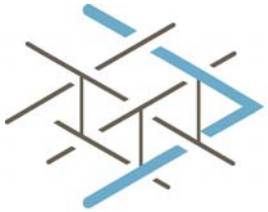
BUILDING PLANNING CAPACITY BETWEEN PUBLIC AND PRIVATE SECTOR PARTNERS IN THE FREIGHT INDUSTRY: A RESOURCE MANUAL

FOR PUBLIC AND PRIVATE SECTOR FREIGHT PLANNING INTERESTS

U.S. Department of Transportation

Federal Highway Administration



NARC

Building Regional Communities

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Foreword

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Regional transportation planning organizations in metropolitan and rural areas, as well as their private sector, state and federal partners, are working to overcome some of the most difficult challenges to effective and comprehensive goods movement planning – engaging all the stakeholders in successful partnerships. *Building Planning Capacity Between Public and Private Sector Partners in the Freight Industry: A Resource Manual* (*Resource Manual*) acts as a guide providing varied examples of effective regional level practices to increase and elevate freight infrastructure investment. This document contains information on points at which a private sector stakeholder may access the regional transportation planning process, while offering strategies for public sector transportation planners to identify and engage the appropriate private sector counterparts.

Freight traffic is projected to increase to 3.2 billion metric tons by 2035, more than doubling the 1.5 billion metric tons of freight traffic recorded in 2002.[X] Trade as a percentage of the U.S. gross domestic product (GDP) has been steadily increasing during the past quarter century. Rapidly accelerating trade, combined with domestic growth, has created an $11 trillion commodity flow that produces millions of jobs and a higher standard of living.[X] Without the ability to quickly and cost effectively move goods into, out of and through the United States, America will not be able to sustain global competitiveness, living wage jobs and new economic opportunities.

Successive surface transportation authorizations have prioritized the need for state and regional planning organizations to identify freight-specific infrastructure improvements, most recently with emphasis on freight infrastructure projects, to facilitate global connectivity, freight mobility and economic productivity. The domestic and international capacity of our ports, waterways, transfer facilities, and highway and rail connectors are critical to economic vitality. The National Surface Transportation Infrastructure Financing Commission's (Commission) report, *Paying Our Way, A New Framework for Transportation Finance*, noted that the increased level of trade anticipated will require far more transportation infrastructure investment than federal, state and local partners can sustain.[X] The Commission also found that in order to retain a competitive advantage, the U.S. must consider all surface transportation financing options to deliver a network capable of maintaining future growth.

Current regional transportation planning processes, mandated by federal law, are designed to be collaborative and include the interests of various stakeholders when making recommendations and decisions on projects and overall transportation policies.[X] In order to meet the future demand freight will put on our transportation infrastructure network, better coordination with private sector freight partners in the regional transportation planning process is critical. Councils of Government (COGs) and Metropolitan Planning Organizations (MPOs) are well positioned to coordinate the freight interests within the regional context of transportation, economic development and environmental planning.

Under a cooperative agreement the U.S. Department of Transportation Federal Highway Administration (FHWA) and the National Association of Regional Councils (NARC), partnered with the American Association of Port Authorities (AAPA) and the Association of American Railroads (AAR) to identify three main barriers that inhibit the growth of planning capacity between public and private sector freight stakeholders:

1. The need for improved integration of freight stakeholders.
2. The need for quality, localized data.
3. The need for greater financing opportunities.

NARC, AAPA, AAR and FHWA assembled experts from their respective fields (through the formation of a Freight Industry Technical Advisory Group) to:

- identify problematic aspects surrounding public and private engagement;
- develop two strategically-focused workshops exploring the three aforementioned issues on both macroscopic and microscopic levels; and,
- assist in the development of the *Resource Manual* and resulting case studies.

The objective of this *Resource Manual* is to develop the planning capacity of freight stakeholders in both the public and private sectors, and to create more effective and efficient regional level freight-specific infrastructure planning. Examples and case studies of strategically identified “best practices” highlight potential solutions to recurring challenges faced by both the public and private sector members of this initiative’s Freight Industry Technical Advisory Group.

The participation and support of the American Association of Port Authorities, Association of American Railroads and the U.S. Federal Highway Administration were an invaluable part of this project by providing the information and experience necessary to make this effort a success.

About NARC

The **National Association of Regional Councils (NARC)** is a 501(c)(3) nonprofit membership organization that advocates for regional cooperation as the most effective way to address community planning and development. NARC's member organizations include regional councils (RCs), councils of government, metropolitan planning organizations (MPOs) and rural planning organizations that serve local elected officials and community leaders. NARC advances regional approaches through policy development and technical assistance for complex issues in the areas of transportation, economic development, homeland security and the environment to increase the authority for local governments, regional planning organizations and the local elected officials serving America's communities – large and small, urban and rural. Please visit www.NARC.org for more information.

NARC is a unique alliance with representation from local elected officials, RCs and MPOs nationwide. NARC has an active membership, representing over half of the national network of RCs. Of the 39,000 local governments in the U.S. (counties, cities, townships, etc), 35,276 are served by RCs.

About the Resource Manual

The goal of this *Resource Manual* is to compile best practices and build upon critical issues in freight planning for regional transportation planners that were raised throughout the U.S. Federal Highway Administration-sponsored project Building Planning Capacity Between Public and Private Sector Freight Industry Players. The manual includes peer-to-peer exchange information shared by the Freight Industry Technical Advisory Group throughout 2008, and vetted by a wider audience of freight industry experts at NARC's April 2009 Freight Strategy Summit.

Acknowledgments

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RESOURCE MANUAL

Building Planning Capacity Between Public and Private Sector Partners in the Freight Industry

For Public and Private Sector Freight Planning Interests

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Section One: Introduction

1.1 Overview

The movement of goods is the backbone of America's commerce. Trade as a percentage of the U.S. gross domestic product (GDP) has been steadily increasing from just over 13 percent in 1990 to approximately 26 percent in 2000, and is expected to reach 35 percent by 2020.[1] Imports and exports of goods, which fuel our local, regional, national and global economies, more than doubled in value between 1998 and 2008,[2] and total freight traffic is projected to increase to 3.2 billion metric tons by 2035, more than doubling the 1.5 billion metric tons of freight traffic recorded in 2002.[3] Using 1998 data as a base year, the Nation's freight tonnage is expected to increase 70 percent and general cargo tonnage is projected to more than double with some gateways tripling by 2020.[4]

Rapidly accelerating trade combined with domestic growth produces millions of jobs and a higher standard of living in the United States. A good example of freight's impact on a region is Los Angeles, California. The region, represented by the Southern California Association of Governments (SCAG), is experiencing continual population growth –16.5 million in 2000, 18.5 million in 2008, and expected 24 million by 2035.[5] The region boasts the Port of Los Angeles/Long Beach, which anticipates container growth to triple from 14.2 million twenty-foot equivalent units (TEUs) in 2005 to 42.5 million TEUs in 2030.[6] The Port of Los Angeles/Long Beach handles 40 percent of all container traffic in the U.S., about 77 percent of which has a final destination outside of the region.[7] This region comprises the United States' premiere international commerce gateway, reflecting Southern California's advantage of a unique combination of large deep-water ports, the border crossings, largest population concentrations, distribution warehouses, intermodal facilities, Interstate freeways and transcontinental rail lines. However, this presents several challenges on the region's mobility, environmental, and community impacts that threaten the continued growth and quality of life.

This example of a clear correlation and necessary relationship between goods movement, regional business and workforce, economic development, agriculture, the environment and public health, highlights the need for a high degree of coordination between multiple modes of transportation – highways, ports, railroads and airlines – crossing multiple jurisdictions. Connectivity and ease of access between these modes is integral to freight mobility and the resulting economic prosperity and community development. Over the last decade, transportation planners at the local, regional and state level continually recognize the importance of integrating freight and goods movement into transportation and land-use decisions.

In order to meet the forecasted demands freight will put on our transportation infrastructure, better coordination between the public and private sector goods movement industry planning partners is critical. Regional planning organizations – Councils of Government (COGs) and Metropolitan Planning Organizations (MPOs) – are well positioned to coordinate the freight interests within the regional context of transportation, economic development and environmental planning.

There continue to be challenges to incorporating the private sector into public sector planning processes, and vice versa. While several resources are designed to provide regional planners with strategies on how best to engage the private sector, little information exists to guide public sector planners on building and maintaining the working relationship with their private sector counterparts, particularly as it pertains to areas such as proprietary data sharing and financing infrastructure. Ultimately, these challenges inhibit the full integration of the private sector into the overall transportation planning and programming process.

1.2 Purpose

Regional transportation planners are integral to implementing systematic changes to freight planning practices. Frequently, they establish new planning practices and related policies, and are key players in advocating for an agenda that elevates the importance of freight as a vital component of national commerce and incorporates public and private sector freight interests.

Building Capacity between Public and Private Sectors in the Freight Industry: A Resource Manual (*Resource Manua*l) has been developed to provide regional planning organizations and their private sector partners with examples and techniques to better integrate and maintain on-going participation in the development of a goods movement network. This *Resource Manual* is intended to serve as a complement to the work already undertaken by the U.S. Federal Highway Administration (FHWA) and others by utilizing best practices as examples to overcome the challenges documented by this project.

1.3 Approach

The approach used to develop this *Resource Manual* focused on the following fundamental characteristics to ensure this document functions as a practical resource for both public and private sector freight planning practitioners.

- **Current regional transportation planning processes mandated by federal surface transportation law are collaborative and designed to include the interests of various stakeholders in making recommendations and decisions concerning specific projects and overall transportation policies.** In working closely with state Departments of Transportation (DOTs) and transit providers, MPOs create a series of plans, including the Long Range Transportation Plan (LRTP) and the Transportation Improvement Plan (TIP) to outline their transportation vision and work plan. The LRTP has a 20-year horizon and includes future transportation planning goals, strategies and projects. The TIP ties policies and goals to the necessary financial resources by covering the most immediate implementation priorities for transportation projects and strategies from the metropolitan transportation plan (MTP).
- **Many MPOs and COGs do not directly implement projects. They do, however, provide overall coordination in the planning and programming of funds for projects and operations.** Freight is among the many interests considered in regional transportation plans and, as a result, COGs and MPOs are responsible for billions of dollars in transportation planning and programming each year. However, at the regional level, greater consistency, coordination and communication between regional transportation planners and the private sector freight partners in the port and railroad industries is needed. Without strong regional partnerships between the public and private sector freight partners, freight transportation productivity will not be maximized.
- **There is less technical capacity building for freight specific concerns at the regional level than currently exists at the state level.** If better cooperation between regional transportation planners and their private sector freight partners is fostered, there will be a greater understanding of the varying processes and perspectives each group brings to the freight transportation planning process. Through regional collaboration, freight stakeholders will be better able to account for and manage differences, including the length of the planning horizon, processes for planning, and varying terminology. Through a broader planning perspective, resources will be maximized and channeled without a duplication of efforts.

- **Effectively use "best practices."** Regardless of a region's level of sophistication to integrate public and private sector freight planning partners, public sector freight planning practitioners can benefit tremendously from understanding lessons learned and critical success factors from other agencies that already have undertaken such activities. Best practices, in the form of case studies, and peer-to-peer exchanges are effective ways to demonstrate how public and private sector freight planning solutions are being used in the field. This *Resource Manual* provides several case studies to illustrate this point.

The *Resource Manual* can be updated and adapted over time as other "best practices" mature and new information is available.

1.4 Organization

Building Capacity between Public and Private Sectors in the Freight Industry: A Resource Manual, is organized as follows:

- **Section Two. The State of Practice in Regional Freight Planning Capacity** discusses efforts to address the overall integration of private sector freight industry stakeholders into the public freight planning process. It also provides analysis of current research and recommends practical solutions to achieve comprehensive integration of public and private sector freight stakeholders in the transportation planning process.
- **Section Three. Needs Identification Strategies** identifies three specific barriers to comprehensive integration, and how to address the growing needs among both the public and private sectors.
- **Section Four. Dynamic Response Strategies** examines through case studies what types of solutions are developing on the regional and statewide, and how they may serve to fill the knowledge gap.
- **Section Five. Templates for Replication** suggests potential ways in which the proposed solutions in Section Four may be replicated to private sector freight industries outside of the primary partners in this project.
- **Section Six. Freight Resources Toolkit** identifies key freight data, training and other resources available to state DOTs and MPOs to support freight planning and programming activities. This section also includes "best practice" case studies of MPO efforts to better integrate the private sector on three key issues: data quality, stakeholder involvement and finance.

Section Two: The State of Practice in Regional Freight Planning Capacity

2.1 Introduction

The efficient, reliable and safe movement of goods and services drives local, regional, national and global economies. Daily necessities, including food, clothing, housewares and office supplies, are brought to us through the multi-modal freight system. In 2007 alone, it is estimated that 13 billion metric tons of goods and raw materials valued at $11 trillion moved through the U.S. transportation system.[1] Keeping goods moving requires a high degree of coordination between multiple modes of transportation – highways, ports, railroads and airlines. Connectivity and ease of access between these modes is integral to freight mobility and the resulting economic prosperity. Integrating goods movement in transportation planning decisions at the state and regional levels can have added benefits and result in furthering economic prosperity.

COGs and MPOs provide overall coordination in the planning and programming of funds for projects and operations. These regional planning organizations are responsible for billions of dollars in transportation planning and programming each year, and freight is one among many interests considered in the regional transportation plans they develop. However, at the regional level, the degree to which consistent coordination and communication exists between regional transportation planners and their private sector freight partners indicates room for improvement. Strong regional partnerships between the public and private sector freight partners will maximize freight transportation productivity.

While there are efforts among modal freight partners to collaborate, particularly at the state level, the regional level has less capacity building for freight planning. Better cooperation between regional transportation planners and their private sector freight partners will foster a greater understanding of the varying processes and perspectives from each group on freight transportation planning. Through the regional process, freight stakeholders are better able to account for and manage their differences, including the length of the planning horizon, processes and varying terminology.

This *Resource Manual* will:

- Guide readers through an understanding of the resources that currently exist and how they are informing existing practices (Section Two);
- Identify knowledge gaps in the state of the practice between public and private sector freight planning partners in the regional context (Section Three);
- Describe specific actions public and private sector freight stakeholders are employing to overcome those gaps (Section Four);
- Describe the potential for replicability of those innovative solutions (Section Five); and,
- Point to sources of freight-related data, training, and other resources (Section Six).

2.2 Influencing the Planning Process

By working closely with state DOTs and transit providers, MPOs and COGs create a series of plans, including the LRTP and the TIP to outline their transportation vision and work plan. The LRTP has a 20-year horizon and includes future transportation planning goals, strategies and projects. The TIP ties policies and goals to the necessary financial resources by covering the most immediate implementation priorities for transportation projects and strategies from the MTP.

The FHWA publication, *Understanding the Transportation Planning Process and Incorporating Freight Needs*, (see Section Six) offers a simplified description for private sector interests to engage in the public transportation planning process. FHWA provides information about a MPO's MTP, the product of a continual process, including:

1. monitoring existing conditions;
2. forecasting future growth;
3. assessing projected land uses;
4. identifying problems and needs;
5. developing a financial plan; and,
6. creating alternative strategies to improve the movement of people and goods.

FHWA graphically represents the genesis of project development in the following manner:

FIGURE 1, *Understanding the Transportation Planning Process and Incorporating Freight Needs*, U.S. DOT FHWA Office of Planning. FHWA-HEP-07-036.

While the aforementioned report represents a basic overview of the transportation planning process, FHWA attempts to make the document more pertinent by further including points at which an interested party from the private sector may be able to provide assistance in developing the MTP. This includes:

- gaining the private sector's assistance in identifying needs, problems, alternative solutions and resources;
- monitoring existing conditions and assessing future impacts;
- formulating regionally-focused policies;
- assisting with alternative funding and financing; and,
- assisting with the development of projects to be included in the approved plan.

Any of the suggestions by FHWA for greater private sector engagement may be integrated into several points of the on-going and layered transportation planning process. If interested private parties wait until the MTP is fully developed, they lack influence in the future of the transportation network in a specific region. The reverse is true if the transportation planner does not consider the private sector at the earliest stages of development of the LRTP.

2.3 Creating and Facilitating Opportunities for the Private Sector

It is important for the public sector to offer consistency and predictability to private sector participants. This has been cited as a barrier by the private sector in the freight program planning process in both the Technical Advisory Group (TAG) of this project and elsewhere. The private sector has indicated concerns that the public process does not produce enough tangible results to merit their contribution.

The development of a freight program is an often utilized tool, and several resources are available that seek to assist regional planning organizations with developing an overall regional freight planning program. The *Guidebook for Freight Policy, Planning, and Programming in Small- and Medium-Sized Metropolitan Areas*[3] (*Guidebook*) by the National Cooperative Highway Research Program provides a 14 step process to developing a freight program, and is detailed further in this section.

Examples of freight programs can be seen in various forms, including in the regional freight plan for the New York Metropolitan Transportation Council's (NYMTC) *2005-2030 Regional Transportation Plan*[X]. NYMTC implemented several of these steps, including assigning a dedicated staff person to goods movement; establishing goals and objectives over nine different areas; and, creating a regional freight profile entitled, *The Basics of Freight Transportation in the New York Region*[X]. NYMTC is a model MPO in its establishment of a freight advisory council that routinely conducts outreach at the various stages of their regional planning process to include private sector freight industry partners.

As with many MPOs, NYMTC's role in any process by which private sector freight industry stakeholders are involved is defined by collaboration and consensus than of outright authority. As is the case in the New York metropolitan region, several other stakeholders, including the Port Authority of New York and New Jersey, have an enormous impact on the movement of goods throughout the region, and are included in the process.

The steps provided in the *Guidebook* seek to provide a holistic view of the level of work and commitment necessary by the regional planning organization to support the development and implementation of a freight planning program. However, if this process is approached linearly, it also presupposes public control or ownership of the infrastructure by which the freight will be moved. This question with respect to ownership of the infrastructure asset surfaced several times throughout this project initiative as a concern by the private sector when seeking to engage the public sector. Step four of 14 in this report states,

> The private sector freight industry should be given the opportunity to contribute to the freight program development throughout the process. This should include informal outreach to stakeholders through interviews, surveys, workshops, and/or formalized inclusion through the formation of a freight steering or advisory committee.[4]

In this project's workshops, it was noted that public freight planning activities that did not involve the private sector often ran into insurmountable problems not only before infrastructure improvements were completed, but also in the planning stages. The cost of delay to the regional planning organization includes quantifiable factors like money and staff time, but also qualitative factors such as good will with the private sector and surrounding communities. When infrastructure improvements involve privately owned and maintained railroad infrastructure, planning for infrastructure upgrades or establishing a level of service expectation is all but impossible without private participation and "buy-in."

According to step five of 14 in the *Guidebook*, "…data should be collected from the region's freight stakeholders through partnership building activities conducted in Step 4."[5] Many regional planning organizations find the collection of quality freight movement datasets to be one of the greatest challenges. This is either due to the cost associated with purchasing the data or with the labor intensive mechanisms necessary to gathering and aggregating accurate and reliable data within a highly localized area. Several regions have attempted to broach the protests of the private sector in this area either through an intermediary or by gathering information on the flow of goods into and out of their regions manually. More information on those efforts is found in Section Four of this *Resource Manual*.

2.4 Integrating Freight into Transportation Plans

The development of a framework by which freight-specific concerns and projects may be integrated is an important engagement tool when working with the private sector. The National Cooperative Highway Research Program (NCHRP) Report 594, the *Guidebook for Integrating Freight into Transportation Planning and Project Selection Processes*,[6] focuses on developing this framework to incorporate all freight modes into transportation planning and priority programming. This report maintains that many regional planning organizations have made strides toward incorporating freight into traditional transportation planning programs and processes. However, the report notes that despite these improvements it is still a challenge to program, develop and implement projects that benefit freight movements. The report concludes that there exists a need to address the lack of freight focus comprehensively in a regional context.

NCHRP Report 594 offers seven key elements of what may result in the successful integration of freight projects throughout the planning and programming process:

1. Assign a freight point-of-contact/technical lead;
2. Understand the statewide or regional freight system;
3. Link between freight planning activities and the transportation planning and programming process;
4. Freight data needs assessment and collection;
5. Effective outreach;
6. Taking advantage of training and education opportunities; and,
7. Advocacy.

One example of an MPO that has developed a highly integrated public and private freight stakeholder relationship over many years is the Delaware Valley Regional Planning Commission (DVRPC) in Philadelphia, Pennsylvania. In addition to having an established, formalized process to engage the freight private sector partners in the planning process, DVRPC is also an active member of *The Traffic Club of Philadelphia*. This 100-year old organization actively promotes and educates others about the transportation, supply-chain and logistics industry in the Philadelphia and Tri-State region. DVRPC's efforts go beyond the definition of "effective outreach" in the development of a freight plan as cited in NCHRP Report 594, and work to create the types of interaction necessary to develop the collaborative relationship needed when planning infrastructure for privately held assets.

The *Guidebook for Freight Policy, Planning, and Programming in Small- and Medium-Sized Metropolitan Areas*[13] (National Cooperative Highway Research Program report 570) provides a 14 step process to developing a freight program, which includes:

1. **Assign a Freight Point of Contact**. Within the MPO, a technical lead should be appointed to act as a liaison between the MPO and the Freight Industry.
2. **Establish Goals and Objectives for the Freight Program**. Freight goals and objectives should be developed very early in the process.
3. **Develop a Regional Freight Profile**. The MPO must quantify the public and private assets in the region, which can be refined as the freight program develops.
4. **Engage the Private Sector**. The private sector freight industry should be given the opportunity to contribute to the freight program development throughout the process.
5. **Define Freight Issues/Needs/Deficiencies**. The region's freight issues, needs and deficiencies should be identified based on a review of the physical and operational data provided in Step 3. In addition, data should be collected from the region's freight stakeholders through partnership building activities conducted in Step 4.
6. **Key Decision Point**. At this point, the MPO should review the information gathered in steps 1 through 5, and determine appropriate next steps; specifically, what type of freight program is appropriate for the region?
7. **Refine Program Goals and Objectives**. The preliminary goals and objectives in Step 2 should be reviewed to incorporate the specific flavor of the program based on the Step 6 evaluation.
8. **Develop Ongoing Freight Data Collection/Tool Development and Improvement Program**. The freight planning program must have an ongoing, reliable stream of data and information to drive the analyses that allow for project identification and evaluation. This is important even for those MPOs that may not be developing a full, comprehensive freight program using Steps 7 through 14.
9. **Establish Performance Measures**. Performance measures are necessary for the ongoing evaluation of how well the freight planning program is addressing its goals and objectives. It is important that this step take into consideration the data provided by Step 8 before advancing to Step 10.
10. **Identify Freight Projects and Strategies of Regional Significance**. MPO staff should work with regional freight stakeholders to identify potential freight projects for inclusion in the MPO transportation program.
11. **Develop Criteria to Evaluate Freight Projects and Strategies**. The projects in Step 10 need to be ranked in a manner that is specific to freight issues, before they can be integrated into the transportation documents.
12. **Integrate Freight Projects and Needs into Existing Planning Programs**. Fully integrating freight needs and projects into the project development and implementation processes can be accomplished through the development of freight or intermodal elements of an LRTP, the programming of freight projects in a TIP, or a specific line item for a freight staff person in the unified planning work program.
13. **Fund and Deploy Projects**. Project delivery helps to legitimize a freight planning program and energize the private sector. Deploying successful freight improvement projects also can maintain momentum for an MPO freight planning program.
14. **Develop Process for Regular Update of the Freight Program**. Any freight planning program must be updated on a regular basis.

DVRPC's freight private sector inclusion has resulted in a competitive grant program that uses funds from DVRPC's allocation of Congestion Mitigation and Air Quality funding to award projects that address several freight-related projects.

However, DVRPC's example is unique in that their established and successful process is often well beyond the existing process of many regional transportation planning organizations. These other organizations struggle with comprehensively including freight projects into regional transportation priorities due to previously mentioned barriers:

- lack of freight-specific data;
- lack of outreach to the freight industry's private-sector; and,
- lack of politically viable financing mechanisms.

Before an organization can develop a highly integrated freight planning system, like that of DVRPC's, they must first find answers to these challenges.

The most recent federal surface transportation laws, the Intermodal Surface Transportation Equity Act (ISTEA), the Transportation Equity Act for the 21st Century (TEA-21) and the Safe, Accountable, Flexible, Efficient Transportation Equity Act - a Legacy for Users (SAFETEA-LU), established and reinforced the integral nature of freight considerations to both statewide and metropolitan planning processes. This has motivated the respective planning agencies and organizations to take steps that better integrate freight into their regional and long range transportation plans. However, much of the research that exists on the freight integration into the planning process is from a "50,000 foot" level. NCHRP Report 594 is useful in that it creates the framework by which a strategic freight plan may be developed in its entirety, and is beneficial for regional planning programs already employing a strategy by which they may solicit participation from the freight industry's private sector.

The pending FHWA publication, *Engaging the Private Sector in Freight Planning,* attempts to relate these efforts to public sector freight planners by using well-established concepts and terminology. By defining the private sector's role through concepts known to many regional planners like "public involvement," the report looks to create linkages between current state of practice activities and potential activities carried out with the private sector freight industry.

The three overarching objectives of *Engaging the Private Sector in Freight Planning* are designed acquaint the reader with the reason for engaging the private sector; determine the type of entity that may be considered a private sector freight stakeholder; and, offer practical examples of ways in which statewide and regional planners may engage their private sector counterparts. By identifying specific points through which the private sector may have influence in the public planning process, the report provides guidance to regional planning organizations in engaging the private sector. Suggestions include:

- Attending private sector functions to network with members of the freight industry;
- Conducting periodic surveys of private sector counterparts and holding stakeholder forums; and,
- Creating a process through which the private sector can claim a level of ownership and the regional planning organization can develop their recommendations for strategic transportation investment.

This FHWA publication considers the programmatic integration of private sector freight industry stakeholders to be the highest level of participation, and a goal to which public freight planners should aspire. A preliminary survey conducted by NARC at the outset of this project (see Section Six) indicated that 44 percent of those participating in a NARC-FHWA sponsored workshop on this topic had some formalized process that involved the private sector freight industry.

Resources to assist other regional planning organizations can be found in the Freight Resources Toolbox (see Section Six). These successful "best practice" examples of integrating the private sector into public sector freight related planning each share the following characteristics:

- accounts for the unique geographic and political needs of their regions.
- applies pragmatic solutions to real-world problems. Some are as simple as polling truck drivers who leave freight facilities, while others employ new models for determining the flow of goods movement within a region.
- uses a process that prioritizes consensus, and requires the maintenance of relationships in both the public and private sectors. *The role of the MPO as a consensus builder is integral to a project's success in each stage of this process.*

Section Three: Needs Identification Strategies

3.1 Introduction

The movement of goods will become more challenging as imports and exports are expected to increase dramatically over the next decade. Between 1999 and 2004, container traffic in the U.S. increased 44 percent[1] and containerized cargo alone will increase by more than 350% by 2020.[2] Despite the importance of goods movement to the economy, current investment does not provide enough to maintain or improve the existing system to accommodate growth. Congestion continues to cripple mobility on our Nation's state and local roads, with much of this traffic concentrated on routes that connect population centers, ports, border crossings and other major hubs of trade activity. Experts estimate that in 2001, the U.S. spent $63.1 billion on congestion paying for 3.7 billion hours of delay time and 2.3 billion gallons of excess fuel consumed.[3] Other modes of freight transportation will also be hard pressed to meet future demands. Ports across the country predict that they will need to invest $2.1 billion annually for the foreseeable future to update their facilities.[4] Railroads will need to invest up to $148 billion (in 2007 dollars) for infrastructure expansion through 2035, which totals over $5.3 billion annually.[5]

As these statistics illustrate, infrastructure improvements outstrip the available funding for critical freight-related projects. It is, therefore, necessary for regional transportation planners to work cooperatively and integrate processes with the private sector freight partners, particularly for congestion management and environmental protection. In order to meet future freight demands, regional level public and private sector coordination and integration is essential for increasing capacity and securing future funding to maintain and improve our infrastructure system.

Increased technical capacity will be key to fostering coordination between public regional transportation planners and their private sector freight partners. Exchanging information and discussing new transportation planning practices and the intersection with port, rail and air activities are the first steps to building this type of capacity. Bringing these partners together for freight planning will not only raise awareness about, and understanding of, integrating freight issues into the regional planning process, but also lay the groundwork for land use and transportation decisions that result in increased efficiency for goods movement.

Members of the Freight Industry Technical Advisory Group, comprised of members of NARC, AAPA, FHWA and AAR, identified several areas that required capacity building between the public and private sectors in order to understanding respective needs and concerns, and to determine mutually beneficial improvements.

3.2 Barriers to Improved Integration

Need for Improved Integration of Freight Stakeholders

The first barrier identified in this initiative to greater integration of public and private sector concerns in freight planning is the lack of existing technical capacity to involve stakeholders from across the goods movement industry. Throughout this project, research demonstrated the lack of sufficient capacity for regional planners to reach out to private sector freight stakeholders for planning improvements. Freight-related infrastructure improvements have the potential to both significantly help or hinder the surrounding community socioeconomically, and there are examples in which concerns expressed by the communities immediately surrounding a proposed freight infrastructure "improvement" were significant enough to end the proposed project.

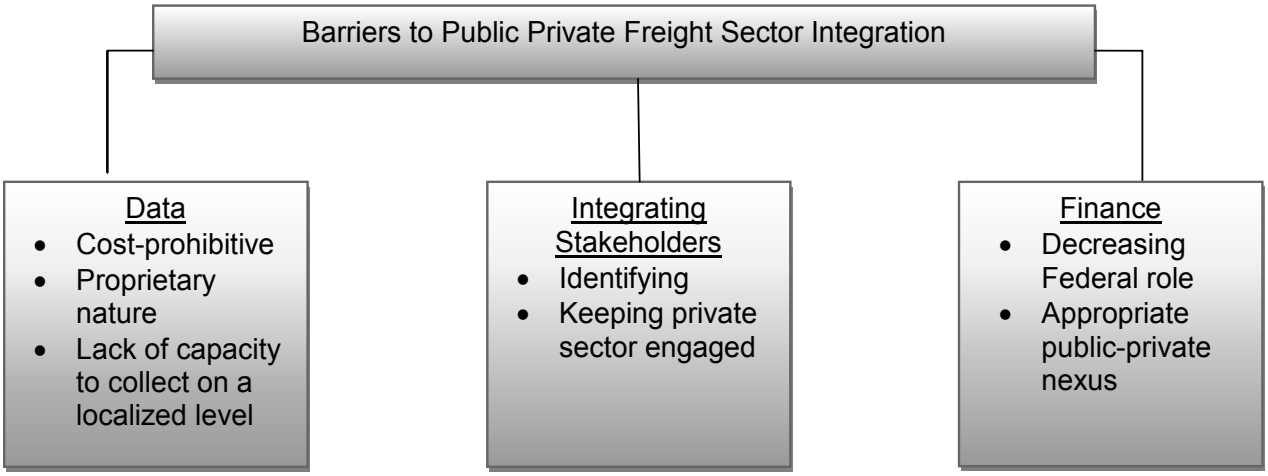

FIGURE 2. Barriers Identified by members of the public and private freight planning community as barriers to greater interaction with each other.

