FREIGHT STAKEHOLDERS NATIONAL NETWORK

Joining Forces To Improve Freight Mobility

A Resource Guide For Establishing Local Freight Stakeholders Coalitions
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This resource guide is designed to assist local communities in establishing Freight Stakeholder Coalitions of private sector freight transportation providers and users and public sector transportation officials. These local coalitions are an effort of the Freight Stakeholders National Network to identify and build integrated support for transportation improvements at the local, regional and national levels. The best practices highlighted in this guide come from the experience of the Network's first two local coalitions, Kansas City and Minneapolis/St. Paul.

The Freight Stakeholders National Network is comprised of eight national associations representing all freight transportation modes and the nation’s manufacturers and shippers. In partnership with the U.S. Department of Transportation, Federal Highway Administration, the members of the Freight Stakeholders National Network have made an unprecedented commitment to improve regional freight mobility through the formation of local Freight Stakeholder Coalitions.

The Freight Stakeholders National Network

Air Freight Association
American Association of Port Authorities
American Trucking Associations
Association of American Railroads
Intermodal Association of North America
National Association of Manufacturers
National Industrial Transportation League
National Private Truck Council
Special thanks to the members of the National Steering Committee of the Freight Stakeholders National Network who have worked to make this effort a success and have provided advice and counsel into the writing of this Resource Guide.

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THE DAWNING OF A NEW ERA

The early 1990s marked a profound change in the way we perceive the movement of goods and people. This new era is marked by the sunset of extensive highway and road building and the dawning of new thinking in transportation. A wealth of opportunities abound as well as a host of challenges. The age of ever-tightening budgets means that cities and states must prioritize the limited funds available for infrastructure investments, often making trade-offs between freight and passenger movement. Make no mistake, in these days and times, the rules have changed.

Community leaders have long recognized the benefits of efficient transportation systems that foster economic prosperity and a better quality of life for local residents. Regions have become increasingly competitive in attracting new and expanding industries, so they have become reliant on cost-effective, long-lasting transportation infrastructure. The winners of regional economic competition share one hallmark—strong, dedicated and sustainable partnerships of stakeholders and government. There are numerous examples of such successful public/private partnerships resulting in economic growth, such as the phenomenal rise of the Research Triangle Park in North Carolina.

Innovative partnerships are springing up all across the country. Freight stakeholders are beginning to realize that they must have a voice in the decision-making process...and local governments are listening. Freight groups seek empowerment and need the tools for effective participation: information; communication and planning skills; and guides to action. The Freight Stakeholders National Network can help.

INTRODUCTION

This document details the role of freight in our nation’s economy, the need to ensure freight mobility now and in the future, and the role of the Freight Stakeholders National Network. The Network is a national coalition formed to help create and support locally autonomous partnerships among the freight community and the various state, local and regional transportation planning agencies throughout the nation. This document can serve as a guide for communities across the country to better understand the crucial role of freight transportation, the vital need to improve freight mobility and the methods to do so.

Divided into two sections, this guide first explains the need for building new partnerships in freight transportation planning. The other section outlines creating and sustaining such new partnerships based on the initial efforts of the Freight Stakeholders National Network in local communities.
Freight transportation is vital to the nation's economy. It accounts for 7 percent of our gross domestic product—some $400 billion annually. National and international movement of freight by air, ocean, truck and rail are projected to grow in response to healthy expansion of the U.S. economy and burgeoning international trade. Therefore, maintaining freight mobility must be an essential part of every region's economic development strategy. When freight movement suffers, so does the economic viability of the community.

But in virtually all U.S. metropolitan areas, the basic transportation infrastructure is severely strained. Meeting current and future freight transportation demand will require major investments in maintaining and improving the nation's freight transportation system. However, funding for these investments is limited and often there are institutional and other barriers (regulatory, legal) to freight-oriented projects.

Overcoming these challenges will require new kinds of partnerships. First needed will be partnerships among various sectors of the freight transportation community to identify and successfully promote shared interest in an effective, efficient intermodal freight transportation system. Also needed are partnerships between government and the freight community to ensure that freight movement is adequately addressed in the planning and funding of transportation improvements at local, state and federal levels.

Opportunities for creating and sustaining these partnerships have never been better. Federal legislation now encourages a regional approach to transportation planning and mandates that public sector decision-makers consider the needs of freight transportation as part of a national intermodal transportation system.

In community after community, diverse stakeholders in the freight transportation system—private sector shippers, transportation service providers and facility operators—are joining forces to become proactive, organized, effective participants in the transportation planning process. This new activism in the freight community involves all modes—truck, rail, air and water—working together. In Kansas City, for example, transportation business leaders joined civic leaders from Kansas and Missouri to form the Heartland Freight
Coalition. Its goals are to promote regional infrastructure investment, improve long-term freight planning and ease congestion. Similarly, in California’s Bay Area, the Metropolitan Transportation Commission created a multimodal coalition to address a range of regional freight transportation problems.

These efforts demonstrate that a successful Freight Stakeholder Coalition can help solve local and regional transportation problems, improve productivity, support business expansion, attract new jobs and promote an efficient freight transportation system. The successful Freight Stakeholder Coalition will serve as the mechanism to raise the profile of freight needs and to prioritize and highlight those needs in infrastructure investment. Each coalition must be responsive to the unique political, economic and infrastructure conditions of the region; yet each must ask the same question: what works to keep freight moving?

Eight national industry associations representing all freight transportation modes and the nation’s manufacturers and shippers have jointly made an unprecedented commitment to improve regional freight mobility by creating the Freight Stakeholders National Network. The Network will support local Freight Stakeholder Coalitions in the nation’s metropolitan areas by:

- recruiting Coalition members from within their constituent bases;
- providing policy support and technical resources to the Coalitions;
- identifying and building support for needed freight transportation improvements; and,
- promoting the best practices and experiences of each Coalition to be applied in other regions.

You—as a private sector shipper, service provider or facility operator, or as a public sector decision-maker—are key to making this process work. You must make the commitment of time, talent and resources to establish successful working relationships with like-minded partners in your region and at the national level, so that the needs—and the benefits—of the freight transportation industry are identified and addressed. Without this commitment, freight needs could go unmet, infrastructure investments could be made without appropriate input and ultimately, freight movement and its related economic prosperity could suffer. This document is intended to provide a summary of key issues and a blueprint for effective action to create a Freight Stakeholders Coalition in your region.
Nearly everyone is a frequent passenger on local and interstate roadways. However, only a few have the responsibility for moving the freight which is vital to our economic well-being. Thus, the needs of the freight transportation industry are not well known or understood within the transportation planning community. One reason for this has been the relative lack of data on freight movement compared with passenger movement. Over the past few years, however, the quantity and quality of data on freight movement has improved considerably. Many sources—including federal agencies, private research companies, and industry groups—now provide public sector decision makers with important data which can be used as an additional tool in developing a rational basis to support public investments in our nation's freight system. What this improved data indicates is that freight transportation is a major component of our nation's economic vitality, and that it will grow even more significant in the years ahead.

Domestic transportation of bulk commodities and general merchandise is accomplished by air, water, truck, rail, and pipeline modes. The U.S. Freight Transportation Forecast to 2004, a study done by DRI/McGraw Hill for the ATA Foundation, found that in 1994, 9.9 billion tons of goods were shipped, generating $463 billion in freight transportation industry revenue. Movements by truck accounted for more than half (55%) of the total volume and more than three quarters (78%) of the total value.

While trucks are involved in transporting much of the freight in this country, it is critical to remember that each of the modes—air, water, truck and rail—are key components of the overall intermodal transporta-

<table>
<thead>
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<th>Table 1</th>
<th>Modal Share of Volume and Revenue—1994</th>
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<tr>
<td></td>
<td>Volume</td>
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<tr>
<td></td>
<td>M. Tons</td>
</tr>
<tr>
<td>Truck</td>
<td>5,456.8</td>
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<tr>
<td>Rail</td>
<td>1,614.3</td>
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<tr>
<td>Intermodal</td>
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<td>Air</td>
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<tr>
<td>Pipeline</td>
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<tr>
<td>Total</td>
<td>9,937.9</td>
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Primary data source only.
tion network. For the most part, differences in relative volumes reflect the fact that each mode is optimized to serve a particular segment of the freight transportation market. For example, air cargo provides extremely fast service but is relatively expensive on a cost-per-ton basis, so it is a preferred mode of choice for time-sensitive, high-value, relatively lower-weight commodities such as express mail, perishable foods or electronic components.

The essence of freight transportation to our nation’s economy will continue into the future. In fact, domestic transportation volumes and revenues are forecast to experience tremendous growth over the next decade:

“The total revenue of the U.S. domestic freight transportation industry will increase by a cumulative 24 percent from 1994 to 2004—from $463 billion to $574 billion on an inflation-adjusted basis.” (DRI/McGraw Hill, 1996)

The importance of freight mobility is not just in the domestic transport of goods. To ensure the competitiveness of American products in a global marketplace, we must continue to maintain and improve our transportation flexibility. Movement by water accounts for a large percentage of U.S. overseas trade by weight and water. Projections for increased movement of imports and exports through U.S. ports show this trend will continue.

### Table 2: Domestic Transportation Growth—Revenue 1984-2004

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<tr>
<td>Truck</td>
<td>$382.2</td>
<td>$394.9</td>
<td>$436.9</td>
<td>78.2%</td>
<td>76.1%</td>
<td>76.2%</td>
<td>1.7%</td>
<td>1.9%</td>
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<td></td>
</tr>
<tr>
<td>Rail</td>
<td>$33.9</td>
<td>$38.3</td>
<td>$41.9</td>
<td>7.3%</td>
<td>7.4%</td>
<td>7.3%</td>
<td>2.5%</td>
<td>2.2%</td>
<td>2.3%</td>
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</tr>
<tr>
<td>Intermodal</td>
<td>$8.5</td>
<td>$10.3</td>
<td>$12.9</td>
<td>1.8%</td>
<td>2.0%</td>
<td>2.3%</td>
<td>4.0%</td>
<td>4.3%</td>
<td>5.2%</td>
<td></td>
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<tr>
<td>Air</td>
<td>$20.3</td>
<td>$31.1</td>
<td>$39.1</td>
<td>4.4%</td>
<td>6.0%</td>
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<td>8.8%</td>
<td>6.7%</td>
<td>9.2%</td>
<td></td>
</tr>
<tr>
<td>Water</td>
<td>$7.8</td>
<td>$8.1</td>
<td>$8.5</td>
<td>1.7%</td>
<td>1.6%</td>
<td>1.5%</td>
<td>0.7%</td>
<td>0.8%</td>
<td>0.5%</td>
<td></td>
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<tr>
<td>Pipeline</td>
<td>$50.4</td>
<td>$52.4</td>
<td>$54.2</td>
<td>6.6%</td>
<td>6.3%</td>
<td>6.0%</td>
<td>1.2%</td>
<td>1.2%</td>
<td>1.2%</td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>$463.1</td>
<td>$515.1</td>
<td>$573.5</td>
<td>100.0%</td>
<td>100.0%</td>
<td>100.0%</td>
<td>2.1%</td>
<td>2.2%</td>
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1: May not equal 100 percent due to rounding.  
2: Compound Annual Growth Rate.
Our transportation system is now and can continue to be a strategic advantage for our country in expanding trade opportunities for U.S. producers and for accessing global products into our manufacturing processes and for our retail consumption. Therefore, maintaining freight mobility must become an essential part of every region's economic development strategy.
Adequate Transportation Infrastructure

In seeking to maximize its service and performance, a primary concern of the freight transportation industry is to ensure that the nation’s transportation infrastructure can accommodate present and future demand. Each mode has a particular set of needs that must be addressed. Some of the major categories of infrastructure needs are summarized below.

