Appendix D: Stakeholder Outreach

During the creation and implementation of this State Freight Transportation Plan, key freight stakeholders provided feedback which helped MoDOT make decisions and form recommendations. Stakeholders were vital in the creation of this plan and MoDOT remains committed that stakeholders will be involved in all future freight planning work.

Introduction

Hundreds of freight stakeholders representing different freight modes and areas of the State were involved in creating this Freight Plan and the creation of a framework to identify strategic investments in the system that would bolster Missouri's economy.

Efforts focused on encouraging stakeholders such as logistics directors, carriers, shipping managers, economic development professionals and leaders of private industry to be involved in each step of creating this plan. All outreach activities were guided by the Freight Steering Committee made up of key stakeholders and MoDOT leadership.

Goals of stakeholder outreach were to:

- Better understand, as an agency and as a State, what the costs are to Missouri's economy if our freight network stagnates or deteriorates.
- Articulate what freight projects would be most helpful to the State if additional funds were made available.
- Collect thoughts on making businesses and communities more competitive – whether through improvement projects or policy changes.

Steering Committee composed of key stakeholders who guided the outreach process

50+ Key Stakeholder Interviews

60+ Surveys

150+ Attendance at 7 District Forums

100+ Attendance at 3 Priorities & Investments Forums

500+ Stakeholders reached out to through grassroots events

Appendix D - Stakeholder Outreach

Throughout the State, stakeholders provided input through:

- Electronic and paper surveys and comment forms
- In-person and phone interviews
- Multiple rounds of forums/webinars.
- Direct/grassroots outreach.

Statewide Themes

Several reoccurring themes consistent throughout the State emerged early during stakeholder outreach including:

- Missouri has long been a center of trade. From its rivers to rails, highways and airways, Missouri is a freight hub.
- We heard that, yes, Missouri generally has a well-connected road network but when 'hiccups' like a crash, weather or construction occur, there isn't enough resiliency to keep the system flowing and transport slows or stops.
- There is also a strong voice for increasing the capacity and maintenance of the existing network, including along I-70 and I-44.
- We heard that more rail connections are needed from the network to centers of industry. Many grade crossing improvements and separations are needed to increase safety.
- We also heard that Missourians are interested in increasing utilization of our waterways. There is particular interest in waterway solutions that focus on container handling and harbor dredging.

Initial Two-Way Understanding with Stakeholders

Work kicked off on this Freight Plan during November 2013 and stakeholders were asked to participate in the very early stages.

Freight Steering Committee

Freight Steering Committee members included freight and State leaders and select members of MoDOT leadership and staff. The committee convened monthly. It provided feedback on the plan at project milestones, reviewed materials, represented a diverse group of freight interests, and helped connect MoDOT to other stakeholders. Steering Committee members included:

- Tom Crawford, Missouri Trucking Association
- Chris Gutierrez, KC SmartPort
- John Ferguson, Pemiscot County Port Authority
- Mike Hemericks, Missouri Department of Economic Development
- Ben Jones, Union Pacific Railroad
- Chris Klenken, Missouri Department of Agriculture
- David Lancaster, Lambert International Airport

- Kevin Ward, Federal Highway Administration
- Mike Kearney, Ameren UE

MoDOT Steering Committee members included:

- Kathy Harvey, Chair
- Michelle Teel, Multimodal
- Machelle Watkins, Planning
- Scott Marion, Motor Carriers
- Becky Baltz, Southwest District
- Tom Blair, St. Louis District
- Joe Jones, Policy
- Bob Brendel, Customer Relations
- Dan Niec, Kansas City District

Ex-officio MoDOT Steering Committee Members included:

- Dave Nichols, Director
- Ed Hassinger, Chief Engineer
- Roberta Broeker, CFO

Appendix D - Stakeholder Outreach

Key Freight Stakeholder Interviews and Surveys: Results and Analysis

To initiate stakeholder involvement, MoDOT identified 96 contacts in freight-related services including manufacturing, economic development, logistic and carriers to be interviewed regarding the strengths, weaknesses and needed investments in the freight network. An email invitation announcing the project was distributed with the Plan fact sheet to familiarize stakeholders with the launch of the Plan. The project team followed up with phone interviews. In total, 53 interviews were conducted and an electronic survey tool was used to track responses. The following is a list of interviewees categorized by MoDOT District.

Table D-1: Stakeholder Interviews Conducted by MoDOT District

Organization	Contact	MoDOT District
Fort Leonard Wood	Richard Tharp	Central
Gallup Trucking	Jamie	Central
Greater KC Chamber of Commerce	Kristi Wyatt	KC
Kansas City EDC	Pete Fullerton	KC
KC SmartPort	Chris Gutierrez	KC
KC Southern Railroad	Kevin McIntosh	KC
TranSystems	Sara Clark	KC
Wagner Logistics	John Wagner	KC
Mid America Regional Council	Mell Henderson	KC
Lewis County-Canton Port Authority	Bill Smith	NE
Marion County Port Authority	George Walley	NE
Mid-America Port Commission	Charles Bell	NE
Orscheln Industries	Richard Powers	NE
Pike/Lincoln County Port Authority	Carolyn Wisecarver	NE
Boonslick Regional Planning Commission	Chuck Eichmeyer	NE
Altec	Tom Richmond	NW
Kawasaki Motors Manufacturing	Steve Bratt	NW
Nodaway County Economic Development	Lisa Macali	NW
St. Joseph Regional Port Authority	Brad Lau	NW
Bootheel Reg. Planning & Econ. Devel. Commission	Steve Duke	SE
Cape Girardeau Area Chamber of Commerce	John Mehner	SE
New Bourbon Regional Port Authority	Ron Steele	SE
New Madrid County Port Authority	Timmie Hunter	SE
Orgill	Denny Koonce	SE
Ozark Foothills Regional Planning Commission	Andrew Murphy	SE
Pemiscot County Port Authority	David Madison	SE
SE MO Reg. Planning & Econ. Develop. Commission	Chauncy Buchheit	SE
Southeast Missouri Regional Port Authority	Dan Overbey	SE
Western Dairy Transport	Drew Honeycutt	SE
AEP River Operations	George Piccioni	STL

Appendix D - Stakeholder Outreach

ARCO	Tracey Ball	STL
City of St. Louis Port Authority	Nick Nichols	STL
Davidson Surface and Air	Jason Schrum	STL
Jefferson County Port Authority	Janice Luchan	STL
North County Inc.	Rebecca Zoll	STL
Transportation Club of St. Louis	Brad Reinhardt	STL
Monsanto	Duane Simpson	STL
St. Louis Economic Development Partnership	Doug Rasmussen	STL
St. Louis Regional Chamber	Louis Copilevitz	STL
Associated Wholesale Grocers, Elite Logistics	Todd Smith	SW
Jared Enterprises	Curtis Jared	SW
Joplin Area Chamber of Commerce	Rob O'Brian	SW
Joplin Regional Partnership	Kevin Welch	SW
O'Reilly Auto Parts	Brian Roesler	SW
Springfield Branson National Airport	Brian Weiler	SW
Springfield Chamber of Commerce	Jeff Seifried	SW
Springfield Chamber of Commerce	Larry Snyder	SW
Wil Fishcher Distributing Co.	Mary Cooper	SW
Associated Industries of Missouri	Ray McCarty	Statewide
BNSF	Darrell Coffey	Statewide
Dysart Taylor	Kenneth Hoffman	Statewide
Missouri Agricultural and Small Business Development Authority	Tony Stafford	Statewide
Missouri Chamber of Commerce	Dan Mehan	Statewide
Missouri Farm Bureau Federation	Estil Fretwell	Statewide

Additionally surveys were sent to other stakeholders.

Both interviews and surveys fall into four separate categories, and questions were tailored to each of the four groups: industry leaders; economic development professionals; general freight stakeholders and interested public; and motor carriers, shippers and receiver representatives. Each of the survey results (that includes the interviews) are available in Attachments 1, 2, 3 and 4.

All interviews and surveys included the following three questions:

- What are the greatest strengths of Missouri's freight network?
- What are the biggest challenges for Missouri freight in the next 5 to 10 years?
- If you had a blank check to provide the greatest improvement to Missouri freight transportation, where would you spend the money?

Additionally, surveys were emailed directly and made available on the website for input from the general public. The responses were analyzed from a statewide and district-specific perspective.

Appendix D - Stakeholder Outreach

The surveys conducted served as a baseline for the project team for stakeholder involvement. There were some themes that evolved during the entire stakeholder involvement process. An example of this is that in these surveys most of those interviewed did not indicate that connectivity was important for the Districts and the State. However, during further discussion at forums and grassroots outreach events, connectivity through freight networks and modes was identified as a priority.

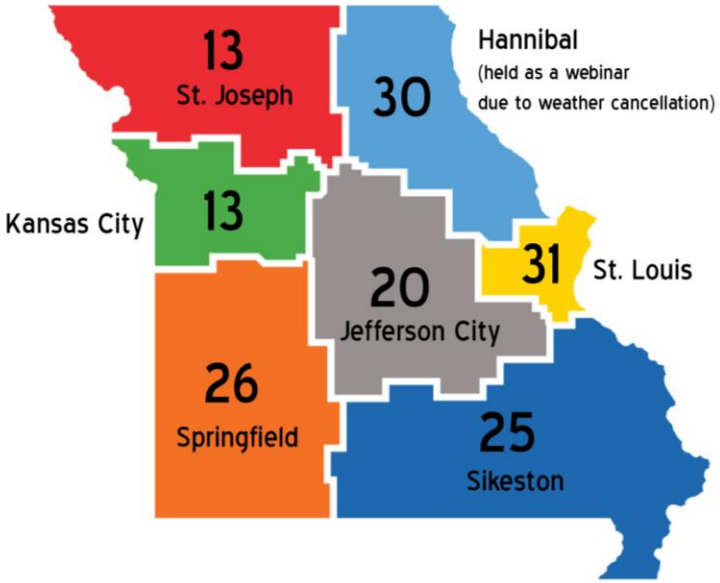
Appendix D - Stakeholder Outreach

District Freight Forums (January-February 2014)

Building upon the stakeholder interviews and surveys, freight forums were held in each MoDOT district to discuss freight issues and opportunities with a broader set of freight stakeholders. Forum locations included:

- Kansas City
- St. Louis
- Sikeston
- Jefferson City
- St. Joseph
- Springfield
- Hannibal (*held as a webinar due to weather cancellation)

Figure D-1: Number of stakeholders in attendance at each district freight forum.



In all, more than 150 stakeholders participated in these discussions and provided valuable feedback to plan efforts.

A narrated presentation from the forums was also posted to the project website to start discussions with those stakeholders unable to attend. A copy of the presentation is provided in Attachment 5.

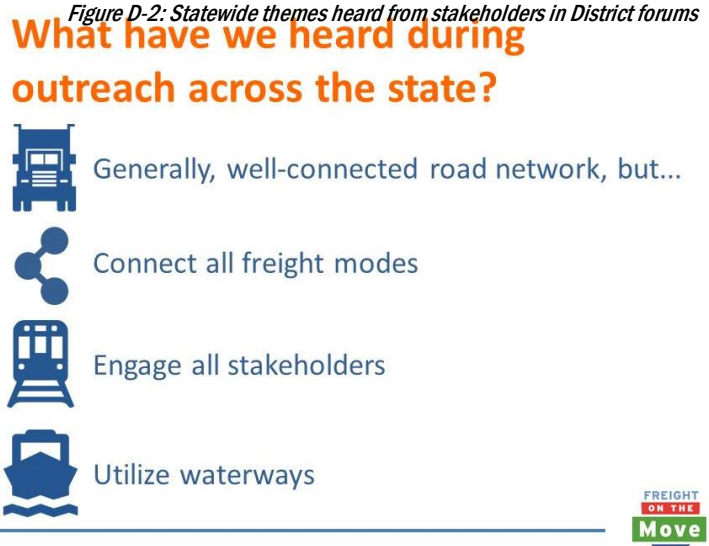
District summaries based on the results from the forums were created and are presented in Attachments 6-12.

Statewide Themes

During the District forums several overarching, statewide themes emerged including:

- Capacity upgrades to I-70 are a top priority. Additional lanes were suggested to provide better reliability along the corridor.
- Missouri generally has a well-connected and functioning road network until there is a hiccup, such as congestion, weather or construction. Stakeholders also identified a need for capacity and maintenance improvements to maintain reliability of interstates and minor routes.
- Missouri is a "crossroads for the continent" and has a vast freight network that is an asset for retaining existing businesses and attracting new business. Stakeholders voiced concern that not all modes are readily

Figure D-2: Statewide themes heard from stakeholders in District forums



accessible and well connected with other modes (e.g. rail to water ports) and that work needs to be done to integrate the freight modal networks.

- There is a need to engage additional stakeholders to help guide the freight plan. Previous efforts have lacked private sector engagement. Over the last several years MoDOT has collaborated with several private sector groups on successful projects. This is an opportunity to build on those relationships, share information and continue to collaborate.
- Investigate possibilities for utilizing waterways. Stakeholders see potential for growth on the Missouri and Mississippi Rivers but consistently brought up concerns including frequency of dredging, lack of improvements to the lock and dam system and inconsistent water levels. The expansion of the Panama Canal was also mentioned by stakeholders who want to make sure the state is positioned to take advantage of potentially increased freight flow and remain competitive. Stakeholders are concerned about low water levels and the impacts to operations if dredging frequency decreases.
- Appropriately funding freight transportation projects is a key stakeholder concern. Stakeholders voiced a need to preserve the existing freight network and systems, but also said that improvements and enhancements are keys to growing the state's economy.

District Themes

Themes also emerged in each District. They include:

Northwest District

- Farm-to-market routes are essential to the region's economy. Rail access in this region is decreasing, so state-maintained lettered routes are very important, not only for moving agriculture goods, but also as connections for manufacturers to highways and interstates.
- Road capacity upgrades are important in the region. Despite I-70 passing outside of the District to the south, stakeholders indicated that it should be improved to a six-lane facility. Stakeholders also suggested increasing capacity to four lanes between I-29 and I-35 through Maryville. US-36 is an important corridor for business owners and should be considered for interstate designation. One private truck freight fleet operator called US-36 a "national best-kept secret." He explained that it is a safer route and that it saves his drivers an hour in drive time to Indianapolis.
- There is a dwindling rail presence in the district. Stakeholders pointed out that there were more freight rail options in the past and many of those options no longer exist in the District.
- Economic development efforts, such as the Eastowne Business Park in St. Joseph, need adequate roadway access. In addition, food industry businesses, such as Farmland Foods, could benefit from investment in intermodal access.
- Low water levels and water quality in the district and throughout the State concern stakeholders, as does local funding for the port.

Northeast District

- Capacity expansion and maintenance of highway networks are essential to ensuring network reliability. Specific examples of maintenance issues provided by stakeholders included US-36

from Shelbina to Hunnewell and Monroe City and along US-61 between Palmyra and Hannibal. Road surfaces in many sections are "rougher than a cob." Capacity issues include too much truck traffic on I-70, and bottlenecking on US-61 in Hannibal and on the I-70 interchange in Warrenton.

- Future growth is threatened by a dwindling rail presence in the District.
- Locks and dams along the Mississippi River need improvement. Port stakeholders in this region mentioned the deteriorating condition of the lock and dam system as a challenge for Missouri freight in the future.

Kansas City District

- The Kansas City community is proud of its status as one of the largest rail freight and trucking hubs in the country. Stakeholders commented that integrating different freight modes is important regionally and nationally. Assets in this district include a rapidly growing Foreign Trade Zone and the BNSF multi-modal facility located across the state line in Kansas, which will have the largest speculative space in the country.
- Capacity upgrades to I-70 are a top priority in the Kansas City District as well as across the State. The importance of the I-70 corridor to freight movement is echoed throughout all of the districts. Additional lanes were suggested to provide better reliability along the corridor. Other top priority corridors identified included I-49 and the south leg of I-435.
- Private sector engagement is a crucial part of crafting a meaningful freight plan. Stakeholders suggest that key businesses, including railroads, should be brought into crafting the plan and that the best way to do that is through cultivating relationships and building trust. In addition, information on private sector freight movements that has not been available in the past is needed for a complete freight picture and a plan that enhances economic development in the State.
- The increase in the use of e-commerce is changing the way that freight stakeholders conduct business and will require a freight system that accommodates that shift. Stakeholders pointed out that more distribution centers will lead to greater pressure on roadways.

St. Louis District

- St. Louis is challenged to compete as a freight hub, and focus should be placed on developing opportunities for intermodal activities and international export. Stakeholders said transforming St. Louis to a major freight hub status is needed to grow the regional economy. While "St. Louis tends to be a pass-through," there are opportunities to develop additional facilities, particularly as an alternate freight hub to Chicago, which is highly congested. Stakeholders would like the public to be better informed on how freight transportation infrastructure supports the economy and jobs.
- Congestion on I-70 and I-44 causes costly delays and some safety concerns.
- It is difficult to move freight from ports and airports directly to destinations. Better connectivity is needed between the freight modes. Stakeholders are concerned about the difficulty businesses have in making the "last-mile connections." This issue was recently raised when trying to attract large economic development deals to the region.

- Air cargo facilities are available at Lambert Airport, but they are dated and small. Upgrades and expansion efforts are needed for air cargo capacity growth in the District.
- Deficient bridges in the district could cause costly delays and pose safety concerns for carriers.
- There is a shortage of available motor carriers and truck fleets as it is becoming increasingly difficult to recruit and insure drivers, and many fleets have left St. Louis. These shortages are driving up costs to move freight on roadways.

Central District

- Innovative funding options should continue to be explored. Stakeholders in this district are concerned that funding gaps are threatening programs that are working well, such as MoDOT's cost share program.
- Efforts should be made to improve connectivity throughout the district. Stakeholders identified a need for improving north-south connections and specifically noted concerns with US-63 between Jefferson City and Rolla. The district could also benefit from improvements to I-70, such as increased lanes, as the interstate is critical to moving freight and supporting the agriculture industry. Several stakeholders suggested that a multi-modal hub between Columbia and Jefferson City would support economic development in the district.
- The Missouri River is under-utilized and under-marketed. Stakeholders recognize that the district should expect increased demand over the next five years and beyond. Utilizing waterways will be critical in effectively moving additional freight and taking strain off of highways and rail lines.
- The freight system needs to support the agriculture industry, which is key to the economic success of the district and the State.
  As one stakeholder noted, "2014 agriculture industry technology is being moved on a 1940's (freight) network."

Figure D-3: Stakeholders and MoDOT come together in MoDOT's Southwest District to discuss strategic freight investments.

Southwest District

- Interstate capacity upgrades are needed. Many stakeholders suggested adding lanes to I-70 and I-44. "I-44 is aging out and will need additional capacity as the population increases in the region." Congestion on these interstate corridors is a top concern for many, especially in urban areas. One stakeholder recommended completing I-49 to the Arkansas state line.

- Motor carrier accommodation and recruitment is a high priority in this district. A recurring theme from stakeholders is the need for better accommodations for motor carriers, such as

improved and larger rest areas. In addition, stakeholders are interested in motor carrier recruitment, driver training programs for the general public to increase safety on roadways, and less regulation on drivers.

- Funding programs for freight should be flexible so each district can target their specific needs, regardless of mode.

Southeast District

- East-west connectivity is limited regionally and a St. Louis bypass could help congestion. Capacity concerns in the St. Louis area led many stakeholders to suggest an east-west or diagonal corridor to provide "this area a direct route through central Missouri" as an alternative to the longer I-55/I-70 route. Another interviewee said Missouri "needs an 'X' through the middle of the state to connect southeast Missouri with Kansas City and Kirksville to Joplin and Springfield." Stakeholders also suggested a freeway-type roadway (i.e. four-laning US-60 across the state).
- US-67 is a key north-south connection, and completing the route through Arkansas would increase economic opportunities.
- Industry relies on secondary highways for time-sensitive delivery and connections to interstates, and the condition of these roadways could be improved. Several stakeholders suggested resurfacing and capacity upgrades.
- Stakeholders are concerned about funding for ports and waters for small-level capital projects. Additionally, several stakeholders commented about the need for consistent support of harbor dredging.

Additional Communication Tools and Outreach Efforts

- MoDOT worked to broaden and update its freight stakeholder database throughout the life of the project and added new key stakeholders. There are over 1,300 entries.
- Project email blasts were sent throughout the project, inviting key stakeholders to participate in forums and surveys.
- An interactive website and social media accounts were maintained throughout the project and included invites to events, press releases and project materials. The website address is MOFreightPlan.org and the twitter handle is @mofreightplan. As of the end of July the website received over 3,000 total page views.
- Several short videos were created by MoDOT during the project and focused on providing project information and drawing the link between freight and economic developments.

Deepen Stakeholder Connections

Grassroots Outreach

MoDOT also reached out to motor carriers, shippers and receivers in the state to gather input via an electronic survey. Because the response rate was limited, MoDOT began reaching out directly to freight-orientated groups and associations to hear members' thoughts and concerns regarding the freight plan. Presentations were made to groups and surveys were provided.

The groups include:

- Mid Missouri Regional Planning Commission
- Missouri Chamber of Commerce and Industry
- Springfield Area Chamber of Commerce
- Greater Kansas City Chamber of Commerce
- Missouri Trucking Association
- Missouri Chapter of Association of American Railroads
- Council of Supply Chain Management-St. Louis
- St. Joseph Chamber of Commerce
- Consortium for Supply Chain Management Studies
- Transportation Club of St. Louis
- Inland Rivers, Ports and Terminals (IRPT)
- Joplin Diplomats
- Springfield Motor Carriers
- Transportation Engineers Association of Missouri (TEAM)
- KC Aviation Department

Figure D-4: Stakeholders talk about investments in all modes in St. Louis

Regional Priorities and Investment Forums (April-May 2014)

Close to 100 stakeholders participated in three regional forums held in Kansas City, St. Louis and Springfield. A statewide focused webinar was also held in early May for those stakeholders who were not able to participate in any of the three regional forums.

The primary question stakeholders were asked to help answer was: How can MoDOT best prioritize investments to achieve the freight network goals?

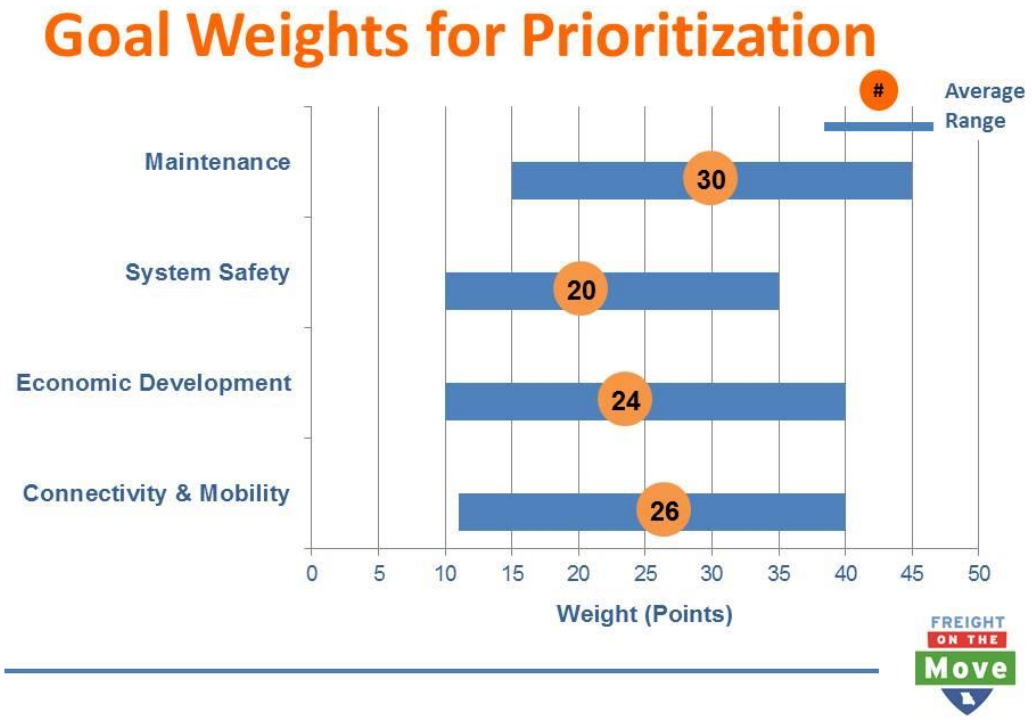
To answer that question, MoDOT provided stakeholders with information about the current condition of the freight network. Then stakeholders were asked what freight assets are needed today and in the future to be more competitive. Three interactive exercises were completed within a small breakout group format during the forums so that stakeholders could provide guidance to MoDOT on how to best prioritize freight improvement projects.

Appendix D - Stakeholder Outreach

First, small groups discussed how goals for the freight plan, which are aligned with MoDOT's long range transportation plan goals, should be prioritized and weighted when considering freight projects. Those goals are maintenance, system safety, economic development, and connectivity and mobility.

The statewide average weight for each goal is identified in the orange circle in **Figure D-5.** The blue bar represents the range of weights assigned to each goal by the small groups across the State.

Figure D-5: Stakeholders assigned goal weights for project prioritization



The small groups were then asked to weight the filters (or selection criteria) that would be used to prioritize freight improvement projects for each goal. Those filters are identified by goal below and results are provided in **Figure D-6**:

Maintenance Filter:

- Maintains the existing freight network.

System Safety Filter:

- Improves a high crash location.

Economic Development Filters

- On a link of high economic value.

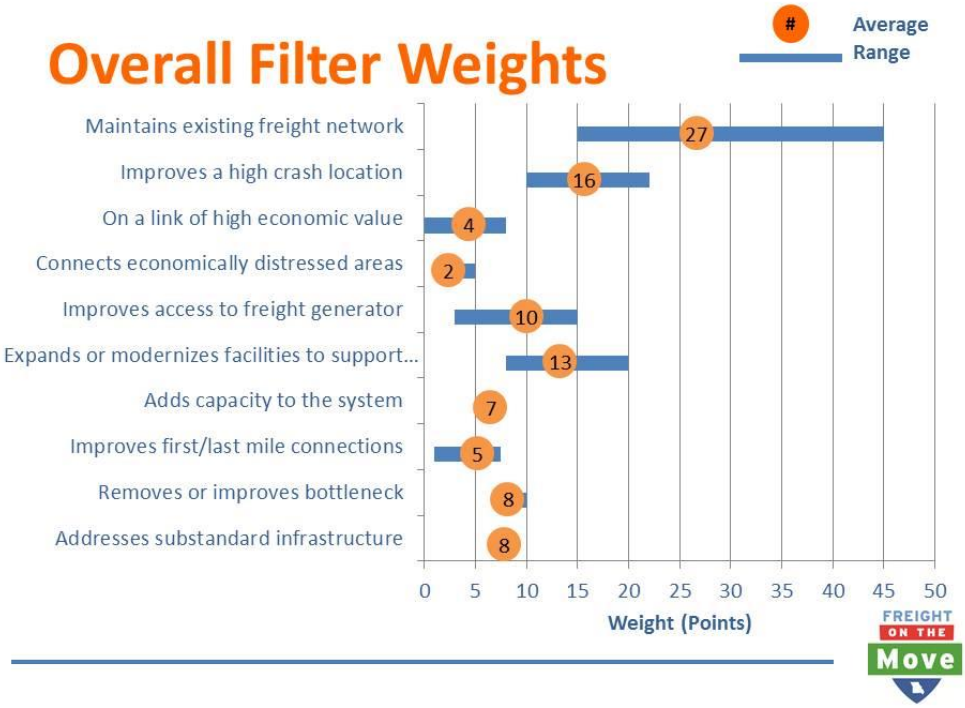
- Connects economically distressed areas.
- Improves access to freight generator.
- Expands or modernizes facilities to support freight.
- Adds capacity to the system.

Connectivity and Mobility Filters

- Improves first/last mile connections.
- Removes or improves bottlenecks.
- Addresses substandard infrastructure.

Figure D-6 provides the average weighting statewide for each filter (or criterion). Like **Figure D-5** above, the number in the orange circle represents the statewide average and the blue bar represents the range of weights for each criterion.

Figure D-6: Stakeholders assigned filters and weights for each of the goals for project prioritization.



Appendix D - Stakeholder Outreach

Stakeholder Comment Period (October 2014)

A draft State Freight Plan was available for public comment from October 1 to 31, 2014. Stakeholders submitted 80 comments during this time via the following outreach activities:

- An online survey targeting key stakeholders was posted on the State Freight Plan website to gather input about the draft plan. Nineteen responses were received. A copy of the survey and the responses are provided in Attachment 15.
- Outreach events were held and project team members facilitated discussions and presented information on this plan. A list of the outreach events is provided in Attachment 16.
- A webinar presenting highlights from the plan was held on October 19 during which participants could provide comments. The presentation used during the webinar was posted to the project website and is available in Attachment 17.

