



# TWIN CITIES METRO FREIGHT INITIATIVE

## REPORT ON PEER BEST PRACTICES

*June 2011*

**Prepared by: USDOT/Volpe Center  
Cambridge, Massachusetts**

**Prepared for: MnDOT and Met Council  
St. Paul, Minnesota**

# Twin Cities Metro Freight Initiative Report on Peer Best Practices

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## Report on Peer Best Practices

### Introduction

#### Overview

This document reports on key findings compiled from two sets of conversations with eight freight peers at state Departments of Transportation (DOTs) and metropolitan planning organizations (MPOs) around the country. The two sets of conversations included:

- 1) Discussions that occurred with four freight peers during a one-day peer exchange held in December 2010 at the Minnesota Department of Transportation's (Mn/DOT) offices in St. Paul, Minnesota. Peers attending the event were the:
  - o Delaware Valley Regional Planning Commission (DVRPC) in Philadelphia, Pennsylvania;
  - o Mid-Ohio Regional Planning Commission (MORPC) in Columbus, Ohio;
  - o Puget Sound Regional Council (PSRC) in Seattle, Washington; and
  - o Washington State DOT in Olympia, Washington.
- 2) A series of telephone discussions conducted with four additional freight peers in March and April 2011. Peers participating in telephone conversations were the:
  - o Mid-America Regional Council (MARC) in Kansas City, Missouri;
  - o Portland Metro (Metro) in Portland, Oregon;
  - o Atlanta Regional Commission (ARC) in Atlanta, Georgia;
  - o Maine DOT (MaineDOT); and
  - o Rhode Island DOT (RIDOT).

Appendices [A](#), [B](#), [C](#), and [D](#) present information on

- the methodology used to identify topics and select peers for telephone discussions, and the complete interview protocols used to guide telephone conversations with peers,
- contact information for peers,
- additional resources and materials regarding the topics of interest, and
- comprehensive notes from the telephone conversations.

The December 2010 peer exchange [report](#) describes the methodology used to identify and select participants for the peer exchange.

#### Purpose

This document responds to stated interest by Mn/DOT and the Metropolitan Council of the Twin Cities to identify and compile peer best practices and lessons learned on several topics of interest, including the following:

- **History of freight** – how and why the peer transportation agency developed its focus on freight.
- **Freight planning practices** – including incorporating freight into long-range plans or regional, land use, economic development, or other types of plans;
- **Freight programming processes and approaches** – including prioritizing or ranking freight projects for programming documents such as the Transportation Improvement Program (TIP);
- **Private sector engagement** – how the peer transportation agency engaged the private sector through a freight task force, freight advisory committee, or other mechanism; the membership of the group, its relationship to other peer agency committees/groups, and typical issues addressed.

Each of the summaries included in this document addresses key findings on the above topics and highlights their implications for the Twin Cities Metro Freight Strategy. As two different sets of freight peers were identified (freight planning and freight programming), the summaries for freight planning peers generally do not focus on or include information about freight programming and vice versa.

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### Key Findings from Peer Best Practices

Key findings on peer best practices are presented below, organized within three categories that reflect the major topics of interest stated by Mn/DOT and Met Council: freight planning, freight programming, and engagement.

#### **Freight Planning**

- All peers developed freight-specific planning documents and/or included freight as a consideration in the metropolitan long-range transportation plan. Each peer agency's major planning document is listed below:
  - MARC: [Chapter 9 \(Goods Movement\) of Transportation Outlook 2040](#);
  - Metro: [Portland Metro Regional Freight Plan](#).
  - ARC: [Freight Mobility Plan](#).
  - MaineDOT: [Maine Integrated Freight Plan](#).
  - DVRPC: [Long-Range Vision Plan](#) for freight (in conjunction with the DVRPC long-range transportation plan).
  - MORPC: Central Ohio Freight Trend Study (forthcoming).
  - PSRC: [Regional Freight Strategy](#) (Appendix J of the MPO's long-range transportation plan).
  - WSDOT: [State Freight Mobility Plan](#) (forthcoming in 2013)
- Most peers formed (or used an existing) outreach group/task force/mechanism to provide private sector input for freight plans and studies. In most cases, the purpose and focus of this group evolved over time after completion of the plan/study.

#### **Freight Programming**

- Many funding sources can be used to program freight projects. Sources used by peers include:
  - The Surface Transportation Program.
  - Bridge replacement funds.
  - Congestion Mitigation and Air Quality (CMAQ) funds.
  - L240 (a flexible funding category from the Highway Trust Fund that the state allocates)
  - State bond funds
  - Section 130 crossing funds (for rail projects)
  - FRA funds (for rail projects).

Some peers have "set-aside" funding sources to program freight projects in the TIP. For example, Metro has \$24 million in regional flexible funding for its TIP; \$5 million of which is dedicated to projects that support freight/green economy.

- At least two of the peers (MARC and MaineDOT) use criteria to assess projects' impacts on freight or to rank freight projects for programming. Others (ARC and Metro) do not currently use criteria to rank projects but are developing them. ARC reported that it might build from cost-benefit and prioritization methodologies developed by the Federal Highway Administration (FHWA) and the Georgia DOT.
- Several peers (DVRPC, MORPC) have found it useful to develop a freight TIP to elevate the importance of freight and show projects that have clear impacts on goods movements.
- Many agencies do not have a lot of empirical freight data and would like to expand/develop freight-specific criteria and/or performance measures. A few peers have used bottleneck, speed, and traffic volume data to assess freight movements and develop performance measures.
- Challenges specific to freight programming include limitations on use of Federal funds for programming freight. Also, it can be difficult to obtain freight data (some of this information is

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proprietary and held by the private sector) to develop performance measures, better freight models, and programming criteria.

### Engagement

- Peers emphasized the need to reach out to variety of stakeholders to encourage support for freight at multiple levels beyond the state DOT or MPO. In addition to the private sector, peers noted that the following partners were important to help support freight conversations and build momentum for freight:
  - Business coalitions;
  - State or metropolitan chambers of commerce;
  - Other offices within the state DOT or MPO;
  - State environmental and economic development offices; and
  - Universities/research centers.
- Most peers stated that it is critical to tie freight to economic development in order to get people's attention. Peers' public messaging and internal conversations on freight have focused on freight's ability to support the economy, jobs, and community investment.
- Individual champions provided the initial impetus for many peers' freight programs and also helped to build and sustain these programs. For example, a freight champion at the Kansas City Chamber of Commerce helped to initiate much of MARC's first conversations about freight in the mid-1990s. Peers expressed a recurring lesson learned regarding the importance of having freight champions to motivate freight conversations and interest.
- Most peers had an outreach group or mechanism to solicit private sector feedback on freight issues (however, Metro's group has sunsetted and MaineDOT's group is currently on hold). These groups differed in terms of name, relationship to other agency groups, meeting frequency, membership composition, and issues addressed. Most groups focused on planning or policy issues (particularly in terms of providing input to the long-range transportation plan during its development), with some discussion of project updates/operations issues. The specific issues discussed and membership composition typically evolved over time to respond to changing agency needs.
- Most peers noted that there were challenges involved with keeping private sector stakeholders engaged in the agency's outreach group. Challenges included the fact that the private and public sectors have different timeframes and that stakeholders engaged in planning discussions might not be able to easily see the outcomes of their work. Peers offered several suggestions to address these challenges, such as: keep meetings as focused as possible, provide staff support to minimize private sector time commitments, and emphasize the importance of feedback to group members.
- Several peers have found success developing targeted freight materials or conducting special freight events to provide information on freight to varied stakeholders, increase attention to freight, and promote freight "as a good neighbor." Examples include DVRPC's county freight scan brochures, freight project implementation tools, and freight immersion course, MORPC's freight project fact sheets and freight scanning tours, PSRC's FAST partnership project sheets, and WSDOT's economic development/freight brochure.

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### Key Findings from Peers

#### 1. Mid-America Regional Council (MARC)

**Contact:** Ron Achelpohl. Phone: 816-701-8327. Email: [Rona@marc.org](mailto:Rona@marc.org)

**Date of Conversations:** March 29 and April 26, 2011

##### 1A. History of Freight

- A strong freight champion at the [Kansas City Chamber of Commerce](#) helped to initiate much of MARC's first conversations about freight in the mid-1990s. This champion provided key support for MARC's engagement in freight issues.
- MARC's first comprehensive intermodal freight strategies study was completed in 1995; the study looked at what investments MARC needed to make to maintain and improve the region's economic competitiveness.

##### 1B. Key Findings

###### Freight Planning

- First freight study ([Intermodal Freight Strategies Study](#)) completed in 1995 and focused on the impact of freight on the Kansas City economy and educating regional leadership on freight/economic development. The second freight study ([Mid-Continent Tradeway Study](#)) completed in 1999.
- [Chapter 9 of Transportation Outlook 2040](#) (MARC's long-range transportation plan) dedicated to goods movement.
- MARC now engaged in effort to produce a [regional freight strategic plan](#).
- [MARC](#) has a [Total Transportation Policy Committee \(TTPC\)](#) that reports to its Board of Directors. Below the TTPC, MARC has a set of planning committees organized around different modes of transportation or transportation issues, including a Goods Movement Committee focused on freight issues.
  - The pros to this structure are that it can cast a "wide net" and involve a lot of people in decision-making. However, it can be difficult to get feedback on complex issues due to the fact that there are multiple committees.

MARC does not typically engage planning committees in the actual competitive selection of projects through its programming processes for the [TIP](#). Planning committees are more typically engaged to assist to develop project criteria or changes in funding eligibility before initiating programming cycles.

###### Freight Programming

- MARC considers a project's impact on freight when allocating STP and bridge replacement funds, such as its effect on:
  - Network of activity centers (e.g., locations of freight generators).
  - Truck volumes.
- MARC has also used CMAQ funds for freight projects that provide emissions benefits.
- MARC has considered the benefits of programming/planning larger versus smaller freight projects. While counterintuitive, "big ticket" projects (e.g., replacing a bridge) may be more likely to get funded and completed than smaller-scale projects (e.g., fixing turn radii). Small projects

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might be designed to quickly demonstrate successes to the public. However, if projects are too small, they might not show up in a state or local capital or operating budget, making it more difficult for them to get funded.

- MARC has found it useful to think strategically about how to use/market freight resources. The private sector is more likely to participate if there is available funding on the table.

### Engagement

- Most of MARC's freight messaging has focused on freight's importance to jobs/economy and mitigating freight's impacts.
- MARC has a [Goods Movement Committee](#) that meets on an as-needed basis. The Committee is composed of approximately 30 members including representatives from MARC, the TTPC, State DOTs, city/county technical staff, and private sector freight, as well as several alternates from cities/counties, the Kansas DOT, and the Missouri DOT.
  - The general stakeholder composition of the Goods Movement Committee has been fairly stable over time; however, there has been a fair amount of flux among individual members, particularly local elected officials.
- MARC has experienced challenges keeping private sector stakeholders engaged in the Goods Movement Committee, particularly because it is harder for people focused on planning issues to see the results of their work.
  - To address these challenges, MARC has found it useful to: 1) focus meetings on issues that are most critical and relevant to members' business; 2) find people with genuine interest in what MARC is doing; and 3) leverage its relationship with SmartPort.
- Kansas City [SmartPort Coalition](#) has been a critical resource benefitting MARC's freight conversation (e.g., MARC networks with SmartPort to identify private sector members for its Goods Movement Committee). SmartPort has largely replaced the role previously filled by the Kansas City Chamber of Commerce.

### 1C. Implications for the Twin Cities Metro Freight Strategy

- **Identify regional champions to support MPO freight conversations.** Champions can provide key support for MPOs to engage in freight planning or programming. MARC believed that having a champion for freight at the regional chamber of commerce was key to its success in initiating its freight program in the mid-1990s.
- **Consider how the freight task force/committee will link to other MPO groups, including the policy board and planning, technical, or policy committees.** It can be useful to overlap members of the freight committee with other groups; however, too many overlaps can be overwhelming and might hinder decision-making.
- **Engage business coalitions in building a freight community of interest; leverage its resources to benefit the MPO.** MARC believes it has greatly benefitted from its partnership with SmartPort. Business coalitions can offer the MPO access to a broader set of private sector stakeholders and can help "pave the way" for private sector freight conversations by lending credibility to the MPOs.
- **Keep private sector stakeholders engaged in MPO freight conversations,** by focusing meetings on issues that are most critical and relevant to members' business and find people with genuine interest in what the MPO is doing.

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### 2. Portland Metro (Metropolitan Service District)

**Contact:** Deb Redman. Phone: 503-797-1641. Email: [Deborah.Redman@oregonmetro.gov](mailto:Deborah.Redman@oregonmetro.gov)

**Date of Conversations:** April 8 and April 18, 2011

#### 2A. History of Freight

- Deb's predecessor, Deena Platman, was funded four or five ago to create the region's first freight plan. The major motivating factors for the plan were likely:
  - Deena's interest and expertise in freight. (Deena had previously worked on a similar project for the City of Portland).
  - [Metro](#) had compiled a lot of freight data (from congestion studies conducted in 2003-2005) and wanted to put a cohesive framework around that data.

#### 2B. Key Findings

##### **Freight Planning**

- Metro's primary planning document is the [Portland Metro Regional Freight Plan](#). [finalized summer, 2010]
  - The plan includes a chapter on implementation steps, but Metro does not currently have funding to move forward on any of these steps.

##### **Freight Programming**

- Metro's primary programming document is the [Metropolitan Transportation Improvement Program](#) (MTIP). The MTIP includes \$24 million in regional flexible funding allocated through a regional solicitation process. \$5 million of this amount is dedicated to freight/green economy.
  - \$500K in strategy development funding was also identified from the MTIP's flexible freight funding. This funding may be used to develop a regional freight strategy for Portland.
  - Deb successfully advocated for flexible freight funding by talking to stakeholders about the benefits of freight, particularly regarding its connections to economic development and adding jobs to the metro region.
    - As part of this outreach, Deb developed "idea sheets" that explained freight's connection to economic development.
- Freight projects were not methodically prioritized or assessed for inclusion in the MTIP. Local jurisdictions provided the freight projects and then included them in the MTP.
- Future freight criteria for assessing priority MTIP projects might include:
  - Reduction of freight vehicle delay.
  - Improvement of access to industrial lands, employment centers/local business, and rail facilities for regional shippers.
  - Safety improvements.
  - Improvement of freight reliability.

