



DuPont Global Procurement
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October 21, 2019

EP 526 (Sub-No. 13)

The Honorable Ann D. Begeman, Chairman
The Honorable Patrick J. Fuchs, Vice-Chairman
The Honorable Martin J. Oberman, Member
Surface Transportation Board
395 E. Street, SW
Washington, DC 20423

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RE: Large Shipper Nomination to Fill Vacant Positions on the R-STAC

Dear Chairman Begeman, Vice-Chairman Fuchs, and Member Oberman:

I am writing to nominate myself, Dwight Price, for one of the vacant large-shipper positions on the Railroad-Shipper Transportation Advisory Council (RSTAC). I meet the stipulated requirements for membership as listed in the STB's "Notice of Railroad-Shipper Transportation Advisory Council Vacancies," dated October 1, 2019. I am a United States citizen, I am not employed by the United States government, and I am willing to serve immediately upon appointment.

I have been involved with the rail industry throughout my almost forty-year career in business. My first job out of college was working as a grain merchandiser in the export grain business. I worked for two different grain companies over twelve years, and traded grain, shipping by rail, truck, and barge, throughout the United States and Mexico. Through that experience I gained detailed knowledge of the North American rail network along with all the issues and problems associated with being a rail shipper. The start of my career coincided with the new, post-Staggers Act rail industry, and I could see the growth possibilities that the railroad industry could achieve in this new, more deregulated environment.

In 1993 CSX Transportation recruited me for my agri-business industry experience and I joined the Agricultural Marketing Group in the Jacksonville, FL headquarters. In my twelve-year career at CSX, I gained firsthand knowledge of railroading and being a railroader. My various assignments included being a Market Manager and Director of Marketing, and doing Strategic Planning. At one point I was Director of Marketing for both the Food and Consumer Group and the Minerals Group. My responsibilities put me in direct contact with many of our customers, which gave me deep insights into the business conditions and logistics challenges faced by the Agricultural (both for grain and processed products), Food and Consumer, and Minerals industries. In our efforts to grow our rail business, I also collaborated with many other departments at CSX, including Car Management, Operations, Engineering, CSX TransFlo (transloading), Industrial Development, and Real Estate. While I was engaged in Strategic Planning, I had commercial responsibility for thirteen different railcar fleets.

In 2005 I left CSX to become Director of Sales and Marketing for Cryo-Trans, Inc., a builder and lessor of refrigerated railcars to the temperature-controlled food industry. Our railcar fleet quadrupled in size during my tenure. I helped our customers convert their truck shipments to rail by helping them design rail-centric supply chains and use their reefer railcar fleets more effectively. I helped take thousands of trucks off the road and successfully convert those shipments to rail. In my role I worked with all the Class I railroads and many short lines as partners, looking for win-win scenarios to increase rail traffic. That experience also gave me first-hand knowledge of the rail car leasing business.



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In 2014 I became a consultant for Northeast Logistics Systems, a company that provides solutions to all stakeholding sectors in the rail industry. Their motto is "Meeting Today's Challenges for Rail Shippers, Carriers, Regulators and Stakeholders." I primarily focused on educating shippers about the various facets of the rail industry and the adoption of best practices in their rail programs.

Later that same year, I joined E. I du Pont de Nemours and Company as Category Manager, Rail Logistics. I subsequently added Equipment Management to my responsibilities. DuPont is one of the most well-known companies in US corporate history and has gone through many changes since our founding in 1802. The modern DuPont is a diverse, multi-industry specialty products company with \$22 billion in annual global sales. Our innovative products span many different industries, but our rail shipments primarily fall within the Chemical and Agricultural sectors. Our plants are primarily located throughout the Eastern and Midwestern US and Canada, and we are served by various Class I carriers, including the CSX, NS, UP, and CN. I manage a private railcar fleet of just under 2,000 tank cars and hopper cars. In the last twelve months we tracked over 16,000 individual carload shipments in and out of our plants, including those from our vendors. Many of our plants and manufacturing processes are rail-centric, and we view our rail fleets as an extension of our plant operations. A well-functioning rail industry (with good rail service!) is crucial to DuPont's success in manufacturing our products.

In my current role I am responsible for all rail- and railcar-related company issues, including:

- Rail rate negotiation and procurement
- Rail service monitoring and improvement
- Rail accessorial charges
- Railcar fleet management
- Railcar Building and Leasing
- Railcar regulatory compliance and safety issues
- Rail track leases
- Railcar storage

I have a keen interest in regulatory issues, and I attended the first day of the STB's accessorial hearings in May of this year. DuPont has also experienced increased accessorial charges and operational challenges due to the implementation of Precision Scheduled Railroading.

For my professional qualifications, I hold a Master's in Professional Studies in Supply Chain Management from Penn State. I graduated from Yale *cum laude* with a Bachelor of Science. I am a current member of the North East Association of Rail Shippers (NEARS) and the Institute for Supply Management (ISM), and a past member of APICS and the Council of Supply Chain Management Professionals (CSCMP). I hold a CTL certification from APICS (Certified in Transportation and Logistics). I also hold a Six Sigma Green Belt certification and DuPont



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Logistics is ISO 9001:2015 certified. In 2107 I won a DuPont Sourcing and Logistics Award of Excellence for my work in the successful re-engineering of rail-related supply chains.

It would be an honor and a privilege for me to serve on the Council. I am confident that the breadth and depth of my industry experience – as a “hands-on” shipper, rail carrier, and equipment provider - will help me to appreciate all the various stakeholders’ points of view on current issues and I am confident that I can help the Council arrive at well-informed decisions. I am well-versed in many of the difficult issues facing the rail industry and I enthusiastically look forward to collaborating with the other members of the Council to provide the STB with well-informed advice and solutions on regulatory, policy, and legislative issues.

Thank you very much for considering my application to the R-STAC.

Yours truly,

A handwritten signature in black ink, reading "Dwight L. Price". The signature is written in a cursive, flowing style.

Dwight L. Price

Category Manager – Rail & Equipment