

**Ports of Indiana**

**INFLUENCER  
ROUNDTABLE  
AND MEDIA DISCUSSION**

**BRIEFING DOCUMENT**

**May 18, 2017**

Prepared by the  
American Association of Port Authorities



**AGENDA**  
**Influencer Roundtable and Media Discussion**  
**May 18, 2017**

**Westin Indianapolis Hotel, Grand I Conference Room**

241 W. Washington Street ■ Indianapolis, IN 46204

**Infrastructure Roundtable**

8:30 am Participants arrive for meet and greet (influencers, media, Ports of Indiana & AAPA) at Westin Indianapolis

9:00 – 9:15 am **“America: Keep it Moving”** Influencers Roundtable – Welcome and Introductions

9:15 – 11:00 am Influencers Roundtable

Discussion questions:

1. What is the current state of our nation’s infrastructure and what do we need to do to make improvements? What is the risk of doing nothing? What happens when we make investments?
2. What are concrete examples of the kinds of investments we should be making in infrastructure that will grow the economy, create jobs and address the needs of aging infrastructure?
3. What are the impediments to the flow of goods efficiently either by water or land?
4. Is there an impact to Americans of not investing in infrastructure?
5. How would you link the importance of port-related infrastructure to the health of the national economy?

11:00 am Q&A – Opportunity for media to ask clarifying questions from the roundtable discussion

Noon Roundtable is adjourned.

**Contacts on site:**

Jean Godwin, AAPA: (703) 254-7099

Aaron Ellis, AAPA: (703) 254-7098

Rich Allen, Ports of Indiana: (574) 361-7597

## ROUNDTABLE SESSION PARTICIPANTS

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Rich Cooper, CEO, Ports of Indiana, Co-host and Facilitator

Kurt Nagle, President and CEO, American Association of Port Authorities, Co-host

### Influencers

- **Robyn Boerstling**, Vice President, Infrastructure, Innovation and Human Resources Policy, National Association of Manufacturers, Washington, DC
- **Lauren Brand**, Associate Administrator of Intermodal System Development, U.S. Maritime Administration, Washington, DC
- **Kevin Brinegar**, President & CEO, Indiana Chamber of Commerce, Indianapolis, IN
- **Brian Burton**, President & CEO, Indiana Manufacturers Association, Indianapolis, IN
- **John Crowley**, Executive Director, National Association of Waterfront Employers, Washington, DC
- **Tom Easterday**, Senior Executive Vice President, Secretary & Chief Legal Officer, Subaru of Indiana Automotive, Inc., Lafayette, IN
- **Doug Ellsworth**, Senior Asset Management Specialist, U.S. Army Corps of Engineers, Washington, DC
- **Blair Garcia**, Vice President, U.S. Director-Maritime Division, WSP USA, Virginia Beach, VA
- **Dale Heinz**, Senior Division Manager, Primary Operations, ArcelorMittel Steel, Burns Harbor, IN
- **Michael Hicks**, Economist, Ball State University, Muncie, IN
- **David Holt**, VP Operations and Business Development, Conexus, IN
- **Lee Hutchins**, Director - Freight Logistics & Planning, AECOM, Chicago, IL
- **Gary Langston**, President, Indiana Motor Truck Association, Indianapolis, IN
- **Kevin J. Larkin**, Vice President, Market Services & Transportation, Alliance Coal, LLC, Tulsa, OK
- **Gary R. Long**, Senior Vice President, Midwest Region Railroads, Genesee & Wyoming Railroad Services, Inc., Columbus, OH
- **Joe McGuinness**, Commissioner, Indiana Dept. of Transportation, Indianapolis, IN
- **Ted McKinney**, Director, Indiana Department of Agriculture, Indianapolis, IN
- **Bill McLennan**, CEO, Fastport, Inc., Lowell, MA
- **William S. Stahlman, III**, P.E., M.ASCE, Director of Engineering & Construction, America's Central Port, Granite City, IL

### Media

- **Ruthanne Gordon**, Senior Planning Manager, FOX 59 News, Indianapolis, IN
- **Troy Linker**, Publisher/CEO, Northwest Indiana Quarterly, Dyer, IN
- **Scott L. Miley**, Indiana Statehouse Reporter, The Herald Bulletin (a Community Newspaper Holdings Inc. publication), Anderson, IN
- **David Payne**, Staff Economist and Reporter, The Kiplinger Letter, Washington, DC
- **Annie Ropeik**, Economy & Business Reporter, Indiana Public Broadcasting, Indianapolis, IN