Need for Quality, Localized Data

A second barrier to better public and private sector comprehensive freight planning is access to, and use of, high quality data and analytical tools. This lack of available data has been cited as a major issue by this projects Technical Advisory Group, as well the majority of published resources included in this *Resource Manual*. Underlying issues with respect to the collection and use of data by public freight planners often involves the associated costs and proprietary nature of the data. The Technical Advisory Group often cited the private sector as an important resource in an effort by planners to better understand the flow of goods in and out of their respective geographic jurisdictions, yet the private sector lacks a mechanism which would enable them to directly share the necessary quality of data with regional planning organizations.

Need for Greater Financing Opportunities

The final barrier addressed in this *Resource Manual* is how to finance infrastructure improvements. Increasingly, many regional planning organizations are looking to the private sector for help with financing costly infrastructure investments, but often, the ability to find an acceptable nexus between the costs and benefits of public and private capacity improvements does not happen in a consistent or coherent manner. Although federal highway and federal transit budget authorizations have increased by 46 and 85 percent respectively between 1992 and 2009, when adjusted for overall growth in the economy and increase in vehicle and passenger miles traveled, highway funding as a percentage of GDP has decreased by six percent, and transit by only 13 percent respectively.[6]

3.3 Need for Improved Integration of Freight Stakeholders

The question of how to engage private sector freight stakeholders and identify the best solutions within a community is but one of several challenges identified in Section Two. In addition, the method by which public sector transportation planners are able to continue engaging these stakeholders throughout the evaluation and implementation planning phases is also discussed. Roadblocks to including private sector freight stakeholders take many forms, including divergent understandings of the **scope, timeframe, level of detail, associated data utilization strategies and performance metrics** associated with the infrastructure planning process.

Understanding the scope differences between the public and private sectors can be better understood through the jurisdictional lens of each entity. Regional transportation planners are required to create comprehensive transportation plans for the region over which they cover,

which can range from the previously mentioned Los Angeles, California's Southern California Association of Governments 187 cities, to a single county MPO. Even with jurisdictional differences, the private sector is responsible for the commodity flow of products throughout the delivery cycle, regardless of whether they own the infrastructure or not.

For example, the CSX Corporation, a transportation company providing rail, intermodal and rail-to-truck transload services that connects customers to ports, production and distribution centers and markets across the eastern United States, must plan for goods movement throughout the entire eastern seaboard, which includes the 21,000 miles of rail track, service to over 70 ports and 36 major intermodal terminals.[7] By contrast, the Southeast Michigan Council of Governments (SEMCOG), whose region includes Detroit, Michigan, while the busiest landside port of entry for goods movement in the nation, still has only one of CSX's intermodal terminals and represents a very small portion of territory covered by CSX. The challenge for regional transportation planners is to make participation in the process relevant and rewarding for a stakeholder from the private sector; while the challenge for CSX is to maintain a working relationship with the regional planning organizations in the jurisdictions through which they operate. This will ensure that as regional infrastructure is upgraded, the company business model is not impacted negatively.

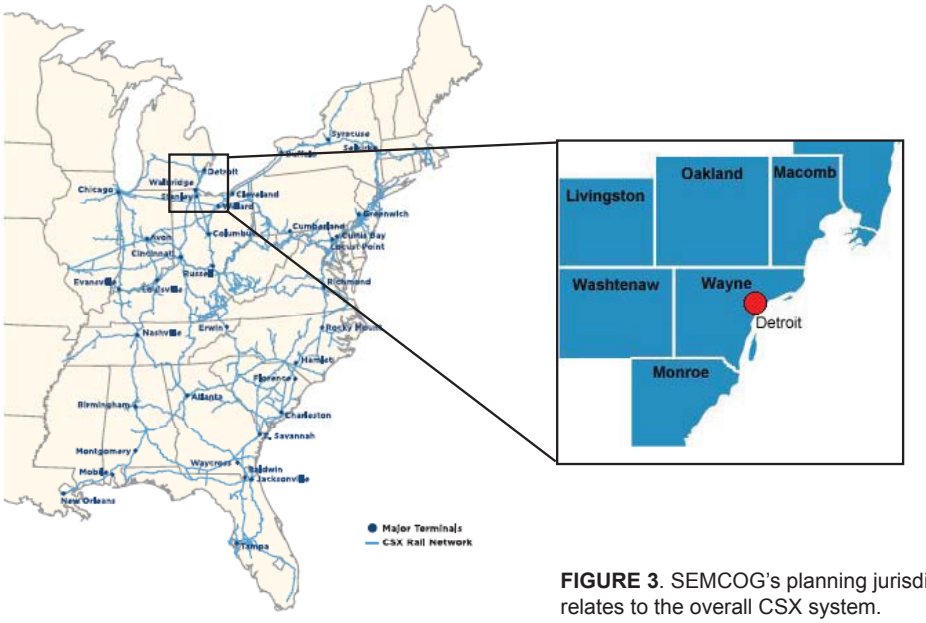

FIGURE 3. SEMCOG's planning jurisdiction as it relates to the overall CSX system.

The amount of time for which the public and private sectors must account when planning freight infrastructure differs significantly. MPOs must, by law, plan the transportation network for their region 20-years into the future. Private sector industry, however, typically forecasts their business decisions in a one to five year business cycle. While differing timeframes act as complicating factors to engaging private sector entities, a few members of the Technical Advisory Group maintained that differing timeframes were not as great of an issue as assumed by many. It was suggested that the more capital intensive the needs of the private sector industry, the less of a concern between disparate timeframes. The challenge for both the public and private sector lies in understanding the varying timeframes under which each sector operates and being able to influence the process at the most effective opportunity.

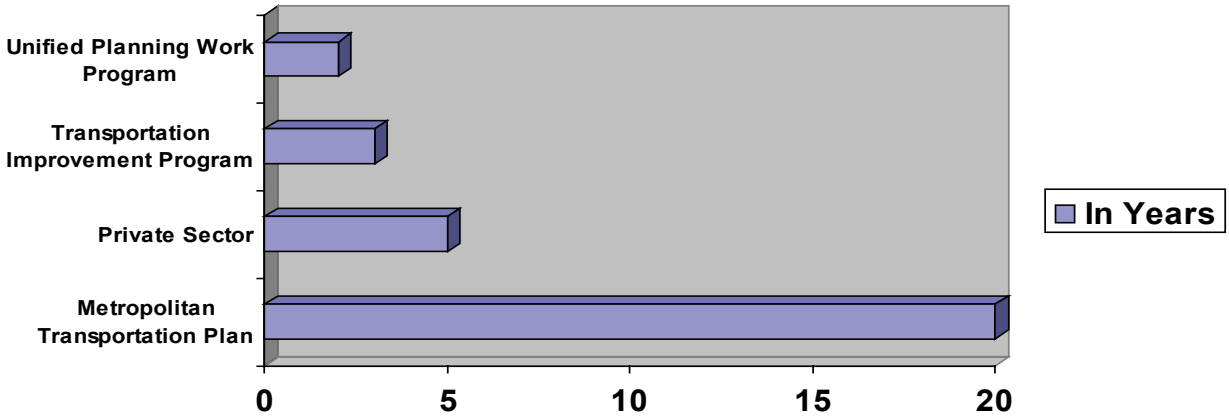

FIGURE 4: The average time horizons used in public and private sector planning.

The pending FHWA publication on *Engaging the Private Sector in Freight Planning* emphasizes the importance of this communication. FHWA asserts that engaging the private sector allows the public sector freight planners to build and maintain relationships that result in improved access to data utilization strategies. Going beyond the previously identified private stakeholders and including entities such as shippers and receivers (businesses whose primary interest is not in freight, but in utilizing freight services), freight transportation service providers, owners and operators at freight facilities, and the neighborhoods and communities impacted by freight traffic, is another important step to improving the freight planning process. FHWA recognizes the importance of including these more broadly defined stakeholders, as their differing perspectives provide useful information for freight transportation planners.

While public and private sector planning are admittedly difficult to integrate, efforts to accomplish this goal are not beyond the reach of public sector transportation planners. Ongoing relationships and established mechanisms by which the private sector may engage do exist, are highly successful and should be implemented.

3.4 Need for Quality, Localized Data

The lack of available data to assist in better public and private freight sector integration is well documented in several resources. The NCHRP Report 570, *Guidebook for Freight Policy, Planning and Programming in Small- and Medium-Sized Metropolitan Areas*, noted that "data are important to the success of the program by helping establish a regional freight profile and identifying needs and deficiencies."[8] Without accessible quality data, many of the steps suggested within NCHRP Report 570 become much more difficult to implement. As identified in this report, the key types of data for a public sector freight transportation planner can obtained from the private sector source if a strong relationship is established, such as:

- commodity flow data describe the types of commodities that move in a region, the origins and destinations of the flows, and the modes used;
- traffic data describe volumes of vehicle movements on critical facilities by mode;
- trip origin-destination data describe where freight shipments are moving;
- travel time data describe how long it takes to move from point A to point B;
- freight rates and costs describe total transportation costs;

- trip generation characteristics of different types of land uses (for impact analysis) describe the types of industries that generate the largest number of trips;
- emissions from freight activity describe air quality and noise impacts of freight traffic; and
- accident and safety data related to freight activity describe accident rates and safety implications of freight movements.[9]

NCHRP Report 570 frequently highlights the importance of, and need for, data which is both accurate and reliable, and yet does not offer low cost, non-labor intensive solutions for collecting this necessary data at the localized level. While the report does provide a list of resources for economic, commodity and other freight-related data, the majority of the resources listed do not provide data on a local level that is updated frequently and also low-cost. As was determined through this project, many of the challenges associated with the collection of high-quality datasets involved the proprietary nature of the datasets. Private sector companies often hesitate to release information which is perceived as diminishing their competitive advantage within a given industry. Yet, the same companies have already factored in the costs associated with congestion, which may ultimately be avoided if freight infrastructure planners were able to obtain the data needed to create better freight-related transportation investments.

For example, the United Parcel Service (UPS) uses technologic applications in its delivery systems to help map routes that minimize the number of left turns a driver has to make, also known as the UPS *Right Turn Policy*. This decision was based on data collected by UPS that indicated making a right turn at an intersection avoided unnecessary time delays and resulted in faster deliveries. Incorporating this policy helped UPS' fleet of 88,000 vehicles make approximately 15 million deliveries each day, a savings of (in 2007) 30 million miles driven, three million gallons of gas and 32,000 metric tons of CO^2 emissions.[10] All of the information associated with this small private policy shift has the potential to dramatically alter public sector infrastructure investments.

The aforementioned pending FHWA publication on engaging the private sector highlights the cyclical benefit offered by greater involvement with the private sector as it relates to relationship building with varied freight interests. Public sector groups like that of MPOs may receive improved responses to data requests, or create the potential for groups such as Chambers of Commerce to begin supporting planning efforts; all of which improve the MPO's knowledge and ability to utilize the data appropriately.

3.5 Need for Greater Financing Opportunities

The third barrier to greater integration of public and private sector freight planning interests stems from the lack of financial resources to pay for often expensive freight-specific infrastructure improvements. There have been several examples of poorly executed public-private partnerships (PPPs) that have resulted in public disapproval, yet even in these instances, the old adage "freight doesn't vote" remains true. There are several private sector studies detailing the daunting level of investment necessary to continue to compete on the global scale, but a consistent idea regarding the appropriate nexus between public and private costs and benefits is still not widely understood or accepted.

The final report by the *National Surface Transportation Infrastructure Financing Commission* (*Commission*) states that even with existing mechanisms, revenues raised by all levels of

government for capital investment will total only about one-third of the approximately $200 billion necessary each year between 2008 and 2035 to maintain and improve the nation's highways and transit systems. They find that the overall infrastructure network in the U.S., in addition to the underinvestment that has taken place over the last several years, is also underpriced. Currently, the Commission estimates that in order to maintain the current infrastructure network with no improvements, the average annual level of investment between 2008 and 2035 would need to be about $172 billion, with the Federal government capable of paying for $78 billion.[11] This investment gap, coupled with the even lower level of investment occurring in many freight specific projects provides the private sector with ample opportunity to influence the system they wish to develop.

The *National Rail Freight Infrastructure Capacity and Investment Study* produced by AAR in 2007 identifies the need for future rail investment. The report states:

> The estimated cost of the improvements needed to accommodate rail freight demand in 2035 is $148 billion. Of this amount, the Class I freight railroads' share is projected to be $135 billion. The Class I railroads anticipate that they will be able to generate approximately $96 billion of their $135 billion share through increased earnings from revenue growth, higher volumes, and productivity improvements, while continuing to renew existing infrastructure and equipment.[12]

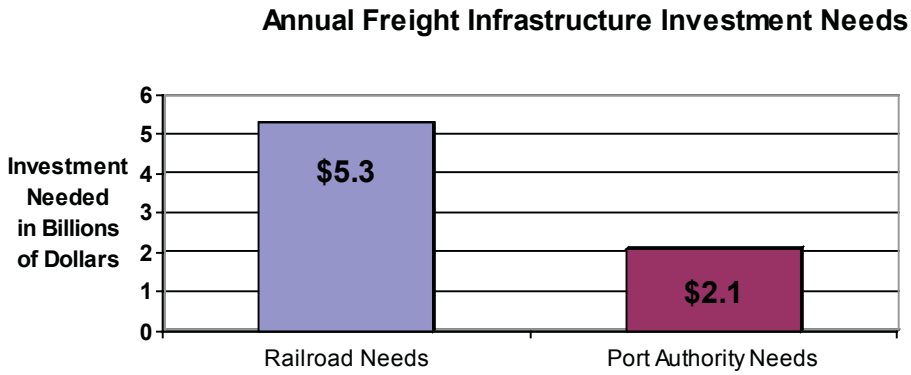

Figure 5. Annual freight infrastructure investment needs as identified by AAR and AAPA.

The AAR study's discussion regarding the lack of funding available for investing in necessary infrastructure upgrades illustrates the importance of finding a nexus between public and private resources to fund these essential infrastructure projects. According to AAR's estimates, there will be a shortfall of $29 billion through 2035 in the private sector – without support from the public sector to fill this funding gap.[13] This will be a significant problem in meeting the nation's demand for rail infrastructure, specifically for Class I railroads.

Ports, like railroads, have a significant need for infrastructure investments that will be best met by partnerships between public and private sector partners. According to AAPA, since 1945, U.S. ports have spent more than $34 billion in capital projects for infrastructure improvements with nearly $9 billion of this in the last five years. Future estimates indicate that spending on port infrastructure will average at $2.1 billion each year for the foreseeable future.[14] This level of spending will create a challenge for ports to reach the needed level of annual investment and could be greatly alleviated by identifying the appropriate public-private partnerships.

Balancing the proper levels of investment and decision-making authority for public-private partnerships to finance freight infrastructure improvements remains a significant difficulty for both the public and private sectors. NCHRP Report 594, identifies PPPs as an important option to finance freight specific investments and suggests a number of potential relationships for public and private entities to cooperate in freight projects. NCHRP Report 594 notes that typically private partners fill the roles of project delivery (development, design and construction), project management (long-term operational and maintenance), and project financing (raising capital for the project).[15] Beyond these basic roles, public-private partnership structures are highly flexible and can be designed to accommodate many different needs.

Additionally, *Financing Freight Improvements*,[17] the 2007 FHWA publication, PPPs are again emphasized as an essential component to financing freight infrastructure projects. The FHWA report asserts that PPPs are important because of: the private sector's heavy investment in freight transportation; the frequent location of freight infrastructure on private land; and, the importance of freight infrastructure to the private and public sectors. The document includes a graphic depiction of the continuum of public versus private responsibilities within a given public-private partnership, similar to the NCHRP Guidebook.[18\]

FHWA's *Financing Freight Improvements* is helpful in detailing the importance of public-private partnerships. However, increased guidance to both the public and private sector regarding the types of successful public-private partnerships given a flexible set of criteria, would greatly assist planners looking for additional mechanisms by which they may finance the maintenance and expansion of their goods movement networks.

Public-Private Partnership	Role of Private Sector
Design-Bid-Build	Submit design and construction ideas independently and awarded through a competitive process
Private Contract Fee Services	Conduct services, often maintenance and operations of a facility
Design-Build	Design and construction are bundled together and awarded privately
Build-Operate-Transfer/Design-Build-Operate-Maintain	Private sector awarded contracts for designing, building, operating and maintaining infrastructure, known as the "turn key" model
Design-Build-Finance-Operate	Private sector is responsible for designing, building, financing and operating the infrastructure
Build-Own-Operate	Retains right to develop, finance, design, build, own, operate and maintain a transportation project for a specific period of time.[32]

Figure 6. The role of the private sector in various public-private partnership scenarios. Financing Freight Improvements, U.S. DOT FHWA Office of Freight Management and Operations. FHWA-HOP-06-108. pages 54-56.

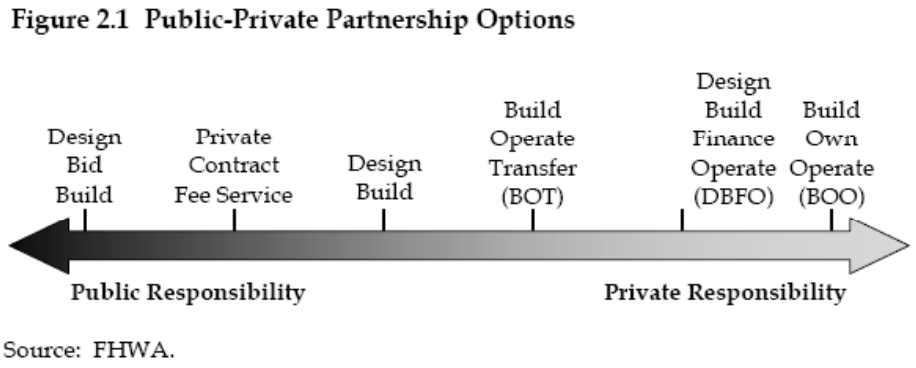

Figure 7. Public-Private Partnership Options. U.S. DOT FHWA Office of Freight Management and Operations. FHWA-HOP-06-108. page 54.

U.S. Department of Transportation Federal Highway Administration, "Financing Freight Improvements," FHWA-HOP-06-108 EDL 14295. http://ops.fhwa.dot.gov/freight/publications/freightfinancing/freightfinancing.pdf.

Section Four: Dynamic Response Strategies

4.1 Introduction

As the problems associated with the lack of quality and comprehensive localized data, gaining and retaining public and private stakeholder involvement, and financing increasingly costly infrastructure investments have become more prevalent, public and private planning entities are proposing solutions tailored to fit the needs of their communities. While no singular set of guidance can address the complex and varying nature of goods movement that regional freight planners encounter, this section provides a sampling of several different examples of how regional planning organizations, and their private sector counterparts, are working to address these challenges on the regional level.

The examples in this section are organized around the three main themes presented in this *Resource Manual* (data availability, stakeholder involvement, and financing freight improvements) and offer strategies that may be replicable to other situations. Specific guidance is provided for public and private freight planning examples in which innovative activities helped to address these complex challenges. More detailed descriptions of any example mentioned in Section 4 may be located in the Freight Resources Toolkit.

Each example includes information on several recurrent factors, including:

1. **Overview**. Describing the characteristics of either the public or private entity to provide context for the specific solution developed.
2. **Statement of Freight Planning Challenges**. Providing information on the specific problem faced by the public or private entity, the impact on both the region and the potential impact on the system as a whole, and the regional planning organizations involvement.
3. **Proposed Solution**. Change agents which provide information on for how local and regional assets may best inform the desired results.

4.2 Strategies for Stakeholder Outreach and Engagement

As has been detailed in the previous section of this *Resource Manual*, three core issues were identified for greater investigation. Primarily, the lack of positive examples with which the public or private sector may utilize to engage the other sector is a major hurdle to better integrating the public and private sector in freight planning. The importance of incorporating the private sector when a regional planning organization plans for freight projects cannot be understated, but often the reports lack specific examples of how regional planning organizations may enter into relationships with the private sector that maintain and respect the relative priorities and constituencies of both partners.

4.2.1 Facilitating Coalition Building

The Toledo Metropolitan Area Council of Governments (TMACOG), the MPO for the Toledo metropolitan region, is an excellent example of how an MPO can utilize its role as a convener of multiple, seemingly disparate interests and local elected engagement to plan for current and future freight movements throughout the region. The MPO/COG has been able to create coalitions that address specific infrastructure related initiatives and create and maintain a reciprocal relationship with the local trucking association to help monitor performance and investment strategies.

In the Toledo metropolitan region, there are two separate rail intermodal sites being developed to address rail congestion. Individual coalitions were formed for each, comprised of public and private entities to include: Class 1 railroads, local governmental entities, the University of Toledo, and commercial, planning and economic development agencies. TMACOG is a resource to, and member of, both coalitions and leverages its position by acting as a forum for the Coalitions' stakeholders to identify, evaluate, prioritize, and program improvements to correct or enhance existing problem sites. TMACOG utilizes its Freight Committee, comprised of freight service companies, local elected officials, freight industry representatives and representatives of economic development agencies, to improve freight movement efficiency and support efforts to increase freight movement within and throughout the region. It conducts routine surveys and listening sessions with regional trucking and commercial companies to identify potential freight needs and corridor improvements.

TMACOG also encourages direct engagement of their local trucking association, through the maintenance of a reciprocal membership with the Toledo Trucking Association. Those efforts allow planners to build working relationships with the Toledo region's trucking community. By doing so, access to more "on the ground" users of the transportation system is gained, and results in an incorporation of greater first hand feedback into the planning process. It also lays a strong foundation for potential exchanges of data and creates positive relationships and networking opportunities between the public sector transportation planners and the private sector consumers of the transportation investments made in the region.

4.2.2 Integrating Freight in to Long Range Transportation Plans

The Freight Action Strategy (FAST) provides a positive example of how an MPO can leverage its role as a convener of local governments to create local consensus and direct federal resources in a strategic fashion. Starting in the mid-1990s, the FAST Corridor Program began with the Puget Sound Regional Council (PSRC), the MPO for the Seattle, Washington region, the Economic Development Council of Seattle, and King County, Washington. The FAST Corridor Program is now a partnership of 26 local cities, counties, ports, state and regional transportation agencies, railroads and trucking interests spanning the corridor from Everett through Seattle to Tacoma.

When PSRC updated its regional plan in 1995, staff conducted meetings to solicit the input of private sector freight stakeholders in the region as to which freight-specific concerns needed to be addressed on the regional level. These efforts led to the inclusion of private sector input into the regional transportation plan. After those initial formalized discussions, the Regional Freight Mobility Roundtable (a public-private forum designed to foster engagement and identify issues and freight-related priorities in the region) continued to meet, and has evolved into an effective communications and decision-making tool for PSRC, Washington State DOT and the FAST Corridor program. The PSRC's long-range transportation plan, *Destination 2030*, includes a section supporting the efforts of the FAST Corridor Program and recommends adoption of related infrastructure improvements.

Efforts by both the public and private stakeholders in the FAST Corridor Partnership to publicize the Partnerships vision, encourage greater attention to freight among the public and policy-makers, and integrate ideas provided by private sector stakeholders into their project delivery cycle in a short amount of time incentivizes continued commitment from both stakeholders.

4.2.3 Engaging Civic Stakeholders

The Chicago Regional Environmental and Transportation Efficiency (CREATE) initiative is a well-documented and successful example of a public private partnership involving a variety of stakeholders. The process through which the project began (initiated by a municipality), and has continued, offers an excellent example of the kind of policy setting functions undertaken by the public sector, and integrated coalition building possible by both sectors to achieve success toward the established policy goals.

Stemming from a 1999 snowstorm that shut down the Chicago transportation and corresponding freight rail network, Mayor Richard M. Daley charged the public and private sector freight stakeholders in the region to design a plan that improved efficiency in the freight and passenger network.

CMAP, the MPO for the Chicago, Illinois metropolitan region, is responsible for ensuring that goods movement is an integral component to its work in the region. Through the participation of CMAP's Freight Committee, public and private stakeholders identify, assess and respond to challenges and opportunities associated with goods movement, and provide overall guidance for the development of the regional goods movement component of the regional comprehensive plan, *GO TO 2040*. Representatives from goods movement organizations, railroad and trucking companies, consultants, researchers and planners, as well as representatives of local, regional and state governments may serve on CMAP's Freight Committee.

Given the diverse and complex transportation assets, multiple stakeholders have been and continue to be convened to ensure a collaborative, comprehensive process. The CREATE public-private partnership includes the U.S. Department of Transportation, the State of Illinois, the City of Chicago, the AAR on behalf of the Class I railroads, and the local transit and passenger rail operators (Metra and Amtrak). Other groups, including the Chicago Metropolitan Agency for Planning, serve as civic stakeholders for the project and are an important component in the effort to position CREATE projects for financing and community acceptance.

4.2.4 Developing a Region's Freight Personality

The Mid-America Regional Council (MARC), the MPO for the Kansas City bi-state region, provides an excellent example of integrating both public and private partnerships to accomplish comprehensive goods movement planning in the Kansas City region. Their efforts in developing independent initiatives, designed to further Kansas City's position and historic role as a major transshipment point, is comprised of both public sector planners and interests, as well as private sector industry has created a strategic focus through which they are able to convene the local governments they represent in a meaningful way.

Through its role as the MPO, MARC sought to integrate freight planning more fully into the overall metropolitan transportation planning process, while the Greater Kansas City Chamber of Commerce sought to analyze the region's freight industry needs, trends and technologies. Out of these efforts, MARC joined in partnership with the Greater Kansas City Chamber of Commerce; Missouri State DOT; Kansas State DOT; and the Cities of Kansas City, Missouri; Kansas City, Kansas; Independence, Missouri; and Johnson County, Kansas; to complete a strategic plan for goods movement in the greater Kansas City region, the Intermodal Freight Strategies Study (IFSS) in 1995.

To integrate public and private sector freight issues and concerns recommended by the IFSS with the overall metropolitan planning process, MARC created a Goods Movement Committee within the MPO committee structure. The committee is comprised of local elected officials, freight industry representatives, city and county technical staff, and planners representing MARC. Subsequently, in 1999, MARC and its private sector partners embarked upon its second study of goods movement in the Kansas City region. The partners recognized that the infrastructure-related recommendations resulting from their partnership would be better poised for both financing and community acceptance if it flowed through the region's MPO. As a result, MARC's Goods Movement Committee assisted in the completion of a feasibility study for a regional International Trade Processing Center (ITPC) called the Mid-Continent TradeWay Study (MCTWS).

The region is updating the MCTWS and IFSS through a collaborative effort called the Kansas City Regional Freight Outlook Study (KCRFO). This effort will provide a regional freight strategic plan that continues to position the region as a vital national freight transportation hub, while supporting expansion to the region's freight transportation economic "well being".

A Freight Outlook Advisory Committee was formed within KCRFO, consisting of representatives of the Kansas and Missouri departments of transportation, freight industry, economic development organizations, and MARC. The Goods Movement Committee within the MPO structure is supplementing the work needed to accomplish the Study through the Committee's work program. The actions and resulting recommendations of the KCRFO will be fully integrated into MARC's metropolitan planning process, and will help with long-range infrastructure planning and growth in new distribution center investments.

4.3 Strategies for Obtaining and Utilizing Data

Affordable and localized data is also considered a major hurdle which more often than not, the public sector relies on the private sector to provide. As has been stated, several concerns exist between the two sectors with respect to sharing data, particularly in which a nexus of mutual benefit has not been clearly identified. The public sector needs information on commodity flows in order to create a transportation network which is responsive to the needs of both the general public and business alike; yet the private sector does not often trust the public sector with information which is proprietary in nature.

There are various ways in which public sector transportation planners have been able to gain data despite initial hesitancy expressed by the private sector. The following case studies illustrate various methods employed on the regional level to gain access to "last mile" data.

4.3.1 Utilizing a Third Party Facilitator

The South Alabama Regional Planning Commission (SARPC), the MPO for the Mobile, Alabama region, and the University of Alabama at Huntsville are developing a new and innovative approach to collecting and analyzing localized freight data. The two partners identified effective methods in their region to address transportation investments and economic development, while incorporating private sector partners through the use of a third party facilitator.

Prior to embarking upon the creation of a freight plan for Mobile, SARPC did not conduct freight modeling in a strategic and focused manner. Instead, the MPO monitored intermodal freight activity and incorporated estimations produced by the Alabama DOT into their travel models. Additionally, as the University of Alabama at Huntsville (UAH) began examining the relationship between infrastructure investment and economic development, they focused on goods movement activity as an efficient and effective indicator of economic health. The identification and recognition of mutual opportunities led to a collaboration between UAH and SARPC, is resulting in the development of a new data tool for regional goods movement planners called the Freight Planning Framework (FPF) and is building off publicly available data in the federal Freight Analysis Framework. The UAH-SARPC partnership will act as a conduit between private sector industry and public sector planning partners to collect and utilize industry sector data.

Built on the traditional four-step planning process, the FPF is an analysis and planning methodology focusing on industry sectors and is designed to quantify and, as a result, better understand an industry's need for transportation infrastructure access that has been jointly developed by the Mobile MPO and the University of Alabama-Huntsville. The FPF is intended to produce a newer, forward-looking and systems-based approach to transportation planning, resulting in future infrastructure investments that act as a complement to a region's economic growth. Highlighting the need for localized data, the extensive and ongoing local surveys of freight users feeding into the FPF provide a clearer understanding of the activities of various industry sectors, as well as the factors affecting freight generation. While initial hesitance to share information was a barrier, locating the correct point of contact within the industry was just as challenging. However, the researchers determined that while many of the survey subjects may not know the origin or final destination of a given shipment, they can tell you the direction from which it comes, as well as in which direction it will travel when it leaves.

The FPF has many potential applications for SARPC, including assisting the MPO in developing a freight program structure and strategy; providing a regional freight profile; and, providing opportunities through which the private sector may be engaged. UAH and SARPC are designing this system in such a way that will enable the MPO to continue to use the FPF after their direct involvement with UAH has concluded.

4.3.2 Strategic Data Collection and Utilization

The Port of Tacoma is a public port district serving the Tacoma, Washington region. A major gateway to the Asian markets, the Port of Tacoma handled more than $36 billion in trade in 2008[60], making it the seventh largest container port in North America.[61] More than 70 percent of the Port's international import container cargo heads east via rail to major markets, such as Chicago, Indianapolis, New York and Boston[62]. The remaining cargo is moved by the nearly 3,100 trucks[63] that call on the Port of Tacoma.

