

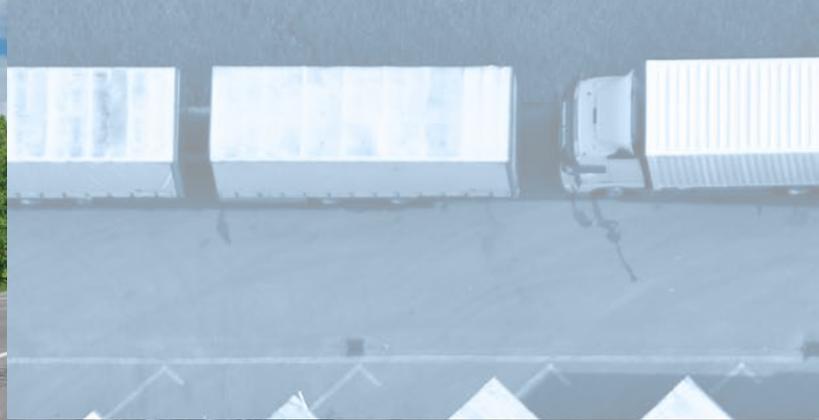


# Annual Report 2017

Minnesota Freight Advisory Committee

## STATE OF FREIGHT





# Movement That Matters

When Minnesota Transportation Commissioner Charles Zelle met with MFAC this past year, he noted that freight movement is likely to increase significantly over the next 20 years.

Such growth also comes with significant challenges. How do we as a state prepare for the rise in traffic? How can we reduce congestion and become more efficient while at the same time dealing with major gaps in infrastructure investments? What do truck driver shortages and greater reliance on e-commerce mean to consumers who expect quicker and quicker turnaround in delivery times? If we can't meet these challenges and more, how much will Minnesota's economy suffer?

These high stakes only serve to increase the value of MFAC and its work. MFAC provides a strong voice through the involvement of many diverse freight players. Most important, it is helping to build a better understanding of freight's role and to shape more effective and efficient ways for moving the products that drive a thriving economy.

This annual report highlights a number of 2017 MFAC activities that support those broad aims. Here are just a few examples:

- We published a white paper—the first in a series—with industry perspectives on the state's freight market, including its strengths and weaknesses.
- We met with legislative representatives and participated in public presentations for policymakers about the importance of freight.
- We organized the first MFAC Freight Forum in Greater Minnesota to explore freight issues unique to the northeast region of the state.

MFAC's collaborations and partnerships pave the way for solutions that help bolster the state's economic health and make wise use of its resources. MFAC members—all experts in their fields from leading companies, organizations, and associations—are in a unique position to help make the most of the state's economic opportunities.

As we look to the future, MFAC will continue its efforts to assist with implementation of the 2016 Minnesota Statewide Freight System Plan. MnDOT developed the plan in collaboration with MFAC, and, in turn, MFAC aligns its agenda and activities with the plan's action steps.

Finally, thank you to all MFAC members and all those who participated in MFAC activities throughout 2017. Your contributions are helping freight move the Minnesota economy forward.

— **William (Bill) Goins**, Chair (2014–2017), Minnesota Freight Advisory Committee

*“MFAC members—all experts in their fields from leading companies, organizations, and associations—are in a unique position to help make the most of the state's economic opportunities.”*



## About MFAC

Established in 1998 as the first state-level freight advisory committee in the country, the Minnesota Freight Advisory Committee (MFAC) serves as a model for other states that now are forming similar committees.

A partnership between government and business, MFAC meets quarterly to exchange ideas and recommend policy and actions with the mission of developing and promoting safe, productive, and sustainable freight transportation in Minnesota.

More specifically, MFAC focuses on increasing awareness of freight transportation issues, facilitating a quick response to freight questions and issues for policymakers and others, and providing a focal point for freight transportation expertise in Minnesota.

MFAC's membership roster (see page 12) includes broad representation from the public and private sectors. The committee also serves as a conduit for other freight industry and business contacts.



## Assessing the State of Freight

*Research examines influences on Minnesota freight and ways to strengthen it*

Consumers rarely give thought to how their online orders end up on their doorstep—they just want them to arrive on time and in one piece. Yet, without freight transportation, nothing moves—not raw materials, not supply-chain components, not goods. Indeed, significant disruptions in freight movement can bring businesses to a standstill.

