



North Carolina Railroad Company

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The Honorable Robert E. Primus
Chairman
Surface Transportation Board
395 E Street
Washington, D.C.

Subject: Railroad-Shipper Transportation Advisory Council
Docket No. EP-526

Dear Chairman Primus:

I am pleased to nominate Trish Haver, Chief Commercial Officer of the North Carolina Railroad Company ("NCRR"), for the vacant position on the Railroad-Shipper Transportation Advisory Council (RSTAC) designated for small railroads.

Qualifications and Experience of Trish Haver:

Ms. Haver leads NCRR's economic and commercial development, real estate, strategic planning, government relations and engineering departments. She oversees all revenue generation and business operations at NCRR and directs numerous programs that consistently grow rail customers on NCRR and other railroads in North Carolina. She is responsible for all NCRR customer service concerns and managing its relationships with CSX, Norfolk Southern, Amtrak and the four short lines connecting with NCRR: (Aberdeen & Rockfish Railroad, Carolina Coastal Railway (CLNA), Raleigh & Fayetteville (R J Corman), Kinston Railroad).

Whether expanding rail service to existing shippers, or attracting new rail shippers, Ms. Haver drives innovation in rail development projects and is changing the freight rail landscape across North Carolina. NCRR has been critical in the establishment of the nation's new "battery belt" by its involvement in supporting the location of Vinfast electric vehicle assembly and Toyota electric battery manufacturing operations in North Carolina. In addition, Ms. Haver played a critical role in attracting Siemens Mobility's east coast passenger rail car manufacturing operations to NCRR in Lexington, NC. These new rail

customers are reshaping North Carolina as an epicenter of clean transportation technology.

Additionally, Ms. Haver has helped accelerate the pace of rail infrastructure development in North Carolina by spearheading NCRR's efforts to provide contract flagging and other safety related railroad services on NCRR and other railroad corridors. NCRR's track protection program increases safety and eliminates development delays for projects critical to growth in North Carolina.

Prior to joining NCRR in 2022, Ms. Haver spent 21 years at Norfolk Southern in roles of increasing responsibility, including intermodal and automotive marketing, finance, and business development. She also served as Vice President of Industrial Development for the Port of New Orleans and the New Orleans Public Belt Railroad. During her time with The New Orleans Public Belt, Ms. Haver directed the short line gateway's relationship with all six Class I carriers, establishing operational standards and commercial agreements while navigating the significant disruption that accompanied the implementation of Precision Scheduled Railroading (PSR) by the Class I railroads. Ms. Haver's comprehensive experience with railroad customers in multiple segments is augmented by deep expertise with the intricacies of achieving intermodal and carload growth at rail-served ports up and down the East Coast, enabling truck to rail conversion.

Ms. Haver has spent her rail career navigating the complex relationships between short lines, passenger, and Class I railroads with a keen focus on growth, infrastructure, safety, and service fluidity. Ms. Haver has an M.B.A. from Old Dominion University, with a concentration in Ports and Maritime Operations, and a B.A. from The College of William and Mary.

About the NCRR:

The NCRR is a Class III Freight Railroad that owns over 300 miles of rail right of way and generates annual revenues of \$30M. Headquartered in Raleigh, North Carolina, NCRR is the oldest private corporation in the state, now entering its 175th year of railroading.

Freight rail traffic on the NCRR exceeds 30 trains per day, which operate in conjunction with 14 daily passenger trains that occupy the same right of way. Due to rapid population growth in North Carolina, and NCRR's location in the key cities of Raleigh, Durham, Greensboro, and Charlotte, NCRR is critically positioned to locate new rail-served industries on its network.

Representation Concerning RSTAC Service:

Ms. Haver has my full support in joining the RSTAC. She is willing and able to serve immediately and will bring a finely tuned perspective on the customer service needs and opportunities of small railroads.

Thank you for your consideration.

Sincerely,

A handwritten signature in blue ink, appearing to read "Carl M. Warren", with a stylized flourish at the end.

Carl M. Warren
President and CEO

cc: Hon. Patrick J. Fuchs
Hon. Michelle A. Schultz
Hon. Karen J. Hedlund