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ENTERED
Office of Chief Counsel
August 6, 2025
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Public Record

August 5, 2025

Railroad-Shipper Transportation Advisory Council
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Re: Small Shipper Representation on Council

To Whom It May Concern:

It is with great pride and strong conviction that I write to recommend Mr. Lee Shelly, H&K Group, Inc.'s Manager of Rail Operations, for appointment to the Railroad-Shipper Transportation Advisory Council (RSTAC) to serve as a representative of the small shipper community.

Founded in 1968, H&K Group, Inc. (H&K) has grown to become one of the Mid-Atlantic region's leading heavy civil contracting and construction materials companies. Rail has played a critical role in our company's growth and sustainability—beginning with our first rail loadout installation at Birdsboro Materials in Birdsboro, PA, and later expanding into a robust supply chain network that today transports over one million tons of aggregate annually.

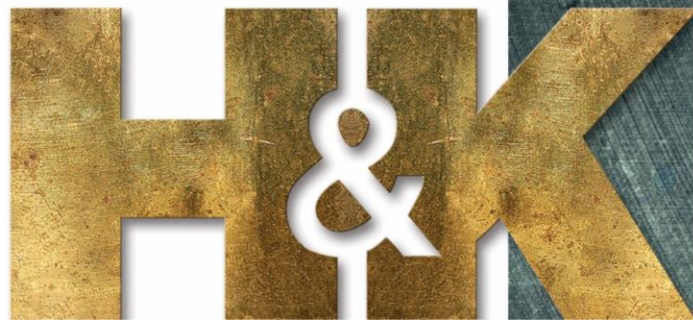
Under Mr. Shelly's 16 years of leadership, H&K's rail program has grown into one of Pennsylvania's largest small shipper operations. We currently move approximately 10,000 railcars per year—including three 100-car unit trains weekly—between our Birdsboro Quarry and our Dagsboro Stone Depot in Delaware. With recent expansion into New Jersey and ongoing development at our Douglassville Quarry site, our rail operations continue to grow in both scale and complexity.

Mr. Shelly's vision, tenacity, and innovation have driven this success. He has optimized our fleet by reducing our railcar count by 30%—from 375 to 265—while maintaining or increasing throughput through the strategic use of higher-capacity equipment. When faced with Class I service inconsistencies, Mr. Shelly implemented new transparency and coordination measures across our supply chain that resolved bottlenecks and stabilized service delivery. His operational improvements have saved H&K significant capital and operating costs, strengthened our resilience, and positioned us for continued rail expansion.



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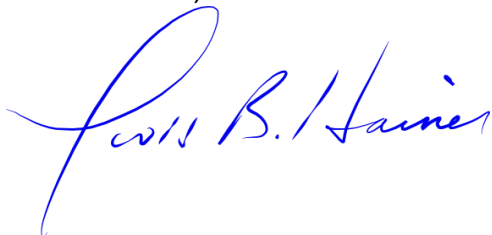


Beyond his internal contributions, Mr. Shelly has become a recognized leader within the small shipper and freight rail communities. Through his consulting work with Rail Whiz and involvement with regional Rail Freight Assistance Projects, he has contributed his expertise to support other small shippers and improve freight rail infrastructure across the region. His pragmatic, solutions-focused approach, coupled with a deep understanding of the daily realities faced by small shippers, makes him uniquely qualified to serve on RSTAC.

H&K's business—and many others like ours—depend on rail transportation and its continued accessibility for small-volume users. Mr. Shelly brings the right combination of technical acumen, operational experience, and collaborative leadership to be an effective advocate for small shippers at the national level. His voice would bring much-needed balance and practical insight to RSTAC's important work.

Thank you for your time and consideration of this recommendation. Please feel free to contact me directly with any questions or if further information is needed. I can be reached at 610-222-3564 or via email at shaines@hkgroup.com.

Sincerely,
H&K GROUP, INC.



Scott B. Haines
President & Chief Executive Officer



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