Charged by the Washington State Legislature with encouraging the economic development of the region, the Port has developed a public outreach program that serves its data collection needs. The Port of Tacoma also works closely with its regional transportation planning organization, PSRC, to develop jointly the long range vision of freight specific infrastructure within the Puget Sound region.

The Northwest Ports Clean Air Strategy[65], undertaken by the Ports of Tacoma, Seattle and Port Metro Vancouver, is designed to reduce the diesel particulate emissions throughout the region. Collectively, the Ports gather data on the type, age and destination of port drayage trucks and design a comprehensive program that meets specific performance measures for years 2010 and 2015.

In an effort to determine the extent to which the current drayage truck fleet was conforming to the performance measures identified in the Northwest Ports Clean Air Strategy, the Port of Tacoma conducted a drayage truck fleet survey of their operations. While specific truck service and engine year data is not available at every terminal, the Port recognizes that it is incumbent upon itself to overcome common barriers and develop the systematic port-wide view of the Port truck population.

The port conducted interviews with each terminal operator and a selection of dray trucking companies serving the Port to gain the data necessary for the drayage study. The information gained through these interviews was instrumental in helping the Port understand the relationships between port facilities, shippers, brokers, dray trucking companies and truck owners/operators. In the case of the Port of Tacoma, gate data sources included trucking companies that serve the terminal and license plate information gathered by the Ports OCR system. The drayage trucking companies were asked subsequent questions to provide a fulsome picture of the relationships between the drayage trucks and their operations.

Based on the information gained through the interviews and localized data collection activities conducted by the staff at the Port of Tacoma, the Port discovered that the drayage trucks calling on the Port are migratory in nature and shared by terminals and shippers which helped to form the Port of Tacoma drayage truck age profile. That in turn informs the performance measures associated with the northwest ports clean air strategy.

4.3.3 Incentivizing Partnerships

Freight data can be challenging to collect, particularly with ports, due to the lack of consistency in research, classification and analysis methodologies. These varied processes make it difficult to compile and create a complete picture of port activity within a given region. In an effort to respond to the concerns about the lack for industry specific information the membership of National Retail Federation (NRF), the NRF's Strategic Supply Chain Council and IHS Global Insight's Global Commerce and Transportation practice jointly developed "Port Tracker," a monthly publication on congestion and cargo movement at major ocean-going U.S. container ports.

Port Tracker blends the economic and trade expertise of IHS Global Insight with NRF's knowledge of the needs and challenges facing retailers; targeting retail transportation and logistics executives and associate members. The monthly newsletter evaluates and monitors key industry data to help containerized shippers understand volume, capacity, and logistics management issues for U.S. ocean-going ports. The port trade forecasts cover all containerized trade, not just retail goods. However, as NRF's clients monitor overall congestion in the system, the organizations look at containerized imports, including business-to-business shipments.

The information gathered at the ten ports is digested and analyzed for its retail sector audience, and includes charts, monthly benchmarks, and a port "Congestometer" to indicate the projected future levels of intermodal traffic.

As the largest private data holder of this type, IHS Global Insight's Global Commerce and Transportation practice was instrumental in the formation of Port Tracker. Companies like IHS Global Insight, and others, offer other resources that can assist public sector goods movement planners with the collection and analysis of localized data. This additional data, often tailored to the needs of the client, can be used to create and improve efficiencies for the plans of both private sector business plans, as well as public sector long range transportation plans.

To initiate a project of this nature, IHS Global Insight had to overcome the private sector industries reluctance to share proprietary data in several different situations. They have also incentivized participation through financial incentives to companies willing to share that information and the ports participating in the Port Tracker data collection. The ports who participate also receive additional analysis to the data they contribute as an added incentive to participate in the program.

Port Tracker has been successful due to the high level of interest in port traffic and commodity flows. The six-month forecasts have been reported as being especially helpful as shippers and government agencies, such as public ports and metropolitan planning organizations, attempt to predict freight movements with increasing accuracy.

4.4 Strategies for Freight Specific Investment

Finally, financing freight infrastructure is problematic throughout the planning process, for both the public and private sectors alike. Much the same basic concern between the public and private sector freight planning partners when addressing potentially sensitive economic data; ways in which freight infrastructure projects are financed often lack a nexus of mutual benefit between both parties. Public sector planning organizations often invest in infrastructure for the public through locally generated taxes, and due to the institutionally and financially "siloed" nature of infrastructure investment, have not considered the private sector as a full partner in financing infrastructure improvements.

Varying levels of engagement have been studied for this *Resource Manual*, and the following are examples of different ways in which financing mechanisms may be employed to pay for freight-related infrastructure improvements.

4.4.1 Leveraging Public and Private Resources Regionally: User Fees in Southern California

Financing infrastructure through the utilization of container fees is an option being explored by the San Pedro Bay Ports and SCAG, the MPO for the Los Angeles metropolitan region. Through SCAG, 187 local governments come together to develop solutions to common problems in transportation, housing, air quality, waste management and other issues. As 40 percent of all U.S. container traffic enters the LA region, 77 percent of which reaches its final destination outside of the region, the need for more robust investment to accommodate future growth specific to goods movement into, and out of, the Los Angeles region necessitates the exploration of all options.[x]

While the San Pedro Bay Ports are already the busiest port complex in the nation, they expect volume to triple by 2030, with all modes of transportation in the region expected to grow over 100 percent in the next 30 years.[x] All of these factors are taken into account in SCAG's freight planning exercises and in SCAG's Goods Movement Task Force, which seeks to optimize the region's transportation system through increases in economic efficiency, congestion mitigation, safety and air quality improvements, and enhancements to system security.

Through the RTP, SCAG acts as the central convener of State, local, railroad, port authority and other public and private sector goods movement planners, laying out a regional investment strategy for over $532 billion through 2035. Of this total, $52 billion will be dedicated to freight infrastructure improvements. Recognizing that freight infrastructure is essential, both SCAG and the San Pedro Bay Ports have worked collaboratively to develop several freight-specific funding recommendations including: tolls, port container fees, bond proceeds, governmental contributions, and interest earnings on construction funds. Cost sharing will be used among involved parties, with costs and fees to be divided based on the benefits different areas and industries receive.

In accordance with these recommendations, SCAG conducted the Port and Modal Elasticity Study, which indicates that the freight transportation network has been drastically underpriced in the region. While not all freight-specific infrastructure in Southern California will be able to sustain a user fee based system, SCAG's initial projections lend credence to the vitality of a user fee based system at the San Pedro Bay Ports.

4.4.2 Statewide Approaches Benefitting Freight Specific Concerns

Recognizing the key role goods movement occupies in the Washington State economy, and the inability of the federal government to adequately address freight related infrastructure needs, both large and small; the State of Washington developed a new way of financing freight related investment needs through the creation of the Freight Mobility Strategic Investment Board (FMSIB). Representing collaboration between a wide array of partners, FMSIB is a Washington State agency which recommends freight improvement projects to the state legislature for funding. It represents interests in Washington's goods movement industry, and provides a valuable framework for others seeking to replicate their success.

FMSIB was designed to create a comprehensive and coordinated state program to facilitate freight movement between and among local, regional, national and international markets, resulting in enhanced trade opportunities, while lessening the impacts of goods movement on local communities. The Board proposes policies, projects, corridors and funding to the Legislature to promote strategic investments in a statewide freight mobility transportation system.

FMSIB has a $6 million per year funding stream that was approved in 2005. While this has been short of meeting the needs to address freight choke points, it has been valuable in providing a predictable revenue stream with which to advance projects. While many interested parties may propose FMSIB projects for consideration, the projects must be included on a regionally or state approved transportation plan, requiring private sector stakeholders to work with FMSIB and public sector planning staff. By offering positive

incentives to both sides, FMSIB creates an environment in which the public and private sectors are rewarded for working closely together.
Since its establishment ten years ago, FMSIB has seen 35 projects to completion and 42 more projects are underway. The 35 completed projects are valued at more than $315.04 million; FMSIB's share of the total is $62.98 million. All projects represent partnerships, whether in funding, cross-jurisdictional agreements, or inter-modal cooperation.

4.4.3 Tying Public and Private Partners Together Through Local Financing

The Ohio-Kentucky-Indiana Regional Council of Governments (OKI), the MPO for the Cincinnati, Ohio region and NARC are promoting an innovative solution to finance infrastructure. The Regional Infrastructure Improvement Zone (RIIZ) concept is intended to encourage private-sector investment in infrastructure though the donation of tax deductible funds for projects on approved regional plans. RIIZs are a grassroots opportunity to attract infrastructure investment by leveraging federal and state funds, while benefiting communities and keeping people, businesses and the economy growing and moving.

Businesses and/or individuals wishing to form a RIIZ must first apply through their local multi-jurisdictional regional planning organization. The regional planning organization will be responsible for determining if local governments in the area, as well as other community organizations and stakeholders, support the proposed infrastructure improvement(s), with final approval of RIIZ status resting with the regional planning organization's Board of Directors. The regional planning organization will also be responsible for determining the eligibility of the proposed projects in local, state or regional long-range plans.

When these conditions are satisfied, a certificate of approval will be issued to the RIIZ, and filed with the state's Attorney General and the Internal Revenue Service. When the certificates are filed, members within the RIIZ will be permitted to make tax-deductible contributions.

Through the utilization of the regional planning organization, RIIZs maintain a level of consistency, transparency and accountability, tying infrastructure investments closely to a region's approved plans, the local community's needs and the overall public good. The inclusion of the regional planning process as a central component of the RIIZ upholds proven regional and local infrastructure investment decision-making processes.

Acceptable projects for RIIZs may include road repair or construction, facility construction, the purchase of right-of-way, historic preservation of transportation facilities (i.e. train stations, covered bridges), water runoff facilities, intermodal connectors, green infrastructure, or other projects that will enhance the infrastructure system of the designated area.

The RIIZ has the potential to provide a great number of opportunities for communities, businesses, local governments and regions through unique grassroots, public-private partnerships.

Section Five: Templates for Replication

Finding regional solutions to freight transportation challenges has become increasingly important to the economic sustainability of the nation's public and private sectors. The need for better understanding and cooperation between the two sectors of the freight industry has resulted from a gridlock crisis plaguing our nation's metropolitan regions, with growing evidence of this spreading into the nation's rural regions. While future growth projections predicting a doubling of freight is still a decade away, projected population growth will create more interactions between communities and freight industry activities. Without comprehensive planning involving both the public and private sectors, those interactions have a high probability of controversy and even failure.

Balancing the needs of the community with federal and state planning requirements often consumes more resources than are allocated, and integrating freight specific concerns often lacks the political support or resources to be considered in a strategic or comprehensive manner. Similarly, the private sector has often not been offered the appropriate incentives to assign personnel and financial resources to an effort which is generally perceived as taking too long, paying too few dividends, and is too confusing to maneuver.

This *Resource Manual* does not assume to create a "one size fits all" solution for each factor identified. However, a wide range of practices to engage the private sector effectively has been developed and deployed by an even wider range of organizations. These engagement practices while applied in the context of regionalism, do not presuppose the applicability to local or statewide levels.

The local and regional contexts within which many of these solutions exist have different and equally as complex concerns with which to be dealt; though the scope of the challenge each faces is often different. Consequently, the successful engagement practices and examples outlined in this manual share the following characteristics:

Tailored	They take into account the unique geographic and political needs of their regions. As the unit of government most closely tied to the people, concerns are often heard the most fervently on the local level. As a result, solutions developed at this level will often be highly tailored to the specific needs of their constituencies.
Pragmatic	The solutions are pragmatic applications to real-world problems. Some are as simple as polling truck drivers who leave freight facilities, while others employ new models for determining the flow of goods movement within a region.
Consensus Oriented	They are developed through a process which prioritizes consensus, and requires the maintenance of relationships in both the public and private sectors. The role of the MPO as a convener and consensus builder within a region is integral to a projects success.

Figure 8. Successful engagement practices utilized by the public and private sector freight planners that are outlined in this **manual.**

Additionally, while local political processes were often referenced by members of this projects Technical Advisory Group as barriers to participation, the most successful solutions that were cited took into account the needs of communities as they were expressed through their regional planning organizations in the earliest phases of the projects. This project illustrated that conceptually, the

lack of accessible information from both the public and private sectors with respect to each others processes acted as the greatest barrier. Once information was obtained, and commonalities were identified, the concerns relating to the local political process were internalized as a component of the larger project, and not a barrier.

As in the case of the PSRC's efforts in the FAST Corridor projects, PSRC was instrumental in initiating conversation and action, and thereby utilizing its natural role as a convener of myriad interests to guide the process and maintain the policy concerns of the communities and their elected officials.

The examples contained within this *Resource Manual* also apply practical solutions to the problems encountered in their regions. While the example of container fees that has been developed by the San Pedro Bay Ports and the Southern California Association of Governments may be viable by virtue of the large amount of containerized cargo moving through the region, the analysis conducted by SCAG, working cooperatively with the Ports and other private sector interests, provides an instructive example on how to discuss sensitive financial concerns with a multitude of interests. It is also evidence of a growing effort by local governments to raise monies for infrastructure investment external to the federal process. These efforts often necessitate the inclusion of the private sector at the onset. The RIIZ concept seeks to foster these pragmatic solutions by providing incentives to local governments and private sector interests on the local level.

Finally, in many of the examples, the MPO was utilized for its natural ability to organize a variety of stakeholders. The MPO fulfilled the role of civic stakeholder to varying degrees, ranging from initiating cooperation between the parties, to acting as a forum in which the public and private stakeholders could discuss challenges and engage in professional development.

Figure 9 illustrates that as these common characteristics were developed, several mechanisms were employed that lead to the successful advancement of projects and relationships. These strategies seek to provide both the public and private sectors opportunities through which a particular region or private sector interest may approach the other sector and develop a positive working relationship around the goal of improving the movement of goods through a particular region. As has been mentioned, regional solutions are often tailored to the needs and concerns experienced within that region, and as a reaction to the sentiment of the local communities. Consequently, consumers of this information should view the following examples and associated questions as high-level points of discussion that should be considered throughout the life cycle of the project, with the case studies acting as real-world instruction to further elaborate upon the mechanisms that have been created.

Figure 9. Examples of common practices that have been employed to engage the public and private sector include:

Engendering trust.
Whether in data collection, seeking stakeholder involvement, or searching for new and innovative financing mechanisms, efforts must be taken to engender a degree of trust between public and private sector freight stakeholders who have had little prior interaction. This can range from attending social functions like that of Philadelphia's *Traffic Club*, or conducting listening sessions with interested private sector freight stakeholders.

Speak in commonly understood terms.
Public sector planners and their private sector counterparts often use different terminology. Keep things simple when explaining freight processes, factors and solutions to ensure that everyone is on the same page. Avoid overly technical jargon, clichés and industry specific language. Using common language will continue to build trust, understanding and a clearer working relationship between the two sectors.

Incentivize participation.
It is as true in business as it is elsewhere, you don't get something for nothing. Public sector planners are more likely to foment robust and engaging participation by offering incentives which give the perception of short-term benefit to the private sector stakeholder. Examples in this *Resource Manual* have included strategies like the creation of a campaign-like atmosphere addressing a region's need for a freight specific infrastructure improvement and tying funding to performance measures that require the participation of both sectors.

Establish transparency.
This practice goes beyond the practice of creating trust. Once trust has been established and interest gauged by the private sector, it is crucial to establish a process (either formal or informal) by which all parties may influence and understand the genesis of the outcomes, fostering a sustained commitment from the private sector stakeholder. Weekly conference calls held by the CREATE stakeholders has helped to not only provide progress updates, but also to address problems before they become costly and prohibitive.

Create attainable performance measures.
Many private sector stakeholders cite the lack of outcomes as one of the larger barriers to participation; whereas public sector planners are required by law to ensure a cooperative, continuing and comprehensive process. By defining progress as the completion of actionable items, private sector stakeholders will be able to find shorter term benefit in their on-going participation and the public sector can better document the comprehensive nature of their process

Develop Strategically Focused Requests of the Sector with Whom You Wish to Partner.
The public sectors understanding of the region's holistic freight resources and policy goals are invaluable in determining the frequency with which you approach the private sector stakeholders. Many resources (including some referenced in this *Resource Manual*) recommend the creation of a freight committee as a way to keep the private sector engaged in the public sector planning process. However, if your region does not confront a large number freight related concerns, engaging your private sector stakeholders when there is little to accomplish may deter more than foster engagement.

Section Six: Freight Resources Toolkit

6.1 Introduction

This section provides information on additional freight planning and programming resources that can be used to support the activities described in this *Resource Manual*. These resources have been compiled based on recommendations from this projects Technical Advisory Committee, as well as from documents utilized by either the public or private sector during their efforts to develop plans, programs or projects that further integrate the two sectors. This freight resources toolkit is intended to be expanded upon as additional tools, best practices and reports are created.

6.2 Compilation of Resources

Resources are organized in four categories:

1. Transportation Planning Information
2. Resources to assist in Data Collection
3. Resources to assist in Stakeholder Engagement
4. Resources to assist in Financing Mechanisms

6.2.1 Transportation Planning Information

TITLE	***Freight Resources in Transportation Planning***
LINK	FHWA-HEP-07-037
PUBLICATION	FHWA Office of Planning
ABSTRACT	This fact sheet provides an overview of the various resources available on the national, state and local levels to stakeholders engaged in goods movement planning and expands on the type of resource, as well as the description and contact information.
TITLE	***Understanding the Transportation Planning Process and Incorporating Freight Needs***
LINK	HEP-07-036
PUBLICATION	FHWA Office of Planning.
ABSTRACT	This fact sheet is intended to be a resource to the private sector and provides strategically focused information to facilitate the participation of the private sector into the public sector planning process. It details federal programs and financing opportunities, as well as providing examples of previously successful examples.
TITLE	***Guidebook for Freight Policy, Planning, and Programming in Small- and Medium-Sized Metropolitan Areas NCHRP Report 570***
LINK	http://onlinepubs.trb.org/onlinepubs/nchrp/nchrp_rpt_570.pdf
PUBLICATION	Transportation Research Board
ABSTRACT	This guidebook provides resources to undertake freight transportation planning in small- and medium-sized metropolitan areas. This guidebook should be especially useful to small- and medium-sized MPOs, as well as their state and federal partners, as they work to effectively integrate freight into local and regional transportation systems planning, priority programming, and project development planning activities.

TITLE	***Guidebook for Integrating Freight into Transportation Planning and Project Selection Processes NCHRP Report 594***
LINK	http://onlinepubs.trb.org/onlinepubs/nchrp/nchrp_rpt_594.pdf
PUBLICATION	Transportation Research Board
ABSTRACT	This Guidebook contains information for advanced and novice freight practitioners on freight planning, but also extends the transportation profession's knowledge of incorporating freight throughout the program development and implementation stages, from needs identification to project delivery.
TITLE	***Freight Planning Technical Assistance***
LINK	Contact jocelyn.jones@dot.gov, eric.pihl@dot.gov or ralphj.rizzo@fhwa.dot.gov
PUBLICATION	FHWA Resource Center
ABSTRACT	The technical assistance provided by FHWA's Resource Center can be tailored to customer requirements (length and topics), with Resource Center specialists providing freight planning technical assistance on a range of issues, including freight studies, private sector involvement, freight and land use, and data and forecasting.
TITLE	***2005-2030 Regional Transportation Plan: Appendix F***
LINK	http://www.nymtc.org/files/RTP05files/appx_F.pdf
PUBLICATION	New York Metropolitan Council
ABSTRACT	This appendix to the overall Long Range Transportation Plan, prepared by the New York Metropolitan Council, details the freight activities within the regional freight plan of the New York metropolitan region. The plan presents a wide range of multimodal strategies and actions that include capital projects, operational improvements, and policy changes. Some of the recommendations in the plan call for short-term actions around which a regional consensus for action already exists. In the case of the most capital-intensive projects, the plan recommends that agency owners continue the planning process. NYMTC has used this planning process to develop a consensus on the problems facing the region and the goals and objectives of a regional freight program.

6.2.2 Resources to Assist in Data Collection

TITLE	***Freight Facts and Figures 2008***
LINK	http://ops.fhwa.dot.gov/freight/freight_analysis/nat_freight_stats/docs/08factsfigures/index.htm
PUBLICATION	FHWA Office of Freight Management and Operations.
ABSTRACT	This document includes annually updated national statistics and maps highlighting the extent, use and consequences of freight transportation in the United States.
TITLE	***Quick Response Freight Manual II***
LINK	http://www.ops.fhwa.dot.gov/freight/publications/qrfm2/index.htm
PUBLICATION	FHWA
ABSTRACT	This publication provides background information on the freight transportation system and factors affecting freight demand, helps planners locate available data and freight-related forecasts compiled by others, shows how to apply this information in developing forecasts for specific facilities, and provides simple techniques and transferable parameters that can be used to develop freight vehicle trip tables.

TITLE	***Analysis and integration of spatial data for transportation planning***
LINK	http://ntl.bts.gov/lib/31000/31100/31103/0-5696-1.pdf
PUBLICATION	Texas Transportation Institute
ABSTRACT	This report describes the effort to develop a catalog of spatial data sources available to transportation planning agencies in Texas. The work included the development of a map of data sources, a preliminary logical data model of spatial data entities, and a compilation of metadata documents for a sample of data sources.

6.2.3 Resources to Assist in Stakeholder Engagement

TITLE	***Integrating Freight Facilities and Operations with Community Goals: A Synthesis of Highway Practice***
LINK	http://onlinepubs.trb.org/Onlinepubs/nchrp/nchrp_syn_320.pdf
PUBLICATION	Transportation Research Board
ABSTRACT	The report offers information on current knowledge and practice, without the detailed directions usually found in handbooks or design manuals. Each report in this series provides a compendium of the best knowledge available on those measures found to be the most successful in resolving specific problems.
TITLE	***Engaging the Private Sector in Freight Planning***
LINK	For more information, contact jocelyn.jones@dot.gov
PUBLICATION	FHWA
ABSTRACT	This report focuses on establishing and sustaining relationships with key private sector stakeholders. It reviews strategies and techniques to initiate private-public sector cooperation, identifies key private-sector stakeholders, and suggests ways to improve communication. Successful approaches employed at several State DOTS and MPOs are discussed as well.
TITLE	***Transportation Planning for the Private Sector***
LINK	For more information, contact jocelyn.jones@dot.gov
PUBLICATION	FHWA
ABSTRACT	This webinar facilitates the explanation of the public sector transportation planning process to a private sector audience, and may be used by State DOTs and MPOs to encourage collaboration.
TITLE	***Healthy Economies and Healthy Communities: A Toolkit For Goods Movement***
LINK	http://www.metro.net/projects_studies/mcgmap/environmental_justice.htm
PUBLICATION	California DOT, Los Angeles Metropolitan Transportation Authority
ABSTRACT	The purpose of this project is to develop a guidebook for local jurisdictions that identifies strategies that address a broad range of goods movement impacts such as air emissions, noise, visual, and congestion that will be organized by mode, including truck, rail lines, rail yards, warehouses and distribution centers, and ports.

TITLE	***Freight Information Wheel***
LINK	Available upon request, contact: Howard Mann, hmann@dot.state.ny.us
PUBLICATION	New York Metropolitan Transportation Council
ABSTRACT	This freight wheel includes major indicators of freight transportation in the NYMTC region on one side and major social-economic indicators on the other side. Freight values, mode shares and tonnages of major commodities through the region are displayed on the 6-inch INFOwheel. NYMTC uses these INFOwheel's to actively educate and engage various stakeholders throughout their efforts.
TITLE	***The Basics of Freight Transportation in the New York Metropolitan Region***
LINK	http://www.nymtc.org/files/FreightBasics.pdf
PUBLICATION	New York Metropolitan Transportation Council
ABSTRACT	This freight brochure highlights the steps needed to maintain the flow of goods in the New York Metropolitan region in the future and communicates its concepts in clear and accessible language. Aided by pictures and diagrams, the brochure illustrates the importance of freight transportation; pertinent characteristics of freight, including commodities, freight volume and forecasts; how freight is moved; brief facts about some freight facilities; and highlights of ongoing projects, programs and policies.
TITLE	***The Traffic Club of Philadelphia***
LINK	http://www.tcphila.org/
PUBLICATION	Traffic Club of Philadelphia
ABSTRACT	The Traffic Club of Philadelphia (TCP) promotes and educates others about the transportation, supply-chain and logistics industry in the Philadelphia and Tri-State region. TCP is a valuable resource for those seeking professional development, industry contacts and job opportunities. TCP's representation is comprised of shippers, transportation providers of all modes, 3PL companies, consultants, government agencies, and others who serve the Philadelphia area and beyond.

6.2.4 Resources to Assist in Financing Mechanisms

TITLE	***Rail Freight Infrastructure Capacity and Investment Study***
LINK	http://www.camsys.com/pubs/AAR_RRCapacityStudy.pdf
PUBLICATION	Cambridge Systematics, Inc. for the AAR
ABSTRACT	This study offers information assessing future rail freight capacity and investment requirements. The findings outline the improvements and investments required for the railroads to carry the freight tonnage forecast by the U.S. DOT.
TITLE	***Financing Freight Improvements***
LINK	http://ops.fhwa.dot.gov/freight/publications/freightfinancing/freightfinancing.pdf
PUBLICATION	FHWA Office of Freight Management and Operations.
ABSTRACT	This guidebook acts as a resource for FHWA, states, MPOs, and other parties involved in the identification of freight needs, development of financing plans to fund projects designed to address these needs, and involved in the actual delivery of an eligible project.

TITLE	***U.S. Public Port Development Expenditure Report***
LINK	http://www.marad.dot.gov/documents/2006_port_expenditure_rpt_--_final.pdf
PUBLICATION	U.S. DOT Maritime Administration Office of Intermodal System Development.
ABSTRACT	This report includes fiscal year 2006 and projected five-year 2007-2011 expenditure data, along with the funding sources used to finance those expenditures. It aggregates data by geographical region, type of facility, on- and off-terminal infrastructure, dredging, security, and by new construction and modernization/rehabilitation. It is the only report of its kind in the port industry that covers capital expenditures at U.S. ports.
TITLE	***Final Report: Port and Modal Elasticity Study***
LINK	http://www.scag.ca.gov/goodsmove/pdf/FinalElasticityReport0905_old.pdf
PUBLICATION	Dr. Robert C., Theodore Prince, Thomas R. Brown, and George R. Fetty for SCAG
ABSTRACT	This study determined the economic viability and impact on demand for San Pedro Bay Port services by assessing additional port user fees to fund the improvements to transportation infrastructure likely required to insure efficient and environmentally sound access to the ports.
TITLE	***Non-Toll Pricing: A Primer***
LINK	http://ntl.bts.gov/lib/31000/31000/31042/fhwahop08044.pdf
PUBLICATION	FHWA Office of Transportation Management
ABSTRACT	The Congestion Pricing Primer Series is part of FHWA's outreach efforts to introduce the various aspects of congestion pricing to decision-makers and transportation professionals in the United States. The primers are intended to lay out the underlying rationale for congestion pricing and some of the technical issues associated with its implementation in a manner that is accessible to non-specialists in the field.
TITLE	***The Equity Implications of Financing the Nation's Surface Transportation System***
LINK	http://onlinepubs.trb.org/onlinepubs/trnews/trnews261equity.pdf
PUBLICATION	Transportation Research Board
ABSTRACT	Many of the transportation financing options being considered or implemented at the federal, state, or local levels involve new taxing and debt instruments, direct charges for services, and an active role for private entrepreneurs. This article comments on issues of traditional, interjurisdictional, intergenerational, and inter- and intramodal equity raised by these arrangements and traces out research needs to inform policy decisions.
TITLE	***Paying Our Way: A New Framework for Transportation Finance***
LINK	http://financecommission.dot.gov/Documents/NSTIF_Commission_Final_Report_Mar09FNL.pdf
PUBLICATION	The National Surface Transportation Infrastructure Financing Commission
ABSTRACT	This report concludes that transportation investments are far behind on a national level and the surface transportation system is suffering as a result. It presents a framework for financing surface transportation which seek to result in necessary improvements to the nation's highways and public transit systems.

6.3 Case Studies

The selections of case studies to follow have all been identified as positive examples of solutions to the three areas of concern in this project and should be viewed as illustrative examples that expand upon the brief narratives found in Section 4 of this *Resource Manual*. While almost all case studies illustrate the strengths of MPOs central role as a convener of often disparate parties, they are divided into sections illustrating regionally applicable solutions to integrating partnerships, financing transportation investments and utilizing applicable data. The case studies are listed not only according to the concern which they address, but are also listed according to the dynamic response strategy which they employ and then project name. This allows the reader to isolate a specific case study either by area of concern or by solutions to challenges that have already been identified.

Topic	Dynamic Response Strategy	Project
Data	Strategic Data Collection and Utilization	Port of Tacoma Data Collection Strategy
	Utilizing a Third Party Facilitator	Mobile MPO and the University of Alabama-Huntsville
	Incentivizing Partnerships	IHS Global Insight and the National Retail Federation: Port Tracker
Finance	Leveraging Public and Private Resources: User Fees in Southern California	Southern California Association of Governments: Container Fees
	Tying Public and Private Partners Together Through Local Financing	Regional Infrastructure Zones
	Statewide Approaches Benefitting Freight Specific Concerns	Freight Mobility Strategic Investment Board
Partnerships	Integrating Freight into Long Range Transportation Plans	Freight Action Strategy (FAST)
	Developing a Regions Freight Personality	Mid-America Regional Council: Integrated Partnerships
	Facilitating Coalition Building	Toledo Metropolitan Area Council of Governments
	Engaging Civic Stakeholders	Chicago Region Environmental and Transportation Efficiency

Port of Tacoma
Data Collection Strategy

The Port of Tacoma (Port), located in Tacoma, Washington, was established on November 5, 1918, by a vote of the citizens of Pierce County, Washington. Much like the 75 other public port districts in the State of Washington, the Port of Tacoma is an independent, municipal corporation that operates under Title 53 of the Revised Code of Washington (RCW), and is governed by a popularly elected Board of Commissioners. The establishment of public port districts in the State of Washington stems from the dismantling of waterfront monopolies in 1889, when the state constitution declared beds of navigable waters and the ability to designate harbors public domain. It also created a system through which waterfront tidelands and uplands could be leased to private entities. In 1911, the Washington State Legislature authorized the establishment of port districts governed by popularly elected commissioners to oversee the development and operation of these entities. The Port District Act of 1911 represents the culmination of a long struggle to achieve public control over areas that were largely public in their impacts.[1]

As each port in Washington is governed by its own commission, the Port of Tacoma is governed by a five-member Commission that is elected to four year terms by the voters of Pierce County.[2] The Commission appoints an executive director, as well as a treasurer, auditor, and deputy auditor.[3] As a "landlord" port – a port with the authority to build wharves, which it may rent or lease to a terminal operator who invests in cargo-handling equipment, hires laborers and negotiates contracts with ocean carriers – the Port of Tacoma must balance the private sector needs for better, more efficient freight infrastructure investment with the concerns of the surrounding community, including the Port's Board of Directors.

