FINAL REPORT

Memphis Urban Area MPO Freight Peer Exchange
Memphis, Tennessee
February 20\textsuperscript{th} and 21\textsuperscript{st}, 2013
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Section 1: Introduction and Overview

**Topic of the Peer Exchange:**

The primary topic of the Peer Exchange was the best practices that can be employed to enhance communication and collaboration between the private sector freight community and the MPO (public sector). This would help in aligning individual goals to bring consistent planning and implementation of freight investments that further economic growth while maintaining a good quality of life in the region.

The exchange shared information among invited peer organizations on achievements, obstacles, and best practices learned on topics including the freight planning process and methods for engaging with stakeholders on freight issues, multi-state government coordination in freight planning and implementation, incorporating freight planning into MPO planning, public-private partnership development, and freight performance measures.

**Participants:**
Participants included regional freight industry stakeholders from both the public and private sectors, and also local, state, and federal transportation agencies. A full list of participants is available in Appendix A.

**Structure of the Peer Exchange:**
The Peer Exchange took part over a day and a half, with the first day acting purely as an informative session for each of the topics covered by the peers. The second day was a facilitated discussion that processed the information from day one and considered applying it locally. A detailed agenda is available in Appendix A.
Section 2: Purpose of the Freight Peer Exchange

2.1 – Peer Exchange Background

The Tristate Region of the Memphis Metropolitan Area is a major transportation and logistics center, which includes the States of Arkansas, Mississippi and Tennessee. Covering this area, there are two Metropolitan Planning Organizations (MPO's) i.e. West Memphis MPO, which covers Crittenden County in Arkansas, and the Memphis Urban Area MPO, which covers Shelby and Fayette Counties in Tennessee and Desoto County in Mississippi.

This region is home to the world’s second largest air-cargo airport, five Class I Railroads, 490 trucking terminals, the nation's fourth-largest inland water port, and 11 Interstate and U.S.-designated highways and 10 NHS Intermodal Connectors. The presence of such major freight facilities and investments has resulted in the region emerging as a national distribution hub with almost 160 million square feet of warehouse space and 42,000 acres of industrial parks.

With such a heavy concentration of freight, it comes as no surprise that freight plays a very important role in the region’s economy, with almost 30% of the employment concentrated in the transportation and warehousing sector. Furthermore, in recent years there has been major investments made by not only multinational companies such as Electrolux and Mitsubishi, but also major freight operators such as Burlington Northern Santa Fe (BNSF) and Norfolk Southern (NS) which further strengthen the image of the region as a major freight hub.

Even though the region has received these huge investments, there is a need of organization, structure, and protocol that provides consistent communication and opportunities for collaboration and joint decision-making with all public and private stakeholders.

In an effort to address this issue, the Memphis MPO has set up a new freight advisory committee with representatives from the railroad companies, trucking industry, airport, port, utility company, transit agency, logistics sector, warehouse and economic development agencies, West Memphis MPO, the University of Memphis, State DOTs and FHWA. The new advisory committee works as a sounding board for the MPO on freight issues and will provide a communication link to the State freight advisory committee.
2.2 – Objectives and Key Issues

The peer exchange was part of Memphis MPO’s regional freight initiative to learn more about the best practices in several areas, including mechanisms to help focus outreach and coordination with stakeholders and ways to better integrate freight into transportation planning and programming to meet the MAP-21 goals as well as help the MPO to serve as a central voice on freight planning.

Efficient goods movement is vital to local economies, and private sector companies that handle various functions of logistics have very valuable first-hand information about regional transportation systems. In order to obtain and make use of this information, transportation planning agencies need to be able to establish effective relationships with private sector companies. The primary objective of this Peer Exchange is to determine strategy options for developing an engaged freight advisory committee that includes the private sector, and utilizing the insights of that committee to develop an effective regional freight transportation plan.
Section 3: Peer Exchange Format

Day 1: First day was conducted as a Peer Roundtable with facilitated panel discussions. After each peer region representative gave their presentation to the attendees, there was a panel discussion of the topic involving all four peer region representatives. This format allowed attendees to gain additional insight as the peers compared and contrasted their approaches to each topic.

Day 2: The second day was conducted as a facilitated workshop for the attendees of the Memphis Urban Area Freight Advisory Committee. The focus was on processing the information received on the first day, and considering how to apply it to the local region. The peer region representatives were in attendance for this session, and provided additional input on the topics discussed.

1. Agenda

The agenda for the first day included introductions and a summary of current freight-related challenges for the Memphis region, a presentation on MAP-21 legislation by a FHWA representative, and presentations from four peer MPO regions. The topics covered by the peer region representatives were:
   a) Multi-state Government Coordination in Freight Planning and Implementation
   b) Incorporating Freight Planning into MPO Planning
   c) Public-Private Partnership Development
   d) Freight Performance Measures

2. Participants

The participants of the peer exchange included representatives from four MPO’s throughout the country that have undertaken in-depth freight transportation planning programs and have also demonstrated success in engaging private sector stakeholders when doing so. The participating peer agencies were:
   a) Metropolitan Washington (DC) Council of Governments
   b) Ohio-Kentucky-Indiana Regional Council
   c) Atlanta Regional Commission
   d) Chicago Metropolitan Agency for Planning

The attendees for the Peer Exchange Representatives fell into two categories. The first category included the invited members of the newly formed Memphis MPO Freight Advisory Committee that could gain insight into the value of such a committee and what to expect in the future. The second category of attendees included invited stakeholders...
from the Memphis MPO Engineering & Technical Advisory Committee to keep them informed about the freight planning program as it is developing.

3. Note-taking

The discussion was documented by a FHWA consultant from Science Applications International Corporation that took extensive notes during the two-day workshop.
Section 4: Presentation Overview

4.1: Metropolitan Washington Council of Governments (MWCOG) – ‘Multi-State Planning’

The MWCOG serves Virginia, Maryland and District of Columbia. The agency is governed by a Transportation Planning Board (TPB) represented by the elected officials from 22 member jurisdictions and with 30 representatives from various agencies including transit.