## **HOST BIOGRAPHIES**



**Rich Cooper**  
**Chief Executive Officer, Ports of Indiana**

Rich Cooper was appointed Chief Executive Officer for the Ports of Indiana in 2005, after four years as the organization's Chief Operating Officer. As CEO, Mr. Cooper oversees all port operations and works with the board of directors to establish the organization's strategic vision and direction. Through his leadership, the Ports of Indiana has realized consistent growth and achieved many significant milestones. That consistent growth has spanned from 2007-2016 and in the last two years, Indiana's ports recorded their highest volumes in history that included increases in cargo tonnage and new business development for the ports' major lines of business.

Prior to joining the Ports of Indiana, Mr. Cooper was the Global Director of manufacturing and engineering for Purina's International agri-business known as Agribands International, a \$1.2 billion international producer of commercial animal feeds. Previously, he worked for Continental Grain Co., where he oversaw operations in the United States and China and opened the company's first commercial feed mill in China.

Mr. Cooper is also an instrument-rated private pilot and holds a master's degree in management from Indiana Wesleyan University.



**Kurt Nagle**  
**President and CEO, American Association of Port Authorities**

Kurt Nagle has over 30 years of experience in Washington, DC, related to seaports and international trade. Since 1995, Mr. Nagle has served as President and Chief Executive Officer for the American Association of Port Authorities (AAPA), in Alexandria, Va. Mr. Nagle began working at AAPA, the alliance of the leading public port authorities throughout the Western Hemisphere, in 1985.

Prior to joining AAPA, Mr. Nagle was Director of International Trade for the National Coal Association and Assistant Secretary for the Coal Exporters Association. Previously, he worked in the Office of International Economic Research at the U.S. Department of Commerce. He holds a Master's degree in Economics from George Mason University.

## INFLUENCER BIOGRAPHIES



**Robyn Boerstling** joined the National Association of Manufacturers (NAM) in 2008 and now serves as the Vice President of Infrastructure, Innovation and Human Resources Policy. She leads the policy and advocacy work on issues covering transportation, infrastructure, innovation and technology, health care, immigration and workforce. Prior to her work at the NAM, Ms. Boerstling served as the counselor to the Assistant Secretary for Transportation Policy in the Office of the Secretary at the U.S. Department of Transportation (DOT). Ms. Boerstling joined the DOT in October 2001 as a “Schedule C” presidential appointee and held various positions during the tenure of Secretary Norman Mineta and Secretary Mary Peters. Her early career was spent on a congressional campaign and working in the Connecticut General Assembly.

A native of Connecticut, Ms. Boerstling is a graduate of Colby College in Waterville, Me., and she earned an M.A. in English from Trinity College in Hartford, Conn.



**Lauren K. Brand** is the Associate Administrator responsible for Ports and Waterways programs within the U.S. Department of Transportation Maritime Administration. In this capacity, Mrs. Brand directs StrongPorts<sup>sm</sup>, a national port infrastructure modernization program in excess of \$1.7 billion – that federal assistance for planning, funding and financing port and intermodal infrastructure projects. She is responsible for the continued development of America’s Marine Highway initiative and manages the Agency’s offshore energy licensing projects (the Deepwater Port Program). Previously, Mrs. Brand was the Director for the Agency’s Office of Marine Highway and Passenger Vessels. Prior to joining MARAD in July 2008, she was the Senior Director for Business Development at Port Canaveral, FL. Mrs. Brand has a degree in Transportation from Niagara University, earned a US Customhouse Broker license in 1987 and, in 2000, earned a Professional Port Manager Certification from the American Association of Port Authorities.



**Kevin Brinegar** joined the Indiana Chamber’s advocacy team in November 1992, became Senior Vice President of government affairs in 1997 and President and CEO in 2002. Previously, Mr. Brinegar served nine years as a financial analyst for the Finance Committee of the Indiana Senate and three years as a management analyst for the Legislative Services Agency. He is recognized as an expert in the areas of business taxation, property taxation, local government, state budget and school finance.

