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CONFIDENTIAL APPENDICES
COMPETITIVE INFORMATION

VOL 3

THE MILWAUKEE ROAD STRATEGIC PLANNING STUDIES

THE MILWAUKEE ROAD

MAY 1979

Prepared by
Booz. Allen & Hamilton
Transportation Consulting Division

BOOZ ALLEN

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MAY 1979

Prepared by
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BOOZ · ALLEN & HAMILTON Inc.

Transportation Consulting Division

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May 11, 1979

Mr. Stanley E.G. Hillman
Trustee
Chicago, Milwaukee, St. Paul and
Pacific Railroad Company
516 W. Jackson Boulevard
Chicago, Illinois 60609

Dear Mr. Hillman:

We enclose herewith the third volume of our report on the Milwaukee Road Strategic Planning Studies. The full report is contained in three separately bound volumes:

- The first volume contains the Executive Summary presenting in a condensed format the substance of our studies and findings.

- The second volume contains a detailed presentation of the background, processes and findings of our studies including all exhibits and appendices, except the confidential appendices contained in the third volume. The latter are identified as to title by a page in the appropriate section of the second volume.

- The third volume contains the Confidential Appendices on Competitive Information presenting marketing and other data, which by its nature is proprietary to the Company.

We will make distribution of this volume in accordance with the instructions received from Mr. John W. Rowe.

Very truly yours,

Booz Allen & Hamilton

BOOZ·ALLEN & HAMILTON Inc.

Enclosure

CONFIDENTIAL APPENDICES
COMPETITIVE INFORMATION

of

THE MILWAUKEE ROAD
STRATEGIC PLANNING STUDIES

MAY 1979

Prepared by

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TRANSPORTATION CONSULTING DIVISION

T A B L E O F C O N T E N T S

THESE APPENDICES CONTAIN PROPRIETARY INFORMATION AND HAVE BEEN DELETED FROM COPIES OF THIS REPORT DISTRIBUTED TO THE PUBLIC.

APPENDIX B

RESULTS OF STUDIES OF PROPOSED UNION PACIFIC ACQUISITION

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RESULTS OF STUDIES OF PROPOSED
UNION PACIFIC ACQUISITION

Exhibit 1 of this Appendix suggests the following observations concerning the Union Pacific Acquisition Studies:

- If the requirement for rehabilitation investment is not considered, sale of the four western zones to UP (M-1) will improve the Milwaukee's position only slightly if a Miles City terminus is retained. A Hopkins terminus (M-5) for Milwaukee operations will improve the Milwaukee's position much more.

- Exclusion of the Louisville and Terre Haute areas from the System (M-3 and M-3a) would appear to improve the Milwaukee's situation somewhat.

- Exclusion of the Kansas City line from the System (M-2) would appear to improve the Milwaukee's situation even more.

- Given the division assumptions used over the Council Bluffs gateway, there is little immediate financial difference if the Union Pacific's cooperation is sought (M-5), of if the Milwaukee simply walks away from the West End (M-5a).

- Given the division assumptions used over the Tacoma, Spokane, Marengo and Silver Bow gateways, the interim operation feeding traffic to the UP (M-1a) will, in the short term, put the Milwaukee in a worse position than if it did nothing.

As a result of the review of the studies of the Proposed Union Pacific Acquisition, the following recommendation were made to the Trustee:

- The Milwaukee Road should continue to explore the possibility of sale of the four western zones to the Union Pacific Railroad, as this would eliminate the need for commitment of assets to the rehabilitation of the West End, and should improve Milwaukee's position. Attempts should be made to obtain higher

divisions over the Council Bluffs gateway, and some agreement should be made to ensure that Union Pacific marketing and routing cooperation will not evaporate shortly after the sale is consumated. Since the UP is one of the few potential strong allies available to the Milwaukee, it will probably be to the Milwaukee's long term advantage to cooperate with that carrier.

- The Louisville and Terre Haute areas would seem to be of little value to the core system, but in view of the opportunities for reducing expenses on this line through coordination projects, and because of the uncertainty of growth potential over the Louisville gateway, we did not recommend that these areas be excluded from the core system.

- The Union Pacific should be encouraged to subsidize the interim operation of the four western zones by Milwaukee during the time required to gain ICC approval of the sale and abandonments. This subsidy could be direct, or in the form of higher divisions over the Tacoma, Spokane, Marengo and Silver Bow gateways than were assumed in the analysis.

EXHIBIT 1
Studies of Union Pacific
Proposed Acquisition

	SYSTEM DESCRIPTION	MILES OF ROAD OPERATED	ANNUAL OPERATING REVENUE (Millions)	INCOME AVAILABLE FOR FIXED CHARGES (Millions) CHANGE FROM SYSTEM WITHOUT LDL
1977 System	1977 R-1 figures, adjusted to reflect normalized maintenance	9523	445	(6)
System Without LDL	Present system without light density lines	7546	424	Base
M-1	Four western zones sold to Union Pacific, and lines west of Miles City not included in the sale would be abandoned.	5447	292	1
M-2	Same as M-1 above, with Kansas City line abandoned west of Muscatine.	5167	270	9
M-3	Same as M-1 above, with Louisville line abandoned east of Chicago Heights.	5136	271	5
M-3a	Same as M-1 above, with Louisville line abandoned east of Linton.	5320	278	4
M-4	Same as M-1 above, with Louisville line abandoned east of Chicago Heights and Kansas City line abandoned west of Muscatine.	4856	248	12
M-5	Same as M-1 above, with lines between Hopkins, Minn. and Miles City abandoned	4457	269	13
M-5a	Same as M-5 above, but assuming that preferential marketing arrangements were not negotiated with Union Pacific to route traffic to the Milwaukee Road via Council Bluffs. This would amount to outright abandonment west of Hopkins.	4457	260	12
M-1a	Milwaukee Road would continue to operate the four western zones as independent feeder lines, delivering traffic to Union Pacific at Tacoma, Spokane, Marengo and Silver Bow. Lines west of Miles City not sold to Union Pacific would be operated as light density lines and through freight operation on the Milwaukee would cease. This case represents the interim operation that Milwaukee would have to continue for approximately two years pending ICC approval of the sale and abandonments.	7546	336	(3)

NOTE - FOR REASONS EXPLAINED IN THE TEXT, ESTIMATES OF INCOME AVAILABLE FOR FIXED CHARGES ARE MEANINGFUL ONLY TO RANK THE VARIOUS SYSTEMS ON THIS EXHIBIT RELATIVE TO EACH OTHER.

APPENDIX C

RESULTS OF PRELIMINARY ANALYSIS

APPENDIX C

RESULTS OF PRELIMINARY ANALYSIS

Exhibit 1 of this Appendix suggests the following observations concerning the Preliminary Analysis of 33 system configurations:

- The Council Bluffs and Duluth gateways appear to be of marginal net value in a transcontinental system but take on increased value (especially Council Bluffs) in Midwestern configurations. This is primarily due to diversion of Pacific Northwest and Canadian traffic destined to Milwaukee Road points from transcontinental haul to these gateways.

- The Green Bay line originates and terminates sufficient traffic to be of value as a whole to the Midwest systems. Its value probably will prove to be even greater with truncation north of Green Bay itself.

