

List of Survey Respondents

- Arkansas State Highway and Transportation Department
- Association of Central Oklahoma Governments
- Atlanta Regional Commission
- Bi-State Regional Commission
- Boston Metropolitan Planning Organization
- Chittenden County Metropolitan Planning Organization
- Colorado Department of Transportation
- Connecticut Department of Transportation
- Delaware Valley Regional Planning Commission
- Des Moines Area MPO
- Fargo-Moorhead Metropolitan Council of Governments
- Florida Department of Transportation
- Houston-Galveston Area Council
- Indiana Department of Transportation
- Indiana Toll Road Authority
- Indianapolis Metro Planning Organization
- Kentuckiana Regional Planning and Development Agency
- Kentucky Department of Transportation
- Knoxville Regional Transportation Planning Organization
- Louisiana Department of Transportation and Development
- Madison Area MPO
- Maine Department of Transportation
- Maricopa Association of Governments
- Maryland Department of Transportation
- Metropolitan Planning Council
- Metropolitan Transportation Commission
- Michigan Department of Transportation
- Mid-America Regional Council
- Mid-Ohio Regional Planning Commission
- Mississippi Department of Transportation
- Missouri Department of Transportation
- Mountainland Association of Governments
- Nebraska Department of Roads
- New Hampshire Department of Transportation
- New Jersey Department of Transportation
- New York Metropolitan Transportation Council
- New York State Department of Transportation
- North Carolina Department of Transportation
- North Dakota Department of Transportation
- Northeastern Indiana Regional Coordinating Council
- Northwestern Indiana Regional Planning Commission
- Ohio Department of Transportation
- Oklahoma Department of Transportation
- Pennsylvania Department of Transportation
- Puget Sound Regional Council
- Rhode Island Statewide Planning Program
- Richmond Regional Planning District Commission
- South Dakota Department of Transportation
- Southeast Michigan Council of Governments
- State of Hawaii Department of Transportation
- Texas Department of Transportation
- Utah Department of Transportation
- Vermont Agency of Transportation
- West Virginia Department of Transportation
- Wichita-Sedgwick County Metropolitan Area Planning Department
- Wilmington Area Planning Council
- Winston-Salem Department of Transportation
- Wisconsin Department of Transportation
- Wyoming Department of Transportation

Survey Responses

1. Which best describes your organization?

- | | |
|---------------------------------------|----|
| a. State DOT | 29 |
| b. Metropolitan planning organization | 26 |
| c. City planning organization | 0 |
| d. City DOT | 1 |
| e. Other (please describe: _____) | 3 |

2. How do you determine if the facilities under your jurisdiction or for which you plan are operating well with regard to the movement of freight? (Circle all that apply)

- | | |
|--|----|
| a. Real time collection and reporting of traffic flow data | 16 |
| b. Periodic surveys of flow consistency or dependability | 12 |
| c. Periodic surveys of shippers or carriers | 14 |
| d. Periodic meetings with shippers and carriers | 21 |
| e. Not done | 19 |

3. Which factor do you feel is the most critical in determining success in the movement of freight?

- | | |
|-----------------------------------|----|
| a. Travel time reliability | 37 |
| b. Safety | 9 |
| c. Speed | 3 |
| d. Cost | 6 |
| e. Other (please describe: _____) | 8 |

4. Using your answer to question #3, what do you think would be the best measure of this factor? (Feel free to use measures beyond the scope of what your agency uses.)

5. Do you currently use a system of performance measurements relative to the operation of your facilities in the movement of freight?

