

# MARK FREEMAN

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## GOVERNMENT RELATIONS AND INTERNATIONAL BUSINESS DEVELOPMENT

Economic Development | Government Affairs | Operational Excellence

*Business Growth Engine Removing Regulatory and International Trade Roadblocks to Open Up New Revenue Streams*

### VALUE OFFERED:

- ✓ Government relations SME who establishes and maintains relationships with elected officials to create clear lines of communication and outreach, leading to capacity as trusted advisor on economic development matters impacting industry.
- ✓ Revenue pipeline builder with knack for negotiating win-win scenarios, using research and market analyses to uncover profit margin / new service opportunities that expand incremental sales while optimizing existing revenue streams.
- ✓ Operational troubleshooter willing to do "deep dive" and make tough choices in creating lean work environments that maximize staff productivity and build efficiencies while cutting costs.
- ✓ Strategic planner who resists focusing on current moment; maintains long-term forecasting outlook and implementing technology tools by observing international policies, current events, and trends while providing historical / current analyses.
- ✓ Exceptionally well versed in a variety of topics related to global trade, foreign policy and business development.

**Strategy | Market Positioning | Budgets | P&L | Business Development | Market Alignment | Capital Investments | Risk Mitigation | Government Relations | Strategic Alliances | Regulatory Compliance | Governance | Long-Term Planning**

STATE OF OREGON (BUSINESS OREGON) – SALEM, OR

**Regional Port Project Manager | 12.2012–4.2018**

**Leadership Snapshot:** *Recruited to State of Oregon's economic development agency based on prior experience navigating through complex political climates of port and maritime organizations and business / revenue growth. Provided economic development, business development, infrastructure planning, and governmental affair support to 23 ports located statewide. Oversaw project budgets from \$50,000-\$20 million. Drove strategic business plan development at ports, facilitated economic development discussions, reviewed and approved loans for port entities based on quality of business opportunity and each port's financial position. Guided ports and maritime entities through complex federal, state, and local regulations, and provided counsel on governance process on structure / relations between management and governing body. Pointed port agencies to special project funding resources and long-term business opportunities.*

- **Global Trade and Foreign Policy Analyst** with experience in China, India, Middle East, Africa and other areas. Tariffs, Sanctions, WTO, logistics and supply chain analysis.
- **Won larger port funding compared with many states** by taking business case for port project funding to Washington D.C. with presentations to U.S. Corps of Engineers Headquarters staff and Office of Management and Budget.
- **Built communications bridge with U.S. Army Corps of Engineers and other state agencies** on federal dredging, regulatory issues, intergovernmental agreements and managed associated dredging operations.
- **Mitigated life/safety issues as well as severe economic impacts caused by potential curtailment of ocean access** after federal dredging funding was to be cut; at suggestion of Congressman DeFazio, assisted in forging MOA allowing for state and private funds to flow to U.S. Army Corps of Engineers for dredging operations.
- **Leapt into action to expedite laboratory testing which was putting time-sensitive dredging permit approval in jeopardy;** commercial fish processing operations were threatened by shallow draft conditions that blocked large boat access to dock.
- **Leveraged federal funding challenges for ocean access dredging to spur inclusion of dredging costs into coastal port business plans;** addressed coastal ports' failure to recognize the cost of dredging in their strategic plans by commissioning dredging feasibility study for attachment to business plans.
- **Convinced legislators to make mission-critical funding investment into purchasing dredge** to offset rapidly rising private sector dredging costs; made compelling business case that outlined risk analysis, policy decisions and outcomes.
- **Selected and ranked state-funded marine construction projects as member of private sector expert review panel;** evaluated and ranked various proposals according to merit / feasibility and submitted findings to Connect Oregon Review Committee for further review and recommendation to the Oregon Transportation Commission.
- **Performed due diligence on large loan request related to business proposal and recommended state make investment;** researched global market for products and commodities related to request, forecasted future market potential, and analyzed risk before recommending approval.
- **Counseled Governor's Transportation Visioning Panel on marine and multimodal transportation planning** needed to meet impending infrastructure, business and population growth requirements in next 30 years.
- **Supported Oregon agricultural users with improved access to national and international markets** by analyzing national and global shipping trends with proposed transload facilities which address Port of Portland's Terminal 6 facility (largely idled due to ongoing labor disputes).
- **Earned additional state legislator support for port project funding** by cultivating relationships with local elected officials and serving as subject matter expert related to economic benefits stemming from port development.