Appendix D - Stakeholder Outreach

Attachments:

Interviews/Surveys

1. Freight Industry Survey
2. Community Leaders Survey
3. Motor Carriers, Shippers and Recievers Survey
4. General Stakeholder/MoFreight.com Survey

Freight Forum Presentation

5. Statewide Presentation

District Freight Forum Summaries

6. Central District
7. Kansas City District
8. Northeast District
9. Northwest District
10. St. Louis District
11. Southeast District
12. Southwest District

Priorities and Investment Forum Presentation

13. Statewide Presentation

Business Forum Summary

14. Final Document

Stakeholder Comment Period

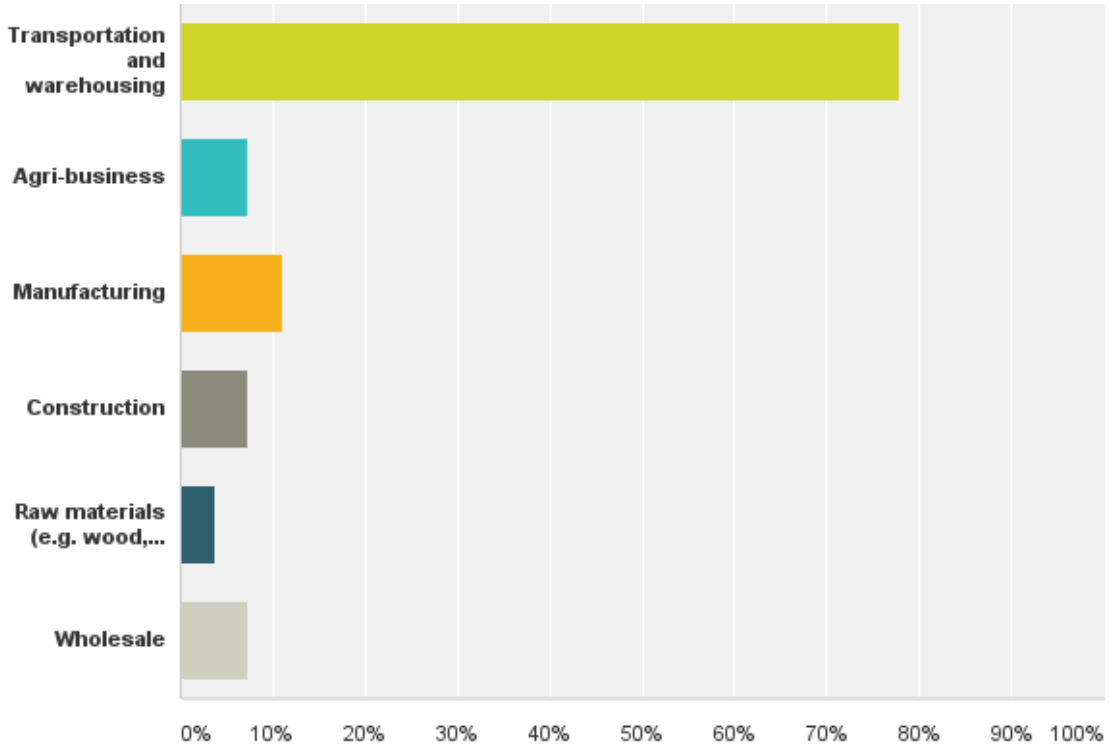
15. Stakeholder Survey
16. Outreach Events
17. Webinar Presentation
18. Draft Plan Comments

Stakeholder Interviews/Surveys

ATTACHMENT 1: Freight Industry Surveys and Reponses: 33 total responses

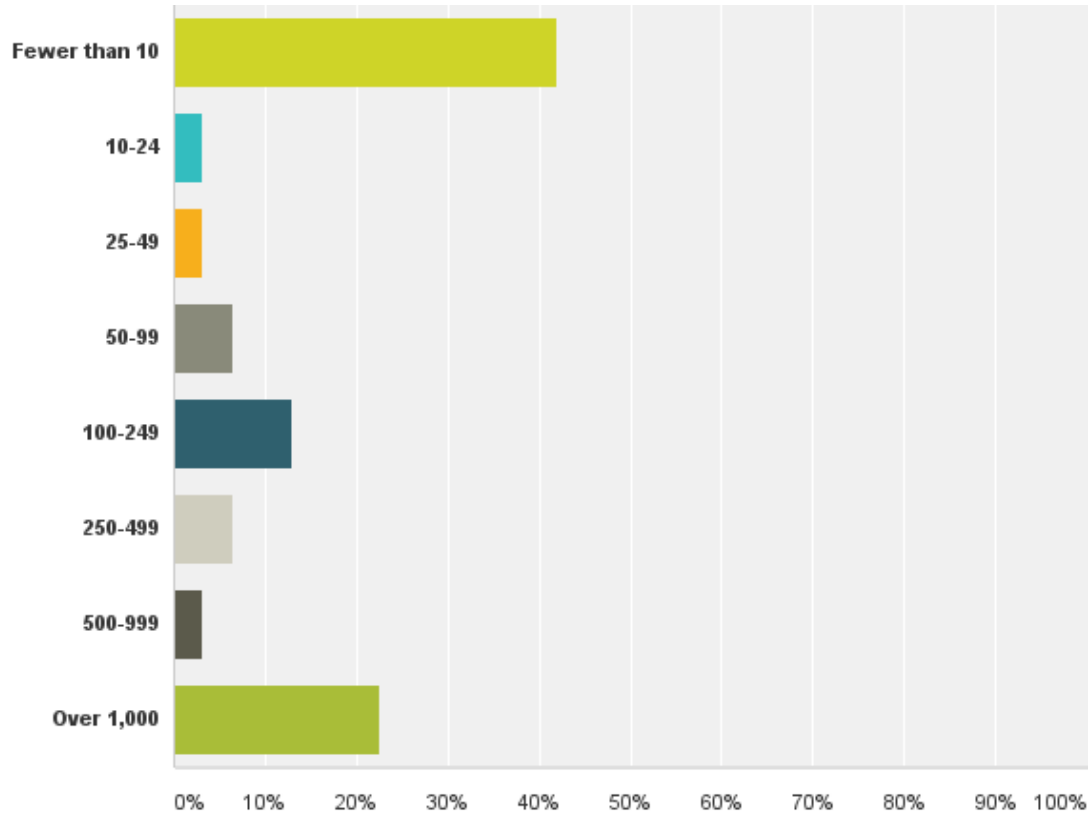
Q2: Please describe your business sector(s). Choose all that are applicable.

Answer Choices	Responses	
Transportation and warehousing	77.78%	21
Agri-business	7.41%	2
Manufacturing	11.11%	3
Construction	7.41%	2
Raw materials (e.g. wood, stone, oil)	3.70%	1
Wholesale	7.41%	2
Total Respondents: 27		



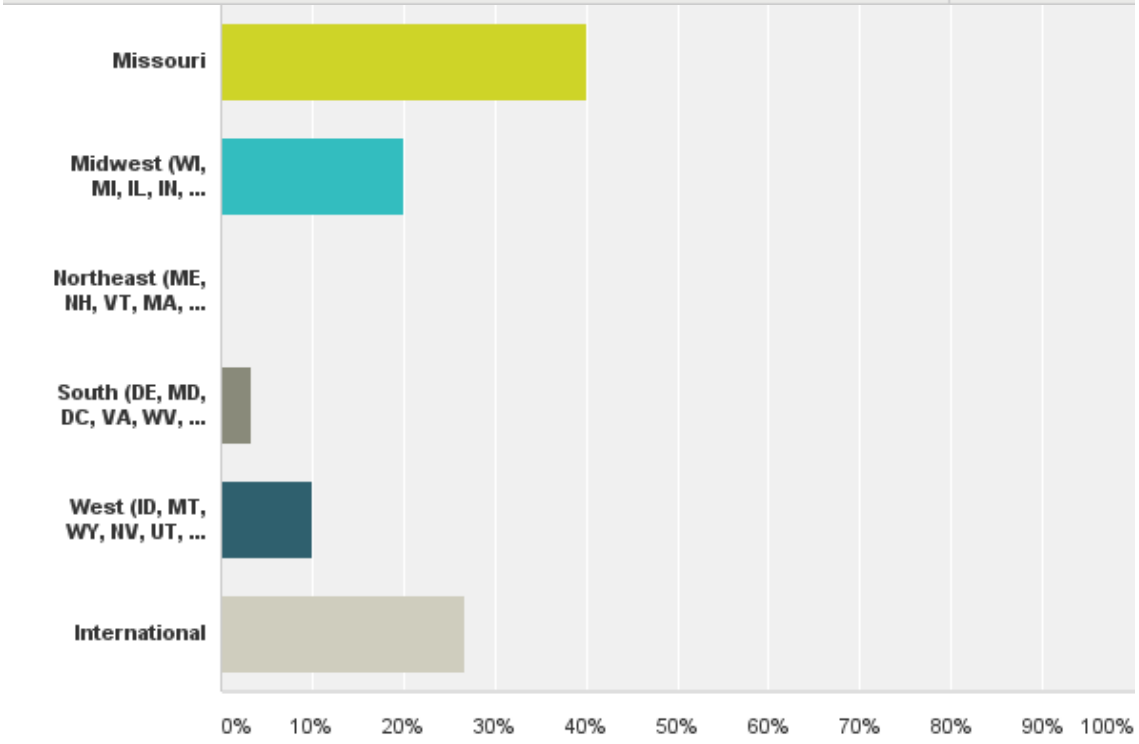
Q5: How many employees do you have in Missouri?

Answer Choices	Responses	
Fewer than 10	**41.94%**	13
10-24	**3.23%**	1
25-49	**3.23%**	1
50-99	**6.45%**	2
100-249	**12.90%**	4
250-499	**6.45%**	2
500-999	**3.23%**	1
Over 1,000	**22.58%**	7
Total		**31**



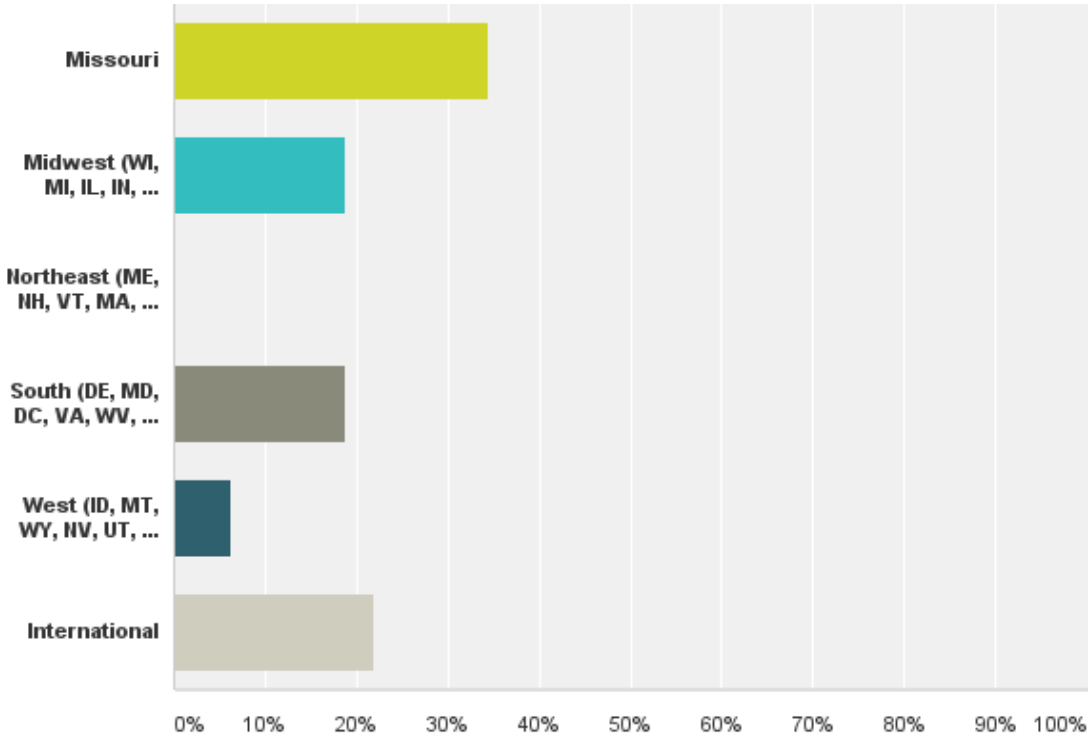
Q7: Where are your suppliers primarily located?

Answer Choices	Responses	
Missouri	40.00%	12
Midwest (WI, MI, IL, IN, OH, MO, ND, SD, NE, KS, MN, IA)	20.00%	6
Northeast (ME, NH, VT, MA, RI, CT, NY, PA, NJ)	0.00%	0
South (DE, MD, DC, VA, WV, NC, SC, GA, FL, KY, TN, MS, AL, OK, TX, AR, LA)	3.33%	1
West (ID, MT, WY, NV, UT, CO, AZ, NM, AK, WA, OR, CA, HI)	10.00%	3
International	26.67%	8
Total		**30**



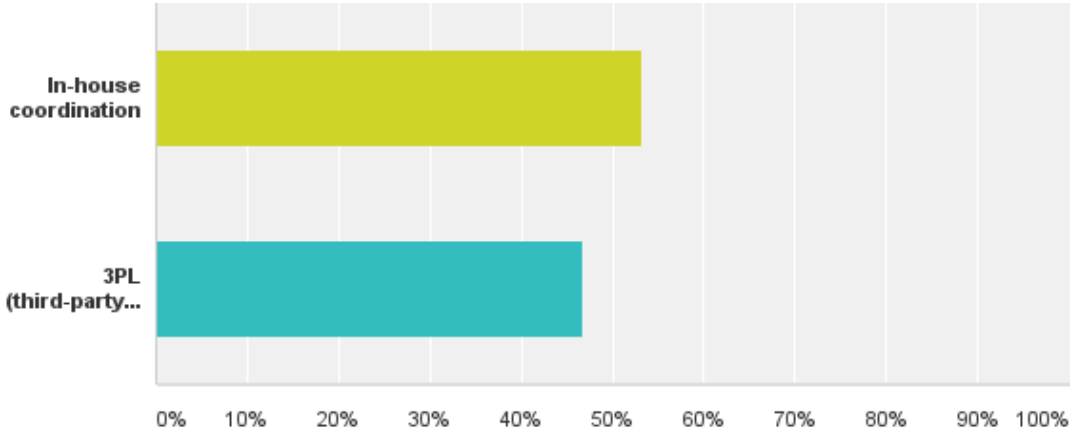
Q8: Where are your customers primarily located?

Answer Choices	Responses	
Missouri	34.38%	11
Midwest (WI, MI, IL, IN, OH, MO, ND, SD, NE, KS, MN, IA)	18.75%	6
Northeast (ME, NH, VT, MA, RI, CT, NY, PA, NJ)	0.00%	0
South (DE, MD, DC, VA, WV, NC, SC, GA, FL, KY, TN, MS, AL, OK, TX, AR, LA)	18.75%	6
West (ID, MT, WY, NV, UT, CO, AZ, NM, AK, WA, OR, CA, HI)	6.25%	2
International	21.88%	7
Total		**32**



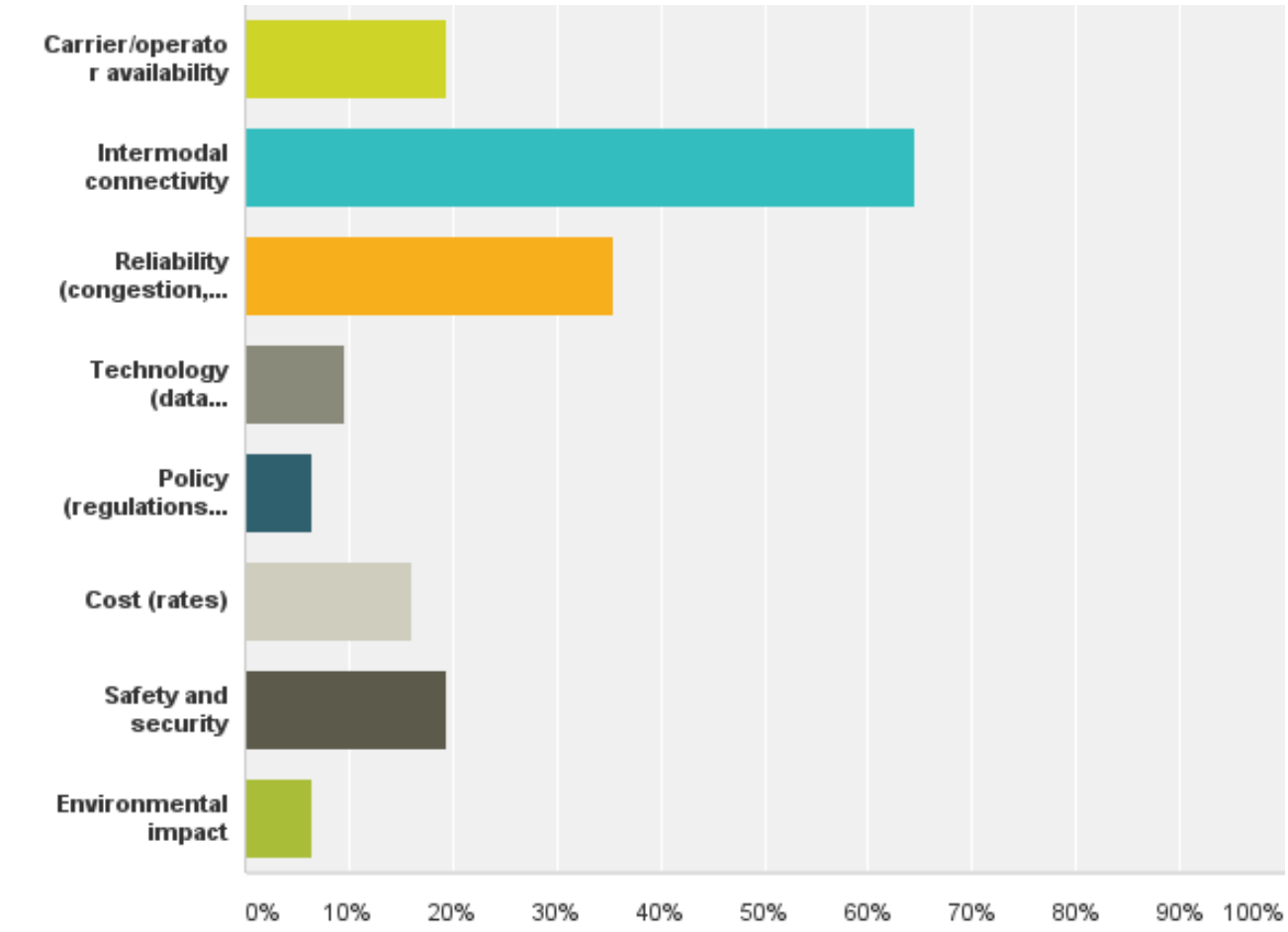
Q9: Please describe your overall logistics operations.

Answer Choices	Responses	
In-house coordination	53.33%	16
3PL (third-party logistics provider)	46.67%	14
Total		30



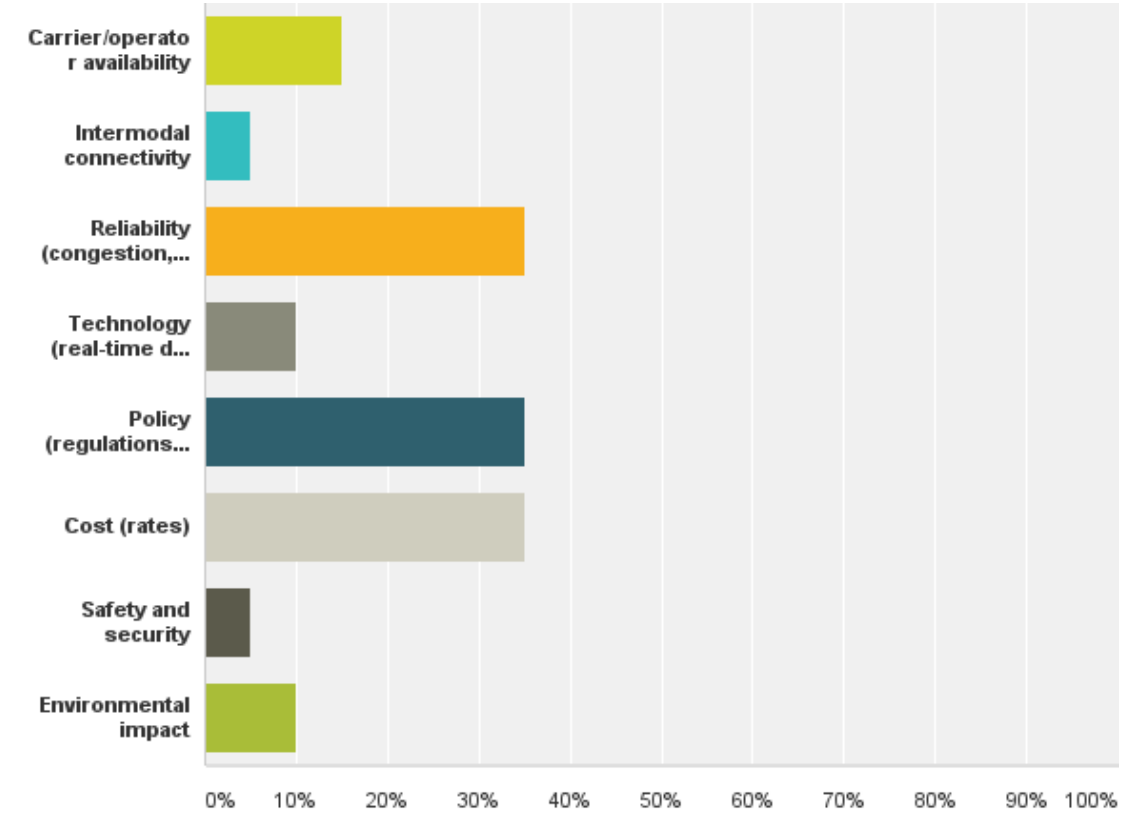
Q10: What are the greatest strengths of Missouri's freight system? Please select up to THREE options.

Answer Choices	Responses	
Carrier/operator availability	19.35%	6
Intermodal connectivity	64.52%	20
Reliability (congestion, travel time, facility conditions)	35.48%	11
Technology (data collection and analysis, communications)	9.68%	3
Policy (regulations, incentives)	6.45%	2
Cost (rates)	16.13%	5
Safety and security	19.35%	6
Environmental impact	6.45%	2
Total Respondents: 31		



Q11: What are the biggest challenges for Missouri freight in the next 5 to 10 years? Please select up to THREE options.

Answer Choices	Responses	
Carrier/operator availability	15.00%	3
Intermodal connectivity	5.00%	1
Reliability (congestion, travel time, facility conditions)	35.00%	7
Technology (real-time data collection and analysis, communications)	10.00%	2
Policy (regulations, incentives)	35.00%	7
Cost (rates)	35.00%	7
Safety and security	5.00%	1
Environmental impact	10.00%	2
Total Respondents: 20		



Q13: How important is freight to the Missouri economy?

	Not very important	Somewhat important	Very important	No opinion	Total	Average Rating
(no label)	**0.00%** 0	**0.00%** 0	**100.00%** 32	**0.00%** 0	32	3.00

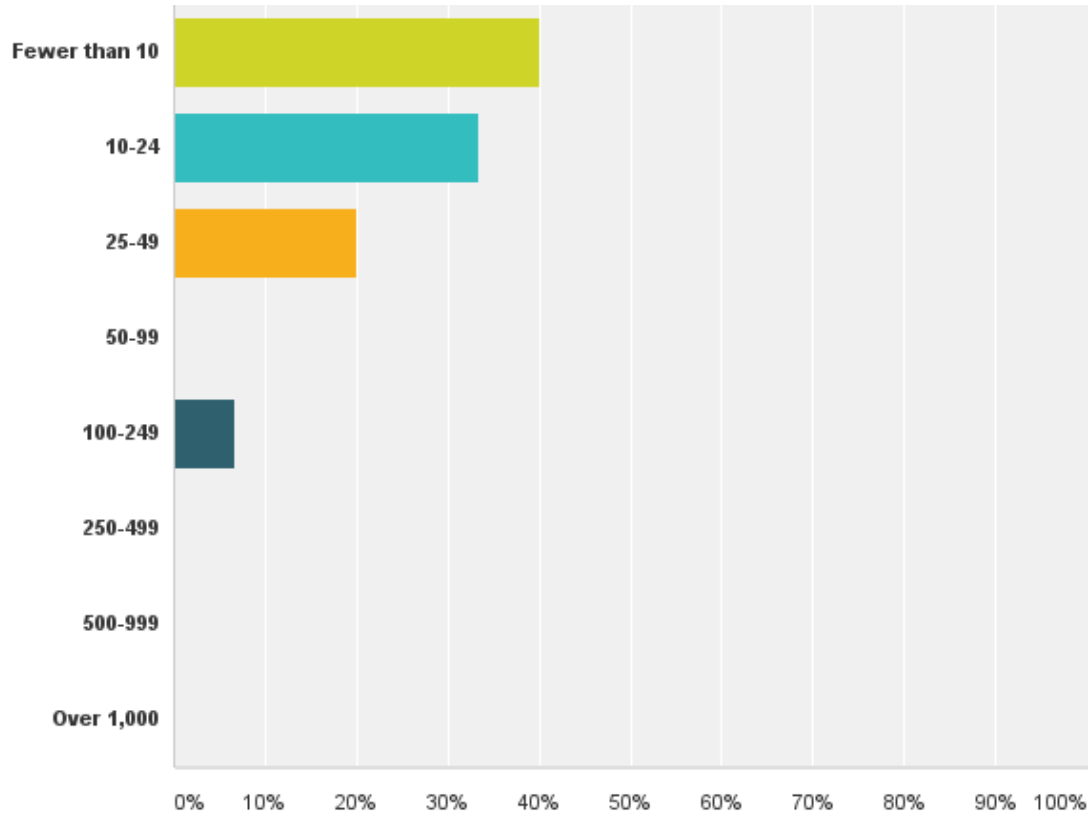
Q14: May we contact you about future opportunities to participate in the Missouri State Freight Plan?

Answer Choices	Responses	
Yes	**70.00%**	21
No	**30.00%**	9
Total		**30**

ATTACHMENT 2: Community Leaders Interview/Survey: 26 responses

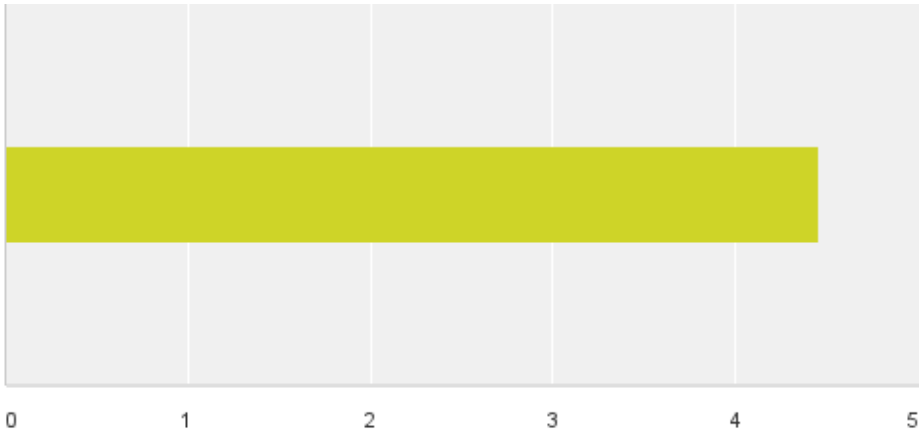
Q3: How many employees do you have in Missouri?

Answer Choices	Responses	
Fewer than 10	**40.00%**	6
10-24	**33.33%**	5
25-49	**20.00%**	3
50-99	**0.00%**	0
100-249	**6.67%**	1
250-499	**0.00%**	0
500-999	**0.00%**	0
Over 1,000	**0.00%**	0
Total		**15**



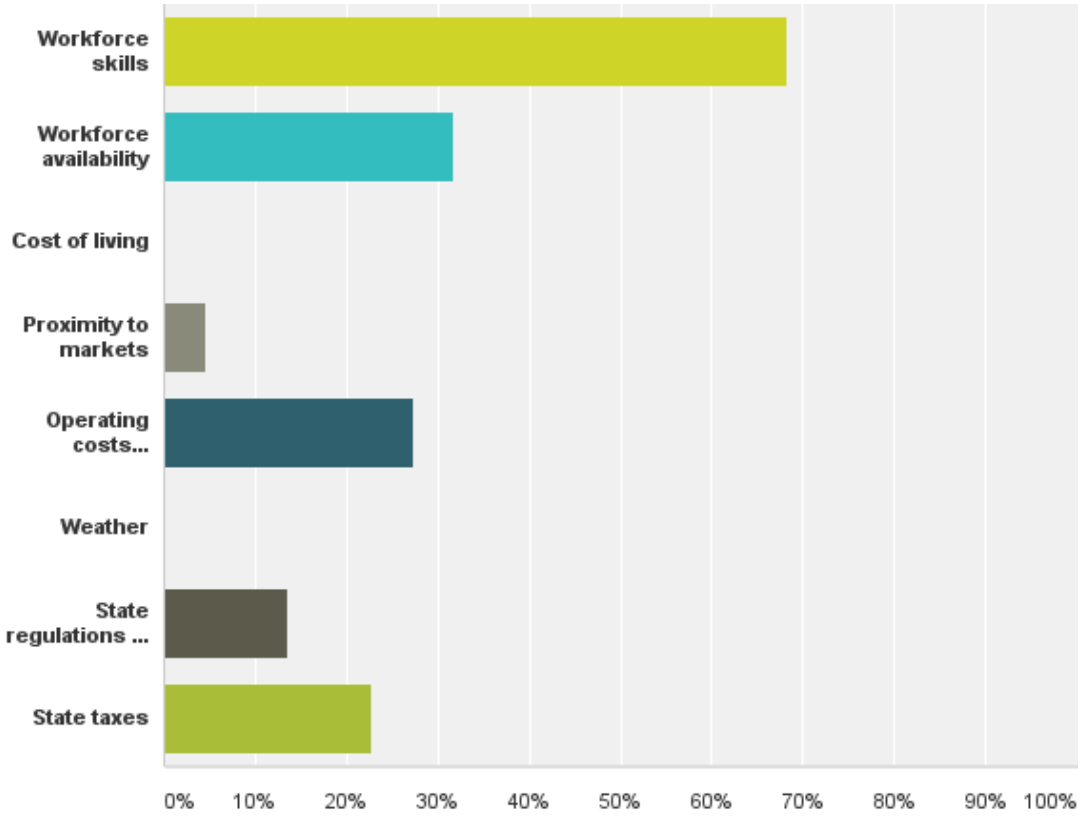
Appendix D - Stakeholder Outreach

Q4: On a scale of 1 to 5, with 5 being the most important, please rate the importance of freight transportation in convincing businesses to come to or grow in Missouri.



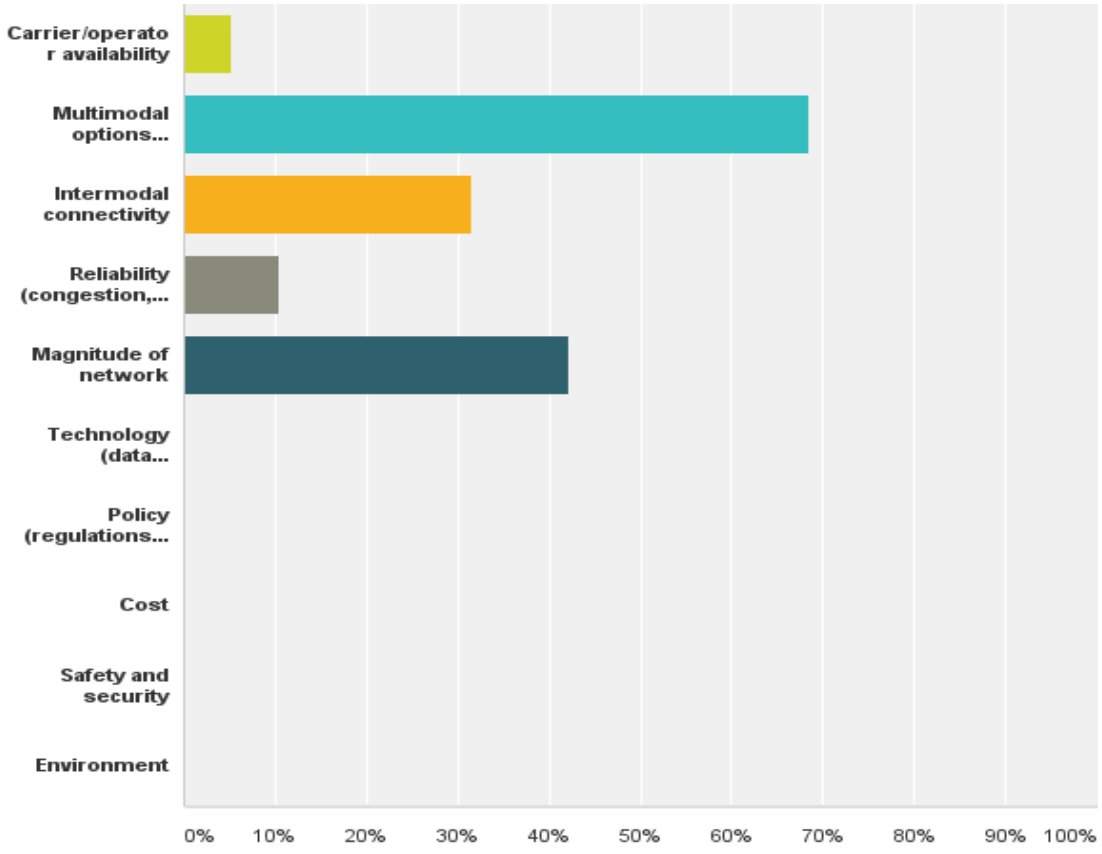
1	2	3	4	5	No opinion	Total	Average Rating
0.00% 0	0.00% 0	0.00% 0	54.17% 13	45.83% 11	0.00% 0	24	4.46

Q5: What factors are as important as or more important than freight transportation in convincing business to come to or grow in Missouri? Please choose all that apply



Answer Choices	Responses	
Workforce skills	**68.18%**	15
Workforce availability	**31.82%**	7
Cost of living	**0.00%**	0
Proximity to markets	**4.55%**	1
Operating costs (utilities, land, etc.)	**27.27%**	6
Weather	**0.00%**	0
State regulations and policies	**13.64%**	3
State taxes	**22.73%**	5
Total Respondents: 22		

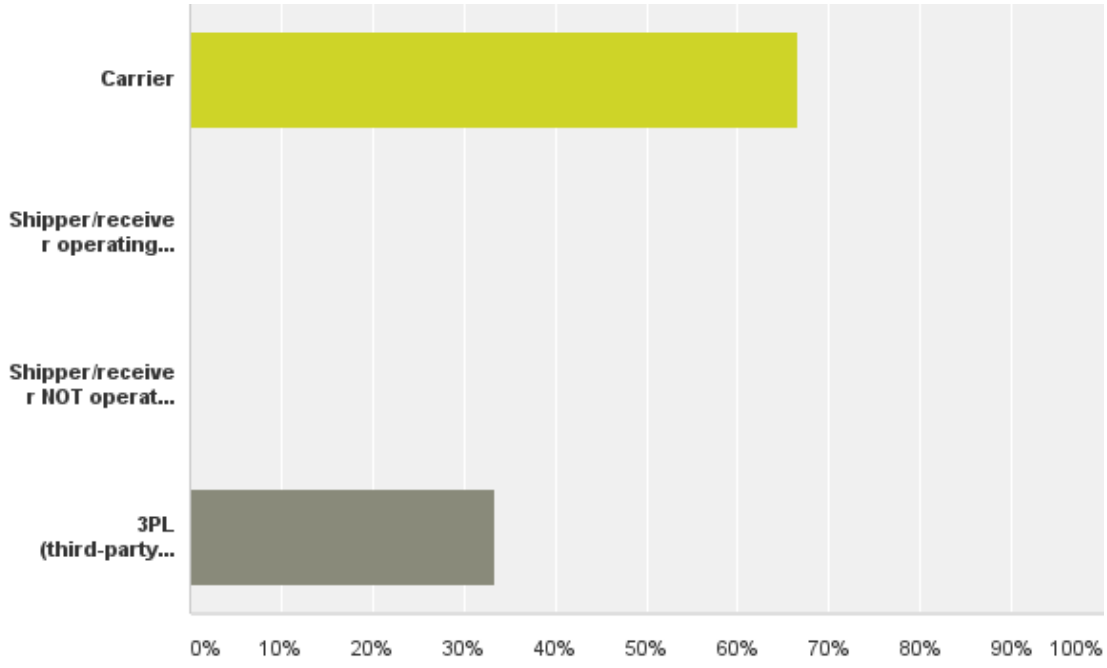
Q6: What are the greatest strengths of Missouri's freight system? Please select up to THREE options.



