



Member of the Board

**Surface Transportation Board**  
Washington, D.C. 20423-0001

December 14, 2017

Mr. E. Hunter Harrison  
President and Chief Executive Officer  
CSX Transportation, Inc.  
500 Water Street  
Jacksonville, FL 32202

Dear Mr. Harrison:

We are writing to request an update on CSX Transportation Inc.'s (CSX) continued progress in implementing a new operating plan across its network and in fully restoring reliable rail service to its customers. As you know, we explored these issues in-depth at our public listening session on October 11, 2017, in addition to having phone calls and exchanging correspondence on these topics during the past several months.

The Board continues to hear concerns related to CSX service challenges or inadequate service, particularly about unsatisfactory "last mile" performance and lack of communication regarding changes to service before they occur. While we recognize that several key performance measures have shown noticeable improvement in recent weeks, other metrics, such as car order fulfillment and local service performance, have lagged when compared to 2016 and first quarter 2017. With winter fast approaching, which typically presents operating challenges on portions of the rail network, including the important Chicago gateway, we request information on the current state and resilience of CSX's network, and its ability to provide consistent and reliable service to rail shippers.

Accordingly, please provide a detailed update addressing the following subjects:

- **Car order fulfillment:** Shippers continue to raise concerns over CSX's lack of progress in improving its car order fulfillment. Please discuss CSX's lack of progress in improving its car order fulfillment, and provide car order fulfillment broken out by car type and car availability versus 2016, and CSX's plans for improvement.
- **Local service performance:** Please explain issues affecting CSX's ability to match or exceed its local service performance in 2016, including missed switches and poor on the ground communication and coordination with customers.
- **Car trip plan performance:** Please discuss CSX's progress in developing car trip plans and its actual performance versus plan (to the extent the data is available), which CSX has indicated is a key metric for its new operating plan. In addition, please indicate how the car trip plan is being shared with customers.

- Communication: Please describe CSX's initiatives to proactively improve communication with shippers, including providing advance notice of important services changes and maintaining effective resources to receive and resolve customer service problems.
- Chicago: Please explain any modifications implemented or planned concerning CSX's operations in and around this important gateway. Note, the Board will be seeking additional information regarding CSX's participation in the Chicago Transportation Coordination Office in a separate Board decision voted on today.

In addition, going forward, we request CSX to inform the Board about any significant operating changes that are expected to occur in 2018, along with projected timelines and how any such changes that could impact shippers or other railroads will be communicated by CSX in a timely manner to enable them to adapt their operations.

We look forward to your response. Additionally, we request an in-person meeting to discuss these issues with CSX's new Chief Operating Officer, James Foote. If you or your staff have any questions about our requests, please contact Lucille Marvin, Director of the Board's Office of Public Assistance, Governmental Affairs, and Compliance, at 202-245-0238.

Sincerely,



Ann Begeman  
Acting Chairman



Deb Miller  
Vice Chairman