

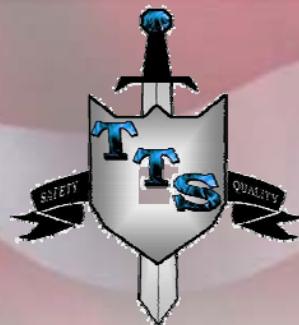


Q3 '11

July - Sept. '11

# Valiant Management & Holdings

## Providing Management and Financial Services to :



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## Carsey's Corner

Team I like to thank everyone for their efforts over the last quarter. We continue to grow as a company and that can be attributed to the effort each one gives daily. If you have read enough of my articles, you are well aware of what the tone or the subject matter will be. I do not deviate from mentioning safety, quality and attention detail, or the most important thing - customer service in any of my articles. These are our guiding principles as a company. They are the foundation of what we are founded on and the reason why we are in business.

Safety, Quality and Customer Service. Three basic principles. Every rail car switched, Every unit unloaded, Every report filled out should be done with those three things in mind. When performing our duties correctly, we ensure we are doing our task to our company expectations. Stay focused on what we do but more importantly stay focus on who we are. You matter!! This company is built on individual efforts for a collective goal. That collective goal is always to do better. No matter how well we do there is always room for improvement. Remember close enough is not good enough! Strive to do better.

I cannot say it enough-Attention to Detail, Safety and Quality, Customer Service. Our principles and our bedrock. Again Thanks for your efforts and I look forward to the challenges of the next quarter.

*Brian Carsey*



## Ayer, MA

### Effective Management

Effective Management is a skill that a manager should have to help them deal with challenges within your facility. The skill will help you cope with the rapid change in technology and your environment.

Here in Ayer, My goal is to be the best in the business. Becoming an effective manager requires me to have effective qualities that will help me go above and beyond reaching my goals.

Planning my day two hours before my team comes in is the first thing I do. Planning further ahead allows me to select my daily goals for the team and implement it right away.

Being an Effective Manager requires you to be many things :

**Provider of Information:** I have access to information that my team needs on a daily basis. Morning briefings are done on and off rail which provide safety and quality information to ensure my teams success.

**Communicator and Motivator:** I must have the ability to communicate with my team and motivate them to ensure we meet our daily goals. Being an effective communicator and motivator will ensure the effectiveness of our quality of work. Constantly staying with my team and using positive motivation is my way of ensuring our goal of going above and beyond.

Becoming an effective manager and reaching your goal depends on what kind of manager you want to be. You are the face of your facility. Planning your day, providing information, motivating your team, paying attention to every detail and following up with your work are good qualities to have as an effective manager and ensuring success within your facility.

Team Ayer !!!



## Chattanooga

Volkswagen Chattanooga is a recent addition to many facilities that are managed by Valliant Management and Holdings, LLC which I'm proud to say I'm apart off. There have been many things that had to take place since stepping foot on Volkswagen's property, including the strenuous security measures to be able to take those first few steps.

I surely could not take all the credit for how far this facility has come in a short time from a gravel lot to a real support yard with the help from regional manager David Hendrixon. Together, we have implemented a few things that have made work safer and easier, such as when we are spotted rail cars in our support yard we have asked the railroad to push the junctions tight between rail cars to help with the gap that must be crossed when crossing from one car to another. This greatly decreases the distance that you must step over every time you cross junctions.

Training is done with every new employee to ensure that he or she knows the safest and best way to complete the arduous tasks asked of them day in and day out. I've also implemented a safety topic that we talk about every morning as we get our tools out for the day and I like to let my workers come up with the topic, maybe it was something that happened to them or something that they saw. So far, the best way I've found to ensure my crews safety is to work with everyone and find everyone's strengths and weakness and assign tasks accordingly.

I know that this facility has a lot of potential down the road with talk of expansion already on the horizon and I intend to live up to the expectations of what a terminal manager should be.

