

# PLAQUEMINES PORT

HARBOR & TERMINAL DISTRICT

February 11, 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

Dear Messieurs' Elliott, Miller and Madam Begeman,

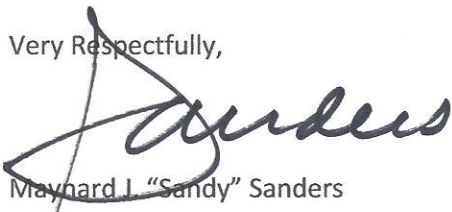
The purpose of this letter is to express my grave concern regarding Canadian Pacific Rail Road's intent to merge or outright acquire the Norfolk Southern Rail Road.

My name is Maynard Jackson Sanders; I am the Executive Director for the Plaquemines Port Harbor and Terminal District.

As the first appointed Executive Director of the newly formed PPHTD, my overarching directive received from my Board is to grow the port. As a General in the United States Army tasked with managing all the Strategic Military Ports Globally, I readily recognize the importance of the onward movement of cargo to and from the port is paramount in accomplishing the Warfighter's Mission. Commercial Ports are no different. I need rail partners that are focused on growth and the ability to maintain a keen sense of flexibility to think and act strategically. NS has proven to be a solid partner that is focused on restoring service, investing in infrastructure and growing NS by serving port traffic efficiently. NS's service-oriented approach coupled with a valued product offering continually demonstrates that it takes a focused strategic approach of growing business for the long-term.

I am very concerned that Canadian Pacific's merger or acquisition transaction would focus on indiscriminate cost-cutting. Real world examples of these types of mergers have resulted in adverse impacts to safety and service levels. Furthermore, I believe it may lead to further rail consolidation towards the so-called "end game," which would be exceedingly disruptive and not conducive to a long-term competitive dynamic in the rail industry. I do not see how this could be in the public interest; as such, I support maintaining rail partners like the NS that are interested in growth across multiple commodities, including businesses that are service-sensitive.

Very Respectfully,



Maynard J. "Sandy" Sanders  
Executive Director  
Plaquemines Port, Harbor & Terminal District