Mr. Brinegar received his bachelor’s degree in forensic studies from Indiana University. He holds a master’s degree in public finance and labor relations, as well as a master’s degree in business administration (with a major in corporate finance), both from Indiana University.



**Brian Burton** began his career with the Indiana Manufacturers Association (IMA) in 1999 and currently serves as the IMA's President and Chief Executive Officer. Prior to joining the IMA, Mr. Burton served as the Vice President of Human Resources and Vice President of Economic Development at the Indiana Chamber of Commerce. He also served as Executive Vice President of the Indiana Junior Chamber of Commerce and Executive Director of their charitable foundation. He has been a registered lobbyist since 1989 and has lobbied both in Indiana and Washington, DC, on a variety of issues, including economic development, human resources, transportation infrastructure, energy deregulation and labor relations.

Mr. Burton has been involved with and/or served on the boards of numerous organizations. He has also written articles concerning various business issues for numerous newspapers and magazines. With more than 26 years of Statehouse experience, Mr. Burton is recognized for his expertise and experience on issues that have a direct effect on Indiana business.



**John Crowley** is Executive Director for the National Association of Waterfront Employers (NAWE) in Washington, DC, and serves as the voice of the marine terminal and stevedore industry. NAWE promotes marine cargo efficiency, security and safety, a clean environment, international trade, and economic growth through advocacy, education, and industry cooperation. Mr. Crowley previously served as Senior Vice President, Law and Regulatory Affairs for APM Terminals North America Inc.

He served and retired as a Rear Admiral in the U.S. Coast Guard in 2008 after 33 years of active service in senior policy, operational and legal positions, including as Commander of all Coast Guard forces on the Great Lakes.



**Tom Easterday** joined Subaru of Indiana Automotive, Inc. (SIA) in 1989 as Corporate Counsel, and has been promoted to various positions within SIA since that date. He currently serves as Senior Executive Vice President, Secretary and Chief Legal Officer; and as a Member of the Board of Directors of SIA. He is the first American to be appointed to the SIA Board of Directors. Prior to joining SIA, Mr. Easterday served as Senior Litigation Attorney for Mayflower Group. From 1983-86 he was the Majority Attorney for the Indiana Senate and Chief Counsel to the Senate Republican Caucus while engaged in private law practice in Indianapolis.

He holds a Bachelor of Science Degree in Business Management and Administration and a Juris Doctorate from Indiana University.



**Doug Ellsworth** serves as a Senior Asset Management Specialist within the HQ U.S. Army Corps of Engineers responsible for wide ranging support for technical program and product development related to the Corps large and diverse Civil Works water resources portfolio. He is the principal architect of the asset-based and risk-informed methodology used in the recent Capital Investment Strategy for the Inland Marine Transportation System, as required by Water Resources Reform and Development Act (WRRDA) of 2014. Previously, Mr. Ellsworth was the Assistant Technical Director for the Installation Operations business area at the U. S. Army Engineer Research and Development Center's (ERDC) Construction Engineering Research Laboratory (CERL) in Champaign, IL.

Mr. Ellsworth earned his Bachelor of Science in Architectural Studies (BSAS) in 1982, Masters of Architecture (MArch) and Masters of Science in Civil Engineering (MSCE), both in 1987, from the University of Illinois at Urbana-Champaign (UIUC).



**Blair Garcia** is the Vice President, U.S. Director-Maritime Division for WSP USA. He is experienced in multi-modal freight and passenger planning and has led a very diverse number of projects involving the planning of commercial and industrial facilities and corridors, land development, market analysis, cost modeling, financial analysis, capacity analysis and transportation planning. His work has focused on the planning and design of major maritime and intermodal logistics projects including conventional, semi-automated and fully automated terminals.

Mr. Blair's experience includes projects at major US/North American and international maritime ports and intermodal terminals around the world. He holds a B.S. in Civil Engineering from Clemson University.



**Dale E. Heinz** began his career at The Republic Steel Corporation, Cleveland, Ohio, in the Blast Furnace department as a management trainee. Mr. Heinz held a series of supervisory positions with Republic Steel and then LTV Steel following the merger. He was the Manager of Furnace Operations at USS/Kobe Steel in Lorain, Ohio, before re-joining LTV Steel, where he was served as Department Manager and was promoted to Division Manager of Primary Operations. He then joined ISG in East Chicago and became a part of the transition team at Burns Harbor during ISG's acquisition of Bethlehem Steel. He remained at Burns Harbor as the Division Manager of Primary Operations. With the merger completion with Mittal Steel USA, Mr. Heinz is currently the Senior Division Manager of Primary Operations at Burns Harbor.

