



District 1 Freight Plan

Working Paper 1: Communications Plan

Prepared for:

Minnesota Department of Transportation

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District 1 Freight Plan

The objective of the District 1 Freight Plan (Plan) is to provide a clear understanding of the multimodal freight system, how local industries use the system and their needs and issues, so MnDOT's policy and programming decisions can be better informed in the District.

Working Paper

This Working Paper is the first in a series of five that together inform the Plan. This first Working Paper provides an overview of stakeholder outreach to be conducting during Plan development, including identifying stakeholders, techniques and timelines.

Acknowledgments

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Opinions

Unless otherwise indicated, the opinions herein are those of the authors and do not necessarily reflect the views of MnDOT.

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Cover image source: CPCS

Table of Contents

Table of Contents	i
Table of Figures	iii
1 Contact List	1
1.1 Project Management Team Contacts.....	1
1.1.1 District 1 Freight Plan Contacts.....	1
2 About District 1 Freight Plan	2
2.1 Background.....	2
2.2 Project Objective	5
2.3 Project Structure	5
2.3.1 Key Questions	5
2.3.2 Work Plan Overview	6
3 Communications Goals and Expected Outcomes	8
3.1 Goals.....	8
3.2 Expected Outcome	8
4 Target Audiences/Key Stakeholders	9
4.1 Target Audiences.....	9
4.1.1 Minnesota Department of Transportation	9
4.1.2 Freight Stakeholders	9
4.1.3 General Public.....	9
4.2 Key Stakeholders	10
4.2.1 Project Management Team	10
4.2.2 Advisory Committee	10
4.2.3 Technical Team	11
4.2.4 Freight Stakeholders	12
4.2.5 General Public.....	13
5 Outreach Techniques	14
5.1 Techniques	14
5.1.1 Regular Progress Meetings	14
5.1.2 Advisory Committee and Technical Team Meetings	14

- 5.1.3 Freight Stakeholder Consultations..... 15
- 5.1.4 Public Open Houses 16
- 5.1.5 Online Engagement..... 16
- 5.2 MnDOT and Project Team Roles in Communications 17
- 6 Public Involvement Schedule 18**
- 6.1 Project Schedule..... 18
- 6.1.1 Project Management Team 18
- 6.1.2 Advisory Committee 18
- 6.1.3 Technical Team 18
- 6.1.4 Public Open Houses 18
- 6.1.5 Online Engagement..... 18
- 7 Evaluation of Efforts 20**
- 7.1 Evaluation..... 20
- 7.1.1 Quantitative 20
- 7.1.2 Qualitative..... 20

- Appendix A – Preliminary Consultation Guide 21**
- Consultee Information..... 21
- Key Issues and Obstacles..... 21
- Key Routes 21
- Other Comments 22

