

The prolonged conditions of a global pandemic have served to bring into bright relief the ongoing challenges of the supply chain. More importantly it can create opportunities to improve. The supply chain cannot and should not adopt the language of extreme partisanship in American. These solutions will be led by those who are ready to innovate and diversify. Those who should be left behind are the protectionists who resist change.

Utah is where the golden spike was driven in 1869. The place where the race to lay railroad from coast to coast was concluded. Utah is the Crossroads of the West. And yes, this small western state has 40% of this nations GDP running through it annually. But, as salty as the Great Salt Lake is – we are a land locked inland destination for good and services.

Utah's Inland Port Authority was created by the State Legislature in 2018. There are two critical concepts that have created success in my organization and I think will be key to logistics in the United State in the future. First the Utah Inland Port is not a single location we are a system – this is key for our ability to problem solve for the broader logistics system, modes and markets. Not just for Utah, or the intermountain west, but the national supply chain. We invest in pinch points and turn these problems into assets for the broader logistics market.

Second, we believe that a strong economy and environmental sustainably are not mutually exclusive. This is demonstrated by our partnerships with groups protecting the Great Salt Lake Migration areas, or the Authority's development of an unprecedented partnerships with big tech and telecommunications companies that bring real-time and enhanced data to the logistics industries, rail and truck companies, individual conductors, operators and drivers – but also the communities and families they

ultimately serve. This network brings data transparency and insight into freight movement. By gathering real-time data, we will “unclog” the California sea ports quicker than adding shifts can.

Let me continue to speak directly about immediate action to expediate clearing the back up of the Ports of Long Beach and Oakland. We have strong MOUs with these seaports that are allowing direct connections with the land Utah has available to sort, transload and greater utilize the rail system. These series of agreements will mark a game change that brings relief starting in the first quarter of next year, but as importantly continues to create value into the future. By better utilizing the facilities and infrastructure currently in place, and understanding how we enhance and optimize their use in the future, we build a stronger more resilient supply chain that better serves the nation, the economy, and all the people of the United States.

I will conclude by noting for this committee that the work we are doing with innovative, and new technologies will have a direct impact on keeping American natural resource exports competitive in the global market. This will include programs to repurpose and reposition existing assets so they are available to other commodities.

I am honored to have had this opportunity to present briefly what my organization is doing and I’m happy to answer any questions.

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