- Trucking concerns: adequate capacity and safety on roads and bridges linking customers and facilities; operational efficiency of roadways and highways.
- Rail concerns: adequate bridge and tunnel clearances; reduction of at-grade conflicts with vehicles and other rail traffic; adequate main-line and siding capacity; intermodal yard capacity; adequate connections to truck and water modes.
- Air concerns: adequate land for warehousing and transfer activities; adequate landside access for trucks, including adequate connections between highways and airport freight facilities.
- Waterborne commerce concerns: dredging for maintenance and deepening of navigation channels; adequate land for expansion of facilities; adequate truck and rail access to port and terminal locations.

Some of these infrastructure improvements are funded and implemented by transportation service providers themselves. For example, seaports frequently fund terminal facility improvements by bonding against their revenue streams. However, many of these improvements can only be accomplished with public sector funding. In an era of limited resources for such improvements, the freight industry is faced with the challenge of “doing more with less.”

What Freight Needs from the Public Sector

Sufficient Funding for Needed Infrastructure Improvements

The combined efforts of all freight modes to fund their own improvements to the extent feasible, and to leverage greater funding through intermodal partnerships and information technology, must be matched by a commitment of public investment in our nation’s freight transportation infrastructure.
Responsible and Progressive Regulation

The freight transportation industry recognizes that it is in the nation's interest to minimize air and water pollution, congestion, noise and other safety and environmental impacts, while also meeting our stated national policy objective to promote efficient goods movement. However, to accomplish these goals, carriers need relief from burdensome regulations which oftentimes impose compliance costs greater than the benefit they achieve. Maintaining and enhancing freight mobility—through improved efficiency of roads, rail systems and intermodal terminals—is of national interest.

A Seat at the Table

Although it is sometimes said that "freight doesn't vote," the freight industry has traditionally been vocal in the transportation planning process at its upper levels, where service users and providers and their representative organizations have provided input to policy boards and elected officials. However, this "top-down" approach has sometimes put the freight industry in a reactive—not proactive—position in the transportation planning process. Today, there is an unprecedented opportunity for the freight industry to expand its involvement with regional transportation planning at the working level, to jointly explore and develop proactive, innovative solutions to meet regional transportation challenges.
ISTEA

The mechanism for this improved working partnership between the freight industry and the public sector is the Intermodal Surface Transportation Efficiency Act of 1991 (ISTEA). ISTEA legislated a number of significant changes in the transportation planning process, including:

- mandating that freight mobility be addressed as part of the transportation planning processes;
- delegating increased decision making power to regional Metropolitan Planning Organizations (MPOs). In metropolitan areas with a population of 50,000 or more, the MPOs, working with the state Department of Transportation, are charged with developing long-range transportation plans and short-range (minimum three years) Transportation Improvement Plans (TIPs). The TIP is financially constrained and must prioritize projects and a project must be on an approved TIP in order to receive federal funding under ISTEA categories. The result is that regional decision makers have been working hand in hand with state Departments of Transportation to determine which projects will receive available funding. Working together, MPOs and DOTs are responsible for making trade offs between freight and passenger improvements, and between improvements that benefit one mode versus another.

In responding to ISTEA, those public sector agencies charged with transportation planning have reached out to the private sector for assistance in developing freight transportation plans. MPOs and state DOTs have formed freight advisory task forces or goods movement committees as a way to involve the private sector in the planning process. These efforts have met with varying degrees of success, based in part on the private sector’s willingness to share information regarding its operations which might be helpful in identifying infrastructure improvements.

However, much work needs to be done in the area of private sector involvement in the transportation planning process. A survey of Metropolitan Planning Organizations conducted in late 1995 by the Freight Stakeholders National Network revealed that, in many areas around the country, transportation planning is being done without adequate input from the freight community and without criteria by which to guide freight project selection. The results of this survey further demonstrate the need for these new public/private partnerships.
To foster and sustain these partnerships—local Freight Stakeholder Coalitions—throughout the country, eight national industry associations have joined forces:

- Air Freight Association
- American Association of Port Authorities
- American Trucking Associations
- Association of American Railroads
- Intermodal Association of North America
- National Association of Manufacturers
- National Industrial Transportation League
- National Private Truck Council

Together, these national organizations and the local Freight Stakeholder Coalitions will constitute the Freight Stakeholders National Network. The Network will work to identify and build support for transportation improvements to maintain and enhance freight mobility at the regional and national levels.

The primary goal of the Freight Stakeholders National Network is to build locally run, autonomous organizations that enable freight transportation providers and users to give consensus advice and input to their MPOs, DOTS, elected officials and other key players in the transportation planning process. These local Freight Stakeholder Coalitions will include area service providers, manufacturers and shippers, and all transportation modes and be run by a local steering committee.

Each local coalition will:

- organize the freight community locally to maximize its influence;
- participate actively in the regional freight transportation planning process;
- provide education and information on freight sector needs;
- heighten the awareness of freight and its importance to the local economy;
- identify freight transportation system bottlenecks;
- recommend specific projects to support a more efficient flow of freight.
Perhaps the most important step in the forming of the local coalition is bringing together the local freight community. Modes which in the past sought to achieve their own particular freight mobility improvements are now realizing that, by speaking with a unified voice, there is a greater chance for success. Moreover, by coming together and championing freight mobility improvements, productivity throughout the economy is improved.
THE LOCAL FREIGHT STAKEHOLDER COALITION

GETTING STARTED

The first step is to bring together the local freight community—providers and users—to discuss freight sector needs and achieve consensus that a unified effort will indeed improve freight mobility. The group should then focus its efforts on a “kick-off” event for the local Freight Stakeholders Coalition. Typically, the local coalitions are launched with a “Freight Town Hall Meeting” sponsored by local freight interests in conjunction with local government transportation leaders. In addition to uniting the local freight community, these Town Hall Meetings serve to identify needed freight mobility improvements—both long term solutions and shorter term or “jump start” projects (those accomplished with limited financial investments).

THE LOCAL FREIGHT STAKEHOLDER COALITION
CHAMPION(S) AND LEAD ORGANIZATION(S)

Freight mobility and its economic benefits are of interest to a variety of entities: freight transportation providers; facility operators; shippers and manufacturers; Departments of Transportation; Metropolitan Planning Organizations; Chambers of Commerce and similar business organizations. The common denominator is an interest in ensuring freight mobility and the related economic benefits through infrastructure improvements throughout the region.

The leader or champion of the local Freight Stakeholder Coalition needs to be an individual or individuals whose name and standing in the community are widely recognized. This will lend credibility to the local coalition and its efforts, and heighten public awareness of the importance of freight mobility to the region. In the Freight Stakeholders National Network’s initial efforts, the champions were
top-level individuals from companies with the greatest interest in local freight mobility, freight transportation providers and users. However, the potential champion does not necessarily have to represent a freight transportation provider or user. Considering the economic benefits of freight mobility, the champion could be someone with a keen interest in furthering the economic development efforts of the region, perhaps the mayor, governor, local congressman, or volunteer head of the local chamber of commerce.

In its initial efforts, the National Network has utilized its National Steering Committee members to recruit local champions. In Kansas City, the champions are the leaders of Yellow Corporation and Farmland Industries, one of the nation's largest freight transportation providers and Kansas City's largest user of freight transportation, respectively. In Minneapolis/St. Paul, the champions are the transportation heads of 3M Corporation and Pillsbury, two of the region's manufacturers.

The lead organizations need to be those with the time, staff and financial resources to facilitate the logistics of the local coalition, its meetings and other activities. Like the champions, the lead organizations need to be those with a vested interest in improving freight mobility. In Kansas City, the lead organizations are the Greater Kansas City Chamber of Commerce and the Mid-America Regional Council or MARC—the latter being the MPO for the Kansas City Region. Also serving as lead organizations are the Missouri and Kansas DOTS, and the Missouri Motor Carrier's Association. In the Minneapolis/St. Paul initiative, the lead organizations are the Minnesota State Chamber of Commerce, the Minnesota Department of Transportation and the American Trucking Associations Foundation Midwest Regional Office.

The key criteria for locating appropriate champions and lead organizations is to find those individuals/organizations who have a good understanding of the importance of freight mobility and the need for cooperative efforts between the public and private sectors to actively pursue freight mobility improvements.
Once the champions and lead organizations are on board, the next step should be to define the objectives of the initial activities of the local coalition, specifically the Freight Town Hall Meeting. A number of objectives can be met through the Freight Town Hall Meeting: publicizing the need for freight mobility improvements; increasing awareness of the role of freight in the local community; garnering support from local leaders; developing a list of priority freight mobility improvement projects; and establishing lines of communication between the various groups interested in freight transportation.

It is then time to bring additional stakeholders on board to serve on the organizing committee to plan for the Freight Town Hall Meeting. These individuals/organizations need to make the commitment not only to work on the Freight Town Hall Meeting, but to work with the local coalition after the kick-off event to ensure that the work of the coalition continues.

The recruiting of the organizing committee members should be done by the champion(s) and lead organization(s). A review of the primary business activities in the region will provide a good starting point for potential organizing committee members. Who are the major manufacturers, shippers and employers in the area? Is the region served by rail? Is there a port nearby? What airlines are involved in cargo transport at the local airport? What are the primary trucking companies serving the region? Answering these questions will help to determine who should be invited to serve on the organizing committee. It is important to have an organizing committee with balanced representation from each of the freight transportation modes. It is also important to keep the organizing committee to a manageable size; anything over 20 individuals can lead to a process which becomes unproductive. The Minneapolis/St. Paul organizing committee was made up of 15 representatives. In addition to the champions and lead organizations, the committee had representatives from each freight transportation mode and several manufacturers.