- | | |
|-----|----|
| Yes | 7 |
| No | 52 |

6. If the answer to #5 is yes, what measures do you use? (Please append materials if you need more space.)

7. If the answer to #5 is yes, how did you develop the measures? (Circle all that apply)

- a. In concert with the private sector interests 2
- b. In concert with other public agencies 2
- c. Through a public process 3
- d. Based on available data sources 5
- e. Internally in my agency 4

8. If the answer to #5 is yes, how are the measures reported? (Circle all that apply)

- a. Internally to interest management and staff 4
- b. Regularly to interested private sector organizations 3
- c. Regularly to interested public agencies 3
- d. Periodically to those who have expressed an interest 6
- e. As needed 3

9. If the answer to #5 is yes, how often are measures reported?

- a. In real time 1
- b. Weekly 1
- c. Monthly 2
- d. Quarterly 2
- e. Annually 4

10. If the answer to #5 is yes, how often are the measures revisited or updated?

- a. Annually 1
- b. Every five years 1
- c. With our planning cycle (which is every _____ years) 3
- d. As needed 2
- e. Never been done 0

11. If the answer to #5 is yes, what benefit have you found from having such measures?

- a. Improved system performance 2
- b. Improved communications with decision makers 2
- c. Improved communication with other organizations, public and private 2
- d. Improved understanding of the operations of our facilities 5
- e. Little benefit 0
- f. Other (please describe: _____) 1

12. What advice would you give to an organization just embarking upon a system of performance measurement for freight?

13. Does your organization currently plan or have plans to coordinate with neighboring jurisdictions regarding:	
a. Motor carrier enforcement of size/weight?	21
If Yes, please explain what data and with whom:	
b. Motor carrier enforcement of safety?	21
If Yes, please explain what data and with whom:	
c. Locating and operating scales and safety inspection points?	17
If Yes, please explain what data and with whom:	
14. Which best describes your agency's efforts in freight planning?	
a. Freight is specifically addressed in the planning effort	24
b. Freight is a component of the multi-modal plan	27
c. Freight is a part of individual modal plans	4
d. Freight is considered only as a class of vehicle in highway plans	7
e. Freight is not addressed	3
15. To the extent that freight is addressed in your planning process, which best describes the involvement of private sector interests in the plan?	
a. Significant involvement throughout the planning process	12
b. Involvement in reviewing products	4
c. Some advisory involvement	25
d. Little involvement	17
e. No involvement	3
16. To the extent that your organization has been involved in freight planning, which of the following best describes your approach?	
a. Largely policy-based, trying to define the appropriate role for my organization in trying to address freight issues	17
b. Somewhat policy-based, but including some effort to forecast demand, mode and corridor	21
c. Equally policy and quantitative	8
d. Somewhat quantitative, but including an element of policy analysis	7
e. Largely quantitative	5
17. Which best describes your agency's planning program for intermodal connectors? (Intermodal connectors are the roads and highways that connect rail terminals, airports, and ports to the main highway system.)	
a. Intermodal connectors are an integral part of the planning	10

- program
- b. Intermodal connectors are a part of the planning program 25
- c. Intermodal connectors are a small part of the planning program 17
- d. No program in place 8
- e. Planning program not needed 1

18. Has your organization been involved in interstate, or regional, efforts to study freight?

- Yes 44
- No 15

19. If the answer to #18 is yes, which regional effort?

20. If the answer to #18 is yes, what benefit has your organization received from the regional effort? (Circle all that apply)

- a. Cooperative regional efforts in improving the infrastructure 22
- b. Better relationships with other agencies 30
- c. Better relationships with private sector interests 17
- d. Better understandings of freight issues 32
- e. Little real benefit 0
- f. Other (please describe: _____) 3

21. If the answer to #18 is yes, what advice would you give to others who might be embarking on regional efforts?

22. What do you see as the greatest need in improving freight planning efforts?

- a. Improved communication with the private sector 34
- b. Better commodity flow data 25
- c. Better understanding of mode choice 17
- d. Better communication between public agencies 11
- e. Better communication among the various modes 14
- f. Other (please describe: _____) 5

23. What do you see as the greatest need to improve the actual movement of freight?

- a. More physical capacity in highways, rails, harbors, or airports 19
- b. Better management of the existing capacity 26
- c. More real time communication of the conditions of the facilities 14
- d. Better communication between the modes 7
- e. More or better intermodal facilities 7
- f. Other (please describe: _____) 7