##### **Engagement**

- 10-member Freight Technical Advisory Committee (TAC) served as the technical advisory committee on the Regional Freight Plan.
  - TAC meets monthly or as-needed. Deb chairs the TAC and sets the agenda.
  - 10 members are local jurisdictions' freight staff.
  - TAC does not have a formal relationship with the MPO's policy board or policy/planning committees; communication with these committees is ad hoc and informal.
  - TAC is primarily an information-sharing mechanism. It focuses on long-range planning issues, but other issues discussed include:
    - Changes in NHS designation.
    - Flexible funds allocation process.



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- Weighing in on comments to the Oregon State Freight Plan.
- Tracking freight issues like the Columbia Corridor Crossing
- 33-member [Regional Freight and Goods Movement Task Force](#) (RFGM) has now sunsetted, but was initially created to provide input to the Regional Freight Plan. It met 11 times during development of the Regional Freight Plan (July 2006 and October 2007).
  - RFGM members included representatives from both public and private sectors.
  - RFGM was “centerpoint” of stakeholder engagement for the Regional Freight Plan.
    - RFGM has now sunsetted because Metro has identified “a more serious approach” to incorporating business stakeholders’ feedback through other mechanisms related to economic development and access to industrial lands.
  - RFGM recommended developing a new sustainable freight, jobs, and economic development “bench” with expanded membership– this was not implemented, however, due to lack of resources.
- Metro works with ODOT’s [freight mobility office](#) (e.g., Metro sat in on ODOT’s freight steering committee for the statewide freight plan) and with the [Port of Portland](#), primarily focusing on ensuring multimodal access to and from the port.
- Works with [Portland State University](#) and the [Oregon Transportation Research and Education Consortium](#) (OTREC) on a number of data collection efforts (these are funded through the MTIP).

### **2C. Implications for the Twin Cities Metro Freight Strategy**

- **Emphasize freight’s connection to economic development** – this can be an effective strategy to draw attention to freight and justify the need for freight funding.
- **Have a champion with an interest/expertise in freight.** The champion can motivate the agenda to focus on addressing freight issues.
- **Consider dedicating a portion of TIP flexible funding to freight projects.** Even if projects are not funded, including them in the TIP can help “cue” up projects for future development.
- **Consider how freight projects will be prioritized in the TIP.** Freight-focused criteria (e.g., reduction of freight vehicle delay) can help.
- **Consider developing a freight and goods movement task force** composed of public and private sector members to help guide development of a freight plan. The task force can help articulate freight goal and focus areas, improvement strategies, a freight action plan, and prioritized freight projects for programming.
- **Work closely with businesses when planning/programming;** businesses can help promote a specific freight project or program, or “reality check” what freight improvements are necessary.
- **Private sector feedback on freight does not have to be in a freight-focused group.** Metro has sunsetted its freight and goods movement task force after deciding it was no longer needed, and has since focused on more comprehensively capturing business feedback through other mechanisms related to economic development and access issues

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### 3. Atlanta Regional Commission (ARC)

**Contact:** Michael Kray. Phone: 404-463-3285. Email: [Mkray@atlantaregional.com](mailto:Mkray@atlantaregional.com)

**Date of Conversations:** April 5 and April 21, 2011

#### **3A. History of Freight**

- [ARC](#) began engaging in freight planning around 2003-2004. There were two main motivating factors. First, an ARC staff planner had researched freight issues and believed it was important for ARC to focus on freight. The planning division chief was receptive to this and provided support. Second, the Atlanta region has always had a strong logistics industry; this helped underscore the importance of looking at freight.

#### **3B. Key Findings**

##### **Freight Planning**

- ARC's two major planning documents are the [Truck Route Master Plan](#) and [Freight Mobility Plan](#).
- The Freight Mobility Plan started in 2005 and took 2 years to complete (in partnership with Georgia DOT - GDOT). ARC believes was very successful. It was the first major freight plan conducted for the Atlanta region.
- The Truck Route Master Plan aimed to identify a grid system to increase redundancy on the network. Truck routes are a policy tool to prioritize future funding for upgrades and maintenance.
  - To identify priority truck routes to include in the plan, ARC created a scoring system/weighting process using 12 inputs.
- ARC plans primarily for highways. It does not plan for pipelines, water, or freight rail, but does support/work with the two major Class I railroads that operate in the area.
- ARC has been successful addressing freight issues because freight is a focus at all levels (state, DOT, MPO, local). For example, at the local level, jurisdictions are eager to have distribution/warehouse centers to attract economic development.

##### **Freight Programming**

- ARC has a "set-aside" funding source to program (typically small-scale) freight projects in the Freight Improvement Program (FIP), which is part of the TIP. The set-aside funding comes from CMAQ and L240 (a flexible funding category from the Highway Trust Fund that the state allocates).
- ARC maintains a list of 50 freight projects that help illustrate the type of project that ARC would like local governments to implement through the FIP.
- ARC is still developing criteria to rank TIP projects and may use a freight cost-benefit methodology developed by FHWA.
- ARC has explored using a GDOT methodology for prioritizing improvements for at-grade rail crossings (it sees no reason to "reinvent the wheel").

##### **Engagement**

- ARC has a [Freight Advisory Task Force](#) (FATF) composed of private sector representatives and ARC staff. FATF started in 2003 and meets on a quarterly basis.
  - The initial purposes of the FATF were to: 1) have an entity to provide private sector/technical input into and support for the Freight Mobility Plan; and 2) to help formalize ARC's freight program.
  - Most FATF conversations focus on policy/planning but to a lesser extent it also discusses operations, routing, and project updates.

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- FATF chaired by a private sector representative. Chairs typically serve for 3 to 4 years. ARC staff provide support for the FATF to minimize the chairperson's commitment.
- ARC maintains a FATF distribution list of about 50-60 people, but this ebbs and flows over time. ARC reaches out to business groups, including the Council for Supply Chain Management Professionals and the Metro Atlanta Chamber of Commerce, to identify new FATF stakeholders.
- About 10-20 people typically show up for FATF meetings. An important member is the Center of Innovation for Logistics, which has been very helpful in reaching out to the private sector.<sup>1</sup> ARC has experienced some challenges in keeping private sector representatives engaged in FATF. To address these, ARC tries to keep meetings focused on information critical for private sector input, and emphasizes to FATF members the importance of obtaining their feedback.
- ARC does not have a formal update cycle for freight or an established protocol for reaching out to the public sector. But ARC has done extensive outreach to local jurisdictions as part of the Freight Mobility Plan and Truck Master Route Plan.
- Others that ARC has worked with on freight include: GDOT, the [Metro Atlanta Chamber of Commerce](#), the [Center of Innovation for Logistics](#) (at the GA Department of Economic Development), the [state Environmental Protection Division](#), and the [Southeast Diesel Collaborative](#). ARC works with "as many private sector folks as it can get."

### **3C. Implications for the Twin Cities Metro Freight Strategy**

- **Encourage support for freight at the state and local levels**, particularly by identifying connections between freight transportation and local economic development. This can help the MPO be more successful with freight planning and programming.
- **Have a high-level champion to support the MPO to look at freight issues**. At the same time, research can help "make the case" for why the MPO should conduct freight planning. ARC was able to start a freight program because a staff planner had conducted research to show the importance of freight and a division chief was receptive to these ideas.
- **Identify "set aside" funding sources to program freight projects**, even if these are on a small scale. ARC uses CMAQ and L240 funds for freight.
- **Consider developing an "illustrative" list of freight projects** to show local governments the types of projects that could (or should) be programmed/implemented through the TIP.
- **Provide MPO staff support for the private sector freight task force/committee**. Private sector representatives on the freight task force likely have minimal available time and benefit from MPO staff support. For example, ARC staff have found it helpful to develop the agendas for the Freight Advisory Task Force quarterly meetings to minimize the private sector chairperson's commitment.
- **Network with other business forums/groups**. Groups representing business interests, such as the chamber of commerce, might already have strong networks with the private sector and could help the MPO connect to existing or new stakeholders. These groups could also help the MPO identify stakeholders to participate in the freight advisory task force/committee.
- **Keep task force meetings focused and emphasize the importance of obtaining private sector feedback**. It can be challenging to keep private sector stakeholders engaged in public sector task forces/committees. Focusing meetings on information critical for private sector input and emphasizing the value of this input can help.

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<sup>1</sup> Need to confirm this with Ron Achelpohl.

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### 4. Maine Department of Transportation (MaineDOT) and the MaineDOT Industrial Rail Access Program (IRAP)

**Contact:** Nathan Moulton. Phone: 207-624-3300. Email: [Nathan.Moulton@maine.gov](mailto:Nathan.Moulton@maine.gov)

**Date of Conversations:** March 31 and April 19, 2011

#### 4A. History of Freight

- [MaineDOT's Office of Freight and Business Services \(OFBS\)](#) was developed about 15 years ago. This came about through the direction of the governor and state administration. The purpose was to develop a "one-stop shop" for MaineDOT to coordinate its outreach to businesses.

#### 4B. Key Findings

##### **Freight Planning**

- Maine DOT's first freight plan, the Maine Integrated Freight Plan, was developed in 1998 and [this was updated in 2002](#). The 2002 plan is currently being updated and likely will be complete by the summer or fall 2011.
  - Plan involves extensive outreach to private sector to solicit feedback. Feedback is solicited through mailing surveys to shippers, service providers, 3PLs, and others.
- OFBS is closely tied to the planning ([Bureau of Transportation Systems Planning](#)) and multimodal project development (Bureau of Project Development) offices within Maine DOT.
- Communication between Maine DOT offices is a strength; there is not a lot of disconnect between planning and programming.
- IRAP staff is very involved throughout the entire IRAP project lifecycle (e.g., staff conduct surveys after the project is completed to assess how businesses are using the improvements).

##### **Freight Programming**

- [IRAP](#) designed to encourage economic development and increased use of rail.
- IRAP projects rated within ten categories:
  - Job creation/retention
  - New investment
  - Intermodal efficiencies
  - Private share of project cost (the greater the share, the higher the rank)
  - Anticipated decrease in air emissions
  - Anticipated decrease in highway maintenance costs
  - Anticipated decrease in highway congestion
  - Transportation and logistics cost savings
  - Improvements in rail service
  - [Benefit-cost ratio](#)
- The anticipated decrease in highway congestion is defined as the number of trucks removed from roadways according to the number of rail cars loaded.
- Maine DOT's prioritization of rail freight projects includes criteria that are focused on benefits to economic development and taking trucks off the road.
- IRAP funded with state funds (state bond funds). State provides at least 50% of project costs (at least 50% is funded through private sector). Amount of funding obtained from the state varies year to year. Obtaining funding is a competitive process.

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- IRAP has used CMAQ funds in past. Maine DOT also uses some “set aside” FHWA Section 130 crossing funds for freight rail crossing projects dealing with safety issues. At times, Maine DOT has also been successful using FRA funds for IRAP.
- Requiring the private sector to match funding for IRAP projects helps leverage public funding and ensures that Maine DOT is getting a “bang for its buck.” The match also helps encourage commitment from the private sector.

### Engagement

- Because OFBS is a standalone office, it “sends a message” to the broader organization and business community that freight is a priority at MaineDOT and raises the overall level of awareness about freight’s contributions to the state.
- IRAP is very popular with businesses, legislators, and the governor and has a lot of support from them. MaineDOT mostly uses informal outreach methods to promote IRAP and has found success bringing businesses (e.g., paper mill that everyone know) to the state appropriations committee to “tell the story” of how they benefitted from an IRAP project.
- MaineDOT thinks it is important to let the public know that there are significant public benefits derived from IRAP, such as keeping businesses in Maine.
- In the past, MaineDOT had a Freight Transportation Advisory Committee, but the committee is now on hold. MaineDOT is rethinking the committee purpose and whether/how to reinstate it, but they have not come to a conclusion about how to move forward.
  - The Freight Transportation Advisory Committee was a standalone group within OFBS (it was not formally connected to other committee/groups within MaineDOT). Membership was composed primarily of industry/private sector stakeholders and some OFBS staff.
  - The purpose of the committee was to foster a conversation about key freight issues in the state. The committee met once every 2 months.
  - MaineDOT decided to place the committee on hold due to challenges keeping stakeholders engaged in the meetings.

### 4C. Implications for the Twin Cities Metro Freight Strategy

- **Promote involvement of staff throughout a freight project’s lifecycle**, including evaluating a project after completion. This can help connect planning to programming and keep staff engaged.
- **Consider multiple areas in which to assess freight benefits of projects**. For example, agencies can assess the environmental, intermodal, congestion, maintenance, and economic benefits of freight, among others. More areas can help identify a broader range of freight benefits.
- **Consider ways to leverage private sector commitment for freight projects**. The private sector might be more likely to feel invested in a project if it has some financial “skin in the game.” MaineDOT has found it useful to require the private sector to match funding for IRAP projects.
- **Use CMAQ, FHWA Section 130, and FRA funds to support freight rail projects**. MaineDOT has successfully used each of these funding categories for IRAP projects.
- **Promote freight programs through private sector word of mouth**. Businesses can be very effective messengers to talk about they have benefitted from public sector freight planning or programming. Businesses can also “tell their stories” to public sector decision-makers to better illustrate their needs.

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### Key Findings from Peer Exchange Participants

#### 1. Delaware Valley Regional Planning Commission (DVRPC)

##### 1A. Key Findings

###### Freight Planning

- Freight planning at [DVRPC](#) is comprehensive across modes; many of DVRPC units (e.g., land use) are involved in freight discussions.
- Ongoing and future freight planning activities for DVRPC include:
  - Developing a [long-range vision plan](#) for freight that documents future goals, including increasing freight activity in the region, in conjunction with DVRPC's long-range plan, [Connections 2035](#).
  - Identifying action items (e.g., policies and programs) for the DVRPC freight planning program each year.
  - Developing regional indicators for freight-related concerns.
  - DVRPC has secured funding for a freight technical study for fiscal year 2012.