The Region, Port & Freight

A major gateway to the Asian markets, the Port of Tacoma handled more than $36 billion in trade in 2008,[4] making it the seventh largest container port in North America[5] with intermodal operations, connections to two Class I railroads and access

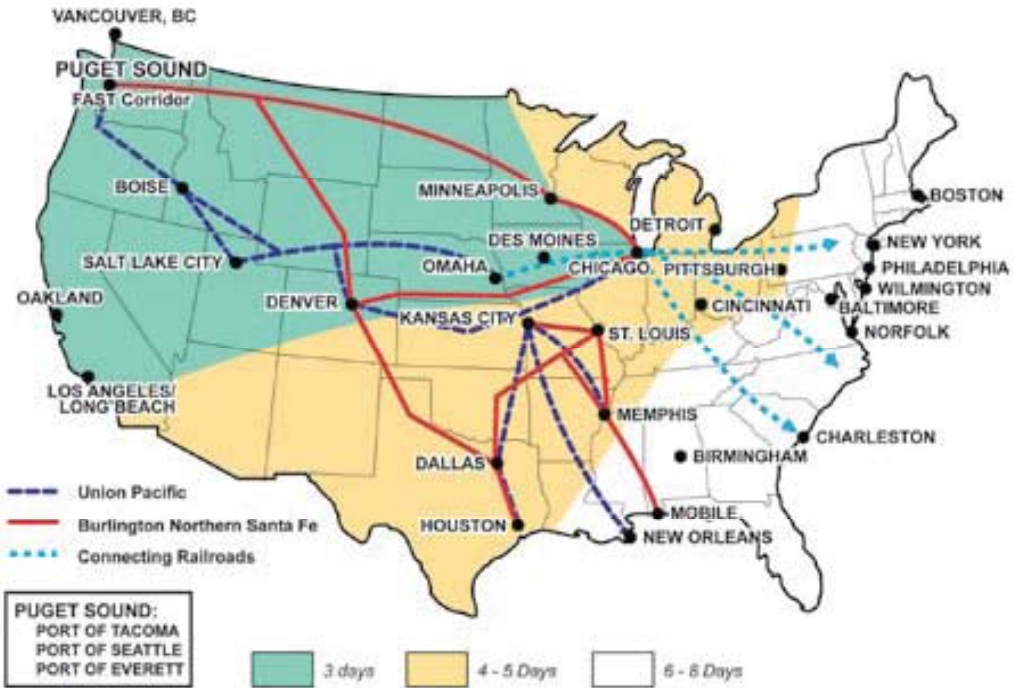

Figure 12. Fast Corridor Partnership. "FAST Corridor." April 2006. FAST Corridor Partnership. 21 Aug. 2009. http://psrc.org/fastcorridor/fastbrochure.pdf
Length of time needed for goods entering through the Ports of Tacoma, Seattle or Everett to reach various destinations.

The Port's six lines of business include:

- Autos;
- Domestic Ocean Carriers;
- Industrial and Commercial Real Estate;
- Intermodal Transportation;
- International Container Carriers at Leased Terminals; and,
- Port-Operated Terminals.

to Interstate 5, Interstate 90, SR 509 and SR 167. Located on Commencement Bay – a deep-water harbor in Southern Puget Sound – the Port of Tacoma has 2,400 acres that are used for shipping terminal activity and warehousing, distribution, and manufacturing. More than 70 percent of the Port's international import container cargo heads east via rail to major markets, such as Chicago, Indianapolis, New York and Boston.[6] The remaining cargo is moved by the nearly 3,100 trucks[7] that call on the Port of Tacoma. Within the Puget Sound region, the Port of Tacoma serves twice as many trucks as the Port of Seattle, and this customer base has resulted in the specific outreach programs developed by the Port of Tacoma to assist the truck driving market.[8]

Each year, the port handles about 18 million tons of cargo. Major imports include automobiles, electronics, and toys, while major exports include grain, forest products, and agricultural products. Based on tonnage, the port's largest export is grain (corn and soybeans) that come into the port by rail from the Midwest.[9] More than 70 percent of the containers imported through the port move by rail to markets in the Midwest and East Coast. The port is served by Burlington Northern Santa Fe and Union Pacific railroads, as well as Tacoma Rail, a shortline that is owned by the City of Tacoma.

The ports of Seattle and Tacoma combined serve as one of the largest maritime cargo throughputs in the United States. Between 65 and 75 percent of containerized imports to the Puget Sound region leave Washington State for regions throughout North America.[10]

Port & MPO Partnership

The Port of Tacoma's stated vision is "To be the most efficient global gateway in North America, a catalyst for community vitality, a steward of our environment and a source of regional pride."[11] In order to do so, the Port works closely with its regional transportation planning organization, the Puget Sound Regional Council (PSRC), to jointly develop the long range vision of freight specific infrastructure within the Puget Sound region.

PSRC serves as the federally designated MPO for four counties – King, Kitsap, Pierce, and Snohomish – 82 cities and towns, two Federally recognized Indian tribes, six transit agencies, and, the Ports of Everett, Seattle, and Tacoma. In fact, the Port of Tacoma maintains representation on PSRC's Executive Board.

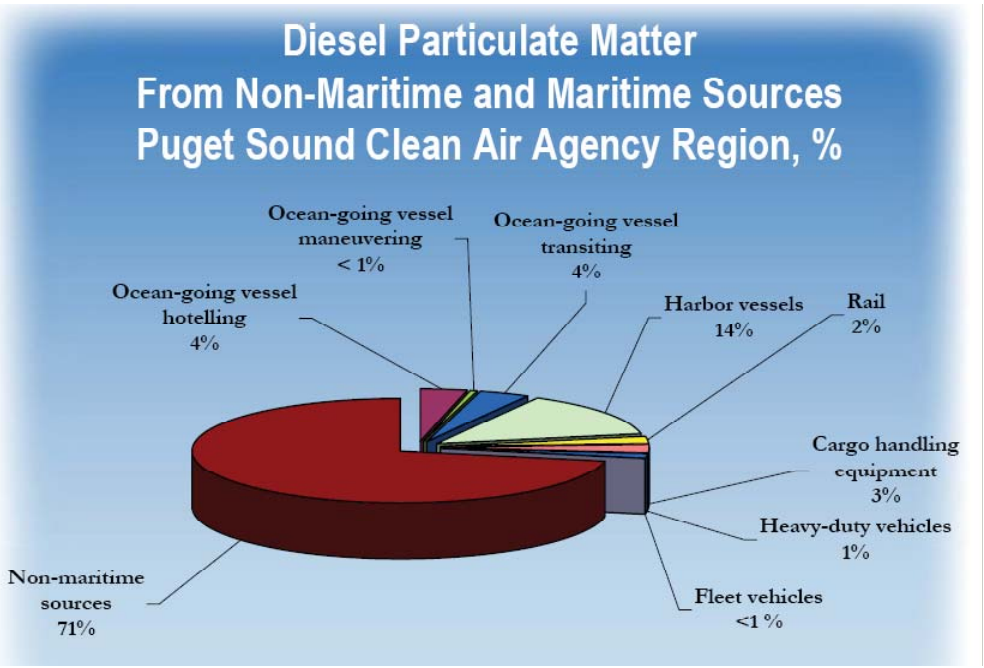

Figure 13. FAST Corridor Partnership. "Diesel Particulate Matter from Non-Maritime and Maritime Sources, Puget Sound Clean Air Agency Region, %" FAST Corridor Partnership, April 2006. FAST Corridor Partnership. 21 Aug 2009. <http://psrc.org/fastcorridor/fastbrochure.pdf>
Diesel Particulate Matter from Non-Maritime and Maritime Sources.

Project & Activities

Providing excellent customer service, promoting the economic vitality and maintaining a healthy environment for the region requires that the Port gather information and data on the commodity flows entering and exiting their system. This type of initiative relies heavily on outreach and communication with public and private sector partners.

The Northwest Ports Clean Air Strategy[12], undertaken by the Ports of Tacoma, Seattle and Port Metro Vancouver, creates a voluntary, joint strategy to reduce port-related air emissions that affect air quality and climate change in the Puget Sound/Georgia Basin Airshed. It is designed to reduce the diesel particulate emissions throughout the region. Collectively, the Ports gather data on the type, age and destination of port drayage trucks, and design a comprehensive program that meets specific performance measures. These performance measures require engine emissions targets for years 2010 and 2015. The specific performance measures for 2010 require an equivalent particulate matter emissions level of a heavy-duty truck engine from the model year 1994 or newer. The specific performance measures for 2015 require an equivalent particulate matter emissions level of a heavy-duty truck engine from the model year 2007 or newer.

In an effort to determine the extent to which the current drayage truck fleet was conforming to the performance measures identified in the Northwest Ports Clean Air Strategy, the Port of Tacoma conducted a drayage truck fleet survey of their operations. This study was based on the best available information, and if further refined data gathering techniques become available in the future, more precise information can be gathered. For example, specific truck service and engine year data is not available at every terminal because data is generated by individual terminals and not on a systemic level. These factors have led the Port to recognize that it is incumbent upon the Port itself to overcome the common barriers outlined in Section 3 of this manual and develop the systematic port-wide view of the Port truck population.

Terminal Operators:
Data was provided from gate security and efficiency operations. Though, because of the emphasis on cargo, and not the trucks, collecting information on drayage trucks from terminals is limited.

Dray Trucking Companies:
Data provided from dray trucking companies was supplementary in nature, and provided information on license plates, engine model years, and specific port service information.

Based on information provided by the terminal operators, the Port conducted interviews with each terminal operator and a selection of dray trucking companies serving the Port in an effort to gain the data necessary for the drayage study. The information retrieved through these interviews helped the Port understand the relationships between port facilities, shippers, brokers, dray trucking companies and truck owners/operators. The Port collected data from two different sources: terminal operators and dray trucking companies.

Each source was able to provide a variety of information as gate efficiency systems at ports (like Optical Character Recognition or OCR) are designed to increase the flow of goods and often collect and store drayage truck information. In the case of the Port of Tacoma, gate data sources

Table 2 - Truck Data Summary

Port of Tacoma Fleet Sample Size	3,098
Port of Seattle Fleet Sample Size[1]	1,416
Trucks shared between POS and POT (a comparison of both studies)	872
As Percentage of POS Sample Size	62%
As Percentage of POT Sample Size	28%

Figure 14. Rod Stuart, "Drayage Truck Fleet Study: Fleets Serving the Port of Tacoma," Port of Tacoma, December 2008. http://www.portoftacoma.com/File.ashx?cid=3357

included trucking companies that serve the terminal and license plate information gathered by the Ports OCR system. Most terminal operators were able to provide license plate information with only one terminal operator lacking the type and quality of data requested by the Port. The drayage trucking companies were asked subsequent questions to provide a fulsome picture of the relationships between the drayage trucks and their operations.

The Port's research and surveys discovered that the drayage trucks calling on the Port are migratory in nature and shared by terminals and shippers. This knowledge has helped the Port identify specific characteristics about the truck fleet. The data provided by the terminal operators and trucking companies have lead to the identification of over 6,000 records which helped to form the Port of Tacoma drayage truck age profile.

The Port recognizes that more can be done to identify the specific characteristics of the drayage truck fleet serving the Port of Tacoma, which would ultimately help to better meet the performance measurements of the Northwest Ports Clean Air Strategy.

In an effort to serve its private sector trucking customers and continue the efforts undertaken by the Port to supports its efforts in the Northwest Ports Clean Air Strategy, the Port maintains a truck program which is a market-based approach intended to: promote companies efforts in meeting the Clean Truck Standards; communicate with the trucking community; provide referrals to funding and modernization opportunities; and, improve Port efficiencies and truck traffic flow. The program seeks to achieve yearly established objectives, including:

- Generating and promoting a best practice list of drayage trucking companies that meet the Northwest Ports Clean Air Strategy goals and achieve EPA SmartWay certification;
- Creating and maintaining a database of trucks serving the Port, including truck age and owner information;
- Communicating with the local trucking community through real-time telecommunications, quarterly meetings, and a dedicated website allowing truckers to receive such information as turn times at terminals and vessel arrivals;
- Promoting truck transportation efficiencies such as terminal gate technology and congestion management methodologies; and,
- Using global positioning system (GPS) tracking technology to investigate Port traffic flow management.[13]

Similar port programs include Port of Los Angeles/ Port of Long Beach Clean Air Action Plan, Port of Oakland Comprehensive Truck Management Program, Vancouver Port Authority Truck Licensing System, and Virginia Port Authority partnership with U.S. EPA SmartWay.

Conclusion

Through this program, the Ports acknowledge the importance of and are implementing strategies to reduce greenhouse gas emissions in conjunction with similar goals being established by state, provincial, and federal government agencies. The Ports recognize the importance of private and public sector participation and partnership to ensure that critical actions to fulfill goals are aligned, and that the stakeholders are working closely to identify additional actions and how to achieve this alignment, as well as how to identify and measure individual projects leading to greenhouse gas reductions. The Ports are committed at this time to achieving the greatest feasible diesel emissions reductions, as well as to targeting greenhouse gases, based on a combination of the following actions performed by both the Ports and their stakeholders.

In the Ports efforts to be dedicated and responsible environmental stewards, the Ports are working collaboratively with tenants, customers, and other stakeholders to decide how best to achieve the goals and meet the performance measures outlined in this Strategy as mentioned above. The Ports, in cooperation with regional organizations like PSRC, industry stakeholders and other public interests, highlight the need for continued collaboration to achieve the objectives and performance.

Mobile MPO and the University of Alabama-Huntsville

Role of the MPO

SARPC) was initially organized in 1964 by local governments in Mobile County, Alabama. The Commission's jurisdiction expanded to cover the tri-county region in 1968 when Baldwin and Escambia Counties entered into full membership with Mobile County, and is one of twelve regional commissions codified in 1969 by the Alabama State Legislature. SARPC's region includes five Class A railroads, 4,500 miles of inland waterways, four foreign trade zones, and much more to accommodate the exchange of goods and services.

Governed by an Executive Committee comprised of 16 elected representatives, SARPC is an instrument of local government providing communication, planning, policymaking, coordination, advocacy and technical assistance for the tri-county region. It also offers a forum for its member government representatives to discuss and resolve common problems, especially those transcending jurisdictional boundaries.

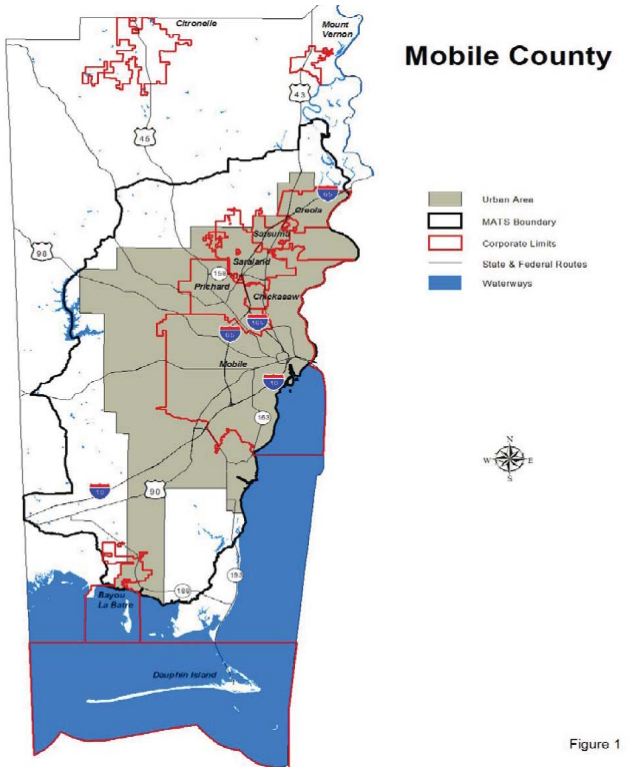

Figure 25. Mobile MPO. 30 Year Long Range Plan: Introduction. 23 Feb. 2005. 15 Aug. 2009. < http://www.mobilempo.org/Long_Range_Plan/Introduction/Introduction.pdf>

The transportation planning department within SARPC serves as the federally designated MPO for the urbanized Mobile, Alabama region. The staff maintains and develops the 25 year LRTP, the 5 year TIP, the Congestion Management Process (CMP), the carpooling CommuteSmart Program, and the annual Unified Planning Work Program (UPWP). The Mobile MPO also works with the areas of the region that are not included in the MPO study area but organized under the rural planning organization. The rural planning organization includes a strategic planning process among participants to identify future transportation improvements in the rural, "non-MPO" areas.

The freight element within SARPC's most recent 25 year LRTP is a new addition that models the movement of freight throughout the MPO area and outlines SARPC's development of cutting edge freight planning tools that are intended to be incorporated into the planning process.

Identifying the Problem

There continue to be many hurdles to freight planning within the Mobile region. The two main obstacles are that planning for the movement of goods often becomes a secondary objective behind urban traffic planning, and many public sector planners often distrust the quality of data they receive from various sources.

Prior to embarking upon the creation of a freight plan for Mobile, SARPC did not conduct freight modeling in a strategic and focused manner. Instead, the

MPO monitored intermodal freight activity and incorporated estimations produced by the Alabama DOT of non-home based trips into the models used to create scenarios of congestion and population travel. Localized freight travel has not been factored into these models or processes until recently.

Traditionally, freight planning in the US has been performed by the application of data analysis and trend line forecasting. The Mobile MPO recognized that the existing processes lacked the ability to forecast economic growth in a way that would allow for comprehensive planning of the infrastructure necessary to support the growth in a localized goods movement setting. The inherent problem with the existing methods, from the perspective of the Mobile MPO, was that implicit in the Mobile MPOs methods are the ideas that previous economic trends would continue to adequately forecast shifts in international trade. These deficiencies have become evident in the case of the Mobile region, where the existing trend-line forecasting methods have missed several large market shifts, including the automotive industry's increasing investment in Alabama.

Additionally, as the University of Alabama at Huntsville (UAH) began examining the relationship between infrastructure investment and economic development, they focused on goods movement activity as an efficient and effective indicator of economic health. The collaboration on this effort between both the UAH and SARPC is leading to the development of a new data tool for regional goods movement planners called the Freight Planning Framework, building off publicly available data in the federal Freight Analysis Framework. The UAH-SARPC partnership will act as a conduit between private sector industry and public sector planning partners to collect and utilize industry sector data.

The Freight Planning Framework

The Freight Planning Framework (FPF) is an analysis and planning methodology focusing on industry sectors and is designed to quantify and, as a result, better understand an industry's need for transportation infrastructure access that has been jointly developed by the Mobile MPO and the University of Alabama-Huntsville. The FPF is intended to produce a newer, forward-looking and systems-based approach to transportation planning, resulting in future infrastructure investments that act as a complement to a region's economic growth.

Built on the traditional four-step planning process, the FPF highlights the need for localized information – data collection and analysis from a state-wide approach often does not provide the necessary level of detail to adequately populate this new framework.

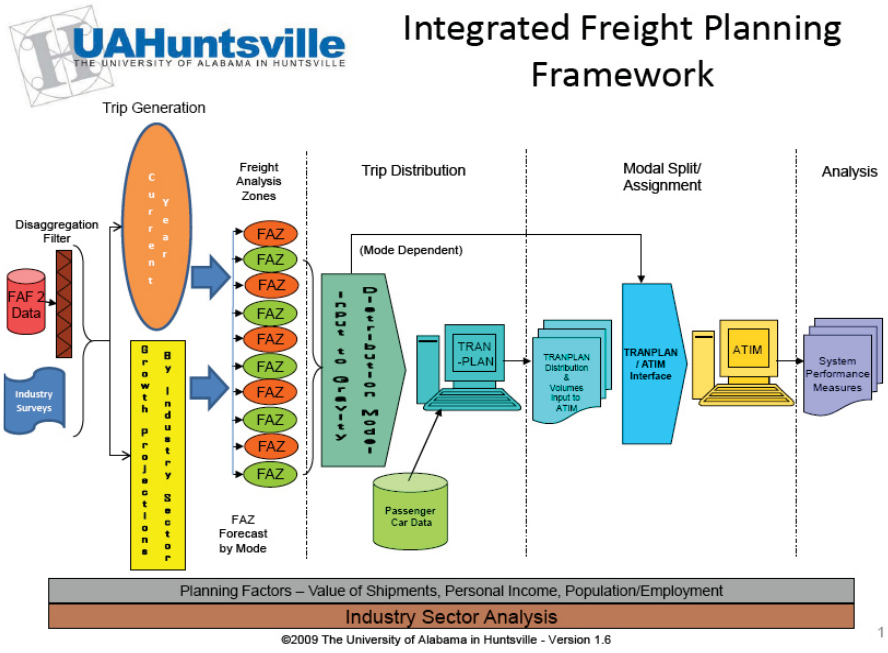

Figure 26. Integrated Freight Planning Framework. Harris, Gregory Dr. "Integrated Freight Planning Framework." The University of Alabama in Huntsville, Huntsville, Alabama. 17 Sept 09. Presentation.

The extensive and ongoing local surveys of freight users that feed into the FPF provide a clearer understanding of the activities of various industry sectors, as well as the factors affecting freight generation. Additionally, the surveys conducted ask where the individual business' freight volumes were five years ago, and where they expect to be five years in the future, with scheduled follow-up surveys conducted to allow for trend adjustments. Based on these surveys, local freight zones are identified, and the data developed is validated and disaggregated to regional, state, and federal databases. The FPF uses household income, value of shipments, personal income and

population/employment as factors when dividing a region into designated Freight Analysis Zones, which provide the level of detail that can be used by MPOs, counties and other local jurisdictions.

In cooperation with the University of Alabama-Huntsville, SARPC intends to validate data used in the FPF, forecast freight movement and run discrete event scenarios. The FPF is intended to allow SARPC to plan for the future to ensure infrastructure and the region's economic growth are coordinated and complementary. The FPF has many potential applications for SARPC, including assisting the MPO in developing a freight program structure and strategy; providing a regional freight profile; and, providing opportunities through which the private sector may be engaged. The UAH and SARPC are designing this system in such a way that will enable the MPO to continue to use the FPF after their direct involvement with UAH has concluded.

Recently, the UAH is finalizing the Mobile Freight Plan, produced several written reports, and continues to educate the SARPC MPO staff on how to best plan for the future of goods movement within their region. Based on the methodology detailed in *The Guidebook for Freight Policy, Planning and Programming in Small- and Medium-Sized Metropolitan Areas*, (NCHRP 570), the plan identifies and is planning for freight movements in Mobile and identified freight policy and planning guidelines.

Third Party Facilitation

The private-sector companies comprising the goods movement industry often operate on slim profit margins; any perceived advantage is often reluctantly shared. One concern expressed by the private sector industry when asked to release goods movement data is the public agencies' inability to not maintain the proprietary nature of data. The UAH has developed a successful niche as a neutral third party facilitator between both public and private sector goods movement partners, and is able to leverage this role for collecting data and maintaining confidentiality. This reputation has helped them to collect data with the guarantee that it will be used only in aggregate form. While consultants may call to request raw data, the researchers only distribute final reports. Additionally, researchers are using a second generation federal freight modeling tool, the Freight Analysis Framework 2 (FAF2), to model the interstate system and make a full model of the U.S. to examine the amount of goods passing through the region on interstates. An integral component of completing this was building trusting relationships with local industries such as trucking companies and railroad companies.

Initially, the researchers used federally available data to determine which industries to focus; the researchers subsequently contacted private firms to request data specific to that companies activities within the geographically defined region. The surveys distributed during the rounds of industry-specific data collection ask only for the direction of a given company's shipment. While initial hesitance to share information was a barrier, locating the correct point of contact within the industry was just as challenging. However, the researchers determined that while many of the survey subjects may not know the origin or final destination of a given shipment, they can tell you the direction from which it comes, as well as in which direction it will travel when it leaves.

Innovative Solution

The industry surveys conducted in the Mobile region have helped SARPC and the UAH identify the economic clusters to focus on within the region. Once identified, the researchers contacted the industries, as well as the port, to examine additional characteristics about the type of freight entering and exiting the region. The FPF will allow them to use discrete event simulation as a decision-making modeling tool, showcasing the clusters to policy officials and the public in a manner that relates the complex transportation plans into more readily accessible items. Once the freight generation principles of a given industry sector are known, it may be possible to apply the principles anywhere the industry exists and can be used to estimate the demand for freight system requirements. While the performance measures to determine effectiveness of this new approach have yet to be finalized, the program's flexible design is expected to be of benefit to other regions with a varying level of complexity in their goods movement economic activity. As a result, UAH anticipates replication of these efforts and outcomes.

IHS Global Insight and the National Retail Federation: Port Tracker

One major barrier to quality, localized data often cited involves the changing characteristics of goods movement. Goods that were previously moved significant distances by truck are now shifting to movement by rail for longer distances. Trucks are being used for shorter trips that are often interregional in nature. These shifts lead to a rapid outdating of data, and require information and collaboration from public and private freight stakeholders to ensure the process of collecting timely data occurs more frequently.

Freight data is notoriously difficult to collect, particularly with ports. Varied processes make it difficult to compile and create a complete picture of port activity within a given region. Without conformity in data collection and statistics, it is challenging for consumers of the data, including planners, journalists and other analysts, to gain a "big picture" perspective of port activity within a particular region. While North America has better conformity than some other areas, the difficulties remain in collecting reliable and easily usable data, even for private analytical firms like that of IHS Global Insight.

Another barrier to creating greater planning capacity via data collection is the hesitancy of private companies to release information that is often proprietary. Members of the public sector planning community encounter this problem frequently. It has also been the experience of private-sector analytical companies who are seeking to develop products which can be used by public and private sector goods movement interests.

An Example: Port Tracker

In an effort to respond to the concerns about the lack for industry specific information the membership of National Retail Federation (NRF), NRF's Strategic Supply Chain Council and IHS Global Insight's Global Commerce and Transportation practice jointly developed "Port Tracker," a monthly publication on congestion and cargo movement at major ocean-going U.S. container ports. Port Tracker blends the economic and trade expertise of IHS Global Insight with NRF's knowledge of the needs and challenges facing retailers to evaluate and monitor key industry data and help containerized shippers understand volume, capacity, and logistics management issues for U.S. ocean-going ports. Port trade forecasts in the monthly report cover all containerized trade, not just retail goods, however, as NRF's clients monitor the potential for overall congestion in the system, the organizations look at containerized imports, including business-to-business shipments of items like components used in manufacturing or other wholesale goods.

The NRF is a membership association representing retail trade interests, with membership representing all retail formats and channels of distribution including department, specialty, discount, catalog, Internet, independent stores, chain restaurants, drug stores and grocery stores, as well as the industry's key trading partners of retail goods and services. NRF represents an industry with more than 1.6 million U.S. retail establishments, more than 24 million employees and 2008 sales of $4.6 trillion. As the industry umbrella group, NRF also represents more than 100 state, national and international retail associations.

IHS Global Insight is a private-sector provider of economic and financial forecasting data and services for a wide range of clients representing various countries, regions and industries. The company provides analytical services in the areas of Economic, Financial and Industry Analysis; Data and Software Solutions; and, Consulting Services across the world.

Port Tracker reports on the activity of ten ocean-going ports: the Ports of Long Beach/Los Angeles, Oakland, Seattle, Tacoma, Vancouver (BC), Charleston, Hampton Roads, New York/New Jersey, Savannah and Houston. In addition to the monthly data analysis provided by the Port Tracker publication, it provides forecasts in six-month increments for incoming TEUs (twenty-foot equivalent units). Port Tracker evaluates and monitors the key data that will help retailers understand what is happening at the ports, including:

- Container volume from select North American ports;
- Vessel traffic;
- Port and inland trucking congestion;
- Gate operations;
- Rail traffic speed and other performance measures; and,
- Labor availability.

The information gathered at the ten ports is digested and analyzed for its retail sector audience, and includes charts, monthly benchmarks, and a port "Congestometer" to indicate the projected future levels of intermodal traffic. The Congestometer defines "low" congestion as indicating no serious congestion, delay or diversion of cargo anticipated; "medium" indicates a potential for congestion at the port or inland transportation system; and "high" indicates an existing congestion, significant delay, or diversion for a port's cargo.

As the largest private data holder of this type, IHS Global Insight's Global Commerce and Transportation practice was instrumental in the formation of Port Tracker. Companies like IHS Global Insight, and others, offer other resources to assist public sector goods movement planners with the collection and analysis of localized data. This additional data, often tailored to the needs of the client, can be used to create and improve efficiencies for the plans of both private sector business plans, as well as public sector long range transportation plans.

To do projects like this, IHS Global Insight also had to overcome private-sector companies reluctance to share proprietary data. They have done so by providing financial incentives to companies sharing that information and the ports participating in the Port Tracker data collection. The ports who participate also receive additional analysis to the data they contribute as an added incentive to participate in the program.

Port Tracker has been successful due to the high level of interest in port traffic and commodity flows. The six-month forecasts are reported as being especially helpful to shippers and government agencies, such as public ports and metropolitan planning organizations, as they attempt to predict freight movements with increasing accuracy.

The success of Port Tracker, and the need in the public and private sector planning community for better localized data sources has led IHS Global Insight to develop a new resource providing information on where and how international trade flows occur within the United States. The U.S. Inland Trade Monitor (USITM) tracks containerized and bulk trade traveling into and out of U.S. ports, allowing for:

- Modal, capacity and infrastructure planning and investment;
- Analyzing the economic impact of foreign trade on local, regional, and national markets;
- Freight market strategy, competitive analysis and service design;
- Freight corridor studies;
- Network modeling by rail, highway and water.

The newer product, USITM provides analysis based both on proprietary and public data, with updates on historical data and related forecasts annually.

Conclusion

The collaborative relationship built between IHS Global Insight and the National Retail Federation through the development of Port Tracker has assisted NRF's clientele in gaining access to information that often is unavailable to an individual member. NRF's collective membership, as both consumers and producers of congestion within the goods movement system, combined with the pairing of analytical skills and financial incentives from IHS Global Insight, furthers the development of a system in which they gain from their data-supplying partners by offering them a valuable service or financial incentive.

Southern California Association of Governments: Container Fees

Role of the MPO

SCAG is the largest regional planning organization in the nation, covering 38,000 square miles and more than 18.5 million people. Serving as the federally designated MPO for Southern California, the SCAG region includes six counties (Imperial, Los Angeles, Orange, Riverside, San Bernardino and Ventura) and 189 cities. Through SCAG, local governments collaboratively develop solutions to regional transportation, housing, air quality, and environmental challenges that seek to serve the 15th largest economy in the world. SCAG also serves as an information clearinghouse, providing cities and counties current demographics, forecasts, mapping data and tools.

