STEELWHEELS.CO™ | CHANGE THE QUESTION.

ADVISORY · OPERATIONS · IN THE FIELD

EXPOSURE READ 21 · OVERVIEW

THE RATE

For the railroad that sets the rate, and the customer who pays it.

A read of a rate from both sides, the railroad that sets it and the customer who pays it: the short line's share of the through rate against what the move and the track cost, and whether that share is a division of a joint rate or the short line's own rate under Rule 11. This overview sets out the question the Read answers and the seven things it examines.

07

WHAT WE EXAMINE

Each one read from your own side, then from the other.

ISSUED BY

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THE RECORD No rule is cited on this page.

§ 01 ONE NUMBER HAS TO KEEP TWO BUSINESSES ALIVE

WHAT YOU CAME HERE FOR

> *What you came here for:* **What should this move cost?**

On the railroad's side, you want a rate that pays for the move and the track under it without sending the car to the highway. On the customer's side, you want a rate you can plan on and a service that matches it. *Either way, you want a number you can defend.*

And under it, mostly unsaid: you want to know whether the other side of the table is right, and how far.

§ 02 · THE QUESTION, RESTATED · *the share against the cost*

> *The question this Read asks:* **what share of the through rate the short line earns, against its share of what the move costs to run and the track costs to keep.**

A rate is the price of a move. It is also the railroad's budget for the track under the car and the customer's cost of staying on rail. *Set too low, it wears out the line. Set too high, it sends the car to the highway.*

Between the cost of the move and the customer's next best way lies the only rate that keeps both businesses running. On a move over two railroads the customer may see one rate or several, and the short line that switches him may never see what its share is based on. Whether that share is a division of a joint rate, or the short line's own rate under Rule 11, is the first fact to write down.

A rate also buys a service, and the service is where the customer feels it.

So what the move should cost is the second question. The first is what each side earns and spends on it.

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§ 03 EACH ONE READ FROM YOUR OWN SIDE, THEN FROM THE OTHER

WHAT WE EXAMINE

Seven things decide whether the rate sits where both businesses can live. *Each is read from your side of the table, then from the other.*

	WHAT WE LOOK AT	WHY IT MATTERS TO THE RATE
01	What the move costs to run, car by car	A rate set without its cost is a guess that is checked only by the line wearing out.
02	What the track it runs on costs to keep	The track is paid for by the rates that cross it, whether or not anyone counted it in.
03	The customer's next best way, landed at his door	The alternative sets the ceiling, and it moves every year.
04	How the rate is held, who is told before it changes, and how it is negotiated	Tariff, contract and exempt rates each leave the parties different rights, and the table is where those rights are used.
05	The short line's share of the through rate	Whether that share is a division of a joint rate, or the short line's own rate under Rule 11, decides who can change it.
06	What service the rate buys	A rate with no service written beside it is a price for whatever arrives.
07	What either side could prove if the rate is wrong	A rate dispute is won on records, and each side holds half of them.

§ 04 · WHAT THIS ADDS UP TO · *and how to reach us*

Seven things, read from both sides, show where the rate sits between what the move costs and what the customer can pay elsewhere. *Both sides may be right, and until it is read, neither can show it.*

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Where the Wheels meet the Steel

The work is done on the day both sides can see the band, and the rate sits inside it. The railroader who takes it reads the move from its cost to the customer's next best way, signs what he finds and answers for it from the first day to the last, and after. Nobody we send learns railroading on your property. Write with the move, the railroads on it and which side of the table you sit on. You will have a reply within one business day, from the principal and not from a form. Writing puts you on no list. If what we find says you have no problem, you will be told so, in so many words.

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FIND IT. NAME IT. DISSOLVE IT. · READ ON THE BALLAST, NOT THE CHART.

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Animis opibusque parati.

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