Table of Figures

Figure 2-1: District 1 Freight Transportation System..... 2

Figure 2-2: District 1 Unique Context and Challenges 3

Figure 2-3: District 1 Freight-Related Firm Locations 4

Figure 2-4: Project Approach 7

Figure 4-1: Project Management Team 10

Figure 4-2: Advisory Committee Membership..... 11

Figure 4-3: Technical Team Membership 11

Figure 4-4: Freight Stakeholders for Consultation..... 12

Figure 5-1: Proposed AC Meeting Agendas 15

Figure 5-2: Proposed TT Meeting Agendas..... 15

Figure 5-3: MnDOT and Project Team Roles..... 17

Figure 6-1: District 1 Freight Plan Project Schedule 19

1 Contact List

1.1 Project Management Team Contacts

1.1.1 District 1 Freight Plan Contacts

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Planning Director

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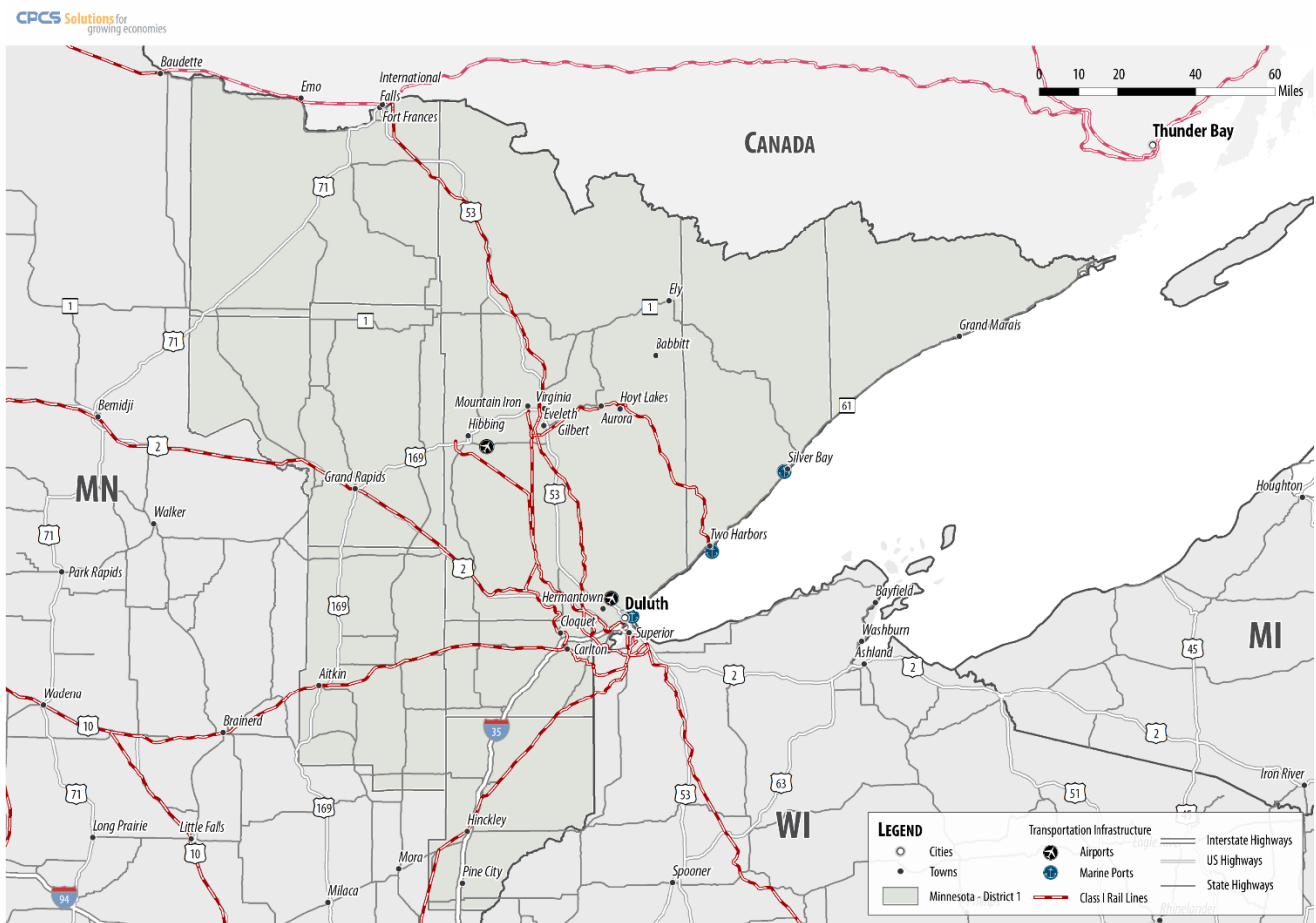
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2 About District 1 Freight Plan

2.1 Background

The Minnesota Department of Transportation’s (MnDOT) District 1 (the District or D1) covers almost one-quarter of Minnesota’s land area and is made up of eight counties: Aitkin, Carlton, Cook, Itasca, Koochiching, Lake, Pine, and St. Louis. This region owes its historic development and continued economic well-being to a freight transportation network that supports the safe and efficient movement of iron ore, timber, and manufactured goods such as metal and paper products. This extensive network includes the highways of I-35, US-2, US-53, and US-169, major rail lines owned by the Canadian National and BNSF railways, and ports in Duluth, Two Harbors, and Silver Bay. A summary map of D1’s major transportation assets is shown in Figure 2-1.

Figure 2-1: District 1 Freight Transportation System



Source: CPCS Transcom analysis of NTAD.

In order for District 1 and its partners to provide a freight transportation system that attracts new businesses and enables others to maintain and grow their presence in the region, it is essential

that MnDOT and its local partners have at their disposal recent, relevant, and easily updated freight data and analysis tools to ensure freight is part of the District’s planning processes, and well-informed policy and infrastructure investment decisions are made. While MnDOT and its partners have developed many insights into the District 1 freight system through projects like the Manufacturers’ Perspectives on Transportation report, and Statewide Freight System and Investment Plan, there are gaps in knowledge about the system’s performance. The Manufacturers’ Perspectives report provides good insight into industry-specific needs and issues for the District 1 freight system, but does not provide a quantitative evaluation of freight performance and need. At the same time, the Statewide Freight System and Investment Plan does provide some quantitative insight into the District’s freight performance, but the level of detail it provides for District 1 is limited.

Developing a complete set of insights into the District’s needs and performance will be key to ensuring that well-informed policy and infrastructure investment decisions are made.

To understand the needs of District 1’s shippers and carriers, and the performance of the freight transportation system, it is important to first consider the unique conditions that distinguish District 1 from other regions in Minnesota. District 1’s landscape, climate, and natural resources are especially unique and together these three factors, depicted in Figure 2-2, have strongly influenced the historical development and current needs of the District’s freight system and users.

Figure 2-2: District 1 Unique Context and Challenges

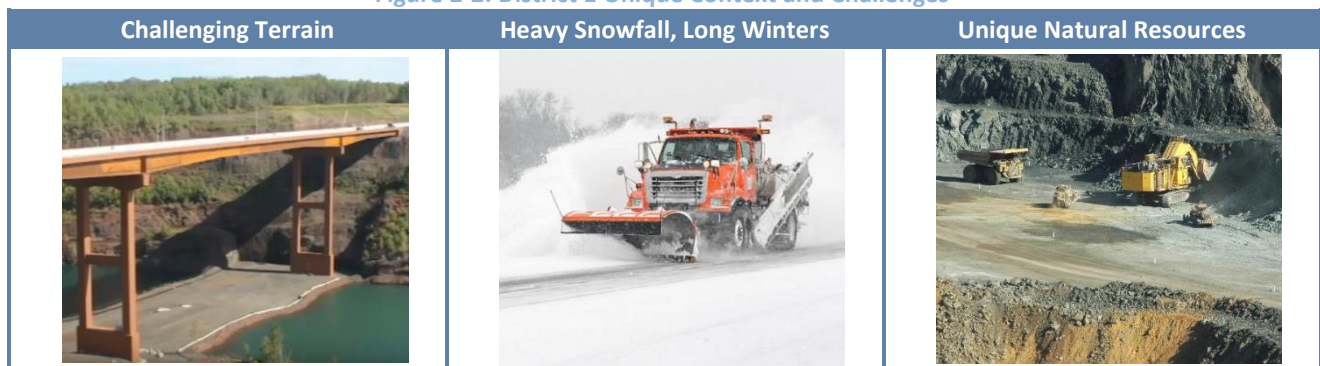


Image sources: Minnesota Department of Transportation, CPCS Transcom.