- The Louisville line also appears to be a contributor to Midwestern systems. This would seem to be due to a large percentage increase in Milwaukee retained revenue from Louisville vs. Chicago gateways.

- The Kansas City gateway seems most subject to the sensitivity of traffic diversion due to the fairly high volume presently moving through the gateway, and the large number of interchanges for which diversion estimates are necessary. Due to the fairly gross level of detail resolution involved in these 33 cases, no definite conclusions could be drawn about the Kansas City gateway, but there certainly were some doubts about its value, and a more detailed study of diversions and the net value of the route was recommended.

SYSTEM DESCRIPTION	MILES OF ROAD OPERATED	GATEWAYS INCLUDED						ANNUAL OPERATING REVENUES (Millions)	RR INCOME w/o AFFILIATE CO. EARNINGS (Millions) CHANGE FROM SYSTEM w/o LDL
		CB	GB	DL	RC	LVL	KC		
0) 1977 SYSTEM	9853							434	(17)
1) SYSTEM WITHOUT LIGHT DENSITY LINES	7979							421	Base
2) MIDWEST SYSTEMS									
2A-MIDWEST (Terminus at Butte)	6510							294	9
2B-MIDWEST (Terminus at Miles City)	5827							281	14
2C-MIDWEST (Terminus at Hopkins)	4839							256	29
3) TRANSCONTINENTAL SYSTEMS									
3A- TRANSCONTINENTAL Without Kansas City	7673	CB	GB	DL	RC	LVL		405	4
3B- TRANSCONTINENTAL Without Council Bluffs/Green Bay/Duluth/Rapid City	6568					LVL	KC	369	6
3B-1 TRANSCONTINENTAL Without Council Bluffs/Green Bay/Rapid City	6695			DL		LVL	KC	378	6
3B-3 TRANSCONTINENTAL Without Green Bay/ Duluth/Rapid City	6934	CB				LVL	KC	390	5
3B-4 TRANSCONTINENTAL Without Green Bay/ Rapid City	7082	CB		DL		LVL	KC	398	5
3C- TRANSCONTINENTAL Without Council Bluffs/Green Bay/Duluth/Rapid City/ Kansas City	6240					LVL		337	6
3D- TRANSCONTINENTAL Without Council Bluffs/Green Bay/Duluth/Rapid City/ Louisville	6257						KC	345	7
3E- TRANSCONTINENTAL Without Council Bluffs/Green Bay/Duluth/Rapid City/ Louisville/Kansas City	5929							312	9
4) MIDWEST SYSTEMS WITH SOME MARKETS DELETED									
4A- MIDWEST Without Kansas City	4512	CB	GB	DL	RC	LVL		240	34
4B- MIDWEST Without Council Bluffs/ Green Bay/Duluth/Rapid City	3407					LVL	KC	197	22
4B-1 MIDWEST Without Council Bluffs/ Green Bay/Rapid City	3534			DL		LVL	KC	217	33
4B-2 MIDWEST Without Council Bluffs/	3722		G			LVL	K	215	26

			B			L	C	215	26
4B-3 MIDWEST Without Green Bay/Duluth/ Rapid City	3773	C B				L V L	K C	246	39
4B-4 MIDWEST Without Green Bay/Rapid City	3921	C B		D L		L V L	K C	254	40
4B-5 MIDWEST Without Rapid City	4259	C B	G B	D L		L V L	K C	269	42
4C- MIDWEST Without Council Bluffs/ Green Bay/Duluth/Rapid City/ Kansas City	3079					L V L		168	23
4D- MIDWEST Without Council Bluffs/ Green Bay/Duluth/Rapid City/ Louisville	3096						K C	172	18
4E- MIDWEST Without Council Bluffs/ Green Bay/Duluth/Rapid City/Louis- ville/Kansas City	2668							143	17
4F- MIDWEST Without Green Bay/Duluth/ Rapid City/Louisville/Kansas City	3156	C B						172	24
4F-1 MIDWEST Without Duluth/Rapid City/ Louisville/Kansas City	3493	C B	G B					190	2
4F-2 MIDWEST Without Green Bay/Rapid City/ Louisville/Kansas City	3304	C B		D L				180	25
4F-3 MIDWEST Without Rapid City/Louisville/ Kansas City	3642	C B	G B	D L				199	31
4G- MIDWEST Without Green Bay/Duluth/ Rapid City/Kansas City	3467	C B				L V L		197	27
4G-1 MIDWEST Without Duluth/Rapid City/ Kansas City	3804	C B	G B			L V L		215	33
4G-2 MIDWEST Without Green Bay/Rapid City/ Kansas City	3615	C B		D L		L V L		209	33
4G-3 MIDWEST Without Rapid City/Kansas City	3952	C B	G B	D L		L V L		232	39
6) MIDWEST SYSTEMS ALLIED WITH INDEPENDENT COAST LINES									
5G-2 MIDWEST (4G-2) & COAST LINES Without Green Bay/Rapid City/Kansas City	4061	C B		D L		L V L		250	27
6B-5 MIDWEST (4B-5) & COAST LINES Without Rapid City	4705	C B	G B	D L		L V L	K C	306	34

NOTE - FOR REASONS EXPLAINED IN THE TEXT, ESTIMATES OF RAILROAD INCOME (LOSS) ARE MEANINGFUL ONLY TO RANK THE VARIOUS SYSTEMS ON THIS EXHIBIT RELATIVE TO EACH OTHER.

APPENDIX F

MARKET OPPORTUNITIES AND SUCCESS PROBABILITIES

APPENDIX F

MARKET OPPORTUNITIES
AND SUCCESS PROBABILITIES

Traffic Projections for System
Without Light Density Lines

Success Probability	Discussion
LINE 1-GRAIN AND SOYBEANS	
0.50	9,000 carloads of short haul corn traffic from Terre Haute line stations to the Southeast via Louisville-Southern Railway. Up to now neither Southern nor Milwaukee Road has regarded this business as sufficiently profitable to justify assigning covered hoppers to it. If Milwaukee shifts from its own line to trackage rights via Conrail, the likelihood of attracting this business will be further diminished.
0.70	Involved are 1,690 cars of wheat Duluth to Buffalo via Conrail at Chicago plus 320 cars of wheat and barley to Chicago proper. Assuming a substantially augmented covered hopper fleet, Milwaukee can compete effectively for a part of this business now moving via Soo line.
1.00	An expanded car fleet would provide equipment for five unit-trains of covered hoppers to move corn and soybeans from Iowa elevator origins local to Milwaukee Road to Gulf ports via Kansas City, Omaha, and Forreston. Shipper commitments for approximately 14,500 carloads annually are said to be in hand.
1.00	These 700 annual cars of soybeans are short haul traffic from Sanborn to Mason City, Iowa now moving by truck. Milwaukee can compete effectively with augmented car fleet in turnaround service.
0.80	Both the origins and the destinations for these four barley movements totaling 630 carloads annually are local to Milwaukee Road. The maltsters involved say they will shift the

