SEMPO Multimodal Freight Study

Project Management Plan

Prepared by

Jack Faucett Analytics
Since 1963

In association with

GFT

December 31, 2025

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1 Project Management Plan Overview

This Project Management Plan (PMP) defines how the Southeast Missouri Metropolitan Planning Organization (SEMPO) Multimodal Freight Study will be executed, monitored, and controlled. The PMP guides the consultant team in managing the project and clearly defines the scope and services to meet the expectations of SEMPO. The outcome of the SEMPO Mulitmodal Freight Study is to ensure that SE Missouri's transportation system supports economic development and efficient freight movement, improves vehicular flow, and identifies/addresses safety issues. Coordination with the regional planning process will ensure that the SEMPO Mulitmodal Freight Study supports regional goals and is based on sound technical analysis. The SEMPO Mulitmodal Freight Study will prioritize projects that support SEMPO's economic development goals. The following sections summarize the administrative aspects of the project and the Scope of Services.

2 Project Team Organization

Jack Faucett Analytics (JFA) is the lead consultant with technical support from GFT. This team's unique skill sets include, but are not limited to, cargo-oriented development, freight data management, public and private sector outreach, and innovative design capabilities. These skills provide a balanced, in-depth knowledge base from which to develop a well-balanced SEMPO Mulitmodal Freight Plan for future freight solutions.

Per the table in Appendix A, the management team will consist of the following key personnel:

- Vincent Matheney, Project Manager – As the Project Manager, Mr. Matheney will be the primary point of contact for the client, SEMPO, and other agencies or interested parties. His responsibilities include overseeing all the tasks within the scope and ensuring all tasks are completed fully within the schedule and budget associated with each task.
- Mike Lawrence, Principal in Charge – Mr. Lawrence will be responsible for ensuring responsible business practices between the JFA team and SEMPO. This includes ensuring client satisfaction, timely delivery of quality work products, and the provision of the full range of services as defined within the Scope of Services.
- Chandler Duncan, Deputy Project Manager – Mr. Duncan will serve as an advisor and analyst and assist Mr. Matheney with the direction and development of the Study.
- Gabrielle Westcott, Project Handler – Ms. Westcott will focus her efforts on administrative issues such as invoices and progress reports and coordination with the team members on project deliverables to ensure adherence to scope, schedule, and budget. She will oversee the production of all major deliverables and assist Mr. Matheney with project management, coordination, and outreach activities.
- Tony Furst, QA/QC Officer – Mr. Furst will ensure clear, concise, quality deliverables throughout the delivery process. In this role, he will review not only the overall presentation and readability of the document but also its adherence to the SEMPO Mulitmodal Freight Study Scope of Services.

3 Scope of Services and Key Deliverables

The SEMPO Multimodal Freight Plan is a 9-month effort designed to develop a multimodal freight profile in coordination with the 2050 Metropolitan Transportation Plan (MTP). The study evaluates all modes—highway, rail, water, and air—to address long-term infrastructure needs, market shifts, and system resiliency. The following summarizes the tasks to be completed and provides the key deliverables anticipated during the project. The full proposal and detailed approach descriptions can be found in Appendix B.

Task 1: Project Management and Outreach

Task 1 establishes the administrative and communication framework for the study, ensuring the project remains on schedule and on budget while maintaining a robust stakeholder engagement program.

1.1 Project Management Plan (PMP)

The team will deliver a comprehensive PMP at the project's outset to define operational standards.

- Administrative Protocols: The plan details the project team organization, scope of services, and communication protocols.
- Financial and Schedule Control: It establishes a cost control plan, progress reporting, and invoicing procedures to ensure accountability.
- Client Coordination: Procedures are defined to ensure continuous alignment with SEMPO staff.

1.2 Project Schedule and QA/QC

A rigorous schedule and quality program are implemented to manage the 9-month period of performance.

- 9-Month Timeline: The schedule includes specific review periods and milestones to maximize resource efficiency (see Section 4 - Project Schedule).
- QA/QC "Prewrite" Process: Analysts, managers, and quality advisors meet before each task to develop an annotated outline, ensuring deliverables align with study goals.
- Quality Scoring: The team utilizes a Quality Scoring Sheet for each delivery to identify concerns early.

1.3 Stakeholder and Public Outreach Plan (SPOP)

Developed shortly after the PMP, the SPOP outlines a hybrid strategy for engaging a broad range of participants.

- Outreach Milestones: Three critical milestones drive the program: Plan Introduction (January 2026), Analysis Validation (March 2026), and Recommendation Presentation (May 2026).
- SEMPO Technical Advisory Committee (TAC)/Freight Advisory Committee (FAC): A roster of private and public sector stakeholders will be established to provide modal-specific expertise at key milestones.
- Hybrid Engagement: The strategy includes three hybrid public meetings, a mobile-friendly project website with interactive maps, and up to ten targeted stakeholder interviews.

1.4 Project Coordination

The JFA team will coordinate with ongoing state and regional planning activities.

- Alignment: The team ensures the study remains consistent with other freight-related projects and the 2050 MTP.

1.5 thru 1.7 Outreach Efforts

To ensure the study is grounded in regional reality, the team will work closely with SEMPO Staff to develop a Stakeholder and Public Outreach Plan (SPOP) that establishes a Freight Advisory Committee (FAC) , identifies private sector interviewees, and utilizes a project website for transparency.

This framework drives three critical engagement milestones:

- Milestone 1 (April 2026): Introduces the plan process, presents early inventory findings, and gathers input on the draft Vision, Goals, and regional freight needs.
- Milestone 2 (June 2026): Reviews the Best Practices Report findings and approves the ranking criteria and "universe of projects" for evaluation.
- Milestone 3 (August 2026): Facilitates a review of the Fiscally Constrained Short-Term Action Plan and the Fiscally Unconstrained Long-Term Vision. Presents final findings for a concluding round of public review and comment.

These milestones can been seen in the overall project schedule later in this document.

1.8 Project Coordination

The consultant team will work closely with SEMPO staff to coordinate and update the study status throughout the project life cycle. In addition, we will meet monthly with SEMPO Staff to provide regular updates on project status.

Deliverables

Task 1.1 – Project Management Plan (PMP)

Task 1.2– Stakeholder and Public Outreach Plan (SPOP)

Task 2: Market Assessment and Analysis

Task 2 focuses on developing a comprehensive understanding of the regional freight profile by analyzing existing and future trade markets, commodity flows, and land use patterns.

2.1 Existing and Future Freight and Goods Movement Assessment

The team will establish a baseline and future outlook for the region's freight economy by synthesizing diverse data streams.

- Vision, Goals, and Objectives: The team will draft a study vision that aligns with federal and state documents, specifically addressing infrastructure age, modal service barriers, and market changes.
- "All-Sources" Data Acquisition: JFA will collect information directly from regional facilities and carriers, supplemented by global trade data.
    - Public Data: Utilization of the Freight Analysis Framework (FAF), the U.S. Census Bureau's Commodity Flow Survey (CFS), and state DOT reports.
    - Academic Research: Synthesis of freight and trade studies from institutions like the Missouri Transportation Institute (MTI) and the Center for Supply Chain Excellence at SLU.
    - Commercial Insights: Inquiry into licensed datasets from providers such as S&P Global/TranSearch where accessible through allied agencies.

- **Commodity Flow Analysis:** Reviewing key modes and corridors to convert freight tonnage into truck and rail volumes, utilizing 2022 and 2050 FAF disaggregated flows.
- **Origin/Destination (O-D) Analysis:** Leveraging "big data" and supplemental surveys to map the volume of trips and the specific roadway segments they utilize.
- **Warehouse and Distribution Center Inventory:** A detailed inventory of major facilities will be conducted using methodologies from NCHRP Report 739 to identify the largest freight generators and their preferred routes.

Deliverables

Task 2.1 Existing and Future Goods Movement Assessment Framework Technical Memo

Task 3: Freight Assets and Performance

Task 3 evaluates the current status and future requirements of the regional freight system by benchmarking physical assets against specific performance standards developed through stakeholder collaboration.

3.1 Inventory Critical Freight Assets

The team will profile regionally significant infrastructure that connects Southeast Missouri to state, national, and international networks.

- **Multimodal Asset Mapping:** Inventorying of locks and dams, ports, railyards, air cargo facilities, and warehouses.
- **Operational Infrastructure:** Mapping of ITS systems, weigh stations, truck parking locations, and and all other multimodal operational assets for which we can acquire data.
- **Connectivity Nodes:** Identifying asset proximity to major employers, natural resources, and public facilities.

3.2 Evaluate Freight Performance Measures

The JFA team will evaluate existing MTP measures to address freight-specific indicators of success.

- **Stakeholder-Informed Measures:** Utilizing interviews and roundtables to understand performance as experienced by carriers and shippers.
- **Data Integration:** Leveraging Regional Integrated Transportation Information System (RITIS) probe data and "Big Data" sources like Replica to analyze traffic volumes, speeds, and trip analytics.

3.3 Assess Freight Performance and Needs

The team will pinpoint deficiencies and emerging challenges across several critical domains:

- **Infrastructure Condition:** Assessing the age and lifecycle of highway, rail, air, and port assets relative to modern operational needs.
- **Bottleneck Analysis:** Identifying roadway "hot spots" caused by geometric deficiencies or poor signal coordination using Level of Service (LOS) metrics.
- **Safety & Resiliency:** Analyzing five years of historic highway crash data and Federal Railroad Administration (FRA) records to identify high-incident at-grade railroad crossings. For resiliency, the team will evaluate the network's ability to withstand disruptions like the 2025 spring floods.
- **Land Use compatibility:** Highlighting conflicts between industrial growth and residential zones, including impacts on noise, vibration, and air quality.

- **Truck Parking:** Conducting a data-driven assessment of truck parking availability versus deficiency using MoDOT datasets.

3.4 & 3.5 Synthesis of Findings

The final stage of Task 3 consolidates the foundational analyses into a forward-looking strategic assessment.

Consolidated Reporting: Integrating the foundational analyses into a forward-looking strategic assessment.

Public Validation (Meeting #1): Presenting the status of the existing system and emerging issues to the public for feedback and refinement.

Deliverables

Task 3.1 Freight Asset Inventory
Task 3.4 Freight Performance Technical Memo
Task 3.5 Public Meeting #1

Task 4: Solutions Development

Task 4 utilizes the findings from the performance assessment and stakeholder outreach to develop a menu of actionable improvements tailored to the Southeast Missouri region.

4.1 Best Practices Memo

The team will research and summarize leading industry practices and successful implementations from peer regions to inform the local strategy.

- **Research Focus:** Areas include freight-specific planning, innovative policies, supply chain logistics, and safety technologies.
- **Menu of Opportunities:** Specific topics may include right-sizing aged infrastructure, enhancing intermodal capabilities, cargo-oriented development, and public-private partnerships.
- **Benchmarking:** The memo will provide practical examples of how these solutions have functioned in similar markets.

4.2 SWOT Analysis and Universe of Solutions

A comprehensive analysis will be conducted to identify the internal and external factors affecting the freight network, leading to a categorized list of potential actions.

- **SWOT Evaluation:** Identification of the network's Strengths, Weaknesses, Opportunities, and Threats based on previous data tasks and outreach.
- **Solution Categorization:** Potential improvements will be designated for every identified need and categorized by anticipated cost, payoff, and performance area.
- **Supply and Demand Strategies:** Solutions will address supply-side needs (capacity, design, and geometry) and demand-side improvements (land use management and carrier logistics).
- **Strategic Siting:** Identify ideal locations to expand future freight-dependent economic and community activities.

4.3 Relating Freight Solutions (Public Meeting #2)

The second major outreach milestone focuses on validating the proposed solutions with the community and stakeholders.

- **Facilitated Discussion:** A public meeting will present the proposed improvements, the specific problems they solve, and successful examples from elsewhere.
- **Feedback Loop:** Participants will have the opportunity to ask questions, offer refinements, or raise concerns regarding the feasibility and implementation of the proposed ideas.

Deliverables

Task 4.1 Deliverable Best Practice Memorandum
Task 4.4 Deliverable Solutions Memorandum
Task 4.5 Public Meeting #2

Task 5: Constraints and Opportunities

Task 5 focuses on the financial and technical feasibility of the proposed solutions, leading to the development of the final study findings. It evaluates how the region can practically implement and fund the identified freight improvements.

5.1 Funding Assessment

The team identifies available revenue streams by updating previous projections to include current federal and state programs.

- **MTP Alignment:** Uses the current SEMPO Long Range Transportation Plan as a baseline for federal and state revenue projections.
- **BIL Opportunities:** Evaluates specific projects against the criteria for Bipartisan Infrastructure Law (BIL) discretionary programs managed by FHWA, MARAD, and FRA.
- **Private Investment:** Explores pathways for public-private partnerships (P3) where private sector facilities could complement public assets.

5.2 Cost Assessment for Solutions

This sub-task provides planning-level cost estimates to evaluate the overall cost range for each solution relative to its projected payoff.

- **Efficiency:** Maximizes existing work from the MTP to provide estimates sufficient for prioritization.
- **Purpose:** These estimates serve to support recommended priority items, with more granular engineering-level analysis to follow in later project development stages.

5.3 Developing the Final Recommendations

The final synthesis is a stakeholder-driven process that prioritizes projects based on performance needs, costs, and funding availability.

- **Actionable Strategy:** Each recommendation includes an implementing agent, a potential funding source, and expected performance outcomes.
- **Development Initiatives:** Identifies short-term economic prosperity goals, such as land assemblage and truck parking staging agreements.
- **Prioritization Tiers:** Solutions are categorized into three levels:
  - **Priority Solutions:** Near-term implementation with a clear path to success.
  - **Aspirational Solutions:** Recommended when specific volume, growth, or funding thresholds are met.
  - **Illustrative Solutions:** Documented for future consideration if regional conditions change significantly.

A final public and stakeholder meeting will be held at this time to share the final findings and recommendation sets with the stakeholders and public to ensure the recommendations reflect the needs of the community.

Deliverables

Task 5.1 Final Recommendations Report

Task 5.2 Final Public Meeting

Task 6: Final Report and Documentation

Task 6 focuses on the final documentation and delivery of the SEMPO Multimodal Freight Study. To ensure effective implementation, the team utilizes a "create once, use many" strategy to produce a visually engaging plan accessible in multiple formats.

Key components of this task include:

- Multi-format Delivery: The final SEMPO Multimodal Freight Study will be available in traditional print (PDF) and as a media-rich online storybook.
  - Online Storybook: Using ArcGIS Online, the team will create an interactive experience that combines narrative text, graphic visualizations, and mapping to allow stakeholders to explore proposed solutions.
  - Tailored Information: The online version will feature web-based summaries and short information sheets designed for specific target audiences.
- Technical Documentation: A complete data and documentation package will be provided, containing all files, sources, and data used throughout the study.

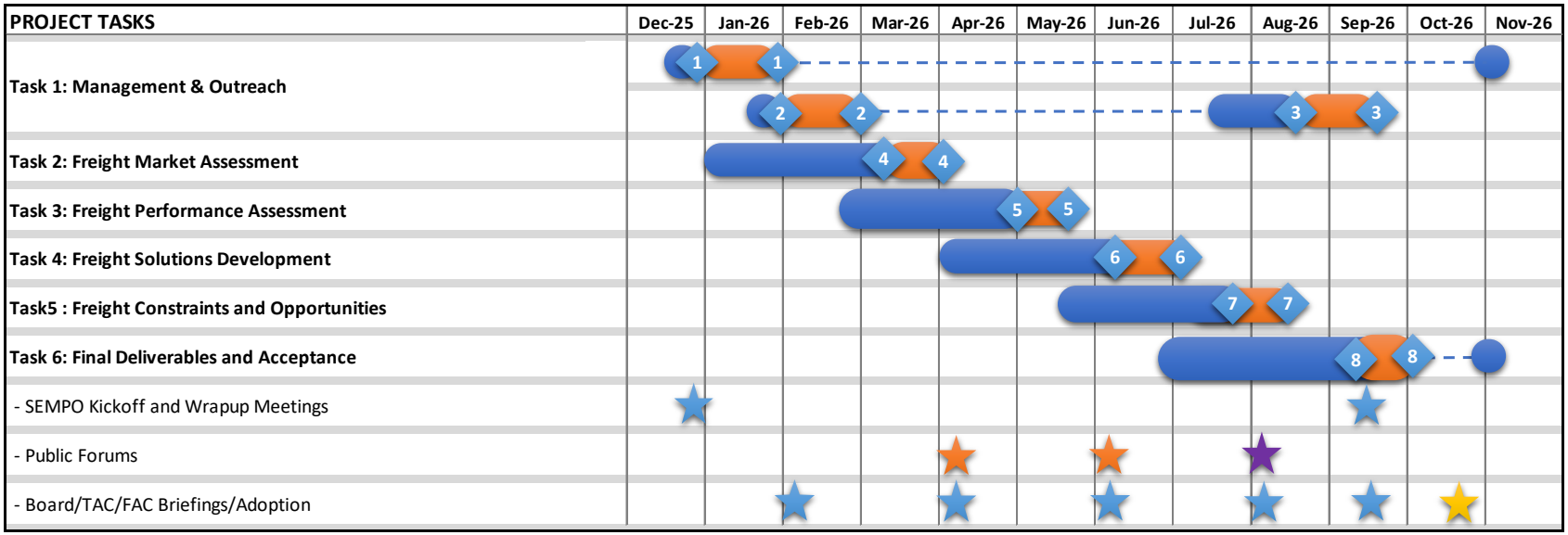
Deliverables

Task 6.1 Final Report

Task 6.2 Technical Documentation Package (all data, files and sources used in the study)

4 Project Schedule

The following schedule identifies proposed milestones and completion dates for a 9-month period of performance. Our team will work closely with SEMPO staff to maintain and adjust this schedule according to the needs of the MPO as part of the ongoing project management process.



- Steering/Freight Advisory Committee Meetings
- Hybrid Public Forums
- Final Presentation to Public for Input
- Adoption by Board/Committee
- Ongoing Tasks

1. Project Management Plan
2. Stakeholder Engagement and Public Outreach Plan
3. Summary of Public Involvement Activities
4. Technical Memorandum on Freight Markets
5. Technical Memorandum on Freight Performance & Needs
6. Technical Memorandum on Solutions & Improvements
7. Technical Memorandum on Constraints, Opportunities & Recommendations
8. Final Study Document

- Denotes Active Task Period
- Denotes Review & Comment Period

5 Project Control Structure

Communications Protocol

All team communications with SEMPO will be directed through the Project Manager (PM), Mr. Vincent Matheney.Internal team discussions are encouraged and only require the PM to be copied on communications as appropriate. The contact information for key personnel is in Appendix A.

Cost Control Plan

The cost control attributes of this project include allocation of budget by task and billing by percent completion in the invoicing details. The contract stipulates the following terms for progress payments:

- JFA will submit monthly progress reports and accompanying invoices to SEMPO in Portable Document Format (PDF).
- Progress payments are made to JFA for percent complete on each of the approved deliverables and performance of the contract requirements.
- Subconsultants will submit monthly progress reports and accompanying invoices to JFA.

Invoicing and Progress Reporting

Invoices for JFA will be generated on the 5th of every month and transmitted to SEMPO shortly thereafter. In addition, all invoices:

- Will be accompanied by a detailed progress report that calls out specific activities associated with each of the tasks in the Scope of Services.
- Will include copies of invoices from subconsultants that are part of the JFA invoice for that month.

Quality Control Plan

The production of quality products and deliverables by the JFA team is our number one goal. All documents produced by the team, whether for transmittal to SEMPO, stakeholders, another consulting firm, or for public distribution, will be reviewed by independent senior-level team staff. This serves to ensure deliverables:

- Are well-edited and of utmost professional quality.
- Have considered innovative and/or best practices in their development.
- Fully meet the scope of services associated with that deliverable.

The QA/QC process has three review points:

Step in Process	Responsible Party
Initial review upon document completion, a thorough review for grammar, writing convention, and overall satisfaction of the Scope of Services associated with the deliverable.	Chandler Duncan – Deputy Project Manager
Review for quality of analysis, relevance to the overall mission of the FCP, and reflection of input received from the client and/or stakeholders.	Vincent Matheney – Project Manager
Review for the overall presentation and readability of the document as well as double-check adherence to the FCP Scope of Services.	Tony Furst – QA/QC Officer

SEMPO Coordination

Coordination meetings and/or calls with SEMPO staff will be monthly on the last Monday of the month, commencing on January 26, 2026. Additional meetings will be scheduled on an as-needed basis if an issue demands. It is understood that some calls will need to be rescheduled, given other commitments. Unless otherwise noted, coordination will take place via Microsoft Teams.

Appendix A

Roles and Contact Information for Key Team Members

Roles and Contact Information of Key Team Members

Client and Partner Agency Contacts*

Name	Organization	Role	Phone #	Email
Jeremy Tanz	SEMORPC	Executive Director/PM	573-547-8357	jtanz@semorpc.org
Drew Christian	SEMORPC	Deputy Director	573-547-8357	dchristian@semorpc.org
Alex McELroy	SEMPO	Executive Director	573-339-6734	amcelroy@CityofCapeGirardeau.org

* Please reference communication protocol specified in the PMP when reaching out to client and agency contacts.

