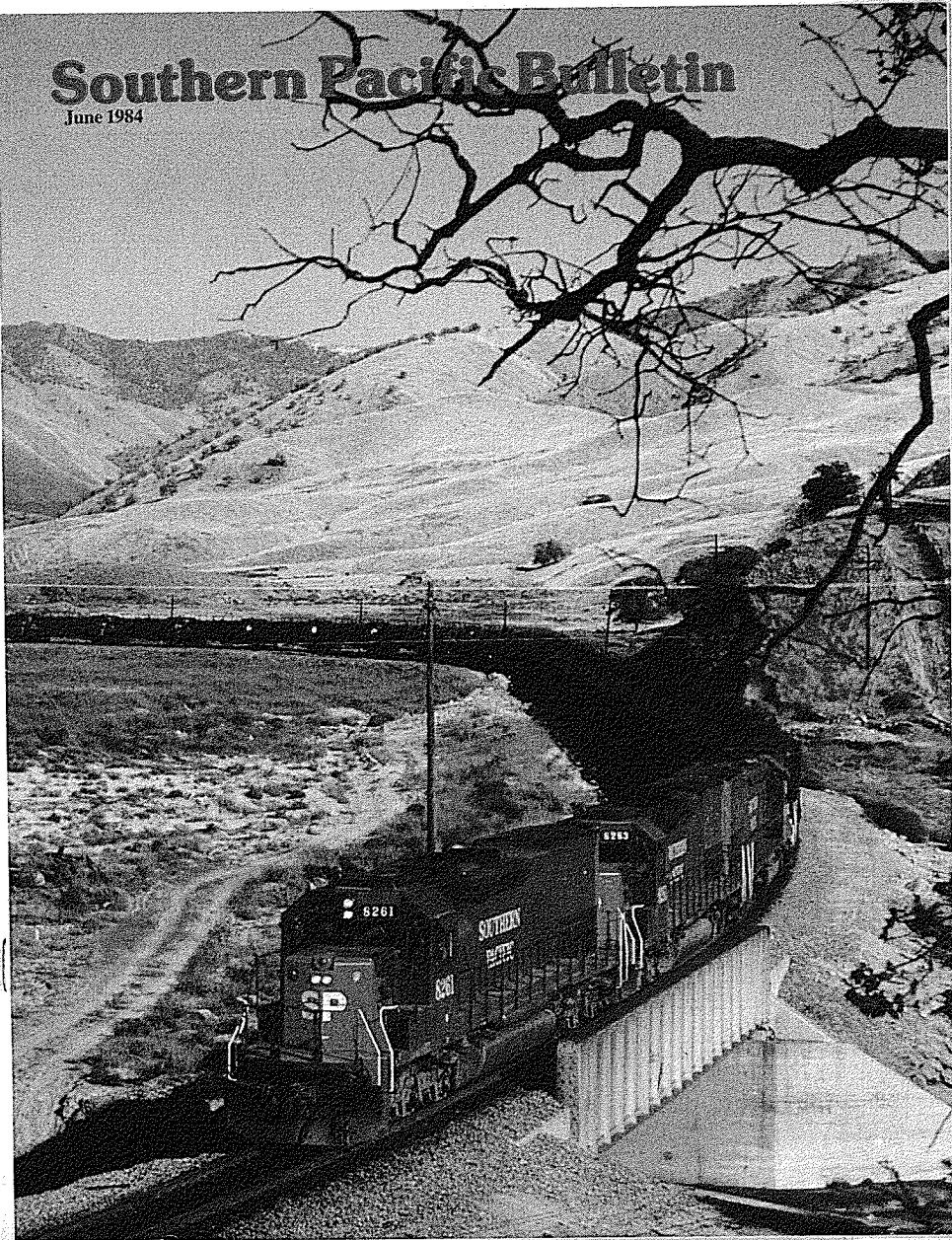


Southern Pacific Bulletin

June 1984



COVER

Carrying crude petroleum, a Shell unit oil train rolls from Saco, Calif. to a refinery in the Los Angeles area. Unit trains—trainloads of a single commodity hauled in dedicated equipment on a shuttlelike service—are an example of mutually beneficial cooperation between the railroad and customers. Photo: Bob Wilcox

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Published in San Francisco by the Public Relations Department for active and retired employees. Employees are encouraged to submit comments, story ideas and news items to the editor.

Member: Association of Railroad Editors and International Association of Business Communicators.

News Notes

Ties Installed, Records Fall

Tie gangs around the system continue to outdo each other with record setting performances. The latest to break records are from the Alamo and Sunset regions.

On March 13, Foreman D.S. Elizondo, Asst. Foreman J.F. Alcaraz and the 34-member Alamo Region T1 Tie Gang installed 2,807 ties in 10 hours, surpassing the previous high of 2,710 held since December by the Overland Region's T9 Tie Gang.

That record held until April 6 when the Sunset Region's 34-member Tie Gang T8A installed 3,048 ties in 9 hours and 25 minutes. General Foreman John Kyser, Foreman Odie Miller and Asst. Foreman Jimmie Maloney were in charge.

Tie Gangs T8A and T8B, Sunset Region, also set a one-day record for tandem tie gangs by installing 5,200 ties with 66 people in 8 hours and 25 minutes. Kyser,

Miller and Maloney from T8A were assisted by Foreman Rene Gonzales and Asst. Foreman Jimmie Augustine of T8B.

Congratulations to the members of these gangs and their excellent teamwork. □

New Pipeline Along Rail Right of Way

This month, Southern Pacific Pipe Lines is starting construction of a 67-mile extension of its San Francisco Bay Area distribution system for refined petroleum products.

The new pipeline will extend from Atwater along the SP right of way in the San Joaquin Valley and will handle all product demands from the Fresno, Madera and Merced areas.

Construction should be completed by December. □

Intermodal and Transportation Equipment Shine Again in April

Total carloadings in April increased by 12.2 percent over the same month the year before. Transportation equipment increased the most—by 56.4 percent—while intermodal volume increased by 35.3 percent.

The success in transportation equipment had several causes. Relatively low interest rates on auto loans are keeping consumer demand high. To meet dealer demand for cars to sell, General Motors is continuing two-shift operations at its Van Nuys plant.

SP has also taken some traffic away from another carrier: Thanks to our aggressive sales force, SP people will

be able to say "yes" if anyone asks them if they've handled a Ford lately.

Severe weather conditions continued in April east of the Rocky Mountains, lead-

ing to demand for petroleum products to heat homes and offices. This led to a significant 33 percent increase in chemicals and petroleum over 1983, mostly because of shipments of LPG.

The improving economy and the trend to replace metal parts with plastic led to an increase in the volume of chemicals shipped.

Because of bad weather and continued high mortgage interest rates, forest products increased only .5 percent in April over the same month a year ago, while paper products increased 3 percent. □

System Indicators	April	Change/'83
Net Ton Miles (billion)	7,359	+23.4%
Carloads	138,317	+12.2%
Intermodal	26,354	+35.3%
Chemicals, Petroleum	24,701	+19.2%
Forest Products	24,378	+ 0.5%
Agricultural, Food Products	13,411	- 8.0%
Transportation Equipment	9,412	+56.4%

Prepared by Office of Forecasting



En route to the Houston area, a rock unit train rolls through the spring-blooming bluebonnets, the official state flower of Texas.

Unit Trains: Almost Magic

Rock, Sand and Gravel. On the railroad, these commodities were once treated like the proverbial stepchild in a fairy tale. As late as 1980, if you'd said they would be sought-after traffic, disconcerting railroaders would have said the rocks were in your head.

Like a fairy godmother, the unit train concept came to the rescue of rock, sand and gravel in late 1980. Because unit trains enable the railroad to cover costs for handling these commodities while pricing services in a market competitive manner, the image of rock, sand and gravel is on the mend.

A unit train shuttles between a single origin and a single destination, carrying one specific bulk commodity on one bill of lading, with no switching or terminal services. Railcars, and sometimes power,

are dedicated to that particular train, and the cars are kept moving, either loaded to destination or returning empty to the origin point. The shuttle element in this definition distinguishes unit trains from trainloads of a single commodity which receive additional handling, move sporadically and have no dedicated equipment.