District 1 is home to some of the most mountainous areas of Minnesota and contains many other natural barriers to transportation, such as forests, rivers, lakes, and swamps. These natural features have limited how and where road and rail routes can be constructed, and some steep or curving highways are not well-suited for truck operations. At the same time, the District has traditionally experienced the highest snowfalls of any area in Minnesota, thanks to the lake effect from Lake Superior. This unique climate of long winters and heavy snowfall can make

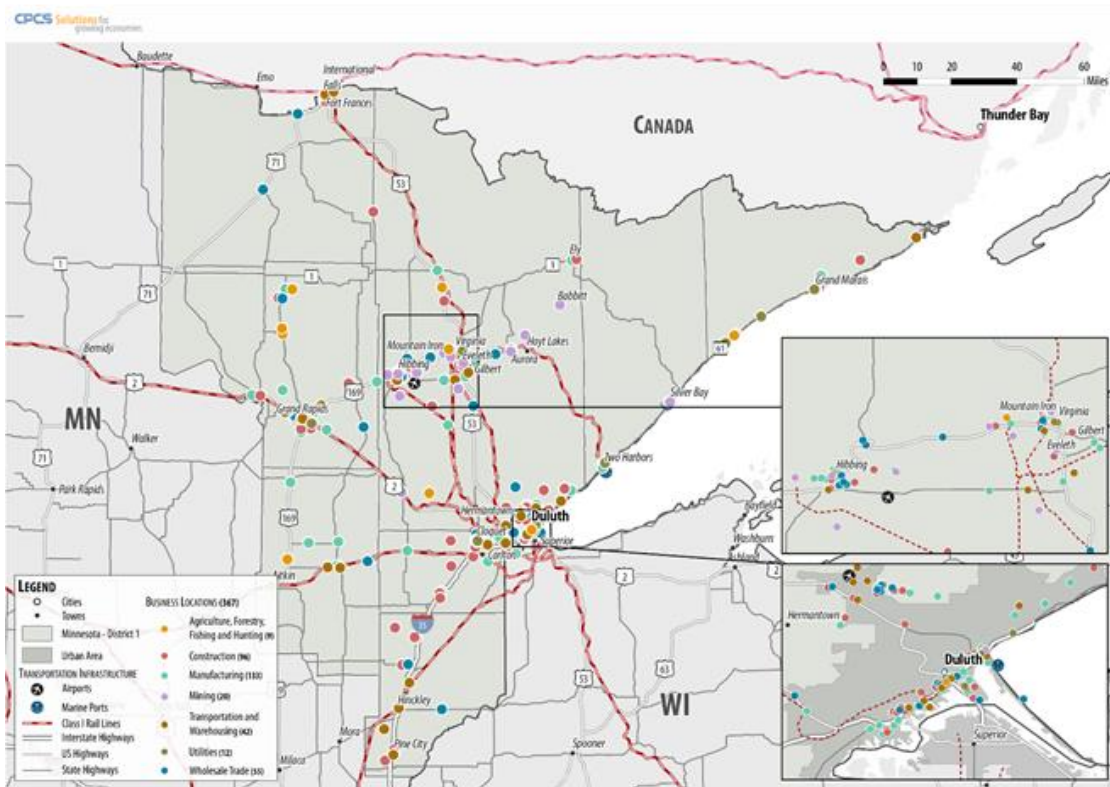
transportation operations especially difficult, and introduce reliability and safety concerns for the region’s freight stakeholders.

District 1’s unique natural resources helped the region’s economy grow and has strongly influenced the development of the region’s freight network. In particular, District 1 is home to some of the world’s best iron ore deposits, as well as excellent timber resources. The immense value and volume of these resources, combined with an advantageous location adjacent to Lake Superior has helped make the region a hub for rail and maritime traffic: the Port of Duluth-Superior is the Great Lakes’ busiest port in terms of tonnage, and the District is served by four Class I railways, with routes to ports on the Pacific and Atlantic Oceans, as well as major areas like Chicago.

District 1’s resources have also driven the economic development of the region and enabled the growth of a mature manufacturing sector that includes papermaking and metalworking. The region’s scenic resources have fostered the development of a substantial tourism and recreation industry that creates demand for tourist traffic that may conflict with freight traffic on the District’s 2-lane highways.

Figure 2-3 shows the distribution of freight-related business establishments with more than 20 employees. Major concentrations of freight-relevant economic activity occur around Duluth, Grand Rapids, and the Iron Range cities of Hibbing and Virginia. These activities vary, with iron mines and suppliers around Virginia and Hibbing, paper manufacturing around Grand Rapids and Cloquet, and many types of manufacturing and transportation services located around Duluth.