Those asked to serve on the organizing committee should have the time and resources to actively participate in the planning of the Town Hall Meeting and the other activities of the local coalition. A letter or phone call from the champion(s) to the head of each potential organizing committee member organization should be utilized to
recruit someone from that organization to serve. Again, the champion(s) give the local coalition name recognition and credibility, so the organizing committee does not need to be comprised of the top individuals from each of these organizations. However, gaining the buy-in of the top individuals will ensure that they allow their organization’s designation to serve.

The Kansas City Freight Coalition, operating as the Heartland Freight Stakeholders Coalition, had as its catalyst an intermodal report released in July 1995. Commissioned by the Kansas City Chamber of Commerce, the Intermodal Freight Strategies Study and Strategic Plan highlighted the importance of freight transportation to the Kansas City region. The study outlined strategies for enhancing the region’s freight transportation status and potential to promote area economic development. The study was administered by MARC, so both the Chamber and the MPO were already “on board” demonstrating their interest in freight mobility. Additional support for the study came from both the Missouri and Kansas DOTs.

In anticipation of the release of this study, the National Network set out to recruit champions for the Kansas City effort and found those champions in the Presidents and CEOs of Farmland Industries and Yellow Corporation. Missouri Senator Jack Danforth was also enlisted as a champion. At the press conference convened by the Chamber in July 1995 to release the study, the announcement was also made that the Heartland Freight Coalition Advisory Board had been formed, with the President of Yellow Corporation as its Chair. The Advisory Board served as the organizing committee for the local Coalition. As part of the press conference, the Advisory Board announced that they would be sponsoring the Freight Town Hall Meeting in October 1995 at which public sector transportation officials and private sector executives would meet to identify local freight bottlenecks and implement an ongoing agenda for the newly formed organization.

The first meeting of the Minneapolis/St. Paul organizing committee was convened by the Minnesota Chamber of Commerce (lead) and chaired by the representatives from Pillsbury and 3M (champions). Present at the first meeting were representatives of each freight transportation mode as well as several other major manufacturers in the region. One of the first decisions made by the champions and lead organizations and agreed upon by the organizing committee was that the effort should encompass the whole state, not just the Twin Cities area. Therefore, they proceeded to plan the Minnesota Freight Town Hall Meeting.

Early in the process, the organizational responsibilities need to be
clarified by the organizing committee. Costs associated with the Freight Town Hall Meeting include facility rental, food and beverage, handouts, invitations and postage. Additionally, staff time needs to be allocated for developing the invitation list, preparing the invitations and other mailings and supporting the Town Hall Meeting. It is also a good idea for the committee to designate a person to prepare the agenda and minutes for the planning meetings and keep a running list of tasks and responsibilities. In both the Kansas City and Minnesota efforts, the chambers of commerce involved assumed many of these duties.

As it planned for the Kansas City Freight Town Hall Meeting, the Heartland Freight Coalition Advisory Board developed a purpose statement and organizational chart for the Coalition, came to consensus on funding issues for the Coalition and established a meeting schedule. Additionally, the Advisory Board determined four areas of emphasis for the Town Hall Meeting: Regulatory/Freight Policy; Transportation Planning/Freight Mobility; Communications/Economic Development; and Education/Technical. The Advisory Board did much of this with limited participation of an expanded organizing committee. The idea in Kansas City was to recruit Coalition members as part of the Freight Town Hall Meeting. The Heartland Freight Coalition Advisory Board took just over three months to organize their Town Hall Meeting. Adding impetus to their planning efforts was the fact that at their press conference in July 1995, the Advisory Board publicly stated that they would hold the Town Hall Meeting later in October.

In the Minnesota effort, the organizing committee met several times over the course of a year to determine the goals and objectives of the local coalition, the format for the Town Hall Meeting and what they hoped the Town Hall Meeting would accomplish. However, in this effort, much of the actual planning for the Town Hall Meeting, or as they termed it, Freight Forum, was done by the champions and the lead organizations.

Based on these two efforts, it seems the most efficient way to proceed is to begin the organizing of the Town Hall Meeting with an announcement of the formation of the coalition in order to get buy-in from all interested parties and then to have a smaller group—champions, leads and a few other organizing committee representatives—do the actual planning for the event. The Heartland Coalition used the press conference announcing the intermodal study to announce the formation of the local coalition. The Minnesota Coalition used periodic organizing committee meetings as the way to announce and build organizing committee support for the Freight Forum. Both efforts then proceeded with the actual planning of their Town Hall Meetings by the smaller groups.
HEARTLAND FREIGHT COALITION

ORGANIZATION CHART

Greater KC Chamber Board of Directors
Betsey Salberg, Chair

Heartland Freight Coalition Advisory Board
George Powell III, Chair

Heartland Freight Coalition
H.D. Cleberg, Chair

Freight Stakeholders National Network

REGULATORY/ FREIGHT POLICY

TRANSPORTATION PLANNING/ FREIGHT MOBILITY

COMMUNICATIONS/ ECON. DEVELOPMENT

EDUCATION/ TECHNICAL
HEARTLAND FREIGHT COALITION

Purpose
To develop and maintain a public/private partnership dedicated to improving the Kansas City region as a vital and efficient link in the nation's freight transportation network.

Funding
The Heartland Freight Coalition and Advisory Board will be housed in the Greater Kansas City Chamber of Commerce which will contribute staff and other resources as necessary to support the Coalition.

Coalition members will be asked to provide contributions to help accomplish the Coalition's Program of Work and other services provided by the Heartland Freight Coalition.

There shall be no additional soliciting by the Chamber for various sponsorships for Coalition functions and events unless it is so directed by the Advisory Board.

Meeting Schedules
The Heartland Freight Coalition will hold an annual "Town Hall Meeting" each year on the third Friday in October, beginning October 20, 1995.

Coalition work group meetings will be held as necessary, with individual task leaders determining the best schedule to accomplish the Program of Work set forth at the Town Hall Meeting.
December 22, 1995

MEMORANDUM

TO:       Minnesota Freight Stakeholders Coalition Steering Committee
FROM:    Sherry Munyon
RE:      Next Meeting

Pursuant to availability of steering committee members, the next meeting has been scheduled for January 10, 1996 at 11:00 a.m. at the Minnesota Chamber offices.

AGENDA

1. Election of Chair & Vice Chair *
2. Finalize & adopt mission statement and goals *
3. Establish purpose and goals for press conference; set press conference date *
4. Establish agenda for freight forum; set forum date *
5. Discuss Minnesota Statewide Transportation Plan (enclosed); do you want to submit comments from the steering committee?
6. Discuss whether there is a need to develop promotional information (brochure and/or video); if the response is affirmative, discuss funding of same.
7. Discuss development of a speakers bureau

PLEASE NOTE: * signifies an action item
STAKEHOLDERS COALITION

MISSION STATEMENT:
Organizing at the local level to create an awareness of and to improve our freight transportation systems. Working cooperatively with all modes, their users and the public sector.

GOALS:

• Organize our state freight community.

• Identify freight transportation problems (e.g., identify slow-down points, intermodal connection improvements).

• Lead the effort to improve long-term freight planning that makes all modes more cost-effective.

• Provide information on freight sector needs to the public and work for policy changes which will create a more effective flow of freight.

• Promote awareness of the importance of freight movement on individuals and communities.
Preliminary Timeline

April 1996
- Preliminary meetings to discuss date and agenda for the first Freight Movement Forum

May 10, 1996
- Date and location selected for Forum
- Develop initial flyer to hand out at STC conference

May 15, 1996
- Preliminary Agenda Set for Forum
- Letter of invitation to Secretary Peña

May 17, 1996
- Joint meeting with 3M, MnDOT and Chamber at 3M. Ask 3M about printing invites and ask MnDOT about their contributions (postage)?
- Send out speaker/panelist letters of invitation

May 20, 1996
- June Newsletter Deadline - Mini-promotion hooked into Transportation article, indicate date, location, cost and preliminary agenda
- Send letters confirming speakers
- Send letter recruiting vendors for display area - (if planned)
- Work on obtaining sponsors???

June 1996
- Confirm speakers
- Deadline for July/August Newsletter - More detailed article with agenda and program speakers
- Develop and contact list of other associations who will send the invitation out to their membership. Order enough invites from printer to cover these mailings.

July 1996
- Develop invitation for printer
- Send invitation to printer

August 15, 1996
- Invitation to mail house - send bulk
- Create a press release to send to other organizations for their newsletters

Early September
- Press releases to papers regarding Forum

September 12, 1996
- Promote Forum at Chamber’s Annual Meeting

September 26, 1996
- Freight Movement Forum

After Forum
- Thank you notes to speakers
DATE: May 24, 1996

TO: Freight Stakeholders Coalition

FROM: Roger Wigen & Leo Kurtz, Co-Chairs
       Sherry Munyon, Director of Transportation Policy

RE: Next Meeting - Monday, June 10th, 9:00 a.m. - 11:00
    MN Chamber Office

   Agenda:
   • Freight Movement Forum Update
   • Discussion of expansion of Coalition
   • Discussion of relationship with Mn/DOT

Please FAX your response to: Sandy Brom
    MN Chamber of Commerce
    FAX 612-292-4656

    OR CALL Sandy at 612-292-4682

    I will be in attendance

    - I will not be able to attend

    (name)

    (company)
The organizing committee can put together an excellent program for the Town Hall Meeting, but without the right audience to hear the message, much of their work will be for naught. The guest list for the Town Hall Meeting needs to be targeted broadly and include organizational leaders. The scope needs to include everyone with an interest in improving regional freight mobility.

The impacts of freight mobility are far-reaching, affecting all consumers. Specifically, those who would be interested in this type of forum include freight movement providers and users, facility operators, manufacturers, Chambers of Commerce and other business groups. The member organizations of the National Network can provide you with the list of their members in your region. Other good lists to obtain are of the memberships of any logistics and transportation organizations in your area. The invitation list should also include public sector representatives such as those involved in transportation planning with the state DOT and the local MPO, local federal transportation officials, the local city and county governments and appropriate elected officials.