Success Probability	Discussion
	traffic from trucks as soon as reliable car supply is available in order to take advantage of a rate differential favorable to rail movement.
0.70	A 960-car wheat movement Minneapolis-Buffalo, New York via Chicago, for which Burlington Northern, Soo Line, and Chicago & North Western will be effective competitors.
0.50	1,200-car corn and oats movement from Dolton, South Dakota to Seattle and Cedar Rapids is dependent upon adequate covered hopper car supply.
0.60	With attractive prices for grain at West Coast ports, an 8,222-carload potential movement from Cedar Rapids, Mankato, Miles City and Great Falls exists in which Milwaukee Road can participate if adequate covered hopper fleet is available.
0.60	The 346 car increase projected reflects a 20% increase over Milwaukee's 1976 Great Falls-Minneapolis grain movement. Equipment availability is the key to achievement.
0.60	Milwaukee's ability to compete for these 4,331 potential carloads from South Dakota and Washington origins of grain traffic depends largely upon covered hopper supply.
0.60	An intermodal grain movement Great Falls, Montana to a barge terminal at Malden, Washington. Milwaukee can secure 900 carloads annually if equipment is available.
LINE 2-GRAIN MILL PRODUCTS	
1.00	If covered hopper equipment is available Milwaukee can obtain 1,280 carloads of soybean and gluten meal in short haul turnaround service from Cedar Rapids to a river transfer facility at Buffalo, Iowa.

Success Probability	Discussion
1.00	With assurance of dependable covered hopper supply Cargill has committed 2,280 carloads of soybean, corn, and gluten meals via Milwaukee Road over Chicago and Louisville gateways to the East and South.
1.00	An annual movement of 1,270 cars of soybean meal from Consoy at Manning, Iowa to Omaha and Lincoln, Nebraska is available to Milwaukee if adequate covered hopper equipment can be provided. Consoy is served exclusively by Milwaukee and the traffic is presently via truck at an appreciably higher rate.
1.00	The Peavey flour mill at Hastings, Minnesota, is local to Milwaukee and cannot be reached through switching via the competing Burlington Northern. If adequate covered hopper equipment is available the shipper has assured Milwaukee of 2,175 carloads of flour annually to Chicago and eastern destinations. Peavey has also advanced funds under a refund agreement with MILW to rehabilitate six air-slide covered hoppers.
1.00	250 carloads of soybean meal Mason City, Ia., to Columbia, Wisconsin, can be recovered from truck competitors if adequate covered hopper fleet is available. Rail transport provides lower delivered cost.
0.50	With covered hopper equipment Milwaukee Road can compete effectively against CNW for an 1,820-car share of soybean meal traffic moving from Mankato, Minnesota, to destinations in the Northwest via Minneapolis, Council Bluffs, and Sioux City.
0.60	Expanding West Coast domestic and export markets for soybean meal, feed materials and starch offer a 316-car per year increase in Milwaukee traffic from Minnesota and Iowa origin if equipment is available.

Success Probability	Discussion
LINE 3-FARM PRODUCTS	
0.80	With consistent service over a 60-mile-per-hour Omaha-Chicago route, Milwaukee can attract 375 carloads annually of potato traffic from Colorado, Wyoming, and Idaho through the Union Pacific connection at Council Bluffs. This represents a diversion of less than four percent of the 10,000 carloads of potatoes moving annually via competing rail lines to destinations in Milwaukee territory.
0.80	3,760 carloads of fresh and frozen West Coast fruits and vegetables through the Union Pacific interchange at Council Bluffs, destined to Chicago and the East. Consistent service will control.
1.00	1,000 refrigerated piggyback trailers of fresh potatoes from Moses Lake-Othello via Milwaukee long haul route to Chicago.
LINE 4-PACKING HOUSE PRODUCTS	
1.00	With reopening of an inactive packing plant by Land-O-Lakes at Spencer, Iowa, Milwaukee will handle 240 carloads annually of tallow, hides, and fleshings to the East and Southeast via Chicago.
1.00	Hormel at Ottumwa has committed 5 carloads per month of packinghouse products to Milwaukee Road via Kansas City to Western destinations.
LINE 5-CANNED GOODS AND DAIRY PRODUCTS	
0.50	With a competitive 60-mph route available Council Bluffs-Chicago and Chicago-Minneapolis, an additional 780 cars annually of California canned goods are expected to be routed over Milwaukee Road, primarily by West Coast processors whose local canneries in Wisconsin and Minnesota are dependent upon the line for rail service.
0.50	With improved track speeds, Council Bluffs-Chicago, and a competitive pattern of service, Milwaukee expects to regain 1,845 carloads annually of canned goods traffic from Oregon and Idaho which had been lost in the past year or two to trucks and competing railroads.

Success Probability	Discussion
0.50	With restoration of competitive service in the Council Bluffs-Chicago corridor, food processors in Utah and Southern Idaho are expected to put approximately 975 carloads of additional traffic on the Milwaukee--influenced in part by the desire of the processors to strengthen and support the rail carrier serving their Minnesota and Wisconsin canning facilities.
1.00	375 additional carloads of canned goods annually from fruit and vegetable canneries in Wisconsin served exclusively by CMStP&P will move via Chicago and Council Bluffs if appropriate equipment is available.
0.80	With a dependable equipment supply and the present differential below truck freight rates, an additional 1,560 carloads of food products are expected to move from fruit and vegetable canneries local to Milwaukee Road in Minnesota.
1.00	1,000 refrigerated piggyback trailers of frozen potatoes originating in the Moses Lake-Othello region served exclusively by Milwaukee have been committed by Pacific Northwest Shippers Association to move via Milwaukee Road to Chicago and the East.
1.00	On the assumption that the revitalized CMStP&P equipment fleet will include DF and compartmentizer cars for assignment to West Coast pools in the railroad's local territory in Washington State, 232 additional carloads are expected to move from American Potato Company to eastern destinations via Milwaukee Road to Conrail connections at Chicago.
1.00	By reason of Milwaukee Road's earlier innovative marketing efforts, the Port Authority at Longview has committed a movement of 120 carloads to import canned mandarin oranges to the railroad for long-haul eastward movement if Milwaukee contributes appropriately to the pool of DF/compartmentizer equipment required to support the traffic.

Success Probability	Discussion
1.00	As a result of changed branch line abandonment designations, five Wisconsin canneries operated by Green Giant, Acme Markets, Larson Canning Company, Wisconsin Dairy Coop, and Fall River Canning Company will continue to be served by the railroad. With appropriate RBL equipment an additional 842 carloads will move Milwaukee Road to Conrail destinations via Chicago and to the West via Council Bluffs.
LINE 6-BEVERAGES AND MALT	
0.80	With appropriate assignment of insulated DF cars from its revitalized equipment fleet, Milwaukee anticipates 633 additional carloads annually from California wineries to local destinations if service is upgraded in the Council Bluffs-Chicago corridor to at least the standards of competing railroads.
0.50	Under the same assumptions as outlined above, Milwaukee expects to handle 633 additional carloads of overhead wine traffic from Union Pacific at Council Bluffs to the Conrail connection at Chicago.
0.50	A commitment for 365 cars of additional malt traffic has been made by Froedtert from its Winona plant destined to Chicago and eastern destinations if Milwaukee can provide a reliable supply of covered hopper equipment.
0.80	A similar Froedtert commitment for 1,100 carloads of additional annual malt traffic has been made from its Milwaukee plant, routed to Chicago and the South over the Louisville gateway if the railroad can deliver reliably upon similar equipment assurances.
0.80	Kurth Malting has made a substantially identical commitment of 260 additional annual carloads to Chicago and the South under the same equipment supply understanding.