Core Internal Team Members

Name	Organization	Role	Phone #	Email
Vincent Matheney	JFA	Project Manager	330-983-3030	vincent@jfaucett.com
Tony Furst	JFA	QA/QC Officer	703-606-7007	tfurst@jfaucett.com
Chandler Duncan	JFA	Deputy Project Manager	704-280-7858	cduncan@jfaucett.com
Mike Lawrence	JFA	Principal In Charge	301.467.7642	lawrence@jfaucett.com
Stephanie Cupp	JFA	Freight Analyst	704.273.0876	scupp@jfaucett.com
Rob Schiffer	JFA	Travel Demand Modeling Lead	850.570.8958	rob@jfaucett.com
Cheryl Ball	GFT	Public Involvement Lead, Freight Analysis	573-418-7907	crball@gftinc.com
Greg Kelahan	GFT	Inland Ports Specialist	561-306-6383	gkelahan@gftinc.com

Appendix B

Proposed Scope of Services

Qualifications for Southeast Metropolitan Planning Organization

Multimodal Freight Study

Prepared by

October 24, 2025

Jack Faucett Analytics
Since 1963

Mike Lawrence, Principal-In-Charge lawrence@jfaucett.com 301-467-7642
Vincent Matheney, Project Manager vincent@jfaucett.com 330-983-3030
Chandler Duncan, Deputy Project Manager cduncan@jfaucett.com 704-214-9881

In association with

GFT

Cover Letter

To whom it may Concern,

Jack Faucett Analytics (JFA), together with its partners at Gannett Fleming (formerly TranSystems), is pleased to offer this approach to the Southeast Missouri MPO (SEMPO) Regional Freight Study. As the nation's longest serving transportation economics consultancy - JFA offers this proposal understanding that different expertise is needed for a freight study of this type compared to the current long range transportation plan or typical engineering efforts. The data sources and expertise in modal operations associated with trade, the landed cost of goods, the long-term competitiveness and sufficiency of freight infrastructure warrant a unique study of this type informed by both national expertise and a practical understanding of transportation investment and planning in Missouri.

The JFA team features planners and economists who have **worked with Missouri's freight economy for decades**. These include **Chandler Duncan**, who developed and continues to apply the first **economic impact model used in the Missouri TRACKER** to assess how Missouri's transportation program contributes to the states' earnings, jobs, GDP and business sales each year. The team also features **Cheryl Ball** and the GFT freight team which has been **leading Missouri's statewide freight and rail plan**. Her ties to southeast Missouri span decades when she spent 10 years as a planner with Missouri DOT in Cape Jackson.

The JFA team matches its investment and unique knowledge of Missouri's freight economy **with national leadership in best practices for freight, trade and economic plans**. The team includes **Tony Furst**, who has served in the roles of **Freight Director**, Interim Executive Director and Chief Innovation Officer at **FHWA**. JFA's proposed staff have led **more than 11 NCHRP best practice efforts in the last decade** – including the national guide to corridor management, the national guide to incorporating resiliency in transportation networks, the national guide for MPO strategies and the roadmap for the update to AASHTO's "Red Book" benefit-cost methodology. JFA's proposed staff on the project have also led local and regional freight plans throughout the US. The JFA Team has recently had the opportunity to be joined by most of the former staff of Metro Analytics as Metro has entered a wind-down in 2025. This group includes leaders who led more of the Atlanta Freight Cluster program studies than any other firm, the Monroe County Multi-Modal Freight Initiative (MMFI), the Toledo regional freight plan in Ohio and the Augusta/Aiken (ARTS) regional freight plan.

As a small virtual firm, JFA offers a limited number of proposals each year – with each client accounting for a significant share of the firm's overall activity. JFA does not provide large engineering and construction services but instead **focuses exclusively on providing advisory services to select clients**. We place the economic needs of regions like Southeast Missouri near the top of our priorities and would be delighted to be of service in this important effort. As the prime consultant, the JFA point of contact for this proposal is to be Vincent Matheney (vincent@jfaucett.com; 330-983-3030). The approach was written largely by Chandler Duncan (cduncan@jfaucett.com; 704-280-7858) who can answer specific questions as well. Michael Lawrence is the JFA officer with the authority to sign the contract on behalf of the consultant. With this signed letter, JFA is authorized to submit qualifications for the purpose of negotiating and entering a contract with SEMPO.

Michael Lawrence

Michael Lawrence, President, Jack Faucett Analytics

Project Team and Qualifications

The Jack Faucett Analytics team brings the nation's leading minds in urban freight planning, right-sizing the infrastructure footprint for technology/market change, and innovative MPO practices to cohesively execute the SEMPO Multimodal Freight Transportation Study.

WHY THIS TEAM?

- ✓ *Specialized experience with Missouri's Transportation Economy*
- ✓ *Proven leadership from Missouri's current statewide freight plan*
- ✓ *National leadership in best practices for freight planning*

Firm Capability and Qualifications

Jack Faucett Analytics

Jack Faucett Analytics (JFA) is a national consultancy specializing in economic and quantitative methods addressing sustainability and efficiency. Since its foundation in 1963, JFA has been a leading organization in the development and application of solutions for diagnosing, evaluating, and addressing questions in the freight, transportation, and energy economy. JFA developed best practices for freight, transportation, economic and planning work at the federal, state, and local level. In the last decade, the firm has led the development of more than fifteen best practice guides through the National Academy of Sciences, including the National Guides for Incorporating Resiliency into Transportation Operations and Networks. JFA staff are highly adept in online business and can be responsive to local project requirements. In September of 2025 Metro Analytics transferred its staff and resources to JFA, further enhancing the firm's local planning, freight, and multi-disciplinary offerings. Today, JFA has over twenty members throughout the US and abroad.

GFT

GFT emphasizes the belief that efficient freight systems are essential to regional economic vitality. From highway corridors and rail networks to air cargo and river transport, the work supports the seamless movement of goods that sustain communities and industries across North America. Guided by a legacy of innovation and collaboration, GFT helps partners plan and implement resilient, multimodal solutions that strengthen connectivity and long-term growth.

Our Expertise: GFT specializes in multimodal freight planning, transportation system analysis, and infrastructure development. The GFT team of planners, engineers, economists, and environmental specialists delivers integrated services across all modes—highway, rail, water, and air. GFT provides data-driven freight studies, origin-destination and commodity flow analyses, and infrastructure prioritization to help clients make informed, strategic investments.

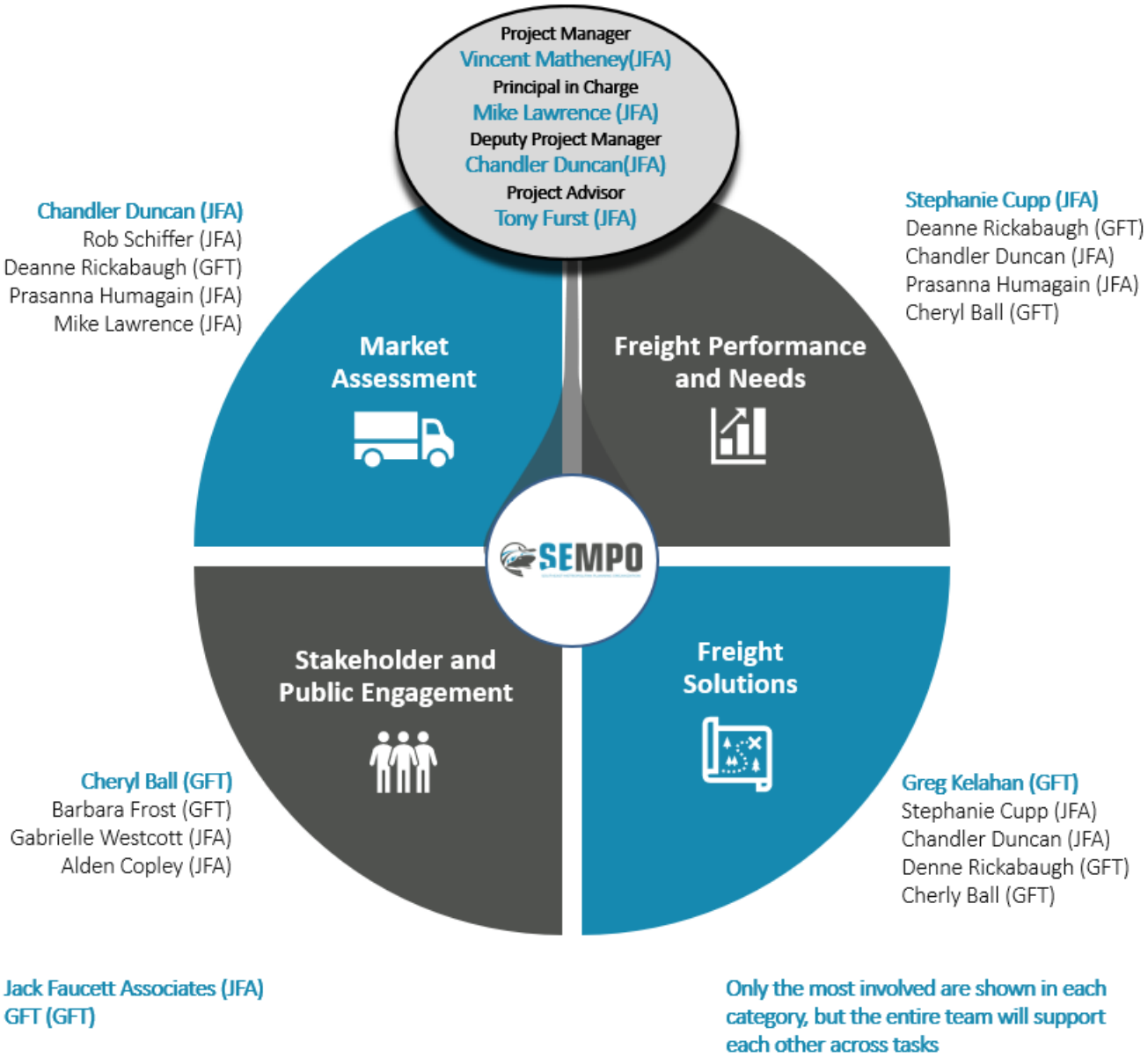
GFT also has extensive experience in economic impact evaluation, benefit-cost analysis (BCA), and federal and state grant programs. From feasibility studies and master plans to stakeholder engagement and public outreach, GFT ensures every project reflects both community priorities and technical rigor.

Proven Results in Freight System Planning: The team has led and supported regional freight and multimodal studies throughout the Central U.S., including work with metropolitan planning organizations, port authorities, cities, and state agencies. GFT has helped identify freight generators, evaluate truck parking and congestion challenges, and develop actionable strategies to improve mobility and safety. Whether updating freight plans, analyzing supply chains, or coordinating across jurisdictions, GFT brings a comprehensive understanding of the freight systems and partnerships that drive regional success.

Our Commitment: At GFT, success is measured by the strength of GFT's partnerships and the impact of GFT's work. Through responsiveness, collaboration, and technical excellence, GFT helps communities plan for efficient, sustainable freight networks that support economic growth and quality of life.

More than a consultant, GFT is a trusted ally—shaping opportunity, resilience, and better lives through the power of connected infrastructure.

Project Organization Chart



Jack Faucett Associates (JFA)
GFT (GFT)

Only the most involved are shown in each category, but the entire team will support each other across tasks

Proposed Personnel Capability and Qualifications

A summary of key personnel is provided below. Other than supporting administrative and analysis personnel, the Jack Faucett Analytics team consists of these primary staff. Full resumes for the personnel are available upon request.

Jack Faucett Analytics

Vincent Matheney – Project Manager

Vincent Matheney has over thirty years of experience in freight and transportation planning. Vincent has served as Deputy Project Manager for several freight studies, including all listed in his resume. As listed, this experience includes ARC Freight Cluster Plans, corridor studies, and regional freight profiles for MPOs throughout the U.S. Through the completion of projects listed herein, Vincent has gained a working knowledge of national, state, and regional datasets for freight analysis - including the FHWA Freight Analysis Framework (FAF) data, GDOT Georgia Numetrics data, and travel demand model outputs. As a special component of the Metro South CID Freight Cluster Plan, Vince led a truck parking analysis to identify potential locations for increasing parking inventory based on zoning, lot configurations, and surrounding land uses.

SUCCESSFUL REGIONAL FREIGHT PLANS

Vincent Matheney has played leadership roles on regional studies for MPO's throughout the United States. He has hands-on experience with the most current freight data sources and knows proven solutions to freight challenges from recent projects in Ohio, Georgia, South Carolina and elsewhere. The brings over 30 years of experience to the job.

Chandler Duncan – Deputy Project Manager

Chandler Duncan is a senior consultant with over 25 years of experience in transportation investment management, economic impact analysis, and long-range planning. He has completed more than seventy transportation economic studies ranging from local impact studies to investment packages for statewide long-range plans and multimodal corridors. Specific regarding the Augusta Regional Transportation Study freight plan, Mr. Duncan has led relevant guidebooks for resilience planning and corridor management, as described in the project experience section. He recently served as Principal Investigator for the NCHRP 08-124: Quantifying the Impacts of Corridor Management and NCHRP Project 20-125: Strategies for Incorporating Resilience into Transportation Networks.

MISSOURI KNOWLEDGE + NATIONAL EXPERTISE

Chandler Duncan has led commodity flow and investment analysis for MoDOT through multiple freight planning cycles and grants since the early 2000's. He developed and applies MoDOT's economic impact model for the STIP and has led more than 11 national best practice publications in transportation economics and investment management.

Mike Lawrence – Project Principal

Mike Lawrence, the President of JFA, is proposed as the project officer. Mr. Lawrence will hold fiduciary responsibility for this project and will support the Project Manager and key staff, assuring all contract requirements are met promptly. Mr. Lawrence has managed assignments like the proposed effort covering public policy development and review of freight transportation data, activities, and policies in all modes. Some of his key freight projects include: NCFRP Report 22: CO-PI for Freight Cost Data Needs, NCFRP Report 40: CO-PI for Development of a New Class of Mode Shift Models, FMCSA/ICF Hours of Service Regulatory Support, and the Missouri Highway Cost Allocation Study.

Tony Furst - QA/QC, Project Advisor

Tony Furst retired from the Federal Highway Administration (FHWA) in 2020. At FHWA he served in many executive roles; he was FHWA's Chief Innovation Officer, served six months as the interim Executive Director, the Associate Administrator in the Office of Safety and the Director of Freight Operations and Management. Tony has overseen quality deliverables at the highest levels of government. During his tenure at FHWA, Mr. Furst gained unparalleled knowledge of how federal policy is implemented at the agency. As such, he understands the challenges in implementing the new Bipartisan Infrastructure Law (BIL). Tony has served as QA/QC officer on several multi-modal plans completed by JFA.

NATIONAL FREIGHT LEADERSHIP

Tony Furst brings national leadership experience from his tenure as FHWA's Director of Freight Operations and Management and has led national publications on performance-based decision-making.

Rob Schiffer, AICP – Travel Demand Modeling Lead

With 39 years of experience in long-range planning, travel demand modeling, and analysis of travel patterns, Rob Schiffer has led national studies defining the practice of freight and truck data sources for use in transportation planning applications. He led the Huntsville Regional Commuter Study during the COVID-19 pandemic, which used StreetLight InSight to assess telecommuting and digital economy elasticities; the Iowa Statewide Model Development project, which involved an innovative approach to modeling freight, and was recently appointed by the Transportation Research Board to serve on the panel for NCHRP 08-173: Impacts of E-Commerce on Travel and Land Use Patterns.

Gabrielle Westcott, PhD – Qualitative Research Co-Lead

Dr. Gabrielle Westcott is a published historian specializing in the application of historical methodologies to diagnose and remedy inequities in transportation planning and policy. She is currently Co-Director of Jack Faucett Analytics' Historical Equity Action Lens (HEAL) Initiative. She served as project coordinator for the Monroe County Multi-Modal Freight Initiative and the Kentucky Riverport Market Study. She co-led the application of the HEAL methodology for the Metropolitan Transportation Plan in Valdosta, GA, and the Albany Resiliency Plan in Albany, GA, documenting community histories, identifying community needs, and rebuilding community trust that had been eroded by past transportation planning decisions. She is currently co-leading the HEAL component of the Lower Savannah Council of Governments 2050 Long Range Transportation Plan.

Alden Copley – Qualitative Research Co-Lead

Alden Copley is an accomplished urban planner. He currently holds multiple positions: HEAL Initiative Co-Director with Jack Faucett Analytics, Lead Researcher at the J. Max Bond Center for Urban Futures, and Special Projects Director at Field Form. He also consults a range of firms across disciplines. As Co-Director of the HEAL Initiative, Alden co-led the application of the HEAL methodology for the Metropolitan Transportation Plan in Valdosta, GA, and the Albany Resiliency Plan in Albany, GA. He is currently co-leading the HEAL component of the Lower Savannah Council of Governments 2050 Long Range Transportation Plan.

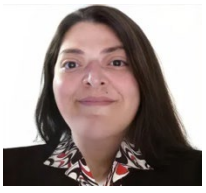
Prasanna Humagain, PhD – Modeling and Forecasting Support

Prasanna Humagain is a senior researcher with over 6 years of experience in travel behavior, transportation planning, and travel demand modeling. His recent work includes integrating economic and freight models for the Utah MPO's and the Ohio DOT in support of long-range planning decisions. He has worked as a lead analyst in more than $1Million of funded projects from the state DOTs (UDOT, INDOT), United States Department of Transportation (USDOT), Department of Energy (DOE), and National Science Foundation (NSF). By leveraging his statistical and coding expertise, he has deployed state of the art statistical/machine learning models to analyze survey data, spatial data, and big data especially related to mode choice and travel behavior in his research products.

Matthew Preisler – Air Cargo Advisor

Matthew Preisler has 25 years of airline and airport consulting experience with a focus on airport master planning, statewide airport system plans, economic impact studies (airport specific and statewide), air cargo system plans, and regional multimodal transportation plans (aviation lead). As the project manager or task leader for over twenty of these studies, he was responsible for identification and outreach to project stakeholders, conducting site visits, and survey efforts, as well as organizing staff along functional and regional lines to accomplish outreach efforts. Matthew alone has conducted hundreds of these meetings with stakeholders ranging from airport officials, state, and local DOT officials, MPOs and industry organizations, to airport tenants, air carriers, and freight forwarders. He has worked with both IMPLAN and REMI economic impact models on multiple aviation/airport projects. Matthew has extensive experience in synthesizing outreach findings into valuable and insightful information, recommendations, and actionable plans.

Stephanie Cupp – Trucking/Logistics Consultant



Stephanie Cupp is a seasoned professional with more than 20 years of experience in logistics and supply chain operations. Having a background in all aspects of operations, Stephanie is familiar with current FMCSA, DOT, Haz-Mat, and OSHA regulations for commercial drivers. Stephanie has experience managing large-scale logistics and operational processes in both union and non-union environments that includes the full range of less-than-truckload (LTL), truckload, contract carriers, and intermodal. This is highly relevant to any work requiring structured coordination, supply chain insight, or understanding of freight operations, especially in the context of heavy truck and motor carrier systems.

PRACTICAL INDUSTRY KNOWLEDGE

Stephanie Cupp has worked for decades in the motor carrier industry and is familiar with the practical and day to day needs of freight carriers serving rural areas and smaller communities.

GFT

Cheryl Ball, IMPM, EIT, JD – Senior Multimodal Planner

Cheryl brings more than 35 years of experience in engineering and planning at MoDOT. Her career included leadership roles in project development, operations, and administration. Cheryl's expertise includes alignment of federal planning documents, collaborative problem solving, and stakeholder engagement. She served 12 years as the Administrator for Freight and Waterways planning and seven years leading district and statewide roadway transportation planning efforts. Cheryl also served as the Vice Chair of the AASHTO Council on Water Transportation.

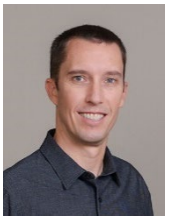
MISSOURI FREIGHT EXPERTISE

Cheryl Ball brings unmatched knowledge of Missouri's freight planning environment from her 35 years with MoDOT and recent leadership role in the Missouri statewide Freight and Rail Plan. She has a deep knowledge of area stakeholders from her MoDOT tenure at the Cape Jackson Location.

Barbara Frost, PE – Multimodal Planner & NEPA

Barb's extensive experience in writing and reviewing environmental clearance documents (CE/CATEX, EA, EIS), for ports (MARAD), railroad (FRA), highway (FHWA) and transit (FTA) projects enables her to guide clients through the environmental requirements and permitting processes with ease. She is a trained facilitator with broad practical experience in the public and private sectors adept at public and stakeholder engagement as well as agency coordination. Barb has conducted a variety of qualitative and quantitative analyses for feasibility studies, strategic planning, and establishing a port authority, sharing her knowledge of project prioritization and program management. She has provided client assistance with successful federal funding applications including NEPA readiness.

Greg Kelahan, PE, IMPE – Inland Ports Project Manager



Greg brings over 26 years of planning, engineering, and project management experience across civil and marine infrastructure projects. He specializes in feasibility studies, master planning, facility layout development, and operations analysis for inland ports, terminals, and industrial sites. With more than 14 years focused on the Midwest's inland river freight network, Greg offers extensive expertise in multimodal transportation, bulk freight logistics, and rail and roadway planning. A long-time Board Member of Inland Rivers, Ports & Terminals (IRPT), and certified Inland Maritime Port Executive (IMPE) through IAMPE, he is deeply committed to advancing the inland port industry.

Deanne Rickabaugh, MBA, PMP – Transportation Planner

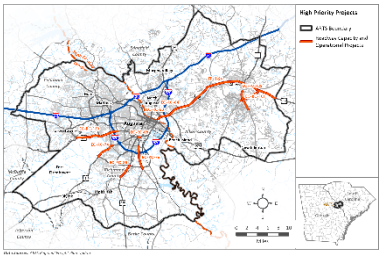
DeAnne brings over 24 years of transportation planning and communications experience, including 15 years in management with MoDOT Motor Carrier Services. She has extensive expertise in freight operations, stakeholder engagement, and regulatory coordination, contributing to the 2022 Missouri Freight and Passenger Rail Plan and 2023 Truck Parking Plan. A strategic and collaborative planner, DeAnne has led key initiatives to improve safety, compliance, and organizational performance at MoDOT. DeAnne was a performance measurement driver and editor of MoDOT's *Tracker* performance measurement document at both the department and division level. She directed Motor Carrier Services' first administrative rule review, advised state leadership on regulatory best practices, and helped shape statewide communications strategies. A graduate of MoDOT's Accelerated Leadership Development Program, she is known for her clarity, collaboration, and results-driven approach.