The MWCOG TPB Freight Subcommittee meets every other month and is a big component for the Transportation Planning Board (TPB) Freight Program. The other main components of the Freight Program include Monthly Freight Newsletter, National Capital Region Freight Plan, 2010 and Top 10 Highlighted Freight Projects, 2011.

Some of the recent products of the freight subcommittee include:

- TPB Washington-Baltimore Air Cargo Study, 2008
- Integrate Freight Report, 2009
- TPB Freight Project Database, 2010
- National Capital Region Freight Plan, 2010
- Top 10 Highlighted Freight Projects, 2011
- National Capital Region Freight Forum, 2011

The Freight Subcommittee is integral to the freight program. The Chairman of the Freight Subcommittee sits on the Transportation Planning Board and provides a liaison between board and subcommittee. The chairman position rotates between DC, MD, and VA. The other participants of the subcommittee are representatives from State DOT’s Freight Offices, Counties, Rail Road (CSX, NS), Trucking Associations and Private Sectors.

The primary roles of the TPB Freight Subcommittee include:

- Brief stakeholder on regional/national freight topics
- Provide input on selecting freight related products for the TPB
- Inform/involve members about complementary MPO programs/policy
- Serve as a forum for stakeholders

The TPB Freight Subcommittee has several outreach programs:

- Monthly Freight Newsletter
- Making connections with professionals and public through various public events and forums
- Involve all states, counties, and stakeholders in Freight Program product development
- Maintain communication with state freight representatives
4.2: Ohio-Kentucky-Indiana Council of Governments – ‘Incorporating Freight Planning into MPO Planning’

Ohio-Kentucky-Indiana (OKI) Council of Governments was formed in 1964 and serves eight counties in three states. The agency is represented by 118 members from local jurisdictions and agencies from three states.

OKI’s first Regional Freight Plan was adopted in August 2011 with the intention to create a plan that supports economic development. The primary purposes of the freight plan were:

a) Understand region’s unique industry trends
b) Forecast freight demand
c) Identify freight projects for the region

d) The plan used 2009 as the base year and 2040 as the horizon year for planning
b) TRANSEARCH data was used to estimate volume growth by four modes of transportation (water, rail, highway, air)
c) An electronic survey sent to shippers to understand their needs and build relationship
d) The initial plan came up with 58 projects, each with a cost estimate and priority timing
e) Projects were scored based on OKI’s Long Range Transportation Goals
f) 29 of the 58 projects made it into the plan
g) Identified the funding sources for different freight related projects (PL, STP and CMAQ)

4.3: Atlanta Regional Commission – ‘Public-Private Partnership Development’

Atlanta Regional Commission (ARC) includes 18 counties in Georgia. The major emphasis on freight planning started in 2002 and the agency created the Freight Advisory Task Force in 2003. The Freight Advisory Task Force is chaired by a person from private sector and the task force meets quarterly at ARC. The task force includes representatives from CSX, Delta, Coca-Cola, Port Authority, Norfolk Southern, Home Depot and UPS. The key documents the task force has completed include:

a) Regional Freight Plan, 2008
b) Regional Truck Route Master Plan, 2010

ARC actively involves freight stakeholders/private industry at all level in the freight related activities. The stakeholders participate in various industry events organized by Institute for Trade and Transportation Studies (ITTS), Transportation Research Board (TRB), Council of Supply Chain Management Professionals (CSCMP) etc. The agency also
brings the State, Federal, and/or local government at the table which helps build working relationships between public and private sectors.

ARC primarily uses the Freight Advisory Task Force as a sounding board for freight-related plans and industry input on funding programs.

Finally, the key challenges of the Freight Advisory Task Force are:

a) High turnover rates in the Freight/Logistics Industry, making it difficult to build relationship

b) Different Planning Horizons for Public and Private Sectors

c) Lack of value added outcome for the private sector

4.4: Chicago Metropolitan Agency for Planning – ‘Freight Performance Measures in the Chicago Region’

Chicago Metropolitan Agency for Planning (CMAP) was established in 2005 by the State of Illinois with support from the region’s mayors with a primary purpose to coordinate landuse and transportation planning. The agency was created by merging Northeastern Illinois Planning Commission (NIPC) and Chicago Area Transportation Study (CATS). The agency serves 283 municipalities in seven counties. CMAP has 15 members freight committee which includes representatives from trucking association, rail roads, non-profits, local governments, IDOT, FHWA, universities and consultants.

CMAP uses performance measures to benchmark the value of investment and the board supports implementation of performance measures. CMAP has also requested that IDOT consider performance based programming. Currently, CMAP is developing a freight component of the Travel Demand Model that will include capabilities for scenario development on changes to cost, pricing, capacity and other improvements.
Section 5: Discussion Overview

The peer panel discussions focused on four topics: 1) Multi-State Planning; 2) Incorporating Freight Planning into MPO Planning; 3) Public-Private Partnership Development; and 4) Freight Performance Measures. Some of the key findings of each topic are as follows.

5.1: Multi-State Planning

a) Telling the freight story was important to Metropolitan Washington Council of Government (MWCOG) and the monthly newsletter serves that purpose.

b) OKI’s Freight Working Group was put together with a variety of stakeholders. Bottlenecks in the core of the OKI region were a catalyst that brought everyone together to collaborate.

c) ARC formed a freight committee because they were not getting important feedback on significant projects impacting a variety of stakeholders.

d) The CMAP Freight Committee has been dominated by government agencies. They are trying to move the focus of the committee from operations and projects to more policy development.

e) It is harder to get regular participation from private stakeholders than public or government groups on a freight committee.

f) The optimal size of a committee depends on the local situation. A larger group works well in an area with an established freight planning agenda.

g) When possible, have the local MPO’s participate on state freight committees or advisory groups.

h) Utilize ‘champions’ when picking a chair for any committee that involves public sector participants.

i) Utilize the freight committee as an advisory group, but ensure that their comments and suggestions are heard by decision-making bodies.

j) A freight planning agenda should also include a public communications campaign to inform local citizens and elected officials of the value of freight companies and a reliable, efficient freight network.

k) Private sector companies need to see a return on investment for their time and effort spent working on a public-private partnership committee. Sustained communication and time spent with private stakeholders helps to support the continuity of the group.

l) It is very important to have a local ‘freight story’ that highlights the industry’s importance for keeping the economy moving, and also to highlight their importance for economic development opportunities.