Success Probability	Discussion
1.00	An annual increase of 1,050 carloads is anticipated in malt traffic from Rahr Malting at Shakopee, Minnesota, to Chicago as the result of a shipper-financed Milwaukee Road covered hopper car repair program. The shipper has advanced several hundred thousand dollars to Milwaukee for repair of exclusively assigned covered hoppers under an agreement providing a payback to Rahr for each carload routed via Milwaukee.
1.00	Fleischman Malting at Red Wing, Minnesota, has committed 330 additional carloads of malt via Milwaukee to Chicago annually. It is based upon the same repair-refund arrangement as the Rahr project described above. The likelihood of movement via Milwaukee Road is further enhanced by the decision of C&NW to withdraw from the Red Wing market in exchange for a similar decision by Milwaukee to leave Rapid City, South Dakota, in favor of C&NW.
0.30	Involved here are two 200-carload movements of "spent grain" in covered hopper cars from Muscatine and Clinton, Iowa to a nearby river transfer facility.
0.30	A similar 250-carload per year haul is available all-rail when weather conditions inhibit barge operation.
LINE 7-FOOD PRODUCTS	
1.00	A new 860-van-per-year flow of bagged sugar in TOFC service on the Sprint trains has begun moving regularly from the Twin Cities to Chicago.
1.00	These 407 annual carloads of sugar represent new current movement from Minnesota and North Dakota origins to Mason City, Milwaukee, and Chicago for American Crystal Sugar Company. Within the past few months American Crystal had advanced $220,000 to Milwaukee Road for repair of 30 bad order air-slide covered hoppers. Approximately $30 to $40 per carload is refunded to American Crystal for each load routed Milwaukee Road. Payback under the agreement is anticipated to run approximately four years.

Success Probability	Discussion
0.20	A 288-trailer movement of confectionary and bakery goods in refrigerated vans via Kansas City to California and Texas points. With Milwaukee's projected 40-mph track speed in the Chicago-Kansas City corridor, its ability to compete effectively against the high-speed parallel Santa Fe route will be quite limited on TOFC and similar service-sensitive loading.
0.20	A similar 240-trailer haul is potential to the Southeast via Louisville. Highway operators as well as L&N and Chessie will provide effective competition.
0.50	There is a shipper commitment of 500 additional annual carloads to Milwaukee Road if leased air-slide equipment is provided for this movement of sugar from Colorado origins to destinations in Illinois and Wisconsin.
1.00	Through a coordinated operation with a common carrier trucker, Milwaukee is able to reach the plants of American Crystal Sugar Company at Moorhead, Crookston, East Grand Forks, Minnesota; and Drayton, North Dakota, to bring bagged sugar in TOFC trailers to the Milwaukee intermodal terminal at the Twin Cities for movement to Chicago in Sprint trains.
0.80	426 carloads of sugar traffic annually from Scalley, Washington, and Billings, Montana, to Minneapolis in existing Milwaukee Road assigned air-slide cars. Dependable service is essential.
LINE 8-PRIMARY FOREST PRODUCTS	
1.00	Because of its aggressive import marketing effort as well as through providing additional special services at Tacoma, Milwaukee Road anticipates handling 500 cars annually of crude rubber to Chicago for Eastern connections.
1.00	Local Idaho-Washington sawlog movement.

Success Probability	Discussion
1.00	150-car-per-year pulpwood log movement, Rapid City, South Dakota to Mosinee, Wisconsin.
1.00	As the outgrowth of a special marketing effort by the railroad, the shipper has committed 818 carloads of pulpwood annually to Milwaukee which formerly moved C&NW-Soo Line.
LINE 9-LUMBER AND PLYWOOD	
1.00	These 600 TOFC trailers of lumber and plywood would move via Milwaukee Road from Spokane to Chicago.
0.80	3,651 carloads of lumber and plywood from mills local to Milwaukee Road would move to the extent that service and equipment are provided.
0.50	These movements of dimension lumber from Oregon and California mills to the Chicago area are expected to increase by 1,898 carloads annually, principally through improved working relationships with Union Pacific upon Milwaukee Road's withdrawal from transcontinental competition. CNW will be a strong competitor for the business.
0.80	1,513 additional carloads generated by expansion of local lumber and plywood mills will move if equipment and service are provided by MILW for movement to connections with Conrail at Chicago.
0.50	These movements of lumber and plywood from British Columbia and Alberta mills on Canadian National are expected to increase by 3,722 carloads annually, primarily through better working relationships with CN-DW&P when MILW relinquishes transcontinental operations. BN and CNW competition via Duluth will be strong.
0.80	400 annual carloads from Evans Plywood at Missoula, Montana, will move to Chicago in assigned cars if equipment continues as now allocated.

Success Probability	Discussion
0.80	1,440 TOFC trailers of lumber annually on Plan I basis from Missoula, Montana, to the Southern Railway at Louisville.
0.60	For a similar Plan II move BN and motor carrier competition are significant as in the earlier Plan I operation.
0.50	Although these 201 carloads of lumber from the South to Midwest and eastern destinations over the Louisville and Kansas City gateways represent less than 25 percent of the traffic reported as potentially available to Milwaukee Road, it will be subject to strong competition from Burlington Northern, C&NW, and Soo Line who connect with southern and southwestern carriers at substantially the same gateways as does Milwaukee Road.
LINE 10-WOOD AND MILLWORK	
0.50	Approximately one carload per week of dimension lumber is expected from the DWP connection at Duluth for movement overhead by Milwaukee Road to Kansas City for delivery to Missouri Pacific or Kansas City Southern. Continued assignment of 28 Milwaukee Road bulkhead flats to Boise Cascade at International Falls is a helpful lever in influencing routing of this traffic.
1.00	Approximately four carloads of millwork per week via DWP-Duluth-Milwaukee Road destined Red Wing, Minnesota, which will be served exclusively by Milwaukee upon the withdrawal of CNW in exchange for Rapid City, South Dakota.
1.00	Lumber and millwork from Cloquet, Minnesota, to local points on the Milwaukee Road is expected to produce 315 additional annual carloads.
0.25	Approximately 80 carloads of millwork annually from Cloquet to eastern destination via Conrail at Chicago. BN serves both origin and Chicago interchanges.