Representative Projects

Jack Faucett Associates

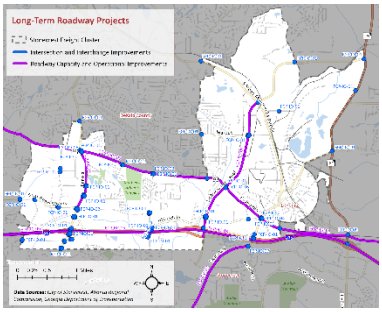
(Includes Metro Analytics Projects Prior to Integration with JFA)

Augusta Regional Transportation Study (ARTS) Freight Plan



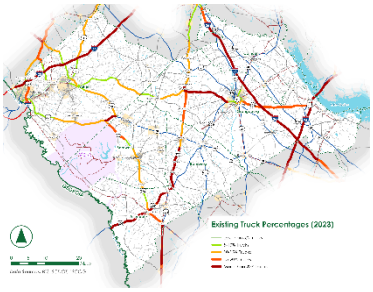
In association with Metro Analytics, Vincent Matheney served as the project manager for the Augusta Regional Transportation Study (ARTS) bi-state MPO Regional Freight Profile Update. The proliferation of ecommerce since 2008 has called for a complete "reboot" of the profile due to significant changes in last-mile delivery patterns, the increased demand for warehouse and distribution centers, and overall population growth in the ARTS region. This update will include a review of the regional policy framework to develop a freight network that maximizes the region's economic potential. Other key staff involved in the project included Chandler Duncan, Tony Furst, Rob Schiffer, and Prasanna Humagain.

Stonecrest Freight Cluster Plan, 2022-2023



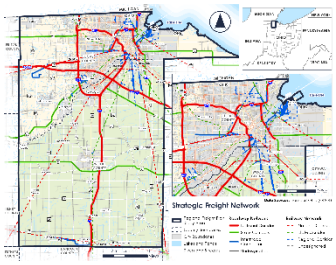
In association with Metro Analytics, Vincent Matheney and Chandler Duncan led the development of the Stonecrest Freight Cluster/Economic alignment Plan. The plan draws actionable recommendations to address challenges and opportunities in Stonecrest's freight network, (1) an inventory and assessment report and (2) a best practices report, and a traffic study. The plan aims to enhance freight mobility, improve traffic flow, and address safety concerns by implementing both short-term (1-5 years) and long-term (5+ years) projects with policy recommendations regarding land use, workforce access, and technology, and proposes innovative funding strategies.

Lower Savannah Council of Governments – 2050 Long Range Transportation Plan Update



In association with Metro Analytics, Vincent Matheney serves as the project manager for Lower Savannah Council of Governments (LSCOG) 2050 Long Range Transportation Plan Update (LRTP). The plan involves coordination with regional and local SC governments, stakeholder, DOT and institutions addressing funding, grant and performance issues like those that will be addressed in the SEMPO transportation resiliency improvement plan. Other key staff involved in the project included Chandler Duncan, Tony Furst, Rob Schiffer, Gabrielle Westcott, and Alden Copley.

Toledo Metropolitan Area Council of Governments – Regional Freight Plan



While with Metro Analytics, Vincent Matheney and Prasanna Humagain were contracted by the Toledo Metropolitan Area Council of Governments (TMACOG) to produce the TMACOG Regional Freight Plan, a comprehensive strategic plan to enhance the region's complex multimodal transportation system. The project involved a thorough analysis of all freight modes—including highway, rail, maritime, and air cargo—to identify critical infrastructure needs, safety vulnerabilities, and operational bottlenecks. Through a robust process incorporating extensive public

and private stakeholder engagement, a detailed policy review, and an in-depth freight network analysis, our team developed a definitive Needs and SWOT analysis. This culminated in the first ever TMACOG Freight that provided the agency with a prioritized list of actionable projects and policies to guide future investments, improve freight efficiency, and support long-term regional economic development.

GFT

MoDOT, 2026 State Freight and Rail Plan | State of Missouri

Situation: The Missouri Department of Transportation (MoDOT) required an update to its Long-Range Transportation Plan and the State Freight and Rail Plan (SFRP) to guide decision-making for freight movement across the state.

Obstacle: Develop an updated multimodal SFRP that provides clear, data-driven insights and strategies to improve freight mobility, engage stakeholders, and align with state and regional economic development initiatives.

Action: GFT led the consultant team to:

- Collect and analyze freight movement data across multiple modes (air cargo, waterborne commerce, freight rail, passenger rail, trucking).
- Engage stakeholders through Modal Advisory Committees and regional planning commissions.
- Create concise summaries and graphics to inform the public and elected officials.
- Develop implementable strategies aligned with MoDOT's long-range transportation goals.

Result: Delivered a comprehensive, stakeholder-informed State Freight and Rail Plan that supports MoDOT's decision-making process and positions Missouri for improved freight efficiency and economic growth.

Freightway On-Call Planning and Analysis | St. Louis, Missouri

Situation: The Freightway needed a strategic partner to engage stakeholders, align freight needs with regional planning processes, and advocate for critical multimodal freight projects to drive economic growth in the St. Louis region.

Obstacle: Develop a comprehensive Freight Development Plan (FDP) and supporting tools to prioritize freight-related infrastructure projects, secure funding, and strengthen regional freight competitiveness.

Action: GFT, as an extension of Freightway staff, acted as a liaison with public and private stakeholders to gather input on freight interests and infrastructure needs. GFT:

- Assisted in aligning freight needs with Freightway planning and programming processes.
- Authored grant applications and conducted planning studies.
- Established the St. Louis Regional Needs Analysis and Freight Development Plan.
- Facilitated stakeholder engagement and developed a freight network mapping tool to identify infrastructure constraints.
- Created project-level criteria (economic impact, multimodal impact, efficiency, safety/security) and prepared detailed project description sheets for advocacy.

Result: Delivered an actionable Freight Development Plan and tools that guided the Freight Development Committee in prioritizing projects, advocating for multimodal infrastructure funding, and driving regional economic growth through improved freight connectivity

References

(Includes Metro Analytics Projects Prior to Integration with JFA)

Augusta Regional Transportation Study (ARTS) Freight Plan

Client: City of Augusta, GA
Contact: Mariah Harris, Strategic Planning Manager
Address: 535 Telfair Street, Suite 300, Augusta, GA, 30901
Phone, Email: (706) 821-1810, MHarris2@augustaga.gov

Stonecrest Freight Cluster Plan, 2022-2023

Client: City Of Stonecrest, GA
Contact: Hari Karikaran, City Engineer
Address: 3120 Stonecrest Blvd, Stonecrest, GA, 30038
Phone, Email: (770) 224-0200, hkarikaran@stonecrestga.gov

Lower Savannah Council of Governments – 2050 Long Range Transportation Plan Update

Client: Aiken County Government
Contact: Saralyn Yarborough, Transportation Planner
Address: 1930 University Parkway, Suite 2800, Aiken, SC 29801
Phone, Email: (803) 642-1520, syarborough@aikencountysc.gov

Project Approach

Project Understanding and Approach Highlights

Freight Study Goals

We understand that the SEMPO seeks to update its Multimodal Freight Study to account for changes in the region and in the overall freight business and policy environment in conjunction with the Metropolitan Transportation Plan (MTP) set for completion in 2026. The update needs to reflect the markets, conditions and requirements for facilities serving all freight modes of transportation, warehouses, and corridors and address long-term needs, especially given the emphasis on efficient freight movement in the FAST Act and Bipartisan Infrastructure Law (BIL). While complementing the MTP, this effort will provide a detailed, standalone freight study, coordinated with the 2050 MTP.

Critical Regional Freight Issues

Located in southeastern Missouri along the Mississippi River, the freight network in the SEMPO region serves as a crucial hub for freight transportation due to its strategic location between St. Louis and Memphis. The area supports a mix of road, rail, river, and air freight, but faces several challenges that impact the efficiency, safety, and capacity of its transportation network. A successful study will address the multi-modal infrastructure needs within the context of core shifts in commodity markets, such as the diminishing role of coal, shifting sources for grains and farm products, the role of air cargo in the digital economy and other changes. The JFA approach will emphasize how the changing freight market relates to infrastructure limitations, intermodal connectivity, workforce availability technology challenges, regulatory and environmental constraints, and vulnerability to floods and other natural events.

Infrastructure Limitations: JFA views the aging and limited capacity of existing infrastructure as one of the most prominent challenges. Many of the roads, bridges, and rail lines in the region require maintenance or upgrades to accommodate increasing freight volumes. Bottlenecks at key intersections, limited rail sidings, and limited river access points can slow the movement of goods and increase costs. The team will build on the work of the MTP by identifying specific critical freight assets where condition and performance is a known issue and apply freight-specific performance measures to add value and emphasis to solutions.

Intermodal Connectivity: The region's use of Mississippi River makes the river a strategic asset for the region's transportation and distribution of energy resources. The river serves as a vital corridor for barge traffic, which is essential for moving bulk commodities and the efficient upstream and downstream movement of energy resources. Connecting suppliers with refineries, power plants, and distribution centers. , it is a key economic driver. Highlighting this linkage, the Cape Girardeau River port taps this asset and enables the movement of large quantities of bulk energy commodities at lower costs compared to road or rail, making it a critical node for energy logistics. Interstate 55 and U.S. Route 61 provide north-south connectivity, supporting truck transportation of refined fuels, natural gas equipment, and other energy-related goods. Freight rail lines in the region move coal, ethanol, and petroleum products, linking local industries to national supply networks and SEMO Port in Cape Girardeau enables the movement of large quantities of bulk energy commodities at lower costs compared to road or rail, making it a critical node for energy logistics.. Significant gaps in intermodal infrastructure—such as insufficient transload facilities or lack of direct connections between modes—can result in delays, increased handling costs, and reduced reliability for shippers. JFA anticipates specifically addressing the following modal and inter-modal challenges in its approach, as well as others identified during the project:

Intermodal Waterborne Commerce Issues: One of region's the main challenges are maintaining navigable river conditions. The Mississippi River is subject to seasonal fluctuations in water levels, sediment buildup, and shifting channels. These factors can hinder vessel movement, require frequent dredging, and cause delays or increased costs for shippers. Aging infrastructure, such as locks and dams, can restrict the size and number of vessels utilizing the system, leading to bottlenecks and potential safety concerns. The region's port facilities may have limitations in terms of capacity, cargo-handling equipment, and intermodal connections. Expanding or upgrading these facilities requires significant investment and coordination among public and private stakeholders. It is vital to understand the type of improvements that will best enable the port to attract new business or handle larger volumes or shifting types of commodities efficiently in changing markets. JFA anticipates assessing the current composition of the intermodal waterborne commerce markets and will forecast changes and their associated requirements for the region.

Intermodal Air Cargo Issues: While Cape Girardeau serves as a regional hub for commerce, healthcare, and education, its access to air cargo faces unique challenges that can impact both local businesses and broader supply chain operations. The primary airport serving the region is the Cape Girardeau Regional Airport (CGI). As a smaller regional facility, it has limited runway capacity, cargo handling operations (limited primarily to mail/belly freight), and storage space. This restricts the size and frequency of cargo aircraft that can operate efficiently, often leading businesses to rely on trucking for connections to larger airports. Unlike major metropolitan airports, CGI does not benefit from a high volume of scheduled cargo flights. Most air traffic at CGI is focused on passenger service or general aviation. As a result, air cargo carriers may only offer infrequent or chartered services, which can increase costs and reduce reliability for local shippers. The small size of the region makes it challenging for carriers to justify regular service, leading to higher per-unit shipping costs and fewer options for expedited freight. Because most air cargo is routed through larger airports such as St. Louis Lambert

International Airport or Memphis International Airport, making truck access routes to these cities is essential for the freight efficiency. The JFA team anticipates a study that identifies and addresses obstacles that can feasibly be addressed to provide the most efficient logistical and operational solutions for air cargo in the region.

Intermodal Rail Issues: While the region currently lacks Class I rail service - because rail freight is one of the most economical freight options for agri-business and other key sectors in the Southeast Missouri economy – JFA will address rail freight connections as a key issue. One of the primary challenges JFA will assess is aging rail infrastructure. Many rail lines and bridges in the region require upgrades to accommodate modern freight loads and safety standards. Because the region's rail network is not as extensive as those in larger metropolitan areas, limited frequency and less direct connections to major freight corridors can necessitate additional transfers, increasing costs and transit times making rail less competitive compared to other modes of transportation. The region also without containerized transload facilities. The region's agriculture, manufacturing, and distribution sectors can be affected by economic fluctuations in influencing the feasible level and quality of freight rail service. While rail is a highly economical resource especially for agricultural commodities – the JFA team expects addressing significant challenges to arrive at a feasible and efficient role for rail freight in Southeast Missouri.

Workforce Availability and Skills and Technology

The freight and logistics sector relies heavily on a skilled workforce, including truck drivers, rail operators, port workers, and warehouse staff. Because the region faces challenges related to recruiting and retaining qualified personnel, the region can experience operational disruptions, especially during peak shipping seasons. The JFA team will explore the role of technologies and other solutions enabling the freight system to be as labor efficient as possible. It is also notable that Southeast Missouri is one of the many daycare deserts in the state. In Missouri's Supply Chain Task Force Report housing, childcare, and transit services were identified as key factors for workforce shortages in many of these smaller urban areas. Cheryl Ball of GFT served as project manager for the Gov. Parson Supply Chain Task Force and has an in-depth understanding of how workforce challenges and potential solutions can support the freight industry.

Other Issues: Regulatory Concerns and Resiliency: Freight operations along the Mississippi River and through urban areas must comply with a range of environmental regulations and zoning restrictions. These can affect the expansion of port facilities, the construction of new logistics centers, and the hours of operation for freight carriers. JFA envisions a study that enables SEMPO's members to balance economic growth with environmental stewardship remains a complex issue for the region. Much of the region's proximity to the Mississippi River makes it susceptible to flooding. Such events can disrupt river traffic, damage infrastructure, and create significant delays in freight movement. JFA envisions a plan that builds on existing hazard mitigation and emergency management plans to maximize the effectiveness of freight performance through disruptive events.

Funding and Investment Challenges: Securing adequate funding for multimodal infrastructure projects is a persistent challenge. Competing priorities at the local, state, and federal levels can delay critical upgrades or expansions. Public-private partnerships and innovative financing mechanisms are needed but can be difficult to implement in smaller markets like Southeast Missouri. As a firm rooted in transportation economics, JFA is uniquely positioned to make an investment case for funding based on national policy priorities, economic efficiency, energy independence, and global competitiveness.

JFA Approach Features & Benefits

The JFA team offers a comprehensive, market-based intermodal approach to assessing freight-intensive land uses, like warehouses and distribution centers, and to identify freight-specific needs and conflicts with other modes. Unique elements of the approach include specific attention to opportunities like cargo-oriented development, smart transportation solutions and demonstrating transportation efficiency and global competitiveness as core freight performance measures. A strong public involvement component includes presentations at key project milestones to SEMPO staff, MPO committees, and local jurisdictions; these ensure recommendations are supported by decision-makers and the communities they serve.

Elements of the Proposed Approach	Benefits to SEMPO
Economically Based Approach: As one of the nation's leading firms in transportation economics, JFA offers an approach that identifies and evaluates opportunities based on supply chain markets, avoidable costs, and prioritizing growth opportunities in the regional economy.	**Solid Business Case:** JFA's economically based approach will provide the region with a strong linkage between its recommended freight priorities and the success of area businesses, quality of life and federal priorities related to global competitiveness. The region will have a stronger case for both federal and private investment with a JFA developed plan.
Smart Transportation/Logistics Solutions: The JFA team offers specialized expertise in smart transportation & logistics solutions within the scope of the multimodal freight study. These include considering new developments in areas such as vehicle technology, ITS, AI, and low-cost TSMO/ operational solutions for industrial transportation that make the best of every freight investment dollar.	**Efficient and Competitive Improvement Program:** By incorporating smart transportation solutions based on national experience – the JFA team offers a way for the region to provide shippers, carriers, and residents state-of-the art freight services. The region will clearly see opportunities to manage the demand and supply aspects of freight performance and offer the least-cost/highest-value solutions.
Cargo Oriented Development: The JFA approach includes the principles of cargo-oriented development including elements such as business co-location opportunities at freight nodes/clusters; shared technologies among shipper and carrier industries at key locations, and least-cost ways to leverage freight infrastructure to support multiple business and industry sectors.	**Development Blueprint:** SEMPO will have a natural link between its freight investment priorities and its wider economic development and growth management priorities. The study will identify and quantify the payoffs of where, when and through which solutions SEMPO and its partners can most effectively invest. Freight performance will be measured in ways that both optimize performance and open the door to new jobs and development.

Technical Approach

Task 1: Project Management and Coordination

The JFA Team will use a rigorous methodology based on the Project Management Institute's (PMI's) standards and "A Guide to the Project Management Body of Knowledge" (PMBOK Guide). Following receipt of Notice to Proceed, JFA team will facilitate a project kickoff meeting with SEMPO staff to brainstorm, refine, and reach the collaborative understanding needed to produce a final proposed work plan. The JFA management approach will include the following elements:

Task 1.1 Project Management Plan

At the outset of the project JFA will provide a Project Management Plan (PMP) that details the following:

- Project Team Organization
- Scope of Services, Schedule, and Key Deliverables
- Communications Protocol Cost Control Plan
- Invoicing and Progress Reporting Procedures
- Quality Control Plan
- Client Coordination

The PMP will work to ensure that the project stays on schedule and on budget while informing the SEMPO staff, key stakeholders, and the public of project progress.

Task 1.2 Project Schedule

The Regional Freight Plan is proposed to be a 9-month effort. The JFA team proposes specific steps in its work plan that allow additional review and efficient use of resources. The project schedule in this proposal is an initial step in planning the course of the project. It will be refined during the development of the PMP with input from SEMPO staff.

Task 1.3 Quality Assurance/Quality Control Program

The JFA QA/QC process begins at the outset of each task with at "prewrite" process in which the JFA team's key analysts, project managers and quality advisors meet to develop an annotated outline for each deliverable. The prewrite provides the analyst with oversight from the Project Management team to provide guidance and direction for each task. The JFA team utilizes a Quality Scoring Sheet, which is sent to the QA/QC Advisor and the client for each delivery. The process further allows the team to identify areas of concern and ensures that the JFA team's deliverables are consistent with the vision, goal, and objectives of the study.

Task 1.4 Project Meetings

The PMP developed at the onset of the project will detail all meetings identified during the development of the detailed project schedule. In addition, a cadence for regularly recurring project meetings with the SEMPO project management will ensure effective communication of the projects status and provide chances for SEMPO staff to provide input to assist the planning process.

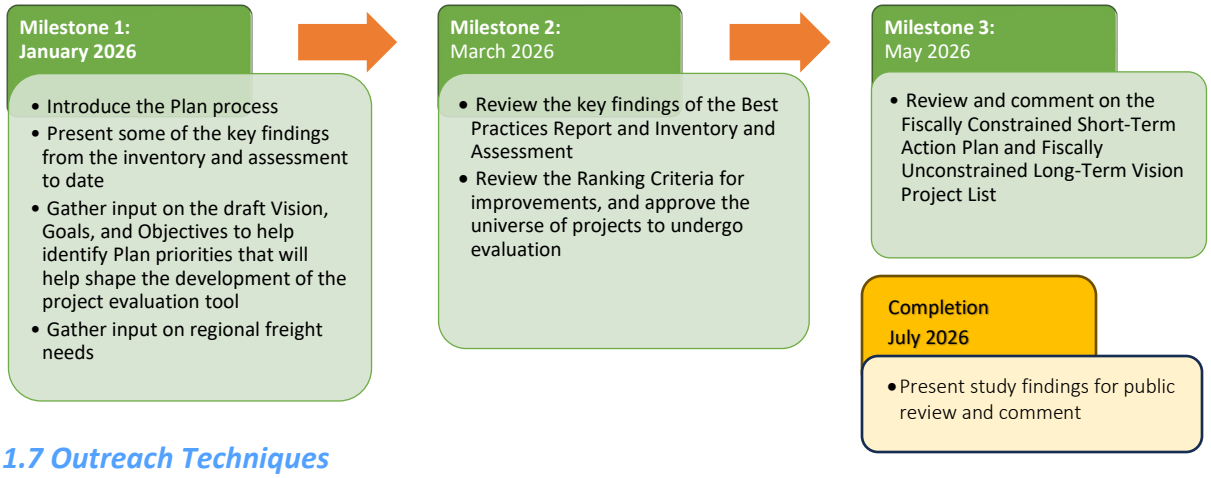
Task 1.5 Outreach Efforts

As stakeholders are being identified, a Stakeholder and Public Outreach Plan (SPOP) will be developed concurrently with the PMP. This plan will present the following details:

- Schedule of activities (based on the key milestones of the Plan)
- Roster of Freight Advisory Committee (FAC) participants
- Focus of the FAC meetings
- List of targeted interviewees and input from the private sector
- Purposed public forums.
- An overview of communication tools, such as the project website and potential social media activities

Task 1.6 Overview of Outreach Milestones

Per the schedule of work presented in this proposal, three critical milestones will drive the outreach program and the agendas for FAC meetings, Committee presentations, and public meetings:



Task 1.7 Outreach Techniques

A successful plan hinges on understanding how freight movement affects stakeholders, including businesses, modal operators, residents, and government. The JFA team proposes a flexible, hybrid engagement approach using both virtual and in-person methods to ensure broad participation.