To gain and share a greater understanding of the freight market in the state, MFAC produced a white paper identifying the key components of an attractive freight market. The paper also explored influences on the state's freight and took stock of ways to improve movement by modes.



White Paper

June 2017

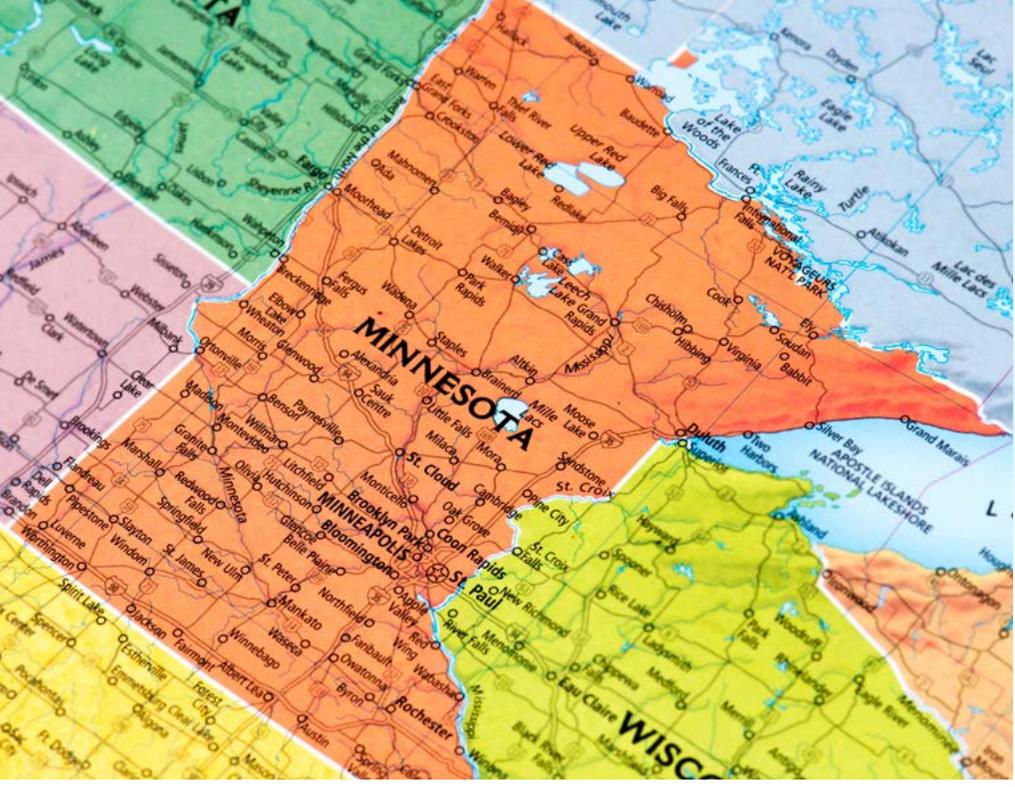


### A broad overview

“We wanted to more thoroughly examine the composition of Minnesota’s freight industry and obstacles to its growth,” MFAC chair Bill Goins said. “This paper highlights the unique perspectives, issues, and needs of all freight market contributors—air, pipeline, producers, rail, trucking, and water. It offers a broad overview, which helps others in understanding the scope and importance of freight in maximizing Minnesota’s competitive edge.”

According to white paper findings, Minnesota’s freight market ideally would offer the following characteristics to support economic growth:

- Increasingly efficient supply-chain management
- Stronger balance between inbound and outbound freight movement
- Additional options for shippers, including improved access to rail, and, to a lesser extent, water modes through new or improved intermodal terminals
- Sufficient investment in transportation infrastructure and congestion mitigation
- Improved career pathways and geographically balanced labor supply
- Consistent regulation and policies that promote technology adoption, public-private partnerships, and private investment



### Understanding important trends

One important step in supporting the achievement of that marketplace picture involves understanding the forces that currently impact freight.

The white paper highlights trends that are shaping the nature of freight in Minnesota, such as shifting port activity due to the widening of the Panama Canal, impacts from global climate change, and rapid technological advances in vehicle automation, including the potential for self-driving trucks. All present a mix of challenges and opportunities as freight shippers and carriers respond to changing realities and pressures in a highly competitive freight market.

