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August 5, 2026 UP-88/NS-86
Part of
BEFORE THE Public Record
SURFACE TRANSPORTATION BOARD

Docket No. FD 36873

UNION PACIFIC CORPORATION AND UNION PACIFIC RAILROAD COMPANY
—CONTROL—
NORFOLK SOUTHERN CORPORATION AND NORFOLK SOUTHERN
RAILWAY COMPANY

**JOINT SUBMISSION OF ADDITIONAL STATEMENTS
SUPPORTING APPLICATION**

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Applicants¹ respectfully submit the enclosed 152 additional letters from stakeholders expressing support for the proposed merger between Union Pacific and Norfolk Southern. Applicants are submitting 23 letters from shippers, including Nissan North America, Inc., American Pistachio Growers, Wisconsin Paper Council, Johnson Timber Corporation, Kraus Development, Knight-Swift Transportation, RoyOMartin, and shippers that previously submitted letters of support but are now submitting more detailed letters discussing their support of the proposed merger. Applicants are also honored that the additional letters of support include letters from 90 community leaders and elected officials, 38 first responders, and the passenger railroad Dreamstar Lines. These letters, along with the more than 2,000 letters of support included in Applicants' Amended Application, further demonstrate the strong support that the proposed merger enjoys from shippers, suppliers, community

¹ "Applicants" are Union Pacific Corporation ("UPC") and Union Pacific Railroad Company ("UP") (collectively, "Union Pacific") and Norfolk Southern Corporation ("NSC") and Norfolk Southern Railway Company ("NS") (collectively, "Norfolk Southern").

leaders, short lines, ports, first responders, labor organizations, and other stakeholders.

Respectfully submitted,

/s/ Raymond A. Atkins

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/s/ Michael L. Rosenthal

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3. Arkadelphia, Arkansas, Mayor, Scott Byrd
4. Arkansas House of Representatives, District 26, James P. Eaton
5. Arkansas House of Representatives, District 50, Zachary Gramlich
6. Arkansas House of Representatives, District 52, Marcus E. Richmond
7. Arkansas House of Representatives, District 62, Mark D. McElroy
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9. Arkansas House of Representatives, District 79, Tara T. Shephard
10. Arkansas House of Representatives, District 87, DeAnn Vaught
11. Arkansas House of Representatives, District 90, Richard Womack
12. Arkansas House of Representatives, District 96, Sonia Eubanks Barker
13. Arkansas State Senate, District 3, Steve Crowell
14. Arkansas State Senate, District 5, Terry Rice

15. Boulder Chamber of Commerce, President and CEO, John Tayer
16. Chamber & Development Council of Crawford County, Iowa
17. Cherokee County, Georgia, Commissioner, Will Cagle
18. Chicago, Illinois, Alderman, 31st Ward, Felix Cardona, Jr.
19. City of Albia, Iowa, Mayor, Jay Andrews
20. City of Alma, Arkansas, Mayor, Jim Fincher
21. City of Brunswick, Georgia, Mayor, Cosby H. Johnson
22. City of Bryant, Arkansas, Mayor, Chris Treat
23. City of Bussey, Iowa, Mayor, Larry D. Pinegar
24. City of Cambridge, Iowa, Mayor Bobby Chubbic
25. City of College Park, Georgia, Mayor, Bianca Motley Broom
26. City of Hope, Arkansas, Mayor, Don Still
27. City of Kamrar, Iowa, Mayor, Jeanette Tempel
28. City of Luzerne, Iowa, Mayor, Joel Buttikofer
29. City of Malvern, Arkansas, Mayor, Brenda Weldon
30. City of Marshalltown, Iowa, Mayor, Mike Ladehoff
31. City of Moravia, Iowa, Roy Miller
32. City of Mount Vernon, Iowa, Mayor, Thomas Wieseler
33. City of Sheldon, Iowa, Mayor, Greg Geels
34. City of Sibley, Iowa, Mayor, Taylor Hibbing
35. City of Superior, Iowa, Mayor, Brady Kipfer
36. City of Swea City, Iowa, Mayor, Troy Langford
37. City of Toledo, Iowa, Mayor, Brian Sokol
38. City of Webster City, Iowa, Mayor, John Hawkins
39. City of Wheatland, Iowa, Mayor, Jeremiah Weise
40. Clay County, Missouri, Presiding Commissioner, Jerry Nolte
41. Club 20, Executive Director, Wade Haerle
42. Crawford County Courthouse, Arkansas Judge, Chris Keith
43. Dunlap, Iowa, Mayor, Jason Knickman
44. Floyd County, Georgia, Manager, Jamie McCord
45. Former Arkansas Deputy Secretary of State, Joseph K. Wood
46. Former Congressman, U.S. House of Representatives, Rick Boucher
47. Former Congressman, U.S. House of Representatives, Minnesota's 3rd District, Erik Paulsen
48. Former Virginia Governor and U.S. Senator, George Allen
49. Fort Smith, Arkansas, Mayor, George B. McGill
50. Frontier Metropolitan Planning Organization
51. Gainesville City Council, Georgia, Abigail Guzman
52. Georgia Secretary of State, Brad Raffensperger
53. Glidden, Iowa, City Administrator, Brooke Peterson
54. Glynn County, Georgia, Board of Commissioners, Chairman, Wayne Neal
55. Glynn County, Georgia, Board of Commissioners, Vice Chairman, Walter Rafolski
56. Great Lakes Timber Professionals Association

57. Hempstead County, Arkansas, Judge, Jerry T. Crane
58. Kossuth Palo Alto County Economic Development Corp., Executive Director, Todd Faris
59. Miller County, Arkansas, Judge, Cathy Hardin Harrison
60. Missouri Senate, 9th District, Barbara Anne Washington
61. Oconomowoc, Wisconsin, Alderman, Loui Kowieski
62. Pennsylvania House of Representatives, 40th District, Natalie Mihalek
63. Pennsylvania House of Representatives, 60th District, Abby Major
64. Pennsylvania Senate, 11th District, Judy Schwank
65. Pennsylvania Senate, 18th District, Lisa M. Boscola
66. Pennsylvania Senate, 22nd District, Marty B. Flynn
67. Pueblo Chamber of Commerce, President & CEO, Duane Nava
68. Rebuild SoCal Partnership
69. Scott County, Arkansas, Judge, Brian Jones
70. Sebastian County, Arkansas, Judge, Steve Hotz
71. Shakopee Chamber of Commerce, President, Tim Zunker
72. Sheldon Chamber & Development Corporation
73. Sutter County Board of Supervisors, Chair, Mike Ziegenmeyer
74. Texas Travel Alliance
75. Union City, Georgia, Mayor, Vince R. Williams
76. USDA, Former Chief Macroeconomist, Paul Prentice
77. Vail Valley Partnership, President & CEO, Chris Romer
78. Van Buren, Arkansas, Mayor, Joseph P. Hurst
79. Van Buren, Arkansas, Chamber of Commerce, President and CEO, Julie Murray
80. Western Arkansas Intermodal Authority, Board Chairman, Jay White
81. Western Arkansas Planning and Development District, Executive Director, Sasha Grist
82. Wisconsin Economic Development Association, President and CEO, Melissa Hunt
83. Wisconsin Independent Businesses, President, Brian Dake
84. Wisconsin State Assembly, District 4, David Steffen
85. Wisconsin State Assembly, District 51, Todd Novak
86. Wisconsin State Assembly, District 63, Robert Wittke
87. Wisconsin State Assembly, District 67, Dave Armstrong
88. Wisconsin State Assembly, District 86, John Spiros
89. Wisconsin State Assembly, District 99, Barbara Dittrich
90. Youngstown Warren Regional Chamber

Passenger Railroad

1. Dreamstar Lines

First Responders

1. Albia Fire Department, Iowa, Fire Chief, John Freshwater

2. Albia, Iowa, Police Chief, Nathan Pritchard
3. Arkansas Professional Fire Fighters
4. Associated Fire Fighters of Illinois
5. Butte, Montana, Healthcare Worker, Jim Frey
6. Cherokee County, Georgia, Sheriff, Frank Reynolds
7. Crawford County, Iowa, Sheriff, Roger Rasmussen
8. Dickinson County, Iowa, Sheriff, Greg Baloun
9. Franklin County, Iowa, Sheriff, Aaron Dodd
10. Glynn County, Georgia, Sheriff, E. Neal Jump
11. Hardin County, Iowa, Sheriff, Dave McDaniel
12. Holly Springs Police Foundation, President, Ann Gazell
13. Kansas City International Association of Fire Fighters, Local 42
14. Kossuth County, Iowa, Sherriff, Roger Fisher
15. Memphis Fire Fighters Association, IAFF Local 1784
16. Milwaukee Professional Firefighters Association, IAFF Local 215
17. Minnesota Professional Fire Fighters
18. Missouri State Council of Fire Fighters
19. Nebraska Professional Fire Fighters Association
20. New Orleans, Fire Fighters Association, IAFF Local 632
21. Ohio Association of Professional Fire Fighters
22. Omaha Professional Fire Fighters Local 385
23. Pittsburgh, PA, Retired Police Officer, Randi Fowler
24. Pocahontas County, Iowa, Sheriff, Steven Nelson
25. Professional Fire Fighters and Paramedics of North Carolina
26. Professional Fire Fighters Association of Louisiana
27. Professional Fire Fighters Association of South Carolina
28. Professional Fire Fighters of Alabama
29. Professional Fire Fighters of Georgia
30. Professional Fire Fighters of Maryland
31. Professional Fire Fighters of Wisconsin
32. Professional Fire Fighters Union of Indiana
33. Professional Firefighters Association of New Jersey
34. Tennessee Professional Fire Fighters Association
35. Texas State Troopers Association, Executive Director, Rohnnie Shaw
36. Virginia Professional Fire Fighters
37. Washington State Council of Fire Fighters
38. Wintersville Fire & Rescue, Ohio, Fire Chief, Robert Herrington

CERTIFICATE OF SERVICE

I hereby certify that, on this 5th day of August, 2026, the foregoing document was served by first-class mail or email on all parties of record in this proceeding, the Secretary of Transportation, the Attorney General of the United States, and Administrative Law Judge Jenifer Soulikias.

/s/ Molly Brown

SHIPPERS



Advanced Lubrication Specialties Merger Support Letter

Advanced Lubrication Specialties (ALS) develops, manufactures, and markets premium lubricants and greases for automotive, heavy-duty, industrial, metalworking, and specialty applications, drawing on more than a century of experience in the industry. We are pleased to support the proposed combination of Union Pacific and Norfolk Southern. We receive base stock by rail at terminals in Pennsylvania, South Carolina, Georgia, and California, served by four different railroads. Much of that base stock originates with suppliers on the Union Pacific network. Rail is how our raw material reaches us, so the way the network is run affects our operation from the moment a car leaves a supplier to the day the finished product reaches a customer.

Safety is our highest priority in everything we do, and it is central to why we support this combination. Every interchange between two railroads means more car handling and switching, and another chance for a mishandling of the petroleum products we ship. Taking major interchanges out of the trip removes those risks. For a company that holds the safety of its people, its partners, and its neighbors to the highest standard, a single-line railroad that puts fewer hands on our product is exactly the kind of improvement we want to see.

It would also fix a problem we run into more than we would like. When a shipment moving across two railroads has a service issue, sorting out who is responsible can mean days of back and forth between carriers. We see this often at interchange points like New Orleans, where a single delayed or mishandled car becomes a conversation among multiple railroads before anyone can act. One railroad, with one waybill and one point of accountability, means that when something goes wrong there is a single party to make it right, and far less administrative friction in getting there.

Removing those interchanges would also speed our base stock from Western suppliers to our Eastern blending facilities and make transit times more consistent, giving our planners better visibility to forecast arrivals, schedule customer orders, and manage inventory. More predictable transit means our tank cars, both leased and our own, spend more time working and less time waiting, so overtime we can support the same business with fewer cars. In a service-driven operation like ours, that reliability is what lets us keep our commitments to customers.

Our customers count on us for the products that keep their equipment running, and we count on the railroads to get those products to us safely and on time. A combined Union Pacific and Norfolk Southern would make that supply chain safer, more accountable, and more reliable, and we are glad to support it.

Sincerely,

A handwritten signature in black ink, appearing to read 'Stephen Murdah', is written over a horizontal line.

Stephen Murdah

Purchasing Specialist
Advanced Lubrication Specialties



March 5, 2026

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

On behalf of American Pistachio Growers, we write to emphasize the importance of reliable rail service to the nation's food economy and to express our support for the proposed merger between Union Pacific and Norfolk Southern.

Pistachio farmers in the United States depend on efficient, reliable transportation networks to move their harvest from orchards to processors, ports and ultimately to consumers across the country and around the world. Rail plays a critical role in this supply chain, ensuring that American-grown food products can reach markets quickly, safely and at competitive prices. When transportation networks function efficiently, farmers can deliver high-quality food to millions of families while sustaining rural jobs and local economies.

The proposed merger offers an opportunity to strengthen these connections by creating a more integrated national rail network. A unified system has the potential to reduce bottlenecks, improve service reliability and enhance the ability to move agricultural goods efficiently across long distances. For growers and exporters, dependable rail access is essential to maintaining America's leadership in global agricultural markets and ensuring our farmers can continue feeding communities at home and abroad.

For these reasons, American Pistachio Growers respectfully urges the Surface Transportation Board to approve the Union Pacific–Norfolk Southern merger so that our nation's agricultural supply chains can benefit from the efficiencies, investments, and expanded connectivity it promises.

Sincerely,



Zachary Fraser
President and CEO
American Pistachio Growers

cc: Member Schultz, Member Hedlund



Cedar Grove Warehouse Merger Support

July 9, 2026

Cedar Grove Warehouse is a family-owned warehousing and logistics company that helps keep America's refrigerated food moving, and we are pleased to support the proposed combination of Union Pacific and Norfolk Southern. From our locations in California, Idaho, Texas, and Wisconsin, and now a new facility in Tennessee, we store and ship the everyday products people count on, including cheese, butter, and fresh vegetables. Much of that freight travels by rail in refrigerated cars, so the reliability of the rail network is inseparable from our ability to deliver cold, fresh product on time.

We run a fleet of our own reefer boxcars alongside the railroad-owned refrigerated cars we use, and for perishable food, dependable transit is everything. Today, refrigerated freight moving from the Midwest and West to East Coast markets has to change hands between railroads at an interchange, and on many of those lanes that handoff has made rail too slow and too uncertain to compete with the highway. For a reefer load on a schedule, every handoff is one more chance for the cold chain to slip.

A single-line Union Pacific and Norfolk Southern would change that in ways that matter to Cedar Grove and our customers:

- **Reduced transit to Eastern markets:** One railroad from the Midwest and West straight to the East Coast removes the interchange, cutting transit and cost on the very lane where rail has struggled to compete.
- **More consistent service, less variability:** Eliminating interchanges removes the variability we manage hardest, so we can deliver the on-schedule service that temperature-sensitive food demands, with fewer chances for the cold chain to slip.
- **Rail competitive with the highway again:** Faster, single-line service makes rail a real option once more on moves we have had to see go by truck.
- **A stronger Tennessee footprint:** Our new Tennessee location puts Western and Midwestern product within faster, more reliable reach of Eastern markets under a single railroad.

When a customer trusts Cedar Grove with their product, they are trusting us to keep it cold and get it there on schedule. A single, seamless railroad makes that easier every mile of the way, and we are glad to stand with the shippers supporting this combination.

Sincerely,

Andrew R. Selk
President
Cedar Grove Warehouse, Inc.

323 S Main Street | Cedar Grove, WI 53013

www.cedargrowarehouse.com

(920) 668-6016





Union Pacific + Norfolk Southern Merger – Central Farm Service Support Letter

Central Farm Service (CFS), a farmer-owned agricultural cooperative serving producers in the Northern corn belt, submits this statement in support of the proposed combination of Union Pacific and Norfolk Southern. As a cooperative, our priority is ensuring our farmer-owners have efficient and competitive access to markets and inputs, and we view this transaction through that lens.

Today, our rail movements are primarily oriented within existing regional markets, and we have limited volume moving to Eastern destinations. The current structure of the rail network, which requires interchanges between western and eastern carriers, introduces additional time, cost, and complexity that limits broader market participation into those Eastern markets. A seamless coast-to-coast rail network would reduce many of these barriers and create new opportunities for CFS when market conditions support expansion. CFS believes the proposed combination provides several important benefits:

- **Improved Transit Times & Service Efficiency:** A single-line network would reduce delays associated with interchanges, enabling faster and more consistent delivery of grain to eastern feed mills and processing facilities, as well as inbound shipments of crop inputs such as fertilizer.
- **Enhanced Market Responsiveness:** With a single railroad handling movements end-to-end, CFS would be better positioned to respond quickly to changing agriculture market conditions, better positioning CFS to capture opportunities created by supply and demand shifts.
- **Expanded Market Access:** While CFS has historically had limited Eastern rail interchange traffic, a seamless transcontinental network would enable greater participation in new origin-destination pairs, supporting both growth within existing markets and expansion into new ones—especially our ability to utilize our rail investments as a transloading provider.
- **Improved Cost Competitiveness:** Eliminating interchange handoffs and enabling single-line service has the potential to improve efficiency and create more competitive transportation options for agricultural shippers.



- **Operational Simplicity & Accountability:** A single point of contact from origin to destination would streamline communication, improve shipment visibility, and enable faster issue resolution when market conditions demand speed.

At its core, this combination supports a more efficient and reliable supply chain. CFS appreciates the opportunity to share its perspective and supports a thorough, fact-based review of the proposed transaction. We believe this combination has the potential to deliver meaningful benefits to agricultural customers and the broader U.S. economy.

Sincerely,

A handwritten signature in black ink that reads "KC Graner". The signature is fluid and cursive, with the first letters of the first and last names being capitalized.

KC Graner
CEO
Central Farm Service

CODYGROUP

Cody Group has been in the business of managing rail freight for our customers since 1985, and we are pleased to support the proposed combination of Union Pacific and Norfolk Southern. From our operation in Ogden, Utah, we transload finished fuels for customers across Wyoming, Idaho, Utah, and Nevada, and we manage freight logistics for customers in the lubricants and waste markets as well. Rail is the backbone of that work, so how the network is structured has a direct effect on the business we can win and the service we can offer.

In our experience, Union Pacific sets the standard for how a railroad should work with its customers. Their communication, responsiveness, and customer portal make them straightforward to do business with. The East has been a different story. Working across the separate railroads that serve Eastern markets is far more complex, and slow rate responses on those lanes have kept us from pursuing and closing lubricants and waste opportunities we believe we could otherwise have won. A single transcontinental railroad would carry Union Pacific's customer experience across the whole country and simplify how we bid and operate by giving us:

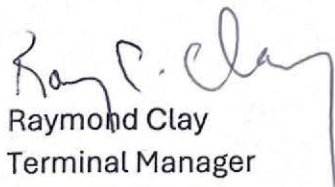
- A single sales representative and point of contact
- One waybill for a shipment from origin to destination
- One tracing and visibility system
- Far less complexity when we do business in Eastern markets

The benefit would run in both directions. A seamless single-line haul would give us far better access to East Coast refineries, making it efficient and cost-effective to move fuel products west into Ogden. Reaching those supply points competitively is difficult today, and a coast-to-coast railroad would change that.

It would also open the door to growth. We are interested in establishing or partnering on a fuel transload facility in the Eastern United States, and a coast-to-coast network with true single-line service would materially improve the economics of that kind of operation, both for Cody Group and for the customers we would serve there.

Cody Group has spent four decades helping our customers move freight by rail as efficiently as the network allows, and a stronger network would let us do more of it. A combined Union Pacific and Norfolk Southern would open more markets to compete in and a simpler way to serve our customers, and we are glad to support it.

Sincerely,



Raymond Clay
Terminal Manager
Cody Group Inc



To Whom It May Concern:

Ferrellgas is one of the largest propane retailers and distributors in the United States, and we are pleased to support the proposed combination of Union Pacific and Norfolk Southern. Every day we deliver propane to homes, businesses, power generation facilities, schools, hospitals, and transportation customers who depend on it, often for heat and for services people cannot do without. That responsibility makes us a highly service-sensitive shipper, and it is the standard against which we judge this transaction.

Rail is essential to how we keep those customers supplied. We operate eight terminals served by Union Pacific and six served by Norfolk Southern, and several of our key propane suppliers sit on both networks. Today those are two separate railroads with two ways of doing business. A combined Union Pacific and Norfolk Southern would connect our Western and Eastern terminals on a single network, letting propane move between them without an interchange in the way.

That connection would strengthen how we serve our customers in a few important ways:

- One customer experience across the whole network: Union Pacific's commercial and customer support is first class in our industry, and its customer portal, shipment visibility, invoicing, and case management tools are genuinely easy to work with. Extending those systems across Norfolk Southern would give us one consistent way of doing business and a single point of contact from coast to coast, which means faster communication, quicker issue resolution for our own customers, and simpler scheduling.
- Supply optionality when our customers need it most: Propane demand spikes in extreme cold, and a hard winter can require far more railcars at our terminals than a normal one. Seamless single-line service would let us supply our Eastern terminals from Western LPG producers, and our Western terminals from the East, during periods of tight supply or emergency demand. Those moves are not economical today given double-line haul costs and interchange delays, and this combination would change that.
- Reliable delivery to customers who cannot wait: Homes, hospitals, schools, and other essential facilities depend on propane being there when they need it. Removing interchange delays and the variability they create helps us keep those deliveries on schedule, which is the heart of what we owe our customers.

When the temperature drops, our customers do not have the luxury of waiting, and neither do we. A rail network that moves propane reliably from coast to coast, on one railroad and through one point of contact, would make Ferrellgas a stronger and more responsive supplier to the homes and essential facilities that count on us. We are glad to support this combination.

Sincerely,
Chelsea Deeney
Sr. Rail Analyst
Ferrellgas



Hub Group writes in support of the proposed combination of Union Pacific and Norfolk Southern because it directly aligns with how Hub has built and grown its business. Hub is one of North America's largest intermodal marketing companies and an asset-based logistics provider, serving customers across intermodal, truck brokerage, dedicated capacity, refrigerated, automotive, retail, consumer goods, and Mexico cross-border markets. With one of the industry's largest private 53-foot container fleets, Hub has long relied on strong rail partnerships to convert highway freight to intermodal and deliver scalable, reliable transportation solutions for its customers.

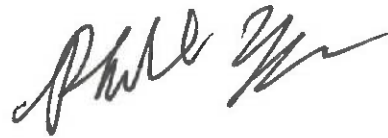
For many years, Hub has aligned its western rail network with Union Pacific and its eastern rail network with Norfolk Southern. Today, roughly 40% of Hub's rail traffic interchanges between the two carriers, making Hub uniquely positioned to benefit from a more seamless transcontinental rail network. That history and traffic profile make this transaction especially meaningful for Hub as a practical opportunity to strengthen service, expand market reach, and grow rail volumes in lanes where interline complexity limits today's opportunity.

Hub views the proposed Union Pacific and Norfolk Southern combination as a clear growth platform. A single-line transcontinental service offering would allow Hub to present customers with a simpler, more competitive rail solution across key long-haul and watershed markets. By reducing handoffs, improving consistency, and creating one accountable rail partner from origin to destination, the combined network would help Hub compete more effectively for incremental truckload freight and support continued expansion in strategic customer segments.

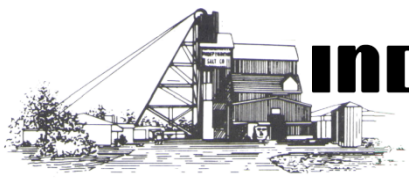
Hub expects the combination to create three primary growth benefits:

- Expanded truck-to-rail conversion opportunities by offering customers a faster and more reliable coast-to-coast intermodal product.
- Improved access to new and existing growth markets through a unified operating plan across Union Pacific's western network and Norfolk Southern's eastern network.
- A stronger customer value proposition built around consistent service, better visibility, simplified execution, and one accountable rail partner.

This combination would give Hub a more compelling platform to grow with existing customers, pursue new business, and shift more freight from congested highways to rail. Hub's long-standing relationships with both Union Pacific and Norfolk Southern, its significant interline traffic between the two networks, and its scale as a major asset-based intermodal provider make the benefits of this transaction tangible and specific. Hub Group believes the proposed combination will make rail a more competitive growth solution for shippers across North America, and we are pleased to support it.

A handwritten signature in black ink, appearing to read "Phillip D. Yeager". The signature is fluid and cursive, with a prominent "P" and "Y".

Phillip D. Yeager
President, Chief Executive Officer & Vice Chairman
Hub Group, Inc.



INDEPENDENT SALT *company*

Independent Salt Company, a family-owned producer of rock salt based in Kanopolis, Kansas, submits this statement in support of the proposed combination of Union Pacific and Norfolk Southern. Since our founding in 1913, we have focused on delivering high-quality salt products with an emphasis on service, reliability, and long-term customer relationships. We evaluate this proposed transaction through the lens of how it could improve rail service, enhance supply chain efficiency, and create new opportunities for growth.

Independent Salt operates an underground mining facility in central Kansas and serves customers whose needs are often highly time-sensitive, particularly during winter weather events. Our ability to respond quickly to fluctuating demand depends heavily on consistent, efficient rail service capable of moving product where it is needed, when it is needed.

Under today's network structure, reaching eastern markets requires coordination between multiple Class I railroads, which can introduce additional handling, longer transit times, and increased variability. As a result, Independent Salt has historically had limited participation in eastern states such as Indiana, Ohio, Michigan, Tennessee, Kentucky, and Pennsylvania, despite identifiable unmet demand in those regions.

Independent Salt believes the proposed combination would deliver several important benefits that directly support our operations and customers:

Improved Service Consistency and Transit Performance: A more integrated, single-line network would reduce interchange-related delays and variability, allowing for more predictable and timely deliveries, especially critical during peak winter demand periods.

Expanded Market Access: The combined network would provide more competitive access to eastern markets where we do not currently have a strong

presence, enabling us to better serve customers in regions with existing supply gaps.

Enhanced Responsiveness to Time-Sensitive Demand: Salt is a weather-driven commodity, and the ability to quickly position supply during winter storm events is essential. Improved transit times would strengthen our ability to meet urgent customer needs and support public safety efforts.

Simplified Commercial and Operating Model: Single-line service would streamline coordination, reduce administrative complexity, and allow for more efficient pricing through a unified rate structure, improving both speed to market and overall customer experience.

Opportunities for New Customer Growth: With improved reach and service reliability, Independent Salt would be better positioned to develop new customer relationships and partnerships that are not currently viable under the existing rail network framework.

From our perspective as a bulk commodity producer, this combination represents an opportunity to create a more seamless and efficient rail network that better aligns with customer expectations for reliability, speed, and service simplicity. Independent Salt Company appreciates the opportunity to provide input and supports a comprehensive review of the proposed transaction. We believe it has the potential to deliver meaningful benefits to shippers, customers, and the broader supply chain.

Sincerely,

A handwritten signature in black ink, appearing to read "Matt Keener", with a stylized, cursive script.

Matt Keener
Vice President
matt@indsalt.com

Itafos Merger Support Letter

Itafos Inc. ("Itafos"), a phosphate and specialty fertilizer company, submits this statement in support of the proposed combination of Union Pacific and Norfolk Southern. As a producer that depends on reliable, time-sensitive rail service to move our products from the Intermountain West to customers across North America, our priority is ensuring our customers have predictable, competitive access to the fertilizer inputs they need. That perspective shapes our view of the proposed transaction.

The primary product Itafos moves by rail is Super Phosphoric Acid (SPA), a high-analysis liquid phosphate fertilizer used as the base stock for ammonium polyphosphate solutions and other specialty fertilizers critical to American agriculture. SPA is unlike most commodities that travel on the rail network. It is loaded into the tank car at approximately 220°F and has a defined shelf life in the car before it cools, viscosity rises sharply, and the product begins to gel, at which point it can no longer be off-loaded at destination. That single physical reality governs how far east we can reliably sell our product.

Today, Itafos's rail movements out of our Conda, Idaho operations originate on Union Pacific and are largely oriented within the western and central U.S. Our ability to participate in Eastern markets is structurally limited because cars must interchange to CSX or NS to reach those destinations. Every interchange adds transit time, introduces dwell, and increases the risk of delay. For a product with a heat-and-time-constrained shelf life like SPA, those added hours are not just a cost issue, they can be the difference between a successful delivery and a car that cannot be unloaded. A seamless, coast-to-coast single-line rail network would reduce many of these barriers and meaningfully expand the geography in which Itafos can responsibly sell SPA.

From Itafos's vantage point, the proposed combination would deliver benefits in several areas that directly affect how, and how far, we can move SPA:

- **Expanded Market Access for a Time-Sensitive Product:** A seamless transcontinental network would meaningfully extend the range over which Itafos can sell SPA before the product's temperature and shelf-life constraints take destinations off the table. That opens new origin-destination pairs into the eastern U.S. that are not commercially viable today, supporting both growth within existing customer relationships and entry into new markets.
- **Reduced Transit Time & Elimination of Interchange Risk:** A single-line network would eliminate the western-to-eastern interchange that today consumes critical hours of SPA's in-car shelf life, enabling faster and more consistent delivery to

ammonium polyphosphate manufacturers, blenders, and specialty fertilizer producers in the East, as well as supporting inbound shipments of raw materials and supplies to Conda.

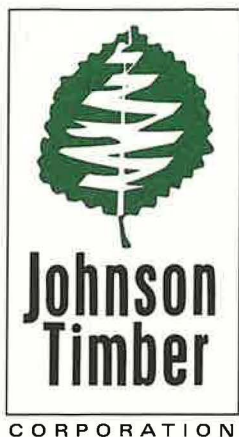
- **Single Point of Accountability for Time-Critical Cars:** For a product where in-transit time is the single most important service variable, one railroad responsible from origin to destination would streamline communication, improve shipment visibility, and enable faster issue resolution when a car needs to be expedited, rerouted, or recovered before the product gels.
- **Enhanced Responsiveness to Fertilizer Demand Cycles:** With a single railroad handling movements end-to-end, Itafos would be better positioned to respond quickly to changing fertilizer demand, including spring and fall application windows, regional crop dynamics, and short-notice customer requirements, without the schedule uncertainty that interchange handoffs introduce into a temperature-sensitive product.
- **More Competitive Supply Chain Economics:** Eliminating interchange handoffs and the additional transit time they create has the potential to take cost out of the supply chain for SPA and our other phosphate products, creating more competitive transportation options for the downstream fertilizer manufacturers and the U.S. growers they ultimately serve.

Reliable, predictable rail service is foundational to the phosphate fertilizer industry, and a combined UP-NS network has the potential to make that service materially better for shippers like Itafos and the American farmers downstream of us. We welcome the Board's review of this transaction and are pleased to lend our voice in support.

Sincerely,



David Delaney
CEO, Itafos



4/9/2026

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Dear Chairman Fuchs:

My name is Bill Johnson, and I serve as President of Johnson Timber, a family-owned forest products company based in northern Wisconsin that has been in operation for more than 50 years.

Our company employs more than 40 people and utilizes freight rail to move high-volume forest products, including wood fiber and pulpwood, to markets across the United States. On behalf of our employees and the rural communities we support, I write to express our support for the proposed Union Pacific and Norfolk Southern merger.

The proposed merger will improve rail service for Wisconsin companies like ours by enhancing network coordination, reducing switching-related costs, and increasing reliability—delivering more predictable transit times, fewer disruptions, and more efficient movement of forest products throughout the country.

This improved performance is especially important for Johnson Timber as we pursue future growth opportunities in the region. We are currently working to advance a proposed sustainable aviation fuel facility that would utilize approximately 900,000 tons of woody biomass annually and support thousands of jobs, both directly and indirectly.

Projects of this scale depend on consistent, high-capacity transportation infrastructure to move raw materials and finished products efficiently. Without reliable, cost-effective rail service, investments like this cannot move forward or succeed.

This need for strong infrastructure is even more important as Canadian rail carriers expand their presence in Wisconsin. To remain competitive and keep prices low for customers, we must strengthen U.S. rail competition. This merger will help ensure shippers have access to reliable service and competitive rates while also supporting domestic investment and job creation.

COMPLETE
PULPWOOD
CHIPPING
FACILITIES IN
HAYWARD,
ASHLAND,
HIXTON,
WISCONSIN

I respectfully urge the Surface Transportation Board to approve this combination, recognizing the significant, real-world benefits it will deliver to Wisconsin and the broader national economy.

Sincerely,

A handwritten signature in black ink, appearing to read 'Bill Johnson', with a long horizontal flourish extending to the right.

Bill Johnson
President
Johnson Timber



Mer Rouge, Louisiana

Kennedy Rice is a second-generation, certified women-owned rice mill in Louisiana, led by CEO Meryl Kennedy alongside her three sisters. Together, the four sisters are the namesakes of our retail brand, 4Sisters Rice. We are pleased to support the proposed combination of Union Pacific and Norfolk Southern. From our state-of-the-art mill we process the crop grown by rice families across northeast Louisiana and southern Arkansas, and the railroads that carry our rice to market are central to the service our customers receive.

What sets us apart is how much of the journey we control, from seed to shipment. We contract specific, DNA-preserved rice varieties with about 60 local farm families, then handle the drying, milling, storage, and distribution ourselves. That integration lets us stand behind every bag we ship, whether it is 4Sisters Rice on the shelves of more than 9,000 stores or a bulk order bound for a national or global food company. The one part of that journey we cannot fully control on our own is the rail service that carries our rice the final long distance to customers.

Today, reaching customers and ports on the far side of the country means our rice passes between a western and an eastern railroad, and each handoff adds time and variability to a shipment our customers are counting on. For a company that has protected quality all the way from the seed, giving up that control at an interchange is the hardest stretch of the trip to stand behind.

A single-line, coast to coast Union Pacific and Norfolk Southern would close that gap for Kennedy Rice, the farm families who grow with us, and the customers we serve:

- **More consistent service for our customers:** Eliminating the interchange removes the variability that sits between our mill and the people we ship to, so we can deliver the steady, dependable service our brand and our bulk buyers expect.
- **Efficient reach to domestic and international markets:** A single railroad running coast to coast would give our rice a faster, more efficient path to customers and export gateways across the country, strengthening our ability to serve both the retail shelves and the global food companies we supply.
- **A stronger future for our growers and our brand:** More dependable rail service helps us keep building 4Sisters Rice and the demand it creates for the roughly 60 farm families who grow with us, keeping more of that value close to home.

Kennedy Rice was built by one generation and is run today by the next, four sisters who put their name on every bag we sell. A single railroad from coast to coast would give our growers and customers a more dependable route to market, and that is why we stand behind this combination. We appreciate the opportunity to share our perspective and support a thorough, fact-based review of the proposed combination by the Surface Transportation Board.

Sincerely,

Meryl Kennedy Farr, CEO
Kennedy Rice



Key Cooperative Letter of Support

July 9, 2026

Key Cooperative, a farmer-owned agricultural cooperative serving member-owners across Central Iowa, submits this statement in support of the proposed combination of Union Pacific and Norfolk Southern.

Our roots reach back to 1918, and for more than a century, our purpose has not changed: to help the farm families who own this cooperative buy their inputs competitively, market their grain and reach the markets that determine what their crop is worth. We serve those member-owners from locations in 13 communities across six counties, with agronomy, grain, energy, and feed all under one roof, and we view this transaction through the lens of what it would mean for them.

Grain is where the rail network matters most to us. The corn and soybeans our member-owners raise, move out of Central Iowa by rail to feed mills, processors and export channels; and the price we can offer them depends directly on how efficiently that grain reaches its destination. Today, much of the grain bound for Eastern markets must interchange between a western and an eastern railroad, and every handoff adds time, cost and uncertainty that ultimately shows up in the basis we pass back to our farmers. The same friction affects the crop nutrients, feed and energy we bring back into Central Iowa for our member-owners.

A seamless, single-line network reaching from Central Iowa to the coasts would ease that friction in ways that reach all the way back to our member-owners:

- **Stronger returns for our member-owners:** Taking an interchange out of the trip removes cost and delay from every carload of grain we ship and in a cooperative, that value does not stay with us. It flows back to the farm families who own Key Cooperative through the prices and basis we are able to offer.
- **Expanded market access for Central Iowa grain:** A single railroad reaching from the Midwest to Eastern feed mills, processors and ports would open origin and destination pairs that are hard to serve competitively today, giving our member-owners more places to sell and a stronger bid at home.
- **More consistent, reliable service:** Eliminating the interchange removes a major source of variability so we can move grain on schedule during the narrow windows that matter most and give our customers service they can plan around.
- **A stronger, more resilient network overall:** UP service has been reliable, but major weather events or interchange congestion still create downstream effects we feel across the network, even

on shipments that never touch the East. Fewer handoffs mean a more fluid railroad and a better service product for our member-owners, regardless of where their freight moves.

- **Efficient inbound supply:** The same single-line network would improve the flow of crop nutrients, feed and energy back into Central Iowa, helping us keep our member-owners supplied on time and at a competitive cost.

For more than a hundred years, Key Cooperative has worked to give Iowa farm families a stronger hand in the markets they depend on and a reliable, competitive rail service is central to that work. We believe a combined Union Pacific and Norfolk Southern would strengthen the supply chain our member-owners rely on. We appreciate the opportunity to share our perspective and support a thorough, fact-based review of the proposed combination by the Surface Transportation Board.

Sincerely,

A handwritten signature in black ink, appearing to read "Brent Deppe". The signature is fluid and cursive, with the first name "Brent" being more prominent than the last name "Deppe".

Brent Deppe
Chief Executive Officer
Key Cooperative



July 6, 2026

Knichel Logistics Merger Support Letter

Knichel Logistics ("Knichel") strongly supports the proposed combination of Union Pacific and Norfolk Southern. We are a woman-owned, non-asset third-party logistics and intermodal provider, and since 2003 we have grown this company the same way we started it, one relationship at a time, beginning with the rice shippers of Northern California and always with an eye toward moving freight more sustainably. Because we own no assets, everything we promise a customer rests on the railroads delivering service that is consistent and competitive.

Intermodal is the core of what we do. It makes up roughly 75% of our revenue and drove more than 33% revenue growth in 2025, and Union Pacific is our single largest vendor. This year we are up 77% growth over last year this same time period with the Union Pacific alone. Even so, thousands of our loads each year have to move off UP and onto Norfolk Southern to reach where they are going, and every one of those handoffs adds time and one more thing that can go wrong. When we are competing against a single truckload that answers to one carrier, that is exactly where the freight slips away from rail.

Here is what a single railroad running coast to coast would mean for Knichel and the customers who count on us:

- **A stronger answer to the truck:** With a single railroad accountable from origin to destination, we can deliver highly competitive intermodal service across key lanes from California to the Northeast and Southeast, as well as from Mexico into the Southeast and Ohio Valley—corridors where consistency and reliability are often the deciding factors.
The opportunity extends beyond west-to-east freight. We also move significant volumes from the East Coast to the West Coast, where this creates a meaningful advantage. By leveraging a single rail network for the round trip, we can often provide more competitive pricing and better equipment positioning. This helps overcome one of the traditional challenges of eastbound railroads preferring to keep containers on their own networks, ultimately creating a more efficient and cost-effective solution for our customers.
- **Service our customers can count on:** Taking out the interchange removes the biggest source of variability we manage, so we can give customers the predictability they expect and keep the trust we have built since 2003.
- **Room to grow the right way:** Intermodal is both our largest source of revenue and our cleanest mode, so a seamless network lets us responsibly shift more freight off the road and onto the rail as we keep growing.

Knichel has spent more than twenty years turning relationships into freight our customers can rely on, and that reliability now depends on rail that can travel coast to coast without a handoff. We are proud to stand alongside the many shippers backing this combination, and we hope to see it carried forward.

Sincerely,

A handwritten signature in black ink, appearing to read "Kristy Knichel", written over a white background.

Kristy Knichel
CEO

3000 WESTINGHOUSE DRIVE, SUITE 401, CRANBERRY TOWNSHIP, PA 16066

WWW.KNICHELLOGISTICS.COM

INFO@KNICHELLOGISTICS.COM

+ 888-386-7450



Knight-Swift Transportation, the nation's largest full-truckload carrier, supports the proposed combination of Union Pacific and Norfolk Southern. Knight-Swift supports this transaction because it has the potential to reduce our intermodal operating costs, improve our asset utilization, eliminate the need for mid-route interchanges, and enable more efficient and reliable coast-to-coast intermodal solutions for our customers.

Knight-Swift enjoys true nationwide reach on the highway, but rail is constrained by artificial interchange barriers that delay freight, increase costs, and restrict modal choice. We believe the proposed merger provides clear and substantial benefits to Knight-Swift and our customers:

- **Improved Service Performance:** A single, integrated network will streamline routing, reduce variability, and improve overall reliability while also opening new lanes and new opportunities for Swift to grow
- **Fleet Productivity:** Improved cycle times should increase fleet productivity, reducing the number of containers we require to support growth and allowing capital to be deployed toward other opportunities.
- **Enhanced Shipment Integrity:** Fewer handlings will reduce touchpoints, improving cargo safety and minimizing damage risk.
- **Single Point of Accountability:** One carrier from origin to destination will simplify operations, improve issue resolution, and increase service consistency.