Decision-making occurs through SCAG's 77-member Regional Council, a governing body comprised of elected officials representing the six counties and 189 cities in the SCAG region. The Regional Council makes policy decisions, acts upon policy recommendations from SCAG policy committees and external agencies, appoints committees to study specific problems and programs, and makes budgetary recommendations to the General Assembly—an annual gathering that brings together representatives of SCAG's membership to set the course for the agency for the upcoming year. SCAG's Regional Council also includes elected representatives from each of the County Transportation Commissions, the recognized tribal governments, and the air quality districts. SCAG's policy-making process is guided by the work of three Policy Committees (Transportation, Community Economic and Human Development, and Energy and Environment), and its operations are managed by the Executive Administration Committee. The chart below illustrates SCAG's governing structure and process.

The agency closely coordinates its efforts with a number of partners at the local, state and federal levels. In addition to its federal and state funding partners (FHWA, FTA, FAA, and the California Business, Transportation and Housing Agency), SCAG's planning efforts are performed collaboratively with fourteen subregions (including a subregional coordinators' task force) and five County Transportation Commissions.

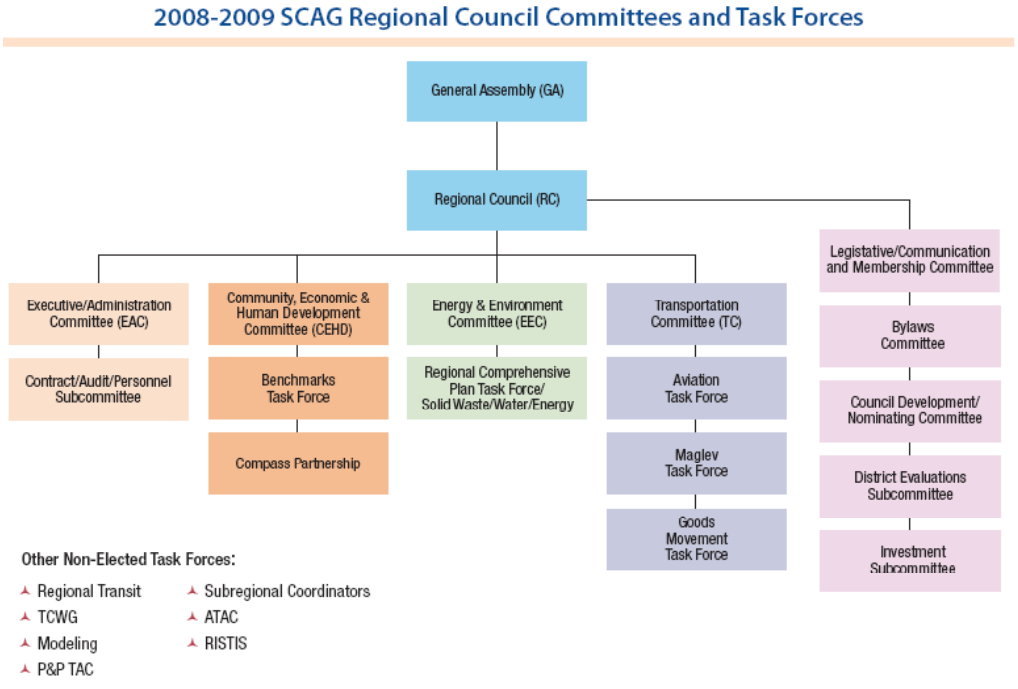

Figure 15. Southern California Association of Governments. "2008-2009 SCAG Regional Council Committees and Task Forces." 2008. Southern California Association of Governments. 21 Aug 2009. < http://www.scag.ca.gov/committees/pdf/CommitteesTaskForcesChart.pdf>

Regional Goods Movement Profile

SCAG's 70-member Goods Movement Task Force (composed of local elected officials, technical staff, environmental community, private sector industry representatives) seeks to optimize the region's transportation system through increases in economic efficiency, congestion mitigation, safety and air quality improvements, and enhancements to system security. In an effort to achieve these goals, all modes of freight are evaluated with the intent of providing new recommendations and policies on infrastructure improvements. SCAG's Goods Movement Task Force meets regularly to discuss related issues and receive presentations on recently completed studies on regional freight issues and proposals.

Goods movement activities in the Southern California region are as large and complex as the region itself. The Ports of Long Beach and Los Angeles, in the San Pedro Bay, handle over 40 percent of all container traffic in the U.S. Of this traffic, about 77 percent has a final destination outside of the region. Together, the San Pedro Bay Ports constitute the largest port complex in the U.S., and the fifth largest in the world. Figure 1 shows the local, regional, state, and national commodity flows from the SCAG region to the rest of the nation, underscoring its importance as the primary freight gateway for the U.S.

Container volumes moving through the San Pedro Bay Ports are forecast to triple by 2030, spurring a doubling of regional surface freight transport that will have significant impacts on the region's transportation system. Future freight growth, combined with some of the worst congestion in the country, make environmental mitigation, especially air quality, a major issue in the region. All of these factors are considered in SCAG's freight planning activities.

Collaboration on Financing Mechanisms

SCAG's RTP provides a comprehensive vision designed to address the regional challenges resulting from future goods movement activities. The regional strategy proposed in the 2008 RTP recommends investments of over $532 billion to address regional transportation needs through 2035. Of this amount, approximately $50 billion has been identified for goods movement projects. Recognizing that a more connected freight infrastructure network needs to occur expeditiously, SCAG has proposed several long range funding source recommendations for freight infrastructure and mitigation needs, including tolls and port container fees in combination with traditional public sector resources (e.g., gas tax and sales tax revenues), as well as the use of bond proceeds from innovative debt financing strategies.

The region recognizes the need to expand mainline rail capacity, double- and triple-track rail lines in some areas to relieve capacity bottlenecks, execute over 130 grade separation projects to mitigate local traffic

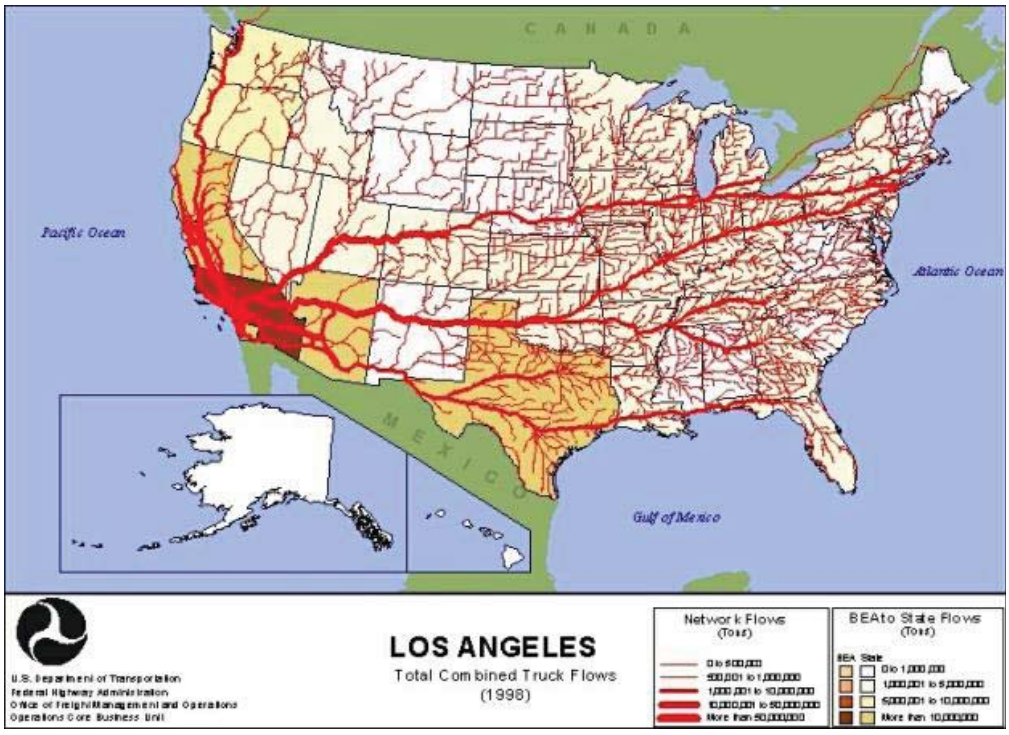

Figure 16. U.S. DOT FHWA Office of Freight Management and Operations. "Southern California regional freight strategy." 1998. FHWA. 21 Aug 2009. < http://ops.fhwa.dot.gov/freight/freight_analysis/reg_ind_studies/so_cal_study.htm>

impacts, and accelerate the introduction of Tier 4 engines to achieve improved air quality. In its RTP, SCAG proposes cost sharing among involved parties, including the ports, railroads, EPA, local agencies and others, with costs and fees to be divided based on the benefits different areas and industries receive.

As discussions about container fees levied on port-related trade become more prevalent, many public and private sector freight industry stakeholders continue to ask how high these fees can be set before diversion occurs. In a presentation to NARC, SCAG estimated that at $200 per FEU, the volume of incoming containerized cargo would drop by only 4.3 percent if revenues are used for congestion relief.

SCAG's Port and Modal Elasticity Study indicates that reasonable user fees could play a major role in maintaining and upgrading the regional goods movement system without significant diversion of cargo to competitor ports. The Alameda Corridor project is one of the most cited examples of how user fees can play a role in financing major freight projects. While not all freight-specific infrastructure in Southern California will be able to sustain a user-fee based system, SCAG's initial projections indicate the potential feasibility of a user-fee based system at San Pedro Bay Ports. The Alameda Corridor project, while successful, was funded by a variety of sources, and had a specified outcome which private sector users could quantify. The 20-mile, fully grade-separated project, which eliminated 200 at-grade crossings and doubled rail speeds, was financed by nearly $1.2 billion in revenue bonds and $400 million in TIFIA loans, with a pledge of user-fees. Additionally, the San Pedro Bay Ports contributed $394 million, with the remaining $130 million provided through other contributions.

Given that traffic at the San Pedro Bay Ports is expected to triple over the long-term, the Southern California region may be in a relatively unique position with respect to maintaining a robust freight infrastructure network despite high capital cost needs for improvement projects. While the recent economic downturn and the future opening of the Panama Canal may impact revenue projections associated with container fees to a degree, SCAG does not anticipate that impacts would be so drastic as to render container fees untenable over the long-term.

Conclusion

SCAG has continued to collaborate with private sector freight stakeholders through their Goods Movement Task Force, as well as other forums and workshops, to discuss public-private partnerships and associated benefits to their respective industries. Continued efforts over time are leading to more substantive discussions among both public and private sector freight transportation stakeholders.

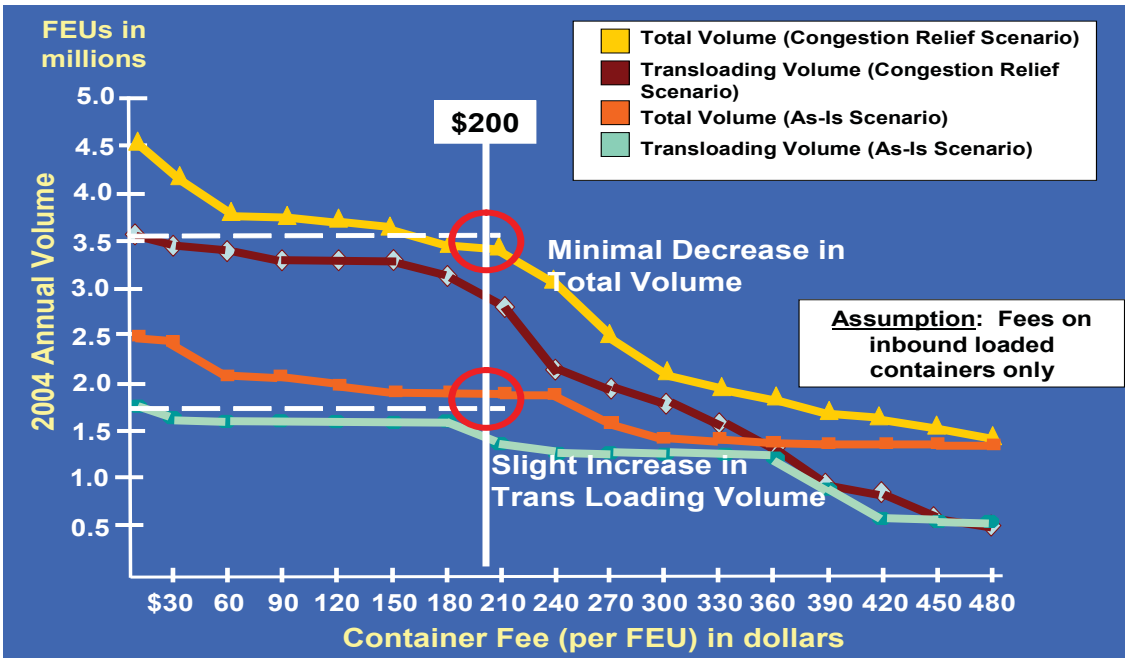

Figure 17. Container Fees Used to Finance Congestion Relief. Nam, Annie. "Freight Planning and Investment Strategies in Southern California." Chicago Metropolitan Agency for Planning, Chicago. September 2008. Presentation.

Regional Infrastructure Improvement Zones

What Are Regional Infrastructure Improvement Zones?

Developed by the Ohio-Kentucky-Indiana Regional Council of Governments (OKI) in conjunction with NARC, "Regional Infrastructure Improvement Zones" (RIIZs) are a new, innovative solution designed to encourage private sector investment in a variety of infrastructure projects, including those relating to goods movement, through a favorable tax treatment of funds and streamlined approval processes. RIIZs allow private corporations or individuals to contribute tax-deductible funds toward the construction and maintenance of public infrastructure. RIIZs present an opportunity to attract infrastructure investment leveraging federal and state funds, while benefiting communities and keeping people, businesses and the economy growing and moving.

Local governments own and operate the majority of our nation's infrastructure, and the local elected officials are accountable and responsive to the needs of their communities. As such, RIIZs seek maintain the role of local governments and local elected officials as critical partners in the federal process. by creating safer, healthier and more environmentally friendly communities.

How Will RIIZs Work?

Businesses and/or individuals wishing to form a RIIZ must first apply through their local multi-jurisdictional regional planning organization – COG, MPO, EDD or RC; in the absence of a regional planning organization, the appropriate local government entity would be given the RIIZ authorities. The regional planning organization will be responsible for determining if local governments in the area, as well as other community organizations and stakeholders, support the proposed infrastructure improvement(s). The regional planning organization will also be responsible for determining the eligibility of the proposed projects in local, state or regional long-range plans. Final approval of the RIIZ will come from the regional planning organization's Board of Directors.

Regional planning organizations, and the local elected officials who govern them, are knowledgeable about infrastructure issues and have expertise in regional infrastructure financing, planning and development, and the implementation of new strategies which determine appropriate infrastructure investments. When these conditions are satisfied, a certificate of approval will be issued to the RIIZ, and filed with the state's Attorney General and the Internal Revenue Service. When the certificates are filed, members within the RIIZ will be permitted to make tax-deductible contributions. As is the case with any federally qualified charity, the RIIZ will issue receipts indicating the amount of the contribution as well as the date received. The contributing business or individual would then deduct the amount of their donation from the income taxes.

Through the utilization of the local regional planning organization, RIIZs maintain a level of consistency, transparency and accountability, tying infrastructure investments closely to a region's approved plans, the local community's needs and the overall public good. The inclusion of the regional planning process as a central component of the RIIZ upholds proven regional and local infrastructure investment decision-making processes.

What Projects Are Eligible?

Acceptable projects for RIIZs may include road repair or construction, facility construction, the purchase of right-of-way, historic preservation of transportation facilities (i.e. train stations, covered bridges), water runoff facilities, intermodal connectors, green infrastructure, or other projects that will enhance the infrastructure system of the designated area. Financing resulting from a RIIZ will not be permitted

for upgrades that are considered customary or ordinary for development approval.

A RIIZ may be as small as a single street or as large as an entire city. One example of an RIIZ could be an add-a-lane project at a four-way intersection: On one corner is a local bank, another is a warehousing facility while the third and fourth corners house an office building and a gas station. Each of these corporations, in concert with their local government, can apply to their regional planning organization for RIIZ status in order to add a turn lane, sidewalk, or bus stop that will enhance safety, business and congestion relief.

Why RIIZs?

The infrastructure inadequacies plaguing our communities – crumbling bridges, aging highways, rail, ports, and mass transit, and deteriorating water and sewer systems – are in serious need of maintenance and improvement. The American Society of Civil Engineers estimates the national infrastructure needs more than $2.2 trillion dollars over the next five years to maintain its current status. However, many local governments are facing budgetary crises that will constrain a great majority of infrastructure spending. Additional avenues for infrastructure financing and investment beyond the traditional mechanisms, like RIIZs, are needed in order to continue moving local projects forward, thereby stimulating the economy and creating jobs. RIIZs are a solution in the menu of options to address infrastructure funding.

RIIZs seek to provide a mechanism driving monies directly to the local level – both rural and urban. In 2005, infrastructure spending by localities accounted for nearly 75 percent of total spending. Urban and rural America are sitting on billions of dollars of unfunded, dormant infrastructure projects—many of which are critical to preserving, maintaining and making our system safer. Besides a lack of federal, state and local dollars to complete or upgrade infrastructure projects generally, projects focusing on goods movement often are critical to bolstering the economy and local tax base, but not selected as top priority projects . Private sector contributions could be attributed directly to goods movement projects, as well as used as local match and, therefore, leverage the local contribution producing more outcomes on a longer term basis.

The RIIZ has the potential to provide a great number of opportunities for communities, businesses, local governments and regions through unique grassroots, public-private partnerships.

Freight Mobility Strategic Investment Board

About FMSIB

In the mid-1990's, the private sector freight industry in Washington State recognized that underinvestment in the state's freight infrastructure network would leave the state lagging far behind economically, both domestically and internationally. In order to remedy what was seen as a significant problem in a state that is economically dependent on trade as a source of income, jobs and tax revenue, the State Legislature created the Freight Mobility Strategic Investment Board (FMSIB) as an independent Washington State agency charged with recommending freight improvement projects to the state legislature for funding.

The mission of FMSIB is to create a comprehensive and coordinated state program facilitating freight movement between and among local, regional, national and international markets, resulting in enhanced trade opportunities. The resulting projects must meet the strategic policy goals established for the program, and include: optimizing freight mobility on Washington's strategic freight corridors, informing the public throughout the process and create cost effective solutions in collaboration with public and private sector transportation partners. The Board also is charged with finding solutions that lessen the impact of the movement of goods on local communities. Washington's economy is heavily dependent on trade and, as such, the State's economic competitiveness depends on the efficiency of the multimodal transportation system for the movement of freight. The Board proposes policies, projects, corridors and funding to the Legislature that promote strategic investments in a statewide freight mobility transportation system.

Eligibility

To be eligible for funds the projects must be located on a Strategic Freight Corridor, defined by Washington Code as "a transportation corridor of great economic importance within an integrated

There are **12 FMSIB board members**, all are appointed by the Governor to four year terms. The appointments to the board are to intended ensure each geographic region of the state is represented, and represent both public and private sector stakeholders in the goods movement industry. They include:

- Two members, one of whom is from a city located within or along a strategic freight corridor, appointed from a list of at least four persons nominated by the association of Washington cities;
- Two members, one of whom is from a county having a strategic freight corridor within its boundaries, appointed from a list of at least four persons nominated by the Washington state association of counties;
- Two members, one of whom is from a port district located within or along a strategic freight corridor, appointed from a list of at least four persons nominated by the Washington public ports association;
- One member representing the office of financial management;
- One member appointed as a representative of the trucking industry;
- One member appointed as a representative of the railroads;
- The Secretary of the Washington Department of Transportation,
- One member from the steamship industry and
- One member representing the general public. Typically, this member has special expertise in relevant fields such as public finance, freight transportation or public works construction. The governor appoints the general public member as Chair of the Board.

freight system." In addition, the potential project must have gone through the public transportation planning process, and be included in an established regional or state transportation plan and potential projects must also provide, at minimum, at 35 percent financial match, which can be from either public or private sector sources.

After the initial eligibility criteria, potential projects are evaluated by using a set of ten factors that are intended to determine how well the project may increase or better:

1. Freight mobility for the area the project covers;
2. Freight mobility as it relates to the region, state, and nation;
3. General mobility;
4. Safety;
5. Freight and economic value;
6. Environment;
7. Partnerships;
8. Consistency with regional state plans;
9. Cost;
10. Special issues

The seventh criterion of the project evaluation and selection process addresses the need for private sector participation and buy-in through the designation of "partnerships" as one of the mechanisms by which an eligible project may be judged. The evaluation and ranking process assigns 25 possible points for successfully creating partnerships, and of the 25 available points, the criteria and scoring are as the below chart shows.

Several of the ten criteria are designed to incentivize the public and private sectors to work together on FMSIB projects. While many interested parties may propose FMSIB projects for consideration, the projects must be included on a regionally or state approved transportation plan, requiring a private sector stakeholder to work with FMSIB, State DOT and MPO staff in order to ensure the project is part of the overall strategic transportation vision for the region. Likewise, as increased private investment is incentivized through the scoring system, the public sector is encouraged to work with the private sector to fund any potential project. By offering positive incentives to both sides, FMSIB creates an environment in which the public and private sectors are rewarded for working closely together.

FMSIB examples

For example, over the past ten years a total of twelve projects have been completed or are currently active in the region that the Benton Franklin Council of Governments (BFCG) serves. BFCG is the designated Regional Transportation Planning Organization (RTPO) for the Counties of Benton, Franklin, & Walla Walla; the Metropolitan Planning Organization for the Tri-Cities urban area and the Economic Development District for Benton & Franklin Counties; and is located in southeastern Washington State. BFCG represents sixteen regular members, one associate member, two affiliate members, and six private sector members representing the region's population of 242,000. As the RTPO, BFCG adds seven public jurisdictions in Walla Walla County, increasing the represented population to 301,200.

The economy of this region is primarily based in agriculture and as such the strength of the goods movement corridors are viewed to be vital to the economic health of the region, and was estimated in 2006 to be valued at $610 million. The goods move through the Benton Franklin region utilizing their multimodal system—railroad, trucking, container cargo and ports along the Columbia and Snake Rivers.

FMSIB has already proven to be helpful in several instances in which traditional revenue sources might not be readily available or accessible. BFCG has been able to further several projects by working with rail partners like the BNSF Railroad and

Criteria	Scoring
Matching Funds (min. 35%)	*Public Sector match*: 1 pt for every 4% of match above 20%
	Private Sector match: 1 pt for each 2% of match above 20%
Criteria timing of partner investments	0-5 points
Total	<25 points

others, to facilitate the movement of goods across the State of Washington by fixing chokepoints and safety concerns at the local and regional levels. The following FMSIB funded projects have benefitted the community through increased safety, congestion relief and improved circulation patterns within the region, while promoting economic development.

- SR 397/Ainsworth Grade Separation – (Port of Pasco/City of Pasco) The project eliminated an at grade rail crossing.
  FMSIB Funding portion = $5.1 million
- Wine Country Road – (City of Prosser) The project consisted of 3.5 miles arterial corridor serving Prosser and the food processing industries of the area. Improvements included widening to three vehicle lanes, an additional Yakima River bridge crossing, restructured railroad structure, two traffic signals and bike and pedestrian improvements.
  FMSIB Funding portion = $8.78 million
- Columbia Center Boulevard Grade Separation - (City of Kennewick) The project eliminated an at grade rail crossing along a principal arterial corridor with one of the largest average daily traffic routes in the urban area and serves a regional sized shopping mall.
  FMSIB Funding portion = $6.0 million
- Myra Road – (City of Walla Walla and Walla Walla County) The project extends Myra Road to intersect with US 12, providing a link to SR 125 allowing for bi-state movement. Prior to this project, freight went through commercial and residential streets in the City of Walla Walla.
  FMSIB Funding portion = $4.2 million

FMSIB has a $6 million a year funding stream that was approved in 2005. While this has been short of meeting the needs to address freight choke points, it has been able to bring predictability to project advancement. Since its establishment ten years ago, FMSIB has seen 35 projects to completion and 42 more projects are underway. The 35 completed projects are valued at more than $315.04 million; with FMSIB's share of the total is $62.98 million. All projects represent partnerships, whether funding or cross-jurisdictional agreements, or inter-modal cooperation.

Freight Action Strategy (FAST)

Since 1998, the Freight Action Strategy (FAST) Corridor coalition began working to highlight the important link freight has in Washington State's economic vitality. FAST is a public-private partnership centered around a freight mobility project aimed at improving freight movement on the road and rail network while supporting the international maritime trade throughout the Puget Sound region, encompassing the Everett-Seattle-Tacoma areas. The project incorporates significant regional public and private sector planning functions into a coordinated freight initiative.

Puget Sound Region & Freight

In Washington State, maritime trade supports 30,000 direct, indirect and induced jobs – representing about $1.8 billion in personal income per year – with an additional 300,000 related jobs. The State's ports, Seattle, Tacoma and Everett, serve a national and international market with 65 percent to 75 percent of the international containers entering these ports are transferred to rail to supply inland markets throughout the U.S. Together, the ports comprise the third largest marine container load center in North America, and one of the largest maritime cargo throughputs.

Total maritime trade out of the ports in 2004 was $12 billion in exports and nearly $60 billion in imports. The ports have exceeded demand projections, processing 3.6 million TEUs[1] in 2004 and 4.2 million TEUs in 2005. With container volumes expected to double by 2020, train volumes between Seattle and Tacoma could also double in the next 20 years — from an average of 85 to about 190 trains per day by the year 2025. Two-thirds of containerized imports to the Puget Sound region leave for regions throughout North America. As the map below indicates, goods moving from the Tacoma-Seattle-Everett region reach almost every state in the nation. According to the Puget Sound Regional Council (PSRC), Washington is the most trade-dependent state in the nation when measured by volumes as a share of gross state product.

The anticipated freight cargo increases and need for infrastructure investment, combined the State and region's economic dependency on the goods movement industry, requires a coordinated public-private partnership to facilitate comprehensive freight planning and project implementation.

FAST Partnership

Starting in the mid-1990s, the FAST Corridor Program began with PSRC, the Economic Development Council of Seattle, and King County, Washington. The FAST Corridor Program has grown to a partnership of 26 local cities, counties, ports, state and regional transportation agencies, railroads and trucking interests spanning the corridor from Everett through Seattle to Tacoma.

In order to best accomplish its goals, the FAST stakeholders convene a public–private forum

Figure 10. International Freight Flows from Central Puget Sound Region. Howard, Charles. "Building Planning Capacity between Public and Private Sector Planning Partners." Port of Tacoma, Tacoma. October 7, 2008. Presentation.

Project specific goals for the FAST Corridor program are to:

- improve the functionality, capacity and connectivity of the mainline rail system;
- eliminate chokepoints where railroad and arterial networks intersect;
- provide safe rail crossings and reliable emergency access for local communities; and
- establish reliable truck links between ports, railroad intermodal yards and regional distribution centers.

called the Regional Freight Mobility Roundtable, designed to foster sustained engagement and identify issues and freight-related priorities for the region. Participants in the Roundtable include nonprofit organizations, shippers, carriers and public agencies. FAST Corridor projects address system gaps (i.e. intermodal connectors) where no single entity "owns" the problem. The 26 FAST partners share information, combine funds and prioritize the many local projects to fill these gaps. FAST Corridor projects are comprised of freight-specific investments to address future increases of freight traffic at the region's three ports, and needed improvements to eastbound traffic flowing from the ports to ensure to maintain domestic and international competitiveness.

The range of participants in FAST represents a true federal-state-local partnership and provides integrated decision making in the freight sector from the local level through the federal level.

Role of the MPO

PSRC serves as the federally designated MPO for four counties – King, Kitsap, Pierce and Snohomish – in the Seattle-Tacoma-Everett metropolitan area of Washington State. Members that sit on the MPO include the four counties, 82 cities and towns, two Federally recognized Indian tribes, six transit agencies and the three ports – Everett, Seattle and Tacoma.

Through its role as a facilitator, PSRC, along with Washington State DOT, run the FAST Corridor program and have incorporated FAST-related projects into the region's LRTP and TIP. A variety of state task forces and public and private sector partnerships focusing on freight needs conduct freight planning to identify FAST Corridor projects that need funding.

When PSRC updated its regional plan in 1995, staff assembled the private sector freight stakeholders throughout the region and solicited their input through the course of five meetings. This resulted in the inclusion of private sector freight-specific concerns into the regional transportation plan. After those initial formalized discussions, the Regional Freight Mobility Roundtable continued to meet, and has evolved into an effective communications and decision-making tool for PSRC, WSDOT and the FAST Corridor program generally.

Today, the FAST partnership is primarily a collaboration of local and regional efforts. The PSRC's LRTP, *Destination 2030*, includes a section supporting the efforts of the FAST Corridor program. The plan supports adoption of recommended infrastructure improvements from Phase I and Phase II of the FAST as part of the long-range plan and continued inclusion of identified improvements from FAST.

Project Activities and Progress

Much of Puget Sound's inland freight traffic moves by rail. Encounters at-grade crossings,

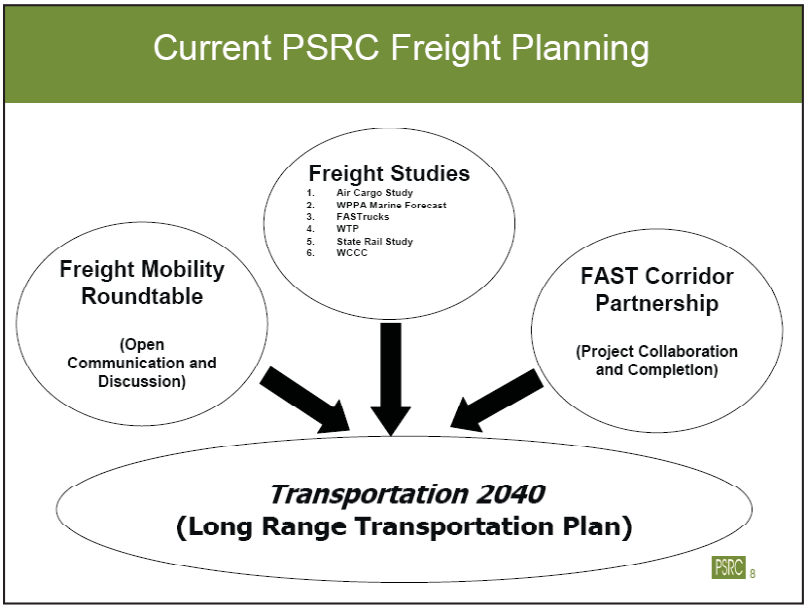

Figure 11. Current PSRC Freight Planning. Howard, Charles. "Building Planning Capacity between Public and Private Sector Planning Partners." Port of Tacoma, Tacoma. October 7, 2008. Presentation.

which appeared high on PSRC's list of community concerns, frequently caused congestion and safety issues on the roadway system of many of Washington's communities. Additional rail capacity was also needed to handle the anticipated increase in maritime cargo and accommodate transit needs.