In addition, regulations, such as increased restrictions on truck driver hours, truck weight limits, and land use and zoning, also affect the competitiveness of the freight industry.

### Continued pressure

A closer look at several of those trends helps show what they might mean for the state. For example, supply-chain management, emphasizing efficiencies in freight transport, requires careful coordination and strategic placement of facilities, whether manufacturing hubs, intermodal facilities, distribution centers, or retail markets. Potential labor shortages and fewer workers who want jobs in freight could derail progress despite the new opportunities technology brings. And, with an estimated \$900 million annual transportation funding shortfall, there is growing concern over the state’s ability to invest.

While Minnesota’s freight market has demonstrated resiliency in the past, it faces these and other significant issues as it strives to strengthen its attractiveness.

Matt Schmit, a researcher at the University of Minnesota Hubert H. Humphrey School of Public Affairs, authored the white paper. Schmit interviewed 30 key stakeholders from Minnesota’s freight industry. Download Components of an Attractive Minnesota Freight Market at [dot.state.mn.us/ofrw/mfac](http://dot.state.mn.us/ofrw/mfac).

## Freight Needs Inventory



### AIR

- Maintenance and infrastructure investment



### PIPELINE

- Regulatory consistency and certainty



### PRODUCERS

- Infrastructure maintenance
- Optimal management and regulation of transportation logistics system



### RAIL

#### Class 1 carriers

- Longer sidings
- Attention to rail’s economic benefits

#### Short line carriers

- Investment capital for maintaining critical corridors
- Greater incorporation of technology



### TRUCKING

- Change in weight regulations
- More drivers
- More rest stops and parking options
- More reliable travel times
- Smoother road conditions
- More ways to cross rivers within the metro area and between Minnesota and Wisconsin



### WATER

- Investment in repair and replacement
- Improvements to rail and road crossings at terminals
- Investment in federal lock and dam infrastructure
- Increased funding for the State Port Development Assistance Program

Source: Components of an Attractive Minnesota Freight Market, 2017



*MFAC members, staff, and guests toured intermodal facilities at the Port of Duluth-Superior following the forum.*

## Outreach to Greater Minnesota Builds Understanding of Freight Needs

*Forum highlights Port of Duluth-Superior and its new intermodal terminal*

Whether shipping iron ore, grain, limestone, wood pulp, wind turbine components, or a variety of other products, the Port of Duluth-Superior consistently ranks by cargo tonnage as one of the top 20 in the country.

In September, the busy port served as a perfect location for the first MFAC Freight Forum, which aims to explore freight issues throughout Greater Minnesota. The Duluth forum featured an overview of

the region's transportation network and a panel with freight experts from the region focused on supporting economic growth in the region and throughout the state.

Panelists included Vanta Coda II, executive director of the Duluth Seaway Port Authority; Tom Conrad, vice president, BendTec; Derek Kivi, CEO, Kivi Trucking; Jonathan Lamb, president, Lake Superior Warehousing; and Lorraine Little, community

### **New Connections, New Markets, New Growth**

In March, the hard work of Duluth Cargo Connect (DCC), supported by many potential customers, various MFAC members, and MnDOT, resulted in the opening of the first international intermodal container ramp in the Twin Ports of Duluth, Minnesota, and Superior, Wisconsin.

DCC, a working partnership of the Duluth Seaway Port Authority and Lake Superior Warehousing, now operates the new facility at the port's Clure Public Marine Terminal, which is served by Canadian National Railway Company.

"The beauty of this service is that shippers and receivers in this five-state area can now enjoy the advantage of reaching the Pacific, the Atlantic, and the Gulf gateways all from one facility," said Ron Dvorak, DCC marketing director and MFAC vice chair.

The seeds of this intermodal solution began many years ago through the support and discovery efforts of what is now DCC. It was the MFAC membership and a host of others in the shipping and freight industry that helped validate the potential of such a rail route, Dvorak said.

engagement director, Enbridge. Ron Chicka, director of the Duluth-Superior Metropolitan Interstate Council, moderated the panel.

## Freight and economic competitiveness

Many public and private stakeholders don't realize the historical strength of the area's freight assets and capabilities. "The region has been a transportation and economic hub for a great long time," Coda said. "Many of you may not know that it's a \$33 billion Great Lakes economic engine."

