

Pre-proposal Submission Prepared By

*Oregon Shipping Group*

On Behalf Of:



**OREGON PORT OF WILLAMETTE**

Brooks-Hopmire Intermodal Facility

December 15, 2017



**2007 State Street, Salem, Oregon 97301  
503-480-0523**

Matthew Garrett  
Director  
Oregon Department of Transportation  
355 Capitol St NE  
Salem, OR 97301

December 15, 2017

Dear Director Garrett:

We are pleased to present to you our Pre-proposal Submission as to a Mid-Willamette Valley Intermodal Facility, on behalf of Oregon Port of Willamette, LLC, in regard to the Brooks-Hopmore area.

Sincerely,

A handwritten signature in blue ink, appearing to read "Frank D. Salerno".

Frank Salerno  
Managing Member  
Oregon Port of Willamette

A handwritten signature in blue ink, appearing to read "Kevin L. Mannix".

Kevin L. Mannix  
Executive Director  
Oregon Port of Willamette

A handwritten signature in blue ink, appearing to read "Connor J. Harrington".

Connor J. Harrington  
Deputy Director  
Oregon Shipping Group

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# **Qualifications and Organizational Structure of Project Sponsor**

This proposal is presented to the Oregon Department of Transportation by the Oregon Port of Willamette, LLC with Oregon Shipping Group as the facilitator. The Oregon Shipping Group is an advocacy organization which supports the revitalization and development of road, rail, and marine shipping systems and capabilities in Oregon to move freight into, through, and out of Oregon. Such shipping systems must be reliable, predictable, cost-efficient, safe, and environmentally sensitive. New and expanded shipping systems should reduce the carbon footprint of shipping activity, reduce road traffic congestion, and enhance road safety, while at the same time helping Oregon businesses to be cost-competitive.

The goal is to realize Oregon's unique geographic qualities as a West Coast state with a highly productive agricultural capability, significant manufacturing potential, and strong short line and long line railroad connections to the North, South, and East. The Oregon Shipping Group represents over 50 stakeholders which are businesses which support its work.

## **Oregon Port of Willamette**

The Oregon Port of Willamette is a limited liability company which is the project sponsor for this facility. The managing member is Frank Salerno. The Executive Director is Kevin Mannix. Other members of the limited liability company include Eagle Eye Investments, Inc. (Daniel Patrick Epping) and the Oregon Shipping Group.

## **Managing Member of Oregon Port of Willamette, Frank Salerno**

Frank Salerno, who is proud of his heritage as half Mexican and half Italian, is a native Oregonian, born in Portland, Oregon. Mr. Salerno attended Cleveland High School and Portland Community College before joining the workforce. After College, Mr. Salerno began working with the Southern Pacific Railroad in Portland. His job duties with Southern Pacific included unloading freight trucks and reloading freight onto rail cars, assisting with the building of trains, keeping trailer and train car inventory and movement of cars in the piggyback department.

After working with Southern Pacific Railroad for two years, Mr. Salerno went to work for Continental Grain Company as an Assistant Traffic Manager, where he managed the movement of grain from grain elevators to rail cars.

In 1975, Mr. Salerno began working with Cook Industries at the Port of Portland, Terminal 5. At Cook Industries, Mr. Salerno worked as a supervisor orchestrating the process of truck transfers between docks and grain silos. In 1977, Mr. Salerno started as an Assistant Terminal Manager for Greyhound Bus Company in Portland, Oregon, and quickly worked his way up to Terminal Manager in Eugene, Oregon, where he oversaw all daily operations and staff.



In 1984, Mr. Salerno and his brother established a financial institution in Salem, Oregon. Mr. Salerno acted as Vice President, as the business expanded from one location to 15 locations across Oregon. At its peak, the business had 63 employees, and Mr. Salerno is proud of the fact that 58 of those employees were women. He and his brother also established two other financial companies. Mr. Salerno and his brother sold their financial institutions in 1999.

After the sale of his businesses in 1999, Mr. Salerno volunteered with the Service Corps of Retired Executives (SCORE) where he counseled entrepreneurs interested in establishing their own small businesses. After serving with SCORE until 2002, Mr. Salerno took time to focus on family and his love of classic cars. Mr. Salerno continues to organize a classic and custom car show called the "Tiger Run," which focuses on exhibiting classic Pontiac GTO autos.

In 2014, Mr. Salerno began focusing his attention on shipping issues and transportation system improvements for the state of Oregon. In 2017, Mr. Salerno helped establish Linn Intermodal Facilities and Transfer Stations, LLC, and Oregon Port of Willamette, LLC, with the intention of further helping to improve freight transportation options for Oregon.

### **Executive Director of Oregon Port of Willamette and Director of Oregon Shipping Group, Kevin Mannix**

Kevin L. Mannix received his law degree from University of Virginia in 1974, traveled to Oregon, and began work in 1974 as a law clerk to the Oregon Court of Appeals. He then served as an Assistant Attorney General for the State of Oregon. Mannix also served two years in the U.S. Territory of Guam as an Assistant Attorney General. He then returned to Oregon and served for three years as an administrative law judge for the State of Oregon. In January 1983 he entered private practice with a Portland Law Firm, Lindsay, Hart, Neil & Weigler. In January 1986 Mannix established his own law firm in Salem, as Kevin L. Mannix, P.C. His law firm will have its 32<sup>nd</sup> anniversary in January 2018. His firm represents businesses and non-profits and has nine employees.

Mannix led the effort by the Salem area community to plan for and establish an independent Catholic high school, Blanchet Catholic School, which opened in 1995. Mannix has been Chairman of the Board of Directors of this independent non-profit since 1995. The school is on a 22-acre site with no mortgage, has 44 employees, and an annual operating budget of \$4 million.

In 2015, Mannix led the effort to establish the East Salem Community Center on a 13-acre campus. This independent non-profit is operated by Blanchet Community Foundation, which Mannix established and where he serves as President. The facility has a market value of at least \$4.5 million and serves as the site for a school district head start program, the Community Action Agency, the Mid-Willamette Valley Literacy Center, Catholic Community Services, and a mission facility for St. Joseph Parish. The site also is the host facility for a variety of community events.

Mannix served as a State Representative for five terms and served a partial term as a state Senator.

In 2015 Mannix established the Oregon Shipping Group, which is the facilitator for this project. The Oregon Shipping Group now has over 50 business stakeholders and its mission is described separately in this document.

Mannix and his longtime friend, Frank Salerno, have established the Oregon Port of Willamette, LLC, as the limited liability company which will be the project sponsor for this facility. If successful in establishing the facility, they will oversee its operations through a qualified management company.

**Deputy Director of Oregon Shipping Group,  
Connor J. Harrington**

Connor J. Harrington received his undergraduate degree in Business Management from Park University and his Executive Certificate in Negotiations from the University of Notre Dame while enlisted on active duty in the United States Air Force. During his Air Force career in fire-rescue operations, Harrington operated complex heavy equipment such as aircraft firefighting vehicles, trained others in firefighting operations, helped command fire department logistics and carried out military fire-rescue operations both stateside and abroad. After completing his service in the Air Force, Harrington attended law school at Willamette University College of Law where he received a law degree and certificate in business law. Harrington was admitted to the Oregon State Bar in 2014 and joined Kevin L. Mannix, P.C. as an Associate Attorney practicing primarily in business law. Harrington was appointed as the Deputy Director of the Oregon Shipping Group in 2016.

**Member of Oregon Port of Willamette,  
Eagle Eye Investments (Daniel Patrick Epping)**

Eagle Eye Investments Inc. is a real-estate investment developer and construction company. Information about the company can be found at its website [www.danepping.com](http://www.danepping.com).

The Oregon Shipping Group represents 50 business stakeholders as described above.

### **Intermodal Facility Development Experience and Capacity to Manage an Intermodal Facility**

Frank Salerno, Kevin Mannix and Connor Harrington are described earlier in this grant application. Salerno, Mannix and Harrington focused their time and attention on freight transportation issues in Oregon, specifically as to the utilization of rail to move goods, after recognizing the impact felt by Oregon agricultural producers with the loss of container shipping at Port of Portland, Terminal 6. Since early 2015, Mannix and Harrington have had extensive meetings and conversations with transportation experts throughout Oregon and the United States. Mannix and Harrington have continually consulted with numerous importers, exporters, railroads, ports, intermodal facility operators, and other transportation experts regarding freight transportation issues in general, and specifically intermodal facility development and operations in Oregon.

The Oregon Shipping Group has enlisted the support of highly qualified experts with intermodal facility development and management experience as to a Brooks-Hopmere intermodal facility. If ODOT determines that the Oregon Port of Willamette's Brooks-Hopmere intermodal facility preproposal qualifies to move forward to the detailed planning phase, the Oregon Port of Willamette and the Oregon Shipping Group will work with these experts to finalize consulting, management and other contractual arrangements as to the development and management of the intermodal facility. These experts include, but are not limited to, the following:

- Gary Cardwell, Divisional Vice President, Northwest Container Services. Mr. Cardwell and Northwest Container Services have extensive experience developing and managing intermodal facilities in Oregon. See Letter from Gary Cardwell.
- Lawrence Hill, Managing Director, Zephyr Transportation Services. Mr. Hill has over 38 years of intermodal development, management and sales experience. See Memorandum of Understanding between Oregon Shipping Group and Zephyr Transportation Services, and Lawrence Hill CV.
- David Anzur, owner, Anzur Logistics. Mr. Anzur founded a cargo transfer logistics company and has extensive experience in the railroad industry. See Letter from David Anzur and David Anzur CV.
- S. Gregory Borossay, Principal, Maritime Business Line, Port of San Diego. Mr. Borossay has vast experience building partnerships with ocean carriers and other necessary parties as to intermodal business development. See Letter from Greg Borossay and Greg Borossay CV.
- Henry O. Lee. Mr. Lee has over 38 years of experience in numerous positions with maritime shipping operations, including container terminal operations. See Letter from Henry Lee and Henry Lee CV.
- George Heidgerken, Manager, Industrial Harbor USA. Mr. Heidgerken and Industrial Harbor USA have experience in large industrial, commercial and residential real estate developments in Oregon and Washington State. See Letter from George Heidgerken.

As Director and Deputy Director of the Oregon Shipping Group, Mannix and Harrington have had the opportunity to consult with ODOT representatives who have deep knowledge and expertise as to rail and intermodal development and management, amongst other critical transportation specialties. The Oregon Shipping Group recognizes that ODOT participation in the development of an intermodal facility will be critical to such a facility's success, and looks forward to continued interaction with the agency at all levels as to this project.



## **Northwest Container Services Mid-Williamette Valley Intermodal Facility**

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**Outline** – Northwest Container Services (NWCS) has been promoting the concept of a Mid Valley Rail Facility for over 10-years. With over 25 years of experience moving containerized freight by rail, we have the knowledge, expertise and relationships to make this facility a long term win for shippers of Oregon. We also believe this is a viable solution to Oregon's ever increasing need to find alternatives to truck and highway- only options.

**Facility** - Our vision for this facility is for transporting international imports and exports by rail. A load in and load out model is what NWCS promotes and has success with by providing shippers and steamship lines with incentives for changes from the norm. Currently, everything has to be trucked through downtown Portland to North Portland where the rail transportation options are located for moving freight to the Ports of Seattle, or Tacoma.

Long-Term, this facility becomes the hub of an Oregon rail network to transport and consolidate many types of other freight. Municipal solid waste (MSW), lumber, and paper are commodities that could be loaded into multiple types of containers, trucks or railcars for transport to either intra-state or out of state destinations. Using Oregon's shortline network to move as much freight by rail would allow the Class 1 railroads to create unit train services for which they are best suited.

**Services** – NWCS has subcontracted the Union Pacific Railroad for 25 years. We are currently transporting over 90,000 containers per year over the last 3-years and 60,000 containers for over the last 15 years. Working with steamship lines, exporters, importers, and both class 1 and shortline railroads will be the most important pieces to the success of the facility.

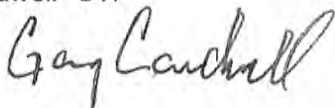
**Operations** – NWCS has the experience, personnel, knowledge, and equipment necessary to operate and support any type of rail or truck operation. With operations in Portland, Boardman, Seattle, and Tacoma, NWCS is well prepared for every contingency for moving freight by rail. In 1997, NWCS purchased from Gunderson, manufactured here in Oregon, a fleet (23) 5-well railcars with a well capacity of 115,200 lbs... Each well is capable of double stacking 2 containers averaging 57,600 lbs each. Since then the average Export from Oregon is averaging over 61,000 lbs. NWCS will need to retrofit these railcars in order to efficiently transport Oregon's heavy exports as part of this project.

**Sales/Marketing** – NWCS has been in the business of moving containerized freight with steamship lines and Shippers for 25 years. A majority of the potential customers, Oregon's Importers and Exporters, already do business through NWCS in Portland. Our relationship with the steamship lines is unmatched in the Pacific Northwest.

**Summary** – Our understanding of the local market, and relationships, and contacts will be key to a successful facility. No one has a more complete offering of services.

**Expression of Interest** – NWCS would like to express its interest in a non-exclusive partnership with the Oregon Shipping Group in the submission of the project application for funding to construct the Mid-Williamette Valley Intermodal Facility.