Success Probability	Discussion
1.00	Approximately 150 additional carloads annually of wood products from Canadian National-DWP at Duluth to local destinations on the Milwaukee Road.
0.50	527 additional annual carloads of lumber originating at Missoula, Montana. A useful competitive lever for Milwaukee is its assignment of 40 all-door box cars to the shipper (Louisiana Pacific) for routing exclusively via CMStP&P.
0.50	Wood products and millwork originating in Oregon and California routed UP-Council Bluffs to Midwest destinations. The 432 carloads projected here as additional Milwaukee Road traffic will be subject to BN, C&NW, ICG, and CRI&P competition.
0.25	The 288 projected additional carloads from Union Pacific to move overhead to eastern connections via Conrail at Chicago and to the South via Louisville and the Southern Railway are subject to all of the competitive forces enumerated above.
0.80	Milwaukee Road's assignment of an "all-door" boxcar fleet to this shipper at Missoula, Montana, provides effective incentive toward long haul routing of 484 additional annual carloads of millwork if dependable rail service can be maintained.
0.50	150 annual carloads originating at interior Oregon mills via UP-Council Bluffs. Added leverage with Boise Cascade--one of three shippers involved--is MILW's assignment of 28 bulkhead flats to Boise Mill at International Falls, Minnesota.
0.50	142 carloads of competitive lumber traffic from Georgia, Florida, and Tennessee origins to midwestern destinations. Here Milwaukee faces vigorous competition from BN, C&NW, and Soo Line who also connect with such origin or intermediate lines as L&N, ICG, Chessie, and Conrail.

Success Probability	Discussion
LINE 11-WOODPULP	
1.00	Milwaukee Road traffic officers report completion of all but the final details of a new cross-lake water rail-arrangement with Inchcape Ltd. of Canada (the steamship operator) and Great Lakes Forest Products Corp. for movement of an estimated 3,120 carloads annually of woodpulp from Thunder Bay, Ontario, through a newly developed marine terminal at Ontanogan, Michigan, to move beyond via rail to Green Bay and other Milwaukee Road destinations.
1.00	55 carloads of pulp to Milwaukee Road local destinations from the DW&P connection at Duluth.
1.00	180 additional carloads annually are already moving from Green Bay, Wisconsin, via MILW-Louisville-Southern Railway.
0.50	78 carloads per year of Brunswick, Georgia, pulp to Marinette, Wisconsin if consistent service can be assured via Louisville gateway from Southern Railway.
1.00	An annual addition of 1,964 carloads of woodpulp from origins on the Milwaukee Road Coast extension moving to local destinations. Achievement is dependent upon adequate equipment supply and competitive patterns of service.
1.00	190 carloads of woodpulp from British Columbia and Alberta origins via CN-DWP-Duluth-MILW to local destinations.
0.25	126 carloads of overhead traffic DWP-CMStP&P-Conrail.
1.00	121 cars of woodpulp from Canada via CN-DWP to Midwestern mills served exclusively by Milwaukee Road.
LINE 12-PAPER PRODUCTS	
1.00	120 vans (72 carloads using 1.67 ratio) from Sweetheart Cup Corporation at Chicago at the rate of 10 per month are already moving to the Southeast via CMStP&P-Louisville-Southern Railway.

Success Probability	Discussion
0.50	The added traffic projected here totals more than 1,600 vans and nearly 9,800 carloads originating at Green Bay and Marinette, and reflects distribution of sanitary papers to local Milwaukee destinations as well as to connections for the East, South, Southwest, and far West.
1.00	431 carloads of paper products in TOFC service originating at International Falls to Milwaukee local destinations via DWP-Duluth.
0.70	777 carloads of paper products traffic originating both on-line and off-line in Wisconsin to local and interline destinations whose routing via Milwaukee Road will be influenced (1) by adequate equipment supplies and dependable service, as well as (2) the desire of shippers to help Milwaukee Road continue as a viable rail carrier.
1.00	203 additional carloads of paper products annually from Wausau, Wisconsin to local and interline destinations. Routing is Milwaukee long haul in preference to alternative carriers because the shipper is completely dependent upon the Milwaukee for rail-delivered pulpwood.
0.50	Anticipated addition of 583 carloads of paper products annually from Great Lakes Forest Products Company, Thunder Bay, Ontario. It moves to destinations in the Midwest and East via DWP-Duluth at which gateway Milwaukee encounters the competition of Burlington Northern and C&NW.
0.90	An additional 570 vans of paper products from Wisconsin Rapids and Nekoosa, Wisconsin, to destinations in Oregon and California via CMStP&P-Council Bluffs. Although the traffic would ordinarily be vulnerable to C&NW competition, the shipper has assured Milwaukee of the entire movement in recognition of CMStP&P marketing programs in the paper area.
1.00	906 loads of southern newsprint routed to Milwaukee Road over the Louisville gateway with long haul routing controlled by delivery of the traffic to team tracks served exclusively by the destination carrier.

Success Probability	Discussion
1.00	Within a few weeks Milwaukee Road will take delivery on 500 new paper-grade boxcars which are to be assigned exclusively to Green Bay. With a utilization of approximately 12 turns per year, the new cars will generate 6,000 loads of additional paper traffic annually.
0.80 1.00	1,250 additional carloads which Milwaukee Road can handle from far West origins if adequate equipment supply and dependable service are available.
1.00	The companion movement to the water-rail woodpulp described in Line 11 above. 3,176 annual carloads of newsprint from Canadian origins to Chicago via the new Ontonagon dock served exclusively by Milwaukee Road.
LINE 13-PAPERBOARD AND CONTAINERS	
1.00	From Longview, Washington for Milwaukee long haul to Chicago, 868 additional cars annually if 50 ft. DF equipment is supplied along with dependable rail service.
1.00	An additional 1,080 carloads of paper-board and containers from Wisconsin Dam, Wisconsin, destined to local and interline deliveries as a result of "panic" reaction by the shipper who is now genuinely apprehensive that Milwaukee Road may not survive.
1.00	The reaction at the Green Bay origin point of this traffic is quite similar to that described above for Wisconsin Dam. 137 carloads.
0.80	Paperboard traffic from Georgia, Florida, and Tennessee to local destinations on the Milwaukee Road. 648 carloads via Louisville from Southern Railway.
0.50	Paperboard traffic from Arkansas, Louisiana, and Mississippi origins moving KCS-Kansas City-MILW on which the joint terminal arrangement with KCS at Kansas City provides a substantial advantage to Milwaukee Road. 382 carloads.
0.30	133 carloads from southeastern origins to competitive destinations in the Midwest.

Success Probability	Discussion
0.25	Overhead traffic from Conrail-Chicago to Union Pacific-Council Bluffs. 240 carloads.
0.80 0.25	429 carloads of paperboard traffic billed to Milwaukee Road destinations and overhead to Conrail from Western Kraft Paper Company, Kraft, Louisiana, via KCS-Kansas City.
1.00	Milwaukee Road long haul to Chicago from Schilling, Montana, on 1,487 additional cars per year if 50-foot high-cube paper cars are provided along with competitive service.
0.30	Traffic to competitive destinations in the Mid-west originating in Oregon from Union Pacific-Council Bluffs. 147 loads.
LINE 14-COAL	
1.00	New unit train coal movement which began in March 1978 and will produce additional annual coal traffic aggregating 15,000 carloads via Council Bluffs from mines at Gillette, Wyoming destined to the Columbia II station of Wisconsin Power & Light Company.
1.00	The unit-coal train destined to the Wisconsin Power & Light, Columbia I installation at Portage, Wisconsin, handled 16,498 carloads in 1978. Since the tariff guarantee requires movement of 19,000 carloads, the 2,502 carload differential is projected as "new business."
1.00	For the relatively short-haul unit coal train movements from Latta, Indiana to Fayette, Indiana (40 miles) and Latta, Indiana to the ICG connection at Linton (8 miles) there were 1978 shortfalls of 5,305 cars and 2,039 cars respectively. These tonnages will be made up in 1979 and future years to meet the tariff minimums in each case. They are, therefore, shown in this tabulation as new business.