From the shippers' point of view, unit trains can transform the railroad from pumpkin to coach.

Says Art Henson, San Antonio Division superintendent, "Unit trains simplify movements of large volumes. Moving the same volume through normal interchanges in single car movements could lead to severe congestion in our yards and delay of other shipments."

Here's a specific example from Beck-

mann, Texas on the San Antonio Division on the Kerrville branch 10 miles northwest of San Antonio. There, 21 times a month, 100-ton, 60-car unit trains loaded with highway base material and concrete aggregate depart from a quarry for three points near Houston. Three crews are involved in two of the approximately 250-mile runs, and four in the third.

To take advantage of a low rate per unit of product, our two Houston-area consignees built multi-million dollar unloading facilities/hub distribution centers. Their distribution centers are an innovation in the building materials industries, which traditionally relied on trucking from a quarry source to a construction work site.

Under contractual arrangements for unit trains, the railroad usually receives a

Railroaders and consignee stand by their work. One of the Beckmann unit trains delivers concrete aggregate and highway base material to a Coastal Materials, Inc. facility at Dayton, Texas. Left to right are Conductor J. L. Zachery, Jr., Asst. District Sales Manager Jim Sternagle; Fireman L. J. Moore; Brakeman W. K. Kohutek; Engineer W. H. Schroder; Coastal Material President H. Bill Sjolander and Brakeman J. P. Medeiros.

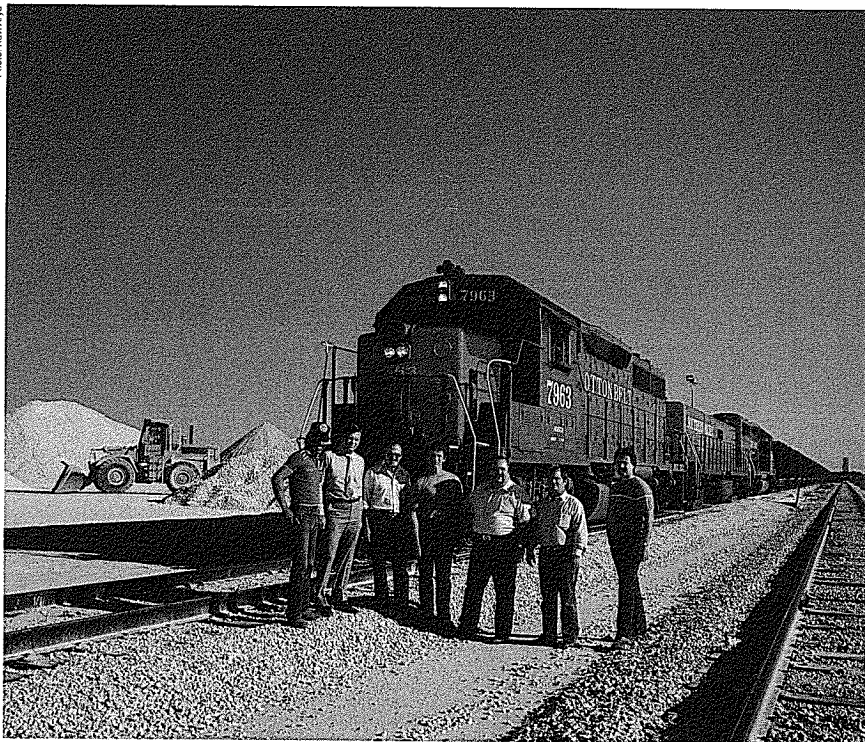


Photo: Rex Avey

commitment for specific volumes and freight rates in exchange for the agreement to supply dedicated service. For the Beckmann trains, SP made track improvements to accommodate the heavy rock consists and invested in 250 rapid-discharge open hopper cars for use only in the Beckmann trains. Because of the high volume, these dedicated cars turn 9-13 times a month and haul almost 1.5 million tons in a year.

There is every expectation that shipper, consignees and railroad will live happily ever after or, as is the most that can be

said in the business world, for the foreseeable future.

"When unit trains are applicable to a situation, they work beautifully," says Gary Hunter, product manager-aggregates and cement. "The Beckmann trains have made our customers and SP the dominant forces in the Houston market. If it weren't for unit trains, SP would still be handling lots of single car shipments for marginal earnings."

Or as Jim Sternagle, Houston asst. district sales manager, says, "The shipper couldn't get his product to market at a



Gary Hunter (left) product manager-aggregates and cements, and Tim Kava, product manager-energy, think that unit trains can be the answer to many a shipper's prayer, or at least a key ingredient in their transportation plans.

competitive price without our unit trains, and we'd not have a competitive source located on our lines."

In the Marketing and Sales Department, Hunter is known as "Mr. Unit Train" because he has such optimism about the miracles unit trains can work. But he cautions that setting up unit trains must be a well coordinated and carefully planned project. There are no magic wands.

Petroleum has never been a stepchild on the railroad; it's more like Sleeping Beauty, with GATX's Tank Train® providing the kiss.

Rapid-loading cars can be important factors in the success of a unit train. When GATX developed the Tank Train® (tank cars with their interiors connected by flexible hoses) crude oil, fuel oil and even fertilizer solution started moving in unit trains. The hose connections make efficient loading and unloading possible: in fact, in less than six hours, two people can fill or empty as many as 72 cars.

Tim Kava, product manager-energy, advances low capital investment as a good reason for using unit trains to haul petroleum products. Kava says: "It costs \$200 million to build a pipeline but only \$8 million to build a Tank Train® loading facility."

The capital cost to the railroad of instituting Tank Train® service is also low; since the patented cars remain the property of GATX and are leased to the shipper.

At present, SP has a prototype crude oil unit train made up of these cars running from Saco, Calif., near Bakersfield, to an oil refinery just south of Los Angeles. Shell's Ed Olmo, manager-land transportation, thinks so much of this service that when interviewed in Video Update II, he praised the railroad and its engineers and trainmen for their good work.

"There's incredible potential for crude petroleum movements by rail," Kava says. "We prove we can handle crude petroleum this way several times a week with our Shell oil train."

Kava is also product manager for coal shipments on SP. Due to geographical accident (our railroad doesn't serve any mines directly), SP originates no coal unit trains and participates in existing movements as a receiving and terminating carrier.

In 1984, coal volume on SP will probably exceed six million tons. As of July, SP will be participating in the movement of four unit trains hauling coal to utilities in Texas, Arizona and Nevada.

Our largest volume coal unit train

comes off the Burlington Northern at Fort Worth and delivers to Elmdorf, Texas, south of San Antonio. At the consignee's facility, our locomotives pull the train as a rotary dumper tips over open hopper cars (equipped with rotary couplers) and dumps the coal into a large underground pit. A conveyor carries the material out to a stockpile near the power plant.

Any bulk commodity can move in a unit train, but unit trains are not a panacea. Low volume, unstable markets or excessive capital investment by shipper, consignee or railroad mean unit trains may not always be the answer.

But unit trains have been the answer for commodities as various as coal, cement, sulfur, stone, oil, and potash, with the most recent addition a Nevada cement train.

Unit trains are a success story, not a fairy tale. As the San Antonio Division newsletter pointed out in a feature on the Beckmann trains, "they are proof that cooperation between a shipper and the railroad to meet a specific need will work to the mutual advantage of both." To the list of beneficiaries, the author could have added railroaders, the Houston consignees and even Houston taxpayers and consumers. We all benefit when SP can be a low cost and efficient producer. □

PEOPLE

He'll Be Tripping the Lights Fantastic

In August, at the Los Angeles Coliseum, the Olympics will close with what may be the biggest fireworks display ever seen in the United States. Oxnard Chief Clerk Dave Johnson will be there, but he probably won't see much of the show. In fact, he's looking forward to seeing the display later on film.

In his spare time, Johnson is one of 1,200 licensed pyrotechnicians in California and one of six to be setting off the charges for closing night of the Olympics.

