
The AASHTO-FHWA Freight Transportation Partnership

Synthesis of Findings from the
AASHTO/FHWA Survey, Web Casts,
and Conference

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Executive Summary

The American Association of State Highway Transportation Officials (AASHTO) and the Federal Highway Administration (FHWA) co-hosted a meeting of State Department of Transportation (DOT) freight officials, FHWA Division Office staff, and U.S. DOT headquarters staff, as well as private sector representatives, on April 26-27, 2005 in Columbus, Ohio. The goal of the conference was to define a position description framework for a State-Level Freight Coordinator(s) through the identification of:

- The roles and responsibilities of a State-Level Freight Transportation Coordinator,
- The skill sets required for the Freight Transportation Coordinator position, and
- The organizational and institutional issues that need to be addressed to better advance freight transportation projects more effectively.

Background

Between 2000 and 2002, the FHWA Office of Freight Management and Operations (HOFM) conducted extensive outreach with freight stakeholders from both the public and private sectors to learn what was needed to enable freight transportation projects to better compete in the project selection process. The responses heard emphasized the need for better coordination and cooperation between the public and private sectors, new mechanisms for financing freight projects (innovative financing), better data and use of that data, and better professional capacity building. Additionally, the freight community expressed that having someone or several people within each state dedicated to making freight transportation improvements will be a necessity in order to spearhead these improvements.

In response to the freight transportation improvement challenges being faced and the feedback from the outreach events, the U.S. DOT included a provision for a State-Level Freight Coordinator in its proposed bill for surface transportation reauthorization, the "Safe, Accountable, Flexible, and Efficient Transportation Equity Act of 2003" (SAFETEA). Whether or not the position is actually included once SAFETEA is passed, FHWA and AASHTO both recognize the need for someone of a similar position in each state to help plan and operate a transportation system that accommodates freight movement needs.

To set the stage for the Ohio conference, in February 2005, AASHTO conducted a survey of freight professionals in State DOTs to learn about their perspectives on freight transportation priorities and needs. Similarly, FHWA conducted a survey of FHWA Division Office professionals focused on freight transportation. Two online WebEx conferences were held to discuss the results of the survey and shape the agenda for the Columbus conference.

Key Survey Findings

Within the survey, both State DOTs and FHWA agreed that there are a core set of skills, roles and responsibilities that freight transportation professionals and offices need to advance freight-related transportation projects. They also agreed that educating stakeholders, including the general public, about freight transportation needs is important to improving freight transportation. Both FHWA and the State DOT respondents also felt that there are significant institutional barriers to implementing freight initiatives.

Overall, the survey results indicated that achieving state freight transportation priorities will require:

- Setting priorities, promoting, and educating – generating better and more knowledgeable freight professionals;
- Connecting the private sector through councils or other institutional means;
- Connecting jurisdictions;
- Integrating institutionally;
- Integrating the modes;
- Data analysis and planning;
- Understanding of funding and financing issues;
- Understanding the planning process; and
- Thinking both globally and locally.

These needs were discussed within the web conferences and were addressed during the Columbus conference. Participants in the Columbus conference refined and expanded on the survey results to create a complete set of roles, responsibilities, required skills, and institutional barriers to be overcome.

A list of the survey questions and a more in depth summary of the survey results can be found in Appendix B.

Conference Outcomes

Throughout the conference, participants contributed to defining a position description framework for a State-Level Freight Coordinator. The breadth of the identified responsibilities and required skills indicate that two position levels may be required – one having a thorough working knowledge of the freight industry and one working at a higher level, serving as an advocate for transportation improvements that benefit freight movements. The conference established common ground on roles, responsibilities, skills, resources and institutional issues. The format of the conference did not, however, lend itself to drilling down to specifics of how to accomplish the actions identified. Much work remains in defining the State-Level Freight Coordinator and implementing the position. At the conclusion of the conference, participants identified and prioritized a set of next steps for moving forward, shown in Table 1.

Table 1 - Next Steps, as Identified by Conference Participants

Next Steps	
1.	Development of a national U.S. DOT freight policy
2.	Establish a formal way for states to work together on regional and inter-regional projects
3.	FHWA/U.S. DOT should identify legal flexibility within existing funding mechanisms <i>(Note: this tied in priority with #2)</i>
4.	AASHTO should establish a freight committee
5.	Promote importance of freight within State DOTs and Federal leadership
6.	Encourage Congress to pass SAFETEA
7.	Educate shippers via the National Industrial Transportation League (NITL)

Confirming what was seen in the survey results and heard throughout the conference, the development of a national U.S. DOT freight policy was voted as the priority next step. Such a policy will be helpful in encouraging and assisting states with working together, across borders. As indicated in the survey, finding solutions to freight problems will involve

looking beyond state borders. Freight does not move in a vacuum and therefore, addressing freight needs requires addressing issues on a national basis as well as at the regional, state and local level.

Addressing the next steps will require the continued participation of those individuals involved to date. The proposed reauthorization bill is important to the Coordinator position, but it isn't critical. Whether or not the position is included in the final bill, it is critical freight programs are established in each State. FHWA and AASHTO will continue to collaborate to support activities that advance the State-Level Freight Coordinator effort, as well as freight transportation as a whole. The FHWA Freight Council will be forming workgroups responsible for taking action on the items identified through the survey and the conference. Similarly, AASHTO may also form committees to work to implement freight improvements for State DOTs. In addition, both FHWA and AASHTO intend to share this report with State DOT Chief Executive Officers (CEOs) and FHWA Division Administrators in order to get their input and buy-in for moving this effort forward. Now that the survey and conference are complete, the goal is to maintain momentum and continue to work toward better integration of freight projects into the planning process.

Introduction

The American Association of State Highway Transportation Officials (AASHTO) and the Federal Highway Administration (FHWA) co-hosted a meeting of State Department of Transportation (DOT) freight officials, FHWA Division Office staff, and U.S. DOT headquarters staff on April 26-27, 2005 in Columbus, Ohio. The goal of the conference was to define a position description framework for a State-Level Freight Coordinator(s) through the identification of:

- The roles and responsibilities of a State-Level Freight Transportation Coordinator,
- The skill sets required for the Freight Transportation Coordinator position, and
- The organizational and institutional issues that need to be addressed to better advance freight transportation projects more effectively.

Participants were also given the opportunity to listen to a panel of private sector representatives share their thoughts on the duties of a State-Level Freight Coordinator.

Background

Between 2000 and 2002, the FHWA Office of Freight Management and Operations (HOFM) conducted extensive outreach with freight stakeholders from both the public and private sectors to learn what was needed to enable freight transportation projects to better compete in the project selection process. The responses heard emphasized the need for better coordination and cooperation between the public and private sectors, new mechanisms for financing freight projects (innovative financing), better data and use of that data, and better professional capacity building. Additionally, the freight community expressed that having someone or several people within each state dedicated to making freight transportation improvements will be a necessity in order to spearhead these improvements.

In response to the freight transportation improvement challenges being faced and the feedback from the outreach events, the U.S. DOT included a provision for a State-Level Freight Coordinator in its proposed bill for surface transportation reauthorization, the "Safe, Accountable, Flexible, and Efficient Transportation Equity Act of 2003" (SAFETEA). The proposed bill states:

Each State shall designate a freight transportation coordinator. The coordinator shall be responsible for fostering public and private sector collaboration needed to implement complex solutions to freight transportation and freight transportation gateway problems, including coordination of metropolitan and statewide transportation activities with trade and economic interests and coordination with other States, local Department of Defense officials, local Department of Homeland Security officials, agencies, and organizations to find regional solutions to freight transportation problems. The coordinator shall also be responsible for advancing freight professional capacity building programs for the State.¹

As can be seen in this language, a multi-jurisdictional/regional approach is necessary, scalable by State to accommodate the level of freight activity in the State. A good deal of this activity is already taking place. To tap into existing capabilities, inform others and build

¹ Excerpt from Section 1205 (b) (2) of the Federal Highway Administration's proposal for the Safe, Accountable, Flexible, and Efficient Transportation Equity Act of 2003 (SAFETEA).

consensus, the Federal Highway Administration and the American Association of State Highway and Transportation Officials (AASHTO) are now partnering to move ahead with this State-Level Freight Coordinator concept.

With the understanding that the needs in each State are different, FHWA and AASHTO have set out to create a scaleable position description for a State-Level Freight Coordinator. Two key steps have been taken in order to build a framework for the position: (1) conducting a survey of State DOTs and FHWA Division Offices to learn about their perspectives on freight transportation priorities and needs; and (2) holding the Ohio conference.

Key Survey Findings

In February 2005, AASHTO conducted a survey of freight professionals in State DOTs to learn about their perspectives on freight transportation priorities and needs. Similarly, FHWA conducted a survey of FHWA Division Office professionals focused on freight transportation. The survey asked questions such as, “How high a priority is freight transportation in your state?”; “What hot freight issues do you foresee in the next five to ten years?”; “What are the roles and responsibilities of a State Freight Coordinator”; and “What organizational and institutional changes are needed to improve planning for freight transportation?”

Two online WebEx conferences were held to discuss the results of the survey and shape the agenda for the Columbus conference.

The results of the survey indicated that both State DOTs and FHWA agreed that there are a core set of skills, roles and responsibilities that freight transportation professionals and offices need to advance freight-related transportation projects. They also agreed that that one of the most important roles and responsibilities is developing partnerships and coordinating with other stakeholders. This includes coordination among modes, between the public and private sectors, within institutions, and among jurisdictions. They also agreed that educating stakeholders, including the general public, about freight transportation needs is important to improving freight transportation. Furthermore, it was agreed that a national freight program or plan is needed.

Both FHWA and the State DOT respondents felt that there are significant institutional barriers to implementing freight initiatives. One of the primary barriers is the lack of management support for freight projects. With the number of competing priorities, freight often takes a back burner to passenger transportation projects. Another major barrier is lack of coordination with the private sector. Different planning horizons lead to incompatible styles of working and advancing freight projects.

Overall, the survey results indicated that achieving state freight transportation priorities will require:

- Setting priorities, promoting, and educating – generating better and more knowledgeable freight professionals;
- Connecting the private sector through councils or other institutional means;
- Connecting jurisdictions;
- Integrating institutionally;
- Integrating the modes;
- Data analysis and planning;
- Understanding of funding and financing issues;
- Understanding the planning process; and
- Thinking both globally and locally.

These needs were discussed within the web conferences and were addressed during the Columbus conference. Participants in the Columbus conference refined and expanded on the survey results to create a complete set of roles, responsibilities, required skills, and institutional barriers to be overcome.

A list of the survey questions and a more in depth summary of the survey results can be found in Appendix B.

Key Conference Findings and Outcomes

The Columbus conference served to further refine and expand upon the survey results, as well as add additional input from the private sector. For the most part, the private sector representatives fully supported what was said by the State DOT and FHWA participants, and emphasized the importance of working closely together. A synopsis of the private sector panel discussion is included in Appendix H.

Between the survey and the conference, several key themes emerged that need to be kept in mind as FHWA and AASHTO move forward with this effort:

- The Freight Coordinator position is a State-level position, but not necessarily a position that has to exist within the State DOT. Furthermore it may be more than one position. It may exist within the State DOT or another relevant agency.
- There may be two levels of activity within each State – a freight Champion and a freight Coordinator.
- Partnerships among all freight stakeholders are important.
- Understanding and involving the private sector is necessary to advancing freight transportation improvements
- Freight crosses state borders and therefore communication, coordination and cooperation across borders is necessary.
- Improving freight transportation requires changes at both the State and national level. A national level freight transportation policy is needed.
- New or enhanced funding mechanisms are needed to improve and enhance freight transportation.
- Data collection and analysis is important and emerges as a priority role and responsibility of the Coordinator, but inconsistencies in survey and conference results indicate that it may not be as high of a priority as some of the other identified roles and responsibilities.

As the conference progressed it became clear that two levels of activity were being identified. One role involved having a thorough working knowledge of the freight industry, related policies, and emerging trends. It involved a grassroots connection to freight stakeholders and being able to understand/analyze data to turn it into useful information. The other role involved working at a 'higher' level - being a spokesperson for freight in the State and being in a position to help influence decisions and advocate for transportation improvements that benefit freight movement. These two roles were termed 'coordinator' and 'champion' respectively.