Success Probability	Discussion
1.00	Assuming the availability of motive power, equipment, and improved service, the Gascoyne-Big Stone City unit-train operation will produce an additional 2,955 carloads annually to meet tariff minimum.
1.00	600 additional annual carloads of west Kentucky coal to Ontanogan, Michigan for Hoerner-Waldorf via Milwaukee Road from Chicago. Dependent upon adequate service.
LINE 15-CEMENT, SAND, ORE, AND MINERALS	
1.00	Origin and destination for this 4,290 carload sand and gravel move--Rockton, Illinois, to Chicago--are local to Milwaukee.
0.25	Chicago-Terre Haute silica sand haul of 264 cars annually faces major competition from Conrail.
1.00	On breakwater stone from Bedford, Indiana to Milwaukee, direct CMStP&P route offers a 45-cents-per-ton lower freight rate than the joint ICG-CNW route now being used because Milwaukee Road equipment is unavailable.
1.00	Origin and destination local to CMStP&P. 570 cars of rip-rap Dell Rapids, South Dakota, to Sioux City, Iowa.
1.00	Shipper (Martin-Marietta) has advanced $300,000 to Milwaukee Road on refund basis to finance repair of covered hoppers used in this service. 250 carloads of cement Linwood, Iowa, to St. Paul, Minnesota.
1.00	Ineffective competition by Soo Line for this 300 cars of ground limestone because of relatively low revenue and unattractive equipment turnaround. Waukesha, Wisconsin, to Rondout, Illinois.
1.00	With an augmented covered hopper fleet Milwaukee can compete for a share of the Wausau-Official Territory roofing granule movement. The 150 carloads projected here represent less than 10% of the rail market.

Success Probability	Discussion
0.50	ICG-CNW-CRI&P competition will be encountered for this 100-car move of flat glass from South to Iowa destinations.
1.00	General Motors controls routing of flat glass from Conrail-Chicago to Janesville and western destinations via Council Bluffs-UP. CMStP&P will have preference since Janesville assembly plan is local. 150 carloads.
0.00	With the impending merger of Frisco Lines into Burlington Northern, it is improbable that traffic would move from the Southeast over the Kansas City gateway to Milwaukee Road for forwarding beyond to Portland, Oregon. 21 carloads flat glass in TOFC service.
1.00	429 additional carloads of gypsum rock for a 927-mile Milwaukee Road local haul from Heath, Montana, to Seattle, Washington.
1.00	Nearly 2,000 additional carloads are of varied mineral products to and from far Western Milwaukee Road points. The traffic is obtainable if equipment and rail service are provided.
1.00	Martin Marietta refund basis as described above. 200 carloads of lime from Linwood, Iowa, to Minneapolis, Minnesota.
1.00	A 150-car haul of roofing granules Wausau, Wisconsin, to UP-Council Bluffs for 3-M Co. Equipment supply controls.
1.00	Shipper apprehensive that Milwaukee may abandon Depue Line. 200 carloads of sulphur from Ram River, Alberta, via CN-DWP-Duluth-CMStP&P.
1.00	136 additional carloads of sulphur for local movement, Sumas to Port Angeles, Washington.
1.00	An additional movement of 825 carloads of cement mill raw material Limestone Junction to Bellingham, Washington, a 40-mile local Milwaukee Road haul.

Success Probability	Discussion
0.50	200 carloads of cement to St. Paul, Minnesota, from MOP at Kansas City if Milwaukee Road will supply covered hoppers to Dundee Cement Company.
0.50	Paper-grade clay from Georgia and Florida via Southern Railway-Louisville to Milwaukee Road on-line paper mills. 2,620 carloads annually.
LINE 16-PETROLEUM AND COKE	
0.50	Of an estimated 10,000 carloads moving annually from National Wax and Texaco at Port Arthur, Texas to destinations on the Milwaukee, the 1,096 carloads identified in this item are potential new business. This is highly competitive service-sensitive traffic. An advantage to Milwaukee is its joint terminal operation with KCS at Kansas City.
0.50	Approximately 1,700 carloads of new Milwaukee Road petroleum products traffic for both local and interline movement from a potentially available base estimated at 15,350 carloads.
0.00	A projected 400-car annual tank train movement of gasoline Franklin Park, Illinois, to St. Paul, Minnesota. Firm commitments for this operation have not yet developed.
0.25	A 150-car overhead movement of liquified gases from connections at Chicago to connections at Kansas City. Highly competitive with Santa Fe.
1.00	A movement of treated lignite averaging slightly over 1 carload per week from Gascoyne, North Dakota, to Kansas City.
LINE 17-CHEMICALS	
1.00	608 vans of packaged chemicals now moving on Sprint trains in TOFC service, Chicago to Minneapolis.
1.00	This 318-car annual movement of dry-bulk chemicals Chicago-Minneapolis is available to Milwaukee Road if airslide covered hopper cars are provided.

Success Probability	Discussion
1.00	Petro-chemicals moving primarily in shipper-owned equipment via KCS Kansas City to Milwaukee Road destinations. The joint terminal operation by KCS-Milwaukee at Kansas City is an important advantage in selling this coordinated service.
1.00	These 100 cars of additional chemical raw material business represent a very small proportion of the potential available moving from the barge terminal at Davenport, Iowa to destinations on the Milwaukee Road. Routing depends largely upon availability of freight cars.
0.50	CMStP&P participation in the 2,000 carloads of salt movement from Hutchinson, Kansas, and Manistee, Michigan, to Milwaukee destinations requires assignment of 100-ton covered hopper cars.
0.50	1,500 carloads of plastic granules from Texas City to Midwestern destinations. Strong competition from BN and CN&W.
0.50	Possibility of these 300 carloads of chemicals as added future traffic to and from Olin Corporation facility at Merrimac, Wisconsin depends upon obtaining DNR and EPA permits for plant expansion.
0.50	Milwaukee Road routing of the 620 cars of phosphatic fertilizer involved is influenced by the desire of receivers to obtain sidetrack refunds at locations served by Milwaukee Road.
0.50	With substantially augmented covered hopper fleet Milwaukee Road expects to handle 6,160 additional carloads of potash from Canadian origins as reward for assigning equipment to the potash pools.
0.25	100 overhead carloads of electrode binder traffic from EJ&E through Rondout, Illinois, open to many competitors on Chicago-Council Bluffs route
0.50	Rock Island also serves the chemical plant at DePue, Illinois, where these 400 carloads of fertilizer originate.