Knight-Swift's industry-leading truckload network remains our primary competitive advantage. Our intermodal operations complement this foundation, and this transaction enhances the value proposition of our intermodal offering to customers. With extensive trucking and intermodal operations, we are well-positioned to leverage a unified rail network to provide enhanced coast-to-coast service that integrates the strengths of both modes.

We believe this combination will strengthen the resilience of the U.S. freight network and improve overall supply chain efficiency. We appreciate the opportunity to share our perspective and remain committed to advocating for outcomes that protect the interests of our customers and shareholders.

A handwritten signature in dark ink, appearing to read 'Adam Miller'.

Adam Miller
Chief Executive Officer
Knight-Swift Transportation Holdings Inc.



Kraus Development
182 Stable Road
Laredo, Texas 78045
www.krausdevelopment.com

May 1, 2026

Surface Transportation Board
395 E Street, S.W.
Washington, DC 20423

Re: Support for Proposed Union Pacific – Norfolk Southern Merger

To the Members of the Board:

On behalf of Kraus Development, I am writing to express our strong support for the proposed merger between Union Pacific Railroad and Norfolk Southern Corporation.

Kraus Development is actively involved in industrial real estate development and logistics infrastructure in Laredo, Texas. Our business depends on efficient, reliable, and scalable supply chains. Our newest development, Gateway Industrial Rail Park, will provide rail service that connects manufacturing, distribution, and consumption markets on both sides of the US-Mexico border.

A unified Union Pacific–Norfolk Southern system would create a seamless single-line service offering that serves both the western and eastern United States from Laredo. This has the potential to significantly reduce interchange delays, improve transit times, and increase service reliability—benefits that directly impact site selection decisions, supply chain design, and long-term capital investment in our industrial development.

From our perspective, several aspects of the proposed merger are particularly compelling:

- **Economic Development:** Enhanced rail service supports new industrial projects, particularly in emerging logistics hubs like Laredo. Improved connectivity makes it easier for developers like us to justify investment in rail-served sites and inland port facilities.
- **Global Competitiveness:** Streamlined connectivity increases the strength and stability of the North American region.
- **Supply Chain Resilience:** A more integrated rail network to/from Laredo will provide shippers with an attractive option to over-the-road trucking that can help to mitigate disruptions.
- **Environmental Benefits:** Increased rail utilization can reduce highway congestion and lower overall emissions, aligning with broader sustainability goals shared by both public and private sectors.

In our view, this transaction represents a forward-looking investment in the nation's freight infrastructure and a meaningful alternative for thousands of cross-border businesses. A more connected and efficient rail system will strengthen U.S. economic competitiveness and support long-term growth in industrial development.

We appreciate the opportunity to provide our perspective and would be pleased to discuss our views further if helpful.

Respectfully submitted,

Kurt Kraus
Founder & General Partner



P.O. Box 100
121 Zeh Avenue
Brewster, MN 56119-0100

Phone: (507) 842-6677
Fax: (507) 842-0086
www.mnsoy.com

Minnesota Soybean Processors

June 29th, 2026

To whom it may concern,

Minnesota Soybean Processors ("MnSP"), a 2,200+ member, farmer-owned cooperative headquartered in Brewster, Minnesota, submits this statement in support of the proposed combination of Union Pacific and Norfolk Southern. MnSP operates an integrated soybean crush and biodiesel facility that processes soybeans grown by our member-owners across southwest Minnesota and the surrounding region into soybean meal, crude and refined soybean oil, and BQ-9000 certified biodiesel (B100 and B99.9). Our facility was purpose-built next to the Union Pacific mainline, and since adding 110-car unit train capability in 2014, rail has been central to our ability to compete on a national scale. We support this transaction because of what it would mean for the farmers who own this cooperative and for the U.S. energy and feed markets we serve.

The strongest case for the merger, from where MnSP sits, is what is happening in the Northeast. States across the region have steadily increased biodiesel blending requirements as part of state-level clean-fuel programs, and New York, Massachusetts, Rhode Island and Connecticut have gone further by mandating biofuel blends in heating fuel (Bioheat) or, alternatively, requiring expensive electric heating equipment. The demand is real, but the domestic supply chain cannot reliably reach those markets at the volumes needed. As a result, a growing share of the biodiesel and feedstock consumed in the Northeast today arrives by vessel from foreign producers rather than from U.S. soybean farmers and U.S. biodiesel producers like MnSP.

The reason is structural. Our rail movements originate on Union Pacific and reach the Northeast only through interchange to CSX or Norfolk Southern. Each interchange adds transit time, dwell, and uncertainty to a liquid product that customers schedule around. For biodiesel and refined soybean oil moving into a tightly regulated heating and motor-fuel market, that friction is the difference between being a competitive domestic supplier and ceding shelf to imported products.

From MnSP's perspective, a combined Union Pacific and Norfolk Southern network would change that equation in several concrete ways:

- **Domestic Supply for State Clean-Fuel and Bioheat Programs:** A seamless single-line network from the Upper Midwest into the Northeast would give U.S. biodiesel producers



a credible, scheduled route to serve states that are actively expanding biodiesel and Bioheat requirements. Replacing imported product with domestically produced biodiesel strengthens those states' ability to keep advancing clean-fuel programs without depending on foreign supply.

- **More Northeast Sales Mean More Demand for U.S. Soybeans:** Every gallon of Northeast biodiesel that MnSP supplies (rather than a foreign producer) drives more soybean crushing at our Brewster plant, which strengthens the bid we can offer our 2,200+ member-owners and farmers across the U.S. soybean belt. In short, more rail access to the Northeast means more demand for American soybeans.
- **Faster, Broader Single-Line Access Across Our Full Product Mix:** A single-line operator from origin to destination would remove the 24 to 48 hours of interchange transit time the railroads have quantified, improving velocity across every product MnSP ships, from biodiesel and soybean oil to meal, hulls, and pellets. It would also open new lanes, giving a cooperative built for growth a meaningfully larger inventory of markets to compete for.

MnSP's perspective reflects the opportunity to better align U.S. soybean production and biodiesel supply with growing demand in the Northeast. A more seamless network would improve our ability to serve these markets while supporting U.S. soybean farmers and biodiesel producers. We appreciate the opportunity to share our perspective and express our support for the proposed combination and look forward to the Board's review.

MnSP is eager to supply new markets in the Northeast. This will only work if rates become more competitive than they currently are. If rates improve, this will also allow the sale of soybean meal, hulls, pellets and soybean oil to be more competitive in the Eastern market as well.

Sincerely,

Jeramie L Weller

A handwritten signature in black ink that reads "Jeramie L Weller". The signature is written in a cursive, flowing style.

General Manager

MN Soybean Processors

121 Zeh Avenue; PO Box 100

Brewster, MN 56119

Phone: (507)-842-6696

Fax: (507)-842-0086

Jeramie.Weller@mnsoy.com



July 14, 2026

To Whom It May Concern:

I am writing to express MODE Global's support for the proposed merger of Union Pacific and Norfolk Southern.

MODE is the sixth-largest truckload freight brokerage in the United States and the largest non-asset intermodal provider in the country. We own no trucks and no track. Our business exists to move freight efficiently across the networks other companies build and operate, which gives us a clear view of how well those networks are serving shippers today — and a real stake in seeing them work better.

For us, the choice on any given load comes down to road or rail, and rail earns that business only when it can match a truck on speed and consistency. Today, a great deal of freight must change railroads somewhere in the middle of the country. Each of those handoffs adds time and uncertainty, and that uncertainty is often what sends the load back to the highway. The interchange between the two networks is the single biggest obstacle standing between over-the-road freight and a more efficient intermodal option.

A single railroad running coast to coast would remove that obstacle. Faster, more reliable transit from origin to destination would allow us to apply our scale, our carrier relationships, and our technology toward smarter routing and better shipment visibility — building a rail product that genuinely competes with trucking. It would also open lanes that are difficult to convert today, including service from Southern California into the Ohio Valley and the Northeast, and it would remove the variability that has long put intermodal at a disadvantage against the highway.

A combined, coast-to-coast railroad would make rail the right answer on far more of the freight we move every day. That means lower costs for our customers, fewer trucks on already crowded interstates, and a stronger freight economy. For these reasons, MODE Global fully supports bringing these two railroads together.

Sincerely,

A handwritten signature in black ink, appearing to read "Lance Malesh".

Lance Malesh

Chief Executive Officer



May 15, 2026

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Proposed Union Pacific–Norfolk Southern Merger

Dear Chairman Fuchs,

On behalf of Nissan North America, Inc., I am writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern. As a long-standing Union Pacific customer, we value the critical role rail plays in enabling efficient and reliable transportation across our supply chain.

Nissan relies on consistent, cost-effective rail service to ensure the safe and timely delivery of vehicles to customers throughout North America and global markets. The U.S. freight rail network is essential to our operations, allowing us to move high volumes with efficiency and sustainability. We also recognize the importance of continued investment and innovation within the rail industry to support long-term growth, resiliency, and competitiveness.

We believe this proposed merger will deliver meaningful benefits to shippers like Nissan, including:

- **Enhanced Service Reliability:** A unified network offering more direct routing options and increased operational flexibility, reducing the likelihood of service disruptions.
- **Shorter Transit Times:** The elimination of interchange points will streamline

shipments, reducing transit times by several days and improving delivery speed to customers.

- **Greater Investment Capacity:** The combined entity will be better positioned to invest in infrastructure, technology, and equipment, strengthening service quality, network capacity, and safety.
- **Expanded Network Reach:** Broader geographic access will enhance our ability to serve existing markets while unlocking new opportunities for growth.

We fully appreciate the importance of a thorough regulatory review process and respectfully encourage the Board to consider the positive economic and operational impacts this merger is expected to deliver for customers, supply chains, and the broader U.S. economy.

Thank you for your time and consideration. We look forward to the continued strength of our partnership and the enhanced service capabilities this combination would provide.

Sincerely,



Todd Myers

Director, Finished Vehicle Logistics and Logistics Purchasing
Nissan North America, Inc.

cc: Member Schultz
Member Hedlund



Peak Midstream submits this statement in support of the proposed combination of Union Pacific and Norfolk Southern. Through our Peak Transload terminal network, we provide rail transloading and logistics services for refined petroleum products, moving roughly 3,000 railcars a year for customers who produce and distribute gasoline, diesel, and jet fuel. Because these are regulated, time-sensitive fuels, the difference between one railroad and two is not a technicality for us; it shows up in transit time, safety, product quality, and how quickly we turn our railcars.

Our terminal network makes the case plainly. Five of our terminals are located on the Norfolk Southern network: two in Chattanooga, TN, and one in Knoxville, TN; Dalton, GA; and Goldsboro, NC. Meanwhile, our Coffeyville, Kansas terminal connects through the South Kansas and Oklahoma Railroad to Union Pacific. Moving product from our UP-connected origin to our NS-served terminals in the Southeast requires an interchange between two railroads today. A combined Union Pacific and Norfolk Southern would turn that into single-line service across our own network, from origin straight through to the terminals we operate. It would effectively create a bidirectional pipeline for refined petroleum products, enabling more efficient west-to-east and east-to-west fuel movements as market demand shifts.

Those interchanges carry real cost. Any shipment crossing between a western and an eastern railroad must be waybilled across two carriers under Rule 11, and for flammable, hazmat-regulated fuels a waybill mismatch can place a loaded car on hold, leaving a railcar of fuel idle at exactly the moment our customers need it moving. Rail is also an increasingly important alternative to aging pipeline infrastructure, where product can pick up contamination in transit and turn a shipment into a financial loss. A cleaner, more direct single-line move better protects product integrity from origin to terminal.

A single-line, transcontinental Union Pacific and Norfolk Southern would help Peak Midstream and our customers directly:

- **One railroad, one process:** A single carrier from origin to destination means one operating plan, one customer portal, one sales representative, and one waybill. Consolidating onto Union Pacific's customer systems lets our team spend its time moving product instead of reconciling it across two platforms, with better shipment visibility and reliability.
- **Faster railcar turns:** More reliable single-line transit shortens our cycle times and turns our railcars faster, drawing more utilization and value from every car in our fleet and helping us respond quickly when the fuels market moves.
- **Efficient reach for jet fuel:** A single-line service would move jet fuel from the West Coast, the Rocky Mountain region, and Los Angeles to customers in the Southeast and Northeast far more efficiently, replacing the dual-line hauls and interchange delays that make those moves hard to price competitively today.

Moving fuel safely, cleanly, and on time is the whole of our business, and every one of those goals is easier to meet on one railroad than on two. A combined Union Pacific and Norfolk Southern would take real friction, risk, and delay out of how we serve our customers, and we strongly support this combination.

Sincerely,

A handwritten signature in dark ink, appearing to read "Michael Brakefield", is written over the typed name and title.

Michael Brakefield
Managing Partner
Peak Midstream



PREFERRED SANDS
104 S WAYNE AVE #8308
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P: 855.372.2435
www.preferredsands.com

7-8-2026

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

Preferred Sands, an innovative silica sand and proppant technology company, respectfully submits this statement in support of the proposed combination of Union Pacific and Norfolk Southern. We believe this transaction has the potential to enhance the efficiency, reach, and competitiveness of the nation's rail network while expanding market access for critical industrial and energy products.

Preferred Sands operates production facilities in central Nebraska and western Texas, supplying silica sand and proppant products to customers across the United States in both Energy and Industrial markets. Our business depends on a rail transportation system that is efficient, reliable, and cost-effective, as we move thousands of rail shipments annually to support essential industries, including oil and gas production, glass manufacturing, and foundry operations.

One of the most significant market opportunities for our products is the Appalachian Basin, which includes the Marcellus and Utica shale formations across Pennsylvania, West Virginia, Ohio, and New York. As the largest

preferred

natural gas-producing region in the United States, the basin relies heavily on rail-served frac sand because local sources of suitable proppant are limited. Reliable rail transportation is therefore essential to supporting well completions and maintaining the nation's energy supply.

Today, Preferred Sands reaches eastern markets through Union Pacific's interline partnerships with eastern railroads. While these arrangements provide access to key destinations, the interchange of traffic between carriers can introduce additional costs, transit time variability, and operational complexity. A more seamless, coast-to-coast rail network would strengthen our ability to competitively serve customers in the eastern United States and support growing demand in critical energy-producing regions.

From Preferred Sands' perspective, the proposed Union Pacific–Norfolk Southern combination offers several meaningful benefits:

Improved Transit Times and Service Reliability

A single-line network would reduce delays and complexity associated with interchanges, resulting in more predictable transit times and enhanced service consistency for customers throughout the eastern United States.

Expanded Market Access

An integrated transcontinental network would provide more efficient access to new destinations and customer markets, creating opportunities for continued growth while strengthening supply options for energy and industrial customers.

Stronger Supply Chain Resilience

As electricity demand and energy infrastructure requirements continue to grow—including demand driven by data center expansion and broader economic activity—a unified transcontinental rail network would enhance our ability to respond quickly to changing market conditions and support critical domestic energy supply chains.

preferred

Greater Transportation Efficiency

Reducing interchange handoffs and streamlining operations has the potential to lower transportation inefficiencies, improve asset utilization, and create more competitive and sustainable logistics solutions for silica sand and proppant products.

Enhanced Support for Domestic Energy Production

By improving access to rail-dependent energy-producing regions such as the Appalachian Basin, the combined network would help ensure the reliable movement of materials essential to natural gas production and the broader energy economy.

In summary, Preferred Sands believes the proposed Union Pacific–Norfolk Southern combination has the potential to create a more efficient, reliable, and resilient freight transportation network that benefits shippers, customers, and the broader U.S. economy. We appreciate the opportunity to share our perspective and support a thorough, fact-based review of the proposed transaction. We believe the combination could deliver meaningful benefits to energy and industrial supply chains while strengthening the nation's long-term transportation and economic competitiveness.

Sincerely,



Marc McQuesten

CEO

Preferred Sands

mmcquesten@preferredsands.com

preferred



July 15, 2026

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

RoyOMartin, a privately held, sustainably and ethically managed forest products company, submits this statement in support of the proposed combination of Union Pacific and Norfolk Southern. We have a long-standing partnership with both railroads, and we view this transaction through the lens of maintaining a reliable, competitive, and efficient rail network that supports our operations and customers across North America.

RoyOMartin currently operates three (3) forest-products manufacturing facilities in Central Louisiana and East Texas, along with thousands of acres of managed forest land in Louisiana. A competitive and reliable rail system is essential to our business. We move thousands of shipments each year to customers across the United States, and the ability to transport bulk products efficiently and sustainably is critical to supporting the housing and industrial markets we serve.

Today, our rail movements are largely supported through established regional networks. However, the current structure—requiring coordination and interchanges between western and eastern carriers—can introduce additional time, cost, and variability. A more seamless coast-to-coast rail network has the potential to reduce these complexities and further strengthen service reliability across longer-haul lanes.

RoyOMartin believes the proposed combination provides several important benefits:

- **Improved Transit Times & Service Efficiency:** A single-line network would reduce delays associated with interchanges, enabling more consistent and predictable delivery of forest products to customers across America.
- **Enhanced Market Responsiveness:** With end-to-end service managed by a single carrier, RoyOMartin would be better positioned to respond quickly to shifts in demand across housing and industrial markets.
- **Expanded Market Reach:** A seamless transcontinental network could improve access to new destinations and customer markets, supporting continued growth and diversification of our shipping lanes.
- **Improved Cost Competitiveness:** Eliminating interchange handoffs and increasing operational efficiency has the potential to create more competitive and sustainable transportation solutions for bulk forest products.
- **Operational Simplicity & Accountability:** A single point of contact across the full length of haul would streamline communication, enhance shipment visibility, and improve issue resolution when service precision is critical.



At its core, this combination supports a more efficient and reliable supply chain. RoyOMartin appreciates the opportunity to share its perspective and supports a thorough, fact-based review of the proposed transaction. We believe this combination has the potential to deliver meaningful benefits to forest products shippers and the broader American economy.

Signed by:



3ACB5CCCA9A8441...

Cade Young
Executive Vice President Land, Timber & Supply Chain

07/14/2026



www.emultech.com

Subject: VSS Emultech Merger Support Letter

VSS Emultech manufactures and supplies the asphalt emulsion products used to build and maintain roads, highways, and other paved surfaces across California, and we are pleased to support the proposed combination of Union Pacific and Norfolk Southern. We operate two facilities served by Union Pacific, in West Sacramento and Redding, and the raw material that feeds them, liquid asphalt, reaches us by rail. For us, the structure of the rail network is not a back-office detail. It shapes where we can buy, what we pay, and the quality of the product we deliver to California's road builders.

For some time we have looked east for supply. We have held numerous discussions with refineries in the eastern United States about sourcing asphalt from them, but the added line-haul costs and longer transit times that come with moving across two railroads have made those opportunities hard to pursue. A single-line haul from the East would take those barriers down and give us real access to suppliers that are effectively out of reach today.

The timing makes this especially important. With two major California refineries scheduled to close, our state faces a real asphalt supply shortfall, and VSS Emultech is positioned to help fill it. Reliable single-line access to eastern refineries would let us broaden our inbound asphalt portfolio at exactly the moment California needs more supply, not less. It would also bring more competition among our suppliers, giving us additional sourcing options and greater flexibility in a market that is about to grow tighter.

There is a product-quality and efficiency benefit as well. Liquid asphalt cools and begins to harden the longer it sits in transit, and when a shipment reaches us cold, we spend extra time, labor, and energy reheating the material before it can be used. A shorter, single-line route from the East would keep our asphalt closer to working temperature on arrival, protecting product quality and taking real cost out of our operation.

Good roads depend on a steady, affordable supply of the materials that build them, and for California that supply is about to get harder to secure. A combined Union Pacific and Norfolk Southern would give VSS Emultech a faster, more competitive path to the asphalt our state's highways need, and we are glad to support it.

Sincerely,

Jesse Ferguson, PMP
Sr. Operations Manager
VSS Emultech

A handwritten signature in blue ink, appearing to read 'Jesse Ferguson', followed by the date '7/14/26'.

Road Oiling and Bulk Transport

"PROVEN SPECIALISTS IN QUALITY MATERIALS AND SERVICE"

3785 CHANNEL DRIVE
P.O. BOX 981150
WEST SACRAMENTO, CA 95798
(916) 371-8480

7200 PIT ROAD
REDDING, CA 96099-1866
(530) 241-1364

3800 GILMORE AVENUE
BAKERSFIELD, CA 93308
(661) 323-5904



The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

March 30, 2026
Delivered Via Email

Subject: Support for Union Pacific–Norfolk Southern Merger

Dear Chairman Fuchs:

As President of the Wisconsin Paper Council, I work for a historic and economically vital industry in our state. Wisconsin stands as the nation's leading papermaking state, with more mills and workers in the sector than any other – a testament to both the scale of our industry and its enduring importance to our economy. In addition to my work with the paper industry, my time as a State Legislator has also given me a clear understanding of how essential freight rail transportation is to the nation's economy – and to Wisconsin in particular. The continued success of papermaking depends on efficient, reliable, and cost-effective transportation networks that allow our products to compete in national and global markets. For that reason, I write in support of the proposed merger between Union Pacific (UP) and Norfolk Southern (NS).

Paper manufacturers rely heavily on freight rail to move raw materials and finished products alike. In a highly competitive industry, marginal costs – such as shipping – play a decisive role in a company's long-term success. A more integrated rail network, especially one that spans the nation West to East, would improve efficiency – delivering a critical competitive advantage for paper companies across Wisconsin.

This merger has the potential to enhance connectivity between manufacturers and expand access to markets across the country. For manufacturers, access to a seamless national rail system would reduce logistical complexity and increase reliability. These improvements would not only support existing operations but also encourage continued investment in our state's manufacturing base. A seamless freight network makes Wisconsin more competitive, more resilient, and more attractive to new business and future growth – outcomes that benefit every Wisconsinite.



Wisconsin's paper industry has long been a cornerstone of our state's economy, supporting thousands of jobs and communities. Infrastructure investments – including those both UP and NS have been committed to – enhance transportation efficiency and play a direct role in sustaining manufacturing industries across the board. This merger represents an opportunity to modernize and improve the freight rail system in a way that aligns with the needs of manufacturers in Wisconsin and across the nation.

A combined Union Pacific-Norfolk Southern railway would create a more connected and efficient rail network, benefiting the paper industry and the broader Wisconsin manufacturing sector. I respectfully urge you to approve the merger and allow it to move America forward.

Sincerely,

A handwritten signature in blue ink, reading "Scott Suder". The signature is fluid and cursive, with a long horizontal stroke extending to the left.

Scott Suder
President
Wisconsin Paper Council

GOVERNMENT OFFICIALS, CHAMBERS OF
COMMERCE, AND COMMUNITY GROUPS



Alma Area Chamber of Commerce

P. O. Box 2607
Alma, AR 72921

(479)632-4127
director@almachamber.com

June 11, 2026

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Dear Chairman Fuchs,

During my time in western Arkansas, it became clear how this region has sustained and grown over the years. Whether that be the major employers taking notice of the talent in their backyard or those who decided to build a business from the ground up, our people have generated a local economy that works, and rail service plays a key role. Being at the corner of major markets, transporting products efficiently is the separator between winning and losing big deals. In this part of the state, infrastructure doesn't just move freight; it builds business.

That's why the proposed merger between Union Pacific and Norfolk Southern matters for western Arkansas. Our region depends on reliable service to sustain the supply chain and flow of commerce. Dependability translates into real community benefits: when our rail service is consistent, manufacturers can expand production, farmers can move their products more efficiently, and small businesses that supply those industries see more opportunities. For the residents of western Arkansas, we have found a steadfast partner in Union Pacific. When rail operations remain consistent, they serve as more than just a background function for commerce; they become a critical catalyst that fuels regional growth and economic expansion.

For communities and local economies that rely on businesses big and small, we have a friend in Union Pacific. With the right plans in place, this merger would spell great news for development across the nation, and I support its approval.

Sincerely,

Bryan Huff
President and CEO
Alma Chamber of Commerce



KERMIT A. KENNEDY
Commissioner Precinct No. 2
County Judge Pro-Tem
P.O. Box 908
Lufkin, Texas 75902

March 17, 2026

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423
Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

As a Commissioner in Angelina County, I write to express my support for the proposed merger between Union Pacific and Norfolk Southern. I respectfully encourage the Surface Transportation Board to approve this proposal, as it could bring meaningful benefits to communities across Deep East Texas.

Our region depends heavily on reliable transportation to support key industries such as forestry, timber, manufacturing, and agriculture. Strong freight connections are essential to keeping East Texas industries competitive. A more integrated national rail network would strengthen access to major markets and help ensure efficient and reliable shipping of goods.

Angelina County sits in a region where rural highways already carry a significant amount of commercial truck traffic. Expanding the capacity and efficiency of freight rail can help move more cargo by rail, which in turn reduces congestion and wear on local roads. For counties responsible for maintaining rural infrastructure, that kind of shift can make a real difference for both public safety and taxpayer resources.

A stronger rail network also supports long-term economic development across Deep East Texas. Improved freight connectivity helps existing employers grow while making our communities more attractive to new investment. For counties like ours that are focused on creating opportunities while preserving our quality of life, dependable infrastructure is essential.

For these reasons, I respectfully encourage the Board to approve the Union Pacific–Norfolk Southern merger. It represents an important investment in the transportation system that supports communities like those in Angelina County and across East Texas.

Sincerely,

Kermit Kennedy
Angelina County Commissioner

cc: Member Schultz
Member Hedlund



Mayor
Scott Byrd
700 Clay St.
Arkadelphia, AR 71923
Ph: (870) 246-9864
rde@scottbyrddds.com

10 July, 2026

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Dear Chairman Fuchs,

As Mayor of Arkadelphia, Arkansas, I write in support of the proposed merger between Union Pacific and Norfolk Southern. A stronger, more connected national rail network only builds on that progress. The cities in our region have spent the last five years building real momentum, and nowhere is that clearer than at the Southwest Arkansas Mega Site — nearly 1,000 acres in Gum Springs, sitting right along the Union Pacific mainline, now certified and ready to compete for major manufacturing projects. A stronger, more connected national rail network only builds on that progress.

A combined Union Pacific–Norfolk Southern network promises faster, more seamless coast-to-coast service — a real advantage for a river city built on transportation and industry. Arkadelphia sits at a crossroads of opportunity. Reliable, efficient freight service matters to the manufacturers and employers who choose to invest here, and it matters to the ones we hope to attract next.

We've worked hard alongside the schools and colleges in our city, as well as local workforce partners, to prepare Arkadelphia's people for tomorrow's jobs. Improved rail connectivity strengthens that pipeline, linking our workforce and our products to bigger markets.

I encourage the Surface Transportation Board to approve this merger. It stands to benefit not just Arkadelphia but communities like ours across the country.

Sincerely,

A handwritten signature in blue ink, appearing to read 'Scott Byrd', is written over the printed name.

Dr. Scott Byrd
Mayor, City of Arkadelphia, Arkansas



STATE OF ARKANSAS

House of Representatives

REPRESENTATIVE

Tara T. Shephard
P.O. Box 56468
Little Rock, Arkansas 72215
501-838-8448 Cell
tara.shephard@arkansashouse.org

DISTRICT: 79

Counties:

Part Pulaski

COMMITTEES:

Public Transportation

City, County and Local Affairs

Alternate,

Joint Committee on Military and Veterans
Affairs

Alternate,

Joint Committee on Energy

June 26, 2026

The Honorable Patrick J. Fuchs, Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Dear Chairman Fuchs:

During my time serving the people of central Arkansas and Pulaski County, I have seen how dependable partners transform lives. Around the Little Rock metro, Union Pacific has been a stalwart contributor to the local economy, empowering its employees of all types with the highest level of service, workforce development, and industry know-how—building a generation of Arkansans who not only work for UP, but give back to their community.

As Arkansas works to strengthen workforce participation, this merger creates an opportunity to expand pathways into stable, skilled careers. Union Pacific has already shown a commitment to workforce development through skilled training and long-term investment in its employees, and a combined UP–Norfolk Southern network can strengthen similar opportunities for workers and families across the country.

At a time when our state, like many across the country, is focused on reconnecting more Arkansans to meaningful employment, upward mobility, and continued investment in local talent, partners like Union Pacific have been crucial to help close the gap between available jobs and workers seeking opportunity. This merger can strengthen not only our transportation network, but the workforce that supports it.

Chairman Fuchs
6/26/2026
Page 2



STATE OF ARKANSAS

House of Representatives

For these reasons, I respectfully urge approval of the Union Pacific–
Norfolk Southern merger.

Sincerely,

A handwritten signature in black ink that reads "Tara T. Shephard". The signature is written in a cursive, flowing style.

Tara T. Shephard
State Representative
District 79

TTS/dl



STATE OF ARKANSAS

House of Representatives

REPRESENTATIVE

James P. Eaton
P.O. Box 97
Huntsville, Arkansas 72740
479-790-0364 Cell
james.eaton@arkansashouse.org

DISTRICT: 26

Counties:

Part Carroll
Part Franklin
Madison

COMMITTEES:

Revenue and Taxation
Aging, Children and Youth, and
Legislative Affairs
1st Alternate,
Legislative Joint Auditing Committee

February 10, 2026

The Honorable Patrick J. Fuchs, Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Dear Chairman Fuchs:

Economic growth depends on strong, reliable infrastructure that allows businesses to move goods efficiently, reach new markets, and expand operations with confidence. I support the proposed Union Pacific–Norfolk Southern merger because of what it means for Arkansas’ economy and long-term competitiveness. In short, we want to keep the momentum growing.

Arkansas’ economy is built on industries such as manufacturing, agriculture, energy, and logistics—all of which rely heavily on dependable freight transportation. A stronger, more integrated rail system can reduce delays, improve supply-chain reliability, and continue to make Arkansas a more attractive place for investment and job creation.

Before entering public service, I spent years doing what it takes to support my local economy and saw firsthand how closely opportunity is tied to stability. When local economies are strong, families stay, businesses grow, and towns are better positioned to thrive. Infrastructure is a critical link in that chain, especially in rural and small-town Arkansas, where access to markets can determine success or decline.

This merger represents an opportunity to modernize and strengthen a system that underpins much of our state’s economic activity. Strengthening our freight infrastructure is a practical step toward ensuring Arkansas continues to be a place where businesses invest and families can build lasting futures.

Sincerely,

A handwritten signature in black ink, appearing to read "James P. Eaton".

James P. Eaton
State Representative
District 26

JE/jc



STATE OF ARKANSAS

House of Representatives

REPRESENTATIVE

Zachary Gramlich
2020 South T Street
Fort Smith, Arkansas 72901
479-831-8072 Cell
zack.gramlich@arkansashouse.org

DISTRICT: 50

Counties:

Part Sebastian

COMMITTEES:

Public Health, Welfare and Labor

Insurance and Commerce

Alternate,

Joint Committee on Military and Veterans
Affairs

Joint Committee on Energy

2nd Alternate,

Legislative Joint Auditing Committee

Joint Budget

February 27, 2026

The Honorable Patrick J. Fuchs, Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Dear Chairman Fuchs:

Dependable partners are the backbone of the River Valley economy. In Fort Smith, local employers of all sectors, manufacturers, suppliers, and logistics partners, plan production schedules and payroll around the assumption that infrastructure will perform consistently. Stability and service are not theoretical ideas; they are the foundation that allows businesses to invest with confidence and workers to count on steady employment.

For decades, Union Pacific has been a reliable and consistent presence in our regional economy, which is why I support the merger between them and Norfolk Southern. That track record of service and operational strength has helped Fort Smith remain competitive in manufacturing, distribution, and river commerce. Businesses know what to expect, which is a major reason capital continues to flow into our community.

The proposed merger with Norfolk Southern presents an opportunity to extend that same level of dependability across a broader network. A more unified rail system can enhance route stability, improve service continuity, and reduce disruptions that strain supply chains, all of which the country has had to rally around in the aftermath of the pandemic. For companies competing in national and global markets, reliability is often the deciding factor between expansion and hesitation.

Chairman Fuchs

2/27/2026

Page 2

In Fort Smith, we value our partners, and Union Pacific will continue to show up across the country. With appropriate regulatory review and approval, this merger can reinforce the stability that has defined rail service in the River Valley and communities like it for generations.

Sincerely,

A handwritten signature in black ink, appearing to read "Zach Gramlich", with a stylized flourish at the end.

Zachary Gramlich
State Representative
District 50

ZG/jc

REPRESENTATIVE

Marcus E. Richmond

P.O. Box 4

Gravelly, Arkansas 72838

479-207-3999 Cell

richmond4staterrep@gmail.com

DISTRICT: 52

Counties:

Scott

Part Sebastian

Part Yell

COMMITTEES:

Public Transportation

Agriculture, Forestry and Economic

Development

Chairperson,

Joint Committee on Military and Veterans

Affairs

Joint Budget



STATE OF ARKANSAS

House of Representatives

February 25, 2026

The Honorable Patrick J. Fuchs

Chairman

Surface Transportation Board

395 E Street SW

Washington, DC 20423

Dear Chairman Fuchs:

Across my district, covering communities in the Ouachita and the River Valley, growth has always been based on continuity. Small businesses and family-run operations built these communities, and local employers exemplify the best of small-town America. When infrastructure expands alongside these communities, it preserves that legacy while opening opportunities for the future, which is why I support the merger between Union Pacific and Norfolk Southern.

For decades, Union Pacific has served the people of Arkansas, providing dependable freight service that allows local industry to operate, expand, and remain competitive. From major industries like forestry, agriculture, and manufacturing to the neighborhood lunch spot, dependable rail access, provided by partners like Union Pacific, has enabled local businesses to remain rooted in Arkansas while expanding into markets outside the state. This consistent presence strengthens the stability that our towns rely on.

The proposed merger with Norfolk Southern creates opportunities for employers to modernize and new investments to emerge, and rail infrastructure must scale to meet the needs of a growing, evolving economy. A more integrated network allows communities like mine across the country to preserve their legacies and open new opportunities to position themselves for sustainable, long-term growth.

With appropriate oversight, this merger can help rail capacity continue expanding in step with the small businesses, family industries, and working families who define this district, preserving our heritage while supporting the next generation of economic opportunity.

Sincerely,

ME Richmond

Marcus E. Richmond

State Representative

District 52

MER/mjs



STATE OF ARKANSAS

House of Representatives

REPRESENTATIVE

Mark D. McElroy
2645 Highway 138 East
Tillar, Arkansas 71670
870-222-8217 Cell
mdmcelroy1@yahoo.com

DISTRICT: 62

Counties:

Part Arkansas
Part Desha
Lee
Part Monroe
Phillips
Part St. Francis

COMMITTEES:

Public Transportation
State Agencies and Governmental Affairs
Joint Performance Review
Legislative Joint Auditing Committee

February 9, 2026

The Honorable Patrick J. Fuchs, Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Dear Chairman Fuchs:

As a farmer and a long-time public servant, I have seen firsthand how closely rural Arkansas is tied to dependable infrastructure. Agriculture does not operate in a vacuum. Farmers rely on efficient transportation networks to move crops, inputs, and finished goods to market, and when freight systems are unreliable, it directly affects farm margins and rural livelihoods.

For that reason, I support the proposed Union Pacific-Norfolk Southern merger and what it could mean for the people who work the land and sustain our rural communities. Arkansas producers compete not just with neighboring states, but in national and global markets. A stronger, more connected rail network would help reduce shipping delays, improve reliability, and lower transportation costs for farmers and agribusinesses across the state.

Those benefits extend beyond the farm gate. When transportation works, rural communities are better positioned to attract processing facilities, storage operations, and manufacturing plants that provide stable jobs and keep small towns viable. These opportunities help young families stay local and invest in the future of their communities.

This merger is not about change, but with the right leadership, appropriate oversight, which I believe stands to hold in this deal, prioritizing the focus on service and safety, it represents a practical investment in Arkansas agriculture and the rural economies that depend on it.

Sincerely,

A handwritten signature in blue ink that reads "Mark D. McElroy".

Mark D. McElroy
State Representative
District 62

MM/sj



STATE OF ARKANSAS

House of Representatives

REPRESENTATIVE

Glenn Barnes
2004 W Vaugine Avenue
Pine Bluff, Arkansas 71601
870-329-7957 Cell
pinehillmbc111@gmail.com

DISTRICT: 65

Counties:

Part Arkansas
Part Jefferson

COMMITTEES:

Public Health, Welfare and Labor
Aging, Children and Youth, and Legislative
Affairs
Alternate,
Joint Committee on Advanced
Communications and Information
Technology

March 9, 2026

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Dear Chairman Fuchs:

In Pine Bluff, railroads are part of our history. For generations, trains moving through Jefferson County helped build the local economy and connected our community to the rest of the country. Rail helped move the timber, crops, and industrial goods in Pine Bluff. This kept people working and businesses growing here long before the logistic machinations and systems of today. That rail connection still shapes the rhythm of our local economy today, which is why I support the merger between Union Pacific and Norfolk Southern.

For many years, Union Pacific has continued to spur economies through the power of rail, helping industries in and around Pine Bluff move products to market and stay connected to broader supply chains. When freight service is dependable, it helps employers operate with confidence, keeping jobs in the community. That kind of confident stability will continue to sustain Jefferson County's long-term health.

As industries evolve and new opportunities emerge across South Arkansas, rail infrastructure needs to remain strong and reliable enough to support them. A more connected network can help ensure that communities like Pine Bluff continue to benefit from the same access and opportunities that railroads have provided here for generations.

Chairman Fuchs

3/9/2026

Page 2

From my work in both the community and economic development efforts in Jefferson County, I've seen how important dependable infrastructure is to attracting investment and supporting local employers. This merger can help ensure that rail service continues to support the businesses, workers, and families who are building the next chapter of Pine Bluff's economy.

Sincerely,

A handwritten signature in black ink, appearing to read "Glenn Barnes". The signature is fluid and cursive, with the first name "Glenn" and last name "Barnes" clearly distinguishable.

Glenn Barnes
State Representative
District 65

GB/mjs



STATE OF ARKANSAS

House of Representatives

REPRESENTATIVE

DeAnn Vaught
266 Dairy Road
Horatio, Arkansas 71842
870-584-8804 Cell
deann.vaught@arkansashouse.org

DISTRICT: 87

Counties:

Part Howard
Little River
Sevier

COMMITTEES:

Education
Agriculture, Forestry and Economic
Development
Rules
Chairperson,
House Management
2nd Alternate,
Legislative Joint Auditing Committee

March 16, 2026

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Dear Chairman Fuchs:

Across my district, covering communities in the Ouachita and the River Valley, growth has always been based on continuity. Small businesses and family-run operations built these communities, and local employers exemplify the best of small-town America. When infrastructure expands alongside these communities, it preserves that legacy while opening opportunities for the future, which is why I support the merger between Union Pacific and Norfolk Southern.

For decades, Union Pacific has served the people of Arkansas, providing dependable freight service that allows local industry to operate, expand, and remain competitive. From major industries like forestry, agriculture, and manufacturing to the neighborhood lunch spot, dependable rail access, provided by partners like Union Pacific, has enabled local businesses to remain rooted in Arkansas while expanding into markets outside the state. This consistent presence strengthens the stability that our towns rely on.

The proposed merger with Norfolk Southern creates opportunities for employers to modernize and new investments to emerge, and rail infrastructure must scale to meet the needs of a growing, evolving economy. A more integrated network allows communities like mine across the country to preserve their legacies and open new opportunities to position themselves for sustainable, long-term growth.

Chairman Fuchs

3/16/2026

Page 2

With appropriate oversight, this merger can help rail capacity continue expanding in step with the small businesses, family industries, and working families who define this district, preserving our heritage while supporting the next generation of economic opportunity.

Sincerely,

A handwritten signature in black ink that reads "DeAnn Vaught". The signature is written in a cursive, flowing style with a large, stylized "V" at the end.

DeAnn Vaught
State Representative
District 87

DV/mjs



STATE OF ARKANSAS

House of Representatives

REPRESENTATIVE

Richard Womack

866 N 12th Street

Arkadelphia, Arkansas 71923

870-403-6287 Cell

richard.womack@arkansashouse.org

DISTRICT: 90

Counties:

Part Clark

Part Garland

Part Hot Springs

COMMITTEES:

Public Transportation

City, County and Local Affairs

Joint Committee on Public Retirement and

Social Security Programs

Legislative Joint Auditing Committee

March 9, 2026

The Honorable Patrick J. Fuchs, Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Dear Chairman Fuchs:

In my district, we recognize that transportation infrastructure is the backbone of economic stability. From family-owned small businesses to large corporations, the local economy depends on reliable, trustworthy systems. Growth in this part of the state has always relied on infrastructure that keeps up with the needs of the people and industries it serves.

