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By E-Filing

July 7, 2026

Chief of Case Administration
Office of Chief Counsel
Surface Transportation Board
395 E Street, SW
Washington, DC 20423-0001

ENTERED
Office of Chief Counsel
July 7, 2026
Part of
Public Record

Re: Docket No. FD 36873, *Union Pacific Corp., et al. - Control - Norfolk Southern Corp., et al. Railway Infrastructure.*

Dear Counsel for Applicants, Judge Soulikias and parties of record,

I am writing to express my concerns and seek clarification regarding the current state and future plans for the maintenance of the rail infrastructure operated by Union Pacific Railroad and Norfolk Southern Railroad, to which Amtrak runs daily passenger trains on, as outlined in STB Docket FD 36873. There are several areas of concern that I believe warrant attention to ensure the safety of the public, employees, and clients who rely on these essential rail networks.

Firstly, there appears there will be a significant loss of Maintenance of Way (MOW) employees. The individual railroads today employ 52,000 people, but the recent flyers released by the two railroads states they will need only 30,000 people to run the combined railroads. This loss of 22,000 employees (we understand not all affected employees will be in the MOW departments) raises questions about the railroads' ability to effectively maintain their infrastructure. With the average age of MOW employees being 45, there is an urgent need for strategies to retain experienced workers and attract new talent to this critical field. Could you provide insights into what initiatives are being implemented to address this workforce challenge?

Furthermore, investment in infrastructure maintenance and the acquisition of the necessary knowledge to maintain the railroads are paramount. How are Union Pacific and Norfolk Southern prioritizing these investments, and what specific measures are being taken to ensure that their rail infrastructure meets safety standards? The potential consequences of neglecting these areas could be dire, leading to major issues that would affect not only those directly involved but also the broader communities served by these railroads.

I am eager to understand how the railroads plan to address these challenges to continue providing safe and reliable service. Thank you for your attention to these matters, and I look forward to your response.



CERTIFICATE OF SERVICE

I certify that I caused the foregoing to be served electronically or by first-class mail, postage pre-paid, on the Secretary of Transportation, the Attorney General of the United States, Applicants' representatives, Administrative Law Judge Jenifer Soulikias, and all parties of record in this proceeding.

A handwritten signature in black ink, appearing to read 'Daniel M. Bigda', is enclosed in a thin black rectangular border.

Sincerely,
Daniel M. Bigda
M4 Railcar Group

The video link presented below offer insight to the status of railroad employment with regards to MOW Employees. .

<https://www.facebook.com/reel/1018499297448374/?fs=e&fs=e>



THE UNION PACIFIC & NORFOLK SOUTHERN MERGER

A New Era for U.S. Rail and Ground Transportation

The proposed merger between Union Pacific and Norfolk Southern would create the first transcontinental railroad connecting the East and West coasts—reshaping supply chains, trade, and the future of land transportation in the U.S.



UNION
PACIFIC

+

NS
NORFOLK
SOUTHERN

=

THE FIRST
TRANSCONTINENTAL
RAILROAD

THE POWER OF ONE NETWORK



~50,000
Route miles
combined



43
States
connected



~30,000
Employees
across the U.S.



Serving U.S. gateways
to Mexico, Canada
and major ports



Stronger network.
Greater reach.
More possibilities.

HOW THIS MERGER IMPACTS GROUND TRANSPORTATION AND SUPPLY CHAINS

1

A TRUE COAST-TO-COAST RAIL NETWORK



Creates seamless rail service between the East and West coasts, reducing reliance on trucking for long-haul moves across the country.



Impact: Fewer transfers, lower costs, and faster transit times.

2

STRONGER SUPPLY CHAIN CONNECTIVITY



Improved access to key markets, ports, and industrial regions drives efficiency for intermodal, automotive, agriculture, energy, and retail supply chains.



Impact: More reliable service and better end-to-end visibility.

3

LESS TRUCK TRAFFIC, LOWER EMISSIONS



Shifting more freight to rail helps reduce highway congestion, lowers fuel consumption, and supports the sustainability goals of supply chains.



Impact: Greener transportation and a smaller carbon footprint.

4

ECONOMIC GROWTH AND JOB CREATION



A stronger rail network supports economic development, manufacturing, and trade—creating jobs and investment across the U.S.



Impact: Stronger communities and a more competitive economy.

5

INVESTMENT IN INFRASTRUCTURE AND TECHNOLOGY



The combined company is expected to invest in rail infrastructure, digital technology, and automation to improve capacity, safety, and service performance.



Impact: Smarter operations and future-ready capabilities.

6

POTENTIAL CHALLENGES TO WATCH



Regulatory approval, service integration, and maintaining competition will be key factors to ensure shippers and customers see the full benefits.



Impact: Careful execution is critical to deliver promised value.

THE BIGGER PICTURE



A STRONGER RAILROAD. A STRONGER AMERICA.

This merger has the potential to transform how goods move across the U.S., making supply chains more efficient, resilient, and sustainable for decades to come.



More connected
markets



More efficient
supply chains



More resilient
operations



More sustainable
future



INFOGRAPHIC CREATED BY:
Emma Rodríguez
Operations Specialist

SOURCE:

Union Pacific & Norfolk Southern Investor Relations,
Company Reports & Public Information

*Figures are approximate and based on latest public data available.