While freight in the region remains a vital asset, its continued success depends on addressing current and future needs, panelists noted. Simply put, marketplace shifts require growth in freight or new freight options for businesses to maintain or expand their competitive edge.

"As markets change, as those trade winds change, we want to be that location that gives shippers as many options as possible, making them as competitive as possible in the global marketplace," Lamb said.

Part of the solution involves support for all modes and intermodal solutions, he said. For example, the latest intermodal facilities and connections at the port open new possibilities for shippers. "The more modes of transportation you have and the more seamless you can make it, the better you are."

The panel also discussed the importance of leveraging technology, for example, to improve efficiency in trucking and safety in pipeline operations. They also agreed on another key component—the need for increased infrastructure funding.

## Priorities and funding

"Northeast Minnesota is a huge geographical area—about 25 percent of the state," according to Duane Hill, MnDOT district engineer for the region.

In Duluth, the Twin Ports Interchange and the Blatnik Bridge comprise 3.5 percent of the state's bridge infrastructure, and they are both in need of significant improvement, Hill added. The district has begun assessing options for both projects, which may cost more than \$500 million, as well as looking at funding options for the projects.

Forums like these can help in identifying the most pressing issues for freight movement throughout the state and in determining possible solutions, said Ron Dvorak, marketing director for Duluth Cargo Connect and MFAC vice chair. "It is going to take collectively all of us to sit down and figure out how best to develop the economy."

The CN Duluth Intermodal Terminal offers businesses many advantages: access to international markets, greater efficiencies, reduced supply-chain costs and transit times, and expansion opportunities. It helps support the growth and stability of the five-state area's manufacturing, agricultural, and forest products markets by offering cost-effective logistics solutions and the opportunity to expand into markets that they couldn't otherwise reach competitively because of their location, Dvorak said.

The service began in the first quarter of 2017, and business is tracking ahead of projections, Dvorak said.

*"Shippers and receivers in this five-state area can now enjoy the advantage of reaching the Pacific, the Atlantic, and the Gulf gateways all from one facility."*

— Ron Dvorak, Lake Superior Warehousing





## MFAC Members Dialogue with Policymakers

*Freight industry leaders and policymakers find opportunities to work together*

At a June meeting, MFAC members answered questions that related to infrastructure funding priorities and options through real-time electronic polling, while staffers for U.S. Sen. Amy Klobuchar and U.S. Rep. Jason Lewis responded to the same questions.

The exchange offered MFAC members the opportunity to express freight concerns about infrastructure funding, as well as to learn more about congressional efforts at the federal level. It also allowed legislative representatives the opportunity to hear from the state's freight community.

At the meeting, MFAC members and the congressional staffers agreed that bridges and

road capacity are the most pressing targets for infrastructure investment.

"We have an aging infrastructure that is just falling apart," said Kyle Olson, outreach director for Sen. Klobuchar. "We can't let it continue to deteriorate."

Not investing in the infrastructure, he added, stands to cost the economy \$4 trillion by 2025, translating into a loss of 2.5 million potential jobs.

### Fuel tax: Point of divergence

MFAC members and the congressional staffers differ on the most preferred mechanisms for transportation

### Survey Says...

*Results from a recent MFAC member real-time electronic poll.*

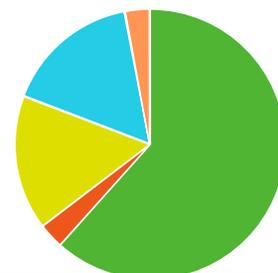
*What do you see as the most pressing target or priority for infrastructure investment?*

- More road capacity ... 25%
- Bridges ... 22%
- Ports/waterways ... 19%
- Improved pavement ... 16%
- ITS/road technologies ... 6%
- Other modal investments ... 13%



*What is your most preferred mechanism for increasing transportation funding?*

- Raise fuel taxes ... 61%
- Mileage taxes/fees ... 16%
- P3s/private investment ... 16%
- Tolling ... 3%
- Offshore/tax changes ... 0%
- Other ... 3%





MFAC members used real-time electronic polling to evaluate infrastructure funding priorities and options.

funding, with MFAC members heavily favoring raising fuel taxes.

