



U.S. Department of
Transportation

1200 New Jersey Avenue SE
Washington, DC 20590

May 3, 2024

Mr. Alan H Shaw
President and Chief Executive Officer
Norfolk Southern Corporation
650 West Peachtree Street NW
Atlanta, GA 30308

Dear Mr. Shaw:

Thank you for your letter providing updates on the progress Norfolk Southern (NS) has made with its safety initiatives. Freight rail is a valuable contributor to our nation's economy and industrial supply chains, and ensuring it is operating safely is of utmost importance.

Norfolk Southern's progress toward meeting key safety performance indicators is encouraging and demonstrates your leadership and the commitment of all of NS's hard-working employees. We recognize the progress NS has made to-date towards attaining your own safety goals, as well as the goals we set for all Class I railroads following the East Palestine derailment: paid sick leave agreements, participating in C3RS and focusing on a safety driven culture.

However, there is still much work to be done. Continued focus and investment on safety, improved service and sustainable growth are critical to ensuring the long-term competitiveness and value of the railroad industry. This includes partnering with the U.S. Department of Transportation (DOT) to deliver on critical safety and passenger rail investments made available through the Bipartisan Infrastructure Law, as well as continuing to invest in your people, your operations, and your infrastructure. The nation needs a safe, resilient, and efficient freight rail network.

The Department is grateful for Norfolk Southern's swift response to the supply chain disruption caused by the collapse of the Francis Scott Key Bridge in Baltimore, Maryland, on March 26, 2024. In the immediate aftermath of the collapse, we began receiving questions from concerned stakeholders on the impacts the closure of the Baltimore harbor navigational channel would have on goods destined to be imported and exported via multiple major Baltimore port terminals. The Department's Office of Multimodal Freight Infrastructure and Policy, tasked with providing regular updates to the White House Supply Chain Task Force, appreciated the willingness of NS to share their insight into the rapidly evolving situation. Moreover, its willingness to quickly offer expanded service to bring diverted imports back to the Baltimore area is helping to reduce highway congestion and provide work for Maryland-based truck drivers.

DOT is encouraged by Norfolk Southern's efforts to improve the timeliness and fluidity of its network, particularly for time-sensitive goods. Your efforts align with the goals of the National Multimodal Freight Policy, including improving the reliability of freight transportation and reducing the adverse environmental impacts of freight movement.

We look forward to our ongoing partnership as DOT continues the work to ensure that our freight network provides the foundation for the United States to compete in the global economy.

Sincerely,

Allison L. Dane Camden

Allison L. Dane Camden
Principal Deputy Assistant Secretary for Multimodal Freight Infrastructure and Policy

Cc: Surface Transportation Board Chairman, Martin J. Oberman