Bobby Kitchings  
Terminal Manager

*Quality Policy  
We will Do the Right Thing  
At the Right Time  
For the Right Reason*



# Winston - Salem, NC

Continuous improvement of the facility and the operational procedures is a vital part of providing our customer with the service required to be a leader in our industry. It is with frequent communication and an exchange of ideas that we best serve our facilities.

We have recently had the Buck ramps painted in order to ensure the longevity of the equipment. The crack fill of the lot is an ongoing project in Winston Salem to be AAR compliant of the pavement conditions at all times. There has also been rock and gravel fill around the fence line and at the switches to control erosion and maintain security and safety in these areas.

Operationally, we have been having employees rotate on responsibilities and job task so that we have a versatile work force that can cover for each other when the need arises. This also gives each employee a more complete understanding of the expectations and requirements of the customer. This will help to provide a stronger quality base for our customer service. Having un-loaders do bay audits, inspect railcars for chock storage compliance, checking bridge plates for defects and also inspecting Buck ramps to insure safe and compliant operational condition is part of the cross training. We also switch partners of the 2 man door opening, inspecting and breaking teams which allows us to have more senior employees observe less experienced workers to catch errors and share knowledge.

Ben Winkler

Terminal Manager

Winston Salem, N.C.

Smith Electric Trucks



Unloaded in Winston-Salem





# Doremus Avenue

There's a certain way I like my hamburgers. I consider myself normal and do not have any quirks. A simple man I am. However I just can't eat a hamburger without it constructed the same way. That's with the buns lightly toasted, Ketchup on one bun with mustard on the other, Three pickle chips in the middle and no tomatoes. I hate tomatoes! I can not and will not eat a hamburger unless it is constructed this way. Now most of you will ask what is the big deal with how your hamburger is made? That's a question I can't answer and one I will have to bring up with my therapist. Ok I fudged a little bit, I may have a couple of quirks. Until I get this issue resolved this is the way my burgers must be. Now you do not understand how hard it is for me to get a burger this way when I go out. The bun may not be toasted or they may forget to separate the mustard and the ketchup. Sometimes they do the unthinkable and put tomatoes on my burger after I told them how I felt about tomatoes. Oh the agony! Now some of you are saying he is out there but am I? When we are being served we all have special requests. Some like there steak well done. Some want lemon with their water. We may need extra napkins because we are sloppy eaters. When we are paying our money and that establishment takes our money, we expect the service to be the way we want. We do not want to have to explain why we want certain things. If not, we will spend our money elsewhere. Well, that is no different with our company. We are a service provider. Every task we do is providing a service to our customer. When we accepted the job we accepted the responsibility of doing things not only our way but the way our customers want them done. We may look at our customer and not always understand there request. However, they are paying for those requests. It is our responsibility to get them done. Customer service is at the core of any succesful company. What makes us succesful is not the service we provide when the conditions are perfect. It is that we go above and beyond for our customer when the conditions are not. When spending our money, we all want things the way we want them. Our customers are no different. If we don't provide the service they expect, they will spend their money elsewhere. We work for them. We are here to provide a service for them. We accepted the job so it is our responsibility. Just as it starts with customer service. It could end because of customer service.

Erik Lee  
Doremus

*Quality Policy  
We will Do the Right Thing  
At the Right Time  
For the Right Reason*



## Shelbyville, KY

*Since being in the automotive industry for the past 10 years, I have always heard stories about Shelbyville and how safety, quality and customer service has always been in the forefront of what they do and what a show case this facility is. Numerous times on audits with our great customer, "Shelbyville" would be referred to. It was always positive things such as how the facility was doing things or providing a service for the customer. I always wanted to see it or be a part of it's success in this industry.*

*The facility I started out running as a Terminal Manager was Ayer which is just outside of Boston Ma. And, what a challenge I had in front of me due to it's environmental concerns and delivering good customer service safely. My goal is to try to be the best at what I do because I'm my own worst critic. But when you work day in and day out, having someone from the outside that's not there every day such as Mr. Hicks or Mr. Maneiro helps with those minor tweaks to make success at a facility.*

