



## AMERICA'S CENTRAL PORT

February 8, 2016

Chairman Daniel R. Elliott, III  
Vice Chairman Deb Miller  
Member Ann D. Begeman  
Surface Transportation Board  
395 E Street, S.W.  
Washington, DC 20423

RE: Opposition to NS acquisition by CP or other entity

Dear Surface Transportation Board Members:

On behalf of the Board of Commissioners of America's Central Port District, we strongly oppose Canadian Pacific's acquisition efforts to gain control of the Norfolk-Southern. An acquisition of, or merger with, the N-S would have far-reaching negative effects nationally and locally.

On a national scale, previous mergers have caused severe traffic flow disruptions, congestion and re-routing of trains as consolidations of staff and equipment are brought together, service levels are greatly diminished, and crew or equipment availability are limited. There is no indication or reason to believe that this hostile acquisition would be any different. Consolidation in the industry has lessened the rail service that many in this country need and deserve.

On a local scale, N-S today provides excellent service to our river port. Nearly two million tons of commodities are transferred between rail cars and barges at our port on an annual basis. We rely on the N-S, they rely on us, and the country relies on a good and stable rail system in order to keep products moving efficiently and cost-effectively. A major acquisition or merger would change all of that and immediately put into question about whether there would even be any rail service at our harbor again.

To allow the acquisition to occur is a vote for the downsizing of rail in this country. We need more rail carriers and more competition, not less. Please stop the unwarranted acquisition process, and let's return to business as normal.

Sincerely,

John Hamm III  
Chairman of the Board