**Leadership Snapshot:** *Hired based on ability to translate governmental requirements into port funding opportunities. Managed up to \$4 million budget, RV Park, storage facilities, marina, 2 restaurants, wharf / dock area, and federal government interests (channel), as well as new business opportunities for undeveloped land. Acted as fiscal agent developing and maintaining annual budgets, making capital investment decisions, and signing contracts. Administered marketing, governmental affairs, funding development, operations, marine and land based construction project manager, and spokesperson. Protected and preserved port assets for long-term operability.*

- **Won Oregon Governor's reprieve from unlawful state agency demands** regarding federal offshore material dredging dumping site; built alliance with EPA, U.S. Army Corps of Engineers, and Congressman DeFazio protesting state demands.
- **Discovered state dredging funds were in danger after being on job only 1 week;** leapt into action to elected officials to preserve funding and launched first marina dredging operations since 1988.
- **Secured \$1.9 million federal grant to dredge turning basin for first time since 1974;** lobbied elected officials in Washington D.C. to secure ARRA funding.
- **Launched first-ever marina dredging in 30+ years** by working with U.S. Army Corps of Engineers, NOAA fisheries, and Oregon state agencies (DEQ, DSL, ODFW) to secure valid dredging permit (without benefit of outside advisor).
- **Landed \$1.5 million across 2 rounds of Connect Oregon funding to repair failing critical wharf;** applied for federal TIGER grant and Connect Oregon grant/loan opportunities to repair wharf and associated infrastructure.
- **Expanded development opportunities to allow for new revenues** after working with city planners / city council to amend and expand codes to allow for wider range of uses (including data centers) on Port's industrial property.
- **Ensured continuous annual dredging operations and safe Port access through stable federal funding** after building relationship with U.S. Army Corps of Engineers, enlisting state support, and lobbying federal officials in Washington D.C.
- **Protected Port's \$100,000 annual revenues** by rebuilding marina's physical infrastructure by locating and negotiating for used / free-of-charge concrete docks from out-of-state manufacturer and negotiating with bank / owner of defunct marina to secure more docks.
- **Forged 11<sup>th</sup>-hour contractual solution preserving Port's 40-acre ownership** that was in dispute due to contractual non-compliance with prior management; reached agreement with Lane County Commissioners to finalize free-and-clear ownership.

## EDUCATION

Portland State University – Portland, OR  
**Master of Public Administration (MPA:HA) and Health Administration**  
**Bachelor of Arts (B.A.) in Marketing with emphasis on Business**  
**Bachelor of Arts (B.A.) in German**  
**International Business Studies Certificate**

### **Professional Educational Experience:**

*As part of the Master's program and as a basis for a possible Ph.D., compared and contrasted the geriatric component of resident physician training at Providence, Kaiser, OHSU and similar programs in the US and overseas.*

### **Professional Development:**

*NIMS 100, 200, 300, 400, 700, and 800 Emergency Planning Certificates, FEMA – Florence, OR (2011)*

### **Foreign Languages:**

*German, Turkish, Spanish with current studies in written and spoken Arabic*

### **Global Experience:**

*Global Sanctions/Tariffs Analysis with WTO and CPTPP impacts for China, India, Middle East and Africa presented to Maritime Commerce Community as well as to 2018 Pulse Grower's Annual Conference. The analysis included related short and long term US foreign policy analysis as well as US trade policy forecasts related to agriculture, aviation and technology.*

*Lived in Western Europe, extensive travels through over 50 countries in Europe and the Middle East*

## AFFILIATIONS / INVOLVEMENT

**Partner,** Oregon Economic Development Department – Salem, OR (2007–2018)  
**Member,** Pacific Northwest Waterways Association – Portland, OR (2007–2018)  
**Member,** Columbia River Steamship Operators Association – (2018–current)  
**Vice President,** Pacific Coast Congress – Olympia, WA (2007–2011)