

Dear Fellow Employee:

The **ONE Plan** is ready for implementation!

You have a key role in the success of the ONE Plan. I'm counting on you to support the rollout and focus on helping us stay disciplined to the plan.

As we've been announcing throughout the spring, the ONE Plan is the comprehensive redesign of our railroad's operating plan. We engaged the best resources available to help develop the new plan, and we are confident that our commitment to it will improve our service performance.

A very important part of our ONE Plan development process was working with representatives from each of the divisions. Through lengthy and painstaking meetings, we've made sure that the plan is executable on each division. Together, we've set realistic goals for movement of our customers' freight across our system. Each division has signed off on its part of the newly designed operation.

The first location to see the ONE Plan implementation will be Indianapolis-based Avon and other nearby yards. The next phase, to follow three weeks later, will be in the Nashville, Cincinnati, Louisville and Walbridge areas. By early August, we expect to roll out the ONE Plan in the northern tier, from Chicago through New York and New England. In September, we'll complete the rollout along the I-95 corridor in the southern region.

I cannot emphasize enough how important it is to perform your job safely, consistent with the new operating plan as it is laid out for your location. ONE Plan is designed to balance power and crews across the system. That means consistent day-to-day schedules. By balancing the network, your time away from home is reduced because trains get over the line of road faster, make fewer pick-ups and set-offs and fewer block swaps.

Maintaining this balance depends on each division running each planned train every day and avoiding second sections and extra trains. We need you to talk with your supervisors and colleagues, perform frequent job briefings and ask questions when you aren't sure you understand new patterns and schedules of service.

Our company's success depends on your cooperation, discipline and support of this plan. Working together, we can all help our railroad perform safely and efficiently for our customers.

Sincerely,



Tony Ingram

My ONE Plan

Each ONE of us is important to the ONE Plan

ROLES AND RESPONSIBILITIES

All Employees Must:

- Understand the importance of the operating plan in general and ONE Plan specifically
- Ask questions about how ONE Plan might affect your department and your job
- Help build the discipline needed company-wide to run the plan and deliver the service by holding yourself and others accountable to follow through on their responsibilities

JOB-SPECIFIC ROLES AND RESPONSIBILITIES

Crews – Road / Local / Yard

- Build and depart your train at the planned time
- Make sure you have the right cars in the right order

Yardmaster

- Have a plan to yard all inbound trains
- Ensure the right cars get on the right train at the right time – use tools like YSOB, YSPM
- Prepare outbound trains to be ready to depart at the planned time – use the Terminal Toolbox
- Maintain closeout sheets in a timely fashion

Trainmaster

- Use TPTA to predict train size 20-24 hours in advance
- Ensure each train arrives and departs at the planned time
- Ensure each train leaves with the planned power and cars
- Serve as an effective point of communication between the resource providers

Terminal and Division Management

- Ensure all members of your terminal/division team know the plan and their role in executing it daily
- Run all the trains scheduled, as designed in the ONE Plan – regardless of the tonnage or car count – to ensure that the balance of crews and power is maintained
- Hold the terminal team accountable for plan compliance
- Monitor control measures and determine root cause of failures – take action to eliminate

Mechanical Team

- Perform accurate and timely inspections and brake tests so planned connections and departures can be met
- Provide reliable locomotives available in adequate time to make planned departures/shifts
- Return all bad orders to service within the agreed-to turnaround times

Dispatching Team

- Know and understand the plan for your territory
- Depart and operate trains to meet the plan

Engineering Team

- Provide track and signal resources to meet the plan

Network Operations Team

- Limit approval of annulments, extras and second sections
- Provide an accurate and timely record of the reason for each annulment or special train
- Run unscheduled trains in designated slots

Crew Management Team

- Ensure a rested crew is available to operate the train at the planned departure/shift time
- Maintain a crew plan that is matched to ONE Plan

Locomotive Management Team

- Coordinate the application of power to trains to allow on-time departures from terminals
- Maintain a power plan that is matched to ONE Plan

Car Management Team

- Minimize manual interventions resulting in excess handlings
- Use DCP effectively to get the right car to the right customer at the right time

Customer Operations Team

- Ensure that an accurate work order is in place to allow for a timely departure

Commercial Team

- Coordinate with Service Planning to manage changes in customer commitments
- Provide advance notification to the Service Planning team on significant changes in customer demand due to new business, shutdowns or other circumstances

Service Planning Team

- Develop an operating plan that is efficient, effective, executable and recoverable
- Monitor plan execution measures to determine when plan changes are necessary