Through continued and sustained levels of engagement, the FAST Corridor program has been able to address several stakeholder and community concerns which typically surround freight infrastructure improvements.

Fifteen projects, primarily involving grade separations, were selected to be part of the first phase. Because criteria was applied in a transparent and uniform manner, the FAST stakeholders public agencies and communities, agreed to support the Phase 1 projects. In addition to the grade separation projects, the ports undertook a series of operational improvements to facilitate movements at their facilities. A set of 10 Phase II projects have been identified, and include additional rail grade separations, improvements to the roadway system, and ITS applications to improve transportation system operations.

The federal funding for FAST has been leveraged to attract additional financiers. FAST Corridor Phase I received federal funds through several grant and discretionary programs, earmarks, the Surface Transportation Program and the National Highway System. The FAST program has leveraged these federal funds by providing $500 million worth of projects for $150 million in federal funds. This is the result of successful private engagement with companies like Burlington Northern Santa Fe (BNSF) and Union Pacific (UP) railroads, and sustained public sector commitment to freight-specific projects through state funding by WSDOT, the Transportation Improvement Board and the Freight Mobility Strategy Investment Board. Local governments and the ports also have provided funding for the FAST program.

In 2000, NARC honored the FAST Corridor Project with an Achievement Award, honoring projects that promote regional cooperation and address cross-jurisdictional issues and challenges. The FAST Corridor has helped the region, state legislature and congressional delegation to speak with one voice to identify and find funding for the investments that will improve freight mobility.

FAST addressed public and private sector stakeholder concerns, including:

- replace at-grade rail crossings with grade separated crossings;
- continuously engage the public and elected officials;
- facilitate meetings between community and freight providers;
- create channels for information provision to the public;
- use intelligent transportation system (ITS) technologies; and,
- undertake spot improvements to transportation infrastructure.[70]

Conclusion

The FAST Corridor program and PSRC's efforts elevate the importance of freight infrastructure needs. The region's assets, location and its reliance on trade require efficient freight infrastructure that is well-planned, well-maintained and well-funded. Efforts by both the public and private stakeholders in the FAST Corridor to publicize its vision, encourage greater attention to freight among the public and policy-makers, and integrate ideas provided by private sector stakeholders into the project delivery cycle incentivized a continued commitment from both stakeholders.

PSRC's FAST Corridor efforts reflect the shorter time scale on which the needs of the freight industry operate. While longer-term planning remains a product of the PSRC, the PSRC's FAST Corridor program has advocated for and implemented seven projects in fewer than ten years of existence, with another eight projects near completion and roughly ten in the design phase.

While many regions do not have the same freight needs as PSRC, goods movement and trade continues to play an important role. Regional transportation planning organizations like PSRC have the ability to develop strategies that encourage the involvement of freight stakeholders, secure greater funding for freight infrastructure, and engage the major employers and users of the freight network.

Mid-America Regional Council: Integrated Partnerships

Goods movement is a prominent factor in the Kansas City region's economic development, due to the historic role Kansas City plays as a major transshipment point. At the nation's center, Kansas City links to and contains critical goods movement assets like I-29, I-35 and I-70; the Port Authority of Kansas City; Class I rail (Burlington Northern Santa Fe, Kansas City Southern, Norfolk Southern and Union Pacific); as well as, one of the top 40 air cargo airports in the nation located at Kansas City International Airport. Ensuring that transportation infrastructure is maintained and improved to allow for the flow of freight is necessary in making more efficient, businesses and communities that share the economic benefits. The Mid-America Regional Council (MARC) is a vital element in this process by effectively facilitating the region's continued success in freight transportation.

Role of the MPO

MARC serves as the association of city and county governments for the bi-state Kansas City region, serving Cass, Clay, Jackson, Johnson, Leavenworth, Miami, Platte, Ray and Wyandotte Counties, in the States of Kansas and Missouri, as well as 120 cities. The region covers a population of approximately two million people, spanning an area of 4,400 square miles. Working with MARC, local governments enhance their effectiveness by building a stronger regional community through cooperation, leadership and planning on issues extending beyond the jurisdiction of an individual city, county or state. MARC covers a variety of issues including transportation, child care, aging, emergency services, public safety and 9-1-1, and the environment. The MARC Board of Directors consists of 33 locally elected leaders representing the nine counties and the six largest cities in the bi-state metropolitan Kansas City region.

As the federally designated MPO for the Kansas City bi-state region, MARC is responsible for the creation of plans and programs that provide for the development, integrated management and operation of transportation systems and facilities that function as a multimodal transportation system. For purposes of metropolitan transportation planning, MARC's current jurisdiction consists of seven counties: all of Cass and Jackson, and portions of Clay and Platte counties in Missouri; and all of Johnson, Leavenworth and Wyandotte counties in Kansas.

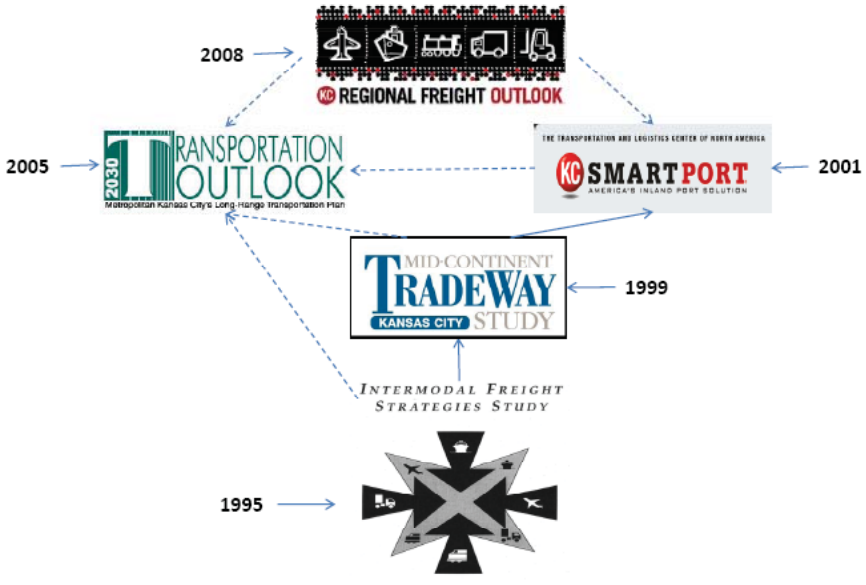

Figure 18. Freight Planning History. Fields, Darryl. "Freight Planning in Kansas City." Chicago Metropolitan Agency for Planning, Chicago. September 2008. Presentation.

Their transportation responsibilities, geographic assets and regional make up make MARC is well positioned to take advantage of major national trends toward intermodal freight movement, and build regional benefits from international trade.

Genesis of a Partnership

MARC has maintained an active leadership role in regional freight planning since the early 1990's

when public and private stakeholders examined their role in the positioning of Kansas City as an important link in the national supply chain. Through MARCs role as the MPO, it sought to integrate freight planning more fully into the overall metropolitan transportation planning process, while the Greater Kansas City Chamber of Commerce sought to analyze the region's freight industry needs, trends and technologies. Out of these efforts, MARC joined in partnership with the Greater Kansas City Chamber of Commerce; Missouri State DOT; Kansas State DOT; and the Cities of Kansas City, Missouri; Kansas City, Kansas; Independence, Missouri; and Johnson County, Kansas; to complete a strategic plan for goods movement in the greater Kansas City region, the Intermodal Freight Strategies Study (IFSS). This study, completed in 1995, identified the economic components of freight transportation and promoted its associated economic development through the development of marketing strategies. It also identified and prioritized infrastructure improvements for the region.

As a result of the activities and recommendations contained within the IFSS, MARC created a Goods Movement Committee within the MPO committee structure to integrate public and private sector freight issues and concerns with the overall metropolitan planning process. The committee is composed of local elected officials, freight industry representatives, city and county technical staff, and MARC planners. The Committee meets on an ad hoc basis, and serves as a forum for committee members to discuss and debate the activities recommended in various goods movement studies, as well as make recommendations to the MPO's Board of Directors on the goods movement portion of the federally required LRTP.

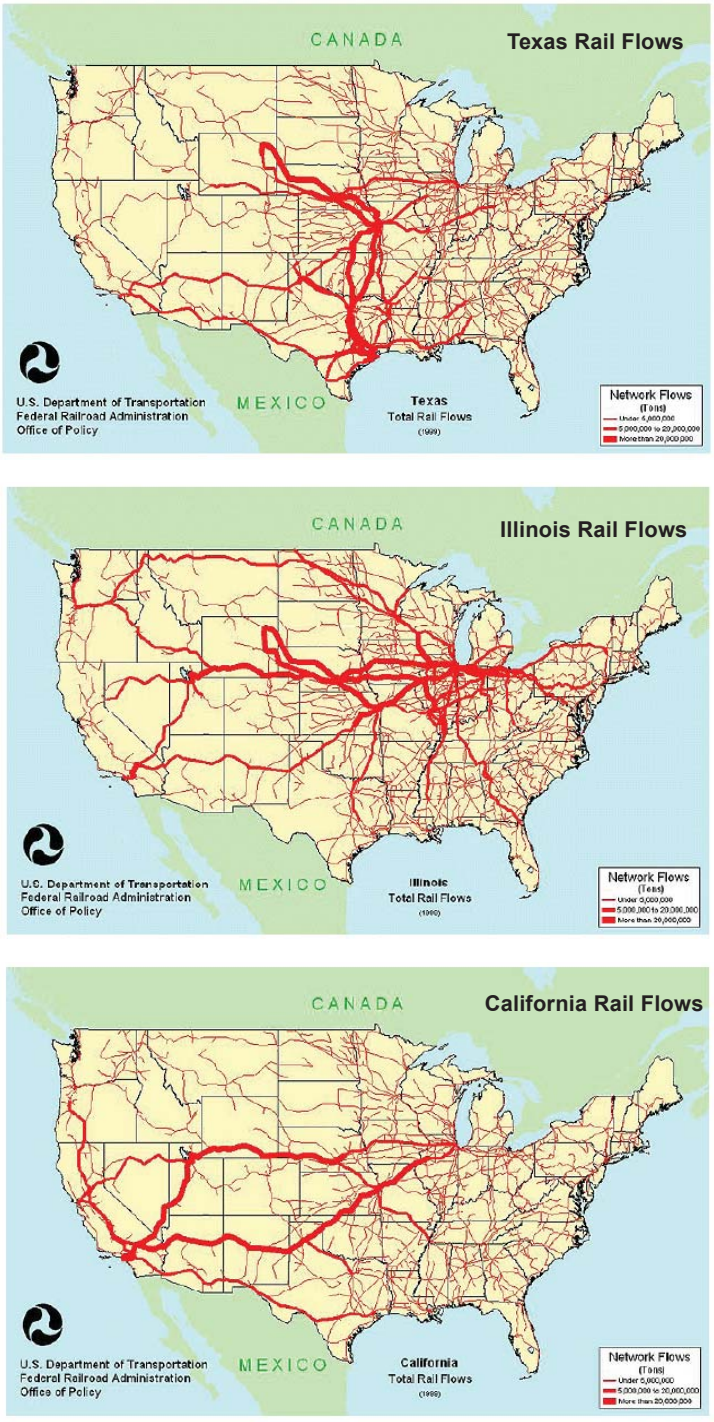

Figure 19. California, Illinois and Texas Rail Flows. Fields, Darryl. "Freight Planning in Kansas City." Chicago Metropolitan Agency for Planning, Chicago. September 2008. Presentation.

Subsequently, in 1999, MARC and its private sector partners embarked upon its second study of goods movement in the Kansas City region. The partners recognized that the infrastructure-related recommendations resulting from their partnership would be better poised for both financing and community acceptance if it flowed through the region's MPO. As a result, MARC's Goods Movement Committee was utilized to assist in the completion of a feasibility study for a regional International Trade Processing Center (ITPC) called the Mid-Continent TradeWay Study (MCTWS).

The MCTWS concluded that Kansas City had the physical, technological and human resources to succeed as an international trade processing center; that an ITPC could offer the region trade-related benefits; and, these benefits would help U.S. companies' trade goods and services with Canada and Mexico. These two initiatives helped to form the strategic framework for goods movement planning in the Kansas City metropolitan region and lead to the creation of Kansas City SmartPort, Inc, a non-profit economic development organization that promotes the Kansas City region as a leading North American logistics hub. SmartPort, Inc.'s mission is to grow the Kansas City regions transportation industry by attracting businesses with significant transportation and logistics elements and make it cheaper, faster, more efficient, and secure for companies to move goods into, from, and through the Kansas City region.

Activities and Progress

The region is updating the MCTWS and IFSS through a collaborative initiative called the Kansas City Regional Freight Outlook Study (KCRFO). This effort will address marketing strategies, policy objectives, and public/private infrastructure investment, and will validate assumptions and recommendations from the IFSS. It will also provide a regional freight strategic plan that will continue to position the region a vital national freight transportation hub, while supporting expansion to the region's freight transportation economic "well being".

A Freight Outlook Advisory Committee was formed within KCRFO, consisting of representatives of the Kansas and Missouri departments of transportation, freight industry, economic development organizations, and MARC. Elements of the study include a freight zone investment plan, an economic impact and benefits plan, and a regional freight assessment. These pieces will form the basis of a marketing and strategy plan, which will culminate into the KCFRO. Currently, TranSystems is identifying freight zones (transportation corridors, transportation developments, and freight employment centers), conducting a freight flow analysis, and initiating industry and user surveys.

MARC's Goods Movement Committee is supplementing the work needed to accomplish the Study through the Committee's work program. It has recommended actions that dovetail with actions KCFRO also needs to accomplish, such as: intermodal facility developments; increasing truck traffic; safety related to freight movement; inventory/assess current facilities and identify future needs; economic development impacts; and, public education on the role of goods movement. The actions and resulting recommendations of the KCRFO will be fully integrated into MARC's metropolitan planning process, and will help with long-range infrastructure planning and growth in new distribution center investments. The plan will recommend strategies and/or steps that capitalize on regional factors that support increases to regional freight efficiency, and are designed to provide the flexibility that responds to market and regulatory changes as they relate to freight movement. The plan will evaluate the regional freight vision/mission, goals and objectives from the regional LRTP – *Transportation Outlook 2030* – for continued applicability, and recommend any appropriate changes to maintain currency of the regional vision/mission, goals and objectives towards goods movement.

Conclusion

While MARC has struggled to maintain regularly-scheduled participation by the private sector stakeholders, the MPO has found successful participation when they focus their meetings on actionable items. This is an attempt to counter an often cited complaint by their private sector partners that differing planning horizons used by the public (five to 20 years) versus private (three months to two years) sectors act as a disincentive to private sector participation. MARC is seeking to address this concern through the structure of the meetings held by its Goods Movement Committee, and by supplementing the work of the Committee with one-on-one engagements between MARC staff and private sector industry representatives. MARC continues to pursue greater private sector participation in their goods movement committee at regular intervals to assure goods movement in the Kansas City region is well planned and ready for future growth and opportunities

Toledo Metropolitan Area Council of Governments

Role of the MPO

The Toledo Metropolitan Area Council of Governments (TMACOG) serves as the designated MPO for the Toledo metropolitan region, including Lucas, Wood and Ottawa counties in Ohio, and Monroe County in Michigan. Representing approximately 620,000 individuals, the region is located at the intersect of several major East-West and North-South freeways, is a large freight rail hub for east-west movements, serves a Great Lakes port, and is adjacent to the Detroit metropolitan region. TMACOG is heavily engaged in planning for freight movements in the region due to its proximity to the Toledo Port Authority, I-75, I-80, I-90, I-475 and I-280, and are continually exploring avenues by which they may become more engaged. TMACOG conducts routine surveys and listening sessions with local trucking and freight service companies to identify freight-related congestion and delay points, safety concerns and improvements, National Highway System connector functionality and new route designations, and freight related corridor improvements.

In order to improve freight movement efficiencies and volume within, and throughout, the region, TMACOG engages a Freight Committee, which is comprised of freight service companies, local elected officials, freight industry representatives, and representatives of economic development agencies. One way in which TMACOG engages the local trucking community is through the utilization of a Freight Truck Survey that identifies issues affecting the trucking industry in the region. The Survey is sent to area trucking companies with questions on highway congestion, pavement conditions, speed limits, and others topics. The results from the survey and other listening sessions are used to create a prioritized list of recommendations that will improve the movement of goods regionally. This information is also used in the development of TMACOG's long range transportation plan.

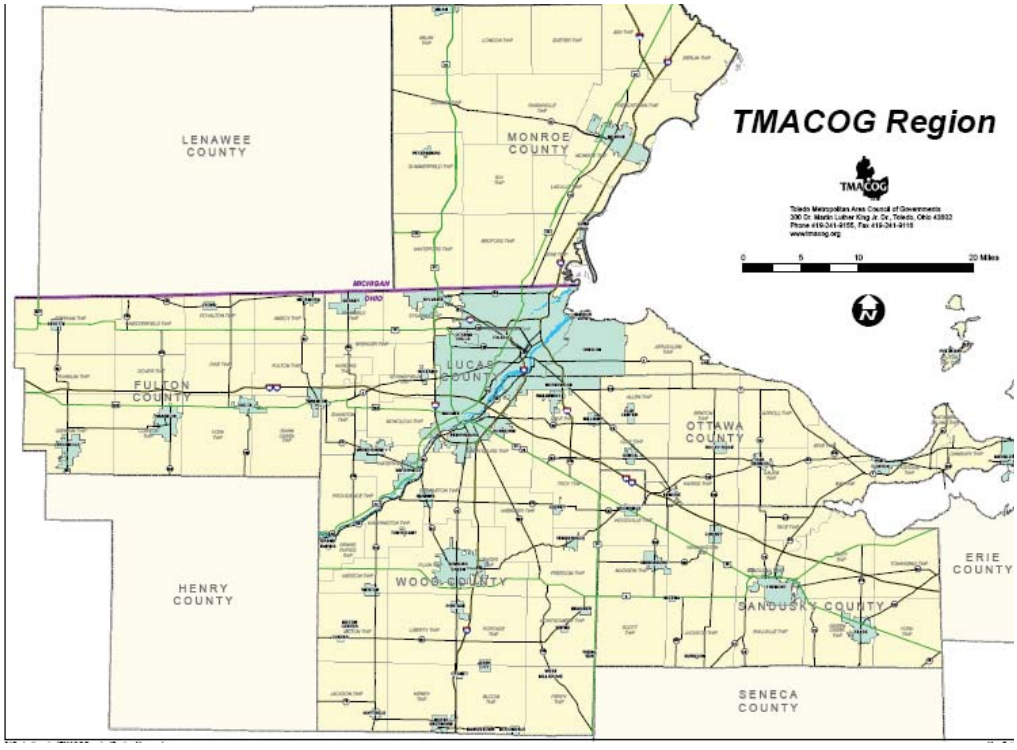

Figure 20. Toledo Metropolitan Area Council of Governments. "TMACOG Region." 17 Jan. 2006. Toledo Metropolitan Area Council of Governments. 15 Sept. 09. < http://www.tmacog.org/images/TMACOG%20Region%20Map.pdf>

In addition to actively coordinating freight infrastructure projects within the Toledo metropolitan region, TMACOG also works collaboratively with the SEMCOG, which serves as the MPO for the Detroit, Michigan, metropolitan region, to coordinate goods movement planning between the two adjacent MPOs. The Ambassador Bridge, connecting Windsor, Ontario with Detroit, Michigan, is the single busiest international land border crossing in

North America. TMACOG is planning for much of the freight traffic entering the U.S. through this point of entry to travel to, and through, the Toledo region. TMACOG recognizes cooperation with SEMCOG is necessary to prepare for this truck traffic. TMACOG also conducts regular joint freight committee meetings with SEMCOG, and works with Michigan DOT, the Toledo Lucas County Port Authority, the University of Toledo Intermodal Transportation Institute, and the Toledo Trucking Association on a variety of efforts to understand how the flow of goods through the region directly and indirectly impacts transportation and economic development investments.

Through examinations of this kind, TMACOG has determined that the freight assets within the region are currently operating below capacity due to several rail and highway chokepoints. In fact, three of the top ten rail chokepoints in Ohio are located within TMACOG's planning area. As a result, the economic development associated with distribution, trucking and value-added handling services has been constrained.

Current Activities

There are two rail intermodal sites being developed in the Toledo region to address rail congestion. Individual coalitions for each effort have been formed, drawing from public and private entities active in TMACOG's Freight Committee. Members of these coalitions include Class I railroads, local governmental entities (city, county, township, and villages), the University of Toledo (for the Norfolk Southern project), commercial, planning

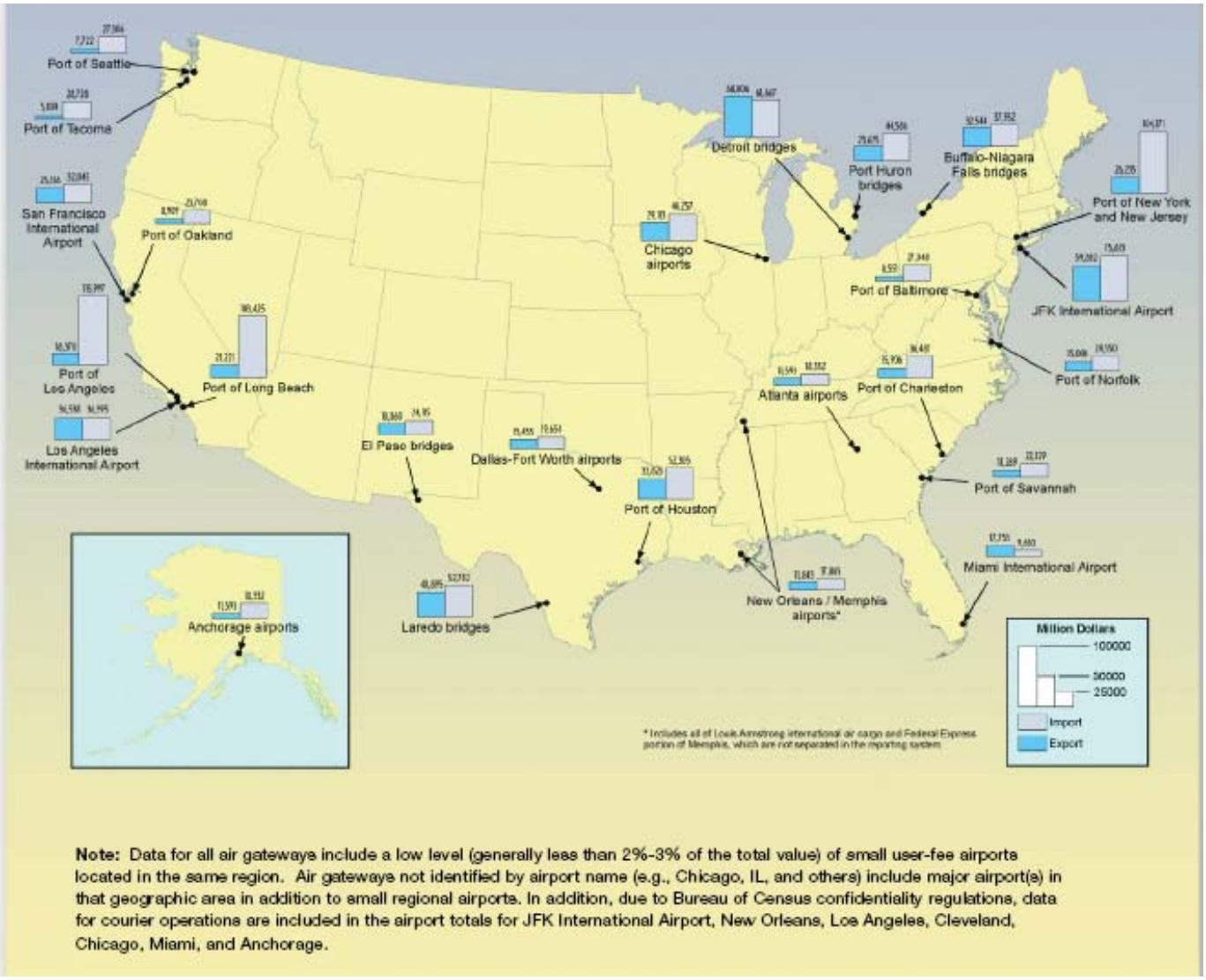

Figure 21. U.S. DOT, Office of Freight Management and Operations. "Top 25 Foreign-Trade Freight Gateways by Value: 2006." 3 June 2008. U.S. DOT, Office of Freight Management and Operations. 15 Sept 09. < http://ops.fhwa.dot.gov/freight/freight_analysis/nat_freight_stats/docs/08factsfigures/figure3_17.htm>

and economic development agencies. On these particular projects, TMACOG is a resource to and a member of both coalitions.

Airline Yard Project Coalition:
The Joint Intermodal Task Force for Transportation and Logistics is comprised of representatives from TMACOG, the Toledo Lucas County Port Authority, Ohio DOT, the City of Toledo, Lucas County, the University of Toledo, transportation and economic development groups, as well as area business and industry leaders. The goal of the coalition was to identify the best site for the development of an intermodal freight hub that takes advantage of the region's strategic geography and highway, rail, water, air, and pipeline transportation assets.

Airline Junction Rail Yard Intermodal Site:
The Norfolk Southern (NS) Airline Junction Rail Yard was chosen by the Joint Intermodal Task Force, with TMACOG as a lead partner, as a location where intermodal facilities could be further developed in the region. Development of this site is a public-private partnership between Norfolk Southern, the City of Toledo, and the Ohio Rail Development Commission. Historically, the site has been used for limited intermodal goods transfer; however, track and switching configurations leading into the yard do not allow the site to be used by intermodal trains without delaying the frequent rail traffic traversing the region to Chicago, New York and Detroit. In addition, Amtrak passenger trains traveling between Chicago and several eastern markets pass through this rail yard. Although the existing property is sufficient to support modest rail traffic, the property has not been developed to realize its potential as a rail/truck transfer location serving the communities in western Lake Erie.

Modifying rail infrastructure within the Airline Yard property to provide functionality as an intermodal site is feasible and has been determined to provide direct NS intermodal freight service to the Toledo markets. Other improvements to the site will help to reduce congestion on the east and westbound tracks and on tracks that running north to Detroit.

CSX Gateway Intermodal Facility Coalition:
The Wood County Economic Development Agency is the lead agency assembling local townships, villages, public, and private interests that will plan for future development resulting from a new CSX intermodal yard now under construction near North Baltimore, Ohio. TMACOG is a partner together with Ohio DOT, the Wood County Engineer, and local stakeholders to develop a transportation plan that will be able to serve the development. During project implementation, TMACOG has either programmed federal funds or requested NHS designation to provide immediate or future benefits for the respective projects. Other future Coalition planning efforts include a land use plan, water and wastewater infrastructure improvements, and electrical service to support the new yard and anticipated spin off growth.

CSX Intermodal Facility at North Baltimore:
The facility at North Baltimore is one part of a multi-state, $700 million public-private partnership to develop CSX's National Gateway initiative. The initiative intends to construct a state-of-the-art rail corridor linking the East Coast's international deepwater ports and major consumption markets with the population and manufacturing centers in the Midwest. The improved rail clearances are intended to allow for the new terminals and greater capacity needed to improve the flow of freight by rail, augmenting the Midwest's ability to deliver manufactured goods to world markets.

The National Gateway initiative includes a new $90 million intermodal terminal in Ohio located in the City of North Baltimore, Ohio. While the route structure is already in place with the existing CSX rail lines, the project is intended to provide the National Gateway Initiative with increased capacity and system efficiencies and move certain existing rail operations from Chicago to North Baltimore.
MPO engagement on this project is crucial as CSX also estimates the National Gateway initiative will shift an estimated 50,000 trucks from Ohio's highways to rail each year. By expanding rail access and providing new shipping options, the National Gateway is also projected to reduce overall freight shipping costs on goods entering and leaving Ohio. Funding for development is expected to provide $8 of benefits for every $1 of public money invested.

MPO as a Convener
Through their Freight Committee, TMACOG has

convened partners including local governments, commercial, property and energy related development interests, legislative advocates, and the local trucking association to address these rail and highway chokepoints. TMACOG leverages its position as the federally designated MPO to act as the convening lead agency, and provide a forum for stakeholders to identify, evaluate, prioritize and program improvements to correct or mitigate existing problem sites. Every effort is made through public involvement and open communication to gain actionable information from both public and private sector sources that facilitates a timely solution to an identified need.

In 2008, the Ohio DOT adopted a new heavyweight truck permit fee structure, raising the annual cost of permits from $55 to $2000 by mid-2009. Business owners utilizing these permits in TMACOG's region advised TMACOG and others that the new fee structure would make the Port of Toledo non-competitive, and they would consider using alternate locations either in Michigan or Indiana for freight shipments in order to keep their businesses competitive. In an effort to address the concerns of all partners involved, TMACOG facilitated several meetings involving business representatives, elected officials, the Toledo-Lucas County Port Authority, and Ohio DOT staff regarding the proposed new fee structure. TMACOG facilitated an agreement between the private sector parties and with Ohio DOT and the Governor's office to revise the fee structure and more adequately reflect the needs of the trucking industry, while allowing the Port of Toledo to remain economically competitive. Feedback from the local private sector stakeholders indicated the agreement struck a balance between commerce, safety and system preservation.

While TMACOG has been able to engage the Port of Toledo to resolve goods movement concerns in this instance, other highway and rail freight movement challenges between and within the surrounding local communities continues to be negatively affected. TMACOG encourages direct engagement of their local trucking association, and maintains a reciprocal membership in the Toledo Trucking Association.

Conclusion

TMACOG's central and active role in coalition building with varied goods movement interested in the Toledo metropolitan region is a positive example of the role MPO's play as conveners of local governments and private sector interests. The reciprocal relationships that have been developed locally allow for concerns within the community to be aired throughout the transportation planning process, which not only assists TMACOG in fulfilling the necessary requirements associated with the federal transportation planning process, but in turn creates a level of "buy in" for concerns expressed by the local trucking community and provides the members with a larger group of advocates. Consequently, TMACOG's efforts in building coalitions have already produced both tangible and intangible results for both the MPO and the local private sector goods movement industry.