There is a continuum of activity between these two roles, but for the most part they are two separate roles. Within this report, note that there are certain roles and responsibilities, and skill sets that fall in one role or the other, or are applicable to both. It is likely that the coordinator will need to have someone at a higher level who can help influence decisions and champion changes within the state. There may be more than one champion in a state, with each champion representing different interests, such as interstate commerce, economic development, and the various modes.

During the conference, ideas were prioritized based on participant votes. This synthesis report is based on these identified priorities, as well as the key findings from the survey. However, as not all participants voted, it is important to note that the voting results do not indicate definitive priorities. While they are not conclusive, they are suggestive, as the mix of respondents generally matched the mix of participants at the conference

The raw data that came out of the survey and the conference can be found in the Appendices.

The following sections outline the State-Level Freight Coordinator mission, roles and responsibilities, and skill sets, as well as organizational issues relative to administrative and operational environments that need to be changed to enable the fulfillment of the identified roles and responsibilities. .

Roles and Responsibilities

The mission of the State-Level Freight Coordinator will be broad. Based on the synthesis of what was identified in the conference, this person will be charged with developing and implementing efforts to improve freight movement within the State. The Coordinator will be responsible for ensuring that all State transportation agencies and divisions integrate freight mobility considerations into their day to day business practices.

The Coordinator will also have many specific roles and responsibilities. The survey and the conference brought to light a number of them, which have been summarized into six key ideas. The following list is in priority order, based on conference participant votes, beginning with the most important :

1. *Foster cross-state, cross-agency, cross-sector and cross-modal partnerships.* These partnerships are necessary to achieve joint planning and operations for efficient freight transportation and to obtain needed funding for projects. When developing these partnerships, the Coordinator will need to think regionally and corridor-wide. The Coordinator will also need to review current partnerships to see where gaps exist and then identify needed partnerships to help bridge these gaps.
2. *Act as single point of contact to all stakeholders.* This role entails coordinating with all relevant stakeholders and creating a forum in which all parties can come together to work on freight transportation improvements. This will involve participation in multijurisdictional activity.
3. *Serve as an advocate for freight interests in the State.* This will require an understanding of the various audiences involved in freight projects and how to best reach those audiences to promote freight interests. It will also require an awareness of all freight projects in the State and those that involve multijurisdictional coordination. The Coordinator will need to track the progress of these projects to understand where issues occur, how issues are resolved, and what changes need to be made within the state to better support project development and implementation.
4. *Determine the freight vision and goals for the State.* The vision and goals need to connect with other State interests such as economic development, land use, environmental compliance, etc. and how freight movement intersects with those interests.
5. *Educate all stakeholders on the importance of freight.* This includes educating the public and private sectors about freight movement through the State and its relationship with their interests – key to this activity is educating the general public. Within the survey, both the FHWA and State DOT respondents agreed that FHWA needs to continue to develop and provide educational opportunities, such as workshops and training courses, for State DOTs and MPOs to continue to provide them the tools and resources to enable this function. The Coordinator will be a vital link to FHWA to identify what training is needed.

6. *Identify data sources and provide technical data.* The Coordinator will be the primary point of contact for freight data within the State and will need to understand what data is needed to support decision making involving freight related transportation projects. The coordinator will be the connection point for integrating local (i.e., State / MPO) data with larger national or regional freight movement databases.

Figure 1 illustrates the distribution of votes by all participants combined while Figure 2 illustrates the votes by each organization type. Figure 1 shows that all roles and responsibilities are important, having all received votes but Figure 2 shows that each organization type has different priorities.

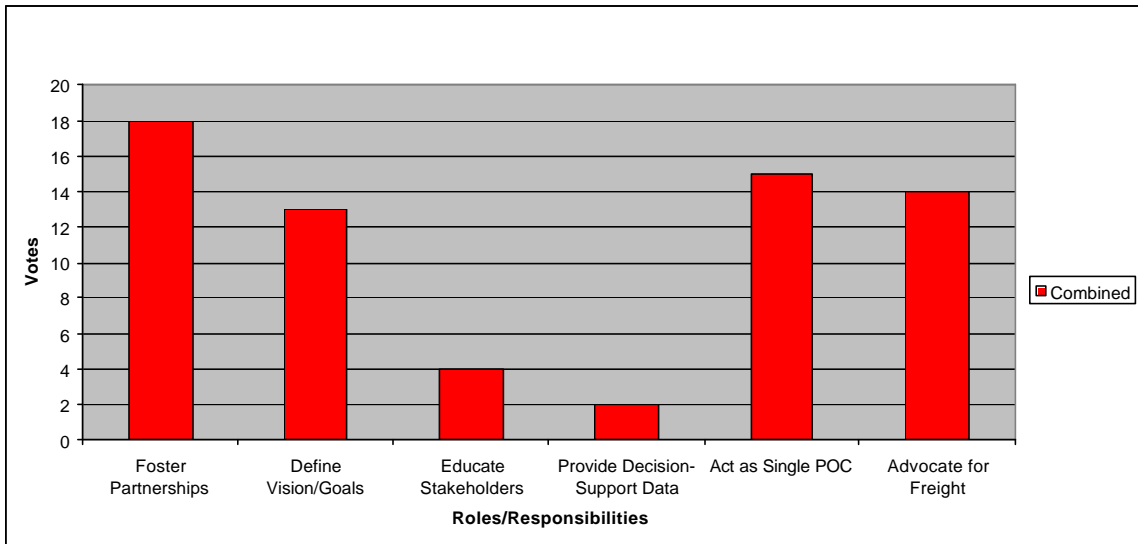


Figure 1 - State Freight Coordinator Roles and Responsibilities – Combined Voting Results

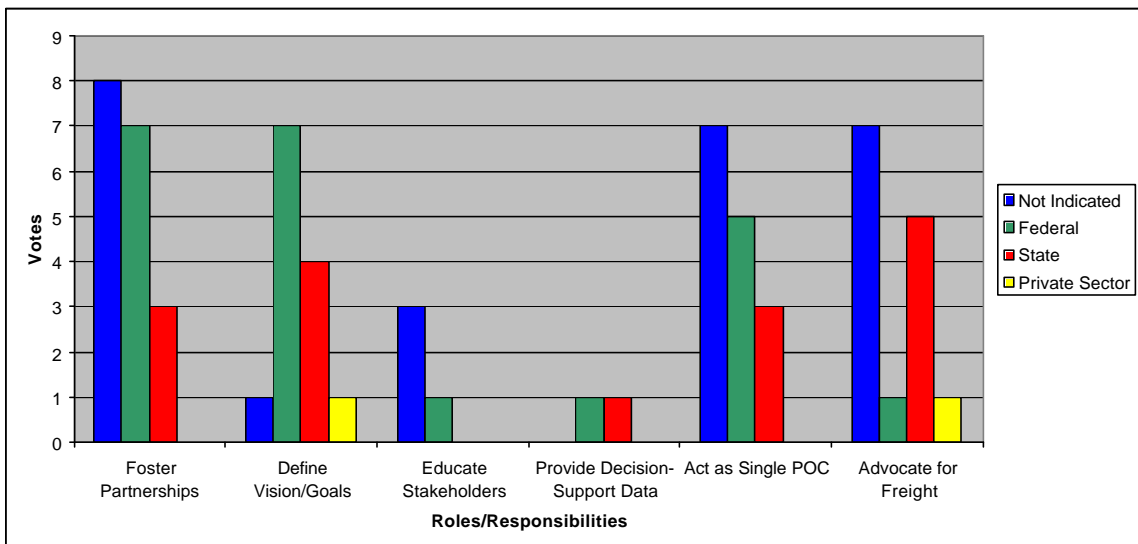


Figure 2 - State-Level Freight Coordinator Roles and Responsibilities – Voting by Affiliation

The majority of participants who voted did not indicate their affiliation; however, some patterns emerge from those who did as well as from the consolidated voting results.

Defining the freight vision and goals, building partnerships, and serving as a single point of contact were the three roles considered to be of greatest shared importance among both FHWA and State DOTs. Within the survey, both FHWA and State DOTs also identified developing partnerships as a key role/responsibility. While the survey did not directly inquire about the importance to FHWA of the role of serving as a single point of contact, the responses suggest that this role is important. FHWA participants identified a number of outreach and technical support related responsibilities, which would require that the Coordinator serve as a single point of contact for freight related information.

The conference votes suggest that the “Advocate for Freight” role is clearly important to all stakeholders, but that it is of greatest importance to State DOTs. This variance makes sense given the differences in role and focus of the State DOT versus the national perspective of FHWA.

Table 2 depicts the top three priorities by perspective, with the highest priority listed first.

Table 2 - Top three priority roles and responsibilities from participant perspectives

FHWA	State DOT	Private Sector
1. Define Vision/Goals and Foster Partnerships	Advocate for Freight	Define Vision/Goals
2. Act as a Single POC	Define Vision/Goals	Advocate for Freight
3. Educate, Advocate for Freight, and Provide Decision-support Data	Foster Partnerships and Act as a Single POC	N/A

Education of stakeholders is important to FHWA but may be perceived as less important to State DOTs. This was also reflected in the survey results, as education emerged as a top role and responsibility identified by FHWA, but it was not on the list of top items identified by State DOTs. One possibility for this difference in thinking is that State DOTs rely on FHWA for training opportunities and therefore may feel that training is more of an FHWA responsibility.

While data needs were identified several times within the survey by both State DOTs and FHWA, “providing decision-support data” did not emerge as a top priority at the Columbus conference. This is not to say that data collection and analysis is not important, it is still considered a priority, but it can be inferred that there are other roles and responsibilities that need to be fulfilled before focusing on the data aspect. Alternatively, participants may not view this as being a priority role of the Freight Coordinator position. One reason for this may be that many states are already collecting data and several tools exist for the analysis of such data. The survey results indicated that roughly half of all states collect data other than truck counts. States may be further ahead in this area than in the other areas defined as priority roles and responsibilities.

The private sector clearly felt that defining the freight vision and goals and serving as an advocate for freight interests were the top roles and responsibilities of the Coordinator. It is interesting to note that they did not indicate fostering partnerships as a priority. It may be because in light of the differing timelines between the government and private sector, and the private sector's ability to partner rather freely with other companies when it is in their interest, that they do not view this as a top priority of this government role. However, it does make sense that the advocate role would be important to the private sector, as a public sector advocate could help increase funding or public support for projects that benefit both the public and private sector.

In addition to the group discussion on roles and responsibilities, the private sector panel also highlighted other roles and responsibilities that they felt were important. They stressed the importance of collaborating with the private sector both at the state and national level and educating the public. While the education role was not voted on by the private sector during the group discussion, it was something that they spoke about in their panel discussion. The private sector participants indicated that they were relying on the public sector to serve as educators, informing the general public about the importance of freight, as well as educating upcoming transportation professionals about freight transportation and logistics.

Coordinator Skills

In order to fulfill his/her roles and responsibilities, the Coordinator will need to possess a number of job related skills. Survey respondents and conference attendees agreed that there is a core set of skills that freight transportation professionals and offices need in order to advance freight-related transportation projects. The conference helped to define these needed skills. The prioritized skill set areas are shown below, from most important to least important:

1. *Knowledge and understanding of the freight industry and freight movement.* having an understanding of private sector logistics, the goods movement industry, infrastructure for the various modes, and the government's role in freight movement.
2. *Facilitation and organizational knowledge and expertise.* The ability to bring all stakeholders together and facilitate a dialogue that identifies mutual interests, shares ideas, and advances continued collaboration.
3. *Articulate and influential.* The ability to articulate needs and influence stakeholders in order to advance freight interests and improvements.
4. *Public speaking and interpersonal communication capabilities.* Working hand in glove with being articulate and influential, the ability to build relationships and speak to people at all different levels, from the Governor to barge operators to the general public in a language that resonates with them.
5. *Understanding of transportation programming, project development, design and funding processes and mechanisms.* The ability to understand all of the elements of freight transportation projects, from project development, through design and implementation. He/she must also understand current funding options to help craft funding solutions.
6. *Negotiation capabilities.* The ability to facilitate between potentially disparate interests to get the differing interests to work together for the advancement of freight transportation within the state.