*Then, when you have an audit at your facility and you get that "A". You won't only here "Shelbyville" but you will also here "Ayer" or our other brother, sister facilities in that same breath of conversation about success.*

*After achieving A's in Ayer, I wanted to get my family closer to home and have an opportunity to set another personal goal of running a facility closer to home.*

*When I went to Mr. Hicks and asked him if there was a possible opportunity, he said yes, "Shelbyville". At that time, I felt just heat running through me because I heard (you guessed it) "Shelbyville". The challenge and goal was set and finally that chance to see the facility that I had always heard about. But - not only to see it but to be part of the team the continues to improve it and keep it as being a show case. My goal is the same here as before. If you surround yourself with good people, you will achieve success because "You are only good as your People".*

*The goals we will achieve and will never change is for Shelbyville to be number # 1 in Safety, Quality and Customer Service.*

**Preston Probst**

**Terminal Manager**



# Wayne, MI

## Wayne's Improvements

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Here at Wayne, we are constantly striving for Continuous Improvement. An example of this is the improvement in AAR scores and the improvement in our working relationship with the UAW. Our AAR audit in August was an improvement from our last audit in March 2010. The improvement was based on the hard work of the entire team and in delegating the work to the Associates based on specific tasks. This ensures accountability in the process.

The team is committed to Continuous Improvement and continues to focus on the Safety and Quality of their work. This Focus allows us to support our Customer with ONE Team-ONE Plan-ONE Goal.

In July, we were awarded the opportunity to serve the Norfolk Southern with prep at Wayne. We immediately performed a Safety, Quality and Environmental audit and inspection to identify issues of concern. We then implemented all necessary Safety, Quality and Environmental equipment and process' at the facility.

The Wayne facility has worked over 2,200 days incident free. We continue to focus on the Safety of our selves and each other with each task we perform.

Team members start the day with a five minute stretch to get themselves ready for the physical part of the day of opening doors, lifting plates and decks. I believe this helps reduce and prevent injuries for employees because they condition themselves for the day. We always talk about being aware of our surroundings. Our stretching helps us ensure we are aware of the condition of our muscles in our legs, arms and back and the physical demand we put on them. Five minutes will go a long way to help prevent injuries.