"The ceremony may be the biggest show ever," he says. "It will last about an hour, beginning on the ground with 15,000 sparklers forming the Olympics rings and other designs. Off the ground, there will always be at least five colored charges in the air."

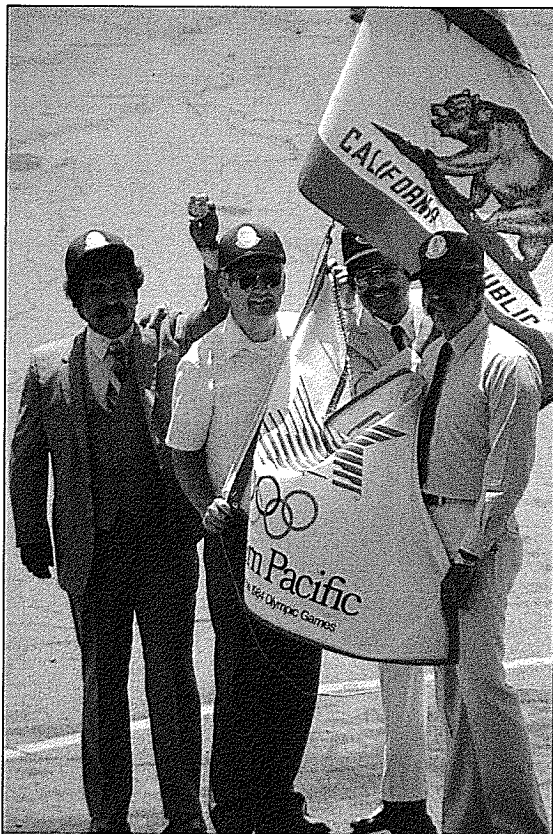
Johnson will set off his share of 10,000 skyrockets. The whole event will be synchronized with live music.

During the show, the pyrotechnicians will be so far away from one another that they won't even be able to see each other. Five of them will fire mortars electronically while 40 helpers re-arm and re-wire them. There will be 10 shooting sites, so the show can go on while the helpers do their work. The sixth pyrotechnician will direct operations.

The fireworks display was originally scheduled for the opening ceremony. But the non-participation of the Soviet Union and its neighbors shortens the opening ceremony so much that there'll be too much light at the close of the opening ceremony for an effective fireworks display. Postponing the fireworks to the closing ceremony was possible because its time had been left flexible.

The display is the brainchild of Felix Grucci, who choreographed the bicentennial fireworks at New York City and Washington, D.C. in 1976. The Gruccis have been in the fireworks business for 135 years, and this event, says Johnson, could be the climax of the family's creative efforts. Grucci has ordered the filming in order to have a permanent record of the event.

Johnson feels it's a privilege to work with Grucci on a project of this size and importance. "Grucci is an artistic genius," says Johnson, "and he has a lot of surprises for the Olympics crowd. He's trying to do things that have never been done before."



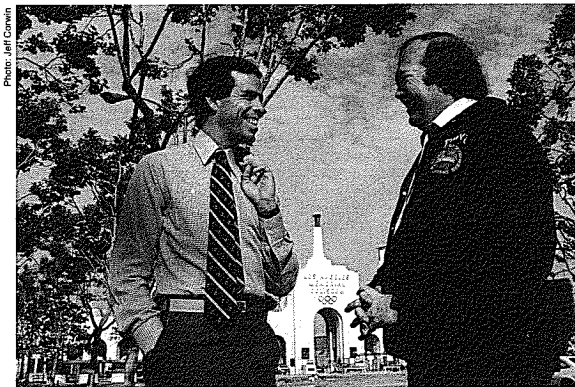
An Olympics of Our Own Kicking off the Mechanical Pentathlon, people at Mechanical Department facilities and plants systemwide hoisted 94 official Southern Pacific-Olympic flags in April and May.

The Mechanical Department Pentathlon has five competitive "events," just as the Olympic flag has five rings. There's Safety, Productivity, Quality, Cost and the Critical "C's": communications, cooperation, competition, challenge and cleanliness.

"A Year for Champions" is the Pentathlon slogan. The 370 champs, who are being selected from craftsmen, supervisors, clerks and support personnel by Organizing Committees comprised primarily of craft and laborer representatives, will each carry off a handsome bronze Olympic friendship medallion.

Four members of the railroad's own Los Angeles Organizing Committee for the Pentathlon are the Los Angeles Division's (left to right) Carman Leroy Vigil (with medal), Car Foreman Bob Hill, Laborer Rudy Macias and Car Inspector Joe Sanchez.

The Olympic flags will be given at the close of the Olympics on Aug. 12 to the individual making the strongest contribution in all categories.



SP is a corporate sponsor of the 1984 Olympic Games, and in honor of the occasion, the Los Angeles Division has dubbed itself the Olympic Division. Two "Olympic Division" employees, Locomotive Engineer Mike Cram (left) and Oxnard Chief Clerk Dave Johnson, feel a special excitement about the festivities because of their strong personal association with the Games.

From Volleyballing To High Balling

Locomotive Engineer Mike Cram looks like an athlete, and he should because he's one of the best: a World Cup contender who's traveled to Germany, Italy, Mexico, Japan and the Soviet Union on the U.S. National Volleyball team.

In 1974, right after graduation from Pepperdine University at Malibu with a bachelor's degree in physical education, Cram was selected for the American team and began touring the U.S., playing Soviet, Japanese and Chinese teams.

"The tour with the Soviets was the longest American tour," he recalls. "We went as far as New York City."

At Washington, D.C., the two teams toured the White House and met President Jimmy Carter. At New York City's Madison Square Garden, they played for a crowd of 15,000.

Large as the New York crowd was, Cram and his team found an even bigger one at Moscow, where 20,000 attended. After soccer, volleyball is the most popular sport in Europe and the Soviet Union, according to Cram.

For the Russian players, the highlight of the American tour may have been a trip to Disneyland, Cram says. He suspects the players particularly liked the Tiki Room, where they danced with Polynesian dancers in grass skirts.

Cram met the Soviet team again when he played in Moscow. Returning the Americans' courtesy, the Russian players took Cram's team to the Bolshoi Ballet, the circus, the Pushkin Art Museum and on a boat tour around Moscow.

"The most impressive thing about the Olympics is the bond you see between people involved in sports," says Cram. "We really got to know one another, and even exchanged gifts and hugged each other at the airport when we said good bye. I wouldn't have expected to feel so much friendship toward people brought up in a Communist country."

Like all U.S. Olympics contenders, Cram was an amateur, i.e. he drew no salary during training or tours. Except for those from wealthy families, most of the athletes Cram knew held part-time jobs—working in restaurants or delivering pizzas, for example.

After his team's World Cup defeat in

Italy in 1976 (meaning elimination from the Olympic competition at Montreal), Cram decided to start a career at Southern Pacific.

Although the crowds never roar when he highballs down the main line and his travels are limited to the Los Angeles Division, he's not sorry he did. As the *Bulletin* went to press, he was being promoted to assistant trainmaster at Long Beach. "I know it will be a challenge," he said. "But I'm looking forward to it."

He's also looking forward to watching the U.S. volleyball team play at Los Angeles. He knows the coaches and many of the players, so although he'll be in the stands, his heart will be down on the court.

Fordyce, a Century Young, Celebrates Its Rail Roots

In April, Fordyce, Ark. held its fourth annual "Fordyce on the Cotton Belt" railroad festival.

Over 10,000 rail buffs, SP and Cotton Belt employees, townspeople and neighbors, celebrated in tiny Fordyce (pop. 10,000) during the festival. They saw exhibits of railroadiana and native crafts and heard famed country singer "Boxcar" Willy and his Trainmen.

Boxcar Willy is a singer with a social conscience. In Arkansas and neighboring states, he serves as a volunteer spokesman for Operation Lifesaver, the railroad-highway grade crossing safety program.

The Cotton Belt built its main line through the Fordyce area in 1882, two years before the town, which celebrates a centennial this year, was established.