Answer Choices	Responses	
Carrier/operator availability	5.26%	1
Multimodal options (freight diversity)	68.42%	13
Intermodal connectivity	31.58%	6
Reliability (congestion, travel time, facility conditions)	10.53%	2
Magnitude of network	42.11%	8
Technology (data collection and analysis, communications)	0.00%	0
Policy (regulations, incentives)	0.00%	0
Cost	0.00%	0
Safety and security	0.00%	0
Environment	0.00%	0
Total Respondents: 19		

ATTACHMENT 3: Motor Carriers, Shippers and Receivers Interviews/Surveys: 3 responses

Q1: Please describe your overall business model.



Answer Choices	Responses	
Carrier	**66.67%**	2
Shipper/receiver operating private fleet	**0.00%**	0
Shipper/receiver NOT operating private fleet	**0.00%**	0
3PL (third-party logistics provider)	**33.33%**	1
Total		**3**

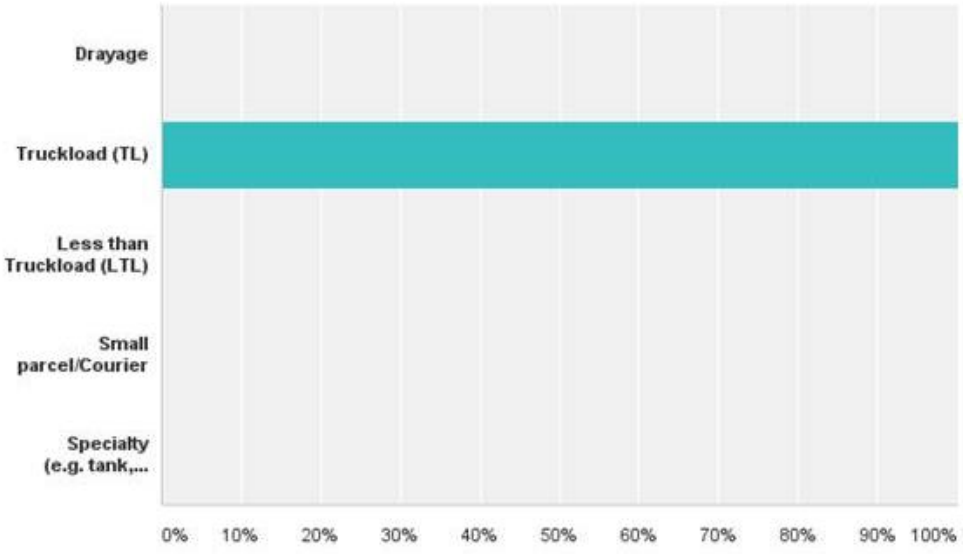
Q2: Please describe the business sector(s) you serve. Choose all that are applicable.

Answer Choices	Responses	
Transportation and warehousing	0.00%	0
Agri-business	0.00%	0
Manufacturing	0.00%	0
Construction	0.00%	0
Raw materials (e.g. wood, stone, oil)	0.00%	0
Wholesale	0.00%	0
Total Respondents: 0		

Answer Choices	Responses	
Fewer than 10	0.00%	0
10-24	0.00%	0
25-49	0.00%	0
50-99	0.00%	0
100-249	0.00%	0
250-499	0.00%	0
500-999	0.00%	0
Over 1,000	0.00%	0
Total		**0**

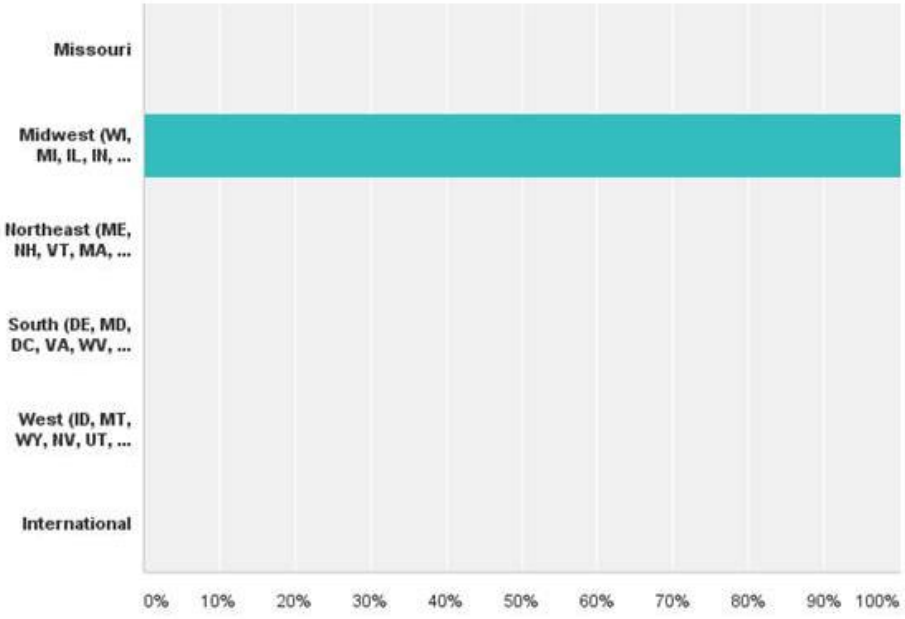
Q5: How many employees do you have in Missouri?

Q7: MOTOR CARRIERS: Which industry segment best represents your operations?



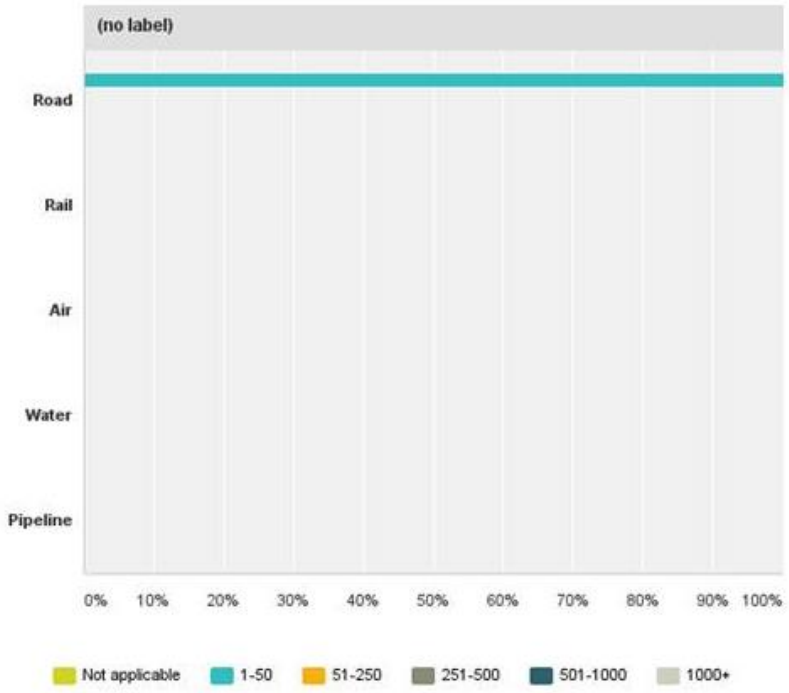
Answer Choices	Responses	
Drayage	0.00%	0
Truckload (TL)	100.00%	1
Less than Truckload (LTL)	0.00%	0
Small parcel/Courier	0.00%	0
Specialty (e.g. tank, heavy haul, refrigerated)	0.00%	0
Total		1

Q8: ALL: What region best describes your operational coverage?



Answer Choices	Responses	
Missouri	0.00%	0
Midwest (WI, MI, IL, IN, OH, MO, ND, SD, NE, KS, MN, IA)	100.00%	1
Northeast (ME, NH, VT, MA, RI, CT, NY, PA, NJ)	0.00%	0
South (DE, MD, DC, VA, WV, NC, SC, GA, FL, KY, TN, MS, AL, OK, TX, AR, LA)	0.00%	0
West (ID, MT, WY, NV, UT, CO, AZ, NM, AK, WA, OR, CA, HI)	0.00%	0
International	0.00%	0
Total		**1**

Q9: ALL: What is the total number of power units in your fleet, by mode? (i.e. tractors, engines, ships, planes)



Q10: ALL: What percent of your fleet operates in Missouri?

Answer Choices	Responses	
1-25%	0.00%	0
26-50%	100.00%	1
51-75%	0.00%	0
76-99%	0.00%	0
100%	0.00%	0
Total		1

Q11: ALL: What freight corridors to you operate on?

Answer Choices	Responses	
Road: Interstates	100.00%	1
Road: State highways	100.00%	1
Road: Local roads	100.00%	1
Water: Missouri River	0.00%	0
Water: Mississippi River	0.00%	0
Rail: Class I	0.00%	0
Rail: Shortline	0.00%	0
Air	0.00%	0
Pipeline	0.00%	0
Total Respondents: 1		

Q12: AIR CARRIERS: What is your annual air cargo tonnage?

Answer Choices	Average Number	Total Number	Responses
Annual air cargo tonnage:	0	0	0
Total Respondents: 0			

Q13: ALL: What percent of your shipments are domestic versus international?

Answer Choices	Average Number	Total Number	Responses
Domestic:	90	90	1
International:	0	0	0
Total Respondents: 1			

Please leave off the percent symbol when entering answers (i.e. use "50" for 50%).

Q14: How many facilities do you operate in Missouri?

Answer Choices	Average Number	Total Number	Responses
Facilities in MO:	0	0	0
Total Respondents: 0			

Appendix D - Stakeholder Outreach

Q15: CURRENTLY, how do you utilize each mode of freight transportation?

	0%	1-25%	26-50%	51-75%	76-99%	100%	Total
Road	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0
Rail	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0
Air	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0
Water	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0
Pipeline	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	100.00% 1	1

Q16: In the NEXT 3 TO 5 YEARS, how do you plan to utilize each mode of freight transportation?

	0%	1-25%	26-50%	51-75%	76-99%	100%	Total
Road	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0
Rail	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0
Air	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0
Water	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0
Pipeline	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	100.00% 1	1

Q17: Please rate your overall satisfaction or dissatisfaction with Missouri's freight network by mode.

	Very dissatisfied	Dissatisfied	Satisfied	Very satisfied	Not applicable	Total	Average Rating
Road	0.00% 0	0.00% 0	100.00% 1	0.00% 0	0.00% 0	1	3.00
Rail	0.00% 0	0.00% 0	100.00% 1	0.00% 0	0.00% 0	1	3.00
Air	0.00% 0	0.00% 0	0.00% 0	0.00% 0	100.00% 1	1	0.00
Water	0.00% 0	0.00% 0	0.00% 0	0.00% 0	100.00% 1	1	0.00
Pipeline	0.00% 0	0.00% 0	0.00% 0	50.00% 1	50.00% 1	2	4.00

Q18: What are the greatest strengths of Missour's freght system? Please select up to THREE options.

Answer Choices	Responses	
Carrier/operator availability	0.00%	0
Multimodal options (freight diversity)	50.00%	1
Intermodal connectivity	0.00%	0
Reliability (congestion, travel time, facility conditions)	50.00%	1
Magnitude of freight network	50.00%	1
Technology (data collection and analysis, communications)	0.00%	0
Policy (regulations, incentives)	50.00%	1
Cost (rates)	0.00%	0
Safety and security	0.00%	0
Environmental impact	0.00%	0
Total Respondents: 2		

Q19: What are the biggest challenges for Misssouri freight in the next 5 to 10 years? Please select up to THREE options.

Answer Choices	Responses	
Carrier/operator availability	0.00%	0
Multimodal options (freight diversity)	0.00%	0
Intermodal connectivity	0.00%	0
Reliability (congestion, travel time, facility conditions)	0.00%	0
Magnitude of freight network	0.00%	0
Technology (data collection and analysis, communications)	0.00%	0
Policy (regulations, incentives)	50.00%	1
Cost (rates)	50.00%	1
Safety and security	0.00%	0
Environmental impact	100.00%	2
Total Respondents: 2		

Q21: How important is freight to the Missouri economy?

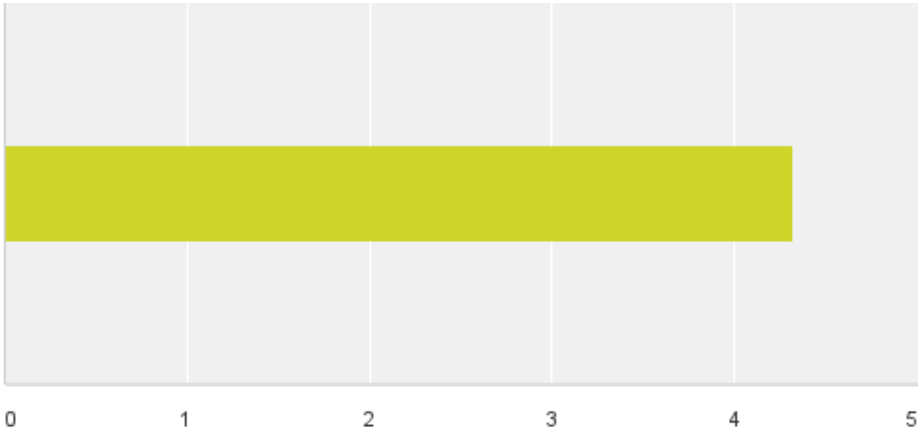
	Not very important	Somewhat important	Very important	No opinion	Total	Average Rating
(no label)	0.00% 0	50.00% 1	50.00% 1	0.00% 0	2	2.50

Appendix D - Stakeholder Outreach

ATTACHMENT 4: MoFreightPlan.com Surveys: 101 total responses

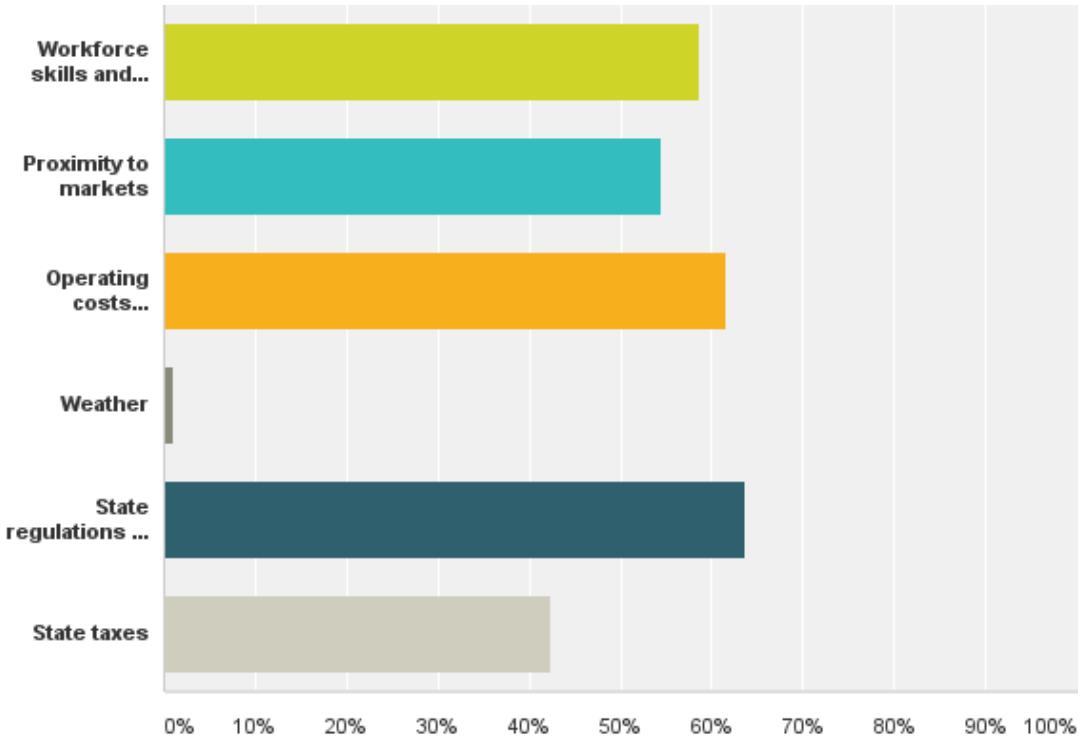
Q2: On a scale of 1 to 5, with 5 being the most important, please rate the importance of freight transportation in attracting business to Missouri.

1	2	3	4	5	No opinion	Total	Average Rating
2.15% 2	3.23% 3	2.15% 2	44.09% 41	46.24% 43	2.15% 2	93	4.32



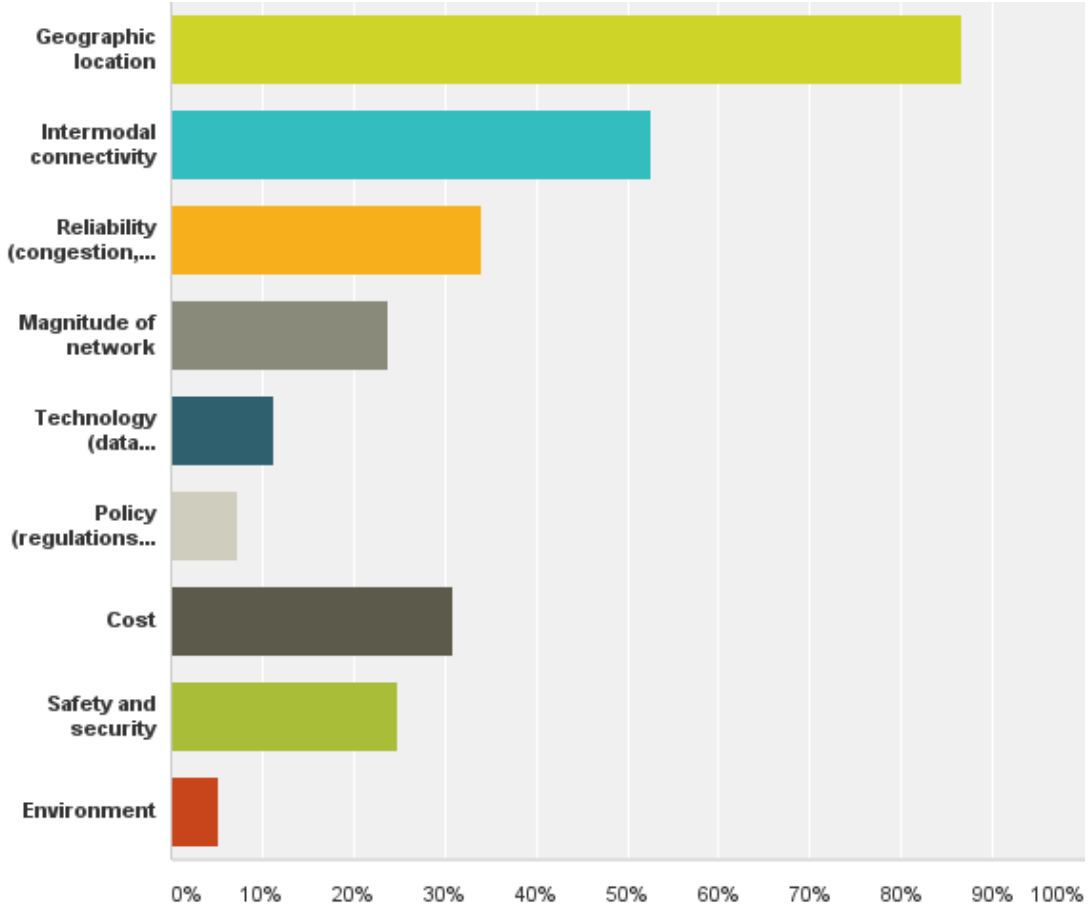
Q3: What other factors are important to attracting business to Missouri? Select up to three options.

Answer Choices	Responses	
Workforce skills and availability	**58.59%**	58
Proximity to markets	**54.55%**	54
Operating costs (utilities, land, etc.)	**61.62%**	61
Weather	**1.01%**	1
State regulations and policies	**63.64%**	63
State taxes	**42.42%**	42
Total Respondents: 99		



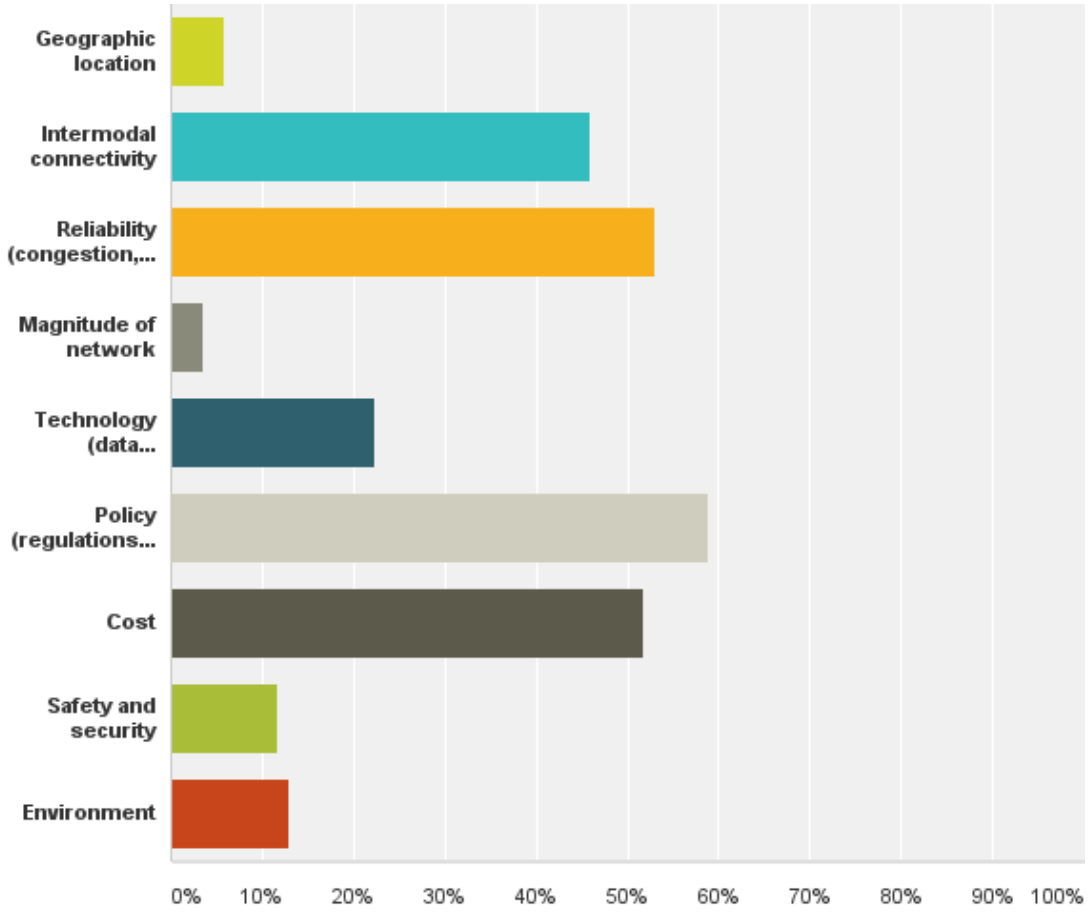
Q4: What are the greatest strengths of Missouri's freight system? Select all that apply.

Answer Choices	Responses	
Geographic location	**86.60%**	84
Intermodal connectivity	**52.58%**	51
Reliability (congestion, travel time, facility conditions)	**34.02%**	33
Magnitude of network	**23.71%**	23
Technology (data collection and analysis, communications)	**11.34%**	11
Policy (regulations, incentives)	**7.22%**	7
Cost	**30.93%**	30
Safety and security	**24.74%**	24
Environment	**5.15%**	5
Total Respondents: 97		



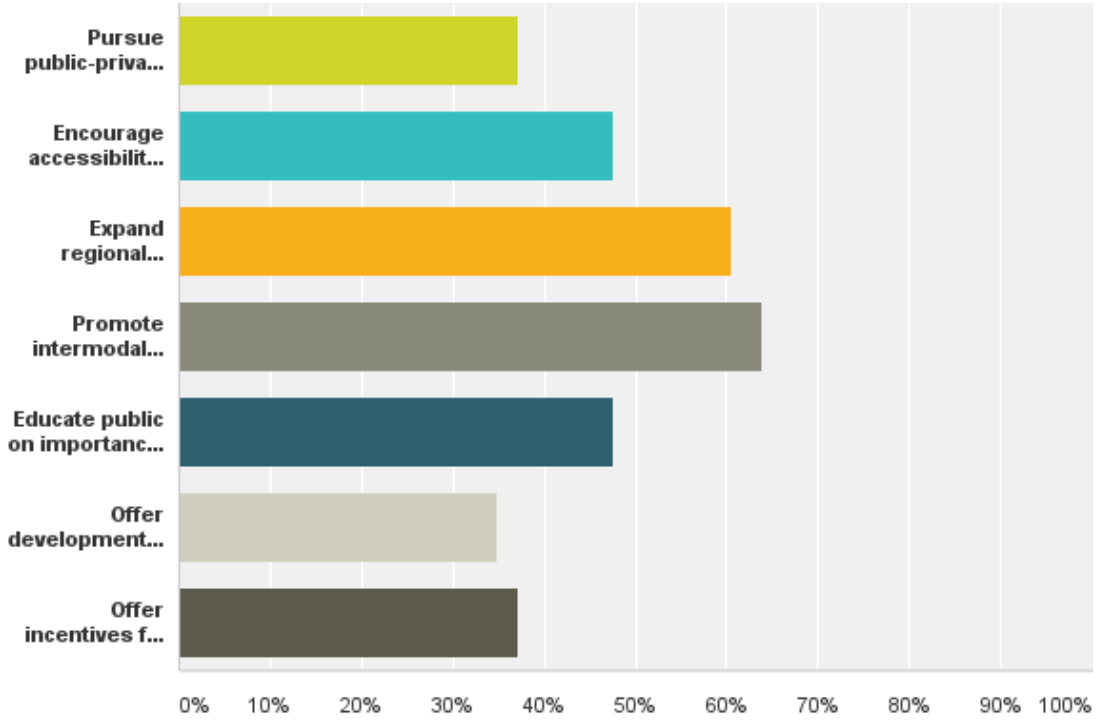
Q5: What are the biggest challenges for Missouri freight in the next 5 to 10 years? Select all that apply.

Answer Choices	Responses	
Geographic location	5.88%	5
Intermodal connectivity	45.88%	39
Reliability (congestion, travel time, facility conditions)	52.94%	45
Magnitude of network	3.53%	3
Technology (data collection and analysis, communications)	22.35%	19
Policy (regulations, incentives)	58.82%	50
Cost	51.76%	44
Safety and security	11.76%	10
Environment	12.94%	11
Total Respondents: 85		



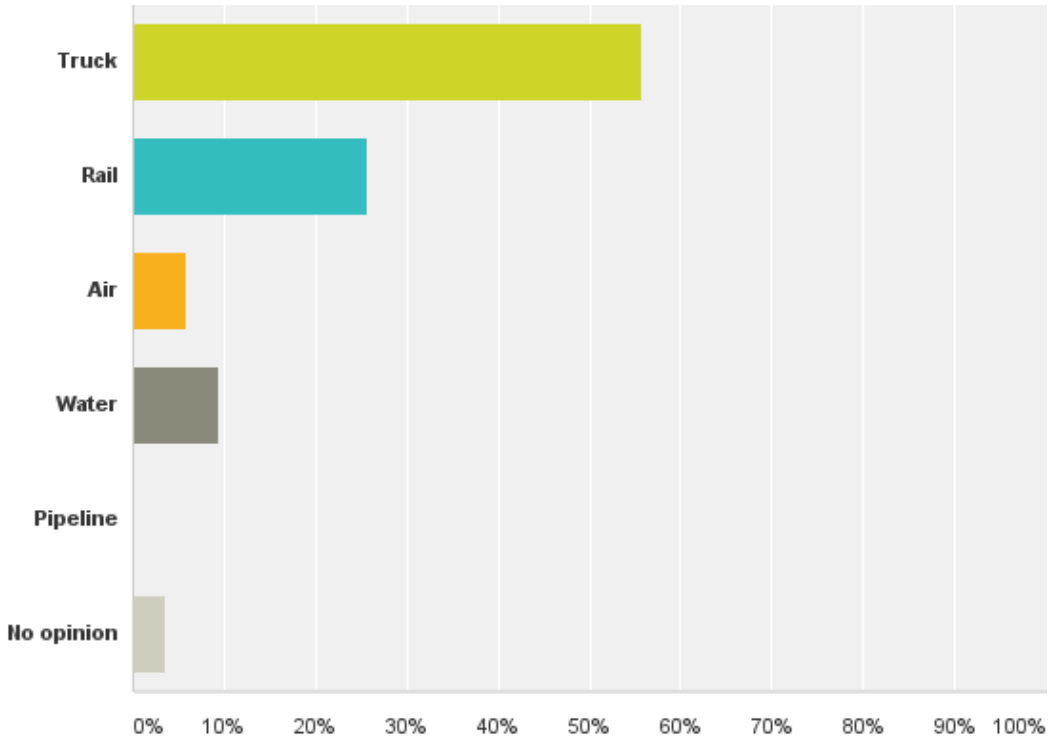
Q6: What strategies would you like to see utilized to promote freight transportation in Missouri? Select all that apply.