He graduated from Bowling Green State University with a B.A. degree and earned his MBA from Baldwin-Wallace College.





**Michael J. Hicks, PhD**, is the George and Frances Ball Distinguished Professor of Economics and the Director of the Center for Business and Economic Research at Ball State University in Muncie, IN. He previously served on the faculty of the Air Force Institute of Technology's Graduate School of Engineering and Management and at research centers at Marshall University and the University of Tennessee. Dr. Hicks' research interest is in state and local public finance and the effect of public policy on the location, composition, and size of economic activity.

Dr. Hicks earned doctoral and master's degrees in economics from the University of Tennessee and a bachelor's degree in economics from Virginia Military Institute. He is a retired Army Reserve infantryman, having served in combat and peacekeeping operations in North Africa, Southwest Asia, Korea and Japan.



**David Holt** is Vice President of Operations and Business Development for Conexus Indiana. In his role with Conexus, Mr. Holt drives the logistics agenda and developed, recruited and led the formation of the Conexus Indiana Logistics Council. Under his guidance and leadership, Mr. Holt developed *Phase I: A Plan for Indiana's Logistics Future and Delivering Indiana's Logistics Future*, two strategic plans ensuring that those things necessary for Indiana's transportation network are in place to enhance the environment for companies to grow, to create a more attractive business environment to locate in Indiana, and create high paying jobs for Hoosiers.

Mr. Holt formerly served as the Indiana Chamber of Commerce's Vice-President of Health/Education Policy and Federal Relations, acting as an integral part of that organization's governmental relations team at the federal and levels. His professional career has also included service in Washington, DC, as Chief of Staff in the Office of Vocational and Adult Education at the U.S. Department of Education and a Senior Legislative Aide to a U.S. Representative on Capitol Hill. He holds a Bachelor of Science degree from Ball State University and a Master's in Business Administration from the University of Notre Dame.



**Dr. J. Lee Hutchins, Jr.** manages freight transportation project development, its infrastructure and the underlying industrial land use, from planning through implementation and operations, for the private and public sector. He has an extensive record of identifying and implementing freight programs for industrial facilities, railroads, as well as inland and coastal ports, aligned with economic development, employment growth and return on investment metrics. Dr. Hutchins has worked in more than 300 port, terminal, refinery and chemical plants, as well as rail and road served industrial sites, around the globe linking freight handling, economic

development and urban planning with transportation infrastructure.

As a planner and engineer, he holds a bachelor's degree in civil engineering and a doctorate in transportation and urban planning from Washington University (St. Louis).



**Gary Langston** is President of the Indiana Motor Truck Association. He is responsible for the implementation of the IMTA goals and objectives set by the Board of Directors. He works with all areas of the association including safety, membership, communications, public relations, advocacy and financial oversight. He serves as the voice for trucking before both the state legislature and the Indiana Congressional Delegation. Mr. Langston also represents the industry by participating on several committees on both the state and national level.



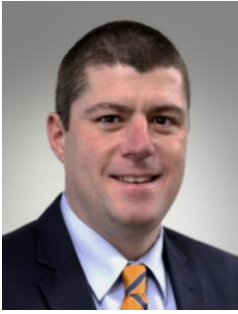
**Kevin J. Larkin** is Vice President of Market Services and Transportation for Alliance Coal LLC. In this capacity, Mr. Larkin has overall responsibility for all transportation, logistics, strategic distribution and market support for coal and supporting products from Alliance's eleven mining complexes and river terminal operations. He has over 34 years of coal industry experience, including 11 years with Alliance and its predecessor, Mapco Coal. He started his career in the coal business in 1980 when he joined ANR Coal, Roanoke, Va. (a subsidiary of American Natural Resources which later was acquired by Coastal Corporation and is now part of Kinder Morgan).

Mr. Larkin also spent time on the utility side of the business having served as General Manager, Fuel Services and Transportation, for FirstEnergy Corp. He is a graduate of Robert Morris University, Pittsburgh, Pa., where he majored in Business Administration with a focus on transportation and logistics.