Gary Cardwell - DVP

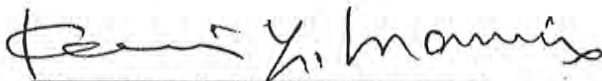




## MEMORANDUM OF UNDERSTANDING

Between  
Oregon Shipping Group  
&  
Zephyr Transportation Service

1. **Parties.** This Memorandum of Understanding ("MOU") is made and entered into by and between the Oregon Shipping Group ("OSG"), of Salem, Oregon, and Zephyr Transportation Service ("ZTS"), of Sherwood, Oregon.
2. **Purpose.** The Purpose of this MOU is to express the willingness of OSG to engage the consulting services of ZTS as to the establishment of an intermodal facility in Oregon's Mid-Willamette Valley, and the willingness of ZTS to provide such services.
3. **Responsibilities.** ZTS agrees to provide technical advisory assistance to OSG to carry out the establishment of a Mid-Willamette Valley intermodal facility to improve and expand the capability of Oregon importers and exporters to move goods by rail and road through the Mid-Willamette Valley intermodal facility. OSG agrees to work collaboratively with ZTS and to act in good faith to come to an agreement as to compensation for services provided by ZTS. OSG agrees to negotiate and enter into an agreement for payment of services with ZTS upon approval of OSG's preproposal to the Oregon Transportation Commission for grant funding related to the Mid-Willamette intermodal facility development.
4. **Term.** This MOU shall be operational upon signing and will have an initial duration of 1 year. This MOU may be extended by mutual agreement of the parties.
5. **Applicable Law.** The construction, interpretation and enforcement of this MOU shall be governed by the laws of the State of Oregon.
6. **Addendums.** Any addendum to this MOU shall be in writing and signed by both parties.
7. **Amendments.** Either party may request changes to this MOU and such changes shall become incorporated with this MOU when agreed upon in a written document signed by both parties.
8. **Third-Party Beneficiary Rights.** The parties do not intend to create in any other individual or entity the status of a third-party beneficiary, and this MOU shall not be construed so as to create such status. Only parties signatory to this MOU shall have any legal or equitable right to seek enforcement of this MOU.



\_\_\_\_\_  
Oregon Shipping Group

By: Kevin L. Mannix, Director

Date: Nov. 10, 2017



\_\_\_\_\_  
Zephyr Transportation Service

By: Lawrence Hill, Owner

Date: 11-13-2017

# Lawrence S. Hill

Sherwood, OR 97211 • 503-704-4941 • [LSHillZservice@Gmail.com](mailto:LSHillZservice@Gmail.com) • [www.linkedin.com/in/LSHill](http://www.linkedin.com/in/LSHill)

## ***Sales & Marketing Transportation Professional***

Provide strategic Sales management & Business Development  
to enhance business flow, ensure sales and increased revenue.

### **CORE COMPETENCIES**

- Account Management
- Business Development
- Contract Negotiations
- Service Management & Support
- Strategic Planning & Implementation
- Rail Relations
- Problem Solving
- Project Management
- Team Leader

### **CAREER HIGHLIGHTS**

#### **Business & Account Management**

- Demonstrated skills in Sales relationship management contributed to growth in revenue over 38 years by engaging key Intermodal accounts, building trusted relationships and partnerships, negotiating contracts, and mediating existing or potential conflict or challenges with Rail Service and equipment.
- Applying sound change-management strategies, seamlessly transitioned using rail Intermodal service operations infrastructure, ensuring deliverables and improving customer satisfaction.
- Tasked with increasing revenue in underdeveloped market across the US, researched and analyzed current revenue stream, identified viable content for additional revenue, and worked directly with executive management in developing new Rail Services to support revenue goals resulting in YOY increase in revenue in Domestic and International Sales

#### **Operations**

- Identified gaps and redundancies in Rail Service, implemented new Services to capture new Markets.
- Collaborated with cross-functional teams to implement new business systems, and procedures to improve flow, communication, consistency, accuracy and usage. Recognized as “best in industry” for managing operations from top customer in the Western Region of the US.
- Worked with Premium Rail Operation in defining and troubleshooting requirements for the migration and enhancement of sales management systems resulting in increasing and streamlining efficiencies, reducing lead time and adding train volume.

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### **PROFESSIONAL HISTORY**

Zephyr Transportation Services, Sherwood, OR, January 2016 – Present

#### **Managing Director**

- Transportation Consultant focusing around domestic, international Intermodal and Highway transportation.

Union Pacific Railroad, Portland, OR, October 1996 – 2015

#### **Sr. Intermodal Sales Manager**

- Managed Intermodal Sales in the Western USA that included contract review, Service design and volume forecasting.
- Oversee implementation of new Intermodal services. Work directly with Premium Operation creating custom reports and modifying Train service to address specific business requirements, resulting in streamlined workflow and enhanced reporting capabilities.
- Create sales presentation materials, and assist in production and staging of equipment for various marketing campaigns, increasing sales and new opportunities.

Marketing Sales - Southern Pacific Railroad, San Francisco, CA,  
June. 1979 – September 1996

### Director of Intermodal Business Development

- Managed LTL, UPS and Motor Carrier Account.
  - Assisted local Operation Managers, responding to service issues and conducting site service reviews and analysis, providing project design assistance.
  - Successfully managed staff, recognized contributions and encouraged feedback and participation creating a loyal, productive, highly motivated team environment.
  - Served as critical representative to liaison and negotiate winning agreements for high profile LTL customers as well as increasing business credibility and revenue results for the company.
  - Managed US sales and operations for UPS shipments across the US rail network representing approximately \$100.000.00 in revenue.
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December 4, 2017

**RE: Mid-Willamette Valley Intermodal Facility**

Dear Oregon Transportation Commission and Oregon Department of Transportation:

Anzur Logistics LLC, a rail transportation consulting company, has been in contact with the Oregon Shipping Group and is prepared to provide rail and logistics consulting services to the Oregon Shipping Group as to the establishment of a Mid-Willamette Valley Intermodal Facility. I have 17 years of railroad transportation experience specifically in areas of finance, accounting, company valuation, marketing and operations. My background and qualifications are attached to this letter.

Sincerely,

A handwritten signature in black ink that reads 'David Anzur'. The signature is fluid and cursive, with the first letter 'D' being particularly large and prominent.

David Anzur

Principal

Anzur Logistics, LLC



## **ANZUR LOGISTICS LLC**

### **David Anzur**

#### **Experience:**

- 2014 – Present: owner Anzur Logistics LLC
  - Consultant to eight short line railroads focus on marketing, operations, financial analysis
  - Logistics services, transportation analysis, rail car storage, and asset financing
  - Co-founder of Pronghorn Transload LLC (cargo transfer logistics company)
- 2009 – 2014: Director of Marketing & Sales, Genesee & Wyoming, Salem, OR
- 2000 – 2009: Director of Finance & Accounting, Genesee & Wyoming, Salem, OR
- Various operating roles including locomotive engineer and conductor

#### **Education:**

- 2008: M.B.A. with honors, Willamette University, Salem, OR
- 2000: B.S. Business and Economics, University of Oregon, Eugene, OR

Mr. Anzur began his railroad career with Portland & Western Railroad, Inc. (P&W), a subsidiary of Genesee & Wyoming Inc. (NYSE:GWR) in 2000. His career began as a financial intern evaluating various capital investment projects. In 2003, he was promoted to Director of Finance & Accounting where he oversaw managerial accounting of Oregon Region operations and was liaison to G&W on financial matters. In addition, Mr. Anzur performed analysis for internal investments and assisted G&W's merger and acquisition team with over a dozen external acquisition targets thoroughly evaluated. During his tenure, the P&W railroad doubled its traffic, growing from \$20m in revenue to over \$45m. He was instrumental in enhancing infrastructure through public/private partnerships including over \$30 million in grant funds to replace rail, track, and bridges. In 2009, Mr. Anzur was promoted to Director of Marketing & Sales of P&W with responsibility of over 130 customers handling 80,000 carloads. Mr. Anzur also worked in various operating roles including locomotive engineer and conductor.

In 2014, Mr. Anzur started Anzur Logistics LLC to perform consulting services to short line railroads, shippers and other transportation related clients. Mr. Anzur represents eight independently owned short line railroads and numerous rail shippers covering all aspects of management including marketing, sales, finance, accounting and operations support. Anzur Logistic LLC also performs logistics services for customers, railcar storage services and has engaged in rail asset financing. In 2016, Anzur Logistics LLC co-founded Pronghorn Transload LLC performing rail-to-truck cargo transfers, 3PL, warehousing and distribution services. Pronghorn Transload currently has operations in Reno, NV and Sacramento, CA.

Mr. Anzur has an MBA with honors from Willamette University and a B.S. in Business with a concentration in finance and minor in economics from University of Oregon.

S.Gregory Borossay  
107 SW Kingston Avenue  
Portland OR 97205  
gborossay@gmail.com

RE: Mid-Willamette Valley Intermodal Facility Consulting Services

Dear Oregon Transportation Commission and Oregon Department of Transportation:

I have been in contact with the Oregon Shipping Group and am prepared to provide consulting services to the Oregon Shipping Group. My specific area of expertise is a strong background in global ocean carrier recruitment and specific knowledge in rail and truck logistics.

My detailed background is outlined in the attached resume/CV.

Respectfully Submitted,

*S. Gregory Borossay*

S. Gregory Borossay





## **S. GREGORY BOROSSAY**

PRINCIPAL, MARITIME BUSINESS LINE  
PORT OF SAN DIEGO

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### **BACKGROUND:**

Greg Borossay joined the Port of San Diego in October 2017. He is responsible for development of the Ports automotive, bulk, break-bulk, container, and project and carrier cargo accounts. Greg is also responsible for cargo, rail and truck development for the Port.

Focusing on ocean and intermodal business development, Borossay has a strong background in rail, truck, and inland operations. While at the Port of Portland he worked on development of additional cargo accounts interested in establishing distribution centers in the Portland region. His background includes an extensive operations experience working for Sea-Land Services Inc., Hanjin Shipping and Hapag-Lloyd prior to joining the Port of Portland.

Borossay was been responsible for direct recruitment of Zim Lines Shipping, China Shipping, Yang Ming and "K" Line as direct calling carriers at the Port of Portland. Borossay has been the lead at the Port of Portland for four governor trade missions to Asia. Borossay signed new contracts with Westwood Shipping and Gearbulk.

### **EDUCATION:**

Whittier Law School, Costa Mesa CA – 1997-2002  
*Focus on maritime transportation and finance*

Member, District of Columbia Bar – 2003  
*Active Status with Maritime Law Certification*

MBA - American Graduate School, Glendale AZ – 1987-88  
*Focus on international trade and finance*

BA – U.C. Berkeley, Berkeley CA – 1980-84  
*Political economies of industrial societies*

### **ORGANIZATIONS:**

Northwest China Council – Board Member 2006-2010  
Oregon Language Roadmap Task Force – 2007-08  
*Sponsored by the University of Oregon*  
State of Oregon/Fujian Sister State Board—2009-2018  
Oregon Wheat Commissioner—2012-2016

## S. GREGORY BOROSSAY

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107 SW Kingston Avenue

Portland, OR 97205 USA

(949) 633-9158; [gborossay@gmail.com](mailto:gborossay@gmail.com)

### Objective

To obtain an **Executive, Managing Director or General Manager** level position in international trade and transportation, port authority, agency or start-up by drawing on my skills and experience in container ocean shipping, procurement, negotiation, **logistics and economic development**. Use my legal background as a **licensed attorney** with a background in trade and contract negotiation to assist an organization to grow and prosper

### Experience

2004 – Present      MARINE DIVISION      PORT OF PORTLAND, OR

#### General Manager, Trade and Cargo Development

- Led container terminal contract negotiations with **Cosco Shipping, Yang Ming Lines, K-Line and Hanjin Shipping**. Resulting (5) year contract was the longest container contract in the Port's history. Features included a major overhaul of legal contract terms and conditions, incorporation of additional revenue generating provisions and incentives for continued carrier participation at the Port of Portland. Revenue impact \$84 Million
- Development terminal feasibility models and business case analysis for bulk cargo movement of **beet pulp pellets** and **wood pellets** including environmental safety, proper loading requirements, labor manning and staffing as well as leasehold financing
- Directly responsible for marketing to NIKE, Columbia Sportswear, Kroger and Nautilus
- Coordinated trade mission visits for **Governor of Oregon, Mayor of Portland** and **Port of Portland Commissioners** to Japan, China, Korea and Taiwan 2005-2015
- Recruited **Zim Container Lines** to the Port of Portland for a two-year term based upon a commercial and operational justification that led Zim to drop their Seattle vessel call
- Led recruitment team from Risk, Legal, Finance. Marine and Operations Departments To attract **Westwood Shipping** and **Gearbulk** to the Port of Portland in 2010
- Initiated Port review of long-standing operating model at the Port of Portland leading to the decision by the Port to **issue an RFQ** to lease the container facility for 25 years
- Spearheaded a **major turn-around** of the Port of Portland container franchise after the loss of K-Line and Hyundai service in 2004 to recovery of service in 2006 and finally record-breaking import volumes in 2007 and early 2008
- Worked with **Inter Cruise Agency** to bring Hapag-Lloyd **Europa** and **The World** cruises ships to Portland T2 terminal in 2016/2017 for three new cruise line calls
- Worked with **Business Oregon, Greater Portland Inc. and Oregon Department of Agriculture** to develop markets for specific Oregon products
- Managed three local marketing staff and six overseas staff since 2011