7. *Visionary thinker.* In order to help set the freight vision and goals for the State the ability to understand present freight dynamics and think in terms of improvements for the future.
8. *Data analysis and interpretation capabilities.* The ability to provide decision-makers with useful information based on the analysis of complex data and draw meaningful conclusions. The ability to identify where there are data gaps and what additional data needs to be collected to bridge those gaps.
9. *Project management expertise.* The ability to track of all freight projects within the State and monitor project plans and timelines as necessary.
10. *Educational expertise.* A knowledge of different options and opportunities (e.g., university, FHWA's Freight Professional Development Program, National Highway Institute, AASHTO's Professional Development Series, etc.) to educate freight professionals.

Figure 3 illustrates the distribution of votes by all participants combined, while Figure 4 illustrates the votes by each organization type. Figure 3 indicates that all of these skill sets are important, having all received votes, however, Figure 4 reveals nuances in the perspectives of the State DOTs, FHWA, and the private sector in terms of their respective priorities.

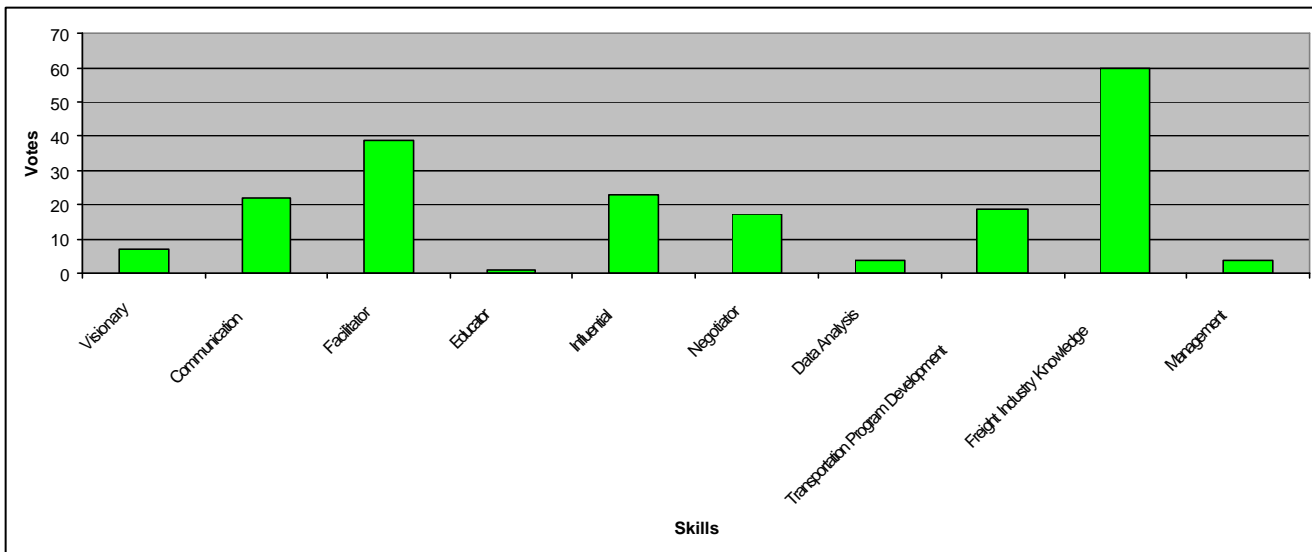


Figure 3 - State Freight Coordinator Required Skills – Combined Voting Results

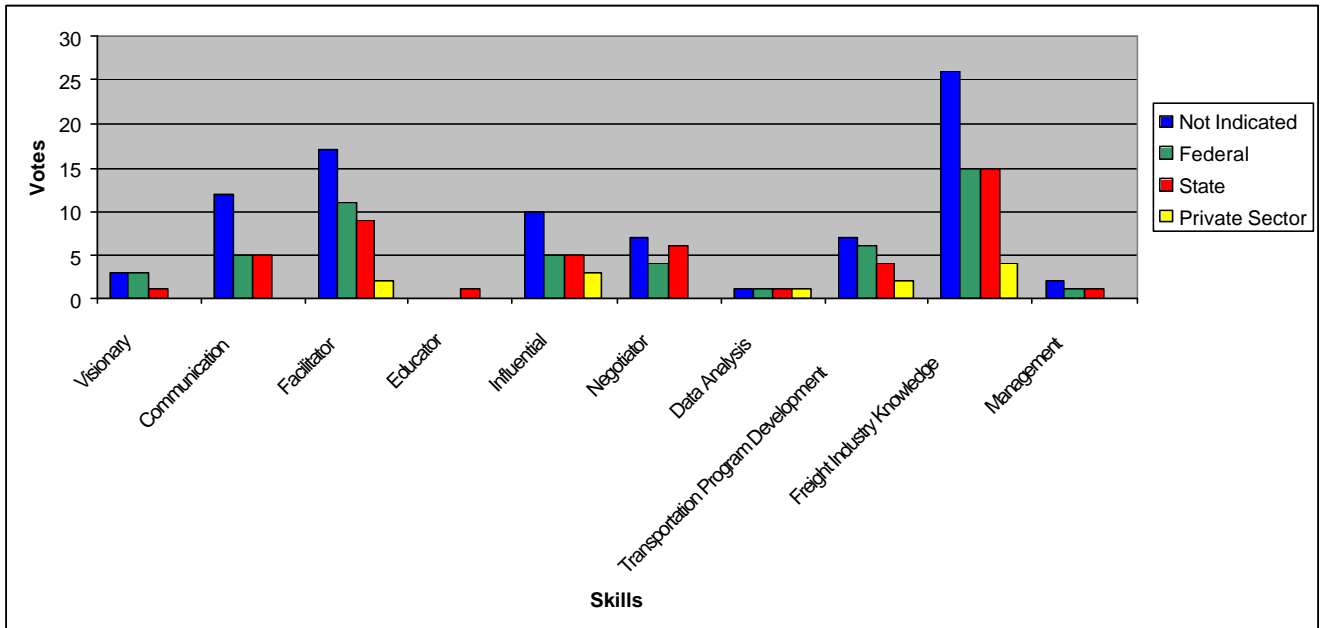


Figure 4 - State Freight Coordinator Required Skills – Voting by Affiliation

The majority of participants who voted did not indicate their affiliation, however, some patterns emerge from those who did as well as from the consolidated voting results.

- State DOT, FHWA, and private sector respondents all viewed freight industry knowledge as the most important skill needed by the Coordinator. In the private sector panel discussion, the private sector representatives stressed that the Coordinator will need to have an in-depth understanding of supply chain logistics.
- Participant groups (State DOT, FHWA, private sector) identified “facilitation” (defined as the ability to facilitate discussions between diverse stakeholders) as an important priority skill area. Facilitation skills will likely be needed to fulfill the partnership development role.

Table 3 depicts the top 3 priority skill areas by perspective, with the highest priority listed first

Table 3 - Top three priority skill areas from participant perspectives

FHWA	State DOT	Private Sector
Freight Industry Knowledge	Freight Industry Knowledge	Freight Industry Knowledge
Facilitation	Facilitation	Influential
Transportation Program Development	Negotiation	Facilitation

It is noteworthy that data analysis, educational and management skills ranked quite low in terms of priority skill areas across all groups. These results suggest that while these skills would be desirable (because they were mentioned and did receive some votes), they

simply are not considered to be the top priorities for the Coordinator position. This is consistent with the voting patterns that emerged regarding roles and responsibilities. While educational skills received no votes from FHWA participants at the conference; the FHWA participants did identify serving as an educator as one of the top roles and responsibilities of the Coordinator.

Resources Required

The survey and conference highlighted a number of resources required to effectively plan and carry out freight initiatives. The resources fell into four categories:

- *Funding.* This may be obtained through old or new/innovative financing mechanisms.
- *Training and Educational Opportunities.* These opportunities are needed to build the knowledge of future freight transportation professionals.
- *Internal and External Support.* This includes buy-in from upper management within State DOTs and FHWA Division Offices, support staff to help augment the position, and industry/private sector support.
- *Data and Information.* There is a need for useful freight data, including freight flow data, as well as analytical tools to help make sense of the data. There is also a need for more freight research, as well as a knowledge base of successful practices, lessons learned, and existing multimodal issues.

While some of these resources, such as buy-in from upper management will need to come from changes and actions at the institutional level, other resources can be provided through existing education and training. A gap analysis will need to be done to compare the needed resources identified with the resources and training currently available. The Freight Professional Development (FPD) program provides a number of seminars, courses, workshops and informational materials that may provide the resources or information needed within the states. For example, the seminar, “Freight Data Made Simple” teaches the major types of freight data, their sources, and limitations. It also discusses the use of freight data in the transportation planning process, including their use in freight forecasting, and highlights examples of national, state and local freight data applications. Additionally, the seminar identifies key resources and references to help guide state and metropolitan planners in their freight planning efforts. Similarly, the “Engaging the Private Sector in Freight Planning Workshop” teaches participants how to establish a relationship with the private sector. Another existing resource is the recently implemented Freight Peer to Peer program, which is meant to help states connect with each other to share knowledge and best practices. More information about these existing resources can be found on the Freight Professional Development web site - <http://www.ops.fhwa.dot.gov/freight/fpd>.

Organizational and Institutional Issues

In many States, implementing the State-level Freight Coordinator position will require overcoming a number of organizational and institutional issues. The survey found that within FHWA, only 30% of the respondents felt that they were organized internally to create a State freight program, with culture/organization and management being two of the biggest internal barriers. A number of external barriers were identified as well, including lack of a national policy a lack of communication among stakeholders, and lack of data.

Through the survey and the conference, a number of organizational and institutional issues, specific to FHWA and State DOTs were identified. On the second day of the conference, State DOT and MPO representatives and FHWA representatives were separated to discuss the organizational and institutional issues relative to their respective administrative and operational environments that needed to be changed to enable the fulfillment of the roles and responsibilities of the Coordinator. They were also asked to identify potential ways these issues could be overcome.

State DOT Issues

Table 4 shows the issues and suggested solutions identified by the State DOT participants.

Table 4 - State DOT Institutional Issue Areas and Solution Ideas

Issue Areas	Solutions Ideas
1. Lack of dedicated funding for freight projects.	<ul style="list-style-type: none"> • Integrate freight awareness in all planning. Provide freight understanding into the different planning activities of existing programs/projects. (This will involve the U.S. DOT) • Develop and implement a national freight transportation plan, policy and funding. (This will involve the U.S. DOT) • Create 3 types of corridors – national significance, multi-state significance, and regional significance and identify common issues for these corridors at the national and state levels. Then, analyze solutions in one State that are of significance to multiple States and provide a solution that addresses the problem. (This will involve the U.S. DOT) • Provide a mechanism for overcoming highway specific funding processes. A flexible funding source is needed to deal with the private sector to expedite freight projects that don't fit under highway projects (This will involve the U.S. DOT). • Address freight issues proactively, show positive outcomes and the negative outcome of doing nothing (economic benefit analysis).
2. Organizational structure is not conducive to freight needs.	
3. Difficulty in getting the right stakeholders to the table and keeping them there.	
4. Freight projects are overlooked in the political process.	
5. Lack of data.	
6. Lack of regional/multi-state coordination.	
7. Lack of understanding of economic development.	

FHWA Issues

Table 5 shows the issue areas and solutions identified by FHWA participants.