**Gary R. Long** was appointed Senior Vice President of Genesee & Wyoming's Midwest Region Railroads in May 2014. Mr. Long joined G&W as President of its former Atlas Railroad Construction subsidiary in April 2013. Prior to that, he was President and Chief Executive Officer of OmniTRAX, Inc., a transportation holding company, since 2009. Mr. Long has spent nearly 35 years in the transportation industry, including roles related to rail, motor carrier, port, maritime, intermodal terminals and transload and switching facilities.

Mr. Long earned a bachelor's degree in finance from Virginia Polytechnic Institute and State University. He serves on the board of directors for the Intermodal Transportation Institute at the University of Denver.



**Joe McGuiness** was appointed Commissioner of the Indiana Department of Transportation in January 2017 by Governor Eric Holcomb. He is a lifelong Johnson County resident and has been actively involved in transportation and infrastructure planning in central Indiana. Mr. McGuiness was elected Mayor of Franklin, taking office in January 2012. As Mayor, Mr. McGuiness implemented innovative concepts in Franklin and oversaw a significant resurgence in the downtown area. Much of this growth and redevelopment occurred because of substantial investment in infrastructure and solid economic development projects. He recently served on the Indianapolis Metropolitan Planning Organization Administrative and Policy Committees, Central Indiana Regional Transportation Authority, and the 2045 Long Range Transportation Plan Steering Committee.

Mr. McGuiness graduated from Franklin College with a Bachelor of Arts degree in Sociology and Criminal Justice, and received a Master of Business Administration degree in Accounting from Indiana Wesleyan University. From 2000-2008, he served as a Johnson County Probation Officer. He began working with Peters Municipal Consultants in 2008 as an accountant and financial adviser for municipalities across the state.



**Ted McKinney** was sworn in as Director of the Indiana State Department of Agriculture on January 7, 2014, by Governor Mike Pence. With more than 25 years of agriculture leadership experience, Director McKinney brings extensive knowledge and an understanding of Indiana and global agriculture to ISDA. Prior to joining ISDA, he was Director of Global Corporate Affairs for Elanco Animal Health, a subsidiary of Eli Lilly and Company.

Director McKinney grew up on a family grain and livestock farm in Tipton, Indiana. He began his career in 1981 when he joined the Agricultural Chemicals business of Elanco Products Company, later moving to the parent company, Lilly. In 1990, he joined Dow AgroSciences where he spent nearly 20 years in a variety of Corporate Affairs responsibilities. In 2009, he returned to Elanco in Global Corporate Affairs. During his Dow AgroSciences tenure, he took leave in 2000 to serve as co-founder and Interim Executive Director for the Council for Biotechnology Information, a public information program sponsored by a consortium of companies involved with the development of crop biotechnology.

McKinney is a 1991 graduate of the Indiana Agricultural Leadership Program and a 1992 graduate of the Stanley K. Lacey Indianapolis Executive Leadership Series. He was a 10-year 4-H member, a former Indiana State FFA Officer, and a graduate of Purdue University where he received a B.S. degree in Agricultural Economics in 1981.



**Bill McLennan** is currently the CEO of FASTPORT, Inc., a Massachusetts company that builds digital tools to help match veterans with employers seeking to hire veterans. FASTPORT has also been selected by the U.S. Department of Labor as its contracted intermediary to help expand the number of apprenticeships in the Transportation & Logistics Sector. Mr. McLennan has 30 years of global leadership experience with a solid track record of success in building value for investors. His diverse experiences include start-ups, turnarounds, revitalizations and global business integrations.

Mr. McLennan earned a B.Sc. in Mechanical Engineering at the University of Kansas. He furthered his education by completing a M.Sc. in Engineering Management at Kansas and a Masters of Management degree at Northwestern University. He has augmented his global business education with six years of international expatriate leadership assignments in Europe and Asia.



**William S. Stahlman III, P.E., M.ASCE**, is Director of Engineering & Construction as well as the appointed Port Engineer for America's Central Port, in Granite City, Ill. He is engaged in a variety of local professional activities involving regional planning and infrastructure development, is the recipient of the ASCE St. Louis Section's 2011 Young Engineer Award for Professional Achievement, and was recognized as the ASCE Region 7 Outstanding Younger Member Award in 2013. He also serves as a member of the Board of Directors and the Chair of the Upper Mississippi River Basin for Inland Rivers, Ports and Terminals Association (IRPT), and the Vice-Chair of Committee 18 (Light Density & Short Line Railways) for the American Railway Engineering and Maintenance-of-Way Association (AREMA).