Figure 2-3: District 1 Freight-Related Firm Locations



Source: CPCS Transcom analysis of ReferenceUSA Data.

2.2 Project Objective

In order to close the information gaps between previously conducted studies, and address needs and issues like the ones noted above, the District 1 Freight Plan is being developed to:

Provide a clear understanding of the multimodal freight system, how local industries use the system and their needs and issues, so MnDOT’s policy and programming decisions can be better informed in the District.

The District 1 Freight Plan will include background on the District’s freight profile (including freight infrastructure and how local industries use it), identification of freight system needs and issues across multiple modes, a summary of possible next steps for Central Office and District planners and engineers, and a list of specific projects that should be considered for future freight-related investments.

2.3 Project Structure

2.3.1 Key Questions

To achieve the project objective, several “Key Questions” must be addresses. The Key Questions form the basis of the District 1 Freight Plan Work Plan’s tasks, many of which will require coordination with District 1’s freight stakeholders to answer.

1. What are the key transportation needs and issues of District 1’s freight stakeholders?

- Who are District 1’s freight system stakeholders and how should they be engaged?
- What are the needs and issues of these stakeholders (with emphasis on freight system users representing District 1’s key industries)?

2. What information is already established that should be advanced as part of the District 1 Freight Plan?

- What was the process used to develop the Minnesota Statewide Freight System and Investment Plan, and how should it be applied to District 1?
- What elements from statewide freight planning and manufacturers’ perspectives studies are relevant in District 1 (including key stakeholders consulted, needs and issues identified, freight project- and policy- related recommendations, and other key findings)?
- What findings from Duluth-Superior Metropolitan Interstate Council (MIC), Arrowhead Regional Development Commission (ARDC), and other regional plans and studies should be further explored and advanced in the District 1 Freight Plan?

3. What additional data should be assessed to complement past efforts and provide a clear picture of District 1's freight system and its connections to the regional economy?

- What data and approach should be used to validate and further define District 1's freight profile?
- What data and approach should be used to validate and further define District 1's freight system needs and issues?
- Where on key freight corridors are the most pressing safety, condition, and performance issues?
- What major trends could impact the use, condition, or performance of the freight system in the future?

4. What are the needs, issues, opportunities, and challenges for District 1 as a whole?

- What are the common needs, issues, opportunities, and challenges identified from stakeholder outreach, previous plan review, and new data analysis?
- What strategies should be advanced to mitigate the threats and weaknesses, and take advantage of the strengths and opportunities, of District 1's freight system?

5. How should freight project investments in District 1 be evaluated and ranked?

- How can MnDOT's current process to evaluate or compare freight projects be used, or be improved, for District 1 evaluation?
- Which specific projects meet District 1's overall goals, address the needs and issues identified, *and/or* leverage/unlock opportunities in District 1?
- What project concepts (new projects) warrant advancement to pre-feasibility and scoping?

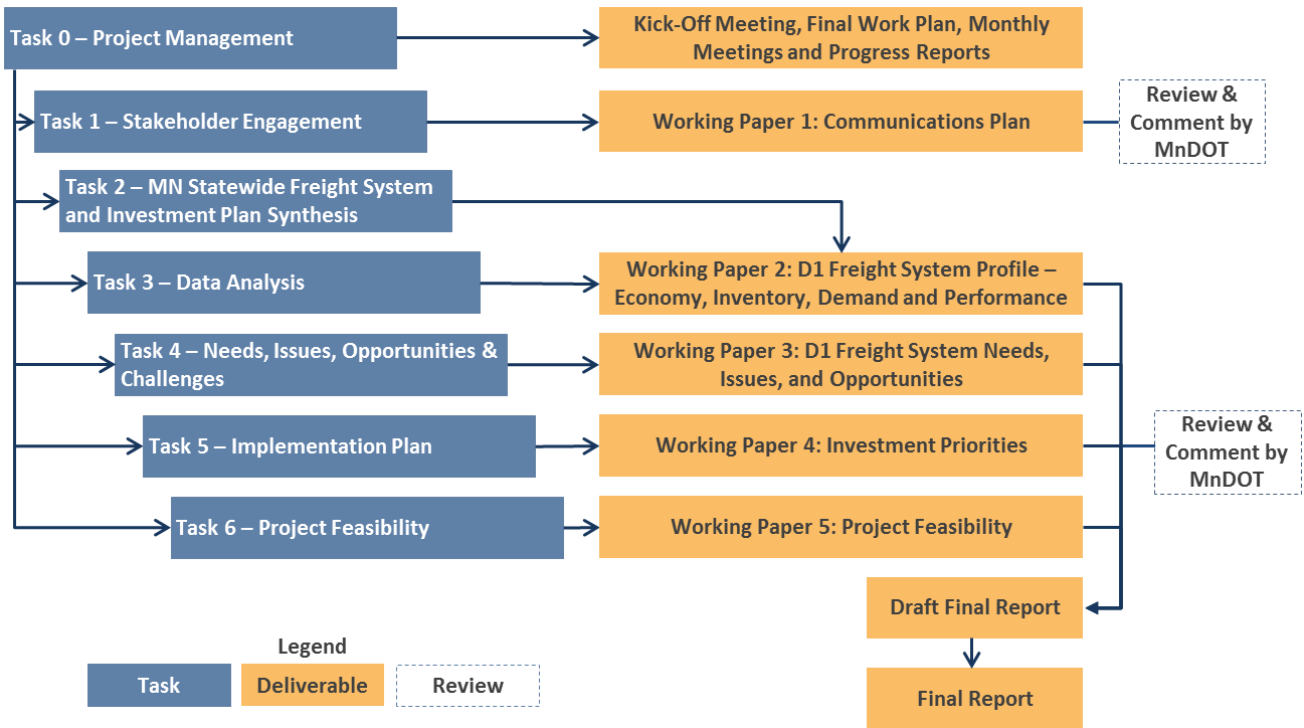
6. How feasible are the top projects?

