



February 5, 2016

The Honorable Daniel R. Elliott III
Chairman
United States Surface Transportation Board
395 E Street, SW
Washington, DC 20423-0001

The Honorable Ann D. Begeman
Vice Chairman
United States Surface Transportation Board
395 E Street, SW
Washington, DC 20423-0001

The Honorable Debra Miller
United States Surface Transportation Board
395 E Street, SW
Washington, DC 20423-0001

2016 FEB 17 AM 9:26
OFFICE OF CHAIRMAN

Dear Chairman Elliott and Surface Transportation Board Members:

The attempts of Canadian Pacific Railway (CP) to acquire Norfolk Southern Corporation (NS) have made headlines recently in the national financial news and I am concerned this potential transaction could have a negative impact on our industries and businesses in the Morristown, Tennessee area. Specifically, I am troubled by the public statements made by Mr. Hunter Harrison, CP's Chief Executive Officer (CEO), regarding his strategic plan to aggressively downsize NS' railroad facilities, reduce its equipment fleet, and slash its workforce; all without having full knowledge of NS' operating plan, long term strategic plan, or its customers.

Our region is situated northeast of Knoxville, TN and benefits from having two Norfolk Southern rail lines in our communities. Norfolk Southern has been a key partner for our organization in our business attraction efforts. We recently worked with an existing business to expand their operations and hire additional employees, benefitting our local economy. This was made possible, in part, by Norfolk Southern's involvement and contributions to the project. We have other ongoing projects that are contingent upon Norfolk Southern being able to provide a quality service product. We are also currently working on a project that will hire over 400 people paying a substantial bit greater than the state and national average wage. This property sits on Norfolk Southern rail and they have been a tremendous partner with Hamblen County

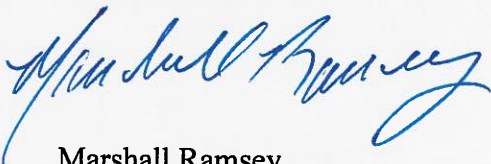
IN THE MOUNTAINS BETWEEN THE LAKES

throughout this process. Our community lacks the confidence in CP based on prior statements they have made about cost slashing measures that puts NS employees at risk that are vital to recruiting and retaining industries to our region.

A takeover of NS by CP would endanger these investments in our state and region, and disrupt our ongoing efforts to continue growing our area's economy. Given these facts and the current economic pressures on the entire industry, I believe the Board should be focused on public policy solutions that boost economic growth, support strong sustainable rail competition and protect the recent service gains that are helping our shippers and communities. I encourage the Surface Transportation Board to review any proposal by Canadian Pacific very closely in light of the potential significant public interest harms.

I am following the public conversations surrounding CP's acquisition efforts of NS closely. I hope that in your role at the STB, you will consider what impact this potential merger will have on the states in which NS currently operates.

Respectfully yours,



Marshall Ramsey
President

Cc: Senator Lamar Alexander
Senator Bob Corker
Representative Phil Roe