There is a clear link between selection of the Freight Town Hall Meeting speakers and the audience. Create a panel with real "movers and shakers" and the audience will be more interested. Conversely, if a well-selected audience is assembled, then the top-level people will be more motivated to serve as speakers.

In Kansas City, 400 invitations were mailed with 100 people attending. The participants covered a broad range of interests and included many top-level individuals. The Minnesota effort developed an invitation list of over 1000 individuals from across the state and generated attendance close to 100, with a fairly even mix of public and private sector representatives. It is best to get the invitations out at least four weeks before the Town Hall Meeting to allow enough time for participants to schedule their attendance.
The Minnesota Freight Stakeholders Coalition
and
The Minnesota Chamber of Commerce

present

MINNESOTA FREIGHT FORUM

"Exploring Freight Distribution Issues and Opportunities for Developing Partnerships Between the Private and Public Sector"

September 26, 1996
11:00 a.m. - 6:00 p.m.
St. Paul Hotel
350 Market Street, St. Paul
ABOUT THE COALITION...

The Minnesota Freight Stakeholders Coalition was recently created as a multimodal initiative comprised of shippers, manufacturers and representatives of all major modes of freight transportation in Minnesota. The Coalition has been working in conjunction with the Minnesota Chamber of Commerce and the Minnesota Department of Transportation to increase the awareness of freight movement’s role in our state’s economy and identify opportunities for enhancing the movement of goods to domestic and international markets.

MEET THE SPEAKERS...

Keynote Speakers:

James Denn, Commissioner,
Minnesota Department of Transportation

Tom Donohue, President, American Trucking Associations

Panel #1 (invited panelists include)

Bernie Madej, C.H. Robinson Company
Lee Nelson, Upper River Company
Don Oren, DART Transit
Brian Sweeney, Burlington Northern
Rich Weiss, Northwest Airlines

Panel #2 (invited panelists include)

Bob Marvin, Marvin Windows & Doors
James Mulder, Assn. of MN Counties
Gene Olstead, MN Dept. of Transportation
Roger Wigen, 3M

AGENDA

11:00 a.m. Conference Check-in

11:30 a.m. Lunch

12:00 p.m. Luncheon Program

Keynote Speakers:

James Denn
Tom Donohue

1:00 p.m. Break

1:15 p.m. Panel #1:
Freight Movement and Minnesota’s Economy

Panel of multimodal freight representatives discuss concepts and issues basic to freight distribution and their requisite impact on Minnesota’s economy. Brief Q & A.

2:00 p.m. Interactive Session:
Freight Movement Issues and Concerns

Table-by-table breakout sessions will provide suggestions for future strategies to enhance freight movement as well as new roles and opportunities for the public- and-private sectors to work together to enhance the state’s freight distribution system.

2:50 p.m. Break
3:00 p.m. Interactive Session: Freight Movement Opportunities
Table-by-table breakout sessions will provide suggestions for future strategies to enhance freight movement as well as new roles and opportunities for the public and private sectors to work together to enhance the state's freight distribution system.

3:50 p.m. Break

4:00 p.m. Session Highlights
Table leaders will present highlights of their prioritized lists of concerns and opportunities to the panel members and a conference transcriber. Mail back surveys will be distributed to address any additional comments or ideas.

4:30 p.m. Panel #2: Future Directions
Panel of shippers, manufacturers and public sector participants will reflect on the overriding themes, issues and opportunities. Each group will discuss opportunities for future partnerships on freight issues.

5:30 p.m. Reception
Congressman James Oberstar has been invited to provide brief comments on the reauthorization of the Intermodal Surface Transportation Efficiency Act. It is also an opportunity to network and engage in informal dialogue between public and private sector participants.

REGISTRATION INFORMATION
Conference fee: $35
Registration is limited to the first 100 industry and first 100 public sector representatives.

(Fee includes lunch, refreshment breaks and valuable seminar materials.)

HOTEL ACCOMMODATIONS
For overnight room accommodations, contact the St. Paul Hotel to make your reservations, 800-282-9292. The St. Paul Hotel is located at 350 Market Street in downtown St. Paul.

Valet parking service or self-parking is available in the adjacent Landmark Towers Ramp. There are approximately 1,000 additional parking spaces within one block of the hotel.

QUESTIONS? Contact either
Sherry Munyon
Minnesota Chamber of Commerce
(612) 292-4661 or (800) 821-2230
or
Dan Murray
ATA Foundation
(612) 641-6162
REGISTRATION FORM

Detach and mail or fax this form to the address below. Include appropriate form of payment or a copy of a PO or check request form, to indicate payment is being processed. Checks should be made payable to the Minnesota Chamber of Commerce.

Organization Name: [Blank]

IMPORTANT: No of employees in Minnesota _____ Type of business __________________________

1. Name: [Blank]

2. Name: [Blank]

3. Name: [Blank]

Address: ________________________________

City: ______________ State: ______ Zip: ______

Phone: (______) ______-_______ Fax: (______) ______-_______

Special Accessibility or Dietary needs? ____________________________________________________

Registration Fee is $35. Amount enclosed: [Blank]

Cancellations must be received 48 hours prior to the event. If you do not attend and do not cancel, you are liable for the entire fee. Substitutions are permitted.

Call, fax or mail your registration to:

Sandy Brom, Minnesota Chamber of Commerce
30 East 7th Street, Suite 1700, St. Paul, MN 55101-4901
(612) 292-4682 local ☑ (612) 292-2230 toll free ☑ (612) 292-4566 fax
Press coverage of your Freight Town Hall meeting and the activities of your local coalition is crucial to continued interest and enthusiasm for the local coalition’s efforts. Prior to your Freight Town Hall Meeting, you may want to schedule a press conference with the top members of your organizing committee. It is important to be sure that what you announce is newsworthy. Calling a press conference simply to announce the formation of the local coalition will not likely generate much excitement among the press.

In Kansas City, combining the announcement of the intermodal study and the formation of the local coalition addressed not only the issue of improving freight mobility but also the method for doing so. Other examples would be a study of freight movement which your coalition is planning to undertake, specific freight mobility improvements which your coalition will focus on initially, or an ad hoc response to freight-related safety problems in the region, such as at-grade railroad crossings causing congestion or downtown corridors where there is significant truck traffic.

Three or four days prior to the Town Hall Meeting, you will want to distribute a press release announcing the upcoming meeting, who is leading the effort, what types of individuals will be present, and what is planned to be accomplished as a result of the Town Hall Meeting. A press release should also be prepared and released at the close of the Town Hall Meeting, detailing the number of attendees, the make up of the audience, what was discussed, and the next actions of the local coalition. Examples of press releases from the Kansas City efforts are included in this guide. Typically, state DOTs, local MPOs and Chambers of Commerce all have lists of media contacts for the region available through their public affairs offices.
KANSAS CITY "WORLD PORT OF CALL" & FREIGHT INDUSTRY NEWS CONFERENCE
TUESDAY, JULY 11, 1995
ALEXANDER MAJORS HISTORICAL HOUSE AND PARK
8201 STATE LINE ROAD, KANSAS CITY, MISSOURI

AGENDA

11 a.m.  News Conference
        Betsey Solberg
        Master of Ceremonies

Welcome & Vision Statement
        Betsey Solberg, Chair (5 min.)
        Greater KC Chamber of Commerce

Intermodal Study Highlights
        David Warm, Executive Director (5 min.)
        Mid-America Regional Council

Private Stakeholders' Reaction
        George Powell III, Chair (2 min.)
        Heartland Freight Stakeholders' Coalition
        Tom Donohue, President (4 min.)
        American Trucking Assn.

Public Stakeholders' Reaction
        KS Governor Bill Graves (2 min.)
        MO Lt. Governor Roger Wilson (2 min.)
        Mayor Emanuel Cleaver, KC Mayor (2 min.)
        Comm. Annabeth Surchaugh, (2 min.)
        Johnson County, KS

Federal Reaction
        Michael Huerta, Associate Deputy
        Secretary of Transportation &
        Director, Office of Intermodalism
        USDOT (5 min.)

Unveiling of Intermodal Designation Sign

Conference Adjourns – Break for Media Questions & Interviews

Noon-1:30  Luncheon (in the barn – air-conditioned)

Welcome
        Dave Ruf, Chair, Chamber Intermodal
        Task Force

Presentation of Freight Strategies
        Mark Kenneally, JBM Engineers &
        Planners

Keynote Speaker
        Michael Huerta, USDOT

Freight Stakeholders National Network
        John McQuaid, President
        Intermodal Association of
        North America
JULY 11, 1995

FOR MORE INFORMATION, CALL
PAMELA KUNDOLYEV OR ZIP WHEELER,
221-2424

COALITION FORMED TO IMPROVE FREIGHT TRANSPORTATION IN KANSAS CITY

The formation of the Heartland Freight Stakeholders Coalition, an alliance of area shippers, manufacturers and freight transportation executives, was announced today at a news conference sponsored by the Greater Kansas City Chamber of Commerce.

George Powell III, president and chief executive officer of Kansas City-based Yellow Corp., heads the coalition's organizing committee.

The coalition is being formed to work with local, regional and state officials to improve the flow of freight transportation and promote Kansas City as a major transportation and distribution center. It is the first of several freight coalitions being established in major metropolitan areas nationwide.

The coalition is being convened by the Chamber and is supported by a network of eight major national trade associations representing shippers and all freight transportation modes.
"The Heartland Freight Stakeholders Coalition represents a unique commitment by the private sector to work side-by-side with transportation officials in our community and state," Powell said at today's news conference. "Freight transportation is a competitive business, and compete we will. But today, Kansas City trucking companies have found common purpose with our railroads, air cargo firms, the river trade, the Chamber, Mid-America Regional Council, manufacturers and all involved in moving goods locally. Together we are forming an alliance to improve the transportation network that is the backbone of our local economy."

The coalition is an outgrowth of the Intermodal Freight Strategies Study and Strategic Plan, a comprehensive study of the area's freight transportation operations conducted with government and private-sector funds. The Chamber released it at today's news conference.

Powell announced that the coalition will serve as host in early fall for a "Kansas City Freight Town Hall Meeting," at which public-sector transportation officials and private-sector executives will meet to identify local freight bottlenecks and implement an ongoing agenda for the new organization.

The coalition's formation is part of a national trend in which private-sector freight interests are organizing at the local level to promote infrastructure investment, improve long-term planning and ease congestion. The national trade associations that are partners in the Kansas City effort will work intensively with six such coalitions during the next year to identify "best practices" and design organizational structures that can be replicated in other U.S. cities.