5.2: Incorporating Freight Planning into MPO Planning

a) Utilize available data to have a comprehensive understanding of how funding a project might improve the transportation system.
b) MWCOG only list projects in freight plan that were already in State Freight Plan.
c) A lot of freight planning is based on best estimates.
d) Look for creative funding mechanisms. Some private projects may be partially or fully funded by public dollars if the project has verifiable positive public impact.
e) Keep projects and plans moving forward to keep freight stakeholders interested and engaged. They need to see results to justify the time they spend on meetings etc.
f) Strong relationships between MPO’s and state DOT’s can help to ensure that projects of local importance are the ones that get funding.
g) There is a need to understand the relationship between land use and air quality. For example industrial locations in the city and how they relate to the residential areas and the freight network.

5.3: Public-Private Partnership Development

a) Planning horizons for the public and private sectors are very different. Because of this, it can be difficult to engage the private sector in long-term public sector planning efforts in a way that the private sector deems worthwhile of their time investment.
b) When working with private sector stakeholders, the Atlanta Regional Commission referenced the “short range transportation plan” which was their Transportation Improvement Program (TIP). Their emphasis was on the TIP and the funding programs that were utilized in the TIP.
c) Grant opportunities such as CMAQ may be more flexible for project eligibility and timing, and may be a good option to utilize when working with the private sector if it fits the projects.
d) Promote projects that benefit freight and the general public, such as traffic signal timing projects.
e) The private sector will still need to see a return on investment that is within three years’ time.
f) It is good to involve economic development agencies in the discussions because they can serve as the conduit to groups or companies that don’t have time to attend meetings.

5.4: Freight Performance Measures

a) Use performance measures to benchmark the value of an investment and see to what extent the investment is meeting expectations.
b) The performance measures need to be repeatable and the process for developing and selecting performance measures should be transparent so stakeholders see the rationale for each.
c) Performance measure can also be used to decide which projects get funding by measuring the expected impact of the project.
d) North Carolina has a good model for utilizing performance measures.
e) Performance targets will be set at the state level, but regional agencies are encouraged to supplement the state targets with additional targets of their own.
f) MPO decision-making bodies are more likely to support performance measures when they come from state and federal mandates. Performance measures also help with communicating to the public.
g) MPO’s and state DOT’s need to work in consensus to be able to achieve results in performance measures and avoid federal penalties for falling behind.
h) Performance measures can help to defuse contentious political situations by applying factual data to decision making.
i) Performance measure selection should include consideration of the private sector e.g. trucks get slowed down and lose reliability for on-time delivery by having to stop for compliance checks.
Section 6: Summary of Discussions on Implementing Freight Planning in the Memphis Region

6.1: Multi-State Planning
   a) Distribute positive information about freight by including a section to the MPO’s quarterly newsletter that highlights freight.
   b) Coordinate a freight story that focuses on the importance to the region as a whole and highlights the need to work together in planning. Freight supports the regional economy and jobs.
   c) Create a freight profile of the region to attract industry.
   d) Work with state, regional, and local agencies to identify new sources of funding for transportation.

6.2: Incorporating Freight Planning into MPO Planning
   a) Involve non-traditional partners in the MPO’s freight committee: e.g. customs, local supply chain council, transit, Corps of Engineers, Coast Guard etc.
   b) Also consider applications from private industry applicants if a future round of TIGER grants, or similar funding type, becomes available from USDOT.
   c) Have public sector projects identified so they can be ‘shovel-ready’ if funding becomes available.
   d) Look into leveraging state and local economic development funding for transportation projects that help industry. These can often have positive spillover effects for the general public also.

6.3: Public-Private Partnership Development
   a) More representatives from the private sector need to be included to the Freight Advisory Committee to make the committee more effective when dealing with the private sector issues.
   b) Develop a large private sector contact list, in addition to the advisory committee, to keep them in the loop about projects, newsletters, etc.
   c) Define the role of committee members and give them agendas to produce actionable items so the committee isn’t just discussing what would be good for the region but rather what can actually be accomplished.
   d) Create a ’Top 10’ list of freight-related projects.
   e) Develop a communication plan that defines contacts for services and information.
   f) Define a list of objectives for the committee.
   g) Build relationships with the private sector through one-on-one meetings.
6.4: Freight Performance Measures

a) Gather regional freight data to compile in a single resource. Intended data items will be related to safety, efficiency, facility locations, shipment movements, bridge capacities, road geometry issues, and other items as they are identified.

b) Solicit input from the private sector on possible freight performance measures to get their perspective on its possible positive or negative effects to the private sector industry.
Section 7: Next Steps

Memphis MPO Action Items:

- **Ongoing**
  a) Collect and process data for freight database
  b) Continued education in freight transportation planning for MPO staff
  c) Continue to build relationships with freight information partners
  d) Continue collaboration in planning between West Memphis MPO (AR and Memphis MPO (TN, MS)

- **3-6 Months**
  a) Create official Communication Plan to define clear channels of communication to send AND receive information from freight stakeholders
  b) Build database of regional private and public sector freight stakeholders

- **6-18 Months**
  a) Develop Regional Truck Route Master Plan
  b) Develop and send out Freight Stakeholder Survey
  c) Regional Freight Profile and community sub-profiles
  d) Freight Plan Scope development and Request for Proposals

The Action Item Checklist is included in Appendix C.
Section 8: Conclusion

The assistance provided by the Peer Exchange will enable the MPO to coordinate and enhance the communication and collaboration between multiple stakeholders within the freight community. It will assist the Memphis MPO in working with the newly established Freight Advisory Committee to become the sounding board and central voice for freight transportation planning within region. The technical assistance received will help to foster the development of the MPO’s programs and plans as they relate to freight planning as well as help the MPO to serve as a regional voice for the importance of freight transportation planning.