- What are the potential environmental, social, economic, and engineering challenges associated with each of these projects?
- What are the order of magnitude costs of these projects?

2.3.2 Work Plan Overview

In line with the Key Questions, the following figure presents an overview of tasks for developing the District 1 Freight Plan. Each of these tasks will be complemented by stakeholder insights, as further described in this Communications Plan.

Figure 2-4: Project Approach



3 Communications Goals and Expected Outcomes

3.1 Goals

The aim of stakeholder engagement is to meaningfully engage a broad array of public and private sector stakeholders to guide the development of the plan and to gather their perspectives on the freight system, how freight-dependent industries use the system, current needs and issues, and potential opportunities.

This Communications Plan has been developed as proactive and transparent guide for public and private freight stakeholder engagement activities related to developing the District 1 Freight Plan. The goals for communication during Plan development are to:

1. Maintain regular contact with stakeholders to inform them of plan development and findings,
2. Provide opportunities for stakeholders to participate in the planning process and influence recommendations,
3. Enable MnDOT and the Project Team to hear and respond to stakeholder concerns and incorporate them as appropriate, and
4. Build support for plan recommendations.

3.2 Expected Outcome

The intended outcome is that public and private freight stakeholders will have actively participated in the planning process and assisted MnDOT in shaping the District 1 Freight Plan.

4 Target Audiences/Key Stakeholders

4.1 Target Audiences

Not every audience shares the same level of interest or commitment to the planning process. As a result, it is important to offer opportunities for different levels of involvement. Some audiences desire to simply be informed of the plan, while others need a greater level of involvement due to their role in plan implementation. The general audiences listed below require participation levels customized to their unique needs consistent with the Communications Plan goals.

4.1.1 Minnesota Department of Transportation

The District 1 Freight Plan is a plan for the State of Minnesota. As the state's transportation agency, MnDOT plays a critical role in implementing the direction outlined in plans such as this. It is important that MnDOT's Office of Freight and Commercial Vehicle Operations and other linked staff (e.g., investment planners, data analysts, public outreach, etc.) be engaged in the planning process, so they have input into the process and will be a position to effectively advance Plan recommendations.

4.1.2 Freight Stakeholders

As the ultimate beneficiary of this update, Minnesota's broad range of public and private sector freight stakeholders will play an important role in assessing and forming recommendations for the District 1 freight system. Like MnDOT, there are partner agencies and organizations that will play a key role in advancing Minnesota's freight system towards plan goals and outcomes. These include freight shippers and carriers, manufacturers, facility owners/operators, economic development organizations, City and County governments, the Minnesota Freight Advisory Committee (MFAC), MPOs (Metropolitan Planning Organizations), and RDCs (Regional Development Commissions), and many others. Section 4.2 lists a comprehensive set of initially identified stakeholders; stakeholders will continue to be added to these lists as the project evolves and as specific needs are identified.

4.1.3 General Public

The general public is a key audience that the plan intends to reach. The interests of the general public may be less specific than that of freight stakeholders, but are no less important. Those with any level of interest should have the opportunity to learn about the plan and provide input. Several outreach techniques will be used with the goal of reaching a broad audience.

4.2 Key Stakeholders

The District 1 Freight Plan will engage a variety of internal (MnDOT) and external public and private sector stakeholders. Target Audiences have been grouped in five key stakeholder categories that are tied to the techniques used to engage them during Plan development. These categories are:

- Project Management Team, and other key staff to keep apprised of ongoing project management activities
- Advisory Committee
- Technical Team
- Freight Stakeholders (one-on-one consultation targets)
- General Public

4.2.1 Project Management Team

The update of this plan will be a coordinated effort led by a Project Management Team (PMT) comprised of the individuals shown in the following figure. The PMT will be responsible for overseeing all tasks associated with developing the District 1 Freight Plan and coordinating tasks with the broader project team.

Figure 4-1: Project Management Team

Organization	Contact
MnDOT Central Office	Nicole George
MnDOT District 1	Bryan Anderson
Project Team – CPCS	Erika Witzke
Project Team – CPCS	Eric Oberhart
Project Team – SEH	Chris Hiniker
Project Team – SEH	Matt Bolf

4.2.2 Advisory Committee

The Advisory Committee (AC) will guide plan development, in particular as it relates to keeping “the big picture” in focus regarding policy direction or strategic recommendations. The AC will be provided copies of the Working Papers and Freight Plan report and may provide written comments or verbal comments during AC meetings. The PMT will determine how to address comments provided.

Membership

The AC will have multidisciplinary, executive-level membership reflecting leadership both within MnDOT, but also at other state agencies and organizations with freight interests. As AC members are identified, they will be added to the following table.