Chicago Region Environmental and Transportation Efficiency

The Chicago Region Environmental and Transportation Efficiency (CREATE) program is a plan to increase national level economic competitiveness and mitigate potential adverse environmental and quality of life impacts. This will be done by completing 78 projects that improve freight and passenger rail efficiencies and grade separations throughout the Chicago metropolitan region. Stemming from a 1999 snowstorm that shut down the Chicago transportation and corresponding freight rail network, Mayor Richard M. Daley charged the public and private sector freight stakeholders in the region to design a plan to improve efficiency in the freight and passenger network. The multiple levels and layers of freight planning and implementation – now known as the CREATE – have proved critical in project sustainability and success.

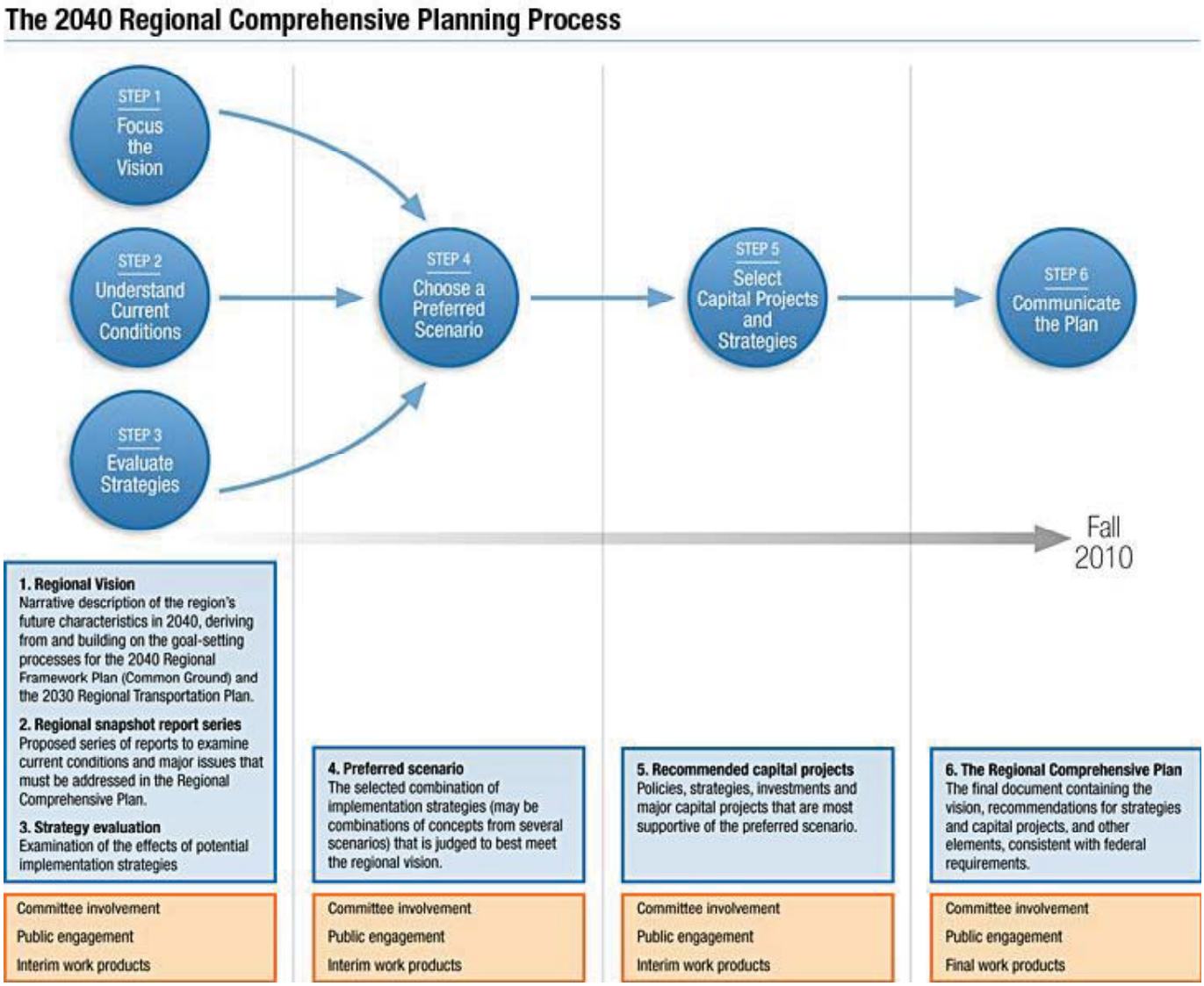

Figure 23. The 2040 Regional Comprehensive Planning Process. O'Laughlin, Roseann. "Freight Planning from an MPO Perspective: Chicago's Experience." IDOT Fall Planning Conference, Moline, IL. October 2, 2008. Presentation.

Chicago Region & Freight

The Chicago region's transportation needs are served by a complex system of road and transit facilities. Northeastern Illinois has the nation's second largest transit system, working in coordination with an extensive network of interstate and arterial highways. The Chicago region is also central to freight and aviation activities for the entire nation, with six of the seven Class I railroads operating throughout the region, and handles 6.3 million freight trailers or containers, the equivalent of 14 million twenty-foot equivalent units annually. The rail infrastructure of the region covers approximately 16,000 acres, and carries 500 freight and 700 commuter trains each day.[1] With the nation's freight volume expected to nearly double in the next 20 years - and with one third of America's goods and products moving to, from or through Chicago - the world's fifth largest intermodal hub is critical to the local, regional and national economy.[2]

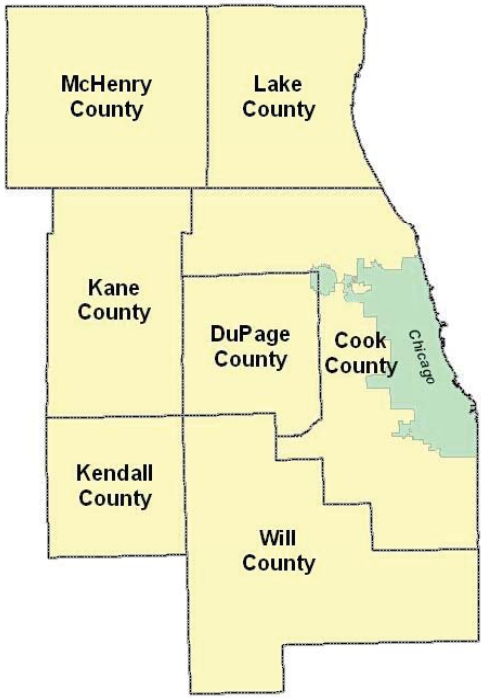

Figure 22. What is CMAP?. O'Laughlin, Roseann. "Freight Planning from an MPO Perspective: Chicago's Experience." IDOT Fall Planning Conference, Moline, IL. October 2, 2008. Presentation.

CREATE-ing a Partnership

Given the diverse and complex transportation assets, multiple stakeholders have been and continue to be convened to ensure a collaborative, comprehensive process. The CREATE public-private partnership includes the U.S. Department of Transportation, the State of Illinois, the City of Chicago, the AAR on behalf of the Class I railroads, and the local transit and passenger rail operators (Metra and Amtrak). Chicago is the only place in North America where six of the seven major railroads converge, and CREATE includes all six as partners: Burlington Northern Santa Fe Railway (BNSF), Canadian Pacific Railway (CP), Canadian National (CN), CSX Transportation (CSX), Norfolk Southern Corporation (NS) and Union Pacific Railroad (UP). Other groups, including the Chicago Metropolitan Agency for Planning (CMAP), serve as civic stakeholders for the project.

Role of the MPO

CMAP serves as the federally designated MPO that coordinates the integration of planning for land use and transportation for Chicago and the surrounding region of northeastern Illinois; including Cook, DuPage, Kane, Kendall, Lake, McHenry and Will counties, and a portion of Grundy County. Formed in 2005, the organization combined the region's two previously separate planning organizations – Chicago Area Transportation Study (CATS) and the Northeastern Illinois Planning Commission (NIPC) – into a single agency responsible for developing Chicago's regional comprehensive plan for the region's more than 8.1 million people and 4.3 million employment base.

For CMAP, goods movement is an integral component to its work for the region. CMAP's Freight Committee, which meets ten times a year, is responsible for identifying, assessing and responding to travel challenges and opportunities associated with goods movement, and providing overall guidance for the development of the regional goods movement component of the regional comprehensive plan, GO TO 2040 (www.goto2040.org). Representatives from goods movement organizations, railroad and trucking companies, consultants, researchers and planners, as well as representatives of local, regional and state governments are eligible to serve on CMAP's Freight Committee. The aforementioned CREATE partners also serve on CMAP's Freight Committee and work closely with the MPO to highlight the importance of freight to the region and state, while providing guidance for innovative freight planning.

Project Activities and Progress

The five corridors on which the CREATE projects focus are: the Beltway Corridor, Western Avenue Corridor, East-West Corridor, Central Corridor and Passenger Express Corridor. These corridors, and

their associated projects, were included in the prioritized list of projects established by CREATE stakeholders. These projects are to be completed with current funding based on the following criteria:

- where congestion reduction benefits projections are estimated to be the greatest;
- how quickly the environmental processes can be completed; and,
- if the project can be completed prior predetermined deadlines.

As of March 2009, five projects have been completed. Four more projects are have entered the construction phase, and additional projects are expected to begin construction during the 2009 summer.

Figure 24. Create Program. "Corridor Map." Create Program. 12 June 2009. < http://www.createprogram.org/PDF/corridors_map.pdf>

In order to move efforts forward and facilitate communication on CREATE projects, each day two conference calls are conducted with the six Class 1 freight railroads, Metra and Amtrak. All groups are also developing a coordinated dispatch system called the Common Operational Picture (COP), which is typically used to facilitate collaborative planning and assist in situational awareness. In the CREATE application, it is intended to provide real-time information to the railroads on rail traffic movement, determining the speed by which trains are moving, as well as the location of on-going rail track work. This project, funded by the Federal Railroad Administration (FRA), is in the pilot stage with technology implementation planned for 2009.

Originally projected to cost $1.5 billion, the unfunded need for the CREATE program in 2009 is estimated at $2.5 billion. Reasons for the overall program cost increase include; recently updated estimates on the 25 grade separations, increases in the cost of materials and labor, increases in right-of-way acquisition and the application of construction management techniques. The railroad stakeholders have committed over $200 million to date, with the federal government providing $86 million dollars from the most recent surface transportation authorization law – SAFETEA-LU, P.L. 109-059. The State of Illinois and City of Chicago are seeking additional funding from both federal and state sources.

Conclusion

As CREATE enters its seventh year, and despite political and operational challenges, has been able to maintain the coalition of both public and private sector stakeholders. The CREATE program is of such magnitude that no single entity will be able to accomplish this program independently. As such, public sector leadership has been integral to helping marshal the involvement of private stakeholders, while ensuring public participation, local elected buy-in and plan fulfillment.

6.3 Supplemental Materials

6.3.1 Freight Advisory Groups

Apalachee Regional Planning Council
20776 Central Ave East Rm 119; Blountstown, FL 32424; www.thearpc.com
Freight Advisory Committee: No
Ports in Region: Panama City Port Authority
Class I Railroads: CSX

Arrowhead Regional Development Center
221 W. 1st Street; Duluth, MN 55802-1909; www.ardc.org
Freight Advisory Committee: No
Ports in Region: Port Duluth-Superior
Class I Railroads: BNSF, Canadian National, Union Pacific

Association of Bay Area Governments
101 Eighth St; Oakland, CA 94607-4756; www.abag.ca.gov
Freight Advisory Committee: No
Ports in Region: Port of San Francisco Port of Redwood City Port of Oakland Port of Richmond Commission-CA Port of Stockton
Class I Railroads: BNSF, Union Pacific

Association of Monterey Bay Area Governments
445 Reservation Road, Suite G; Marina, CA 93933; www.ambag.org
Freight Advisory Committee: No
Ports in Region:
Class I Railroads: Union Pacific

Atlanta Regional Commission
40 Courtland Street, NE; Atlanta, GA 30303; www.atlantaregional.com
Freight Advisory Committee: Freight Advisory Task Force,
www.atlantaregional.com/html/352.aspx
Ports in Region:
Class I Railroads: CSX, Norfolk Southern
Notes: The Task Force provides a forum for dialogue between the freight community and the public sector on freight and goods movement issues; input to Mobility 2030 development; identification of freight mobility characteristics and needs of the region; prioritize freight transportation needs of the region; ensure freight and goods movement needs are addressed in planning, investment, and operations of the region's transportation system; and finally, provide on-going input into the planning process, investment, and operation of the region's transportation system.

Baltimore Metropolitan Council
2700 Lighthouse Point East, Suite 310; Baltimore, MD 21224-4774; www.baltometro.org
Freight Advisory Committee: Freight Movement Task Force
http://www.baltometro.org/content/view/351/277/
Ports in Region: Port of Baltimore
Class I Railroads: CSX
Notes: The Freight Movement Task Force is an Advisory Committee of the Baltimore Regional Transportation Board. The Baltimore Metropolitan Council staffs the FMTF. The FMTF's main function is to provide the public and the freight movement community a voice in the regional transportation planning process. The FMTF is a forum for Baltimore region freight stakeholders to share information and discuss motor truck, rail, air, and waterway concerns. The website includes information on leadership and meeting agendas and summaries. Staff contact for the FMTF is Bala Akundi - bakundi@baltometro.org or (410) 732-0500 ext. 1019.

Bellingham-Whatcom Economic Development Council
P. O. Box 2803; Bellingham, WA 98227; www.bwedc.org
Freight Advisory Committee: No
Ports in Region: Port of Bellingham, Port of Everett
Class I Railroads: BNSF

Berkeley-Charleston-Dorchester Council of Governments
5290 Rivers Ave, Ste 400; North Charleston, SC 29406-6357; www.bcdcog.com
Freight Advisory Committee: No
Ports in Region: Port of Charleston
Class I Railroads: CSX, Norfolk Southern

Boston Region Metropolitan Planning Organization
10 Park Plaza, Suite 2150; Boston, MA 02116; www.bostonmpo.org
Freight Advisory Committee: Freight Committee
http://www.bostonmpo.org/bostonmpo/1_about_us/3_rtac/rtac_committees.html
Ports in Region: Port of Boston
Class I Railroads: CSX
Notes: Review and offer recommendations regarding freight access and mobility in the MPO region.

Cape Fear Council of Governments
1480 Harbour Dr; Wilmington, NC 28401; www.capefearcog.org
Freight Advisory Committee: No
Ports in Region: Port of Wilmington NC
Class I Railroads: Norfolk Southern

Capital Region Planning Commission
P. O. Box 3355; Baton Rouge, LA 70821; www.crpc-la.org
Freight Advisory Committee: No
Ports in Region: Port of Greater Baton Rouge, Port of Southern Louisiana
Class I Railroads: Canadian National, Kansas City Southern, Union Pacific

Central Savannah River Area Regional Development Center
3023 Riverwatch Parkway, Suite A; Augusta, GA 30813; www.csrardc.org
Freight Advisory Committee: No
Ports in Region: Port of Savannah
Class I Railroads: CSX, Norfolk Southern

Chicago Metropolitan Agency for Planning
233 South Wacker Drive, Suite 800; Chicago, IL 60606; www.cmap.illinois.gov
Freight Advisory Committee: Freight Committee
http://www.cmap.illinois.gov/intermodal/default.aspx
Ports in Region: Port of Chicago
Class I Railroads: BNSF, Canadian National, CSX, Kansas City Southern, Norfolk Southern, Union Pacific
Notes: The Freight Committee is comprised of representatives from freight industry organizations, private railroads, trucking companies, consultants, researchers, planners as well as representatives of local, regional and state governments seeking to improve goods movement in metropolitan Chicago. The committee works to identify, assess and respond to goods movement travel issues and opportunities and provide overall guidance for the development of the regional goods movement component of the Regional Comprehensive Plan. Examples of key issues include safety, congestion relief, air quality, economic development, and community impacts. The committee website includes meeting agendas and information on the staff contact, Roseann O'Laughlin who can be reached at (312) 386-8654.

Coastal Bend Council of Governments
P.O. Box 9909; Corpus Christi, TX 78469-9909; www.cbcog98.org
Freight Advisory Committee: No
Ports in Region: Port of Corpus Christi
Class I Railroads: Union Pacific

Coastal Georgia Regional Development Center
P.O. Box 1917; Brunswick, GA 31521; www.coastalgeorgiardc.org
Freight Advisory Committee: No
Ports in Region: Port of Brunswick
Class I Railroads: CSX, Norfolk Southern

Delaware Valley Regional Planning Commission
111 S Independence Mall, East; Philadelphia, PA 19106-2515; www.dvrpc.org
Freight Advisory Committee: Goods Movement Task Force
http://www.dvrpc.org/transportation/multimodal/freight/dvgmtf.htm
Ports in Region: Philadelphia Regional Port Authority
Class I Railroads: CSX, Norfolk Southern
Notes: DVRPC's freight advisory committee, the Delaware Valley Goods Movement Task Force, is open to all trucking, railroad, port, airport, shipper, freight forwarder, economic development, and member government representatives. The Task Force is co-chaired by PennDOT and DVRPC, meets quarterly, and includes three subcommittees (Data, Planning, and Shippers). The website includes agendas and highlights, subcommittee information, a case study, and links.

Denver Regional Council of Governments
1290 Broadway, Suite 700; Denver, CO 80203; www.drcog.org
Freight Advisory Committee: No
Ports in Region:
Class I Railroads: BNSF, Union Pacific

Des Moines Area Metropolitan Planning Organization
Merie Hay Center, 6200 Aurora Avenue, Suite 300W; Urbandale, IA 50322; www.dmampo.org
Freight Advisory Committee: Freight Roundtable and Freight Strategy Working Group
http://www.dmampo.org/Committees/freightroundtable.html
Ports in Region:
Class I Railroads: BNSF, Union Pacific
Notes: Given the Des Moines metropolitan area's need to pursue freight issues more aggressively to make sure that the economy of this area, of central Iowa, and of Iowa, is competitive in the Upper Midwest, the nation, and the international arena, the DMAMPO's Freight Roundtable was created in April 2004. The Freight Roundtable Roundtable consists of representative from both the public and private sectors throughouth central Iowa, and meets bi-monthly to discuss freight-related initiatives important to central Iowa. The Roundtable formed the Goods Movement Study Working Group in the Fall 2005. The Working Group was composed of individuals from the private sector interested in developing a freight transportation strategy for the Des Moines metropolitan area, for central Iowa, and for Iowa.

East Central Florida Regional Planning Council
631 N. Wymore Rd., Ste 100; Maitland, FL 32751; www.ecfrpc.org
Freight Advisory Committee: No
Ports in Region: Port Canaveral
Class I Railroads: CSX

Eastern Carolina Council of Governments
P. O. Box 1717; New Bern, NC 28560; www.eccog.org
Freight Advisory Committee: No
Ports in Region: Port of Morehead City
Class I Railroads: CSX, Norfolk Southern

East-West Gateway Coordinating Council
10 Stadium Plaza; St. Louis, MO 63102-1714; www.ewgateway.org
Freight Advisory Committee: No
Ports in Region: St Lois Port
Class I Railroads: BNSF, Canadian National, CSX, Kansas City Southern, Norfolk Southern, Union Pacific
Notes: Existed in past - old calendars on website reflect this.

Grays Harbor Council of Governments
2109 Summer Ave, Ste 202; Aberdeen, WA 98520; www.ghcog.org
Freight Advisory Committee: No
Ports in Region: Port of Port Angles, Port of Grays Harbor
Class I Railroads: BNSF, Union Pacific

Greater Bridgeport Regional Planning Agency
525 Water Street; Bridgeport, CT 06604-4902; www.gbrpa.org
Freight Advisory Committee: No
Ports in Region: Port of Bridgeport
Class I Railroads:

Hampton Roads Planning District Commission
723 Woodlake Dr; Chesapeake, VA 23320; www.hrpdc.org
Freight Advisory Committee: No
Ports in Region: Port of Norfolk, Hampton Roads.
Class I Railroads: CSX
Notes: Board meeting minutes reflect that a Freight Advisory Committee was suggested in early 2008; Robert Case rcase@hrpdcva.gov is the current freight planning contact.

Houston-Galveston Area Council
P. O. Box 22777; Houston, TX 77227-2777; www.h-gac.com
Freight Advisory Committee: No
Ports in Region: Port of Houston, Port of Galveston, Port of Beaumont, Fort of Port Author
Class I Railroads: BNSF, Union Pacific

Humboldt County Association of Governments
235 4th St, Ste F; Eureka, CA 95501; www.hcaog.net
Freight Advisory Committee: Goods Movement Advisory Committee
http://www.hcaog.net/org/gmac/
Ports in Region: Port of Humboldt Bay
Class I Railroads:
Notes: The GMAC is comprised of local shippers to generate input for goods movement concerns and issues in the RTP and planning processes. The website includes meeting materials.

Imperial Calcasieu Regional Planning & Development Council
P. O.Box 3164; Lake Charles, LA 70602; www.imcal.org
Freight Advisory Committee: No
Ports in Region: Port of Lake Charles, Port of Iberia
Class I Railroads: Kansas City Southern, Union Pacific

Indiana 15 Regional Planning Commission
P. O. Box 786; Jasper, IN 47547-0786; www.ind15rpc.org
Freight Advisory Committee: No
Ports in Region: Port of Indiana Mt. Vernon
Class I Railroads: Norfolk Southern

Kentuckiana Regional Planning & Development District
11520 Commonwealth Dr; Louisville, KY 40299; www.kipda.org
Freight Advisory Committee: No
Ports in Region: Port of Indiana Jeffersonville
Class I Railroads: Norfolk Southern

Kitsap Regional Coordinating Council
25406 South Kingston Rd; Kingston, WA 98346; www.kitsapregionalcouncil.org
Freight Advisory Committee: No
Ports in Region: Port of Seattle
Class I Railroads: BNSF, Union Pacific

Lowcountry Council of Governments
P. O. Box 98; Yemassee, SC 29945-0098;
http://www.state.sc.us/cogs/Lowcountry%20Council.htm
Freight Advisory Committee: No
Ports in Region: Port Royal
Class I Railroads: CSX

Lower Rio Grande Valley Development Council
311 N. 15th St; McAllen, TX 78501-4705; www.lrgvdc.org
Freight Advisory Committee: No
Ports in Region: Port of Brownsville
Class I Railroads: Union Pacific

Madison County Council of Governments
16 E 9 Th St; Anderson, IN 46016; www.mccog.net
Freight Advisory Committee: No
Ports in Region: Indiana Port Commission
Class I Railroads: CSX, Norfolk Southern

Maricopa Association of Governments
302 North 1st Avenue, Suite 300; Phoenix, AZ 85003; www.mag.maricopa.gov
Freight Advisory Committee: No
Ports in Region:
Class I Railroads: BNSF, Union Pacific

Mat-Su Resource Conservation & Development, Inc.
1700 E. Bogard Rd.; Wasilla, AK 99654; http://matsurcd.org/
Freight Advisory Committee: No
Ports in Region: Port of Anchorage
Class I Railroads:

Metropolitan Council
390 Robert Street N.; St. Paul, MN 55101; www.metrocouncil.org
Freight Advisory Committee: No
Ports in Region:
Class I Railroads: BNSF, Canadian Pacific, Union Pacific
Notes: Has a “Freight” representative on its Transportation Advisory Board.

Metropolitan Washington Council of Governments
777 North Capitol Street, NE, Suite 300; Washington, DC 20002; http://www.mwcog.org
Freight Advisory Committee: TPB Freight Subcommittee
http://www.mwcog.org/transportation/committee/committee/default.asp?COMMITTEE_ID=231
Ports in Region:
Class I Railroads: CSX, Norfolk Southern
Notes: COG/TPB's Freight Planning Program consists of a Freight Subcommittee, participation with regional and national level freight groups to better understand freight stakeholders perspectives, and freight stakeholder outreach. An initial study Enhancing the Consideration of Freight in Regional Transportation Planning was completed in May 2007 and additional freight-related analyses will take place.

Miami-Dade Metropolitan Planning Organization
111 NW 1 Street, Suite 920; Miami, FL 33128; www.miamidade.gov/mpo
Freight Advisory Committee: Freight Transportation Advisory Committee
www.miamidade.gov/mpo/m11-comm-ftac.htm
Ports in Region:
Class I Railroads: CSX
Notes: The Freight Transportation Advisory Committee, or FTAC, is the industry's advisory panel to the MPO that advises the MPO Board on freight movement and truck traffic needs. The FTAC is actively pursuing candidates from the industry in freight, logistics, shipping, trucking, warehousing, and intermodal areas for membership appointments by MPO Governing Board members. The FTAC website includes contact information, meeting materials, and an open invitation to freight stakeholders to join the group.

Mid-America Regional Council
600 Broadway, Suite 200; Kansas City, MO 64105; www.marc.org
Freight Advisory Committee: Goods Movement Committee
http://www.marc.org/transportation/committees/goods.htm
Ports in Region:
Class I Railroads: BNSF, Kansas City Southern, Norfolk Southern, Union Pacific
Notes: The Goods Movement Committee seeks to integrate freight issues and concerns with the overall metropolitan planning process. The committee grew out of the 1995 Intermodal Freight Strategies Study and meets on an as-needed basis. Committee list, meeting agendas and materials and staff contacts are available on the website. Staff contact is Ron Achelpohl, available at rona@marc.org and (816) 474-4240 ext. 8303.

Montachusett Regional Planning Commission
R1427 Water Street; Fitchburg, MA 01420; www.mrpc.org
Freight Advisory Committee: No
Ports in Region:
Class I Railroads:

New York Metropolitan Transportation Council
199 Water Street, 22nd Fl; New York, NY 10038; www.nymtc.org
Freight Advisory Committee: Freight Committee
Ports in Region: Port Authority of New York/New Jersey
Class I Railroads: CSX, Norfolk Southern

North Central Texas Council of Governments
616 Six Flags Drive; Arlington, TX 76005; www.nctcog.org
Freight Advisory Committee: Intermodal Freight and Safety Committee
http://www.nctcog.org/trans/goods/IFS.asp
Ports in Region:
Class I Railroads: BNSF, Union Pacific
Notes: The Intermodal, Freight, and Safety (IFS) Subcommittee is a subcommittee of the Regional Transportation Council (RTC). The IFS Subcommittee meets to discuss goods movement in the DFW region and NCTCOG's goods movement planning activities. The Subcommittee is composed of local elected officials and private sector interests from the trucking and rail industries. This forum allows local elected officials from the RTC to exchange information with goods movement experts from around the region. Private sector representatives are able to communicate the needs of their industry directly to those responsible for allocating funds to a variety of transportation projects around the region. This cooperation is necessary to ensure that public funds are being used as efficiently as possible to enhance goods movement. The website includes meeting materials and staff contacts - lead contact is Rebekah Karasko.

Northeast Florida Regional Planning Council
9143 Phillips Hwy, Ste 350; Jacksonville, FL 32256; www.nefrpc.org
Freight Advisory Committee: No
Ports in Region: Jacksonville Port Authority
Class I Railroads: CSX, Norfolk Southern

Northeast Ohio Area wide Coordinating Agency
1299 Superior Avenue; Cleveland, OH 44114-3204; www.noaca.org
Freight Advisory Committee: No
Ports in Region: Port of Cleveland
Class I Railroads: CSX, Norfolk Southern

Northwestern Indiana Regional Planning Commission
6100 Southport Rd; Portage, IN 46368-6409; www.nirpc.org
Freight Advisory Committee: No
Ports in Region: Port of Burns Harbor
Class I Railroads: CSX

Ohio Kentucky Indiana Regional Council of Governments
720 East Pete Rose Way, Suite 420; Cincinnati, OH 45202; www.oki.org
Freight Advisory Committee: No
Ports in Region:
Class I Railroads: CSX, Norfolk Southern

Pinellas County Metropolitan Planning Organization
600 Cleveland Street, Suite 750; Clearwater, FL 33755; www.pinellascounty.org/MPO
Freight Advisory Committee: Goods Movement Advisory Committee
http://www.pinellascounty.org/MPO/goodsmove.htm
Ports in Region:
Class I Railroads: CSX
Notes: The Pinellas County MPO is conducting a Goods Movement Study to develop a safe and cost effective Goods Movement Routing Plan that represents the community consensus of a balanced approach between economic development and the environmental and livability concerns of the community. The process to design that approach has been planned to include traffic engineering, community values, and economic concerns. Interest groups representing those concerns are being asked to participate in designing the criteria to designate truck routes.

Plan Smart NJ
118 West State St.; Trenton, NJ 08608; www.plansmartnj.org
Freight Advisory Committee: No
Ports in Region: NJ Newark Port
Class I Railroads: CSX

Portland Metro
600 NE Grand Avenue; Portland, OR 97232-2736; www.oregonmetro.gov
Freight Advisory Committee: Regional Freight and Goods Movement Task Force
http://www.oregonmetro.gov/index.cfm/go/by.web/id=20887
Ports in Region: Port of Portland, Port of Kalama, Port of Vancouver Port of Longview
Class I Railroads: BNSF, Union Pacific
Notes: The regional freight and goods movement task force is charged with advising the development of Metro's Plan for regional freight and goods movement. The Metro Council-appointed task force members will work in collaboration with the New Look and 2035 RTP update to form recommendations for the region's multimodal freight transportation system, which will be integrated in the 2035 RTP. The JPACT and Metro Council will consider the task force recommendations.

Puget Sound Regional Council
1011 Western Ave, Ste 500; Seattle, WA 98104-1035; www.psrc.org
Freight Advisory Committee: Regional Freight Mobility Roundtable
http://www.psrc.org/projects/freight/roundtable/roundtable.htm
Ports in Region: Port of Tacoma
Class I Railroads: BNSF, Union Pacific
Notes: The Regional Freight Mobility Roundtable is a nationally recognized public-private forum to define and recommend actions serving freight mobility needs in and through central Puget Sound. Private sector participants include rail, marine, air cargo and trucking carriers, and shippers such as Boeing and Weyerhaeuser. Public sector participants include local governments, the ports of Seattle, Tacoma and Everett, state agencies, and federal agencies within the U.S. Department of Transportation (including rail, highway, maritime) and the Department of Defense. As a shared "communication hub", the Roundtable is consulted by the FAST Corridor and provides input into regional and state transportation plans. The website includes current and archival meeting information and agendas. Staff contact for freight planning is Sean Ardussi - sardussi@psrc.org or (202) 464-7080.

Regional Planning Commission
1340 Poydras St., Suite 2100; New Orleans, LA 70112; www.norpc.org
Freight Advisory Committee: Southeast Louisiana Rail Committee (rail only)
http://www.norpc.org/rpc/committees.html
Ports in Region: Plaquemines Port, Port of New Orleans, St. Bernard Port.
Class I Railroads: BNSF, Canadian National, CSX, Kansas City Southern, Norfolk Southern, Union Pacific
Notes: The committee is organized into four subcommittees: Freight Rail, High Speed Rail, Inter-city Rail (Baton Rouge to New Orleans) and Intra-city Rail (New Orleans central business district to the Louis Armstrong New Oreans International Airport). Each subcommittee is charged with identifying project priorities. The committee as a whole then merges the individual projects into a regional rail program incorporating broad goals and a vision for the metro area. The committee includes over eighty members representing a broad spectrum of organizations and individuals with rail interests. Staff contact is Karen Parsons at 504-568-6611.