Question #4

Hours of vehicle delay/Vehicle miles traveled. Taking into account the average amount of traffic, the total amount of traffic, and the peak hour amount of traffic.
Percent of time that travel is completed with + or - a predetermined ideal time.
Consistency in travel and reduction in accident/fatals.
Travel time studies, ATM placement and real-time surveys
Shipper input on on-time delivery by mode.
Accident per VMT
The variation of expected arrival times. For rail: number of "at-grade crossings" closed on main-lines.
1. Cost: comparisons with other production centers. 2. Shipping delays/costs. 3. Safety records analysis. 4. Transit time comparisons with other production centers . . .
Safety: Reduce accident rates involving commercial vehicles. Reliability: Reduce time delays on overall/selected corridors.
\$ per ton/mile
a. Predictability - shippers reports of on-time performance. B. Safety - accident rates.
Hours of minimum closure due to weather or other factors.
Travelers information and electronic toll collection.
Los / Traffic movement
Ability to contain congested periods to allow off-peak movement of goods/trucks
Limiting heavy trucks to roads that are best suited for their travel.
Not sure
Congested operating peak hour speed or average hour of delay.
Average travel time between locations
Origin to destination travel time variation by commodity type (includes switching or intermodal and other handling) outlier's evaluated
average operating speed on highways
Parking ticket revenues (inverse thereof)
daily travel time by hour
A competitive measure that captures costs associated with travel time reliability, safety, speed, environmental impacts, public and private sector operations costs, etc.
vehicle hours of delay
Intervals of time e.g. 0-1 hour; 1-2 hours; 2-3 hours; etc: of delivery vs. promised/planned delivery.
Crash data from police reports or other incident
In the current "pull" economy (vs. a "push" economy), the most important measure would be to establish on-time reliability from a shippers perspective. This could be performed for each major mode of transportation.
perhaps a business survey of shippers
Reducing truck-auto accidents, reducing truck incidents that block traffic
We are still working on this, adding truck factors to our travel rate formula. We are looking at daily factors.
I feel a measure like "rail-use : capacity ratio" in tandem with "truck use : capacity ratio". Also "freight revenue per ton mile" broken down by truck, rail, water, air, and aggregate.
Not sure what can measure this.
On GIS an overlay of congestion data (e.g. peak spreading, non-recurring incident) on a map of freight routes or O&D.

Question #4

Travel time data
Higher level of competition between freight modes.
GPS or scan data on vehicles from point to point. Enact policy/law or advocate for expanded delivery hours.
Periodic meetings with shippers and carriers.
A. Truck survey for driver perception. B. Truck GPS tracking measurements. C. Incident management reports.
Accident statistics, safety of the trucks that are carrying the freight.
Measure time delays caused by congestion, incidents, and construction.
Volume/Service Ratio
For cost - cost/ton-mile. For speed - average speed. Don't have a good measure for reliability.
Meeting with shippers
Percentage of commercial truck VMT in urban areas that occurs under congested conditions.
There are several measures that could/should be used. Automotive JiT=Time+Speed, Cost of delay at borders can be measured, Hazmat=Safety, Number of crashes, Heavy bul =Cost, Measure changes in freight rates/mile
Conversations with shippers/carriers, data collection
I'm not sure. I imagine the customers of freight carriers would be able to best measure this.
Estimated time versus actual time.
Travel time studies.
Avg. speed, responses via survey.
Measurement of travel time gained or lost due to congestion.

Question #6

We measure the revenue and traffic count derived from our toll collection system.
volumes, commodity flows
Level of Service (A, B, C, D, E, F)
Critical Rate for safety, Volume/Service for congestion
Total pounds of domestic cargo moved at BWI Airport. Annual tons of foreign cargo moved through Port of Baltimore. Tons of Maryland Port Administration Cargo. The MPA also uses ship customer satisfaction reports and also utilizes QCHAT-online form accessible to the steamship lines, stevedores, and terminal operators to assess 38 different quality factors for each ship.
Level of service for highways, Delay (crossing time) at border crossings, See long range plan for Michigan (enclosed)

Question #12

Make sure the objectives are the same for both the private sector and public agencies.
Talk with the freight industry people to determine what they feel are the most important performance measurements.
Hold for the present any new measurement investment. Use existing traffic data if possible. Wait for efficient and (relatively) inexpensive methods to be developed.
Currently taking steps to identify what PA needs for performance measurements for freight - nothing to suggest at this time.
a. Establish measure(s) that reflect the perspective of the users of the transportation facilities, rather than the perspective of the provider of the facilities/infrastructure (i.e., State DOT). B. Select appropriate measures that truly reflect "outcomes", not simply because data is convenient or readily accessible.