Key components of the JFA team's outreach include:

- Freight Advisory Committee (FAC): The FAC will meet at key project milestones to provide input.
- SEMPO Advisory Committee Meetings: The team will present findings from FAC meetings to these committees for review and approval before public meetings.
- Public Meetings: Three hybrid public meetings will be held at various locations. The first will present initial findings, the second will validate assessment results and needs, and the third will validate final recommendations and present the report. Presentations and surveys will be posted online.
- Project Website: A mobile-friendly website will provide information, study materials, and asynchronous input opportunities like surveys and interactive maps.
- Stakeholder Interviews/Listening Sessions: The team will conduct up to ten targeted interviews (which may involve site visits, roundtables, or in-depth individual interviews) with private freight providers, industrial operators, and other key community members to understand the impact of freight traffic.
- Documentation: All engagement activities and input will be summarized for inclusion in the final report.

Task 1.8 Project Coordination

JFA recognizes the numerous ongoing planning activities at both the state and RPC levels. The JFA team will coordinate with SEMPO and DOT staff to outline how the JFA team's work aligns with other freight-related studies and projects. This includes, but is not limited to, studies provided in the RFQ.

Deliverables

Task 1.1 – Project Management Plan (PMP)
Task 1.7 – Stakeholder and Public Outreach Plan (SPOP)

Task 2 – Market Assessment and Analysis

Task 2.1 Provide an Existing and Future Freight and Goods Movement Assessment

Vision, Goals, and Objectives

Working from the MTP update and other existing plans, the JFA team will draft Study Vision, Goals, and Objectives consistent with the federal, state, regional, and local documents. It is foreseen that the goals and objectives will address areas such as the age, condition and performance of freight infrastructure, the availability of services across modes (including barriers to service feasibility), the adequacy of cargo equipment at both the Port of Cape Girardeau and at CGI Airport for changing commodity markets, the adequacy and proximity to containerized transload opportunities, challenges in key freight-dependent operations and potential technology solutions to enhance efficiency and the impact of flooding and other disruptions in the area. These issues will be explored within the context of the safety, capacity, environmental and other needs identified in the MTP.

VISION GOALS AND OBJECTIVES

The team will start by creating an understanding of what the region's economy and business community need from the freight system given changing market realities.

After input from the Freight Advisory Committee, the JFA team will develop a technical memorandum that describes the basis for Vision, Goals, and Objectives that will be incorporated into the final report.

Data Acquisition

JFA will create a regional freight profile using an 'all-sources' approach to identify trends and forecasts for trade markets utilizing the region's freight infrastructure. The all-sources approach entails collecting information directly from regional freight facilities and carriers where possible, supplementing and cross-checking with global sources of trade and economic data about the supply and demand for commodities moving into, out of, within and through the region. Sources JFA typically engages include but are not limited to:

DATA-DRIVEN PLANNING

The team will use an all-sources approach to provide the most credible understanding of freight markets available by mode, commodity and trading partner.

Publicly Available Government Data Sources:

- *Freight Analysis Framework (FAF):*
  Managed by the U.S. Department of Transportation and Oak Ridge National Laboratory, FAF offers commodity flow data at national, regional, and metropolitan levels. Data is free and available online, though local-level granularity may be limited.
- *U.S. Census Bureau's Commodity Flow Survey (CFS):*
  This survey provides periodic, detailed information on the movement of goods in the U.S., including state and metropolitan area data. CFS is freely accessible but is published every five years, which may limit timeliness.
- *State Departments of Transportation (DOT):*
  The team will utilize any data and reporting available through Missouri and Illinois statewide freight and rail plans.

Academic and Research Institutions: The team will review and synthesize any freight and trade related studies undertaken by universities and research centers that may have estimated commodity markets affecting Southeast Missouri. Examples of potential sources include:

- *University of Missouri–Columbia (Mizzou)*
  The Missouri Transportation Institute (MTI) and the University of Missouri Center for Transportation Studies conduct research on freight movement, transportation systems, and logistics. They often collaborate with state and federal agencies to analyze freight data.
- *Missouri University of Science and Technology (Missouri S&T)*
  Missouri S&T's Center for Infrastructure Engineering Studies (CIES) and Center for Transportation Infrastructure and Safety work on freight transportation data, infrastructure analysis, and logistics modeling.
- *Saint Louis University (SLU)*
  The Center for Supply Chain Excellence at SLU's Richard A. Chaifetz School of Business focuses on supply chain and freight data research, including regional and national freight movement studies.
- University of Missouri–St. Louis (UMSL)
  UMSL's Center for Transportation Studies is involved in research on freight logistics, data analysis, and supply chain performance in the St. Louis region and beyond.
- *Missouri State University*
  Missouri State's Logistics and Supply Chain Management Program engages in freight and logistics research, often incorporating freight data into academic coursework and research projects.
- *Mid-America Transportation Center (MATC)*
  Located at the University of Missouri–Columbia, MATC is a regional university transportation center that conducts research on freight systems, multimodal transportation, and safety using freight data.

Facilities and Providers: The JFA team will obtain any publicly available data directly from ports and logistics hubs serving the region.

Open Data Platforms and Aggregators

- *Data.gov:*
  This U.S. government open data portal includes datasets related to transportation and commodities, often at various geographic levels.
- *OpenStreetMap and Other Community Data Initiatives:*
  While not commodity-specific, these platforms can provide supporting information (e.g., transportation networks, facility locations) that help in modeling commodity flows.

Commercial Data Sources: While the project budget does not allow purchase of extensive private data sources, the team will inquire regarding already-purchased data that allied agencies may have licensed through FreightWaves, SONAR, DAT, or S&P Global/TranSearch/Freight Locator.

Commodity Flow Analysis

The commodity flow analysis will include, at a minimum, a review and study of key modes, freight corridors, commodities, tonnage, value, and origins and destinations. The team will convert the freight tonnage into truck and/or rail volumes. Disaggregated Freight Analysis Framework (FAF) truck flows for 2022 and 2050 were recently released by FHWA to identify heavy truck corridors and anticipated growth in truck traffic on major

highways. JFA is proficient in using these data sources through its work on the ARTS Regional Freight Profile, LSCOG Long Range Transportation Plan, ALDOT Statewide Plan, and other projects throughout the US.

Origin/Destination Analysis

The JFA team will conduct a comprehensive Origin/Destination (O-D) analysis to understand freight movement within the study area's freight network. This analysis will answer key questions regarding the volume of trips, their origins and destinations, and the specific roadway segments they use. By leveraging existing "big data" and other available data sources, and potentially conducting supplemental surveys, the JFA team will create a clear profile of freight movement patterns. The summary of the JFA team's findings, including a detailed analysis of trips, their destinations, and the primary routes, will be a core component of the deliveries for this task.

Warehouse and Distribution Centers

The Consultant team will conduct a comprehensive and detailed inventory of all major warehouses and distribution centers within the study area. Methodologies informed by TRB's NCHRP Report 739: Freight Generation and Land Use Manual and including a targeted establishment survey, the JFA team will gather the necessary data to answer critical questions. The study will identify the largest freight generators, quantify the number of truck trips they produce, determine which are port-related, and analyze their specific origin-destination combinations and preferred routes.

Deliverables

Task 2.1 Existing and Future Goods Movement Assessment Framework Technical Memo

This technical memorandum will include a one-page summary profile of the region's freight markets, forecasts and trends by mode, trading partner, and commodity. The one pager will have a map showing the overall place of the region in larger commodity market, give top trading partners, commodities and key changes occurring. The one pager will be followed by a technical report with maps, charts and tables detailing key dynamics and illustrating key relationships in the freight economy.

Task 3 – Freight Assets and Performance

Task 3.1 Inventory Critical Freight Assets

Utilizing the data and analysis completed earlier, the team will update the regional freight system profile with data from 2018 onward, meticulously analyzing physical, operational, and market characteristics of freight movement in the Southeast Missouri. Key infrastructure assets will be profiled across highways, rail, air cargo, waterborne, and intermodal connectors, focusing on regionally significant systems that connect to state, national, and international networks. This updated profile will serve as the basis for identifying and prioritizing critical freight corridors. The team will provide an inventory of critical freight assets in the region. These will include but not be limited to:

DEFINING FREIGHT PERFORMANCE

Informed by the vision and objectives, the team will offer a specific set of measures that characterize successful freight performance. The current status and future needs of freight assets will be considered against this standard.

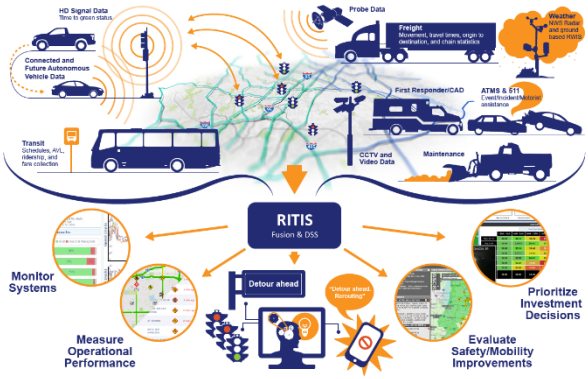
- Locks and dams
- Highways and access points
- ITS Systems and deployed technologies
- Carriers serving the region.
- Air cargo facilities
- Warehouses
- Ports
- Railyards and lines
- Chassis yards
- Rest areas and truck parking Locations.
- Truck washes and hazmat stations
- Scales/weigh stations

Deliverables

Task 3.1 Freight Asset Inventory

The asset inventory will include a list and a map of key freight assets and their proximity to major employers, public facilities, natural resources, and other key nodes in the freight network. The inventory will include a map layout together with tables and charts for use in the overall freight profile.

Task 3.2 Refine Freight Performance Measures



The JFA team anticipates refining performance measures in the current MTP to specifically address the freight assets described in Task 3.1. This process will be informed heavily by interviews and roundtable discussions shown below.

Engaging Stakeholders in Performance: The team envisions the first outreach milestone described in Task 1 as focusing primarily on freight performance as experienced by key actors in the region. It is anticipated that these interviews and discussions will focus on topics like perceived and actual freight safety, the adequacy of modal infrastructure, the competitiveness of the region for operations that depend on freight, indicators that carriers and shippers consider when evaluating their operations in the region and public freight indicators considered by the Missouri DOT in its freight planning.

Integrating Data to Measure Performance: Based on the findings of the first outreach milestone and the market assessment in Task 2 - the JFA team proposes using several data sources to supplement the performance data available in the MTP update. The JFA team is well-versed with the Regional Integrated Transportation Information System (RITIS) and has used the platform to conduct several transportation and traffic analyses. This platform's Probe Data Analytics (PDA) can assist in identifying transportation hotspots based on multiple variables. For example, RITIS PDA can provide traffic volume and speed data to understand existing traffic flows and congested areas or bottlenecks. RITIS Trip Analytics can provide detailed origin-destination information for detailed travel time information. This platform can help support existing conditions analysis. For example, the RITIS tool was utilized by JFA to identify truck trip flows for the Albany, GA Regional Freight Profile. In addition to traditional crash data, RITIS can identify hotspots to provide a complete picture of traffic and travel across the region. This study will explore other passive data sources, including Replica, which offers additional real-time information.

Task 3.3 Assess Freight Performance and Needs

Both the existing performance and future needs of the freight system will be considered under the performance framework and needs developed through stakeholder collaboration in Tasks 3.1 and 3.2. It is expected that the goals, objectives, and performance indicators will provide an opportunity for the JFA team to make assessments of current and emerging issues such as:

Modal Connections and Gaps

The JFA team will assess the adequacy of intermodal or multimodal freight capabilities in relation to the region's business and economic needs. This will include identifying key sources of avoidable cost, delay or uncertainty in freight deliveries associated with modal connections or inefficient transportation options.

Age and Condition of Infrastructure

The JFA team will assess the age and condition of highway, rail, air cargo, and port infrastructure in relation to the performance standards developed in Task 3.2. The assessment will consider the asset life cycle, changes in business and operational needs since the infrastructure was last upgraded or maintained, the availability of carriers to make use of each asset in its present condition, and expected changes in demand, commodities and trading partners which may inform whether, when and how infrastructure upgrades can best serve the region.

Status and Adequacy of Cargo Handling Equipment

The JFA team will assess the adequacy of cargo handling equipment at both the port of Cape Girardeau and CGI airport. A key consideration will be the degree to which the condition, capacity or absence of equipment may constrain opportunities to use otherwise economic and competitive modes of freight transportation, or ways in which cargo handling equipment needs are likely to change in the future based on the market assessment in Task 2.

Sufficiency of Resources in Freight Inventory

The JFA team will compare the existing freight assets from the inventory against the business needs to identify any key unmet needs – which may include either infrastructure or services and other related facilities such as warehousing, truck-wash facilities, parking, or technologies.

Freight Network Congestion, Reliability and Bottleneck Analysis

The JFA team will assess current and future freight movements to pinpoint congestion and bottlenecks on priority truck routes. The JFA team will use metrics like Level of Service (LOS) and identify "hot spots" caused by issues like poor infrastructure and signal coordination. This analysis will highlight system gaps and a lack of access to freight facilities, leading to performance-based solutions that can inform other planning efforts.

Crash and Safety Analysis

The team will conduct a safety analysis to identify truck and rail-related crash "hot spots" using up to five years of historic crash data from MoDOT. This will involve a spatial analysis to create a heat map and identify unique contributing factors. The JFA team will use Federal Railroad Administration (FRA) data to pinpoint railroad crossings with frequent incidents that may require safety or queuing improvements.

ITS and Signalization

The team will evaluate the region's existing Intelligent Transportation System (ITS) and signals. The team will review and summarize relevant local, regional, and national Transportation System Management & Operations (TSM&O) initiatives and studies. The JFA team will collect data on signals, fiber, CCTV, and other technologies from the MPO and local governments. Based on best practices, the JFA team will recommend applicable technologies, such as advanced railroad crossing warning systems, dynamic message signs for truck parking, and signal priority systems, informed by pilot tests in peer regions.

Freight Resiliency

The JFA team will perform a resilience analysis to determine if the Southeast Missouri freight network can withstand disruptions. This involves examining the impact of recent events like the storms and flooding in the Spring of 2025. The study will identify resiliency corridors on major interstates to provide alternative routes and will evaluate emergency evacuation routes for potential impacts on freight movement. Analysts will consider long-term trends such as the adoption of alternative fuels and identifying ideal locations for future fueling stations. The JFA team will examine the environmental benefits of truck electrification and the potential freight

impacts of emerging technologies like automated vehicles. This forward-looking approach aims to provide a strategic blueprint for a sustainable and resilient freight network.

Land Use and Growth Potential

The team will evaluate local comprehensive plans, focusing on land use and development strategies. The analysis will include recent economic growth, policy changes, and contextual shifts to identify areas needing further study.

Key GIS Outputs

- The GIS-based land use inventory will identify several key factors:
    - Potential for growth: pinpointing locations for industrial expansion.
    - Land use conflicts: highlighting conflicts between industrial and residential zones.
    - Logistics needs assessing truck parking requirements and identifying parcel assemblage opportunities.
    - Industrial compatibility: evaluating parcels for their suitability for target industries.
    - Zoning analysis: identifying zoning regulations that enable or hinder development.

Quality of Life and Community Impact

Based on the comprehensive inventory of the region's freight and logistics facilities, the performance requirements defined in Task 3.1 and 3.2, and market assessments, the JFA team will proceed with a focused analysis to assess the current impact of freight and goods movement on communities Southeast Missouri. The JFA team will use a layered approach, overlaying the locations and characteristics of key freight generators with data on trip generation, corridor performance, safety, noise, and air quality "hot spots" to pinpoint where freight activity is most affecting the surrounding environment. This will identify and describe critical land-use issues, such as conflicts between industrial development, warehouse or freight facilities and residential areas, and impacts like noise, vibration, and air quality concerns, providing a data-driven understanding of the interdependence between freight and quality of life in the region.

Truck Parking

The JFA team will conduct a detailed, data-driven assessment to identify and address truck parking needs across the Southeast Missouri region (based on the objectives set forth in Task 3.1 and 3.2) utilizing available truck parking data from MoDOT. The JFA team will begin by researching and compiling data to create a comprehensive truck parking inventory, pinpointing locations where parking is available and where significant needs and deficiencies exist. The results of this analysis will be mapped in a GIS file to provide a clear, visual representation of the current truck parking landscape and identified needs. In addition, the team will work in close collaboration with SEMPO/MPO staff to identify and incorporate all existing truck restrictions and provide supplemental information where needed, ensuring the JFA team’s final recommendations are fully aligned with regional policies and priorities.

Task 3.4 Synthesizing Findings of Existing Performance and Future Needs

The team will prepare a comprehensive Freight Performance and Needs Assessment by consolidating all foundational analyses. The JFA team will begin by integrating the JFA team’s detailed inventory of warehouses and distribution centers with Origin/Destination (O-D) data to describe existing and future goods movement

patterns by mode and commodity. This will help pinpoint the needs of major freight generators and identify key regional freight corridors.

Next, the JFA team will incorporate the JFA team's findings on congestion and safety, linking "hot spots" to operational and geometric deficiencies. The JFA team will use truck congestion and crash data, along with the JFA team's at-grade rail crossing inventory, to assess the broader impacts of freight movement, including air quality, noise, and vibration. The report will document total truck and rail volumes for each priority corridor and create a priority freight network map to visually represent key districts.

Finally, the JFA team will integrate the JFA team's analysis of truck parking and system resiliency into the assessment. The report will identify current truck parking locations and needs, and an analysis of travel restrictions. It will describe potential emergencies that might impact freight volumes, building on the JFA team's analysis of past disruptions and future challenges from climate change and alternative fuels. This consolidated approach will result in a data-driven needs assessment that provides a strategic foundation for the region's freight plan.

Task 3.5: Relating Freight Performance and Needs

The team will hold the first public meeting at the initial outreach milestone described in Task 1. The central focus will be the status of the existing freight system, emerging future issues and focus areas for the plan.

For each major mode, the JFA team will create a detailed profile of its key routes, volumes, and operational characteristics to pinpoint the most vital corridors that support regional economic vitality. The final delivery will be a comprehensive, data-rich summary that details the physical and operational aspects of the freight system, highlights intermodal relationships, and provides SEMPO with a clear, current, and forward-looking understanding of its freight network to guide all future planning efforts.

Deliverables

Task 3.2-3.4 Freight Performance Technical Memo and Public Meeting #1

This technical memorandum will include a one-page summary profile of the region's freight performance using freight-specific measures of congestion, reliability, capacity, and growth hot-spots – highlighting key infrastructure and service elements that may be missing or warrant further consideration in the plan. There will be a basemap showing the location of key assets and challenges along with charts, tables and bullet points relating to the most significant needs found in the current study. The one pager will be followed by a complete memorandum describing each key freight performance area and its associated needs and emerging challenges.

There will be a slide presentation for the public meeting summarizing the freight performance profile for the public meeting, and a final report documenting public input to the plan for use with the profile in subsequent steps of the study.

Task 4 – Solutions Development

Based on the findings of Task 3 and input from the public and stakeholders, the JFA team will engage in a solutions development process to address the needs discovered in the initial tasks.

Task 4.1: Best Practices Memo

A Best Practices memo will summarize leading ideas and implemented practices in goods movement relevant to addressing the needs in the Southeast Missouri region. The memo will support project goals by researching and organizing findings on topics such as freight-specific transportation planning, innovative policies, supply chain

logistics, safety, and technologies. The ultimate goal is to improve the region's logistics, efficiency, and safety while enhancing the daily environment for businesses, residents, and commuters. Leveraging their experience with the ARC Freight Cluster Plans, the JFA team will identify specific topics for the report, which may include upgrades to infrastructure and equipment, enhanced services for shippers and carriers, replacement or right-sizing of aged infrastructure, increased capacity of model and inter-modal systems, the development of new inter-modal capabilities or technologies, cargo-oriented development and location strategies, public private partnershps and other solutions to challenges decribed in the proejct understanding secton of this proposal.

Deliverables

Task 4.1 Deliverable Best Practice Memorandum

A technical memorandum will introduce a menu of potential improvements, policies, and technologies to be considered for the Southeast Missouri region in response to the needs identified in Task 3, with practical examples of how solutions have worked in other peer areas.

Task 4.2: SWOT Analysis and Universe of Solutions

Based on the analysis in earlier tasks and the input from the outreach activities, JFA will develop an analysis that identifies potential strengths, weaknesses, opportunities, and threats to the freight network. Based on SWOT analysis and identified needs together with the best practice review – the team will designate potential solutions for each freight need demonstrated or projected in Task 3. Solutions will be categorized by anticipated cost, payoff and which performance areas they include. Projects prioritized in the MTP may provide input to this process, which may yield further insight into their priority and specification, however new solutions that can be implemented at the local or state levels may be identified. The universe of solutions will include supply (capacity, design, and geometry) opportunities as well as demand (land use management, business operations, and carrier logistics) improvements that can have practical benefit to the region’s freight competitiveness under changing market conditions.

The solutions development process will identify strategic locations to support or expand future freight-dependent economic, environmental, and community activities, ensuring the JFA team’s recommendations are grounded in the region's current freight network, economic trends, and labor force and address existing or potentially inefficient locations or conflicts.

Task 4.3: Relating Freight Solutions

The team will hold the second public meeting at the second outreach milestone described in Task 1. The central focus will be on potential freight solutions and improvements in the area. The meeting will include presentations of key solutions and improvements considered in the plan, the problems or performance areas they address and examples of where/how they have worked elsewhere. The facilitated discussion portion of the meeting will enable participants to ask questions about the solutions presented, offer refinement, present new ideas or raise concerns about feasibility or implementation. The input from the second public meeting will be documented and carried forward for the final phase of the study.

Deliverables

Task 4.2 Deliverable Solutions Memorandum and Public Meeting

A technical memorandum will include a one-page summary profile of the most significant available solutions or potential actions that could arise from the study and the problems they solve. The solutions measures will be designed to be responsive to specific needs and presented in a way that can be easily understood as a basis for public and stakeholder dialogue on the findings. The one pager will be followed by a solutions report that gives

additional detail about the specifications, implementation requirements and performance expectations for each potential solution identified. There will be an interactive power-point presentation made for the public meeting and available for the SEMPO website.