Answer Choices	Responses	
Pursue public-private partnerships (P3s)	37.21%	32
Encourage accessibility in planning process	47.67%	41
Expand regional capacity	60.47%	52
Promote intermodal connectivity	63.95%	55
Educate public on importance of MO freight	47.67%	41
Offer development incentives to freight users	34.88%	30
Offer incentives for enhancements to freight network efficiency and safety	37.21%	32
Total Respondents: 86		



Q7: In the NEXT 5 YEARS, which freight mode do you expect will see the most growth in Missouri?

Answer Choices	Responses	
Truck	**55.81%**	48
Rail	**25.58%**	22
Air	**5.81%**	5
Water	**9.30%**	8
Pipeline	**0.00%**	0
No opinion	**3.49%**	3
Total		**86**



Q9: May we contact you about future opportunities to participate in the Missouri Statewide Freight Plan?

Answer Choices	Responses	
Yes	72.73%	8
No	27.27%	3
Total		11

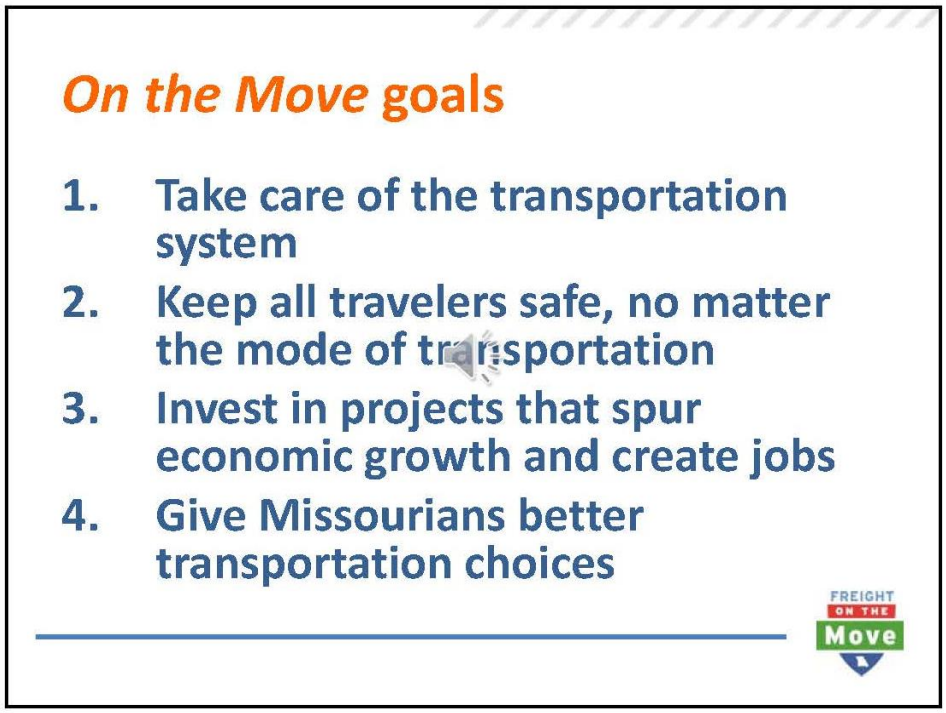
Freight Forum Presentation

ATTACHMENT 5: Statewide Presentation


FREIGHT
ON THE
Move
Statewide Freight Forum
MoDOT Statewide Freight Plan
MoFreightPlan.org


2012 Missouri freight exports
$13.9B
FREIGHT
ON THE
Move


A Vision for Missouri's Transportation Future
Invest in projects that spur economic growth and create jobs
MissouriOnTheMove.org
FREIGHT ON THE Move


On the Move goals
1. Take care of the transportation system
2. Keep all travelers safe, no matter the mode of transportation
3. Invest in projects that spur economic growth and create jobs
4. Give Missourians better transportation choices
FREIGHT ON THE Move

Why a Freight Plan?

Building on *On the Move* and through **collaboration with freight partners**, we will **identify opportunities and actions** in the Freight Plan to **increase economic development and jobs**.

Focus Resources

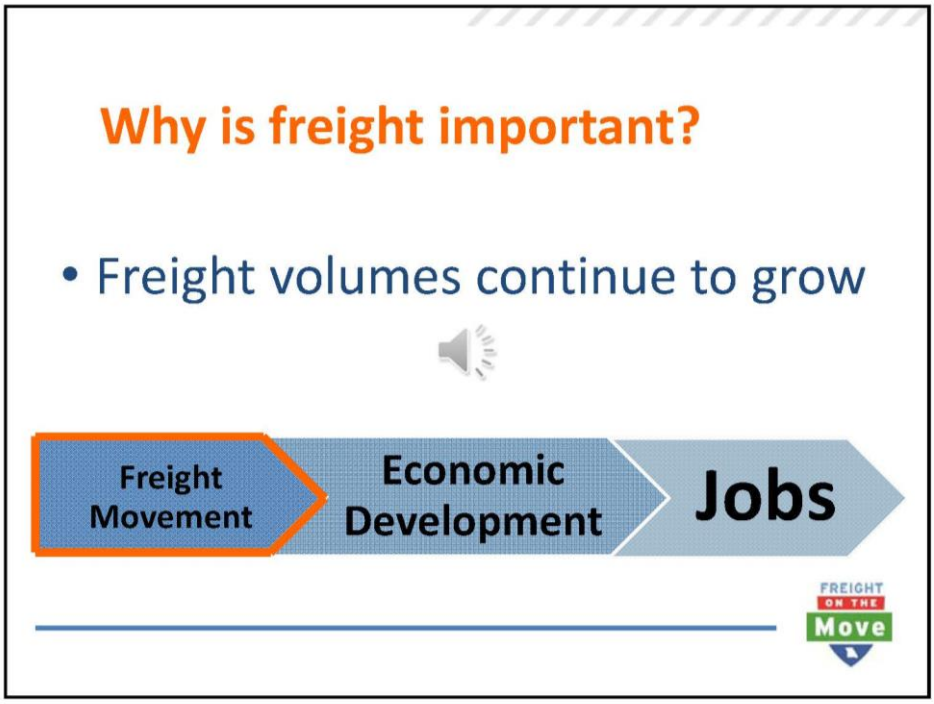
- **Project prioritization**
- **Business development**
- **Stark reality**

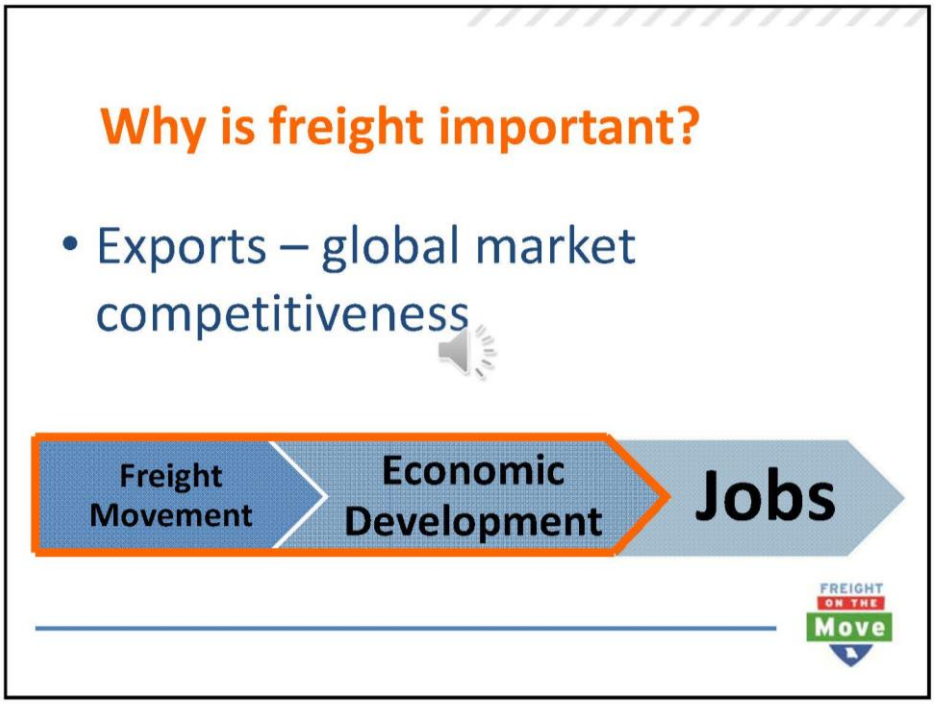

Why reach out?
cost$
FREIGHT ON THE Move

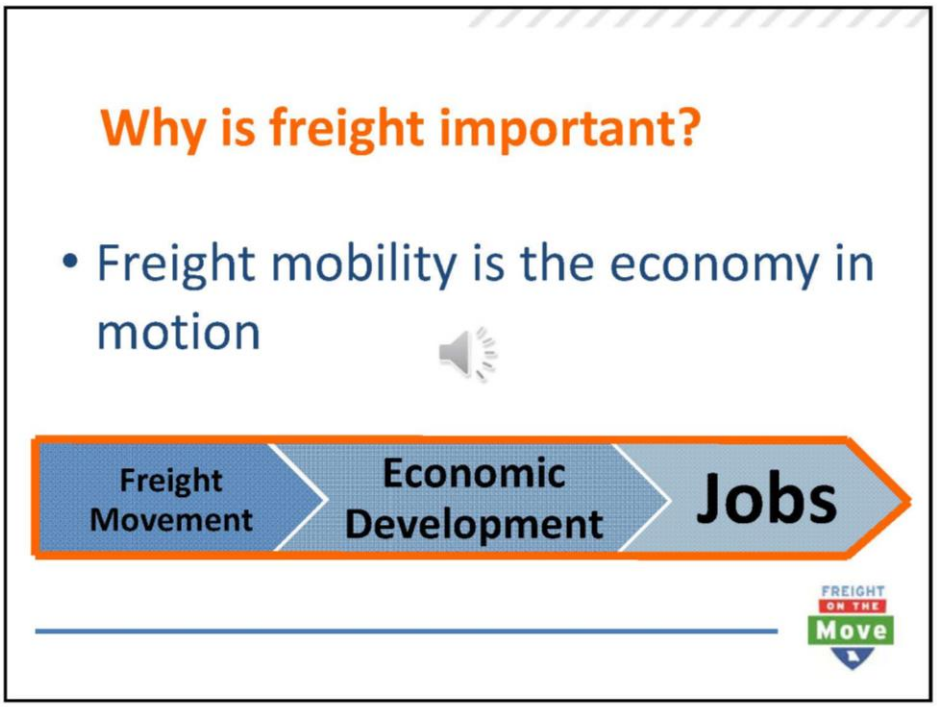

Why reach out?
What if more funds become available?
FREIGHT ON THE Move


Why reach out?
Stakeholders know best which projects and policies can make businesses more competitive
FREIGHT ON THE Move

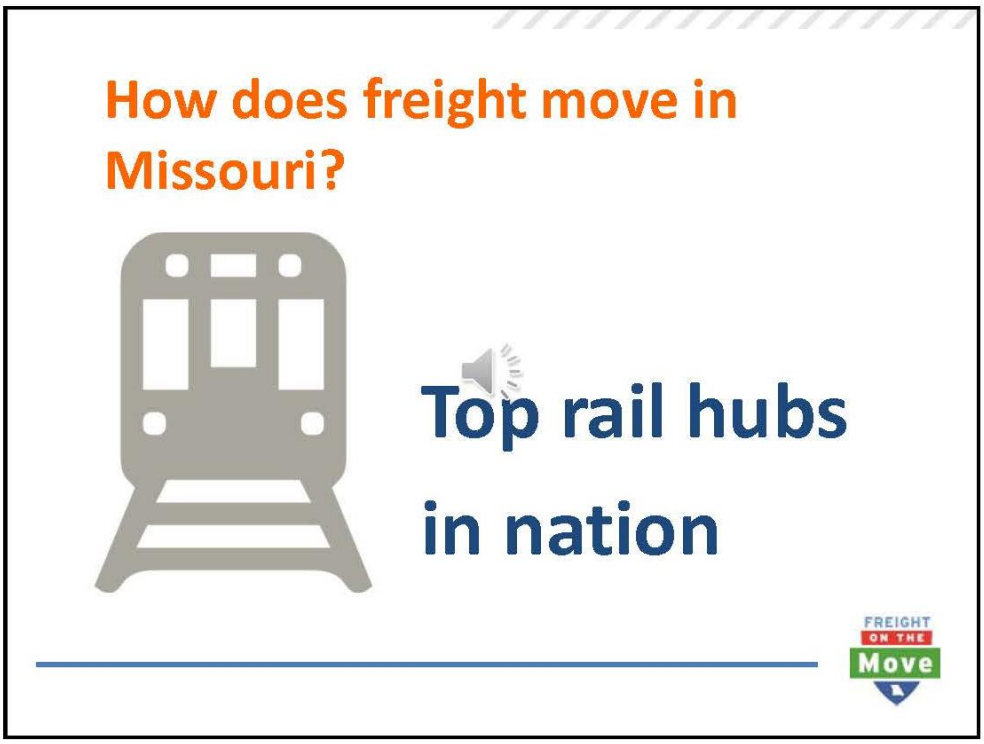

What's in a Freight Plan?
Existing data
Inventory of freight strengths and weaknesses
Freight goals and performance measures development
Scenario planning
Strategic policy improvements
Project priorities
State Freight Plan
FREIGHT ON THE Move


Why is freight important?
• Freight volumes continue to grow
Freight Movement
Economic Development
Jobs
FREIGHT ON THE Move


Why is freight important?
• Exports – global market competitiveness
Freight Movement
Economic Development
Jobs
FREIGHT ON THE Move

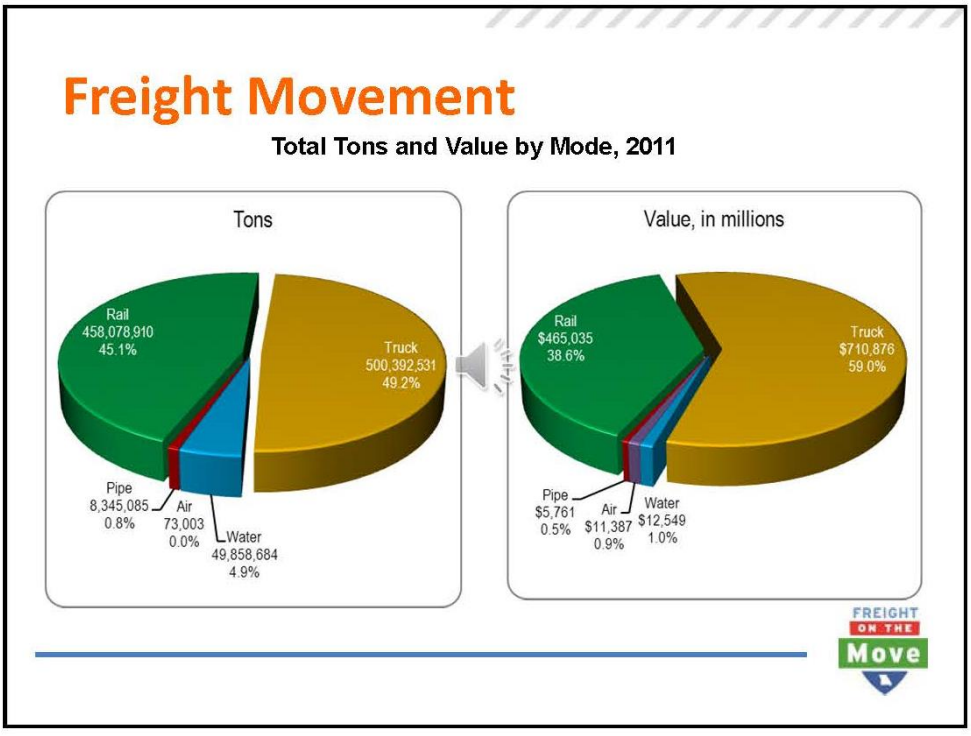

Why is freight important?
• Freight mobility is the economy in motion
Freight Movement
Economic Development
Jobs
FREIGHT ON THE Move

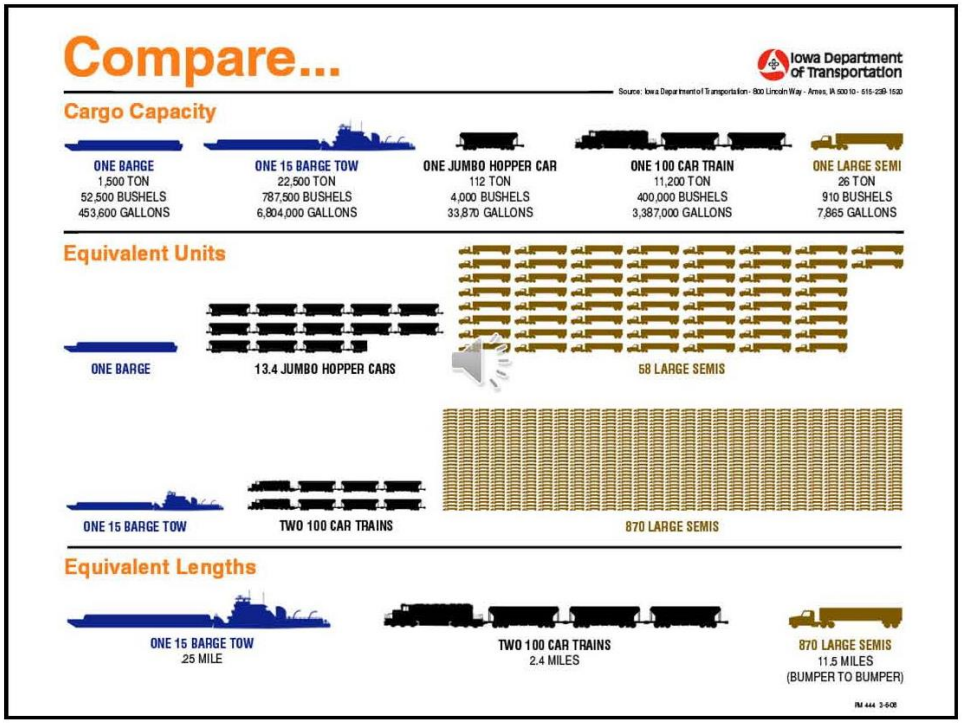

How does freight move in Missouri?
Crossroads of the nation
FREIGHT ON THE Move

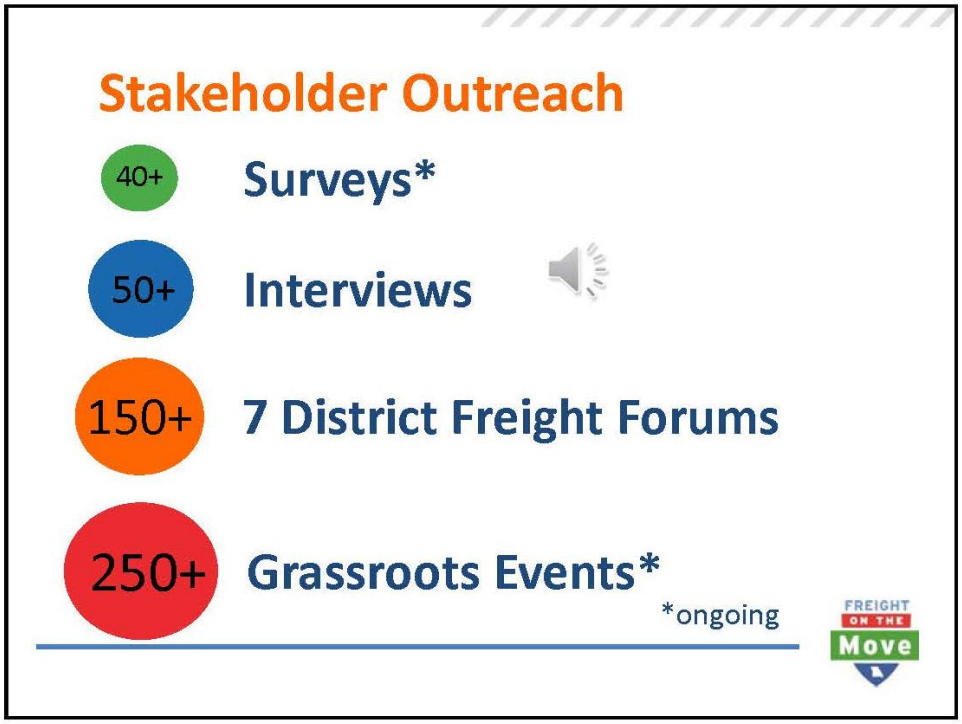

How does freight move in Missouri?
Top rail hubs in nation
FREIGHT ON THE Move

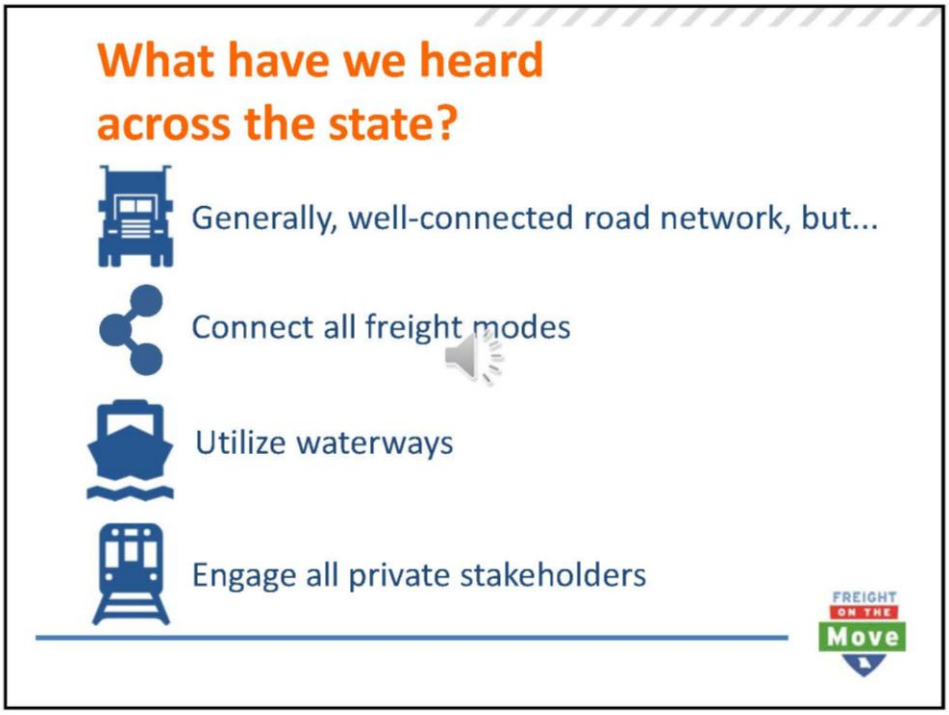

How does freight move in Missouri?
Missouri and Mississippi Rivers
FREIGHT ON THE Move

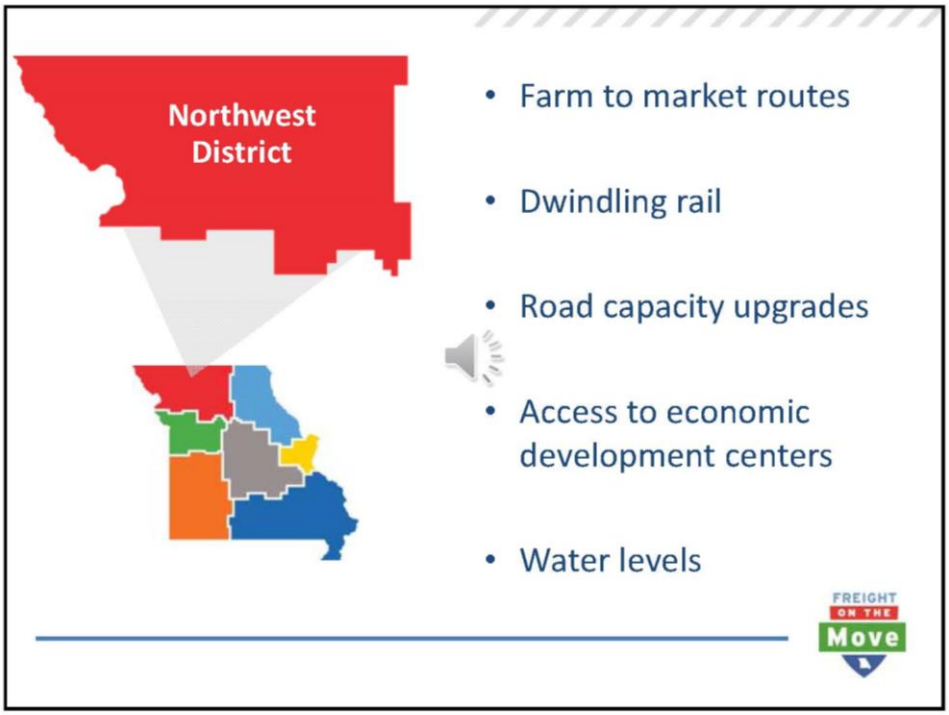

How does freight move in Missouri?
Two international airports in MO
FREIGHT ON THE Move

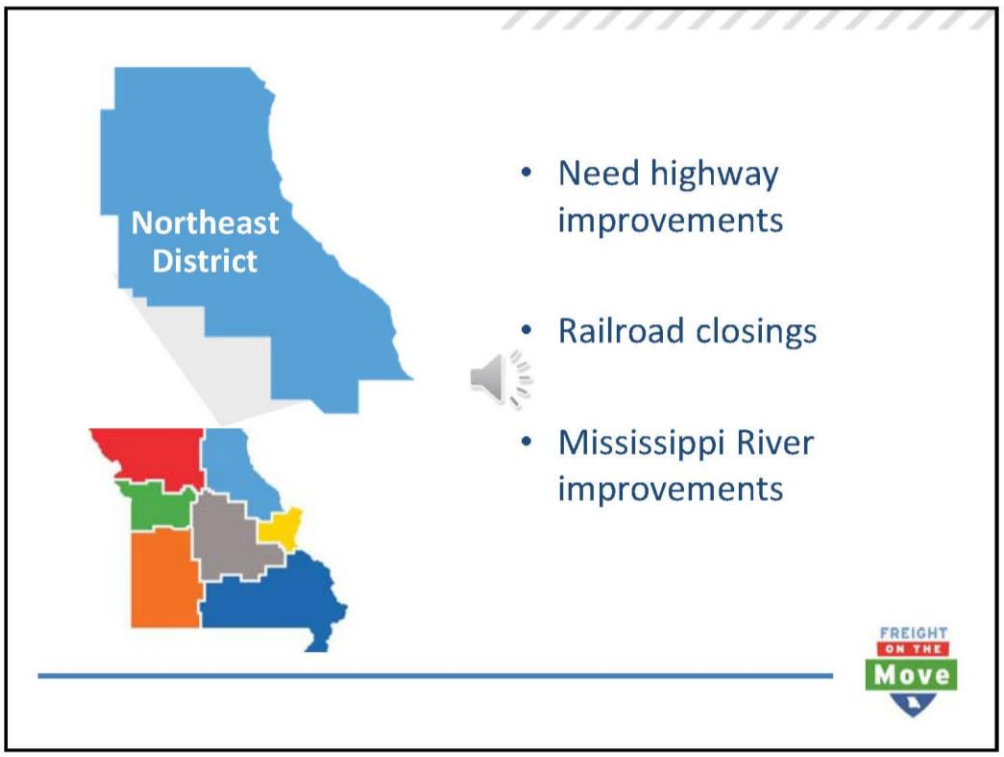

Freight Movement
Total Tons and Value by Mode, 2011
Tons
Rail 458,078,910 45.1%
Truck 500,392,531 49.2%
Pipe 8,345,085 0.8%
Air 73,003 0.0%
Water 49,858,684 4.9%
Value, in millions
Rail $465,035 38.6%
Truck $710,876 59.0%
Pipe $5,761 0.5%
Air $11,387 0.9%
Water $12,549 1.0%
FREIGHT ON THE Move

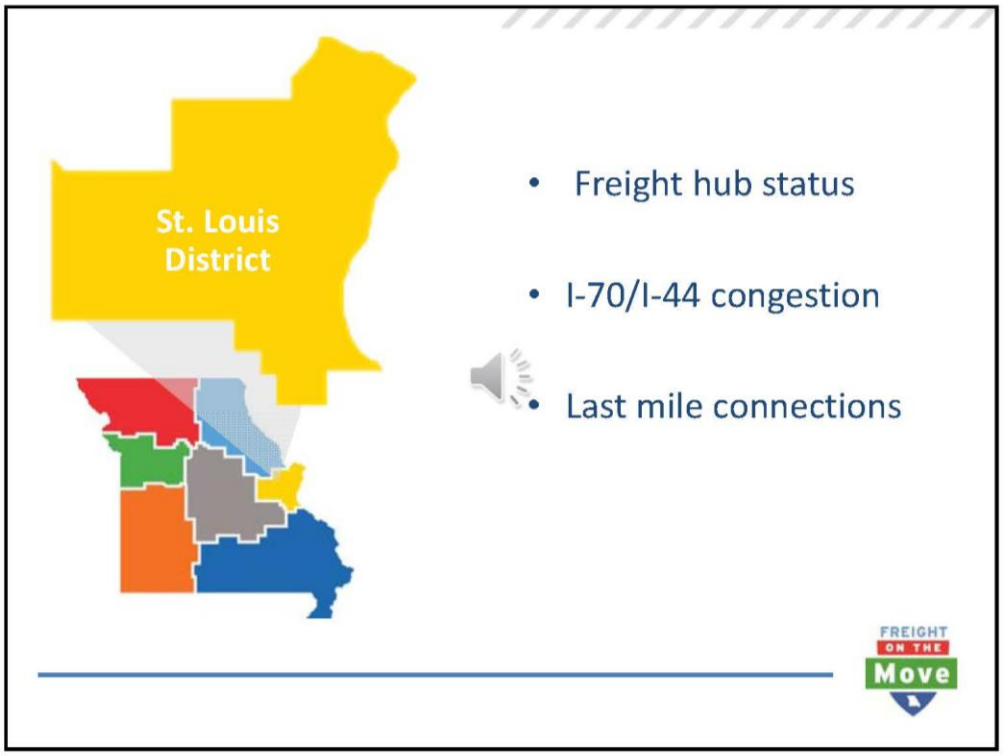

Compare...
Iowa Department of Transportation
Source: Iowa Department of Transportation - 800 Lincoln Way - Ames, IA 50010 - 515-239-1530
Cargo Capacity
ONE BARGE
1,500 TON
52,500 BUSHELS
453,600 GALLONS
ONE 15 BARGE TOW
22,500 TON
787,500 BUSHELS
6,804,000 GALLONS
ONE JUMBO HOPPER CAR
112 TON
4,000 BUSHELS
33,870 GALLONS
ONE 100 CAR TRAIN
11,200 TON
400,000 BUSHELS
3,387,000 GALLONS
ONE LARGE SEMI
26 TON
910 BUSHELS
7,865 GALLONS
Equivalent Units
ONE BARGE
13.4 JUMBO HOPPER CARS
58 LARGE SEMIS
ONE 15 BARGE TOW
TWO 100 CAR TRAINS
870 LARGE SEMIS
Equivalent Lengths
ONE 15 BARGE TOW
.25 MILE
TWO 100 CAR TRAINS
2.4 MILES
870 LARGE SEMIS
11.5 MILES
(BUMPER TO BUMPER)