Question #12

Educate yourself on the various modes of freight transportation, and the issues those modes currently face . . .

Select a unit of measure that is readily obtainable to shippers/receivers.

Include shippers and their customers.

Focus on customer satisfaction and define good service.

Determine first what is important to measure (e.g. time, reliability) and how freight interacts with regular commute performance (is it necessary to separate the two?)

Develop a comprehensive data collection and analysis system on traffic flow, congestion - recurring and non-recurring, facility design, etc.

Stay with data that can be reliably obtained and understand how collected and collection idiosyncrasies.

Ask the freight companies to tell you what is important to them.

Build an inventory of all relevant issues before choosing or building a measurement index. Curb space management is critical in places like Boston and NYC, but don't jump out in traditional traffic-flow based analyses.

We are starting to develop

Think of ways that your agency can build trust with industry stakeholders before attempting to develop or use these performance measures. Engage industry in their development.

Select simple measures that can be updated in a straight forward manner

Be careful about the accuracy of data. I would encourage agencies to cross-check data sources.

We have found this to be a real tricky area for a variety of reasons. Intermodal facilities are so varied it makes it difficult to make comparisons (e.g. one facility may handle "tons" and another "TEUs"). Furthermore, facilities are often in competition with one another and it would imprudent to point out that inadequacies of one. Finally, as an MPO, our staffing and funding strengths more typically relate to things which take place outside the facility (i.e., on NHS connectors.)

Get reliable and consistent freight data for multiple years and modes first.

Gain the cooperation of freight operators, help them understand the benefit of their help.

We've developed a regional freight study . . . We utilized publicly available data such as the economic census and proprietary Reebie data . . . Additionally, the freight analysis framework recently released from FHWA office of Freight Management is very useful at deriving estimates of freight activity in relation to the rest of the nation or other regions therein . . .

(We have not yet gotten to the point in our freight planning process where I would feel comfortable giving such advice.)

Listen to the freight community about day-to-day variability.

We are looking at how to plan for freight.

1. Be realistic - start small. 2. Watch FHWA/NCHRP websites for helpful publications 3. Solicit PM's from other successful organizations.

Start at the local (MPO) level first to win confidence and trust. Treat long haul (50 miles or more) as part of statewide measurements. Organize a committee of stakeholders from various sectors of the freight industry to establish criteria for performance measures.

It would be inappropriate for us to offer advice since we have not worked towards establishing such a system ourselves since we function as landlords who provide the facilities. Such an inquiry should be forwarded to individual terminal facility operators.

Get with stakeholders - find out what they see as critical freight issues/measures

Get advise/input from the private sector regarding the issues, problems, and obstacles. Having their input helps you take a comprehensive look at the situation, so that decisions would not be made in a vacuum.

Start simple with measures that only require data that is easily collected. Everyone is under pressure to cut costs.

Question #12

Be patient and flexible.
Keep the number and type of measurements to a level and form that is easily usable. Measures should be meaningful, manageable, measurable, and achievable and cover all facets of operations.
Measure what you can control.
To use the research and resources that already exist to help build your own system.
Form strong public-private partnership.
First develop them through a Statewide Planning process and tie them to investments for State TIPs.
Make sure measurement adds value to the purpose of the organization.