Task 5 Constraints and Opportunities

5.1 Funding Assessment

Identifying available funding for freight solutions will occur by updating the available revenues developed during the MTP update to reflect programs and funding levels available through the BIL and identifying potential funding sources available through the BIL discretionary programs.

Starting with MTP Estimates - The current MTP process is understood to provide a thorough review of federal and state revenue and programs available to the SEMPO through the FAST Act and BIL. The JFA approach calls for working from the projections in the MTP as a starting point for funding freight improvements.

Identifying BIL Opportunities – The team will assess which improvement opportunities/solutions can best meet the criteria to rate favorably with specific BIL discretionary programs based on their benefits for specific evaluation criteria used by FHWA, MARAD and FRA for awarding funds. Specific programs will be recommended for improvements likely to qualify.

Private Investment – In some cases a private firm or public-private-partnership investor may have an interest in locating a facility or service in the region that will enhance freight performance in ways that complement public-sector assets and services. Working from the best-practice assessment and experiences observed in other peer regions, the JFA team will explore these opportunities and potential pathways to implementation.

5.2 Cost Assessment for Solutions

The JFA approach to developing cost estimates will be straightforward and efficient to maximize efforts already accomplished within the MTP. It is understood that the current study's main focus is on changing freight conditions and performance requirements and solutions more so than on creating a detailed work program. For this reason, the cost assessment will be a planning -level estimate sufficient to assess the overall cost range for each solution in relation to its likely payoff to support recommended priority items. Further engineering level cost and benefit analysis can be later undertaken in programming and subsequent project development.

5.3 Developing the Final Recommendations

Developing final recommendations is a stakeholder-driven process that prioritizes projects to improve industrial areas and elevate actions that can enhance freight performance with a feasible pathway for funding. The final recommendations/findings of the study will present the performance needs, benefits, costs, funding availability, and consistency with wider MTP performance measures as the basis for recommended actions. Each recommended action will be given with its implementing agent, potential funding source, and specifications for achieving the intended performance outcome. In addition to projects and policies, the recommendations will identify short-term development initiatives to advance economic prosperity and long-term goals, such as land assemblage opportunities. The JFA team will develop strategies to enhance truck parking and staging through development initiatives and cooperative agreements with local businesses. Developing final recommendations is a synthesis process that weights and presents (1) the documented business or economic need or problem/problem set that each solutions addresses, (2) the key specifications of what the solution entails, (3) expected outcomes based on experience elsewhere, (4) the likely cost range of implementing the solution and (5) potential funding sources.

Recommendations will be ordered and presented based on the overall magnitude of their expected payoffs for the region, the urgency of problems they address and the financial and technical feasibility of implementation. It is expected that solutions will fall into three general categories:

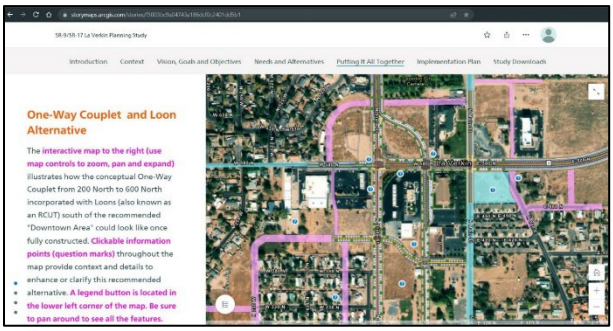
(1) Priority Solutions: Recommended implementation with a clear path to success in the near term.
(2) Aspirational Solutions: Recommended for implementation either when certain thresholds are met (of volume, growth, or cost) and when funding and other resources are available; and
(3) Illustrative Solutions: Not recommended for near term implementation but documented for further consideration if/when conditions change.

The final recommendations report will be presented in a final public engagement in late summer of 2026, providing the public and stakeholders with an opportunity to ask questions and comment on the findings before the report is completed.

Deliverables

Task 5 Final Recommendations Report
Final Public Meeting

Task 6 Final Report and Documentation – Freight, Goods, and Services Plan



For effective implementation, the final delivery will be a visually rich and engaging plan. Utilizing a "create once, use many" approach, it will be available in print, PDF, and as a media-rich online storybook. This online version will include web-based summaries and short info sheets tailored for specific audiences.

Key aspects of the plan will be published to ArcGIS Online using its "storytelling" features to create an interactive experience. This will allow stakeholders and the public to explore the plan's components, including proposed solutions, through a combination of narrative, graphic visualizations, and mapping. This approach has been successfully implemented on other projects, such as the SR 9 Corridor plan in Utah.

Deliverables

Task 6 Final Report
Task 6 Data and Documentation Package (all data, files and sources used in the study)

Project Management

The JFA Team prides itself in it's unique approach to project management. Typically built into our technical approach, please find a detailed description of our project management approach in Task 1 of the Technical Approach. Below is a brief summary of the items discussed in that section.

Project Management and Coordination

The JFA Team will manage the project using a rigorous methodology based on the Project Management Institute's (PMI) standards. Following the project start, JFA will facilitate a kickoff meeting with SEMPO staff to collaborate on and finalize a proposed work plan.

Project Management Plan (PMP)

At the outset, JFA will deliver a Project Management Plan (PMP) to ensure the project remains on schedule and on budget while keeping SEMPO staff and stakeholders informed. The PMP will detail the following components:

- Project Team Organization
- Scope of Services, Schedule, and Key Deliverables
- Communications Protocol and Cost Control Plan
- Invoicing and Progress Reporting Procedures
- Quality Control (QC) Plan
- Client Coordination

Project Schedule

The Regional Freight Plan is proposed as a 9-month effort. The JFA team will refine the initial project schedule, which includes specific steps for efficient review and resource use, during the development of the PMP with input from SEMPO staff.

Quality Assurance/Quality Control (QA/QC) Program

JFA's QA/QC process begins with a "prewrite" meeting for each task. In this meeting, key analysts, project managers, and quality advisors develop an annotated outline for the deliverable, providing guidance and direction from the start. A Quality Scoring Sheet is used for review by the QA/QC Advisor and the client to identify concerns and ensure all deliverables align with the study's vision and goals.

Project Meetings

All identified project meetings will be detailed in the PMP. In addition, JFA will establish a cadence of regularly recurring meetings with SEMPO project management to ensure effective communication, provide status updates, and allow SEMPO staff to provide input throughout the planning process.

Outreach Efforts and Plan (SPOP)

A Stakeholder and Public Outreach Plan (SPOP) will be developed concurrently with the PMP. This plan will present:

- A schedule of outreach activities, driven by key project milestones.

- A roster of Freight Advisory Committee (FAC) participants and the focus of FAC meetings.
- A list of targeted interviewees for private sector input.
- Details on proposed public forums.
- An overview of communication tools, such as the project website and social media.

Outreach Techniques

To understand freight's impact on all stakeholders, JFA proposes a flexible, hybrid (virtual and in-person) engagement approach. Key components include:

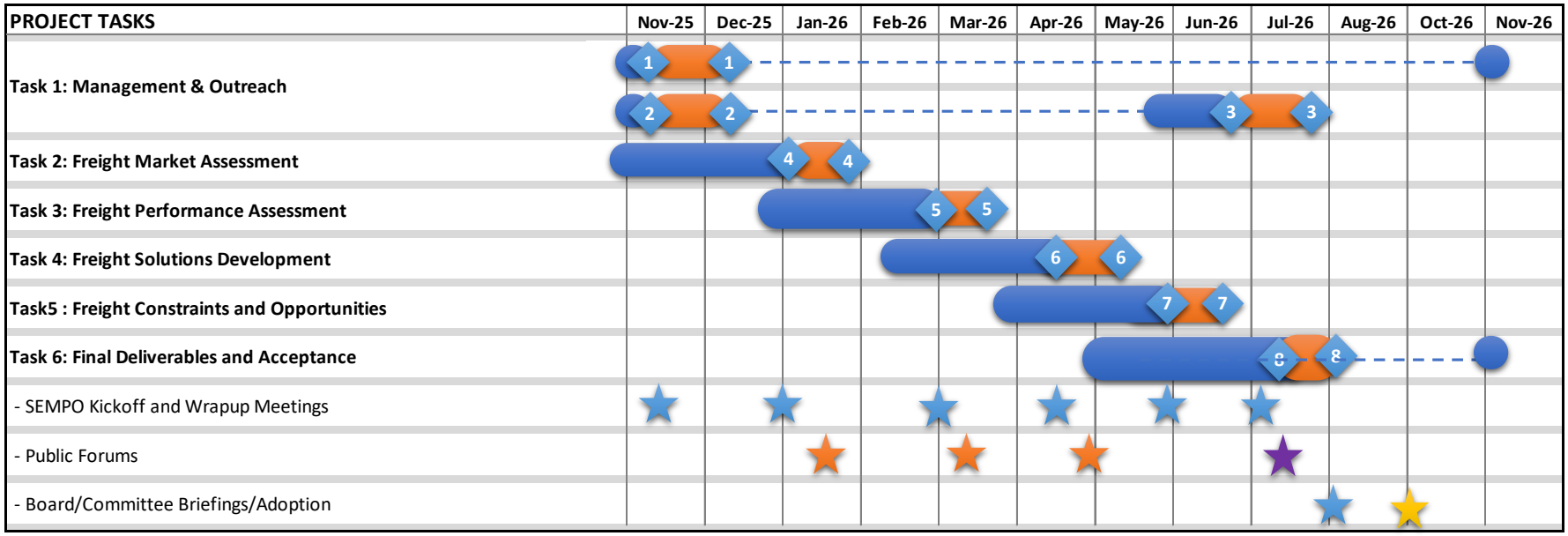
- **Freight Advisory Committee (FAC):** The FAC will meet at key project milestones to provide input.
- **SEMPO Advisory Committee Meetings:** The JFA team will present findings to these committees for review and approval before public meetings.
- **Public Meetings:** Three hybrid public meetings will be held to present initial findings, validate assessment results, and validate final recommendations.
- **Project Website:** A mobile-friendly website will provide information, materials, and opportunities for asynchronous input (e.g., surveys, interactive maps).
- **Stakeholder Interviews:** Up to ten targeted interviews, site visits, or roundtables will be conducted with private freight providers, industrial operators, and other key community members.
- **Documentation:** All engagement activities and input will be summarized for the final report.

Project Coordination

JFA recognizes other ongoing planning activities at state and regional (RPC) levels. The JFA team will coordinate with SEMPO and DOT staff to outline how this project aligns with other freight-related studies and projects, including those provided in the RFQ.

Schedule

The following schedule identifies proposed milestones and completion dates to deliver the study in the first 9 months of a one year period of performance given a November 1, 2025 Notice to Proceed. The schedule allows a flexible three month review and adoption period after submittal of the plan. Should JFA be selected, our team would work closely with SEMPO staff to review and adjust this schedule according to the needs of the MPO as part of the development of the Project Management Plan.



- Steering/Freight Advisory Committee Meetings
- Public Forums
- Final Presentation to Public for Input
- Adoption by Board/Committee
- Ongoing Tasks

1. Project Management Plan
2. Stakeholder Engagement and Public Outreach Plan
3. Summary of Public Involvement Activities
4. Technical Memorandum on Freight Markets
5. Technical Memorandum on Freight Performance & Needs
6. Technical Memorandum on Solutions & Improvements
7. Technical Memorandum on Constraints, Opportunities & Recommendations
8. Final Study Document

- Denotes Active Task Period
- Denotes Review & Comment Period

Project Budget

The following proposed budget is in accordance with the designated $90,000 SEMPO has available for the completion of this study. It includes the proposed rates of key staff and allotted hours per task for each staff member. In addition, we have included a line item for direct costs anticipated to be accrued during the project for travel and any other needs that occur. We are happy to offer these services for the project at at total of $89,549.

SEMPO Regional Freight Study
Proposed Hours and Budget

	Jack Faucett Analytics									GFT					
	Vincent Matheney	Chandler Duncan	Mike Lawrence	Tony Furst	Gabrielle Westcott	Alden Copley	Rob Schiffer	Prasanna Humagain	Stephanie Cupp	Cheryl Ball	Barbara Frost	Greg Kelahan	Deanne Rickabaugh		
	Project Manager	Deputy Project Manager	Project Principal	QA/QC	Senior Consultant	Senior Consultant	Senior Analyst	Senior Freight Analyst	Motor Carrier Specialist	Stakeholder Engagement Lead	Senior Freight Planner	Project Engineer	Senor Freight Planner	**Hours by Task**	**Cost by Task**
Loaded Rate	$120	$196	$199	$204	$144	$120	$252	$132	$119	$204	$276	$170	$159		
Task 1: Management and Outreach	40	10	2		8	8				12				**80**	**$ 11,714**
Task 2: Freight Market Assessment	4	12		4			8	40	24				20	**112**	**$ 16,978**
Task 3: Freight Needs and Performance Assessment	8	2		4	4	12	4	20	24	10	8		16	**112**	**$ 17,472**
Task 4: Solutions Development	8	2		4						16	8	40	16	**94**	**$ 16,964**
Task 5: Constraints and Opportunities	8	2		4						8	4		16	**42**	**$ 7,445**
Task 6: Final Production and Approvals	16	4		4				40		8			16	**88**	**$ 12,975**
Total Labor for All Tasks	84	32	2	20	12	20	12	100	48	54	20	40	84	**528**	***$ 83,549***
													Direct Costs (Travel, Printing, etc.)	**$ 6,000**	
													Grand Total, w/Direct Costs	**$ 89,549**	

1 Appendix - Resumes

Vincent Matheney

Project Manager

p | 330.983.3030 e | vincent@jfaucett.com

SPECIALTIES

- Project Management
- Project Administration
- GIS Data Collection
- GIS Data Analysis
- Data Visualization
- Graphic Design
- Web Development
- ArcGIS/QGIS

PROJECT EXPERIENCE

- 30+ years, GIS, Transportation Planning
- US Air Force (4 yr)
- ms consultants, inc. (20 yr)
- Wilbur Smith Associates (now CDM Smith) (4 yr)
- Metro Analytics (5 yr)

EDUCATION & TRAINING

- USAF Technical School, Engineering Assistant Training, Honor Graduate, 1992
- University of Akron, 1991-1992, 2000-2004
- University of Utah, 2004
- Southern New Hampshire University, 2025-present

Vincent Matheney is a distinguished transportation planning leader with a 30-year career defined by the rare integration of high-level project management and deep, hands-on technical expertise. As a proven leader at Jack Faucett Analytics (JFA) and formerly Metro Analytics, he has successfully steered complex, multi-jurisdictional studies from conception to completion. He currently serves as Project Manager for the Lower Savannah COG 2050 Long Range Transportation Plan and Deputy Project Manager for the Des Moines Area MPO Economic Impact Study. Past studies completed at Metro Analytics as a Project Manager include the ARTS Regional Freight Plan (2024), TMACOG Regional Freight Plan (2025), Stonecrest Freight Cluster Plan (2024), and DARTS 2050 MTP (2024).

This strategic leadership is built upon a robust foundation of expert-level GIS analysis (ArcGIS, QGIS) and sophisticated data collection methodologies. Beginning his career as a USAF Engineering Assistant, Mr. Matheney cultivated a granular understanding of infrastructure planning that informs his leadership to this day. His impact extends across dozens of major transportation studies—including regional freight plans, NEPA compliance, and economic analyses—where he not only directs project outcomes but actively contributes to the intricate data analysis, technical writing, and critical public involvement campaigns that ensure their success.

Project Experience

Augusta Regional Transportation Study (ARTS) Regional Freight Plan Update – While at Metro Analytics, Mr. Matheney served as the project manager for the recently updated the regional freight plan for ARTS which is a multi-state MPO near Augusta, GA and Aiken, SC. This plan will reestablish the MPO's current and future freight planning efforts. The plan will propose implementable solutions to help freight mobility, workforce access, and provide a sustainable work program for the ARTS region. Mr. Matheney led the direction of the study and ensured coordination with the clients in both Georgia and South Carolina was clear and transparent.

Toledo Metropolitan Area Council of Governments (TMACOG) Regional Freight Plan – While at Metro Analytics, Mr. Matheney served as the project manager for the TMACOG Regional Freight Plan and was tasked with developing a unified strategy to enhance the region's complex multimodal freight system. The core challenge involved navigating and aligning the diverse priorities of numerous public and private stakeholders, including government agencies, MPOs, and private freight operators. Mr. Matheney led the project's development and direction, guiding the team through all seven major tasks, from initial public engagement and data-heavy network profiling to a comprehensive needs and SWOT analysis. This leadership resulted in the successful and on-time delivery of the first TMACOG Regional Freight Plan, a comprehensive strategic plan that provided actionable policy and project recommendations to guide future regional investments, enhance freight efficiency, and support long-term economic development for the Toledo Region.

Northern Central Alabama Inland Port Feasibility Study, North Alabama Regional Council of Governments (NARCOG) – While at Metro Analytics, Vincent prepared a review and analysis of potential inland port locations throughout Northern Alabama including detailed analysis of sites related to freight mobility. He collected appropriate GIS data from various local, state, and federal agencies used to develop project level GIS and thematic mapping.

Vincent Matheney

Project Manager

Dougherty Area Regional Transportation Study (DARTS) Freight Profile, *Dougherty Area Regional Transportation Study (DARTS) and City of Albany, GA* – While at Metro Analytics, Vincent served as the Deputy Project Manager, helping develop a freight profile for this MPO near Albany, GA. This plan was instrumental in establishing the MPO's current and future freight planning efforts. The plan inventoried and identified key problems in the regional freight network and proposed immediate implementable solutions to help freight traffic throughout the region. Mr. Matheney was a vital part of the Metro Analytics team that developed the DARTS Freight Profile in Georgia. Mr. Matheney helped author the document and developed the thematic mapping included in the report. In addition, he collected and managed appropriate GIS data from various local, state, and federal agencies used to develop a project level GIS during development of the plan including GDOT and the MPO.

NCHRP 20-125: Strategies for Incorporating Resilience into Transportation Networks, *National Academy of the Sciences, Transportation Research Board* – While at Metro Analytics, Mr. Matheney assisted in developing new tools for applying DOT and MPO network models to (1) pinpoint vulnerable links and facilities on multi-modal transportation networks (2) identify the populations of households and businesses most vulnerable to network disruptions from both a social equity and overall economic perspective and (3) test and evaluate multi-modal resilience scenarios. Mr. Matheney help author multiple sections of this toolset and provided graphical illustrations, GIS mapping, and formatting to support the development of this report and analysis within.

Metro South Community Improvement District (MSCID) Freight Cluster Plan, *Metro South Community Improvement District (MSCID) and ARC* – While at Metro Analytics, Mr. Matheney assisted in the completion of a freight cluster study in the Atlanta, GA region for ARC. This study was developed to guide current and future freight planning efforts in the MSCID and the Atlanta region. The plan inventoried and identified problems at key locations and intersections throughout the MSCID and proposed and short-term and long-term solutions to help freight mobility in and around the MSCID. Mr. Matheney was part of the Metro Analytics team that developed the plan. He was a key author of the plan and developed much of the thematic mapping included in the report. He managed and collected appropriate GIS data from various local, state, and federal agencies used to develop a project level GIS during development of the plan and created thematic mapping to support the report. In addition, Mr. Matheney performed various analysis to support the development of the report, including the prioritization of short and long-term project recommendations.

Erie Regional Planning Commission Freight Profile, *Erie Regional Planning Commission (ERPC) and Ohio Department of Transportation (ODOT)* – While at Metro Analytics, Mr. Matheney assisted in the development of a freight profile for this MPO in Erie County, Ohio. This plan is instrumental in establishing the MPO's current and future freight planning efforts. The plan inventoried and identified key problems in the regional freight network and proposed immediate implementable solutions to help freight traffic throughout the region. Mr. Matheney was a vital part of the Metro Analytics team that developed the ERPC Freight Profile in Ohio. Mr. Matheney was one of the primary authors for the document and developed the thematic mapping included in the report. In addition, he collected and managed appropriate GIS data from various local, state, and federal agencies used to develop a project level GIS during development of the plan including ODOT and the MPO.

Montgomery MPO Regional Freight Plan, *Montgomery MPO, AL* – This plan is instrumental in guiding the MPO's current and future freight planning efforts. The plan inventoried and identified key problems in the regional freight network and proposed immediate implementable solutions to help freight traffic throughout the region. Mr. Matheney was a vital part of the Metro Analytics team that developed the Montgomery MPO Regional Freight Plan in Alabama. Mr. Matheney was one of the primary authors for the document and developed the thematic mapping included in the report. He collected appropriate GIS data from various local, state, and federal agencies used to develop a project level GIS during development of the plan.

Chandler Duncan

Deputy Project Manager

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SPECIALTIES

- MPO and DOT Long Range Planning/Investment Alternatives
- Economic Impact and Benefit-Cost Analysis
- TIP and STIP Multi-Criteria Evaluation

EDUCATION & TRAINING

- M.B.A. University of Minnesota, 2004
- M.R.P University of North Carolina, Chapel Hill, 1998
- B.A. North Carolina State University, Raleigh, NC 1995

PUBLICATIONS

- NCHRP 08-124: Quantifying the Impacts of Corridor Management (2022 Pending)
- NCHRP 20-44(22): Implementing Right-Sizing Solutions (2022 Pending)
- NCHRP 917: Right-Sizing Transportation Solutions (2019)
- NCHRP 510: Allocating Resources Between Programs of work in DOTs (Synthesis) (2015)
- APTA: Economic Implications of Failure to Preserve Transit Conditions
- APTA: Role of Transit in High Value Business Clusters (2016)
- APTA: Economic Impact of Public Transportation (2015)
- ASCE: Economic Impact of "Failure to Act" Report Card on Infrastructure Conditions & Performance nationally (2014 Edition)

PROFESSIONAL INVOLVEMENT

- Member – TRB Committee on Strategic Management

Professional Background

Chandler Duncan is a senior consultant with over 25 years of experience in freight transportation and economics. He has led investment analysis for freight plans in five states and completed more than 70 transportation economic studies ranging from local impact studies to investment packages for statewide long-range plans and multi-modal corridors. He has served in leading roles for more than a dozen nationally leading studies on quantifying the payoffs of freight infrastructure and service investments including nine best-practice guides for the National Cooperative Highway Research Program (NCHRP) as well as national studies for the American Public Transportation Association (APTA) and the American Society of Civil Engineers (ASCE).