The proposed merger between Union Pacific and Norfolk Southern should be evaluated through the lens of stability and future capacity. As South Arkansas continues to modernize, particularly in forestry and manufacturing, rail infrastructure must evolve accordingly. A more integrated network has the potential to make our railways stronger, more efficient, and stable for years to come.

For decades, Union Pacific has been a vital part of our infrastructure. Their reliable freight services have allowed businesses like mine to serve our communities and create growth opportunities. This operational stability gives employers the confidence they need to sustain their businesses in South Arkansas and attract new businesses to build on that momentum.

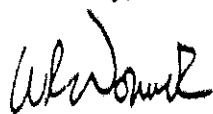
Chairman Fuchs

3/9/2026

Page 2

With proper regulatory handling and oversight, this merger can help ensure that rail services expand alongside the communities in my district and across the country, reinforcing the dependable foundation we have relied on for generations.

Sincerely,

A handwritten signature in black ink, appearing to read "Richard Womack". The signature is fluid and cursive, with the first name "Richard" and last name "Womack" clearly distinguishable.

Richard Womack
State Representative
District 90

RW/jc



STATE OF ARKANSAS

House of Representatives

REPRESENTATIVE

Sonia Eubanks Barker

101 McDonald Street

Smackover, Arkansas 71762

870-814-7605 Cell

sonia.barker@arkansashouse.org

DISTRICT: 96

Counties:

Part Bradley

Calhoun

Part Cleveland

Dallas

Part Ouachita

Part Union

COMMITTEES:

Education

Chairperson,

Aging, Children and Youth, and

Legislative Affairs

House Management

Alternate,

Joint Committee on Public Retirement

and Social Security Programs

Legislative Joint Auditing Committee

February 9, 2026

The Honorable Patrick J. Fuchs

Chairman

Surface Transportation Board

395 East Street, S.W.

Washington, DC 20423

Dear Chairman Fuchs:

Prior to serving in the legislature, I taught school in the Smackover area. I saw generations of students seek meaningful local work that would let them stay, raise families, and contribute to their communities. This perspective continues to guide my public service.

I support the proposed Union Pacific Norfolk Southern merger because of its impact on the people and industries of southern Arkansas. Our region relies on energy, timber, manufacturing, agriculture, and logistics. These employers provide jobs for my constituents and many former students. Their success depends on reliable, efficient transportation networks that connect them to broader markets.

A stronger, integrated rail system would benefit southern Arkansas by reducing shipping delays, lowering transportation costs, and improving access to customers nationwide. This reliability helps current employers expand and attracts new investment to growing communities.

As a former educator, I see the connection clearly. Strong local industries strengthen schools. Stable employment keeps families rooted, supports local tax bases, and provides students with a clear path from education to opportunity.

This merger is not about corporations. It is about keeping rural regions like southern Arkansas competitive and connected. With proper oversight, it represents a meaningful investment in our people, workforce, and future.

Sincerely,

A handwritten signature in cursive script that reads "Sonia E. Barker".

Sonia Eubanks Barker

State Representative

District 96

SEB/vs

STEVE CROWELL

SENATOR
3RD DISTRICT
(870) 557-3440

steve.crowell@senate.ar.gov

POST OFFICE BOX 352
MAGNOLIA, ARKANSAS 71754



**THE SENATE
STATE OF ARKANSAS**

VICE CHAIR:
REVENUE & TAXATION

MEMBER:
AGRICULTURE, FORESTRY & ECONOMIC DEVELOPMENT
JOINT INTERIM COMMITTEE ON LEGISLATIVE FACILITIES
LEGISLATIVE JOINT AUDITING
EFFICIENCY

March 13, 2026

The Honorable Patrick J. Fuchs, Chairman
Surface Transportation Board
395 E Street SW
Washington, D.C. 20423

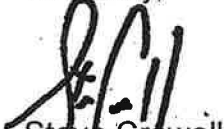
Dear Chairman Fuchs:

Please accept this letter in regards to the proposed merger between Union Pacific and Norfolk Southern. Rail infrastructure is vital to economic growth and serves as a backbone for development, employment, and sustained stability. This merger will offer enhanced reliability in service, increased capacity, and more resilient supply chains.

Infrastructure is essential to quality of life in south Arkansas. Families and businesses rely on dependable transportation to bring agricultural products to market, attract new industries, and create good-paying jobs. Education, civic engagement, and community development are top priorities in Arkansas, and this merger would expand on the infrastructure that makes addressing these top priorities possible.

Improved freight service will benefit supply chains, ease bottlenecks, and give Arkansas the opportunity to attract new employers. I respectfully urge approval of the Union Pacific-Norfolk Southern merger. If I can be of further assistance, please do not hesitate to contact me.

Sincerely,


Steve Crowell
State Senator
District 3

SC:lag

TERRY RICE

SENATOR
5TH DISTRICT
(479) 650-9712
terry.rice@senate.ar.gov

POST OFFICE BOX 2195
WALDRON, ARKANSAS 72958



**THE SENATE
STATE OF ARKANSAS**

CHAIR:
JOINT PERFORMANCE REVIEW

MEMBER:
JUDICIARY
CITY, COUNTY, LOCAL AFFAIRS
EFFICIENCY

July 8, 2026

The Honorable Patrick J. Fuchs
Surface Transportation Board Chairman
395 E Street S.W.
Washington, D.C. 20423

Dear Chairman Fuchs:

I am writing to express my support for the proposed merger between Union Pacific and Norfolk Southern. In rural Arkansas, infrastructure is the lifeblood of our economy. Our small businesses, from agriculture to manufacturing, depend on reliable transportation networks to reach markets and maintain a competitive edge. When rail systems operate at peak efficiency, they provide the backbone for long-term stability across our region and state.

By strengthening this network, we are doubling down on Arkansas as a premier logistics hub, making our region significantly more attractive for new industries and job growth. Union Pacific has proven to be a consistent and dependable partner in supporting commerce throughout Arkansas. This endeavor is a vital step toward creating a more connected and efficient rail system that will benefit our families and businesses for years to come.

Thank you for your time and attention in this matter. I respectfully ask the board to give this merger every consideration, as it will help ensure a brighter economic future for the State of Arkansas. If I can be of further assistance, please do not hesitate to contact me.

Sincerely,

A handwritten signature in black ink that reads "Terry Rice". The signature is fluid and cursive, with the first and last names clearly legible.

Terry Rice
State Senator
District 5

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

As President and CEO of the Boulder Chamber of Commerce, I am writing to express my strong support for the proposed merger between Union Pacific and Norfolk Southern.

Freight rail is a cornerstone of Colorado's economy, safely moving the goods that power our industries, support our agricultural producers, and connect communities like Boulder to markets across the nation and the world. Union Pacific has long been an essential transportation partner for businesses throughout our region, providing efficient, reliable, and cost-effective service to companies of all sizes. The American freight rail network is not only critical to economic growth – it is also one of the most sustainable modes of transportation available, helping reduce highway congestion, lower emissions, and improve overall supply chain efficiency.

Moving freight off of our congested interstates and onto rail will help with congestion and take trucks off the road.

The proposed merger offers a unique opportunity to strengthen this network and deliver tangible benefits for Colorado's business community, including:

Improved Service Reliability: More direct routes and enhanced operational coordination will reduce bottlenecks and improve service consistency for Colorado shippers.

Reduced Transit Times: Streamlined operations and fewer interchanges will allow goods produced in Colorado to reach national and international markets more quickly and competitively.

Increased Investment: A stronger, unified transcontinental system will be better positioned to invest in modern infrastructure, advanced technology, and enhanced safety systems that benefit communities across our state.

Expanded Reach: The combined network will provide Colorado businesses with broader access to eastern U.S. markets, opening new opportunities for growth and strengthening supply chain resilience.

This merger is about more than just railroads—it is about supporting economic vitality in regions like Boulder, enhancing connectivity for businesses, and ensuring that America's freight rail system remains globally competitive in the decades ahead.

I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the meaningful benefits it will bring to Colorado's economy and the national freight network.

Sincerely,



John Tayer
President and CEO

Dear Chairman Fuchs,

The proposed merger between Union Pacific and Norfolk Southern represents more than a consolidation of railroads—it is an opportunity to strengthen the infrastructure that underpins economic development across the United States. In Iowa, rail transportation is essential to our economy. The efficient movement of agricultural and manufactured goods allows our communities to remain competitive both nationally and globally.

As Executive Director of the Chamber & Development Council of Crawford County, I see firsthand the importance of reliable transportation to the long-term success of rural communities. This merger has the potential to improve service reliability by reducing interchanges, increasing operational flexibility, and enhancing overall scheduling efficiency.

In our county seat of Denison, rail has long been a critical part of the community's history and an essential driver of commerce. Increased investment in rail infrastructure and expanded outreach to local businesses would strengthen our local economy, support existing employers, and help create new job opportunities.

On behalf of the Chamber & Development Council of Crawford County, I respectfully encourage the Surface Transportation Board to approve the proposed merger and support continued investment in the transportation networks that sustain rural America.

Best Regards,



Paul Plumb

Director

Chamber & Development Council of Crawford County

Chairman

Harry B. Johnston

County Manager

Geoffrey E. Morton, P.E.

**Commissioners**

Will Cagle, District 1
Richard Weatherby, District 2
Benny Carter, District 3
Corey Ragsdale, District 4

BOARD OF COMMISSIONERS

February 5, 2026

1130 Bluffs Parkway

Canton, Georgia 30114

678-493-6000 | Fax 678-493-6013

www.cherokeecountyga.gov

The Honorable Patrick J. Fuchs
Chairman

Surface Transportation Board
395 E Street SW

Washington, DC 20423

Subject: Support for Norfolk Southern & Union Pacific Merger

Dear Chairman Fuchs:

As a member of the Cherokee County Commission in Georgia, I'm writing to express my strong support for the proposed merger between Norfolk Southern and Union Pacific.

Freight rail is a cornerstone of our state's economy, safely moving the goods that power our industries and connect our communities to markets nationwide. Norfolk Southern has long been a transportation partner for our state, and this merger can reduce congestion on our roads, enhance public safety, and create efficiencies in shipping for businesses and consumers.

Cherokee County is one of the fastest-growing counties in Georgia, and we have a direct interest in the benefits brought about by this merger. We know that transportation is something we have to get right for our community. Starting this year, the voters have enacted a Transportation-Special Purpose Local Option Sales Tax to boost our transportation investments over the next several years. Reduced traffic and enhanced safety are not issues that are abstract to us, they are real.

The proposed merger offers a unique opportunity to strengthen our community and deliver tangible benefits for consumers, communities, and shippers, including:

- **Improved Service Reliability:** More direct routes and greater operational flexibility will help prevent service disruptions and improve schedule dependability.
- **Reduced Transit Times:** Eliminating certain interchanges will speed the movement of goods, helping our businesses reach customers faster and more competitively.
- **Expanded Reach:** The broader geographic footprint will open new markets for our state's products and strengthen supply chain resilience.

This merger is about more than just railroads – it's about securing the future of our transportation network, enhancing public safety, and ensuring our economic development remains strong into the future.

I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to our state and the national economy.

Sincerely,

Will Cagle

Cherokee County Commissioner – District 1

cc: Member Schultz
Member Hedlund



CITY OF CHICAGO



FELIX CARDONA, JR.
ALDERMAN, 31ST WARD

April 8, 2026

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

As Alderman of the 31st Ward in Chicago, I write to express my support for the proposed merger between Union Pacific and Norfolk Southern.

Union Pacific has long been a vital transportation partner for our city and state, providing reliable and cost effective service to businesses of all sizes. Freight rail is essential to economic growth and remains one of the most sustainable transportation options, helping reduce congestion and emissions.

This merger presents an opportunity to strengthen the rail network and deliver meaningful benefits, including improved service reliability through more direct routes, reduced transit times by eliminating certain interchanges, increased investment in infrastructure and safety, and expanded market access that will enhance supply chain resilience.

This proposal is about more than railroads. It supports economic development, modernizes our transportation network, and helps ensure continued global competitiveness.

I respectfully urge the Surface Transportation Board to give this proposal full and favorable consideration in light of the benefits it will bring to our state and the national economy.

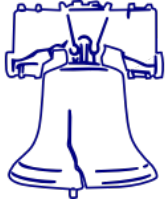
Sincerely,

Felix Cardona, Jr.

Alderman, 31st Ward

cc: Member Schultz
Member Hedlund

FC/kc



City of Albia, Iowa

120 South Main Street, Albia, Iowa 52531

Jay Andrews – Mayor
Linda Heller – City Clerk

Feb. 12, 2026

The Honorable Patrick J. Fuchs

Chairman -Surface Transportation Board

395 E Street SW Washington, D.C. 20423

Subject: Support for Proposed Merger Between Union Pacific and Norfolk Southern

Dear Chairman Fuchs,

As the mayor of Albia, Iowa, I understand the importance of rail to our community. We have local businesses who work with repairing locomotives, to industrial operations that require freight. Our town also hosts an interchange that connects industries in southern Iowa with the materials they need to keep our local economy strong. Improved rail efficiency means better production and improved business operations; this has potential to increase rail service and in turn create more economic opportunity.

The state of Iowa has long relied on rail for manufacturing and agriculture; it has been an important part of keeping our rural communities connected to the continental United States. A dependable, efficient and reliable rail system is vital to ensuring economic success across the country, not just Iowa. The proposed merger between Union Pacific and Norfolk Southern will help achieve this goal, and I support its approval.

On behalf of the City of Albia, I encourage the Surface Transportation Board to approve this merger. It represents an excellent opportunity to positively impact rural communities in Iowa, and it is a step worth taking to ensure a stronger American.

Sincerely,

Jay Andrews

Mayor - City of Albia

Mayor
Jim Fincher

Clerk Treasurer
Cathy Shores



804 Fayetteville Ave., Ste B
Alma, AR 72921 479-632-4110

19 May, 2026

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Dear Chairman Fuchs,

In both banking and public service, you learn that growth depends on stability. Communities do best when they have infrastructure, they can rely on and when businesses feel confident enough to invest for the long term. In Alma, we understand that well. Sitting at the intersection of major transportation corridors, we've seen how important dependable infrastructure is to keeping local economies strong and connected.

That's why I support the proposed merger between Union Pacific and Norfolk Southern. Infrastructure investments should always be measured by whether they improve reliability and create long-term value for the communities they serve. If this merger results in stronger coordination and a more dependable freight network like we expect, it will benefit not only the industry but the local economies throughout the River Valley.

Union Pacific has long been a partner in Western Arkansas. They have helped move products efficiently, supports local industry, and strengthens the broader transportation network businesses depend on every day. We have seen the system work consistently, and our communities are better positioned to grow responsibly while attracting new investment.

Alma has always benefited from being well-connected, and that becomes even more important as our region continues to thrive. With the right plans in place, this merger has the potential to strengthen the transportation foundation that businesses and communities across Western Arkansas depend on every day.

Sincerely,

Hon. Jim Fincher

A handwritten signature in black ink, appearing to read "Jim Fincher", with a large, stylized flourish at the end.

Mayor, City of Alma, AR

Almaarkansas.gov

CITY OF BRUNSWICK OFFICE OF THE MAYOR

601 Gloucester Street * Post Office Box 550 * Brunswick * Georgia * 31520-0550 * (912) 267-5529 * cell (912) 400-1504



February 11, 2026

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423
Subject: Support for Norfolk Southern & Union Pacific Merger

Dear Chairman Fuchs:

As the Mayor of Brunswick, Georgia, and someone who is very well-versed in the rail infrastructure in my city, I am writing to express my strong support for the proposed merger between Norfolk Southern and Union Pacific.

Freight rail is a cornerstone of our state's economy, safely moving the goods that power our industries, support our farmers and connect our communities to markets across the nation and the world. Norfolk Southern has long been an essential transportation partner for our state, providing efficient, reliable and cost-effective service to businesses large and small.

Here in Brunswick, Norfolk Southern has a significant presence in our community through the Port of Brunswick and Colonel's Island with on-terminal rail. We are a growing community, and this merger has the potential to enhance our transportation infrastructure, reduce congestion, and enhance public safety.

The proposed merger offers a unique opportunity to strengthen our network and deliver tangible benefits for shippers, consumers and communities, including:

- **Improved Service Reliability:** More direct routes and greater operational flexibility will help prevent service disruptions and improve schedule dependability.
- **Reduced Transit Times:** Eliminating certain interchanges will speed the movement of goods, helping our businesses reach customers faster and more competitively.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in modern infrastructure, advanced technology and enhanced safety systems.
- **Expanded Reach:** The broader geographic footprint will open new markets for our state's products and strengthen supply chain resilience.

This merger is about more than just railroads – it's about securing the future of our transportation network, supporting economic development and ensuring American freight rail remains globally competitive.

I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to our state and the national economy.

Sincerely,

A handwritten signature in blue ink, appearing to read 'C. Johnson', with a stylized flourish extending to the right.

Cosby H. Johnson
Mayor, City of Brunswick

cc: Member Schultz
Member Hedlund



City of Bryant
210 SW 3rd St.
Bryant, AR 72022
(501) 943-0999

6 April, 2026

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Dear Chairman Fuchs,

In Bryant, we are planning for growth with intention and making sure that, as our community expands, we are prepared. As we grow, our infrastructure grows with it, reflecting the needs of the people who live, work, and invest here. That kind of forward-looking approach depends on dependable, well-connected transportation systems, which is why I support the proposed merger between Union Pacific and Norfolk Southern.

As one of Central Arkansas's fastest-growing cities, Bryant is seeing new neighborhoods, new businesses, and continued investment across our community. Keeping pace with that growth requires infrastructure that is reliable and built for the long term. Rail may not always be visible day to day, but it plays an important role in supporting regional commerce and strengthening the economic environment on which growing cities depend.

When companies consider where to locate or expand, they seek stability and connectivity. A dependable rail network helps create both, supporting job creation and giving communities like Bryant a stronger position in attracting new opportunities. It also helps ensure that existing employers can continue to operate efficiently and plan for the future with confidence.

As we continue building toward the future, investments that strengthen reliability and expand capacity matter. With time, this merger can help ensure that the infrastructure supporting Bryant's growth stands ready to meet the demands of the years ahead.

Sincerely,

Mayor Chris Treat
City of Bryant, Arkansas

December 17, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Strengthening Rural Iowa Through a Unified Rail Network

Dear Chairman Fuchs:

Communities and businesses in Iowa have relied on rail service for as long as the state has existed. As Mayor of Bussey, Iowa – a community founded specifically because of the railroad – I understand how essential efficient rail connections are to our economic success.

Railroads reached Bussey in 1875. Our community was laid out by Jesse Bussey along the Albia, Knoxville and Des Moines Railroad, which was then purchased by the Chicago, Burlington and Quincy Railroad. These rail connections supported Bussey's coal mining industry and agricultural economy, helping Bussey grow and remain connected to larger markets in Iowa and beyond.

Just as railroads helped shape Bussey, the combined networks of Norfolk Southern and Union Pacific would not only strengthen Iowa's networks in national commerce but also generate new jobs and economic growth across the state, benefiting communities well beyond Bussey and Marion County.

On behalf of the citizens of Bussey, Iowa, we urge the Surface Transportation Board to approve this merger so we can take advantage of the efficiencies, investments, and opportunities it will bring – connecting our communities regionally, nationally and across the globe.

Thank you for your time and consideration of our interests.

Sincerely,

A handwritten signature in cursive script, reading "Larry Pinegar".

Mayor Larry D. Pinegar
City of Bussey, Iowa

cc: Member Schultz
Member Hedlund

April 22, 2026

The Honorable Patrick J. Fuchs

Chairman

Surface Transportation Board

395 E Street SW

Washington, D.C. 20423

Subject:

Dear Chairman Fuchs,

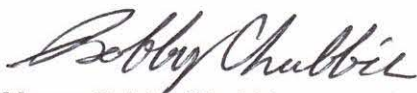
In rural Iowa, agriculture is a critical industry that supports all of our rural communities. Many of our rural producers and processors rely on transportation by railroad to ship and receive goods. The merger between the Union Pacific and Norfolk Southern railroads is an opportunity to help boost that industry.

The new network created by connecting these two railroads would provide increased efficiency and reliability to our industries and our communities allowing them more opportunity to expand and develop. This new, unprecedented, transcontinental rail line would cut down on shipping times, eliminate some of the interchanges and cut out some of the associated interchange fees.

Across the U.S., we are experiencing a shortage of truck drivers, this merger would allow for the rail transportation industry to help alleviate some of the pressure felt from that shortage. It would also help cut down on some of the wear and tear of our highways which comes as a result of trucking, saving taxpayer dollars which would have otherwise gone to roadway maintenance.

On behalf of the City of Cambridge, Iowa, I request that the board consider these points when making a decision and move to approve the merger. It represents an opportunity for communities across the country as well as an opportunity to create a more effective American transportation system.

Sincerely,



Mayor Bobby Chubbic
City of Cambridge, Iowa

Cc: Member Schultz
Member Hedlund



Office of the Mayor

March 25, 2026

The Honorable Patrick J. Fuchs, Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Norfolk Southern and Union Pacific Merger

Dear Chairman Fuchs:

As Mayor of the City of College Park, Georgia, I write in support of the proposed merger between Norfolk Southern and Union Pacific.

College Park is a city built on connection. We are a gateway community in the Atlanta region, home to a dynamic business environment, a historic downtown, a growing convention and hospitality sector, and critical access to one of the world's busiest airports. Our city understands firsthand that strong transportation infrastructure is not an abstract concept. It is a real driver of jobs, commerce, mobility, and long-term economic opportunity.

That is why this proposed merger matters.

Norfolk Southern already plays a significant role in Georgia's economy, operating 1,706 miles of track across the state, serving 1,263 customers, employing 4,069 people, and investing an annual average of \$195 million in roadway and infrastructure improvements. That scale matters in a state like Georgia, where commerce, logistics, and regional growth depend on strong and reliable transportation networks.

College Park has worked intentionally to build a future rooted in smart growth and economic vitality. From continued investment in our downtown and business corridors to transformational opportunities such as Six West and the broader Gateway Center area, our focus is on creating a community that is both competitive and inclusive. That work depends in part on being connected

to the larger systems that move goods, support commerce, and strengthen regional infrastructure.

The proposed merger represents an opportunity to reinforce that foundation. A stronger freight rail network can help support the movement of goods across Georgia and throughout the country while enhancing the broader logistics ecosystem that is so important to metro Atlanta. I believe this merger has the potential to strengthen connectivity, support economic opportunity, and reinforce the infrastructure that communities like College Park depend on. For these reasons, I respectfully offer my support.

Sincerely,

A handwritten signature in blue ink, appearing to read 'BMB', with a long, flowing horizontal line extending to the right.

Mayor Bianca Motley Broom
City of College Park, Georgia

6 March, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Dear Chairman Fuchs,

In Hope and across Southwest Arkansas, we understand that strong infrastructure is essential to a strong local economy. Our farmers, timber operators, and manufacturers depend on reliable rail service to move crops, forest products, and finished goods to market. When freight systems are inconsistent or delayed, it tightens margins and puts real pressure on the families and small businesses that keep our communities going.

That is why I support the proposed merger between Union Pacific and Norfolk Southern. Arkansas producers are competing not only with neighboring states but in national and global markets. A more connected and efficient rail network has the potential to reduce shipping delays, improve service reliability, and create cost efficiencies that directly benefit agriculture and industry across our region.

For communities like Hope, this goes beyond the farm gate. Reliable rail service is often a factor when companies consider where to locate processing facilities, distribution centers, or manufacturing operations. When infrastructure performs, rural towns are better positioned to attract investment, create stable jobs, and give young families a reason to build their future right here at home.

With appropriate accountability and a continued commitment to safety and service, I believe this merger represents a practical investment in Arkansas agriculture and in the rural economies that sustain our state. When infrastructure works the way it should, it supports the people who do the hard work every day and helps ensure our small towns remain strong, competitive, and positioned for long-term growth.

Sincerely,



Mayor Don Still
City of Hope, AR

May 18, 2026

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Proposed Merger Between Union Pacific and Norfolk Southern will Benefit Iowa Communities

Dear Chairman Fuchs,

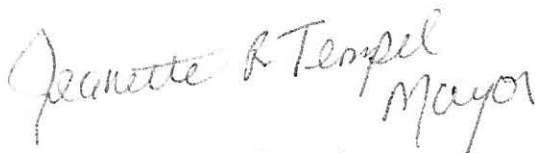
As Mayor of Kamrar, Iowa, I want to express my support for the proposed merger between Union Pacific and Norfolk Southern. Our community, like many across Iowa, depends on agriculture and the industries that support it. Railroad access is essential to our local economy—helping our farmers, processors, and small-town businesses move their products efficiently to markets across the county.

Railroads have been an important part of Kamrar's story since having been founded in 1881, specifically as a station on the Chicago and Northwestern Railway. Kamrar was established as a trading post along the north-south line connecting Jewell and Webster City, allowing our town to thrive and remain connected to broader markets in Iowa and beyond.

Just as railroads helped shape Kamrar, the combined networks of Norfolk Southern and Union Pacific would not only strengthen Iowa's networks in national commerce but also generate new jobs and economic growth across the state, benefitting communities well beyond Kamrar and Hamilton County.

On behalf of the City of Kamrar, I urge the Surface Transportation Board to approve this merger. Stronger rail infrastructure means stronger communities, stronger industries, and a stronger America.

Best,

A handwritten signature in cursive script that reads "Jeanette R. Tempel" with "Mayor" written below it.

Mayor Jeanette Tempel
City of Kamrar, Iowa

cc: Member Schultz
Member Hedlund

April 16, 2026

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, D.C. 20423

Subject: Railroad Merger Will Boost Iowa Industries and Communities

Dear Chairman Fuchs,

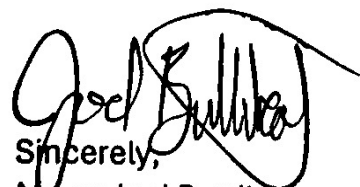
Small communities in Iowa are reliant on our ability to get the products we make to markets across the nation and across the world. In many small towns throughout our state, the local ag processor or manufacturer is the largest employer and economic contributor. As mayor of Luzerne, Iowa, I have seen first-hand how important these industries are to Luzerne and communities just like ours. Ensuring that we can transport our goods reliably and efficiently is crucial to our success.

The merger between Union Pacific and Norfolk Southern would help boost that reliability and efficiency. By connecting the two railroads, the merger offers access to a larger, more direct, network that our communities could benefit from. It would cut down on interchanges and provide for faster shipping times.

This new larger network would also create opportunity for Iowa communities to grow and attract development. In Iowa we hear all the time about declining populations, especially in our rural towns. To push back against this, it's important to give our small towns every opportunity possible to grow, create more jobs, and support our local industries.

The merger would also support in efforts to reshore American manufacturing. By improving on our national transportation system and making it more efficient, we can keep American jobs here in the U.S.

On behalf of the city of Luzerne, I urge the Surface Transportation Board to approve this merger. Its approval would bring numerous benefits to communities across the country.


Sincerely,
Mayor Joel Buttikofer
City of Luzerne, Iowa

cc: Member Schultz
Member Hedlund



119 W 3rd St.; Malvern, AR 72104; Office 501-332-3638 option 1; Email mayor@malvernar.gov

July 9, 2026

Patrick J. Fuchs
Chairman Surface Transportation Board
395 E Street SW
Washington DC 20423

Dear Chairman Fuchs,

Strong infrastructure is essential for a strong economy for areas like the City of Malvern and across Southwest Arkansas. Our farmers, timber operators and manufacturers depend on rail service to move their products across Arkansas and other states. When freight is delayed, it could make a big difference in their business along with losing revenue.

I personally support the merger between Union Pacific and Norfolk Southern; it can make a huge difference in the business market and improve service reliability and decrease time for delivery, which could make or break smaller business.

I believe the merger will benefit the hardworking people in our area but in the state. We need to do everything we can to improve the rail for continued economic growth.

Thank you.

Sincerely,

A handwritten signature in blue ink that reads "Brenda Weldon". The signature is fluid and cursive.

Mayor Brenda Weldon
City of Malvern, Arkansas

MARSHALLTOWN

— I O W A —

MAYOR'S OFFICE

Mike Ladehoff, Mayor
Carol Webb, City Administrator
Alicia Hunter, City Clerk
24 North Center Street
Marshalltown, IA 50158-4911
Tel - (641) 754-5712
Fax - (641) 754-5717

February 10, 2026

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, D.C. 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

For generations, communities and businesses in Iowa have depended on rail service as a vital link to markets across the nation. As Mayor of Marshalltown, Iowa, a community built on agriculture, manufacturing, and hard-working Iowans, I understand how essential efficient rail connections are to our economic success. Railroads keep our industries moving, our farms connected, and our local economy competitive.

Just as railroads helped shape Marshalltown's development, the combined networks of Union Pacific and Norfolk Southern would not only strengthen Iowa's networks in national commerce but also generate new jobs and economic growth across the state, benefitting communities well beyond Marshalltown and Marshall County.

Importantly, several prominent labor organizations have also publicly endorsed the merger, including the SMART Transportation Division, the International Brotherhood of Boilermakers, the Brotherhood of Railway Carmen, and the National Conference of Firemen and Oilers. Their support highlights the opportunity for this merger to enhance service reliability while reinforcing the rail workforce.

For these reasons, on behalf of the City of Marshalltown, I encourage the Surface Transportation Board to approve this merger, so we can take advantage of the efficiencies, investments, and opportunities it will bring. Thank you for your time and consideration of our interests.

Best Regards,


Mayor Mike Ladehoff
City Hall, Marshalltown 50158

CITY COUNCIL

Sue Cahill, Melisa Fonseca, Mark Mitchell, Greg Nichols
Jeff Schneider, Gary Thompson, Marco A. Yopez-Gomez



CC: Member Schultz
Member Hedlund

CITY COUNCIL

Sue Cahill, Melisa Fonseca, Mark Mitchell, Greg Nichols
Jeff Schneider, Gary Thompson, Marco A. Yepez-Gomez



May 13, 2026

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, D.C. 20423

Subject: Union Pacific and Norfolk Southern Rail Merger
Support

Dear Chairman Fuchs,

In our community, rail is a valuable asset for transporting local agriculture products and manufacturing materials to local businesses. The proposed merger between Union Pacific and Norfolk Southern presents southern Iowa with the opportunity to connect to larger markets across the United States.

The railroad is a part of Moravia's history, connecting the towns across Appanoose County in the 1870s for passenger services and freight transportation. Our community still uses the railroad today, connecting Moravia with the wider national rail network. The merger will create faster service and lower costs for shippers, which will benefit our agriculture economy. The decline in interchanges means goods will get where they need to go faster and will keep Iowa competitive. The merger will also create the first transcontinental railroad, ensuring Iowa goods reach coast to coast.

On behalf of the City of Moravia, I encourage the Surface Transportation Board to approve this merger. We welcome investment in local infrastructure and the industries that keep Iowa's rural communities thriving.

Sincerely,



Roy Miller
Mayor

March 19, 2026

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, D.C. 20423

Subject: Support for Proposed Merger Between Union Pacific and Norfolk Southern

Dear Chairman Fuchs,

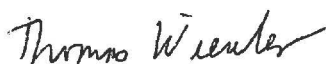
Many of Iowa's communities rely on rail transportation for reliable movement of goods. For Mount Vernon and the surrounding region, reliable rail transportation supports many of the nearby employers which are a major part of the regional economy. Iowa is a leader in the agricultural industry, and a reliable rail infrastructure is crucial for our farmers and ag processing businesses.

The merger of Union Pacific and Norfolk Southern would enhance our state's railroad access. This new improved access to markets in other parts of the country would benefit Iowa businesses and communities and therefore, the Iowans that live and work here.

The merger would also help to revitalize American industry and the economy. By offering a streamlined coast-to-coast railroad service, American manufacturing and agriculture can confidently make investments knowing they can move product anywhere in the country reliably and efficiently.

On behalf of the City of Mount Vernon, I would ask that the Surface Transportation Board take these points into consideration and move to approve the merger. Let's not ignore the opportunity to benefit American communities and American industry.

Sincerely,



Thomas Wieseler
Mayor
City of Mount Vernon, IA

Feb. 26, 2026

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, D.C. 20423

Subject: Support for Proposed Merger Between Union Pacific and Norfolk Southern

Dear Chairman Fuchs,

Sheldon, Iowa was founded on rail, with our community beginning after the establishment of the Sioux City and St. Paul railway in 1872. The town grew rapidly and by 1888 the population had grown to 2,000 residents in large part because of the railroad. While rail built our town, it continues to connect Iowa's rural communities to the wider United States and ensure continued economic prosperity. The proposed merger between Union Pacific and Norfolk Southern will keep rural Iowa moving forward.

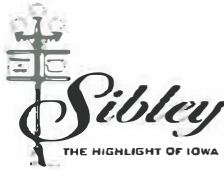
As the Mayor of Sheldon, I understand the importance of improved rail efficiency and what that means in terms of better production and improved business operations. The merger has potential to increase rail service and in turn create more economic opportunity for our existing businesses. The merger could also attract new development to our community. At the moment, local businesses use rail for manufacturing and agriculture. These industries are vital to not only our area, but the entire state of Iowa.

On behalf of the City of Sheldon, I encourage the Surface Transportation Board to approve this merger. It represents an excellent opportunity to positively impact rural communities in Iowa, and it is a step worth taking to ensure a stronger America.

Sincerely,

A handwritten signature in black ink that reads "Greg Geels". The signature is written in a cursive, flowing style.

Greg Geels
Mayor
City of Sheldon, IA



City of Sibley

**P.O. Box 126
121 9th St.
Sibley, Iowa 51249**

**Phone (712) 754-2541
Fax (712) 754-3257**

Feb. 12, 2026

The Honorable Patrick J. Fuchs, Chairman
Surface Transportation Board
395 E Street SW
Washington, D.C. 20423

Subject: Railroad Merger Will Boost Iowa's Industry and its Communities

Dear Chairman Fuchs,

Sibley, Iowa, like many of the smaller, rural communities in our state, was founded when the railroad was constructed.

The railroad then helped Sibley grow as more people moved to town and businesses began opening. Sibley is still a small town, but our residents are hardworking people who truly care about the community's success and the success of our businesses. As a newly elected mayor, I look forward to continuing our community's efforts to grow and succeed.

This is why I was excited to hear about the proposed merger between Union Pacific and Norfolk Southern. The merger offers a lot of potential for Iowa communities, and our ability expand and attract new business and development. Small towns are the backbone of our state and that ability is crucial to the success of our towns.

The merger would bring increased efficiency and reliability to our rail transportation system. It also brings a new level of access to markets and ports in certain parts of the country that we did not have direct access to before. This means existing businesses in Sibley can expand with confidence and as we look to attract business to our town, we can leverage our access to this nationwide railroad network to bring new partners to Sibley.

More broadly, this merger will help in our nation's efforts to bring manufacturing back to the U.S. and revitalize American industry.

On behalf of the City of Sibley, I would urge the Surface Transportation Board to carefully consider the benefits this could bring, not only to Sibley and to Iowa, but towns just like ours across the country. I encourage you to approve the proposed merger for the benefit of America's communities and industry.

Sincerely,

Taylor Hibbing, Mayor
City of Sibley, Iowa

Cc: Member Schultz
Member Hedlund

April 10, 2026

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, D.C. 20423

Subject: Rail Merger Will Bring Economic Boost to Iowa

Dear Chairman Fuchs,

Superior, Iowa was founded in 1882 as the railroad was being built through the area. Our town is an agricultural hub which still relies on that rail line to this day. Without it, the major ag businesses in the area would not be able to reliably ship their product to market. The proposed merger between Union Pacific and Norfolk Southern would strengthen the network that our community and our industries rely on.

Our town is a reflection of countless other agriculturally focused rural communities throughout the state of Iowa. Iowa is a state built on small towns and farms which are the backbone of our economy. With increased reliability and more direct access to markets across the nation, our businesses will be stronger, and our communities will be more attractive to new development.

Small towns in Iowa are constantly looking for ways to grow and expand and anything we can do to support our businesses is important to the continued growth of our communities and the opportunities available to our residents.

On behalf of the City of Superior, I urge the Surface Transportation Board to carefully consider these points when making a decision. This merger has the potential to boost economies in rural Iowa, we shouldn't ignore the opportunity.

Sincerely,



Mayor Brady Kipfer
City of Superior, Iowa

Cc: Member Schultz
Member Hedlund

April 28, 2026

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, D.C. 20423

Subject: Merger Would Benefit Iowa's Industries

Dear Chairman Fuchs,

Iowa is a leader in the agriculture space here in the U.S., and our agriculture industry is important to every one of our rural communities. The transportation system that moves the products we make to markets across the country is also extremely important. This is why the merger between Union Pacific and Norfolk Southern is an opportunity we should take advantage of.

Between the ag industry and the manufacturing industry here in Iowa, the railroad is responsible for shipping many Iowa-made products. A streamlined and more efficient railroad system only makes these industries stronger, not only in Iowa but the entire United States.

The merger would also contribute to our efforts to bring manufacturing back to the U.S. A more efficient and reliable American transportation system can be used to attract more industry and encourage expansion of industry right here at home, creating jobs, boosting local economies and supporting businesses that make products in America.

Based on these points I hope the Surface transportation Board will move to approve the merger. This connection will strengthen America's transportation system and boost our industrial economy.

Sincerely,

A handwritten signature in blue ink, appearing to read "Troy Langford".

Troy Langford
Mayor, City of Swea City, Iowa

Cc: Member Hedlund
Member Schultz

CITY OF TOLEDO

641-484-2160

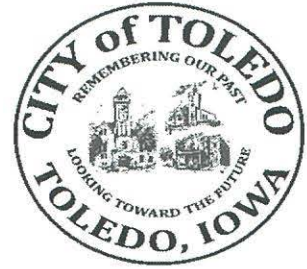
Fax: 641-484-3360

1007 S. Prospect Drive

Toledo, IA 52342

Email: cityhall@toledoia.gov

Web site: www.toledoia.com



March 23, 2026

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

Rail infrastructure has always been a major part of life in Toledo. Only a decade after Toledo was founded, the railroad served as a vital connection to sell our crops and manufactured goods across the country. This connection continues to be vital to the economy of our town and the region, and the proposed merger between Union Pacific and Norfolk Southern Railways has the potential to bring even more jobs and prosperity to our community.

This merger would be a grand milestone in railway history by creating the first transnational railway system, meaning uninterrupted access to markets on the Atlantic, Pacific, and Gulf coasts all on a single network. This will result in decreased shipping times and cost savings that could lead to increased investment in infrastructure, manufacturing, and agriculture ensuring continued prosperity on both the local and regional levels.

Union Pacific has been a great partner to Toledo throughout the decades. They have always been an eager partner in ensuring the safety and prosperity of our citizens. This attitude will continue as they work through the merger process and ensure the continued economic prosperity not only of Toledo, but the rest of the region as well.

Sincerely,

Brian Sokol

Mayor of Toledo

CC: Member Schultz
Member Hedlund

County Seat of Tama County

March 10, 2026

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger in Rural Iowa

Dear Chairman Fuchs,

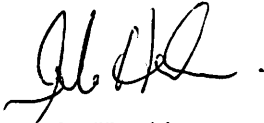
The arrival of the railroad in Iowa in the 1850's marked the beginning of our connection to the greater United States. While it may look different today, it is still an important part of connecting rural Iowa to markets across the country. The importance of a robust rail system for agriculture and manufacturing cannot be understated, as it ensures that our rural communities stay connected to the rest of the world.

Our community of Webster City welcomes the opportunity for investment in freight rail, shorter interchanges, and a faster rail network overall. The combined networks of Norfolk Southern and Union Pacific would not only strengthen Iowa's networks in national commerce but also generate new jobs and economic growth across the state, benefiting communities well beyond Webster City and Hamilton County.

On behalf of the citizens of Webster City, Iowa we urge the Surface Transportation Board to approve this merger so we can take advantage of the efficiencies, investments, and opportunities it will bring - connecting our communities regionally, nationally and across the globe.

Thank you for your time and consideration of our interests.

Sincerely,

A handwritten signature in black ink, appearing to read "John Hawkins", followed by a period.

Mayor John Hawkins
City of Webster City, Iowa

CC: Member Schultz
Member Hedlund

April 10, 2026

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, D.C. 20423

Subject: Iowa Communities Will Benefit from Railroad Merger

Dear Chairman Fuchs,

Iowa has long been a state with strong agriculture and manufacturing industries. Our smaller, more rural, communities are the backbone of these industries, and we understand how important it is to support these industries in any way possible.

That is where the proposed merger between Union Pacific and Norfolk Southern comes in. The railroad is an important part of these industries and therefore an important part of Iowa's communities. This merger will connect two of America's most historical railroads creating a stronger, more reliable railroad system that Iowa's industries can use to their benefit.

The merger will connect the western and eastern U.S., streamlining rail transportation and offering faster shipping coast to coast. With fewer interchanges, products and materials shipped will arrive at their destinations 24-48 hours faster than they otherwise would have. The merger also offers more direct access to markets and ports across the country.