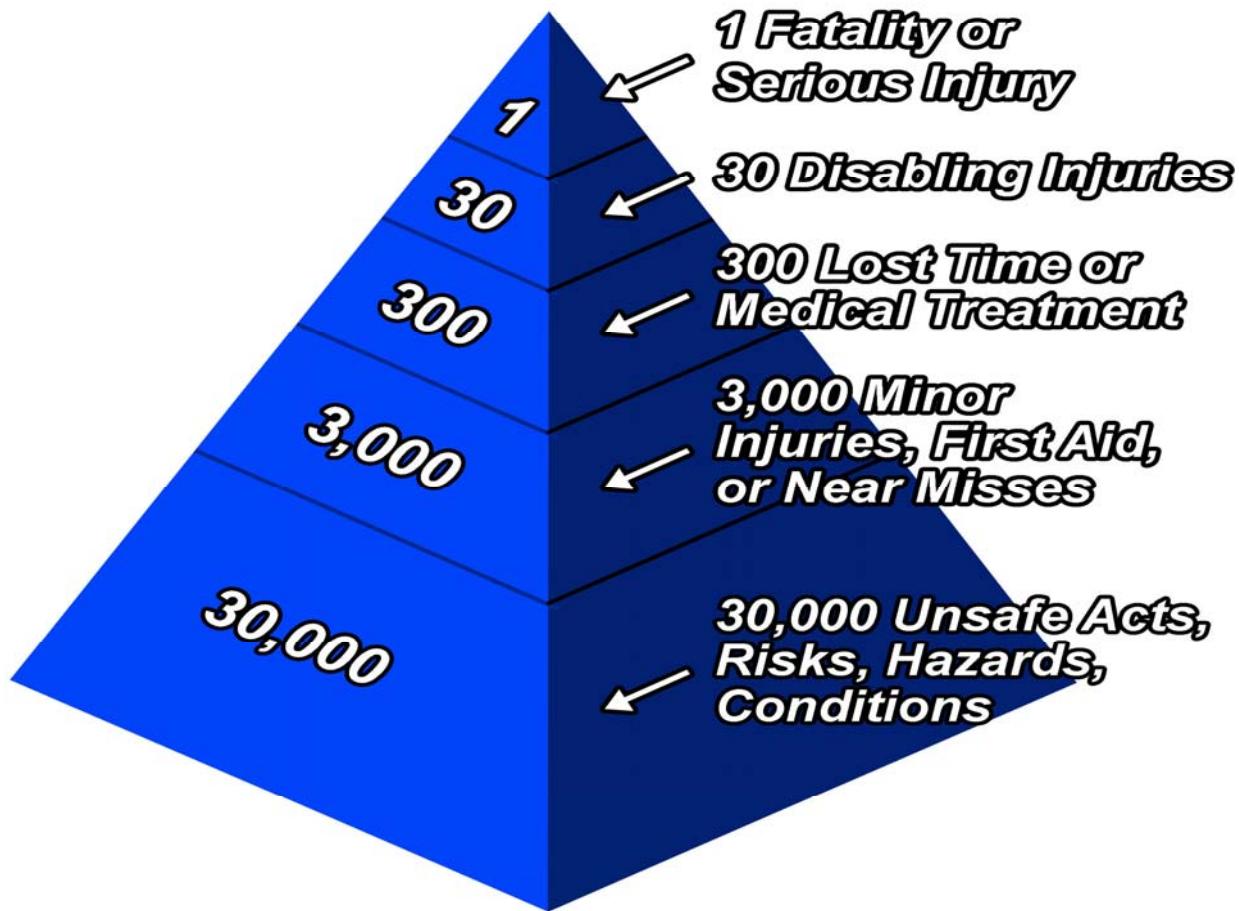
*Kevin Roberts*

*Traditional Logistic & Cartage-Wayne*

# EXTRA! EXTRA!

Eliminate the many unsafe acts, unsafe behaviors, risks, conditions, minor injuries and near misses, and you will eliminate ALL the lost time, serious, and fatal injuries.

***FOCUS on the base of the pyramid!***



Considering the statistics above, we have 30,000 opportunities to prevent a serious injury or fatality. So, as you go through your normal duties, watch for unsafe acts . When you see unsafe acts, address them immediately. Don't allow unsafe acts, risks, hazards or conditions lead to serious injury or death of a co-worker.

If you had 30,000 opportunities to prevent a serious injury or death

-  
wouldn't you ? ? ?



## Buffalo, NY

### TLC at Buffalo

My name is Rocky Martinez and am the Terminal Manager for the NS Auto Facility here in Buffalo New York.

We are both a Destination and Origin Facility that deals strictly with Ford and Chrysler Product. I started working at the Facility back in March of 2009 as a Supervisor. When Traditional Logistics and Cartage took over the facility back in October of 2010, we were given more responsibility which I felt helped us understand how a facility is ran and what it takes to keep it going each and every day. When I accepted the Terminal Manager position back in August of this year I promised myself that I would take this as a great learning experience. I am learning new things everyday and use this to make me a better Manager.

The Buffalo Facility has a bay capacity of 2,246 units and with a load line capacity of 400 units. We do spot our own Rail Cars which I feel is a great opportunity for the employee's here to learn and perform the correct spotting operations according to AAR and NS Standards. We currently have 8 full time un-loaders who are a part of the Local 449 Union. The un-loaders here know that safety and team work is always the topic of discussion. Ideally I would like for all 8 un-loaders here to be trained on switching and how to operate the Shuttle Wagon. I feel that everyone knowing this would benefit them and give them the opportunity to advance within the company.

Since I have been the Terminal Manager, I have improved a few things that I think would better us as TLC employees and help us be more consistent. With our Mechanic Chester Haywood, I have made up a Task List which helps him remember the day to day task that need to be completed at the end of his shift. This also ensures that if there is an issue with the facility, Mr. Haywood would be able to document it. I have set up a new Requested Time Off system with the hourly employees that has made requested time off a little more organized. Everything that needs improvement is an ongoing process. But having the support from our employees, corporate and other facilities is always a big help.