Table 5 - FHWA Institutional Issue Areas and Solution Ideas

Issue Areas	Solution Ideas
1. The modal structure of USDOT and FHWA needs to be overcome to promote freight planning.	<ul style="list-style-type: none"> • Create a National Transportation Fund. • FHWA Freight Coordinator should serve as the liaison across the modal administrations and contacts in regions. U.S. DOT senior buy-in may be needed. • Establish Freight POC at HQ level of each modal agency within U.S. DOT. Each mode should help fund this role. • Invite other modes to attend Advanced Planning Workshops to discuss their modes.
2. Buy-in that freight is important and a priority is needed from the top of the organization.	<ul style="list-style-type: none"> • Include a freight element in the FHWA Division Administrator (DA) performance plan for accountability. • Establish a national freight summit and require DAs and FHWA and State-Level Freight Coordinators to attend. (Requires State DOT involvement). • Provide the output from this Freight Workshop to all FHWA DAs. • Continue to provide data on scale with national freight growth to help inform how this growth can be addressed, make available to everyone. <i>NOTE: The Freight Analysis Framework Database will be released to all by 2006.</i>
3. National-level freight goals/objectives are needed. There is no national vision of what a freight system should look like (i.e., identification of projects of national significance).	<ul style="list-style-type: none"> • FHWA should convene a session to define the structure/elements of this policy. • U.S. DOT needs to develop a national-level freight policy with other stakeholders. It should: <ul style="list-style-type: none"> • Recognize that freight projects are cross-modal. • Consider other national-level policies as models. • Be high-level, not project-level. • Have a strategic focus. • Look at freight functionally. • Have short-medium and long-range goals. • U.S. DOT should consider creating an Assistant Secretary level position for Freight. • FHWA could identify possible regions/areas of national significance for inclusion in the policy.
4. FHWA Division level freight Coordinator needs same training/skills that were identified for State-Level Freight Coordinator—and needs to want to do this job.	<ul style="list-style-type: none"> • FHWA should develop a set of core competencies. (<i>NOTE: Roles and responsibilities identified in this effort will form the basis for these core competencies.</i>) • The Freight Professional Development Program may help educate the Coordinators. • The Coordinator needs to understand core business of U.S. DOT/FHWA.
5. Develop knowledge/appreciation among FHWA staff of other modes.	<ul style="list-style-type: none"> • Consider creating rotational opportunities for FHWA staff and Division Administrator/s/field representatives to experience/understand other modes. • Dedicate a webinar presentation to other modes through the Talking Freight Seminar Series.

As identified in Tables 4 and 5, a key solution option independently concluded by FHWA and the State DOT/MPO representatives is the establishment of a national freight transportation policy. While such a policy cannot overcome all institutional issues, it can reinforce the importance of efficient freight movement and help elevate freight transportation needs to a more visible level. It can also help ensure that state-level freight plans are supportive of a national vision and objectives.

Other similar issues identified included the lack of coordination among stakeholders. FHWA addressed this issue in terms of the current modal structure of the U.S. DOT, stating that the structure needs to be eliminated to allow the modes to work together. The State DOTs addressed this issue in terms of lack of multi state or regional coordination.

Conclusion and Next Steps

Throughout the conference, participants contributed to defining the position description for a State-Level Freight Coordinator. The conference established common ground on roles, responsibilities, skills, resources and institutional issues. The format of the conference did not, however, lend itself to drilling down to specifics of how to accomplish the actions identified. Work remains in development of a template for a State-Level Freight Coordinator position description.

The conference also went a long way toward identifying issues and scoping potential solution sets to advance freight transportation planning and operations. At the conclusion of the conference the attendees were asked to identify and prioritize several next steps to help FHWA and AASHTO move forward, as shown in Table 6.

Table 6 - Next Steps, as Identified by Conference Participants

Next Steps
1. Development of a national U.S. DOT freight policy
2. Establish a formal way for states to work together on regional and inter-regional projects
3. FHWA/U.S. DOT should identify legal flexibility within existing funding mechanisms <i>(Note: this tied in priority with #2)</i>
4. AASHTO should establish a freight committee
5. Promote importance of freight within State DOTs and Federal leadership
6. Encourage Congress to pass SAFETEA
7. Educate shippers via the National Industrial Transportation League (NITL)

Confirming what was seen in the survey results and heard throughout the conference, the development of a national U.S. DOT freight policy was voted as the priority next step. Such a policy will be helpful in encouraging and assisting states with working together, across borders. Freight does not move in a vacuum and therefore, addressing freight needs requires addressing issues on a national basis as well as at the State and local level.

The other identified next steps are also reflected in the survey results and the conference outcomes. Establishing a formal way for states to work together is an important next step in developing the partnerships that were identified as being important. Identifying flexibility within existing funding mechanism is just one of many next steps related to enhancing financing opportunities. Financing has been a visible issue throughout all FHWA freight outreach events. Establishing an AASHTO freight committee is important to creating a counterpart to the FHWA Freight Council. This committee would be responsible for addressing many of the State DOT related freight issues that have been identified. Promoting the importance of freight with State DOTs and Federal leadership is important to breaking down institutional barriers related to management and organizational issues. Encouraging Congress to pass SAFETEA is not necessarily an actionable next step, but the identification of that idea as next step indicates how important it is to transportation professionals that this bill gets passed. Finally, educating shippers is just one of many facets to the need for better freight education for all involved parties.

The proposed reauthorization bill is important to the Coordinator position, but it isn't critical. Whether or not the position is included in the final bill, it is critical freight programs are established in each State.

FHWA and AASHTO will continue to collaborate to support activities that advance the State-Level Freight Coordinator effort, as well as freight transportation as a whole. The FHWA Freight Council will be forming workgroups responsible for taking action on the items identified through the survey and the conference. Similarly, AASHTO may also form committees to work to implement freight improvements for State DOTs. In addition, both FHWA and AASHTO intend to share this report with State DOT Chief Executive Officers (CEOs) and FHWA Division Administrators in order to get their input and buy-in for moving this effort forward. Now that the survey and conference are complete, the goal is to maintain momentum and continue to work toward better integration of freight projects into the planning process.

Appendix A: Conference Agenda

THE AASHTO-FHWA FREIGHT TRANSPORTATION PARTNERSHIP

Columbus, Ohio
April 26-27, 2005

April 25th		
6:30 p.m. – 8:00 p.m.	Welcoming Reception	
April 26th		
7:30 a.m. – 8:30 a.m.	Continental Breakfast	
8:30 a.m. - 9:00 a.m.	Opening Session	Ohio Welcome <ul style="list-style-type: none"> • Gordon Proctor, Director, Ohio DOT • Dennis Decker, FHWA Division Administrator, Ohio Statement of Purpose and Objectives <ul style="list-style-type: none"> • Tony Furst, FHWA
9:00 a.m. – 9:15 a.m.	Freight Transportation Roles and Responsibilities	Recap of Survey Results <ul style="list-style-type: none"> • Leo Penne, AASHTO • Tony Furst, FHWA Facilitated Discussion
9:15 a.m. – 10:30 a.m.	Mission and Job Description	Facilitated Discussion
10:30 a.m. – 10:45 a.m.	Break	
10:45 a.m. – Noon	Skills and Resources	Facilitated Discussion
Noon – 1:30 p.m.	Lunch - <i>The CREATE Case State/Federal/Business Collaboration</i>	<ul style="list-style-type: none"> • Federal Perspective -Norm Stoner, FHWA IL Div. Admin. • Industry Perspective – Paul Nowicki, BNSF
1:30 p.m. – 3:00 p.m.	Private Sector Views: What We Heard, What We Didn't Hear	<ul style="list-style-type: none"> • Arthur E. Cole, President, Edwards & Drew, Inc. • John A. Gentle , Global Leader, Carrier Relations, Owens Corning (Chairman of NITL Highway Transportation Committee) • David Holsclaw, Regional Ops Manager, Jacobson-Bekins Logistics • John Joseph, Sr. Manager,

		<p>Int'l Transportation, Limited Brands, John Ness, ODW Logistics</p> <ul style="list-style-type: none"> • Val Noel, President, Pacer Cartage • Paul Nowicki, Assistant Vice President, Gov. & Public Policy, BNSF
3:00 p.m. – 5:30 p.m.	Logistics in Action	<p>Tours</p> <ul style="list-style-type: none"> • Norfolk Southern Intermodal Yard & Bulk Transfer Facility • Victoria's Secret Direct Distribution Center • Rickenbacker International Airport – Air Cargo Ops & Advanced Logistics Park • Discussion with logistics providers
April 27th		
7:30 a.m. – 8:30 a.m.	Continental Breakfast	
8:30 a.m. - 9:00 a.m.	Recap of Day One	<ul style="list-style-type: none"> • Tony Furst, FHWA • Leo Penne, AASHTO
9:00 a.m. – 10:15 a.m.	Organizational/Institutional Issues - Caucus Meetings	Facilitated Discussion
10:15 a.m. - 10:30 a.m.	Break	
10:30 a.m. – 11:00 a.m.	Caucus Reports	
11:00 a.m. – 12:00 p.m.	Wrapping Up/Looking Ahead	

Appendix B: Survey Questions and Summary Results

Survey Questions

1. How high a priority is freight transportation in your State? (rank 1 to 5, with 1 being lowest and 5 being highest)

1a. What are the high priority freight initiatives in your State today?

1b. What hot freight issues do you foresee in the next 5-10 years? For your State? For the Nation?

2. Do you agree or disagree that there is a core set of skills, roles and responsibilities that a freight transportation professional and office need to advance freight-related transportation projects? Strongly Disagree/Disagree/Agree/Strongly Agree

2a. What should the primary roles / responsibilities of a freight transportation staff professional be?

2b. What should the primary roles / responsibilities of a freight transportation office be?

3. Do any of your State agencies collect or analyze freight transportation data beyond truck counts? Yes/No

3a. What kinds of freight transportation data do you and your local governments collect and what do you obtain from federal or commercial sources?

3b. What kinds of freight transportation analysis do you in-house and what kinds of analyses are done for you by contractors?

4. How would you rate the capacity of your organization and staff to deal with freight transportation needs in your State? (rank 1 to 5, with 1 being low and 5 being high)

4a. Are you organized internally to respond effectively to the challenges of implementing a freight program? Yes (organizationally, what works well?)/No

4b. Within your organization, are there any institutional barriers that adversely affect freight initiatives? Yes (what are they?)/No Explain:

4c. What, if any, are the external barriers?

4d. Do you have a formal arrangement for communication and coordination with the freight industry such as a Freight Advisory Council? Yes/No Explain:

5. Based on your experience do you believe there are key factors to successfully implementing freight projects that cross state lines? Yes/No Explain:

6. Can FHWA's Division Offices, Resource Center, and Headquarters do more to support State DOT/MPO freight staff and activities? Yes/No Explain:

7. Can AASHTO do more to support State/MPO freight staff and activities? Yes/No Explain:

8. What question(s) should we have asked that would help you do your jobs better and advance freight-related transportation projects?

Summary of Survey Results

To set the stage for this conference, in February 2005, FHWA and AASHTO conducted a joint survey of freight professionals in State DOTs and FHWA Division Offices to learn about their perspectives on freight transportation priorities and needs. The survey asked questions such as, “How high a priority is freight transportation in your state?”; “What hot freight issues do you foresee in the next five to ten years?”; “What are the roles and responsibilities of a State-Level Freight Coordinator?”; and “What organizational and institutional changes are needed to improve planning for freight transportation?”

Interestingly, while the State DOT respondents identified freight transportation as an extremely high priority, the FHWA respondents did not agree. This may be due to different interpretations of the survey question and will need to be further researched. However, the State DOT and FHWA respondents did agree that a core set of skills, roles, and responsibilities for a freight Coordinator is needed (95 percent of State DOT respondents and 93 percent of FHWA respondents said this), although more FHWA respondents (58 percent) than State DOT respondents (30 percent) felt that they don't currently have the capacity to develop these skill sets. A high percentage of the States (85 percent) and FHWA (71 percent) felt that it is possible and necessary to look beyond state borders for solutions to this problem. Participants emphasized the need to look beyond state borders several times throughout the conference.

With regard to top issues, the State DOT and FHWA participants identified similar issues. The State DOT respondents identified the following additional issues:

- Higher truck volume
- Container on barge use on inland waterways
- Expansion of public/private partnerships for funding of freight projects
- Development of a National Transportation Policy regarding freight
- Truck size and weight
- ITS tools for better management of truck and freight movement.
- Rail Infrastructure/Relocations
- Modal Diversion
- NAFTA Corridor Impacts Safety/Security Issues
- Development of multi-state freight strategy
- International trade
- Expansion of intermodal facilities

FHWA identified the following additional issues, which were broader in scope than the State DOT issues.:

- Increased Planning
- Capacity & Congestion
- Funding
- Rail
- Land Use
- Safety and Security

Mr. Furst expressed particular interest in the need for a national freight policy and a multi-state freight strategy. Both of these will be important in moving forward with improving the consideration of freight in the transportation planning process, but he noted that more thought is needed to shape their development. Conference participants reiterated the need for a national freight policy both a top priority issue needing resolution and next step.

