



**BUILDING AMERICA®**

June 18, 2020

Mr. Jerry Kalbfell  
General Chairman – SMART - TD  
1333 E. College Avenue, Suite A  
South Milwaukee, WI 53172

Dear Mr. Kalbfell:

This correspondence is in response to your letter dated June 15, 2020, taking exception to instructions issued by management with regard to crews on duty time to yard office departure. I am responding on behalf of Senior Vice President Shane Keller and Vice President Labor Relations Rod Doerr.

Crew utilization is paramount to meet customer demands. As we continue to improve in this metric, the Carrier has and will continue to seek opportunities, while complying with the collective bargaining agreement. If at any time the Organization has specific examples and evidence to the contrary, I would request the Organization bring such forth for review and evaluation.

The Organization also expressed concern for the safety of crew members. The Carrier reiterates its commitment to safety and initiatives like Courage to Care and Safety Blitz reinforce the Company's commitment. Every employee owns safety, no exception. It is this collective ownership that has resulted in countless safety milestones across the network. To this end, any perceived compromise to safety is without cause.

Should you have further concerns or wish to discuss this matter in greater detail, I can avail myself at your convenience.

Respectfully,

*Terrill L. Maxwell*

Cc: Shane Keller, SVP (North)  
Rod Doerr, VP Labor