Rocky Martinez



## Sterling Heights, MI

Sometimes it takes a bit of knowledge to show us that rather than taking a look at the overall picture we need to look at the megapixels that make up this image. Sometimes these audits that we are all so weary of are the knowledge that feeds the camera; and from these audits we can create our very own masterpiece. Some of the things we have done at Sterling Heights have been updating, reorganizing, upgrading and redecorating. Here are a couple of the things we have done this year:

We have added carpet to our office and trailer because first impressions are always the lasting impression. So whenever the customer or our colleagues come to our facility they know that we take pride in our establishment..... No matter how big or small the space may be.

We Reorganized our storage container. We had a bit of structure added to this, even though it was somewhat clean (for a storage container) it wasn't exactly up to par as far as our organization/material handling. So with a bit of input from a very important person, our storage container..... Is now up to par.

Cross trained our employee's so they are familiar with all aspects of various jobs to better increase our daily productivity.

Also, as part of our cost savings we have found a cheaper way to buy our ink for our printers.

No matter the situation, you always have to take the positive out of any negative. Not only will it make you better at what you do (or how you do things), but it will display a brighter image to those who reflect off of you.

*Joylee Petrone*





## Valiant Management & Holdings Loss Prevention

# REMEMBER

**YOUR SCORES WILL ONLY BE AS HIGH AS YOUR DAILY EXPECTATIONS!!!!**

A lways

A udit

R eady

**Be Audit Ready  
EVERYDAY**

*Success Depends on  
Your Backbone  
Not  
Your Wishbone*



## N to N

Proudly serving our Customers  
Accident and Injury free !!!



Division #1  
Accident and Incident Free



Division #2  
Accident and Incident Free



### Services Include

Track Inspections and Repairs - Facility and Equipment Maintenance - Equipment Transport - Crack Fill - Seal Coat - Striping - Snow Removal Services - Ramp Painting and Repair - Landscaping and Grounds Maintenance

**We are a 'One-Stop' Shop for all our Customer's Needs**



## Strawberry Yard

Strawberry has made a few facility improvements this past quarter as part our support of our customer and in maintaining our facility.

TDSI has painted both of the Wilson ramps here in the yard. We have also had lights installed at the guard shack to help improve their visibility of people entering and exiting the facility during non day light hours. The glass in the guard shack has been replaced as well. We have also put down some cold patch and rip rap in a couple of our erosion areas.

We appreciate the leadership, support and guidance from our customer in these improvements as they help promote the pride our Associates have in their facility. These improvements brighten up the facility and give everyone pride in working at Strawberry Yard.

We are continuing to focus on Safety and Quality and have worked 18 + months (and counting) incident free. We will work the remainder of 2011 incident free and take that focus into 2012.

Thank you,  
Rick Diersen





# Voorheesville, NY

## Organization

While there are many things we do here in Voorheesville daily to improve the facility, one of the major things is organization.

Organization is a big factor in the everyday operation of a terminal, not only in the office but outside of the office as well. Organization is what keeps everything running consistently, breaking down the daily operation plans and executing them perfectly without any issues. Prime examples of the organization methods we use here at Voorheesville to keep the unloading operation running without a glitch is that we plan ahead. We give everyone specific jobs to do, whether it is de-chocking, opening doors, setting handbrakes, setting bridge plates or operating the buck ramp. Doing this takes out a lot of room for error and helps keep everyone on track and not scrambling around trying to do multiple things at once. This is also a good way to ensure that everything is being done to AAR standards. If something is not done correctly, you know who did it and can have them correct it. When everyone is organized and doing their specific job that day, it makes things run a whole lot smoother. Another great thing we do is keeping up team moral and keeping people motivated to do the best job possible, as fast as possible without letting safety or quality suffer or breaking rules. It is the little things that make employees work a little harder. A complement on their efforts and showing that their hard work and determination is not going unseen is one way to keep their moral up. It can also be as small as taking the time to show them you know they are working hard, bringing them out water or Gatorade even buying them lunch.