Success Probability	Discussion
1.00	Dependable supply of insulated vans will secure this 300-unit movement of paint from local Milwaukee origin to destinations in the West and Southwest.
0.50	With improved equipment fleet and upgraded track speed over the Kansas City-Chicago route, 5,400 cars of Southern and Southwestern chemical traffic now moving into Kansas City via KCS could be attracted from competing rail lines to the Milwaukee.
0.25	100 carloads of overhead chemicals from EJ&E at Spaulding, Illinois, to BN at St. Paul. Competition from CNW, Soo Line and BN-direct.
0.70	MILW marketing initiative provides leverage to attract 66-car chlorine movement from Olin Corporation via Louisville to Muscatine, Iowa.
1.00	Marketing effort by MILW has brought commitment by DuPont Company for routing of 180 carloads annually of iron chloride from Conrail-Chicago to Milwaukee, Wisconsin.
1.00	200 carloads annually of sulphuric acid from Butte, Anaconda & Pacific Railway at Rocker, Montana to connections at Chicago. Shipper assurances based on Milwaukee Road marketing effort and provision of consistent service for tank car movement.
1.00	263 TOFC vans of toiletries, anti-freeze and cleansers in Sprint Service Chicago to St. Paul.
1.00	173 additional annual carloads of anhydrous ammonia and other chemicals Tacoma to Port Angeles via Milwaukee Road float operation.
1.00	An additional 80-car annual movement of caustic soda from connections at Chicago to the Hoerner-Waldorf plant local to Milwaukee Road at Ontonogan, Michigan.

Success Probability	Discussion
0.50	1,000-car increase in super-phosphate movement from L&N at Chicago to a variety of Milwaukee Road local destinations. The increase is based upon retention of certain branch lines which had earlier been scheduled for abandonment.
LINE 18-METAL PRODUCTS	
1.00	The 2,700 carloads of aluminum sheet Riverdale, Iowa to Eastern destinations via Chicago connections has been "committed" by Alcoa to Milwaukee as a result of marketing effort.
0.70	145 carloads of aluminum from Sandow, Texas, to Alcoa at Riverdale, Iowa, via KCS-MILW. Sharing joint terminal at Kansas City with KCS provides a sales advantage to CMStP&P.
1.00	A recently developed Plan V Truck-Rail-Truck concept for movement of steel coil, bars, and castings on pallets loaded and unloaded at off-track locations by the trucker. Milwaukee Road's function is limited to "hook-and-haul" from Chicago to Louisville, Des Moines, Omaha, and Minneapolis. Rates are truck competitive and flat cars make five-day turnaround. 5,760 carloads annually.
0.50	Aluminum sheet via SOU-Louisville-MILW to St. Paul, Minnesota. MILW can compete if equipment is available.
1.00	Additional aluminum ingot traffic Bellingham, Washington to Yankton, South Dakota destined to a processor local to Milwaukee rails. 70 carloads annually.
1.00	150 carloads of tinplate to Lakeville, Minnesota from Chicago. Equipment availability will control. MILW serves destination plant.
1.00	1,856 carloads of steel and pipe for Plan I and II movement on Sprint trains Chicago-Minneapolis. 3,100 vans annually.
1.00	Approximately one carload per week of steel billets from GTW-Chicago to local MILW industry at Saukville, Wisconsin. Marketing action by MILW to meet truck competition now effective.

Success Probability	Discussion
1.00	MILW marketing effort has attracted 300 carloads by North Star Steel Company, St. Paul to Summit, Illinois.
1.00	190 annual carloads of copper cathodes, Black Eagle, Montana, to eastern destinations via Milwaukee Road long haul. Shipper commitment based upon Milwaukee Road assurance of equipment and adequate rail service.
1.00	Steel from J&L mill at Hennepin, Illinois to MILW local destinations and Kansas City interchange. Equipment supply brought this home in 1978. 225 carloads.
1.00	36 annual carloads of grinding balls to Magna, Utah via DW&P-Duluth-MILW-Council Bluffs-UP. Marketing effort by MILW and others insures routing.
1.00	Assignment of equipment in 1978 brought routing of 164 carloads of copper anodes to Chicago and Rockford from UP-Council Bluffs.
0.50	431 additional carloads of Plan I piggyback traffic in flatbed vans representing westbound movement of steel, Chicago to Milwaukee destinations in Montana, as part of roundtrip arrangement with Sammons Trucking Company.
0.25	These 1,216 carloads are overhead traffic moving over Chicago-Council Bluffs and Kansas City and subject to the strong competition of the other railroads serving those gateway cities.
0.50	Babcock & Wilcox interplant movement of 200 carloads of steel Koppel, Pennsylvania, to Milwaukee via CR-CMStP&P. Gondola car supply essential.
0.50	200 carloads of grinding balls from Armco at Kansas City to taconite plants on DM&IR. Now truck at premium rates. Covered gondolas required.

Success Probability	Discussion
0.50	4,750 carloads from Chicago steel mills, made up of line pipe to Southwest via Kansas City-KCS and skelp to Birmingham via Louisville-SOU. Equipment supply will reclaim from trucks where it now moves at premium rates.
0.70	762 additional annual carloads of Kaiser Aluminum products from Tacoma to the Southeast via Milwaukee Road to Louisville, if 100-ton 50-foot cars are provided together with reliable rail service.
0.50 1.00	Milwaukee action in assignment of additional special equipment to the Riverdale Aluminum pool is expected to guarantee the movement via MILW-Chicago-Conrail. 775 carloads annually in private and rail-owned cars.
1.00	A 520-mile movement of flyash in covered hopper cars from Portage, Wisconsin, via Council Bluffs-UP. 700 carloads annually.
0.60	The 880 carloads of additional business anticipated here represent movements to or from metal producing or using industries served by CMStP&P rails as well as overhead traffic. Competition is from both trucks and other railroads. Equipment is key sales tool.
0.80	Sheet steel from USS via EJ&E-MILW to local CMStP&P industry. Car supply controls. 60 carloads.
1.00	Sheet steel Chicago area to local Milwaukee Road industry at Milwaukee, Wisconsin. 120 annual carloads.
1.00	480 annual carloads from Bethlehem Steel at Burns Harbor, Indiana, via Conrail to CMStP&P at Chicago for local industry at Milwaukee.
0.80	With an augmented car fleet, 840 additional loads of steel are available from Chicago mills to A.O. Smith and Company, a local CMStP&P industry at Milwaukee, Wisconsin. Now moving Soo Line.

Success Probability	Discussion
0.50	380 carloads aluminum sheet Trentwood, Washington, to eastern destinations on which Burlington Northern can be counted on to compete vigorously.
0.50	Additional copper anode business from Anaconda Company at Black Eagle, Montana to eastern destinations if Milwaukee Road can supply 50 ft. 100 ton cars and reliable rail service. 147 carloads annually.
0.50	Metal products from Reynolds Company, Longview, Washington to transcontinental destinations via Milwaukee long-haul if 65 ft. mill gondolas with end racks can be provided, along with dependable 6th morning service. 333 carloads annually.
0.50	Two overhead metal product movements Council Bluffs to Chicago, totalling 270 carloads controlled by Kaiser Aluminum Company served by MILW at Trentwood, Washington. Equipment supply and reliable service will secure.
0.50	The 350 carloads of anticipated new traffic in these items originate off-line on C&NW and ICG destined to metal-using industries on the Milwaukee Road.
LINE 20-MACHINERY	
0.50	The 3,582 carloads of projected new traffic will come from John Deere, International Harvester, J.I. Case, Fiat-Allis, and FMC Corporation, all of whom have manufacturing plants local to Milwaukee or reachable by switching. The projected loading is available if Milwaukee Road can supply an adequate fleet of Brandon tie-down flat cars.
0.50	Agricultural and industrial tractors from Ford Motor Company to Milwaukee Road intermodal distribution center at Othello, Washington, via CMStP&P long-haul from Chicago. 558 additional carloads annually if appropriate equipment and reliable service are provided.