1994 – 2004      HAPAG-LLOYD      LONG BEACH, CA

#### Operations Manager

- Managed annual growth of Southern California office from **\$12 million to \$86 million**
- Negotiated ILWU contract with labor law firm specialists on behalf of the company
- Formulated and implemented ISO 9002 quality program and procedures for Southern California office, terminals, depots, trucking firms and vendors
- Drafted contract language for Southern California chassis pool used by NYK, OOCL, P&O Ned-Lloyd and Hapag-Lloyd. Now in use by TRAC and Flexi-van Leasing
- Resolved local claims issues with truckers, depots, railroads and terminals
- Managed **operations team of 12** within a broad range of functional areas



1992 – 1994 HANJIN SHIPPING LONG BEACH, CA

**Intermodal Operations Manager, North America**

- Established systematic rail system for East/West traffic in North America
- Implemented policies and procedures for intermodal operations for global systems and formulated business plans for global customers with department of **16 staff & 8 regions**
- Negotiated **major rail contracts** with six North American Class 1 railroads valued at over \$150 million per year. Communicated with Korean headquarters as US liaison

1988 – 1992 SEA-LAND SERVICES LONG BEACH, CA

**Equipment and Cargo Control Manager**

- Developed system of empty equipment routing saving \$2 million annually
- Reduced stevedoring time in marine operations department by \$12,000 per vessel
- Managed gate staff of **22 clerks and 3 supervisors** from three separate labor groups

**Education**

1997 – 2001 WHITTIER LAW SCHOOL COSTA MESA, CA

- **JD completed December 2001**
- Focus on maritime transportation law, international contracts and dispute resolution
- Classes: Admiralty, International Legal Transactions and Civil Trial Advocacy

**November 2004** MEMBER, DISTRICT OF COLUMBIA BAR

- Active Status, Bar No. 489870
- Member of International Maritime Bar Association

1987 – 1988 AMERICAN GRADUATE SCHOOL GLENDALE, AZ

- **MBA completed January 1988**
- Focus on international trade, finance, accounting and international legal systems
- Classes: Negotiation Tactics, Diplomacy, International Trade Finance and Business

1980 – 1984 U.C. BERKELEY BERKELEY, CA

**BA completed May 1984** Political Economies of Industrial Societies. Focus on organizational management, trade, economics and international trade management

- Liberal Arts degree focused undergraduate education with emphasis on history, language, culture, geography and environmental development

**Languages**

German and Spanish---written and verbal Foreign Service Level II

Mandarin---limited conversational ability

**Interests and Activities**

Skiing, Golf, Tennis, Hiking and Travel

**Industry Activities and Additional Work Experience**



**Board of Directors**, LA Propeller Club, 1997 – 2002. **NW China Council** 2007-2011  
Led establishment of an intern training program with Inha University, a Korean based logistics school linked to Hanjin Shipping 2007-2009. Served on Port of Portland **Diversity Committee** 2009-2011- Established staff language program in six key languages  
Oregon Language Roadmap Task Force sponsored by the University of Oregon 2006  
**Principal, Capital Law Group LLP**, 2005-2009. Led a group of four US based lawyers focused on Chinese client case work with offices in Washington DC, Los Angeles, California and Portland, Oregon. Casework included import cargo duty violations (footwear), trademark and copyright violations (movie translations) and maritime cargo claims and injuries on Chinese owned container vessels.

**Board member**, Japan American Society of Oregon 2006-2010 and Oregon Wheat Commission 2012-2020 (elected to second term 2016)

**Public speaking**, LATC Citrus Club, 2002, Chicago Transportation Club 2006, Inha University 2008, SCTC/Agriculture Conference Panel speaker 2011, KCTA Port Panel 2014

**Expert witness** and transportation expert for TASA Legal Team— handled numerous cases from 2001 to 2016 representing both plaintiff and defendant clients. Focus on container terminal operations case work. Provided testimony and depositions in **Federal Court** for maritime cases. Augustus Johnson v. Hercules Enterprise, 2006. Testified. Berna Gold V. Port of Everett, 2008. Deposition provided. Franco v. UPRR, 2013. Deposition provided.

### **Key Strengths and Specialized Focus**

Staff management, Planning, developing a vision for organization to move forward goals and objectives, Transportation based Contract management, Negotiation, Purchasing, Distribution and Dispute Settlement. Broad based marketing experience. **Ability to formulate and execute marketing plans for growing international organizations**

**Executive Director, Oregon-China Sister State Association**, worked cooperatively with Oregon State and Tianjin Government officials to develop trade, tourism and culture

Extensive experience developing with **Asian port authorities including the Port of Tianjin China and Port of Hitachi-Naki Japan and Port of Ulsan Korea**

Worked directly and cooperatively with major State owned organizations in China including **Penavico, Lingang, COSCO Shipping, Geely Automobiles and The Confucius Institute**

Broad **direct marketing experience in China** with hundreds of industry contacts in Tianjin, Beijing, Shanghai, Shenzhen, Hong Kong and Taiwan after over 12 years and 20 + business trips to Asia

# Oregon Shipping Group

2007 State Street. Salem, Oregon 97301

Phone: (503) 480-5023 Fax: (503) 362-0513

[www.oregonshippinggroup.com](http://www.oregonshippinggroup.com)

## MEMORANDUM OF UNDERSTANDING

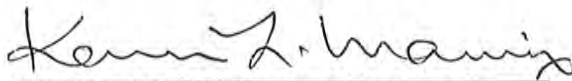
This agreement is made between the Oregon Shipping Group ("OSG") and Henry Lee ("Lee").

OSG needs a consultant to assist it in seeking out maritime shipping opportunities and agreements so as to serve Oregon importers and exporters.

Lee has background and credentials to assist OSG in making such arrangements.

OSG and Lee agree that Lee shall serve as Maritime Shipping Consultant for OSG from the date of this agreement and continuing thereafter until Lee or OSG decide to terminate the agreement.

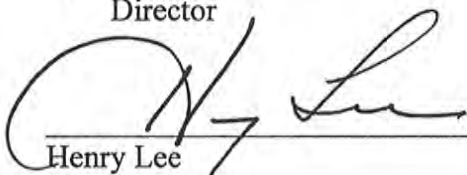
Compensation arrangements shall be presented in a separate document.

 Date: Dec. 6, 2017

OREGON SHIPPING GROUP

By: Kevin L. Mannix

Director

 Date: 12/6/2017

Henry Lee  
Consultant

# HENRY O. LEE

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## Objective:

To ensure a level of service to customers that exceeds international standards and meets the company's expectations of efficiency, productivity and safety.

## **Summary: Last Assignment NYK Line Hawaiian Islands**

In Hawaii service costs were high on land and sea. Too many vessels and too many gangs were used to service limited cargo. Plan of operations was based on past assumptions but did not fit present conditions. Leadership derived from local agents with no direct reporting from stevedoring or terminal operations personnel. Vessels and cargo controlled by Singapore. Change was difficult with imbedded ideas both locally and internationally. While working with Singapore, local agents, third party stevedores, State of Hawaii and account representatives, a long term plan was developed in order to maximize service performance and costs. Once the plan was agreed upon and implemented, monitoring performance was priority to ensure compliance with standards for vessel arrival departure, cutoffs and necessary ganging required to ensure windows of performance. Costs were reduced and performance enhanced with quicker vessel turnaround.

## Experience:

2013-2017 NYK Line -Honolulu, Hawaii

### **Managing Representative -**

- Coordinate with NYK Global Liner Operations Singapore and North America to Manage NYK AHX Service.
- Scope of leadership includes , Terminal Operations, Vessel Productivity, Terminal Relationships, Domestic Transportation , outer Island barge service.
- Recommend restructure of Asia Hawaii Service to reduce costs and increase profits.
- Provide Oversight, Support, and Guidance to local Agent and report on their performance including marketing activities
- Ensure quick dispatch and efficient vessel turnaround.
- Negotiate Stevedore Service Contract for vessel, yard and maintenance operations.
- Coordinate with Global NYK Line Global HQ (Global Liner Management) on trade related issues regarding the service network,
- Ensure good working vendor relationships. Negotiate local contracts.
- Identify and recommend cost saving strategies, negotiate with vendors as required.
- Monitor and report equipment efficiencies
- Monitor finance issues including ocean freight, demurrage, detention and other charge collection as well as payables.
- Ensure timely and accurate submissions of General Accounts by Agents.
- Represent NYK Line at all Harbor Users Group meetings and functions Hawaii

2012 -2013 Horizon Lines - Honolulu, Hawaii

### **Director of Operations & GM Hawaii Stevedores**

- Manage all stevedoring Operations including, container, break-bulk, and general cargo operations.
- Manage Labor force of 350 longshore personnel
- Ensure efficient turnaround time for all vessel operations within pro-forma
- Increased productivity while reducing cost per lift
- Vice President of Port Negotiating Committee
- Lead Negotiator - Hawaii Pilots Contract

2008- 2012 Port Authority of Jamaica- Kingston Container Terminal Services, LTD – Kingston, Jamaica

### **Managing Director –Port Bustamante (2010 throughput 2.2million teu's) (also see Director of Operations below)**

- Implemented Terminal transition plan APM Terminals to KCT Services LTD
- Increased Terminal efficiencies and reduced costs to ensure return to profitability
- Negotiated Labor agreement with Trades Unions Congress (TUC) representing 713 terminal colleagues
- Reduced terminal cost per lift by 18%
- Reduced lost time accident ratio from 10 to 3
- Reduced terminal damages by 32%
- Built LCL Warehouse to increase Shipping lines ability to service South Eastern U.S.



- Manage Terminal Strategic Plan
- Instrumental in negotiating terminal contracts between the Port Authority of Jamaica and various Shipping lines.
- Implemented Jamaica Import and Export Center- "One Stop Shop" for all government bodies
- Member Senior Management team to implement MOU with CMA-CGM
- Organized Strategic Plan for 2014 Panama Canal expansion

2004–2006 APM Terminals Kingston, Jamaica

**Director of Operations –Port Bustamante**

- Contracted to execute the operational plan for the Government of Jamaica
- Developed operational plan to increase terminal throughput from 1.1 to 1.6 million teu's
- Implemented development of New North Terminal Berth addition with 4 super post panamax cranes.
- Facilitated throughput calculations and asset allocations needed to meet necessary future demands.
- Determined best operational working areas for the major shipping lines. Coordinated with CMA/CGM, Zim Lines and NCS Eurosal consortium to implement operational plan.
- Implemented automated import delivery system for gate operations to increase productivity and decrease manual errors.
- Determined manpower needs to meet terminal demand as well as implemented training program to increase manpower needs.
- Implemented Productivity improvement team enabling the complete resorting of all yard areas. (9,000 containers within a 24hour period to correct discrepancies and reduce yard congestion.)
- Decreased truck turn time from 37 to 21.9 minutes
- Increased productivity from 17.8 to 25.8 gross moves per hour
- Resumed terminal working status within 18hrs following (4) separate hurricanes.
- Worked out operational plans to keep workers on job during severe social unrest

2006-2008 Maersk Distribution Services, Inc. Los Angeles, CA.

**General Manager Labor Relations**

- Manage Union Labor force at Southern California locations
- Manage Temporary Labor Providers – all US locations
- Managed team to negotiate Labor contract with Seafarer's land based union the IPTW

2003–2004 APM Terminals Oakland, CA.

**Marine Operations Manager**

- Highest west coast production achieved 2003 with two straight months over 34 gmph.
- Set terminal productivity record of 54.6 industry moves per hour for an eight-hour shift
- 16 vessels over 40+ moves per hour for the year.
- Set terminal safety record of 140 days without a lost time accident.

2002–2003 APM Terminals Tacoma, WA.

**Marine and Safety Manager**

- Lowered Cost per vessel lift by \$6 per lift while increasing productivity by 3 gmph
- Received the "Terminal of the Year" Safety award for NAMCOR region 2002.
- Incident rate reduction of 35% 2002 (71) vs. 2001(107)

2000–2002 APM Terminals Tacoma, WA.

**Operations Manager**

- Reduced cost per lift by \$2
- Increased productivity by 2.5 industry moves per hour
- Coordinated New service rotation (TP6) with Horizon lines ALS service.

1999-2000 APM Terminals Tacoma, WA

**Assistant Manager Yard Operations**

- Increased yard activity by (3) moves per man hour

1997-1999 Sea-land Service, Inc. Tacoma, WA.