The information obtained during the Peer Exchange will help the MPO to employ the collective best practices of the peer regions when working to sustain the public-private partnership of the Freight Advisory Committee. Several recurring themes were brought up by the peers that emphasized consideration for timeliness, communication, and return on investment when partnering a public sector organization with private sector stakeholders.

Additionally, the Peer Exchange provided guidance for a beneficial structure of the advisory committee that will allow for communication between private sector stakeholders and public sector decision-making bodies to enhance the dialogue regarding freight investment in the region.

The information gathered at the Peer Exchange will be used to enhance the freight discussion in the region ensuring that the knowledge is used in the development of plans in the MPO areas. The MPO’s Freight Advisory Committee will use the information gained from the peer exchange as recommendations for a cohesive approach to freight planning for the region. Although an efficient freight network is agreed to be beneficial for the region, it is clear that private and public sector individuals need to be approached by the MPO in different ways to clearly define the benefits of freight transportation planning to each party. Successful partnerships are built on clear communication and clearly defined objectives that benefit all parties involved. In order to accomplish this, the MPO will act as facilitator for discussions among private and public sector stakeholders when working to implement regional freight transportation planning.
## Appendix A: Agenda and List of Participants

**Memphis Urban Area MPO Freight Peer-to-Peer Exchange**  
Christian Brothers University – 650 E Parkway S.

### AGENDA

**Meeting Purpose:** Focus on best practices in joint regional 1) Multi-state integrated freight planning; 2) performance management; 3) cohesive solution identification and decision making; and 4) Public-private partnership development.

<table>
<thead>
<tr>
<th>DAY 1: Wednesday, February 20, 2013</th>
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<tbody>
<tr>
<td>8:30 – 8:55</td>
<td>Statement of Purpose and Expected Outcomes; Peer Introductions</td>
<td>Pragati Srivastava, Memphis MPO; Mayor Wharton, City of Memphis and MPO Board Chair; Pam Kordembrock, FHWA-TN Division Administrator; Larry Christianson, SAIC</td>
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<tr>
<td>8:55 – 9:20</td>
<td>Current Challenges for the Region</td>
<td>Pragati Srivastava; Marty Lipinski, University of Memphis</td>
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<td>9:20 – 9:30</td>
<td>Orientation to meeting format and discussions</td>
<td>Larry Christianson</td>
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<td>9:30 – 10:00</td>
<td>Multi-state Government Coordination in Freight Planning and Implementation</td>
<td>Karin Foster, Transportation Planner/Freight Programs, Metropolitan Washington Council of Governments</td>
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<tr>
<td>10:00 – 10:30</td>
<td>Facilitated panel discussion</td>
<td>All Peers in panel</td>
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<td>10:30 – 10:45</td>
<td>NETWORKING BREAK</td>
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<tr>
<td>10:45 – 11:15</td>
<td>Incorporating Freight Planning into MPO Planning</td>
<td>Robyn G. Bancroft, AICP, Strategic Projects Manager Ohio/Kentucky/Indiana Regional Council (OKI RC)</td>
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<tr>
<td>11:15 – 11:45</td>
<td>Facilitated panel discussion</td>
<td>All Peers in panel</td>
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<td>11:45 – 12:45</td>
<td>NETWORKING LUNCH (length of lunch dependent on arrangements)</td>
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<td>12:45 – 1:15</td>
<td>MAP-21 Overview/discussion</td>
<td>Corbin Davis, Planning &amp; Air Quality Specialist, FHWA TN Division</td>
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<td>1:15 – 1:45</td>
<td>Public-Private Partnership Development</td>
<td>John Orr, Senior Principal Planner, Atlanta Regional Commission</td>
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<td>1:45 – 2:15</td>
<td>Facilitated panel discussion</td>
<td>All Peers in panel</td>
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<td>2:15 – 2:30</td>
<td>NETWORKING BREAK</td>
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<td>2:30 – 3:00</td>
<td>Freight Performance Measures</td>
<td>Randy Deshazo, Senior Policy Analyst, Chicago Metropolitan Agency for Planning (CMAP)</td>
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<td>3:00 – 3:30</td>
<td>Facilitated panel discussion</td>
<td>All Peers in panel</td>
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| 3:30 – 3:45                       | Wrap-Up Discussion  
Orientation for Day 2  
Adjourn Day 1 | Pragati Srivastava, Larry Christianson |
### Agenda

**Day 2: Thursday February 21, 2013**

<table>
<thead>
<tr>
<th>Time</th>
<th>Session</th>
<th>Participants</th>
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<tr>
<td>8:30 – 8:50</td>
<td>Roundtable report out on Day 1 takeaways.</td>
<td>All/Larry Christianson</td>
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<td>8:50 – 9:40</td>
<td>Based on Day 1 discussion, brief (10-mins. max), individual agency reports on current collaboration challenges and solution ideas in advance of facilitated discussion of issues.</td>
<td>Agency Representatives</td>
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<td>9:40 – 10:15</td>
<td>Facilitated discussion of follow-on actions in:</td>
<td>All/Larry Christianson</td>
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<tr>
<td>10:15 – 10:30</td>
<td><strong>NETWORKING BREAK</strong></td>
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<tr>
<td>10:30 – 11:15</td>
<td>Facilitated discussion of follow-on actions in:</td>
<td>All/Larry Christianson</td>
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<tr>
<td>11:15 – 12:00</td>
<td>Agency Actions – Report out of three quick-hit actions that each agency can follow up with in the next 30 days.</td>
<td>All/Larry Christianson</td>
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<tr>
<td>12:00 – 12:15</td>
<td>Final Words Adjourn Peer Exchange</td>
<td>Pragati Srivastava</td>
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## List of Participants