Question #13

13a	13a Comments	13b	13b Comments	13c	13c Comments
Yes		Yes		Yes	
No		No		Yes	June 2003 started discussions with Maryland and W. VA on I-81 inspection points.
No		No		Yes	We have continuing discussions about possible collaboration on shared scales facilities
No		No	However, this is an area we are extremely interested in. Safety rarely has a "champion" at an MPO, and a freight advisory committee could fill this role.	No	
No		Yes	We are looking at accident data from our state DOT.	No	
Yes	CVISN - Commercial Vehicle Inspection System Network, PRISM - Performance Registration Information System Monitoring	Yes	CVISN, PRISM	Yes	CVISN, PRISM
Yes	Enforcement of oversize/overweight trucks is the responsibility of the Texas Department of Public Safety (TDPS).	Yes	Enforcement of motor carrier safety is the responsibility of TDPS.	Yes	TDPS coordinates the "locating and operating" of the permanent weight and safety inspection stations on the State Highway System, as well as conducting mobile weight and safety inspections of trucks. However, a few years ago, the Texas Legislature direct
Yes	Federal Highway Administration, US DOT, Annual size and weight certification, size/weight/content data with state DOT Motor Vehicle Safety Office and FMCSA	Yes	US DOT, Motor Carrier Safety Administration, Annual Commercial Safety Plan	Yes	Fixed scale sites and portable scale weigh sites.

Question #13

13a	13a Comments	13b	13b Comments	13c	13c Comments
Yes	General coordination.	Yes		Yes	In New Brunswick perhaps on each side of the border
Yes	ITS and CVISN Okla. Tax Commission, Oklahoma Dept. of Public Safety (ODPS)	Yes	ITS-CVISN, ODPS	Yes	ODPS and Tax Commission, ITS - CVISN
Yes	Joint port with State of Montana	Yes	As above.	Yes	As above.
Yes	Just before the sugar beet harvest each fall, the shippers, carriers, local law enforcement, traffic engineers, etc. all get together to discuss issues, including weight restrictions, safety, law enforcement, etc.	Yes	see above	Yes	The Minnesota West Central Initiative completed a study in 2001 designed to better coordinate interstate weight restrictions, scale operation, and law enforcement. So far it remains unimplemented.
Yes	MN - inbound/outbound facility coordination, not fully implemented.	Yes	MN - regularly and routinely; IL with road officers (event specific); MI from time to time, based on need; Informally with Iowa in fall re: grain haulers.	Yes	Would like to try with IL - many variables due to toll system, esp with Kenosha facility being rebuilt, logistics complex at this point.
No	No direct. Not to my knowledge. We do have members on several national standing ASHTO, TRB and others on this subject.	No		No	
No	Not at this time.	Yes	Only as needed.	No	
Yes	Oversize/Overweight Permits Section coordinates with adjoining states concerning routing of OS/OW vehicles.	Yes	CVSA/FMCSA with member states	No	
Yes	Some local jurisdictions are experimenting with enforcement sharing.	Yes	Several motor carrier studies at selected locations are programmed for 2004-05.	No	An experimental weigh station study has been postponed pending funding.
Yes	State Police Motor Carriers Division	Yes	Inspections - State Police	Yes	Variety of scales conducted by State Police
Yes	States are required to report to FHWA all data related to size and weight enforcement. Missouri DOT have worked with other states on oversize/overweight dimension issues.	Yes	All state safety data is up loaded to national database. (Safety Net) (SAFER) Missouri Hwy Patrol coordinates with local agencies.	Yes	Missouri DOT builds and maintains weigh station (scales) and Missouri State Hwy Patrol is responsible for operating facilities.
Yes	There is a proposal to construct a truck weigh/inspection station on the I-81 corridor in cooperation with West Virginia. The project is in early construction stages with the	Yes	MDOT participates in the Commercial Vehicle Information System Network (CVISN). Access to national and state motor carrier databases is	Yes	See 13a and b.