**Assistant Manager Marine Operations**

- 1998 – Highest West Coast Vessel Productivity

1994-1997 Sea-land Service, Inc. Oakland, CA.  
**Manager Container Stevedoring Co., Inc.**

- Best overall productivity West coast 1997
- Most improved-Safety Award 1997
- Managed Labor Relations

1992-1994 Sea-land Service, Inc. New Orleans  
**Assistant Manager Marine Operations**

- Most improved productivity 1992
- Highest US production award 1993

1990-1992 Sea-land Service, Inc. New Orleans  
**Supervisor Equipment Control**

- Reduced equipment turn-times by 12%
- Implemented (0) service failure rate procedure

1987 – 1989 Cooper/T. Smith Stevedoring Co. New Orleans  
**Ship Superintendent**

- Improved container productivity from 24.5 to 29.5 moves per gang hour (1988/1989)
- Reduced accident/incident rate by 13%
- Ro/Ro operations Superintendent

1984-1987 Cooper/T. Smith Stevedoring Co. New Orleans  
**Regional Director of Loss Control**

- Developed Accident prevention plan: Program functions encompassed Accident prevention, accident investigation, hazard identification and awareness.
- Job task analysis/evaluation and measurement of the effectiveness of the incentive and safety programs.
- Instituted longshore safety incentive program.
- Safety culture focus and change to insure workplace safety and continuity of operations

1982-1983 Cooper/T. Smith Stevedoring Co. Mobile, AL.  
**Ship Superintendent**

- General cargo operations

1982-1983 Cooper/T. Smith Stevedoring Co. Mobile, AL.  
**Cargo Claims Adjuster**

- Negotiate cargo claims - Load volume 100-200 files
- Mitigated over \$1,000,000 in cargo claims
- Investigate Bodily injury and property damage accidents

1979-1983 Mobile Steamship Association Mobile, AL  
**Longshore Dispatcher and Hiring Supervisor**

- Supervise longshore shape-up and dispatcher for gang / foreman rotation

#### Education:

ST. MARY'S COLLEGE  
 Organizational Behavior  
 Public Speaking  
 Moraga, CA.

UNIVERSITY OF ALABAMA (AT MOBILE)  
 B.S. Degree Business Management  
 Mobile, AL.

UNITED STATES ARMY  
 Medical Training Center  
 Fort Sam Houston, Texas  
 Corpsman (Medic)

Contact Info: [lee.hmc@comcast.net](mailto:lee.hmc@comcast.net) Cell 1-808-747-9606



# INDUSTRIAL HARBOR USA, LLC

George Heidgerken, Manager

3408 South Union Avenue Tacoma, Washington 98409

Office: 253-272-5234 cell: 206-940-2270 253-272-4656 george@fallsdevelopment.com

December 8, 2017

To: Oregon Transportation Commission and Oregon Department of Transportation:

**RE: Letter of Interest**

I am writing this letter to express my interest in working with the Oregon Shipping Group as to the development of a Mid-Willamette Valley intermodal facility.

I have experience in industrial, commercial and residential real estate developments in Oregon and Washington State. Some of my current representative developments include:

- A 415 acre former paper mill site in Gardiner, Oregon.
- A 23 acre industrial site in Oregon City along the Willamette River.
- The Olympia Brewery in Tumwater, Washington.
- A 75.27 acre industrial site in Chambers Bay, Washington.
- A 100-acre residential development site in Springfield, Oregon.
- A 22.54 acre industrial site in Tacoma, Washington.

I have been in contact with the Oregon Shipping Group regarding their proposal as to the development of an intermodal facility in the Mid-Willamette Valley and am interested in further discussions regarding this development. I support the establishment of such a facility and am especially interested in the potential for linking coastal areas, such as Gardiner, with the Willamette Valley by rail.

Sincerely,



George Heidgerken



# **Letter of Interest from Relevant Rail Entity Brooks-Hopmire Intermodal Facility**

Portland and Western Railroad  
Union Pacific



**Kevin R. Haugh**  
**Vice President – Operations**  
**Western Region**

December 12, 2017

**RE: Mid-Willamette Valley Intermodal Facility**

To Oregon Transportation Commission and Oregon Department of Transportation:

I am writing this letter to confirm that the Portland & Western Railroad has been in contact with the Oregon Shipping Group regarding Mid-Willamette Intermodal facility proposals for Lebanon and Brooks, Oregon. The Portland & Western Railroad is interested in working with the Oregon Shipping Group as to potential rail service for such a Mid-Willamette Valley intermodal facility.

Respectfully submitted,

Kevin R. Haugh  
Regional VP Operations

*Genesee & Wyoming Railroad Services, Inc.*  
3220 State St., Suite 200  
Salem, OR 97301  
(503) 480-7765

# UNION PACIFIC RAILROAD COMPANY



Office of Network & Industrial Development  
Western Region Headquarters - Roseville, CA

Paul F. MacDonald  
Sr. Director - Western United States  
Direct: (916) 789-6166

December 15, 2017

Kevin Mannix  
Oregon Shipping Group  
2007 State St  
Salem, OR 97301

## **Re: Acknowledgement of discussions for proposed Mid-Willamette Valley facility**

Mr. Mannix,

This letter confirms Union Pacific's dialogue with Oregon Shipping Group concerning a proposed rail-served Mid-Willamette Valley facility at or near Brooks, OR.

As you know, Union Pacific's Oregon rail franchise provides a critical link to rail shippers and receivers bringing their products to market. Our route parallels the I-84 and I-5 corridors, providing access to domestic and international markets and a freight transportation option that can remove trucks from Oregon highways.

Moving forward, Union Pacific is willing to be part of further discussions with Oregon Shipping Group and the appropriate local economic development agency regarding a rail-served multi-modal transload facility and/or rail-served industrial park at Brooks, OR.

It should be noted that to date, Union Pacific has not been involved in estimating potential project costs to support a Mid-Willamette Valley facility as outlined in the most recent Connect Oregon funding cycle.

Please contact Mr. Jayson Bisbee at (916) 789-6155 to arrange further dialog on this proposal.

Thank you,

Paul F. MacDonald  
Union Pacific Railroad Company

CC: Aaron Hunt, Director Public Affairs, Union Pacific Railroad  
Jayson Bisbee, Lead, Union Pacific Railroad



# **Letters of Support from Elected Officials Brooks-Hopmire Intermodal Facility**

**Keizer Mayor Cathy Clark**

**Marion County Commissioner Janet Carlson**

**Marion County Commissioners Sam Brentano and Kevin Cameron**

**Oregon Senate President Peter Courtney**



930 Chemawa Road NE  
Box 21000  
Keizer Oregon 97303  
December 7, 2017

The Oregon Transportation Commission  
The Oregon Department of Transportation  
355 Capitol Street NE  
Salem OR 97301

Dear Chair Baney and Director Garrett,

The city of Keizer has long recognized the need for transportation infrastructure improvements in the Brooks area, particularly around the Brooklake Interchange (I5 exit 263) which serves the residents and businesses of the north half of Keizer. The Intermodal Transloading Facility proposed by the Oregon Shipping Group would be aligned with our regional need for safe, energy efficient, and reliable freight shipping as well as supporting our agricultural businesses and reducing congestion on our roadways.

In our adopted Transportation System Plan, the role the Brooklake Interchange plays in freight and passenger transportation is included. And in the Chemawa Interchange Area Manage Plan (IAMP) there is an analysis of Brooklake and it's condition of failing to accommodate traffic safely and efficiently as long as 10 years ago.

The city of Keizer supports the grant application for economic development funds to plan, design and work toward the establishment of the Mid-Willamette Valley Intermodal facility.

Sincerely,

Cathy Clark, Mayor  
City of Keizer, Oregon  
clarkc@keizer.org



**Marion County**  
OREGON

Board of Commissioners

(503) 588-5212  
(503) 588-5237-FAX

December 8, 2017

**BOARD OF  
COMMISSIONERS**

Sam Brentano  
Janet Carlson  
Kevin Cameron

**CHIEF  
ADMINISTRATIVE  
OFFICER**

John Lattimer

Oregon Transportation Commission  
Oregon Department of Transportation  
355 Capitol Street NE, MS 11  
Salem, OR 97301-3871

**RE: Mid-Willamette Valley Intermodal Freight-Handling Facility**

Dear Chair Baney and OTC Members:

I am writing in support of developing a new intermodal freight-handling site within Marion County that is efficient, economical, and productive for the Mid-Willamette Valley region.

A freight-handling facility will assist regional economic development efforts within the agriculture and natural resource innovation sector, as well as reduce transportation costs and congestion. An intermodal facility will directly assist with enhancing job growth, facilitating shipping needs for agricultural goods, increasing the economic resiliency of local businesses, supporting manufacturing, and providing a more efficient option to transport Marion County's recyclables.

Any proposal that is being considered needs to be inclusive of the Oregon Shipping Group that was instrumental in making a site possible within the Mid-Willamette Valley. The Oregon Shipping Group met with Marion County planning staff to assure that the Brooks area proposal meets county requirements. I am supportive of continued planning to create an intermodal site within Marion County.

Sincerely,

  
Janet Carlson, Vice Chair





# Marion County

## OREGON

Board of Commissioners

(503) 588-5212  
(503) 588-5237-FAX

December 8, 2017

**BOARD OF  
COMMISSIONERS**

Sam Brentano  
Janet Carlson  
Kevin Cameron

**CHIEF  
ADMINISTRATIVE  
OFFICER**

John Lattimer

Oregon Transportation Commission  
Oregon Department of Transportation  
355 Capitol Street NE, MS 11  
Salem, OR 97301-3871

**RE: Mid-Willamette Valley Intermodal Freight-Handling Facility**

Dear Chair Baney and Members:

We support the development of new intermodal freight-handling sites that are efficient, economical, and productive for the Mid-Willamette Valley region.

The development of a freight-handling facility will assist the regional economic development efforts within the agriculture and natural resource innovation sector, as well as reduce transportation costs and congestion. An intermodal facility would directly assist with enhancing job growth, facilitating shipping needs for agricultural goods, increasing the economic resiliency of local businesses, supporting manufacturing, and providing a more efficient option to transport Marion County's recyclables.

Two sites, both with potential that deserve evaluation are Millersburg near Albany and Brooklake Road adjacent to Brooks in unincorporated Marion County. We believe the evaluation of these two sites would be complimentary and deserve your full consideration.

Sincerely,

  
Samuel A. Brentano, Chair

  
Kevin Cameron, Commissioner



**PETER COURTNEY**  
President of the Senate

December 12, 2017

Oregon Transportation Commission and  
Oregon Department of Transportation  
355 Capitol Street NE  
Salem, OR 97301-3871

Dear Oregon Transportation Commission,

It is my understanding that the Commission is evaluating Connect Oregon pre-proposals for a Mid-Willamette Valley Intermodal Facility.

A Mid-Willamette Valley Intermodal Facility is important in shifting truck traffic to rail. This is an exciting opportunity for more Oregon shippers to access rail service.

I write to ask for your consideration that this facility be located in Brooks, Oregon. Although you have many factors to weigh, siting the Mid-Willamette Valley Intermodal Facility in Brooks could boost economic development for the area.

Thank you.

Respectfully,

Peter Courtney  
Senate President  
District 11

# **Letters of Support from Civic Organizations Brooks-Hopmere Intermodal Facility**

**Oregon Grass Seed Bargaining Association**

**ORULE**

**SEDCOR**

**Salem Chamber of Commerce**





Post Office Box 3228, Salem, OR 97302  
Phone: 503-371-4948 □ Fax: 503-371-4682  
[www.ogsba.com](http://www.ogsba.com)

December 2017

To Oregon Transportation Commission and Oregon Department of Transportation:

I am writing on behalf of the Oregon Grass Seed Bargaining Association and its 159 farm members and 12 associate members.

This is in regard to the work being done by the Oregon Shipping Group to establish a Mid-Willamette Valley Intermodal Facility.

Our organization endorses and supports the work of the Oregon Shipping Group as to the development of such a facility.

All of our members will benefit from the establishment of an intermodal facility in Brooks or Lebanon.

We will provide the Oregon Shipping Group with information as to shipping needs of our members so as to support a complete project development plan. I have attached a list of all of our members.

We are very supportive of this entire project and the planning being carried out by the Oregon Shipping Group.

Sincerely,

Mark Simmons  
Executive Director

## 2017 OGSBA Members

Revised June 2017

|                            |              |
|----------------------------|--------------|
| 4B Farms, Inc.             | Mt. Angel    |
| A & R Farms, Inc.          | Scio         |
| Adelman Peony Gardens, LLC | Salem        |
| American Farms, Inc.       | Echo         |
| Belden & Sons, Inc.        | Aumsville    |
| Thomas Barnett             | Aurora       |
| Bashaw Land and Seed Inc.  | Harrisburg   |
| Berger Seed                | Hillsboro    |
| Blue Line Farms            | Silverton    |
| Mike Beilenberg            | Stayton      |
| Blue Sky Farm, Inc.        | Woodburn     |
| Bochsler Farms, Inc.       | Mt. Angel    |
| W & M Bochsler Farms, Inc. | Mt. Angel    |
| Boyer Seed                 | McMinnville  |
| Bronec Brothers, Inc.      | Hubbard      |
| Brooks Farm, LLC           | Monroe       |
| Tom Buchollz, Inc.         | Mt. Angel    |
| Butler Farms, LLC          | Stayton      |
| Bill Case Farms            | Albany       |
| Allen & Charlene Chapman   | Woodburn     |
| Circle V Farms, Inc.       | St. Paul     |
| CK Farms, LLC              | Newberg      |
| Coleman Seed & Hay         | St. Paul     |
| Philip Coleman             | St. Paul     |
| Columbia Farms, Inc.       | Portland     |
| Tom Crawford               | Amity        |
| Crocker Farms, LLC         | Monroe       |
| Bryce Cruickshank          | Sheridan     |
| David Cruickshank          | Dayton       |
| Gary Cruickshank           | Dayton       |
| Kenneth Cruickshank        | Sheridan     |
| Tony Cuff                  | Woodburn     |
| Dalke Farms                | Aumsville    |
| B. Davidson Farms          | Woodburn     |
| Steve Davison              | Carlton      |
| Tom DeArmond               | Woodburn     |
| Deerhaven Farms, Inc.      | Corvallis    |
| Keith DeJong               | Sheridan     |
| Anthony DeRaeve            | Amity        |
| William Domes              | Rickreall    |
| Delta Farms                | Portland     |
| Double T Farming           | Boardman     |
| David Duyck                | Forest Grove |

Larry Duyck  
Doerfler Farms  
Eagle Ranch  
Eder Bros. Inc.  
Chuck Eder Farms, Inc.  
Ray Eder  
Ediger Farms, LLC  
Eric Etzel  
Peter G. Etzel  
Terry L. Etzel  
Fessler Farms, Inc.  
Ralph Fisher  
Mike Freeman  
G H Farms  
G-2 Farming, LLC  
Mark Gehring  
Gilbert & Son, Inc.  
Gingerich Farm Products, Inc.  
GMB Farm, Inc.  
Arne Goddik  
Goddik Family Trust  
Gooding Farms, Inc.  
Goschie Farms, Inc.  
GMFI  
Delbert Haener Farms  
Hawman Farms  
Daniel Heuberger  
Josh Heuberger  
Hockett Farms, Inc.  
Hood View Farms  
IOKA Farms, Inc.  
J H Farms, Inc.  
Gordon Jager  
J D Ranch  
Alan Jesse  
Steven & Gretchen Jones  
JRS Farms, Inc.  
KJ Farms Inc  
Kauer Farms  
Kaufmann Farms  
Dan & JoAnn Keeley  
Kelly Farms, Inc.  
KF2 Farm  
Kenagy Farms, Inc.  
Keudell Farms, Inc.  
Eric Kirsch Enterprises, Inc.