## **AAPA Roundtable Discussion**

Indiana Ports Authority

May 18, 2017

### **INTRODUCTORY TALKING POINTS – Kurt Nagle**

- Good morning. My name is Kurt Nagle and I am the president and CEO of the American Association of Port Authorities. We are thrilled to have you here in Indianapolis for this roundtable discussion to surface some of the critical infrastructure issues that inhibit the ability to keep America moving.
- AAPA is the unified and collective voice of more than 140 public port authorities in the United States, Canada, the Caribbean and Latin America. Our members also include more than 250 partner organizations, firms, and individuals sharing an interest in the ports of the Western Hemisphere. The Ports of Indiana here in the Mid-West and at the heart of the Great Lakes region is a great example of the diversity of our industry and the ports we serve.
- Ports are a critical part of the supply chain but we are only one piece of this integrated system. We're pleased to have representatives from a number of our partners in the supply chain in the room today.
- With manufacturers, policymakers, innovators and the new Administration striving to boost the U.S. economy and create jobs, the role played by America's ports is more critical than ever to keep freight and America moving.
- AAPA's member ports play an important role to our economy and require a healthy and robust infrastructure system to support us. But today, while ports and their private sector partners are doing their part by investing over \$31 billion a year in port infrastructure, these critical economic engines are under threat by a lack of overall infrastructure investment in and connecting to these facilities.
- We are encouraged that President Trump wants to invest \$1 trillion in infrastructure improvements. It's vital that ports are part of the conversation and part of this plan to rebuild America

- Infrastructure delivers more than you think and investments in our nation's port related infrastructure pay enormous dividends. Ports are gateways to our regional and national economies. Cargo activity moving through ports accounts for 26% of the national economy.
- America's ports handle approximately \$6 billion worth of goods moving to and from overseas markets each weekday.
- Our port related infrastructure connects American farmers, manufacturers and consumers to the world marketplace and facilitates the increase of American exports that are essential to our sustained economic growth.
- Most importantly this cargo moving through America's ports creates jobs to the tune of more than 23 million jobs. We will be able to add more jobs to this number if we make more investments.
- As another added benefit, this cargo moving through ports brings more than \$320 billion annually in federal, state and local tax revenue.
- Recently we surveyed our members to get a better picture of our nation's freight network needs, challenges and opportunities.
- Our ports are engaging in regional planning, identifying freight infrastructure investments and developing partnerships to ensure freight moves across our nation and communities safely, securely and efficiently. In addition, they are making billions of dollars' worth of investments within their own facilities.
- In particular, the landside connections to ports, first and last mile, were identified in the survey as essential infrastructure investments that must be upgraded to connect our ports with the country's freight infrastructure network.
- Nearly 80% of our port members said that a minimum investment of \$10 million in their port's connectors is necessary over the next decade. About a third said that an investment of \$100 million is necessary.
- Waterside connections to ports are also critical. Federal navigation channels must be fully maintained and improved to accommodate the ships that move into and out of our ports.
- There is a huge funding gap between what is collected through the harbor maintenance tax and what is invested back into our channels.

- AAPA is committed to closing that gap and providing more equity by working with Congress and the Administration through our “Hit the HMT Target” campaign. To date, Congress has established the funding targets but we need to continue to work over the next several years to make sure these targets are met.
- This roundtable is an opportunity to take a closer look at the big picture and hear from industry experts throughout the supply chain about the issues such as these that threaten our ports. We also want to be part of the solution.
- Let’s come away from here with suggestions and solutions that can be woven into the efforts over the coming months to invest in America and keep it moving.
- Investments made now drastically impact our ability to meet future demands. Let’s meet our current needs and plan for the future growth and success of this nation.
- Let us engage in a meaningful discussion and perhaps with the knowledge that we surface today, we can both raise awareness and create new partnerships to **keep America moving** as we forge ahead.



Alliance of the Ports of Canada, the Caribbean, Latin America and the United States