Question #13

13a	13a Comments	13b	13b Comments	13c	13c Comments
	FHWA and West Virginia. MDOT also participates in a mulit state task force ins		provided.		
Yes	This is an initiative that we have tried previously and remain committed to long term. We believe the CVISN program will enable the sharing of data needed to make this work.	Yes	State Police, Local PD that have signed our MOU.	No	We do mobile inspections and weighing. There is only one fixed safety inspection site in the state. Coordinating with other states would be almost impossible.
Yes	This is in the early stages along the Canamex Corridor; between Canada and Mexico via Utah . . .	No	(See above)	No	(See above)
Yes	We are beginning discussions through a regional freight conference scheduled for July 2003. MT, WY, MN, SD, IA, NE, Manitoba, and Saskatchewan	Yes	Same	No	
Yes	We are jointly operating weigh stations with the Mississippi Department of Transportation.	No		Yes	See 13a.
Yes	We coordinate with INDOT and Indiana Department of Revenue on permits.	Yes	With Indiana State Police motor carrier division.	Yes	Mobile scales with ISP.
No	We do not handle enforcement of size/weight.	No		No	
Yes	Within the state: State and local police, and federal agencies	Yes	Same as above.	No	
Yes	NJ State Police	Yes	NJ State Police	Yes	NJ Motor Vehicle Commission

Question #19

1999 Freight Movement Study for 3-county MPO area. North-South Transportation Initiative - SW Ohio I-75 Corridor.
A study of freight issues in the Chicago Metropolitan region
All Interstate 10 efforts, some are multi-regional and some are multi-state.
Atlanta Region Hourly Truck Study
Both the West Central Initiative mentioned earlier, and an effort from the Upper Great Plains Transportation Institute.
Consultant developed and MPO approved a Regional Intermodal Transportation Study
Eastern Border Transportation Coalition's "Truck Freight Crossing the Canada-US Border", NASTO Freight Service and Investment Study.
Eastern Colorado Mobility Study, Ports to Plans Feasibility Study, Ports to Plans Corridor Management Plan - Begin FY '04
FHWA - Truck Parking Areas
I-10 National Freight Study, Latin American Trade and Transportation Study

Question #19

I-95 Corridor Coalition Mid-Atlantic Rail Operations Study, Central Jersey Transportation Forum, Wilmington-Harrisburg Freight Study, Port Authority of New York and New Jersey Port Inland Distribution Network Study, and Pennsylvania Agile Port
International study with Canada at Eastern border crossings.
Interstate Master Plans, Modal Freight Plans, Nation I-10 Plan, LATTTS I & LATTTS II, I-95 Corridor Plan
Involved in multi-state studies (such as LATTTS), statewide freight components of the Long Range Plan, and regional freight studies for various areas in Arkansas.
Latin America Trade and Transportation Study
Latin American Trade and Transportation Study (LATTTS), National I-10 Freight Corridor Study, I-10 San Antonio to New Orleans Early Deployment Study, Gulf Rivers Intermodal Partnership (now Heartland Intermodal Partnership)
Latin American Trade Transportation Study, IH 69 Corridor Study, IH 10 Corridor Study, Ports-to-Plains (Corridor) Study.
Latin American Transportation and Trade Study (LATTTS)
Mid Atlantic Rail Operations Study: multi-state, multi-railroad effort to identify rail chokepoints and investigate possible funding scenarios; sponsored by the I-95 Coalition.
Mid-Atlantic Rail Operations Study, Northeastern Association of Transportation Officials (NASTO) Freight Study, AASHTO Rail Freight "Bottom Line" Report
Midwest Coalition
NASCO
New England Governors and Eastern Canadian Premier's - Border Crossings and options to eliminate problems at the crossings.
Northeast - recent study by Cambridge Systematics
Northeastern Association of State Transportation Officials Freight Study
NTMTC(?) Regional Freight Plan Project
Our OKI MPO (Ohio Kentucky Indiana) studies freight in the Cincinnati Metro Area. Ohio has met with abutting states to discuss system connectivity issues and freight.
Participated in study of NAFTA trade impacts to I-35/I-29 corridor in 8 Midwest states.
State Interstate Highways Border Crossing Planning with adjoining states
State of Tennessee Rail Plan
State Universities are developing a freight forecasting model.
The Chittenden County Regional Freight Study - August 2001 http://www.ccmmpo.org/activities/freight and the freight forum held in 2000.
The FAST Corridor, and the statewide Freight Mobility Strategies Investment Board, and WSDOT Office of Freight Strategies; and CASCADIA
The Northern Great Plains Initiative for Rural Development
This is also on-going, dealing with Union Pacific's railroad's monopoly along the "Central Corridor" from Denver to Northern California via Utah.
Transportation Trade and Economic Development: Maximizing Future Opportunities - Northern Great Plains, The Western Transportation Trade Network Study
Truck freight crossing the Canada/US border, Cost of delay at border crossings, Study new crossing at Detroit-Windsor, Transportation Efficiency Study-MDOT, Ontario Ministry of Transportation, Transport Canada
We lead the 2002 NASTO Freight Transportation Study. It looked at freight from Maryland to Newfoundland. www.dot.state.ny.us/nasto/nastoreports.html
West Coast Corridor Conference, Bay Area Regional Goods Movement Study
Wilmington-Harrisburg Freight Study conducted by the Lancaster County (PA) Planning Commission