With the increased access and reliability, Iowa businesses have more opportunity to expand knowing the transportation system will be prepared to carry their products. Furthermore, communities in Iowa and across the nation will be more competitive when it comes to attracting new development.

This is not only about benefits for our communities or businesses, this is about strengthening the American economy and working to bring manufacturing back to the U.S.

On behalf of the City of Wheatland, I would encourage the Surface Transportation Board to approve this railroad merger for the benefits both locally and nationally. Keeping our industries strong and capable is more important now than ever before.



Sincerely,
Mayor Jeremiah Wiese
City of Wheatland, Iowa

cc: Member Schultz
Member Hedlund

1 Courthouse Square
Liberty MO 64068
www.claycountymo.gov



Office 816-407-3611
Fax 816-407-3601
JNolte@claycountymo.gov

311092

PRESIDING COMMISSIONER JERRY NOLTE
STATE OF MISSOURI - COUNTY OF CLAY

March 19, 2026

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

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

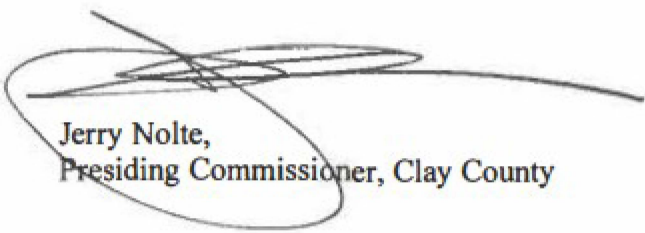
Dear Chairman Fuchs:

As a community leader in Clay County Missouri, reliable rail service is essential for our local economy, businesses and residents. The proposed Union Pacific-Norfolk Southern merger offers an opportunity to strengthen these connections and deliver long-term benefits.

The merger promises faster, more dependable service, reduced congestion and expanded market reach for our businesses. It also means continued investment in rail infrastructure – enhancing safety, creating jobs and ensuring our community remains competitive in a growing economy.

I respectfully urge the Surface Transportation Board to approve this merger so we can take advantage of the efficiencies, investments and opportunities it will bring - connecting our communities regionally, nationally and across the globe.

Sincerely,



Jerry Nolte,
Presiding Commissioner, Clay County



"Voice of the Western Slope since 1953"
A coalition of counties, communities, businesses & individuals

(970) 242-3264 ★ FAX (970) 245-8300
P.O. Box 4795 ★ Grand Junction, CO 81502
www.club20.org

July 30, 2026

Surface Transportation Board
395 E Street, SW
Washington, DC 20423

Re: Support for the Proposed Union Pacific–Norfolk Southern Merger

Dear Members of the Surface Transportation Board:

On behalf of Club 20, I am pleased to express our support for the proposed merger between Union Pacific Railroad and Norfolk Southern.

Club 20 has long championed policies and infrastructure investments that strengthen the economy of Colorado's Western Slope. Reliable freight transportation is essential to our region's agricultural producers, energy industry, manufacturers, mining operations, and the businesses that keep our rural communities thriving. A more seamless national rail network will improve the movement of goods, strengthen supply chains, and enhance the competitiveness of Western Colorado businesses in national and global markets.

The merger also offers important public benefits for Colorado. By creating a more efficient freight rail system, more freight can move by rail instead of truck, helping reduce congestion along the Interstate 70 corridor, improving highway safety, lowering infrastructure maintenance costs, and reducing emissions. These benefits are especially meaningful as Colorado continues to experience growth and increasing demands on its transportation network.

Strong transportation infrastructure is fundamental to economic development. For communities across the Western Slope—from Grand Junction and Montrose to Pueblo, Craig, and Durango—efficient rail service helps attract investment, support existing employers, and create new opportunities for future growth.

We appreciate the Surface Transportation Board's careful review of this proposal and believe this merger has the potential to deliver meaningful economic and transportation benefits for Colorado and the nation. We respectfully encourage the Board to approve the transaction.

Thank you for your consideration.

Sincerely,

Wade Haerle
Executive Director
Club 20

Chris Keith

COUNTY JUDGE
CRAWFORD COUNTY COURTHOUSE
300 MAIN STREET • ROOM 4
VAN BUREN, ARKANSAS 72956 - 5798

27 May, 2026

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Dear Chairman Fuchs,

Having spent decades working in the transportation industry before my time as County Judge, I've seen up close how local economies depend on steady, reliable infrastructure. In Crawford County, transportation is not just about moving freight from one point to another. It means supporting jobs, helping businesses stay competitive, and making sure our communities remain connected to the paths of opportunity.

For years, Union Pacific has been part of that system in the River Valley. Reliable rail service helps local industries move products efficiently and eases pressure on highways and county roads, both of which already carry heavy loads. When the transportation network works together the way it should, communities benefit from that stability.

That's why the proposed merger with Norfolk Southern is worth supporting. From my perspective, Union Pacific strengthens the reliability and coordination our businesses and communities count on every day, making the potential partnership a home run. If it leads to smoother freight movement and a stronger overall network, it can create long-term benefits not just for the industry but for the region as a whole.

At the county level, we're always looking ahead. Infrastructure decisions made today shape the kind of growth our communities can support tomorrow. With the right oversight in place, this merger has the potential to reinforce the transportation foundation on which Crawford County and the River Valley have relied for generations.

Sincerely,

Chris Keith

Hon. Chris Keith
Judge, Crawford County, AR



June 2, 2026

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, D.C. 20423

Subject: Railroad merger is an opportunity for rural Iowa

Dear Chairman Fuchs,

As mayor of Dunlap, Iowa, I have seen first-hand how important the railroad is to agricultural industries in small Iowa towns. In Dunlap, the agricultural industry supports our town and the surrounding area, and several local ag businesses are important parts of our economy. Without these businesses it's hard to say how our town might look.

As in many towns across our state, the railroad supports the ag industry by transporting products from our communities to market. Without a reliable transportation system, these industries would not be able to work as efficiently as they do.

Union Pacific has been a partner to our community and a partner to the businesses they provide services to in Dunlap and communities like it in Iowa. We look forward to continuing to work with Union Pacific for years to come.

On behalf of the City of Dunlap, I would urge the Surface Transportation Board to approve the merger. This newer more efficient network would benefit Iowa towns and bring new opportunity.

Sincerely:



Mayor Jason Knickman
City of Dunlap, Iowa
cc: Member Hedlund
Member Schultz



OFFICE OF THE COUNTY MANAGER

TWELVE EAST 4TH AVENUE, SUITE 209 • ROME, GEORGIA 30161
PHONE: 706.291.5110 • FAX: 706.291.5248 • www.floydcountyga.gov

March 10, 2026

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423
Subject: Support for Norfolk Southern & Union Pacific Merger

Dear Chairman Fuchs:

As the Floyd County Manager, I am writing to express support for the proposed merger between Norfolk Southern and Union Pacific.

Freight rail is a cornerstone of our state's economy, safely moving the goods that power our industries, support our farmers and connect our communities to markets across the nation and the world. Norfolk Southern has long been an essential transportation partner for our state, providing efficient, reliable and cost-effective service to businesses that are large and small.

Here in Floyd County, we are home to Norfolk Southern freight yards and have daily operations through our county seat in Rome. Norfolk Southern has been a consistent partner in economic development, and a valuable member of our community. We are looking forward to this merger making that relationship even better. The proposed merger offers a unique opportunity to strengthen this network and deliver tangible benefits for shippers, consumers and communities, including:

- **Improved Service Reliability:** More direct routes and greater operational flexibility will help prevent service disruptions and improve schedule dependability.
- **Reduced Transit Times:** Eliminating certain interchanges will speed the movement of goods, helping our businesses reach customers faster and more competitively.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in modern infrastructure, advanced technology and enhanced safety systems.
- **Expanded Reach:** The broader geographic footprint will open new markets for our state's products and strengthen supply chain resilience.

This merger is about more than just railroads – it's about ensuring that our county and state remain competitive nationwide.

I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to our state and the national economy.

Sincerely,

A handwritten signature in blue ink, appearing to read "Ja. McCord", is written over the "Sincerely," line.

Jamie McCord
Floyd County Manager
cc: Member Schultz
Member Hedlund

BOARD OF COMMISSIONERS
RHONDA WALLACE, CHAIR
SCOTTY HANCOCK, VICE CHAIR
MIKE BURNES
ALLISON WATTERS
DAVID THORNTON

ADMINISTRATION
JAMIE McCORD, COUNTY MANAGER
ERIN ELROD, COMMUNITY SERVICES DIVISION DIRECTOR
JOHN BLALOCK, PUBLIC SAFETY DIVISION DIRECTOR
BRUCE IVEY, PUBLIC UTILITIES & TRANSPORTATION DIVISION DIRECTOR
SUSIE GASS, ADMINISTRATIVE SERVICES DIVISION DIRECTOR

April 23, 2026

Hon. Patrick J. Fuchs, Chairman
Surface Transportation Board
395 E. Street SW
Washington D.C. 20423

Dear Chairman Fuchs,

This letter serves as support for the merger between Union Pacific and Norfolk Southern.

I am Joseph K. Wood and have worked over 30 years in the Great State of Arkansas. I hold an executive position at Walmart Stores Inc., serving in various divisions including the Logistics Division, which is a key differentiator for Walmart and all other retailers. Because of this experience, my appreciation and understanding of transportation has increased massively. The team expertly managed hiring truck drivers and train dispatchers, launching new food and regional distribution centers that utilized rail yards and trucks nationwide, ensuring Walmart Stores and Sam's Clubs remained well stocked. Our Logistics Division leaders and frontline worked with the federal government during major crises in the country like Hurricane Hugo and 9/11. We attracted the best and brightest in the country to our Logistics Division, who ran our emergency operations center and went on to serve in other companies, as well as government agencies.

I also served as Deputy Secretary of State encouraging businesses to operate in Arkansas, approving business incorporation certifications and apostilles. I served two terms as County Judge (the county's governor), during which I consistently focused on infrastructure development. My work included building roads and bridges, as well as collaborating with the federal government to secure grants for storm shelters and veteran housing. Finally, I served as Arkansas Secretary of Transformation and Shared Services, bringing about a more efficient and effective state government across all state divisions.

These roles all shared one common goal - improving life and opportunities in Arkansas by eliminating barriers for those seeking to do business, raise a family and live in Arkansas. Rural Arkansas is an instrumental part of the State just like rural America. We get the opportunity to afford those areas in Arkansas the same opportunities to navigate their towns, to bring goods and services to other parts of the state through projects like the merger of Union Pacific and Norfolk Southern. It will bring greater business opportunities, better paying jobs and a boost to the rural economy. Having an educated workforce is critical when looking at job opportunities and job creation and just as important as transportation availability. How will Arkansans, especially in our rural areas, get to these jobs? This opportunity helps Arkansas and our rural communities win bigly!

Thank you for your review. I respectfully recommend the approval and passage of the proposed merger between Union Pacific and Norfolk Southern.

Warm regards,



Joseph K. Wood
Arkansas Business and Political Leader

**The Honorable Erik Paulsen
Former Member of Congress
Minnesota's 3rd District**

April 30, 2026

Surface Transportation Board
Attn: Docket No. FD 36873
395 E Street, S.W.
Washington, DC 20423

Re: Support for the Proposed Union Pacific – Norfolk Southern Merger

Members of the Surface Transportation Board:

During my service in Congress representing Minnesota's Third District, I had the opportunity to meet and tour countless businesses across the state. I learned firsthand how critical access to markets via rail is for our employers, and how easing that access to markets outside Minnesota and abroad makes our state more competitive.

This reliance on rail makes the proposed merger between Union Pacific and Norfolk Southern a significant economic opportunity for Minnesota. The combined railroad will connect more than 50,000 route miles across 43 states, linking 100 ports and every corner of the continent via a unified rail network.

Minnesota sits at a unique crossroads of the American supply chain. Our state's economic vitality depends on safe, efficient, and reliable rail transport: from the Iron Range in the north, to the manufacturers of the Twin Cities, to the farms and producer communities across rural Minnesota. Each year, rail takes more than 12 million trucks off Minnesota highways, and nearly 1.2 million freight cars of Minnesota products originate on our rail lines for transport across the nation.

Minnesota's manufacturers and producers will benefit from streamlined service that avoids congested, costly interchange delays in Chicago. Connecting the two systems will move freight more efficiently across the nation and eliminate an estimated 60,000 truck miles per day.

The merger also makes sense for Minnesota's rural communities. Our soybean growers ship roughly a quarter of their products by rail. Today, soybeans headed east typically must go through Chicago for handoff to an eastern carrier—an interchange that adds time, fees, and risk. Chicago remains the world's largest rail bottleneck, handling nearly a quarter of U.S. freight rail traffic, with handoffs often taking 24–48 hours.

Post-merger, producers will be able to ship east seamlessly on the combined UP-NS network, bypassing the Chicago handoff and delivering faster, more reliable service. This seamless transcontinental network will reduce transshipment costs and open new market opportunities for Minnesota producers.

The benefits extend to the Iron Range. Taconite heading to eastern steel mills currently faces the same Chicago bottleneck, adding cost and complexity. A single-line service would allow Minnesota ore to move directly east, strengthening our domestic supply chain and enhancing the competitiveness of Minnesota iron against overseas imports.

Importantly, both companies have pledged to protect jobs: any union worker with a position at the time of the merger will retain employment, and Union Pacific is formalizing groundbreaking jobs-for-life agreements with multiple unions.

American leaders dating back to President Abraham Lincoln have sought a unified transcontinental U.S. railroad. For generations, regulatory roadblocks prevented that vision from becoming reality.

Approving the UP-NS merger represents a bold, common-sense step toward the efficient, unified network our nation has long needed. For Minnesota, this is more than a corporate merger: it is a vital upgrade to the infrastructure that sustains our way of life.

By removing decades of regulatory and physical bottlenecks, we can ensure that the next generation of Minnesota farmers, manufacturers, and workers can compete and thrive on a truly global stage.

I respectfully ask the Surface Transportation Board to approve the Union Pacific–Norfolk Southern merger.

Sincerely,

A handwritten signature in blue ink that reads "Erik Paulsen". The signature is written in a cursive, flowing style.

Erik Paulsen
Former U.S. Representative
Minnesota's Third District

Former Congressman Rick Boucher



P.O. Box 1176
Damascus, Virginia 24236
April 27, 2026

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

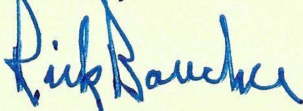
I am writing to submit a copy of my recently published opinion, "Commentary: Connecting and Revitalizing Virginia's Economy Through Rail," which appeared in [*The Roanoke Times*](#) on April 19, in support of the proposed merger currently under review by the Board.

In the article, I outline the economic and logistical benefits I believe this merger would bring to Virginia businesses and the broader regional economy. I discuss how a unified, coast-to-coast rail network could reduce inefficiencies associated with interline transfers, lower shipping costs, and provide a more competitive alternative to long-haul trucking. Enhanced rail connectivity would strengthen Virginia's position as a logistics hub, expand market access for producers and support economic growth across the Commonwealth, including in Southwest Virginia, which I represented for almost three decades in the U.S. House of Representatives.

I respectfully submit this perspective for the Board's consideration as it evaluates the broader economic implications of the proposed merger. Please find the published article attached.

Thank you for your time and for your important work.

Sincerely,



Rick Boucher

Member of Congress (1983-2011)

cc: Member Schultz
Member Hedlund

THE ROANOKE TIMES

https://roanoke.com/opinion/column/article_f533cd39-16a6-4fb6-90aa-8c3af30dc7b5.html

Commentary: Connecting and revitalizing Virginia's economy through rail

- Rick Boucher



Runners cross the Second Street bridge as a Norfolk and Southern freight train passes under during the 2024 Drumstick Dash.

Freight carried by rail in Virginia primarily moves through CSX and Norfolk Southern. Both carriers give local producers access to most of the East Coast, but their services taper off near the Midwest. Accordingly, if a Virginia business wants to ship its product by rail further west, past the Midwest, it must coordinate with at least two freight rail companies, sign contracts with both, and undergo delays moving goods between rail yards. As a result, many turn to trucking to avoid these costs and delays. For Virginia businesses, these barriers are highly limiting, imposing unneeded costs and restricting access to broader national markets.

Due to the absence of integrated rail lines providing coast to coast services, trucking now dominates the American freight industry. The American Trucking Association estimated that in 2024, nearly 73% of the nation's freight (by weight) was moved by trucks.

Approval of the planned merger between Norfolk Southern and Union Pacific would enable the shipment of products cross-country on a single rail line without costly interchanges. It would give Virginia based shippers a viable competitive option to trucking as a way to move their products westward.

By eliminating the need for costly inter-rail transfers, a coast-to-coast single line rail service would enable businesses in Virginia to benefit from the significantly lower costs of rail service as compared to trucking. On average rail can move one ton of freight nearly 500 miles on a single gallon of fuel. Rail on a single line can deliver freight at a 60% lower cost than trucking, offering clear savings for producers and shippers, not to mention the benefits of reduced highway traffic, fewer car accidents, and lower emissions.

Far from raising antitrust concerns, the merger would create stronger competition in a market dominated by trucking. It would also aid Virginia producers by introducing needed inter-rail competition, an important consideration in light of the fact that a single rail competitor, BNSF, ships nearly 40% of freight rail's gross ton-miles. The UP-NS merger would provide Virginians with a more efficient freight network capable of supporting economic growth from Virginia's coast to the Appalachian Mountains.

Our region of the state would significantly benefit. Economic development for the western regions of Virginia is a work in progress. Roanoke and Southwest Virginia more broadly have not fully leveraged their strategic location and infrastructure to retain and grow key industries. They should.

Roanoke is still working to recover from the loss of major employers and industries — including the headquarters operations of Advance Auto Parts, the textile sector including Roanoke-based Halmode Apparel Inc. and even the Norfolk Southern headquarters — that once anchored Roanoke's economy.

While impressive strides are now being made in job creation through expansion of the health care sector, largely due to the growth in various verticals of Carilion Clinic, manufacturing, farming and industrial output all have unrealized potential as drivers of economic growth for Roanoke and the region. In this context, the proposed merger offers a key opportunity to realize that potential by upgrading our infrastructure and recapturing a momentum that has been lost over past decades.

And the merger would provide incentives for businesses to stay in, move to, or expand within Virginia. While the current rail system pushes businesses toward more costly cross-country shipping options and limits their ability to reach broader domestic markets, an expanded, a seamless, coast-to-coast rail connection would open new markets to Virginia businesses.

The Port of Virginia leads all East Coast ports in the share of cargo transported by rail. By eliminating costly interchanges, the merger could further shift freight flows toward Virginia's ports. Shippers seeking faster, more reliable access may increasingly route goods through Virginia rather than Gulf Coast ports.

Virginia is home to some of Norfolk Southern's largest port terminals. If the merger moves forward, these facilities will gain direct access to Union Pacific's extensive West Coast network. Businesses looking to move into a well-serviced state will find Virginia even more attractive as a logistics hub. From the Port of

Virginia to inland hubs like Roanoke, this connectivity would position Virginia as a critical link in the national freight network, providing a path toward stronger industries and long-term economic resilience.



Rick Boucher represented Virginia's Ninth Congressional District for 28 years. He was a senior member of the U.S. House Judiciary Committee which has purview of the nation's competition laws. Contact him at fcb@rickboucher.net.

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
[395 E Street SW](#)
[Washington, DC 20423](#)

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

As a former Governor and U.S. Senator from Virginia, I have long championed infrastructure investments that strengthen our Commonwealth's economic competitiveness. None are more important than the Port of Virginia and the rail network that connects our state to markets across the country.

I am writing to share my support for the proposed Union Pacific and Norfolk Southern merger and to submit for the Board's record my opinion piece, "Proposed railway merger benefits port, Virginia and the US," published in [The Virginian-Pilot](#) on April 25, 2026.

In it, I discuss how Virginia has worked hard to build one of the premier port and rail networks on the East Coast, and how this merger would extend that advantage coast to coast. Eliminating the interchange delays at congested hubs like Chicago and New Orleans would mean faster, more reliable service for Virginia shippers and stronger connectivity between our ports and the western United States. That is good for Virginia businesses, good for jobs, and good for America's position in an increasingly competitive, interdependent global economy.

I respectfully submit this perspective for the Board's consideration as it evaluates the broader economic implications of the proposed merger. The full article is attached below

Thank you for your time and careful review of this merger.

Sincerely,

George Allen
Former Governor of Virginia
Former U.S. Senator, Virginia
Virginia Beach, Virginia

The Virginian-Pilot

Column: Proposed railway merger benefits port, Virginia and the US

By [George Allen](#) | Guest Columnist

PUBLISHED: April 25, 2026 at 4:05 PM EDT

<https://www.pilotonline.com/2026/04/25/column-proposed-railway-merger-benefits-port-virginia-and-the-us/>



Freight trains in the Norfolk Southern Ashland Yard, in Chicago are seen on Nov. 25. (E. Jason Wambsgans/Chicago Tribune)

After many decades of growing cargo volumes at the Port of Virginia [fell by approximately 9% last year](#), driven down materially by the sudden imposition of tariffs/import taxes and vacillating uncertainty therefrom that changed global trade patterns. Fortunately, the rule of law prevailed when the U.S. Supreme Court decided in February that a president cannot declare tariffs/taxes by emergency proclamation. Still, we know interdependent world commerce remains volatile with Virginia adapting for a strong position to remain competitive when costs of conducting business and logistical infrastructure will determine growth.

Since my days serving as governor of Virginia and U.S. senator I focused on promoting and improving the attractiveness of our Port of Virginia as a tremendous natural asset for jobs and commerce. As governor on trade missions to ocean shipping companies in Europe, Asia and the Middle East, we promoted their ships calling on Virginia ports. We also signed an agreement with the ambitious inland intermodal port of Columbus, Ohio, for joint promotion to serve businesses in the industrial Midwest.

As U.S. senator, my highest transportation funding priority was a public-private partnership — the Heartland Corridor — which raised the clearances in dozens of tunnels through the Appalachian mountains allowing the operation of double-stacked intermodal containers, facilitating much more efficient use of Norfolk Southern Railway tracks from Norfolk area ports to major Midwest destinations of Chicago and Columbus.

Today Virginia ports have a tremendous advantage with the deepest and widest channels on the Atlantic Coast, allowing fully loaded ultra-large container vessels to be piloted in and out of our ports. Virginia is fortunate to have superior East Coast rail reach with two Class 1 railroads — CSX and Norfolk Southern — with miles of “on-dock track” allowing the building/loading of trains portside to seamlessly connect freight cargo to destinations east of the Mississippi River.

The proposed Norfolk Southern-Union Pacific merger should be viewed through the similar proven economic, logistical principles that have produced more jobs and investment.

This merger of a Class 1 east of the Mississippi to a Class 1 west of Mississippi railroad is about strengthening the systems that move commerce while ensuring Virginia remains a central player in the national and global economy.

Norfolk Southern’s portside railyard is a tremendous asset, with an impressive operation that connects cargo to markets east of the Mississippi. Yet today’s U.S. rail network remains fragmented. Freight moving across the country still encounters delays, handoffs and inefficiencies that add costs and time.

This structural disadvantage can be solved by a transcontinental rail network. By linking Norfolk Southern’s eastern range with Union Pacific’s western reach, this merger would create a seamless system with fewer bottlenecks, faster transit and greater reliability. This merger would reduce transit times by days without handoffs between railroads at congested interchanges in New Orleans and Chicago railyards.

It’s as clear as understanding that a non-stop flight from Norfolk to Phoenix is faster than stopping to change planes in Chicago.

Concerns about pricing for captive customers deserve attention and appropriate oversight. Reasonable protections should be part of an approval by the Surface Transportation Board.

In a competitive global environment, a more integrated rail network expands options for shippers. It makes rail more viable relative to long-haul trucking. It strengthens reliability at a time when supply chain resilience is vital.

Other countries are [investing aggressively in ports, rail and logistics infrastructure](#) designed for speed and scale. The United States should not cling onto outdated, fragmented systems that add cost and time weakening our competitive edge internationally.

The Port of Virginia is a strategic asset for our commonwealth and country. Its success depends on its logistical connectivity.

This merger literally unifies opportunities for jobs, investments, security and economic growth from Virginia to the Pacific.

George Allen served as the 67th governor of Virginia and represented the commonwealth in the U.S. Senate. He lives in Virginia Beach.

George Allen

George Allen Strategies, LLC
[573 Susan Constant Dr.](#)
[Virginia Beach, VA 23451](#)



Office of the Mayor

George B. McGill

April 6, 2026

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E. Street SW
Washington, D.C. 20423

Dear Chairman Fuchs,

Fort Smith and the greater Arkansas River Valley have long served as vital crossroads for commerce, connecting river, rail, and highway transportation networks. As Mayor of Fort Smith, Arkansas, I write to express my strong support for the proposed merger between Union Pacific and Norfolk Southern rail lines.

By creating a seamless, single-line rail network spanning from coast to coast, this merger will significantly enhance the efficiency and reliability of freight movement. For businesses in Fort Smith, that means faster transit times, reduced shipping complexity, and improved access to both domestic and global markets. These advantages are critical to attracting new industry and supporting the continued growth of our existing manufacturing, agricultural, and logistics sectors.

Our region is uniquely positioned to leverage these improvements. With access to the Arkansas River navigation system and established rail connections, Fort Smith is well-suited to become an even more competitive hub for multimodal transportation. Increased rail traffic and streamlined service will strengthen our port, expand distribution opportunities, and help drive job creation throughout the River Valley.

I am confident this merger will deliver meaningful, long-term benefits to our region and the nation. On behalf of the residents of Fort Smith, I urge you to give this proposal your full and fair consideration.

If I can be of further assistance, please do not hesitate to contact me at 479-784-2344 or mayor@fortsmithar.gov.

Sincerely,


George B. McGill
Mayor of Fort Smith, Arkansas



17 April 2026

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Dear Chairman Fuchs,

At the Frontier MPO, transportation planning is built around a continuing, cooperative, and comprehensive process. That means we look not only at individual projects — but also, we examine how the entire system functions over time, with input from the business community, local governments, freight operators, and the public. The goal is to ensure that infrastructure investments reflect how people and goods actually move across and through the River Valley. We understand the importance of rail and its role in our growth and economic development. We voice our support for the prospective merger between Union Pacific and Norfolk Southern.

Freight rail is often an overlooked piece of the system that most people rarely think about until something fails. Railroads carry considerable volumes of critical goods, such as agricultural, petroleum, and steel products. Union Pacific remains a steady and fundamental part of safely moving goods through this region for decades, and when that service is consistent, it keeps everything else from getting delayed, backed up, and congested — especially our highways.

With the proposed merger, the question that we're asking is simple: Does it make our systems work better? Is it better for the people we serve? If it leads to fewer slowdowns, more predictable service, and smoother freight movement, then that's a win not just for rail, but for the entire network that we're trying to keep safe and efficient.

Transportation planning doesn't happen in a vacuum. Every decision affects multiple parts of the system — businesses, local communities, and everyday travelers. At the end of the day, we're focused on whether transportation runs more reliably and fits together. Union Pacific has long been a part of that mission, and we are embracing the future.

Respectfully,

A handwritten signature in blue ink that reads "Reese M. Brewer".

Reese Brewer, Director
Frontier Metropolitan Planning Organization (MPO)

CITY OF
GAINESVILLE

MAYOR AND COUNCIL

Zack Thompson
Mayor

Jon Elliott
Ward Two

Barbara B. Brooks
Ward Three

Abigail Guzman
Ward Four

Juli Hayes
Ward Five

January 13, 2026

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423
Subject: Support for Norfolk Southern & Union Pacific Merger

Dear Chairman Fuchs:

As a member of the Gainesville City Council, I am writing to express my strong support for the proposed merger between Norfolk Southern and Union Pacific.

Freight rail is a cornerstone of our state's economy, safely moving the goods that power our industries, support our farmers and connect our communities to markets across the nation and the world. Norfolk Southern has long been an essential transportation partner for our state.

Here in Hall County, where we have the Norfolk Southern inland port on the Blue Ridge Connector, I know the American freight rail network is not only critical to our economic growth. It is also one of the most sustainable modes of transportation. This is critical in reducing highway congestion and emissions.

Gainesville is a railroad community, and we know that this proposed merger between two reliable industry partners has the potential to unleash a tidal wave of economic growth. Our city will be a critical part streamlining how goods are moved across the nation.

The proposed merger offers a unique opportunity to strengthen this network and deliver tangible benefits for shippers, consumers and communities, including:

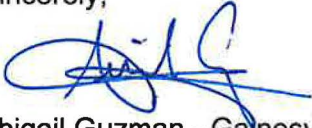
- **Improved Service Reliability:** More direct routes and greater operational flexibility will help prevent service disruptions and improve schedule dependability.
- **Reduced Transit Times:** Eliminating certain interchanges will speed the movement of goods, helping our businesses reach customers faster and more competitively.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in modern infrastructure, advanced technology and enhanced safety systems.
- **Expanded Reach:** The broader geographic footprint will open new markets for our state's products and strengthen supply chain resilience.

This merger is about more than just railroads – it's about securing transportation's future in our state.

I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to our state and the national economy.

Honorable Patrick J. Fuchs
January 13, 2026
Page 2

Sincerely,

A handwritten signature in blue ink, appearing to read 'Abigail Guzman', with a stylized flourish at the end.

Abigail Guzman - Gainesville, GA City Council

cc: Member Schultz
Member Hedlund



Office of the Secretary of State

Brad Raffensperger
SECRETARY OF STATE

June 6, 2026

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Re: Support for Norfolk Southern & Union Pacific Merger

Dear Chairman Fuchs:

As Georgia's Secretary of State, I strongly support and endorse the proposed merger between Norfolk Southern and Union Pacific.

Having spent much of my professional career as a structural engineer, businessman, and job creator in both the manufacturing and specialty contracting space before entering public service, I understand firsthand how critical transportation infrastructure and supply chain efficiency are to economic growth and long-term competitiveness.

Georgia has built one of the strongest business climates in America, and our continued success depends heavily on reliable freight movement. Norfolk Southern has been a superb transportation partner in our state, and the proposed merger creating the nation's first true transcontinental railroad offers us a unique opportunity to enhance our economic standing even further.

In addition to the national impact, our state's port community — anchored by the Port of Savannah and supported by Georgia's growing inland port network — depends upon seamless rail integration and expanded market access. Improved connectivity in our rail system will reduce transportation bottlenecks, improve shipping efficiency, and help businesses move goods more competitively throughout North America.

This is more than simply a corporate merger - this is about the future of Georgia's infrastructure and economy.

I respectfully urge the Surface Transportation Board to approve this merger, recognizing the benefits it will bring to our state's economy and our national transportation system.

Sincerely,

A handwritten signature in blue ink, reading "Brad Raffensperger". The signature is fluid and cursive, with the first name "Brad" being more prominent.

Brad Raffensperger, PE, SE
Secretary of State
Atlanta, GA

cc: Member Schultz
Member Hedlund

April 13, 2026

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Proposed Merger Between Union Pacific and Norfolk Southern will Benefit Iowa Communities

Dear Chairman Fuchs,

I want to express my support for the proposed merger between Union Pacific and Norfolk Southern. Our community, like many across Iowa, depends on agriculture and the industries that support it. Railroad access is essential to our local economy—helping our farmers, processors, and small-town businesses move their products efficiently to markets across the country.

Railroads have been an important part of Glidden's story since the mid-1800s. Glidden, named for railroad executive and barbed wire inventor Joseph F. Glidden, rapidly developed into an agricultural hub, allowing our town to thrive and remain connected to broader markets in Iowa and beyond.

Just as railroads helped shape Glidden, the combined networks of Norfolk Southern and Union Pacific would not only strengthen Iowa's networks in national commerce but also generate new jobs and economic growth across the state, benefitting communities well beyond Glidden and Carroll County.

On behalf of the citizens of Glidden, Iowa, I urge the Surface Transportation Board to approve this merger so we can take advantage of the efficiencies, investments, and opportunities it will bring – connecting our communities regionally, nationally and across the globe.

Sincerely,



Brooke Peterson
City Administrator/Clerk, Glidden Iowa

cc: Member Schultz
Member Hedlund



GLYNN COUNTY BOARD OF COMMISSIONERS

1725 Reynolds Street, Third Floor, Brunswick, GA 31520

Phone: (912) 554-7404 Fax: (912) 554-7596

www.glynncounty.org

February 19, 2026

Subject: Support for the Proposed Norfolk Southern–Union Pacific Merger

Dear Members of the Surface Transportation Board,

Wayne Neal
Chairman

Walter Rafolski
Vice-chairman

Sammy Tostensen
District 1

Bob Duncan
District 2

David Sweat
District 4

Allen Booker
District 5

Bo Clark
At-Large Post 1

On behalf of the Glynn County Board of Commissioners, I am writing to express our support for the proposed merger between Norfolk Southern and Union Pacific. Glynn County is home to the Port of Brunswick, one of the nation's busiest roll-on/roll-off ports, and a critical driver of economic activity for Coastal Georgia. Reliable, efficient rail service is essential to the continued success and future growth of the Port, supporting global trade, domestic manufacturing, and thousands of local and regional jobs. Norfolk Southern has played a vital role in providing this connectivity and enabling the Port of Brunswick to compete effectively in national and international markets.

The proposed merger presents an opportunity to enhance freight mobility through expanded transcontinental rail connectivity, improved service reliability, and increased operational efficiencies. For communities like Glynn County, where port and rail connectivity are central to economic activity, these improvements are essential to sustaining economic growth, strengthening supply chain resilience, and accommodating future increases in freight volumes. A more integrated rail network has the potential to strengthen connections between East Coast ports and inland markets, benefiting shippers, businesses, and consumers alike.

The Glynn County Board of Commissioners believes the proposed merger has the potential to benefit our region and contribute positively to the national freight transportation system. Thank you for the opportunity to provide our perspective.

Sincerely,
DocuSigned by:


CA9B1FAA87E64F1...
Wayne Neal

Chairman, Glynn County Board of Commissioners



*Walter Rafolski
Vice-Chairman*

GLYNN COUNTY BOARD OF COMMISSIONERS

1725 Reynolds Street, Third Floor, Brunswick, GA 31520

Phone: (912) 554-7404 Fax: (912) 554-7596

February 16, 2026

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Norfolk Southern & Union Pacific Merger

Dear Chairman Fuchs:

As the Vice-Chairman of the Glynn County Commission, and someone who is well-versed in the rail infrastructure in my county, I am writing to express my strong support for the proposed merger between Norfolk Southern and Union Pacific.

Freight rail is a cornerstone of our state's economy, safely moving the goods that power our industries, support our farmers and connect our communities to markets across the nation and the world. Norfolk Southern has long been an essential transportation partner for our state, providing efficient, reliable and cost-effective service to businesses large and small.

In Glynn County, Norfolk Southern has a significant presence in our community through the Port of Brunswick and Colonel's Island with on-terminal rail. We are a growing community, and this merger has the potential to enhance our transportation infrastructure, reduce congestion, and enhance public safety.

The proposed merger offers a unique opportunity to strengthen our network and deliver tangible benefits for shippers, consumers and communities, including:

- **Improved Service Reliability:** More direct routes and greater operational flexibility will help prevent service disruptions and improve schedule dependability.
- **Reduced Transit Times:** Eliminating certain interchanges will speed the movement of goods, helping our businesses reach customers faster and more competitively.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in modern infrastructure, advanced technology and enhanced safety systems.
- **Expanded Reach:** The broader geographic footprint will open new markets for our state's products and strengthen supply chain resilience.

This merger is about more than just railroads – it's about securing the future of our transportation network ensuring American freight rail remains globally competitive.

I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to our state and the national economy.

Sincerely,

A handwritten signature in blue ink, appearing to read "W. Rafolski", is written over a faint, circular official stamp.

Walter Rafolski
Vice Chairman, Glynn County Commission (Georgia)

CC: Member Schultz
Member Hedlund



May 1, 2026

Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

I am writing on behalf of Great Lakes Timber Professionals Association (GLTPA) to express our support for the proposed merger between Union Pacific (UP) and Norfolk Southern (NS). The benefits promised – efficiency and increased competitiveness of American rail service – will benefit the Midwest and the broader national supply chain.

As Executive Director of GLTPA, the association represents more than 1,000 members including loggers, truckers, foresters, large and small mills, landowners, conservationists, school districts, townships, county road commissions, and tribal members. Logging members supply raw materials to member mills throughout the region, particularly in the pulp and paper sector. Having dependable and cost-effective transportation is critical for our industry from start to finish. While this merger will have little impact on the shipment of raw material from the forest to mills, it will provide great benefit in competitive shipping options for sustainably harvested wood-based finished products. Keeping U.S. pulp and paper mills competitive is essential for keeping the nations forests healthy.

In both Wisconsin and Michigan, where the bulk of GLTPA members reside and operate, rail service has limited options for serving the forest industry. Given the significant presence of Canadian rail carriers in the Midwest, the proposed UP-NS merger would help rebalance competition within the rail industry by expanding transportation options and improving connections across the U.S. rail network. This will provide a more dependable service and greater flexibility in moving finished product from manufacturers to their customers. This same type of action is needed to increase access to lines for short line rail in our area so they can provide much needed service for transporting raw material from the forest to mills.

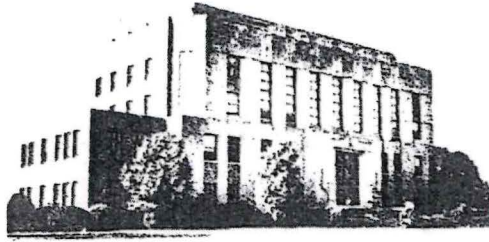
For the forest products industry, transportation reliability remains a constant challenge. In many parts of the Lake States, businesses operate with little margin for disruption, and even minor service disruptions can delay shipments, increase costs, and quickly ripple through mill operations and supply chains. Creating a national rail network with better connectivity would support a more resilient and efficient supply chain for our industry and the rural communities it sustains. Ensuring our communities remain economically viable through jobs, local investment, and long-term stability is of highest importance.

GLTPA believes this merger will benefit the broader national supply chain with competitive shipping options in a globally competitive market. For this reason, GLTPA respectfully urges the Surface Transportation Board to approve the proposed merger between Union Pacific and Norfolk Southern.

Sincerely,

A handwritten signature in black ink that reads "Henry Schienebeck". The signature is written in a cursive style and is positioned above a thin horizontal line.

Henry Schienebeck
Executive Director, Great Lakes Timber Professionals Association



**JERRY T. CRANE, COUNTY JUDGE
HEMPSTEAD COUNTY**

hcijudge@hempsteadcountyar.com

PO Box 1420

Hope, Arkansas 71802-1420

(870) 777-7800 Fax (870) 777-7814

June 22, 2026

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Dear Chairman Fuchs,

Hempstead County continues to see positive economic momentum through investments in industry, agriculture, and transportation infrastructure that support communities across our region. As County Judge, I understand how important reliable infrastructure is to maintaining that progress and creating opportunities for future growth.

That is why I support the proposed merger between Union Pacific and Norfolk Southern. For communities like Hope and the surrounding areas of the County, dependable rail service remains critical to supporting local employers, moving agricultural and industrial products efficiently, and strengthening our position for continued economic development.

Transportation infrastructure plays a major role in how businesses evaluate investment and expansion opportunities. A stronger, more connected rail network has the potential to improve supply chain efficiency, support job creation, and enhance the long-term competitiveness of South Arkansas communities.

Union Pacific has been an important partner to Arkansas communities for many years, and I believe this proposed merger presents an opportunity to further the transportation network that drives economic growth across our region. I support its approval.

Sincerely,

Hon. Jerry T. Crane
Judge, Hempstead County, AR

June 12, 2026

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, D.C. 20423

Subject: Union Pacific-Norfolk Southern Merger Would Support Rural Iowa's Economy

Dear Chairman Fuchs,

The state of Iowa's history is deeply connected to the railroad. Look into the history of almost any rural town in Iowa, there's a good chance you'll find a story of the town being built around the railroad depot and growing as industry moved in and the railroad expanded. Times have changed, but the railroad still plays a significant role in many of Iowa's small towns.

Here in Kossuth and Palo Alto Counties, the railroad serves several major ag industry businesses including ethanol and bio diesel plants. These businesses are critical to the success of our communities and the economy of the surrounding area. Therefore, it is critical that these businesses can reliably and efficiently ship goods to markets across the nation and to international ports.

The merger between Union Pacific and Norfolk Southern would streamline coast to coast shipping and strengthen the country's rail transportation system. By creating the first ever true transcontinental railroad, the merger would open direct access to markets in every corner of the U.S. This would mean more direct access for communities in Iowa and across the midwestern region. Not only would this bolster America's agricultural industry but it would do the same for our manufacturing industries by allowing for faster and more efficient shipments nationwide.

The merger also makes communities like ours more attractive to development and expansion of business operations. When seeking to attract economic development projects, a community must make the case for why they would be the best option for development. Our communities' ability to point to our access to this expanded network of rail transportation is another advantage they can use to bring new business into the county and strengthen the local economy.