(MORE)
COALITION -- add two

As such, this coalition is expected to be a showcase and a test bed for grassroots transportation activism and economic development. Individuals wishing to participate or learn more about it may contact Doug Luciani, vice president of Transportation, Energy & Environment, at the Chamber, 816/221-2424.


For more information about the national network, call Joni Casey at the American Trucking Associations, 703/838-1918.

(30)
JULY 11, 1995
FOR MORE INFORMATION, CALL
PAMELA KINGSO€VER OR LIZ WHEELER,
221-2929

GREATER KANSAS CITY CHAMBER INTERMODAL STUDY OUTLINES
REGION’S PATH TO BECOME WORLD PORT OF CALL

The Kansas City region has a vision to become a worldwide premier port of entry and departure for domestic and international freight.

Betsey Solberg, chairman of the Greater Kansas City Chamber of Commerce, announced the vision "Kansas City: World Port of Call" at a news conference today.

The announcement came with the release of an extensive, nine-month study that outlines how the region will gain this worldwide status.

The Greater Kansas City Chamber joined with industry and state and local governments to sponsor the Intermodal Freight Strategies Study and Strategic Plan in 1994 to identify the region’s intermodal strengths, determine the industry’s economic impact and develop a plan to boost those assets and enable the region to become a world port of call.

Transportation experts throughout the country have lauded the report, calling it a model for other cities to follow.

(MORE)
"This one-of-a-kind study outlines point by point why the Kansas City region already is an important transportation hub. Our current intermodal facilities inventory and central location contribute to the reason freight movers turn to Kansas City for their intermodal needs," Solberg said. "But we want to do more, and we will. This study carries a strategic outline of what Kansas City plans for the 21st century and how it will continue to grow in status, especially as trade traffic increases among the United States, Mexico and Canada."

Several dignitaries attended today's ceremony, demonstrating the importance of the announcement. Michael Huerta, the associate deputy secretary of Transportation and director of the Office of Intermodalism for the U.S. Department of Transportation, provided comments from the federal level.

Also attending were Kansas Gov. Bill Graves; Missouri Lt. Gov. Roger Wilson; George Powell III, president and chief executive officer of Yellow Corp. and chair of the Heartland Freight Stakeholders' Coalition; Tom Donohue, president of the American Trucking Associations; and John McQuaid, president of the Intermodal Association of North America. Local representatives include Kansas City, Mo., Mayor Emanuel Cleaver and Annabeth Surchaugh, chair of the Johnson County Commission.

The study recommends freight-related improvements throughout the region, including a "jump start" program, a series of easy-to-implement improvements near intermodal terminals.

One of the jump starts recommended is consistent signage for intermodal facilities throughout the region. Graves and Wilson unveiled a proposed designator sign at the news conference.

(MORE)
Another crucial component is five strategies and related tactics for enhancing the region's freight transportation status and potential while, at the same time, promoting area economic development. Those strategies are:

* Promote the area's existing freight transportation capabilities and its potential to support existing businesses and attract new ones;
* Create a more efficient freight transportation system by encouraging focused and cooperative programs;
* Foster public-private partnerships to address institutional and infrastructure issues;
* Promote public and private investments to reduce the cost of moving goods and enhance the region as an effective freight transportation center; and
* Marshall the necessary resources to implement the strategic plan.

Also at the news conference, an alliance of area shippers, manufacturers and freight transportation senior executives was introduced. The coalition, to be led by Powell, would represent a unique private sector commitment to work side-by-side with state and local transportation officials in support of efforts to promote Kansas City as a major port of call.

JBM Engineers and Planners led the team that conducted the $250,000 study, which was administered by the Mid-America Regional Council. Funding support came from the Chamber; Missouri Highway and Transportation Department; the Kansas Department of Transportation; MARC; the cities of Kansas City, Mo., and Kansas City, Kan.; Johnson County, Kan.; Yellow Corp.; Union Pacific Railroad; and Burlington Northern Railroad.

(MORE)
The study resulted from a recommendation of the Chamber's Intermodal Task Force, chaired by Dave S. Rul Jr. of Burns & McDonnell, which also provided oversight for the study. The study is composed of seven topical reports plus an executive summary.

For information on the study and a copy of the summary, call Doug Luciani, vice president of Transportation, Energy & Environment, at the Chamber, 221-2424.

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The Greater Kansas City Chamber of Commerce is an association of almost 3,000 businesses across the 10-county bistate area. Its members employ approximately 240,000, or 30 percent, of Greater Kansas City's entire workforce.

(30)
Coalition to improve KC freight transportation

The formation of the Heartland Freight Stakeholders Coalition, an alliance of area shippers, manufacturers and freight transportation executives, was announced July 11 at a Chamber news conference.

George Powell III (Yellow Corp.) heads the coalition’s organizing committee. The U.S. House’s Executive Committee voted to approve the new body July 13.

The coalition is being formed to work with local, regional and state officials to improve the flow of freight transportation and promote Kansas City as a major transportation and distribution center. It is the first of several freight coalitions being established in major metropolitan areas nationwide.

The Chamber is overseeing the coalition, which is supported by a network of eight major national trade associations representing shippers and all freight transportation modes.

“The Heartland Freight Stakeholders Coalition represents a unique commitment by the private sector to work side-by-side with transportation officials in our community and stay,” Powell said.

“Freight transportation is a competitive business, and competition we will. But today, Kansas City tracking companies have found common purpose with our railroads, air cargo firms, the river trade, the Chamber, Mid-America Regional Council, manufacturers and all involved in moving goods locally. Together we are forming an alliance to improve the transportation network that is the backbone of our local economy.”

The coalition is an outgrowth of the Intermodal Freight Strategies Study and Strategic Plan released July 11. Powell announced that the coalition will serve as host for early fall for a “Kansas City Freight Forum” at which public sector transportation officials and private sector executives will identify local freight bottlenecks and treatment of an ongoing agenda.

The coalition’s formation is part of a national trend in which private-sector freight interests are organizing at the local level to promote more efficient investment, improve long-term planning and ease congestion. The national trade associations that are partners in the effort will work intensively with six such coalitions during the next year to identify “best practices” and design organizational structures that can be replicated in other U.S. cities.

As such, this coalition is expected to be a showcase and a test bed for national freight transportation activism and economic development. For more information, call Doug Luciani, vice president of Transportation, Energy, & Environment, at the Chamber, 221-2424.

Study outlines area’s intermodal strengths

Lauded by national transportation experts as a model for other cities to follow, the Chamber’s Intermodal Freight Strategies Study and Strategic Plan makes several key points about the area’s freight industry.

The Mid-America Regional Council administered the study. The highlights follow:

Great for freight

- Area freight movements are expected to increase 20 percent to 40 percent in the next decade.
- Kansas City is the nation’s second largest rail center. Rail growth here is spurred by one major rail line providing excellent rail connections to Chicago, major cities in the Western United States, Canada and Mexico.
- Kansas City is home to Yellow Corp., the United States’ largest publicly held less-than-truckload company, and numerous other trucking and warehousing firms.
- Kansas City’s air cargo market is growing faster than the nation. Four area airports are capable of supporting cargo aircraft: Kansas City International Airport, Richards-Gebaur Airpark, Kansas City Downtown and Johnson County’s New Century Airport Center.
- Barge traffic on the Missouri River supports nearly 40 docks and terminals between Missouri City, Mo., and Leavenworth, Kan.

What’s moving

- The top 10 kinds of freight moved in and from Kansas City are food products; grain; coal; commodities moving in trailers; steel; glass and stone products; chemicals; petroleum products; autos and auto parts; and lumber.
- More than 90 million tons of freight will move to and from the Kansas City area in 1995. Railroads handle more than half of the total, and trucks more than 40 percent. The remainder is moved by barge or plane.
- Coal moving in or through Kansas City equals about 12 percent of all coal moving into the United States.

Coming and going

- More than half of Kansas City’s inbound tonnage is either coal from Wyoming’s Powder River Basin or grain from Midwestern farms.
- Leading sources of rail traffic through Kansas City are Nebraska, Texas, Kansas, California and Illinois.

How freight benefits us

- Total wages and salaries generated by the freight transportation sector in Kansas City amount to more than $800 million annually.
- The intermodal freight industry accounts for nearly 30,000 jobs locally.
- The region’s low cost-of-living and a good job market bring in a large number of area freight providers and the level of competition among them.

Kansas City Star

Reprints from July 14 and August 4, 1995 issues

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Heartland Freight Coalition Leadership

The Heartland Freight Coalition is America’s first coalition of shippers, businesses and elected and regulatory officials working together solely to promote Intermodal freight and its impact on the region through specific actions. It is a program of the Greater Kansas City Chamber of Commerce.

The Coalition is led by an advisory board consisting of these members:

George Powell III, who serves as the chairman of the advisory board. He is president and CEO of Yellow Corp. Following his father and grandfather, Powell joined Yellow Freight in 1971 as a trainee. He was named vice president in 1976, elected president in 1987 and named CEO in 1990. In addition to his work with the Coalition, Powell is treasurer of the Powell Family Foundation and trustee of the Midwest Research Coalition Advisory Board.
H.D. "Harry" Cleberg, who also is vice chairman of the Heartland Freight Coalition. He is president and CEO of Farmland Industries. Cleberg joined Farmland in 1968 as contract production manager in its Feed Division. He has held management positions in virtually every aspect of Farmland's business portfolio, including responsibility for corporate functions such as transportation and logistics, sales, marketing and research. Cleberg is involved in a number of civic organizations, including St. Luke's Hospital of Kansas City, and serves as first vice chairman of the Greater Kansas City Chamber of Commerce.

Landon Rowland, president and CEO of Kansas City Southern Industries and chairman of the board of KCS Railway and DST Systems Inc. Before joining KCSI, Rowland was a partner in the law firm of Watson, Ess, Marshall & Enggas. He serves as chairman of Swope Ridge Geriatric Center, the Metropolitan Performing Arts Fund and the International Federation for Business Education, among other civic organizations.

John Danforth, a former three-term U.S. senator from Missouri. He is a partner in the law firm of Bryan Cave LLP and maintains an office in St. Louis and Kansas City. During his career, his achievements have been recognized with the St. Louis Award, the Harry S. Truman Good Neighbor Award, the Regional Commerce and Growth Association's Right Arm of St. Louis Award and the University of Missouri-Kansas City Chancellor's Medal Award, among many honors.

Michael Morrissey, who is the managing partner of the Kansas City practice of Ernst & Young LLP, one of the world's largest professional firms. Before coming to Kansas City, he was the managing partner of the firm's Indianapolis practice. He currently serves as chairman of the board of the Greater Kansas City Chamber of Commerce and is involved in many civic organizations, including the Civic Council of Greater Kansas City, Avila College and the Starlight Theatre Association.