Banks  
Aumsville  
Echo  
Mt. Angel  
Mt. Angel  
Mt. Angel  
Dayton  
Stayton  
Stayton  
Stayton  
Woodburn  
Sublimity  
Amity  
St. Paul  
Hermiston  
Salem  
Turner  
Canby  
Junction City  
Dayton  
Dayton  
St. Paul  
Silverton  
Monmouth  
Aurora  
Hermiston  
Sublimity  
Sublimity  
St. Paul  
Amity  
Silverton  
Salem  
Junction City  
Portland  
Hillsboro  
McMinnville  
Scio  
Mt Angel  
Amity  
Woodburn  
St. Paul  
St. Paul  
Monmouth  
Hubbard  
Aumsville  
Hubbard



Kirsch Family Farms, Inc.  
Koch Farms, Inc.  
Lou Kokkeler  
Kraemer Farms  
Kelly Kreder  
Tim Kreder  
Eric Kuehne  
Legacy Farms, Inc.  
Lochmead Farms  
Lynn Lorenzen  
Bill Lusk  
Malpass Farms  
May Family Farms, LLC  
MC Farms, Inc.  
Bruce McKee  
Mark Lewis Farms  
Marty Miller  
Miller Century Farm  
Scott Miller, LLC  
Daniel Mullen  
Nixon Farms  
Pearmine Farm  
Terry Peters  
Pohlschneider Farms  
J & K Pohlschneider, Inc.  
Andrew Polschneider  
Prince Seeds, Inc.  
Quiring Farms  
RD Farms  
RV Farms  
Reerslev Farms, Inc.  
Donald Reinhart  
Randy Rohde  
Bruce & Helle Ruddenklau  
Sayer Farms LLC  
Sandau Enterprises, Inc.  
Sester Farms  
Tim Sester  
Scharf Farms  
Scharf Rolling Acres  
Jon Shreaver  
Shelburne Family Farms  
Silver Mountain Farms, LLC  
Simonson Farms  
Todd Smith  
Wm. C. Smith Farms, Inc.

St. Paul  
Canby  
Junction City  
Mt. Angel  
Dayton  
Dayton  
Carlton  
Mt. Angel  
Junction City  
Dayton  
St. Paul  
Harrisburg  
Dayton  
St. Paul  
Amity  
Aumsville  
St. Paul  
Woodburn  
Woodburn  
St. Paul  
Junction City  
Gervais  
Forest Grove  
St. Paul  
Woodburn  
St. Paul  
Woodburn  
Rickreall  
St. Paul  
Mt. Angel  
Junction City  
Silverton  
Rickreall  
Amity  
Brownsville  
Salem  
Gresham  
Gresham  
Amity  
Amity  
Molalla  
Dayton  
Lyons  
McMinnville  
Forest Grove  
St. Paul

Angelo Spada  
Stockfleth Farms, Inc.  
Joel Stockhoff  
Stroda Brothers  
Strome-Fisher Farms, Inc.  
T & P Farms, LLC  
Taylor Farms, Inc.  
David Tonges  
Triangle Farms  
Dave Vanasche  
Tonya Van Dyke  
Victor Point Farms  
Wally Farms, Inc.  
Norm Wiesner  
Greg Wilmes  
Wilfong Farms  
Dustin Wilfong  
Robert Woodcock  
Ashley Woodcock  
Zeigler Farms, LLC  
Dennis King  
Randy Crissel  
Paul Bracher  
Sam Sweeney

St. Paul  
St. Paul  
Dayton  
Monroe  
Junction City  
Brooks  
Silverton  
Cornelius  
Silverton  
Cornelius  
Forest Grove  
Silverton  
Aurora  
Silverton  
St. Paul  
Dallas  
Dallas  
Sheridan  
Sheridan  
Rickreall  
Independance  
Woodburn  
Helix  
Dayton

### **Associate Members**

Triet Farm  
Orin Nusbaum  
Magnusson Farms  
JB Instant Lawn (farm)  
Tony Brateng  
Edward Arnesen  
Northern Excellence Seed  
Byron Tveit  
Ravndalen Farms  
Parsley Farms  
Brian Rice  
Svoboda-Trangsrud Partners

Roosevelt MN  
Monroe OR  
Roseau MN  
Silverton OR  
Roseau MN  
Roosevelt MN  
Williams MN  
Roosevelt MN  
Roosevelt MN  
Warroad MN  
Roseau MN  
Badger MN



December 12, 2017

Oregon Transportation Commission  
355 Capitol Street NE, MS #11  
Salem, OR 97301-3871

Dear Chair Baney and Members of the Oregon Transportation Commission:

The purpose of this letter is to provide information in response to several inquiries recently received by the Oregon Rail Users' League (ORULE) requesting our Board's position regarding proposed intermodal facilities that would be located in the Mid-Willamette Valley.

As background, ORULE is a membership coalition of diverse organizations including railroads, passenger rail advocates, ports, shippers, engineers, and other entities that support the vital role of rail transportation in Oregon. To that end, we support the use of rail as a means of connecting Oregon businesses to national and international markets. We also support rail as a safe and efficient means of reducing traffic gridlock from the state's roads and highways.

Our organization has a long history of support for *ConnectOregon*, especially the competitive grant program which is a national model for leveraging investment and building economic opportunities and prosperity. While we understand the Legislature's intent in creating a temporary exception that would direct *ConnectOregon* funds to individual projects (such as those proposed for the Mid-Willamette Valley), we strongly support state leadership aimed at returning the distribution of *ConnectOregon* funds to the traditional and successful competitive grant program in the future.

With this background, let's briefly discuss the Mid-Willamette projects. First, we would note that each of the competing projects requires a full analysis of market dynamics to understand the following: where current and future opportunities exist; the various cargo that would move through these corridors; the volume of cargo in and out of these facilities; positioning within the supply chain; and, the impact and benefits of these various factors on the state's transportation network. While individual members of our diverse board may have differing positions on any individual project, we certainly have a common interest in positioning Oregon for global success with an efficient and dynamic rail system. In support of this goal, we welcome the opportunity to work with whichever project(s) should advance to help answer these questions and to provide our collective insights about railroad development.

In closing, I would just reiterate the unique role our association and its member organizations play in crafting policy related to rail infrastructure. Because of this diverse assembly of knowledge and interests our group is uniquely qualified to answer any questions you might have about the advantages of rail and its many benefits to the state economy. Rail is the safest and most efficient mode of moving cargo and passengers over land. It plays a strong role in the state's future prosperity and clean transportation future. For these reasons, we look forward to future discussions. Thank you for your consideration.

Sincerely,

Johan Hellman  
ORULE President

Cc: Oregon Shipping Group  
Linn Economic Development Group  
Greenhill Reload  
Leah Horner  
Scott Turnoy  
Ray Drake





# SEDCOR

Strategic Economic  
Development Corporation

Dec. 12, 2017

Oregon Transportation Commission  
355 Capitol St. NE, MS #11  
Salem, OR 97301

**President**  
Chad Freeman

**2017-2018**  
**Executive Council**

**Chair**  
Mark Hoyt  
Sherman Sherman  
Johanne & Hoyt, LLP

**Secretary/Treasurer**  
**Chair Elect**  
Daryl Knox  
The Aldrich Group

**Past Chair**  
Rich Duncan  
Rich Duncan Construction

**Members at Large**  
Patricia Callihan-Bowman  
Express Employment  
Professionals

Kevin Cameron  
Marion County  
Commissioner

Brent DeHart  
Northwestern Mutual

Theresa Haskins  
Portland General Electric

Nathan Levin  
Nathan Levin Co.

Steve Powers  
City of Salem

**Subject: Brooks: LEDG Project Proposal (Mid-Willamette Valley Reload Facility)**

Dear Commission Members,

From farmers to manufacturers, I hear often about the challenges they have moving their merchandise from Point A to Point B. If they cannot ship their product, then they cannot sell it.

As the lead economic development agency in Oregon's Mid-Willamette Valley for 35 years, Strategic Economic Development Corporation commends the State of Oregon and Oregon Department of Transportation on the passage of HB 2017-A. This investment to Oregon's transportation system will enhance the business environment for Oregonians.

SEDCOR lends its support to the development of a Mid-Willamette Valley Intermodal in order to facilitate Marion County's economic development efforts within the natural resource innovation sector as well as reduce transportation costs and congestion.

If the Mid-Willamette Valley Intermodal facility is located in Brooks, SEDCOR will work with its public and private partners and Oregon Shipping Group to get the facility up and running.

The project would greatly benefit the traded-sector, agriculture and food processing businesses SEDCOR serves in Marion, Polk and Yamhill counties. SEDCOR's mission is to assist businesses grow, maintain or relocate, which in turn creates jobs. A centralized reload facility would benefit local traded-sector businesses that find it a challenge to move goods to local, national and international markets. The proposal provides additional benefits by increased efficiency in the transportation system throughout the Willamette Valley. The plan will allow for the transfer of commodities from truck to rail, which will reduce congestion along the I-5 coordinator and reduce emissions.

Given the importance of this project, I am eager to provide SEDCOR's support. If you have questions, I encourage you to contact me.

Sincerely,

Chad Freeman  
President

---

626 High St. NE  
Suite 200  
Salem, Or. 97301  
503-588-6225  
www.sedcor.com

**SALEM AREA**  
**CHAMBER OF**  
**COMMERCE**

**President**

Curt Arthur  
*SVN Commercial Advisors, LLC*

**Chief Executive Officer**

Nick Williams

**Chief Development Officer**

Kathy Moore

**Executive Committee**

Bruce Anderson

*NW Natural*

Jim Bauer

*Willamette University*

Terrence L. Kuenzi

*Kuenzi & Company, LLC*

Cory Redding

*CD Redding Construction*

T.J. Sullivan

*Huggins Insurance*

Caleb Williams

*Saalfeld Griggs PC*

Wendy Veliz

*Portland General Electric*

**Board of Directors**

Shawn Abbey

*Salem-Keizer School District*

Lorissa Addabbo

*Hope Orthopedics of Oregon*

Marin Arreola III

*Advanced Economic Solutions Inc.*

Alex Casebeer

*Capital Auto Group*

Paul Dakopolos

*Garrett Hemann Robertson P.C.*

Laura Dorn

*Berkshire Hathaway Home Services*

Greg Gilmer

*NorPac*

Kathy Gordon

*Aldrich CPAs & Advisors LLP*

Jeff Kelly

*Kelly's Home Center*

Cheryl Nester-Wolfe

*Salem Health*

Maria Palacio

*Olson Florist*

Evann Remington

*Fresh n' Local Foods*

Dan Wellert

*White Oak Construction*

Kimberly Zahr

*Key Bank*

Mark Zook

*Maps Credit Union*

December 14, 2017

To: Oregon Transportation Commission and Oregon Department of  
Transportation

This letter relates to the establishment of the Mid-Willamette Valley Intermodal  
Facility.

The Salem Area Chamber of Commerce supports this effort and the development  
of this project. Marion County is the premier ag producing county in Oregon, and  
adequate facilities to bring goods to market is foundational in supporting  
thousands of local jobs.

Thank you for your consideration, and support of high level transportation  
infrastructure in our region.

Sincerely,



Nick Williams  
Chief Executive Officer  
Salem Area Chamber of Commerce

# **Letters of Support from Businesses Brooks-Hopmere Intermodal Facility**

**4B Farms, Inc.**

**Agri-Plas, Inc.**

**Airport Drayage Co., Inc.**

**Antique Powerland Museum Association**

**Brooks Tree Farm, Inc.**

**Covnta Marion, Inc.**

**GEM Equipment of Oregon Inc.**

**Golden Valley Farms**

**Marion Resource Recovery Facility, LLC**

**Mark McKay Farms, Inc.**

**OreGro Seeds**

**Quality Trading Co.**

**Simple Box Storage Containers**

**Western Antique Power Incorporated**

**Wilco**

**Support Letter Joined by 24 Businesses**





December 2017

To Oregon Transportation Commission and Oregon Department of Transportation:

This is in regard to the work being done by the Oregon Shipping Group to establish a Mid-Willamette Valley Intermodal Facility.