For these reasons, I submit my support for the proposed merger between Union Pacific and Norfolk Southern on the behalf of the Kossuth/Palo Alto County Economic Development Corporation. I urge that the board move to approve the merger.

Sincerely,



Tod Faris

Executive Director, Kossuth/Palo Alto Economic Development Corporation
Algona, Iowa

Cc: Member Hedlund
Member Schultz



Cathy Hardin Harrison
Miller County Judge

26 February 2026

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Dear Chairman Fuchs,

In Miller County, the strategic vision for our residents would be incomplete without the rail industry. Long before most of us were here, trains were being loaded up to ship products from Miller County, throughout Arkansas, and the rest of the country. Thankfully, that hasn't changed. Our local economy still depends on infrastructure that works without excuses.

The proposed merger between Union Pacific and Norfolk Southern is an opportunity to strengthen that reliability. As Miller County Judge, I've seen how closely tied our success is to transportation. If manufacturers hit their contracts, farmers move crops, and small businesses grow, it's because rail service is moving steadily and predictably. The people of Miller County can meet the moment. Texarkana stands literally and figuratively at a crossroads for interstate commerce, and I have consistently supported efforts to maintain the positive momentum in our county.

It goes without saying that the proposed merger is not simply about consolidation but rather about building a network that keeps pace with modern commerce. With Union Pacific leading the way, a stronger rail system can play a significant role in making Arkansas a great place to start, grow, and sustain a business.

If this merger delivers improved service and long-term investment in the communities it serves, it will directly benefit our farmers, manufacturers, and working families. For Texarkana and communities like it across the country, that is reason enough to support approval.

Sincerely,

Hon. Cathy Hardin Harrison
Miller County Judge

CAPITOL OFFICE
State Capitol Building
Room 328
201 West Capitol Avenue
Jefferson City, MO, 65101-
6806

Tele: (573) 751-3158

Fax: (573) 526-3969



MISSOURI SENATE
BARBARA ANNE WASHINGTON
SENATOR, 9th DISTRICT

COMMITTEES
Agriculture, Food Production and
Outdoor Resources
Appropriations
Economic Development
Progress & Development
Transportation
Children's Trust Fund
Court Automation
Jt. Committee Administrative Rules
Jt. Committee Legislative Research
Jt. Committee Leg Research Oversight
Jt. Committee Justice System

April 30, 2026

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

As a community leader in Kansas City, reliable rail service is essential for our local economy, businesses and residents. The proposed Union Pacific–Norfolk Southern merger offers an opportunity to strengthen these connections and deliver long-term benefits. I am also encouraged by the recent investment made by Union Pacific in my district at the LEED facility. The beautification and investment is welcome and much needed.

The merger promises faster, more dependable service, reduced congestion and expanded market reach for our businesses. It also means continued investment in rail infrastructure – enhancing safety, creating jobs and ensuring our community remains competitive in a growing economy.

I respectfully urge the Surface Transportation Board to approve this merger so we can take advantage of the efficiencies, investments and opportunities it will bring - connecting our communities regionally, nationally and across the globe.

Respectfully submitted,

A handwritten signature in cursive script that reads "Barbara Anne Washington".

Barbara Anne Washington
Ninth Senatorial District

cc: Member Schultz
Member Hedlund

July 22, 2026

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

My name is Lou Kowieski. I serve as an Alderman on the Common Council in Oconomowoc, Wisconsin. I write today in support of the Union Pacific and Norfolk Southern merger.

As a local elected official, I know firsthand how the success of our local economy is critical to the success of our community as a whole. Oconomowoc, like many cities across Wisconsin, benefits from a freight network that can reliably move goods throughout our region and beyond.

This proposed merger would [benefit underserved markets](#) in Wisconsin, which often go overlooked. Having a rail network that is connected across the country will open up new opportunities for growth and discovery between producers and consumers. Should the merger move forward, Wisconsin's local freight economy would see increased [competition](#) amongst rail and trucking, as a single rail provider could now offer coast-to-coast port and market access. Competition between modes of shipping puts downward pressure on costs for farmers and manufacturers, encourages innovation, and provides enhanced choices about how to move products.

Additionally, [trucking currently dominates the freight market](#), hauling over 90% of manufactured and agricultural products within Wisconsin. Having a single-line haul eliminates the costly handoffs and delays that currently push freight off the rails and onto our highways. A stronger rail option also means fewer heavy trucks on roads like I-94, which translates into decreased wear and tear on taxpayer-funded infrastructure and safer transportation.

This merger will facilitate the growth of local businesses, from the family-owned manufacturers in Waukesha County to agricultural shippers across our state. It will help retain and create good-paying jobs, strengthen our supply chains, and ensure that smaller communities are not left behind as the freight economy continues to evolve.

For these reasons, I urge the Board to approve the proposed merger and allow the free market to build the efficiencies as described above. Thank you for the opportunity to share the perspective of our community, and for careful consideration of this decision.

Sincerely,

Lou Kowieski 
Alderman, City of Oconomowoc

CC: Michelle A. Schultz
Karen J. Hedlund
Richard J. Kloster

NATALIE MIHALEK, MEMBER

40TH LEGISLATIVE DISTRICT

DISTRICT OFFICE

1121 BOYCE ROAD, SUITE 2200 A
UPPER ST. CLAIR, PA 15241
PHONE: 724-942-2045
FAX: 724-942-2046

CAPITOL OFFICE

P.O. BOX 202040
HARRISBURG, PA 17120-2040
PHONE: 717-783-1522
FAX: 717-783-8332



House of Representatives
Commonwealth of Pennsylvania
Harrisburg

COMMITTEES:

APPROPRIATIONS

SUBCOMMITTEE: CRIMINAL JUSTICE

CONSUMER PROTECTION, TECHNOLOGY, AND UTILITIES

SUBCOMMITTEE: CONSUMER PROTECTION

INSURANCE REPUBLICAN VICE CHAIR

NMIHALEK@PAHOUSEGOP.COM

REPMIHALEK.COM

FACEBOOK.COM/REPMIHALEK

X: @REPMIHALEK

INSTAGRAM: /REPMIHALEK

May 28, 2026

The Honorable Patrick J. Fuchs
Chairman

Surface Transportation Board
395 E Street SW

Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

As a State Representative representing Allegheny and Washington Counties, I am writing to express my strong support for the proposed merger between Union Pacific and Norfolk Southern.

Freight rail is a cornerstone of our state's economy. We depend on rail to safely move goods that support our industries and connect our communities. Norfolk Southern has been a key partner for our state and region and we are excited at the potential for adding Union Pacific to that partnership.

The agreement reached with the working men and women represented by SMART-TD is important to earning my support. The job security in the train and yardmaster services offers peace of mind to the men and women of the workforce and sends a serious signal this merger is about growth.

Norfolk Southern serves as a critical operator of rail, bridges, and intermodal across Allegheny County. Their presence here serves not only the consumers but the countless small and medium-sized businesses in the region. We are a major corridor, and this merger will create a nationwide network and open new markets while delivering freight in a cheaper and more efficient manner.

NATALIE MIHALEK, MEMBER

40TH LEGISLATIVE DISTRICT

DISTRICT OFFICE

1121 BOYCE ROAD, SUITE 2200 A
UPPER ST. CLAIR, PA 15241
PHONE: 724-942-2045
FAX: 724-942-2046

CAPITOL OFFICE

P.O. BOX 202040
HARRISBURG, PA 17120-2040
PHONE: 717-783-1522
FAX: 717-783-8332



House of Representatives
Commonwealth of Pennsylvania
Harrisburg

COMMITTEES:

APPROPRIATIONS

SUBCOMMITTEE: CRIMINAL JUSTICE

CONSUMER PROTECTION, TECHNOLOGY, AND UTILITIES

SUBCOMMITTEE: CONSUMER PROTECTION

INSURANCE REPUBLICAN VICE CHAIR

NMIHALEK@PAHOUSEGOP.COM

REPMIHALEK.COM

FACEBOOK.COM/REPMIHALEK

X: @REPMIHALEK

INSTAGRAM: /REPMIHALEK

I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to our state and the national economy.

Sincerely,

A handwritten signature in black ink that reads "Natalie Mihalek".

Natalie Mihalek

cc: Member Schultz
Member Hedlund

ABBY E MAJOR, MEMBER
60TH LEGISLATIVE DISTRICT

HARRISBURG OFFICE:
ROOM 53A, EAST WING
PO BOX 202060
HARRISBURG PA 17120-2060
717-783-5327



DISTRICT OFFICES:
312 FORD ST
FORD CITY PA 16226
724-763-3222

2879 LEECHBURG RD
LOWER BURRELL PA 15068
724-335-2790

House of Representatives
Commonwealth of Pennsylvania
Harrisburg

June 29, 2026

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423
Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

I am writing to you today to ask you to give every consideration and to support the merger between Norfolk Southern and Union Pacific. I did not come to this decision lightly and have had various interactions with Norfolk Southern in my district, but I believe that this merger would be best for both companies and more importantly consumers.

Freight rail is a cornerstone of our state's economy. We depend on rail to safely move goods that support our industries and connect our communities. Norfolk Southern has been a key partner for our state and region and I think that adding the Union Pacific team will only make it better.

My region of the state is a major hub for rail with the Conemaugh Line running through Armstrong County. This is a vital freight corridor and is used for heavy loads, including for the coal industry which is still operating in our region. These routes employ men and women from our area and I am glad to hear that the merged company has agreed to protect those jobs for the people in our community.

Consumers will see a benefit from the first transcontinental railroad and for that reason, I urge the Surface Transportation Board to give favorable consideration to this proposal. It will have a positive impact on our local, state, and national economy.

Sincerely,

A handwritten signature in blue ink, appearing to read "Abby Major".

Representative Abby Major
60th Legislative District

cc: Member Schultz
Member Hedlund

11TH DISTRICT
STATE SENATOR
JUDITH L. SCHWANK
SENATE BOX 203011
HARRISBURG, PA 17120-3011
717-787-8925
FAX: 717-772-0578

210 GEORGE STREET
SUITE 201
READING, PA 19605
610-929-2151
FAX: 610-929-2576

EMAIL: senatorschwank@pasenate.com
X: @SenJudySchwank
INSTAGRAM: @SenJudySchwank
FACEBOOK: @SenatorJudySchwank
WEBSITE: www.SenatorSchwank.com



Senate of Pennsylvania

February 3, 2026

COMMITTEES
AGRICULTURE & RURAL AFFAIRS,
DEMOCRATIC CHAIR
APPROPRIATIONS
GAME & FISHERIES
HEALTH & HUMAN SERVICES

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423
Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As the Democratic Chairwoman of the Senate Agriculture Committee of the State of Pennsylvania, I am writing to express my strong support for the proposed merger between Union Pacific and Norfolk Southern.

Freight rail is a cornerstone of our state's economy, safely moving the goods that power our industries, support our farmers and connect our communities to markets across the nation and the world. I believe this merger will help with providing efficient, reliable and cost-effective service to businesses large and small. The American freight rail network is not only critical to our economic growth – it is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions.

This merger will allow for the efficient movement of freight, something that will help the agriculture community immensely. Interchange delays add countless costs to farmers shipping goods. A transcontinental solution like this one will end those costs and expand market opportunities for our farmers and agribusinesses.

I am also happy to see that this is a true partnership between the company and the working men and women who have helped build and operate the rail system. The announcement of job protections and the endorsement from the union representing the workers, SMART-TD, means they will begin this endeavor stronger together.

This merger is about more than just railroads – it's about securing the future of our transportation network, supporting economic development and ensuring American freight rail remains globally competitive.

I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to our state and the national economy.

Sincerely,

Judy Schwank
State Senator – 11th District

cc: Member Schultz
Member Hedlund

JLS/TH

18TH DISTRICT
STATE SENATOR
LISA M. BOSCOLA

SENATE BOX 203018
THE STATE CAPITOL
HARRISBURG, PA 17120-3018
717-787-4236
FAX: 717-783-1257

X: @SenLisaBoscola
FACEBOOK: @SenLisaBoscola
INSTAGRAM: @SenLisaBoscola
WEBSITE: www.SenatorBoscola.com



Senate of Pennsylvania

COMMITTEES

CONSUMER PROTECTION & PROFESSIONAL
LICENSURE, MINORITY CHAIR
GAME & FISHERIES
BANKING & INSURANCE
COMMUNICATIONS & TECHNOLOGY
LAW & JUSTICE

March 4, 2026

The Honorable Patrick J. Fuchs
Chairman, Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

As the Democratic Chairwoman of the Senate Consumer Protection & Professional Licensure Committee of the Senate of Pennsylvania, I am writing to express my strong support for the proposed merger between Union Pacific and Norfolk Southern.

Freight rail is a cornerstone of our state's economy, safely moving the goods that power our industries, support our farmers and connect our communities to markets across the nation and the world. I believe this merger will help with providing efficient, reliable and cost-effective service to businesses large and small. The American freight rail network is not only critical to our economic growth – it is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions.

This merger will allow for the efficient movement of freight, something that will help the small business community immensely. Interchange delays add countless costs to shipping goods. A transcontinental solution like this one will end those costs and expand market opportunities for our businesses and our farmers.

I am also happy to see that this is a true partnership between the company and the working men and women who have helped build and operate the rail system. The announcement of job protections and the endorsement from the union representing the workers, SMART-TD, means they will begin this endeavor stronger together.

This merger is about more than just railroads – it's about securing the future of our transportation network, supporting economic development and ensuring American freight rail remains globally competitive.

I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to our state and the national economy.

Respectfully,

A handwritten signature in black ink, reading "Lisa M. Boscola". The signature is written in a cursive style with a large initial "L" and a stylized "B".

Lisa M. Boscola
18th Senatorial District

cc: Member Schultz
Member Hedlund

22ND DISTRICT
STATE SENATOR
MARTY FLYNN

SENATE BOX 203022
THE STATE CAPITOL
HARRISBURG, PA 17120-3022
TELEPHONE: 717-787-6481

409 NORTH MAIN AVENUE
JAY COMMONS
SCRANTON, PA 18504
TELEPHONE: 570-207-2881

27 NORTH RIVER STREET
PLAINS, PA 18705
TELEPHONE: 570-325-3457



Senate of Pennsylvania

COMMITTEES

TRANSPORTATION, DEMOCRATIC CHAIR
BANKING & INSURANCE
CONSUMER PROTECTION &
PROFESSIONAL LICENSURE
LABOR & INDUSTRY
LAW & JUSTICE

E-MAIL: flynn@pasenate.com
X: @SenMartyFlynn
INSTAGRAM: @SenMartyFlynn
FACEBOOK: @SenatorMartyFlynn
WEBSITE: www.SenatorFlynn.com

March 10, 2026

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

As the Democratic Chairman of the Senate Transportation Committee of the State of Pennsylvania, I am writing to express my strong support for the proposed merger between Union Pacific and Norfolk Southern.

Freight rail is a cornerstone of our state's economy, safely moving the goods that power our industries, support our farmers and connect our communities to markets across the nation and the world. I believe this merger will help with providing efficient, reliable and cost-effective service to businesses, large and small. The American freight rail network is not only critical to our economic growth – it is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions.

From my perspective as minority chairman of our Transportation Committee, I know the importance efficient and reliable rail plays in the success of our Commonwealth. Our committee has spent countless hours looking for more efficient ways to move goods in a way that prioritizes our environment. This merger will be good for our small businesses, our farmers, and consumers.

This merger will also be good for working families. The announcement of job protections and the endorsement from the union representing the workers, SMART-TD, means they will begin this endeavor stronger together. It's a true partnership between labor and management.

This merger is about more than just railroads – it's about strengthening our infrastructure, delivering for consumers, and strengthening working men and women.

I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to our state and the national economy.

Sincerely,

A handwritten signature in black ink, appearing to read "Marty Flynn".

Senator Marty B. Flynn
22nd Senatorial District

cc: Member Schultz
Member Hedlund



Serving the Pueblo Community Since 1910

302 N. Santa Fe Ave. • Pueblo, CO 81003 • (719) 542-1704 • (719) 546-9596 fax • pueblochamber.org

Duane Nava

President & Chief Executive Officer
Greater Pueblo Chamber of Commerce
302 N. Santa Fe Ave.
Pueblo, CO 81003

May 6, 2026

The Honorable Karen Hedlund
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Strong Support for Union Pacific–Norfolk Southern Merger

Dear Chairman Fuchs:

On behalf of the Greater Pueblo Chamber of Commerce and the businesses we represent across Southeast Colorado, I write to strongly support the proposed merger between Union Pacific and Norfolk Southern. This transaction is a critical step toward strengthening the national freight network and ensuring that industrial communities like Pueblo remain competitive in a rapidly evolving economy.

Pueblo's identity and economic strength are inseparable from rail. For more than a century, Union Pacific has been a foundational partner in our region, supporting the movement of raw materials and finished goods that power our industrial base. Today, that legacy continues through its service to North America's Rocky Mountain Steel facility—one of the largest rail-served steel operations in the western United States.

The Pueblo steel mill produces rail, pipe, and other critical infrastructure materials distributed across North America. It supports hundreds of direct, high-wage manufacturing jobs and thousands more across the supply chain. Rail is not optional for this operation, it is essential. The mill depends on inbound shipments of scrap metal and raw materials and outbound distribution of finished steel products, the majority of which move by rail. Any improvement in rail efficiency directly strengthens the viability of this cornerstone employer.

Across Southeast Colorado, rail supports key sectors including agriculture, energy, construction materials, and manufacturing. Colorado's freight rail system moves tens of millions of tons of goods annually, with a significant share tied to industrial and agricultural production in our region. Maintaining reliable, cost-effective rail service is essential for keeping these industries competitive in national and global markets.





Serving the Pueblo Community Since 1910

302 N. Santa Fe Ave. • Pueblo, CO 81003 • (719) 542-1704 • (719) 546-9596 fax • pueblochamber.org

The proposed merger delivers clear, measurable benefits:

Stronger Industrial Supply Chains: A unified transcontinental network will reduce interchange delays, improve transit times, and provide more seamless coast-to-coast service—directly benefiting large-scale shippers like the Pueblo steel mill and regional producers.

Increased Market Access: More efficient long-haul rail service will expand reach for Colorado-made products, improving access to ports and major population centers and enhancing export competitiveness.

Economic Growth and Job Stability: Improved rail performance will reinforce the long-term stability of major employers and make Pueblo more attractive for new industrial investment, supporting job creation in a region where manufacturing remains a critical economic driver.

Reduced Highway Congestion and Costs: Diverting freight from trucks to rail reduces pressure on key freight corridors such as I-25 and U.S. 50, lowering congestion, improving safety, and decreasing long-term infrastructure maintenance costs borne by taxpayers.

Environmental Efficiency: Freight rail is up to four times more fuel-efficient than trucking. Expanding rail capacity through this merger will reduce emissions while supporting industrial growth—an outcome that aligns economic and environmental priorities.

This is not a theoretical benefit, it is a practical, near-term opportunity to improve how goods move into, out of, and through Colorado. For Pueblo, where rail-served industry remains a cornerstone of the local economy, the stakes are real and immediate.

I urge the Surface Transportation Board to act decisively and approve this merger. Doing so will strengthen critical supply chains, support American manufacturing, and ensure that communities like Pueblo continue to play a vital role in the nation's economic future.

Sincerely,

Duane Nava
President & Chief Executive Officer
Greater Pueblo Chamber of Commerce





2400 E. Katella Avenue, Suite 650
Anaheim, CA 92806

Office: +1 (562) 483 2044

13 Jan, 2025

The Honorable Patrick J. Fuchs
Chairman, Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

On behalf of the Rebuild SoCal Partnership, I am writing to express our support for the proposed merger between Union Pacific and Norfolk Southern. Rebuild SoCal represents more than 2,750 union contractors and over 60,000 skilled union workers across Southern California, united by a shared commitment to building, maintaining, and modernizing the infrastructure that powers our regional economy.

A resilient supply chain depends on strong, well-functioning transportation infrastructure. Freight rail is a critical backbone of that system, moving goods efficiently from ports and production centers to markets across the nation. The proposed merger would create the first truly transcontinental rail network, reducing unnecessary handoffs, shortening transit times and strengthening reliability. These improvements will help ease supply chain disruptions, reduce congestion on Southern California roadways, and support the movement of goods that businesses and working families rely on every day.

Equally important, this merger stands out for its clear and unprecedented labor commitments. Organized labor has expressed strong support for the agreement, recognizing the protections in place to safeguard jobs, uphold hard-won labor standards and create new opportunities for union workers.

For Southern California, this merger represents more than a corporate transaction. It is an investment in infrastructure, workforce stability and supply chain resilience - values that are central to Rebuild SoCal's mission and to the region's long-term economic strength.

I respectfully urge the Surface Transportation Board to give full and favorable consideration to the Union Pacific-Norfolk Southern merger.

Sincerely,

Jon Switalski



Southern California District Council of Laborers (SCDCL) | The Operating Engineers (IUOE Local 12)

The Building Industry Association of Southern California (BIASC) | Associated General Contractors of California - AGC California

The Associated General Contractors of America - AGC San Diego Chapter | Southern California Contractors Association (SCCA) | United Contractors (UCON)



Scott County

Brian Jones, Judge

190 W. 1st Street, Box 1 Waldron, Arkansas 72958
479-637-2155 Fax 479-637-4199

June 9, 2026

The Honorable Patrick J. Fuchs
Surface Transportation Board Chairman
395 E Steet S.W.
Washington, D.C. 20423

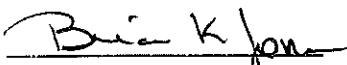
Dear Chairman Fuchs:

I am writing in support of the proposed merger between Union Pacific Railroad and Norfolk Southern Railway. Transportation infrastructure plays a vital role in the economic strength of rural Arkansas. Our communities depend on reliable freight rail to move agricultural products, manufactured goods, and other essential commodities to markets throughout Arkansas and across the nation.

A stronger, more connected rail network will help support long-term economic growth, improve supply chain reliability, and create new opportunities for businesses while continuing to serve the families and communities that call our area home. This proposed merger represents an opportunity to build a safer, more efficient, and better integrated rail system that will benefit Arkansas for years to come.

Thank you for your time and consideration. I respectfully ask the Board to give this proposed merger careful consideration, as I believe it will provide meaningful long-term benefits to Arkansas communities, particularly those in our rural areas.

Sincerely,


Brian K. Jones



Steve Hotz

Sebastian County Judge
County Courthouse
35 South 6th Street, Room 106
Fort Smith, Arkansas 72901
(479) 783-6139
Fax (479) 784-1550

May 28, 2026

The Honorable Patrick Fuchs
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Dear Chairman Fuchs:

On behalf of Sebastian County, Arkansas, I write to express our interest in and support for the proposed merger between Union Pacific and Norfolk Southern rail lines. Sebastian County has long recognized the importance of rail transportation to the economic vitality of western Arkansas and the surrounding region, particularly through the City of Fort Smith and our expanding industrial and logistics sectors.

As County Judge, I understand firsthand the critical role that dependable freight rail service plays in supporting manufacturers, agricultural producers, small businesses, and economic development initiatives throughout our county. A strengthened national rail network has the potential to improve efficiency, reduce shipping delays, enhance supply chain reliability, and create additional opportunities for economic growth across the Midwest and South.

Fort Smith and Sebastian County are strategically positioned along important transportation corridors, and any investment or operational improvements resulting from this proposed merger could provide meaningful long-term benefits to our region. Improved rail connectivity and infrastructure enhancements may also encourage future industrial recruitment and job creation opportunities for our citizens.

While we recognize the importance of careful regulatory review and consideration of competition, service quality, and public interest factors, we are hopeful that the Surface Transportation Board will continue to evaluate this proposal with an eye toward the long-term economic advantages that a modernized and more efficient rail system could provide to communities like ours.

Thank you for your leadership and service on the Surface Transportation Board and for your consideration of the perspectives of local governments and communities affected by this proposal. We appreciate the opportunity to share our support and look forward to the continued growth and success of freight rail transportation in our region and across the nation.

Respectfully,

A handwritten signature in blue ink, appearing to read "Steve Hotz".

Steve Hotz
Sebastian County Judge



April 14, 2026

Surface Transportation Board
Attn: Docket No. FD 36704
395 E Street SW
Washington, DC 20423

Members of the Surface Transportation Board:

As President of the Chamber of Commerce in Shakopee, Minnesota, I write in strong support of the proposed Union Pacific - Norfolk Southern merger. Our city sits astride Union Pacific rail lines some 15 miles southwest of Minneapolis, at a key point in our regional and statewide logistics infrastructure. Our community includes manufacturers, distributors, and agricultural producers who rely every day on dependable rail service to move materials and finished goods to market across the country.

Today, our businesses utilize rail transportation for a variety of products. But those shipments often face costly delays and handoffs in Chicago, the nation's busiest freight bottleneck. The merger will create a seamless single-line route spanning more than 50,000 miles, letting freight reach eastern markets, Atlantic ports, and beyond without the extra time and expense of a Chicago handoff. That means lower costs for Shakopee businesses, faster delivery to customers, and a stronger competitive edge for our entire region.

The advantages reach well beyond our city limits. Minnesota farmers and rural cooperatives in our broader region will move soybeans, corn, and other commodities more efficiently. At the same time, shifting long-haul freight from highways to rail will take thousands of trucks off Minnesota roads, improving safety and easing congestion for families commuting through the busy metro area.

Importantly, both railroads have committed to protecting every union job held at the time of the merger. No one in our workforce will lose out as we build this long-overdue national network. For generations, leaders have envisioned a unified transcontinental railroad. Approving this merger turns that vision into reality and delivers immediate, tangible benefits to Shakopee, the State of Minnesota, and the nation. I urge the Board to move swiftly on approval.

Sincerely,

A handwritten signature in dark ink, appearing to read "Tim Zunker".

Tim Zunker
President
Shakopee Chamber of Commerce

March 11, 2026

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, D.C. 20423

Subject: Support for Proposed Merger Between Union Pacific and Norfolk Southern

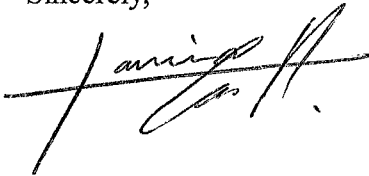
Dear Chairman Fuchs,

Sheldon, Iowa has long been a hub for both manufacturing and agriculture in northwest Iowa. The local businesses here in Sheldon are important parts of our community that employ many of our residents and support the local economy. Much of that economy is also supported by our access to the railroad. The agricultural industry in Sheldon and the surrounding area relies on rail transportation to bring the products they grow and produce to markets across the country.

The proposed merger of Union Pacific and Norfolk Southern is an opportunity to strengthen the transportation network that serves communities like ours. The new expanded network gives Iowa communities and businesses more direct access to markets in the U.S. With direct access, our communities will be better equipped to attract new businesses and expand upon existing business.

This merger is an opportunity to bolster the agricultural and manufacturing sectors in Iowa. On behalf of the Sheldon Chamber & Development Corporation, I ask the Surface Transportation Board to carefully consider the benefits this presents for communities throughout the U.S. I encourage the approval of this merger.

Sincerely,

A handwritten signature in black ink, appearing to read "Tania Herrera", with a stylized flourish at the end.

Tania Herrera
Executive Director, Sheldon Chamber & Development Corporation
Sheldon, Iowa



BOARD OF SUPERVISORS COUNTY OF SUTTER

1160 Civic Center Blvd.
Yuba City, CA 95993

(530) 822-7106
FAX: (530) 822-7103

June 25, 2026

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

**Subject: Support for Union Pacific and Norfolk Southern Merger, Docket Number:
FD 36873**

Dear Chairman Fuchs,

The Sutter County Board of Supervisors is writing to express the Board's strong support for the proposed merger between Union Pacific and Norfolk Southern.

Freight rail is a cornerstone of our state's economy, safely moving the goods that power our industries, support our farmers and connect our communities to markets across the nation and the world. Union Pacific has long been an essential transportation partner for our state, providing efficient, reliable and cost-effective service to large and small businesses. The American freight rail network is not only critical to our economic growth – it is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions.

The proposed merger offers a unique opportunity to strengthen this network and deliver tangible benefits for shippers, consumers and communities, including:

- **Improved Service Reliability:** More direct routes and greater operational flexibility will help prevent service disruptions and improve schedule dependability.
- **Reduced Transit Times:** Eliminating certain interchanges will speed the movement of goods, helping our businesses reach customers faster and more competitively.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in modern infrastructure, advanced technology and enhanced safety systems.
- **Expanded Reach:** The broader geographic footprint will open new markets for our state's products and strengthen supply chain resilience.

Members of the Board

Jeff Boone	District 1
Dan Flores	District 2
Mike Ziegenmeyer	District 3
Karm Bains	District 4
Jeff Stephens	District 5

County Administrator
Steven M. Smith

Clerk of the Board
Donna M. Johnston

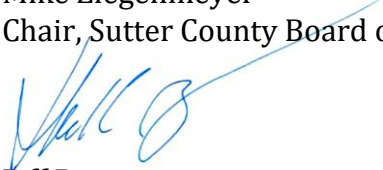
This merger is about more than just railroads – it's about securing the future of our transportation network, supporting economic development and ensuring American freight rail remains globally competitive.

We respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to our state and the national economy.

Sincerely,



Mike Ziegenmeyer
Chair, Sutter County Board of Supervisors



Jeff Boone,
District 1, Sutter County Board of Supervisors



Dan Flores
District 2, Sutter County Board of Supervisors



Karm Bains
District 4, Sutter County Board of Supervisors



Jeff Stephens
District 5, Sutter County Board of Supervisors

cc: Member Schultz
Member Hedlund



April 8, 2026

The Honorable Patrick J. Fuchs, Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423
Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

On behalf of the Texas Travel Alliance, I write to express support for the proposed merger between Union Pacific and Norfolk Southern. While this proposal involves freight rail rather than passenger service, it carries meaningful implications for Texas's travel and tourism economy.

Tourism in Texas depends on safe, reliable, and efficient transportation networks. Highways remain the primary way visitors travel to and within our state, whether they are driving to major destinations or exploring smaller communities. When those roads are congested or overburdened, it directly affects the visitor experience and the ability of local businesses to thrive.

A more efficient freight rail network can help address that challenge. By moving more long-haul freight by rail, this merger has the potential to reduce the number of heavy trucks on Texas highways. That reduction can ease congestion on key travel corridors, improve roadway safety, and help preserve the condition of infrastructure that millions of visitors rely on each year.

These improvements are especially important for destinations across Texas that depend on drive-in tourism, from major metros to rural communities and regional attractions. Smoother traffic flow and safer roads make it easier for travelers to reach those destinations and enjoy their time once they arrive.

In addition, strengthening the national freight network supports the broader tourism economy by improving supply chains. Hotels, restaurants, attractions, and event venues all rely on timely delivery of goods. Greater efficiency and reliability in freight movement helps ensure those businesses can operate smoothly and meet visitor demand.

For these reasons, we respectfully encourage the Surface Transportation Board to approve the Union Pacific–Norfolk Southern merger. Investments that improve infrastructure performance, whether directly or indirectly, help support a stronger tourism economy and a better travel experience across Texas.

Sincerely,

Erika Boyd
President & CEO
512-328-8842

cc: Member Schultz
Member Hedlund

THE CITY OF
UNION CITY

GEORGIA

5047 Union Street, Union City, GA 30291
(770) 964-2288
www.unioncityga.org

The Honorable Patrick J. Fuchs, Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423
Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

In Union City, we understand the value of connection. Our city has deep railroad roots, and today we are one of the most influential business submarkets in the southern portion of metro Atlanta, just 10 miles from Hartsfield-Jackson Atlanta International Airport. We know from experience that when infrastructure is strong, communities have a better chance to grow, compete, and create opportunity.

That is why I support the proposed merger between Norfolk Southern and Union Pacific. For Union City, this is not just about two companies coming together. It is about whether cities like ours will be better positioned for the future. It is about freight mobility, economic development, and making sure Georgia remains a leader in the movement of goods, jobs, and investment.

Norfolk Southern already has a major presence in Georgia. The company operates 1,706 miles of track in the state, serves 1,263 customers, and employs 4,069 people. That kind of footprint matters in a state where logistics, distribution, manufacturing, and commerce are central to continued growth.

This merger would create America's first single-line, coast-to-coast freight railroad. That matters because too many shipments today still depend on handoffs between rail carriers, which can add delays, cost, and complexity. The combined network would transform 10,000 existing lanes from interline to single-line service and create 84,000 new county-to-county lanes with first-time access to single-line rail service.

For a fast-growing community like Union City, that kind of connectivity is not abstract. Companies looking to expand want reliable access to transportation networks. Workers want communities that continue to attract jobs and investment. Residents want infrastructure that supports growth without placing more strain on already busy roads.

That is another reason this merger makes sense. Our city believes in growth that is strategic, practical, and forward-looking. We understand that transportation decisions shape local economies for decades. This merger is not just about rail lines on a map. It is about strengthening the systems that connect communities like ours to greater opportunity. That is why I support the merger between Norfolk Southern and Union Pacific.

Best Regards,



Vince R. Williams

June 9, 2026

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E St. SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

As the Former Chief Macroeconomist for the United States Department of Agriculture (USDA), I am writing to convey my support for the proposed merger between Union Pacific (UP) and Norfolk Southern (NS). During my tenure as Chief Macroeconomist, I researched how much American supply chains and logistics affect agriculture and food systems. I can confidently say that a merger between UP and NS would greatly improve agricultural transportation networks, strengthen supply-chain efficiency, and benefit American farmers and consumers alike.

The proposed merger would connect two complementary rail networks into a more unified national freight system. Currently, the two rail networks only overlap in one part of the Midwest; the rest of the country is largely divided between Union Pacific operations west of the Mississippi River and Norfolk Southern operations east of it. By establishing new, single-line routes, a unified transcontinental rail network would create efficiencies for agricultural producers, shippers, and exporters across the country.

The unified system would allow shipping to be more efficient, primarily due to the elimination of handoffs, which can take days, as well as the decreased risk of travel congestion. Reducing interchange delays and improving routing efficiency would help agricultural products move more quickly and reliably from farms to processors, ports, and export markets. This would reduce transportation and inventory costs throughout the supply chain, helping Americans keep money in their pockets.

The merger would also strengthen connections between agricultural producers and major U.S. ports. This would better connect domestic products with new export markets, giving farms and companies more routing options, and enhancing the competitiveness of American agricultural exports abroad. Bolstered domestic supply chains, and stronger connections to ports, ultimately serves to enhance the competitiveness of American products abroad, a critical objective particularly at a time when other countries are investing heavily in transportation and trade infrastructure.

In a recent [Agri-Pulse](#) opinion piece, I noted that “the case for the UP-NS merger runs through America’s heartland” because American agriculture depends on efficient and

reliable freight transportation to remain globally competitive. That remains true today. Farmers, ranchers, food producers, and rural communities all benefit from transportation systems that reduce delays, expand market access, and improve supply-chain reliability.

Overall, I believe the proposed UP-NS merger represents an important opportunity to strengthen America's agricultural economy and improve the efficiency of the nation's freight transportation network. I urge the Surface Transportation Board to carefully consider the potential benefits this merger could provide to the American agriculture sector and to the farmers and ranchers who remain the backbone of the U.S. economy when evaluating the resubmitted application.

Sincerely,

Paul Prentice, Former Chief Macroeconomist at the Economic Research Service, USDA

cc: Member Schultz
Member Hedlund



The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

April 23, 2026

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

As President and CEO of the Vail Valley Partnership, I am writing to express strong support for the proposed merger between Union Pacific and Norfolk Southern. Vail Valley Partnership is the regional chamber of commerce and economic development organization representing Eagle County, CO and are dedicated to the vitality of our mountain region.

Freight rail plays a vital role in Colorado's economy and is especially important to the communities along the I-70 mountain corridor. Our region depends on the efficient movement of goods to support tourism, hospitality, construction, and local businesses that serve millions of visitors each year. Union Pacific has long been a critical transportation partner in the West, helping ensure that essential goods move safely and reliably through Colorado.

The I-70 corridor is one of the most congested and challenging transportation routes in the country, particularly through the Vail Pass and Eisenhower-Johnson Memorial Tunnel. Heavy truck traffic contributes significantly to congestion, delays, and safety risks for residents and visitors alike. Moving more freight by rail—rather than by truck—offers a meaningful solution to these persistent challenges.

The proposed merger presents a significant opportunity to enhance the role of rail in reducing pressure on I-70 and improving overall mobility and safety in the mountain corridor. Key benefits include:

Reduced Highway Congestion: By enabling more efficient, long-haul freight movement via rail, the merger will help take trucks off I-70, easing traffic congestion and improving travel times for motorists.

Three-time National Chamber of the Year (2024, 2020, 2016)

Physical Address: 10 West Beaver Creek Blvd, Unit 221, Avon, CO 81620

Mailing Address: 56 Edwards Village Blvd, Ste 124, PMB #539, Edwards, CO 81632

VailValleyPartnership.com



Improved Safety: Fewer trucks navigating steep grades and adverse weather conditions will reduce accident risks, making the corridor safer for all users.

Enhanced Mobility for Mountain Communities: Reduced congestion supports reliable access for workforce commuting, tourism travel, and emergency services—critical to the Vail Valley’s economy and quality of life.

Environmental Benefits: Shifting freight from trucks to rail reduces emissions and fuel consumption, helping preserve the natural environment that is central to our region’s identity and economic vitality.

Stronger Supply Chain Connectivity: A more integrated transcontinental rail network will improve service reliability and expand market access for Colorado businesses, strengthening economic resilience across the Western Slope.

This merger is not simply about rail consolidation—it is about modernizing our national freight network in a way that directly benefits mountain communities like ours. By reducing truck traffic on I-70 and enhancing the efficiency of goods movement, this proposal supports safer roads, a stronger economy, and a more sustainable future for Colorado.

I respectfully urge the Surface Transportation Board to give full and favorable consideration to this merger, recognizing its potential to deliver meaningful transportation, safety, and economic benefits to the Vail Valley, Eagle County, and the broader mountain corridor.

Sincerely,

A handwritten signature in dark ink, appearing to read "Chris Romer", written over a light blue horizontal line.

Chris Romer
President/CEO
Vail Valley Partnership

Three-time National Chamber of the Year (2024, 2020, 2016)

Physical Address: 10 West Beaver Creek Blvd, Unit 221, Avon, CO 81620

Mailing Address: 56 Edwards Village Blvd, Ste 124, PMB #539, Edwards, CO 81632

VailValleyPartnership.com



111 North 12th St., Van Buren AR 72956
Office: 479.474.2761
VanBurenChamber.org

July 7, 2026

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Dear Chairman Fuchs,

Having spent my career working alongside businesses of all sizes, from one of the world's largest corporations to chambers of commerce serving communities across this state, I've seen firsthand what separates regions that thrive from those that struggle to compete. Success often comes down to connectivity, infrastructure, and the ability to move products efficiently to customers and markets. Those fundamentals matter everywhere, but they are especially important here in western Arkansas, a place I am proud to call home.

That is why I support the proposed merger between Union Pacific and Norfolk Southern. Western Arkansas has built a strong economy because of those who have chosen to invest in us, Union Pacific being one of them. From manufacturers and logistics to agriculture and small businesses, our region depends on reliable, efficient transportation networks to meet the needs across the wide array of industries. I understand how major employers evaluate growth opportunities, and access to dependable transportation infrastructure is often one of the first factors companies consider when deciding to plant their roots.

A stronger, more integrated rail network has the potential to enhance supply chain efficiency, improve connectivity to key markets, and create new opportunities for businesses in communities like Van Buren and others. Rail service is more than a transportation asset; it is a tool in our economy's toolbelt. Union Pacific has long been an important partner to communities across Arkansas, and I believe this proposed merger presents an opportunity to strengthen the transportation network that so many businesses depend upon, and I support its approval.

Sincerely,

Julie Murray, PCED
President and CEO
Van Buren Chamber of Commerce



Joseph P. Hurst
Mayor

May 20, 2026

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Dear Chairman Fuchs,

Van Buren has always had a unique advantage being located along the Arkansas River. For generations, that connection to transportation and commerce has shaped who we are as a community. I've long believed in the potential the river brings to this region, because when communities are connected to strong transportation networks, they're better positioned to grow, attract investment, and create opportunity, which is why I'm writing today in support of the merger between Union Pacific and Norfolk Southern.

Reliable rail service is vital to the River Valley. Union Pacific has long helped connect industries in this region to larger markets, from the financial hubs in Central Arkansas to the Fortune 500 powerhouses in the Northwest. UP has been supporting the movement of goods in and out of our communities. The river, highways, and rail lines all work together, and when those systems are dependable, it strengthens the entire regional economy.

The proposed merger with Norfolk Southern is a watershed moment in transportation because it speaks directly to the future capacity and reliability of the network. As freight demands refuse to slow down, communities like Van Buren need infrastructure growing and innovating alongside them. A stronger, more integrated rail system could improve coordination across the broader transportation network serving the River Valley.

