



*Marshall County*  
*Industrial Development Authority*

520 J.M. ASH DRIVE  
HOLLY SPRINGS, MISSISSIPPI 38635  
(662) 252-3916 Fax.: (662) 252-7168  
email: mcida@marshallcoms.org

February 8, 2016

Ms. Ann D. Begeman, Member  
Surface Transportation Board  
395 E. Street, S.W.  
Washington, DC 20423-000

Dear Member Begeman:

I would like to take a moment to state my support of Norfolk Southern Rail Lines, concerning the proposed merger or proxy fight of CP railroad. I currently serve as the Executive Director for the Marshall County, Mississippi, Industrial Development Authority. We are committed to improving the lives of our citizens through economic development opportunities. Our region is experiencing a surge of industrial growth, and much of this is due to our industrial transportation system. My organization supported special legislation in 2003 to create an economic development area that spans 62 square miles. This legislation was passed by both the Mississippi House of Representatives and Mississippi Senate. Since the creation of the development we have worked diligently with our stake holders in creating over \$700,000,000.00 in capital investment and over 1,800 jobs in our community.

Norfolk Southern has played a significant role in this development. In 2009 NS began construction on the Memphis Regional Intermodal yard that is located directly adjacent to the Chickasaw Trail Industrial Park in Marshall County, MS. Chickasaw Trail Industrial Park has become one of the premiere industrial parks in the southeastern United States over the last few years. We are currently working with numerous foreign and domestic companies looking to locate facilities within this industrial park. Much of the success is due to the availability of rail service that Norfolk Southern can provide. NS has played a significant role in site identification and development, marketing, and project management during prospect visits.

We have worked closely with Norfolk Southern in implementing sound development models that are attractive to industries who are considering investing in our region. NS has been very supportive of our efforts and has worked diligently with our development to create a rail plan that has made our community competitive in a global market. In my dealings with other rail and transportation systems, I have not found any that are as willing to investigate all business potential. NS does not make it a practice to create barriers and obstruct potential economic growth in the communities they serve. Regardless of the size of the project, NS has always been willing to engage in rail service discussions with all potential users. Within the last 5 years Norfolk Southern has enabled Marshall County and the Memphis Region to create industrial development potential never experienced before.

Norfolk Southern has offered our region a very high quality of service. The management team works closely with local leaders to ensure integrity of service is never jeopardized. I have great concern that if CP is successful in securing control of NS our current business and development plan will be abandoned.

Our community has years of planning as well as millions of dollars invested in our industrial development plan and NS has been our steadfast ally. I'm confident our relationship will continue to create investment and jobs to our region, as it has done historically. Without the level of support NS provides to our community, we will not be as competitive in our industrial recruitment efforts.

I urge the Surface Transportation Board to consider all implications of the proposed CP takeover of Norfolk Southern by merger or proxy fight. Norfolk Southern has been a strong ally and proponent of economic development in our community, and we wish to continue our success with NS. If I could be of assistance please do not hesitate to contact me.

Regards,

A handwritten signature in black ink that reads "Justin Hall". The signature is written in a cursive style with a large, looping initial "J".

Justin Hall  
Executive Director  
Marshall County Industrial Development Authority



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Ms. Deb Miller, Vice Chairman  
Surface Transportation Board  
395 E. Street, S.W.  
Washington, DC 20423-000

Dear Vice Chairman Miller:

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Daniel R. Elliott, III, Chairman  
Surface Transportation Board  
395 E. Street, S.W.  
Washington, DC 20423-000

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