###### Freight Programming

- DVRPC developed an "FTIP" to identify freight benefits of projects already in the [TIP](#).
- Identifying projects of importance to freight has not achieved the same impact as when DVRPC connected its freight projects to intermodal connectors (these are assessed as criteria during the project funding process).
- DVRPC has successfully use CMAQ funds for freight projects focused on truck electrification, double-stack clearances, and other issues. DVRPC has also assessed existing maintenance funds to see whether these can be used to support freight-related projects or freight-related components of projects.
- It has been challenging to develop performance measures that compare various freight facilities from a refinery to a container port. DVRPC has found more success focusing performance measures on overall activity levels, such as ship arrivals in the aggregate, tonnage entered, and truck tolls paid at bridges.

###### Engagement

- DVRPC works closely with PennDOT, NJDOT, and DelDOT on freight efforts.
- DVRPC has developed a series of [county freight scan](#) brochures, which provide information on freight facts for each of DVRPC's counties, such as key freight facilities in the county (e.g., freight rail miles, number of truck parking spaces), unique products manufactured, and the main freight themes and issues affecting each county.
  - The purpose of the brochures is to promote freight as "a good neighbor," strengthen relationships with counties, and increase county stakeholders' understanding of freight operations within a particular county.
  - Each scan took about one month to develop, starting with a kick-off meeting with relevant stakeholders.
  - DVRPC has found it important to collect information for the scans "out in the field." For example, county teams working on the brochures were invited to visit freight facilities to better understand their needs and operations.

# Twin Cities Metro Freight Initiative

## Report on Peer Best Practices

- DVRPC developed a series of [freight project implementation tools](#) targeted to municipal officials. Within these documents, DVRPC created a “ten-step” one-pager outlining the freight planning process.
- DVRPC created a 1.5-day immersion course exposing stakeholders to freight issues and trends and building freight knowledge and professional capacity. The course has not occurred in recent years due to time constraints, but it was an effective mechanism to strengthen coordination and collaboration in the past.
- DVRPC’s website contains [links to various private sector companies and freight resources](#). It also has a robust mailing list that it uses to keep stakeholder informed of freight projects and news. The list has various “levels” for members to control the amount of information they receive.
- DVRPC has conducted special events, such as a “freight plan showcase,” to showcase how freight operations work in the region.
  - DVRPC reported that this event was very successful in educating stakeholders on freight, engaging them, and building working relationships.
- DVRPC sets up meeting for member governments and cities to discuss specific issues, meetings with rail and port industries, and facilitates discussions to improve freight operations.
- DVRPC’s [Delaware Valley Goods Movement Task Force](#) meets on a quarterly basis. The committee is co-chaired by the deputy executive director of DVRPC.
  - In 2002/2003, about 60 people attend the GMTF meetings on average.
  - The committee provides feedback on freight work and funding priorities and input on the TIP and long-range planning activities. DVRPC has a separate intelligent transportation systems and operations committee that discusses on-the-ground operational issues.
  - The task force has three subcommittees: Data, Planning, and Shippers – chaired by active members of the task force. Activities of the subcommittees reflect current issues and the priorities of the Goods Movement
  - DVRPC found it effective to conduct an executive committee meeting prior to the full committee meeting to share buy-in and responsibility and hone in on priority issues.
  - By coordinating early and often with the GMTF executive committee, DVRPC has been able to create an environment where people take the committee seriously.
  - [Guest speakers](#) often attend Task Force meetings.

### **1B. Implications for the Twin Cities Metro Freight Strategy**

- **Develop a “Freight TIP” to identify the freight benefits of projects already in the TIP.** The FTIP can serve to heighten awareness of connections between freight and existing projects.
- **Link to existing programming processes.** Leverage existing processes to program freight. DVRPC found that it was more successful when it connected freight projects to intermodal connectors, which are already assessed as funding criteria, rather than when it identified projects that impact freight.
- **Coordinate with a variety of stakeholders to establish trust and raise awareness.** Coordinating with a range of stakeholders can help develop working relationships and trust. For example, by reaching out early and often to the Goods Movement Task Force executive committee, DVRPC has been able to set task force meeting dates a year in advance and create an environment where people take the task force seriously. In addition to the private sector, others with interests in freight can include neighboring state DOTs, municipal officials, and MPO member governments and cities.

## Twin Cities Metro Freight Initiative Report on Peer Best Practices

- **Be proactive to reach out to stakeholders.** DVRPC reported that it plays various roles in the region's freight conversation, including acting as a problem-solver and as a resource to assist locals with map development, meeting support, and data collection. However, its most critical role was that of a proactive facilitator to convene stakeholders to discuss important issues. For example, DVRPC sets up meetings for member governments, cities, and rail and port industries, to facilitate discussions on specific freight issues.
- **Freight marketing materials/activities can be useful tools to attract attention to freight, educate stakeholders about freight's benefits, and explain the MPO/State DOT's role(s).** Materials can include county freight scan brochures that "promote freight as a good neighbor" and one-pagers that outline the freight planning process. Activities can include a freight immersion course that build freight professional capacity, or special events like a freight plan showcase. DVRPC has been very successful in its creation of freight marketing materials and activities.



# Twin Cities Metro Freight Initiative

## Report on Peer Best Practices

### 2. Mid-Ohio Regional Planning Commission (MORPC)

#### 1A. Key Findings

##### Freight Planning

- In 1994, MOPRC conducted a series of inland port studies that identified areas of improvement for the MPO and outlined recommendations to address them, including establishing a freight planning program, building better public/private partnerships, and designating inland port districts to concentrate efforts. These recommendations continue to form a basis for MORPC's freight program.
- Freight planning activities at [MORPC](#) have included:
  - Ensuring a holistic inclusion of freight in MORPC's transportation planning efforts.
  - Producing two additional inland port studies.
  - Development of a [rail hub study](#) and [Central Ohio Regional Rail Study](#).
  - Creation of a [Freight Fact Book](#).
- MORPC will develop the Central Ohio Freight Trend Study, a "next generation," data-driven freight plan that will consider freight movements in a 12-county region.
  - The study is designed for both a public and private sector audience. It will involve a scenario planning approach and a cost/benefit analysis of freight projects to identify priorities.
  - The objective of the study is to demonstrate the need for infrastructure improvements and provide a basis for future private and public funding opportunities that ensure the region's continued success in the freight industry.

##### Freight Programming

- MORPC has developed a [Freight TIP](#) to elevate the importance of freight to central Ohio and show projects that have clear impacts on goods movement.
- MORPC has used information from [www.traffic.com](#) to do low-cost analysis on truck speeds. This information may be used to develop performance measures.
  - Suggested that qualitative feedback from freight users can be as critical as quantitative data in assessing freight and "telling the freight story."
- MORPC worked with a major shipper in its region to demonstrate how much congestion was costing the company on an annual basis, and the company provided some funds to MOPRC.
  - MORPC believes there is significant value in using data to show the private sector where the important freight corridors are and to "sell" improvement projects.

##### Engagement

- MORPC does not have a private sector freight outreach committee, but the Columbus Chamber of Commerce houses the [Columbus Region Logistics Council](#).
  - MORPC manages communication to the private sector through the council.
  - Council includes representatives from a wide range of businesses/industries.
- MORPC facilitates Rickenbacker Intermodal Corridor Committee (RICC) meetings that include MPO and private sector representatives.
  - The RICC meets on a quarterly basis and provides input on freight project priorities.
  - MORPC noted that some of its most valuable discussion comes from RICC meetings since they involve public discussion and collaboration.
- MORPC creates short "[fact sheets](#)" to provide project overviews to private sector stakeholders.

# Twin Cities Metro Freight Initiative

## Report on Peer Best Practices

- MORPC has continued freight scanning tours where transportation committee members have opportunities to talk to freight operators.

### **1B. Implications for the Twin Cities Metro Freight Strategy**

- **Develop a freight TIP.** This can help increase attention to transportation projects that have a significant positive impact on goods movement.
- **Qualitative data in conjunction with quantitative information.** Qualitative feedback from freight users can help “tell the freight story.”
- **Consider using online data to conduct low-cost analyses.** These analyses can help develop performance measures. At the same time, consider use of qualitative data to help supplement quantitative. Feedback from freight system users can help pinpoint where issues lie and help to tell a more complete “story of freight.” For example, MORPC was able to collaborate with a major regional shipper to determine how much congestion was costing the company on an annual basis.
- **Private sector outreach does not have to occur through an MPO-specific task force.** MORPC does not have a private sector freight outreach group, but is able to communicate with private sector stakeholders through the Columbus Region Logistics Council and the Rickenbacker Intermodal Corridor Committee. Agencies should carefully assess whether there is a need for a new private sector outreach group if these groups already exist, or they can build from existing groups/committees.

# Twin Cities Metro Freight Initiative

## Report on Peer Best Practices

### 3. Puget Sound Regional Council (PSRC)

#### 1A. Key Findings

##### Freight Planning

- [PSRC](#) developed a [regional freight strategy](#) for the MPO's long-range transportation plan (LRTP), [Transportation 2040](#).
  - The freight strategy examines the major freight modes, including rail, truck, air, and marine cargo, and outlines a regional freight transportation system to serve the region.
  - The strategy was developed with both public and private sector input, including from the ports of Tacoma and Seattle, King County, UPS, FedEx, Washington Trucking association members, Safeway, WSDOT, and local jurisdictions.
- PSRC includes freight centers and designated manufacturing industrial centers in its long-range transportation plan, an effort accomplished collaboratively with the cities.

##### Freight Programming

- The freight strategy used a new methodology to identify investments that would provide the maximum mobility benefits for all freight alternatives. The methodology was based on a modeling tool integrated with the MPO's land use and travel demand model and showed that freight would benefit from the alternatives chosen to include the 2040 LRTP.
- The [Freight Action Strategy for the Everett-Seattle-Tacoma Corridor \(FAST\) corridor program](#) (a public-private partnership) has helped PSRC successfully compete for Federal freight funding in the past, although more recently this has been difficult given the decline of Federal transportation funding availability
  - The partnership has been successful because it identifies priority freight projects where needs are not being met. FAST has helped to identify projects that have broad regional benefits.
- PSRC is focusing on several types of data to develop performance measures, including average speed, reliability, severe congestion and traffic volume. It noted that certain data such as truck volumes must be interpreted cautiously. For example, increased truck volumes could signal increased economic activity or more congestion. It is important to avoid using data points in isolation.
- PSRC has [analyzed data in four areas](#)—truck values of time, operating costs, speeds, and performance metrics—to better incorporate freight into the Congestion Management Process and the regional long-range transportation plan and as a first step toward developing freight-focused performance measures.

##### Engagement

- PSRC has two major mechanisms for implementing freight projects and coordinating with the private sector:
  - FAST, which aims to implement and complete freight projects in the central Puget Sound region.
    - FAST is a partnership of 26 cities, counties, ports, federal, state and regional transportation agencies, railroads and trucking interests.
    - Meets on bi-monthly basis
    - To date, the partnership has funded or completed 21 of 25 original projects.
  - [Regional Freight Mobility Roundtable](#), which provides opportunity for open discussion of issues and ideas among public and private stakeholders and functions a "sounding board" for public/private freight interests in the PSRC region.

## Twin Cities Metro Freight Initiative Report on Peer Best Practices

- The roundtable meets bi-monthly and provides an open forum for discussing a broad range of topics related to freight and the economy.
  - The roundtable does not have a formal voting structure but is consulted by the FAST partnership and provides input into regional and state transportation plans.
  - Private sector participants include representatives of warehousing/distribution centers, shippers and rail, marine, air cargo and trucking carriers.
  - Public sector participants include universities, local governments, the ports of Seattle, Tacoma and Everett, and state/Federal agencies.
  - In inviting freight and state legislative staff to participate in bi-monthly freight roundtable meetings. PSRC also supports data analysis by combining state and regional data analyses to help present issues in new, creative ways.
- PSRC maintains a distribution list of 300 contacts and posts all of its freight-related meeting agendas and presentation notes [online](#).
  - The agency produces [FAST project sheets](#) on projects completed by the partnership. The project sheets are updated with status and cost information.
  - PSRC has proactively looked for opportunities to improve data and coordination with WSDOT, believing that being proactive and receptive can help improve the quality of data as well as the relationship with the State DOT.
  - PSRC has identified companies that it believed could represent a unified voice from a given industry group, and notes that talking to diverse stakeholders has helped ensure a more comprehensive story.

### **1B. Implications for the Twin Cities Metro Freight Strategy**

- **Public-private partnerships** can help MPOs conduct outreach to the private sector as well as compete for Federal freight funding and identify priority freight projects. PSRC's FAST program has been successful with both.
- **Be cautious when interpreting data.** Data points should not be interpreted in isolation but within a broader context. Several types of data, including average speed, reliability, severe congestion and traffic volume, can be used to develop freight-focused performance measures.
- **Be proactive when coordinating with the State DOT.** PSRC believed that being proactive would improve its relationship with WSDOT and the quality of data.

# Twin Cities Metro Freight Initiative

## Report on Peer Best Practices

### 4. Washington DOT (WSDOT)

#### 1A. Key Findings

##### **Freight Planning**

- WSDOT now developing a [state Freight Mobility Plan](#) (planned completion in 2013).
- Has developed several [freight-focused plans and studies](#), including:
  - [Washington State Rail Plan](#)
  - [Washington State Freight Data Systems Study](#)
  - [Washington Transportation Plan Freight Report](#)

##### **Freight Programming**

- [WSDOT's freight program](#) focuses on investing in freight transportation infrastructure to support the state's economy. Projects including improve truck travel times and system reliability on primary freight corridors, relieving congestion in urban centers by improving and connecting major truck freight corridors, and making investments in rail capacity and port-rail connections to ensure that freight is able to accommodate future demand.
- WSDOT believed that there is no "freight project." All projects can benefit multiple modes, sectors, and user types. Rather than try to define a "freight project," WSDOT suggested focusing on how freight's issues are issues for all modes.
  - Many citizens now see freight as part of the problem, but showing how freight can help other modes can demonstrate to the general public and others that freight can also be part of the solution.
- WSDOT noted that it has purchased GPS data from vendors to develop a methodology for measuring freight performance along key corridors.
- WSDOT is now calculating the cost of truck congestion to develop a baseline analysis of goods movement. It will use these data to tell a compelling story to citizens, shippers, carriers, and others about how freight transportation costs affect various stakeholders.
- WSDOT has experienced success using data to show how trucks operate differently from cars as well as data that shows operationally deficient bottlenecks.
  - Using these data, WSDOT's Strategic Analysis and Programming Division has conducted an analysis of the top freight bottlenecks, which might lead to identification of improvement projects.
- WSDOT has conducted a travel time speed analysis.