The town takes its name from the man who surveyed the area for railroad construction, Samuel W. Fordyce, third president of the Cotton Belt.

Moving? Please report changes of address on form C.S. 2520 (available from your chief clerk) and send to Supervisor; Personnel Services, Southern Pacific, One Market Plaza, San Francisco, Calif. 94105.

Railroad engineers, designers and draftsmen at San Francisco recently began using computers for design and drafting work. Civil Design Engineer Bob Vaughn, Track Design Engineer Ray Adams and Signal Office Engineer Al Raffo helped select the new system, and Vaughn is in charge of training about 30 people on it.

The trainees like the \$2-million Computer Aided Drafting (CADD) system (for computer aided drafting and design) because it eliminates the repetitive and unchallenging elements of their work. The system can handle engineering calculations and analyses and even three dimen-

The Engineering Department maintains 10,000 valuation maps and 56,000 signal circuit drawings as well as thousands of other drawings of bridges, buildings and other railroad facilities. These are much more than historic records of the company's assets. They are used to identify property for sale or lease, to grant others the right to cross our right of way and for the maintenance of our facilities. For example, construction of a grade crossing, an increase in train speeds or extension of a siding all mean changes must be made to signal circuit and other drawings.

The CADD computers will store these

16 CADD work stations by the end of summer, eight being shared by the civil design, architecture, building and bridges and the environmental, mechanical and electrical sections. The Mechanical and Communication Departments will each have one work station, while the Signal Department will have six.

In the Signal Department, the CADD system is already hard at work, with Chief Draftsman Richard Stevens supervising design of 430 new talking hot boxes and wide load or dragging equipment detectors.

"CADD is fun, yet it's a challenge," he says. "The majority of us here are not yet

computer-skilled people. CADD is an opportunity we really appreciate to learn something about state-of-the-art technology for our own field, design and drafting."

New technologies like CADD (or the video games they somewhat resemble) can come to obsess people. Stevens, who is also in charge of routine maintenance of the computer room, is fascinated by CADD, even bringing his children in on a Saturday to see the system. He often stays late to experiment with CADD's capabilities but all is well: he has not yet been overheard murmuring, "I love my wife, but oh you CADD." □

Chief Draftsman Richard Stevens (seated) and Civil Design Engineer Bob Vaughn take a look at a three-dimensional drawing on CADD's VDT screen. The \$2-million Computer Aided Drafting and Design system is changing the way much of the San Francisco Engineering Department's work is done.

They're Learning a New Tune in Engineering

sional graphics; it places the power of a computer at the fingertips of operators, whether they're drawing maps or designing installations or facilities. They no longer need to letter the names of places or structures or erase a misplaced line, circle, crossing or switch. The computer does it all electronically.

Sound easy? It's not. The human, intellectual work of making decisions and imaginatively creating something is still the same, but now it's coupled with a totally new technology. Vaughn compares learning the CADD system to studying music.

"First, there's the new CADD language. Just as a new music student has to learn musical notation, we're having to learn the CADD command language," Vaughn says. "Then there's the technical skill: the fingering, say, for guitar, or the blowing, for a wind instrument. We're having to learn to type and to use an electronic pen."

As with music, improper understanding of the CADD language or careless or maladroit fingering lead to a squeak which all around can hear. "That's the worst," Vaughn admits. "When you've made a mistake, everyone can hear the VDT bleep."

CADD has three kinds of hardware: video display terminal (VDT) work stations as input devices, printers and plotters as output devices, and computers with disk drives and magnetic tapes. The powerful CADD computers, not tied in with SP's main computer, will manipulate and store vast quantities of data.

drawings and maps. Each one is being "digitized." That is, the image is being broken into discrete points which are like dots in a newspaper photograph and that can be stored numerically by the computer. When the computer orders a drawing to be made by the plotters or shown on the VDT, the program reconstructs the graphic images from the numerical data.

Work stations include a typewriter keyboard, electronic tablet and pen, a VDT, and a printer. The electronic tablet, which is activated by the electronic pen, has an area dedicated to what is called a menu. The menu offers commands and modifiers as well as frequently used symbols and components and these may be transferred into a computer memory quickly with the touch of the electronic pen.

The digitizing is a truly monumental project—estimated at 80 man-years, at about seven hours per map and one hour per circuit drawing. The transferring involves placing the old map on a digitizing board, which looks like an ordinary white screen, and tracing it with an electronic pen while giving the CADD system orders via keyboard or electronic pen and menu. Design work is done in much the same way.

Once the new drawing is entered into computer memory, the CADD plotters (printers) can generate drawings to any scale. Operators can associate their drawings with data such as catalog part numbers or price lists and even ask the system to generate a bill of materials for a project.

The Engineering Department will have

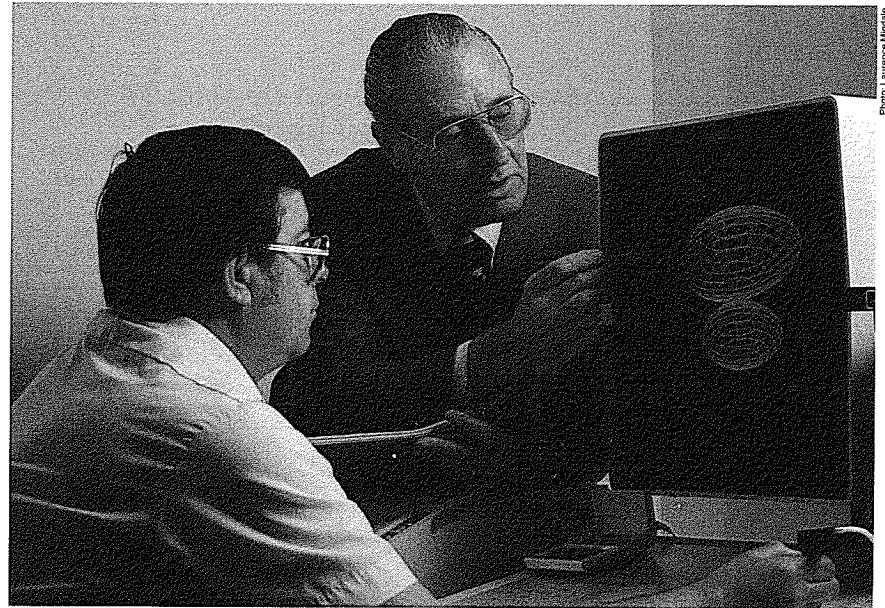
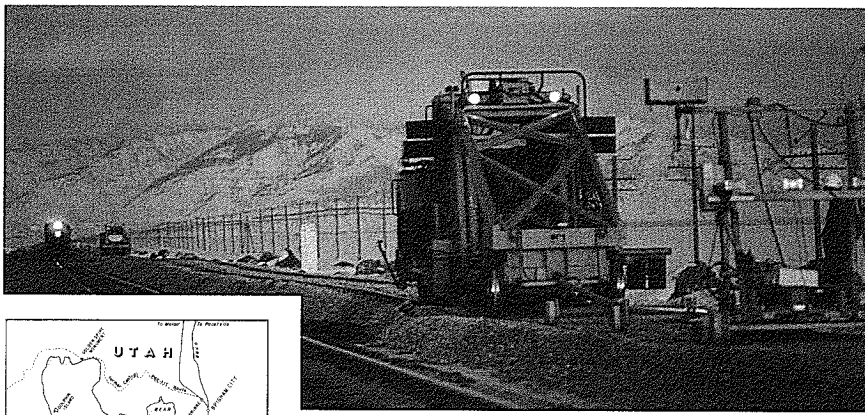
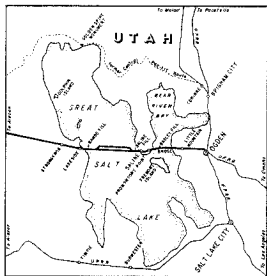


Photo: Laurence Maguire



After MofW forces leave the causeway at the end of their workday, the first train out of Ogden to cross is the CHOAT, the mail train, under Denver and Rio Grande power.