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Heartland Freight Coalition Acts
to Grow Region’s Intermodal Industry, Economy

The Heartland Freight Coalition’s goals for Kansas City’s transportation industry can be summed up in one word.

Action.

When the Coalition was created in 1995, organizers wanted more than just another social and networking group. To ensure results, they set themselves the goal of identifying and taking specific intermodal freight-related actions that would grow the area’s transportation industry by 1 percent per year for the next five years.

“One percent may not sound like much until you realize that it means creating 2,000 jobs and $250 million in economic activity over the next five years,” said Michael F. Morrissey, chairman of the board of directors for the Greater Kansas City Chamber of Commerce and managing partner of Ernst & Young LLP.

The Coalition is a program of the Chamber.
Located within 250 miles of the cultural, demographic and geographic heart of the nation, Kansas City is crisscrossed with the kinds of intermodal assets that make moving freight to, from and through the region so easy, Rowland said.

He noted that Kansas City is America’s second largest rail center, one of its top five truck centers and one of its top 12 intermodal hubs. It is a hub for nine major rail lines. Kansas City International Airport is one of four area airports with freight operations and is the busiest air cargo facility by tonnage in a six-state region. More than 40 barge terminals and docks support river shipping. And more than 400 miles of highway give Kansas City more highway miles per capita than any U.S. city.

Another important asset is Kansas City’s work force. Area workers are healthy and motivated; they use only an average of 2.8 sick days per year (the third lowest in the nation). They are well-educated, with 82 percent of the work force holding a high school degree or better, compared to a national average of 75 percent.

Leading-edge technologies also add to Kansas City’s intermodal freight strengths. Area businesses have invested in more than 1,500 miles of fiber-optic cable beneath the city’s streets to speed the exchange of shipping and other data. Electronic toll collection allows trucks to cruise along the turnpike without slowing down to pay tolls. And Interstate 35, which runs through Kansas City and recently was designated a high-priority corridor by Congress, will feature such freight-friendly elements as commercial traffic lanes, multiple customs clearing facilities and freight monitoring through bar coding and satellite tracking of shipments.

"In fact, the eventual designation of I-35 as an international superhighway is a good example of the area's continual involvement in public-private cooperative freight ventures such as the Heartland Freight Coalition," Rowland said. "The Chamber has worked hard, along with many others, to get that designation adopted by the federal government. And the Chamber did so because it recognizes that freight is great for Kansas City."
KANSAS CITY REGION, INDUSTRY LEADERS TAKE CHARGE
OF TRANSPORTATION PLANNING

More than 75 freight industry leaders from around the Midwest met in Kansas City, Kan., today for the first-ever meeting of the Heartland Freight Coalition.

The unique "Town Hall" meeting marked a bold step in regional transportation planning by forming a multimodal private sector leadership coalition. The Heartland Freight Coalition will work with public sector leaders to improve the regional flow of freight and freight planning and promote infrastructure investment. The coalition is a program of the Greater Kansas City Chamber of Commerce.

H.D. Cleberg, president and chief executive officer of Farmland Industries Inc., will serve as chairman of the coalition.

"This effort demonstrates the Kansas City business community's commitment to an industry that provides significant impact on the local economy," Cleberg said. "We have personal appreciation for that industry and want to see it grow. When that happens, it will have a positive impact not only on the economy but on the quality of life for us all."

(more)
George Powell III, leader of Yellow Corp., demonstrated his commitment to the effort by chairing the coalition advisory board.

The coalition stems from the Intermodal Freight Strategies study released July 11, 1995. It called for "institutionalizing the freight industry's role as a partner in freight transportation planning advocacy."

This is no small part of the local economy. The intermodal study reports the freight industry has a $5 billion impact on the local region and employs more than 40,000 people.

The goal of this coalition is to increase that impact by 1 percent, boosting its impact by $50 million and 400 jobs.

Farmland Industries is an example. Farmland is one of the largest exporters of beef and pork into the international market. This product is transported by containers from the Midwest to deep water ports of the United States. In addition, it owns 3,700 rail cars and more than 1,500 semi-trailers and ships freight by pipeline, barge and ocean-going vessels, which it leases.

Farmland spends approximately the same amount of money annually on transportation as it does on wages. It also owns and operates the fifth largest truck brokerage in the United States out of its Kansas City headquarters, shipping more than 175,000 truckloads last year.

This town hall meeting gave industry leaders the opportunity for personal input through discussion groups to determine the best approaches to improve transportation flow. A professional facilitator guided the entire group through the process with additional professional facilitators directing each roundtable discussion.

(more)

The local effort is supported by a coalition of national associations representing freight transporters, shippers and manufacturers.

For information, call Doug Luciani, vice president of Transportation, Energy & Environment, at the Greater Kansas City Chamber, 816/221-2424.

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The Greater Kansas City Chamber of Commerce is an association of almost 3,000 businesses across the 10-county bistate area. Its members employ approximately 240,000, or 30 percent, of Greater Kansas City's entire work force.
The Freight Town Hall Meeting will set the direction for the local coalition. Therefore, it is important to energize the participants regarding the importance of freight to the region’s economy and gain consensus on the need for cooperative efforts to improve regional freight mobility. The agenda for the Freight Town Hall Meeting needs to be structured to accomplish these goals.

The Heartland Freight Coalition Town Hall Meeting began with an overview of the Coalition and its purpose, given by one of the champions, followed by a discussion of the Coalition’s framework and proposed program of work, again led by one of the champions. The proposed program of work was developed by the champions and lead organizations based in part on the recommendations of the intermodal study. The Minnesota Freight Forum opened with a presentation by the President of one of the National Network organizations, followed by a panel of multimodal representatives who discussed concepts and issues basic to freight distribution and its impact on Minnesota’s economy.

Both meetings then utilized interactive sessions with the participants to accomplish the goal of energizing them and gaining their consensus on needed freight mobility improvements. Utilizing “round-table” discussion groups, both Kansas City and Minnesota offered the participants, in tables of 8-10, the chance to openly discuss what they perceived to be the needed freight mobility improvements and ways to address them. Both meetings preassigned tables so that each table had a representative mix of transportation modes, manufacturers and shippers, and public sector representatives. Each table was also assigned a table facilitator, typically someone from the organizing committee, who was responsible for getting everyone involved, keeping the discussion going and presenting a summary of the table’s discussions at the appropriate point in the meeting.

In Kansas City, these round-table discussions led to a refining of the proposed objectives of the Coalition. It also led to goal setting for the Coalition for the next 90 days, 180 days and the first year anniversary of the Town Hall Meeting. The participants refined the areas of emphasis into Freight Operations, Freight Advocacy, Freight Communications and Freight Marketing/Media. Participants were
asked to sign up for one of the four areas of emphasis to serve on that area’s subcommittee. It was agreed that each subcommittee would then hold their own separate meetings prior to the 90-day reporting session.

It is important as part of these round-table discussions to look not only to long-term infrastructure improvements, but to focus on “jump start” projects, those that improve freight mobility quickly with minimal resources. In Kansas City, such jump start projects included better signing of intermodal facilities, identification of freight bottlenecks which could be alleviated with signal timing changes, and distributing disposable cameras to freight operators to help document freight bottlenecks.
HEARTLAND FREIGHT COALITION
"TOWN HALL MEETING"
Jack Reardon Civic Center, Kansas City Kansas
Friday, October 20, 1995 Noon

Agenda

Welcome & Overview of Purpose
H.D. "Harry" Cleberg, Chair
Heartland Freight Coalition
President & CEO, Farmland Industries

Welcome from the Chamber
Betsey Solberg, Chair
Greater KC Chamber of Commerce
Executive VP & Sr. Partner, Fleishman-Hillard

Lunch

Comments
Hon. John C. "Jack" Danforth, Member
Heartland Freight Coalition Advisory Board
Bryan Cave, LLP

Break
(15 minutes)

Discussion of Heartland Freight Coalition Framework
George Powell Ill, Chair
Heartland Freight Coalition Advisory Board
President & CEO, Yellow Corporation

"Round-Table" Discussion of Coalition's Framework and 1995-96 Program of Work
John Mitchell, Facilitator
Venker & Associates

Wrap-Up
Harry Cleberg, Chair
Heartland Freight Coalition

Adjourn at 3 p.m.
Reception immediately following meeting
Host: City of Kansas City, Kansas
AGENDA

11:00 a.m.  Registration - Promenade Foyer
11:30 a.m.  Lunch - Casino Ballroom North
12:00 p.m.  Luncheon Program - Casino Ballroom North

Welcome:
David Olson, President, Minnesota Chamber of Commerce

Introductions:
Leo Kurtz, Co-chair, Minnesota Freight Stakeholders Coalition
Roger Wigen, 3M & Co-chair, Minnesota Freight Stakeholders Coalition

Keynote Speakers:
James Denn, Commissioner, Minnesota Department of Transportation
Tom Donohue, President, American Trucking Associations

1:00 p.m.  Break
(The group will break for 15 minutes in order to clear the room and reconvene for panel and roundtable discussions)

1:15 p.m.  Introduction of Forum - Casino Ballroom North

Panel #1: Freight Movement and Minnesota's Economy
Multimodal freight representatives discuss the concepts and issues basic to freight distribution and their requisite impact on Minnesota's economy. Brief question and answer period following.

Panelists:
Dave McLaughlin, DART Transit
Lee Nelson, Upper River Company
Brian Sweeney, Burlington Northern
Rich Weiss, Northwest Airlines

(continued on reverse side)
2:00 p.m. Interactive Session: Freight Movement Issues and Concerns
Table-by-table breakout sessions utilizing table spokespersons and roving facilitators to solicit and organize comments and concerns.

2:50 p.m. Break
(Refreshment service located in Promenade)

3:00 p.m. Interactive Session: Freight Movement Opportunities
Table-by-table breakout sessions to provide suggestions for future strategies to enhance freight movement as well as new roles and opportunities for the public and private sectors to work together to enhance the state’s freight distribution system.

3:50 p.m. Break
(Refreshment service located in Promenade)

4:00 p.m. Session Highlights
Table leaders will present highlights of their prioritized lists of concerns and opportunities to the panel members and a conference transcriber.

4:30 p.m. Panel #2: Future Directions
Panel of shippers, manufacturers and public sector participants will reflect on the overriding themes, issues and opportunities. Each group will discuss opportunities for future partnerships on freight issues.