Success Probability	Discussion
LINE 21-MOTOR VEHICLES	
1.00	These 1,050 new carloads represent increased production by General Motors Plant at Janesville, Wisconsin, local to Milwaukee Road. They are destined to a local Milwaukee unloading ramp at Council Bluffs and can be achieved upon upgrading service and reliability of the CMStP&P Chicago-Omaha route.
1.00	Additional transcontinental multi-level traffic opportunities are estimated at 1,860 carloads if CMStP&P can supply dependable rail service. Shippers are motivated to use the railroad since most of them have amortization commitments on the specialized rack-car equipment upon which they are obligated to make payments in cash if no off-setting freight revenue has been generated.
1.00	The added 1,157 carloads in these items are Chrysler business from Tacoma to the Midwest (import vehicles) and from Michigan to the West Coast. All of these vehicles move on Milwaukee Road multi-level rail cars on which Chrysler Corporation has signed amortization agreements.
LINE 22-AUTO PARTS	
1.00	On the assumption that the Milwaukee Road can provide additional rail cars in the Janesville parts pool and render reliable service from Chicago to the Janesville plant which is located on the Milwaukee Road, General Motors can be influenced to route this additional traffic to favor the destination line--a well-established GM policy if service and equipment are satisfactory. 4,500 carloads.
1.00	Overhead traffic for Ford Motor Company between Conrail at Chicago and Union Pacific at Council Bluffs destined to the West Coast. This modest 145 carload increment is based upon Milwaukee Road traffic leverage with Ford Motor Company based upon outstanding switching service rendered to the Fordson Plant at St. Paul.

Success Probability	Discussion
0.70	These 309 cars of General Motors traffic from parts plants in Michigan to the Fremont, California, assembly plant currently move CRI&P-UP. With availability of additional 60-foot box cars to contribute to the equipment pool, Milwaukee expects to displace the chronically equipment-short CRI&P on this move. The equipment burden is currently being carried principally by Union Pacific.
1.00	These 715 added carloads are auto frames from the A.O. Smith Plant at Milwaukee (local to Milwaukee Road) destined to Texas points via Kansas City KCS or MP. The traffic gain assumes improved service performance both thru the Chicago terminal and on the Chicago-Kansas City line haul.
1.00	1,317 carloads representing 2,200 vans of Ford auto parts now moving on Sprint trains, Chicago to St. Paul. To secure this traffic, Milwaukee Road has acquired 50 new double-deck trailers which are loaded at the Ford Michigan parts plants and trucked over the road to the Sprint terminal at Chicago.
1.00	The additional 400 cars of auto parts traffic annually are now moving via GTW-Chicago-CMStP&P as a result of assigning eight specially equipped MILW cars to the equipment pool at St. Catherines, Ontario.
1.00	Auto parts in Plan V service to the Freightliner Assembly Plant at Portland, Oregon, 419 additional annual carloads if competitive service can be maintained.
LINE 23-WASTE AND SCRAP	
1.00	With the exception of the 160 cars per month moving from A.O. Smith at Milwaukee to Chicago area steel mills, the 642 carloads of Hoerner-Waldorf paper scrap to Ontonagan, and the 300 cars of auto shredder residue to Summit, Illinois, from North Star Steel, the 3,625 carloads of added traffic anticipated in the waste and scrap area comes from widely scattered individual brokers.

Success Probability	Discussion
1.00	210 carloads of broker-controlled metal scrap from Spokane to Portland, Seattle, and Tacoma as result of Milwaukee Road marketing effort.
LINE 24-FREIGHT FORWARDER TRAFFIC	
0.80	With faster dependable Milwaukee service, Western Publishing Company at Racine, Wisconsin, is expected to route 1,473 additional vans annually to Coffeyville, Kansas, via MILW-Kansas City. 882 carloads.
0.50+	Transcontinental freight forwarder traffic is exceptionally service sensitive and highly competitive. These projections indicate some 11,278 carloads of additional piggyback traffic available for transcontinental movement by Milwaukee Road if highly reliable consistent service can be maintained over the long-haul Pacific Coast route.
0.80 0.50	These 4,100 vans of added annual volume (2,455 carloads) represent a modest proportion of the estimated 200,000 units currently moving annually to the West Coast in rail piggyback service over the central route. Assuming improved terminal operations at Chicago and a 60-mph route to the Union Pacific connection at Council Bluffs, Milwaukee is confident of attracting the additional piggyback business since the freight forwarders and shippers associations who are now using the Sprint trains to the Twin Cities would assemble the West Coast business in the same Bensenville terminal from which the Sprints depart.
0.50	The 1,200-van increase in Southwestern business represents a two percent share of the estimated 60,000 units now moving in rail piggyback in the Chicago-Kansas City corridor. Obtaining it is dependent upon substantially the same factors as those outlined above for Council Bluffs. Santa Fe competition will be formidable.
1.00	With fast and dependable service over the Louisville gateway in connection with the Southern Railway, Milwaukee anticipates 5,000 vans of additional traffic from CENTEX, ITOFCA, Terminal Freight, and other forwarders. 3,449 carloads.

Success Probability	Discussion
0.50	These 1,872 additional vans annually from United Parcel Service in the Chicago-Omaha corridor would be governed by the same factors as those outlined above. UPS is now "satisfied Sprint user." 1,121 carloads.
0.80	Industries tributary to the Bensonville terminal area are expected to produce an additional 3,200 vans annually if Milwaukee Road service and facilities improvements materialize.
0.80	With 60-mph service in the Chicago-Council Bluffs corridor a satellite TOFC terminal at Savanna, Illinois can draw 700 vans annually of books and magazines from publishers at Davenport for distribution on the West Coast.
0.80	1,328 vans (795 carloads) of anticipated new traffic from publishers in Milwaukee, Wisconsin, to California via Council Bluffs-UP.
0.70	A 2,340-van annual improvement with Plan V traffic from Milwaukee to the Southeast via Louisville.
1.00	An anticipated annual increase of 10,000 vans in Sprint service between Chicago and Minneapolis-St. Paul.
0.50	600 vans per month of unspecified east-bound traffic from California origins to utilize the equipment Milwaukee moves over Council Bluffs gateway with freight forwarder traffic to the Far West.
0.50	9,833 vans annually of Mini-Bridge and import TOFC business from the Orient in connection with Pacific Coast steamship companies via Council Bluffs.

LINE 25-MANUFACTURERS AND MISCELLANEOUS

0.50 0.25	An anticipated 1,667 additional carloads to originate or terminate in Milwaukee Road's service area made up of yarn, water heaters, furniture, floor tile, carpeting, tires and garden tools requiring DF rail cars, TOFC vans, and competitive service.

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Success Probability	Discussion
LINE 26-UNITED STATES POSTAL SERVICE	
0.70	With dependable piggyback service over a 60-mph Chicago-Council Bluffs corridor, Milwaukee expects to divert from C&NW one of the four transcontinental mail contracts that Company now has. The target is the Seattle contract traditionally handled by Milwaukee on its transcontinental line.