##### **Engagement**

- WSDOT stressed the importance of defining freight in terms of its contributions to economic competitiveness.
- WSDOT has been proactive in looking for opportunities to improve data and coordination with PSRC. WSDOT noted that being proactive and receptive can help improve the quality of data as well as the relationship with the MPO. It can be useful to compare scheduling milestones to ensure that all agencies are on the same page.
- WSDOT has identified companies with the most number of employees within different industry groups

# Twin Cities Metro Freight Initiative

## Report on Peer Best Practices

- WSDOT emphasized the importance of proactively reaching out to private sector stakeholders. Good questions to ask include what their requirements are for an effective freight system and what currently works well.
- Has developed a [brochure](#) explaining WSDOT's investment in freight infrastructure and freight's connection to economic development.

### **1B. Implications for the Twin Cities Metro Freight Strategy**

- **Identify freight benefits of projects, not “freight projects.”** WSDOT suggested that, rather than focus on what constitutes a freight project, agencies focus on how freight issues are issues for all modes, and how transportation projects can benefit many transportation users. By identifying only “freight projects,” agencies might miss other opportunities to leverage resources to benefit freight.
- **Tie freight to economic development.** WSDOT believed that connecting freight to the economy is key to attract more attention to freight.
- **Data can help tell the freight story.** WSDOT has used data on truck congestion, top bottlenecks, and travel times to try to identify improvement projects and tell a broader story about how freight transportation costs affect a general audience (e.g., the public) as well as shippers and carriers.

# Twin Cities Metro Freight Initiative

## Report on Peer Best Practices

### Appendix A: Methodology

To develop a list of topics needing further exploration and candidate peer agencies to contact, the USDOT's Volpe Center:

- Scanned the report from the December 2010 freight peer exchange and the planning process/strategic context summaries (earlier deliverables from the Twin Cities Metro Area Regional Freight Initiative) to identify topics that Mn/DOT and Met Council identified as needing further exploration.
- Reviewed the Volpe Center's initial research on peer candidates for the December peer exchange to identify potential peers.
- Scanned select National Cooperative Freight Research Program (NCFRP) studies (those cited in the peer exchange report) for references to applicable peer case studies/examples.
- Compiled feedback and suggestions provided by Mn/DOT and Met Council.

From the above research, the Volpe Center identified a set of interview topics and candidate peer agencies to address each topic. This information was shared with Mn/DOT and Met Council to provide an opportunity for validation and feedback. Using this feedback, the Volpe Center refined the list of topics to focus on two major topics (freight planning and freight programming) and selected five peer agencies to contact from the overall list of candidates. Two sets of interview protocols (focusing [freight planning](#) and [freight programming](#)) were developed, reflecting the major areas of interest.

Peers selected to speak to freight planning were ARC and Portland Metro. Peers selected to speak to freight programming were Portland Metro, RIDOT,<sup>2</sup> MARC, and MaineDOT (Portland Metro was identified as a peer that could speak to both topics.)

Brief (approximately one hour) telephone conversations were conducted with each of the five peers. Mn/DOT attended and participated in several of these conversations.

After the initial set of telephone conversations, the USDOT's Volpe Center prepared a pilot draft summary documenting key findings from Portland Metro and shared this with Mn/DOT and Met Council to provide an opportunity for feedback. Met Council suggested several additional topics for follow-up conversations and a revised format for the summaries. The proposed additional topics included the following:

- Background history on how the peer agency initially developed its focus on freight, particularly in terms of how freight was included in the long-range transportation plan or regional policy plan.
- Background history on how, when, and why the peer agency originated outreach/engagement to the private sector via a freight task force, roundtable, advisory committee, or other mechanism.
- Details on the membership of the private sector outreach mechanism, the typical issues addressed by the group, and the relationship of the group to the peer agency's transportation policy board or other internal groups.
- Details on the mission, purpose, and/or goals articulated by the private sector outreach mechanism.

To obtain information on these topics, the USDOT's Volpe Center conducted additional, brief (approximately 30 to 45 minutes) follow-up conversations with each of the peers (excluding RIDOT). Peers also provided supplemental materials via email.

#### **Interview Protocols**

The interview protocols used to guide telephone conversations with peers are provided below:

#### **Protocol for Planning Peers**

- 1) Incorporating Freight Into Planning

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<sup>2</sup> RIDOT was later excluded from the peer best practices summaries. Please see notes in this section for more detail.

## **Twin Cities Metro Freight Initiative Report on Peer Best Practices**

- a) Please share examples of how you have incorporated freight into your agency's planning practices? These practices could include, but are not limited to:
    - Development of a long-range, corridor or regional transportation plan
    - Land use planning, or
    - Economic development planning.
  - b) What are the main differences between highways and other freight modes?
  - c) Have you used performance measures to identify possible freight needs or match specific on-the-ground issues with viable solutions?
  - d) When have you been most successful at incorporating freight into planning practices? Why?
  - e) Can you provide any examples of how you have considered freight's impact on land use, or vice versa?
- 2) General Questions
- a) What lessons have you learned while incorporating freight into planning?
  - b) What challenges did you encounter? What made a difference in mastering them?
  - c) What "tips" or critical success factors can you share with Mn/DOT and Met Council?
  - d) What outside resources or parties did you consult when incorporating freight into planning?
  - e) What websites best show how you've included freight in planning processes? Any diagrams?

### **Protocol for Programming Peers**

- 1) Incorporating Freight Into Programming
- a) Please share examples of how you have incorporated freight into your agency's programming processes. These processes could include, but are not limited to:
    - Including freight in the Transportation Improvement Program (TIP) or Statewide Transportation Improvement Program (STIP),
    - Tracking projects from planning to the TIP/STIP,
    - Prioritizing or ranking freight projects (including developing project criteria), or
    - Identifying funding for freight projects.
  - b) What are the main differences between highways and other freight modes?
  - c) When have you been most successful at incorporating freight into programming? Why?
  - d) Can you provide any examples of how you have looked at congestion costs? If so, have you segmented congestion data by mode? How are you using congestion data to help program freight projects?
- 2) General Questions
- a) What lessons have you learned while incorporating freight into programming?
  - b) What challenges did you encounter? What made a difference in mastering them?
  - c) What "tips" or critical success factors can you share with Mn/DOT and Met Council?
  - d) What outside resources or parties did you consult when incorporating freight into programming?
  - e) What websites best show how you've included freight in programming? Any diagrams?

### **Notes on Rhode Island DOT (RIDOT)**

RIDOT was initially identified as a peer to contact due to its inclusion in National Cooperative Freight Research Program (NCFRP) Report 2 (*Institutional Arrangements for Freight Transportation Systems*) as an example of a state DOT engaged in an "open call" for freight solicitations to the TIP.

In March 2011, the Volpe Center conducted a telephone interview with Walter Slocomb, principal planner at the state's metropolitan planning organization, Rhode Island Statewide Planning (and the current contact for Rhode Island's freight activities). It was learned that RIDOT freight staff have moved on to other opportunities since the NCFRP report was published (in 2007) and that neither RIDOT nor the MPO



## **Twin Cities Metro Freight Initiative Report on Peer Best Practices**

have recently been heavily engaged in freight planning or programming. However, a Request for Proposal to develop the MPO's freight rail plan was just announced; Walter believed this might help initiate new efforts to collect freight data. Due to these findings, it was determined that RIDOT should not be included the summary of peer best practices.

Mr. Slocomb noted that the TIP "open call" cited in the NCFRP report refers to the MPO's proactive approach in seeking TIP projects. The MPO places advertisements in local newspapers and holds public meetings at mechanisms such as schools or libraries to answer questions about the TIP process. TIP project applications are available by request and online. The MPO typically receives applications from state agencies, quasi-government agencies, individual communities, groups of communities (extra points are available for projects involving more than one community), the private sector, and individuals. However, Mr. Slocomb did not have knowledge of how freight projects have been specifically solicited as part of this open call.

# Twin Cities Metro Freight Initiative Report on Peer Best Practices

## Appendix B: Contacts, Resources, and Additional Materials

### B1. MARC

**Contact:** Ron Achelpohl. Phone: 816-701-8327. Email: [Rona@marc.org](mailto:Rona@marc.org)

**Online Resources:**

MARC Regional Freight Outlook Study  
[www.marc.org/transportation/freightoutlook/index.htm](http://www.marc.org/transportation/freightoutlook/index.htm)

MARC Total Transportation Policy Committee  
<http://www.marc.org/transportation/committees/ttpc.htm>

MARC Goods Movement Committee (including past meeting agendas/notes)  
[www.marc.org/transportation/committees/goods.htm](http://www.marc.org/transportation/committees/goods.htm)

Transportation Outlook 2040: Chapter on Goods Movement  
[www.marc.org/2040/documents/draftplan/9.0\\_GoodsMovement.pdf](http://www.marc.org/2040/documents/draftplan/9.0_GoodsMovement.pdf)

MARC TIP  
[www.marc.org/transportation/tip.htm](http://www.marc.org/transportation/tip.htm)

Kansas City SmartPort  
[www.kcsmartport.com/](http://www.kcsmartport.com/)

MoDOT Freight  
[www.modot.org/othertransportation/freight/index.htm](http://www.modot.org/othertransportation/freight/index.htm)

KDOT Freight  
[www.ksdot.org/burRail/Rail/default.asp](http://www.ksdot.org/burRail/Rail/default.asp)

**Additional Materials:**

**Recent Roster for MARC Goods Movement Committee**

Contacts – Individual					
Name	Company	Title	City	E-Mail	State
Achelpohl, Ron	Mid-America Regional Council	Assistant Director of Transportation	Kansas City	rona@marc.org	Missouri
Adkins, Stan	Mo-Kan Distribution		Kansas City	sadkins@mokandistr.com	Missouri
Amrein, Alice	Johnson County Dept Of Transportation	Director	Olathe	alice.amrein@jocogov.org	Kansas
Brown, Doug	City of Overland Park	Director of Public Works	Overland Park	doug.brown@opkansas.org	Kansas
Currier, Shellee	Watco Companies	Marketing Manager	Kansas City	scurrier@watcocompanies.com	Kansas
Dow, Thomas	Kansas Dept Of Transportation	Urban Planning Manager	Topeka	tdow@ksdot.org	Kansas
Fields, Darryl	Mid-America Regional Council	Transportation Planner III	Kansas City	dfields@marc.org	Missouri
Finley, Larry R.	City of Grandview, Mo	City Engineer	Grandview	lfinley@ci.grandview.mo.us	Missouri
Gutierrez, Chris Jr.	KC Smartport Inc.	President	Kansas City	gutierrez@smartkc.com	Missouri
Jones, Ben	Union Pacific		Kansas City	bwjones1@up.com	Missouri
Kell, Lee Ann	Missouri Department of Transportation	Transportation Planning Manager	Lee's Summit	lee.kell@modot.mo.gov	Missouri

## Twin Cities Metro Freight Initiative Report on Peer Best Practices

Lamothe, Joe	Mid-West Terminal Warehouse Co	Executive Vice President	Kansas City	mwt@lpr-mwt.com	Missouri
Langenkamp, Robert	City Of Kansas City	Assistant City Manager Of Economic Development	Kansas City	bob.langenkamp@kcmo.org	Missouri
Maddox, John	Kansas Dept Of Transportation	Rail Affairs Program Mgr	Topeka	johnm@ksdot.org	Kansas
Martinovich, Ron	City Of Sugar Creek	City Administrator/City Engineer	Sugar Creek	ronm@sugar-creek.mo.us	Missouri
Mendez, John	Unified Government Of Wyco/KCK	Commissioner - Dist 2 At Large	Kansas City	Jmendez@wycokck.org	Kansas
Neutgens, Kurt	Plug-In Motors			kurtn@plug-inmotors.com	
Perry, Ernie	Missouri Dept Of Transportation	Administrator Of Freight Development	Jefferson City	Ernest.Perry@modot.mo.gov	Missouri
Pieteg, Brian	Johnson County Public Works/Infrastructure	Assistant County Engineer	Olathe	Brian.Pietig@jocogov.org	Kansas
Porter, Katee	Clay County, Missouri	Eastern Commissioner	Liberty	kporter@claycogov.com	Missouri
Schwartz, Jeffrey D.	Missouri Truck Ferry	Innovator	Lee's Summit	jschwartz@motruckferry.com	Missouri
Sharp, John	City of Kansas City	Councilmember-6th District	Kansas City	Araceli.Gallegos@kcmo.org	Missouri
Smith, Allison L.	Kansas Department of Transportation	MPO Transportation Planner	Topeka	allisons@ksdot.org	Kansas
Tobin, Michael	Unified Government Of Wyco/KCK	Asst Director Of Public Works	Kansas City	mtobin@wycokck.org	Kansas
Trivitt, Ronald	City of Belton	City Manager	Belton	rtrivitt@belton.org	Missouri
Wagner, John E.	Wagner Industries		Kansas City	johnsr@wagnerindustries.com	Missouri
Walters, Karl	Clay County, Missouri	Highway Dept Director	Liberty	highway@claycogov.com	Missouri
Wancura, Dan	Embassy Software			danw@embassysoft.com	
Whitaker, Tom	Kansas Motor Carriers Assn	Executive Director	Topeka	tomw@kmca.org	Kansas
Wyatt, Kristi	Greater KC Chamber Of Commerce	Sr Vice President	Kansas City	wyatt@kcchamber.com	Missouri
Zafft, Allan S.	Missouri Department of Transportation	Senior Transportation Planner	Lee's Summit	allan.zafft@modot.mo.gov	Missouri

# Twin Cities Metro Freight Initiative

## Report on Peer Best Practices

### B2. Portland Metro

**Contact:** Deb Redman. Phone: 503-797-1641. Email: [Deborah.Redman@oregonmetro.gov](mailto:Deborah.Redman@oregonmetro.gov)