High Waters on the Great Salt Lake Causeway Breach Begins; Track Elevation Continues

Background: Since the Great Salt Lake has no outlet, several wet years have caused a great increase in its volume, up from 10 million acre-feet in 1963 to more than 30 million. Last winter was the wettest October-through-April period on record, and even if weather patterns this summer and next winter are near normal, the lake may rise another one or two feet higher than the peak anticipated this year.

The SP's 26.5 mile causeway across the lake is a crucial link in our Overland Route and with our connections at Ogden. The Rambo, Saline and Bagley portions of the fill went into service in 1904; the 13-mile Great Salt Lake causeway portion in 1959. The 1904 trestle is south of the 1959 causeway.

Railroaders measure water levels on the Great Salt Lake with "Hood's Datum" figures. The causeway was built to 4,212 feet above sea level, Hood's Datum (3.4 feet higher than mean sea level). William Hood, who later became SP Chief Engineer, in 1869 was one of the first to measure the lake.

A major step toward breaching the SP causeway across the Great Salt Lake began May 11 with the driving of large concrete pilings to support a new 300-foot long bridge at the west end of the causeway on the Rambo fill. See map.

The bridge is expected to be completed by contractors and the causeway breached by mid-summer.

Breaching the causeway will reduce the water level difference between the northern and southern arms of the lake and is expected to lower the water level in the southern portion by about eight inches. Ninety percent of the lake's fresh water enters the lake through the south arm.

The \$3.2 million causeway breaching project was funded by the State of Utah in response to forecasts that lake levels this summer will reach their highest levels in more than a century. Snowfall in the Great Salt Lake drainage basin last winter was nearly double normal levels—186 percent of average.

Despite the high water, SP trains continue to use the main line across the causeway. "We will be able to provide reliable

and consistent service over our Overland Route during peak water levels this summer," said Denman K. McNear, chairman and chief executive officer, in an announcement to the news media.

The track elevation project has a 10-hour day, six-day week work window. During this time, six work trains deliver all kinds of quarry materials to raise the fill. Over 250 people and \$20-million worth of equipment are out on the causeway raising track.

The work on the causeway affects most Ogden operations. Making up trains and scheduling them in and out of Ogden to avoid the 10-hour MofW window means extra planning and coordination at Roseville and Ogden.

This year alone SP has placed nearly 20,000 carloads of ballast and stone fill along the causeway to raise the track level and protect its causeway.

"Since the first of the year the lake has risen more than two feet, but we have raised our roadbed more than three feet and buttressed it against wave action with seawalls," McNear said.

McNear cited the "extraordinary efforts" by SP forces on the causeway in his statement.

During the winter, MofW forces, including many new hires, worked in bitter cold. Track and subgrade were often frozen solid, and the men had to pump salt water from the north arm of the lake into tank cars and then spray the track structure to thaw it before work could begin.

Last year, Lakeside had a population of less than 10 living there four days a week. Now it even has its own suburb, Bear Park, home to the only restaurant and recreation facilities for miles. Living at Lakeside are 65 SP employees and a number of contractor employees. A retired general of the quartermaster corps helped with planning the Lakeside camp's water, heat, food, sanitation and transportation services.

A smaller camp, including a lab to evaluate soil samples of causeway structure, has been established on the tip of the Promontory Peninsula.

Said McNear, "We're prepared to build the causeway even higher if necessary and to take other steps as needed to protect the integrity of our Overland Route." □

Railroad Reading

Railroads of Arizona, Vol. III by David Myrick (344 pages; 335 black & white photographs and illustrations; 39 maps; \$46.45 postpaid—Calif. residents add 6% (6½% in L.A. County) sales tax). The fortunes of Arizona, its railroads and its copper mining industry are captured in this volume on the Clifton, Morenci and Metcalf rails and copper mines. Available from Interurban Press, P.O. Box 6444, Glendale, Calif. 91205.

Growing Up With Trains: A Northern California Album by Richard Steinheimer and Ted Benson (112 pages, 190 color and black & white photographs; \$20.05 postpaid—Calif. residents add 6% (6½% in L.A. County) sales tax). A collection of photographs covering five decades of railroading in the Bay Area, the Sierra and in the Salinas, Sacramento and San Joaquin valleys. Available from Interurban Press, P.O. Box 6444, Glendale, Calif. 91205. □

To manufacturers, they're carriers; to the railroad, they're shippers. They're third parties playing a big role in the transportation industry.

They Get It On Speculation

"They" are freight forwarders, freight consolidators, shippers' agents, shipper associations and other independent freight managers, and "it" is rail transportation.

Speculating that they can subcontract transportation services at a higher rate to their customers, they are willing to contract with many rail and motor carriers to ship large volumes of traffic at discount rates. The successful ones win their bet that they can attract enough shippers to work with them.

The secret of their success is their knowledge of price, route, draymen and warehousing. Some own warehouses and trucklines themselves. Whether freight consolidator, agent or cooperative, they usually sell door-to-door transportation services on one bill of lading.

Many shippers, even big rail shippers in their own right, use third parties. Arranging drayage or assembly into a large block of trailers or railcars is a complex business. Some companies prefer to avoid the details and the risk of failing to comply with terms of a contract with carriers.

SP's salespeople specialize in either intermodal or railcar transportation services; both sides of the house deal with third parties some of the time.

Over 50 percent of our intermodal business comes from third parties. Says Bruce Bair, general manager intermodal sales-western region, "SP's intermodal philosophy is to work with and support third parties because they assemble shipping packages for us in a cost-effective manner. They have a nationwide network that complements the efforts of our own sales force."

From the point of view of the railcar sales force, third parties can possess all the virtues Bair describes, plus one more: they help balance equipment by filling cars that would have returned to origin empty. By eliminating the expense of moving an empty car, the railroad can become more competitive in its major market.

"The head haul for plain boxcars is either eastbound toward the Mississippi

At Greater South Traffic Service's Memphis loading dock are (left to right) Jeff Hucherson, Memphis manager intermodal sales, SP/SSW; Bill Jones, Greater South vice president; Dusty Rhodes, Memphis SP/SSW asst. district sales manager; and C. P. "Sonny" Adney, Greater South president.



Photo: Jim Johnson

The Memphis Connection: Manufacturers Consolidation Service, Inc. has been organizing transportation packages since 1968, using both railcars and trailers. Left to right are Chuck McDaniels, vice president and general manager; Walter Earnest, Jr., chairman of the board; Bill Schadrack, II, president with Jim Reynolds, Memphis SP/SSW senior sales representative, at Manufacturers' Memphis facility. At far right is Willie Darnell, Manufacturers' warehouse manager.



Photo: Jim Johnson

River or south from Oregon to Los Angeles," says Wayne Matzen, group manager, consumer products. "We often look to third parties to fill empty boxcars going north to Oregon or west to California with FAK, or freight all kinds." FAK can be almost anything—as long as it doesn't fit standard rail rate structures.

"FAK probably will generate almost 35,000 carloads in 1984; third parties will probably account for well over half of these moves," says Matzen.

All third parties have one important quality in common: Whether they own trucks and warehouses or not, are forwarders, consolidators or agents, entrepreneurs or cooperatives, no one works harder than these independent freight managers to take business off the highway.

But although third parties have much in common, there are also great differences among them. Freight forwarders and associations generally are in the less than carload or truckload business as well as full load business; shipper agents and consolidators handle full loads only, as a general rule.

Because of all the differences in these operations, shippers have many transportation options. Meet some third parties that ship SP:

Q. What do California pets and California drivers have in common?

A. Products they both use—pet food and tires—recently got off the highway and started coming to California via SP, thanks to the efforts of ITOFCA, a shipper association. Chortles an ITOFCA representative, "Convincing a tire manufacturer not to ship with trucks—which use tires—took some talking, but we did it."