We join in this letter to indicate that we support the work of the Oregon Shipping Group as to the development of this facility. Some of our businesses will make use of such intermodal facilities for shipping requirements. Some of our businesses have provided the Oregon Shipping Group with information as to such shipping needs to support a complete project plan. All of our businesses will benefit from the expansion of shipping capabilities for businesses in Oregon's Willamette Valley.

We are very supportive of this entire project and the planning being carried out by the Oregon Shipping Group.

Sincerely,

*Lori Pavlicek*

Lori Pavlicek  
Owner  
4 B Farms, Inc.



**Agri-Plas, Inc.**

5016 Waconda Rd. NE.

Brooks, Oregon 97305

Phone: (503) 390-2381

Fax: (503) 390-5454

December 6, 2017

To: The Transportation Commission and the Oregon Department of  
Transportation

This letter is in regard to the work being done by the Oregon Shipping Group to  
establish a Mid-Willamette Valley Intermodal Facility in the Brooks area.

My business supports the work of the Oregon Shipping Group as to the  
development of this facility. My business will make use of a local area  
intermodal facility for shipping requirements. Siting such a facility here will  
enable us to save on fuel costs and reduce truck traffic in and out of the  
congested Portland freeway system.

I am very supportive of this entire project and the planning being carried out by  
the Oregon Shipping Group.

Sincerely,

Allen Jongsma

Vice President

Agri-Plas, Inc.



November 16, 2017

Kevin Mannix  
Oregon Shipping Group  
2009 State St.  
Salem, OR 97303

Dear Kevin:

As a family owned and operated Oregon company for nearly 60 years we have consistently provided jobs for families, airfreight logistics services for customers and transportation solutions for manufacturers and distributors located throughout the Pacific Northwest and throughout the United States.

We share your excitement regarding the ongoing development of the Oregon Port of Willamette and hope that we will be considered as a qualified candidate to provide administration, operation of the proposed facilities and added value services to the members.

We look forward to continued conversations and believe that an intermodal facility will become one of the greatest contributions to the logistics needs of the State of Oregon in the 21<sup>st</sup> century.

Best regards,

Brian Wolf  
Vice President

Teri Sykes  
President





**ANTIQUE POWERLAND MUSEUM ASSOCIATION  
3995 BROOKLAKE ROAD NE  
SALEM, OR 97303  
503-393-2424**

December 6, 2017

To Oregon Transportation Commission and Oregon Department of Transportation:

This is in regard to the work being done by the Oregon Shipping Group to establish a Mid-Willamette valley Intermodal Facility.

Antique Powerland Museum Association supports the work of the Oregon Shipping Group in the development of this facility. Oregon will benefit from an intermodal facility which expands shipping capabilities in Oregon's Willamette Valley, especially with a facility in Brooks.

The Board of Directors are in favor of this project and we are very supportive of the development planning being carried out by the Oregon Shipping Group.

Sincerely,

Michelle L.Y.L. Duchateau  
President  
Antique Powerland Museum Association

Brooks Tree Farm, Inc  
9785 Portland Road NE  
Salem, OR 97305  
Phone (503) 393-6300  
FAX (503) 393-0827  
E-Mail [kathy@brookstreefarm.com](mailto:kathy@brookstreefarm.com)  
[www.brookstreefarm.com](http://www.brookstreefarm.com)

December 2017

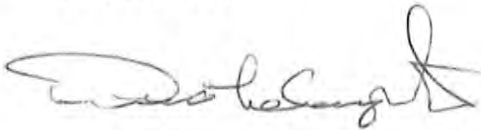
Oregon Transportation Commission  
Oregon Department of Transportation

We understand a study is underway by the Oregon Shipping Group to develop an intermodal facility in the Willamette Valley.

We strongly support the general concept of improving infrastructure for the purpose of improved access to market for Oregon's business partners. We specifically support the work of the Oregon Shipping Group as to the development of this Brooks facility. Brooks and communities within the region will benefit from an intermodal facility which expands shipping capabilities in Oregon's Willamette Valley. Brooks is a logical hub with easy access throughout the Willamette Valley via multiple state and interstate options, in an under-used location.

We are very supportive of this entire project and the planning being carried out by the Oregon Shipping Group and encourage support from the regulatory agencies, as well.

Respectfully,



Dave LeCompte



Kathy LeCompte

Brooks Tree Farm, Inc  
Owners

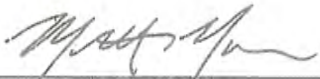
**Covanta Marion, Inc.**  
4850 Brooklake Road NE  
PO Box 9126  
Brooks, OR 97305  
Tel (503) 393-0890  
Fax (503) 393-9714



November 30, 2017

To the Oregon Transportation Commission and Oregon Department of Transportation:  
I recently visited with the Oregon Shipping Group regarding their proposal to develop an intermodal facility in Brooks, Oregon, near our Covanta Marion, Inc. facility. I support the Oregon Shipping Group's proposal to site an intermodal facility in Brooks and the opportunities that such a facility presents for area businesses.

Respectfully Submitted,

---

Matt Marler  
Business Manager





PO BOX 359 / WOODBURN, OR 97071 / PHONE 503-982-9902 / FAX 503-981-6316 / EMAIL gem@gemequipment.com

December 1, 2017

To: Oregon Transportation Commission and Oregon Department of Transportation:

This is in regard to the work being done by the Oregon Shipping Group to establish a Mid Willamette Valley Intermodal Facility.

Gem Equipment supports the work of the Oregon Shipping Group as to the development of this facility. Our business and community will benefit from an intermodal facility which expands shipping capabilities in Oregon's Willamette Valley.

Gem Equipment manufactures custom designed food processing equipment, primarily for the french fry potato industry worldwide. Blanchers and fryers, manufactured in Oregon by this company, are currently operating in Africa, Asia, Australia, Europe, North America, South America and New Zealand. Some of these processing lines are capable of producing 70 thousand pounds of finished product per hour. Currently, Gem has orders from one European plant for over for over 5 million dollars worth of french fry potato processing equipment.

Since overseas shipping is a big factor for this company, we are very supportive of this entire project being carried out by the Oregon Shipping Group.

Sincerely,

GEM EQUIPMENT of OREGON, Inc.

Steve Ross, CEO

A handwritten signature in cursive script that reads "Steve Ross".

Ed McKenney, Cofounder

A handwritten signature in cursive script that reads "Ed McKenney".

November 22, 2017

To: Oregon Transportation Commission and Oregon Department of Transportation

This letter is in regard to the efforts by the Oregon Shipping Group to establish an Intermodal Rail Facility within the Mid-Willamette Valley.

It has been my experience that the Oregon Shipping Group is committed to helping establish the most effective facility possible. I have been witness to the dedication that this group brings in serving the business community, individuals, and the entire State of Oregon. Their ability and willingness to research projects and listen to people has given them a unique and valuable perspective of freight shipping within the entire state.

It is my opinion that 'due diligence' is merely a baseline standard for the Oregon Shipping Group. Their efforts suggest that they expect much more from themselves. I believe that any project spearheaded by the Oregon Shipping Group is destined for success.

I would ask that you give your full support to the Oregon Shipping Group and their efforts to develop this much needed Intermodal facility within the mid-Willamette Valley.

Sincerely,



Gerald Diercks

General Manager

Golden Valley Farms Hay Press

# MARION RESOURCE RECOVERY FACILITY, LLC

December 6, 2017

To Oregon Transportation Commission and Oregon Department of Transportation:

This is in regard to the work being done by the Oregon Shipping Group to establish a Mid-Willamette Valley Intermodal Facility.

I am writing this letter to indicate that we support the work of the Oregon Shipping Group as to the development of this facility. Our community will benefit from an intermodal facility which expands shipping capabilities in Oregon's Willamette Valley, especially in Brooks.

We are very supportive of this entire project and the planning being carried out by the Oregon Shipping Group.

Sincerely,



David Lear  
General Manager



Mark McKay Farms, Inc.  
5057 Brooklake Rd NE  
Salem, OR 97305  
Office: 503-393-0129  
Fax: 503-393-0333

December 12, 2017

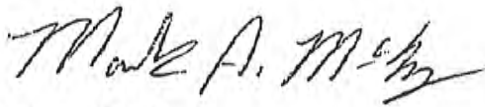
To Oregon Transportation Commission and Oregon Department of Transportation:

This letter relates to the work being done by the Oregon Shipping Group to establish a Mid-Willamette Valley Intermodal Facility.

Our business supports the work of the Oregon Shipping Group on the development of this project. We wish to make use of the intermodal facilities for our shipping requirements. We will provide the Oregon Shipping Group with information as to our business needs to support a complete project plan.

We are very supportive of this entire project and the planning being carried out by the Oregon Shipping Group.

Sincerely,

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

Mark A. McKay  
President  
Mark McKay Farms, Inc.





December 12, 2017

To Oregon Transportation Commission and Oregon Department of Transportation:

I am writing on behalf of OreGro Seeds. We are a major seed producer and exporter in the Mid-Willamette Valley.

Our business supports the work of the Oregon Shipping Group on the development of a Mid-Willamette Valley Intermodal Facility project. We will make use of such a facility for our shipping requirements. We will provide the Oregon Shipping Group with information as to our business needs to support a complete project plan.

We are very supportive of this entire project and the planning being carried out by the Oregon Shipping Group.

Sincerely,

A handwritten signature in black ink, appearing to read "Don Herb", is written over the word "Sincerely,".

Don Herb  
General Manager  
OreGro Seeds

# Quality Trading Co., LLC.

11325 Ehlen Rd., Aurora, Oregon 97002

P.O. Box 484, Donald, Oregon 97020

December 14, 2017

To the Oregon Transportation Commission and Oregon Department of Transportation:

I am writing on behalf of Quality Trading Company LLC. We are a North Willamette Valley straw and hay exporter which is owned by 32 local farm family members.

This letter is in regards to the work being done by the Oregon Shipping Group to establish a Mid-Willamette Valley Intermodal Facility, especially in Brooks.

Quality Trading Company LLC endorses and supports the work of the Oregon Shipping Group as to the development of such a facility.

All of our members will benefit from the establishment of an intermodal facility in Brooks. We will provide the Oregon Shipping Group with information as to shipping needs of our members so as to support a complete project development plan.

We are very supportive of this entire project and the planning being carried out by the Oregon Shipping Group.

Sincerely,



Matt Eide

General Manager, Quality Trading Co.



November 2017

To Oregon Transportation Commission and Oregon Department of Transportation:

This is in regard to the work being done by the Oregon Shipping Group to establish a Mid-Willamette Valley Intermodal Facility.

We join in this letter to indicate that we support the work of the Oregon Shipping Group as to the development of this facility. Some of our businesses will make use of such intermodal facilities for shipping requirements. Some of our businesses have provided the Oregon Shipping Group with information as to such shipping needs to support a complete project plan. All of our businesses will benefit from the expansion of shipping capabilities for businesses in Oregon's Willamette Valley.

We are very supportive of this entire project and the planning being carried out by the Oregon Shipping Group.

Sincerely,

Brittney Eshuis  
Co-Owner  
Simple Box Salem

**[www.getsimplebox.com](http://www.getsimplebox.com)**

Toll Free: 1-855-855 4BOX • Service 503-765-5421 • Billing 360-354-2994  
5213 Portland Rd NE Salem OR 97305 • [salem@getsimplebox.com](mailto:salem@getsimplebox.com) • [admin@getsimplebox.com](mailto:admin@getsimplebox.com)  
**Remittance Address: PO Box 704, Lynden, WA 98264-0704**

ANTIQUE POWERLAND

## *Western Antique Power Incorporated*

Tele. 503/393-2424

3995 Brooklake Rd. N.E.  
Salem, Oregon 97303

December 2017

To Oregon Transportation Commission and Oregon Department of Transportation:

This is in regard to the work being done by the Oregon Shipping Group to establish a Mid-Willamette Valley Intermodal Facility.

Western Antique Power Inc. supports the work of the Oregon Shipping Group as to the development of this facility. Oregon will benefit from an intermodal facility which expands shipping capabilities in Oregon's Willamette Valley, especially with a facility in Brooks.

Our board received a presentation about this project and we are very supportive of the development planning being carried out by the Oregon Shipping Group, and the project itself.

We are a 62 acre land holder on the northwest side of the Brooks interchange

Sincerely,

A handwritten signature in cursive script that reads "Les Layton".

Les Layton  
President  
Western Antique Power Inc.





200 Industrial Way  
PO Box 258  
Mt. Angel, OR 97362

|           |                                                    |
|-----------|----------------------------------------------------|
| Main      | 503.845.6122                                       |
| Toll-free | 800.382.5339                                       |
| FAX       | 503.845.9310                                       |
| WEB       | <a href="http://www.wilco.coop">www.wilco.coop</a> |

December 2017

To Oregon Transportation Commission and Oregon Department of Transportation:

This is in regard to the work being done by the Oregon Shipping Group to establish a Mid-Willamette Valley Intermodal Facility.