Roles and Responsibilities - AASHTO (State DOT) Survey Results

The survey also asked what should be included in the roles and responsibilities of a freight Coordinator. The responses from the State DOT and FHWA respondents are summarized below:

- Build partnerships and facilitate dialogue with private sector community and other state agencies
- Be an external and internal point of contact and resource for DOT on all matters regarding freight
- Build technical aptitude for understanding, using, and explaining commodity flow data to internal and external stakeholders
- Monitor freight movement
- Assess current system
- Propose and evaluate policies
- Must demonstrate capability to do the following:
 - Awareness for Decision-Makers, Opinion Leaders, Public
 - Engaging with Private Sector
 - Data/Analysis
 - Planning
 - Integrating Modes
 - Integrating Internal Functions
 - Multi-State Corridors
 - Funding/Financing
 - Thact Glocal (Think and Act Global and Local)

Roles and Responsibilities - FHWA Survey Results

- Integration into Transportation Planning
 - Understand fully the transportation planning process
 - Be able to articulate benefits/costs of addressing freight needs
 - Know where to find government resources and support
 - Knowledgeable of alternative funding sources
 - Understand linkage of highway network to other modes
 - Participate in freight planning studies
- Knowledge of Logistics and Modeling
 - Data collection and dissemination
 - Develop knowledge base on freight issues
- Outreach to the Freight Community
 - Continually working with the freight community to assess their needs
 - Encourage/facilitate interaction with freight community
 - Support projects that facilitate freight movement
 - Create an open forum for freight discussion
- Educating the Public About Freight
 - Involve the community
 - Educate public officials on the role of freight in their jurisdiction

- Advocate the Importance of a Sound Freight Transportation System to the Economic Vitality of a Region
- Educate top management on the importance of freight issues
- Educate partners on the importance of freight
- Technical Support
 - Access/provide Technical Expertise in the following:
 - Policy
 - Program
 - Financial/Funding
 - Peer-to-peer
 - Best practices

Organizational/Institutional Changes Needed – AASHTO (State DOT) Survey Results

- Elevate freight within AASHTO to a status equal to passenger traffic.
 - Or, at least, make sure that freight has a place in all discussions. AASHTO currently does a better job of recognizing freight than most organizations, but it still seems to be an outsider of sorts (e.g., current Freight Rail Bottom Line report was first ever).
- Compile a "best practices" manual on data gathering, analysis and planning.
- Coordinate the various efforts in addressing freight problems going on in various states.
- Work closely with the Transportation Research Board (TRB) to conduct research that addresses freight needs.
- Emphasize a system approach to solving freight problems.

Organizational/Institutional Changes Needed – FHWA Survey Results

- Prioritize freight.
- Provide research.
- Build knowledge base of multimodal issues.
- Coordinate between States.
- Facilitate an ongoing dialogue with the freight community.
- Develop standards for freight development.
- Partnership between AASHTO and FHWA.
- Universal data.
- Develop national policies and discuss with national leaders.
- Address modal trade-off and macroeconomic analysis.

Appendix C: Mission/Job Description Breakout Session Results

Mission	Number of Times Mentioned
<ul style="list-style-type: none"> • Drive coordination across states, provinces, borders, jurisdictions, modes, private sector, and federal agencies. Serve as the liaison between all of these groups to help bring together safety, security and mobility in freight transportation. <ul style="list-style-type: none"> ○ Lead outreach to private partners, public officials, general public, and elected officials. ○ Focus on all different types of transportation and connectivity. ○ Work across government boundaries. ○ Bring MPOs to the table. ○ Lead and facilitate the participation of a core group of freight professionals from the public, private and government sectors to interpret, represent and communicate legislation and community needs of the freight industry. ○ Break down barriers and go beyond the boundaries of the DOT. ○ Engage the freight community on both the public and private sector side. ○ Develop freight partnerships, which must be active and ongoing. ○ Coordinate freight projects to promote multimodal freight movements. ○ Plan, connect, and promote intermodal communication, with special emphasis on connectivity between the public and private industry. ○ Engage partners to integrate freight into transportation planning process. ○ Promote freight as a source of economic development, with the responsibility of creating partnerships to transfer money between agencies and private industry to bring about economic development. 	<p>Mentioned in various forms by 10 groups (out of 12).</p>

<ul style="list-style-type: none"> • Serve as an advocate for freight issues and educate others about the issues (with other officials in State and local governments). <ul style="list-style-type: none"> ○ Serve as a freight champion, have a passion for the subject. ○ Raise awareness for freight issues. ○ Understand the private sector industry, and the entire supply chain beyond just freight transportation. ○ Understand dynamics and trends affecting freight movement and decision making. ○ Serve as the primary POC for freight issues within the DOT. Must be a decision-maker, and have the authority to speak for the DOT. This isn't an entry level position. ○ Be knowledgeable internally within the DOT and at all organizational levels, from planning through construction operations and management ○ Educate elected officials, the general public, and the private sector. ○ Be knowledgeable of all project and program delivery within the DOT. ○ Be knowledgeable of all modes and how the modes work together. ○ Serve as advocate for funding decisions. ○ Be able to articulate and present impacts of importance of freight on quality of life to legislatures and public. ○ Understand current, historical and future issues in terms of planning process, and how to meet the needs of private industry. ○ Understand that while you can't build a highway in 5-10 years, there are little things you can do along the way to assist in the efficient flow of freight. ○ Balance the vision of the overall program with freight advocacy – don't want to become a lobbyist for a specific industry, want to be able to be an advocate for the entire modal system. ○ Build knowledge of third party logistics. ○ Understand security needs for the safe and efficient movement of people and goods on the transportation network. 	<ul style="list-style-type: none"> • Mentioned in various forms by 9 groups. • This item was later separated into two separate items – being a freight advocate and being a freight educator. • This brought about the discussion of freight champion vs. freight Coordinator. The distinction was discussed several times later in the conference. • It was commented that states need good knowledgeable freight stakeholders, such as the people who are controlling the logistics movements through and to each State, they may not be located in the State, but they are the people who will help decide the logistics needs of the State.
<ul style="list-style-type: none"> • Funding and financing <ul style="list-style-type: none"> ○ Must have knowledge of funding and financing programs. ○ Eliminate funding silos. (Funding is the problem, there are so many different pots of federal and State moneys that can't be shared across modal boundaries.) ○ Seek and drive private investments. ○ Find ways to fund, operate and maintain private infrastructure. 	<ul style="list-style-type: none"> • Mentioned in various forms by 4 groups. • It was commented that people tend to listen to you more when you have money to bring to the table, maybe the 2% NHS set aside could be given to the State but it needs to be put toward something with freight.

<ul style="list-style-type: none"> • Serve as a primary POC for freight data collection and warehousing. <ul style="list-style-type: none"> ○ Understand data and how it affects policy. 	<p>Mentioned in various forms by 3 groups.</p>
<ul style="list-style-type: none"> • Provide customer service to private industry across all modes. 	<ul style="list-style-type: none"> • Mentioned in various forms by 2 groups. • It was commented that a lot of times in private industry they have actual customer service departments, but you don't typically have that for highways, there is no one key person for private sector to go to.
<ul style="list-style-type: none"> • Communicate vertically and horizontally, to top leadership, and horizontally to other stakeholders. 	
<ul style="list-style-type: none"> • Qualify and quantify project benefits. 	
<ul style="list-style-type: none"> • Establish policies. 	
<ul style="list-style-type: none"> • Develop consolidated goals to move things from point A to point B. 	
<ul style="list-style-type: none"> • Facilitate planning, research, design and operations of a comprehensive statewide transportation system. <ul style="list-style-type: none"> ○ Develop a plan for the future encompassing issues statewide, regional, across boundaries, and across modes. The plan needs to be freight specific but will pull in needs of all modes. 	
<ul style="list-style-type: none"> • Project a global perspective. 	
<ul style="list-style-type: none"> • Identify specific freight criteria for programs. 	
<ul style="list-style-type: none"> • Address environmental concerns, especially air quality, noise and land use. 	
<ul style="list-style-type: none"> • Identify and develop significant regional corridors. 	

Appendix D: State-Level Freight Coordinator Roles/Responsibilities, Skill Sets, and Resources – Breakout Session Results

Roles & Responsibilities	Skills	Resources
Facilitate determination of freight vision and goals for the State		
<ul style="list-style-type: none"> • Will understand how freight is moving within the State. • Will need to develop a vision of the future – what are the goals, emerging trends, global connectivity, how does technology apply? • Will be responsible for bringing the public and private sectors together. 	<ul style="list-style-type: none"> • Visionary thinking ability • Deep understanding of freight and freight movement • Eloquent speaker • Ability to deal with interpersonal communications • Ability to build relationships • Influential • Technical leader 	<ul style="list-style-type: none"> • Support staff system • Good data – need to get a handle on data and analyze it • Partners – can't work in a vacuum • Crystal Ball! Being able to forecast trends • Industry/private sector support • Support from elected officials • National vision or goal for freight – might be something U.S. DOT could do • Assimilation of different groups that are out there – trade associations, educational establishments, public and private sectors. There are a lot of trade associations that we can work with rather than having to create things
Educate all stakeholders about the value of freight		
<ul style="list-style-type: none"> • Will serve as both a Coordinator and champion. • Will develop national training courses. • Will need to train the trainers within each state so they can go to district/regional offices and modes to train there. • Responsible for identifying stakeholders and their needs and ways that freight can change or meet their needs. • Will need to educate the public and private sectors about what each other do. • Will need to educate the general public about value of freight. • Will need to educate both vertically and horizontally within the organization. 	<p>The building of these skills should begin at the college/university level, put it into the curriculum</p> <ul style="list-style-type: none"> • Thorough knowledge of freight transportation • Technical expertise; knowledge of freight industry from beginning to end • Ability to coordinate with other states • Good public speaking and communication skills • Facilitation and organization skills • Negotiation skills • Analytical skills - collect data and draw conclusions from it 	<ul style="list-style-type: none"> • Money <ul style="list-style-type: none"> ○ Travel budget ○ Operation budget ○ PR budget • Dedicated staff person – right now a lot of people can't hire so if it's not a dedicated person it would be someone doing double duty and that's not fair • Support staff • Top level buy-in and support • Data - need to understand the problems and how to deal with them, data always tells a good story about why we need to do this but right now freight data isn't good

Roles & Responsibilities	Skills	Resources
<ul style="list-style-type: none"> ○ Will need to educate bosses, legislatures, DOT secretaries – the people who will make the decisions. ○ Will need to educate colleagues (horizontal education), MPOs. ● Will plan and organize an annual or bi-annual freight conference so that everyone hears the same thing at the same time. ● Will be responsible for facilitating and communicating the freight message. ● Will be a known education POC within the industry. ● Will be responsible for coordinating the planning efforts among stakeholders. ● Will be responsible for marketing and promoting of training opportunities. 	<ul style="list-style-type: none"> ● Good interpersonal skills, can talk to a truck hauler, or someone on a barge to know what concerns are ● Knowledge of educational system and process on how to educate ● Lobby-type nature to educate public officials so they understand freight needs ● Political skills – understand how to address the needs of politicians ● Willingness to change what has always been done 	<ul style="list-style-type: none"> ● Research ● Plan for operations and implementation ● Authority to make decisions on the fly rather than having to go back up and down the chain ● Web site for educational purposes ● Flyers, handouts, publications ● One phone number to call for information
Foster cross-state, cross-agency, cross-modal partnerships		
<ul style="list-style-type: none"> ● It is important to determine if we're talking about a champion or a Coordinator. They are two different people. There is a need for both a champion and a Coordinator. The ideal champion is governor or someone high up in DOT. The Coordinator will implement all of the aspects, there will need to be an approach that will allow the roles and responsibilities to be handled throughout the organization, with subsets serving as points of contact, but one person will take ownership locally. ● Will be responsible for coordinating agencies at the Federal level. ● Will be responsible for coordinating existing efforts, such as CVISN, ITS, safety, homeland security. ● Will serve as an active participant in corridor regional coalitions (like I-95 corridor coalition) and 	<ul style="list-style-type: none"> ● Understanding of transportation programming, project development, design and funding aspects ● Understanding of transportation system as it exists today ● Facilitation and communication skills ● Team building skills ● Articulate - Ability to deal with all levels to sell a clear case and obtain buy in ● Understanding of the way the private sector works 	<ul style="list-style-type: none"> ● Money ● Consultants - need to bring consultants up to speed and be more clear in what we're asking them to do ● Public/private partnerships – need buy-in from private sector that's working on different time scale with different ROI responsibilities

Roles & Responsibilities	Skills	Resources
<p>will bring the ideas that come out of that national/regional perspective down to the local level.</p> <ul style="list-style-type: none"> • Will be responsible for looking into planning and programming projects and discussing funding. • Will need to communicate regional/national perspectives to state level. • Will serve in a leadership position, there has to be a change agent, it needs to be someone who can participate, be an advocate, push for a national policy that can be brought down to state and local level. • Will serve to protect and enhance the movement of and economic development aspects of freight traffic, this goes down to local level and percolates up through state economy. • Will need an understanding of how the logistics system works, the private sector and public sector roles and processes to meet freight transportation mobility needs. • Will be responsible for the development of a vision of what needs to occur to close existing gaps in order to support transportation needs and economic develop requirements. • Will need to develop a plan to close the gaps. • Will need to work to create win/win solutions for public and private sectors. • Will need to find funding and break down silos. If they are not bringing funding, then they should be coordinating funding either through innovative financing or through existing programs. <ul style="list-style-type: none"> ○ There will need to be a federal role to fund separate state pots and an overarching managed funding stream that can go across an entire corridor. 		