<table>
<thead>
<tr>
<th>Name</th>
<th>Agency</th>
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<tbody>
<tr>
<td>Michael Garriga</td>
<td>BNSF Rail</td>
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<tr>
<td>Dave Huneryager</td>
<td>TN Trucking Association</td>
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<td>Mark Cooper</td>
<td>Cooper Freight</td>
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<td>Tom DeHart</td>
<td>Cooper Freight</td>
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<td>Tom Word</td>
<td>Memphis Light, Gas, &amp; Water</td>
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<tr>
<td>Tanisha Hall</td>
<td>TDOT</td>
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<td>Trung Trinh and Perry Brown</td>
<td>MDOT</td>
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<td>Sean Aldridge</td>
<td>Dunavant Logistics</td>
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<td>Pragati Srivastava</td>
<td>Memphis MPO</td>
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<td>Eddie Brawley</td>
<td>West Memphis MPO</td>
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<td>Marty Lipinski and Dan Pallme</td>
<td>University of Memphis</td>
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<td>James Hay</td>
<td>Memphis-Shelby County Airport Authority</td>
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<td>Reid Dulberger</td>
<td>EDGE Memphis</td>
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<td>Sandra Otto and David Blakely</td>
<td>FHWA-AR</td>
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<td>Andy Hughes and Randy Jansen</td>
<td>FHWA-MS</td>
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<td>Pam Kordenbrock and Corbin Davis</td>
<td>FHWA-TN</td>
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<td>Dexter Muller</td>
<td>Memphis Chamber</td>
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<td>Esther Sykes Wood</td>
<td>Fayette County Planning</td>
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<td>Ted Garrod</td>
<td>DeSoto County Planning Commission</td>
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<td>Russell Johnson</td>
<td>Marshall County Industrial Development Authority</td>
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<td>Don Colvin</td>
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<td>Chris Henley (or representative)</td>
<td>Comtrak</td>
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<td>Tom Tisa (or representative)</td>
<td>CN Rail</td>
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<td>Derek Baskin</td>
<td>Millington</td>
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<td>Darren Sanders</td>
<td>Shelby County</td>
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<td>Philip Stuckert</td>
<td>Lakeland</td>
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<tr>
<td>Jason Allen (or representative)</td>
<td>Horn Lake</td>
</tr>
<tr>
<td>Sean Isham</td>
<td>Collierville</td>
</tr>
<tr>
<td>Ken Johnson</td>
<td>City of Memphis</td>
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<tr>
<td>Tim Gwaltney</td>
<td>Germantown</td>
</tr>
<tr>
<td>Paul Simms</td>
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<tr>
<td>Cliff Mckinney</td>
<td>AHTD</td>
</tr>
<tr>
<td>Mingha Qiu</td>
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<tr>
<td>Virginia Porta</td>
<td>AHTD</td>
</tr>
<tr>
<td>Jessie Jones</td>
<td>AHTD</td>
</tr>
<tr>
<td>Rick McClanahan (or representative)</td>
<td>Bartlett</td>
</tr>
<tr>
<td>Steven Edwards</td>
<td>City of Memphis</td>
</tr>
<tr>
<td>Ward Wimbish</td>
<td>West Memphis Planning &amp; Development</td>
</tr>
<tr>
<td>Kyle Wagenschutz</td>
<td>Memphis MPO</td>
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<tr>
<td>John Paul Shaffer</td>
<td>Memphis MPO</td>
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<tr>
<td>Kate Hendrix</td>
<td>Memphis MPO</td>
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<tr>
<td>Sajid Hossain</td>
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<tr>
<td>Andrew Ray</td>
<td>Memphis MPO</td>
</tr>
<tr>
<td>Larry Christianson</td>
<td>SAIC</td>
</tr>
<tr>
<td>Heather Rigdon</td>
<td>SAIC</td>
</tr>
<tr>
<td>Coral Torres</td>
<td>FHWA</td>
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<tr>
<td>Robyn Bancroft</td>
<td>OKI</td>
</tr>
<tr>
<td>Karin Foster</td>
<td>MWCOG</td>
</tr>
<tr>
<td>John Orr</td>
<td>Atlanta Regional</td>
</tr>
<tr>
<td>Randy Deshazo</td>
<td>CMAP</td>
</tr>
</tbody>
</table>
Appendix B: Peer Region Presentations

Metropolitan Washington Council of Governments Presentation

Overview

Multi-State Coordination in Freight Planning and Implementation

- National Capital Region Transportation Planning Board
- TPB Freight Program
- TPB Freight Subcommittee
- TPB Freight Program Outreach
- Multi-State Coordination on Freight

Multi-State Freight Planning in the National Capital Region

Overview

Multi-State Coordination in Freight Planning and Implementation

- National Capital Region Transportation Planning Board
- TPB Freight Program
- TPB Freight Subcommittee
- TPB Freight Program Outreach
- Multi-State Coordination on Freight

Appendix B: Peer Region Presentations

Metropolitan Washington Council of Governments Presentation

Multi-State Freight Planning in the National Capital Region

Overview

Multi-State Coordination in Freight Planning and Implementation

- National Capital Region Transportation Planning Board
- TPB Freight Program
- TPB Freight Subcommittee
- TPB Freight Program Outreach
- Multi-State Coordination on Freight

Appendix B: Peer Region Presentations

Metropolitan Washington Council of Governments Presentation

Multi-State Freight Planning in the National Capital Region

Overview

Multi-State Coordination in Freight Planning and Implementation

- National Capital Region Transportation Planning Board
- TPB Freight Program
- TPB Freight Subcommittee
- TPB Freight Program Outreach
- Multi-State Coordination on Freight
TPB Freight Subcommittee Cont.

- Freight Subcommittee Feature Presentations
  - FedEx Logistics
  - Port of Virginia
  - DC Commercial Loading Zone project
  - Frederick County Freight and Land Use Study
  - Smith Electric Vehicles
  - Maryland Food Center Authority presentation/tour

- TPB Freight Subcommittee topics reflect the freight issues of the National Capital Region, each region has a unique Freight Story to focus on

TPB Freight Program Cont.