Superior Fast Freight, with headquarters at Los Angeles, is a family-owned freight forwarder operation that ships FAK in both trailers and boxcars. The largest freight forwarder in the West. Superior Fast Freight owns 17 warehouses throughout the western United States and its motor carriers operate in California, Oregon, Washington, Alaska, Colorado, Utah, Idaho, Montana, Wyoming, New Mexico, Texas and even Canada. They ship almost anything: from steel to furniture to clothing to beer and have been in operation since 1939, experiencing rapid growth in the last 10 to 15 years. Sales offices are located nationwide. (See picture on back cover.)

ITOFCA, Inc. is a non-profit association of major shippers. It consolidates, ships and distributes the freight of both members and customers, including many Fortune 500 firms and their subsidiaries, providing them with the benefits of volume transportation rates, with special emphasis on intermodal shipping.

Unlike Superior Fast Freight, ITOFCA owns neither warehouses nor trucks and handles full loads only. ITOFCA's main assets are in the minds of the employees, in the database of its central computer in Downers Grove, Ill and in the contracts ITOFCA has with rail and motor carriers nationwide. ITOFCA has an international sales network.

Headquartered at Chicago, Western Intermodal Services Limited is a piggyback shipper's agent specializing in movements of steel and lumber. Two technical innovations characterize WISL's operation: plastic shrink wrapping of loads as an alternative to covering with a tarp and special "stack-decks" for holding the load on a flatcar. Shrink wrapping is most familiar to fast food consumers. WISL uses a heavy grade of plastic which protects loads from damage better than tarps.

WISL's stack-decks fit three to a flatcar loaded, 32 empty. WISL arranges for

drayage, for storage in its warehouses at Oakland, Los Angeles, Dallas and Chicago and presents one bill of lading for door-to-door service. Its sales offices are at Dallas, Chicago, Los Angeles and Richmond, Calif.

Memphis is a crucial city for intermodal movements, and many important third parties are headquartered there.

Two competitors, Greater South Traffic Service and Manufacturers Consolidation Service, have head offices in the same Memphis office complex. Although Manufacturers uses boxcars more often, both offer substantially the same range of services: they arrange for drayage, run their own warehouses and send one bill for door-to-door services.

"They may even work with the same shippers," speculates Jeff Hutcherson, manager intermodal sales for SP and Cotton Belt at Memphis. "And they offer a good product because they use us. The sales people are aggressive and hard working, but that applies to all the third party organizations."

"In general," Bair says, "the people working for third parties are entrepreneurs whose well-run business operations are equipped with the latest in computers and telecommunications. In the last five years, their operations have become very sophisticated."

They are important players in the rail transportation game and hold a lot of the high cards. □



Ed Rehnberg, (right) asst. manager intermodal sales at Oakland, says Bonnie Martinez, ITOFCA western regional manager, is an acute observer of the volatile deregulated transportation scene.



Photo: Monte Bailey

In April, The Pasha Group celebrated completion of its new and expanded Long Beach Automotive Services terminal. The terminal can accommodate up to 14,000 vehicles at one time and releases 800 vehicles daily. Attending an open house at the facility were (left to right) Long Beach City Attorney Robert Parkin, PMT Vice President-Auto Transport Don McKnight, Pasha President George Pasha III and Chairman Long Beach Port Commission James McLunkin.

Pasha-PMT-SP Serve the Nation

An international network for distribution of import vehicles in the United States was forged last year when Pacific Motor Trucking Co. acquired the assets of Pasha Truckaway Co. and entered into a joint marketing agreement with The Pasha Group, former parent of Pasha Truckaway.

Like single line rail service, the new arrangement is a good deal for shippers. It facilitates tracing of their valuable cargo, enhances carrier ability to eliminate damage and minimizes paperwork. Instead of a variety of stateside carriers, shippers deal with only one bill of lading and one carrier entity. That entity is made up of three outstanding transportation teams, The Pasha Group, SP and The PMT System, SPTCo's trucking subsidiary.

The Pasha Group's automotive specialists have served the world's leading automobile manufacturers since 1965. Their facilities—in Long Beach, Richmond and Oakland, Calif. and in Houston—have processed over three million import cars, preparing them for entry into the U.S. marketplace by functioning as an extension of the manufacturing process. Pasha Maritime and Automotive services include stevedoring, washing and dewaxing (removal of a protective coating often applied before shipping), installation or replacement of parts and customized accessorization (putting in radios, cassette decks, mirrors, air conditioning, etc.).

The PMT System, which has been delivering automobiles to dealers since 1936, and the railroad complement Pasha

with truck and rail service, with major railheads at Oakland and Los Angeles. Within 48 hours of arrival at Pasha facilities, imports bearing names like Honda, Volvo and Isuzu are on their way to dealers' showrooms on PMT's 400-truck-trailer-strong auto transport fleet or in SP's totally enclosed multilevel railcars. Each railcar can carry up to 21 vehicles.

Between the Pasha and PMT computers, a complete history is maintained for each vehicle from the time it's manifested aboard ship to its delivery. Any imperfections detected before departure from Pasha's facilities are corrected immediately.

Both companies have admirable records on damage elimination. During frequent inspections en route, both Pasha and PMT employees record observations on handheld electronic data equipment, with computers storing the data, so that the source of any problems can be pinpointed and eliminated.

Both the Pasha and PMT workforces load vehicles onto SP's multilevel cars and PMT's trailers for shipment to destinations throughout the United States. Both companies' operators are trained to exercise extreme care in the loading process and to see that vehicles are properly secured to eliminate the possibility of damage in the final stage of transportation.

Don McKnight, PMT vice president—auto transport, says, "We're looking forward to expanding our international traffic markets through the joint marketing agreement and to providing improved service to the shipping public." □



Photo: Rick Allum

Mike Donnelly's Western Intermodal Services Limited offers steel and lumber shippers innovative loading and cargo protection. With Donnelly (right), who is vice president western region for WISL, is Mark Hansen, SP area manager intermodal operations, who has responsibility for our ramps at Colton, Valla, Spring St. and the Los Angeles Transportation Center.

Engineers Turn Out To Be In Pictures

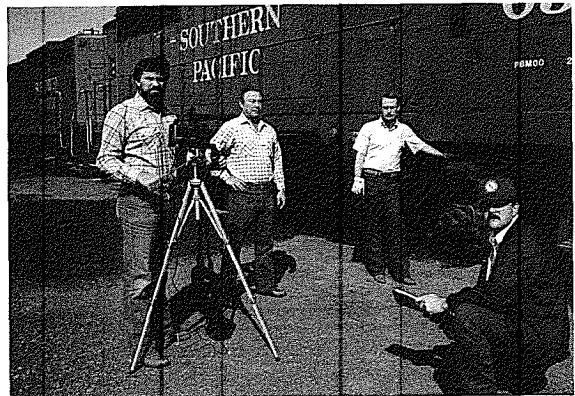
Multifaceted Pine Bluff Division locomotive engineers have proved they can handle a videotape production as well as they handle a throttle. In a recent audit, their first videotape in a union-sponsored training series helped Cotton Belt engineers earn high marks for railroad know-how.

"To prepare for an impending audit, we wanted something new, an attention-getting way to help our engineers review their rules knowledge. We got it, thanks to some of our own locomotive engineers: L.D. Loftus and Rick MacDonald of Commerce, Texas and Ron Luman and Larry Gilley of Tyler," says Pine Bluff Superintendent Bob McClanahan.

Once or twice a year, railroad superintendents and other system and division operating officers check on operations by conducting on-the-job interviews on the rules of railroad. These interviews are the meat and bones of an audit, the railroad version of proficiency testing.

Audits are a little like pop quizzes; to government regulators as well as SP officers, they prove what skilled professionals our engineers and trainmen are.

After a day-long brainstorming session with McClanahan and Road Foreman of Engines Bill Morgan on how to prepare for the audit, the locomotive engineers committed themselves to preparing a



Locomotive engineers go Hollywood. As Larry Gilley (left, with camera) records the action, Rick MacDonald (near locomotive) demonstrates a terminal air brake test. Ron Luman (far right) directs, while Bill Null (second from left) critiques the scene. Null plans to use his fellow locomotive engineers' videotapes in his classes for Pine Bluff Division engineers.