Roles & Responsibilities	Skills	Resources
Provide technical data/modeling/analysis to support freight planning		
<ul style="list-style-type: none"> • Will be responsible for knowing what is being shipped from where to where, why was route chosen. • Will coordinate with local and regional planning agencies. • Will utilize and understand data sets – with the ability to distinguish between data speak and policy speak and act as the go between. • Will work to broaden data collection efforts. • Will serve as an intermediary between people who are doing modeling. 	<ul style="list-style-type: none"> • Analytical/technical • Travel demand forecasting skills • Private sector or logistics background • Dynamic modeling skills • Communication skills • Background in data, economics, logistics • Quick learner • Flexible • Innovative • Leader/team builder – has vision, is positive and proactive • Ability to look at the bigger picture 	<ul style="list-style-type: none"> • Dedicated staff • Dedicated dollars • Hardware/software • Data – existing and new • Buy-in • Traffic counting/classification counts • Freight flows/origins and destinations • Baseline data • Economic development trends • Private sector input • Logistics training • Affiliation with trade and professional associations
Act as a single POC for all stakeholders		
<ul style="list-style-type: none"> • Will coordinate with economic development agencies, they are a very important group to work with because that is one way this can be successful. • Will build partnerships and facilitate dialogue. 	<ul style="list-style-type: none"> • Persistent • Communication skills • Understanding of economic impacts • Understanding of supply chain • Understanding planning and funding • Ability to crosswalk between national and regional groups • Ability to utilize and establish meetings that include stakeholders – could be TMA, economic development group, rail – capitalize on existing meetings instead of establishing new meetings 	<ul style="list-style-type: none"> • Technical aptitude • Data sources (commodity flows/truck volumes). Data is currently probably not the best, difficult to get from freight operators • Management support from the highest level – the governor on down • Training/outreach resources
Serve as an advocate for freight interests in the state		
<ul style="list-style-type: none"> • Do we need a champion or Coordinator? We need both. Champion needs to be a visible person at the high level. Needs to be someone with great political skills. It's a public policy position. Also need a Coordinator to act as a manager/technical person to coordinate and manage and translates shipper interests, data, 	<ul style="list-style-type: none"> • Thorough understanding of freight industry, but don't need to be in the weeds • Knowledge of logistics and supply chain • Understanding of modal infrastructure requirements • Understanding of security requirements 	<ul style="list-style-type: none"> • Senior managers in private industry who know ins and out of state capitols • State universities, most have transportation and logistics programs and can serve as advocates for public and private funding of specific programs to develop the resources that the

Roles & Responsibilities	Skills	Resources
<p>forecasting to political realities that champion needs. The champion will need to be someone who is an effective integrator of the needs of all stakeholders.</p> <ul style="list-style-type: none"> • A champion will serve as a campaigner, someone with a staff so they wouldn't be getting down into data and modeling, they would get that information and communicate it to audiences, constituents are private sector. • Need to be able to give the right message at the right time to the right audience. 	<ul style="list-style-type: none"> • Persuasive • Articulate • Private industry background • Coordination skills • Communication skills • Data oriented • Modeling background • Management skills 	<p>advocate would need</p> <ul style="list-style-type: none"> • Linkages with the private sector – this is key • Linkages with “alphabet soup” – private sector associations • Access to media • Access to high level management

Appendix E: State DOT Solutions to Identified Barriers – Breakout Session Results

Solution Ideas	Votes
1. Integrate freight awareness in all planning. Provide freight understanding into the different planning activities of existing programs/projects. Think of what could be brought to long term planning process, put other alternatives on the table, for 10 year plans make sure you have the information you need to evaluate design. (this will involve the U.S. DOT)	18
2. Need a national freight transportation plan, policy and funding (this will involve the U.S. DOT)	17
3. Create 3 types of corridors – national significance, multi-state significance, and regional significance. There needs to be a context for the coordination, a programmatic or some formal way of addressing it. Cooperative and voluntary solutions work to a certain degree but need some structure. It's more than just a corridor issue. Identify common issues at national level, state level. Analyze solutions in one state that are of significance to multiple states and provide a solution that addresses the problem. There are national bottlenecks that one state can't fix. (this will involve the U.S. DOT)	13
4. Provide a mechanism for overcoming highway specific funding processes - Need a flexible funding source to deal with the private sector to expedite freight projects that don't fit under highway projects (this will involve the U.S. DOT)	11
5. Address freight issues proactively, show positive outcomes and the negative outcome of doing nothing (economic benefit analysis)	10
6. Freight economic development – it's all one word! A general recognition that having a freight planner is obvious and that freight transportation is an economic development tool. (partner with the U.S. DOT and Department of Commerce)	3
7. Communicating to freight community opportunities for influencing the plans (need to realize that the freight community is made up of a lot of disparate interests)	3
8. Focus less on the mode and more on the outcome goal	2
9. Developing links among national organizations and attend each others' conferences	2
10. Educate freight community on alternative financing options (CID, regional authorities, etc.)	2
11. Funded mandate - Congressional legislation that says states must have a freight planner in order to tap into \$ (there are some pitfalls involved with this). Congress says every state will dedicate x% of their money to a freight project and loosely define how they need to do it. Need statutory authority to program funds. Mandates to do freight projects, allow states to determine the best way to accomplish this	1
12. Need to think outside the box that says "transportation is an isolated world". Need more partnering with economic development state and federal agencies, Department of Commerce, education. Change the focus – you are improving economic development, supply and demand.	1
13. Minimize earmarks	1
14. Have dedicated freight funding mechanisms within state government	1

15. Joint funding – public/private funding for the role	0
16. Need a consensus that the role is needed	0
17. Start putting information together that identifies the needs for the position.	0
18. Seek lessons learned from other states that have done this.	0
19. Developing information earlier	0
20. Need partnerships; partnerships bring public and private funds to the table	0
21. Need to be more aggressive in identifying all stakeholders to bring them to the table. Get major stakeholders visibly involved and committed, then their agreement on an issue becomes a rallying point, if you get big groups involved, then the smaller organizations will join in too – similar to fundraising, publicize what community leader gave, then other people will give as well	0
22. Prioritize projects with the most public benefit. Build an understanding at the MPO level and the State level that freight projects need to have a higher priority in order to address problems of congestion, safety and emissions.	0
23. Change the nature of the freight industry	0
24. Educate DOTs	0

Appendix F: FHWA Issues and Solutions – Breakout Session Results

SOLUTION AREA	SOLUTION IDEAS	VOTE
1. Modal structure of U.S. DOT and FHWA needs to be overcome to promote Freight planning.	<ul style="list-style-type: none"> • Create a National Transportation Fund. • FHWA Freight Coordinator should serve as the liaison across the modal administrations and contacts in regions. U.S. DOT senior buy-in may be needed. • Establish Freight POC at HQ level of each modal agency within U.S. DOT. Each mode should help fund this role. • Invite other modes to attend Advanced Planning Workshops to discuss their modes. 	32 (Everyone!)
2. Buy-in that freight is important and a priority is needed from FHWA Division Administrator, Assistant Division Administrator, and Headquarters.	<ul style="list-style-type: none"> • Include a freight element in the FHWA DA performance plan for accountability. • Establish a national freight summit and require DAs and FHWA and State-Level Freight Coordinators to attend. • Delivery of output from this Freight Workshop to all FHWA DAs. • Continue to provide data on scale of national freight growth to help inform how it could be addressed, make available to everyone. <i>NOTE: The Freight Analysis Framework Database will be releasable to all by 2006.</i> 	27
3. National-level freight goals/ objectives are needed. There is no national vision of what a freight system should look like (i.e., identification of projects of national significance).	<ul style="list-style-type: none"> • FHWA should convene a session to define the structure/elements of this policy. • U.S. DOT needs to develop a national-level freight policy with other stakeholders. It should: <ul style="list-style-type: none"> -----Recognize that freight projects are cross-modal. -----Consider other national-level policies as models. -----Be high-level, not project-level. -----Have a strategic focus. -----Look at freight functionally. -----Have short-medium and long-range goals. • U.S. DOT should consider creating an Assistant Secretary level position for Freight. • FHWA could identify possible regions/areas of national significance for inclusion in the policy. 	19
4. FHWA Division level freight Coordinator needs same training/skills that were identified for State-Level Freight Coordinator—and needs to want to do this job.	<ul style="list-style-type: none"> • FHWA should develop a set of core competencies. <i>(NOTE: Roles and responsibilities developed in this will form the basis for this).</i> • The Freight Professional Development Program may help develop these people. <i>FHWA has 2 programs established to help target people in freight.</i> • This person needs to understand core business of U.S. DOT/FHWA. 	18
5. Develop knowledge/ appreciation among FHWA staff of other modes.	<ul style="list-style-type: none"> • Consider creating rotational opportunities for FHWA staff and Division Administrators/field representatives to experience/understand other modes (i.e., like Safety). • Dedicate a webinar presentation to other modes through the Talking Freight Seminar Series. 	17
6. FHWA Division Offices needs to be	<ul style="list-style-type: none"> • Develop a regional approach to fulfilling this need through the 	13

SOLUTION AREA	SOLUTION IDEAS	VOTE
able to give <u>primary focus</u> to this role— but this role needs to be scaleable.	use of existing resources such as Resource Centers, etc. that facilitates access to the needed knowledge/tools.	
7. State DOT buy-in will be needed as well for the FHWA state-level Freight Coordinator role.	<ul style="list-style-type: none"> • Consider development of joint FHWA-State DOT Freight team. • Dedicate money to this. • Relationship between DA and State DOT counterpart is important to developing this buy-in. 	10
8. Definition of freight products/ deliverables is needed to help demonstrate value of this role/focus.	<ul style="list-style-type: none"> • Clearly define roles/responsibilities for this position. • States that have already done this could disseminate their products through Resource Centers, Division Administrators/Assistant Division Administrators, and web sites to the freight council and through SUPs (some standardization in SUPs use may be needed). • FHWA DA buy-in on deliverables may be needed. 	6
9. Stove-piped funding mechanisms with U.S. DOT make funding intermodal freight projects difficult.	<ul style="list-style-type: none"> • Educate people on how to frame projects correctly to maximize existing funding opportunities. This Freight Coordinator could help on this. • TIFIA loan program is one non-stove-piped funding source. • See #1. 	3
10. Dedicated budget will be needed for this freight role.	<ul style="list-style-type: none"> • If Divisions shift resources to reflect freight priority, this may not be a problem. • SAFETEA may help here. 	2
11. A multi-modal approach (MARAD, FRA, etc.) is needed for the development of training and educational materials.	<ul style="list-style-type: none"> • HOFM has a Freight Finance class in development. HOFM will include the other modes in the development of these materials. • Identify the training contact in other modes to coordinate their involvement. • See if there are any materials from the other modes that could be used more broadly. 	1

Appendix G: Next Steps – Breakout Session Results

Next Steps	Votes
• Development of a national U.S. DOT freight policy	42
• Establish a formal way for states to work together on regional and inter-regional projects	23
• FHWA/U.S. DOT should identify legal flexibility within existing funding mechanisms	23
• AASHTO should establish a freight committee	15
• Promote importance of freight within State DOTs and federal leadership	13
• Encourage Congress to pass SAFETEA (generated round of applause)	11
• Educate shippers via NITL	6
• Roll up of this past couple of days and develop a report that Leo can get on agenda at AAHSTO annual meeting and a similar report that can get out to U.S. DOT	
• Clearly identify the skill sets and resources that are needed so they can be put into the pipeline for the training process	
• Talk to state aviation association, Corps of Engineers, water industry since they're not here	
• Create state position description	
• When SAFETEA passes, U.S. DOT should develop guidelines/policies for states to take maximum advantage of it	

Appendix H: Private Sector Perspectives

Within the conference, participants also had the opportunity to listen to private sector representatives speak about their perspectives on the roles, responsibilities and skill sets of the State-Level Freight Coordinator. What follows are summaries of the private sector representatives' comments.