We join in this letter to indicate that we support the work of the Oregon Shipping Group as to the development of this facility. Some of our businesses will make use of such intermodal facilities for shipping requirements. Some of our businesses have provided the Oregon Shipping Group with information as to such shipping needs to support a complete project plan. All of our businesses will benefit from the expansion of shipping capabilities for businesses in Oregon's Willamette Valley.

We are very supportive of this entire project and the planning being carried out by the Oregon Shipping Group.

Sincerely Yours,

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

Douglas N. Hoffman  
President and CEO

# Oregon Shipping Group

2007 State Street. Salem, Oregon 97301

Phone: (503) 364-1913 Fax: (503) 362-0513

Email: [kevin@oregonshippinggroup.com](mailto:kevin@oregonshippinggroup.com) Website: [www.oregonshippinggroup.com](http://www.oregonshippinggroup.com)

December 2017

To Oregon Transportation Commission and Oregon Department of Transportation:

This is in regard to the work being done by the Oregon Shipping Group to establish a Mid-Willamette Valley Intermodal Facility.

We join in this letter to indicate that we support the work of the Oregon Shipping Group as to the development of this facility. Some of our businesses will make use of such intermodal facilities for shipping requirements. Some of our businesses have provided the Oregon Shipping Group with information as to such shipping needs to support a complete project plan. All of our businesses will benefit from the expansion of shipping capabilities for businesses in Oregon's Willamette Valley.

We are very supportive of this entire project and the planning being carried out by the Oregon Shipping Group.

Sincerely,

Benjamin C. Smith Inc.  
Benjamin C. Smith  
Owner

CRLP  
Clarence Venell  
President

Kuenzi & Company LLC  
Terrence L. Kuenzi, CPA  
Principal

Chemical Distributors, Inc.  
Donald J. Cruickshank  
President

Fred J Gabriel PC  
Fred J Gabriel  
President

Lewis Seed  
Brad Dozler  
President

Chintimini Land, Inc.  
Beverlee Stilwell  
President

Farmers Direct, Inc.  
Stephanie Schuld  
Office Manager

Mid Valley Seed Source, Inc.  
Beverlee Stilwell  
President

Christensen Farms  
Don Christensen  
Owner

Ioka Farms, Inc.  
Mindy Duerst  
Office Manager

Murphy Overseas  
Dennis Murphy  
CEO

Christensen Farms  
Zach Christensen  
General Manager

Ioka Marketing, LLC.  
Mindy Duerst  
Office Manager

Murphy Overseas  
Mark Murphy  
Sr. VP Log Sales

# Oregon Shipping Group

2007 State Street. Salem, Oregon 97301

Phone: (503) 364-1913 Fax: (503) 362-0513

Email: [kevin@oregonshippinggroup.com](mailto:kevin@oregonshippinggroup.com) Website: [www.oregonshippinggroup.com](http://www.oregonshippinggroup.com)

Murphy Overseas  
Tim Murphy  
President

Northwest Onion  
Greg Bennett  
President

Oregon Export Straw Association  
John Neal  
President

Pennington Seed, Inc.  
Mike Baker  
Vice President

PFS Financial, Inc  
Larry Venell,  
President

Smith Seed Services  
Dan Weaver  
Export Manager

Sunrise Trading Inc.  
Brian Domes  
Owner

Venell Farms, Inc.  
Larry Venell  
President and CEO

Venell Orchards, LLC  
Larry Venell  
Manager

Venell Pellets, Inc.  
Larry Venell  
President

VFRC, LLC  
Larry Venell  
President

Woodburn Nursery & Azaleas Inc.  
Tom Fessler  
Operations Manager

Woodburn Nursery & Azaleas Inc.  
Rick Fessler  
Production Manager



## GENERAL PROJECT BUSINESS CASE

### **General Location of the Facility: Brooks-Hopmere**

The Oregon Shipping Group has been working with NORPAC as to the potential for siting an intermodal facility on a portion of NORPAC owned property which spans hundreds of acres and is adjacent to the Union Pacific mainline in Brooks. See attached Memorandum of Understanding between Oregon Shipping Group and NORPAC Foods, Inc.

The Oregon Shipping Group has also been working with Antique Powerland, which owns 62 acres north of Brooklake Road and has control of roughly 19 acres adjacent to the Portland & Western rail line in Hopmere. See attached Letters of Support from Antique Powerland Museum Association and Western Antique Power Incorporated. The Oregon Shipping Group has also been in discussions with other property owners located along the Portland & Western rail line in Hopmere and continues to evaluate potential additional available acreage which may be suitable for intermodal facility use.

The general location of the properties potentially suitable for intermodal development are within the area shown below, adjacent to the east side of the Portland & Western Railroad and adjacent to the west side of the Union Pacific Railroad:



*Underlying map source: Google (n.d.) [Google Maps satellite image of Brooks-Hopmere Area]. Retrieved December 8, 2017.*



**Rationale for the Location:** The Oregon Shipping Group evaluated small and medium intermodal facilities located within the United States with lift volumes ranging from roughly 10,000 to 20,000 lifts per year. Some key intermodal facilities evaluated were the Port of Quincy, Washington; Northwest Container Services, Portland, Oregon; Northwest Container Services, Boardman, Oregon; Jackson Intermodal Terminal, Mississippi; and Laredo Intermodal Terminal, Texas. These intermodal facilities ranged in size from 40 acres to nearly 90 acres, with working track lengths ranging from 2,900 feet to 13,500 feet. The Oregon Shipping Group selected the Brooks-Hopmere area as a site with great potential to accommodate a facility similar in size to the small and medium intermodal facilities evaluated.

Shippers interviewed by the Oregon Shipping Group emphasized the need for a location with proximity to Interstate 5 for efficient truck turn-around times. Shippers located on the northern end of the Mid-Willamette Valley expressed concern that an intermodal facility located in the Albany-Millersburg-Lebanon areas may be too far south for their shipping purposes, but that a facility in the Brooks-Hopmere area would be of interest.

The Union Pacific Railroad and the Portland & Western Railroad run through the Brooks-Hopmere area, which provides various potential intermodal rail operating scenarios. The Portland & Western railroad has expressed interest in potential Brooks-Hopmere intermodal development. See attached Genese & Wyoming Letter of Interest. The Oregon Shipping Group has also been in discussions with representatives of Union Pacific regarding a potential Brooks-Hopmere facility. The Union Pacific Railroad Company has confirmed its dialogue with the Oregon Shipping Group concerning a proposed rail-served facility at Brooks. A December 15, 2017 letter from Paul F. MacDonald, Senior Director for the Western United States, states: "Moving forward, Union Pacific is willing to be part of further discussions with Oregon Shipping Group and the appropriate local economic development agency regarding a rail-served multi-modal transload facility and/or rail-served industrial park at Brooks, OR." See attached Letter of Acknowledgement from Union Pacific.

The Oregon Shipping Group is aware of the Connect Oregon grant for a Brooks rail siding. The Oregon Shipping Group understands that a spur or siding off the mainline railroad will likely need to be developed to accommodate a new intermodal facility. If the Brooks rail siding project moves forward, the Oregon Shipping Group is open to coordinating a Brooks intermodal facility proposal with a Brooks siding project proposal.

**Expected Types of Customers and Commodities:** The December 14, 2016, report, Feasibility of an Intermodal Transfer Facility in the Willamette Valley, Oregon, prepared by ECONorthwest (ECONorthwest Report), identified key commodities which are exported by container from the "Southern Willamette Valley." Southern Willamette Valley was defined in the ECONorthwest Report as including the counties of Polk, Marion, Lincoln, Benton, Linn, Lane, Douglas, Coos, Curry, Josephine, Jackson and Klamath.

Most of the commodities exported by container from the Southern Willamette Valley are exported via the ports of Seattle and Tacoma, either purely by trucking to those ports, or by trucking to Northwest Container Services (NWCS) in Portland where commodities are then sent by rail to Seattle/Tacoma. Exporters from counties such as Marion, Polk and Yamhill have expressed to the Oregon Shipping Group that they would probably continue to truck to NWCS in Portland, or to the ports of Seattle and Tacoma, rather than truck to an intermodal facility located in areas south of Salem. By siting an intermodal facility at the northern end of the Mid-Willamette Valley, in Brooks-Hopmere, the Oregon Shipping Group

believes there is an opportunity to capture a larger volume of exports, while still remaining attractive to importers throughout the Mid-Willamette Valley.

#### Exports:

The ECONorthwest Report identified the following volumes of 40-foot containers which are exported from the Southern Willamette Valley through the ports of Seattle and Tacoma:

Straw: 25,000 per year

Hay: 1,350 per year

Pulp: 1,800 per year

Lumber: 3,000 per year

Potatoes: 1,200 per year

Seeds and Grains: 2,500 per year

Other commodities exported from the Southern Willamette Valley include onions, Christmas trees, nursery stock, manufactured food products, wood products, and metal products. Additional exports volumes have also been identified by the Oregon Shipping Group.

For example, the Oregon Shipping Group has been in discussions with three major export operations located in the northern Mid-Willamette Valley which are interested in utilizing an intermodal facility in the Brooks-Hopmere area. These exporters combined have advised the Oregon Shipping Group that they are exporting roughly 14,200 containers per year through the ports of Seattle and Tacoma.

Additional examples include, an onion producer from the northern end of the Mid-Willamette Valley advised the Oregon Shipping Group in 2017 that it estimates it exports 150-250 containers per year through the ports of Seattle and Tacoma. A hazelnut producer from the Mid-Willamette Valley also advised the Oregon Shipping Group that it exports roughly 100 containers per year through the ports of Seattle and Tacoma.

#### Imports:

The majority of imports to the Mid-Willamette Valley are destined for distribution centers of companies such as Lowes, Home Depot, Target, Bi-Mart, Winco, and Les Schwab. There is also an Amazon fulfillment center being built in Salem, which will likely receive imported goods. See Distribution Center Map on next page.

#### Distribution Center Map:



The February 2016, Trade and Logistics Report, prepared by the Tioga Group (Tioga Report), identified roughly 9,000 containers imported to the Mid-Willamette Valley and southern Oregon areas in 2014. According to the ECONorthwest Report, the actual volume of container imports to the Willamette Valley is potentially more than 9,000 containers per year.

#### Domestic Shipments:

As noted in the ECONorthwest Report, there is a currently unidentified, but potentially large number of domestic container shipments which could be served by a Mid-Willamette Valley intermodal facility. The Oregon Shipping Group is working with a rail and intermodal consultant who has specialized experience developing and marketing domestic (and international) intermodal rail service arrangements. See attached Memorandum of Understanding between Oregon Shipping Group and Zephyr Transportation Services, and Lawrence Hill CV.

#### Anticipated Volumes:

The Oregon Shipping Group has gathered information from nearly 50 businesses which are interested in exporting or importing through a Mid-Willamette Valley intermodal facility. The Oregon Shipping Group anticipates an initial yearly start-up volume for the first few years after establishment of a Mid-Willamette Valley intermodal facility to be 5,000 to 10,000 containers total (inbound and outbound), but that volumes will increase in time as the facility demonstrates its logistical advantages to importers and exporters.

### **Preliminary Cost Estimate for the Facility:**

Cost estimates were derived from the ECONorthwest Report and additional research conducted by the Oregon Shipping Group. The following preliminary cost estimates use the higher range of figures evaluated for each line item, and for the types of intermodal developments evaluated by the Oregon Shipping Group.

#### **Fixed Annual Operating Costs:**

The following fixed annual operating cost estimates assume an initial start-up volume of 5,000-10,000 containers per year and an intermodal facility which operates 7 days per week, 24 hours per day. As volumes increase, it is anticipated that additional operators and/or administrative staff will be hired.