While legislators are looking at all options in developing a significant package for infrastructure funding, strong political barriers exist to increasing the fuel tax, said Matthew Pagano, outreach director for Rep. Lewis.

“People don’t want to see their gas bill go up,” Olson explained. “It’s something they are particularly sensitive to.”

In the most recent legislation, the Fixing America’s Surface Transportation (FAST) Act of 2015 provided infrastructure funding through a transfer from the general fund, Pagano said. In addition, tax reform discussions also may result in new and creative funding mechanisms, such as considering ways to capture a portion of the revenue that goes overseas, Olson added.

In a related question, MFAC members chose tolling as their least preferred funding mechanism. Almost an equal number of MFAC members selected joint public and

private investments for both their most preferred and least preferred methods.

Public-private partnerships particularly don’t work well in rural areas, where it can be challenging to attract private investment, Olson said.

For Pagano, one funding source seems very unlikely for any long-term solution. “Continuing general fund financing is one that is not sustainable,” he said.

### Funding complications

In selecting the biggest impediments to passing an infrastructure bill this year, MFAC members were equally split between congressional politics and disagreement on revenue sources, but Olson raised another important obstacle.

“Staying focused on this issue is going to be one of the biggest impediments,” he said. Pagano agreed, also noting the disagreement over funding mechanisms for transportation and the importance of taking action.

“Our state finds itself now—and really the country as a whole—in the middle of a crossroads when it comes to transportation planning and spending,” Pagano said.

Will the federal government make a significant infrastructure investment this year? Most MFAC members at the meeting selected either a 50 percent or 25 percent chance of that happening. Both Olson and Pagano remained hopeful in their comments.

Many at the federal level, including the president, have expressed their desire for increased investment in the nation’s transportation and infrastructure, Olson said. “I think there is a lot of reason to be optimistic.”

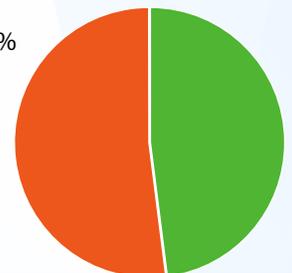
What is your least preferred mechanism for increasing transportation funding?

- Tolling ... 45%
- P3s/private investment ... 19%
- Raise fuel taxes ... 10%
- Mileage taxes/fees ... 10%
- Offshore/tax changes ... 10%
- Other ... 6%



What do you believe is the biggest impediment to passing an infrastructure bill this year?

- Disagreement on revenue sources ... 52%
- Congressional politics ... 48%
- Different infrastructure priorities ... 0%
- Lack of interest in transportation ... 0%



## **Q&A: Jason Craig and Dan Murray**

*Jason Craig is director of governmental affairs for C.H. Robinson and an MFAC Executive Committee member. Dan Murray is vice president of the American Transportation Research Institute (ATRI) and an MFAC member. Both closely monitor federal and state freight transportation policy.*

### **What are the key freight issues?**

**JC:** Freight funding is a key issue on the federal level. In freight, transportation tolls are an incredibly inefficient and difficult tax. We favor the diesel tax. We also talk about how freight actually flows to get a sense of how important truck transportation is.

You always come back to the consumer—making goods available to them and helping Minnesota businesses succeed.

**DM:** In the 2017 ATRI survey of the trucking industry, truck driver shortages jumped from the number seven spot to the number one spot in the ranking of top industry issues. Baby boomers are retiring in droves, and it is hard to get millennials to consider careers in the industry. It's a well-paying industry, but it is not always perceived as a desirable option.

E-commerce is also huge and will continue to grow, and government regulations continue to impact freight, with the potential to force some players out of the marketplace. The ultimate impact of e-commerce is not well understood right now, but it is certain to reshape freight operations throughout the United States.

All these issues directly impact the ability of producers to ship product. Basically, if they're not adequately addressed, consumers are going to pay a lot more for goods. In addition, e-commerce increases traffic and congestion, again impacting time and infrastructure.

### **What fact about the freight industry most surprises people?**

**JC:** The average length of notice of a shipment is 48 hours or less. It is incredibly fast. Another interesting statistic: Companies with 50 trucks or fewer own 60 percent of all trucks. People are

surprised by what a great small-business story trucking is.

**DM:** The trucking industry accounts for 5 percent of the country's gross national product, and 85 percent of all goods are moved on trucks—a figure that continues to grow.