#### Online Resources:

Portland Metro website

<http://www.oregonmetro.gov/index.cfm/go/by.web/id=20884>

Metro Regional Freight and Goods Movement Task Force (including a list of members)

<http://www.oregonmetro.gov/index.cfm/go/by.web/id=20887>

Metro Regional Freight Plan

[http://library.oregonmetro.gov/files//regional\\_freight\\_plan\\_june\\_10.pdf](http://library.oregonmetro.gov/files//regional_freight_plan_june_10.pdf)

Metro Freight Profile

[http://library.oregonmetro.gov/files/freight\\_profile.pdf](http://library.oregonmetro.gov/files/freight_profile.pdf)

MTIP website

<http://www.oregonmetro.gov/index.cfm/go/by.web/id=3814>

Metro Regional Flexible Funds website

<http://www.oregonmetro.gov/index.cfm/go/by.web/id=19681>

Metro Community Investment Strategy

<http://www.oregonmetro.gov/index.cfm/go/by.web/id=33898>

JPAC Task Force Recommendation for Allocating Regional Flexible Funds (including recommended freight criteria)

[http://library.oregonmetro.gov/files//rffa\\_task\\_force\\_report.pdf](http://library.oregonmetro.gov/files//rffa_task_force_report.pdf)

ODOT Rail Office

<http://www.oregon.gov/ODOT/RAIL/>

ODOT Statewide Freight Planning Office

<http://www.oregon.gov/ODOT/TD/FREIGHT/>

ODOT Statewide Freight Plan

[http://www.oregon.gov/ODOT/TD/FREIGHT/FREIGHT\\_PLAN.shtml](http://www.oregon.gov/ODOT/TD/FREIGHT/FREIGHT_PLAN.shtml)

Port of Portland

[http://www.portofportland.com/POP\\_Home.aspx?ep=7d2acf4cd5204a27a999e9dc869f9555](http://www.portofportland.com/POP_Home.aspx?ep=7d2acf4cd5204a27a999e9dc869f9555)

Port of Portland Industrial Lands Study

[http://www.portofportland.com/Trade\\_Trans\\_Studies.aspx](http://www.portofportland.com/Trade_Trans_Studies.aspx)

Portland Freight Committee

<http://www.portlandonline.com/TRANSPORTATION/index.cfm?a=86660&c=38846>

Volvo Research and Educational Foundations

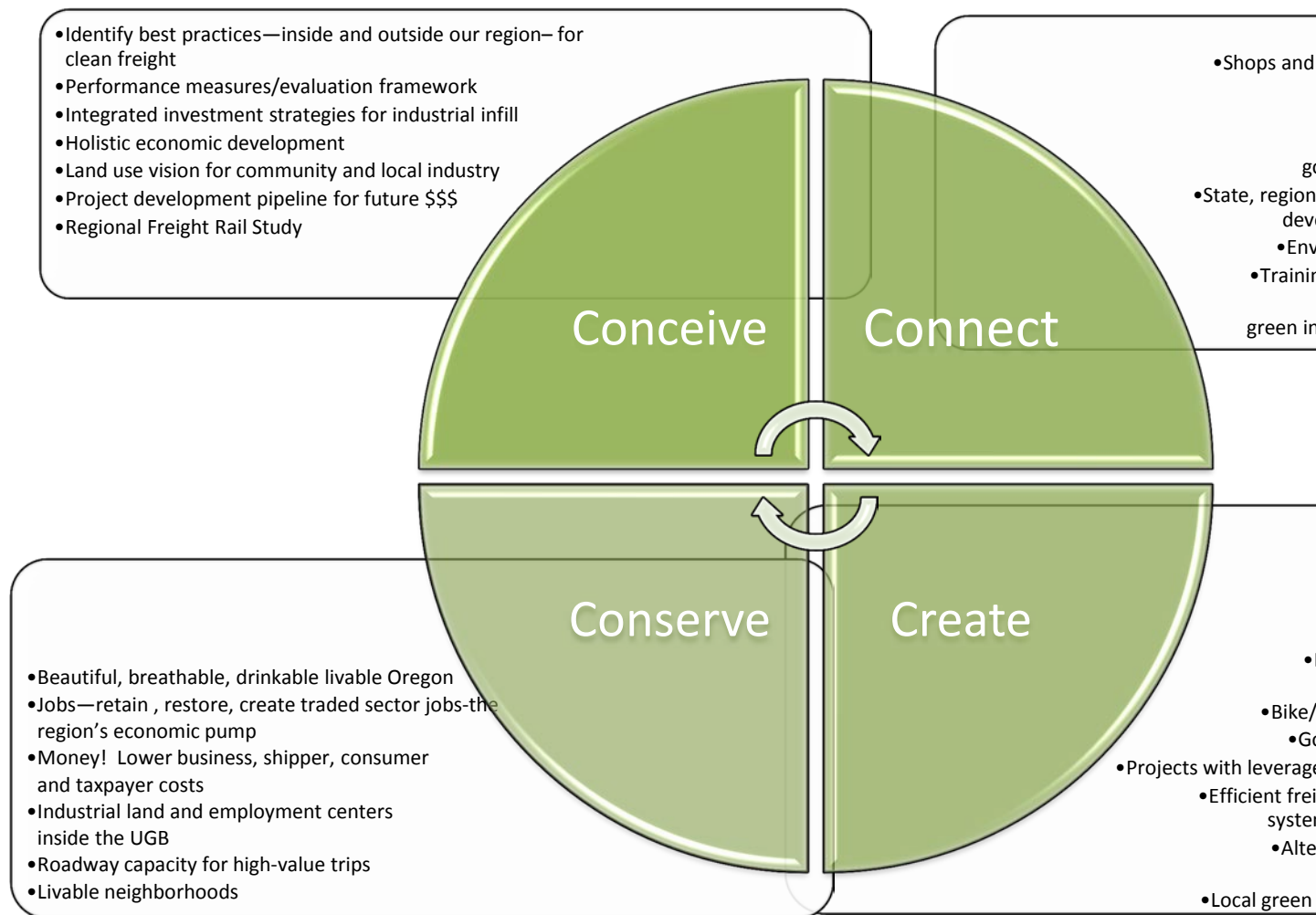
<http://www.vref.se/researchfunding.4.46d8812211a06b927e7800017851.html>

# Twin Cities Metro Freight Initiative Report on Peer Best Practices

## Additional Materials:

[Internal Graphic Used to Promote Green Freight to Internal Portland Metro Stakeholders](#)<sup>3</sup>

# Inside the Green Economy



<sup>3</sup> Graphic was developed for internal Portland Metro use only.

# Twin Cities Metro Freight Initiative

## Report on Peer Best Practices

### B3. ARC

**Contact:** Michael Kray. Phone: 404-463-3285. Email: [Mkray@atlantaregional.com](mailto:Mkray@atlantaregional.com)

#### Online Resources:

ARC freight website

<http://www.atlantaregional.com/transportation/freight>

Freight Mobility Plan

<http://www.atlantaregional.com/transportation/freight/freight-mobility-plan/freight-mobility-plan>

Truck Route Master Plan

[www.atlantaregional.com/transportation/freight/truck-route-master-plan](http://www.atlantaregional.com/transportation/freight/truck-route-master-plan)

ARC Unified Growth Policy Map (Draft)

[http://www.atlantaregional.com/File%20Library/Transportation/Plan%202040/lu\\_ugpm\\_map\\_082010.pdf](http://www.atlantaregional.com/File%20Library/Transportation/Plan%202040/lu_ugpm_map_082010.pdf)

Center of Innovation for Logistics

<http://www.georgiainnovation.org/>

GDOT FY2011 Strategic Plan Update

<http://www.dot.state.ga.us/aboutGeorgiadot/Documents/OrgPerformance/FY2011-StrategicPlan.pdf>

Georgia Statewide Freight & Logistics Plan

<http://www.dot.state.ga.us/aboutGeorgiadot/Board/Documents/2010Presentations/Feb/FreightPlan.pdf>

Georgia Environmental Protection Division

<http://www.gaepd.org/>

Center of Innovation for Logistics

<http://logistics.georgiainnovation.org/>

Metro Atlanta Chamber of Commerce

<http://www.metroatlantachamber.com/Default.aspx?AspxAutoDetectCookieSupport=1>

Southeast Diesel Collaborative

<http://www.southeastdiesel.org/>

#### Additional Materials:

**Freight Task Force Agendas (from April 14, 2011 and June 8, 2010)**

## FREIGHT ADVISORY TASK FORCE

### AGENDA

Thursday, April 14, 2011 – 7:30am to 9:00am

Atlanta Regional Commission – Executive Conference Room

1. Welcome and Call to Order, Task Force Chair, Chitra Subbarayan, Ackerman & Co.
2. PLAN 2040/Freight Improvement Program , Michael Kray, ARC

# Twin Cities Metro Freight Initiative

## Report on Peer Best Practices

3. SR 6 (Thornton Rd) Truck Friendly Lanes, Faye DiMassimo, Cobb County DOT
4. Statewide Freight and Logistics Plan, Tom McQueen, GDOT
5. Announcements and Adjournment

## **FREIGHT ADVISORY TASK FORCE**

### **AGENDA**

Tuesday, June 8th, 2010 – 8:00am to 9:30am  
Atlanta Regional Commission – Harry West Community Room

1. Welcome and Call to Order, Task Force Chair, Chitra Subbarayan, Ackerman & Co.
2. Crescent Corridor TIGER Grant, Michael Miller, Norfolk Southern
3. Atlanta Strategic Truck Route Master Plan Final Recommendations, Michael Kray, ARC
4. PLAN 2040 (Long Range Regional Transportation Plan) Update, John Orr, ARC
5. Announcements and Conclusion

# Twin Cities Metro Freight Initiative

## Report on Peer Best Practices

### **B4: MaineDOT and MaineDOT IRAP**

**Contact:** Nathan Moulton. Phone: 207-624-3300. Email: [Nathan.Moulton@maine.gov](mailto:Nathan.Moulton@maine.gov)

#### **Online Resources:**

Maine DOT OFBS

[www.maine.gov/mdot/ofbs/index.htm](http://www.maine.gov/mdot/ofbs/index.htm)

Maine DOT IRAP

[www.maine.gov/mdot/ofbs/irap.htm](http://www.maine.gov/mdot/ofbs/irap.htm)

Maine DOT Integrated Freight Plan (updated plan in development)

[http://www.maine.gov/mdot/ofbs/documents/pdf/ifp2002\\_000.pdf](http://www.maine.gov/mdot/ofbs/documents/pdf/ifp2002_000.pdf)

Maine DOT State Rail Plan (updated plan in development)

[www.maine.gov/mdot/railplan/index.htm](http://www.maine.gov/mdot/railplan/index.htm)

IRAP Cost-Benefit Methodology

[www.maine.gov/mdot/freight/pdf/benefit.pdf](http://www.maine.gov/mdot/freight/pdf/benefit.pdf)

IRAP Application

[www.maine.gov/mdot/ofbs/documents/pdf/IRAPappl2008.pdf](http://www.maine.gov/mdot/ofbs/documents/pdf/IRAPappl2008.pdf)

Maine DOT Bureau of Transportation Systems Planning

<http://www.maine.gov/mdot/transplanning.htm>



# Twin Cities Metro Freight Initiative

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### Appendix C: Additional Information on Freight Groups<sup>4</sup>

#### C1. MARC

From <http://www.marc.org/transportation/agendas/Goods/GM09Oct20.pdf> and notes from conversation with Ron Achelpohl.

- MARC's Goods Movement Committee is composed of approximately 30 members, including representatives from MARC, the TTPC, State DOTs, city/county technical staff, and private sector freight, as well as several alternates from cities/counties, the Kansas DOT, and the Missouri DOT.
  - Summary of Goods Movement Committee purpose: integrate freight issues and concerns with the overall metropolitan planning process.

#### C2. Portland Metro

From <http://www.oregonmetro.gov/index.cfm/go/by.web/id=20887>, [http://library.oregonmetro.gov/files//regional\\_freight\\_plan\\_june\\_10.pdf](http://library.oregonmetro.gov/files//regional_freight_plan_june_10.pdf) and notes from conversation with Deb Redman.

- Freight Technical Advisory Committee has about 10 members composed of Metro staff and local jurisdictions' freight staff.
  - Summary of advisory committee purpose: to provide a mechanism to “check in” on current issues.
- The 33-member [Regional Freight and Goods Movement Task Force](#) (now sunsetted) was a subcommittee of the Technical Advisory Committee.
  - Summary of task force purpose: advise the development of Metro's Plan for regional freight and goods movement.
  - Summary of task force mission:
    - Develop recommendations for desired outcomes for the regional freight transportation system that are consistent with regional values.
    - Identify issues, needs, and deficiencies in the regional freight system.
    - Identify and prioritize multi-modal freight improvement projects throughout the region that respond to desired outcomes and are consistent with available financial resources.
  - Summary of task force objectives (from regional freight plan):
    - Use a systems approach to plan and manage multimodal freight transportation infrastructure, recognizing and coordinating both regional and local decisions.
    - Adequately fund and sustain investment in multimodal freight transportation system to ensure that region and business stay economically competitive.
    - Create first-rate multimodal freight networks that reduce delay, increase reliability, improve safety, and provide choices.
    - Integrate freight mobility and access needs in land use decisions.
    - Ensure that multimodal freight transportation system supports the health of the economy and environment.
    - Enlighten region's citizen and decision-makers about the importance of freight movement.

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<sup>4</sup> MaineDOT is excluded from this appendix as its freight group is currently on hiatus. MORPC is excluded as it does not have a private sector outreach group. WSDOT is excluded as information on a private sector outreach group could not be identified. Draft scope of work for state Freight Mobility Plan lists a State Freight Plan Advisory Group, but it is not currently known if this group includes private sector stakeholders or if the group has convened.

# Twin Cities Metro Freight Initiative

## Report on Peer Best Practices

### C3. ARC

From <http://www.atlantaregional.com/transportation/freight> and notes from conversations with Michael Kray.