Figure 4-2: Advisory Committee Membership

Organization	Contact
Duluth-Superior Metropolitan Interstate Council	Ron Chicka
Arrowhead Regional Development Commission	Andy Hubley
St. Louis County	Jim Foldesi
City of Duluth	Cindy Voigt
Duluth-Superior Transportation Association	Gina Schneider
FHWA	Chris Reisenburg
WisDOT	Dena Young
CN Intermodal	John Barnes
Duluth Seaway Port Authority	Deb DeLuca
Great Lakes Fleet	Ken Gerasimos
Minnesota Timber Producers Association	Ray Higgins
Iron Mining Association	Kelsey Johnson
Iron Range Resources and Rehabilitation Board	TBD
University of Wisconsin Superior	Richard Stewart
Minnesota Freight Advisory Committee	Ron Dvorak
MnDOT Office of Freight	Nicole George
MnDOT District One	Bryan Anderson / Duane Hill
MnDOT OTSM	TBD

4.2.3 Technical Team

The Technical Team (TT) will provide technical perspectives and a logic check during plan development. During Plan development, select TT members may be individually consulted to delve deeper into technical issues related to their areas of expertise. The TT will be provided copies of the Working Papers and Freight Plan report and may provide written comments or verbal comments during TT meetings. The PMT will determine how to address comments provided.

Membership

The TT members are “the implementers;” staff that will largely be responsible for following through with plan recommendations. The TT will have a multidisciplinary membership, but will largely be representative of MnDOT central office and District 1 technical staff, and select public sector staff such as Arrowhead Regional Development Commission and the Duluth-Superior Metropolitan Interstate Council. As TT members are identified, they will be added to the following table.

Figure 4-3: Technical Team Membership

Organization	Contact
MnDOT Office of Freight	Nicole George
MnDOT District One	Bryan Anderson
MnDOT – OSTM	TBD
Duluth-Superior Metropolitan Interstate Council	Ron Chicka
Arrowhead Regional Development Commission	Andy Hubley
Duluth Seaway Port Authority	Deb DeLuca

4.2.4 Freight Stakeholders

Freight stakeholder engagement will be important to Plan development for several reasons. Engagement will supplement quantitative data on freight system use, including the type and volume of goods moved, key modes and routes used, and their origins and destinations; to identify relevant needs and issues and possible stakeholder solutions; and help validate our data analysis, helping to explain patterns in the data, such as major interchange nodes or traffic flows.

It is desired that a comprehensive list containing a cross-section of public and private sector freight stakeholders involved in, or impacted by, the movement of goods in District 1 be established. Appendix A of the manufacturers’ study indicates each of the businesses recently consulted for that effort. The Project Team will discuss with MnDOT if there is a reason to newly meet and engage with any of the businesses previously contacted. The following figure displays a sample consultation list, which will be reviewed with MnDOT before conducting consultations.

Figure 4-4: Freight Stakeholders for Consultation

Type	Targets
Public Agencies	
	MnDOT – D1, Central Office
	ARDC
	MIC
	County Engineers (list counties)
	City Staff (list cities)
	Economic Development Staff (list ED groups)
	US Army Corps of Engineers
	US Coast Guard
Port Stakeholders	
	Duluth Seaway Port Authority
	Lake Superior Warehousing
	Hallett Dock
Rail Stakeholders	
	BNSF
	CN
	North Shore Mining
	Cloquet Terminal Railroad
Manufacturers and Shippers	
	Arcelor Mittal
	US Steel
	Bend Tec
	Sappi Paper
	Iracore
	Boise Paper
	Kimball Electronics
Trucking Carriers	
	Kivi Brothers Trucking
	Kirscher Transport
	Jeff Foster Trucking
	Halvor Lines

4.2.5 General Public

Broad stakeholder engagement will be conducted to involve all parties that may be interested in District 1 freight planning efforts, including the general public, and will be accomplished via two targeted public open houses and general online engagement. These activities will largely be led by MnDOT, with key information and select support provided by the Project Team.

5 Outreach Techniques

5.1 Techniques

The Project Team plans to use several techniques to engage with a broad array of stakeholders during the development of the District 1 Freight Plan. These techniques will include:

- Regular progress meetings
- Advisory Committee and Technical Team Meetings
- One-on-one freight stakeholder consultations
- Broad online engagement and information sharing
- Public Open Houses

5.1.1 Regular Progress Meetings

The PMT will regularly meet (approximately monthly) via conference call, or in person as tied to other in person activities, to continually monitor progress toward Plan development.

5.1.2 Advisory Committee and Technical Team Meetings

The Advisory Committee and Technical Team will meet throughout Plan development in a roundtable setting that is suitable for open discussion.

All meetings will be held in MnDOT District 1, at venues coordinated by District staff.

It is important to communicate meeting information early and consistently so that the large number of stakeholders to be engaged can appropriately mark their calendars and arrive to the discussion prepared. Meeting information will be transmitted to the AC and TT members approximately 3 weeks in advance of each meeting.

Advisory Committee Meeting Schedule and Topics

The Advisory Committee is slated to meet three times during Plan development. Each of these meetings will be coordinated to immediately precede the Technical Team Meetings. Preliminary agenda topics for the AC meetings have already been identified and will be kept at an executive level.