Mr. John A. Gentle, Global Leader, Carrier Relations, Owens Corning (Chairman of NITL Highway Transportation Committee)

- Everyone needs to recognize that while paths were originally created by people, the goods those people need to survive now come mostly by truck, not rail, and if trucks cannot be accommodated by the roadbed, the community will become a ghost town and will wither and die. Should we not build roads and systems first to accommodate trucks and in so doing also accommodate the citizens and not vice versa?
- Shippers are the customers of your process, not carriers, not someone else, shippers move the goods to the customer when the customer wants it.
- Shippers look to the DOT to create infra structure that allows us to move goods when the customer wants it...not when someone else wants them to get it.
- Federal and state agency rules must be harmonious and not counter productive
- The nation's economy is international, national and regional... not just statewide...everything must fit into the picture.
- Shippers need to maintain a supply chain that provides continuous productivity improvement, both in terms of time, size and weight. We need goods to move over the interstate and local roads unimpeded by local restrictions
- The Freight Czar should not be a political appointment. The most desirable characteristic is a seasoned person that has an in-depth and practical understanding of how the supply chains operate.
- Railroads are moving away from manifest trains to large unit trains. Abandoned rail freight has already begun to move over the highway system and will accelerate the congestion time table.
- Any significant change to the Federal Motor Carrier Safety Administration Driver Hours could impact the distribution points in the US and the time of day patterns.

Mr. Val Noel, President, Pacer Cartage

- Throughout the day two needs were heard over and over – the involvement of the private sector and funding.
- While at CSX, Mr. Noel had the opportunity to build three intermodal facilities. It was an interesting ordeal to work with local, state and federal authorities to try to build an intermodal facility that would have value to the nation as a whole. From this, he learned that the public sector has a set defined line about what they need to accomplish and they don't take into account what the private sector needs to accomplish. This individual in this freight Coordinator position really needs to have a feel for what the private sector requires and be capable of dealing with the private sector.
- Mr. Noel also said he heard a lot about needing to find creative ways to fund projects. In Georgia they created a community improvement district (CID) – a taxing district that taxes additional funds and then you take that money and use it for projects that you want to work on. They elected a board of directors for the CID and identified 12 infrastructure projects that benefited rail, truck, the warehouse community, and the general public in trying to improve traffic flow. This was a creative way to get around funding issues. Once they started raising their own funds it was amazing how fast

projects got approved. It is important to work with private sector to try to get creative in coming up with funding.

Mr. Arthur E. Cole, President, Edwards & Drew, Inc.

- There are shippers, carriers, and other stakeholders who don't compete with each other but have different interests. Whoever takes on this role needs to understand that there is no one voice, the needs and expectations of the various freight stakeholder groups are completely different. There is probably no one individual who can integrate and synthesize the diverse viewpoints on the system.
- Freight is a derived demand. Nobody ships cargo for fun, we all do it to make money. Whatever goods are here and now are worth more somewhere else at some future time. As John Gentle mentioned, it is a demand driven process. If the demands of the consuming process change, the freight forecasts go out the window, the auto plant shuts down, the steel mill closes. It's not the will of the firm making the goods that is important, it's the will of the buying public.
- The regulatory structure is very important. There are changes in the U.S. DOT that are regulatory changes that will have an extremely significant impact on freight infrastructure. For example, hours of service regulations. At truck stops across the US at 3 am there is hardly a spot to be found. If we require shorter driver operating times and longer driver rest periods, there isn't a place for these trucks to go. There are also security, HAZMAT regulations and others that will affect freight demands to a great extent.
- Mr. Cole said that he liked the unanimity among group about what the role of the Coordinator and champion should be. We need to know what we're up against though and what the people that don't share your views are thinking.

Mr. David Holsclaw, Jacobson Distribution

- Listening to private sector needs is key.
- In Ohio there is a "head educator". It's really a "head logistics person", someone who sets strategies, goals, priorities, and plans for the state that has the ear of the Governor. This person accomplishes these goals through collaboration.
- Good results come from someone who guides and controls the money. There is money that comes into each one of your states. That money can't just be a blank check, there has to be some kind of guidance and control. In our companies, each facility gets a capital budget each year. It has to be clearly delineated what you want, that there's a payback on it, and that there's a value to the customer and the company. The company is the state of Ohio, there has to be value to the state, that is the definition of economic development. It comes down to controlling where that money is spent, how it is spent, and what it is spent on. If you don't have that you don't have anything, it's just a blank check.
- This "head czar" is a strategist, a goal setter, planning for the future, accountable to the people that have the money. Controlling where the money goes is important.

Mr. John Joseph, Senior Transportation Manager, Limited Brands

- The Limited Company has a very fast supply chain so we're very sensitive to the problems of the industry right now. In Mr. Joseph's work on the board of the waterfront coalition (group formed in 2000, group of shippers, most major shippers), the goal is to increase the efficiency and productivity of the port structure in the US. A lot of people in the industry continually talk about the intermodal problems and problems in ports but they don't talk about any solutions. The waterfront coalition has put together a white paper that will be distributed in next 30 days that talks about problems and solutions. What follows are several things suggested in the paper:
 - There is a need to improve productivity and efficiency in ports. Ports need to get up to about 6,500 TEUs per year. Ports haven't seen a productivity increase on the labor side in the past 10 years. The use of alternative ports needs to be expanded. Everything is pretty much at capacity now, and we're set to see a doubling of imports

by 2020. The Panama Canal is at 95% capacity right now. We need to reduce critical bottlenecks and focus spending on projects that will bring a return to the system (such as the CREATE project).

- It is important from a state perspective to stay focused on the flow of freight, not just in your state, but how goods are shipped the entire way. We need to be better at forecasting. Last year the backups in LA were blamed on poor import forecasts. Shippers need to be better prepared, and as a state liaison you can help to get better acquainted with shippers and their forecasts for volume.
- It is very important to get close to your major and small importers as well as others involved and understand their supply chain. Everyone is different.
- The U.S. DOT needs to take a lead in measuring, monitoring and assessing options to marine contribution to the supply chain.
- There is a need to educate the public on the importance of freight. This is a very tough thing to do and sometimes it takes situations like the congestion in LA for people to wake up and see that we have a major problem on our hands.

Mr. John Ness, ODW Logistics

- We are currently struggling to meet customer demand.
- The only time that we hear about what the U.S. DOT is doing is when we're fighting over projects to try to alleviate challenges on infrastructure. It is wonderful that you are coming together to try to resolve the issues because they are significant and there are a number of challenges.
- We talk a lot about Wal-Mart effect in the US. It is an interesting phenomenon. Wal-Mart's slogan is "low prices"; these low prices have forced companies to continue to find ways to squeeze shippers out of their supply chain. They are looking overseas and offshore to manufacture products, but now it has created an enormous logistics challenge. It has filled up the ports that are already crowded and caused increased globalization and continued challenges in supply chain.
- Saying that there was traffic on the highway and that's why shipments were late doesn't go over very well. You need to create a single point of accountability and an isolated sense of responsibility, on a state by state basis, but it's important to collaborate on a national level. The State-Level Freight Coordinator needs to wear two hats – a state hat and a national hat.
- The skill sets you've identified are important and the comments are very unified. It sounds like you've done a lot of battles over the past few years within your state DOTs and you are now on the right path. The next big step is to walk the walk. You've got to identify a mechanism that will be effective. You can't just talk about things in a way that makes sense in theory but don't prove themselves in practice.

Mr. Paul Nowicki, Assistant Vice President, Government & Public Policy, BNSF

- Mr. Nowicki said he was extremely impressed by the participants' degree of articulateness, knowledge, and passion for freight.
- It is great that freight is finally being considered in transportation planning and policy making, but what has taken so long? ISTEA required MPOs to consider freight in their transportation improvement plan (TIP), but now we're still talking about it. But the point is we're making progress and headed in the right direction.
- Keep in mind the power of economics and markets as we do freight planning and transportation policy. We need to discern what the market needs and what consumers want. The missing link in the system, the factor that prevents us from having a well functioning market, is user fees. User fees are associated with consumption of the transportation system. Prices have been falling but consumption is soaring.

Questions

A number of questions were asked following the private sector presentations:

- What can you as the private sector do to support this new state Coordinator position?
 - We can be available. In this conference there has been a lot of talk about education and awareness. There is a willingness on our part to help solve the problem. We don't want to say that this is all the government's problem; we can help with education and invite and embrace the Coordinator into some of our dialogs and discussions
 - Take advantage of the various existing industry lobbies in DC and in state capitals. There are lots of trade associations who should be included in this process. They are not going to always agree with each other but each of them can bring a useful, unique viewpoint to help you put together the planning you need to meet their diverse needs.
 - Each state needs to recognize where you are in regard to the big picture. If your state is a pass through state then seeking input from local manufacturers is only a small piece of the puzzle. You need to take a holistic view as to where you are in the grand scheme of things. You need to take a self assessment as to where you are and what role you play.

- Transportation services are demand driven. What leading indicators do you use to determine where that demand is going to increase or decrease?
 - We look at the demographics of where is the marketplace and then look at whether or not it is construction oriented. The real challenge will be that in June the FMCSA will have new hours of service. If they change significantly, the distribution points to reach your place of business might change and so distribution centers in some parts of the US may no longer be effective. Looking at things holistically is important. It is important to have conversations with our peers on the governmental side to make sure if we're going to take actions, we're taking them in concert with the actions of your peers.
 - Companies rationalize their logistics network continually, annually, every 2 years. They're looking at where new factories will be, where they'll close, what products need to go out. Locations of where distribution centers locate change from year to year. Products sell differently. Whatever is designed has to be flexible. There are some companies that have 10 year agreements with warehouses, while some have 1 year or 30 day agreements.
 - The one thing you know for sure is that there is going to be more and more production made overseas. The US may be becoming more of a service continent as opposed to a manufacturing continent. Service means something different as to how you set up your network and the tax dollars flowing into it. All kinds of changes in strategies go along with this change from manufacturing to service.

- How did you build infrastructure for peak only? We have so many off-peak hours for marine terminals. The same is true with truck parking. How do we deal with this?
 - A client said that they had major challenges with infrastructure capacity and hours of service changes. The solution was to look differently at the day, by changing shift times and making the campus more trucker friendly. In trade association communities we are talking about ways to be a more efficient trucker friendly community and distribution center and using the hours of the day is a major opportunity
 - At a national level, you're right. One of the issues nationally is that we don't have any more land to build on so we need to drive projects and change ways of doing business to be more efficient. In LA/Long Beach the PierPass program is starting up in about a month that will open gates 24/7. In other countries they operate 24 hours a day and finally this is getting underway here. There are challenges in finding workers, getting distribution centers to stay open, and communities around ports may not want trucks going through their communities at 3 am.
 - The PierPass program is going to be real interesting. Today the compressed window is 8 am to 5 pm. We're so unproductive in all those off hours. It's going to be interesting to see how the shippers and owner-operators deal with

PierPass. For owner-operators, instead of having their trucks sit idle for 14 hours a day they can now have different drivers using one truck so the truck no longer has to sit without being used. There will need to be a tremendous paradigm shift to start accepting cargo 24/7 instead of 8 to 5.

- The thing that is going to drive everything is the almighty dollar. When shippers realize there is an opportunity to be more flexible, that will drive more volume. It's a challenge, but it's also an opportunity. It's a much more viable economic solution than some other solutions.
 - There is a difference between receiving things at major distribution centers and ports as opposed to final delivery to stores. Some stores want to receive in the evening, but local ordinances won't allow trucks down streets at certain hours.
 - It's a warehouse problem too, you're going to have to spend a lot training because there will be high turnover once people are forced to work night shift.
-
- In Iowa we're a passenger state. Most freight comes straight through. What advice would you have for metropolitan areas in Iowa when most of the decision makers are from outside of the state?
 - This position that we're talking about today is one that must think beyond state borders, the primary contacts that he/she will need to be in touch with won't be in the state. If you look at it from a national perspective you'll have better opportunity to develop contacts with private sector. Need to look beyond borders.
 - You mentioned not giving states a blank check, can you elaborate on how you see this happening?
 - I don't know much about federal inner workings, but I know most state money comes from a gas tax and the federal government gives x amount of money each year to the state. The position must come from the Governor's office, allowing the money to be allocated wisely and controlled. There has to be a prioritizing of projects within the Governor's office that are most important within the state and to the big picture. The bottom line is to make money for the state.