- ARC's Freight Advisory Task Force (FATF) was established in 2003 as part of the ARC regional planning process. It is composed of about 50-60 members representing the public/private sector, including railroads, trucking, airport, chambers of commerce, and community improvement districts.
- Summary of FATF goals:
  - Improve goods and services movement in the region.
  - Improve reliability of goods movement.
  - Minimize the cost of goods movement.
  - Improve characteristics of transportation system for freight movement
- Summary of FATF objectives:
  - Provide input on policies and improvements for freight mobility.
  - Identify freight mobility characteristics and needs.
  - Highlight the significance of freight to the region.
  - Improve safety of the transportation system.
  - Prioritize freight transportation needs and investments.

### C4. DVRPC

From <http://www.dvrpc.org/Freight/DVGMTF.htm> and December 2010 peer exchange report.

- 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).
- Task Force purpose: Maximize the Delaware Valley's position in the global economy by promoting local freight operations and implementing a regional goods movement strategy.
- Task Force objectives
  - Insure the participation of the freight industry in the planning process.
  - Identify improvements to facilitate the safe and efficient movement of freight.
  - Implement regional congestion and intermodal management programs.
  - Improve communications, and data and technology sharing.

### C5. PSRC

From <http://psrc.org/about/advisory/roundtable/> and December 2010 peer exchange report.

- The Regional Freight Mobility Roundtable is a public-private forum to define and recommend actions serving freight mobility needs in and through the central Puget Sound region.

# Twin Cities Metro Freight Initiative

## Report on Peer Best Practices

### Appendix D: Detailed Notes

#### D1. MARC

##### *History*

- Ron has been at MARC for 13 years. Freight planning was his first assignment but he didn't have any previous background in it. Ron was previously at MoDOT as a liaison to MARC and his background is in highway design.
- MARC first looked comprehensively at freight issues in the mid-1990s, partnering with the Chamber of Commerce. There were several motivating factors for MARC's focus on freight:
  - At the time there was a strong champion for freight at the Chamber of Commerce, and this individual helped to initiate a lot of the conversation about freight in the region. Later on, this individual left the Kansas City chamber and went to run a chamber in another state. Ron thinks that MARC would not have had as much success with freight without the support of this champion.
  - Another motivating factor was the passage of ISTEA in 1991.
  - MARC had received some Federal funding to conduct a comprehensive intermodal freight strategies study, which was completed in 1995.
    - The study focused on the role of freight in the Kansas City regional economy, looked at a number of issues, including commodity flows, and explored the types of investments that MARC needed to make to maintain and improve the region's economic competitiveness.
    - MARC collaborated with the private sector to complete this study.

##### *Region Attributes*

- Kansas City is a significant distribution center and has significant air cargo operations.
- The region has relatively uncongested highways. The current main focus of freight planning is addressing bottlenecks and developing IT solutions for freight.

##### *Transportation Improvement Program (TIP)*

- Some TIP projects provide benefits to truck goods movement, but MARC does not identify "freight projects" specifically in the TIP, although this has been recommended in the past as well as to flag projects that might specifically lead to specific freight benefits.
- MARC does not have a lot of air, water, or rail projects in the TIP.
- Funds in the TIP/STIP are used for highway projects rather than other modes.

##### *Freight Programming*

- MARC has a programming committee which has 30 to 40 people. Planning committee has a representative who participates in the programming committee, but it is difficult to get consistent representation.
- There are pros and cons to the programming committee structure: it can cast a "wide net" and involve a lot of people in decision-making. On the other hand, it can be difficult to get feedback on complex issues.
- MARC does not typically engage planning partners in programming. There are not a lot of opportunities for programming/planning cross-pollination. When it does engage planning committees, the conversations focus on project criteria or changes in funding eligibility. But once the programming process starts, staff "hunker down" in the committee.

# Twin Cities Metro Freight Initiative

## Report on Peer Best Practices

- MARC considers a project's impact on freight when allocating surface transportation (STP) and bridge replacement funds, such as its effect on:
  - Network of activity centers (e.g., locations of freight generators).
  - Truck volumes.
- MARC has also used CMAQ funds for freight projects that provide emissions benefits.
- Few MARC projects are motivated by the desire to manage freight, but projects might have secondary benefits on freight.
- MARC has not identified any "set aside" freight funding.

### *Freight Planning*

- First freight plan (Intermodal Freight Strategies Study) completed in 1995. Focused on the impact of freight on the Kansas City economy and educating regional leadership on freight/economic development. The plan:
  - Assessed the number of jobs related to freight.
  - Identified top commodity flows.
  - Assessed modal share.
  - Identified important intermodal connectors.
- 1995 freight plan recommended setting up a local coalition around freight movement. This coalition evolved into the SmartPort Coalition, which focuses on recruiting business to come to the Kansas City area.
- Second freight study (Mid-Continent Tradeway Study) completed in 1999.
- MARC now engaged in effort to produce a [regional freight strategic plan](#).
- MARC has a [Total Transportation Policy Committee \(TTPC\)](#) that reports to its Board of Directors. Below the TTPC, MARC has a set of nine planning committees organized around different modes of transportation or transportation issues, including the Goods Movement Committee. In parallel to these committees are programming committees, which are primarily responsible for developing funding recommendations.

### *Congestion*

- MARC calculates the cost of congestion for trucks (hour-based cost). This information is used primarily for corridor-level planning to assess alternatives.
- Congestion data are mainly use to prioritize projects that address bottlenecks.
- MARC has learned through outreach that the freight community does not consider congestion a significant issue in the area. The congestion that the region does experience is non-recurring. MARC is primarily using ITS solutions to address this.
- Travel demand model also used to general overall cost information.

### *Engagement*

- Most of MARC's energy in freight outreach has focused on information-sharing and emphasizing the importance of freight to elected officials and to the state DOT, such as marketing the region/warehouse distributions sites.
  - Most of MARC's freight messaging has been on freight's importance to jobs/economy and mitigating freight's impacts.

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- The LRTP also discusses freight's benefits.
- Example of engagement success: upgrades to at-grade crossings (privately funded) were facilitated by conversations between MoDOT and railroads.
- SmartPort Coalition an important organization. Ron Achelpohl is a board member on the coalition. The Kansas City Smart Port Coalition has now taken on big role in the freight conversation, largely replacing the role previously filled by the Chamber of Commerce. In some sense, Ron believes it "was natural" for the chamber to step back from freight, given development of Smart Port.
  - Coalition now developing ITS brokerage for freight data.
- MARC has a Goods Movement Committee that was first developed in 1995. The committee has about 30 members.
  - 2009 Committee Members are listed [here](#). A more recent roster is provided in Appendix A. They include representatives from MARC, the TTPC, State DOTs, city/county technical staff, and private sector freight, as well as several alternates from cities/counties, the Kansas DOT, and the Missouri DOT.
- The Goods Movement Committee meets on an as-needed basis as determined by the co-chairs. Meetings are open to the public.
- Meeting archives posted on the Goods Movement Committee website. Issues discussed include:
  - Review of and updates on ongoing MARC freight studies and initiatives
  - Review long-range transportation plan freight projects
  - Share update on long-range transportation plan
  - Updates on EISs related to freight impacts
  - Freight updates from other agencies (e.g., MoDOT's new freight emphases).
- The intermodal freight strategies study completed in 1995 provided the initial impetus for the committee— the study's first recommendation was to develop a broad-based, public-private sector coalition to continue to keep freight transportation elevated as an important issue in public sector planning work, and to keep the freight industry "at the top of the queue" in terms of private sector business strategies.
- MARC frequently needs to update the Goods Movement Committee membership list, particularly because local elected officials change over time – these are the members that are most in flux. However, the basic composition of the committee (in terms of what types of stakeholders are represented) has been fairly stable over time, and the state DOT representatives have not changed much. Currently, the committee co-chair position is vacant.
  - Goods Movement Committee members (particularly elected officials) are identified from the TTPC. MARC works with both Kansas and Missouri DOTs, and draws its state DOT representatives from these contacts. MARC relies on Smart Port to help identify/recruit private sector representatives for the committee. Ron serves on the Smart Port Board of Directors and uses their events as networking opportunities; Ron also asks Smart Port for recommendations on members.
- The frequency of committee meetings varies. Sometimes, they are held monthly, and other times they are held annually. Ron thinks that the committee probably meets on a quarterly basis, on average. It is challenging to determine the appropriate frequency of meetings – Ron does "not want to have a committee that meets just to meet" but also acknowledges that it's important to meet regularly and consistency to keep people interested.

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- It is challenging to keep committee members engaged (Ron noted that there are some committee meetings where there is low turnout and the attendees are mostly from public sector. Ron also noted that it is easy for these types of committees to “devolve” to this). To promote engagement:
  - Focus on issues that are most critical and relevant to members’ business.
  - Find people with genuine interest in what MARC is doing.
  - Smart Port also provides critical support (e.g., Smart Port President is a committee member)– Ron thinks that without Smart Port’s help to reach out to the private sector, it would be much more difficult to find members for the committee and keep them interested. Ron believes that MARC has greatly benefitted from its partnerships with Smart Port and the Chamber of Commerce.
- It can be hard to engage committee members in discussions about planning since the results of their work might not be immediately visible. It is usually easier to engage people in the programming committee since they are making funding decisions.
- The committee focuses on both planning and policy issues, although it spends a little more time on planning. Operations issues do come up, but these are usually in context of ITS since there are many ITS projects that relate to freight. Funding and implementation issues are discussed less often but do come up occasionally (e.g., MARC will ask Goods Movement Committee for feedback on freight criteria for project evaluations).
  - Recently, MARC engaged the committee to provide input for an update to the freight strategies study (this was in 2009).
- The committee reports directly to the TTPC and there are several overlapping members. The chairs of the Goods Movement Committee are also always TTPC members.
- MARC staff develop agendas for committee meetings.

#### *Key Challenges*

- There are limitations on use of Federal funds for programming freight. For example: freight community (users) most interested in “last mile” projects but these are not eligible for public funding.
- There are limitations on how private sector can use/access public funding – this has “shut down” a significant portion of the freight audience since there is less incentive for private sector to share their plans with public sector.
- Different priorities between MARC and local communities can make it challenging to move a freight project forward. For example, many local communities see interstate highways in terms of access. MARC might identify non-access freight benefits from interstate highway projects, but these benefits are not recognized by the community.

#### *Lessons Learned and Success Factors*

- It is important to think strategically about how to use/market freight resources. The private sector is more likely to participate if there is funding on the table that is available to the private sector.
- Identify the assets of the organization and work with others to build strengths that may be lacking.
- Keep an open mind about what a “freight issue” is – it could be a regulatory issue, not just a physical issue.
- “Big ticket” projects (e.g., replacing a bridge) are more likely to get funded and completed than smaller-scale projects (e.g., fixing turn radii). Small projects might be designed to be completed

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quickly and demonstrate quick successes to the public. However, if projects are too small, they might not show up in a capital or operating plan, making it more difficult for them to get funded.

- Ensure that you are communicating with stakeholders in charge of operative budgets who can make commitments to funding a freight project.
- Consider how to use the conversation on land use planning or transportation safety to build momentum around freight.
- Be creative about who you define as a 'freight stakeholder.' No one has the complete picture on freight movement, so it's important to gather a diversity of opinions.
- It is important to have a clear understanding of supply chains in your region.
- Think carefully about how much to invest in messaging. Some efforts might not be fruitful (e.g., some people might never support freight no matter how much you engage them).

### D2. Portland Metro

#### *Overview*

- 40 percent of Deb's time is spent on freight. Her current priority is working on the MTIP (see below for more details). She spent more time on freight a few years ago.
- Portland Metro's primary planning document is the Portland Metro Regional Freight Plan.
  - The plan includes a chapter on implementation steps, but Metro does not have funding to move forward on any of the steps.
  - The plan was developed with help from a 33-member regional task force that included ODOT representatives.
- The City of Portland has a Portland Freight Committee (PFC) that includes citizens and representatives at the local, state, and Federal level.

#### *History*

- Four or 5 years ago, Deb's predecessor (Deena Platman) was funded to create the first regional freight plan.
  - Deb is not sure what the "springboard" for creating that plan was, but she thinks it was because Deena had an interest in freight and had worked on a similar project with the City of Portland, so had brought that expertise and interest with her to Metro. Deb thinks Deena was hired to create the regional freight plan but is not sure.
  - Around 2003-2005, Metro had conducted several trade and transportation studies looking at congestion costs, including rail congestion in the Portland area, and the importance of the traded sector in Oregon. These studies generated a lot of data. Deb thinks one motivator for the regional freight plan might have been to compile that data into something that was cohesive.

#### *MTIP*

- The 2010-2013 Metropolitan Transportation Improvement Program (MTIP) was adopted in September 2010. It includes \$70 million from Surface Transportation Program (STP) and Congestion Mitigation and Air Quality (CMAQ) funds. Of this total, \$24 million is regional flexible funding allocated through a regional solicitation process.
- The MTP identified freight/the green economy as one of the two major focus areas for flexible funding (the other focus area is active transportation/complete streets). Freight/green economy accounts for 25 percent (\$5 million) of the total regional flexible funding, while active transportation/complete streets account for the remaining 75 percent.

## Twin Cities Metro Freight Initiative Report on Peer Best Practices

- The \$5 million in freight flexible funding can be spent on projects through 2014-2015 (although could be longer if projects are delayed).
- Examples of projects might be intelligent transportation system (ITS) projects or smaller-scale projects such as a mountable curb treatment. The City of Portland has proposed to re-route freight out of the center of a historic neighborhood, or re-route freight to address a quiet zone in an environmental justice neighborhood.
- MTP freight projects have not yet been methodically prioritized; Metro is just now getting to that point. These projects were provided by local jurisdictions and then included in the MTP. There is no “technical policy or robust way in which freight projects are generated.”
- \$500K in strategy development funding was also identified from the MTIP’s flexible freight funding (\$5 million).
  - Deb would like to use this funding to fill the gap between the state’s freight plan and the Port’s freight study to have a regional freight strategy for Portland. Deb sees the regional strategy as a good place for addressing things like carload logistics and accommodating freight/passenger rail.
- Metro Council and the Joint Policy Advisory Committee on Transportation (JPACT) have identified a task force to be the primary mechanism for discussing how and where to allocate the freight flexible funds.
  - A Metro environmental justice (EJ) working group has also advised the task force and helped shape criteria for MTIP funding allocation (e.g., since truck routes go through EJ communities).
- Examples of future freight criteria for prioritizing MTIP projects include projects that help:
  - Reduce freight vehicle delay.
  - Increase access to industrial lands, employment centers/local business, and rail facilities for regional shippers.
  - Make safety improvements.
  - Reduce air toxics.
  - Increase freight reliability.
  - Green the economy and offer economic opportunities for EJ communities.
- In the past, jurisdictions would submit projects for the MTIP, and Metro would score them. Since the MTIP criteria were developed through a collaborative process, Metro hopes this will help ensure that every proposed project that comes forward is a “good project” to avoid situations where there is a wide mix of proposed projects (some good, some bad).
  - Currently most MTIP freight projects are fairly small scale.
- Even if they are not funded, the MTIP will help to “cue up” freight projects for project development.