"home-made" training program, including what turned out to be a 26-minute videotape on air brake rules.

Gilley began writing the script last November, including planning the scenes. Luman consulted with Steve Dennis, Cotton Belt rules and training officer, for accuracy of rules interpretations. According to Dennis, this training program complements the training his department does, especially a new rules recertification program scheduled to begin this month on the Pine Bluff Division.

"We coordinated with Dennis every step of the way," Luman says.

Writing the script took only two weeks, but shooting it was quite a project. Luman and Gilley were surprised at how much time completing their 26-minute videotape took. Gilley says, "One 22-second scene took us almost two hours to shoot."

Luman and Locomotive Engineer Rick MacDonald starred in the first production, and Bill Null, instructor-engineer, made use of the tape in his pre-audit, day-and-a-half long seminars. Null also used other materials prepared by Luman, who

is Tyler local chairman of the Brotherhood of Locomotive Engineers and Loftus, BLE local chairman from Commerce.

Helping the division operate efficiently is part of his role as a union local chairman, as Luman sees it, and his point of view is far from unique. As Cotton Belt BLE General Chairman D.E. Thompson says, "We have an obligation to the carrier as well as to ourselves to maintain a high degree of rules proficiency."

"In today's deregulated business environment, we need this kind of team effort to keep our railroad competitive," says Luman. After success on the Pine Bluff Division, the training program is heading for the Kansas City Division.

"The result of the training program, and the cooperative attitude that made it possible, has been a significant improvement in rules knowledge and application," says McClanahan. During the subsequent six-day audit in March, system officials were extremely pleased with the understanding and proficiency demonstrated by engineers of the Pine Bluff Division.

Appointments

EXECUTIVE DEPARTMENT: At San Francisco: J. A. Holm to executive assistant.

MAINTENANCE: At San Francisco: R. A. Engelbert to manager production planning and control.

MARKETING AND SALES: At San Francisco: P. A. Baldwin to manager market development; R. S. Goers to assist manager special projects and market research; Ms. V. S. Henry to product manager consumer products; T. P. Last to market development analyst; R. W. Limbaugh to assist manager market development; E. L. Morrissey to group manager, equipment planning; R. E. Rosewater to manager market research; Ms. C. R. Witten to assist manager market research; C. R. Wright, III, to manager equipment utilization and sales.

Eastern Sales Territory: At New York: R. J. Wise to senior sales representative.

Midwest Sales Territory: At Chicago: J. W. Anderson to sales representative.

Intermodal: At San Francisco: Ms. S. L. Dolan to manager administration; J. W. Frels to assist general manager domestic; L. S. Hill to assist manager pricing domestic; W. J. Lake to assist manager marketing domestic; O. D. Lamb to manager pricing administration; R. J. Miller to assist manager pricing domestic; R. R. Novell to analyst; R. J. Paul to manager marketing domestic; Ms. K. M. Schoenfeld to analyst; W. A. Sheppard to manager pricing domestic; at Chicago: D. W. Neubek to assist manager sales; A. J. McLean to assist manager sales; at Dallas: D. W. Christian to manager sales; at Houston: Ms. V. S. McDowell to assist manager sales; at Kansas City: E. W. Duman to assist manager sales; at New York: J. P. Pirozzi to assist general manager sales; R. V. Rodino to manager sales domestic; at Oakland: G. L. Hankamer to assist manager international sales; R. S. Koenig to manager sales; E. T. Rehnberg to assist manager sales; at Philadelphia: Ms. A. J. Haskins to assist manager sales; at St. Louis: R. L. Grab to manager sales; D. J. McGee to assist manager sales.

THE PMT SYSTEM: At Burlingame: Ms. S. S. Greshong to manager budgets; J. J. Mayer to assist vice president operations-west; D. L. Perry to officer manager; J. W. Roberts to vice president-operations; at Dallas: D. R. Landry to assist vice president operations-west.

PURCHASING: At Sacramento: J. W. Davis to assist district manager; R. D. Jockson to general materials manager-system.

TRANSPORTATION: At San Francisco: Ms. K. M. Buckley to transportation assistant; Mrs. R. D. Cabrera to contract agent; W. E. Fowler to manager miscellaneous contracts; L. F. Furlow to assist vice president-contracts; Ms. W. H. Jones to special assistant to vice president-transportation; W. C. Kingston to officer manager; D. L. Leese to administrative assistant; C. M. Lundquist to manager joint facilities contract department; P. A. Pavon to manager miscellaneous services; R. A. Pettigrew to manager transportation bureau; R. C. Zimmerman to assistant to manager contract department.

Retirements

GENERAL OFFICE, SAN FRANCISCO: C. R. Davis, clerk; R. V. Melrose, assistant chief estimator-MoW.

HOUSTON DIVISION: D. E. Courtney, electrician; J. G. Gaudin, stationmaster; O. L. Leffert, laborer; V. S. Lowe and R. H. Wheat, clerks; L. Urest, car inspector.

LAFAYETTE DIVISION: J. D. Patin, foreman.

LOS ANGELES DIVISION AND REPAIR PLANTS: A. J. Coates, laborer; W. J. Dillard, switchman; A. E. Garcia, truck driver; W. B. Johnson, engine foreman; L. K. Murdock and O. J. West, switchmen.

OREGON DIVISION: F. A. Anderson, switchman; H. F. Canard, account executive-Marketing & Sales; D. H. Felt, car inspector; E. H. Hales, conductor; F. G. Keen, district MoW manager; D. H. Meers, switchman; L. Sanders, car foreman.

SACRAMENTO DIVISION AND REPAIR PLANTS: R. A. Peters, brakeman; J. S. Plummer, pipe-

fitter; J. S. Pomeroy, conductor; A. C. Rivera, forklift operator; J. B. Swetz, lead machinist.

SAN ANTONIO DIVISION: C. E. Taylor, clerk.

SAN JOAQUIN DIVISION: W. F. Clifton, carman; D. R. Combs, clerk.

TUCSON DIVISION: R. A. Brown, locomotive engineer; C. A. Martinez, laborer; D. W. Miller, traveling mechanic.

WESTERN DIVISION: A. F. Hane, locomotive engineer; P. R. Kannon, agent; C. A. Portlock, shovel engineer.

THE PMT SYSTEM: R. P. BOYCE, terminal manager, Eugene; G. B. Holderman, assistant supervisor-Line Operations, Burlingame; E. E. Minge, assistant line supervisor, Burlingame; E. V. Pavlos, secretary to district manager, Los Angeles; G. E. Walker, area operations manager, Houston.

COTTON BELT: Pine Bluff Division: T. R. Henderson, locomotive engineer; C. F. Newlin, assistant telegraph towerman, Kansas City Division; F. Benally, laborer; J. H. Pendlay, locomotive engineer; D. R. Saldana, laborer; N. Wooster, carman.

NORTHWESTERN PACIFIC: B. F. Craig, machine operator; T. C. Robbins, foreman; J. M. Stone, laborer.

Deaths

GENERAL OFFICE, SAN FRANCISCO: D. E. Chantry, senior advance & prepaid clerk; E. E. Eubanks, systems analyst-Management Services; Pensioners: C. Barbee, janitor; R. E. Beaumont, senior rate clerk; V. A. Bello, general clerk; B. B. Coleman, head claims clerk; E. E. Shea, clerk; J. B. O'Toole, manager, rules & specifications-Engineering.

Olympic Souvenir Caps

Last Chance Offer

\$6



Purchasing's Sherrill Christopherson is keeping her heart in San Francisco, but you can buy the hat from the SP Club for \$6. Available in red, royal blue, navy blue and black. Direct orders to Don Carroll, Room 929, One Market Plaza, San Francisco, CA 94105.

HOUSTON DIVISION AND REPAIR PLANTS: Pensioners: A. Atkinson, assistant chief clerk; T. Branch, passenger car carpenter; W. V. Calton, carman; W. A. Cochran, engine foreman; E. D. Cook, locomotive engineer; L. G. Kanstner, laborer; A. L. Lastrapes, passenger car welder; N. E. Pursch, head clerk; S. Robinson, locomotive engineer; E. R. Tompkins, stenographer.

