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Railroad-Shipper Transportation Advisory Council
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Re: Small Shipper Representation on Council

It is my pleasure to strongly recommend Lee Shelly for a Small Shipper member position on the Railroad-Shipper Transportation Advisory Council (RSTAC).

Established in 1992, Carload Express has developed a strong reputation as a premier short line railroad operator. We currently manage four railroads across Pennsylvania, Delaware, Maryland, and Virginia, operating 387 route-miles. Our railroads transport between 75,000 and 90,000 carloads annually while upholding the highest standards of safety, operational excellence, and customer service. Delmarva Central Railroad (DCR) is proud to provide rail service to the H&K Group facility in Dagsboro, Delaware, where Mr. Shelly manages the supply of aggregate stone. In the absence of naturally occurring stone on the Delmarva Peninsula, this facility plays a critical role in supporting construction activity across the peninsula.

In the eight years that I have worked with Mr. Shelly he has demonstrated a commitment to working integratively to achieve transformational improvements in service levels. A high-volume corridor involving two Class I carriers, Amtrak and DCR offers a compelling case study in collaboration and innovation. Faced with service inconsistencies, Mr. Shelly led efforts to find solutions. Opening constructive dialogue involving HK Group, Class I carriers and DCR, work began to realize the networks full potential. Processes were evaluated and tailored. GPS fleet tracking was introduced, with a dashboard allowing each party to prepare for the next move. The system was later enhanced to deliver improved text alerts and notifications when shipments cross designated geofence boundaries. Together, cycle times on this important lane were improved by as much as 40%. This effort demonstrates the impact of effective teamwork.

Mr. Shelly's deep understanding of small shipper challenges, combined with a proven ability to foster collaborative outcomes, positions him exceptionally well to represent the broader small shipper community. As a passionate advocate for rail, I am confident that Mr. Shelly possesses the drive and expertise to advance meaningful improvements across the national transportation landscape.

Sincerely,



John Ashbridge