### **What is the outlook for freight investment at the federal and state levels?**

**JC:** There is a strong desire for tax reform. Everyone says the infrastructure bill will come after tax reform, but the biggest question is where do you get the money. That's a huge question. They had trouble patching together funding for the 2015 transportation bill.

**DM:** How to pay for freight investments and infrastructure is obviously an issue. A recent report makes a compelling argument for increasing the federal fuel tax. At the end of the day, the federal fuel tax is the most efficient and effective funding mechanism.

### **How can the freight industry raise awareness about freight issues?**

**JC:** The most effective way is to have policymakers and their staff tour facilities. They recognize the products and start to understand more fully your role in getting the product to consumers. In addition, we as MFAC members have great expertise to share with policymakers and their staff.

**DM:** We need to do a better job of educating people, especially about the important role of trucking. This education needs to start in schools; kids today seem to think that store shelves magically populate themselves.

In addition, we as MFAC members can share our knowledge of the market and support more freight research. And participate in public education venues.



## Collaborative Relationships Give Voice to Freight Issues

*MFAC's strong ties benefit the freight community while serving the public good*

As one of its most important objectives, MFAC brings together representatives from all modes, building the relationships that can help policymakers better leverage transportation funding and support new approaches.

### Local and regional freight planning

Steve Peterson, manager of highway planning for the Metropolitan Council and MFAC Executive Committee member, recently presented to MFAC members an overview of the council's work to update its 20-year Transportation Policy Plan. The federal- and state-required plan functions as the long-range transportation footprint for the Twin Cities region.

Scheduled for completion in July 2018, the plan will look at trends that impact freight, include updated metro freight system and railroad bottleneck maps, and incorporate results from a regional truck corridors study, as well as provide guidance for future highway investments.

"Freight is a large component to our project selection process on the highway side," Peterson said. In fact, freight increasingly is entering planning and funding conversations in the state and throughout the country. "Freight is top of mind in a lot of these conversations."

### Valuable collaborations

MFAC's mission includes working closely with MnDOT and other public agencies to improve freight performance. As part of this effort, MFAC contributed to the development of the Minnesota Statewide Freight System Plan, and MFAC continues to monitor and support the plan's implementation.

MFAC brings much value as a partner to MnDOT, said William Gardner, director of the MnDOT Office of Freight and Commercial Vehicle Operations.

"MFAC helps educate public agency staff and leadership regarding industry needs and the impacts of proposed solutions, and provides general expertise regarding freight issues," Gardner said.

### Public-private partnerships

"MFAC members have educated the Minnesota legislature regarding the need for public investment in infrastructure and on regulatory reforms, and have provided input on legislative proposals," Gardner said. "MFAC serves as an important forum for discussing innovative technology and industry trends. MFAC has helped to build trust between the public and private sectors and fostered the development of public-private partnerships."

MFAC continues to involve more stakeholders—efforts that enhance MnDOT initiatives. Gardner pointed to the 2017 MFAC Freight Forum as complementing ongoing and future work by MnDOT on regional manufacturers' perspective studies and regional freight studies.

"As the oldest [since 1998] state-level freight advisory committee in the country," Gardner said, "MFAC is seen as a model for other states that have been recently forming similar committees."



# Freight-related Investments Key to Minnesota Freight Plan

*MFAC helps evaluate projects to best leverage state's freight assets*

In 2015, the U.S. Congress took an unprecedented action for the nation's freight system. As part of the Fixing America's Surface Transportation (FAST) Act, Congress, for the first time, allocated \$4.5 billion of federal funds over five years exclusively for freight projects.

In Minnesota, that federal action translates into \$90 million in total funding during the five-year period from 2016 to 2020. The funding is for freight projects on the National Highway Freight Network—the state's interstates, highways, or designated critical urban or rural freight corridors.

## **Funding blueprint**

To identify strategic freight investments and leverage them with other federal, state, and local investments, MnDOT began work to develop a freight investment plan, a blueprint that outlines projects for funding in each of the five years.

With limited time to select its first set of projects, MnDOT asked its districts for their potential 2016–2018 projects. It also formed the Freight Investment Plan Advisory Group to recommend those initial projects and also begin developing the overall freight investment plan, said Nicole George, MnDOT principal planner.