Panelists:
Carol Lovro, Association of Minnesota Counties
Gene Olstead, Minnesota Department of Transportation
Carl Olson, Marvin Windows & Doors

5:30 p.m. Reception - Promenade
Opportunity to network and engage in informal dialogue between public and private sector participants. Cash bar and appetizers served.

Thanks to the following organizations for their support of today’s event:

Minnesota Chamber of Commerce
Minnesota Department of Transportation
Minnesota Freight Stakeholders Coalition
American Trucking Associations
3M
ROLES OF A FACILITATOR

1. DIRECTS AND MANAGES THE MEETING. The facilitator leads the group through the meeting process; uses the agenda to guide the group; restricts the meeting process appropriately—sets found rules; limits choices, checks progress and reactions.

2. CREATES AND REINFORCES AN OPEN, POSITIVE AND PARTICIPATIVE ENVIRONMENT. The facilitator draws out individuals by asking questions; handles dominant people to ensure equal participation; creates and reinforces positive energy in the group.

3. PROMOTES OWNERSHIP AND ENCOURAGES GROUP RESPONSIBILITY. The facilitator helps the group take responsibility for and ownership of meeting outcomes and results; moves out of the way of the group; stays out of their content; turns the floor over to others; encourages group to evaluate process.

4. DEVELOPS AND ASKS THE "RIGHT" QUESTIONS. The facilitator considers how to work and ask the "best" questions; ask questions that encourage thought and participation; develops thoughtful questions of the fly.

5. listening to, clarifies, and integrates information. The facilitator REALLY listens to what the group is saying and makes an effort to make sense out of it; clarifies goals, agenda terms and definitions with group; backtracks participant's responses; listens for and clarifies the meaning behind responses; remembers previous comments to reconnect information; gathers and integrates information; helps organize information into themes.

6. keeps group focused on outcome/task. The facilitator has a definite direction and knows where to go next; clearly communicates outcomes to the group upfront; makes outcome visible to the group; demonstrates concern for the group's outcome.

7. ENCOURAGES/SUPPORTS MULTIPLE PERSPECTIVES. The facilitator encourages looking at issues from different points of view; uses techniques, metaphors, stories, examples to get the group to consider different frames of reference; suggests alternative ways of doing or looking at things.

THE FACILITATOR IS MORE THAN A CONDUIT MOVING INFORMATION FROM POINT A TO POINT B
October 19, 1995

TO: Table Facilitators:

Joel Cerwick, Burns & McDonnell
Bill Derrick, MARC
Mike Kelley, Yellow Corp.
Walter McCormick, Bryan Cave LLP
John Engleman, SWJCOCOEDC
Fred Schrodt, Farmland Industries

Rick Cunningham, HDR
Michael Jackson, ATA
Bob Marchbanks, JBM
Deb Miller, KDOT
Will Leathem, Sen. Ashcroft Ofc.
John Prescott, Bellair

FROM Doug Luciani, Vice President, Transportation & Environment

RE: Instructions for Friday’s Heartland Freight Town Hall Meeting
Roundtable Discussions

Thank you for agreeing to lead discussion at your table of 10 during the agenda time set aside for roundtable discussion. Attached is a copy of the agenda for the meeting and the four areas of emphasis determined by the HFC Advisory Board. These areas will be explained first by George Powell vis-à-vis 35mm slides, then reinforced by our professional facilitator, John Mitchell of Venker & Associates.

Your role is:

- Keep discussion going at your table
- Try to get everyone involved
- Explore all four areas then any others your participants believe relevant within 30-45 minute time limit
- Focus discussion on action items within the four general areas that can be addressed in 90 days, 6 months and one year (these will form the Coalition's "Program of Work" and will be what it measures)
- Emphasize 'grass roots' nature of Coalition
- Summarize your group’s main points in about 3 minutes

Each participant will have note sheets with the 4 individual slides appearing at the top of each sheet. Table facilitators will receive an additional sheet with detailed sections for notes and key points.

To ensure your part of the meeting goes as well as possible, please plan to arrive at the Jack Reardon Civic Center about an hour before the meeting commences. You should be there at 11 a.m. At that time, John Mitchell will walk you through how he plans to facilitate the roundtable discussion and what you should try to emphasize or avoid.

If you have any questions, please call me at 374-5452.
GREATER KANSAS CITY CHAMBER OF COMMERCE
HEARTLAND FREIGHT COALITION

Purpose
To develop and maintain a public/private partnership dedicated to improving the Kansas City region as a vital and efficient link in the nation’s freight transportation network.

Freight Marketing [slide one]
☐ Enhance efforts to retain, expand and attract transportation, manufacturing and distribution business in the Kansas City region
☐ Support regional participation in national trade shows, seminars and other marketing opportunities

Freight Operations [slide two]
☐ Institutionalize freight advisory role in regional and state transportation planning process
☐ Develop a priority list of regional freight system bottlenecks
☐ Monitor and assist completion of "Jump Start" program recommended in Intermodal Freight Strategies Study

Freight Advocacy [slide three]
☐ Advocate sensible public policy concerning expenditure of transportation funds
☐ Promote timely remediation of priority list of freight bottlenecks
☐ Support implementation of Intermodal Freight Strategies Study recommendations
☐ Support improvements in continuing education for regional freight professionals

Freight Communications [slide four]
☐ Communicate progress on addressing freight industry needs
☐ Develop an external media outreach and internal communications tool
☐ Maintain "grass-roots" freight network
☐ Celebrate success!
Good attendance at the Town Hall Meeting and a smooth agenda are only partial criteria for measuring the success of the Coalition effort. Essential to the success of the program is defining and achieving results, for example, the creation of task forces or sub-committees to address specific areas of concern, the definition of priority and jump start projects, and a direction for the future.

To close the Town Hall Meeting, but keep the momentum rolling for the coalition initiative, setting dates is important. Setting the date for the completion of a short-term plan, distribution of the Town Hall Meeting’s transcripts, or reassembling the meeting attendees to assess program development are all appropriate.

The Kansas City Town Hall Meeting set dates for reports back from each of the sub-committees. This gave the participants a target and allowed them to quickly focus on short-term and long-term goals for their particular area of emphasis. At the 90-day reporting session, each group reported on what they had accomplished in the first 90 days and outlined their six month priorities. Again, focusing on keeping all the participants involved, those present at the 90-day reporting session were able to rank each subcommittees’ priorities, thereby further defining the overall Coalition goals for the future.

Some of the accomplishments reported by the subcommittees at the 90-day reporting session included the placement of new signs for intermodal facilities, support of efforts to construct a rail flyover bridge to eliminate rail congestion at the third busiest rail intersection in the U.S., as well as research into innovative financing proposals for the flyover.

The organizing committee will be critical to continued momentum for the process. New members of the local coalition will need to be recruited as part of the Town Hall Meeting, but the commitment of the original members must be there at least for the first year of the program. There must be a commitment to continued meetings of the original organizing committee to assess progress and ensure that momentum is sustained. Identifying and implementing jump start projects will help keep coalition members involved. In particular, the private sector has, in the past, shied away from the transportation planning process because of its long-term nature, often planning for
15-20 years in the future. Jump start projects will demonstrate to the private sector that freight mobility can be improved in the short-term with limited resources and that their input and efforts are being heeded. This will facilitate a sense of accomplishment of the coalition activities and keep momentum going.

Freight mobility will not improve overnight. Jump start projects will help alleviate some freight mobility problems and begin to improve the overall freight mobility of a region, but significant investments to improve freight mobility may take several years. Therefore, it will take the dedication of all the local freight stakeholders to ensure the continued success of the local coalition. In the end, however, improved freight mobility will produce dramatic returns in economic development as productivity increases, business expands, new jobs are created and an efficient freight transportation system is developed and maintained.
HEARTLAND FREIGHT COALITION
90-DAY REPORTING SESSION
TUESDAY, JAN. 30, 1996

PROGRAM

Registration 11:30 a.m.

Lunch

Welcome & Overview
H.D. "Harry" Cleberg
Coalition Chairman
President & CEO, Farmland Industries

Resource Group Reports

A. Freight Operations
Vaughn Short, Group Leader
Vice President Intermodal Business, KCS Railway

B. Freight Advocacy
Gary Evans, Group Leader
Group VP Meat & Livestock Businesses, Farmland Industries

C. Freight Marketing
George E. Powell III, Chairman
HFC Advisory Board
President & CEO, Yellow Corporation

D. Freight Communications
Walter McCormick, Group Leader
Partner, Bryan Cave LLP, Washington, D.C.

Break (10 minutes)

Keynote Address
Ed Emmett, President & COO
National Industrial Transportation League

Electronic Roundtable
Will Ellis, Facilitator
Performance Priorities Inc, Detroit, MI

Wrap-Up & Presentation of Prizes
Harry Cleberg

Adjourn
HEARTLAND FREIGHT COALITION
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Harry Cleberg

Adjourn
Coalition Objectives
(Per Town Hall Meeting 10/20/95)

• Implement Intermodal Freight Strategies Study
• Create +1% impact in regional freight economy
  — $50 million, 400 new jobs...per year!
• Develop grass-roots network & institutionalize
  freight input in local transportation planning
• Promote region as “freight friendly”
• Be catalyst in manufacturing & distribution

Greater Kansas City Chamber of Commerce... Great For Freight!

Coalition Areas of Emphasis

• Freight Operations
• Freight Advocacy
• Freight Marketing
• Freight Communications

Greater Kansas City Chamber of Commerce... Great For Freight!
Freight Operations
Landon Rowland & Vaughn Short
Kansas City Southern Railway

Greater Kansas City Chamber of Commerce... Great For Freight!

90-Day Accomplishments

• “Jump Start” projects initiated
• Customs issues are being addressed by Chamber Technical Committee
• Have developed a plan to distribute disposable cameras to freight operators to help document bottlenecks
• Major improvements announced for Northeast Industrial District

Greater Kansas City Chamber of Commerce... Great For Freight!
6-Month Priorities

• Resource Group meeting set for March 1, 1996 at noon at KCS Railway
• Develop list of freight bottlenecks & mechanism for identifying new ones
  – Report on status of disposable camera project

*Greater Kansas City Chamber of Commerce... Great For Freight!*

6-Month Priorities

• Meet with state DOT’s to develop process for review of design standards to ensure “freight friendliness”
• Discuss conceptual framework for bi-state port authority
• Continue progress in areas already under way: Jump Starts, customs, access to industrial areas

*Greater Kansas City Chamber of Commerce... Great For Freight!*
Freight Advocacy

Harry Cleberg & Gary Evans
Farmland Industries

Greater Kansas City Chamber of Commerce... Great For Freight!