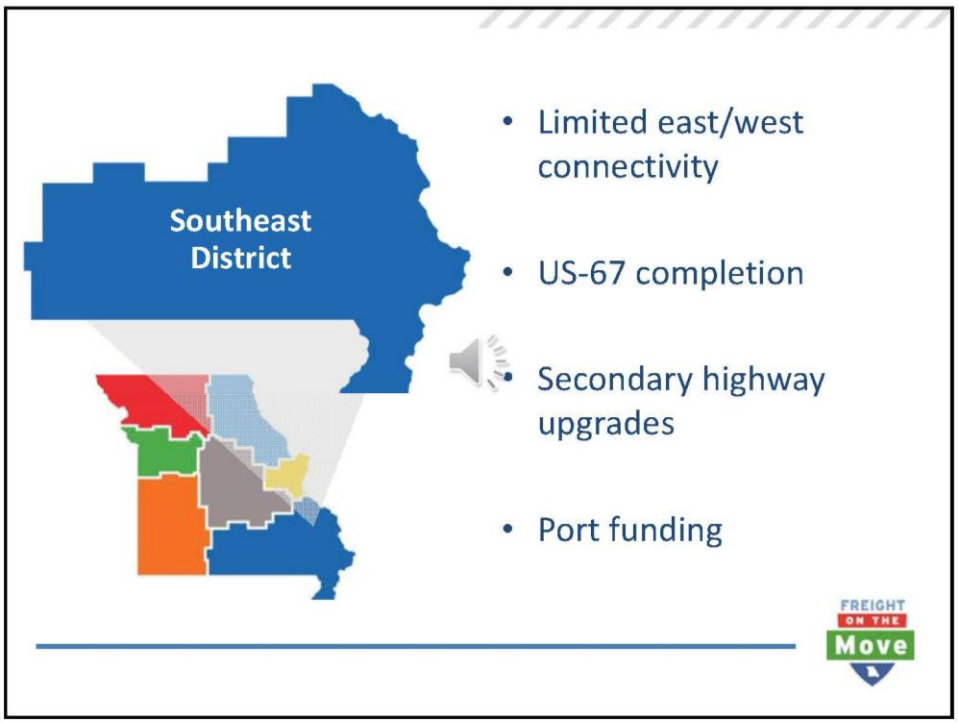

Stakeholder Outreach
40+
Surveys*
50+
Interviews
150+
7 District Freight Forums
250+
Grassroots Events*
*ongoing
FREIGHT ON THE Move

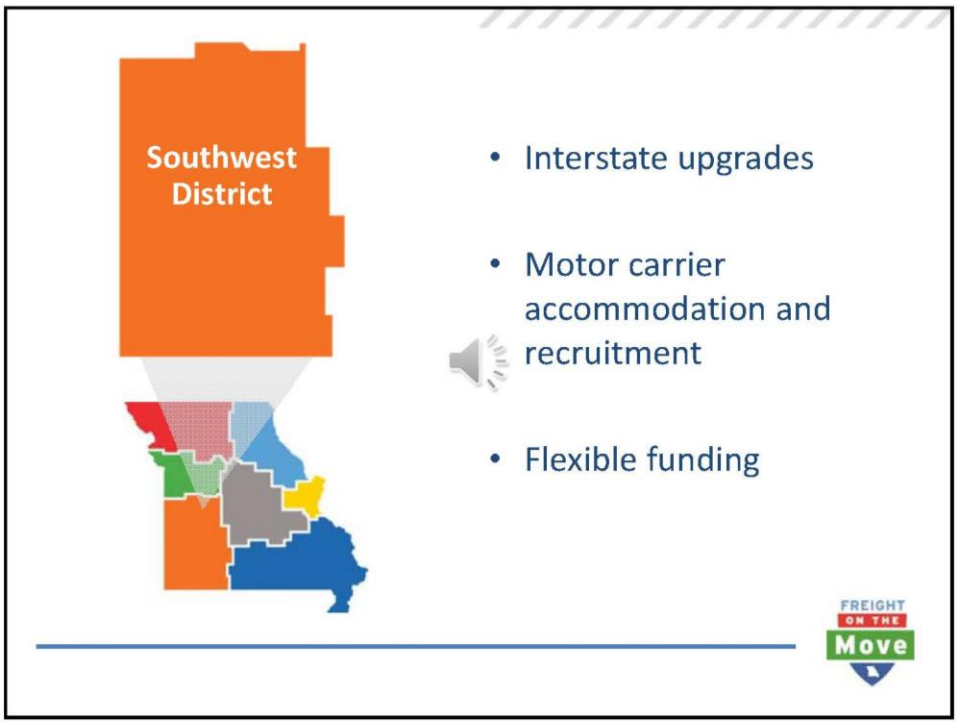

What have we heard across the state?
Generally, well-connected road network, but...
Connect all freight modes
Utilize waterways
Engage all private stakeholders
FREIGHT ON THE Move

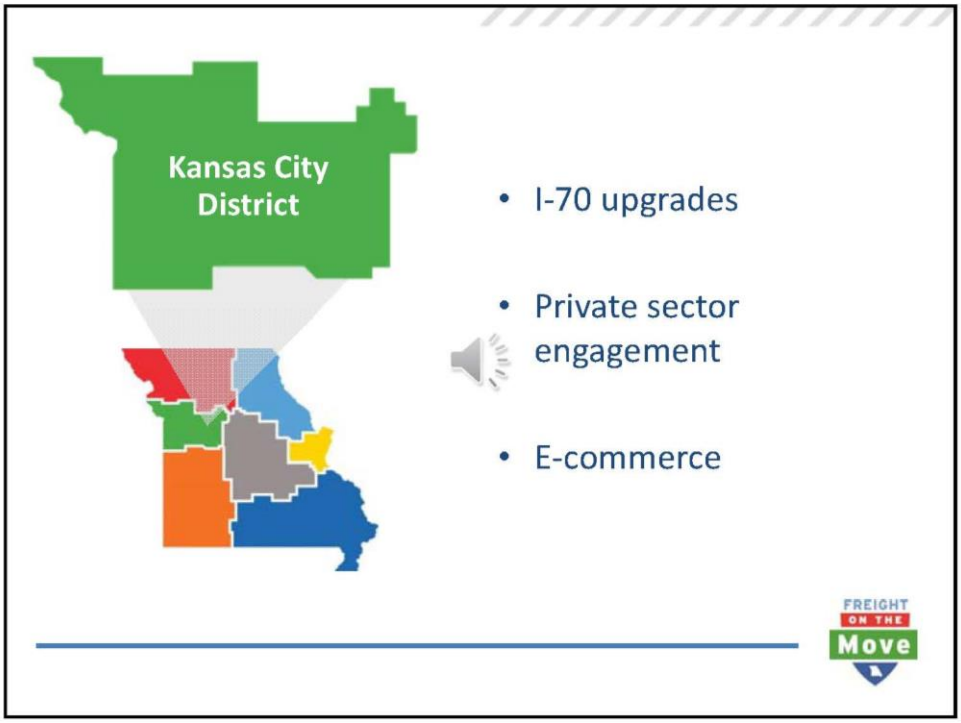

Northwest District
Farm to market routes
Dwindling rail
Road capacity upgrades
Access to economic development centers
Water levels
FREIGHT ON THE Move

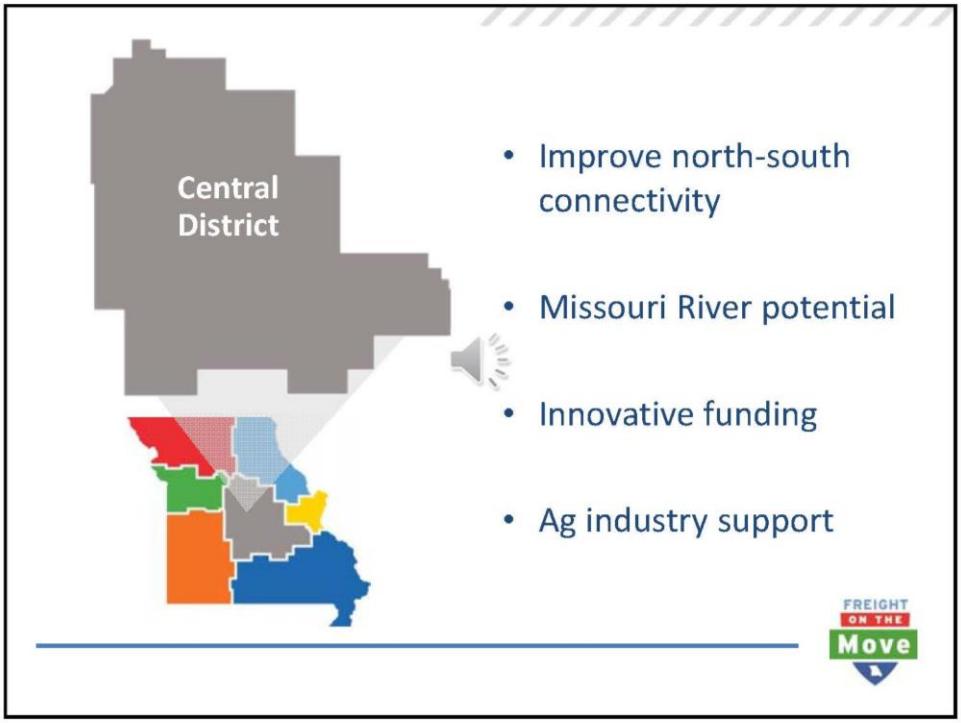

Northeast District
• Need highway improvements
• Railroad closings
• Mississippi River improvements
FREIGHT ON THE Move


St. Louis District
• Freight hub status
• I-70/I-44 congestion
• Last mile connections
FREIGHT ON THE Move


Southeast District
• Limited east/west connectivity
• US-67 completion
• Secondary highway upgrades
• Port funding
FREIGHT ON THE Move


Southwest District
• Interstate upgrades
• Motor carrier accommodation and recruitment
• Flexible funding
FREIGHT ON THE Move


Kansas City District
• I-70 upgrades
• Private sector engagement
• E-commerce
FREIGHT ON THE Move


Central District
• Improve north-south connectivity
• Missouri River potential
• Innovative funding
• Ag industry support
FREIGHT ON THE Move


Keeping you involved
Stakeholder Interviews
Freight Forums
Grassroots Outreach
Steering Committee
Priorities & Investment Forums
Draft Plan
Steering Committee
FREIGHT ON THE Move


Keeping you involved
• Priorities & Investment Forums
– April 24 – Springfield
Hosted by the Springfield Chamber
– April 25 – Kansas City
Hosted by the Kansas City Aviation Department
– May 2 – St. Louis
Hosted by the St. Louis World Trade Center
FREIGHT ON THE Move


Keeping you involved
Please complete survey at
MoFreightPlan.org
FREIGHT ON THE Move


Thank You!
For more information, contact:
Cheryl Ball
MoDOT Freight Administrator
cheryl.ball@modot.mo.gov
573-526-5578
Keith Bucklew
CDM Smith Project Manager
bucklewkj@cdmsmith.com
317-829-9629
FREIGHT ON THE Move


FREIGHT
ON THE
Move
MoFreightPlan.org

District Freight Forum Summaries

ATTACHMENT 6: Central District Profile

A Vision for Freight in Missouri ››

As part of our On the Move initiative in 2013, MoDOT talked with thousands of Missourians in all 114 counties about our state's transportation future. We learned that Missourians want a transportation system that is well maintained, safe, grows our economy and leads to job creation, and provides Missourians with more interconnected travel options.

Freight moved by truck, train, barge and plane is an essential part of Missouri's economy and growth. Making smart investments in our freight transportation system can provide better options for Missouri businesses to get their products to market. An improved freight transportation system can also lower transportation costs and help create more jobs. Because freight is key to Missouri's vitality, MoDOT is developing a freight plan - with your help.

Freight Plan Goals ››

The plan will build on On the Move and alongside Missourians and our freight partners, we will identify opportunities and actions in the Freight Plan to increase economic development and jobs. The Freight Plan is a "deeper dive" into one of the critical areas identified through On the Move.

Trucks are expected to remain an important part of freight movement in Missouri, but more and more shipments are anticipated to use multiple modes of transportation. By connecting different modes of transportation, we can deliver products faster and more cost-effectively. And that's good for Missouri businesses and consumers alike.

The Freight Plan will help MoDOT meet the current and future needs of Missouri businesses. In November 2013, we began working on the plan. Our goal is to have a final Freight Plan ready by September 2014.

The Central District and Freight ››

MoDOT's Central District has 18 counties covering more than 11,000 square miles. Residents of Missouri's central region enjoy an excellent quality of life with the cost of living far below the national average, and good access to excellent hospitals, educational institutions and outdoor recreation. Columbia and Jefferson City are the largest cities in the district. Top area industries are financial, life sciences, agribusiness, warehousing/ distribution and manufacturing. Major employers include ABB Power, Brewer Science, State Farm Insurance and Tracker Marine.

Freight moves by multiple transportation modes in the Central District. Major area roads include I-44 and I-70, as well as US-63, US-54, US-50, and US-40. Regional airports are located in Columbia and Fort Leonard Wood (Waynesville). Major rail access is provided by Kansas City Southern, Norfolk Southern, Burlington Northern Santa Fe and Union Pacific. The region also has a Missouri River port facility in Boonville.

What have we heard locally? ››

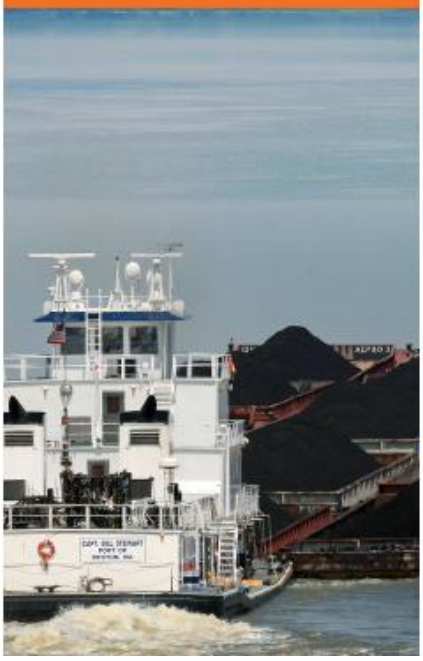
- Innovative funding options should continue to be explored. Stakeholders in this district are concerned that funding gaps are threatening programs that are working well, such as MoDOT's cost share program.
- Efforts should be made to improve connectivity throughout the district. Stakeholders identified a need for improving north-south connections and specifically noted concerns with US-63 between Jefferson City and Rolla. The district could also benefit from improvements to I-70, such as increased lanes, as the interstate is critical to moving freight and supporting the agriculture industry. Several stakeholders suggested that a multi-modal hub between Columbia and Jefferson City would support economic development in the district.
- The Missouri River is under-utilized and under-marketed. Stakeholders recognize that the district should expect increased demand over the next five years and beyond. Utilizing waterways will be critical in effectively moving additional freight and taking strain off of highways and rail lines.
- The freight system needs to support the agriculture industry, which is key to the economic success of the district and the State. As one stakeholder noted, "2014 ag industry technology is being moved on a 1940's (freight) network."

What have we heard throughout the state? ››

MoDOT is strategically reaching out to key freight and industry stakeholders, such as logistics directors, shipping managers, and economic development professionals to discuss freight issues, needs, concerns, and opportunities in the state.

To date, MoDOT has received input from more than 180 key freight stakeholders through one-on-one interviews, district freight forums and surveys. Recurring themes from the state and each district are emerging and include:

CENTRAL DISTRICT



- Missouri generally has a well-connected and functioning road network until there is a hiccup, such as congestion, weather or construction. Stakeholders also identified a need for capacity and maintenance improvements to maintain reliability of interstates and minor routes.
- Missouri is a "crossroads for the continent" and has a vast freight network that is an asset for retaining existing businesses and attracting new business. Stakeholders voiced concern that not all modes are readily accessible and well connected with other modes (e.g. rail to water ports) and that work needs to be done to integrate the freight modal networks.
- There is a need to engage additional stakeholders to help guide the freight plan. Previous efforts have lacked private sector engagement. Over the last several years MoDOT has collaborated with several private sectors groups on successful projects. This is an opportunity to build on those relationships, share information and continue to collaborate.
- Investigate possibilities for utilizing waterways. Stakeholders see potential for growth on the Missouri and Mississippi Rivers but consistently brought up concerns including frequency of dredging, lack of improvements to the lock and dam system and inconsistent water levels. The expansion of the Panama Canal was also mentioned by stakeholders who want to make sure the state is positioned to take advantage of potentially increased freight flow and remain competitive. Stakeholders are concerned about low water levels and the impacts to operations if dredging frequency decreases.
- Appropriately funding freight transportation projects is a key stakeholder concern. Stakeholders voiced a need to preserve the existing freight network and systems, but also said that improvements and enhancements are key to growing the state's economy.

Every $1 invested in transportation generates $4 in economic activity.

"If we don't maintain access to our economic development hubs, we lose out on long-term growth."

Central District
2013 On the Move Listening Session Participant

Recent developments in Central Missouri increase reliance on freight networks

AUG 2013 **Danuser Machine Company,** Fulton to add 32,000 square feet of manufacturing space.

MAY 2013 **Meramec Electrical Products** announced plans to expand its manufacturing operations in Cuba, adding 47 new full-time jobs.

Marine Electrical Products, a switch panels and electrical components manufacturer, announced an expansion of their facility in Lebanon, expected to create 15 new jobs.

MAR 2013 **3M** announced plans to expand its specialty solar panel film production line at its Columbia plant over the next year, adding 50 jobs.

FEB 2013 **Fluid Power Support,** a steel fabrication company, will expand its operations in Mexico, making a capital investment of more than $1.6 million and creating 15 new jobs.

JAN 2013 **Brewer Science Inc.,** a company that produces materials for smartphones and tablet computers, plans to build a new manufacturing facility in rural central Missouri. The company expects to add 65 new jobs over the next 5 years as part of its expansion at the Rolla National Airport

Let us know what you think.

www.MoFreightPlan.org

ATTACHMENT 7: Kansas City District Profile

A Vision for Freight in Missouri ››

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KANSAS CITY DISTRICT

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2013 On the Move Listening Session Participant

Recent developments in the Kansas City District increase reliance on freight networks

DEC 2013

Aspen Contracting, a Lee's Summit firm announced plans to add 300 jobs in its sales, production and project management operations.

Aviation Technical Services, is opening a 607,000 square foot facility in Kansas City, expected to create more than 500 new jobs over the next 3 to 5 years, with potential for 1,000 employees over time.

NOV 2013

Grupo Antolin North America, announced plans to invest more than $15.7 million in a manufacturing facility to supply Ford's Kansas City Assembly Plant, creating an estimated 118 new jobs.

SEP 2013

BIME Analytics, opened its new North American headquarters in Kansas City's Crossroads District and is expected to hire 44 new employees within the next five years.

LightEdge Solutions, will open a new regional office in Kansas City making a $58,357,912 capital investment and creating 21 new jobs.

AUG 2013

Cerner Corp. announced that it is moving forward with plans to extend its Missouri campus and bring between 12,000 and 15,000 jobs to Kansas City.

Let us know what you think.

www.MoFreightPlan.org

The Kansas City District and Freight ››

MoDOT's Kansas City District has nine counties covering more than 5,650 square miles. Residents of Missouri's Kansas City region enjoy an excellent quality of life with the cost of living far below the national average, and good access to excellent hospitals, educational institutions, cultural amenities and outdoor recreation. Kansas City, Independence and Lee's Summit are the largest cities in the district. Growing industries include advanced energy, biosciences, data centers, engineering, and manufacturing. Many major companies are headquartered in the KC region including Cerner Corporation, Hallmark and H&R Block.

Freight moves by multiple transportation modes in the Kansas City District. Major area roads include I-29, I-35, I-49, I-70, I-435, I-470, I-635 and I-670 as well as US-24, US-40, US-50, US-56, US-65, US-69 and US-169. Kansas City International Airport is the area's largest airport and one of only two major commercial airports in the state. Major rail access is provided by Burlington Northern Santa Fe, Central Midland, Canadian Pacific, Kansas City Southern, Kaw River, Missouri & Northern Arkansas, Norfolk Southern and Union Pacific. Kansas City is the largest rail hub in the nation in terms of tonnage. The region also has a Missouri River port in Kansas City.

What have we heard locally? ››

- The Kansas City community is proud of its status as one of the largest rail freight and trucking hubs in the country. Stakeholders commented that integrating different freight modes is important regionally and nationally. Assets in this district include a rapidly growing Foreign Trade Zone and the BNSF multi-modal facility located across the state line in Kansas, which will have the largest speculative space in the country.

- Capacity upgrades to I-70 are a top priority in the Kansas City District as well as across the State. The importance of the I-70 corridor to freight movement is echoed throughout all of the districts. Additional lanes were suggested to provide better reliability along the corridor. Other top priority corridors identified included I-49 and the south leg of I-435.

- Private sector engagement is a crucial part of crafting a meaningful freight plan. Stakeholders suggest that key businesses, including railroads, should be brought into crafting the plan and that the best way to do that is through cultivating relationships and building trust. In addition, information on private sector freight movements that has not been available in the past is needed for a complete freight picture and a plan that enhances economic development in the State.

- The increase in the use of e-commerce is changing the way that freight stakeholders conduct business and will require a freight system that accommodates that shift. Stakeholders pointed out that more distribution centers will lead to greater pressure on roadways.

Appendix D - Stakeholder Outreach

What have we heard throughout the state? ››

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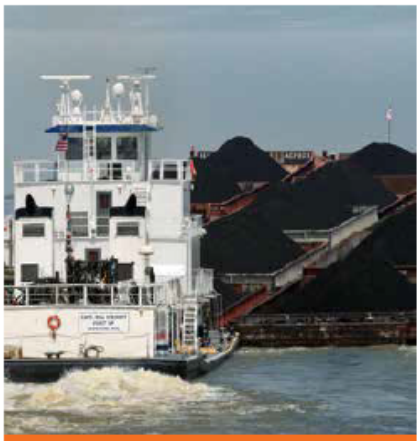

KANSAS CITY DISTRICT

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ATTACHMENT 8: Northeast District Profile

A Vision for Freight in Missouri ››

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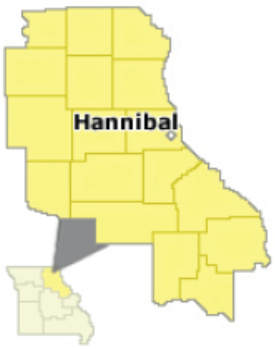
NORTHEAST DISTRICT



The Northeast District and Freight ››

MoDOT's Northeast District has 17 counties covering more than 9,000 square miles. Residents of Missouri's northeast region enjoy an excellent quality of life with the cost of living far below the national average, and good access to excellent hospitals, educational institutions and outdoor recreation. Hannibal, Kirksville, Moberly, Mexico, Troy and Warrenton are the largest cities in the district. Top industries include agribusiness, food processing, and manufacturing. Major employers include ConAgra, General Mills, Kraft and Tyson.

Freight moves by multiple transportation modes in the Northeast District. Major area roads include I-70 and I-72 as well as US-24, US-36, US-54, US-61, US-63 and US-136. A regional airport is located in Kirksville. Major rail access is provided by Burlington Northern Santa Fe, Norfolk Southern, Kansas City Southern and Union Pacific. The region also has a Mississippi River port facility at Lewis County.

What have we heard locally? ››

- Capacity expansion and maintenance of highway networks are essential to ensuring network reliability. Specific examples of maintenance issues provided by stakeholders included US-36 from Shelbina to Hunnewell and Monroe City and along US-61 between Palmyra and Hannibal. Road surfaces in many sections are "rougher than a cob." Capacity issues include too much truck traffic on I-70, and bottlenecking on US-61 in Hannibal and on the I-70 interchange in Warrenton.

- Future growth is threatened by railroads closing local crossings and spurs and removing scales in this district.

- Locks and dams along the Mississippi River need improvement. Port stakeholders in this region mentioned the deteriorating condition of the lock and dam system as a challenge for Missouri freight in the future.

Appendix D - Stakeholder Outreach

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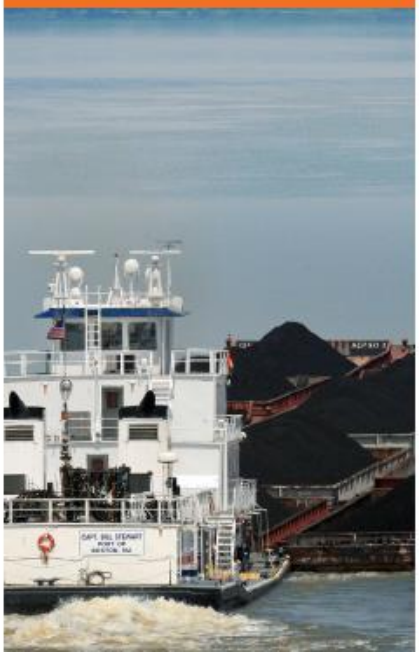

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2013 On the Move Listening Session Participant

Recent developments in Northeast Missouri increase reliance on freight networks

JUN 2013

Bodine Aluminum, a wholly-owned subsidiary of Toyota Motor Corp. and a manufacturer of casting parts, will invest $50 million and create 40 new jobs at its plant in Troy, Mo.

Hartzell Hardwoods announced an expansion of operations less than a year after opening its doors in Kirksville, adding more than a dozen new employees. Hartzell recently added 15 employees to support expanded operations, all of which was enabled by a 35,000-square-foot warehouse addition and 22,000 square feet of buildings constructed to dry hardwood lumber and store materials.

Calumet Specialty Products Partners, a leading specialty hydrocarbon producer, is planning a significant expansion of their esters production facility in Louisiana. Expansion plans include up to $40 million in capital investment and an expected creation of 21 new jobs.

APR 2013

CertainTeed, a leading North American corporation that manufactures materials for commercial and residential builders, announced plans to build a new Midwest production and distribution center in Jonesburg making a capital investment of $100 million in an expansion that is expected to create 100 new local jobs.

Let us know what you think.

www.MoFreightPlan.org

ATTACHMENT 9: Northwest District Profile

A Vision for Freight in Missouri ››

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The Northwest District and Freight ››

MoDOT's Northwest District has 20 counties covering more than 10,770 square miles. Residents of Missouri's northwest region enjoy an excellent quality of life with the cost of living far below the national average, and good access to excellent hospitals, educational institutions and outdoor recreation. St. Joseph, Chillicothe and Maryville are the largest cities in the district. Top industries in the region include agribusiness, animal health, and manufacturing, with major companies such as Farmland Foods, Boehringer Ingelheim Vetmedica, and Kawasaki Motors all choosing to locate their operations in the area.

Freight moves by multiple transportation modes in the Northwest District. Major area roads include I-29, I-229 and I-35 as well as US-24, US-36, US-59, US-65, US-69, US-71, US-136, US-159, US-169 and US-275. Regional airports are located in Cameron, Chillicothe, Maryville, St. Jospeh and Trenton. Major rail access is provided by Burlington Northern Santa Fe, Canadian Pacific Railway, Missouri North Central, Norfolk Southern and Union Pacific. The region also has a Missouri River port facility in St. Joseph.

What have we heard locally? ››

- Farm-to-market routes are essential to the region's economy. Rail access in this region is decreasing, so lettered routes are very important, not only for moving agriculture goods, but also as connections for manufacturers to highways and interstates.
- Road capacity upgrades are important in the region. Despite I-70 passing outside of the district to the south, stakeholders indicated that it should be improved to a six-lane facility. Stakeholders also suggested increasing capacity to four lanes between I-29 and I-35 through Maryville. US-36 is an important corridor for business owners and should be considered for interstate designation. One private truck freight fleet operator called US-36 a "national best-kept secret." He explained that it is a safer route and that it saves his drivers an hour in drive time to Indianapolis.
- There is a dwindling rail presence in the district. Stakeholders pointed out that there were more freight rail options in the past and many of those options no longer exist in the district.
- Economic development efforts, such as the Eastowne Business Park in St. Joseph, need adequate roadway access. In addition, food industry businesses, such as Farmland Foods, could benefit from investment in intermodal access.
- Low water levels and water quality in the district port and throughout the State concern stakeholders, as does local funding for the port.

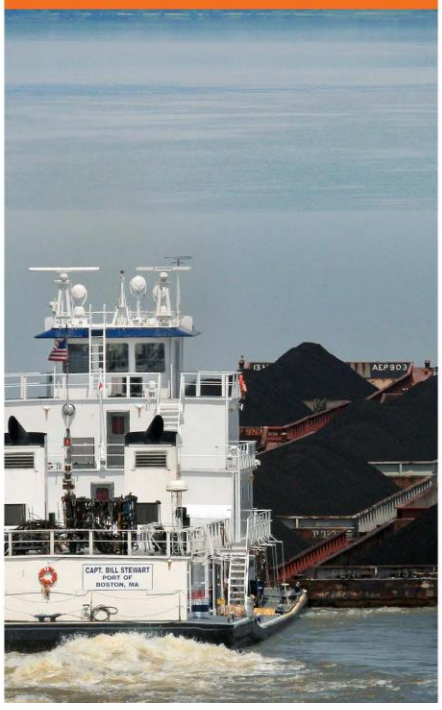
What have we heard throughout the state? ››

MoDOT is strategically reaching out to key freight and industry stakeholders, such as logistics directors, shipping managers, and economic development professionals to discuss freight issues, needs, concerns, and opportunities in the state.

To date, MoDOT has received input from more than 180 key freight stakeholders through one-on-one interviews, district freight forums and surveys. Recurring themes from the state and each district are emerging and include:

- Missouri generally has a well-connected and functioning road network until there is a hiccup, such as congestion, weather or construction. Stakeholders also identified a need for capacity and maintenance improvements to maintain reliability of interstates and minor routes.
- Missouri is a "crossroads for the continent" and has a vast freight network that is an asset for retaining existing businesses and attracting new business. Stakeholders voiced concern that not all modes are readily accessible and well connected with other modes (e.g. rail to water ports) and that work needs to be done to integrate the freight modal networks.
- There is a need to engage additional stakeholders to help guide the freight plan. Previous efforts have lacked private sector engagement. Over the last several years MoDOT has collaborated with several private sectors groups on successful projects. This is an opportunity to build on those relationships, share information and continue to collaborate.
- Investigate possibilities for utilizing waterways. Stakeholders see potential for growth on the Missouri and Mississippi Rivers but consistently brought up concerns including frequency of dredging, lack of improvements to the lock and dam system and inconsistent water levels. The expansion of the Panama Canal was also mentioned by stakeholders who want to make sure the state is positioned to take advantage of potentially increased freight flow and remain competitive. Stakeholders are concerned about low water levels and the impacts to operations if dredging frequency decreases.
- Appropriately funding freight transportation projects is a key stakeholder concern. Stakeholders voiced a need to preserve the existing freight network and systems, but also said that improvements and enhancements are key to growing the state's economy.

NORTHWEST DISTRICT



Every $1 invested in transportation generates $4 in economic activity.

"If we don't maintain access to our economic development hubs, we lose out on long-term growth."

2013 On the Move Listening Session Participant

Recent developments in Northwest Missouri increase reliance on freight networks

OCT 2013

PAC Customer Services, an Illinois-based company, announced plans to expand into the St. Joseph market, adding 345 new jobs to a local call center.