Figure 5-1: Proposed AC Meeting Agendas



Technical Team Meeting Schedule and Topics

The Technical Team is slated to meet four times during Plan development. Three of these meetings will be coordinated to immediately follow the Advisory Committee Meetings. An additional meeting (month 8) is proposed for the Technical Team. In addition to these set meetings, a subset of TT members may also meet on an ad-hoc basis to drill deeper into select technical topics. Preliminary agenda topics for the TT meetings have already been identified; unlike the AC, this group will dig into and discuss the details plan detailed, including the project approach and analysis techniques.

Figure 5-2: Proposed TT Meeting Agendas



5.1.3 Freight Stakeholder Consultations

One-on-one consultations, conducted in person and on the phone, will supplement quantitative data analysis during Plan development. The approach to stakeholder consultations consists of four primary steps:

- 1. Develop Stakeholder List.** A list of public and private sector stakeholders involved in, or impacted by, the movement of goods in District 1 will be established in coordination with MnDOT (see Section 4.2.4).
- 2. Develop Consultation Guide(s).** A series of open-ended questions based on the type of stakeholder consulted, e.g., private vs. public, key industry vs. carrier, etc. will be developed.

This will also ensure that stakeholders have the opportunity to identify and speak about issues that may not have been picked up by the data. The preliminary consultation guide is provided in Appendix A.

3. **Conduct Outreach.** One-on-one consultations with direct, open-ended questions will be conducted using a combination of email, phone and face-to-face interviews. Staff located in Duluth and District 1, may conduct the majority of these consultations in person. Up to 30 consultations are targeted, to augment the 78 interviews conducted during the manufacturing study.
4. **Document Findings.** Consultation findings will be documented in a consistent format (completed questionnaires) which will be shared between the team to ensure relevant knowledge is transferred and built upon in subsequent consultations. For the avoidance of doubt, completed consultation notes will not be shared with MnDOT; stakeholders are often less open in interviews if they have concerns that the information they provide will not be kept confidential. However, a summary of the key information we learn from stakeholders will be developed in a consolidated / anonymized format and included as part of **Working Paper 3: D1 Freight System Needs, Issues, and Opportunities.**

5.1.4 Public Open Houses

MnDOT will organize two public meetings for the project. These meetings are slated for months 5 and 11. The Project Team will provide information to support these meetings.

Meeting 1: The first meeting will provide an opportunity to present foundational information and our understanding of the District 1 freight system – its infrastructure, use and needs, and issues identified through both data analysis and stakeholder consultations for confirmation.

Meeting 2: The second meeting will provide an opportunity for the general public and District 1 freight stakeholders to review plan recommendations and provide comments prior to finalizing. The Project Team will provide support to these MnDOT-led meetings.

The Project Team will work with MnDOT on any follow-up required based on comments received during these meetings.

5.1.5 Online Engagement

Supplementing other outreach activities, the Project Team will work with MnDOT to engage stakeholders online via a dedicated District 1 Freight Plan webpage on the MnDOT website. This webpage will be a place to post Working Paper deliverables and other relevant Plan information such as maps, surveys, and information on upcoming public and stakeholder meetings.

The webpage will include a “comments” section to collect input throughout Plan development. Comments will be monitored and managed by MnDOT, with Project Team support, as needed, in responding to comments received.

5.2 MnDOT and Project Team Roles in Communications

Communications for the District 1 Freight Plan are a shared responsibility between MnDOT and the Project Team. The Project Team will drive the development of the deliverables, and MnDOT will aid the Team in ensuring this information is communicated with Plan stakeholders, as appropriate. Figure 5-3 outlines MnDOT and Project Team roles during Plan development.

Figure 5-3: MnDOT and Project Team Roles

Activity by Key Stakeholders	Description	MnDOT	Project Team
Project Management Team			
Monthly Calls	Set monthly calls and agenda. Convene meetings.	Participate	Lead
Advisory Committee and Technical Team			
Membership	Identify and confirm membership of the Advisory Committee and Technical Team.	Lead	Support
Member Communications	Provide timely information to members via email. Receive and filter comments and share with the Project Team, as needed.	Lead	
Meeting Logistics	Coordinate meeting rooms/facilities, provide refreshments (as needed), and other day-of meeting activities.	Lead	
Meeting Materials	Develop meeting agendas, presentation materials, discussion guides, displays, etc.	Support	Lead
Freight Stakeholders			
Roster	Develop roster of stakeholders for one-on-one consultations.	Support	Lead
Consultations	Conduct consultations, including contacting stakeholders, setting meeting time/location, providing discussion guide in advance, processing information, etc. for inclusion in plan.	Support (as appropriate)	Lead
General Public			
Plan Webpage	Develop and maintain a webpage to house information during Plan development.	Lead	
Webpage Content	Develop information to post on the webpage (e.g., Working Papers, meeting information, etc.).	Support	Lead
Contact Information	Provide a comment box, email, and/or phone contact information on the webpage. The contact will receive and filter comments and share with the Project Team, as needed.	Lead	
Open House Logistics	Coordinate meeting rooms/facilities, provide refreshments (as needed), and other day-of meeting activities.	Lead	
Open House Materials	Develop presentation materials, discussion guides, displays, etc.	Support	Lead

6 Public Involvement Schedule

6.1 Project Schedule

As shown in the following figure, the District 1 Freight Plan has an approximate 12-month project timeline, beginning in July and ending by June 30, 2019. Several outreach touch points are shown on the figure, aligned with project tasks. Formal meetings have been identified in **orange**. An effort was made to group meetings together to conserve time and budget resources.