Question #19

WTTN

Mid-Atlantic Rail Operations Study (MAROPS)

Question #21

Make sure the study provides for a means of implementing the needed improvements called for by the research.

It is worth the effort.

Be open minded and listen.

Wait to see if models developed are worth the cost and provide decision-making quality data.

Federal participation and internal department executive buy-in/support.

Try to get good data on freight movements.

Remember that moving freight is very different from moving people.

It takes time to "sell" this concept to many in state govt., but stay with it since such efforts are both valuable and often imperative. . .

Get involved at a regional/national/international level where freight movements are concerned.

Emphasize private sector involvement.

Just do it.

Offer cooperative suggestions - offer to help. Do NOT reject ideas.

Clearly define issues/problems, agree upon methodology to evaluate/address issues, seek active private sector participation.

Involve the public throughout the process.

Regional efforts are the best means of address freight needs since freight transportation are not captured to a single local jurisdiction.

It is important to build relationships with the private sector, but you can't just follow what the industry wants. There are times you'll disagree and times you need to push them in the right direction. They need to see the benefits to them.

freight movement has to be addressed at national, multi-state, regional, and local levels.

do it and it will help you understand how freight works

Spend some time planning who will lead or facilitate these relationships. Identify resources for someone to do this challenging work - if possible establish MOVs or MOAs to identify roles, responsibilities, and expectations before attempting any complicated inter-state planning work.

Reach out to key stakeholders.

Good interjurisdictional coordination is essential. A plan in which everyone gets something (i.e. everyone "wins") is much easier to implement than one in which there are clear "winners" and "losers".

A natural evolution and sophistication with respect to freight planning will necessarily take one outside traditional jurisdictional boundaries.

It is important to understand the regional context - otherwise you may be planning in a vacuum.

Private industries seem to be more interested in a regional effort. Freight needs to be addressed statewide or regionally since the majority of freight is being moved long distances.

Take the private sector problems with proposed solutions, listen and act on their feedback. Do it one problem at a time!

Find ways to engage and enroll interest of the private sector . . . This has been exceedingly difficult. . .

Seek co-sponsors for the effort.

Advisory committee of transportation users and providers of service.

Involve everyone, Form advisory groups, Regional coordination

Question #21

Start with sensitivity to local truck issues such as operational and access issues. Establish a diverse committee of stakeholder both from the public and private sector to obtain input and transportation facility needs.

Critical to engage all stakeholders.

Regional efforts can be beneficial in understanding the impacts of freight movement.

Make sure you have clear goals and objectives. Review the goals and objectives at every meeting - it is very easy to get off track and lose focus. Don't get bogged down on details - regional planning efforts are more broad-based.

Relationships are everything.

Selling the idea of regional costs and benefits will be the biggest hurdle to overcome in implementing these projects. How do you see benefit to your state by contributing to the cost of a project in another state?

Focus efforts on an identified problem.

Industry data is difficult to assemble

Start the development of planning relationships with adjoining public sector organizations. Develop Metropolitan Planning Organization (MPO) freight planning capabilities.