System and Services Technology, Inc. (SST) will add 345 new jobs at its St. Joseph service center. **USA 800** will add at least 250 full-time employees to its staff in St. Joseph.

AUG 2013

IBC North America and Clean Tide Container announced plans to co-open a new facility in Chillicothe to manufacture and refurbish intermediate bulk containers, investing more than $5.1 million and creating 87 new local jobs.

MAY 2013

Triumph Foods, LLC, will be expanding its facility in St. Joseph. The expansion includes approximately a $7.5 million capital investment and is expected to create 105 new full-time jobs within one year.

FedEx announced plans to build a $3.9 million distribution center in St. Joseph.

FEB 2013

I&M Machine & Fabrication Corporation announced plans to expand in St. Joseph, making a capital investment of $1.6 million and creating 25 new jobs.

Let us know what you think.

www.MoFreightPlan.org

ATTACHMENT 10: St. Louis District Profile

A Vision for Freight in Missouri ››

As part of our On the Move initiative in 2013, MoDOT talked with thousands of Missourians in all 114 counties about our state's transportation future. We learned that Missourians want a transportation system that is well maintained, safe, grows our economy and leads to job creation, and provides Missourians with more interconnected travel options.

Freight moved by truck, train, barge and plane is an essential part of Missouri's economy and growth. Making smart investments in our freight transportation system can provide better options for Missouri businesses to get their products to market. An improved freight transportation system can also lower transportation costs and help create more jobs. Because freight is key to Missouri's vitality, MoDOT is developing a freight plan - with your help.

Freight Plan Goals ››

The plan will build on On the Move and alongside Missourians and our freight partners, we will identify opportunities and actions in the Freight Plan to increase economic development and jobs. The Freight Plan is a "deeper dive" into one of the critical areas identified through On the Move.

Trucks are expected to remain an important part of freight movement in Missouri, but more and more shipments are anticipated to use multiple modes of transportation. By connecting different modes of transportation, we can deliver products faster and more cost-effectively. And that's good for Missouri businesses and consumers alike.

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The St. Louis District and Freight ››

MoDOT's St. Louis District has four counties and the City of St. Louis. Residents of Missouri's St. Louis region enjoy an excellent quality of life with the cost of living far below the national average, and good access to excellent hospitals, educational institutions, cultural amenities and outdoor recreation. St. Louis, O'Fallon, St. Charles and St. Peters are the largest cities in the district. Leading industries include plant and medical sciences, advanced manufacturing, information technology, financial services, transportation and distribution. Nine Fortune 500 firms are headquartered in the region.

Freight moves by multiple transportation modes in the St. Louis District. Major area roads include I-44, I-55,I-64 and I-70, I-170, I-255 and I-270 as well as US-40, US-50, US-61 and US-67. Lambert-St.Louis International Airport is the area's largest airport and one of only two major commercial airports in the state. Major rail access is provided by Burlington Northern Santa Fe, Canadian National, CSX, Norfolk Southern and Union Pacific. St. Louis is the third largest rail hub in the nation. The Port of St. Louis is the busiest inland port in the United States. In addition to St. Louis, there is an active port in Jefferson County.

What have we heard locally? ››

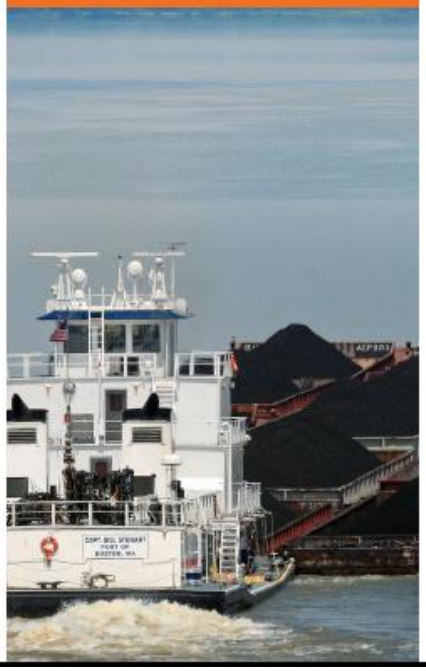
- St. Louis is challenged to compete as a freight hub, and focus should be placed on developing opportunities for intermodal activities and international export. Stakeholders said transforming St. Louis to a major freight hub status is needed to grow the regional economy. While "St. Louis tends to be a pass-through," there are opportunities to develop additional facilities, particularly as an alternate freight hub to Chicago, which is highly congested. Stakeholders would like the public to be better informed on how freight transportation infrastructure supports the economy and jobs.
- Congestion on I-70 and I-44 causes costly delays and some safety concerns.
- It is difficult to move freight from ports and airports directly to destinations. Better connectivity is needed between the freight modes. Stakeholders are concerned about the difficulty businesses have in making the "last-mile connections." This issue was recently raised when trying to attract large economic development deals to the region.
- Air cargo facilities are available at Lambert Airport, but they are dated and small.
- Deficient bridges in the district could cause costly delays and pose safety concerns for carriers.
- There is a shortage of available motor carriers and truck fleets as it is becoming increasingly difficult to recruit and insure drivers, and many fleets have left St. Louis. These shortages are driving up costs to move freight on roadways.

What have we heard throughout the state? ››

MoDOT is strategically reaching out to key freight and industry stakeholders, such as logistics directors, shipping managers, and economic development professionals to discuss freight issues, needs, concerns, and opportunities in the state.

To date, MoDOT has received input from more than 180 key freight stakeholders through one-on-one interviews, district freight forums and surveys. Recurring themes from the state and each district are emerging and include:

ST. LOUIS DISTRICT



- Missouri generally has a well-connected and functioning road network until there is a hiccup, such as congestion, weather or construction. Stakeholders also identified a need for capacity and maintenance improvements to maintain reliability of interstates and minor routes.
- Missouri is a "crossroads for the continent" and has a vast freight network that is an asset for retaining existing businesses and attracting new business. Stakeholders voiced concern that not all modes are readily accessible and well connected with other modes (e.g. rail to water ports) and that work needs to be done to integrate the freight modal networks.
- There is a need to engage additional stakeholders to help guide the freight plan. Previous efforts have lacked private sector engagement. Over the last several years MoDOT has collaborated with several private sectors groups on successful projects. This is an opportunity to build on those relationships, share information and continue to collaborate.
- Investigate possibilities for utilizing waterways. Stakeholders see potential for growth on the Missouri and Mississippi Rivers but consistently brought up concerns including frequency of dredging, lack of improvements to the lock and dam system and inconsistent water levels. The expansion of the Panama Canal was also mentioned by stakeholders who want to make sure the state is positioned to take advantage of potentially increased freight flow and remain competitive. Stakeholders are concerned about low water levels and the impacts to operations if dredging frequency decreases.
- Appropriately funding freight transportation projects is a key stakeholder concern. Stakeholders voiced a need to preserve the existing freight network and systems, but also said that improvements and enhancements are key to growing the state's economy.

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"If we don't maintain access to our economic development hubs, we lose out on long-term growth."

2013 On the Move Listening Session Participant

Recent developments in the St. Louis District increase reliance on freight networks

DEC 2013

Boeing announced plans to add up to 400 additional research and technology jobs at its St. Louis County campus. This is the second major St. Louis jobs announcement this year.

Client Services Incorporated (CSI), a call center with clients in the financial services, healthcare, customer care, and utilities industries, announced plans to add 300 full-time account representatives and 100+ part-time positions over the next 6 months.

NOV 2013

Cofactor Genomics opened a new $3.8 million headquarters and laboratory facility in St. Louis. As part of this expansion, the company plans to hire 24 new employees, tripling its current employment.

IKEA announced plans to build a 380,000 square foot store in midtown St. Louis.The project is expected to bring about 500 construction jobs, and IKEA says it will hire 300 full-time workers.

OCT 2013

Clayton-based **Enterprise Holdings,** the nation's largest rental car company, announced plans to hire 11,000 new full-time workers by mid 2014, including about 500 in St. Louis.

Let us know what you think.

www.MoFreightPlan.org

ATTACHMENT 11: Southeast District Profile

A Vision for Freight in Missouri ››

As part of our On the Move initiative in 2013, MoDOT talked with thousands of Missourians in all 114 counties about our state's transportation future. We learned that Missourians want a transportation system that is well maintained, safe, grows our economy and leads to job creation, and provides Missourians with more interconnected travel options.

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Freight Plan Goals ››

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The Southeast District and Freight ››

MoDOT's Southeast District has 25 counties covering more than 16,000 square miles. Residents of Missouri's southeast region enjoy an excellent quality of life with the cost of living far below the national average, and good access to excellent hospitals, educational institutions and outdoor recreation. Cape Girardeau, Poplar Bluff and Sikeston are the largest cities in the district. Top industries include agribusiness, manufacturing, life sciences and transportation/logisitics. Major employers include Procter & Gamble and Tyson.

Freight moves by multiple transportation modes in the Southeast District. Major area roads include I-55, I-57 and I-155 as well as US-60, US-61, US-62 US-63, US-67, US-160 and US-412. Regional airports are located in Cape Girardeau, New Madrid and Sikeston. Major rail access is provided by Burlington Northern Santa Fe and Union Pacific. The region also has Mississippi River port facilities at SEMO Port in Scott City, Mississippi County, New Madrid County, Pemiscot County and Ste. Genevieve County.

What have we heard locally? ››

- East-west connectivity is limited regionally and a St. Louis bypass could help congestion. Capacity concerns in the St. Louis area led many stakeholders to suggest an east-west or diagonal corridor to provide "this area a direct route through central Missouri" as an alternative to the longer I-55/I-70 route. Another interviewee said Missouri "needs an 'X' through the middle of the state to connect southeast Missouri with Kansas City and Kirksville to Joplin and Springfield." Stakeholders also suggested a freeway-type roadway (i.e. four-laning US-60 across the state).

- US-67 is a key north-south connection, and completing the route through Arkansas would increase economic opportunities.

- Industry relies on secondary highways for time-sensitive delivery and connections to interstates, and the condition of these roadways could be improved. Several stakeholders suggested resurfacing and capacity upgrades.

- Stakeholders are concerned about funding for ports and waters for small-level capital projects. Additionally, several stakeholdes commented about the need for consistent support of dredging.

What have we heard throughout the state? ››

MoDOT is strategically reaching out to key freight and industry stakeholders, such as logistics directors, shipping managers, and economic development professionals to discuss freight issues, needs, concerns, and opportunities in the state.

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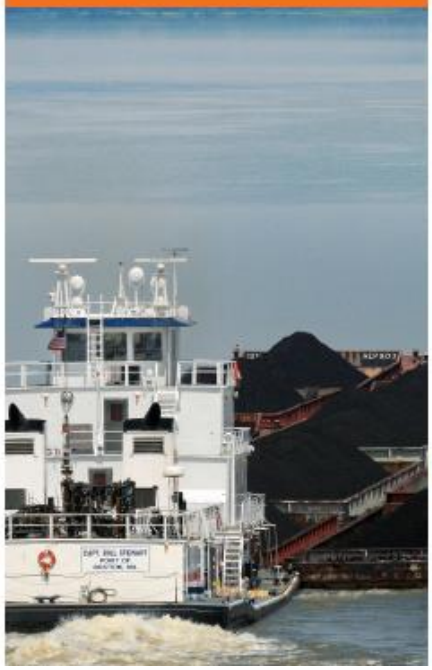
SOUTHEAST DISTRICT



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2013 On the Move Listening Session Participant

Recent developments in Southeast Missouri increase reliance on freight networks

JUL 2013 **Noranda Aluminum Holding Corporation**, a leading North American producer of aluminum, announced plans to significantly expand the footprint of its smelter in New Madrid. The facility expansion includes a $45 million capital investment and is expected to create 29 new jobs.

APR 2013 **Marquis Missouri Terminal, LLC** announces it will double the throughput capacity and construct an additional barge dock in the Pemiscot County Port Authority slip.

JAN 2013 **AT&T,** announced it would hire more than 30 new full-time employees at its Cape Girardeau call center.

MAR 2012 **TG Missouri,** an auto supply plant in Perryville, announced a $39-million expansion, which will result in 200 new jobs over the next 5 years.

Let us know what you think.

www.MoFreightPlan.org

ATTACHMENT 12: Southwest District Profile

A Vision for Freight in Missouri ››

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The Southwest District and Freight ››

MoDOT's Southwest District has 21 counties covering more than 13,000 square miles. Residents of Missouri's southwest region enjoy an excellent quality of life with the cost of living far below the national average, and good access to excellent hospitals, educational institutions and outdoor recreation. The region's immediate proximity to major freight operations in Northwest Arkansas presents a unique dynamic for the area. Springfield and Joplin are the largest cities in the district. Top area industries include transportation/logistics, information technology, manufacturing and warehousing/distribution. Major employers include 3M, Bass Pro Shops, La-Z-Boy, General Mills, and Jack Henry & Associates and O'Reilly Automotive.

Freight moves by multiple transportation modes in the Southwest District. Major area roads include I-44 and I-49 as well as US-54, US-60, US-65, US-71, US-160 and US-166. Regional airports include Clinton Memorial Airport, Joplin Regional Airport, Springfield-Branson National Airport. Major rail access is provided by Arkansas & Missouri, Burlington Northern Santa Fe, Kansas City Southern and Missouri & Northern Arkansas.

What have we heard locally? ››

- Interstate capacity upgrades are needed. Many stakeholders suggested adding lanes to I-70 and I-44. "I-44 is aging out and will need additional capacity as the population increases in the region." Congestion on these interstate corridors is a top concern for many, especially in urban areas. One stakeholder recommended completing I-49 to the Arkansas state line.

- Motor carrier accommodation and recruitment is a high priority in this district. A recurring theme from stakeholders is the need for better accommodations for motor carriers, such as improved and larger rest areas. In addition, stakeholders are interested in motor carrier recruitment, driver training programs for the general public to increase safety on roadways, and less regulation on drivers.

- Funding programs for freight should be flexible so each district can target their specific needs, regardless of mode.

What have we heard throughout the state? ››

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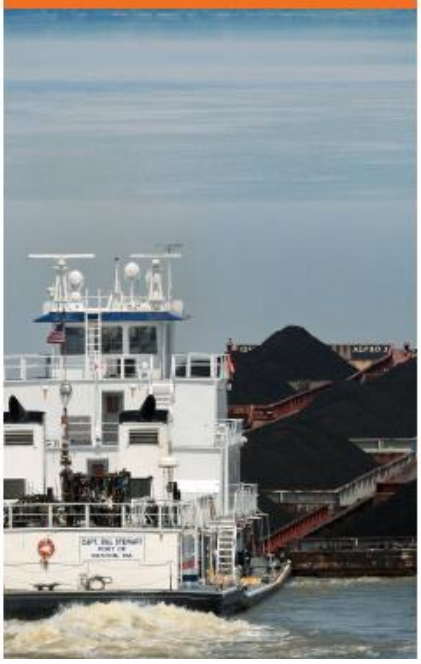
SOUTHWEST DISTRICT



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2013 On the Move Listening Session Participant

Recent developments in Southwest Missouri increase reliance on freight networks

DEC 2013 **Watson Metal Masters** announced plans to invest $4.8 million in new manufacturing facility in Republic, expected to create 77 new jobs.

Stainless Technology, a manufacturer of stainless steel tanks, announced plans to expand its Springfield operations. The company plans to hire up to 88 new employees, more than doubling the current workforce at the facility.

OCT 2013 **AT&T** announced plans to add 65 new positions at their Joplin call center.

SEP 2013 **TSI,** will add three engineers in Springfield, bringing the company total to 145 employees.

AUG 2013 **Leggett & Platt** announced a $5.1 million expansion of their Carthage Flex-O-Lators facility, which manufactures automotive seating components, adding 28,000 square feet and an expected 12 jobs.

JUL 2013 **Aegis Limited** announced plans to hire 300 people for its Joplin call center over the next 4 months.

Let us know what you think.

www.MoFreightPlan.org

Priorities and Investment Forum Presentation

ATTACHMENT 13: Statewide Presentation

Priorities & Investments Freight Webinar

MoDOT Statewide Freight Plan

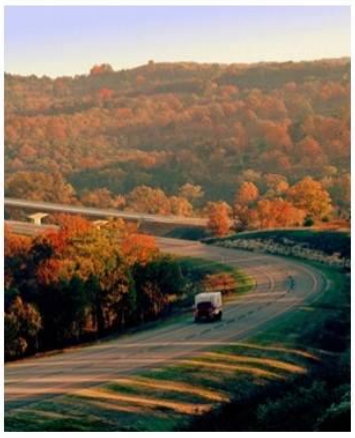
May 13, 2014

Today's Focus

How can MoDOT best prioritize freight investments?

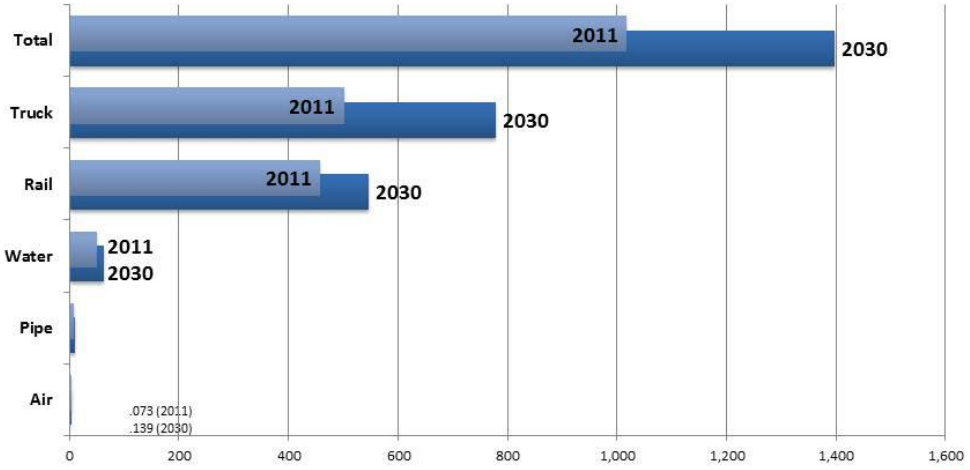
What types of projects are most important in this area?

Trends & Needs



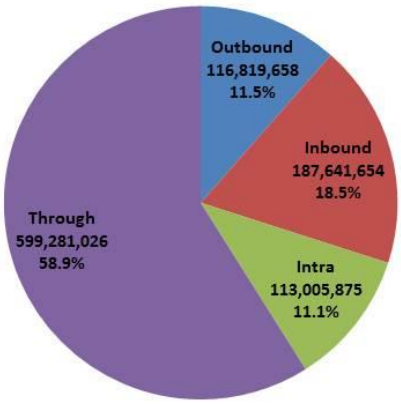

Freight Growth

Tonnage Forecast (Millions) by Mode, 2011 to 2030



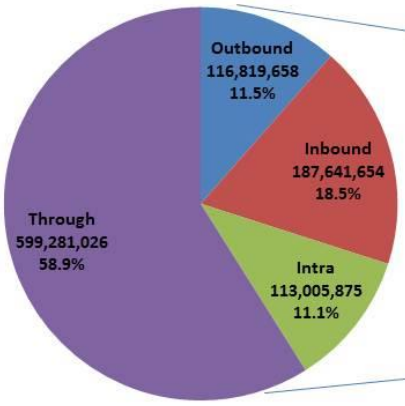
Freight Movements

Tonnage by Direction, 2011

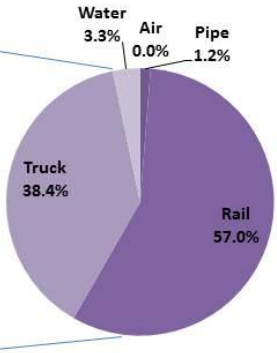


Freight Movements

Tonnage by Direction, 2011

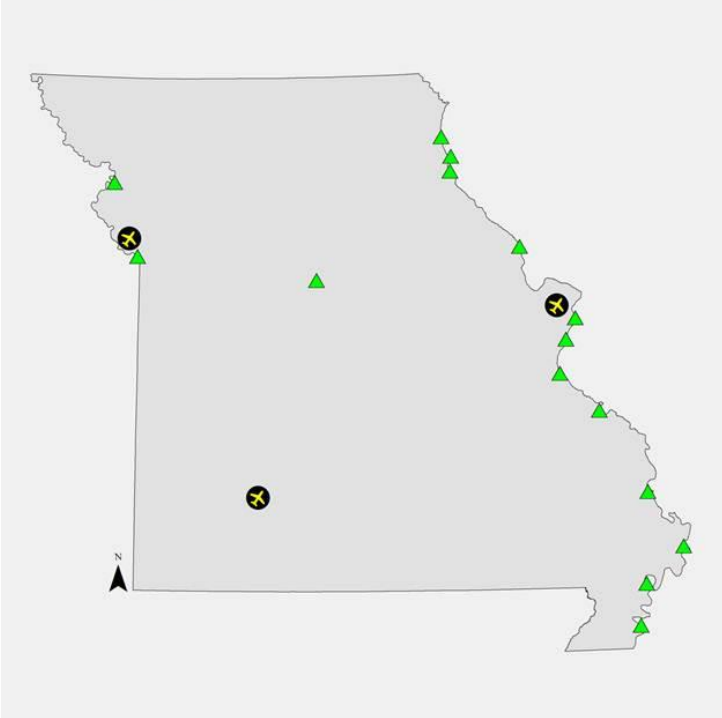


Through Movement by Mode

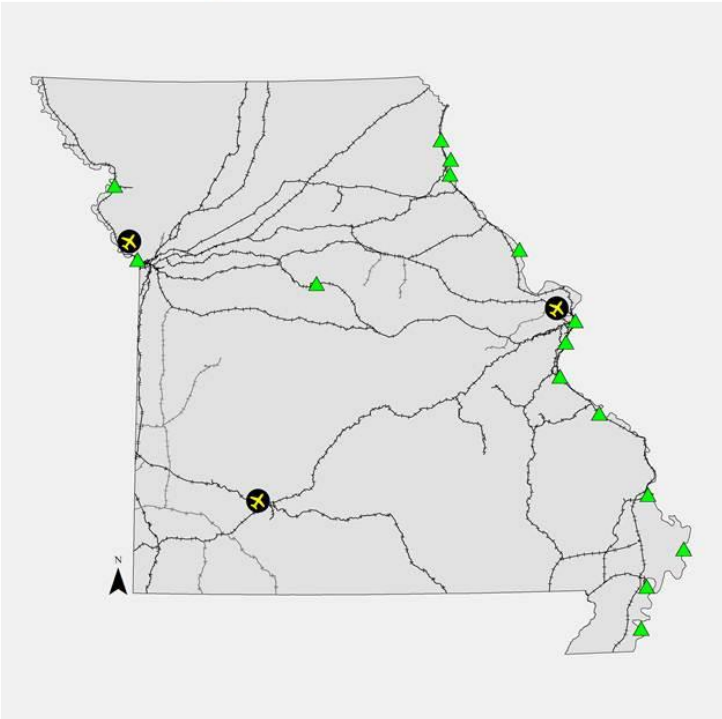


Freight Network-Airport

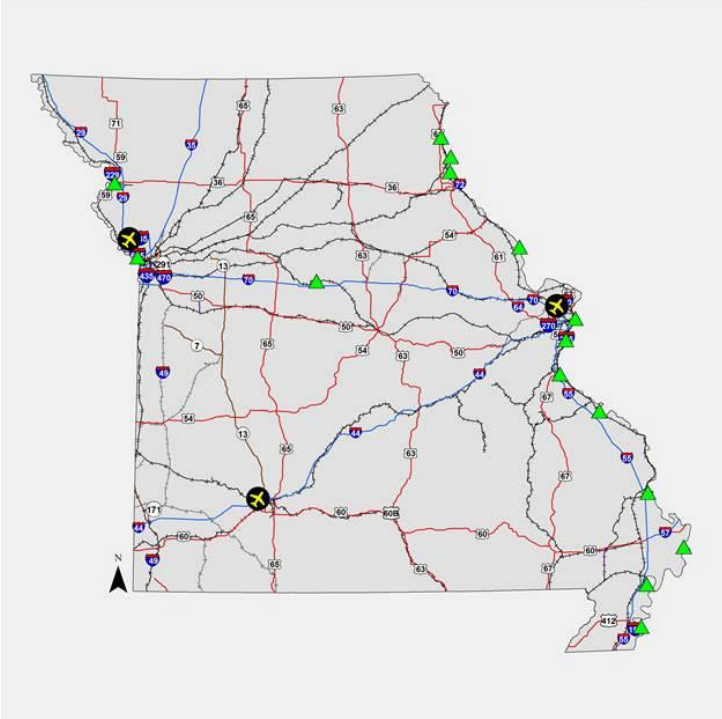
Freight Network-Ports



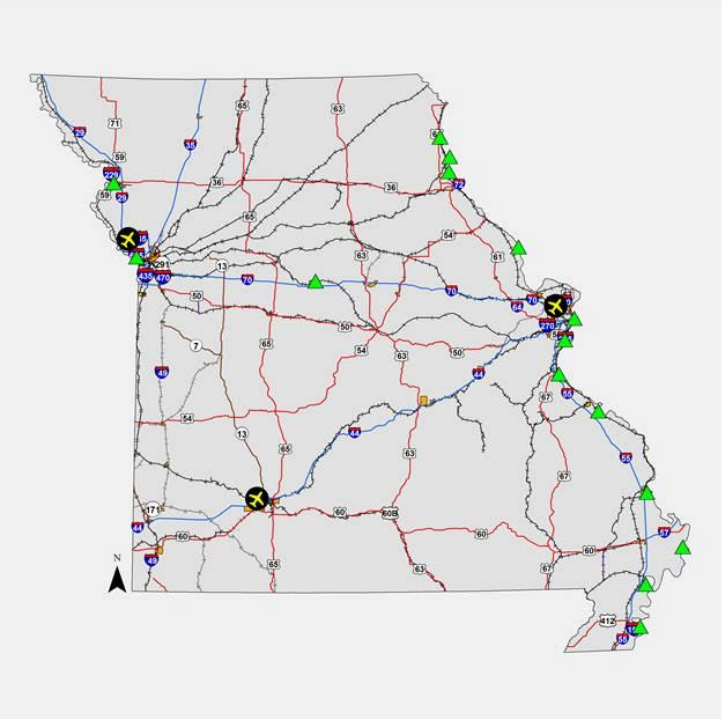
Freight Network-Rail



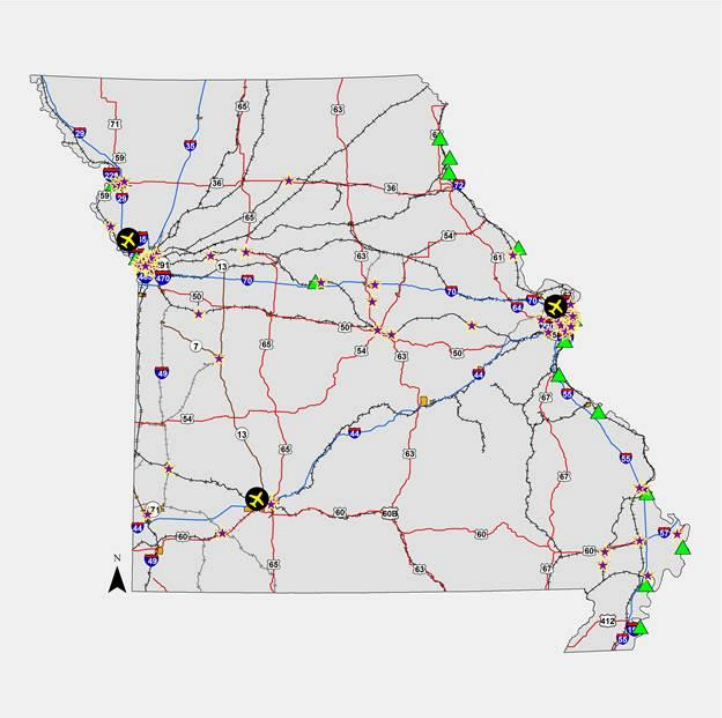
Freight Network-Highways



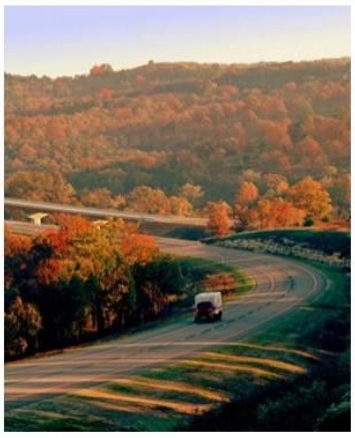
Freight Network-Freight Generators



Freight Network-Intermodal Facilities



Prioritization Framework




Why reach out?

cost$

Why reach out?

What if more funds become available?

Why reach out?

Stakeholders know best which projects and policies can make businesses more competitive

Purpose of the Freight Plan

Building on *On the Move* and through **collaboration with freight partners**, we will **identify opportunities and actions** in the Freight Plan to **increase economic development and jobs**.

Project Prioritization Framework

Purpose is to help decision makers **evaluate future freight network investments** to meet freight goals.

Filters reflect **goals and measures** developed through robust stakeholder involvement.

Freight Goals Align with Long Range Plan Goals

Long Range Plan Goals	Freight Plan Goals
Take care of the transportation system	**Maintain** the freight system in good condition
Keep all travelers **safe,** no matter the mode of transportation	Improve **safety** on the freight system
Invest in projects that spur **economic growth** and create jobs	Support **economic growth** and competitiveness in Missouri
Give Missourians better transportation **choices**	Improve the **connectivity and mobility** of the freight system

Initial Prioritization Requirements

- Projects are located on, linked to, or within the prescribed buffer for the designated **Missouri Freight Network**.
- High cost capital improvement or major **maintenance** projects / Routine maintenance, operations and planning projects **not included**.
- Project is **consistent with selected plan goals and modes**.
- Project is **eligible for federal or state funding**.