### *Freight Technical Advisory Committee (TAC)*

- The TAC meets monthly or on an as-needed basis, and has about 10 members.
  - Membership composed of local jurisdictions’ freight staff.
  - Deb sets the agendas for the TAC meetings and is the key point person for TAC.
  - Members are at the staff level and membership has been steady overall (has not really changed over time).
- Metro’s Freight Technical Advisory Committee is loosely comprised of transportation agencies in the region with an interest in freight.
  - Active participants include:
    - The Oregon Department of Transportation
    - Washington County
    - WSDOT



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- Multnomah County
  - Metro
  - City of Gresham
  - Southwest Washington Regional Transportation Council
  - City of Milwaukie
  - Port of Portland
  - City of Portland
  - Port of Vancouver
  - City of Tualatin
  - FHWA
  - City of Wilsonville
  - Clackamas County
- Deb does not know the history of how TAC got started, but she thinks it probably formed around the same time as the freight plan got started.
  - TAC provides a mechanism to “check in” on current issues. It does not really consider operations issues; however, one issue coming up now for discussion is ODOT’s “hard line” interpretation of the street freight envelope and conflicts with other land use/community goals.
    - TAC primarily focused on long-range planning issues.
    - Typical issues discussed include:
      - Changes in NHS designation.
      - Flexible funds allocation process.
      - Weighing in on comments to the Oregon State Freight Plan.
      - Tracking freight issues like the Columbia Corridor Crossing.
  - TAC is not connected to the MPO’s policy board – it is not a formal committee.
  - TAC does not have a formal relationship with the planning and policy committees. TAC serves to share information or recommendations with these committees as needed, but it is informal. For instance, when a freight issue comes up at the policy committee and they want TAC’s input, they direct Deb to gather feedback. Deb also “puts her ear to the ground” to figure out what issues are on the horizon and then puts these on the agenda.

### *Regional Freight and Goods Movement Committee*

- RFGM created to provide input to the Regional Freight Plan. Met 11 times during development of the Regional Freight Plan (July 2006 and October 2007).
- RFGM contributions to the Regional Freight Plan included the following:
  - Developed six freight goals for the Regional Freight Plan and several freight focus areas (e.g., congestion and hotspots, reliability).
  - Helped identify list of key issues the region should address (e.g., road congestion on regional truck routes).
  - Identified a “tool kit” of freight strategies addressing the six goal areas.
  - Along with the Freight Advisory Committee, contributed to development of regional freight action plan (that added to/enhanced the tool kit strategies).
  - Developed a list of prioritized freight projects to include in the July/August 2009 project solicitation process (Appendix B in the Regional Freight Plan).
- RFGM members represented a variety of public and private organizations. Examples are presented below:
  - Port of Portland
  - Port of Vancouver
  - City of Portland
  - Southwest Washington Regional Transportation Council

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- Oregon Department of Transportation
  - Washington Department of Transportation, Southwest Region
  - Clackamas County Transportation and Development
  - City of Hillsboro
  - City of Troutdale
  - OIA Global Logistics
  - Columbia Sportswear
  - Bicycle Transportation Alliance
  - Columbia Grain logistics manager
  - Schnitzer Steel Industries
  - Sysco Foods
  - Union Pacific Railroad
  - Teamsters Local 162
  - Portland & Western
- In the plan, RFGM recommended sunsetting itself and developing a new sustainable freight, jobs, and economic development “bench” with expanded membership.
    - The bench was not implemented due to lack of resources.
    - Proposed issues for the bench to focus on include:
      - Implementation of the Regional Freight Plan
      - Regional planning efforts
      - Public education and stakeholder development
      - Economic development
      - Sustainability
  - Deb believes that Metro has taken “a more serious approach” to incorporating business stakeholders into other mechanisms related to economic development, community investment, and access to industrial lands. There is not really a need to have the RFGM committee at this point.

### *Advocacy, Outreach, and Coordination*

- Deb successfully advocated for flexible freight funding by talking to stakeholders about the benefits of freight, particularly regarding its connections to economic development and adding jobs to the metro region.
  - Deb noted that the region is very focused on increasing jobs due to the recession. So it was “an easy sell” to advocate for freight funding.
  - Deb sees the economy as the “fourth leg” of Metro’s principle of the triple bottom-line (people-planet-profit). Advocating for funding was a matter of “connecting the dots more robustly” to clearly show connections between freight and the economy.
  - As part of conducting outreach to freight stakeholders, Deb developed “idea sheets” that explained freight’s connection to economic development.
- Metro relies on shippers to tell them where the “hot spots” exist.
- ODOT’ freight mobility office has developed a draft statewide freight plan for the first time.
- ODOT’s rail office has done a rail study. They did good data collection for the study and inventoried the state’s rail assets.
- Metro has worked with ODOT’s freight mobility office (e.g., Metro sat in on ODOT’s freight steering committee for the statewide freight plan), but has worked less often with the rail office, which tends to be less open.
- Metro works with the Port of Portland, primarily focusing on ensuring multimodal access to and from the port.

# Twin Cities Metro Freight Initiative

## Report on Peer Best Practices

- There is a big traded sector economy in Portland.
- The Port has just started a Portland terminal study looking at the next phase of rail improvements.
- Metro has a reputation for being very good at stakeholder engagement and has made this a very high priority.

### *Performance Measures/Data*

- Metro does not have a lot of empirical freight data, but:
  - Has freight models based on assumptions.
  - Works with Portland State University and the Oregon Transportation Research and Education Consortium (OTREC) on a number of data collection efforts (these are funded through the MTIP). (OTREC also works with ODOT to obtain data on truck movements (e.g., putting loop detectors on key ramps)).
  - The Washington Department of Transportation (WSDOT) and ODOT are looking at using GPS data on Interstate 5 to capture truck movements, but Deb doesn't know how much Metro has looked into use of GPS data.
- Metro is trying to improve its truck model but has not had a lot of luck.

### *Land Use Planning*

- Land use planning is a big part of what Metro does. Metro has a land use office. The region needs a 20-year supply of industrial and housing land uses and has guidelines for adjacent uses. Metro just got through the process of looking 50 years out for land uses. Some reserved industrial land might not be suitable for development for many years.
- The Portland riverfront is very desirable for many purposes (freight, recreation), so there are a lot of competing uses.
- The Portland metro region has a lot of undeveloped land on the east side of the region and a lot of brownfields in Portland.
- A new touch phrase at Metro is the "community investment strategy," which is based on Metro's 2040 growth concept. The strategy covers all types of investments and looks at ways to realize land use potential through community commitments.
- A big focus of the PFC is planning to preserve industrial land uses.

### *Other*

- Deb has submitted a request to ODOT to change a few National Highway System connectors' status, but she is not sure about the status of the request. Metro have some issues in region/town centers where Metro believes that ODOT is too stringent about standards and design criteria. Metro is trying to identify special transportation areas in downtown to remove some section of NHS connectors that are not useful.
- Last week Metro met with the Port of Portland, Portland State University (PSU), OTREC, and the Metro chief modeler to look at using Volvo Center of Excellence funding for freight – Metro may pursue this in the future.
- Congestion is not a huge issue in the Portland metro region, except for on I-5.

# Twin Cities Metro Freight Initiative

## Report on Peer Best Practices

### *Lessons Learned*

- It is important to have knowledgeable stakeholders who can provide input into your planning processes. Key stakeholders are local elected officials (e.g., the Metro Council) and management.
- Ensure that diverse stakeholders can “speak each other’s language” (e.g., a transit agency should understand the importance of freight to the region).
- As much as possible, get businesses to “do the talking for you.” They can provide a piece of reality and let agencies know what improvements are the most useful.

### **D3. ARC**

#### *History of Freight*

- Freight planning at ARC started around 2003 or 2004. A previous planner had done some research on freight issues. Our division chief, who also had an interest in freight, was receptive to focusing more of ARC’s time on freight issues.
  - In general, the Atlanta region has had a very strong logistics industry. They are a big part of the economy, and the business community is very active and visible. Their presence helped point toward the importance of freight.
- Michael started at ARC in 2007 and got involved with freight planning in 2009. He did not have a background in freight but was able to learn on the job.

#### *Planning/Regional Overview*

- ARC is now updating the long-range transportation plan. Two major planning documents are the Truck Route Master Plan and Freight Mobility Plan.
- Atlanta has roads on the state highway system, roads eligible for state aid, and roads eligible for Federal aid.
- All NHS roads are on the truck network, but not vice versa.
- ARC does not plan for pipelines or freight rail, and does not have a lot of data on freight trail. ARC does support/work with the two major Class I railroads that operate in the area (e.g., maintaining connection to intermodal yards) – each has 2 container intermodal yards in the region (4 total). Most urban areas only have 1 or 2 intermodal yards. Since any mode will end with a truck move, ARC’s work with the railroads mainly concerns the last mile of shipments.
- ARC does not plan for water freight, but the region is impacted by traffic from the Port of Savannah.
- Works with the airport – there is a significant amount of cargo going through the Atlanta airport.
- ARC has one staff (Michael Kray) devoted to freight planning (2 staff at GDOT). Michael is nearly 100% focused on freight but also spends some time helping with long-range planning.

#### *Funding/Prioritization*

- Freight projects have a “set-aside” in the TIP – this means that in ARC has a lump sum for the Freight Improvement Program (FIP) set aside for the 2012-2017 TIP. This sum is a combination of two Federal funding categories (CMAQ and L240). The funds allocated to the FIP will be spent specifically on freight projects. The projects in the FIP are on a fairly small scale (e.g., turning radii). ARC is still developing criteria to rank TIP projects and may use a freight cost-benefit methodology developed by FHWA.

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## Report on Peer Best Practices

- ARC uses CMAQ and L240 funds for freight improvements. L240 funds are a category of Federal funding from the Highway Trust Fund. It is a flexible funding category that the state (i.e. GDOT) allocates and usually matches with state funds.
- ARC has a list of 50 freight projects which are not in the TIP but serve to illustrate the types of projects that ARC would like local governments to implement through the FIP. These projects would go through a regional solicitation process. Identifying projects is a collaborative effort with the Georgia DOT (GDOT).
- Has explored methodology for prioritizing improvements for at-grade rail crossings – using a GDOT method (sees no reason to “reinvent the wheel”).

### *Freight Mobility Plan*

- The Freight Mobility Plan took 2 years to complete and ARC believes it was very successful. It was a large-scale plan funded by the MPO and completed in partnership with GDOT. It took a macro-level look at where and how freight moved through the region (e.g., origins/destinations).
  - The Freight Mobility Plan kicked off in 2005. It was developed because it was just after ARC began spending more time on freight issues, and there was an awareness that the agency needed to investigate more fully what its freight needs were.
- The purpose of the plan was to develop an overall understanding of freight in the Atlanta region, what facilities were being used, and what modal/land use needs existed. The plan was the first major freight plan conducted for the Atlanta region, although other smaller studies had been conducted.
  - A consultant was hired to assist with developing the freight plan.
  - ARC will update the plan eventually but nothing is on the horizon.

### *Truck Route Master Plan*

- Phase II of the Freight Mobility Plan was the Truck Route Master Plan. It was motivated by stakeholder feedback that the Atlanta region did not have a good truck alternate routing system.
- Purpose of Truck Route Master Plan: identify a grid system to increase redundancy on the network.
- To identify truck routes in the plan, ARC took the following steps:
  - Assessed roadway characteristics (e.g., lane width, shoulder size, posted speed limits, posted weight restrictions, clearance issues). Posted weight restrictions/shoulder sizes are “pass/fail.”
  - Subjective perspective of roads (e.g., “do routes provide access to multimodal terminals?” and “are we hitting all freight-intensive land uses?”).
  - Talked to the trucking industry to see what routes they were using.
  - Created a scoring system/weighting process using 12 inputs to identify priority truck routes.
- Truck routes are a policy tool to prioritize future funding for upgrades and maintenance.

### *Data/Performance Measures*

- Performance measures for freight are still a work in progress at the national level.
- ARC wants to further develop its freight performance measures. It might use American Transportation Research Institute (ATRI) data to do this. ATRI was a sub on the Truck Route Master Plan and provided a lot of interesting GPS data (ARC paid for this).

## Twin Cities Metro Freight Initiative

### Report on Peer Best Practices

- ARC would like to use ATRI data to assess truck speeds along mile segments of corridors, and truck speeds at AM/PM and off-peak hours. ARC is considering obtaining these data on an ongoing basis.
- ARC has discussed using other metrics for performance measures, such as deliveries per hour (similar to measures used by the trucking industry), but this would involve more effort because the industry would first have to agree to share their data.
- ARC can obtain incident management data (e.g., on clearance times) but it is not freight-specific
- ARC does not have performance measures for local truck routes, but does have data from the travel demand model and the Congestion Management Process on these routes. However, these data are not used to prioritize intermodal connectors.
- The advantage of having NHS connectors is that it gives the local governments an opportunity to apply for Federal funding. There is no reluctance from the locals to put the routes on the system. ARC's experience with local jurisdictions is that locals will want to list their connectors if doing so gives them the opportunity for obtaining funding.
- ARC's thoroughfare plan (now underway) will drive future data collection effort for roads/highways.