LAFAYETTE DIVISION: Pensioners: M. Alexander, material distributor; S. Bernad, laborer; G. R. Fallon, clerk; A. Harris and A. Stagg, laborers; H. V. Start, locomotive engineer; O. C. Sutherland, clerk caller.

LOS ANGELES DIVISION AND REPAIR PLANTS: F. Fields, brakeman; R. P. Ibarra and J. N. Midgall, laborers; Pensioners: H. H. Amine and P. S. Beaver, locomotive engineers; J. O. Baker, car clerk; S. Buzzano, brakeman; G. W. Conner, conductor; C. H. Dollen, electrician; W. C. Edwards, tracing & image clerk; E. F. Harrison, assistant superintendent-DP&LS; J. J. Hellmerichs, sheet metal worker; G. J. McCallrey, machinist; H. A. Murin, conductor; P. V. Reyes, laborer; F. R. Rodriguez, check clerk; H. L. Sanner, equipment operator; E. J. Scott, land agent-Real Estate; L. E. Sheetz, locomotive engineer; G. Small, brakeman; Z. N. Smalley, coach cleaner; L. E. Tague, carpenter; C. N. Tinsley, cook; C. Uribe, laborer.

OREGON DIVISION: D. R. Camp, conductor; J. R. Gamez, machine operator; Pensioners: F. W. Clifton, Steward; C. M. Garza, crew dispatcher; R. W. Harrell, locomotive engineer; L. Jensen, blacksmith; R. Jefferson, H. R. Klemm and V. Martiniz, laborers; J. H. Luhrs, pipefitter.

SACRAMENTO DIVISION AND REPAIR PLANTS: J. H. Ramsey, shovel engineer; Pensioners: A. R. Archundia, loader; R. P. Derheim, pipefitter; A. N. Erwin, carpenter helper; J. L. Farrow, switchman; G. F. Fleming, machinist; J. C. G. Funes, molder; C. C. Glenn, yardmaster; A. C. House, locomotive supplyman; J. C. Kimball, machinist; D. L. Kurfi, clerk; W. K. Lapan, machinist helper; J. Lillie and J. J. Morrison, machinists; G. E. Newcome, locomotive supplyman; D. W. Norris, brakeman; P. M. Palacios, laborer; E. N. Parks, carpenter; J. Perl, locomotive engineer; A. Perez, car inspector; F. J. Planchet, electrician; M. E. Popoff, machinist; D. L. Rodriguez, laborer; W. E. Troyer, signalman; S. P. Walker, pipefitter; W. H. Wiefel, clerk.

SAN ANTONIO DIVISION: J. Thomson, brakeman; J. T. Venable, clerk; Pensioners: E. C. Allen, laborer; J. I. Baker, brakeman; E. J. Breaux, agent; J. J. Colson, foreman; R. Duran, laborer; G. J. Goldston, switchman; S. Martinez, engine wiper; J. B. Moreno, laborer; W. A. Nunley, machine operator; O. L. Short, foreman.

SAN JOAQUIN DIVISION: Pensioners: J. M. Concaun, chief clerk; R. C. Harris, switchman; M. C. Harshman, train dispatcher; N. J. Huguin, locomotive engineer; E. Torres, laborer; L. E. Waits, machinist; W. L. Walters, car inspector.

TUCSON DIVISION: J. H. Mayo, agent-assistant trainmaster; C. L. Young, conductor; Pensioners: A. A. Bingham, laborer; J. J. Carter, conductor; J. D. Dominguez, pipefitter helper; W. E. Mitchell, brakeman; O. E. O'Dell, switchman; R. E. Pierce, brakeman; E. H. Patton and N. Shires, conductors; C. J. Sullivan, assistant engineer; O. J. Tibbs, carman helper; P. B. Truscott, agent-telegrapher; R. S. Ward, freight clerk.

WESTERN DIVISION: J. S. Ogg, machinist; Pensioners: L. M. Brestrand, foreman; E. K. Bartness and H. D. Counter, locomotive engineers; J. A. Castro, machinist; E. Delgado, laborer; A. J. Dempsey, locomotive engineer; L. Estruth, switchman; J. M. Flynn, assistant general yardmaster; P. J. Flynn, freight brakeman; W. H. Fruedenberg, machinist; N. D. Georgios, switchman; C. E. Ginn, locomotive engineer; L. W. Hurd, switchman; W. R. Jones, superintendent of mill-Engineering; C. A. Kohlhoff, motorman; H. G. MacLean, machinist; J. W. McCullough, waybill clerk; R. V. McKown, locomotive engineer; H. A. Meyer, electrical supervisor; N. A. Neff, roadmaster; J. M. C. Orlosky, sheet metal worker; G. W. Prickett, clerk; R. C. Smith, conductor; W. H. Smith, water service mechanic; W. L. West, car inspector; R. Wiley, switch cleaner; H. W. Willis, locomotive engineer.

NORTHWESTERN PACIFIC: Pensioners: R. C. Fineaux, car inspector; D. Mari, brakeman; J. R. Pereira, car inspector.

OTHERS: Pensioners: H. H. Franklin, stowman, Cotton Belt; L. A. Hayes, mail dispatch clerk, LAUPF.

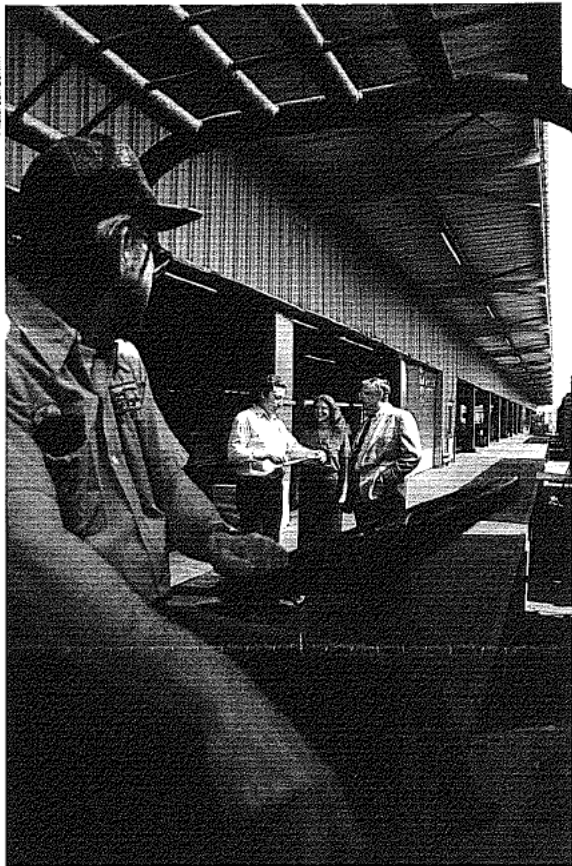
SP 4449 On the Road

This year's most photographed train may well turn out to be the "World's Fair Daylight."

Steam locomotive SP 4449, painted in its Daylight colors, is pulling a full train of passenger cars also painted in the famous orange, red, white and black from Portland to New Orleans for an appearance in June at the World's Fair.

The return journey to Portland begins June 9, with arrival scheduled for June 24.

Look for a photographic feature on SP 4449 in the July SP Bulletin. □



Freight forwarders like Superior Fast Freight assemble transportation packages that enable shippers who might have sent their goods over the highway to take advantage of railroad service and rates. From headquarters at Los Angeles, Superior Fast Freight has motor carrier operations for pick up and distribution of small and large volume shipments of almost anything throughout the west. At 17 terminal locations near ramps and railheads, Superior employees like George Irwin (foreground) assemble loads for railcars and trailers. Left to right are Michael E. Beresford, asst. operations manager for Superior; Roxanne Castro, Superior general manager; and John Breen, Los Angeles manager for intermodal sales. See page 11 for more on the important role played by third parties to the rail transportation transaction.

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