## **MFAC advisory role**

Several MFAC members served on the advisory group, and MnDOT asked MFAC at its March meeting for thoughts on three investment approaches: improved freight mobility, balanced investments, and improved first- and last-mile connections. MFAC members selected improved freight mobility first, with balanced investments a close second, and also ranked safety and freight congestion/freight efficiency improvements as priorities.

MnDOT gathered comments from transportation stakeholders throughout the state and weighed feedback from MFAC and all groups as it developed a solicitation for projects, application documents, and evaluation criteria, and as it ultimately recommended projects.

In fall 2017, MnDOT completed the Freight Investment Plan, which was added to the Minnesota Statewide Freight System Plan and approved by the Federal Highway Administration. Part of MFAC's mission includes supporting the plan's ongoing implementation as well as related plans and policies.

"MFAC will continue to monitor the Freight Investment Plan," George said. "MFAC helps us as we evaluate the projects in the plan, as well as future needs."

## Recommended Freight Investment Plan Projects

Source: Minnesota Department of Transportation

Projects Selected, Fiscal Years 2016–2018		
FISCAL YEAR	PROJECT	AMOUNT MILLIONS
2016	I-35 Unbonded Overlay	\$17.7
2017	I-94 Bridge Anti-icing Replacement	\$1
2017	I-90 Unbonded Overlay	\$3.3
2017	I-35W 86th Street Bridge Clearance	\$4.1
2017	I-35W Anti-icing Replacement	\$0.5
2017	I-94 St. Croix Truck Parking Increase	\$1.3
2018	Freight Planning	\$0.2
2018	Weigh Station Upgrades	\$3.6
2018	I-94 Goose Creek Truck Parking Increase	\$0.2
2018	I-35W Minnesota River Crossing	\$19.5

Projects Selected, Fiscal Years 2019–2022		
FISCAL YEAR	PROJECT	AMOUNT MILLIONS
2019	Freight Planning—District Plans & Other	\$0.2
2019	Sherburne County CR 45 at 125th Street/9th Avenue Circle Intersection Improvement	\$0.8
2019	Detroit Lakes Randolph Road Improvements	\$1.5
2019	Duluth Port Intermodal Container Terminal Expansion	\$1.9
2019	Winona Riverview Drive Reconstruction	\$2.8
2019	Sherburne County CSAH 8 Reconstruction	\$3
2019	District 6 Rest Area Improvements	\$3.4
2019	District 1 Twin Ports Interchange Reconstruction	\$6
2020	Freight Planning—District Plans & Other	\$0.2
2020	Chaska MN41 Downtown Improvements	\$4
2020	Dakota County CSAH 70 Expansion	\$7
2020	Brooklyn Center MN 252/66th Avenue North Interchange Improvements	\$10
2021	Freight Planning—District Plans & Other	\$0.2
2021	Scott County CSAH 83 Reconstruction	\$0.59
2021	South St. Paul Concord Street Improvements	\$7.56
2021	Anoka US 10/US 169 Safety and Mobility Improvements	\$20
2022	Freight Planning—District Plans & Other	\$0.2
2022	Scott County MN 13 Port Access and Mobility	\$15
2022	Carver County US 212 Freight Bottleneck Improvements	\$15





# Expertise

## MFAC Executive Committee (as of December 2017)



**Bill Goins** (Chair)  
Worldwide Account  
Manager, FedEx



**Ron Dvorak** (Vice-Chair)  
Marketing Director,  
Duluth Cargo Connect



**Bruce Abbe**  
President & CEO,  
Midwest Shippers  
Association



**Jason Craig**  
Director of  
Governmental Affairs,  
C.H. Robinson



**Steve Elmer**  
Planning Analyst,  
Metropolitan Council, Twin  
Cities' Area Metropolitan  
Planning Organization



**Bill Gardner**  
Director, Office of  
Freight and Commercial  
Vehicle Operations,  
Minnesota Department of  
Transportation