#### *Freight Advisory Task Force*

- Freight Advisory Task Force (FATF) started in 2003 and now meets on a quarterly basis. It is composed of about 50-60 members representing the public/private sector, including railroads, trucking, airport, chambers of commerce, and community improvement districts.
- The original impetus for FATF was to have an entity to provide technical input into/support for the Freight Mobility Plan. FATF serves as ARC's technical committee on freight and its feedback loop to the industry for input into the planning process.
  - Any major planning program has a task force. ARC believed that if it were to have a "real" freight program, there was a critical need for an advisory committee to support stakeholder input.
  - It is typical to have a technical advisory committee provide input for any MPO plan. Usually MPOs also have a stakeholder committee to provide input on plans, but Michael thinks that the FATF might have functioned both as the technical advisory and stakeholder committee for the Freight Mobility Plan.
  - FATF reports to the transportation coordination committee (TCC) as needed. The TCC is the MPO technical committee.
- Task Force chaired by a private sector individual (these are voluntary positions). The chairs typically serve for 3 to 4 years. The current chair has been in that position for over a year.
- Task Force provides a forum for dialogue between the private sector freight community and the public sector on freight and goods movement issues. It is primarily designed as a conduit to private industry.
  - ARC wants this forum to focus on private sector communication, not communication with the general public.
- Staff provide the connection between the Task Force and the TCC. For example, Michael reports to the TCC what he learned at Task Force meetings. This input is then fed into the ARC transportation policy committee. The TCC does not have a Task Force representative, so there are no formal links between the two entities (although these might be helpful).

# Twin Cities Metro Freight Initiative

## Report on Peer Best Practices

- ARC maintains a Task Force distribution list of about 50-60 people to let people know about meetings. It is a dynamic list that tends to ebb and flow over time. During the recession, the logistics industry shrank and the list got much smaller.
- Task Force membership has changed over time – it is not consistent. Anywhere between 10 and 20 show up for a meeting on a given date.
- ARC is constantly trying to meet more people and add them to the distribution list. To network with others in the region, ARC typically reaches out to:
  - Council for Supply Chain Management Professionals (CSCMP) (they hold many kinds of networking events and these are a good way to meet private sector stakeholders).
  - Metro Atlanta Chamber of Commerce – many of their events have ‘merged’ with the CSCMP but they also hold some of their own events as well.
- Michael sets the agendas for the Task Force meetings, and runs them by the chairperson.
  - ARC “tries to make the chairperson position as easy as possible.” ARC staff does all the legwork.
  - Agendas for Task Force meetings are not posted online.
- ARC staff also attend the meetings, including Michael and his direct boss (the senior principal planner at ARC). His Division Chief will also attend occasionally and usually GDOT representatives participate in every meeting. Another important member is the Center of Innovation for Logistics – they are a wing of the Georgia Department of Economic Development. This Center has been very successful in reaching out to the private sector. *[Need to verify this point with Michael.]*
- For several years, the Task Force focused primarily on providing input on the Freight Mobility Plan and Truck Route Master Plan. However, the issues that it focuses on are always changing.
  - The bulk of conversation is related to planning and policy, but occasionally the Task Force will discuss funding.
  - Past issues discussed have included:
    - Providing input to Mobility 2030 development (e.g., vetted criteria like truck diversion for prioritizing categories of freight projects to enhance regional freight mobility and/or mitigate the negative impacts associated with freight movements).
    - Identification of freight mobility characteristics and needs of the region;
    - Prioritizing of the region’s freight transportation needs;
    - Ensuring that freight and goods movement needs are addressed in planning, investment, and operations of the region’s transportation system;
    - Providing ongoing input into the planning process, investment, and operation of the region’s transportation system.
  - During the development of the Truck Route Master Plan, some of the major issues discussed included operations and routing.
  - Typically during meetings, ARC tries to have an ARC presentation, then a state presentation, then a presentation from industry, which is often project-specific or related to operations. For example, in recent meetings,:
    - An industry representative talked about road closures due to flooding.
    - A Norfolk Southern representative talked about an award-winning project.
    - A local county presented on a freight project they are pursuing with the railroads.
- During development of the Freight Mobility Plan, the task force’s participation was broadened to include:
  - Service on steering and technical committees.
  - Solicitation of other private sector candidates for interview and surveying.
  - Participation in the goals and objectives charrette.
  - Technical review of needs assessment.

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## Report on Peer Best Practices

- Input into project selection and prioritization process for both interim recommendations and final recommendations.
- Identification of “quick-start” projects.
- It is challenging to keep people engaged in the Task Force, because public and private planning horizons are very different and typically, private sector is less interested in hearing about the “process” for freight planning. While it is difficult to overcome these challenges, ARC tries to:
  - Focus the Task Force meetings only on the most critical information.
  - Let Task Force members know that their feedback is important.
  - Establish the Task Force as a forum and resource.
  - Additionally, ARC is now focusing the freight improvement program on short-term projects and will ask local jurisdictions to provide projects for the TIP that can be implemented within one year. ARC expects this will help focus the Task Force on “what can be implemented,” which may facilitate private sector participation.
- ARC just started a maintenance and operations committee. It is not mode specific, but it aims to meet the Federal recommendation regarding incorporating operations in planning. Freight issues do come up in this committee.
- To obtain feedback on the Freight Mobility Plan, ARC conducted a lot of private sector outreach. Through that process, ARC was able to develop a strong network of private sector contacts.
- While there is no established protocol for talking to public sector folks, ARC has done extensive outreach to local jurisdictions as part of the Freight Mobility Plan and Truck Master Route Plan. The TCC and the Transportation Air Quality Committee (TAQC) serve as the established forums for input from public sector partners. However, ARC does not have a formal update cycle for freight; it is just handled as needed.
- ARC has a freight advisory task force with extensive participation from the private sector. It meets on a quarterly basis. ARC puts the agenda together for the task force meetings. The task force also has a private sector chairman. The task force was modeled from that used by DVRPC in Philadelphia. The task force focuses on private sector updates to the MPO. Typically at meetings, there will be updates from the MPO, then a statewide update, then a private sector speaker.
- The Metro Atlanta Chamber of Commerce has a supply chain council. ARC has attended these meetings (and vice versa) but hasn’t talked to them about combining efforts.
- Others that ARC has worked with on freight include: GDOT, the Metro Atlanta Chamber of Commerce, the Center of Innovation for Logistics (at the GA Department of Economic Development), the state Environmental Protection Division, and the Southeast Diesel Collaborative. ARC works with “as many private sector folks as we can get.”

### *Land Use Planning*

- Local jurisdictions are required to tell ARC about their land uses.
- ARC had identified manufacturing areas and logistics parks (huge area near the airport) in order to assess connectivity issues.
- ARC has a unified growth policy map, which shows a collection of different local jurisdictions’ current and future land uses. Incorporated into the map are freight and logistics areas. Overlaid on the map is the “universe” of roadways eligible for Federal funding.
  - Map used to prioritize and identify thoroughfares – the most important transportation corridors — and identify best practice land uses for these corridors.



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- ARC identified the need for a freight and logistics zoning ordinance. Sees a lot of encroachments on these areas. Has talked about writing a model ordinance but haven't actually done it yet.
- ARC has looked at developing a model access management ordinance – thinks asset management can be good for trucks (e.g., eliminating extra turning movements).

### *Lessons Learned/Success Factors*

- ARC has been successful addressing freight issues because freight is a focus at all levels (state, DOT, MPO, local). For example, GDOT is completing a [strategic plan update](#) (in FY2011) that includes freight considerations and completed a state freight/logistics plan (in 2010). The strategic plan update is still underway and projected completion in the fall of 2011. At the local level, jurisdictions are eager to have distribution/warehouse centers to attract economic development.
- Economic development is what gets people's attention.
- Ted Dahlburg is a great resource for freight.
- There can be a lot of "cooks in the kitchen" when it comes to freight, and it is challenging to coordinate.
- ATRI data is relatively affordable and is a great resource.

## **D4. MaineDOT and MaineDOT IRAP**

### *History of OFBS/Freight Planning*

- Office of Freight and Business Services (OFBS) was developed about 15 years ago.
  - This came about through the direction of the governor and state administration at the time. The thinking was that MaineDOT needed to "combine forces" and coordinate communications around freight in order to better support businesses. The purpose was to develop a "one-stop shop" for MaineDOT to coordinate its outreach to businesses. Prior to developing this office, staff were "in silos" and businesses were not getting the help they needed.
- OFBS was directed to develop a freight-specific plan, the Integrated Freight Plan.
  - The first freight plan was developed in 1998.
  - The 1998 plan was updated in 2002
  - The 2002 plan is currently being updated. Nate anticipates that it will be complete by the summer or fall 2011.
  - Plan involves extensive outreach to private sector to solicit feedback. Feedback is solicited through mailing surveys to shippers, service providers, 3PLs, and others.

### *IRAP Overview*

- IRAP goals:
  - Increase use of rail.
  - Encourage economic development in the state.
- Maine DOT does not have an analogous funding program for highways or other modes.
- When applying to IRAP, businesses identify a problem and OFBS staff talk with them to help them determine how to resolve the problem (e.g., helping identify whether certain modes are viable options to move certain products).
- IRAP projects are rated within ten categories:
  - Job creation/retention

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## Report on Peer Best Practices

- New investment
  - Intermodal efficiencies
  - Private share of project cost (the greater the share, the higher the rank)
  - Anticipated decrease in air emissions
  - Anticipated decrease in highway maintenance costs
  - Anticipated decrease in highway congestion
  - Transportation and logistics cost savings
  - Improvements in rail service
  - Benefit-cost ratio
- The anticipated decrease in highway congestion is defined as the number of trucks removed from roadways according to the number of rail cars loaded.

### *Funding Overview*

- IRAP funded with state funds. State provides at least 50% of project costs (at least 50% is funded through private sector).
- Amount of funding obtained from the state varies year to year. Obtaining funding is a competitive process.
- IRAP has also used CMAQ funds in past. MaineDOT also uses some “set aside” FHWA section 130 funding sources for freight rail crossing projects dealing with safety issues. At times, MaineDOT has also been successful using FRA funds for IRAP.

### *IRAP Organization*

- IRAP housed within Maine DOT’s freight office, the Office of Freight Business Services (OFBS).
- OFBS is closely tied to the planning (Bureau of Transportation Systems Planning) and multimodal project development (Bureau of Project Development) offices within Maine DOT
- OFBS also engages in freight planning.
- Maine DOT now developing a state rail plan.
- IRAP staff are very involved throughout the entire project lifecycle (e.g., staff conduct surveys after the project is completed to assess how businesses are using the improvements).

### *Statewide Transportation Improvement Program (STIP)*

- OFBS makes requests for freight – these are included in the office’s “priority list” for the STIP along with justifications. The commissioner reviews the STIP to make decisions about what should be included/funded.
- Prioritization of rail freight projects includes criteria that are focused on benefits to economic development and taking trucks off the road.

### *Congestion*

- Congestion is not a big issue in Maine except for in some areas (e.g., Portland). While some IRAP projects address and help mitigate congestion, it is not a huge factor in assessing candidate projects to receive IRAP funding.

### *Examples of IRAP Success*

- Dragon Cement (only manufacturer of cement in New England) using rail to move cement. Through IRAP, Dragon Cement was able to build sidings and tracks to a barge facility in order to

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access Boston and Quebec markets. The company has become a “regional powerhouse” with the help of IRAP.

- Lumber companies have used IRAP funds to build sidings that allow them access to long-distance markets and make the companies more economically competitive.

### ***Engagement***

- In the past, MaineDOT has had a Freight Transportation Advisory Committee, but the committee is now on hold. MaineDOT is now rethinking the committee purpose and whether to reinstate it or reinstate it with a new structure, but they have not come to a firm conclusion about how to move forward.
  - The committee was a standalone group within OFBS – it was not formally connected to any other committee/group within MaineDOT, although information that came from the committee would be shared on occasion with the Bureaus of Transportation Systems Planning and Project Development.
  - The committee membership was primarily industry/private sector stakeholders but also included some OFBS staff.
  - Purpose of committee was to obtain input from shippers on specific projects and get private sector stakeholders in the room to have a conversation about key freight issues in the state. The committee met once every 2 months and had about 40 members, but most did not come to each meeting.
  - The committee focused on different types of issues, such as concerns coming out of the freight plan, future project planning, and identifying where freight priorities were.
  - There were several challenges encountered with the committee.
    - Members saw each other as competitors and were reluctant to have free and open conversations.
    - The committee “got stale” and it was difficult to keep people engaged/interested.
  - To address these challenges, MaineDOT tried making the committee agendas more general but this did not work as well as expected. Nate thought that it might be more effective if the committee met less often, or focused on issues that members felt comfortable discussing.

### ***Critical Success Factors***

- The fact that OFBS is a standalone office “sends a message” to the broader organization and business community that freight is a priority at Maine DOT. It helps show the organization’s commitment to freight and raises the overall level of awareness about freight’s contributions to the state.
- IRAP is very popular with businesses, legislators, and the governor and has a lot of support from them.
- Private sector wants to compete when there is available funding. They are reluctant to spend time preparing an IRAP application if there is no funding “on the table.”
- Communication between Maine DOT offices is a strength; there is not a lot of disconnect between planning and programming.

### ***Lessons Learned/Challenges***

- Requiring the private sector to match funding for IRAP projects helps leverage public funding and ensures that Maine DOT is getting a “bang for its buck.” The match also helps encourage commitment from the private sector.
- It can be challenging to make sure that matched funding from the private sector is available and “ready to go.”

## **Twin Cities Metro Freight Initiative Report on Peer Best Practices**

- It can be difficult to sell IRAP to the public – some people believe that Maine DOT is using public funding only to improve private facilities. Some people do not fully understand the public benefits derived from IRAP projects. It is important to ensure that you are properly using public funding. Also, education is key. It is important to let the public know that there are significant public benefits derived from IRAP, such as keeping businesses in Maine.
- Some truckers have complained that IRAP promotes unfair competition (i.e., that IRAP provides funding promoting rail over other modes).
- Maine DOT mostly uses informal outreach methods to promote IRAP, relying on businesses to tell each other about the benefits. While outreach is mostly by word of mouth, Maine DOT has brought businesses (e.g., paper mill that everyone is familiar with) to the state appropriations committee to “tell the story” of how they benefitted from an IRAP project.
- Maine DOT knows that IRAP is successful because others have replicated the program.
- It can take a long time to develop a successful funding program but it tends to grow on its own once businesses start talking about it.