Missouri STIP Economic Impact Moel

Chandler developed the first dynamic economic impact model used by the Missouri DOT to quantify the economic contribution of the state transportation improvement program (STIP) to earnings output, employment and GDP. The project entails identifying linkages between the highway, port, aviation, rail and other programs and market conditions throughout Missouri, showing effects on businesses and households. He has performed this model for MoDOT each year for 15 years, enabling MoDOT to use its TRACKER to identify trends in the overall payoffs from its investment mix.

Monroe County New York Multi-Modal Freight Initiative (MMFI)

Chandler is currently serving as the lead analyst for the Rochester/Monroe County, New York Multi-Modal Freight Multi-Modal Freight Initiative (MMFI). The study has entailed working directly with shippers and carriers to assess the needs of the Rochester business community, integrating the latest forecasts of trade and economic activity in and around the reason and developing scenarios representing different freight investment options. The study led to a freight-cluster/freight-village approach to planning for cargo-oriented development, leveraging key assets like the Eastman Business Park, ROC airport and the CSX Class I rail line to maximize the contribution of freight efficiency to the region's economy.

NCHRP 20-125: Incorporating Resilience into Transportation Networks

Chandler served as the principal investigator for an NCHRP project developing scenario planning and modeling tools for diagnosing multi-modal freight resilience needs and evaluating scenarios. The project has entailed a review of network disruptions, how they have been addressed in planning, programming, operations and after-action reviews. The project also entailed testing three different types of models (optimization, network accessibility and scenario framing/gaming approaches) for pinpointing and responding to multimodal freight resilience needs. In the project Chandler engaged with DOT's and MPOS and the latest freight resilience practices nationally.

NCHRP 08-124: Quantifying the Impacts of Corridor Management

Chandler was principal investigator for the guidebook to offer next-generation strategies for investing in multi-modal corridors. The guide addresses the process of forming durable corridor coalitions for both passenger and freight transportation, assessing corridor assets and liabilities and demonstrating the practical investment rationale and payoffs of corridor investment strategies.

Chandler Duncan

Deputy Project Manager

Kentucky Riverports Highway, Port and Rail Market Study

Chandler is currently wrapping up the most comprehensive study to date how truck rail and water commodity markets and system performance can respond to the economic restructuring of the Ohio River in Kentucky and surrounding states. The project has entailed (1) engaging freight stakeholders throughout Kentucky to (2) identifying needs and opportunities associated with economic shifts in multi-modal freight markets, (3) considering alternative forecasts for commodity flows as the economy transitions from coal to other commodities and (4) offering collaborative arrangements to govern economic prioritization of freight investments within the context of economic development.

Iowa Freight Routing – Right-Sizing Assessment

As part of the last update to the Iowa DOT statewide model (ITRAM), with funding from NCHRP – Chandler created a model to demonstrate how changing trade agreement resulting in a shift of grain movement from Asia to Latin America would affect commercial traffic levels on Iowa Highways, highway and bridge preservation needs, and corridor performance accessing marine, air cargo and rail facilities by highway. The study demonstrated how a change in grain sourcing between Asia and Latin America would place pressure on highway condition and performance through Iowa to the inter-modal centers in Chicago – while reducing longer-haul routes across North America to Seattle.

Institute for Trade and Transportation Studies Freight Economic Impact Tool

For the FHWA pooled-funds Institute for Trade and Transportation Studies (ITTS), Chandler is leading the development of a comprehensive freight economic impact model to (1) identify corridors with demonstrable benefits from multi-state corridor collaboration (2) evaluate the economic and performance implications of improvements to multi-modal freight performance in terms of jobs, GDP, and business sales and (3) readily visualize and communicate results to stakeholders.

MARAD – Impact of Panama Canal Expansion

In association with EDR Group, Chandler designed the methodology used by the US Maritime Administration (MARAD) for quantifying the market and economic impacts of the widening of the Panama Canal. The project entailed identifying key commodity markets in the US and their sensitivity to changes in the landed cost of goods based on savings from the use of post-Panamax vessels. The analysis entailed assessing shares of motor carrier and rail traffic in each economic region of the US that are associated with Panamax trade and likely responses in trade patterns, traffic levels and infrastructure investment requirements associated with the widening.

ASCE Failure to Act – Economic Impact of Unmet Transportation Investment Needs

In association with EDR Group, Chandler designed the methodology used by the American Society of Civil Engineers (ASCE) to demonstrate the effects of investment shortfalls in transportation on the US economy. For each area in the ASCE "report card", Chandler demonstrated the likely deficiencies in roadway, bridge, transit fleet, port, aviation and pipeline performance, the associated costs of those deficiencies and effects on the terms of trade for specific commodities traded in the US Economy. The result was a clear picture of the share of US GDP, business sales, jobs and household income that is currently forfeited due to infrastructure deficiency, and the potential economic value of future investment programs.

Michael F. Lawrence

Principal In Charge

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EXPERIENCE

- 43 Years of Experience

EDUCATION

- M.B.A., Finance / Applied Economics, University of California - Berkeley, 1975
- Bachelor of Arts, Economics, University of California - Berkeley, 1973

EMPLOYMENT

- JFA, Analyst, Project Director, VP, President, 1975 - Present
- Presidential Task Force on Automobile Goals Beyond 1980, Member, Marketing and Mobility Panel, 1975 - 1976
- U.S. Army, Commissioned Officer, 1966 - 1969

TRB PROFESSIONAL ACTIVITIES

- Former Co-Chair, Economic Development & Land Use Committee
- Member, Energy, & Disaster Planning & Business Continuity Committees.
- Active Friend, TRB Economics, Freight & Logistics Planning; Air Quality; & Congestion Pricing Committees.

Professional Background

Mr. Lawrence, the President of JFA, is the Program Manager (PM). Mr. Lawrence will hold ultimate technical and fiduciary control of all project deliverables, delegating day-to-day project management to the proposed Task Order Manager. Mr. Lawrence has managed assignments like the proposed effort covering public policy development and review of freight transportation data and highway safety analysis in all modes.

As Project Manager for current and previous DOT contracts, Mr. Lawrence has been personally involved in the planning, analysis, and preparation of deliverables on over 60 work assignments directly related to freight transportation data, modeling, and policy. His studies for the US and State DOTs have included CDL license requirements, impacts of Hours of Service, truck stop intercept surveys, surveys of Motor Carriers, the impact of alternative fuels on the HTF, fuel tax evasion, contributions to TS&W, and Highway Productivity studies. He extended the ITIC model for VDOT to evaluate both mode shift and route choice when truck tolls are placed on selected highways. He was Co-PI on two recent NCFRP projects dealing with freight transportation data. He developed and taught economic analysis workshops at a dozen State DOT and FHWA Resource Centers, where DOT, MPO, and Transit planning and engineering staff learned how to apply economic analysis to safety and operations projects.

Relevant Project Experience

NCFRP-Report 22, CO-PI for Freight Cost Data Needs. The project evaluated the operations costs of freight modes and the needs of state and MPO planners. Classified freight cost data and matched it with planning requirements.

NCFRP Report 40, CO-PI for Development of a New Class of Mode Shift Models. Working with RPI, evaluated existing freight mode choice models, and conducted case studies of policy-related mode choice initiatives, including specific dry bulk storage facilities. The project collected raw data from the CFS files to estimate a new class of mode choice models.

Hours of Service Regulatory Support. Developed estimates of the benefits of various hours of service restrictions on truck drivers for FMCSA/ICF.

CDL Evaluation. Supported FMCSA in assembling and managing a regulatory negotiation on improving and enforcing commercial driver's licenses. Developed position papers, data, and facilitated panel meetings. Prepared reports on the project findings and agreements.

I-81 Freight Investment Study. As part of a Tier I EIS for VDOT, he led a study of potential impacts and benefits of freight-related projects on I-81, including dedicated truck lanes, truck climbing lanes, redesigned interchanges, and other freight-related improvements.

FHWA Policy Symposiums 2018-2019. Directing the planning and development of two FHWA Policy symposiums to focus on future policy directions of the Office of Policy.

Missouri Highway Cost Allocation Study. Evaluated the equity of the Missouri DOT revenues and expenditures between highway modes and recommended modifications for MDOT.

Michael F. Lawrence

Principal In Charge

Impact of Urban Highway Investment on Property Values. Developed data for housing value and characteristics pre- and post-major urban highway construction in four major US cities using Census data back to 1940. Developed an extensive GIS database of economic and demographic variables spatially related to the property/land value data from the 1940 Census and contemporary appraiser data. Completed the project with an ESRI ***StoryMap*** to tell the research story through visualizations. Developed estimates of the impact of land value change on generational wealth impacts by ethnicity.

FHWA Safety, Development of a Benefit-Cost Analysis Guide and Model. Developed a benefit-cost analysis guide and Excel tool (Safety BCA) to conduct BCA of any of over 800 safety countermeasures contained in the Countermeasure Clearinghouse. Guide & Tool conform to BCA theory and OST Guidance.

FRA Disparity Study. Conducted the first nationwide disparity for DOT, including the review and contact with FRA grantees from 2010-2017, to trace the organizations that spent over ninety percent of the grant funds. Conducted a survey of 215,000 firms nationwide, with support from NORC, to identify the frequency of discrimination in contracting.

Peer Review of FHWA VMT Forecasting Models. Reviewed the data, procedures, estimation process, and results of the three FHWA VMT forecasting models. An assembled expert panel of academic, industry, and government experts to oversee progress and assess the results f the peer review.

FHWA Operations, Developed Versions 2.0, 3.0, and 4.0 of the TOPS-BC Model. Modified, updated, and expanded TOPS to include new strategies, Freight TSMO strategies, and added SHRP2 reliability calculations for all appropriate strategies. The tool covers some 24 TSMO strategies. **FHWA Benefit-Cost Methodology Development & Analysis of Highway Safety Data System Investments at State DOTs.** Developed a groundbreaking methodology and guidebook to assist State DOT safety planners in quantifying the benefits and costs of investing in safety data systems for FHWA.

Benefit-Cost Analysis of Congestion Pricing for Managed Lanes. Developed a BCA tool for the evaluation of congestion pricing options on managed lanes for FHWA and the Managed Lanes Pooled Fund Study.

Macroeconomic Analysis of Climate Change Policies. Developed direct costs of some 25 CC policies in Southern California and used the Remi PI+ and Transearch models to estimate employment, value-added, and regional product impacts on the region and the state.

Transportation Policy and Climate Change. Developed transportation policies, related impacts, and costs for some 20 state Climate Change Action Plans (CCAP), usually for the Governor's Office.

Investment Adequacy Chapter of the Virginia Long Range Transportation Plan Vtrans2035. Developed methodology, selected and ran models, conducted modal interviews, and prepared the report chapter that related alternative funding choices, including P3s, to the performance of the Virginia transportation system by mode up to 2035.

Highway Infrastructure and Productivity. For FHWA he quantified the effects of net highway infrastructure investments on private productivity in specific industries. Facilitated peer exchange through a survey of industry officials designed to identify the importance of reduced delivery times and improvements in the reliability of delivery on specific parts of their operations. Conducted cost function regression analysis of 226 manufacturing industries. Authored findings report and conduct a summary presentation.

Highway Trust Fund Disbursements. Directed a significant study of the HTF apportionment formulas. Responsible for studying the legislative history and evaluating the intent of Congress concerning Highway Trust Fund disbursements, the development of alternative formulas, and the formula development rationale, and the testing of alternative formulas. Prepared technical and non-technical reports for Congress and staff for the Office of Policy, Federal Highway Administration

FHWA Innovative Finance Guidebooks. Directing the development of a series of guidebooks for use by transportation planners on topics including innovative finance, public-private partnerships, and value-for-money analysis for FHWA.

Financial Advisor for TIFIA Loan and Other Projects - US DOT TIFIA JPO. Mr. Lawrence directed JFA staff to serve as financial advisors for several existing and proposed toll roads seeking TIFIA loan funding. Projects included Capital Beltway Express Lanes, Warwick Intermodal Center, South Bay Expressway, Alamo RMA 281, Ohio River Bridges, and the NTTA SR 121 transactions. JFA supplied due diligence review for TIFIA loans totaling over $4 billion, including a critical review of the private partner's traffic & revenue forecasts.

Directed Evaluation of Public-Private Partnerships. Mr. Lawrence supported the FHWA OIPD in their evaluation of P3 market processes and tools for domestic and international transportation P3.

Pipeline Risk Assurance. Supported PHMSA in a series of pipeline regulatory evaluations, including industry profiles, cost evaluation, impact analysis, and benefit-cost analysis.

Highway Construction Emissions. For a team headed by ICF International and including JFA, Mr. Lawrence managed the JFA Team's task, which entailed working with Oman Systems to identify highway construction project combinations to later quantify the greenhouse gas emissions associated with them.

Tornqvist Index of Multifactor Productivity in Pipeline Transportation. Developed data series and the methodology for calculating pipeline industry MFP for the Bureau of Transportation Statistics (BTS). Data and annual estimates of MFP were developed. Developed quantity and value data for gross industry output and the inputs of labor, capital, land, and intermediate outputs. Special pipeline-specific measures of land and energy inputs were developed. Estimated MFP using both the standard growth accounting method and a method based on the Tornqvist formula.

Adjusting Uniform Act Benefit Payment Ceilings Using Price Indexes. Examined the procedures and implications of linking payments made to displaced businesses and residents under the Uniform Act (42 U.S.C. § 4601, et. seq.) to an index for FHWA. Examined federal agencies that currently operate programs with monetary payments or benefits with ceilings adjusted through annual price indexes. Collected available price indexes and evaluated each for applicability. Indexes evaluated included the Consumer Price Indexes (CPI), the Producer Price Indexes (PPI), the Gross Domestic Product (GDP) deflators, and the Engineering News-Record (ENR) Construction Cost Indexes.

Cost of Living Adjustment (COLA) Index Development – Directed a project that conducted surveys of living costs, analyzed survey results, computed living-cost indices, and prepared reports describing the survey process, calculations, and results for the Office of Personnel Management (OPM).

Tony Furst

Innovation Consultant/Project Advisor

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SPECIALTIES

- Strategic direction
- Stakeholder engagement
- Public/private solutions
- Program/policy development
- Risk-based, system-level decision making.

PROJECT EXPERIENCE

- Total Years: 40+
- UD DOT: 20
- US Navy / Coast Guard: 21
- Metro Analytics: 2

EDUCATION & TRAINING

- MBA - University of Washington, 1996
- B.S. – Marine Biology, Florida State University, 1983

RECOGNITIONS, ACHIEVEMENTS

- Presidential Meritorious Executive Award – 2015
- USCG Meritorious Service Medal - 2000
- Top Secret Security Clearance

Professional Background

Tony recently retired from the Federal Highway Administration (FHWA) where he served in many executive roles. Most recently, he was FHWA's Chief Innovation Officer. Prior to that, he served six months as the interim Executive Director. Earlier roles included Associate Administrator in the Office of Safety and Director of Freight Operations and Management. Prior to his career with FHWA, Tony served in the U.S. Coast Guard's Marine Safety Program finishing his USCG career as the Branch Chief for the Commercial Vessel Inspection Program.

Chief Innovation Officer, FHWA (2016 – 2020): Led the expansion of FHWA's Office of Innovative Program Delivery to identify and deploy innovative technologies and practices to State and local practitioners. Responsible for direction and success of programs and activities that identified and accelerated the introduction of innovative technologies and practices in local and tribal technical assistance programs. Oversaw annual budget of $50M for research, education, and training.

Acting Executive Director, FHWA (10/2015 – 3/2016): In concert with the FHWA Administrator (CEO), established the strategic direction and priorities for the Agency and then ensured those priorities were executed. Oversaw the implementation of the $40B annual Federal-aid highway program through a national workforce of 2,900 with Offices in each of the 50 States.

Associate Administrator Office of Safety (2011 – 2015): Directed a $2.4B national program to reduce roadway fatalities and serious injuries. Activities included initiating and overseeing research to develop roadway safety countermeasures, setting national policy, drafting proposed legislative text, and developing programmatic guidance and regulations that affect funding allocation and investment decisions. Reshaped agency roadway safety policy, program direction and regulations to implement a major legislative shift to national, system level performance measures for roadway safety. Coordinated transportation system safety policies and regulations with all US DOT Agencies.

Director Office of Freight Management and Operations (2003 – 2011): Built the institutional and analytic capacity to advocate for and support the prioritization of goods movement on the US transportation network. Solidified the Freight Analysis Framework (FAF) as the definitive source of freight flows on the transportation network. Established the capacity to measure travel time reliability on the Interstate System for goods movement through negotiation and collaborative engagement with the trucking industry enabling the utilization of their onboard GPS devices.

Other Career Achievements:

- Standardized operational efficiencies for Maritime Administration's Ready Reserve Fleet.
- Coordinated private sector input to improve intermodal shipping container security protocols in the aftermath of 9/11.
- Recruited to lead Maritime Infrastructure Security for Transportation Security Administration (TSA) when TSA was first established.
- US Coast Guard, Chief of the Commercial Vessel Inspection Program

Tony Furst

Innovation Consultant/Project Advisor

Initial TIGER grants: When Congress funded the first TIGER grant program at $1.5B in 2009, the Department of Transportation had to create a process for evaluating what was anticipated to be a large volume of applications for grant funds. Included in the program's RFP were requirements for the proposals to contain technical details, a proposed project's environmental review status, and economic benefit information. The challenge was harnessing the capacity within the Department to conduct the assessment of the proposals across that range of requirements. The Department had a broad and rich technical capacity that grew smaller at the environmental review level and smaller still at the economic benefit level.

While on rotation from the Federal Highway Administration (FHWA) to the Office of Secretary as the Acting Assistant Secretary for Transportation Policy, Tony developed a cascading review process that most effectively utilized the skill sets of Department. Multimodal teams were created that conducted initial reviews of all projects at the technical level. Projects that cleared the technical review were advanced to a smaller set of teams that reviewed and assessed the projects for their environmental review readiness. Projects that cleared the environmental review advanced to the economic benefit stage. Projects that cleared economic benefit review comprised the final set of projects that advanced to Secretarial review. This cascading process enabled the Dept to focus its resources in the most efficient manner. Tony led technical review teams and participated in the Secretarial review in the first two rounds of TIGER grants.

Legislative Implementation Plans. After the passage of major transportation bills, the U.S. Department of Transportation (DOT) and each of its Agencies (e.g., FHWA, FTA, NHTSA) develops a legislative implementation plan (LIP) to map out agency and departmental responsibilities and timelines, and to ensure internal coordination of functions. As a member of the Federal Highway Administration's (FHWA) senior executive leadership team Tony was actively engaged in reviewing and assessing major transportation bills (SAFETEA-LU (2005), MAP-21 (2012) and the FAST Act (2015)) to develop and coordinate input into FHWA's and the Department's LIP. He can bring that insight and analysis to the recently passed IIJA.

Accelerated Market Readiness. The Federal Highway Administration's (FHWA) Everyday Counts program is very successful at identifying and introducing proven, market-ready, yet underutilized innovative technologies and practices to state, local and tribal transportation agencies. The challenge was ensuring a steady pipeline of innovations that progressed from conception, through research and trials, to a market ready state. Developing a reliable mechanism that afforded an opportunity for innovations to transition through the critical stage from research through field/operational testing to market ready was the obstacle to overcome.

Tony led FHWA's Office of Innovative Program Delivery through the creation of the *Accelerated Market Readiness* (AMR) Program that provides that bridge. To ensure an innovation had reached a stage where it was ready for operational testing, Tony's Office adopted technology readiness levels (TRL) spearheaded by NASA and U.S. DoD to objectively determine where on the continuum from conception to market ready an innovation was. A state transportation agency would prototype the innovation on a project of their choosing and AMR would fund just the application of the innovation as part of the overall project cost and fund the assessment of the innovation's performance. AASHTO agreed to post the performance assessment on their Product Evaluation List (APEL) website to broadly disseminate the results.

Highway Construction Workforce Partnership. In 2015, during the annual meeting of AASHTO, AGC, & ARTBA, the three organizations articulated and quantified the significant difficulties AGC & ARTBA members were having finding, placing and retaining skilled trade positions on highway construction jobs. The challenge was systemic throughout the industry and was affecting highway construction project delivery.

Tony conceived of a partnership with the U.S. Department of Labor (DoL) to connect the demand on the transportation side with the supply capacity of DoL's multiple training and education programs and substantial state and local network. Tony led FHWA's Office of Innovative Program Delivery engagement with AASHTO, AGC & ARTBA and DoL to create the Highway Construction Workforce Pilot (HCWP) that prototyped the establishment of working relationships between the highway construction industry and DoL's network of Workforce Development Boards and Job Centers in six cities and six states. The pilot lasted two years resulting in the HCWP Playbook that is a guide on how to develop and nurture the relationships needed to connect the supply to the demand and the pilot transitioned to the Highway Construction Workforce Partnership.

Robert G. Schiffer, AICP

Travel Demand Modeling

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Mr. Schiffer is a proven leader in the transportation planning community, and he serves as Metro Analytics' national practice leader for travel demand modeling. He has held leadership roles and service positions for the Transportation Research Board (TRB), the Institute of Transportation Engineers (ITE), and the American Planning Association (APA). His experience encompasses transportation planning studies in 28 states and commonwealths for national, statewide, regional, municipal, subarea, and private sector clients. He has worked on 33 MPO long-range transportation plans, 32 subarea transportation plans, more than 50 travel demand model updates, and numerous studies of travel patterns and behaviors.