Prioritization Framework Examples

Maintenance
- Maintains existing freight network

Safety System
- Improves a high crash location

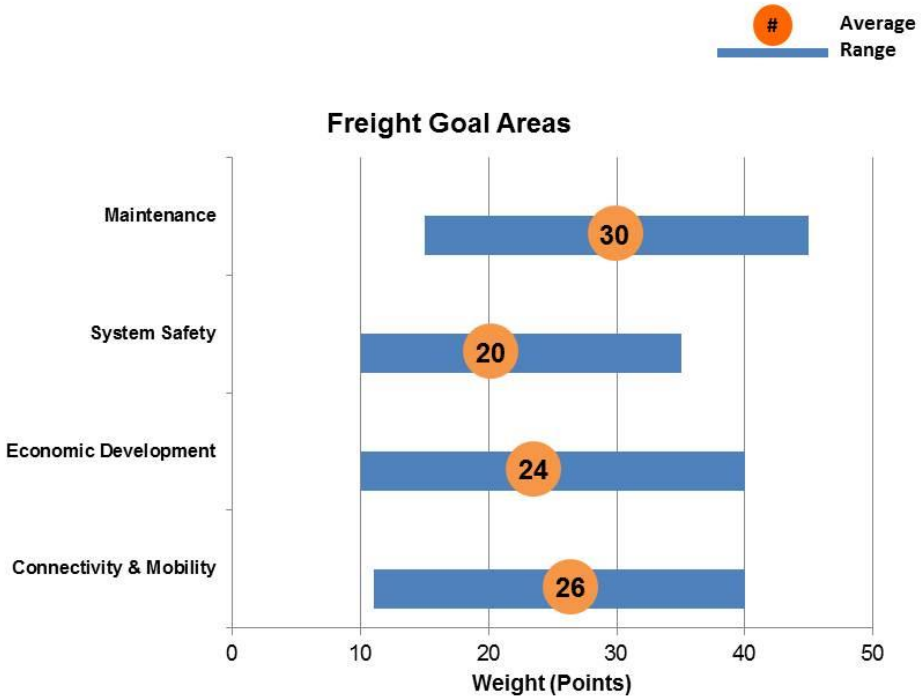
Economic Development
- On a link of high economic value
- Connects economically distressed areas
- Improves access to freight generator
- Expands or modernizes facilities to support freight

Connectivity & Mobility
- Adds capacity to the system
- Improves first/last mile connections
- Removes or improves bottleneck
- Addresses substandard infrastructure

Appendix D - Stakeholder Outreach

Freight On The Move
Goals and Filters Weighting Form
Table # ____

Freight Goal Weight	Freight Filter	Filter Weight
Maintenance	Maintains existing freight network	____
	Other: _____	____
	Other: _____	____
System Safety	Improves a high crash location	____
	Other: _____	____
	Other: _____	____
Economic Development	On a link of high economic value	____
	Connects economically distressed areas	____
	Improves access to freight generator	____
	Expands or modernizes facilities to support freight	____
	Other: _____	____
	Other: _____	____
Connectivity & Mobility	Adds capacity to the system	____
	Improves first/last mile connections	____
	Removes or improves bottleneck	____
	Addresses substandard infrastructure *(weight restricted bridges or track, railroad vertical clearance, river dredging, etc.)*	____
	Other: _____	____
	Other: _____	____
100		100



What Project Types Make Sense?

Highway

- Ramp projects
- Outer road projects
- Corridor operational improvements
- Corridor extensions
- Intersection improvements
- **Continuous safety improvements**
- **General capacity improvements (additional lanes)**
- Third-lane, super-two, passing lanes
- New and/or modified interchanges
- Freeway/highway bypasses
- Bridge improvements and/or replacements
- New river crossings
- **New truck arterials**
- **Rest area and parking improvements**

Improvements and adding capacity to I-70 was the top reoccurring theme

Rail

- **Grade separation**
- **Spur lines to industrial parks**
- Rail line improvements
- **At-grade crossing improvements**
- New river crossings
- Third mainline track
- Rail bridge improvements
- Asset management program
- Lighted crossings
- Terminal improvements
- New siding
- Double tracking
- Universal crossover

Waterway/Port

- Land acquisition
- Dock improvements
- Landing and terminal improvements (buildings, storage facilities, equipment)
- **Port road improvements**
- Bank stabilization
- **Container handling**
- Floodwall improvements
- Utilities upgrade
- **Harbor dredging**

Aviation

- **Gate access, facility location**
- Safety management system
- Airport cargo area connection improvements
- **Links to industrial areas**

Intermodal

- **Multimodal connection enhancements**
- Rail-to-port connections (spur and siding improvements, dock transfer)
- Truck-to-air connections
- Truck-to-rail connections
- Food industry-related intermodal facility
- U.S. highway access road improvements

Discussion

MoFreightPlan.org

https://www.surveymonkey.com/s/MoDOTFreightSurvey

Next Steps

- Draft plan ready end of June

Thank You!

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CDM Smith Project Manager
bucklewkj@cdmsmith.com
317-829-9629

FREIGHT ON THE Move

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MoDOT

Business Forum Summary

ATTACHMENT 14: Final Document

Appendix D - Stakeholder Outreach

FREIGHT ON THE Move

A Vision for Strategic Freight Investment

Building on *A Vision for Missouri's Transportation Future*, MoDOT's long range plan which established the vision for Missouri transportation, and through collaboration with freight partners, MoDOT is developing a Freight Plan to identify opportunities and actions that will increase economic development and jobs. Specifically, MoDOT wants to develop a method for prioritizing investments for improvements on the system.

Freight is a critical element in the Missouri economy and we need a plan to make sure we keep freight – and the Missouri economy – moving smoothly. The goal is to figure out what we can do that will make a difference to keep Missouri businesses competitive and growing and attract new businesses and jobs to the state.

Improvements large and small, from turning lanes for trucks to better rail and port connections, keep Missouri businesses competitive and growing and attract new businesses and jobs to the state.

Listening to Missourians

Missouri stakeholders, including logistics directors, shipping managers, and economic development professionals have provided critical input into the development of the Freight Plan.

MoDOT has worked to gather input from stakeholders through:

- **Statewide Steering Committee:** A group of senior MoDOT leadership, representatives of various freight modes, along with economic development professionals are guiding the development of the Freight Plan.

- **Stakeholder Interviews:** More than 50 freight stakeholders, community leaders and economic development professionals from across the state were interviewed to hear their ideas, views and concerns about the current freight transportation system and what actions MoDOT could take that would make Missouri more competitive.

- **Freight Forums:** MoDOT hosted two rounds of regional forums to give freight partners, business, and community leaders a chance to learn more about the Freight Plan, provide input on how MoDOT can best prioritize freight investments and on what types of projects are most important in the area.

What We Heard – Project Prioritization Framework

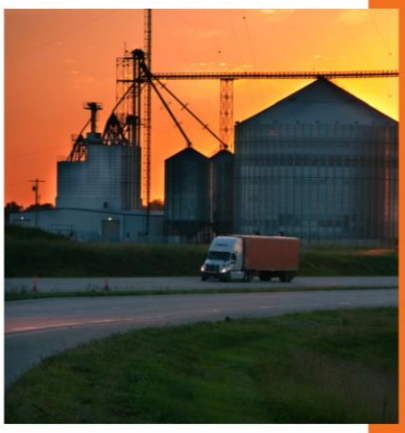
As part of the Freight Forums held in early 2014, stakeholders were asked to provide feedback on how

What We Heard – Project Types

Stakeholders were also asked to provide feedback on what types of freight projects would make sense in Missouri. **Stakeholders who participated in forums, surveys and webinars across the state said maintaining the existing infrastructure is the highest priority.** Additional high priorities in each freight mode are:

Roadways

- Roadway improvements that address first and last mile as well as accommodate wider and heavier loads
- Bridge improvements or replacements to accommodate wider, taller and heavier loads
- Adding lanes
- New truck arterials
- Truck parking facilities



Rail

- Spur lines to industrial parks
- At-grade crossing improvements and grade separations
- Transloading facilities to get from truck to rail and vice versa
- Rail line improvements

Waterway and Port

- Container handling
- Harbor dredging
- Infrastructure and terminal improvements (buildings, storage facilities, equipment)

Aviation

- Links to industrial areas
- Improved connections from airport cargo areas to other modes

How will this input be used?

MoDOT leaders understand how important freight movement is to the Missouri economy and are using the development of this Freight Plan to leverage economic development and identify strategic projects that will make significant improvements to the freight system. The information gathered will help MoDOT be prepared to address future freight issues and articulate what freight projects would be most helpful to the State if additional funds are made available.

A draft plan will be available in September.

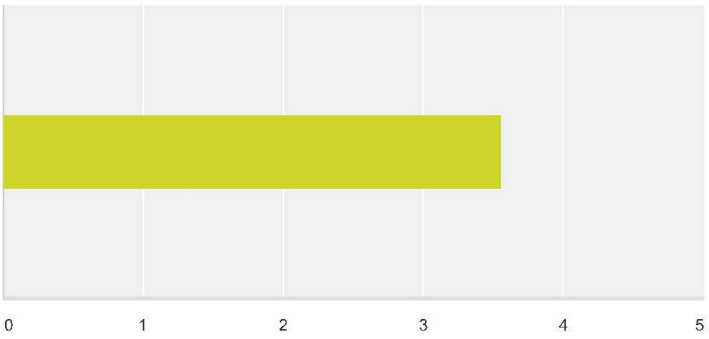
Appendix D - Stakeholder Outreach

MoFreightPlan.org

Stakeholder Comment Period

ATTACHMENT 15: Stakeholder Survey

Q1: On a scale of 1 to 5, with 5 being the most important, how would you rate the current Missouri freight system?



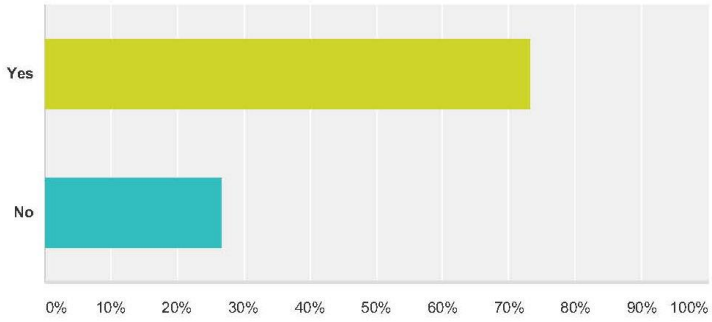
1	2	3	4	5	No opinion	Total	Average Rating
0.00% 0	10.53% 2	36.84% 7	31.58% 6	15.79% 3	5.26% 1	19	3.56

#	Other (please specify)	Date
1	Our highways are over crowded with trucks, and much of our rail infrastructure is decaying.	10/27/2014 6:58 AM
2	too many trucks ... too few interstates	10/22/2014 7:58 PM

Q2: How do you feel that freight movement affects your everyday life?

#	Responses	Date
1	Effective movement of freight does help keep end user product cost minimal.	10/27/2014 6:58 AM
2	Dangerous travel with so much truck traffic	10/22/2014 7:58 PM
3	Very much, it is how I make a living.	10/18/2014 12:33 PM
4	Too many through-traffic trucks on state lettered highways. Could they not be designated to state numbered highways only? The lettered highways were NEVER disigned or built to sustain such loads or speed limits, as many were constructed in the thirties, forties and fifties.	10/15/2014 11:35 AM
5	Freight carriers make interstate driving dangerous. Drivers often drive over the speed limit, do NOT slow down, do not move over, etc.	10/10/2014 3:24 PM
6	the items we buy that are not produced or manufactured here in our region probably travel via rail truck, barge, etc., so it is essential we have good infrastructure and policies in place.	10/3/2014 9:25 PM
7	Constantly	10/3/2014 10:45 AM
8	The lack of river freight affects all of us everyday in the form of emsissions (trucks,rail) and roadway deterioration.	10/3/2014 6:34 AM
9	Determines the cost of goods and provides for increased standard of living.	10/2/2014 6:31 PM
10	Big trucks on the interstate system are apparently without much regulation. Missouri citizens are at risk every time they are on Missouri roads from incompetent, impaired big truck drivers almost all from out of state. Yet the money spent on the electronic warning signs an the interstate are used to chastise passenger vehicles to stay out of the way of trucks, give them plenty of room. All the while you can not drive 100 miles on 70 or I44 without being run off the road or threatened by an 18 wheeler. These out of state trucks kill our citizens then are given a traffic ticket and climb back in their trucks. Why is Missouri the only state between here and the Atlantic Ocean than does not have reduced speed for big trucks. Why do we not have signs up telling trucks they will be ticketed if they drive up hills 35 miles side by side blocking all lanes. This is not permitted in other states but is in Missouri. Why?	10/2/2014 4:39 PM
11	5	10/2/2014 2:03 PM
12	Somewhat	10/2/2014 10:10 AM
13	Very important. Since every thing that you have in your house had to come by truck on at least one leg of the journey into your life.	10/2/2014 9:39 AM
14	Heavy trucks need to slow down and allow safe passage of pedestrians and bicyclists. Trucks need to pay more in diesel tax and tolls on Hwy70 if there is expansion of lanes.	10/1/2014 2:57 PM
15	Adds to traffic congestion on the Interstates and damages roads.	10/1/2014 2:50 PM

Q3: After reading the draft plan, do you feel like we missed anything?



Answer Choices	Responses	
Yes	73.33%	11
No	26.67%	4
Total Respondents: 15		

#	Additional comments	Date
1	I have always thought the the Rail line between St. Genevieve and Bismarck needs to be brought up to standard. Although the Union Pacific is uninterested in their own property, this line is of great economic importance to the communities that are located along it. Also with the new frac sand mine located in St. Genevieve county the railroad would not allow that industry to use the rail, which in turn cases more truck traffic to be on the roads between St. Genevieve and Bismarck MO, where the material is loaded on rail. I feel a short line railroad would be the best answer to this rail corridor.	10/27/2014 6:58 AM
2	Seems well rounded	10/22/2014 7:58 PM
3	Incentives to keep freight carriers in MO. (Cheaper longer-term licensing for vehicles, UCR, etc....) (Lower tax rates for carriers)	10/18/2014 12:33 PM
4	Restrict through-traffic trucks to state numbered highways only, where practical.	10/15/2014 11:35 AM
5	I did not really see anything about how interstate traffic would be improved -- such as NO Sunday truck traffic (like they have in Europe), designated truck lanes, increased night (10 pm - 6 am) driving and decreased day driving, etc.	10/10/2014 3:24 PM
6	only comment I could make is that selling this vision to the public so as to build support might be useful, but probably hard to do without spending a lot of advertising dollars.	10/3/2014 9:25 PM
7	In a thirty year time frame, there will be intense demand for infrastructure capable of accommodating Autonomous and semi-autonomous trucks. This will impose a huge financial burden but be ESSENTIAL to Missouri's economic competitiveness. We need to begin doing two things: preserving right-of-way, where likely to be required, and work with private interests on politically practical methods of funding the requisite assets as required over time.	10/3/2014 10:45 AM
8	Looking to the future, we should at least have a goal of "changing the pie chart" to show waterways percentage as increasing twofold in ten years.	10/3/2014 6:34 AM
9	Springfield has two major rail yards and four intersecting major highway arterials with relatively little urban sprawl to impede the flow of freight. With the limits and problems associated with maritime freight, why is Springfield not considered for a major freight hub? Also, future fuel prices and truck verses rail fuel cost should be more central to the discussion.	10/2/2014 6:31 PM
10	Did you think that the taxpayers of Missouri who drive passenger vehicles might be "stakeholders" in the Missouri Highway system and we might have an interest in not being killed by big trucks.?	10/2/2014 4:39 PM
11	Need to look at how do develop driving jobs with the shortage that is looming in the future it could be a real problem to move freight.	10/2/2014 9:39 AM
12	More emphasis on truck freight paying tolls and paying more in highway diesel taxes. Pedestrians/Bicyclists and public transit has been neglected far too long in favor of roads for trucks paid for by passenger vehicles. Trucks are responsible for the majority of damage to roads, there needs to be a use fee (tolls, highway diesel additional taxes)	10/1/2014 2:57 PM

Q4: What issues or problems identified in the draft freight plan should be tackled first?

#	Responses	Date
1	Rail Infrastructure	10/27/2014 6:58 AM
2	adding rail and waterway capabilities...	10/22/2014 7:58 PM
3	Restrict through-traffic trucks to state numbered highways only, where practical.	10/15/2014 11:35 AM
4	Funding, increasing rail lines and dedicated interstate lanes	10/10/2014 3:24 PM
5	infrastructure maintenance, while linked to expansion in some cases, cannot be allowed to be neglected. I would say it needs to be addressed first.	10/3/2014 9:25 PM
6	Incorporating rapidly evolving, mid 20th technologies into all decision making is the first problem. Figuring out how to fund essential new infrastructure is the most critical.	10/3/2014 10:45 AM
7	Dig deep and often. Mine every scrap of funding that can be used in by Missouri. Example below shows innovaiton (builing an "articulated tug/barge vessel) by state transportaiton groups in the NE: Marine Highway Momentum from Maine Port Authority Posted byPaul "Chip" Jaenichen The more than 25,000 miles of navigable Great Lakes, rivers, and waterways that make up America's Marine Highway System are --and will remain-- a key economic asset. Our nation's marine highway routes and the tugs and barges that ply those marine highways help alleviate land-side congestion; accommodate future freight growth; and provide reliable, competitive alternatives for freight shippers. However, smooth sailing is not always guaranteed. For example, winter weather can cause the waters off the coasts of New England states --part of M-95, a crucial marine highway running all the way from Maine to Florida-- to be too rough for tugs to safely push or pull cargo-loaded barges. That's why DOT's Maritime Administration (MARAD) has supported the Maine Port Authority's development of a next-level cargo vessel designed specifically to handle that unique marine environment. In addition to increasing safety and reliability for mariners and shippers, the project shows great potential to reduce energy consumption and air emissions while offering relief to cars and trucks on the busy I-95 land-side corridor. This week, port officials took a major step forward in this effort by releasing a design for the first U.S. containerized articulated tug barge, or "ATB," made possible with funding from MARAD. Unlike a tug and barge combination, an ATB is mechanically linked, combining the economics of tug and barge operations with the speed, maneuverability, and heavy weather-reliability of a ship. The vessel proposed by the Maine Port Authority would support the Northeast Marine Highway Expansion Project's efforts to expand container-on-barge service between Newark, NJ; Boston, MA; and Portland, ME. Our strong support for development of this vessel is another in a long line of actions that prove this Administration's commitment to the future of marine transportation and to developing a truly multimodal freight system that increases capacity, supports economic growth, and provides viable alternatives for shippers. Since September 2009, through six rounds of our TIGER grants, this Administration has awarded more than $100 million to projects developing and increasing use of America's marine highways. Additionally, MARAD has awarded $6.3 million for marine transportation-related infrastructure and equipment through our Marine Highway Grant program, and we have funded $700,000 for marine corridor studies. The Obama Administration and MARAD are proud to back America's Marine Highways —not just because they're environmentally-friendly and energy-efficient— but also because we see their potential value in the future. Our nation's expanding population will increase the demands placed on our freight system, and America's waterways are largely-untapped assets with the available capacity our country's growth requires. With continued support from this Administration, and forward-thinking efforts like the work of the Maine Port Authority, I have no doubt that America's Marine Highways will be in a position to keep America moving.	10/3/2014 6:34 AM
8	Rail line removals.	10/2/2014 6:31 PM
9	see above	10/2/2014 4:39 PM
10	Barge improvement of waterways Trucks Major Roads improved Rail-Better Crossing Safety	10/2/2014 2:03 PM
11	More specifics of actual ideas, less talk of theoreticals.	10/2/2014 10:10 AM
12	Interstate expansion.	10/2/2014 9:39 AM
13	Rail is a great way to take trucks of Missouri roads, focus on rail. Take a close look at oil trains running through Missouri.	10/1/2014 2:57 PM

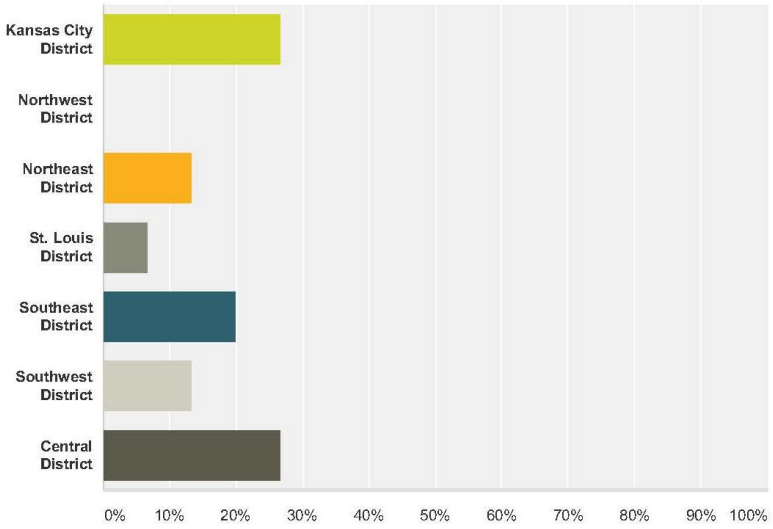
Q5: Would you like to add any other questions or comments?

#	Responses	Date
1	Amtrak Service to Springfield would be a nice addition, although not freight, it would provide an alternative to the over crowded passage on I-44	10/27/2014 6:58 AM
2	we need to get back to Railroads....Much more efficient	10/22/2014 7:58 PM
3	Restrict through-traffic trucks to state numbered highways only, where practical.	10/15/2014 11:35 AM
4	leciated your comments regarding the need for education about the importatance of our freight network, and would like to add that it's important to educate others about the MO River and to strive to have it taken off the list of low use waterways. I overheard a conversation the other day that a representative from the Oklahoma Dept of Transportations was meeting with Kansas Corn Growers, the wheat association and also soybean farmers to express to them the importance of the Arkansas River. I think we need to reach out to our neighbors to the north and west and let them know that the MO River is navigable up to Souix City and that between Souix City and New Orleans, we have only one lock and Dam and that would be lock 27 in St. Louis. That equates to 1877 mile of river with only one area of potential problems, when people are looking at deteriorating infastructure and delays due to closure.	10/14/2014 10:13 AM
5	We need to look at perhaps an alternate to trucks - such as rails -- and see if this is cost effective. I live in a town where there were rail lines and they took them up. We could use those now to help transport goods and keep truck traffic down. Also look at increasing truck traffic at night and decreasing it during the day, and perhaps banning it altogether on a Sunday such as in Europe. We need to look at ways rural areas could contribute to the freight program -- offering parking areas, truck stops, mechanic shops, etc., esp. along interstates.	10/10/2014 3:24 PM
6	Develop study groups that keep updated on all funding such as Tiger Grants, and innovative ways to use the grants on our waterways...	10/3/2014 6:34 AM
7	Why is Joplin part of the freight discussion?	10/2/2014 6:31 PM
8	No	10/2/2014 4:39 PM
9	Final results of freight-All freight at some point is necessary to be moved by Trucks-Major Roads must be maintained	10/2/2014 2:03 PM
10	The public needs to choose what they are paying for, then they will be more apt to supporting it. The online Wish List is a good approach, and should be used continuously, but needs to be fine tuned.	10/2/2014 10:10 AM
11	If I am driving 70 m.p.h. on I-70, I am constantly passed by trucks. Do they have to abide by the speed limit or not?	10/1/2014 2:50 PM

Q6: Please provide the following demographic information (OPTIONAL).

Respondents provided contact information in response to this question.

Q7: Please identify which MoDOT district you reside or work in.



Answer Choices	Responses	
Kansas City District	26.67%	4
Northwest District	0.00%	0
Northeast District	13.33%	2
St. Louis District	6.67%	1
Southeast District	20.00%	3
Southwest District	13.33%	2
Central District	26.67%	4
Total Respondents: 15		

#	Other (please specify)	Date
	There are no responses.	

ATTACHMENT 16: Outreach Events

Outreach was conducted at the following organizations during the public comment period. These events included in-person presentations and email communications with organization members to encourage review of the draft plan.

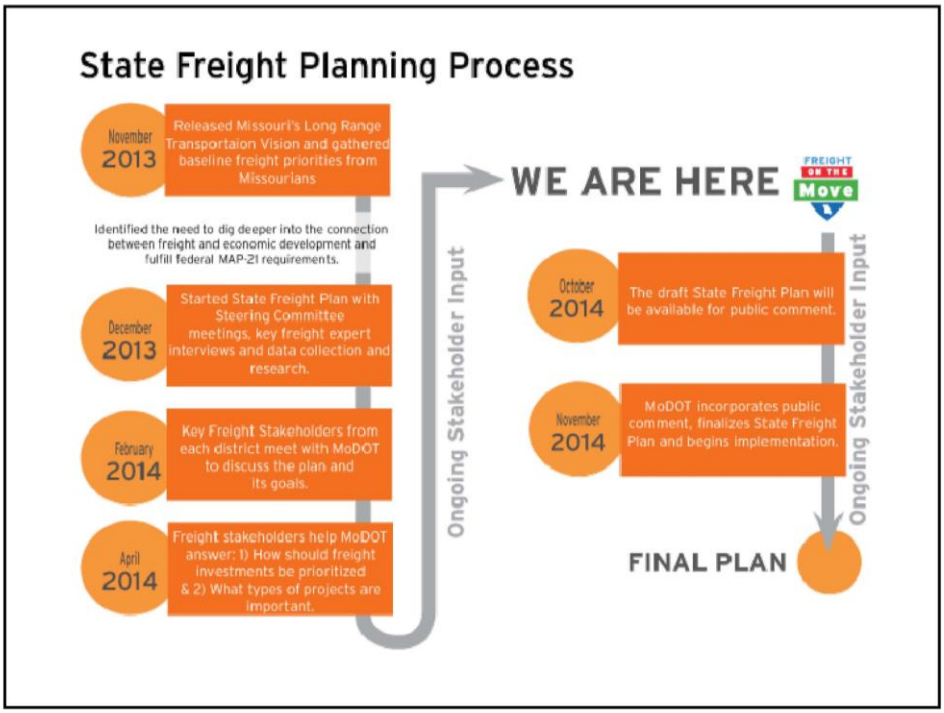
- Boonslick Regional Planning Commission
- East-West Gateway Council of Governments
- Greater Kansas City Chamber of Commerce
- Hannibal Area Chamber of Commerce
- Joplin Diplomats
- Kaysinger Basin Regional Planning Commission
- Lake of the Ozarks Council of Local Governments Regional Planning Commission
- Meramec Regional Planning Commission
- Mid-Missouri Regional Planning Commission
- Mid-America Regional Council
- Missouri Chamber of Commerce
- Missouri Dump Truck Association Board
- Missouri Farm Bureau
- Missouri Chapter of Association of American Railroads
- Missouri Trucking Association
- Neosho Area Business and Industrial Foundation
- Northwest Missouri Regional Council of Governments
- Ozark Foothills Regional Planning Commission
- Pioneer Trail Regional Planning Commission
- Poplar Bluff Chamber of Commerce
- Port Working Groups
- Springfield Motor Carriers
- St. Louis Chamber of Commerce
- Taney County TAC Board
- St. Louis Transportation Club

ATTACHMENT 17: Webinar Presentation

FREIGHT ON THE Move

MoDOT State Freight Plan Webinar

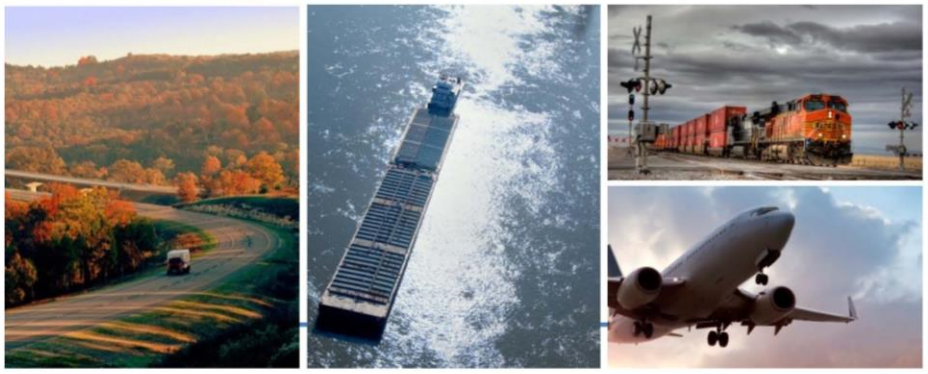
October 14, 2014



Results

- **Inventory of Freight Assets & Assessment of Needs** –acquired TranSearch and ATRI data not previously used
- **Defined Statewide Freight Network**
- **Prioritization Process** – can be used moving forward
- **Prioritized Project List**
- **Competitiveness Measures** – Tracker 7d
- **Action Plan and Implementation Strategies**

Freight Assets & Assessment of Needs



Why was it created?

- To know what assets the State has and their condition

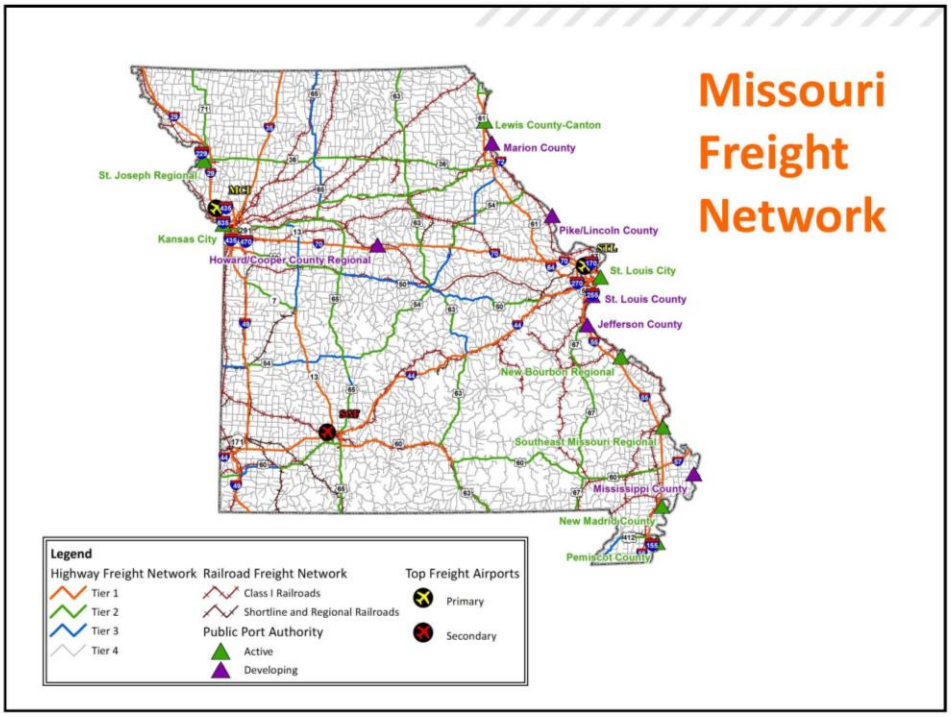
How was it created?

- Asked key stakeholders what we assets we have currently, what condition they are in, and what the state needs to do to be competitive
- Reviewed reports and up to date freight data

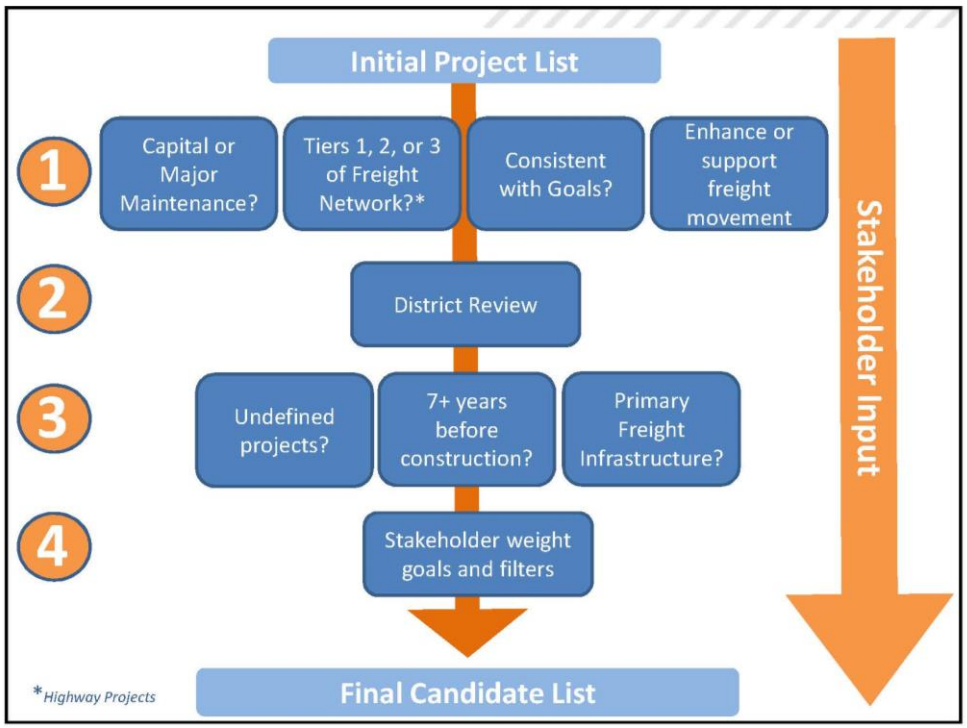
What resulted?