As this region continues to offer opportunities for growth, we must continue thinking long-term about infrastructure behind the scenes. This merger could help strengthen the transportation foundation that has supported the River Valley for generations while opening doors for the people of Van Buren, both now and in years to come.

With kind regards,

Joseph P. Hurst
Mayor

1003 Broadway Street | Van Buren, AR 72956
Telephone (479) 474-1541
www.cityofvanburenar.gov



April 17, 2026

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Dear Chairman Fuchs,

In Western Arkansas, economic growth and transportation are closely tied together. A big part of our role at the Intermodal Authority is making sure the region is positioned to move goods efficiently — not just today, but as demand grows. That means planning for improvements that strengthen how rail, truck, and other freight systems connect and operate as one, which is why I write in support of the merger between Union Pacific and Norfolk Southern.

Union Pacific has been a critical part of that network, helping link local industries to national and international markets. Through coordination with our regional partners and those in state government, we've supported projects that improve freight movement and attract investment in logistics and distribution. Those efforts depend heavily on consistent, dependable rail service.

The proposed merger with Norfolk Southern is relevant to that work because it could strengthen the broader network's functioning. A more integrated system results in fewer headaches and more regional economic activity. For businesses and industries that rely on those connections in our regions, those improvements are not abstract; they show up on the bottom line.

Our focus is on ensuring Western Arkansas continues to advance in transportation capacity and economic competitiveness. With the right plan in place, this merger could support both our goals and future.

Sincerely,

Jay White

Jay White
WAIA Board Chairman
479.474.5178
jwhite@peppersource.com



April 17, 2026

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Dear Chairman Fuchs,

In Western Arkansas, much of our work at the Development District focuses on ensuring rural communities have the tools to compete and grow over the long term. That includes everything from infrastructure planning to economic development support.

An often-forgotten theme, however, is connectivity, which ensures local industries can start their businesses, get to market, and grow. We've seen how investments in transportation and regional coordination help achieve those goals, and Union Pacific has been a steady and reliable part of that connection, which is why we support their efforts in their proposed merger with Norfolk Southern.

Whether it's our forest products, manufacturing, or distribution, rail service helps bridge the gap between rural producers in the River Valley and the nation's supply chains. If this deal strengthens our service reliability and expands the network's reach, it enhances opportunities for Western Arkansas and grows our regional connectivity for the rural businesses to metro areas near and far.

Infrastructure decisions make a meaningful difference in whether smaller communities can participate fully in the growth happening around them. At the end of the day, if our role is to support sustainable growth across Western Arkansas, it means supporting good deals that help achieve that mission.

Sincerely,

Sasha Grist
Executive Director
Western Arkansas Planning and Development District



May 19, 2026

The Honorable Patrick J. Fuchs
Surface Transportation Board Chairman
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

I am writing to express support for the proposed merger between Union Pacific and Norfolk Southern. As CEO of the Wisconsin Economic Development Association, I have a direct line to our members who work on the front lines of economic development for their communities – many of whom regularly interact with railroads at the local level. Based on my conversations and experience as an economic development professional myself, I believe this merger will bring immense value to Wisconsin's economy through more efficient shipping options.

In many communities, particularly outside major metro areas, rail access can shape whether projects move forward, how quickly they progress, and ultimately their success. Local leaders often spend considerable time navigating projects and, indirectly, the transportation challenges that accompany them, including handoffs between carriers, schedules, and managing uncertainty tied to interline service. A unified coast-to-coast rail network would reduce friction points and make it easier for businesses to move goods without avoidable delays or added costs.

For Wisconsin's manufacturers and shippers, consistency is just as important as speed. Dependable service is critical to meeting customer expectations and operating within tight margins. A network that improves coordination and reduces variability over long distances would provide direct support for those needs, especially for companies trying to reach markets beyond the Midwest.

There is also a direct benefit for site readiness and business recruitment. When communities can rely on consistent rail service, it makes them more competitive for new investment and expansion. Efficient and predictable service helps communities across Wisconsin and the United States attract businesses, support job growth, and keep projects moving forward. As such, continued engagement with local communities will be important to ensure these improvements translate into real, tangible benefits.

For these reasons, I respectfully urge the Surface Transportation Board to approve the proposed merger between Union Pacific and Norfolk Southern.

Sincerely,

Melissa Hunt
President and CEO
Wisconsin Economic Development Association

WISCONSIN ECONOMIC DEVELOPMENT ASSOCIATION

563B Carter Ct, Kimberly, WI 54136 • (866) 766-7578 • weda@weda.org • WEDA.ORG



THE LEADING VOICE
FOR WISCONSIN SMALL
AND INDEPENDENT BUSINESSES

May 5, 2026

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street, SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

As president of Wisconsin Independent Businesses (WIB), I write to express support for the proposed merger between Union Pacific (UP) and Norfolk Southern (NS) and to outline why we believe it would deliver tangible benefits to small businesses and local economies across Wisconsin.

Small businesses are the backbone of Wisconsin's economy, representing 99.4% of all businesses and employing nearly half of the state's workforce – about 1.2 million people. Many of these businesses depend heavily on reliable, affordable freight transportation to reach their customers. For many of our members – particularly manufacturers and distributors – rail service is essential.

Today, fragmented rail networks create inefficiencies that disproportionately burden small businesses. Shipments often require interline transfers between railroads, which can lead to delays, increased handling costs, and reduced reliability. A unified UP-NS network would create more seamless, single-line service across the country. For small businesses, that translates into faster transit times, fewer disruptions, and more predictable delivery schedules.

WIB...Helping you where you need it.

PO Box 2135 | Madison, Wisconsin 53701 | 800-362-9644 | www.wibiz.org

The merger would also expand market access for Wisconsin businesses. Improved connectivity between western and eastern rail corridors would make it easier for small manufacturers and distributors to reach new customers nationwide, as well as major export hubs. In practical terms, this means a small manufacturer in Wisconsin could more efficiently ship products to the Southeast, or a local distributor could access ports with fewer logistical hurdles. Greater market reach strengthens revenue opportunities and reduces dependence on a limited set of buyers.

Cost efficiency is another key benefit. By reducing redundancies and improving network coordination, the merged system could lower per-unit shipping costs over time. While large corporations often have the leverage to negotiate favorable rates or absorb fluctuations, small businesses operate on tighter margins. Even modest improvements in freight pricing or reliability can meaningfully impact their bottom line, enabling reinvestment in hiring, expansion, and innovation.

Lastly, a more efficient and integrated freight network strengthens the resilience of Wisconsin's supply chains – which benefit the entire state. A merged system with broader reach and more flexible routing options would be better positioned to adapt to changing conditions, helping small businesses maintain continuity in the face of unexpected challenges.

For these reasons, WIB believes the proposed merger between Union Pacific and Norfolk Southern would provide meaningful, practical benefits to small businesses and the broader Wisconsin economy. We respectfully urge the Surface Transportation Board to consider these impacts and recognize the role this merger could play in supporting economic growth, competitiveness, and resilience in our state and beyond.

Respectfully,

A handwritten signature in dark ink, appearing to read 'Brian Dake', written over a light blue horizontal line.

Brian Dake
President
Wisconsin Independent Businesses

cc: Member Schultz
Member Hedlund



DAVID STEFFEN

STATE REPRESENTATIVE • 4TH ASSEMBLY DISTRICT

March 13, 2026

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Dear Chairman Fuchs:

The proposed merger between Union Pacific (UP) and Norfolk Southern (NS) would not only be historic as the United States' first transcontinental railroad, but would also bring significant benefits to states across the nation – including here in Wisconsin.

Freight rail is critical for national food security and U.S agriculture; already we are the world's top grain exporter and Wisconsin [ranks number 10](#) out of agricultural-producing states, [contributing \\$104.8 billion annually](#) to the economy. Brown County, which makes up a significant portion of my district, was home to [907 farms in 2022](#). That year, those farms generated a total market value of \$454,617,000 in agricultural products. This merger will have direct impact on each of them as well as the state and nation's economy.

This is because railroads aid agriculture every step of the way – from moving raw materials from mines to fertilizer processors, to transporting fertilizer to farmers, to hauling grain from mills to manufacturers, and then finally delivering products to markets. Currently, railroads move [1.6 million carloads of grain and 1.7 million carloads of food](#) weekly and this number will continue to grow upon UP-NS merger approval, helping America dominate world grain exportation.

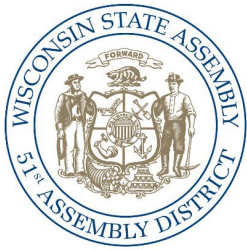
The problem right now is that without this merger, there is no transcontinental railroad to effectively transport grain and other agricultural products from places like my home state to national markets. This impacts export prices and pushes countries to purchase from cheaper exporters, such as Canada, because of its more efficient and expansive railway system. Producers in both Canada and the United States grow spring wheat at roughly the same longitude; however, U.S. wheat was more expensive than Canadian wheat in 2022 and early 2023.

There are endless benefits to be achieved from this first ever transcontinental railroad through the UP-NS merger. I urge the Surface Transportation Board to approve this combination and ensure farmers and communities around the country can unlock access to new markets through a more efficient rail network.

Sincerely,

A handwritten signature in black ink, appearing to read "David Steffen", is written over a light blue horizontal line.

David Steffen
State Representative
4th Assembly District



TODD NOVAK

STATE REPRESENTATIVE • 51ST ASSEMBLY DISTRICT

(608) 237-9151

Toll-Free: (888) 534-0051

Rep.Novak@legis.wi.gov

P.O. Box 8953

Madison, WI 53708-8953

June 17, 2026

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

I write to emphasize the importance of the proposed Union Pacific-Norfolk Southern merger for Wisconsin shippers, particularly the many farmers, producers, manufacturers, and small businesses I represent in southwest Wisconsin.

Growing up on my family's farm outside of Cobb, I learned early on that producing a quality product is only part of the equation. A crop, a load of feed, or a shipment of manufactured goods only creates value once it reaches a customer.

Wisconsin producers compete every day in regional, national, and global markets, supporting an agricultural and food processing industry that contributes more than \$116 billion annually to Wisconsin's economy and sustains 353,900 jobs across the state. Reliable transportation is what allows producers to reach customers, access markets, and sustain their businesses.

By creating the nation's first coast-to-coast freight railroad, this merger would provide more direct service, reduce delays associated with rail handoffs, and expand access to markets throughout the country, transforming an estimated 10,000 existing interline lanes into more efficient single-line service.

One of the most important considerations from Wisconsin's perspective is that Norfolk Southern does not currently operate in our state. This merger would not remove an existing rail option for Wisconsin shippers. Instead, it would give Wisconsin businesses access to a coast-to-coast freight network that does not exist today.

The benefits of this proposal extend beyond any single shipper or industry. Strong transportation networks are part of what allows rural communities to remain viable, industries to remain productive, and states like Wisconsin to remain economically strong. This merger has the potential to advance those goals, and I respectfully encourage the Board to give it careful consideration.

Sincerely,

Todd Novak
State Representative
51ST Assembly District



ROBERT WITTKE

STATE REPRESENTATIVE • 63RD ASSEMBLY DISTRICT

(608) 237-9163
Toll-Free: (888) 534-0063
Rep.Wittke@legis.wi.gov

P.O. Box 8953
Madison, WI 53708-8953

April 24, 2026

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

Wisconsin is my home, and as a state representative, I am deeply committed to supporting efforts that help my community, state, and region thrive. At a time when many families are facing an affordability crisis, we need solutions that will lower costs and strengthen our industries and economy. The proposed Union Pacific-Norfolk Southern (UP-NS) merger is well positioned to be part of that solution.

The proposed merger would create the nation's first transcontinental railroad – one that would pass directly through my community, as UP's current network runs through my county. This historic combination could be transformational for Racine County and the state of Wisconsin.

Racine County is home to a diverse mix of industries, from tech to chemistry to agriculture. From small family-owned businesses to major companies like SC Johnson, our strong economic base is exactly why the UP-NS merger could help Racine County and greater Wisconsin continue to grow and succeed. The Racine area also supports a robust [network of manufacturing](#) sites and logistics facilities, further underscoring its role as a key hub for economic activity. With so many industries operating in our area, this combined and stronger rail network would allow these businesses to access reliable, secure, and efficient freight transportation more easily – helping them ship their products across the country and to ports connected to global markets.

Additionally, the UP-NS merger would help address the bottlenecks and transfer points that currently slow the U.S. rail system. A more streamlined rail network will lead to fewer delays and lower long-term shipping costs. Overall, supply chains will be stronger and more resilient, and businesses – as well as the broader shipping industry – will be better positioned to grow.

With a stronger shipping industry, local businesses will be better positioned to connect with more customers. As economic growth drives increased production, a greater supply of goods would help bring down prices for consumers. At the same time, more efficient and reliable



ROBERT WITTKE

STATE REPRESENTATIVE • 63RD ASSEMBLY DISTRICT

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Madison, WI 53708-8953

shipping – with reduced delays and transfers – can lower transportation costs, with savings that can ultimately be passed on to consumers.

I urge the Surface Transportation Board to approve the merger for the benefit of Racine County, Wisconsin, and communities across the nation. By strengthening supply chains, growing the shipping industry, reducing costs, and expanding economic opportunities, this merger would deliver meaningful, long-term benefits for both the businesses and the families I represent.

Sincerely,

Robert Wittke
State Representative
63rd Assembly District



DAVE ARMSTRONG

STATE REPRESENTATIVE • 67TH ASSEMBLY DISTRICT

June 24, 2026

Patrick J. Fuchs
Chairman, Surface Transportation Board
395 E St SW
Washington, DC 20423

Dear Chairman Fuchs,

I am writing to share my support for the proposed merger between Union Pacific and Norfolk Southern. As a state representative and as a county economic development director, I believe this merger will benefit businesses and consumers alike.

The UP-NS merger would create a transcontinental railroad, allowing materials and products to travel seamlessly to and from major markets across the country, as well as ports. This will improve access, efficiency, and reliability, which are crucial to sustaining economic growth, particularly in smaller communities such as the ones I serve.

For these reasons, I respectfully urge the Surface Transportation Board's support for the UP-NS merger.

Thank you for your consideration.

Sincerely,

A handwritten signature in blue ink, appearing to read "Dave Armstrong".

Dave Armstrong
State Representative
67th Assembly District



July 13, 2026

The Honorable Patrick J. Fuchs
Chairman, Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

As the State Representative for Wisconsin's 86th Assembly District representing parts of Wood, Marathon and Portage Counties, I am writing to express my support for the proposed merger between Union Pacific and Norfolk Southern.

A strong and interconnected transcontinental railroad is critical to Wisconsin's expanding economy. The shipping, agriculture, and manufacturing industries that drive our state's economy depend on reliable transportation networks to reach consumers across the United States. [Union Pacific](#) has been an important partner in Wisconsin's shipping industry, operating [915 miles](#) of track across the state and investing more than [\\$100 million](#) in Wisconsin rail infrastructure since 2021. That investment adds jobs, strengthens our local communities, and ensures the safe transportation of goods across the state. Safe and reliable transportation methods – including rail, truck and barge – is foundational for Wisconsin's [\\$116.3 billion](#) agriculture industry.

When these transportation networks operate efficiently, Wisconsin's agriculture industry is better positioned to transport commodities and access markets across the country and overseas. This is especially valuable to central Wisconsin, where Marathon County produces roughly [95% of America's cultivated ginseng](#), alongside the dairy, grain, and cranberry production that shapes agriculture in both Wood and Marathon counties. Continued investment in Wisconsin's rail infrastructure is essential in keeping our farmers connected, our workers employed, and our state's economy thriving.

Just as importantly, Norfolk Southern does not currently operate in Wisconsin. As a result, this transaction would not eliminate a single rail option for our shippers; instead, it will expand opportunities by connecting Union Pacific's existing Wisconsin service to a transcontinental system. This creates new opportunities for our farmers and manufacturers to sell their products to ports on both coasts.

The proposed merger offers a unique opportunity to strengthen this network and deliver tangible benefits for Wisconsin shippers, farmers and communities, including:

- **Expanded Market Access:** An integrated system will provide more efficient connections to consumers and reliable freight transportation for Wisconsin's shipping industry.
- **Strengthened Agriculture:** A transcontinental network will strengthen dependable freight transportation and enable Wisconsin's agriculture industry to better access domestic and export markets for commodities.
- **Preserved Railroad Transportation:** The proposed railroad will expand network access across Wisconsin without eliminating any existing rail options.

I respectfully urge the Surface Transportation Board to consider and support this proposal and to recognize the benefits that it will bring to our state's economy.

Sincerely,

A handwritten signature in dark ink, appearing to be 'JS' or 'Spiros', written in a cursive, stylized manner.

John Spiros
WI State Representative
86th Assembly District

cc: Member Schultz
Member Hedlund



BARBARA DITTRICH

STATE REPRESENTATIVE • 99th ASSEMBLY DISTRICT

May 20, 2026

The Honorable Patrick J. Fuchs Chairman
Surface Transportation Board
395 E Street SW Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

The proposed merger between Union Pacific (UP) and Norfolk Southern (NS) will bring countless benefits to the people of Wisconsin and across the United States. It would create the first transcontinental railroad in America, connecting 43 states from coast to coast, eliminating around 2,400 bottlenecks and transfers, and linking approximately 100 ports with access to strong global markets.

A Canadian Pacific Kansas City (CPKC) rail line runs through my district, so I have seen firsthand the benefits that their merger in 2023 brought to my constituents. I can only imagine the expanded welfare that another exceptional cross-country railroad would bring, especially as our country is falling behind our Canadian neighbors in bolstering our transportation infrastructure.

The proposed transcontinental railroad would significantly improve the existing U.S. rail system by enabling more efficient and cost-effective transportation, ultimately reducing expenses that could be passed on to consumers. Inventory holding costs make up 25% of a product's price, depending on the type of product, meaning longer transportation times translate directly to higher prices. With the merger resolving the current time-consuming obstacles by eliminating major interchanges along the Mississippi River watershed, transportation times will decrease, and so will prices for families in my district and across the country.

In addition to lowering prices, the transcontinental railroad would present new job opportunities, ultimately benefiting the economy and welfare of communities surrounding the rail line, like mine. Railroad employees are highly compensated, with salaries ranging from \$135,000 to \$190,000, and often receive great retirement and health care benefits.

BARBARA DITTRICH

STATE REPRESENTATIVE • 99th ASSEMBLY DISTRICT

Opposing the UP-NS merger means pushing back against efficiency, cost savings, economic growth and job security that will benefit both Wisconsin and the country for decades to come. I urge the Surface Transportation Board to approve this merger and ensure that families in America have the ability to save money, access high-paying jobs, and experience a blossoming economy that remains globally competitive.

Sincerely,



Barbara Dittrich
State Representative
Wisconsin's 99th Assembly District



April 3, 2026

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SDW
Washington, DC 20423

Dear Chairman Fuchs,

The Youngstown/Warren Chamber represents nearly 3,000 members and 150,000 employees across the Mahoning Valley, which encompasses Trumbull, Mahoning and Columbiana counties in northeast Ohio. Our goal is to create a landscape that is favorable for our continued and sustained economic growth. Given that focus, I am writing in support of the Union Pacific-Norfolk Southern (UP-NS) merger, which presents an opportunity to strengthen the economy in our region of Ohio and across the United States.

A unified, coast-to-coast rail network would be a significant step forward for U.S. infrastructure and domestic commerce. Railroads are a highly cost-effective and efficient means of transporting goods and expanding this network would make it easier for businesses to ship products nationwide and improve access to ports and global markets.

Improved access to domestic and international markets will allow businesses to increase revenue, scale operations and compete more effectively. Not only will businesses in Ohio and across the nation have a stronger competitive edge in the global marketplace, but the merger would also create more competition between rail and truck transportation, helping to balance pricing and stimulate economic activity. In short, the UP-NS merger reinforces the strength of the American free market.

The economic benefits of the combination would extend beyond lower shipping costs and increased revenue from expanded markets. The railroad will also have a meaningful impact on the job market. The merger will sustain and create more high-quality, well-paying and stable jobs in the rail and manufacturing sectors. These are the kinds of jobs that drive long-term economic stability and growth.

For these reasons, we strongly support the UP-NS merger and urge the Surface Transportation Board to do the same. Thank you for your consideration.

Sincerely,

A handwritten signature in blue ink, appearing to read "Lyle Huffman".

LYLE HUFFMAN, Executive Vice President, Government Affairs & Community Impact

O: 330-744-2131, ext. 1214 | C: 330-507-4642 | Lyle@regionalchamber.com

City Centre One, Suite 500 | 100 E. Federal Street | Youngstown, OH 44503 | regionalchamber.com

PASSENGER RAILROAD



Dreamstar Lines, Inc. | www.dreamstarlines.com | 858 Production Place Newport Beach, CA 92663

June 10, 2026

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

Dreamstar Lines strongly supports the proposed merger between Union Pacific and Norfolk Southern. Our planned passenger rail service between San Francisco and Los Angeles will depend on Union Pacific's infrastructure to deliver safe, dependable, and efficient transportation. As we expand our network, the enhanced safety, efficiency, and connectivity created by this merger will help us grow and compete more effectively nationwide.

We believe the proposed merger will enhance service delivery and strengthen support for passenger rail operations, including:

- **Stronger Operational Coordination:** The combined company will maintain dedicated systems to support passenger rail operations, ensuring real-time communication and responsiveness.
- **Sustained Capacity for Passenger Service:** A route-by-route analysis of projected post-merger growth indicates there is sufficient capacity to continue fulfilling all existing passenger service commitments.
- **Improved Fluidity in Key Corridors:** New streamlined routes that reduce or eliminate interchanges, particularly in the Chicago region, will ease congestion on critical rail corridors. This will benefit passenger operations by reducing freight traffic on some of the busiest lines and improving overall network performance.
- **Enhanced Network Efficiency:** A more integrated, transcontinental network will improve dispatching coordination and operational consistency, supporting more predictable and reliable passenger service.

We recognize the importance of a thorough regulatory review and encourage the Board to consider the positive impact this combination will have on passenger rail service, mobility, and the broader transportation network.

Thank you for your consideration,

Patricia Haver
Chief Operating Officer
Dreamstar Lines
trish.haver@dreamstarlines.com (757) 262-9201

cc: Member Schultz
Member Hedlund
Member Kloster

FIRST RESPONDERS

January 20, 2026

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As fire chief of Albia, Iowa, I understand firsthand how essential dependable infrastructure is to the safety of our communities. In the south-central region of Iowa, the reduced congestion and enhanced safety brought about by this merger will be highly beneficial to the first responder community well beyond Albia.

The proposed Union Pacific-Norfolk Southern merger would build on our community partnerships and bring continued investments in rail infrastructure, enhancing public safety, strengthening neighborhood resilience, and creating continuity amongst first responders from coast to coast.

I respectfully encourage the Surface Transportation Board to approve this merger - unlocking the investments, safety benefits, and broader economic opportunities it will bring to Albia and other communities alike.

Sincerely,

A handwritten signature in black ink that reads "John Freshwater". The signature is written in a cursive, flowing style.

John Freshwater
Fire Chief, Albia Fire Department

CC: Member Schultz
Member Hedlund

February 4, 2026

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As Police chief of Albia, Iowa, I understand firsthand how essential dependable infrastructure is to the safety of our communities. In the south-central region of Iowa, the reduced congestion and enhanced safety brought about by this merger will be highly beneficial to the first responder community well beyond Albia.

Beyond economic opportunities, the proposed Union Pacific-Norfolk Southern merger promises meaningful benefits for our residents. Increased rail efficiency will reduce the number of long-haul trucks on our highways and bridges – vehicles that place significant strains on shared infrastructure and pose safety risks to our communities.

For these reasons, I respectfully encourage the Surface Transportation Board to approve this merger - unlocking the investments, safety benefits, and broader economic opportunities it will bring to Albia and other communities alike.

Sincerely,

A handwritten signature in cursive script, followed by the handwritten number "68-10".

Nathan Pritchard
Police Chief, Albia Fire Department

CC: Member Schultz
Member Hedlund



Arkansas Professional Fire Fighters

International Association of Fire Fighters

210 S. Gaines St. • Little Rock, AR 72201

Office: 501-565-1660 • Fax: 501-568-9181

www.apffa.org

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423
Subject: Formal Support for the Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

As President of the Arkansas Professional Fire Fighters (APFF), representing the dedicated first responders who protect the communities and commerce of the Natural State, I am writing to express our organization's support for the proposed merger between Union Pacific and Norfolk Southern.

In Arkansas, rail transport is a cornerstone of our infrastructure. Our members are often the first on the scene when incidents occur on or near rail lines, and our primary mission is the safety of our fire fighters and the citizens we serve. We believe this merger will create a more unified and technologically advanced rail network, leading to enhanced safety protocols and modernized infrastructure that will directly benefit our state and the national transportation landscape. The integration of these two companies offers a unique opportunity to prioritize safety through increased investment and operational cohesion. A strengthened, transcontinental rail system will be better equipped to deploy life-saving technologies and maintain the high-quality infrastructure necessary to prevent accidents.

Key benefits we anticipate from this merger include:

- **Enhanced Public Safety:** A more robust financial and operational foundation will allow for greater investment in modern safety systems, track monitoring, and advanced signaling across our state's rail corridors.
- **Operational Efficiency and Reliability:** Streamlined routing and reduced interchanges will lead to more predictable schedules and fewer service disruptions, ensuring the stable movement of critical goods through Arkansas.
- **Economic Vitality:** Arkansas businesses, from agriculture to manufacturing, rely on cost-effective and dependable rail service. This merger will strengthen our state's connection to global markets and support long-term economic resilience.
- **Environmental and Roadway Benefits:** Moving more freight via a modernized rail network helps reduce heavy truck traffic on our highways, lowering the risk of vehicle accidents and reducing overall emissions.

The Arkansas Professional Fire Fighters recognize that the success of our state depends on a safe and efficient transportation network. We believe that the proposed merger of Union Pacific and Norfolk Southern is a positive step toward securing that future.

I respectfully urge the Surface Transportation Board to give this proposal full and favorable consideration.

Sincerely,

Seth Rainwater

A handwritten signature in black ink, appearing to read "Seth Rainwater". The signature is fluid and cursive, with the first name "Seth" being more prominent than the last name "Rainwater".

President, Arkansas Professional Fire Fighters



ASSOCIATED FIRE FIGHTERS OF ILLINOIS

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The Honorable Patrick J. Fuchs

Chairman

Surface Transportation Board

395 E Street SW

Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

As President of the Associated Fire Fighters of Illinois (AFFI), representing over 18,000 professional fire fighters, medical personnel, and dispatchers across our state, I am writing to express our organization's strong support for the proposed merger between Union Pacific and Norfolk Southern.

Illinois serves as the nation's premier rail hub, and our members are on the front lines of ensuring the safety of these corridors every day. We believe this merger will fundamentally improve the safety, efficiency, and reliability of the rail systems that bisect our communities, providing a safer environment for our first responders and the general public alike.

Safety is our paramount concern. A unified, transcontinental rail network will be better positioned to invest in the advanced infrastructure and cutting-edge safety technologies—such as enhanced signaling and automated monitoring systems—necessary to mitigate risks. Furthermore, a more streamlined operation reduces the complexities that often lead to transit-related incidents.

In addition to safety enhancements, this merger offers significant benefits to the Illinois economy and our regional infrastructure:

- **Improved Service Reliability:** More direct routing and increased operational flexibility will minimize service disruptions, ensuring that critical goods move through our state dependably.
- **Reduced Roadway Congestion:** By optimizing rail transit, we can move a higher volume of freight off our highways. This not only reduces emissions but also decreases the risk of high-impact traffic accidents, making our roads safer for everyone.
- **Increased Infrastructure Investment:** The combined strength of these two entities will allow for greater investment in modernizing the rail beds and crossings that our first responders interact with daily.
- **Economic Growth:** Strengthening the rail network ensures that Illinois remains a competitive leader in the global supply chain, supporting the businesses and workers that drive our state's economy.

The Associated Fire Fighters of Illinois recognize that modern, safe, and efficient infrastructure is essential to public safety and economic prosperity. We respectfully urge the Surface Transportation Board to give this proposal full and favorable consideration.

Sincerely,

Chuck Sullivan

President, Associated Fire Fighters of Illinois

June 5, 2026

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

I live in Butte, Montana, and work in the healthcare industry. In a town like ours, reliable rail service is essential for our local economy, businesses and residents. The proposed Union Pacific–Norfolk Southern merger offers an opportunity to strengthen these connections and deliver long-term benefits.

The merger promises faster, more dependable service, reduced congestion and expanded market reach for our businesses. It also means continued investment in rail infrastructure – enhancing safety, creating jobs and ensuring our community remains competitive in a growing economy.

I particularly appreciate the public safety aspect of this merger. Highways are an important part of Montana’s transportation network - but they are also a particularly dangerous place. Fewer trucks on the road not only reduce wear and tear on our taxpayer-funded roadways, but they also result in fewer accidents. Trains are objectively safer than trucks; I’ve seen that truck incidents rates are 6.84 per 100 million gross ton miles, versus 0.45 for railroads. That is a dramatic difference. If we can still get goods to market efficiently, then why wouldn’t we move forward with this safer option?

I respectfully urge the Surface Transportation Board to approve this merger so we can take advantage of the efficiencies, investments and opportunities it will bring - connecting our communities regionally, nationally and across the globe - and make our roads safer at the same time.

Sincerely,

Jim Frey
813 W Galena St
Butte, MT 59701

cc: Member Schultz
Member Hedlund

February 16, 2026

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423
Subject: Support for Norfolk Southern & Union Pacific Merger

Dear Chairman Fuchs:

As the Sheriff of Cherokee County, Georgia, I'm writing to express my strong support for the proposed merger between Norfolk Southern and Union Pacific.

Cherokee County is one of the fastest-growing counties in Georgia, and our region continues to see significant growth. With that growth comes more transportation issues to consider, and public safety concerns. This merger has the potential to reduce congestion on our roads, leading to safer commutes for our residents. With that, we feel that this will lead to fewer emergency calls for our public safety personnel including law enforcement, firefighters, and emergency medical professionals.

I am a native Georgian, and I am very familiar with how Norfolk Southern has long been an essential transportation partner for our state - providing efficient, reliable, and safe services to our community.

In our county, we have a direct interest in the enhanced public safety and infrastructure efficiencies this merger can bring. We know that transportation is something we have to get right for our community. Beginning this year, the voters have enacted a Transportation-Special Purpose Local Option Sales Tax to boost our investment in this area over the next several years. Reduced congestion on our roads and enhanced safety are not abstract issues for us - they are real.

The proposed merger offers a unique opportunity to strengthen our community and deliver tangible benefits for residents and public safety agencies. With fewer emergency calls to respond to, we'll be able to stay laser-focused on the broader safety issues in our community.

This merger is about more than just railroads - it's about securing the future of our region.

I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to our state and the national economy.

Sincerely,



Frank Reynolds

Sheriff, Cherokee County

cc: Member Schultz
Member Hedlund



Crawford County Sheriff's Office

Sheriff Roger Rasmussen

1202 Broadway Suite 3

Denison, Iowa 51442

rrasmussen@crawfordso.net

(712)263-2146

June 9, 2026

The Honorable Patrick J. Fuchs

Chairman

Surface Transportation Board

395 E Street SW

Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As Crawford County Sheriff, my county has tasked me with ensuring their security and safety both day to day and in emergency situations. As such, we strive to plan for any possible emergency situation and keep an eye on any developments that have the possibility to impact the safety of our residents. To that end, we work with a variety of partners to ensure the highest level of public safety, one of which is Union Pacific Railroad.

Union Pacific Railroad operates track across the entire county. As a major food processing hub, our county relies on railroads to keep our processing plants running and provide high quality foodstuffs to American families. The proposed merger between Union Pacific and Norfolk Southern railways will build on our existing partnership in coordinating emergency response, continued investment in public safety, and providing the food that keeps Americans fed.

I respectfully encourage the Surface Transportation Board to approve this merger to allow for continued investment in infrastructure and rail safety measures in Crawford County and other communities in rural Iowa.

Sincerely,

Roger Rasmussen

Crawford County Sheriff

A handwritten signature in blue ink, appearing to read "Roger Rasmussen", is written over the printed name and title.

CC: Member Schultz

Member Hedlund



March 11, 2026

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As Dickinson County Sheriff, the people of my county have entrusted me with their security and safety in emergency situations. Considering the trust they have shown in my office, we strive to plan for any possible situation and keep an eye on any developments that have the possibility to impact the safety of our residents. Pursuant to this task, we work with a variety of entities to maintain lines of communication in emergency situations, one of which is Union Pacific Railroad.

Union Pacific Railroad provides freight service to a variety of customers in eastern Dickinson County, and they share a common commitment with our office to public safety. The proposed merger between Union Pacific and Norfolk Southern railways will build on our existing commitments to emergency response and continued investment in safety, as well as a continued focus on the safety of the public.

I respectfully encourage the Surface Transportation Board to approve this merger to allow for continued investment in infrastructure and rail safety measures in Dickinson County and other communities in rural Iowa.

Sincerely,


Greg Baloun
Dickinson County Sheriff

CC: Member Schultz
Member Hedlund

Sheriff Gregory L. Baloun
1802 Hill Avenue, PO Box 214, Spirit Lake, IA 51360-0214
Tel: 712-336-2793 Fax: 712-336-1946 www.dickinsoncountysheriff.com

May 6, 2026

The Honorable Patrick J. Fuchs

Chairman

Surface Transportation Board

395 E Street SW

Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As Franklin County Sheriff, my county has entrusted me with their security and safety in emergency situations. Considering the trust they have placed in my office, we strive to plan for any possible situation and keep an eye on any developments that have the possibility to impact the safety of our residents. To that end, we work with a variety of entities to maintain lines of communication in emergency situations, one of which is Union Pacific Railroad.

Union Pacific Railroad operates track across the entire county, through both rural communities and the county seat of Hampton. The proposed merger between Union Pacific and Norfolk Southern railways will build on our existing partnership in coordinating emergency response and continued investment in public safety.

I respectfully encourage the Surface Transportation Board to approve this merger to allow for continued investment in infrastructure and rail safety measures in Franklin County and other communities in rural Iowa.

Sincerely,

A handwritten signature in dark ink, appearing to read "A. Dodd", written in a cursive style.

Aaron Dodd

Franklin County Sheriff

CC: Member Schultz

Member Hedlund

Glynn County Sheriff's Office
100 Sulphur Springs Road
Brunswick, Georgia 31520



E. Neal Jump
Sheriff

Robbie W. Jump, Undersheriff
Telephone (912) 554-7600
Facsimile (912) 267-9171

February 23, 2026

*The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423
Subject: Support for Norfolk Southern & Union Pacific Merger*

Dear Chairman Fuchs:

As the Sheriff of Glynn County, Georgia, I'm writing to express my strong support for the proposed merger between Norfolk Southern and Union Pacific.

As our state continues to grow, that growth comes with more transportation issues to consider, and public safety concerns. This merger has the potential to reduce congestion on our roads, leading to safer commutes for our residents. With that, we feel that this will lead to fewer emergency calls for our public safety personnel including law enforcement, firefighters, and emergency medical professionals.

I am a native Georgian, and I am very familiar with how Norfolk Southern has long been an essential transportation partner for our state - providing efficient, reliable, and safe services to our community. This is particularly true given Norfolk Southern's presence in our region through the Port of Brunswick.

In our county, we have a direct interest in the enhanced public safety and infrastructure efficiencies this merger can bring. Reduced congestion on our roads and enhanced safety are not abstract issues for us – they are real.

The proposed merger offers a unique opportunity to strengthen our community and deliver tangible benefits for residents and public safety agencies. With fewer emergency calls to respond to, we'll be able to stay laser-focused on the broader safety issues in our community.

This merger is about more than just railroads – it's about securing the future of Glynn County.

I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to our state and the national economy.

Sincerely,

E. Neal Jump

Sheriff, Glynn County

cc: Member Schultz
Member Hedlund

June 10, 2026

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As Hardin County Sheriff, I have a duty to the family, friends, and neighbors who elected me. They trust me with their safety every day, and expect an effective and competent response to a variety of emergency situations. To ensure our department is maximally prepared for any emergency response, we constantly coordinate with countless partners, public and private, to maintain the highest level of public safety, one of which is Union Pacific Railroad.

Union Pacific Railroad operates track across Hardin County, with countless crossings in both populated towns and rural areas. Our county relies on the safe operation of railroads to supply our agricultural and manufacturing industries, and we work closely with Union Pacific to ensure that crossings remain safe for residents while supporting industries that rely on these vital connections to suppliers and markets across the United States. The proposed merger between Union Pacific and Norfolk Southern railways will build on our existing partnership in coordinating emergency response, continued investment in public safety, and providing economic opportunity for the families that call our county home.

I respectfully encourage the Surface Transportation Board to approve this merger to allow for continued investment in infrastructure and rail safety measures in Hardin County and other communities in rural Iowa.

Sincerely,



Dave McDaniel

Hardin County Sheriff

CC: Member Schultz
Member Hedlund

June 27, 2026

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423
Subject: Support for Norfolk Southern & Union Pacific Merger

Dear Chairman Fuchs:

As a retired educator, advocate for law enforcement and a lifelong Georgian, I am writing to strongly endorse and support the approval of Norfolk Southern's proposed merger with Union Pacific.

Norfolk Southern has long been a vital economic partner for our state, and this merger will greatly enhance our public safety and transportation infrastructure.

Creating the nation's first, true transcontinental railroad will enhance our state's public safety position, as fewer long-haul trucks on the road leads to less congestion and lower accident rates. This can relieve the strain on our law enforcement and emergency medical services and allow them to operate at full capacity in other areas.

As a member of a local law enforcement non-profit organization, I have seen firsthand how critical it is to have police departments and sheriff's offices focus full-time on keeping our neighborhoods safe.

This is more than simply a corporate merger or business transaction - this is about the future of our state and will enable our residents to continue enjoying living in safe neighborhoods and communities.

I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the concrete benefits it will bring to our state our national transportation system.

Sincerely,


Ann Gazell

Holly Springs, GA

cc: Member Schultz
Member Hedlund



INTERNATIONAL ASSOCIATION OF FIRE FIGHTERS

OF GREATER KANSAS CITY, MISSOURI

LOCAL UNION NO. 42

6320 Manchester Avenue, Suite 42A
Kansas City, MO 64133
Telephone: (816) 358-4222 WWW.IAFF42.ORG

June 23, 2026

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Re: Support for the Proposed Union Pacific-Norfolk Southern Consolidation, Docket No. FD 36873

Dear Chairman Fuchs:

On behalf of the professional fire fighters, paramedics, and emergency medical personnel of International Association of Fire Fighters - Local 42, I write to express our support for the proposed consolidation of Union Pacific and Norfolk Southern, provided that the Board attaches clear, enforceable conditions protecting rail workers, first responders, and the communities located along the affected rail corridors.

Local 42 views this proceeding through the practical lens of emergency response. Greater Kansas City is one of the nation's critical freight rail gateways, with major rail yards, industrial corridors, highway interfaces, river and bridge infrastructure, and hazardous materials movement occurring in close proximity to homes, schools, hospitals, commercial districts, and our members' response areas. For fire fighters and paramedics, rail safety is not an abstract transportation policy issue. It determines access, exposure, evacuation planning, incident command, responder safety, and the level of risk placed on the public.

We support the consolidation because, if properly conditioned and overseen, a unified coast-to-coast rail network can create a clearer chain of accountability, reduce operational handoffs, improve dispatching and manifest coordination, and provide the capital base necessary for sustained safety investment. Those potential benefits are meaningful to first responders. A single accountable carrier can be easier for local emergency management agencies to train with, plan with, communicate with, and hold responsible when a rail incident affects our neighborhoods.

At the same time, Local 42 does not view corporate efficiencies alone as sufficient justification for approval. The public-interest test should require more than promises. The Board should ensure that any approved consolidation strengthens rail safety, protects unionized rail workers, improves community preparedness, and does not shift new costs or risks onto municipal fire departments, emergency medical services, dispatch centers, or local taxpayers.

For those reasons, Local 42 respectfully supports approval of the transaction with the following conditions and expectations:

- **Infrastructure reinvestment and prevention.** The combined carrier should be required to demonstrate continued investment in track integrity, bridge and signal systems, yard safety, wayside detection, inspection technology, and maintenance staffing. The safest incident is the one that never occurs, and prevention depends on both technology and a properly staffed workforce.
- **Unified HazMat and train-consist information.** The combined carrier should provide reliable real-time hazardous materials and train-consist information to 911 centers, emergency operations centers, fire departments, hazmat teams, and incident commanders. Manifest data must be accurate, immediately accessible, and supported by direct emergency contacts empowered to stop trains, identify commodities, and assist incident command.