90-Day Accomplishments

- Intermodal Connectors identified in Intermodal Freight Strategies Study are in NHS
- Solicited Governor Carnahan for representation on Total Transportation Policy Commission
- Innovative financing proposals being pursued for rail flyover and Chouteau Bridge replacement
- Meeting set to discuss role with Mid-America Regional Council

Greater Kansas City Chamber of Commerce... Great For Freight!
6-Month Priorities

- Resource Group meeting set for February 16, 1996 at 2:30 p.m. at Farmland Industries
  - Institutionalize freight role with MARC
  - Establish freight industry principles
  - Develop "tool kit" of private-sector options for public/private financing of projects

*Greater Kansas City Chamber of Commerce... Great For Freight!*

6-Month Priorities

- Present plan for endowing chair for UMKC grad program in Transportation & Logistics
- Hold meetings with key state and local policy makers
- Host technical retreat with state and local transportation planning staffs

*Greater Kansas City Chamber of Commerce... Great For Freight!*
Greater Kansas City Chamber of Commerce
Heartland Freight Coalition
Program of Work

January 30, 1996

TO: Heartland Freight Coalition Members, Interested Parties
FROM: H.D. Cleberg, HFC Chairman
RE: 1996 Program of Work

Attached is a summary of issues and resource people for the 1996 Heartland Freight Coalition of the Greater Kansas City Chamber of Commerce. These are the result of input received from Coalition members at the October 20, 1995, Town Hall Meeting and subsequent follow-up mailings and faxes. It is a flexible document, and your comments on how it can be improved are welcome.

Also, if you would like to add or delete your name from any of the attached Resource Groups, let the staff at the Chamber of Commerce know by calling Doug Luciani, vice president of Transportation and Environment, at 374-5452.

INDUSTRY/COALITION OBJECTIVES:

1. Implement Intermodal Freight Strategies Study that was completed in August, 1995
2. Create +1 percent impact per year in regional freight economic output ($50 million, 400 jobs)
3. Develop grass-roots network of regional freight shipping and hauling leadership and institutionalize input to local transportation planning process
4. Promote region as “freight friendly” to local and external manufacturers, industry and media
5. Be catalyst in manufacturing and distribution sectors by helping existing businesses grow and expand

PROGRAM GOALS:

FREIGHT OPERATIONS - Landon Rowland/Vaughn Short, Kansas City Southern Railway

1. Implement “Jump Start” identified in Intermodal Freight Strategies Study
2. Develop a list of freight bottlenecks and a mechanism to identify new ones
3. Distribute disposable cameras to freight operators and ask them to help document freight bottlenecks
4. Make clearing customs easier
5. Review existing road improvement schedules for “freight friendliness” and partner with state DOT’s to ensure future design standards are freight friendly, especially around terminals
6. Improve access to industrial areas
7. Develop framework for a bi-state port authority
PROGRAM GOALS: (Continued)

FREIGHT ADVOCACY - Harry Cleberg/Gary Evans, Farmland Industries

1. Institutionalize role of freight industry at Mid-America Regional Council (MPO)
2. HFC leadership hold educational meeting with key state and local policy makers
3. HFC members hold technical retreat with state and local transportation planning staffs
4. Fund intermodal connectors identified in Intermodal Freight Strategies Study
5. Advocate consistent regulation within bi-state region
6. Quantify benefits to other motorists of improving regional freight system
7. Support dedicated funding for all modes of freight transportation and maintain integrity of existing Trust Funds
8. Establish a list of freight industry principles, i.e., spend transportation funds on areas with highest economic return
9. Support efforts by state and local government to use innovative financing to support private/public projects
10. Support efforts to endow chair for UMKC graduate program in Transportation & Logistics

FREIGHT COMMUNICATIONS - Jack Danforth/Walter McCormick, Bryan Cave LLP
   Mike Morrissey/Doug Licciardi, Grt KC Chamber of Commerce

1. Marshall financial resources to support Coalition activities
2. Periodically survey rank and file representatives of freight companies
3. Develop external and internal communications plans
4. Utilize existing communications vehicles, i.e., company newsletters, media, etc.
5. Utilize GRO-KC program of the Chamber
6. Work with KC Star to develop a phone line to report freight bottlenecks and promote region’s efforts to eliminate them (Star Touch)
7. Coordinate efforts with other economic development agencies, especially KC Area Development Council and Greater KC Convention and Visitors Bureau
8. Communicate via small groups
9. Invite media to all meetings
10. HFC leadership hold small, informal meetings with key industry leaders not involved with HFC
PROGRAM GOALS: (Continued)

FREIGHT MARKETING/MEDIA - George Powell III/Mike Kelley, Yellow Corporation

1. Contract with a professional agency to develop, pursue and monitor regional and national media and trade publication opportunities
2. Celebrate and communicate every HFC initiative and success no matter how minor
3. Hold meetings with all area traffic reporters to involve them in the process of identifying bottlenecks, suggesting solutions and noting the work of the HFC
4. Set aggressive meeting schedule with individual local transportation beat and other relevant reporters to make sure each one understands the HFC freight vision
5. Publish a report card on HFC progress
6. Create a resource manual for region showing best routes and alternate routes, truck stops, truck washes, repair shops, clearance maps, commercial zone, haz mat restrictions, weight limits, etc.
7. Encourage companies to highlight KC by developing a logo for the region to display on equipment
8. Utilize the internet
9. Localize information by demonstrating impacts on actual companies
10. Produce a simple piece that shows KC’s strengths and advantages
11. Participate in relevant trade shows
12. Promote KC as more than a gateway -- a destination
RESOURCE GROUPS:

FREIGHT OPERATIONS

Group Leaders:

Vaughn Short, Kansas City Southern Railway
Brian Larson, TranSystems Corporation

Resource People:

Norman Arnold, Lafarge Corporation
Rick Birch, Materials Director, General Motors Corp.
Bill Derrick, Director of Transportation, Mid-America Regional Council
Daryl Field, Missouri Highway & Transportation Department
Jack Fleming, Vice President, Fleming Babcock Inc.
Richard Holwick, Kaw Transport
Jon Iacocno, Regional Vice President, Swift Transportation
Larry Kaminsky, Principal, Thomas McGee, L.C.
Austin Landerth, Vice President, General Railway Company
Lewis Logan, Director of Transportation, Payless Cashways
Joe Neal, Vice President - Transportation, Payless Shoe Source
Michael O'Neill, President, O'Neill & Whitaker
Roger Scarbrough, President, Scarbrough International
Fred Schrodt, Vice President - Transportation, Farmland Industries
Bob Stude, Vice President, Boyd Brown Stude & Camber
David Tannershall, President, Shaw Container Service
Dick Wasson, Dir. of Transportation & Logistics, House of Lloyd

FREIGHT COMMUNICATIONS:

Group Leader:

Jack Walter McCormick, Bryan Cave LLP

Resource People:

Doug Ballou, Director of Public Relations, Yellow Corp.
Bob Burns, President, Phoenix Truck Lines
Joel Cerwick, Vice President, Burns & McDonnell
Bill Galligan, Asst. Vice President - Corp. Communications, Kansas City Southern Railway
Steve Johnson, Sr. Vice President, Kansas City Area Development Council
Cal Kleinmann, Sr. Vice President - Business Development, Mercantile Bank
William Kuenne, Director of Transportation, Bayer Corp.
Bob Marchert, Exec. Vice President, XTRA Intermodal
Tony Rhinehart, Director of Government Affairs, Ford Motor Company
Ross Scherer, Manager - Air Cargo Development, KCMO Aviation Department
Brad Scott, Legislative Assistant, Office of Senate Kit Bond
Jim Starkbaum, President, Freight Rate Service
GROUP LEADERS:

Gary Evans, Farmland Industries

RESOURCE PEOPLE:

John Cater, Urban Transportation Planner, FHWA
Bill Derrick, Director of Transportation, Mid-America Regional Council
Lisa Gruenloh, Legislative Assistant, Office of Congresswoman Karen McCarthy
Tammy Henderson, Manager of Community/Public Relations, Hunt Midwest Enterprises
Michael Jackson, Counselor to the President, American Trucking Associations
John Kemp, Associate, HNTB Corp.
John Patton, Asst. Vice President - Intermodalism, Kansas City Southern Railway
John Perney, Manager - Corporate Transportation, Hallmark Cards
Shirley Potts, President, DLT Transportation Services
Dan Robeson, Nat'l Accounts Manager, Yellow Freight System
Brenda Savage, Sr. Manager, Federal Express
Art Shuring, Regional Traffic Manager, J.C. Penney Catalog Center
Tom Sprott, Vice President & Area Manager, IBM
Bud Tollie, President, Tollie Freightways
John White, Vice President - Distribution & Transportation, Payless Cashways

FREIGHT MARKETING:

Group Leaders:

Mike Kelley, Yellow Corporation
Jane Mobley, Jane Mobley Associates

Resource People:

Darl Cord, International Trade Specialist, GKC Foreign Trade Zone
Bill Donovan, Vice President - Fleet Ops, KCR International Trucks
John Engleman, President, Southwest Johnson County EDC
Gary Evans, Group Vice President, Farmland Industries
Tammy Henderson, Manager Community/Public Relations, Hunt Midwest Enterprises
Joe LaMothe, Sr. Vice President, Mid-West Terminal Warehouse
Will Leahum, Legislative Assistant, Office of Sen. John Ashcroft
Bob Marchbanks, Vice President - Marketing, JBM Engineers & Planners
Rodney Nussbaum, Sr. Vice President - Transportation, Arthur Andersen LLP
William Obermayer, President, Sprint North Supply
Larry Pasquin, Vice President - Fleet Ops, Midway Ford Truck Center
Tom Pattisoe, Market Manager - Intermodal, Kansas City Southern Railway
Harry Peel, Sr. Vice President, UMB Bank
John Prescott, President, Bellair Express (President KCTA)
John Wagner Jr., President, Wagner Industries
Peter Zichka, CEO, ADI Business Group/Conto Transportation
The Freight Stakeholders National Network is about enhancing communication between freight stakeholders and their MPOs and DOTs, between freight interests in different regions of the country, and between regional and national players. The outcome of this effort should be a greater understanding of key freight mobility issues and potential solutions by all parties in the transportation planning process. If you are interested in finding out more about the Freight Stakeholders National Network and starting a local coalition in your area, please contact Rebecca Meyer at the American Trucking Associations at (404) 875-1201.