The Communications Plan will be updated, as needed, should the schedule or desired approach to engagement change during plan development.

6.1.1 Project Management Team

The PMT meetings will be convened on a monthly basis to track overall Plan progress. These meetings will be held via conference call, but will be in person, as appropriately tied to other in person project activities.

6.1.2 Advisory Committee

The Advisory Committee is slated to meet three times, during months 3, 5 and 11. Each of these meetings will be coordinated to immediately precede or follow the Technical Team Meetings.

6.1.3 Technical Team

The Technical Team is slated to meet four times, during months 3, 5, 8 and 11. Three of these meetings will be coordinated to immediately precede or follow the Advisory Committee Meetings. An additional meeting (month 8) is proposed for the Technical Team. In addition to these set meetings, a subset of TT members may also meet on an ad-hoc basis to drill deeper into select technical topics.

6.1.4 Public Open Houses

Public Open Houses are slated for months 5 and 11, and will be coordinated to coincide with Advisory Committee and Technical Team meetings slated for those same months.

6.1.5 Online Engagement

Online engagement will occur throughout Plan development process.

Figure 6-1: District 1 Freight Plan Project Schedule

Project Months	Project Months											
	1 (Jul)	2	3	4	5 (Nov)	6	7	8	9 (Mar)	10	11	12
Task 0 - Project Management												
Task 0.1: Project Kick-Off Meeting (and on-going project management)	Meeting											
Task 0.2: Literature Review and Initial Data Collection												
Task 0.3: Revise Work Plan and Communications Plan, as needed												
Task 1 - Stakeholder Engagement												
Task 1.1: Communications Plan												
Task 1.2: Advisory Committee and Technical Team Meetings			2		2			1			2	
Task 1.3: Freight Stakeholder Consultations												
Task 1.4: Broad Stakeholder Engagement												
Task 2 - Minnesota Statewide Freight System and Investment Plan Synthesis												
Task 2 - Minnesota Statewide Freight System and Investment Plan Synthesis												
Task 3 - Data Analysis												
Task 3.1: District 1 Freight System Profile												
Task 3.2: Freight System Demand (Use)												
Task 3.3: Freight System Condition and Performance												
Task 4 - Needs, Issues, Opportunities and Challenges												
Task 4.1: Synthesize Freight System Needs, Issues, Opportunities and Challenges												
Task 4.2: Develop Freight System Recommendations												
Task 5 - Investment Plan												
Task 5.1: Evaluate Infrastructure Projects												
Task 5.2: Establish Project Rankings												
Task 6 - Project Feasibility												
Task 6.1: Preliminary Design												
Task 6.2: Cost Estimates												
Reporting												
Draft Working Papers		1			2		3		4		5	
Draft District 1 Freight Plan											D	
Final District 1 Freight Plan												F

Legend
 Work Activity
 Meeting
 Working Paper or Report

7 Evaluation of Efforts

7.1 Evaluation

Stakeholder outreach will be evaluated by the project team on a quarterly basis. Evaluation of techniques will be based on the following (example) criteria.

7.1.1 Quantitative

- How many formal stakeholder meetings have taken place? What was the attendance?
- How many stakeholder consultations have taken place?
- How many people attended public open houses?
- How many hits on the project website? How many downloads of project documents?

7.1.2 Qualitative

- What kind of feedback was received from the stakeholder meetings and other opportunities?
- Were the locations of the meetings appropriate?
- Have stakeholders expressed any particular challenges regarding their participation in the process?
- Have multimodal freight interests been represented? Different geography?
- Have key demographic groups (e.g. Title VI and EJ populations) been represented?

The evaluation of all outreach activities will be summarized and documented as part of the Draft and Final District 1 Freight Plan.

Appendix A – Preliminary Consultation Guide

The following is a preliminary guide to prompt discussion during freight stakeholder consultations.

Consultee Information

Date	
Contact Name/Title	
Contact Details	
Organization Type (Truck-TL/LTL, Rail, Air, Water) add specifics as available	
Permission to Attribute?	

Key Issues and Obstacles

- From your perspective, what are the three most significant transportation issues in District 1? How do these impact the movement of freight?
 - Physical Infrastructure Issues and Obstacles – Examples: Congested locations, Access to other modes/regions, Locks and dams, Safety issues, Geometric issues (e.g., tight turning radii, lane drops, clearance restrictions), Truck parking or other issue.
 - Policy Issues – Examples: Delivery restrictions, Route restrictions (e.g., trucks prohibited bridge weight limits, truck route restrictions), Transportation system funding, Hours of service requirements, Available/skilled workforce, business incentives, or other issue.
- From your perspective, what are the top three transportation system improvements/solutions to these issues (physical or policy related) in District 1 that would help improve the movement of freight, and how would these help?
- From your perspective, what are the top three non-transportation issues in District 1 and what policies might improve these issues?

Key Routes

- What are the most heavily relied-upon routes and corridors for long-distance movements (i.e., interstates or other non-interstate principal routes) and why are those routes important?

5. What are the most heavily relied upon routes and corridors for local delivery within District 1 (first/last-mile routes critical to getting to points of drop-off/pick-up) and why are those routes important?

6. What are the most critical connections to other modes in District 1?

Other Comments

7. What technological, policy, or other trends do you see impacting the freight system?

8. Please comment on any other issues that may be pertinent to this project.

9. Who else should we consult with during this project?