"Proudly Representing Fire, EMS and Public Safety Professionals in Greater Kansas City since 1918"

- **First-responder training and joint planning.** Approval should include railroad-funded annual training, tabletop exercises, field exercises, commodity-flow briefings, AskRail or equivalent access, and corridor-specific preplanning for affected fire, EMS, law enforcement, emergency management, and public-safety communications agencies.
- **Blocked-crossing mitigation.** The Board should require measurable plans to reduce chronic blocked crossings and protect emergency access to hospitals, fire stations, schools, neighborhoods, and industrial facilities. Where merger-related traffic changes increase crossing risk, the carrier should fund mitigation, improved dispatch coordination, alternative routing plans, or grade-separation solutions as appropriate.
- **Rail labor protections.** This consolidation should not be achieved on the backs of the unionized workers who operate, inspect, dispatch, maintain, and repair the rail system. Any approval should include enforceable protections against involuntary furloughs, unsafe staffing reductions, forced relocation without negotiated protections, contracting out, erosion of craft jurisdiction, or line sales and transfers that weaken collective bargaining rights.
- **Responder cost reimbursement.** When a rail incident requires extraordinary municipal response, specialized equipment, overtime, backfill, mutual aid, decontamination, monitoring, or prolonged scene control, the railroad should be responsible for timely reimbursement of local costs. Public safety agencies should not bear unfunded costs created by private freight operations.
- **Post-approval oversight and transparent reporting.** If the Board approves the transaction, it should require multi-year reporting on service performance, safety metrics, derailments, hazardous materials incidents, blocked crossings, train lengths, emergency-response coordination, labor impacts, and community mitigation commitments. Conditions must be enforceable, not aspirational.

Local 42 also believes that protecting rail workers and protecting fire fighters are connected issues. A well-trained, adequately staffed rail workforce is one of the most important layers of public safety. Maintenance-of-way employees, mechanical employees, signal workers, train crews, yardmasters, dispatchers, clerks, and other crafts all play a direct role in preventing the incidents to which our members must respond. The Board should therefore treat labor protections as a public-safety requirement, not merely an employment issue.

We further believe that the Kansas City region should receive specific attention in the Board's review. Our area's rail density, industrial footprint, highway corridors, and hazardous materials exposure make this region a logical place for early, enforceable public-safety commitments. Local emergency agencies need clear contacts, interoperable information-sharing, realistic training, and mitigation for any operational changes that could affect emergency access or increase rail-related risk.

In short, Local 42 supports the proposed Union Pacific-Norfolk Southern consolidation because it presents an opportunity to create a stronger, more resilient, and more accountable freight rail system. But that opportunity should be secured through enforceable commitments: protect the workers, strengthen emergency coordination, prevent blocked crossings from delaying response, guarantee real-time HazMat information, invest in infrastructure, and reimburse local governments for extraordinary response costs.

Thank you for your consideration and for your leadership on the critical transportation infrastructure and public-safety issues before the Board. Local 42 respectfully urges the Board to approve the transaction only with conditions that ensure the promised benefits are realized by workers, first responders, shippers, and the communities we serve.

Respectfully submitted,



Dan Heizman
President
IAFF Local 42

June 11, 2026

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As Kossuth County Sheriff, I have a duty to the citizens who elected me. Our citizens trust me with their safety, and expect a prompt and effective response to any emergency situation that may arise. To ensure our department is prepared for any emergency, we coordinate with public and private partners to maintain the highest level of public safety, one of which is Union Pacific Railroad.

Union Pacific Railroad serves farmers and co-ops across Kossuth County, with crossings in both populated towns and rural areas. With some of the best farmland in the world, our farmers help feed people across the world. We work closely with Union Pacific to ensure that crossings remain safe for residents while supporting industries that rely on these vital connections to suppliers and markets from coast to coast across the United States. The proposed merger between Union Pacific and Norfolk Southern railways will build on our existing partnership in coordinating emergency response, continued investment in public safety, and providing economic opportunity for the families that call our county home.

I respectfully encourage the Surface Transportation Board to approve this merger to allow for continued investment in infrastructure and rail safety measures in Kossuth County and other communities in rural Iowa.

Sincerely,



Roger Fisher

Kossuth County Sheriff

CC: Member Schultz
Member Hedlund



MEMPHIS FIRE FIGHTERS ASSOCIATION

Local 1784, International Association of Fire Fighters, AFL-CIO, CLC
President Thomas Malone • Vice President Todd Conklin • Sec./Treasurer Matthew Tomek

The Honorable Patrick J. Fuchs, Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Dear Chairman Fuchs:

On behalf of the professional fire fighters and emergency medical personnel of Memphis IAFF Local 1784, I write to express our support for the proposed merger between Union Pacific and Norfolk Southern. As first responders operating at the absolute epicenter of North American logistics, we view this transaction through the critical lens of public safety, operational coordination, and infrastructure resilience.

Memphis is a uniquely vital multimodal transport hub, serving as a convergence point for major Class I railroads, massive intermodal yards, and dense hazardous materials corridors that cut directly through our metropolitan area. Our members are on the front lines of protecting these high-volume corridors daily. For our personnel, rail reliability and modern infrastructure are not just commercial metrics, they are matters of life, safety, and tactical response capability. From this unique operational perspective, we believe this merger presents a vital opportunity to leverage combined corporate resources for significant safety and infrastructure upgrades.

Specifically, we believe this transaction will advance several objectives critical to public safety and regional resilience in the Memphis area:

- **Accelerated Infrastructure Reinvestment:** A merged carrier brings expanded capital resources capable of accelerating critical investments in track integrity, bridge maintenance, signaling systems, and advanced wayside inspection technologies. Modernized infrastructure is the single most effective tool for preventing derailments and operational failures within our high-density rail grid.
- **Unified Command and HazMat Coordination:** Managing hazardous materials transportation across fragmented networks introduces communication gaps and logistical friction. A fully integrated network allows for standardized, top-tier safety protocols, seamless manifests, and superior coordination regarding the movement of hazardous cargo through densely populated municipal corridors and critical shipping arteries.
- **Stronger Collaboration with Local First Responders:** This merger offers an opportunity to standardize operating procedures and enhance real-time information-sharing between the rail carriers and local emergency management agencies. Improved training access, advanced cargo awareness, and unified emergency response planning will directly protect both our members and the residents we serve.
- **Mitigation of Intermodal and Freight Corridor Risks:** Enhancing the capacity and fluidity of freight rail takes a significant volume of heavy, hazardous commercial truck traffic off volatile regional corridors like I-40, I-55, and the regional loop. Transferring high-risk cargo from over-burdened roadways to a highly regulated, single-carrier rail network inherently reduces regional transit risks and urban highway congestion.

Every day, the members of Local 1784 protect the communities surrounding America's premier logistics hub. We support this merger because it provides a clear, well-capitalized pathway toward a safer, more resilient, and more heavily integrated rail network.

Thank you for your consideration and for your continued leadership on the critical transportation infrastructure issues facing our nation.

Respectfully,

Thomas Malone, President
Memphis Fire Fighters Association, IAFF Local 1784



Milwaukee Professional
FIRE FIGHTERS' ASSOCIATION *Local 215*



5625 W. Wisconsin Ave., Milwaukee, WI 53213-4287
Telephone: (414) 259-8000 Website: www.milwaukeeffirefighters215.org

President
ERIC J. DAUN

Vice-President
LOGAN DIETSCHKE

Secretary-Treasurer
JEREMY FELSECKER

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Re: Support for the Proposed Union Pacific-Norfolk Southern Consolidation, Docket No. FD 36873

Dear Chairman Fuchs:

On behalf of the professional fire fighters, paramedics, and emergency medical personnel of IAFF Local 215, the Milwaukee Professional Firefighters Association, I write to express our strong support for the proposed consolidation of Union Pacific and Norfolk Southern. We have reviewed the commitments the applicants have put forward in this proceeding, and we are encouraged by what we have found. We respectfully urge the Board to approve this transaction and to preserve those public-safety and labor commitments as enforceable conditions of approval.

Milwaukee is one of the Great Lakes region's most significant freight rail gateways. Union Pacific operates approximately 919 miles of track across Wisconsin, with its primary Wisconsin operations concentrated in the southeastern corridor serving Milwaukee, Racine, and Kenosha — routes largely inherited from the former Chicago & North Western Railway that connect our region to major national freight corridors and western markets. The Menomonee Valley, which has served as Milwaukee's industrial and rail spine for more than a century, remains an active freight corridor today. Chemical, industrial, and hazardous materials freight moves through Milwaukee's urban rail network in close proximity to residential neighborhoods, schools, hospitals, and the very response districts our members protect every shift. The Milwaukee metropolitan area also features active interchange relationships between multiple Class I carriers and regional operators, including the Wisconsin & Southern Railroad, making Milwaukee a convergence point for freight from across the national rail system.

For Milwaukee's fire fighters and paramedics, the operational implications of this consolidation are concrete. Today, freight moving through our region can involve multiple carriers, multiple operating plans, and multiple chains of accountability. That fragmentation creates real challenges for incident command, hazardous materials identification, manifest accuracy, and emergency coordination. A unified coast-to-coast carrier with a single accountable operating structure is a meaningful improvement from a first-responder standpoint. The applicants have demonstrated, through their existing safety programs and the commitments made to the Board in this proceeding, that the combined system will deliver stronger, more consistent emergency coordination than the current structure provides.

Local 215 is particularly encouraged by the "Jobs for Life" commitment the applicants have made in connection with this transaction. Union Pacific and Norfolk Southern have pledged that every union employee working for either railroad at the time of the merger will have a job for life — and that projected volume growth is expected to produce more than 1,200 net new union jobs by the third year following

approval. From where we stand as fire fighters and paramedics, that commitment matters deeply. Milwaukee has a long and proud history of union labor, and the workers who operate, maintain, inspect, and dispatch the freight rail system moving through our city are the primary line of defense against the incidents our members are called to manage. Workforce stability, experience, and craft continuity directly reduce derailments, hazardous materials releases, and the operational failures that put communities at risk. The “Jobs for Life” framework is not just a labor agreement — it is a public safety commitment, and one that Local 215 fully endorses.

The applicants’ commitments in this proceeding align with the operational safety priorities that Local 215 has consistently advocated for, and we wish to affirm for the Board’s record that these commitments reflect real improvements that Milwaukee’s first responders will rely upon:

Infrastructure investment and maintenance staffing. The combined carrier has committed to sustained capital investment in track integrity, signal systems, and wayside detection technology. Union Pacific already operates and maintains nearly 920 miles of Wisconsin track and has an established record of infrastructure investment in the region. The consolidated carrier will bring the capital base and workforce continuity needed to maintain and improve the rail infrastructure moving freight through Milwaukee’s dense urban corridors, including the Menomonee Valley and the industrial approaches along the Lake Michigan shoreline.

HazMat information and emergency coordination. The applicants have committed to providing reliable, real-time hazardous materials and train-consist information to emergency responders. Union Pacific currently maintains a dedicated HazMat Management program with direct emergency contacts available to first responders around the clock. The combined carrier will extend and strengthen this program, ensuring that Milwaukee’s fire companies, hazmat teams, and 911 communications center have accurate manifest data and direct railroad contacts with authority to stop trains and support incident command.

First-responder training and local coordination. Both carriers currently invest in first-responder training, commodity-flow briefings, and AskRail access for local fire and emergency management agencies. The combined carrier has committed to carrying these programs forward and expanding them. For Milwaukee, that means continued and improved training partnerships for the rail corridors crossing our most densely populated response districts, the industrial waterfront, and the interchange points where multiple carriers and commodity flows converge.

Blocked-crossing management. The applicants have acknowledged the operational importance of unobstructed emergency access and committed to practices that protect first responder routes to hospitals, fire stations, and neighborhoods. Milwaukee’s urban rail network includes grade crossings in densely populated residential areas where a blocked crossing can materially delay emergency response. The combined carrier’s operational improvements — including the shift of significant freight volume from road to rail and smarter train operations reducing unnecessary stops — are expected to improve crossing performance, not worsen it.

Union jobs and the “Jobs for Life” commitment. The applicants have made an unambiguous commitment that every union rail employee will have a job for life, with additional jobs projected through volume growth. This commitment protects the experienced, skilled rail workforce that is Milwaukee’s most important safeguard against rail incidents. Local 215 urges the Board to preserve this commitment as a binding, enforceable condition of approval.

Cost accountability for extraordinary local response. The carriers have demonstrated a commitment to working constructively with local governments when rail incidents require significant municipal resources. Milwaukee’s fire department and emergency medical services have found Union Pacific to be a responsive partner in that regard, and we expect that standard to continue and strengthen under the combined carrier.

Ongoing transparency and public-safety coordination. The applicants have committed to continued

stakeholder coordination and transparency following approval. Local 215 looks forward to that ongoing partnership and encourages the Board to preserve these commitments as enforceable obligations with clear timelines and measurable performance standards.

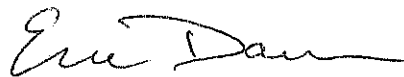
Milwaukee has deep roots in organized labor, and Local 215 recognizes that the welfare of rail workers and the safety of our communities are inseparable. The rail employees who move freight through our city — train and engine crews, maintenance-of-way workers, signal maintainers, mechanical employees, dispatchers, and yardmasters — carry public safety responsibilities every time they report to work. When the rail workforce is experienced, stable, and adequately staffed, the incidents that require our response are fewer and less severe. The “Jobs for Life” framework recognizes that reality, and it is one of the strongest reasons Local 215 supports this transaction.

We also note that the applicants have identified the upper Midwest — including Wisconsin — as a “watershed market” that stands to benefit significantly from improved single-line service under the combined carrier. Today, freight moving between Milwaukee and markets west of the Mississippi River involves interchange handoffs, coordination delays, and split accountability. A unified carrier capable of offering seamless coast-to-coast single-line service will reduce those friction points, improve supply chain reliability for Milwaukee’s industrial base, and shift an estimated 2.1 million truckloads from our already-congested highway network to the far safer, lower-emission rail system. Those are outcomes that benefit Milwaukee’s first responders as much as they benefit Milwaukee’s shippers.

Local 215 strongly supports approval of this transaction. We ask the Board to preserve the public-safety and labor protection commitments the applicants have made in this proceeding — including the “Jobs for Life” framework — as enforceable conditions of approval, so that the benefits described here are realized in practice by the rail workers, first responders, shippers, and Milwaukee communities who depend on a safe and reliable freight rail system.

Thank you for the Board’s leadership on the transportation infrastructure and public-safety issues at the heart of this proceeding. Local 215 is proud to support this consolidation and looks forward to the stronger operational partnership it will create for Milwaukee’s fire fighters and the communities we serve.

Respectfully submitted,

A handwritten signature in black ink, appearing to read "Eric Daun". The signature is fluid and cursive, with a long horizontal stroke at the end.

Eric Daun

President

Milwaukee Professional Firefighters Association

IAFF Local 215



Minnesota Professional Fire Fighters

8100 Wayzata Blvd, St Louis Park, MN 55426

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Dear Chairman Fuchs:

As President of the Minnesota Professional Fire Fighters (MPFF), representing over 2,000 professional fire fighters and emergency medical responders across the North Star State, I am writing to express our organization's strong support for the "Great Connection" partnership between Union Pacific and Norfolk Southern.

Minnesota serves as a vital northern gateway for North American commerce, connecting the Midwest to the Pacific Northwest and the Canadian border. Our members are the first on the scene along the heavy-tonnage corridors that move through our bustling Twin Cities metro, our Iron Range, and our sprawling agricultural communities. We believe this transcontinental collaboration will fundamentally modernize Minnesota's rail safety infrastructure, providing a more secure environment for our first responders and the citizens we are sworn to protect. Safety is our absolute priority. A unified, coast-to-coast rail network is uniquely positioned to deploy the capital and high-tech safety solutions necessary to mitigate risks in our challenging northern climate. This partnership will facilitate the expansion of advanced defect detectors and automated track monitoring—technologies critical to preventing derailments, particularly during Minnesota's extreme freeze-thaw cycles. By streamlining operations between these two major carriers, we can reduce the complexities of "interchange" hand-offs at major hubs like St. Paul and Duluth, which are frequent sites of operational risk.

Beyond safety, this partnership offers significant benefits tailored to Minnesota's specific needs:

- **Protecting Skilled Union Labor:** We are highly encouraged by the "Jobs for Life" agreements associated with this partnership. In Minnesota, we understand that a strong, unionized workforce is the first line of defense against catastrophe. Experienced, well-trained workers are essential to ensure that the cars and trucks moving through our neighborhoods meet the highest safety standards.

- Supporting Minnesota's Economic Drivers: Our state's agricultural, mining, and manufacturing sectors rely on a seamless, dependable supply chain. This partnership creates a more efficient single-line haul to the West Coast and beyond, ensuring that Minnesota's iron ore, grain, and manufactured goods reach global markets safely and reliably.
- Modernizing Critical Crossings: The combined resources of this partnership will allow for increased investment in modernizing the rail beds and grade crossings that our fire trucks and ambulances interact with daily. Every second counts in an emergency, and improving these points of contact is a direct investment in our response times and public safety.
- Relieving Highway Congestion: By optimizing rail transit, we can move a higher volume of freight off our interstates and onto the tracks. This shift reduces heavy-truck traffic on Minnesota's roads, decreasing the risk of high-impact traffic accidents and reducing the wear and tear on our state's transportation infrastructure.

The Minnesota Professional Fire Fighters recognize that safe, efficient, and modern infrastructure is the bedrock of public safety and economic prosperity. We respectfully urge the Surface Transportation Board to give the "Great Connection" proposal your full and favorable consideration.

Sincerely,

Scott Vadnais

Scott Vadnais

President

Minnesota Professional Firefighters



MISSOURI STATE COUNCIL OF FIRE FIGHTERS

State Affiliate of the International Association of Fire Fighters | Chartered February 13TH, 1943

6320 Manchester Avenue, Suite 42A, Kansas City, Missouri 64133

www.msccff.com

6.9.2026

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for the “Great Connection” Partnership Between Union Pacific and Norfolk Southern

Dear Chairman Fuchs:

On behalf of the Missouri State Council of Fire Fighters, representing professional fire fighters, paramedics, and emergency responders throughout the State of Missouri, I write to express our strong support for the proposed “Great Connection” partnership between Union Pacific and Norfolk Southern.

Missouri occupies a central position within the nation’s freight and transportation network, anchored by two of the country’s most critical rail hubs in Kansas City and St. Louis. These gateways serve as major intersections for east-west and north-south freight movement, connecting ports, manufacturing centers, agricultural producers, and distribution networks across the United States. Our members protect the communities surrounding these vital corridors and respond daily to transportation emergencies, hazardous materials incidents, industrial accidents, and infrastructure-related emergencies tied directly to rail operations.

From a public safety standpoint, we believe this partnership represents a meaningful opportunity to strengthen rail safety, improve operational coordination, and support long-term infrastructure

investment throughout the Midwest and beyond. A more integrated transcontinental rail network will be better positioned to modernize critical infrastructure, deploy advanced safety technologies, and improve communication and coordination across some of the busiest freight corridors in the nation.

For communities surrounding the Kansas City and St. Louis rail hubs, these investments are particularly important. Increased deployment of technologies such as automated inspection systems, defect detectors, advanced signaling, crossing safety improvements, and real-time monitoring capabilities can significantly reduce operational risks while improving incident prevention and emergency response coordination.

Additionally, reducing operational inefficiencies and congestion across interconnected rail networks can improve freight fluidity through Missouri's major rail gateways, decreasing delays and minimizing the risks associated with heavily congested rail traffic and freight bottlenecks.

This partnership also presents several important benefits for Missouri's economy and public safety infrastructure:

- **Strengthening Critical Rail Hubs:** Kansas City and St. Louis are indispensable freight centers for the national economy. Greater coordination and investment will enhance the efficiency, reliability, and resiliency of these strategic transportation hubs.
- **Workforce Stability:** We are encouraged by the "Jobs for Life" agreements reached with rail labor organizations. Retaining a highly trained and experienced rail workforce is essential to maintaining operational safety, infrastructure integrity, and emergency preparedness capabilities.
- **Reduced Highway Congestion and Improved Safety:** Expanding rail capacity and efficiency can shift additional freight traffic from Missouri highways onto rail corridors, helping reduce congestion, lower accident rates, and improve roadway safety for the public and emergency responders alike.
- **Infrastructure Modernization:** Increased investment in rail crossings, communications systems, rail beds, and freight infrastructure directly benefits first responders who regularly interact with these systems during emergencies and incident responses.

- **Economic Growth and Supply Chain Reliability:** Missouri's economy depends heavily on efficient freight movement through its rail hubs. Improved operational coordination will strengthen supply chain reliability for agriculture, manufacturing, energy, and commercial industries throughout the region.

The Missouri State Council of Fire Fighters recognizes that modern transportation infrastructure and a safe, reliable rail system are essential to both economic prosperity and public safety. We believe the "Great Connection" partnership presents a significant opportunity to strengthen the nation's freight rail network while advancing safety, workforce stability, infrastructure investment, and operational efficiency.

For these reasons, we respectfully urge the Surface Transportation Board to give this proposal full and favorable consideration.

Sincerely,

A handwritten signature in black ink, appearing to read "Demetris Alfred". The signature is fluid and cursive, with the first name being more prominent.

Demetris Alfred
President
Missouri State Council of Fire Fighters

Nebraska Professional



Firefighters Association

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Proposed Union Pacific–Norfolk Southern Merger on Public Safety Grounds

Dear Chairman Fuchs:

On behalf of the Nebraska Professional Fire Fighters Association, I am writing to offer our support for the proposed merger between Union Pacific and Norfolk Southern, with a focus on the potential public safety benefits for our state and the national rail network.

Nebraska sits at the heart of the nation’s freight corridors, with rail infrastructure playing a critical role in moving goods across the country. Our fire fighters and EMS professionals routinely respond to rail-related emergencies, including derailments, hazardous materials incidents, and grade crossing collisions. From that frontline perspective, we strongly support initiatives that enhance coordination, reduce risk, and improve system reliability.

We believe this merger could advance those goals in several key ways:

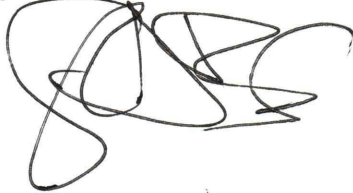
- **Stronger, unified safety standards:** A combined network offers the opportunity to harmonize operating procedures, safety protocols, and training programs across a broader footprint—helping ensure that responders encounter consistent practices regardless of location.
- **Expanded investment in prevention:** With increased scale comes the ability to invest more aggressively in infrastructure upgrades, modern signaling systems, and real-time monitoring technologies that can identify issues before they become emergencies.
- **Improved incident response integration:** A streamlined organizational structure can enhance communication between rail operators and local emergency services, supporting faster information-sharing and more coordinated responses during critical incidents.

- **Reduced roadway risk:** Increasing rail capacity for long-haul freight can help decrease heavy truck traffic on Nebraska's highways, reducing crash exposure for both the public and the emergency personnel who respond to these incidents.

Public safety must remain a central consideration in evaluating any major transportation proposal. From our vantage point, this merger presents a meaningful opportunity to strengthen safety outcomes while improving the efficiency and resilience of the national freight system.

We appreciate the Surface Transportation Board's careful review of this proposal and your continued commitment to protecting communities and the first responders who serve them. Please do not hesitate to reach out if our organization can provide additional insight.

Respectfully,

A handwritten signature in black ink, appearing to read 'Gary Bruns', with a large, stylized initial 'G'.

Gary Bruns
President
Nebraska Professional Fire Fighters Association



NEW ORLEANS FIRE FIGHTERS ASSOCIATION IAFF LOCAL 632

5710 GENERAL HAIG ST.

NEW ORLEANS, LA 70124

(504) 366-8564

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OFFICE@NOLAFIREFIGHTERS.COM

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Dear Chairman Fuchs:

On behalf of the professional fire fighters, paramedics, and emergency medical personnel of the New Orleans Fire Fighters Association, IAFF Local 632, I write to express our support for the proposed merger between Union Pacific and Norfolk Southern. We view this transaction through the critical lens of public safety, disaster preparedness, and infrastructure resilience across the Greater New Orleans area and the national freight network.

New Orleans is a uniquely complex and vital transportation hub. As home to one of the world's largest port complexes and a primary gateway to the Gulf Coast's critical petrochemical and energy corridors, our region sees a massive volume of hazardous materials moving through dense urban neighborhoods and industrial zones daily. For the members of Local 632, rail safety, track integrity, and operational reliability are not abstract corporate metrics—they directly dictate the tactical environment our personnel face every day on the front lines of emergency response.

From this distinct operational perspective, we believe this merger presents a vital opportunity to leverage combined corporate resources for significant safety upgrades and standardized crisis coordination. Specifically, we believe this transaction will advance several objectives critical to public safety and regional resilience:

Accelerated Infrastructure Reinvestment in Volatile Corridors: A merged carrier brings expanded capital resources capable of accelerating critical investments in track integrity, structural bridge maintenance, signaling systems, and advanced wayside inspection technologies. In a region prone to severe weather and delicate soil conditions, robustly funded infrastructure is the single most effective tool for preventing derailments and catastrophic operational failures.

Unified HazMat Command and "Chemical Alley" Coordination: Navigating hazardous materials transportation across fragmented networks introduces communication gaps and logistical friction. A fully integrated network

stretching into the Gulf region allows for standardized, top-tier safety protocols, seamless manifests, and superior coordination regarding the movement of chemical and energy cargo through densely populated municipal corridors and critical shipping arteries.

Advanced Training and Collaboration for First Responders: This merger offers an invaluable opportunity to standardize operating procedures and enhance real-time information-sharing between the rail lines and local emergency management agencies. Improved access to specialized rail-safety training, advanced cargo awareness, and unified emergency response planning will directly protect both our members and the communities we are sworn to protect.

Alleviating Urban Congestion and Response Delays: New Orleans' unique geography and historic grid mean that blocked rail crossings can instantly paralyze local traffic, creating a severe risk of delaying fire engines and ambulances during time-sensitive emergencies. Enhancing the capacity and fluid throughput of freight rail—while shifting high-risk cargo off over-burdened regional highways like I-10 and I-610 into a highly regulated, single-carrier network—inherently reduces urban transit risks.

Every day, the members of Local 632 protect the communities surrounding America's premier maritime and energy logistics hubs. We support this merger because it provides a clear, well-capitalized pathway toward a safer, more resilient, and more heavily integrated rail network.

Thank you for your consideration and for your continued leadership on the critical transportation infrastructure issues facing our nation.

Respectfully,

A handwritten signature in black ink, appearing to read 'A. Mischler', with a stylized, flowing script.

Aaron Mischler

President

New Orleans Fire Fighters Association IAFF Local 632

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for the "Great Connection" – Union Pacific and Norfolk Southern Partnership

Dear Chairman Fuchs:

As President of the Ohio Association of Professional Fire Fighters (OAPFF), representing over 13,000 professional fire fighters, paramedics, and emergency dispatchers across the Buckeye State, I am writing to express our organization's strong support for the "Great Connection" partnership between Union Pacific and Norfolk Southern.

Ohio sits at the geographic and operational heart of the eastern rail network, containing some of the densest and highest-volume freight corridors in the nation. From major industrial rail hubs like Toledo, Cleveland, Columbus, and Cincinnati, to the thousands of miles of mainline track that slice directly through our small towns and rural communities, our members are on the front lines of rail safety every single day. We know firsthand the immense responsibility of protecting communities built along these tracks. We believe this transcontinental collaboration will fundamentally modernize Ohio's rail safety infrastructure, providing a safer working environment for our first responders and a higher standard of security for the public.

Safety is our absolute, non-negotiable priority. A unified, coast-to-coast rail network will have the combined capital and technological footprint necessary to deploy advanced safety systems at scale. This partnership will accelerate the rollout of next-generation defect detectors, automated track monitoring, and enhanced signaling—tools that are critical for catching mechanical failures and track flaws before they lead to incidents. Furthermore, by streamlining operations between these two major carriers, we can reduce the complex "interchange" hand-offs and yard congestion that frequently occur at major Ohio rail junctions, which are historically high-risk zones for transit-related hazards.

Beyond these critical safety enhancements, this partnership offers significant advantages tailored to Ohio's workforce and infrastructure:

Securing and Respecting Skilled Union Labor: The OAPFF is highly encouraged by the landmark "Jobs for Life" agreements associated with this partnership. In the fire service, we know that technology is only a tool—it is the training and experience of the hands utilizing it that keep people safe. The same is true on the rails. Ensuring that highly skilled, union-represented railroaders remain on the job means that tracks and equipment are inspected and maintained by seasoned professionals who refuse to cut corners on safety.

Protecting First Responder Response Times: The combined resources of this partnership will allow for increased investment in modernizing rail beds and grade crossings across Ohio. With our state's vast number of public highway-rail intersections, reducing blocked crossings and improving track infrastructure is a direct investment in public safety,

ensuring our fire trucks, rescue squads, and ambulances can navigate our communities without costly delays.

Powering Ohio's Manufacturing and Agricultural Economy: As a national leader in automotive manufacturing, heavy industry, and agriculture, Ohio's economic health depends on a flawless, dependable supply chain. This partnership establishes a seamless, single-line haul to the West Coast, ensuring that Ohio-made vehicles, industrial goods, and agricultural yields move to national and global markets safely and efficiently.

Relieving Strain and Risk on Buckeye Highways: By optimizing rail transit, we can shift a massive volume of long-haul freight off our over-burdened interstate system and onto the tracks. This reduction in heavy-truck traffic on major corridors like I-70, I-75, and I-80 directly decreases the frequency of high-impact highway accidents, making Ohio's roads safer for the motoring public and the emergency crews who respond to highway incidents.

The Ohio Association of Professional Fire Fighters recognizes that modern, safe, and efficient infrastructure—backed by a protected and respected union workforce—is essential to public safety and Ohio's future prosperity. We respectfully urge the Surface Transportation Board to give the "Great Connection" proposal your full and favorable consideration.

Sincerely,

A handwritten signature in cursive script that reads "Jon D Harvey".

Jon Harvey
President, Ohio Association of Professional Fire Fighters (OAPFF)

Professional Fire Fighters Association of Omaha

LOCAL 385

OMAHA, NEBRASKA

AFFILIATED
INTERNATIONAL ASSOCIATION
OF FIRE FIGHTERS

NEBRASKA STATE AFL-CIO



AFFILIATED
NEBRASKA
PROFESSIONAL FIRE FIGHTERS

AFFILIATED WITH AFL-CIO

A PROUD PROFESSION • A BOLD UNION • A BRIGHTER FUTURE

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Dear Chairman Fuchs:

On behalf of the professional fire fighters and emergency medical personnel of the Omaha Professional Fire Fighters Association, IAFF Local 385, I write to express our support for the proposed merger between Union Pacific and Norfolk Southern. As first responders operating in the proud home city of Union Pacific's corporate headquarters, we view this transaction through a unique lens of community partnership, public safety, and infrastructure resilience.

Omaha is not just a critical geographic hub for the nation's freight network; we share a deep, historic bond with the rail industry. Because Union Pacific is headquartered here, our community understands firsthand that rail reliability and infrastructure modernization are not abstract corporate metrics—they directly impact the economic vitality of our region and the safety of the neighborhoods our members protect every day. Our personnel are on the front lines, ensuring safety across a dense network of high-volume mainlines, grade crossings, and industrial corridors.

From this distinct perspective, we believe this merger presents a vital opportunity to leverage combined corporate resources for significant safety upgrades and standardized operational practices. Specifically, we believe this transaction will advance several objectives critical to public safety and regional resilience:

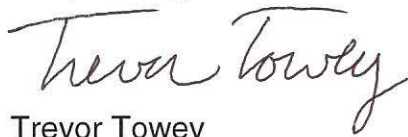
- **Accelerated Infrastructure Reinvestment:** A merged carrier brings expanded capital resources capable of accelerating critical investments in track integrity, structural bridge maintenance, signaling systems, and advanced wayside inspection technologies. Modernized infrastructure is the single most effective tool for preventing derailments and operational failures across the network.
- **Unified Command and HazMat Coordination:** Managing hazardous materials transportation across fragmented networks introduces communication gaps and logistical friction. A fully integrated network allows for standardized, top-tier safety protocols, seamless manifests, and superior coordination regarding the movement of hazardous cargo through municipal corridors.

- Stronger Collaboration with Local First Responders: This merger offers an opportunity to standardize operating procedures and enhance real-time information-sharing between the rail carriers and local emergency management agencies. Improved training access, advanced cargo awareness, and unified emergency response planning will directly protect both our members and the residents we serve.
- Mitigation of Regional Highway Risks: Enhancing the capacity and fluidity of freight rail takes a significant volume of heavy, hazardous commercial truck traffic off volatile regional corridors like I-80 and I-29. Transferring high-risk cargo from deteriorating roadways to a highly regulated, single-carrier rail network inherently reduces regional transit risks and highway congestion.

Every day, the members of Local 385 protect the communities at the very heart of America's rail network. We support this merger because it provides a clear, well-capitalized pathway toward a safer, more resilient, and more heavily integrated rail system under the continued leadership of a hometown corporate citizen.

Thank you for your consideration and for your continued leadership on the critical transportation infrastructure issues facing our nation.

Respectfully,

A handwritten signature in cursive script that reads "Trevor Towey". The signature is written in dark ink and is positioned above the printed name.

Trevor Towey
President

Omaha Professional Fire Fighters Local 385

May 28th, 2026

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423
Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

As a retired police officer in the City Pittsburgh I am writing today to express my strong support for the merger between Norfolk Southern and Union Pacific railroads.

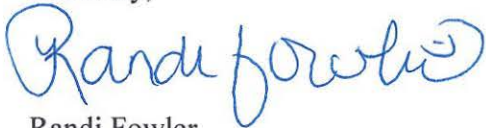
One overlooked benefit of this merger is that it will make the roadways safer for passengers. Rail is statistically one of the safest ways to transport goods long distances. The merger strengthens rail infrastructure and capacity, enabling safer movement of freight than by truck. As we know, trucks accounted for 88% of all freight fatalities in the United States, and for more than 13% of all highway fatalities.

Safer roads benefits drivers, pedestrians, bikers, and first responders including law enforcement. Lowering truck traffic significantly reduces severe collisions, freeing up firefighters, police, and EMTs to service other community needs. Oftentimes multi vehicle crashes are the most dangerous for first responders to respond to putting them in harm's way.

This merger will be good for the economy due to increased access to markets, efficiencies that stop delays of freight movement, and through the safety benefits I outlined above.

I ask that you give this merger all the consideration it deserves, and that you ultimately side with consumers, farmers, small business owners, and first responders and approve the application.

Sincerely,



Randi Fowler

cc: Member Schultz
Member Hedlund

March 19, 2026

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As Pocahontas County Sheriff, our citizens have placed their trust in me to ensure their security and safety in emergency situations. I am humbled by the trust they have placed in me and approach my duties every day with dedication and solemn responsibility. I ensure this same mentality is instilled in every member of our department, ensuring we all remain vigilant in being informed of any development that may impact the safety of our residents and have plans in place for a variety of potential emergency situations. Pursuant to this task, we maintain an open line of communication with a variety of entities in planning for and responding to emergency situations, one of which is Union Pacific Railroad.

Union Pacific Railroad provides freight service to a variety of customers in Pocahontas County, and they share our commitment to public safety. The proposed merger between Union Pacific and Norfolk Southern railways will build on our existing commitments to emergency response and continued investment in public safety.

I respectfully encourage the Surface Transportation Board to approve this merger to allow for continued investment in infrastructure and rail safety measures in Pocahontas County and other communities in rural Iowa.

Sincerely,



Steven Nelson

Pocahontas County Sheriff

CC: Member Schultz
Member Hedlund



Professional Fire Fighters and Paramedics of North Carolina

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Proposed Union Pacific–Norfolk Southern Merger on Public Safety Grounds

Dear Chairman Fuchs:

On behalf of the Professional Fire Fighters and Paramedics of North Carolina (PFFPNC), representing thousands of first responders across the state, I write to express our support for the proposed merger between Union Pacific and Norfolk Southern.

Our members are the primary emergency responders to incidents across North Carolina's extensive transportation network. The safety of our personnel and the public is paramount, and we support infrastructure investments that meaningfully reduce risk. We believe this merger presents a significant opportunity to deliver a more modern, integrated, and—most importantly—safer rail system for both our state and the nation.

The consolidation of these two carriers has the potential to raise the bar for rail safety and operational performance. A unified transcontinental network would support:

- **Accelerated deployment of safety technology:** A stronger, combined entity can expand investment in advanced track inspection systems, predictive maintenance tools, and enhanced signaling—key measures in preventing derailments and protecting both the public and emergency responders.
- **Improved emergency coordination:** A more cohesive network enables standardized training, communication protocols, and hazardous materials response procedures between rail operators and local fire and EMS agencies—an essential benefit for responder safety and effectiveness.
- **Greater infrastructure reliability:** Increased capital investment can help ensure rail beds, crossings, and bridges are maintained to the highest standards, reducing the likelihood of infrastructure-related incidents that endanger communities.

- **Enhanced highway safety:** Shifting more long-haul freight from highways to rail reduces heavy truck traffic on interstates, lowering the frequency and severity of roadway incidents—among the most dangerous calls our members face.

For these reasons, we view the proposed merger as an opportunity to strengthen public safety outcomes while advancing a more efficient and resilient transportation system.

Thank you for your consideration of our perspective. We appreciate your leadership on matters critical to transportation safety and stand ready to provide any additional information that may be helpful.

Respectfully,

A handwritten signature in black ink, appearing to read "Scott Mullins", with a stylized flourish at the end.

Scott Mullins
President
Professional Fire Fighters and Paramedics of North Carolina



PROFESSIONAL FIRE FIGHTERS ASSOCIATION
Of LOUISIANA

President Chad Major

May 6, 2026

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Public Safety Advocacy Regarding the Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

As President of the Professional Fire Fighters Association of Louisiana, my highest priority is the protection of our first responders and the citizens they serve. In matters of interstate commerce and infrastructure, we look for partners who prioritize safety and operational excellence. It is for this reason that I am writing to express our firm support for the proposed merger between Union Pacific and Norfolk Southern.

For fire fighters, the rail system is not just a commercial corridor; it is a critical environment that requires constant vigilance. We believe this merger is a proactive step toward a safer rail industry. By combining resources, these entities will have the capacity to accelerate the implementation of advanced safety technologies—such as automated track inspection and enhanced Positive Train Control (PTC) which are vital for preventing accidents and protecting those who work near the tracks.

The Professional Fire Fighters of Louisiana see several critical public safety advantages in this proposal:

- **Coordinated Emergency Response & Training:** A unified system allows for more streamlined coordination with local fire departments. We anticipate improved consistency in hazardous materials training and emergency protocols across the entire network, ensuring our members are better prepared for any incident.
- **Infrastructure Modernization:** Increased capital strength will enable faster upgrades to rail beds, signaling, and crossings. Modern infrastructure is the best defense against derailments and other safety hazards that threaten our communities.
- **Reduced Roadway Risk:** By creating a more efficient transcontinental rail option, we can move more heavy freight off our highways. This reduction in long-haul trucking congestion inherently lowers the risk of high-impact traffic accidents on Louisiana's roads.
- **Supply Chain Security:** A more resilient and reliable rail network ensures that critical supplies, including emergency resources and medical goods, move through our state without the bottlenecks that currently plague fragmented systems.

In Louisiana, we understand that public safety and economic vitality are inextricably linked. We support this merger because it promises a more secure, technologically advanced, and safer transportation network for our state and the nation.

I respectfully urge the Surface Transportation Board to approve this merger, recognizing its potential to set a new standard for safety in the American rail industry.

Sincerely,

Chad Major
President
Professional Fire Fighters Association of Louisiana



Professional Fire Fighters Association of South Carolina

Roger K. Odachowski

President

Cell: (864) 844-1258 Email: president@pffasc.org

117 Royal Dr. Williamston SC 29697

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

**Subject: Support for the “Great Connection” Partnership Between Union Pacific
and Norfolk Southern**

Dear Chairman Fuchs:

On behalf of the Professional Fire Fighters Association of South Carolina (PFFASC), representing more than 3,000 professional fire fighters, paramedics, and emergency medical personnel, and dispatchers across the Palmetto State, I write to express our strong support for the proposed “Great Connection” partnership between Union Pacific and Norfolk Southern.

South Carolina occupies a strategically important position within the nation’s freight and rail network, with major rail corridors connecting our ports, industries, and communities to markets across the country. Our members serve on the front lines of public safety along these corridors every day, responding to emergencies involving transportation infrastructure, hazardous materials, roadway incidents, and rail operations. From that perspective, we believe this partnership represents a significant opportunity to strengthen rail safety, operational reliability, and infrastructure investment nationwide.

Public safety remains our highest priority. A more integrated, coast-to-coast rail network will be better positioned to invest in advanced technologies and modern infrastructure that improve situational awareness, reduces operational risks, and enhance emergency response coordination. Expanded use of technologies such as advanced signaling systems, automated track inspection tools, defect detection systems, and real-time monitoring capabilities can help reduce the likelihood of accidents and improve overall system resilience.

Additionally, streamlined operations between these two major carriers can reduce unnecessary operational handoffs and congestion points that often create inefficiencies and increase risk exposure. Greater coordination across the network will support safer and more predictable freight movement through South Carolina and throughout the national transportation system.