- TPB Freight Subcommittee Role
  - Brief stakeholders on regional/national freight topics
  - TPB Freight Program products vetted by TPB Freight Subcommittee members
  - Inform/involve members about complementary MPO programs/policies
  - Complete freight policy input
  - Transportation Solutions Grant Program (Frederick County Freight and Land Use Plan, 2011)
  - Electric Vehicle Business-Farmer participation

- Members approach TPB via Freight Subcommittee for Letters of Support
  - CSX TIGER Grant
  - NHTSA TIGER Grant
  - DOT Off-Hours PHWA Grant

TPB Freight Program Outreach

- Spreading the Word
  - Focus on Freight Monthly Newsletter

- Making Connections
  - CSOMP Roundtable Events/DAGTC Events
  - Young Professionals in Transportation

- Informing the Public about Freight
  - National Capital Region Freight Forum

Multi-State Coordination

- TPB Freight Subcommittee Chairman representation rotates among states (TPB Board member/liaison)
- Involve all states, counties, and stakeholders in Freight Program product development
- Maintain communication with state freight reps

Multi-State Coordination Cont.

- Example: Top 10 Highlighted Freight Projects, 2011

| Project Name | Description | Local Agency | Status | IEPA
|--------------|-------------|--------------|--------|------
| I-66/US 29 | I-66/US 29 Improvement Project | Virginia Department of Transportation | Design
| I-395/US 29 | I-395/US 29 Improvement Project | Maryland Transit Administration | Design
| I-95/VA 295 | I-95/VA 295 Improvement Project | Virginia Department of Transportation | Design
| I-95/US 295 | I-95/US 295 Improvement Project | Virginia Department of Transportation | Design
| I-395/US 295 | I-395/US 295 Improvement Project | Virginia Department of Transportation | Design
| I-395/US 295 | I-395/US 295 Improvement Project | Virginia Department of Transportation | Design
| I-395/US 295 | I-395/US 295 Improvement Project | Virginia Department of Transportation | Design
| I-395/US 295 | I-395/US 295 Improvement Project | Virginia Department of Transportation | Design
| I-395/US 295 | I-395/US 295 Improvement Project | Virginia Department of Transportation | Design

Thank You.

Questions?

Karin Ecker
Freight Transportation Planner
Metropolitan Washington Council of Governments
National Capital Region Transportation Planning Board
February 20, 2013
klecker@wagroup.org
www.wagroup.org
Memphis Urban Area MPO Freight Peer Exchange

Ohio-Kentucky-Indiana Council of Governments

Memphis MPO Freight P2P February 20-21, 2013
Incorporating Freight Planning into MPO Planning
Robyn Bancroft, Strategic Projects Manager
Ohio-Kentucky-Indiana Council of Governments

MPO Planning and Project Development Process

Plan Development (LRP)
Project Prioritization
TIP
STIP
IMPLEMENTATION

WHY?
1. Understand industry trends
2. Forecast freight demand
3. IDENTIFY PROJECTS

Volume Growth 2009 to 2040
6% 38% 62% 177%

Regional Traffic Demand Model

OKI Regional Freight Plan Executive Summary
August 2009
Ohio-Kentucky-Indiana Council of Governments (cont’d)
Ohio-Kentucky-Indiana Council of Governments (cont’d)
Ohio-Kentucky-Indiana Council of Governments (cont’d)

**LESSONS LEARNED**

- Use of freight experts
  - Non-highway knowledge
  - Outreach to RR
  - Interview outline
- DO the interviews in-house
- TRANSEARCH
- Partnerships
- Set Deliverable Goals
Atlanta Regional Commission

Public-Private Partnership Development – The ARC Experience

Memphis Urban Area MPO Freight Peer-to-Peer Exchange

John Orr
February 20, 2013

Freight Planning in the Atlanta Region

• Major emphasis area starting in 2002
• Freight Advisory Task Force created in 2003
• Regional Freight Plan completed in 2008
• Regional Truck Route Master Plan completed in 2010
• MAP-21 Era Beginning in 2012

Key Points – Lessons Learned

• Working with the freight industry is a rewarding effort, but the industry works in a unique environment that differs from many other private sector stakeholders.
• Must demonstrate value-added outcomes to participants through participation in planning and input into funding programs.
• Establishing relationships with individuals in the freight industry is on-going and ever challenging.

Freight Advisory Task Force

• Quarterly meetings held at ARC
• Formal agenda
• Meetings typically held early in the day – sometimes at 7:30 a.m.

Freight Advisory Task Force Sample Agenda

FREIGHT ADVISORY TASK FORCE
AGENDA

• Welcome and Call to Order, Task Force Chair, Octavi Subranavaiah, AECOM & Co.
• Freight Improvement Program, Michael Kay, ARC
• Statewide Freight and Logistics Plan, Tom McQueen, GDOT
• New Truck Freight Bottleneck Research, Jeff Short, AFRI
• Announcements and Adjournment

Enlisting Freight Stakeholders in the MPO Planning Process

• Membership Coalesces During Formal Studies
  – Challenge is to Maintain
• Industry Events
  – Institute for Trade and Transportation Studies (ITTS)
  – Transportation Research Board (TRB)
  – Council of Supply Chain Management Professionals (CSCMP)
  – Georgia Logistics Summit
• Industrial Community Improvement Districts (ICIDs)
Atlanta Regional Commission (cont’d)

### Freight Advisory Task Force Roles

- **Sounding Board for Freight-Related Plans**
- **Industry Input on Funding Programs**

Conduit to Broader Freight Industry Stakeholders

### Sounding Board for Freight-Related Plans

- Primary Work Activity for the Freight Advisory Task Force from 2004-2010
- Critical to involve private sector partners in foundational planning efforts
- Builds working relationships with freight/logistics stakeholders
- Begins the process to ease/introduce planning jargon (TIP, RTP, NHS, etc.) to laypersons

### Industry Input on Funding Programs

- Stakeholders want to see funding programs that implement plans
- Private sector must see “victories” to justify the time/effort participating in regional planning efforts
- Led to several initiatives between 2011-2012