SPECIALTIES

- Project Management
- Multi-modal travel demand
- Long-range transportation plans
- Travel behavior and origin-destination travel surveys
- Site impact traffic studies

PROJECT EXPERIENCE

- 39 years, transportation planning and travel demand modeling/forecasting
- project manager/director
- staff mentor/supervisor
- marketing leader

EDUCATION & TRAINING

- M.S., Urban and Regional Planning, Transportation Specialization Florida State University, 1984
- B.A., Geography and Urban Studies, Memphis State University, 1982 (now University of Memphis)

RECOGNITIONS, ACHIEVEMENTS

- Panelist, NCHRP 08-173: Impacts of E-Commerce on Travel and Land Use
- 2021 APA Grant Recipient on Accuracy of Model Forecasts
- TRB AEP15-Transportation Planning Analysis and Application Committee
- TRB AEP50(3)-Statewide Travel Models Subcommittee
- Technical Chair, 2018 TRB Tools of the Trade Conference
- Conference Chair, 2011 TRB Transportation Planning Applications Conference
- Technical Chair, 2009 TRB Transportation Planning Applications Conference

CERTIFICATIONS

- American Institute of Certified Planners, Since 1987, #040968

Project Management

FHWA Traveler Behavior and Census Transportation Planning Products (CTPP) Technical and Administrative Support – Project Manager on FHWA task order providing technical assistance and administrative support for the CTPP program to the FHWA Office of Planning. Tasks include project administration; developing data tabulations and profiles; delivering technical assistance on traveler behavior datasets; providing administrative support for the CTPP program in the FHWA Office of Planning; and producing a triennial newsletter on CTPP issues for distribution to MPOs, State DOTs, FHWA offices and others.

Huntsville MPO Regional Commuter Study, Huntsville, AL – Consultant Project Manager for an MPO study focused on identifying regional commuting patterns in northern Alabama and southern Tennessee, using big data for origin-destination (O/D) analyses with a special emphasis on 40,000 employees of the Redstone Arsenal. The Arsenal is a garrison for the US Army Materiel Command, Army's Aviation and Missile Command, the Missile Defense Agency of the Department of Defense, and NASA's Marshall Space Flight Center. Analysis has included commute patterns for different time periods, truck origins and destinations, and a pre- and post-COVID 19 assessment of trip making and temporal distribution patterns.

Iowa Statewide Planning Model Update, Iowa Statewide – Project Manager on an update of the Iowa Statewide Travel Model, known as iTRAM. The first phase of this project was leading an assessment of the model's strengths, weaknesses, opportunities, and threats (SWOT). Mr. Schiffer led a SWOT workshop with representatives from the Iowa Department of Transportation. He subsequently used the SWOT assessment to scope out, recommend, budget, and schedule all components of the model for updating. He led the addition of a new truck model, implemented NHTS trip production rates and auto occupancy factors, refined the destination choice model, validated a new base year model, and prepared 2050 forecasts.

Freight Studies

Albany Regional Freight Profile, Albany, GA – Supported a study to develop a freight profile for the Albany MPO, officially designated as the Dougherty Area Regional Transportation Study. Mr. Schiffer led analysis of truck travel patterns using the Georgia Statewide Model, DARTS MPO model, Census Transportation Planning Products, Freight Analysis Framework, and the Regional Integrated Transportation Information System and its Trip Analytics tool. He also authored much of the study documentation and presented study materials to the MPO's Freight Advisory Committee.

Metro-South CID Freight Cluster Study, Suburban Atlanta, GA – Supported a study to develop a freight plan for a Community Improvement District southeast of Atlanta, near the I-285 and I-675 interchange. He assessed alternate methods for obtaining truck origin-destination (O/D) flows; designed a zone system for data summary; analyzed resulting O/D matrices from ATRI (American Transportation Research Institute); summarized findings; and led desire line mapping of truck flows.

Erie Regional Planning Commission Regional Freight Profile, Sandusky, OH – Supported developing a freight profile for the Erie Regional Planning Commission. Mr. Schiffer led analysis of truck travel patterns using the ERPC MPO model and the Freight Analysis Framework; authored portions of study documentation; and coordinated report production.

I-75 Commercial Vehicle Lanes (CVL) Impact Study, McDonough, GA – Subconsultant leading all travel demand modeling on a study of planned truck only lanes on I-75 south of Atlanta. Mr. Schiffer generated a new Cube application based on the Atlanta Regional Commission (ARC) model. His set of 40 Cube application steps are focused solely on vehicle components of the model, including 4 truck purposes and 3 external passenger trip purposes. This model version uses a set of 2050 external trip adjustment factors to match 2048 traffic estimates from a previous GDOT CVL study.

North Alabama Regional Council of Governments Inland Port Study, Decatur, AL – Conducted origin-destination analysis using big data to summarize heavy-duty and medium-duty truck travel flows between seven counties and several municipalities in northern Alabama.

Kentucky Riverports, Highway & Rail Freight Analysis Study, Kentucky Statewide – As part of an inland ports study, Mr. Schiffer is supporting an update of the Kentucky Statewide Model truck component using proprietary data from IHS Markit on the movement of freight across the state.

Travel Demand Modeling and Travel Behavior Analysis

Travel Demand Model Calibration/Validation, St. Cloud, MN – Subconsultant Project Manager on implementing an update of the St. Cloud travel demand forecasting model. This project builds on a previous model improvement project led by Mr. Schiffer focused on a new model structure, assumptions, and file formats. The model update involves implementing previous improvements into a new base year travel demand model through use of a recently completed household travel survey and best practices for model calibration and validation.

Montgomery 2022-2027 Transit Development Plan Update, Montgomery, AL – Subconsultant Project Manager on an update to the M-Transit TDP. His efforts on this project are focused on implementing a transit onboard survey, along with summarizing demographic data and relevant metrics from the region's travel demand model that he recently updated for the Montgomery MPO. For the onboard survey, he developed a sampling plan, provided input on the survey instrument, conducted field observations, and summarized survey findings.

Illinois Statewide Travel Demand Model/REMI Integration and Application Study – Provided support in summarizing and analyzing a series of network metrics for multiple scenarios using the Illinois Statewide Model. These model scenarios are now being integrated with REMI (Regional Economic Models, Inc.).

Travel Demand Model Improvements, St. Cloud, MN – Project Manager on an update of the St. Cloud travel demand forecasting model. Tasks included updating traffic analysis zones; external trips; highway networks; trip generation, distribution, and assignment; post-processing; and model validation. External trips were revised to reflect big data on O/D patterns. The trip generation model was modified from an ITE vehicle trip approach to person trips from NHTS 2017, with the addition of new socioeconomic attributes and a new auto occupancy step. A time-of-day model was also developed.

Long-Range Transportation Planning

Montgomery MPO 2045 LRTP, Montgomery-Prattville, AL – Mr. Schiffer served as subconsultant on the Montgomery MPO's 2045 Long-Range Transportation Plan Update. His responsibilities include leading model development and validation of a Cube Voyager transportation planning model, applying the model for future conditions, recommending needed future transportation projects and evaluating project performance for prioritization.

A. Gabrielle Westcott, PhD

Qualitative Research Co-Lead

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SPECIALTIES

- Historical Equity
- Historical Analysis & Research
- Archival Processing & Arrangement
- Digital Exhibits
- Teaching and Course Design
- Project Management
- Technical Writing

EXPERIENCE

- Ph.D. Candidate in History at the University of Connecticut
- Graduate Fellow for the Primus Project, Trinity College, Hartford, CT
- Instructor of Record, University of Connecticut
- Content Creation and Management Specialist, Archives & Special Collections, UConn Library
- Young Member, TRB Transportation History Subcommittee

EDUCATION

- Ph.D., History, University of Connecticut, 2024
- M.A., History, University of Connecticut, 2015
- B.A., History with honors, Whitman College, Walla Walla, WA, 2012

AWARDS & RECOGNITION

- Graduate Student Teaching Excellence Award, University of Connecticut, 2021
- Graduate School Doctoral Dissertation Fellowship, University of Connecticut, 2020
- Moody Research Grant, The LBJ Foundation, 2019
- Andrew W. Pyper Scholarship, University of Connecticut, 2016

A. Gabrielle Westcott (she/her) is a published historian specializing in applied U.S. history focusing on the drivers of policy decisions and outcomes. She is currently the Co-Director of the Historical Equity Action Lens (HEAL) initiative, which harnesses archival research, oral history, historical trauma diagnosis, and participatory engagement to enhance the process of defining and evaluating transportation needs, priorities, and investment principles. She was a central architect of the HEAL methodology while at Metro Analytics (MA), and is thrilled to bring the initiative to Jack Faucett Analytics. Prior to joining JFA, Dr. Westcott served as project coordinator and qualitative research lead on a number of studies undertaken by MA. In addition to leading the implementation of evidence-based, qualitative methods for NCHRP 08-150 on equity in active transportation safety, Dr. Westcott was a co-editor of the educational playbook for NCHRP 08-124: Quantifying the Impacts of Corridor Management and served as the production coordinator for NCHRP 20-125: Incorporating Resilience into Transportation Networks. She has practical experience in evidence-based techniques of historical research and analysis, archival records management, and the digital presentation of historical materials. Dr. Westcott has designed and taught history courses at the college level on the role race, class, and gender have played in shaping how U.S. laws, policies, and institutions have developed over time.

Project Experience:

Lower Savannah Council of Governments (LSCOG) 2050 Long Range Transportation Plan (LRTP) (2025-2026): Jack Faucett Analytics (JFA), in association with Metro Analytics (MA), is the prime consultant for Lower Savannah Council of Governments (LSCOG) 2050 Long Range Transportation Plan Update (LRTP). To enhance the community engagement process, JFA and MA implemented the Historical Equity Action Lens (HEAL) initiative, a historical and ethnographic evidence-based technique for identifying overlooked needs in traditional performance-based planning contexts. Under the direction of Dr. Westcott, the HEAL team researched the historical development of the area and conducted oral history and ethnographic interviews with community members. Their findings highlighted local communities' lived experience of the transportation system in the past and their transportation needs in the present, and was integrated into the baseline conditions report. Dr. Westcott is also serving as the project coordinator.

NCHRP 08-150: Tools to Integrate Equity into Active Transportation and Safety Investments (2024-2025; canceled by the National Academies in 2025): Metro Analytics led an NCHRP effort to identify previously overlooked drivers of risk and safety countermeasures for active transportation affecting disadvantaged populations. The research involved rigorous qualitative analysis of both (1) how agencies understand risks and countermeasures (including institutional bias from quantitative data and reporting) and (2) how the intended beneficiaries of active transportation safety initiatives view their needs and effectiveness. The research was one of the first NCHRP studies to use formal historical and anthropological qualitative techniques to evaluate pre-existing quantitative research on active transportation and safety and address research gaps using qualitative field-based approaches. In addition to serving as the project coordinator, Dr. Westcott co-led the effort to integrate qualitative methods from the disciplines of history and anthropology into the identification and assessment of traditionally underserved communities' active transportation and safety needs.

A. Gabrielle Westcott, PhD

Qualitative Research Co-Lead

Albany-Dougherty County Resiliency Plan (2023-2024): Dr. Westcott served as the project coordinator for the resiliency plan and co-directed the HEAL team's efforts. In the summer of 2024, the HEAL team engaged in archival and ethnographic research in Albany, GA to illustrate pertinent historical and sociocultural considerations for the Albany-Dougherty County Resiliency Plan and Resiliency Playbook. After developing a foundational historical understanding of the region's experience with extreme weather events, the HEAL team initiated a series of engagement activities, including interviews, a photovoice exercise, and a ride-along with a city commissioner for a ward in East Albany. These efforts allowed community members to directly indicate the elements of disaster recovery they continued to grapple with, discuss the ways they have adapted and responded in their own neighborhoods, and share their concerns and expectations around future responses. The HEAL process allowed for the integration of community experiences into the plan, highlighted community-based definitions of disruptions, and informed the plan's communication and outreach strategy.

Valdosta-Lowndes County Long Range Transportation Plan Update (2023-2025): In service of developing an updated LRTP for the Valdosta-Lowndes County MPO, Metro Analytics piloted the implementation of the Historical Equity Action Lens (HEAL) initiative. Under the leadership of Dr. Westcott, the HEAL team conducted a wide range of primary and secondary source research, capture, and synthesis, culminating in a historical equity assessment of the transportation system in Valdosta-Lowndes County region that enhanced community engagement efforts and supplemented the existing conditions and prioritization components of the LRTP report. In addition to co-directing the HEAL effort, Dr. Westcott conducted research in local archives, conducted a walk-through and informal oral history of important spaces in Valdosta's historically Black neighborhood of Southside, recorded ten oral history interviews with community members, and co-led a public forum in the Southside neighborhood involving approximately twenty community participants. The HEAL findings were incorporated into the Existing Conditions Report of the LRTP, offering guidance on project prioritization and guiding the development of new projects in the Southside neighborhood.

Rochester/Monroe County, NY Multi-Modal Freight Initiative (2023-2024): Since the decline of Eastman Kodak, Monroe County, New York has been experiencing significant economic restructuring. The local economy struggles to make the best and highest use of legacy assets in the post-Kodak era – including Eastman Business Park (the former Kotak site), under-utilized rail and highway infrastructure, a highly technical workforce and unique assets suited to Koak's film and chemical manufacturing mission. A key challenge facing Monroe County has been identifying a recovery and resiliency strategy to leverage these assets in the new economic reality of a post-Kodak world. With Dr. Westcott serving as the project coordinator, Metro Analytics identified new strategies focusing on freight and logistical advantages. Through analysis of key industry sectors and occupations together with a "deep-dive" ethnographic fieldwork process in Rochester, Metro Analytics offered an innovative freight-oriented business-cluster approach to economic recovery. The plan is now being considered for funding under the Bipartisan Infrastructure Law's RAISE program.

Historical Equity Action Lens (HEAL) R&D Initiative in Raleigh, NC (2023): The Historical Equity Action Lens (HEAL) is a service line initially developed by Metro Analytics and currently offered by Jack Faucett Analytics that entails the use of historical and anthropological methods to better understand the historical and current conditions that define the experiences of users. As the HEAL Program Co-Director, Dr. Westcott led a team of historians and anthropologists in researching the impacts of past transportation decisions on historically disadvantaged communities in Raleigh, NC as part of an internally funded case study. These findings are intended to assist present-day decision-makers in deepening their understanding of historical inequities and past impacts so that present and future choices can more effectively redress and avoid prior issues.

Kentucky Riverports, Highway, and Rail Freight Study: Dr. Westcott conducted a historical review of changes in the use of the Ohio River through the economic transition from the coal economy as part of a project for the Kentucky Transportation Cabinet.

NCHRP 08-124, Quantifying the Impacts of Corridor Management: Dr. Westcott was a co-editor of the educational playbook for NCHRP 08-124: Quantifying the Impacts of Corridor Management.

NCHRP 20-125, Strategies for Incorporating Resilience into Transportation Networks: Dr. Westcott served as the project coordinator for NCHRP 20-125, coordinating meetings and communication among the project team, ensuring the timely production of deliverables, and overseeing the production of the final playbook.

Alden Copley

Qualitative Research Co-Lead

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EXPERIENCE

- HEAL Program Co-Director, Jack Faucett Analytics
- HEAL Program Co-Director, Metro Analytics
- Head of Research, J. Max Bond Center for Urban Futures, New York, NY
- Director of Special Projects, Field Form, New York, NY
- Design Consultant, Urban Conga, New York, NY
- Urban Anthropology Researcher, Motet, New York, NY
- Design Consultant, Freecell, New York, NY
- Assistant Curator, Trienal de Arquitectura de Lisboa, Lisbon, PT
- Project Manager, NYCxDESIGN, New York, NY
- 2022 MAS Livable Neighborhoods Program Fellow, New York, NY

EDUCATION

- The City College of New York
  New York, NY
  MUP, Master of Urban Planning
  August 2020 – May 2021
- Suffolk University Boston, MA & Studio Arts Center International
  Florence, Italy
  BFA, Graphic Design
  September 2011 – May 2014

LEADERSHIP & RECOGNITION

- Oslo Architecture Triennale Oslo, Norway
  Reparative Air Rights (for J. Max Bond Center) featured on Neighborhood Index
- *Reparative Air Rights* presented to Cornell AAP by J.Max Bond Center Director, Shawn Rickenbacker

Alden Copley (he/him) is an accomplished urban planner based in Brooklyn, NY. He currently holds the position of HEAL Program Co-Director with Jack Faucett Analytics, Senior Researcher at the J. Max Bond Center for Urban Futures, Project Lead at Field Form, and acts as consultant for a range of firms across disciplines. In his role at the Bond Center, Alden has led a Comprehensive Planning initiative for the Ako Adjei Park redevelopment, is leading the development team of a holistic analysis tool for zoning allowances on behalf of Manhattan CB10 and NYC Department of City Planning and is a founding member of the Central Harlem Community Land Trust, which is currently overseeing the transfer of 25 tenant managed, city owned buildings into CLT management. He leads the pursuit of quantitative and qualitative research on Center projects located around the world, with many of them using building and community preservation as a primary priority. He has a master's degree in urban planning from The City College of New York and a bachelor's degree in graphic design. Additionally, Alden is a member of the Columbia GSAPP AFFIRMATIONS 23-24 Cohort, helping to shape the curriculum and public programming of GSAPP for the current year. He is a Municipal Arts Society Livable Neighborhoods Fellow, and his work has been shared and published in the Oslo Architecture Triennale, University of Chicago and Cornell AAP.

Selected Project Experience:

Lower Savannah Council of Governments (LSCOG) 2050 Long Range Transportation Plan (LRTP) (2025-2026): Jack Faucett Analytics (JFA), in association with Metro Analytics (MA), is the prime consultant for Lower Savannah Council of Governments (LSCOG) 2050 Long Range Transportation Plan Update (LRTP). To enhance the community engagement process, JFA and MA implemented the Historical Equity Action Lens (HEAL) initiative, a historical and ethnographic evidence-based technique for identifying overlooked needs in traditional performance-based planning contexts. Under the direction of Alden Copley, the HEAL team researched the historical development of the area and conducted oral history and ethnographic interviews with community members. Their findings highlighted local communities' lived experience of the transportation system in the past and their transportation needs in the present, and was integrated into the baseline conditions report.

NCHRP 08-150: Tools to Integrate Equity into Active Transportation and Safety Investments (2024-2025; canceled by the National Academies in 2025): Metro Analytics led an NCHRP effort to identify previously overlooked drivers of risk and safety countermeasures for active transportation affecting disadvantaged populations. The research involved rigorous qualitative analysis of both (1) how agencies understand risks and countermeasures (including institutional bias from quantitative data and reporting) and (2) how the intended beneficiaries of active transportation safety initiatives view their needs and effectiveness. The research was one of the first NCHRP studies to use formal historical and anthropological qualitative techniques to evaluate pre-existing quantitative research on active transportation and safety and address research gaps using qualitative field-based approaches. In addition to serving as the project coordinator, Alden co-led the effort to integrate qualitative methods from the disciplines of history and anthropology into the identification and assessment of traditionally underserved communities' active transportation and safety needs.

Alden Copley

Qualitative Research Co-Lead

Albany-Dougherty County Resiliency Plan (2023-2024): While at Metro Analytics, Alden co-directed the HEAL team's contribution to the Albany-Dougherty County Resiliency Plan. The HEAL team conducted a series of engagement activities, including interviews, a photovoice exercise, and a ride-along with a city commissioner for a ward in East Albany. These efforts allowed community members to directly indicate the elements of disaster recovery they continued to grapple with, discuss the ways they have adapted and responded in their own neighborhoods, and share their concerns and expectations around future responses. The HEAL process allowed for the integration of community experiences into the plan, highlighted community-based definitions of disruptions, and informed the plan's communication and outreach strategy.

Valdosta-Lowndes County Long Range Transportation Plan Update (2023-2025): In service of developing an updated LRTP for the Valdosta-Lowndes County MPO, Metro Analytics piloted the implementation of the Historical Equity Action Lens (HEAL) initiative, a historical and ethnographic evidence-based technique for identifying overlooked needs in traditional performance-based planning contexts. Under the leadership of Alden, the HEAL team conducted a wide range of primary and secondary source research, capture, and synthesis, culminating in a historical equity assessment of the transportation system in Valdosta-Lowndes County region that enhanced community engagement efforts and supplemented the existing conditions and prioritization components of the LRTP report. In addition to co-directing the HEAL effort, Alden co-led a public forum in the Southside neighborhood involving approximately twenty community participants. The HEAL findings were incorporated into the Existing Conditions Report of the LRTP, offering guidance on project prioritization and guiding the development of new projects in the Southside neighborhood.

Prasanna Humagain, PhD

Modeling and Forecasting Support

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SPECIALTIES

- Travel Behavior and Travel Demand Modeling
- Economic Impact and Benefit-Cost Analysis
- Statistic, econometric and big data analysis

EDUCATION & TRAINING

- PhD, Utah State University, 2022
- MSc Transportation Engineering, Tribhuvan University, 2017
- B.E. Tribhuvan University, 2014

PUBLICATIONS

- *https://scholar.google.com/citations?user=N38M9l4AAAAJ&hl=ennationally (2014 Edition)*

PROFESSIONAL INVOLVEMENT

Member – ASCE, ITE

Professional Background

Dr. Prasanna Humagain is a senior researcher with over 6 years of experience in travel behavior, transportation planning and travel demand modeling. He has worked as a lead analyst in more than $1Million of funded projects from the state DOTs (UDOT, INDOT), United States Department of Transportation (USDOT), Department of Energy (DOE), and National Science Foundation (NSF). He has published eight peer reviewed articles (gaining 150+ citations) and more than 15 conference presentations and serves as a peer reviewer in top tier transportation and tourism journals including Transportation Research Part A, Transportation Research Part D, Transportation Research Part F, Travel Behavior and Society, Journal of Destination Management and Marketing.