**Jon Huseby**  
District Engineer,  
District 8,  
Minnesota Department of  
Transportation



**Robert "Chip" Smith**  
Advisor, Bay and Bay  
Transportation



**Neal Young**  
Economic Analysis Director,  
Minnesota Department of  
Employment and Economic  
Development

## MFAC Members (as of December 2017)

Lydia Bjorge, Executive Director, State Government Affairs MN/ND/SD, BNSF Railway  
 John Brumbaugh, Transload Services Manager, Canadian Pacific Railway  
 James Carver, Director of Logistics Planning, Land O'Lakes  
 Ron Chicka, Director, Metropolitan Interstate Council, Greater Minnesota Metropolitan Planning Organizations  
 Tom Clark, Senior Vice President of Logistics, The Schwan Food Company  
 Vanta E. Coda II, Executive Director, Duluth Seaway Port Authority  
 Denise Dvoracek, Board Member, Transportation Club of Minneapolis and St. Paul  
 Ed Fairbanks, MnDOT Tribal Liaison, Advocacy Council for Tribal Transportation  
 John Hausladen, President, Minnesota Trucking Association  
 Tracey Hester, Director, Government Affairs, Target Corporation

Wayne Knewton, President, Knewton Soy Products, LLP  
 Shelley Latham, Business Development Manager, Perkins STC  
 Michael Loney, Senior Logistics Manager, Global Supply Chain, Medtronic  
 James McCarthy, Traffic Operation Engineer, Federal Highway Administration  
 Richard Murphy, President and CEO, Murphy Warehouse  
 Dan Murray, Vice President, American Transportation Research Institute  
 Lee Nelson, President, Upper River Services, LLC  
 Jon Olsen, Captain, Minnesota State Patrol  
 Phillip Qualy, Minnesota Legislative Director, UTU-SMART-TD (Sheet Metal, Air, Rail, and Transit Union)  
 Neil Ralston, Airport Planner, Metropolitan Airports Commission  
 Kathryn Sarnecki, Vice President of Redevelopment and Harbor Management, Saint Paul Port Authority

George Schember, Vice President, Transportation & Logistics, Cargill  
 Troy Schroeder, Northwest RDC Transportation Planning Director, Minnesota Association of Development Organizations  
 Brad Shamla, Vice President, U.S. Operations, Enbridge Energy Company, Inc.  
 Eric Sieve, President, Council of Supply Chain Management Professionals-Twin Cities Roundtable  
 Shannon Stassen, Member, Coalition of Greater Minnesota Cities  
 Tracie Walter, Vice President/Director of Operations, Bemidji Aviation  
 Mark Wegner, President, Minnesota Regional Railroads Association  
 Bob Zelenka, Executive Director, Minnesota Grain and Feed Association  
 Dean Zuleger, Executive Vice President and General Manager, Valley Cartage

## MFAC Contacts

**Ron Dvorak** (2018–2019 MFAC Chair), Marketing Director, Duluth Cargo Connect,  
218-727-6646, [ronald.dvorak@duluthcargo.com](mailto:ronald.dvorak@duluthcargo.com)

**Nicole George**, MFAC Project Manager, Minnesota Department of Transportation,  
651-366-3708, [nicole.george@state.mn.us](mailto:nicole.george@state.mn.us)

**Shannon Engstrom**, MFAC Program Coordinator, Center for Transportation Studies, University of  
Minnesota, 612-625-5608, [engstrom@umn.edu](mailto:engstrom@umn.edu)

On the web: [dot.state.mn.us/ofrw/mfac](https://dot.state.mn.us/ofrw/mfac)

Prepared by:

**Center for Transportation Studies**  
University of Minnesota  
200 Transportation and Safety Building  
511 Washington Avenue S.E.  
Minneapolis, MN 55455-0375  
612-626-1077 | [cts@umn.edu](mailto:cts@umn.edu) | [cts.umn.edu](http://cts.umn.edu)

Editor: Michael McCarthy  
Writer: Darlene Gorrill  
Graphic Designer: Angela Kronebusch  
Photos: David Gonzalez/MnDOT, D R Gonzalez,  
Michael McCarthy/CTS, Enbridge, Shutterstock,  
iStock

To request this document in an alternative format, such as braille or large print, contact the MnDOT Office of Equity and Diversity at 651-366-4718 or 1-800-657-3774 (Greater Minnesota); 711 or 1-800-627-3529 (Minnesota Relay). You may also send an email to [ADArequest.dot@state.mn.us](mailto:ADArequest.dot@state.mn.us).

 Printed on recycled paper with 10 percent postconsumer waste.