STAND UP ~ STAND PROUD~ STAND TOGETHER

Professional Fire Fighters Proudly Serve and Protect Over 80 Percent of South Carolina Residents and Visitors

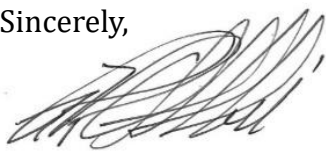
This partnership also offers meaningful economic and infrastructure benefits for our state and region:

- **Workforce Stability:** We are encouraged by the “Jobs for Life” agreements reached with rail labor organizations. Maintaining a highly trained and experienced workforce is essential to preserving strong safety standards, operational continuity, and emergency preparedness.
- **Improved Service Reliability:** Enhanced coordination and more efficient routing will improve supply chain dependability and help ensure critical goods continue moving efficiently through South Carolina’s ports, manufacturing centers, and distribution hubs.
- **Reduced Highway Congestion:** Increasing rail efficiency has the potential to shift more freight traffic from crowded highways to rail corridors, helping reduce roadway congestion, lower accident risks, and improve public safety on our interstate systems.
- **Infrastructure Modernization:** The combined strength and investment capacity of this partnership can support long-term modernization of rail infrastructure, including crossings, rail beds, communication systems, and other critical assets that directly impact first responder safety and community protection.

The Professional Fire Fighters Association of South Carolina recognizes that a modern, resilient, and well-maintained transportation networks are essential to both economic growth and public safety. We believe the “Great Connection” partnership presents an opportunity to strengthen the nation’s freight rail system while advancing safety, reliability, and infrastructure investment for the communities we serve.

For these reasons, we respectfully urge the Surface Transportation Board to give this proposal full and favorable consideration.

Sincerely,



Roger Odachowski
President
Professional Fire Fighters
Association of South Carolina (PFFASC)



Professional Fire Fighters of Alabama

AFFILIATED WITH INTERNATIONAL ASSOCIATION OF FIRE FIGHTERS

DAVID J. HARER
President

WILLIAM LIPSCOMB
Vice President

MARC BERRY
Secretary-Treasurer

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for the “Great Connection” Partnership Between Union Pacific and Norfolk Southern

Dear Chairman Fuchs:

On behalf of the Professional Fire Fighters of Alabama, representing professional fire fighters, paramedics, and emergency responders across the State of Alabama, I write to express our strong support for the proposed “Great Connection” partnership between Union Pacific and Norfolk Southern.

Alabama serves as a critical transportation and industrial hub for the Southeast, with freight rail playing a vital role in supporting our manufacturing sector, energy infrastructure, agricultural economy, and growing port operations. Major rail corridors connecting the Port of Mobile to industrial centers throughout the South are essential to the movement of steel, automobiles, chemicals, timber products, agricultural commodities, and consumer goods across the country. Our members work daily on the front lines of public safety along these corridors, responding to transportation emergencies, hazardous materials incidents, industrial accidents, and infrastructure-related emergencies tied directly to freight rail operations.

From a public safety standpoint, we believe this partnership presents a significant opportunity to strengthen rail safety, improve operational coordination, and support long-term infrastructure modernization throughout the national freight network. A more integrated coast-to-coast rail system will be better positioned to invest in advanced technologies and infrastructure improvements designed to reduce risk, improve reliability, and enhance emergency response coordination.

For communities throughout Alabama, these investments are especially important given the state’s expanding industrial footprint and growing freight activity. Enhanced signaling systems, automated track inspection technologies, defect detection systems, crossing improvements, and real-time operational monitoring can significantly improve rail safety while reducing the likelihood of incidents affecting workers, first responders, and surrounding communities.

105 Portsouth Ln. • Alabaster, Alabama 35007

This partnership also offers several important benefits for Alabama's economy and public safety infrastructure:

- **Strengthening Port and Industrial Connectivity:** The Port of Mobile and Alabama's manufacturing sector depend heavily on reliable freight rail service to move raw materials and finished products efficiently throughout the country. Improved operational coordination will strengthen supply chain reliability and economic competitiveness.
- **Enhanced Hazardous Materials Safety:** Alabama firefighters regularly respond to incidents involving industrial chemicals, fuel transportation, and hazardous freight moving through rail corridors. Increased investment in safety technologies and infrastructure modernization will directly support emergency preparedness and community protection.
- **Workforce Stability:** We are encouraged by the "Jobs for Life" agreements reached with rail labor organizations. Maintaining a highly trained and experienced workforce is essential to preserving strong safety standards, infrastructure reliability, and effective emergency response coordination.
- **Reduced Highway Congestion and Improved Public Safety:** Increasing freight rail efficiency can help reduce pressure on Alabama's highways by shifting additional freight movement from trucks to rail, lowering congestion, reducing accident risks, and improving roadway safety.
- **Infrastructure Modernization and Resiliency:** Expanded investment in rail crossings, communication systems, bridges, rail beds, and related infrastructure will improve the resiliency and reliability of transportation systems that are vital to Alabama's economy and public safety operations.

The Alabama Professional Fire Fighters Association recognizes that modern, resilient, and reliable freight infrastructure is essential to both economic prosperity and public safety. We believe the "Great Connection" partnership presents an important opportunity to strengthen the nation's freight rail system while advancing safety, infrastructure investment, workforce stability, and supply chain efficiency.

For these reasons, we respectfully urge the Surface Transportation Board to give this proposal full and favorable consideration.

Sincerely,



David J. Harer
President – Professional Fire Fighters of Alabama



PROFESSIONAL FIRE FIGHTERS OF GEORGIA

Nathan Bailey
President

Emily Thompson
Secretary-Treasurer

Billy King
Vice President

June 25, 2026

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Re: Support for the Proposed Union Pacific-Norfolk Southern Consolidation, Docket No. FD 36873

Dear Chairman Fuchs:

On behalf of the professional fire fighters, paramedics, and emergency medical personnel of the Professional Fire Fighters of Georgia, I write to express our strong support for the proposed consolidation of Union Pacific and Norfolk Southern. We have reviewed the commitments made by the applicants in this proceeding and we are encouraged by what we have seen. We urge the Board to approve this transaction and to preserve the public-safety commitments the carriers have put forward as enforceable conditions of approval.

The Professional Fire Fighters of Georgia represents thousands of career fire fighters and emergency medical personnel serving communities across the entire state — from the major metropolitan centers of Atlanta, Savannah, Augusta, and Columbus, to our industrial corridors, port facilities, and rural communities that depend on freight rail as an economic foundation. Georgia sits at the heart of the southeastern freight rail network. Norfolk Southern's primary mainlines traverse the state from the Virginia border to the Florida state line, connecting the Port of Savannah — the third-busiest container port in the nation — to the broader national system. For our members, rail safety is not an abstraction. It shapes hazardous materials response planning, emergency access, evacuation coordination, and first responder safety across every jurisdiction we serve.

We support this consolidation because Union Pacific and Norfolk Southern have demonstrated, through their existing safety programs and the commitments made in this proceeding, that a unified coast-to-coast rail network

can deliver measurable public-safety benefits. A single accountable carrier reduces operational handoffs, streamlines dispatching and manifest coordination, and provides the sustained capital base necessary for infrastructure investment. Both carriers have established track records of engagement with local emergency management agencies, and a combined system is well-positioned to extend and strengthen those relationships across Georgia and the nation.

We are particularly encouraged by the “Jobs for Life” labor protection framework that the applicants have put forward in connection with this transaction. The Professional Fire Fighters of Georgia has long understood that a stable, experienced, and adequately staffed rail workforce is one of the most effective layers of public safety in any community we serve. The “Jobs for Life” framework — with its protections against involuntary furloughs, forced relocation without negotiated protections, and erosion of craft jurisdiction — reflects exactly the kind of workforce continuity commitment that reduces derailments, hazardous materials releases, and the safety-critical staffing failures that lead to the incidents our members respond to. We applaud this commitment and urge the Board to preserve it as a binding condition of approval.

The carriers’ commitments in this proceeding address the core public-safety priorities that the Professional Fire Fighters of Georgia has consistently advocated for, and we wish to affirm for the Board’s record that these commitments reflect real operational improvements that Georgia’s first responders will rely upon:

- **Infrastructure investment and maintenance.** Union Pacific and Norfolk Southern have committed to sustained investment in track integrity, signal systems, yard safety, and wayside detection technology. Georgia’s rail network — including high-density freight corridors, bridge crossings over major waterways, and the Port of Savannah approach — will directly benefit from the combined carrier’s capital commitment and maintenance staffing continuity.
- **HazMat and train-consist information.** The applicants have committed to providing reliable hazardous materials and train-consist information to emergency responders. Georgia’s 911 centers, fire departments, and hazmat teams depend on accurate, real-time manifest data and direct railroad contacts to make safe, effective incident command decisions. The combined carrier is committed to ensuring that information is accurate, immediately accessible, and operationally supported.
- **First-responder training and corridor planning.** Both carriers currently invest in first-responder training, commodity-flow briefings, and AskRail access for fire and emergency management agencies. The combined system will carry forward and expand these programs — an important commitment for Georgia given the freight density of the Port of Savannah corridor, the Atlanta metropolitan rail network, and the state’s industrial rail lines.
- **Blocked-crossing management.** The applicants have acknowledged the importance of emergency access and committed to operational practices that protect first responder routes to hospitals, fire stations, schools, and neighborhoods. Georgia communities have worked constructively with both carriers on crossing safety, and the combined carrier has committed to continuing and improving that coordination.
- **Rail labor protections under “Jobs for Life.”** The applicants’ “Jobs for Life” commitment ensures that the unionized employees who operate, inspect, dispatch, maintain, and repair the rail system are protected through this transition. From our perspective as first responders, workforce stability is a safety commitment — and one that the Professional Fire Fighters of Georgia fully endorses.
- **Emergency response cost accountability.** The carriers have demonstrated a commitment to working constructively with local governments on extraordinary response costs when rail incidents require significant municipal resources. Georgia’s fire departments and emergency medical agencies have found

both carriers to be responsive partners, and we expect that standard to continue under the combined system.

- **Transparency and ongoing coordination.** The applicants have committed to continued reporting and coordination with public-safety stakeholders following approval. The Professional Fire Fighters of Georgia looks forward to that partnership and encourages the Board to preserve these commitments as enforceable, measurable obligations with clear timelines.

The Professional Fire Fighters of Georgia has long held that protecting rail workers and protecting first responders are the same mission. The rail workforce — maintenance-of-way employees, mechanical workers, signal maintainers, train crews, yardmasters, and dispatchers — is the first line of prevention against the incidents our members are called to manage. The “Jobs for Life” framework recognizes that reality, and we are gratified to see it reflected in the applicants’ commitments to the Board.

Georgia’s position in the southeastern rail network — anchored by the Port of Savannah, the Atlanta freight hub, and the state’s automotive and industrial supply chains — makes this consolidation particularly significant for our members and the communities they protect. We are confident, based on the commitments made in this proceeding and the track records of both carriers, that the combined Union Pacific-Norfolk Southern system will be a stronger, more accountable partner for Georgia’s first responders than the current structure provides.

The Professional Fire Fighters of Georgia strongly supports approval of this transaction. We ask only that the Board preserve the public-safety and labor protection commitments the applicants have made — including the “Jobs for Life” framework — as enforceable conditions so that the benefits described in this proceeding are realized in practice by the workers, first responders, shippers, and Georgia communities who depend on a safe and reliable freight rail system.

Thank you for your consideration and for the Board’s leadership on the transportation infrastructure and public-safety issues central to this proceeding. We are proud to support this consolidation and look forward to the stronger partnership it will create.

Respectfully submitted,

A handwritten signature in black ink, appearing to read 'NKB' with a stylized flourish at the end.

Nathan K. Bailey

President

Professional Fire Fighters of Georgia



The Honorable Patrick J. Fuchs, Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Support for the “Great Connection” Partnership Between Union Pacific and Norfolk Southern

Dear Chairman Fuchs:

On behalf of the Professional Fire Fighters of Maryland, representing thousands of professional fire fighters, paramedics, and emergency medical personnel across our state, I write to express our strong support for the proposed “Great Connection” partnership between Union Pacific and Norfolk Southern.

Maryland plays a uniquely important role within the nation’s transportation network. From the Port of Baltimore to the heavily traveled freight and passenger rail corridors running through our communities, rail infrastructure is essential to commerce, supply chain stability, and public safety throughout the Mid-Atlantic region. Our members respond daily to emergencies involving rail operations, hazardous materials, transportation incidents, and critical infrastructure, giving us a direct understanding of the importance of maintaining a safe, modern, and reliable rail system.

From a public safety perspective, we believe this partnership presents a significant opportunity to strengthen rail safety and improve operational coordination across one of the nation’s most important freight corridors. A more integrated national rail network will be better positioned to invest in advanced technologies, modernized infrastructure, and enhanced operational systems designed to reduce risk, improve efficiency, and support emergency response capabilities.

Investments in upgraded signaling systems, automated inspection technologies, defect detection equipment, crossing safety improvements, and real-time operational monitoring can meaningfully reduce the likelihood of rail-related incidents while improving coordination between rail operators and first responders. For emergency personnel tasked with protecting communities along these corridors, those improvements are critically important.

This partnership also offers several broader benefits that would positively impact Maryland's economy, transportation infrastructure, and public safety landscape:

- **Workforce Stability:** We are encouraged by the "Jobs for Life" agreements reached with rail labor organizations. Maintaining a skilled and experienced workforce is essential to preserving strong safety standards, infrastructure reliability, and emergency preparedness capabilities.
- **Supply Chain and Port Reliability:** Improved operational coordination and more efficient freight movement will strengthen the reliability of supply chains connected to the Port of Baltimore and major Mid-Atlantic distribution networks, supporting economic growth and regional commerce.
- **Reduced Highway Congestion:** Expanding the efficiency and capacity of freight rail service can help move more goods off congested highways and onto rail corridors, reducing traffic congestion, lowering accident risks, and improving roadway safety for the traveling public.
- **Infrastructure Modernization:** Increased investment in rail crossings, communications systems, rail beds, and corridor infrastructure will directly benefit the safety of both rail employees and first responders who regularly interact with these systems during emergencies and incident responses.

The Professional Fire Fighters of Maryland recognizes that resilient infrastructure and reliable transportation systems are foundational to both economic prosperity and public safety. We believe the "Great Connection" partnership offers an important opportunity to strengthen the nation's freight rail network while advancing safety, infrastructure investment, workforce stability, and operational reliability.

For these reasons, we respectfully urge the Surface Transportation Board to give this proposal full and favorable consideration.

Submitted respectfully,

A handwritten signature in black ink, reading "Jeffrey Buddle". The signature is fluid and cursive, with the first name "Jeffrey" and last name "Buddle" clearly legible.

Jeffrey Buddle, President
Professional Fire Fighters of Maryland
International Association of Fire Fighters, Local A-19, AFL-CIO

The membership of the Professional Fire Fighters of Maryland includes 23 IAFF local affiliates from the following jurisdictions:

Federal: National Capital Federal Fire Fighters

State: Baltimore / Washington International Airport

Local: Annapolis City, Allegany County, Anne Arundel County, Baltimore City (2 affiliates), Baltimore County, Carroll County, Cecil County, Charles County, Cumberland City, Frederick County, Garrett County, Hagerstown, Howard County, Montgomery County, Ocean City, Prince Georges County, Queen Annes County, Salisbury, Talbot County, Worchester County

PROFESSIONAL FIRE FIGHTERS OF WISCONSIN, INC.

321 EAST MAIN STREET, SUITE 200, MADISON, WI 53703-2840

PHONE: (608) 251-5832 / EMAIL: PFFWOFFICE@GMAIL.COM

MEMBER OF INTERNATIONAL ASSOCIATION OF FIRE FIGHTERS

MEMBER OF WISCONSIN STATE AFL-CIO



JERRY BIGGART
STATE PRESIDENT

RYAN HINTZ
STATE VICE-PRESIDENT

STEVE WILDING
STATE SEC. / TREAS.

June 17, 2026

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for the “Great Connection” Partnership Between Union Pacific and Norfolk Southern

Dear Chairman Fuchs:

On behalf of the Professional Fire Fighters of Wisconsin, representing thousands of professional fire fighters, paramedics, and emergency medical personnel serving communities throughout Wisconsin, I write to express our strong support for the proposed “Great Connection” partnership between Union Pacific and Norfolk Southern.

Wisconsin occupies a critical position within the nation’s freight transportation network. As a major center for manufacturing, agriculture, food production, and Great Lakes commerce, our state depends on an efficient and reliable rail system to connect businesses, ports, and industries to markets across North America. Freight rail serves as an essential link between Wisconsin’s producers and consumers, while supporting the movement of agricultural commodities, industrial materials, energy products, and manufactured goods that fuel our economy.

Our members respond daily to emergencies involving transportation infrastructure, hazardous materials incidents, industrial accidents, and rail-related emergencies. From that public safety perspective, we believe the proposed partnership between Union Pacific and Norfolk Southern presents an important opportunity to strengthen rail safety, improve operational reliability, and encourage long-term investment in critical transportation infrastructure.

A more integrated transcontinental rail network will be better positioned to deploy advanced safety technologies and modern operating systems that improve risk management and incident prevention. Investments in automated inspection technologies, advanced signaling systems, defect detection equipment, grade crossing improvements, and real-time monitoring capabilities can help reduce operational hazards while improving coordination between rail operators and emergency responders.

For Wisconsin, these improvements are particularly important given the state's extensive freight corridors, manufacturing centers, and connections to Great Lakes shipping facilities. Stronger rail connectivity will support both economic growth and public safety while enhancing supply chain resiliency throughout the Upper Midwest.

“STRENGTH IN UNITY”

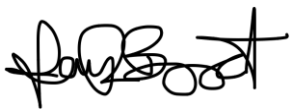
This partnership also presents several important benefits for Wisconsin's economy and communities:

- **Strengthening Manufacturing and Agricultural Supply Chains:** Wisconsin's economy relies heavily on the efficient movement of agricultural products, dairy exports, industrial goods, and manufactured products. Improved rail coordination and service reliability will strengthen supply chains that support employers and communities across the state.
- **Supporting Great Lakes Commerce:** Wisconsin's ports and intermodal facilities depend on seamless rail connections to move cargo efficiently throughout the national transportation network. Enhanced freight mobility will improve the competitiveness of Great Lakes commerce and regional trade.
- **Workforce Stability:** We are encouraged by the "Jobs for Life" agreements reached with rail labor organizations. Maintaining a highly trained and experienced rail workforce is essential to preserving safety standards, operational reliability, and emergency preparedness.
- **Reduced Highway Congestion and Improved Public Safety:** More efficient freight rail service can reduce pressure on Wisconsin highways by moving additional freight from trucks to rail, lowering roadway congestion, reducing accident risks, and improving safety for the traveling public and first responders.
- **Infrastructure Modernization and Resiliency:** Increased investment in rail crossings, communications systems, bridges, rail corridors, and supporting infrastructure will strengthen the reliability and resilience of transportation systems that are critical to Wisconsin's economy and public safety.

The Professional Fire Fighters of Wisconsin recognizes that a modern, resilient, and safe freight transportation network is essential to both economic prosperity and community protection. We believe the "Great Connection" partnership offers a significant opportunity to strengthen the nation's freight rail system while advancing safety, infrastructure investment, workforce stability, and supply chain efficiency.

For these reasons, we respectfully urge the Surface Transportation Board to give this proposal full and favorable consideration.

Sincerely,

A handwritten signature in black ink, appearing to read "Jerry Biggart", with a stylized flourish at the end.

Jerry Biggart
President
Professional Fire Fighters of Wisconsin



June 3, 2026

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for the "Great Connection" – Union Pacific and Norfolk Southern Partnership

Dear Chairman Fuchs:

As President of the Professional Fire Fighters Union of Indiana (PFFUI), representing more than 9,000 professional fire fighters, paramedics, and emergency dispatchers across the Hoosier State, I am writing to express our organization's strong support for the "Great Connection" partnership between Union Pacific and Norfolk Southern.

Indiana is proudly known as the "Crossroads of America," a title that carries significant responsibility for our first responders. Our state features one of the country's densest concentrations of rail lines, from the heavy industrial hubs of Northwest Indiana and the Gary/Hammond region to the critical junctions of Indianapolis, Elkhart, and Fort Wayne. Our members are on the front lines every day, protecting communities where high-volume freight corridors run through the heart of our neighborhoods. We believe this transcontinental collaboration will fundamentally modernize rail safety, protecting both the public and the fire fighters who respond to emergencies along these lines.

Safety is our absolute priority. A unified, coast-to-coast rail network will be better positioned to invest the capital needed to deploy cutting-edge safety technologies. This partnership will facilitate the expansion of advanced defect detectors, automated track monitoring, and enhanced signaling systems. These tools are critical for detecting mechanical issues early and preventing derailments. Furthermore, by streamlining operations between these two major carriers, we can reduce operational complexity and hand-off risks at major Midwestern interchange points, which are frequent sites of transit-related hazards.

Beyond safety enhancements, this partnership offers significant advantages tailored to Indiana's infrastructure and to the safety of our emergency crews:

A Commitment to Experienced Union Labor: We are highly encouraged by the landmark "Jobs for Life" agreements associated with this partnership. In the fire service, we know that specialized experience saves lives. The same holds true on the rails. Ensuring that highly skilled, union-represented railroaders remain on the job means that tracks and equipment are inspected and maintained to the highest standards, providing a critical line of defense against human error and mechanical failure.

Protecting Response Times: The combined resources of this partnership will enable greater investment in modernizing rail beds and grade crossings. Indiana has thousands of public highway-rail intersections; improving these crossings is a direct investment in public safety, ensuring our fire trucks, rescue squads, and ambulances can navigate our communities safely and without delay.

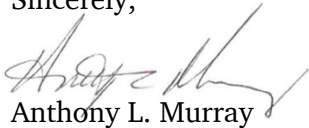
Supporting Indiana's Manufacturing and Agricultural Core: As a national leader in steel production, automotive manufacturing, and agriculture, Indiana's economy depends on a reliable supply chain. This partnership establishes a seamless, single-line haul to the West Coast, ensuring Hoosier-made products and agricultural yields reach global markets safely and efficiently.

Relieving Congestion on Hoosier Highways: By optimizing rail transit, we can move a significant volume of heavy freight off our overburdened interstates and onto the rails. This shift reduces heavy traffic on corridors such as I-65, I-70, and I-80/94, directly lowering the risk of high-impact traffic accidents and making our roads safer for the motoring public and the emergency personnel who respond to highway incidents.

The Professional Fire Fighters Union of Indiana recognizes that modern, safe, and efficient infrastructure is essential to public safety and to our state's economic prosperity.

We respectfully urge the Surface Transportation Board to give the "Great Connection" proposal your full and favorable consideration.

Sincerely,

A handwritten signature in dark ink, appearing to read "Anthony L. Murray", with a stylized flourish at the end.

Anthony L. Murray

President



**Professional Firefighters Association
of New Jersey**
International Association of Fire Fighters AFL-CIO-CLC



Matthew Caliente, President

Peter Nowak, 1st Vice President
Gregory Swanson, Treasurer

David Hines, 2nd Vice President
Brian Yockman, Secretary

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Dear Chairman Fuchs:

On behalf of the Professional Fire Fighters Association of New Jersey, representing professional fire fighters, paramedics, and emergency responders throughout the Garden State, I write to express our strong support for the proposed merger between Union Pacific and Norfolk Southern and to highlight the critical public safety and infrastructure benefits this transaction can deliver to New Jersey's communities.

New Jersey sits at the epicenter of the most complex and heavily trafficked transportation network in the United States. Our state is home to the Port of New York and New Jersey — the busiest port on the East Coast and the third largest in the nation by cargo volume — as well as dense rail corridors connecting the Northeast Corridor to the national freight network. Major intermodal facilities in North Jersey, freight rail lines through the Meadowlands, the chemical and petrochemical industrial corridor along the Arthur Kill and Kill Van Kull waterways, and the dense population centers of Newark, Elizabeth, Hoboken, Trenton, and Camden mean that freight rail safety in New Jersey is not an abstract concern. It is a daily operational reality for the men and women who protect our communities.

New Jersey's fire fighters and paramedics operate in one of the most demanding hazardous materials environments in the country. Our members respond to incidents at petrochemical facilities, rail yards, tank car loading operations, and freight crossings in some of the most densely populated municipalities in America. The rail corridors passing through Hudson, Essex, Union, Bergen, Middlesex, and Burlington Counties carry hazardous materials — including chlorine, liquefied natural gas, anhydrous ammonia, and crude oil — through communities with limited evacuation corridors and extraordinary population density. A derailment or hazmat release in these environments can have consequences of a magnitude unlike almost anywhere else in the nation. From that frontline perspective, we believe this merger presents a critical opportunity to strengthen rail safety systems, improve hazmat emergency coordination, and modernize infrastructure that our members depend upon to protect life and property.

We also wish to specifically commend the negotiated labor commitments accompanying this merger proposal. The **Jobs for Life** framework — guaranteeing lifetime employment protections for represented workers at both Union Pacific and Norfolk Southern — is an extraordinary commitment that stands apart from the typical approach to major rail consolidations. These protections, negotiated directly with several of the nation's major rail labor organizations, recognize a truth that New Jersey's fire fighters understand well: experienced, stable, and well-trained rail personnel are not merely an operational asset — they are a public safety asset. Continuity of the rail workforce directly affects the quality of emergency coordination during incidents. We strongly support these commitments and urge the Board to weigh them carefully in its review.



**Professional Firefighters Association
of New Jersey**
International Association of Fire Fighters AFL-CIO-CLC



Matthew Caliente, President

Peter Nowak, 1st Vice President
Gregory Swanson, Treasurer

David Hines, 2nd Vice President
Brian Yockman, Secretary

Specifically, we believe the proposed merger can help advance:

- **Strengthened port and intermodal safety coordination:** The Port of New York and New Jersey is a critical national economic gateway, and the freight rail network connecting it to the broader national system is essential to its function. A more integrated national rail network can improve the efficiency and predictability of port freight movement, reduce dangerous congestion at intermodal facilities, and improve operational safety across the interconnected transportation systems that converge in the New York-New Jersey metropolitan region.
- **Enhanced hazardous materials response systems:** New Jersey's chemical corridor presents among the highest-consequence hazmat risk profiles in the United States. Standardized emergency response procedures, real-time notification protocols, and consolidated first responder training programs across a unified national rail network would directly benefit New Jersey's incident commanders, HAZMAT teams, and the densely populated communities they protect. Improved consistency in carrier-to-responder communication systems during incidents is a safety improvement that cannot wait.
- **Modernized safety technology and track infrastructure:** Increased financial capacity from a merged entity can support expanded investment in advanced signaling systems, positive train control enhancements, predictive maintenance technology, and grade crossing upgrades throughout New Jersey's freight network. For a state where freight rail runs through some of the most populated zip codes in the country, infrastructure modernization is directly tied to community safety outcomes.
- **Reduced highway congestion on critical corridors:** Expanding rail freight capacity can shift long-haul trucks off the New Jersey Turnpike, the Garden State Parkway, Routes 1 and 9, and other overburdened arterials that double as emergency response corridors. Fewer commercial vehicles on these roadways means fewer serious crashes, reduced incident response burdens on New Jersey's fire and EMS services, and improved clearance times for emergency vehicles navigating one of the most congested highway systems in the nation.
- **Improved grade crossing safety in dense urban environments:** New Jersey has one of the highest concentrations of at-grade rail crossings in the nation, many located in densely developed urban and suburban communities with limited sightlines, high pedestrian traffic, and significant emergency vehicle access challenges. Investment in crossing upgrades, quad gate installations, and active warning system modernization would directly reduce crossing fatalities and improve emergency response routing throughout the state.
- **Greater infrastructure resilience for a post-storm environment:** Superstorm Sandy demonstrated with devastating clarity how vulnerable New Jersey's transportation infrastructure is to major weather events. Sustained investment in rail bridges, flood-resistant infrastructure, and freight corridor redundancy — enabled by the financial scale of a merged railroad — is essential to long-term resilience for a state that remains on the front lines of climate-related infrastructure risk.

Public safety professionals in New Jersey understand, perhaps better than anyone, what is at stake when rail infrastructure fails, when hazmat communication breaks down, or when workforce continuity is sacrificed in the name of short-term cost reduction. We believe this merger — with its commitment to



**Professional Firefighters Association
of New Jersey**
International Association of Fire Fighters AFL-CIO-CLC



Matthew Caliente, President

Peter Nowak, 1st Vice President
Gregory Swanson, Treasurer

David Hines, 2nd Vice President
Brian Yockman, Secretary

safety investment, operational integration, and the Jobs for Life protections for rail labor — reflects the kind of long-term thinking that major infrastructure decisions demand and that our communities deserve.

Thank you for your consideration of our views and for your continued leadership on transportation safety and infrastructure matters. The Professional Fire Fighters Association of New Jersey stands ready to support efforts that enhance responder safety, strengthen rail infrastructure, and protect the communities we serve.

Respectfully,

Matthew Caliente, President
Professional Firefighters Association of New Jersey (PFANJ)
International Association of Fire Fighters (IAFF)
New Jersey AFL-CIO-CLC



TENNESSEE PROFESSIONAL FIRE FIGHTERS ASSOCIATION

MATTHEW TOMEK, PRESIDENT

BARRY BYERS, SECRETARY/TREASURER

P.O. BOX 100221 • NASHVILLE, TN • 37224

“SERVING TENNESSEE’S BRAVEST SINCE 1960”

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for the "Great Connection" – Union Pacific and Norfolk Southern Partnership

Dear Chairman Fuchs:

As President of the Tennessee Professional Fire Fighters Association (TPFFA), representing professional fire fighters, paramedics, and emergency dispatchers across the Volunteer State, I am writing to voice our organization’s strong support for the "Great Connection" partnership between Union Pacific and Norfolk Southern. Tennessee sits at the absolute crossroads of the American supply chain. From the massive rail hubs of Memphis and Chattanooga to the critical freight corridors running through Nashville and Knoxville, our members respond daily to emergencies along these high-traffic shipping lines. We believe this transcontinental collaboration will fundamentally elevate rail safety standards, creating a more secure working environment for our first responders and protecting the communities we serve.

Safety is our paramount concern. A unified, coast-to-coast rail network will be better positioned to deploy the critical capital and advanced technology needed to mitigate operational risks. This partnership will accelerate the rollout of cutting-edge safety infrastructure—such as advanced defect detectors and automated track monitoring—essential to preventing derailments before they happen. Furthermore, by streamlining operations between these two major carriers, we can eliminate the complex, high-risk "handoffs" that frequently happen at major mid-South interchange points.

Beyond safety, this partnership offers distinct advantages tailored to Tennessee's infrastructure and the safety of our emergency crews:

- **Securing Experienced Union Labor:** We are highly encouraged by the "Jobs for Life" agreements associated with this partnership. In our line of work, we know that technology is only as good as the people operating it. Retaining a seasoned, unionized rail workforce means that tracks and equipment are inspected by experienced professionals, providing a crucial line of defense against catastrophic failures.
- **Faster, Safer Emergency Response Times:** The combined resources of this partnership will allow for increased investment in modernizing rail beds and grade crossings. Improving these intersections is a direct investment in public safety, ensuring that our fire apparatus and ambulances can cross tracks safely without costly delays when every second counts.
- **Fueling Tennessee’s Logistics and Manufacturing Boom:** As a leading state for automotive manufacturing, agriculture, and logistics, Tennessee's economy relies on a flawless transportation network. This partnership provides a seamless, single-line haul to the West Coast, ensuring that Tennessee-made goods and agricultural products move safely, dependably, and efficiently.
- **Relieving Strain on Our Interstates:** By optimizing rail capacity, this initiative will shift a significant volume of heavy freight off our crowded highways and onto the tracks. This reduction in long-haul truck traffic decreases the frequency of high-impact highway accidents, making Tennessee’s interstates safer for both the motoring public and the first responders who clear those scenes.

The Tennessee Professional Fire Fighters Association recognizes that a modern, safe, and efficient rail network is the bedrock of public safety and economic resilience. We respectfully urge the Surface Transportation Board to give the "Great Connection" proposal your full and favorable consideration.

Sincerely,

Matthew Tomek, President
Tennessee Professional Fire Fighters Association (TPFFA)
mjt@tpffa.org

February 11, 2026

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

As Executive Director of the Texas State Troopers Association, I come into contact with the state troopers who work Texas highways every day. I see firsthand how freight traffic affects roadway safety and the risks faced by motorists, commercial drivers, and first responders.

Expanding freight movement by rail improves safety on our roads. When more cargo moves by rail, fewer long-haul trucks are needed on already busy highways. That reduction lowers congestion and decreases the likelihood of serious crashes involving large commercial vehicles, incidents our state's troopers are frequently called to handle.

Union Pacific and Norfolk Southern have also shown a real commitment to public safety through training and coordination with first responders. In 2024, the two railroads trained more than 10,000 first responders nationwide, strengthening preparedness and improving coordination when emergencies occur.

The proposed Union Pacific–Norfolk Southern merger supports a more efficient and connected rail network, encourages continued investment in safety, and helps take pressure off our roadways. These outcomes benefit first responders and the traveling public alike.

I respectfully encourage the Surface Transportation Board to approve this merger and allow these safety and infrastructure benefits to move forward.

Sincerely,



Rohnnie Shaw
Executive Director, Texas State Troopers Association

cc: Member Schultz
Member Hedlund



The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Dear Chairman Fuchs:

On behalf of the Virginia Professional Fire Fighters, representing professional fire fighters, paramedics, and emergency responders throughout the Commonwealth, I write to express our support for the proposed merger between Union Pacific and Norfolk Southern and to highlight the significant public safety and infrastructure benefits this transaction could bring to Virginia.

Virginia plays a uniquely important role in the nation's transportation and logistics network. The Commonwealth is home to major freight rail corridors that connect the East Coast to the Midwest and beyond, as well as the Port of Virginia—one of the busiest and most strategically important ports in the United States. The safe and efficient movement of freight through Hampton Roads, Richmond, Northern Virginia, Roanoke, and the I-81 corridor is critical not only to commerce, but also to the safety of the communities our members protect every day.

Our fire fighters and paramedics regularly respond to incidents involving rail crossings, hazardous materials transport, intermodal facilities, and heavily traveled freight corridors. From that frontline perspective, we believe this merger presents a meaningful opportunity to strengthen rail safety, improve emergency coordination, and modernize critical infrastructure.

Specifically, we believe the proposed merger can help advance:

- **Enhanced rail and port coordination:** A more integrated national rail network can improve the efficiency and predictability of freight movement to and from the Port of Virginia, reducing congestion and improving operational safety across interconnected transportation systems.
- **Modernized safety investments:** Increased financial capacity and operational scale can support expanded investment in advanced signaling systems, track monitoring technology,

predictive maintenance, and infrastructure upgrades designed to prevent derailments and other emergencies before they occur.

- **Improved hazardous materials preparedness:** Standardized emergency response procedures, communication systems, and responder training across a larger unified network would greatly benefit Virginia's emergency personnel, particularly in high-volume freight and port regions where hazardous materials incidents require rapid coordination.

- **Reduced highway congestion and roadway incidents:** Expanding rail capacity and efficiency can reduce the number of long-haul tractor trailers on major Virginia corridors such as I-81, I-64, and I-95. Fewer heavy trucks on these highways can lead to fewer serious crashes and safer conditions for both the traveling public and emergency responders.

- **Stronger infrastructure resilience:** Virginia's economic growth depends on reliable transportation infrastructure. Continued investment in rail bridges, crossings, intermodal facilities, and freight corridors will strengthen long-term reliability while helping protect surrounding communities.

Public safety professionals understand the importance of resilient infrastructure and coordinated emergency planning. We believe this merger has the potential to deliver both while supporting the continued growth of Virginia's economy and transportation network.

Thank you for your consideration of our views and for your continued leadership on transportation safety and infrastructure matters. The Virginia Professional Fire Fighters stand ready to support efforts that enhance responder safety and strengthen the communities we serve.

Respectfully,

A handwritten signature in black ink, appearing to read 'Kurt Detrick', written in a cursive style.

Kurt Detrick
President
Virginia Professional Fire Fighters



Washington State Council of Fire Fighters

Affiliated with: AFL-CIO
International Association of Fire Fighters
Washington State Labor Council

May 21, 2026

The Honorable Patrick J. Fuchs, Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for the “Great Connection” Partnership Between Union Pacific and Norfolk Southern

Dear Chairman Fuchs:

On behalf of the Washington State Council of Fire Fighters, representing professional fire fighters, paramedics, and emergency responders throughout the State of Washington, I write to express our strong support for the proposed “Great Connection” partnership between Union Pacific and Norfolk Southern.

Washington State serves as one of America’s most important gateways for international trade and freight movement. Our ports, rail corridors, and intermodal transportation systems connect the Pacific Northwest to markets across the United States and around the world. Major freight rail routes supporting the Ports of Seattle, Tacoma, Vancouver, and other regional shipping facilities are critical to the movement of agricultural products, energy resources, manufactured goods, and consumer commodities that drive both the regional and national economy.

Our members protect communities situated along these vital freight corridors and respond daily to transportation emergencies, hazardous materials incidents, industrial accidents, and infrastructure-related emergencies involving rail operations and port activity. From a public safety perspective, we believe this partnership presents a significant opportunity to strengthen rail safety, improve operational coordination, and support long-term infrastructure modernization across the national freight network.

A more integrated coast-to-coast rail system will be better positioned to invest in advanced safety technologies, modern infrastructure improvements, and coordinated operational systems that reduce risk and improve reliability. Investments in upgraded signaling systems, automated track inspections, defect detection technologies, crossing improvements, and real-time monitoring capabilities can substantially improve rail safety while enhancing coordination with first responders during emergencies.

For Washington State, reliable freight rail service is directly tied to port efficiency, supply chain resiliency, and economic competitiveness. Strengthening rail connectivity between western ports and eastern markets will help improve freight mobility, reduce congestion, and ensure the continued reliability of critical supply chains serving industries throughout the Pacific Northwest.

This partnership also presents several important benefits for Washington State and the broader national transportation system:

- **Strengthening Port and Freight Connectivity:** Washington's ports depend on efficient rail service to move cargo quickly and reliably throughout the country. Improved coordination between these carriers will strengthen freight fluidity and support long-term economic growth tied to international trade.
- **Workforce Stability:** We are encouraged by the "Jobs for Life" agreements reached with rail labor organizations. Maintaining a skilled and experienced workforce is essential to preserving strong safety standards, infrastructure reliability, and emergency preparedness capabilities.
- **Reduced Highway Congestion and Improved Public Safety:** Expanding rail efficiency can help shift additional freight traffic from crowded highways onto rail corridors, reducing roadway congestion, lowering accident risks, and improving safety for motorists and emergency responders alike.
- **Infrastructure Modernization:** Increased investment in rail crossings, communication systems, rail beds, tunnels, bridges, and related freight infrastructure directly benefits public safety and improves the resiliency of transportation systems our communities depend upon.
- **Emergency Preparedness and Hazardous Materials Response:** Enhanced operational coordination and infrastructure investment will support safer transportation of hazardous materials and improve communication and preparedness for first responders operating near major freight rail and port facilities.

The Washington State Council of Fire Fighters recognizes that modern, resilient, and reliable freight infrastructure is essential to both public safety and economic prosperity. We believe the "Great Connection" partnership represents an important opportunity to strengthen the nation's freight rail network while advancing safety, infrastructure investment, workforce stability, and supply chain reliability.

For these reasons, we respectfully urge the Surface Transportation Board to give this proposal full and favorable consideration.

Sincerely,

A handwritten signature in blue ink, appearing to read 'D. Lawson', is positioned above the printed name.

Dennis Lawson, President
Washington State Council of Fire Fighters

WINTERSVILLE FIRE & RESCUE

286 Luray Drive ~ Wintersville, Ohio 43953

March 25, 2026

The Honorable Patrick J. Fuchs, Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

I am currently the Fire Chief in Wintersville, Ohio as well as the Hazmat Team Manager for Jefferson County. In both of these roles, I see daily the importance of a strong relationship with the railroads that serve our area. We have a long history of not just responding to railroad emergencies, but also working with the railroads during other transportation incidents where the railroads must shut down and/or limit train traffic near active incidents.

Both Union Pacific and Norfolk Southern have long histories of providing excellent training and information resources to emergency responders. I believe that by allowing this proposed merger, these programs when combined, will be much stronger. I also believe that the merger will result in improved operational safety including infrastructure and track upgrades that will benefit all local rail operations. In addition, I personally believe the merger will greatly improve cost and efficiency of rail operations, thus opening up investment in an area that has suffered economically in recent years due to the downturn of the steel industry.

In closing, I respectfully urge the Surface Transportation Board to approve this merger to allow improved safety, improved operations, and the chance for a positive economic affect on our community.

Sincerely,



Robert Herrington, Fire Chief
Wintersville Fire & Rescue