We strive daily here in Voorheesville to maintain the best quality possible for the customer, trying to improve on it every day. Again, it all falls back to proper organization in and outside of the office. Take the time to step back and think how you can pre set certain things in your daily operation to help it run a little more sufficient. “Constant state of mind not a mad scramble”.

Thanks,

Garrett Manager – Voorheesville New York



## Petersburg, VA

The improvements Norfolk Southern made with seal coating and re-striping the yard gave us an opportunity to make improvements to the overall yard layout and flow which will eliminate some of the issues at Petersburg.

As part of the plan, the middle drive lane is being removed which not only reduces cross traffic and chance of accidents but also increase the capacity of the lot by 126 bays. There will also be an addition of a guide line against the fence and a herringbone parking area on the “Valet” fence which will also serve as an overflow area. These lines will greatly reduce the chance of coming into contact with the guard rails along the perimeter while parking in overflow and also keep uniformity in the parked line of units.

Due to the bay drive lanes being 24' each, I was able to make all drive lanes dual directional. This improvement would save time and increase productivity. The final improvement was making an employee parking area on the other side of sick bay by the tower. This would keep company vehicles from being parked near units and reducing any chance there was of incidental damage.

Through the teamwork of the Norfolk Southern and Titan Transportation, these improvements will improve safety and productivity while creating an easier, smoother flowing ramp yard.

Many thanks to Norfolk Southern, we look forward to continuing the teamwork that have made these improvements possible and look forward to future improvements to the Petersburg facility.

Scott Davenport  
 Titan Transportation  
 Petersburg Terminal Manager  
 Cell - 804-504-2831  
 Fax - 804-732-0907



# KTP

## Good Housekeeping is the key to success

At any moment we can be audited by our customers, AAR, or our regional managers, and the first thing they will see is the cleanliness of the facility. We live in a world where perception is reality and when onlookers see debris, cracks in the pavement or lawns that look like jungles their perception is that the facility is unsafe and there is no regard for safety or quality. This is not always the case, we have many facilities that have not had an injury or accident in more than years but once again when someone looks at the facility and it looks unkempt, that image is what they remember. We do not want to be viewed as a company that does not take pride in what we do. Like all our facilities, here at KTP, we continue to make improvements. Since shut down in July, we have repainted trash cans, guard rails, and fence posts safety yellow. Weed eating and trash removal is ongoing. We also have an ongoing bridge plate inspection and refurbishment program.

Our philosophy is to make continuous improvements to ensure safety and quality and by doing so we will exceed customer expectation. A clean and safe environment helps build morale and when you build morale others are inspired to strive to achieve and exceed excellence.

**Even in a hi-tech world, your eyes are still your greatest asset.**

KTP Prep and RCS Mechanical are dedicated to Safety and Quality.

We will continue to give 100% and never settle for average.

Most of all - we will

Continue to work as a TEAM

# *This just in*

**As Winter months approach, you must ensure you are ready for the challenges that it brings.**

**Are your boots adequate and provide enough traction**

**Are you coveralls or outerwear free of tears and exposed metal**

**Do you have the proper tools to remove snow and ice and ensure visibility when moving units**

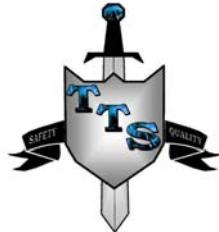
**Are you company vehicles serviced and ready for the Winter driving conditions**

**Do you have all the proper tools to ensure your facility can operate Safely and in a Quality manner regardless of the conditions**

**Make sure you are prepared for the challenges of Winter by taking a few minutes now to check your PPE and equipment**

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## Valiant Management and Holdings



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This approval is subject to the company maintaining its system to the required standard, which will be monitored by NQA, USA, an accredited organization under the ANSI-ASQ National Accreditation Board.