### Industry Input on Funding Programs

#### Regional Transportation Referendum

- Proposed 10-year one-percent sales tax
- $8.5 billion raised
- Vote held July 31, 2012
- Did not pass

### Example Referendum Projects Identified With Freight Industry Input

- I-20 @ I-285 (west)
- I-75 @ I-285 / Spaghetti Junction
- I-75 @ I-285 / Windy Hill Road

### Industry Input on Funding Programs

#### TIP Freight Improvement Program

- Addresses freight mobility needs through a dedicated funding source in the TIP
- Emphasis is on safety and traffic flow improvements
- $12 million a year between FY 2013-2017
- Funding Sources: Surface Transportation Program M230 and CMAQ Funds
Atlanta Regional Commission (cont’d)

Industry Input on Funding Programs
TIP Freight Improvement Program

Freight Advisory Task Force
Challenges

- Participation Requires Constant Management
  - High turnover rates in the Freight/Logistics Industry
  - Participation is often based on developing individual relationships rather than corporate

- Different Planning Horizons
  - Public Sector up to 20-30 years
  - Private Sector up to 5 Years

- Freight Program Must be Outcome Based

Discussion and Questions
Chicago Metropolitan Agency for Planning

**Freight Performance Measures in the Chicago Region**

Presented to Memphis MPO Peer Exchange
February 20-21, 2013 by Randy Deshazo
Chicago Metropolitan Agency for Planning
rdeshazo@cmap.illinois.gov

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**Take-Aways**

- Freight Performance Measures (FPMs) are not applicable to all freight modes
- FPMs are only as good as the underlying data and modeling capability
  - Costs time and money, but being ready is useful
  - Trust in the public sector, in data, privacy
- Public and private sectors use different FPMs and may have different expectations of the transportation system
- Measuring overall system impacts can overshadow FPMs

---

**Overview**

- Take-Aways
- About the Chicago Region
- Chicago Freight Profile (3 slides)
- GO TO 2040
- An Imbalance in Statewide Investment
- What are Performance Measures
- What are Freight Performance Measures
- MAP-21 and Freight Performance Measures
- Performance Measures in Practice
- Case Studies
- Peer Exchange
- Performance Based Programming
- Next Steps

---

**Chicago Metropolitan Agency for Planning**

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**Chicago Freight Profile: Basic Stats**

- Intermodal terminal lifters, 2008: 5,976,709
- Intermodal terminal lifters, 2011: 6,771,709
  - Includes Global III in Rochelle
- Estimated Twenty-Foot Equivalent Units: 19,046,824
  - 2.23 TEUs per container for US RRs
  - 1.76 TEUs per container for Canadian RRs
  - 87.08% of Containers Are Laden with Goods
- If Chicago were a seaport, its TEU ranking would have been 9th, behind Singapore, five Chinese ports, Buenos Aires, South Korea and Los Angeles + Long Beach.
  - Source: Port of Rotterdam, other sources vary slightly

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**Chicago Freight Profile: Movements**

<table>
<thead>
<tr>
<th>Region: Freight Movements</th>
<th>Air</th>
<th>Rail</th>
<th>Truck</th>
<th>Water</th>
</tr>
</thead>
<tbody>
<tr>
<td>Units (4 billion)</td>
<td>847</td>
<td>631,175</td>
<td>736,158</td>
<td>72,976</td>
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<tr>
<td>Value ($ trillions)</td>
<td>8,165</td>
<td>917,524</td>
<td>2,820,214</td>
<td>15,387</td>
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<tr>
<td>$/ton</td>
<td>9,640</td>
<td>1,450</td>
<td>3,630</td>
<td>1,160</td>
</tr>
</tbody>
</table>

Source: CMAP analysis of Transpo database for Chicago Bureau of Economic Analysis data. For year 2007

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**Chicago Metropolitan Agency for Planning**
Chicago Metropolitan Agency for Planning (cont’d)

**Profile: Estimated Freight Trains per Day, 2011**

Rail industry continues to consolidate lines, focusing on modernization and productivity.

**An Imbalance in Statewide Investment**

A longstanding agreement within the rail industry diverts 45 percent of transportation funding to District 1 in northeastern Illinois and only 20 percent to the eight downstate districts. This imbalanced TOSA split is not even.

**What are Performance Measures?**

<table>
<thead>
<tr>
<th>Measure</th>
<th>Goal Area</th>
</tr>
</thead>
<tbody>
<tr>
<td>Average number of hours with 25% of VMT congested</td>
<td>Mobility</td>
</tr>
<tr>
<td>Planning Time Index: “worst” time as compared to free-flow travel time</td>
<td>Mobility</td>
</tr>
<tr>
<td>Travel time averages and variations</td>
<td>Mobility</td>
</tr>
<tr>
<td>Travel time index</td>
<td>Mobility</td>
</tr>
<tr>
<td>Vehicle-classification by time of day, % inside off-peak</td>
<td>Mobility</td>
</tr>
<tr>
<td>Vehicle-minutes of delay at grade crossings</td>
<td>Mobility, Safety</td>
</tr>
</tbody>
</table>

**MAP-21 and Performance Measures (refer to handout)**

- MAP-21 and Performance Measures
  - U.S. DOT will establish performance measures and index DOT’s will develop performance targets in consultation with MPOs and others.
  - States and CACs must make progress toward these performance targets, and MPOs must incorporate these performance measures and targets into their Transportation Improvement Programs (TIPs) and Long-Range Transportation Plans.
  - There is no financial penalty for states and CACs that fail to make progress toward these performance goals, and states and CACs are provided flexibility to prioritize projects that advance performance goals.

- **Freight Movement and Economic Vitality**
  - To improve freight networks, strengthen the ability of local communities to access national and international trade markets, and support regional economic development.