Appendix I: Summary of Participant Feedback Forms

Breakdown of Respondents:
26 forms were received.

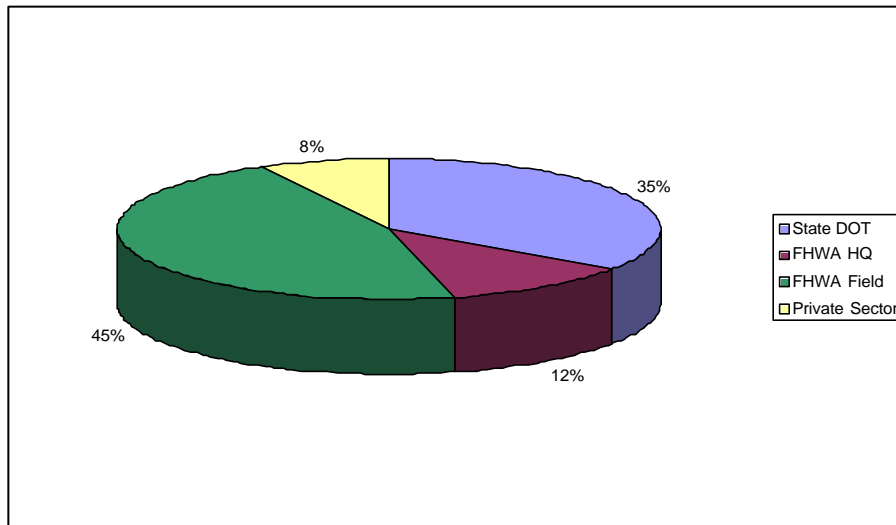


Figure 5 - Columbus Conference Participants - Breakdown by Organization

The Majority of Participants' Expectations Were Met.

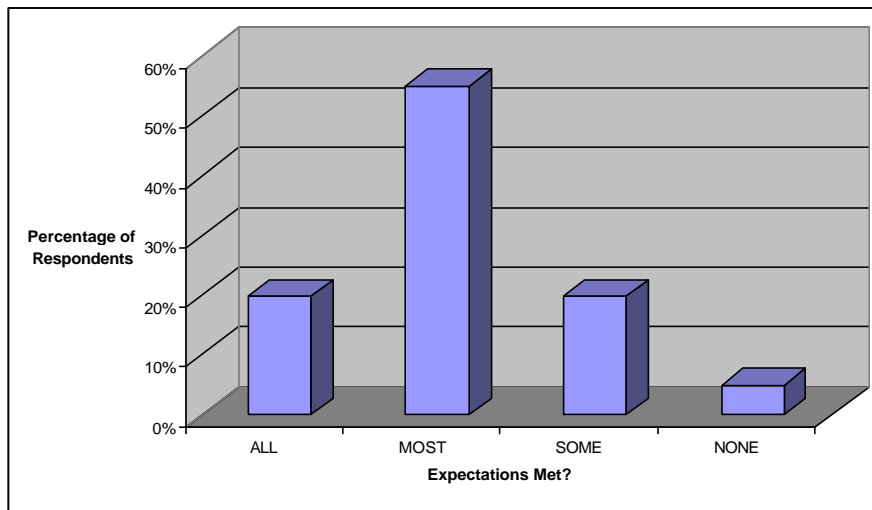


Figure 6 - Answers to Question of "Were your expectations met?"

Stated Expectations among those whose expectations were not 100% met:

- (4 people) Discuss freight issues (Most/some were met)
- (2 people) Discuss all four objectives stated on purpose handout (Some were met)
- (2 people) Didn't realize there may be two coordinators—one for FHWA as well. (Some were met)
- (1 person) Get a multi-modal view/direction for our freight team to go (not met)

Common Feedback Themes:

- Nearly 90% of respondents felt the “job description” developed in the workshop for a State-level Freight Coordinator position would be helpful or somewhat helpful to them in their jobs.
- Broad-based participation, and the opportunity to exchange experiences and views through the structured discussion/breakout group time ranked as the things participants liked most about the conference.
- The broken bus ranked as the thing participants (on that tour) liked least.
- Respondents expressed a clear desire for more diversity at future conferences—more private sector, more representation from other modes
- Some felt the conference should have been a full two days.
- Some participants expressed varying expectations for the conference, varying levels of relevance of the outcomes to their jobs, and some confusion on what was being asked². This may suggest a need for a clearer definition/communication of expected outcomes of future conferences, as well as clear guidance on who should attend.

Conference Logistics Feedback

- Approximately 90% of respondents felt sessions were well-organized and that the sessions were appropriate for conference.
- 96% of respondents felt the conference length was “about right.”
- 71% of respondents felt the breakout time was about right. Nearly 20% thought it was too short, and 8% thought it was too long.

Summary of Liked Best, Liked Least, and What To Do Differently:

Liked Best:

Conference Element	# Mentions
Broad-based participation—ability to hear from different parts of country, private sector.	14
Structured discussions/breakout sessions/interactive nature.	13
Facilitation.	3
Open-mindedness/eagerness to learn/accomplish something.	1
Defining roles and responsibilities for freight coordinator.	1
The results. Everyone seemed to come together to discuss freight issues.	1

² Examples: “Champion” terminology used in opening remarks, but “Coordinator” terminology was also used causing some confusion as to the overall vision for this role. “State Freight Coordinator” terminology used on first day, “State-level Freight Coordinator,” which could be State DOT and also possibly FHWA person used on second, causing some confusion in both breakout groups as to whether this was one or two possible positions/roles. Neither of these terms was referenced in the Purpose/Objectives handouts.

Liked Least:

Conference Element	# Mentions
Bus tour problem.	7
Conference focused too much on roles and responsibilities of a Freight Coordinator.	3
Larger sessions for working groups—room too small.	2
Wished more neighboring states would have attended.	2
Keeping on time.	1
Private sector views session—too general.	1
Lack of representation from other modes.	1
Not enough time to hear what other states are doing.	1
Voting.	1
Barriers Discussion.	1
Goals of conference were not clear.	1

Suggestions for Future Conferences

Conference Element	# Mentions
Invite private sector comments at end of conference, more shippers/carriers.	7
Need a freight transportation policy conference—A Freight Summit (FHWA DAs, State DOT Directors, Local Industry Stakeholders) in teams to begin to “talk freight” at the decision-maker level. State DOT Champions and FHWA Counterparts together for a conference.	3
Schedule follow-up conferences (tele/web/in person) to track progress on moving ideas forward/maintain momentum.	2
Use quality bus operators.	2
More opportunity to mix table groups up for even broader perspective.	1
Get USDOT to hear from states on freight. This is bigger than FHWA.	1
Concentrate more on solving freight issues than freight coordinator.	1
Use facilitators.	1
Keep future conferences focused on topic critical to freight coordinators at the time.	1
Continue to invite Division Offices.	1
Make nametags larger print, put first names in largest print and companies in smaller print.	1

Will you take new actions as a result of this conference?

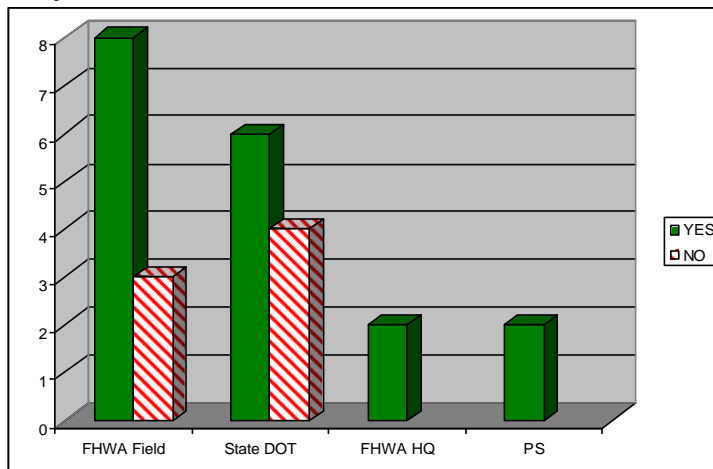


Figure 7 - Answers to Question of "Will you take new actions as a result of this conference?"

Actions/Changes Participants Plan to Take as a Result of Conference (NOTE: FHWA HQ Staff did not specify actions)		
FHWA Field	State DOT	Private Sector
Elevate freight as a concern at the Division Office Level.	Include freight as an agenda item for all forums. Increased discussion.	We may hold a training session to educate the public.
Support development of "identified" FHWA division freight staff who requested assistance.	Implement some ideas gained to address issues.	Communicate results to trade associations and would appreciate participating in future discussions.
Work with MPOs more closely.	Take back what I've learned to my management.	
Get more involved in freight movement and planning.	Will develop staff/manager roles/responsibilities. (2)	
Work with DA to raise awareness of need for freight champion/coordinator. Look to move freight responsibilities from collateral duty to part-time duty.		
Talk to other modes.		
Help state make better use of time/money.		
Realized there are resources available.		

Appendix J: Attendance List

	STATE	NAME	TITLE	ORGANIZATION	PHONE NUMBER	E-MAIL ADDRESS
1.	Alabama	Craig Thomas	Rail Manager	Alabama DOT		
2.	Alaska	Rex Young	Transportation Planner II	Alaska DOT	(907) 341-3207	Rex_young@dot.state.ak.us
3.	California	Richard Nordahl	Chief, Office of Goods Movement	California DOT	(916) 653-0426	Richard.nordahl@dot.ca.gov
4.	California	Leigh Levine	Transportation Planner	California FHWA	(916) 498-5034	leigh.levine@fhwa.dot.gov
5.	Colorado	Tamela Goorman	Info. Mng. Branch Manager	Colorado DOT	(303) 757-9811	Tamela.goorman@dot.state.co.us
6.	Colorado	Craig Larson	Statewide Transportation Planner	Colorado FHWA	(720) 963-3018	Craig.larson@fhwa.dot.gov
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8.	Connecticut	Michael Chong	Community Planner	Connecticut FHWA	(860) 659-6703 ext. 3006	Michael.A.Chong@fhwa.dot.gov
9.	Delaware	Mike Kirkpatrick	Administrator	Delaware DOT	(302) 760-2153	mkirkpatrick@mail.dot.state.de.us
	Dist of Col					
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15.	Illinois	Norman Stoner	Division Administrator	Illinois FHWA	(217) 492-4640	Norman.stoner@fhwa.dot.gov
16.	Illinois	Jason Tai	See speaker list	Illinois DOT		See speaker list
17.	Indiana	David A. Franklin	Planning & Environmental Specialist	Indiana DOT	(317) 226-7489	David.franklin@fhwa.dot.gov
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22.	Kentucky	Bernadette Dupont	Freight Coordinator	Kentucky FHWA	(502) 223-6729	Bernadette.Dupont@fhwa.dot.gov
23.	Louisiana	J. Dean Goodell	Intermodal Program Manager	Louisiana DOT	(225) 274-4144	deangoodell@dot.louisiana.gov
24.	Louisiana	Jamie Setze	Planning Program Manager	Louisiana FHWA	(225) 757-7623	jamie.setze@fhwa.dot.gov
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26.	Maryland					
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58.	Pennsylvania	Edwin R. Marshall, Jr.	Manager, Transportation Planning	Penn DOT	(717) 787-2627	rmarshall@state.pa.us
	Pennsylvania			Pennsylvania FHWA		

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65.	Washington	Barbara Ivanov	Director, Freight Strategy	Washington DOT		
66.	Washington	Mike Brower	Transportation Mobility Engineer	Washington FHWA	(360) 753-9550	michael.brower@fhwa.dot.gov
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69.	Wisconsin	Stephanie J. Hickman	Community Planning	Wisconsin FHWA	(608) 829-7503	Stephanie.hickman@fhwa.dot.gov
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