



BUILDING AMERICA®

September 21, 2018

The Honorable Ann Begeman
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

The Honorable Deb Miller
Vice Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Dear Chairman Begeman and Vice Chairman Miller:

Thank you for your letter of September 20, 2018, regarding the announcement of our new operating plan, Unified Plan 2020, and your desire to have members of our team have weekly calls with representatives of the Board's Rail Customer and Public Assistance office.

As we discussed earlier this week, we are excited to begin the transition into an operating plan that will provide a more reliable service product for our customers. We are taking a thoughtful and deliberate approach to phasing in the roll out, and we will be transparent as we do so. This includes communicating thoroughly with all our stakeholders, including our customers, employees and the Board.

As such, we are more than happy to accommodate the request of weekly calls. Our Vice President of External Relations has already spoken with Lucille Marvin, Director of the Office of Public Assistance, Government Affairs, and Compliance, to start the process of scheduling them.

As we move forward, please do not hesitate to contact me if you have any questions or concerns.

Sincerely,