##### **Facility:**

|                |          |
|----------------|----------|
| Maintenance    | \$20,000 |
| Utilities      | \$10,000 |
| Property Taxes | \$32,000 |
| Security       | \$1,000  |
| Insurance      | \$3,000  |
| Total          | \$66,000 |

##### **Labor:**

|                                    |                  |
|------------------------------------|------------------|
| Manager-Salary                     | \$75,000         |
| Operator-Wage                      | \$45,000         |
| Operator-Wage                      | \$45,000         |
| Operator-Wage                      | \$45,000         |
| Operator-Wage                      | \$45,000         |
| Night Security Officer             | \$45,000         |
| Payroll Taxes                      | \$18,000         |
| Health Benefits                    | \$55,000         |
| Other Benefits                     | \$20,000         |
| Total                              | \$393,000        |
| <b>Total Fixed Operating Costs</b> | <b>\$459,000</b> |

#### **Capital Costs:**

The capital costs assume development of one 40 acre site in Brooks-Hopmere. As mentioned above, the Oregon Shipping Group has found two options for intermodal site development in Brooks-Hopmere:



property along the Portland & Western rail line, and property along the Union Pacific rail line. As part of a detailed intermodal plan, the Oregon Shipping Group will work to determine which property is most ideally suitable for intermodal development, based on a number of factors, including which site will have the best rail operating arrangements, logistical advantages and cost advantages. There is also a strong prospect that both sites can be developed in a coordinated, mutually supported operation. This would increase operating costs (more personnel and equipment), but may be worthwhile based on container volumes for each rail line.

|                             | Unit       | Unit Price  | Quantity | Total               |
|-----------------------------|------------|-------------|----------|---------------------|
| <u>Site:</u>                |            |             |          |                     |
| Land                        | Acres      | \$150,000   | 40       | \$6,000,000         |
| Clearing/Grading            | Acres      | \$1,350     | 16       | \$21,600            |
| <u>Site Improvements:</u>   |            |             |          |                     |
| Paved Area                  | Acres      | \$152,460   | 16       | \$2,439,360         |
| Fencing                     | Linear Ft. | \$13        | 4,300    | \$55,900            |
| Gates                       | Number     | \$1,950     | 4        | \$7,800             |
| Work Lights                 | Number     | \$30,000    | 1        | \$30,000            |
| Office                      | Square Ft. | \$82        | 1,500    | \$123,000           |
| Warehouse                   | Square Ft. | \$29        | 60,000   | \$1,740,000         |
| Utilities-Water             | Cost       | \$6,500     |          | \$6,500             |
| Utilities-Septic            | Cost       | \$20,000    |          | \$20,000            |
| Utilities-Stormwater        | Cost       | \$1,400,000 |          | \$1,400,000         |
| Utilities-Electrical        | Cost       | \$200,000   |          | \$200,000           |
| <u>Rail Infrastructure:</u> |            |             |          |                     |
| Onsite Track                | Linear Ft. | \$229       | 9,000    | \$2,061,000         |
| Offsite Trackwork           | Cost       | \$3,000,000 |          | \$3,000,000         |
| <u>Equipment:</u>           |            |             |          |                     |
| Lift Equipment              | Cost       | \$700,000   |          | \$700,000           |
| Reefer Hookup               | Number     | \$2,655     | 10       | \$26,650            |
| <u>Miscellaneous:</u>       |            |             |          |                     |
| Permits/Surveying           | Cost       |             |          | \$400,000           |
| Engineering/Design          | Cost       |             |          | \$750,000           |
| <b>Total Capital Costs</b>  |            |             |          | <b>\$18,981,810</b> |

## MEMORANDUM OF UNDERSTANDING

Between  
Oregon Shipping Group  
&  
NORPAC Foods, Inc.

1. **Parties.** This Memorandum of Understanding ("MOU") is made and entered into by and between the Oregon Shipping Group ("OSG"), of Salem, Oregon, and NORPAC Foods, Inc. ("NORPAC") of Salem, Oregon.
2. **Purpose.** The Purpose of this MOU is to confirm that NORPAC is willing to work with OSG as to the development of an intermodal facility on a portion of property owned by NORPAC, which is located along the Union Pacific Railroad line in Brooks, Oregon, and further described in Section 3 of this MOU. NORPAC and OSG will work collaboratively to develop site specific intermodal plans and to identify the exact location of the portion or portions of NORPAC property to be dedicated to rail and intermodal facility infrastructure, upon approval for funding from the State of Oregon to work up a fully developed Mid-Willamette Valley intermodal plan. This agreement describes the intent of the parties to work together, but does not constitute a contract.
3. **Property.** The Property referenced in this MOU consists of approximately 276 acres located in the unincorporated town of Brooks, in Marion County, Oregon, reflected on the Marion County tax rolls as account number R18695. OSG and NORPAC anticipate that between 30-50 acres of this property can be dedicated to intermodal and rail uses.
4. **Term.** This MOU shall be operational upon signing and will have an initial duration of 1 year. This MOU may be extended by mutual agreement of the parties.
5. **Applicable Law.** The construction and interpretation of this MOU shall be governed by the laws of the State of Oregon.
6. **Addendums.** Any addendum to this MOU shall be in writing and signed by both parties.
7. **Amendments.** Either party may request changes to this MOU and such changes shall become incorporated with this MOU when agreed upon in a written document signed by both parties.
8. **Third-Party Beneficiary Rights.** The parties do not intend to create in any other individual or entity the status of a third-party beneficiary, and this MOU shall not be construed so as to create such status. Only parties signatory to this MOU shall have any legal or equitable right under this MOU.



Oregon Shipping Group

By: Kevin L. Mannix, Director

Date: Dec. 8, 2017



NORPAC Foods, Inc.

By: Vice President Operations

Date: 12-7-17



**ANTIQUE POWERLAND MUSEUM ASSOCIATION  
3995 BROOKLAKE ROAD NE  
SALEM, OR 97303  
503-393-2424**

December 6, 2017

To Oregon Transportation Commission and Oregon Department of Transportation:

This is in regard to the work being done by the Oregon Shipping Group to establish a Mid-Willamette valley Intermodal Facility.

Antique Powerland Museum Association supports the work of the Oregon Shipping Group in the development of this facility. Oregon will benefit from an intermodal facility which expands shipping capabilities in Oregon's Willamette Valley, especially with a facility in Brooks.

The Board of Directors are in favor of this project and we are very supportive of the development planning being carried out by the Oregon Shipping Group.

Sincerely,

Michelle L.Y.L. Duchateau

President

Antique Powerland Museum Association

ANTIQUE POWERLAND

## *Western Antique Power Incorporated*

Tele. 503/393-2424

3995 Brooklake Rd. N.E.  
Salem, Oregon 97303

December 2017

To Oregon Transportation Commission and Oregon Department of Transportation:

This is in regard to the work being done by the Oregon Shipping Group to establish a Mid-Willamette Valley Intermodal Facility.

Western Antique Power Inc. supports the work of the Oregon Shipping Group as to the development of this facility. Oregon will benefit from an intermodal facility which expands shipping capabilities in Oregon's Willamette Valley, especially with a facility in Brooks.

Our board received a presentation about this project and we are very supportive of the development planning being carried out by the Oregon Shipping Group, and the project itself.

We are a 62 acre land holder on the northwest side of the Brooks interchange

Sincerely,



Les Layton  
President  
Western Antique Power Inc.





**Kevin R. Haugh**  
**Vice President – Operations**  
**Western Region**

December 12, 2017

**RE: Mid-Willamette Valley Intermodal Facility**

To Oregon Transportation Commission and Oregon Department of Transportation:

I am writing this letter to confirm that the Portland & Western Railroad has been in contact with the Oregon Shipping Group regarding Mid-Willamette Intermodal facility proposals for Lebanon and Brooks, Oregon. The Portland & Western Railroad is interested in working with the Oregon Shipping Group as to potential rail service for such a Mid-Willamette Valley intermodal facility.

Respectfully submitted,

Kevin R. Haugh  
Regional VP Operations

*Genesee & Wyoming Railroad Services, Inc.*  
3220 State St., Suite 200  
Salem, OR 97301  
(503) 480-7765

# UNION PACIFIC RAILROAD COMPANY



Office of Network & Industrial Development  
Western Region Headquarters - Roseville, CA

Paul F. MacDonald  
Sr. Director - Western United States  
Direct: (916) 789-6166

December 15, 2017

Kevin Mannix  
Oregon Shipping Group  
2007 State St  
Salem, OR 97301

## **Re: Acknowledgement of discussions for proposed Mid-Willamette Valley facility**

Mr. Mannix,

This letter confirms Union Pacific's dialogue with Oregon Shipping Group concerning a proposed rail-served Mid-Willamette Valley facility at or near Brooks, OR.

As you know, Union Pacific's Oregon rail franchise provides a critical link to rail shippers and receivers bringing their products to market. Our route parallels the I-84 and I-5 corridors, providing access to domestic and international markets and a freight transportation option that can remove trucks from Oregon highways.

Moving forward, Union Pacific is willing to be part of further discussions with Oregon Shipping Group and the appropriate local economic development agency regarding a rail-served multi-modal transload facility and/or rail-served industrial park at Brooks, OR.

It should be noted that to date, Union Pacific has not been involved in estimating potential project costs to support a Mid-Willamette Valley facility as outlined in the most recent Connect Oregon funding cycle.

Please contact Mr. Jayson Bisbee at (916) 789-6155 to arrange further dialog on this proposal.

Thank you,

A handwritten signature in blue ink that reads "Paul MacDonald".

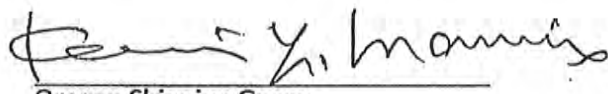
Paul F. MacDonald  
Union Pacific Railroad Company

CC: Aaron Hunt, Director Public Affairs, Union Pacific Railroad  
Jayson Bisbee, Lead, Union Pacific Railroad

## MEMORANDUM OF UNDERSTANDING

Between  
Oregon Shipping Group  
&  
Zephyr Transportation Service

1. **Parties.** This Memorandum of Understanding ("MOU") is made and entered into by and between the Oregon Shipping Group ("OSG"), of Salem, Oregon, and Zephyr Transportation Service ("ZTS"), of Sherwood, Oregon.
2. **Purpose.** The Purpose of this MOU is to express the willingness of OSG to engage the consulting services of ZTS as to the establishment of an intermodal facility in Oregon's Mid-Willamette Valley, and the willingness of ZTS to provide such services.
3. **Responsibilities.** ZTS agrees to provide technical advisory assistance to OSG to carry out the establishment of a Mid-Willamette Valley intermodal facility to improve and expand the capability of Oregon importers and exporters to move goods by rail and road through the Mid-Willamette Valley intermodal facility. OSG agrees to work collaboratively with ZTS and to act in good faith to come to an agreement as to compensation for services provided by ZTS. OSG agrees to negotiate and enter into an agreement for payment of services with ZTS upon approval of OSG's preproposal to the Oregon Transportation Commission for grant funding related to the Mid-Willamette intermodal facility development.
4. **Term.** This MOU shall be operational upon signing and will have an initial duration of 1 year. This MOU may be extended by mutual agreement of the parties.
5. **Applicable Law.** The construction, interpretation and enforcement of this MOU shall be governed by the laws of the State of Oregon.
6. **Addendums.** Any addendum to this MOU shall be in writing and signed by both parties.
7. **Amendments.** Either party may request changes to this MOU and such changes shall become incorporated with this MOU when agreed upon in a written document signed by both parties.
8. **Third-Party Beneficiary Rights.** The parties do not intend to create in any other individual or entity the status of a third-party beneficiary, and this MOU shall not be construed so as to create such status. Only parties signatory to this MOU shall have any legal or equitable right to seek enforcement of this MOU.

  
Oregon Shipping Group  
By: Kevin L. Mannix, Director  
Date: Nov. 10, 2017

  
Zephyr Transportation Service  
By: Lawrence Hill, Owner  
Date: 11-13-2017



# Lawrence S. Hill

Sherwood, OR 97211 • 503-704-4941 • [LSHillZservice@Gmail.com](mailto:LSHillZservice@Gmail.com) • [www.linkedin.com/in/LSHill](http://www.linkedin.com/in/LSHill)

## ***Sales & Marketing Transportation Professional***

Provide strategic Sales management & Business Development to enhance business flow, ensure sales and increased revenue.

### **CORE COMPETENCIES**

- Account Management
- Business Development
- Contract Negotiations
- Service Management & Support
- Strategic Planning & Implementation
- Rail Relations
- Problem Solving
- Project Management
- Team Leader

### **CAREER HIGHLIGHTS**

#### **Business & Account Management**

- Demonstrated skills in Sales relationship management contributed to growth in revenue over 38 years by engaging key Intermodal accounts, building trusted relationships and partnerships, negotiating contracts, and mediating existing or potential conflict or challenges with Rail Service and equipment.
- Applying sound change-management strategies, seamlessly transitioned using rail Intermodal service operations infrastructure, ensuring deliverables and improving customer satisfaction.
- Tasked with increasing revenue in underdeveloped market across the US, researched and analyzed current revenue stream, identified viable content for additional revenue, and worked directly with executive management in developing new Rail Services to support revenue goals resulting in YOY increase in revenue in Domestic and International Sales

#### **Operations**

- Identified gaps and redundancies in Rail Service, implemented new Services to capture new Markets.
- Collaborated with cross-functional teams to implement new business systems, and procedures to improve flow, communication, consistency, accuracy and usage. Recognized as "best in industry" for managing operations from top customer in the Western Region of the US.
- Worked with Premium Rail Operation in defining and troubleshooting requirements for the migration and enhancement of sales management systems resulting in increasing and streamlining efficiencies, reducing lead time and adding train volume.

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### **PROFESSIONAL HISTORY**

Zephyr Transportation Services, Sherwood, OR, January 2016 – Present

#### **Managing Director**

- Transportation Consultant focusing around domestic, international Intermodal and Highway transportation.

Union Pacific Railroad, Portland, OR, October 1996 – 2015

#### **Sr. Intermodal Sales Manager**

- Managed Intermodal Sales in the Western USA that included contract review, Service design and volume forecasting.
- Oversee implementation of new Intermodal services. Work directly with Premium Operation creating custom reports and modifying Train service to address specific business requirements, resulting in streamlined workflow and enhanced reporting capabilities.
- Create sales presentation materials, and assist in production and staging of equipment for various marketing campaigns, increasing sales and new opportunities.

Marketing Sales - Southern Pacific Railroad, San Francisco, CA,  
June. 1979 – September 1996



### Director of Intermodal Business Development

- Managed LTL, UPS and Motor Carrier Account.
  - Assisted local Operation Managers, responding to service issues and conducting site service reviews and analysis, providing project design assistance.
  - Successfully managed staff, recognized contributions and encouraged feedback and participation creating a loyal, productive, highly motivated team environment.
  - Served as critical representative to liaison and negotiate winning agreements for high profile LTL customers as well as increasing business credibility and revenue results for the company.
  - Managed US sales and operations for UPS shipments across the US rail network representing approximately \$100.000.00 in revenue.
-