River Hills Economic Development District & Regional Planning Commission
1710 E 10th St, Ste U; Jeffersonville, IN 47130; www.riverhills.cc
Freight Advisory Committee: No
Ports in Region: Port of Indiana Jeffersonville
Class I Railroads: Norfolk Southern

Sacramento Area Council of Governments
3000 “S” St, Ste 300; Sacramento, CA 95816-7056; www.sacog.org
Freight Advisory Committee: Goods Movement Advisory Group
http://www.sacog.org/goodsmovement/gmag/
Ports in Region: Port of Sacramento
Class I Railroads: Union Pacific
Notes: SACOG’s Goods Movement Advisory Group first convened in January 2006. This group consists of stakeholders throughout the region who have an interest in freight transportation issues. The GMAG serves as both a steering committee to provide input on SACOG’s goods movement activities and as a regional forum for the discussion of goods movement issues. The GMAG website includes meeting materials through 2007. Goods movement staff contact is listed as Jason Crow, jcrow@sacog.org or (916) 340-6219.

San Benito Council of Governments
330 Tres Pinos Road, Suite C7; Hollister, CA 95023; www.sanbenitocog.org
Freight Advisory Committee: No
Ports in Region:
Class I Railroads:

San Diego Association of Governments
401 B St, Ste 800; San Diego, CA 92101-4231; www.sandag.cog.ca.us
Freight Advisory Committee: West Coast Corridor Coalition
http://www.sandag.cog.ca.us/index.asp?committeeid=89&fuseaction=committees.detail
Ports in Region: Port of San Diego
Class I Railroads:
Notes: The West Coast Corridor Coalition (WCCC) members represent the states of Alaska, California, Oregon, and Washington. The WCCC is staffed by SANDAG. WCCC members are representatives of transportation system stakeholders including: federal, state and local government agencies and branches of government; public, non-profit and private associations; shipping businesses and businesses relying on freight movement. The committee website includes meeting materials and staff contact information for Linda Culp, lcu@sandag.org or (619) 699-6957.

Skagit Council of Governments
204 W Montgomery St; Mount Vernon, WA 98273; www.scog.net
Freight Advisory Committee: No
Ports in Region: Port of Everett
Class I Railroads: BNSF

South Alabama Regional Planning Commission
P. O. Box 1665; Mobile, AL 36633-1665; www.sarpc.org
Freight Advisory Committee: Goods Movement Committee
Ports in Region: Alabama State Port Authority
Class I Railroads: BNSF, Canadian National, CSX, Kansas City Southern, Norfolk Southern

South Central Planning & Development Commission
5058 West Main Street; Houma, LA 70360; www.scpdc.org
Freight Advisory Committee: No
Ports in Region: Port Fourchon
Class I Railroads: BNSF

South East Texas Regional Planning Commission
P.O. Drawer 1387; Nederland, TX 77627; www.setrpc.org
Freight Advisory Committee: No
Ports in Region: Port Freeport
Class I Railroads: BNSF, Union Pacific

South Florida Regional Planning Council
3440 Hollywood Blvd, Ste 140; Hollywood, FL 33021; www.sfrpc.com
Freight Advisory Committee: No
Ports in Region: Port of Miami Port of Everglades
Class I Railroads: CSX

Southeast Michigan Council of Governments
535 Griswold St., Suite 300; Detroit, MI 48226; www.semcog.org
Freight Advisory Committee: Regional Freight Task Force
http://www.semcog.org/Freight.aspx
Ports in Region: Port of Detroit
Class I Railroads: Canadian National, CSX, Norfolk Southern
Notes: SEMCOG's Regional Freight Task Force helps ensure that freight issues are integrated into the regional transportation planning process. The committee is open to all freight practitioners and experts, including trucking, railroad, port, airport, and shipping representatives, and member government representatives. By involving the task force in SEMCOG's activities, the committee serves as a prototype of a regional, multi-sector freight partnership.

Southeastern Wisconsin Regional Planning Commission
916 Northeast Ave; Waukesha, WI 53186-1607; www.sewrpc.org
Freight Advisory Committee: No
Ports in Region: Port of Milwaukee
Class I Railroads: Canadian National, Canadian Pacific, Union Pacific

Southern California Association of Governments
818 W 7th St, 12th Fl; Los Angeles, CA 90017; www.scag.ca.gov
Freight Advisory Committee: Goods Movement Task Force
http://www.scag.ca.gov/goodsmove/
Ports in Region: Port of Los Angeles, Port of Long Beach
Class I Railroads: BNSF, Union Pacific
Notes: SCAG's Goods Movement Program seeks to optimize the region's transportation system through increases in economic efficiency, congestion mitigation, safety and air quality improvements, and enhancements to system security. In doing so, all modes of freight are being evaluated, ultimately resulting in a series of new recommendations and policies regarding infrastructure improvements. SCAG's Goods Movement Task Force meets regularly to discuss related issues and receive presentations on recently completed studies on regional freight issues and proposals. The Goods Movement Program website includes these presentation and Task Force meeting minutes, as well as contact information for Mike Jones, the staff contact, at jonesm@scag.ca.gov or (213) 236-1978.

Southwestern Pennsylvania Commission
425 Sixth Avenue, Suite 2500; Pittsburgh, PA 15219; www.spcregion.org
Freight Advisory Committee: Freight Forum
http://www.spcregion.org/trans_freight.shtml
Ports in Region:
Class I Railroads: CSX, Norfolk Southern
Notes: To facilitate dialogue between the multiple modes, SPC hosts a Freight Forum where representatives of the various transportation modes are invited to present information on issues and opportunities relevant to their operations, to establish relationships with other freight interests in the region, and to learn about current and proposed SPC activities. Sara Walfoort, (412) 391-5590 ext. 339 or swalfoort@spcregion.org, is the staff contact for the Freight Forum.

Tampa Bay Regional Planning Council
9455 Koger Blvd, Ste 219; St. Petersburg, FL 33702-0486; www.tbrpc.org
Freight Advisory Committee: No
Ports in Region: Port of St Petersburg, Port Manatee, Tampa port authority
Class I Railroads: CSX
Notes: In the Tampa Bay Regional Study on Goods Movement, it was suggested (by FDOT) that all MPOs develop a Goods Movement Advisory Committee in Region VII. (http://www.hillsboroughmpo.org/pubmaps/pubmaps_folders/folderother/otherplans_files/Tampa%20Bay%20Regional%20Goods%20Movement%20Study.pdf)

Thurston Regional Planning Council
2404 Heritage Court, SW, Ste B; Olympia, WA 98502-6031; www.trpc.org
Freight Advisory Committee: No
Ports in Region: Port of Olympia
Class I Railroads: BNSF

Toledo Metropolitan Area Council of Governments
300 Central Union Pl; Toledo, OH 43602; www.tmacog.org
Freight Advisory Committee: Freight Steering Committee
http://www.tmacog.org/Transportation/councils_committees/freight_comm.htm
Ports in Region: Port of Toledo
Class I Railroads: BNSF, Union Pacific
Notes: The Freight Committee's goal is to improve freight movement efficiency and support efforts to increase freight movement volume within and through the region. The committee is made up of shipping companies, local government representatives, industries with interest in shipping issues, and economic development agencies. The committee's website includes agendas and meeting materials, a joint freight task force report, operating procedures and additional information. Warren Henry is the TMACOG contact for the committee at henry@tmacog.org.

Treasure Coast Regional Planning Council Regional Development Center
301 E Ocean Blvd, Ste 300; Stuart, FL 34994; www.tcrpc.org
Freight Advisory Committee: No
Ports in Region: Port of Palm Beach
Class I Railroads:

Waccamaw Regional Planning Council
1230 Highmarket St; Georgetown, SC 29440-3274; www.wrcog.org
Freight Advisory Committee: No
Ports in Region: Port of Georgetown
Class I Railroads: CSX

West Florida Regional Planning Council
P.O. Box 486; Pensacola, FL 325930486; www.wfrpc.dst.fl.us
Freight Advisory Committee: No
Ports in Region: Port of Pensacola
Class I Railroads: BNSF, CSX

Whatcom Council of Governments
314 E. Champion St; Bellingham, WA 98225-4502; www.wcog.org
Freight Advisory Committee: No
Ports in Region: Port of Bellingham
Class I Railroads: BNSF

6.3.2 Technical Advisory Group Demographics

The following list of federally designated Metropolitan Planning Organizations detail the location, port and Class 1 rail assets located within each region, and lists if the MPO has a designated Freight Advisory Committee. This information may be useful not only for MPOs who seek to expand their understanding of the challenges that various regions face, but also for private sector groups seeking to become more engaged with the regional transportation planning process.

Alabama State Port Authority (Mobile, AL) – www.asdd.com
The Alabama State Port Authority (ASPA) is located in Mobile, AL, within the South Alabama Regional Planning Commission's jurisdiction. ASPA plays a major role in regional goods movement, with the Port of Mobile having access to five Class I railroads, two interstate highways, and direct access to 1,500 miles of waterways. In 2008, the Port's total tonnage was 28.1 million tons, with 129,119 TEUs and $120 million in revenue. As of February 2009, ASPA began construction of the intermodal container transfer facility, the second element of the Port's Choctaw Point project.

American Association of Port Authorities (Washington, DC) – www.aapa-ports.org
The American Association of Port Authorities (AAPA) represents more than 160 public port authorities in the United States, Canada, the Caribbean and Latin America. Association members include more than 335 sustaining and associate members -- firms and individuals with an interest in the seaports of the Western Hemisphere. It conducts research and compiles industry surveys, distributes newsletters, and offers public relations and information services for port professionals. It also provides advocacy services and an education and training program to U.S. members.

Port Authority of New York and New Jersey (New York, NY) – www.panynj.gov
The Port Authority of New York and New Jersey, consisting of 135 companies, two barge facilities and short line rail, serves the bi-state New York-New Jersey metropolitan region. It is the third largest container port in U.S. The major freight in the region travels through the airport system, marine terminals and ports, the PATH rail transit system, six tunnels and bridges between New York and New Jersey, the Port Authority Bus Terminal in Manhattan, and the World Trade Center site. The airport handles one fifth of U.S. air cargo. In 2009 Port initiated a 10-year, $29.5 billion capital investment program which includes projects such as a new multi-billion dollar rail tunnel, the redevelopment of the World Trade Center site, and the modernization and expansion of the newly acquired Stewart International Airport.

Port of Benton (Richland, WA) – www.portofbenton.com
The Port of Benton is located in Benton County, Washington, serving the Tri-Cities region within the Benton-Franklin Council of Governments' region. The Port contains two airports, a short line rail, two barge facilities and connections to five major highways. DHL is located within the port at the Richland Airport, with links across the world. The Tri-City and Olympia Railroad Company has short line rail connections to two Class I railroads, BNSF and Union Pacific. Products entering the port can be shipped by rail, by barge on the Columbia River System or by truck to I-80, I-82, I-84, SR 240, and SR 395.

Port of Houston (Houston, TX) – www.portofhouston.com
The Port of Houston consists of the Port of Houston Authority and an estimated 150 private industrial companies along the Houston Ship Channel. It is ranked first in the United States in foreign waterborne tonnage and second in total tonnage in 2008. Its facilities include two Class I railroads and approximately 150 trucking lines that connect the Port to the continental United States, Canada and Mexico. Air service is also easily accessible through two major public airports. The Port is located in Houston, Texas, within the Houston-Galveston Area Council's regional jurisdiction.

Port of Los Angeles (San Pedro, CA) – www.portoflosangeles.org
The Port of Los Angeles encompasses 7,500 acres, 43 miles of waterfront and 27 cargo terminals. Annually, these terminals handle almost 190 million metric revenue tons of cargo. The port is the busiest U.S. Container Port by TEUs, handling 40 percent of all U.S. container traffic, 70 percent of which has a final destination outside of the Los Angeles metropolitan region. The Port is enhancing its facilities while also focusing on community enhancements, recently working with other agencies and stakeholders to develop a Goods Movement Action Plan for the entire state. The Port is located in Los Angeles, California, within the Southern California Association of Governments' regional jurisdiction.

Port of Tacoma (Tacoma, WA) – www.portoftacoma.com
The Port of Tacoma, located in Tacoma, Washington, is a leading North American seaport, handling more than $36 billion in annual trade and almost 2 million TEUs in 2008. The Port is the seventh largest container port in North America, with its cargo reaching as far as Chicago, Indianapolis, New York and Boston. The Port has connections to two Class I Railroads, two Interstates, and also serves a major gateway to Asia and Alaska.

South Carolina State Ports Authority (Charleston, SC) – www.port-of-charleston.com
The South Carolina State Ports Authority (SCSPA) owns and operates the Port of Charleston, located in Charleston, SC, within the Berkley-Charleston-Dorchester Council of Governments' jurisdiction, as well as the Port of Georgetown, located in Georgetown, SC. In 2008, SCSPA served 1,855 ships and barges at its seaport terminals in Charleston and Georgetown. The Port of Charleston is the second largest container seaport on east coast, handling 1.64 million TEUs annually. SCSPA is currently working to develop the former Charleston Naval Base into a new three-berth, 280-acre marine terminal, which is expected to open in 2015.

Association of American Railroads (Washington, DC) – www.aar.org
AAR is a membership organization that oversees a 140,000-mile rail network, including major freight railroads in the U.S., Canada and Mexico, as well as Amtrak. Its members account for more than 96 percent of intercity rail freight service and almost 100 percent of intercity passenger service in the U.S. AAR represents freight rail interests to policymakers, and also works to facilitate the operations, safety, security and research initiatives that promote and support a strong rail industry.

BNSF (Fort Worth, TX) – www.bnsf.com
BNSF is a Class I railroad that consists of 6,700 locomotives and 220,000 average freight cars on system, transporting nearly 5 million intermodal shipments in 2007. It spans 32,000 route miles and is one of the largest grain-hauling railroads in the United States.

Union Pacific (Omaha, NE) – www.up.com
Union Pacific (UP) is a Class I railroad that covers 23 states across 32,000 route miles of the western two-thirds of the U.S., with 8,400 locomotives. The railroad links every major West and Gulf Coast port, providing service to the east through Chicago, St. Louis, Memphis and New Orleans. In 2008, UP's freight revenue was $17.1 billion.

Berkley-Charleston-Dorchester Council of Governments (North Charleston, SC) – www.bcdcog.com
The Berkley-Charleston-Dorchester Council of Governments (BCDCOG) region in South Carolina is served primarily by two Class I railroads, CSX and Norfolk Southern, and South Carolina Public Railways, a publicly-owned short-line railroad. The South Carolina State Ports Authority owns and operates the Port of Charleston, which is the second largest container seaport on east coast, handling 1.64 million TEUs annually.. An estimated 750 trucks operate within the BCD region, 40 percent of which are fleet-owned and 60 percent private owner-operated. Port-related freight comprises the largest share of movements while the volume of airport-related trucking is relatively small.

Benton-Franklin Council of Governments (Richland, WA) – www.bfcog.us
The Benton-Franklin Council of Governments (BFCG) region includes the counties of Benton, Franklin and Walla Walla in Southeastern Washington. Regional rail service is provided by two Class I Railroad, BNSF and Union Pacific, in addition to Amtrak, the Tri-City Railroad Company, and the Blue Mountain Railroad. There are 17 barge terminals in the Mid-Columbia and Snake navigation region, each served by truck and/or rail. The terminals within the three-county region are the Ports of Benton, Kennewick, Pasco, Walla Walla, and Windust. The region is crossed by two interstate natural gas supply lines and three interstate highways.

Chicago Metropolitan Agency for Planning (Chicago, IL) – www.cmap.illinois.gov
The Chicago Metropolitan Area is the center of the nation's freight network, with rail lines crossing roadways at almost 2,000 places. The region includes six of the seven Class I railroads and seven interstates. The rail in the region handles 6.3 million freight trailers or containers, the equivalent of 14 million TEUs annually. The Class I railroads, in cooperation with the City of Chicago and the State of Illinois, have prepared a long-range strategic plan to improve the performance of freight infrastructure and management of freight rail operations in the region, involving the implementation of the CREATE rail corridor development plan for four freight corridors and one passenger corridor. This comprehensive plan aims to improve the efficiency and safety of rail operations in the region by providing additional rail capacity, upgrading technologies and removing key rail/rail and rail/highway conflicts. CMAP serves as a civic stakeholder for CREATE.

Delaware Valley Regional Planning Commission (Philadelphia, PA) – www.dvrpc.org
DVRPC is the planning organization for the nine-county Philadelphia-Camden-Trenton region of Pennsylvania and Delaware. The region possesses one of the world's busiest freshwater ports at the Port of Philadelphia; rail freight service from three large Class I railroads and 12 smaller short lines; an airport with expanding international cargo services; a highway and connector network; and several rail and port intermodal terminals. For the first time, DVRPC included a complementary freight module in its 2030 Long Range Plan, placing emphasis on designating a north-south freight corridor and an east-west freight corridor to facilitate the flow of freight, accommodate estimated growth, and minimize negative impacts on local communities.

Houston-Galveston Area Council (Houston, TX) – www.h-gac.com
The Houston-Galveston Area Council (H-GAC) serves as the MPO for the eight-county Houston-Galveston area of Texas. Houston's freight transportation network consists of four different modes: truck, rail, marine and air. The region has five freight rail yards, and is a major rail hub with two Class I railroads. The Houston urbanized area has 422 miles of Interstate and other highways. The Texas DOT completed the Houston Freight Rail Study in 2007, which identified $3.3 billion of improvements for the region.

New York Metropolitan Transportation Council (New York City, NY) – www.nymtc.org
NYMTC region includes New York City, Long Island and the lower Hudson Valley. It encompasses 2,440 square miles and a population of 11.3 million. NYMTC is comprised of three Transportation Coordinating Committees (TCCs): New York City TCC, Mid-Hudson South TCC and Nassau/Suffolk TCC. NYMTC created a Freight Transportation Working Group, with participants from across the three-state region, as one of several official advisory groups reporting to the Council's Program, Finance, and Administration Committee to address the major freight in the region, which includes the Port of New York/New Jersey, two Class I railroads, and major interstates.

South Alabama Regional Planning Commission (Mobile, AL) – www.sarpc.org
The Southern Alabama Regional Planning Commission (SARPC) serves a tri-county region with the Port of Mobile, five Class I railroads, and two interstate highways. In 2007 the Port of Mobile ranked number 10 in the country in total port cargo tonnage by volume. SARPC has improved its freight planning efforts and launched a partnership with the University of Alabama at Huntsville to layer freight into SARPC's existing LRTP.

Southern California Association of Governments (Los Angeles, CA) – www.scag.ca.gov

SCAG region has a population of 18 million and includes seven counties. Collectively, these counties comprise one of the U.S.'s major international commerce gateways, handling 44 percent of the nation's containerized imports. The Port of Los Angeles, located within SCAG's region, is the busiest U.S. container port by TEUs, with 70 percent of its container traffic has a final destination outside of the region. Beyond the Ports of Los Angeles and Long Beach, the SCAG region includes three major highways and connections to major rail via the Alameda Corridor.

Toledo Metropolitan Area Council of Governments (Toledo, OH) – www.tmacog.org

TMACOG is the planning organization for the Northern Ohio and Southeast Michigan region. TMACOG operates a Freight Committee that works to improve freight movement efficiency and increase freight movement volume throughout the region. The Toledo area is one of the top five rail hubs in the U.S., with three Class I railroads and the Dr. Martin Luther King, Jr. Plaza Terminal, one of Ohio's busiest passenger rail hubs. In addition, the region includes two airports, the Port of Toledo, and three interstates.

U.S. DOT Federal Highway Administration Office of Freight Management and Operations (Washington, DC) – www.ops.fhwa.dot.gov/freight

The Office of Freight Management and Operations is part of the FHWA Office of Operations. The Office has five major program areas: Freight Analysis, Freight Professional Development, Freight Infrastructure, Freight Operations and Technology, Vehicle Size and Weight.

U.S. DOT Federal Highway Administration's Office of Planning (Washington, DC) – www.fhwa.dot.gov/hep

The Office of Planning (HEP) provides policy and direction for the Federal Highway Administration (FHWA) and its constituents in three major areas: Transportation Planning, Natural and Human Environment and Realty. The Office of Planning and Office of Freight Management and Operations work together to provide states with a variety of resources to enable informed decisions regarding freight planning.

U.S. DOT Federal Highway Administration Resource Center (Washington, DC) – www.fhwa.dot.gov/resourcecenter

The Resource Center advances the goals and objectives of the Federal Highway Administration (FHWA) by providing expert technical assistance to FHWA Division Offices and their partners. The planning team has noted freight planning as an important division, and FHWA is developing strategies to help the transportation community effectively respond to the growth in freight traffic. One of these strategies is focused on freight professional development by working to increase professional capacity and expand utilization of freight tools and services among transportation planners at State DOTs and MPOs.

6.3.3 Self Assessment Questions

The purpose of this self-assessment is to help you find answers to questions you may encounter as you attempt to develop strategies that assist you in engaging the public or private sector. Some of these questions have readily available answers, while others may require additional research or investigation. The documents and resources identified in this Resource Manual have been selected because they have assisted members of this project in finding answers to questions similar to the following. While these questions may assist you in developing your company or organizations initial activities; as the project or partners change, several of the questions may need to be answered again.

Engendering Trust

1. Where can I meet the freight stakeholders in my region?
2. How can I better understand their needs and constraints?
3. How can I communicate my organizations/companies needs in a manner that facilitates discussion?

Speak in commonly understood terms

1. How much jargon or technical terminology do I use in my professional life?
2. How can I break down complex issues into easily accessible information?
3. Can I engage our organization/companies communications professionals to create more accessible information?

Incentivize Participation

1. What action items or milestones can I identify in my efforts?
2. Can I engage my elected officials or upper management in the completion of those action items?
3. Can we create opportunities through which the partners can engage in positive press opportunities or credit claiming opportunities?
4. Are there financial resources that can be used as an incentive to participation?

Establish Transparency

1. What are all of the partnering stakeholders expectations for transparency? How may I better understand those expectations?
2. Are there meetings that can either be developed or expanded to keep the partners engaged?
3. Is there value in developing Memorandums of Agreement (MOA's) for these efforts?
4. Are there legal requirements for the type of transparency required?
5. At what level may I engage, without compromising my company or organizations proprietary information?

Create Attainable Performance Measures

1. How does each partner identify and define performance measures relevant to their mission?
2. Can the ways in which the stakeholders define their own performance measures currently be incorporated into the overall project?
3. How best can we manage the partnering stakeholders expectations of performance from the outset?
4. Can the overall project be segmented into phases to better align with performance measures?

Strategically Focused Requests

1. Can you formulate your request from your overall strategic plan?
2. Are you able to develop a request that can be changed or modified by stakeholders as they are brought onto the initiative?
3. Who are the stakeholders and would need to be brought into scoping the final request?

6.3.4 Truck Freight Survey - Northwest Ohio/Southwest Michigan

This survey was put together by the TMACOG Freight Committee, composed of representatives from the freight industry, transportation professionals, government officials, and others concerned with the efficient movement of freight. Our goal is to compile this information into a list of the most important issues that affect drivers. Projects to address these issues will be submitted for inclusion in the transportation plan for our region.

1. Is your travel within or through northwest Ohio and southeast Michigan affected by traffic congestion on major highways (I-75, I-475, I-280, US-20, US-23, US-24, Ohio Turnpike, others)? If so, on which highways and how is it affected?
2. If yes to question #1, on average how much time do you lose due to traffic congestion?
3. Are you aware of traffic congestion early enough to make alternate route changes?
4. Are you aware of construction zones early enough to make alternate route changes?
5. What time of day do you usually use the highway system?
6. Is pavement condition ever a problem for you? If so, are there particular locations where this is a problem?
7. Is inadequate snow or ice removal ever a problem for you? If so, are there particular locations where this is a problem?
8. Is the difference in speed limits for trucks and for autos ever a cause for concern? If so, in what way?
9. Is your travel ever blocked or delayed by a stopped train? If so, at which crossings and how long on average are you delayed?
10. Do you use intermodal facilities in transporting your cargo? If so, what are your experiences using these facilities? Do you experience congestion or other problems when entering or departing these facilities?
11. Do you deliver to, or pick up from marine terminals and if so, do you use a TWIC (Transportation Worker Identification Credential) card, or are you aware of the TWIC requirement? (See TSA.gov)
12. Are you aware of Michigan seasonal frost laws and the associated weight and speed restrictions? (See micountyroads.org)
13. What are some specific improvements to area roadways that you would like to see (such as increased turning radii, coordinated signal timing, freight only lanes, others)?
14. If these improvements were in place, can you identify the benefits to your business?
15. What would you recommend that would reduce your travel time within or passing through northwest Ohio or southeast Michigan?
16. Do you have any additional comments or suggestions?

Thank you for your time. Your responses to the above questions will assist in identifying issues that affect the efficient movement of freight through our region. Please email responses to freight@tmacog.org or fax to 419-241-9116 or mail to the address below within two weeks of receipt.

The Toledo Metropolitan Area Council of Governments (TMACOG) – March 2009
300 Martin Luther King Jr. Drive, Toledo, Ohio 43604, 419-241-9155 (www.tmacog.org)

Freight Mobility Strategic Investment Program
Criteria

Summary of Evaluation Criteria:	Weight
Freight Mobility for the Project Area	35 Maximum
Freight Mobility for the Region, State, & Nation	35 Maximum
General Mobility	25 Maximum
Safety	20 Maximum
Freight & Economic Value	15 Maximum
Environment	10 Maximum
Partnership	25 Maximum
Consistency with Regional & State Plans	5 Maximum
Cost	10 Maximum
Special Issues	8 Maximum
	188 points

Freight Mobility for the Project Area	35 Maximum
Reduce truck, train or rail car delays	0-25
Increase capacity for peak hour truck or train movement	0-10

Freight Mobility for the Region, State, & Nation	35 Maximum
Importance to the regional freight system & regional economy	0-10
Importance to state freight system & state economy	0-10
Direct access to ports or international border	0-10
Provide a corridor/system solution	0-5

General Mobility	25 Maximum
Reduce vehicular traffic delay	0-10
Reduce queuing & backups	0-7
Reduce delay from use of alternative railroad crossing	0-5
Address urban principal arterials	
• Urban principal arterial	3
• Otherwise	0

Safety	20 Maximum
Reduce railroad crossing accidents	0-5
Reduce non-railroad crossing accidents	0-5
Provide emergency vehicle access	
• Essential access route	5
• Otherwise	0
Close additional related railroad crossings	
• 2 or more additional crossing closures	5
• 1 additional crossing closure	3
• No crossing closures	0

Freight Mobility Strategic Investment Program
Criteria

Freight & Economic Value		15 Maximum
Benefit mainline rail operations		
• High		5
• Moderate		3
• Minimal		1
• Negligible		0
Access to key employment areas		0-5
Support faster train movements		0-5

Environment		10 Maximum
Reduce vehicle emissions		0-5
• 1.0 x delay in attainment area		
• 1.5 x delay in non-attainment area		
Reduce train whistle noise in crossing vicinity (number of sensitive receptor sites)		0-5

Partnership		25 Maximum
Matching Funds (35% match is required)		20 maximum
• Public sector participation	(1 point for every 4% of match after initial 20%)	
• Private sector participation	(1 point for every 2% of match after initial 20%)	
Critical timing of partner investments		0-5

Consistency with Regional & State Plans	5 Maximum
• Regional transportation plan	3
• State level transportation plan	2
• Not in regional or state transportation plan	0

Cost	10 Maximum
Cost effectiveness (reduced delay time/project cost)	0-7
Degree to which least-cost alternatives are considered	0-3

Special Issues	8 Maximum
Address special or unique circumstances not otherwise addressed	0-8

Section Seven: Glossary

7.1 Acronyms

Below is a list of acronyms that have been referenced throughout this report.

AAPA	American Association of Port Authorities
AAR	Association of American Railroads
BNSF	Burlington Northern Santa Fe Railroad
CATS	Chicago Area Transportation Study
CMAP	Chicago Metropolitan Agency for Planning
CMP	Congestion Management Process
CN	Canadian National Railway
COG	Council of Government
COP	Common Operational Picture
CP	Canadian Pacific Railway
CREATE	Chicago Region Environmental and Transportation Efficiency
CSX	CSX Transportation
DOT	Department of Transportation
DVRPC	Delaware Valley Regional Planning Commission
EPA	U.S. Environmental Protection Agency
FAST	Freight Action Strategy
FEU	Forty-Foot Equivalent Unit
FMSIB	Freight Mobility Strategic Investment Board
FPF	Freight Planning Framework
FRA	Federal Railway Administration
GDP	Gross Domestic Product
GPS	Global Positioning System
FHWA	Federal Highway Administration
IFSS	Intermodal Freight Strategies Study
ISTEA	Intermodal Surface Transportation Equity Act
ITPC	International Trade Processing Center
ITS	Intelligent Transportation Systems
KCRFO	Kansas City Regional Freight Outlook Study
LRTP	Long Range Transportation Plan
MARC	Mid-America Regional Council
MCTWS	Mid-Continent TradeWay Study
MPO	Metropolitan Planning Organization
MTP	Metropolitan Transportation Plan
NARC	National Association of Regional Councils
NCHRP	National Cooperative Highway Research Program
NFF	National Retail Federation
NIPC	Northeastern Illinois Planning Commission
NS	Norfolk Southern Railway
NYMTC	New York Metropolitan Transportation Council
OCR	Optical Character Recognition
ODOT	Ohio Department of Transportation
OKI	Ohio-Kentucky-Indiana Council of Governments
PPP	Public-Private Partnership
PSRC	Pugent Sound Regional Council
RC	Regional Council
RCW	Revised Code of Washington
RIIZ	Regional Infrastructure Improvement Zones
RPO	Regional Planning Organization
RTP	Regional Transportation Plan
SAFETEA-LU	Safe, Accountable, Flexible, Efficient Transportation Equity Act - a Legacy for Users
SARPC	South Alabama Regional Planning Commission
SCAG	Southern California Association of Governments
SEMCOG	Southeast Michigan Council of Governments
TEA-21	Transportation Equity Act for the 21st Century
TEU	Twenty-Foot Equivalent Units
TIP	Transportation Improvement Plan
TMACOG	Toledo Metropolitan Area Council of Governments
UAH	University of Alabama at Huntsville
UP	Union Pacific Railroad
UPS	United Parcel Service
UPWP	Unified Planning Work Program
USITM	U.S. Inland Trade Monitor

WSDOT Washington State Department of Transportation

7.2 Endnotes

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