- State Freight Network Map


Statewide Freight Network


Missouri Freight Network
Lewis County-Canton
Marion County
St. Joseph Regional
Kansas City
Howard/Cooper County Regional
Pike/Lincoln County
St. Louis City
St. Louis County
Jefferson County
New Bourbon Regional
Southeast Missouri Regional
Mississippi County
New Madrid County
Pemiscot County
Legend
Highway Freight Network
Tier 1
Tier 2
Tier 3
Tier 4
Railroad Freight Network
Class I Railroads
Shortline and Regional Railroads
Public Port Authority
Active
Developing
Top Freight Airports
Primary
Secondary


Project Prioritization Process


Initial Project List
1
Capital or Major Maintenance?
Tiers 1, 2, or 3 of Freight Network?*
Consistent with Goals?
Enhance or support freight movement
2
District Review
3
Undefined projects?
7+ years before construction?
Primary Freight Infrastructure?
4
Stakeholder weight goals and filters
Stakeholder Input
*Highway Projects
Final Candidate List

Performance Measures & Metrics

Built on Strong Foundation of Tracker

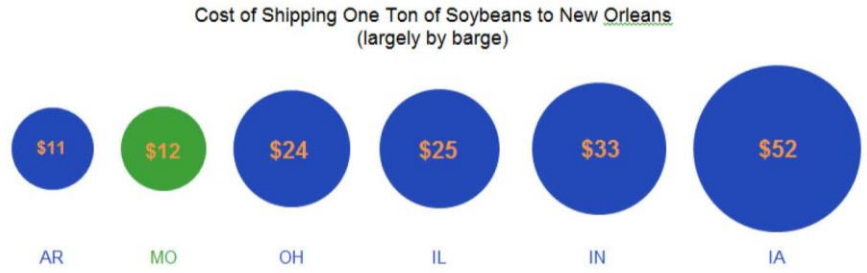
Freight Plan Goal	Recommended Measures
Maintenance Maintain the freight system in good condition	• Percent of the major highways in good condition* • Percent of structurally deficient deck area on National Highway System bridges*
Safety Improve safety on the freight system	• Number of commercial vehicle crashes resulting in fatalities or serious injuries* • Rail crossing crashes or fatalities*

Economy
Support economic growth and competitiveness
	• Goods movement competitiveness*
	• Job and economic growth by key sector, including:
	  ○ Agriculture
	  ○ Manufacturing
	  ○ Transportation/Logistics

Connectivity and Mobility Improve the connectivity and mobility of the freight system	• Freight tonnage by mode* • Annual hours of truck delay* • Truck reliability index*

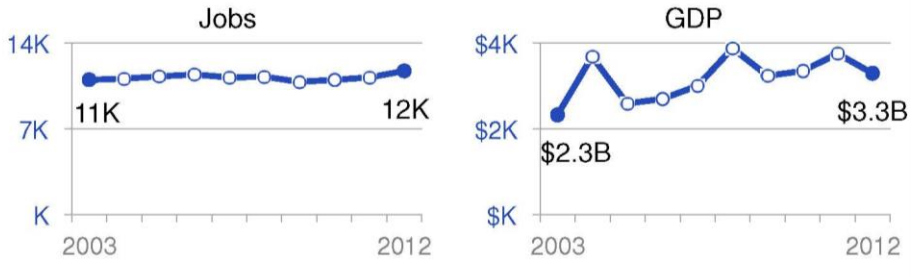
* These or similar measures have been established in MoDOT's Tracker

Competiveness Metric – Soybeans to New Orleans by barge



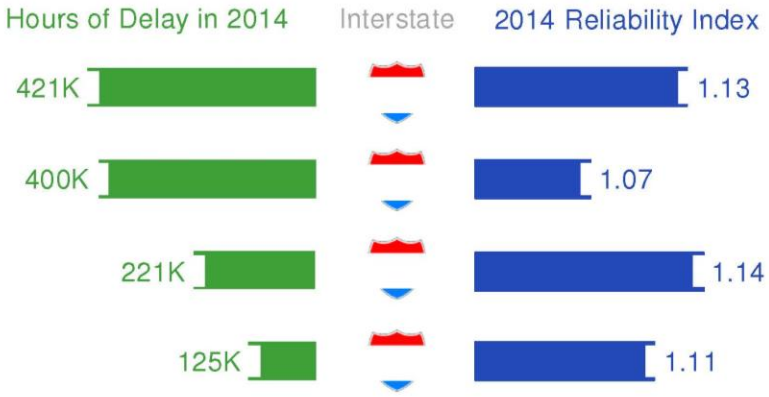
Economic Growth in Key Sectors – Agriculture

Figure 11: Jobs and Economic Growth in the Agriculture Industry

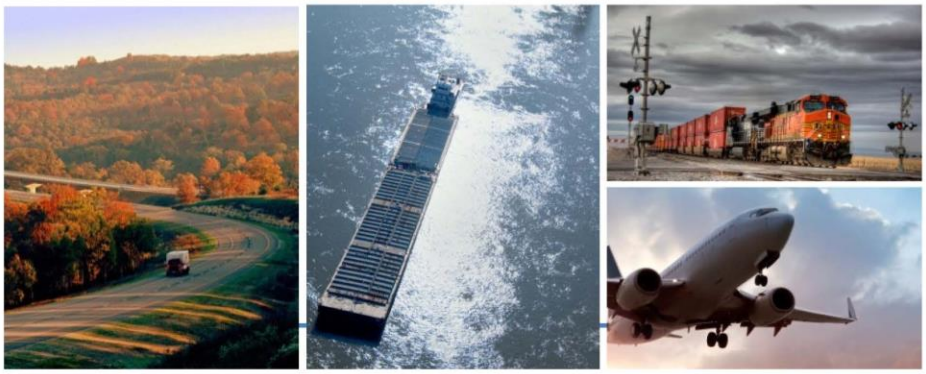


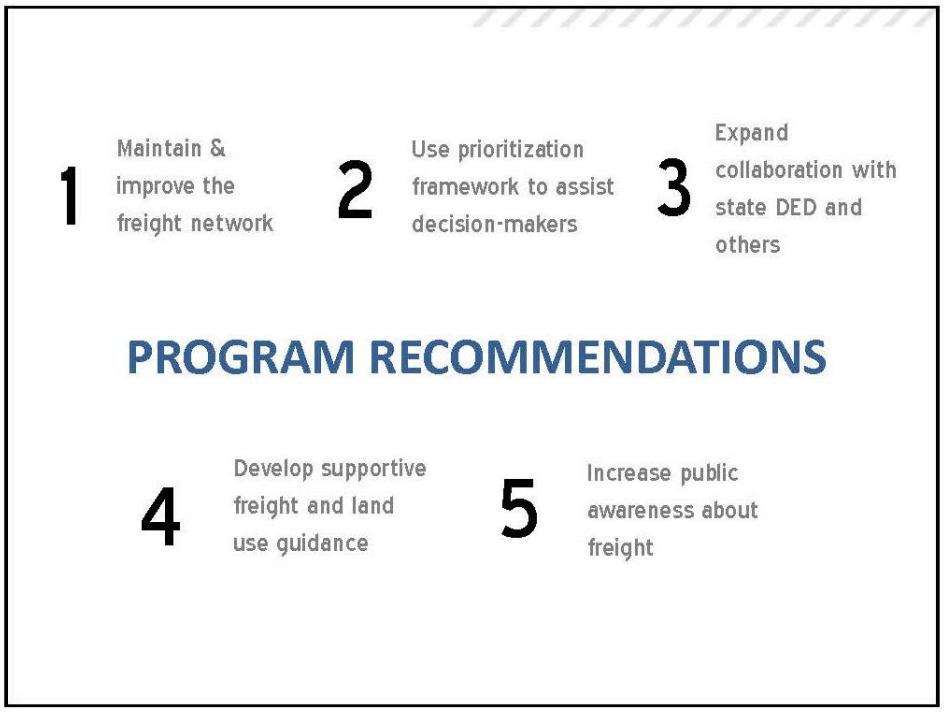
Performance Highlight: Truck Delay and Reliability Index

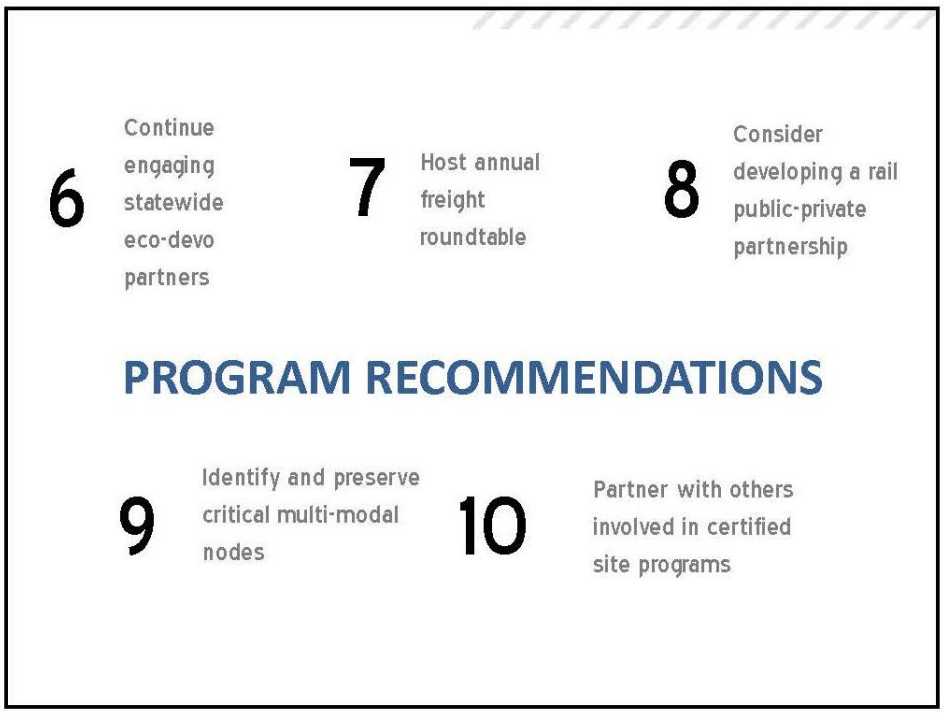
Figure 15: Hours of Truck Delay and Truck Reliability Index



Action Plan and Implementation Strategies




1
Maintain & improve the freight network
2
Use prioritization framework to assist decision-makers
3
Expand collaboration with state DED and others
PROGRAM RECOMMENDATIONS
4
Develop supportive freight and land use guidance
5
Increase public awareness about freight


6
Continue engaging statewide eco-devo partners
7
Host annual freight roundtable
8
Consider developing a rail public-private partnership
PROGRAM RECOMMENDATIONS
9
Identify and preserve critical multi-modal nodes
10
Partner with others involved in certified site programs

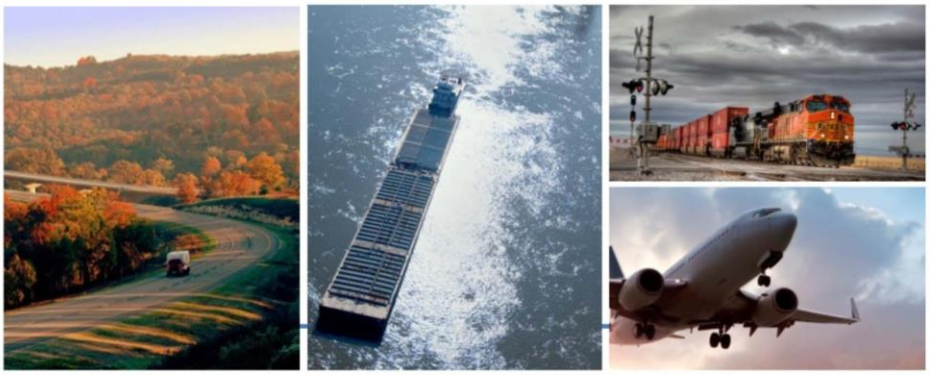
STRATEGY: INVEST IN FREIGHT INFRASTRUCTURE TO DRIVE LONG-TERM JOB CREATION

Implementation Tactics	Timeframe
Work with MDED/Missouri Partnership to support the Missouri Certified Sites program	Short-term
Leverage private sector investment to gain political support for investment in non-traditional project types.	Short-term
Explore utilizing a rail bank to preserve rail corridors for future needs	Short-term
Continue to explore the use of Private Activity Bonds (PAB) to improve multimodal connectivity facilities	Short-term
Study programs like "In Lieu Fee" for their ability to encourage short-line investment	Short-term
Monitor neighboring states truck licensing fees to limit leakage from what little state multimodal funding is available	Short-term

STRATEGY: INVEST IN FREIGHT INFRASTRUCTURE TO DRIVE LONG-TERM JOB CREATION

Implementation Tactics	Timeframe
Ensure planning and project selection processes considers rural accessibility/just in time performance	Intermediate
Streamline and work to reinstate the Rapid Response Cost-Share program	Intermediate
Study the feasibility of alternative funding sources for future needs	Intermediate
Create statewide programmatic freight selection process and work with districts to supplement district processes	Long-Term
Continue to advocate for dedicated revenue for multi-modal investment	Long-Term

Freight Advisory Committee



Freight Advisory Committee

- Representatives from:
  - Public sector
  - Private companies
  - Elected or appointed officials?
  - OTHERS?
- Regional or Statewide?
- Interaction with Planning Partners?
- Defining the committee's role?


Key Questions for you:
Do you think the plan reflects the goals?
Do you think the plan reflects what you've told us?
Who else should we be consulting?
What have we missed?


Your input is valuable to the development of the State Freight Plan.
Continue to stay involved:
MoFreightPlan.org
Webinar
Surveys/comments
Contact Cheryl Ball, Freight and Waterways Administrator-Cheryl.Ball@modot.mo.gov
FREIGHT ON THE Move

ATTACHMENT 18: Draft Plan Comments

Stakeholders provided the following comments which were considered in finalizing the State Freight Plan.

Edits/Revisions:

- [The executive summary] *misspelled bottleneck on page 12 and left "St." off of St. Joseph on* [the] *freight network map* [on] *page 30.*
- [On page 20 of the executive summary,] *instead of "program to improve,"* [I] *suggest" program to support". Instead of using "Cl 3," call them "regional railroads." It will make more sense to readers.*
- [On page 26 of the executive summary,] *change "invest in freight infrastructure" to "invest." Would it take a CA or a statute to allow* [more] *flexibility in funding for Missouri to invest in railroad too?*
- [On page 26 of the executive summary,] *enhance the resiliency of the freight system.* [There is a] *need for maintaining the flexibility of freight system as a short-term complex environment. Freight supply moves quickly, we have to be able to adapt. It appeared here* [that] *they were discussing keeping ability to make project investments in short-term flexible, instead of programming and tying up funds for years in the future.*
- [In] *chapters 3 to 12,* [the] *yellow dots are port to truck to rail. Ports are not on* [the] *intermodal map, and neither are railroads.*
- [On *chapter 3-4,] Amtrak doesn't own any track.* [You] *need to change sentences to reference owning the track and Amtrak using the track.*
- [On chapter 5-12,] *second bullet, short lines are already. NW – this appears that they are being removed now. I suggest* [changing] *to were removed adversely affecting economic development.*
- *Last bullet,* [chapter 5-11], *where is it? First bullet – a little explanation of why; weave trespassers in, please. Third bullet – why* [is] *only Howard-Cooper called out? Several ports are looking for access.* [I] *suggest stating "ports" or naming all* [of them]. *Fourth bullet – "merchants" needs moved up on the list. It is a top three issue. Mention that it is an issue of national freight importance, not just Missouri freight.*
- [On chapter] *7-3, Cl. 1 are regulated heavily on* [the] *federal level by* [Surface Transportation Board] *and others. The sentence, as worded, leaves* [an] *impression that no one regulates them. Please modify.*
- [On chapter] *7-6, railroad expense fund says it is PSC, but this goes to MoDOT now.*
- [On chapter] *9-6, change "challenge" to "challenge/opportunity" in bullet seven.*
- *The "Bottleneck" of Belt Highway 169 from US 36 to I-29 seems odd (wrong). This is a five-lane road intending to give access to business. What information led to us saying this is a bottleneck? What the northwest district has identified is improvements to the I-29 and US 169 interchange on the south connection (Love's Truck Stop). Maybe the Table 9-5 Route should be changed to I-29 and US 169 south and leave the "To/From" blank. That would add some clarity. The interchange ramps were in the CA7 proposed project list. We've taken the stance that this project may need to be on hold until such time as the bridges deteriorate significantly. While the interchange is not ideal, an improved interchange is difficult to justify.*
- [Chapter 4-10 uses the] *wrong Union Pacific Line.*
- [I] *would like to see chapter* [7-5 and 7-6] *include some information on funding sources for the modes, I believe that is directed at 7-2 and 7-3, and somewhere in the plan a little about who pays for maintenance of each type of asset once constructed.*
- [I suggest] *adding tracker measure impacts to prioritization process.*

Railroad Specific:

- [Page six of the executive summary should] *list some commodities* [such as] *auto and intermodal.* [It would be helpful to] *weave some of the Association of American Railroads website information on the intrastate too.* [The] *goal* [should include helping] *people understand that rail is more than coal moving. It is containers of many goods.*
- [On page 19 of the executive summary,] *land use is important to railroad.* [It would be helpful if] *a safety message about keeping people separate from the rail lines* [could be added].
- *The railroad* [is] *asking us to keep in mind that projects need to be looked at both regionally and statewide.*
- [The] *railroad would like* [a] *small group of contacts for project discussion,* [and] *would prefer it to be Eric, Cheryl and Michelle, not each district. The method use for* [the] *CA7 project was too complex and a drain on their resources. We are a small part of their multi-state responsibility, so having them participate in multiple meetings within seven regions of our state, is a drain. In addition, they agree that the regional project selections work well for moving things within that region. However,* [they] *request statewide or multi-state evaluation of the freight system and projects to support it.*
- *The railroad would like to be a one stop shop for issues at MoDOT with staff who are experienced and understand the many issues* [that are] on-going.
- *FAC would like each of the Cl 1s to have a seat at the table, or at least be invited for* [the southwest] *group. They will only have a handful of potential projects overall.*
- [The State] *need to make sure that the rail industry is covered and that the Plan considers improvements to the rail system.*
- *Springfield has two major rail yards and four intersecting major highway arterials with relatively litter urban sprawl to impede the flow of freight. With the limits and problems associated with maritime freight, why is Springfield not considered for a major freight hub? Also, future fuel prices and truck versus rail fuel cost should be more central to the discussion.*
- *MoDOT reminding everybody of the instrumental role it played in construction of the Sheffield Flyover and Argentine Connection here in the Kansas City* [is a positive]. *Add to that the improvements that MoDOT has facilitated on the Union Pacific corridor between Kansas City and Chicago in the name of improving on-time performance of Amtrak's Missouri River Runner and laying the groundwork for both faster service and additional frequencies. The latter improvements have significant benefits for freight traffic on* [Union Pacific].
- *I have always thought the rail line between St. Genevieve and Bismarck needs to be brought up to standard. Although Union Pacific is uninterested in their own property, this line is of great economic importance to the communities that are located along it. Also, with the new frac sand mine located in St. Genevieve County, the railroad would not allow that industry to use the rail, which in turn causes more truck traffic to be on the roads between St. Genevieve and Bismarck, Missouri, where the material is loaded on rail. I feel a short line railroad would be the best answer to this rail corridor.*

Highways/Roadways:

- [In terms of] *showing Missouri military installations as freight stakeholders in their Statewide Freight Plan, it is understood that there may be times when the military does not want to share information on their movements, but they should cooperate with MoDOT on the types of vehicles that use [The Strategic Highway Network] and other roads with the National Network.*

- *Embedded in the Plan are some of the MAP-21 directives (truck parking and the use of performance measures, but* [I] *did not see how this Plan connects with oversize and overweight vehicle regulations (23CFR 657 and 658). As you know, MoDOT is responsible for submitting a State Enforcement Plan (SEP) and Certification (Governor signed) each year. Recognition of the SEP/Certification and how recommendations from the SEP/Certification should be linked to the SFP.*
- [There are] *too many through-traffic trucks on state-lettered highways. Could the not be designated to state numbered highways only? The lettered highways were never designed or built to sustain such loads or speed limits, as many were constructed in the 30s, 40s and 50s.*
- *We need to look at an alternate to trucks, such as rails, and see if this is cost effective. I live in a town where there were rail lines and they took them up. We could use those now to help transport goods and keep truck traffic down. Also, look at increasing truck traffic at night and decreasing it during the day, and perhaps banning it altogether on a Sunday, such as in Europe. We need to look at ways rural areas could contribute to the freight program,* [such as] *offering parking areas, truck stops and mechanic shops.*
- *I did not really see anything about how interstate traffic would be improved,* [such as] *no Sunday truck traffic, designated truck lane, increased night driving* [or] *decreased day driving.*
- *Big trucks on the interstate system are apparently without much regulation. Missouri citizens are at risk every time they are on Missouri roads* [due to] *incompetent, impaired big truck drivers* [who are] *almost all from out-of-state. Yet, the money spent on the electronic warning signs on the interstate are used to chastise passenger vehicles to stay out of the way of trucks* [and to] *give them plenty of room. All the while, you cannot drive 100 miles on I-70 or I-44 without being run off the road or threatened by an 18-wheeler. These out-of-state trucks kill our citizens, then are given a traffic ticket and climb back in their trucks. Why is Missouri the only state between here and the Atlantic Ocean that does not have reduced speeds for big trucks? Why do we not have signs up telling trucks they will be ticketed, if they drive up hills* [for] *35 miles side-by-side, blocking all lanes? This is not permitted in other states, but is in Missouri, why?*
- [There needs to be] *more* [of an] *emphasis on truck freight paying tolls and paying more in highway diesel taxes. Pedestrians, bicyclists and public transit has been neglected far too long in favor of roads for trucks paid for by passenger vehicles.*[Since] *trucks are responsible for the majority of damage to roads, there needs to be a use fee.*
- *Freight affects everyday life in that it adds to traffic congestion on the interstates and damages roads.*
- *If I am driving 70 miles per hour on I-70, I am constantly passed by trucks. Do they have to abide by the speed limit or not?*
- *MoDOT should continue to focus on improving the highway system and coordinating between freight providers and local governments to provide for multimodal connections.*
- *Freight movement in southeast Missouri relies heavily on Interstate 55, Interstate 57, Route 60, Route 67 and Route 412. Truck traffic accounts for 45% of the traffic volumes on I-55, south of Route 60. We, in Missouri, need to understand the freight movement and traffic patterns in adjacent states.*
- *In Arkansas, the I-40 between Memphis and Little Rock is operating with truck volumes over 50%. Improving the interstate corridors in Missouri, such as US 67 and US 412, will help provide relief to I-40.*
- *In Kentucky, the US 51 Bridge over the Ohio River between Cairo, Illinois, and Wickliffe, Kentucky, was opened to traffic as a toll facility on November 11, 1936. The 76-year-old structure is officially termed "functionally obsolete" because it does not meet current traffic standards. The US 62*

Bridge over the Mississippi River between Wyatt, Missouri and Cairo, Illinois was built in the same time period and is "functionally obsolete," as well. A new bridge is being planned over the Ohio River by the Kentucky Transportation Cabinet. The location will be critical to freight movement in Missouri.

- *The current plan to replace the Ohio River Bridge between Cairo, Illinois, and Wickliffe, Kentucky, at its current location seems to not solve this problem. It appears that a better plan would be to build a four-lane bridge north of Cairo, connecting to US 60 in Kentucky with a four-lane road from Kevil to Barlow and continuing to a new bridge over the Ohio River, connecting to I-57 north of Cairo. This would allow four-lane traffic all the way across the southern part of Missouri going west, connecting with the interstate highway system at Springfield, Missouri and east to Paducah, Kentucky and further east to Nashville, Tennessee via I-24 or continuing east through Kentucky to other eastern areas via four-lane roads. This bridge issue currently involves the states of Kentucky and Illinois, since this is where the bridge will connect, but this will affect traffic in Missouri.*
- *Currently, there are only two crossings of the Mississippi River, at St. Louis and Memphis, for freight traffic to go both east and west via four-lane roads or interstate highways. Traffic coming out of southern Illinois, southern Indiana and Kentucky has no easy access going west, while southern Missouri cannot go east without either going north to St. Louis, or south to Memphis. Both of these options incur additional time and costs to truckers.*

Waterways and Ports:

- *It's important to educate others about the Missouri River and to strive to have it taken off the list of low-use waterways. I overheard a conversation the other day that a representative from the Oklahoma Department of Transportation was meeting Kansas Corn Growers, the Wheat Association and also soybean farmers to express to them the importance of the Arkansas River. I think we need to reach out to our neighbors to the north and west and let them know that the Missouri River is navigable up to Sioux City, and that between Sioux City and New Orleans, we have only one lock and dam. That equates to 1,877 miles of river with only one area of potential problems, when people are looking at deteriorating infrastructure and delays due to closure.*
- [I] *desire to see maritime freight more prominently referenced within the plan.*
- *We provide transportation opportunities for our customers by using the Missouri River. We can tap into the global marketing by using the Missouri River. There is a lot of freight moving on the river* [that] *most people do not know about. Your study only shows public ports, which portrays* [that] *nothing is going on in* [the] *Missouri River. There* [are] *ways to work with private terminals to gain benefit to the State of Missouri. We move over 100 loads up the Missouri River to various locations all the way to Sioux City. Please include this movement in your study.*

Graphics/Aesthetics:

- [The] *comments were focused on moving forward and how we collaborate and try to develop mutually beneficial data sources.* [Stakeholders] *gave big kudos to the* [executive summary]. [The stakeholders commented that] *it was graphically appealing and very easy to read. They asked how we incorporated new technology into our goals and strategies. They* [also] *asked how we will use rec#9 to add to* [the] *freight map or to do a SWOT analysis on the identified network.*

General Suggestions/Questions:

- [It] *seems like a project list appears and then is vetted for prioritization and then passed through to respected planning processes. Goals and performance measures were identified, but what came first, the project or the project born from a systematic process to come up with the project?*

- *What sector is driving the Missouri economy?* [I'm] *not certain that* [the Department of Economic Development] *understands how important rail industry is to attracting targeted industries.* [I] *would like* [the] *freight plan* [executive summary] *to help convey* [the] *message that rail access is important to the* [manufacturing] *industries.*
- [I have a] *generally positive response.* [My] *only concern* [is] *centered around private industry participation.*
- *Consider doing the regional freight groups similar to how* [the] *blueprint has divided regions*, [as well as] *developing* [a] *freight advisory.*
- [One group at a presentation] *asked how much cargo was moved* [through] *Columbia Regional Airport and what their ranking* [is] *nationally.*
- [The] *Civic Council offered help in coordinating [the] regional priorities discussion with their business leader members around freight.*
- *There is a need for North* [and] *South connections out of the State. Also, the state should be planning to take advantage of the Panama Canal connection.*
- [I am] *disappointed* [that] *this plan is still modal focused and MoDOT didn't set out a transportation direction for the State, instead of continuing to look at regional priorities.*
- [I] *hate the Tennessee* [railroad] *program,* [but I] *like their gas tax exemption.* [I] *suggest we add the Oregon model, where* [the] *first and last mile improvements have a recapture rate on the moves on that line, where the industry pays back to the expenses.* [I] *would like to see that mentioned in our plan.*
- [I suggest adding information regarding] *truck ferries.*
- *If there is a way to better call out the locations of the intermodal Facilities in St. Louis and Kansas City, that might help the reader.*
- *I know the methodology for Freight Generators is called out earlier in the document, but with ample free space on* [chapter 3-13], *perhaps a reminder as to how Freight Generators were determined, methodology, etc.* [may be helpful].
- *The expansion of the Panama Canal is expected to lead to growth in freight movements in Missouri. This growth will result in increasing demands on the highways, rail lines, port facilities and airports handling cargo. Page 11 later contradicts the statement,"…the timing and scale of the [Canal] impacts on Missouri freight flows are unknown." Do we know this to be certain? From what we continue to read* [and] *hear, the impacts of the Canal are still to be determined.*
- *There are two bridges across the Mississippi River in St. Louis and both are in poor to very poor condition. So, while there is redundancy in the system, the condition of the bridges presents a problem. The condition of these bridges needs to be improved. It is EWG's understanding that the* [Terminal Rail Road Association] (TRRA) considers these bridges to be under-capacity and efforts are already underway to improve their conditions/capacity. I think the language on the condition of these rail bridges needs to change, unless TRRA has said differently.
- Ensure that bicycle and pedestrian accommodations are included in the purpose and need of future grade separations and crossings intermediate. This timeframe should be short-term. All modes, at all stages of the planning process, should be accommodated for, if possible.

Miscellaneous:

- [There] *need*[s] [to be] *more* [of a] *focus on water and air.*
- *Heck of a good job on the freight plan website. Kudos to all of you!*
- [I] *liked that we had* [a] *prioritization process* [that] *they could use as* [a] *starting point for regional discussion*

- *Water is* [essential to] *life. We need it for everything.* [I] *have always thought that Missouri should put in dams and locks on the Missouri River.* [I] *don't want to end up like California.*
- *Selling this vision to the public, so as to build support, might be useful, but probably hard to do without spending a lot of advertising dollars.*
- *The Plan missed. In a 30 year timeframe, there will be intense demand for infrastructure capable of accommodating autonomous and semi-autonomous trucks. This will impose a huge financial burden, but* [will] *be essential to Missouri's economic competiveness. We need to begin doing two things; preserving right-of-way, where likely to be required, and work with private interests on politically practical methods of funding the requisite assets as required over time.*
- *Develop study groups that keep updated on all funding, such as TIGER Grants and innovative ways to use the Grants on our waterways.*
- *Dig deep and often. Mine every scrap of funding that can be used by Missouri.*
- *MoDOT missed incentives to keep freight carriers in Missouri.* [These incentives include] *cheaper longer-term licensing for vehicles* [and] *lower tax rates for carriers.*
- *All freight at some point* [must] *be moved by trucks. Major roads must be maintained.*
- *The public needs to choose what they are paying for,* [and] *then they will be more apt to support it. The online "Wish List" is a good approach, and should be used continuously, but needs to be fine-tuned.*
- [MoDOT] *needs to look at how to develop driving jobs. With the shortage that is looming in the future, it could be a real problem to move freight.*
- *MoDOT acknowledging Missouri's potential for playing an expanded role in national freight movement* [is a positive].
- *Commendable work. Priorities, for the most part, are correctly placed on maintaining the system and collaboration.*
- *Direct funding for freight modes, where not required, may be both costly for the taxpayers and deleterious for general efficiency of the State's freight movement.*
- *Our highways are overcrowded with trucks and much of our rail infrastructure is decaying.*
- *Amtrak service to Springfield would be a nice addition. Although not freight, it would provide an alternative to the overcrowded passage on I-44.*
- [There are] *too many trucks* [and] *too few interstates.*
- *Travel* [is dangerous] *with so much truck traffic.*
- *We need to get back to railroads.* [They are] *much more efficient.*
- [I] want to maintain exemption under the design/build by Missouri statute.