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*Memphis Urban Area MPO Freight Peer Exchange*
Chicago Metropolitan Agency for Planning (cont’d)

Performance Measures in Practice
- STP-L programmed by local authorities using their own methodologies
- CMAQ Focused Programming undergoing review
- CMAP requesting that IDOT consider performance-based programming

Establishing Project Priorities with Performance Measures: CMAQ Programming Example
- CMAQ focused programming
  - Four modal groups: RTOD, Bike-Ped, Emissions Reduction, and Transit
  - Each group developed its own ranking criteria for making recommendations
  - Each group made its recommendations to the CMAQ Project Selection Committee
  - CMAQ Committee used air quality rankings, modal recommendations, and their own information and judgment to compile the recommended program.

Establishing Project Priorities: Freight Example
Freight System Recommendations (continued)
- Most individual projects were grouped by theme
  - Most evaluations resulted in a numeric result
- However, with many values, different scales, and some subjective rankings, we ranked the projects by the strength of the values
  - Very strong relationship
  - Strong relationship
  - Moderate relationship
  - Some relationship
  - Little or no relationship

Conclusions from the Freight Example
- High correlation between freight performance measure rankings and GO TO 2040 major capital recommendations
- Freight performance measures validated by the broader decision-making process
- Provides insight to goods movement issues
- Applicability to short-run multimodal program project selection
- Can be implemented in a short timeframe

CMAPI Peer exchange: Performance-Based Transportation Funding (July 10-11, 2012)
Main Takeaways
- Transparency
- DOT-MPO Relationship
- De-Politicization of the Process
- Implementation
- Measures and Targets

Performance Based Programming (refer to handout)
- Performance-based funding uses a variety of performance measures to assist in prioritizing and selecting projects for funding
- This concept is based on a transparent, public process that allows stakeholders to evaluate projects and their impacts on the general public. Project scores and funding levels are transparent and subject to public review.
- Those that fail do not get funding and are subject to change in the programming process.
- Note that not all performance measures can be immediately and directly to the programming process.
Next Steps

- CMAP has requested that IDOT form a Technical Advisory Group to advanced performance based programming
- CMAP is developing a freight component of the Travel Demand Model that will
  - Include capabilities for scenario development on changes to cost, pricing, capacity and other improvements

Thank You

- For your reference, CMAP maintains a website devoted to freight data for the Chicago metropolitan area.
  - Website:
  - Regional Indicators
  - Performance Measurement

AASHTO recommendations

- Internal planning – should be the focus of environmental analysis for a series of project needs
- Mobility – should be the focus of environmental analysis for a series of project needs
- Consistency with plan – should be the focus of environmental analysis for a series of project needs
- Performance Measurement

Performance Measures: some definitions (refer to handout)

- Speed
- Traffic
- Congestion
- Safety
- Cost
- Environment

CMAP Freight Committee

- 15 members
- Trucking association, 2 Class I railroads, Non-Profit, Local Governments, IDOT, FHWA, university researchers, consultants
- Beginning in 1/1/12, a shift in focus to more policy concerns, while projects were shifted to the operations committee
- Some shift in membership

Bonus Slides

Presented to Memphis MPO Peer Exchange
February 20-21, 2013 by Randy Deshazo
Chicago Metropolitan Agency for Planning
rdeshazo@cmap.illinois.gov
Chicago Metropolitan Agency for Planning (cont’d)

What Will We Do? GO TO 2040 Plan

- Example: Freight Recommendations:
  - Develop a national vision and federal program for freight.
  - CREATE rail improvements
  - Regional trucking improvements
  - Organize and improve policy relating to freight
  - Integrate freight needs and financing into infrastructure prioritization.

Performance Measures: definitions (refer to handout)

- Performance measures are data about the use, condition, and impact of the transportation system.
- Not necessarily quantitative, but easier to use when it is:
  - Comprehensive indicators, including economic productivity, environmental and community impacts
  - Can be used to frame existing conditions, provide a basis for comparison to past performance, and goal setting
  - Performance Based Programming uses measures in weighting scores in project selection

Current Practice: CMAQ

- Previous CMAQ Process:
  - Issue call for projects
  - Technical evaluation for air quality benefits
  - Projects with best cost-benefit ratio recommended for funding
- Focused Programming (2011):
  - A mix of broad objectives-based congestion relief, operational improvements, mode shift, and direct emissions reductions
- Peer exchange has prompted further review

Establishing Project Priorities with Performance Measures: CMAQ Programming Example

CMAQ Recommendations:
- Evaluated 350 congestion and air-quality projects worth $1.8 billion
- Selected $411 million, five-year program of CMAQ projects
- CMAQ programming has historically been performance measure focused, primarily using $/kg of VOCs eliminated
- New! Added GO TO 2040 PIFs: primarily congestion-related, “Focused Programming Approach”
### Appendix C: Action Item Checklist

<table>
<thead>
<tr>
<th>Action</th>
<th>Date Due</th>
<th>Person Responsible</th>
<th>Complete</th>
<th>Notes</th>
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</thead>
<tbody>
<tr>
<td>Collect and process data for freight database</td>
<td>Ongoing</td>
<td>MPO Staff</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Continued education in freight transportation planning for MPO staff</td>
<td>Ongoing</td>
<td>MPO Staff</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Continue to build relationships with freight information partners</td>
<td>Ongoing</td>
<td>MPO Staff</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Continue collaboration in planning between West Memphis MPO (AR) and Memphis MPO (TN, MS)</td>
<td>Ongoing</td>
<td>MPO Staff</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Create official Communication Plan to define clear channels of communication to send AND receive information from freight stakeholders</td>
<td>3-6 Months</td>
<td>MPO Staff</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Build database of regional private and public sector freight stakeholders</td>
<td>3-6 Months</td>
<td>MPO Staff</td>
<td></td>
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</tr>
<tr>
<td>Truck Route Master Plan</td>
<td>6-18 Months</td>
<td>MPO Staff</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Develop and send out Freight Stakeholder Survey</td>
<td>6-18 Months</td>
<td>MPO Staff</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Finish Regional Freight Profile and community sub-profiles</td>
<td>6-18 Months</td>
<td>MPO Staff</td>
<td></td>
<td></td>
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<tr>
<td>Regional Freight Plan Scope development and RFP</td>
<td>6-18 Months</td>
<td>MPO Staff</td>
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