USDOT: Multi-modal, multi-corridor freight planning for agricultural and containerized good movement

Dr. Humagain served as a lead analyst in the USDOT project of developing a base travel demand model for freight movement across the northern plains from Chicago to Seattle. He created trip generation and trip attraction models for the region using publicly available data sources such as FAF5, CBP, BLS, and USDA data for agricultural goods. He also developed a baseline routable network combining data from various other sources in TransCAD for calculating commodities flow across the eight states.

UT-20.17: Utilizing archived traffic signal performance measures for pedestrian planning and analysis

Dr. Humagain worked as a analyst for the Utah Department of Transportation (UDOT) project focused on utilizing the data available from the Automatic Traffic Signal Performance Measures (ATSPM) to measure the pedestrian activity demand at signalized intersections in Utah. By collecting data from over 1500 signalized intersections for over a year, the study was able to develop suitable models to estimate pedestrian activity at an intersection. Dr. Humagain published a paper describing how the novel data source can be used to calculate the hourly, daily, and monthly expansion factor.

INDOT SPR 4706: Electric Vehicles: public perceptions, expectations, and willingness-to-pay across highway user groups (vehicle classes)

Dr. Humagain led the design of a stated preference survey to collect perceptions about electric vehicles in Indiana to understand users and non-users' perspective on the existing electric vehicle infrastructure. He also prepared a discrete choice experiment to understand the willingness to pay for different charging infrastructure (level 2 vs DCFC vs dynamic wireless charging).

Matthew Preisler

Air Cargo Advisor

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SPECIALTIES

- Air cargo planning and analysis
- Statewide and regional system plans
- Economic impact studies
- Demand / capacity analysis

EDUCATION & TRAINING

- Master of Business Administration, University of South Florida, 1996
- Bachelor of Science, Aviation Management, Florida Institute of Technology, 1993

EXPERIENCE, CERTIFICATIONS

- FAA Commercial Pilot
- DHL Worldwide Express, capacity analyst managing U.S. West Coast air network.

PUBLICATIONS

- ACRP Report 47 Guidebook for Developing and Leasing Airport Property

PRESENTATIONS

- "Airport Leasing and Development Strategies," Virginia Airport Operators Conference
- "Airport Land and Revenue Development Strategies," FAA Eastern Region Conference
- "Latin American Trade and Transportation - Air Cargo Demands," International Air Cargo Conference, Biloxi, MS
- "Tools for Freight and Economic Development – Air Cargo," NASTO Conference, Washington DC
- "Tying Freight to Economic Development" FHWA Talking Freight Series

Aviation Planning

Matt has over 20 years of airline (DHL Worldwide Express) and airport consulting experience with a focus on statewide air cargo development plans, airport system plans, air cargo system plans, multimodal transportation plans (aviation lead), and aviation economic impact studies. He also has extensive experience with master planning and demand/capacity forecasting. He has served as forecast lead for numerous master plan, aviation system plan, cargo, and Part 150 forecasts. In addition to his international and domestic airport clients, he has worked for 14 State DOTs, several multi-jurisdictional/multi-state planning organizations and MPOs, the FHWA, TRB, and ACRP.

Air Cargo Development Experience:

- Tuscaloosa Regional Airport (AL)
- Baton Rouge Metropolitan Airport (LA)
- Great Falls International Airport (MT)
- Charleston International Airport (SC)
- Fort Wayne International Airport (IN)
- Orlando International Airport (FL)
- Florida Statewide Air Cargo System Plan

State/Regional Intermodal Project Experience:

- Central Florida Regional Freight Study (MetroPlan), Air Cargo Lead
- 2040 Southeast Florida Regional Freight Plan, Air Cargo Lead
- Ohio FUTURES Statewide Transportation Plan, Aviation Lead
- Columbus Consolidated Government LRTP, Air Cargo Lead
- Louisiana Statewide Aviation System Plan, Air Cargo Lead
- Minnesota Moves Transportation Vision Plan, Aviation Lead
- Missouri Statewide Freight Study, Air Cargo Lead
- New Mexico Statewide Intermodal System Analysis, Air Cargo Lead
- Pennsylvania Airport System Plan, Air Cargo Lead

Statewide Aviation System Plans

- Ohio, Rhode Island, Nebraska, South Carolina, Arizona
- Florida, Pennsylvania, Louisiana, New Mexico
- Florida Air Cargo System Plan

Airport Planning/Development Experience

- Chicago O'Hare International Airport (IL) – Planning & Forecasting
- Port Authority of New York and New Jersey (NY/NJ) - Forecasting
- Daniel K. Inouye International Airport (HI) – Airside Planning
- Charlotte International Airport (NC) – Airside Planning
- Baltimore-Washington International Airport (MD) – Airside Planning
- Mexico City Texcoco Airport (Mexico) – Airside Planning
- Akwa Ibom International Airport (Nigeria) – Planning & Forecasting
- Nashville International Airport (TN) – Master Plan
- Huntington Tri-State Airport (WV) – Master Plan
- Fort Wayne International Airport (IN) – Master Plan

Airport Economic Impact Experience

- T.F. Green International Airport (RI), Myrtle Beach International Airport (SC), Chicago Executive Airport (IL), Texas Statewide Economic Impact of Aviation

Matthew Preisler

Air Cargo Advisor

Ohio Airport System Plan Update, Project Manager - The Ohio Airport System Plan Update (OASP) will provide the Ohio Department of Transportation (ODOT) and the Federal Aviation Administration (FAA) a solid and logical methodology for prioritizing and funding airport development using new web-based technology, methodology, and analysis. The OASP divides the State into Regions and quantifies airport capacity within each Region, identifies current and projected deficiencies, and will recommend the necessary investments. In coordination with ODOT, Matthew is leading the coordination of funding and compliance efforts with the FAA, the development of the study structure, implementations of web-based data analytics, and outreach to the State's airports and aviation community.

2040 Southeast Florida Regional Freight Plan – Acted as the aviation lead for this multi-modal goods movement study. An overview of air cargo activity was provided for the region's three commercial service airports (Miami International, Fort Lauderdale-Hollywood International, and Palm Beach International), as well supporting general aviation airports. Specific interest was paid to each airport's access infrastructure needs by highlighting specific projects required to more efficiently move freight on- and off-airport. On-airport facilities, activity levels, service providers, and markets were detailed, coupled with a comprehensive analysis of the commodities transported (by type, volume, and value). A summary of the total economic impact of air cargo activity in the region was also provided.

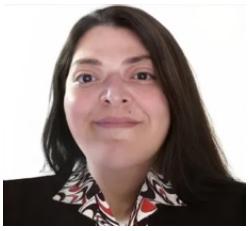
Central Florida Regional Freight Study, Air Cargo Profile and Forecast – MetroPlan Orlando - The air cargo element of the Central Florida Regional Freight and Goods Movement Study catalogued existing regional air cargo infrastructure, operations, carriers, markets, and shippers to form a baseline from which an air cargo activity forecast was conducted. Profiles and forecasts were provided for Orlando International, Orlando Sanford International, Melbourne International, and Daytona Beach International Airports. Particular interest was paid to the market split (international/domestic, and integrated express/belly freight) to identify the differing drivers of future regional air cargo activity. In total, the Air Cargo Profile and Forecast provides an overview of current and projected air cargo activity through a detailed examination of the following:

- Overview of existing airport infrastructure, access, and service levels.
- Overview of air cargo service providers (carriers and forwarders).
- Identification of access, capacity, and operational issues.
- Baseline air cargo volume by airport, market, commodity type, and direction.
- Air cargo forecast by airport, market, commodity type, and direction.
- Market opportunity analysis.

Ohio DOT FUTURES Statewide Transportation Plan – The Modal Lead for Aviation in the statewide integrated transportation plan was tasked with developing metrics for identifying the key aviation assets within the State of Ohio for inclusion in the State's strategic transportation system plan. Numerous meetings and interviews with key aviation stakeholders in the State were conducted in order to gain insight into the factors effecting aviation demand, airport needs, funding, and service levels. Commercial passenger service, air cargo, and corporate aviation activity levels were all factored into the identification of strategic aviation assets. The approved metrics were then used to identify the State's primary airport system (commercial and general aviation). Close coordination with other Modal Leads was key to the combination of all identified transportation assets into a single, integrated strategic transportation system.

Port Authority of NY and NJ Airports, On-Call Forecasting - Provide for ongoing forecasting needs of the Port Authority of New York and New Jersey's (PANYNJ) three large hub metropolitan airports (JFK, LGA, and EWR) and reliever airport TEB. Conducted Part 150 NEM forecasts for all four airports as well as subsequent updates. Provided strategic 20-year forecasts for JFK, LGA, and EWR with detailed fleet mix and passenger data used for facility and terminal planning.

Florida Statewide Air Cargo System Plan – Developed air cargo forecast, capacity, and commodity flow analysis for the State. Responsible for forecasting express, freight and mail volume (inbound and outbound) for all of Florida's commercial service airports. Capacity analysis involved an inventory of Florida air cargo facilities and infrastructure at all airports, identification of specific capacity constraints and identification future capacity requirements based on forecasts. The analysis also Identified international air freight flows (import and export) through the Florida's airports on a commodity specific level (volume and value) in order to identify specific facility needs (customs, storage, cold chain, etc.).



Stephanie Cupp

National Expert Freight & Logistics

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EXPERIENCE

- 22 Years of Experience

SPECIALTIES

- Operations management
- Manpower utilization
- Staff supervision and leadership
- Transportation safety and performance metrics
- Delivery performance monitoring (KPI & metrics)
- Project coordination and cross-team communication
- Operational planning and execution
- Transportation safety protocols (industry-level)
- Supply chain strategy and optimization
- Stakeholder engagement and service excellence
- Experience working across public-private partnerships (P3s)

EDUCATION & TRAINING

- Mass Communications, Electronic Media--Radio and Television Production--Western Carolina University 1998-2003

EMPLOYMENT

- Operations Manager/Secretary, JFA
- Team Manager, Canadian American Transport
- Transportation Supervisor, Ruan Transportation
- Dispatcher, Piedmont Transport
- Senior Supervisor, City Operation, YRC Freight

Professional Background

Stephanie Cupp is a seasoned professional with more than two decades of experience in Logistics and Supply Chain operations for clients like Goodyear, Dollar General, Kroger, Phoenix Metals and Wal Mart. Stephanie spent 20 years of her career managing large-scale logistics and operational processes in both Union and non-Union environments with emphasis on Less-than-Truckload (LTL), Truckload, Intermodal and Contract carrier experience. Stephanie is familiar with current FMCSA, DOT, Haz-Mat and OSHA regulations for commercial drivers.

Team Manager, Canadian American Transport

- Directly supervised dedicated fleet for company's primary customer Goodyear
- Responsible for ensuring timely and smooth border crossings between the US and Canada
- Responsible for keeping empty miles to a minimum through route optimization and reducing deadhead by implementing a network of backhaul carriers as well as freight boards including DAT

Transportation Supervisor, Ruan Transportation

- Megasafe 7 certified trainer
- Responsible for planning, developing and implementing monthly driver safety meetings
- Directly supervised drivers, coordinated equipment and loads to maintain customer satisfaction while remaining focused on equipment utility and operational profitability with the help of WFM software such as TMW
- Maintained Haz-Mat and OSHA training certifications
- Responsible for keeping driver turn-over to a minimum where applicable

Dispatcher, Piedmont Transport

- Planned and dispatched daily fuel delivery loads utilizing internal workforce management (WFM) software
- Maintained inventory at managed store locations
- Communicated with customers and drivers daily
- Responsible for oversight of driver logs for any potential safety violations

Senior Supervisor—City Operations, YRC Freight/Yellow Transportation

- Implemented company programs daily to track incoming shipments and sort them to the proper route
- Working knowledge of the 'hub and spoke' design for moving freight throughout the system
- Responsible for daily manpower plan
- Interfaced daily with multiple departments including sales, office personnel, linehaul dispatch and other terminals
- Certified Smith System trainer; responsible for enforcing company safety protocols on the loading dock and on the yard

Project Oversight in High-Tempo Environments:
Ms. Cupp has overseen complex operational systems involving dynamic scheduling, KPI tracking, and workforce deployment. This experience directly supports structured interview protocols and outreach strategies, particularly for reaching trucking industry stakeholders under tight timeframes. Her educational background in Mass Communications gives her a unique perspective on how to most effectively communicate with both large and small groups.

Collaboration Across Modes & Agencies:
As a member of the JFA team, she contributes to multimodal freight planning and coordination efforts. Her involvement in freight studies, project logistics, and inter-agency collaboration supports the execution of field operations and data collection efforts. Thanks in part to her various positions throughout the industry, Stephanie has collaborated with individuals across multiple job classifications, from drivers to CEOs and is comfortable in both board rooms and on loading docks.

Cheryl Ball, IMPM, EIT, JD

MIDWEST FREIGHT PLANNING TEAM LEAD

YEARS OF EXPERIENCE:
37

EDUCATION:
B.S., Civil Engineering, Missouri University of Science and Technology, 1987

J.D., Saint Louis University School of Law, 1996

Cheryl Ball has 37 years of experience in transportation infrastructure and planning. Her 35-year career at MoDOT included the position of Waterways and Freight Administrator for the 12 years prior to her retirement in 2023. In that position, Cheryl provided multimodal freight expertise to MoDOT and represented MoDOT with federal agencies and other state DOTs for these issues. She led the development of two state freight plans and one state freight and rail plan that USDOT approved as federally compliant. Cheryl provided staff support for Governor Parson's Supply Chain Task Force. In her eight years as MoDOT's Assistant to the District Engineer for Southeast District, she led the planning, maintenance, and traffic divisions. At GFT, she is project manager for MoDOT's 2026 State Freight and Rail Plan project and its On-Call Rail Program.

MoDOT Experience

Waterways and Freight Administrator| Multimodal Operations Division, MoDOT

Cheryl developed a collaborative process for prioritization of maritime projects with public ports resulting in record general revenue funding for port infrastructure. Cheryl was the project manager for development of two state freight plans and one combined state freight and rail plan. Her oversight assured implementable plans aligned with MoDOT's Long Range Transportation Plan and the USDOT statutory and regulatory requirements. Cheryl analyzed bills and developed recommendations for Missouri statutes impacting freight and waterways. She was a member of MoDOT's Bipartisan Infrastructure Law review team analyzing the legislative impacts to Missouri transportation. She was the project manager for Governor Parson's Supply Chain Task Force developing recommendations in infrastructure and workforce development to mitigate supply chain disruptions for Missouri. Cheryl developed the Freight Enhancement Fund program to address non-highway critical freight infrastructure needs. Nationally, she held leadership roles with AASHTO and MTSNAC, represented MoDOT in federal freight discussions, and delivered presentations on freight topics across regional and national platforms.

Assistant to the District Engineer | Southeast District, MoDOT

As the first Assistant to the District Engineer in Southeast Missouri, Cheryl led the planning, maintenance, and traffic divisions. In that role, she was responsible for integrating statewide policies from numerous divisions into a comprehensive practice supporting customer service in the region. She led development of the district performance management measures used to inform resource allocation. Cheryl led the responses to customer service inquiries.

Long Range Planning Coordinator | Planning Division, MoDOT
Cheryl led implementation of the Long Range Transportation Plan including development of the funding distribution formula. Cheryl directed development of the award winning statewide planning framework integrating MPOs and RPCs into project prioriitzation and programming.

MPO Planning Liaison | MoDOT
Provided policy guidance to the Planning Business Unit on environmental justice, metropolitan planning organizations, and planning regulations.

GFT Experience

State Freight & Rail Plan | MoDOT
Cheryl is the project manager for MoDOT's 2026 State Freight & Rail Plan (SFRP), a multimodal initiative that included highway, rail, waterway, intermodal, and air cargo transportation. She is combining technical freight expertise with stakeholder engagement to guide the development of the plan, ensuring it reflected statewide priorities and industry input. The project includes development of performance management metrics for implementation of the strategies and goals of the SFRP.

I-70 Truck Parking OE | MoDOT
Cheryl is the project manager for MoDOT's truck parking expansion project on I-70. For this project, GFt is serving as the owner's representative to identify best practices, engage trucking industry stakeholders regarding amenities needed, and identify risks for completion of the parking.

Rail Section Program Management | MoDOT
Cheryl served as the project manager, providing oversight and coordination for a multimodal highway/rail safety improvement program. Her responsibilities included representing the program on locally led projects and working closely with local road authorities to ensure compliance with federal policies and MoDOT's Engineering Policy Guide, specifically Section 136. Cheryl's role involved facilitating communication between stakeholders, guiding project teams through regulatory requirements, and ensuring that safety and operational goals were met throughout the planning and implementation phases.

Texas Freight Resiliency Plan | TxDOT
Cheryl served as the project manager for the Texas Freight Resiliency Plan, developed for TxDOT. Building on the TxDOT Statewide Resiliency Analysis and Texas Delivers 2050, she oversaw the creation of a framework to evaluate the resilience of Texas'multimodal freight network. Cheryl coordinated with TxDOT divisions and freight modal stakeholders to identify specific challenges posed by extreme weather and other major freight disruptor events. This input was combined with data on network exposure and segment criticality to assess vulnerabilities and guide future investment strategies aimed at strengthening freight system resilience.

Barbara Frost, PE

MULTIMODAL PLANNER & NEPA

YEARS OF EXPERIENCE:
29

EDUCATION:
B.S., Civil Engineering, University of Missouri, Columbia, 1995

REGISTRATIONS:
Professional Engineer (Civil): MO, NE

As a multimodal transportation planning engineer, Barb has conducted master planning, qualitative and quantitative analyses for alternatives comparisons and concept development, feasibility studies, and a variety of freight-related economic/strategic planning efforts. She also brings comprehensive experience with transportation project prioritization and program management. In addition, Barb's extensive experience in preparing and obtaining approval of environmental clearance documents (CE,/CATEX, EA, EIS), for port (MARAD), railroad (FRA/USCG/USACE), highway (FHWA), and transit (FTA) projects enables her to guide clients through the environmental requirements and permitting processes with ease. Her project implementation experience includes client assistance with federal funding applications, including NEPA readiness. Barb is a trained facilitator with broad practical experience in the public and private sectors, including stakeholder engagement.

State Freight & Rail Plan | MoDOT
Barb was a Technical Advisore for the inland pubic ports components for MoDOT's State Freight & Rail Plan (SFRP), a multimodal initiative that included highway, rail, waterway, intermodal, and air cargo transportation. As the Midwest Inland Ports planning team lead, she offered her technical expertise to guide the public ports stakeholder engagement that contributed to statewide priorities through targeted industry input.

On-Call Planning and Analysis Consulting Services | St. Louis Regional Freightway, MO
As Project Manager for the Freightway since it's establishment nearly a decade ago, the primary deliverables from these efforts are: St. Louis Regional Needs Analysis and Freight Development Plan, Non-Interstate Truck Corridor Study, and the Highway-Railroad Grade Crossing Study. Barb is responsive to requests for transportation research, freight transportation planning, and infrastructure improvement recommendations, as well as data analysis related to key performance indicators and a regional freight scorecard by engaging subject matter experts within GFT's team of engineers, planners, and analysts as needed. She has led third-party grant application reviews for Freight Development Committee members such as TRRA and Monroe County Economic Development Council, and she has prepared grant applications for the Freightway.

Illinois International Port District: Feasibility Study for Expansion of Freight Rail Infrastructure | Chicago, IL
As Deputy Project Manager for this implementation plan, Barb played a key role in the assembly of a comprehensive feasibility study focused on expanding infrastructure in the southern portion of Lake Calumet within the Illinois International Port District (IIPD). She spearheaded the quality review and preparation of the final

deliverable so the contributions of the various subject matter experts were compiled as one voice for a cohesive document. Her responsibilities included guiding the process of evaluating opportunities for development around deep-draft Laker Class vessel waterways and Class I rail service to identify the infrastructure needs. Barb also offered her technical understanding of the enviornmental clearance and permitting requirements should be considered in the timeline for readiness to pursue federal funding opportunities. Her contributions supported the creation of development concepts for each of the IIPD's four Districts, identifying land use alternatives and strategies to enhance rail access and optimize site potential.

Jefferson County Port Feasibility Analysis and Master Plan | Jefferson County, MO
Barb served as Project Manager and Environmental Lead for the Herculaneum Repurposing and Jefferson County Ports Feasibility Analysis, a two-phase initiative exploring potential port development. In Phase I, she led market analysis, site assessments, and conceptual planning for the Herculaneum and Crystal City sites, including economic benefit evaluations. Phase II produced a Recommended Development Plan integrating multimodal infrastructure and inland transportation improvements. Barb's environmental leadership was pivotal in addressing legacy contamination at Herculaneum and guiding redevelopment feasibility. At Crystal City, she managed environmental challenges and led a Location Study formatted as a draft preliminary Environmental Assessment (EA), including federal Access Justification for a proposed interstate interchange. Her outreach efforts engaged local and regional stakeholders through both phases, including public open houses.

Comprehensive Market Study for Future Crystal City Port | Jefferson County, MO
Barb was the Project Manager for the Jefferson County Port Authority's comprehensive market study, that provided a detailed business model for a proposed Crystal City Port development. Initially potential Port users were identifed for outboard and or inbound shipments of commodities, products, and raw materials from 13 counties in Missouri surrounding Jefferson County and the relevant river basins. Then the business model components were outlined to serve the cargo markets and prospective port users for a proposed Crystal City facility. Barb is well acquainted with this market and was the project manager of the previous studies and master planning efforts that led the Jefferson County Port Authority to this point.

St. Louis Bi-State Regional Ports Improvement Project | St. Louis, MO
As Project Manager, Environmental Lead, and MARAD Liaison, Barb prepared the successfully awarded Better Utilizing Investments to Leverage Development (BUILD) Transportation Discretionary Grant for over $20 million to improve St. Louis regional port operations. Upon selection, Barb led the Environmental Assessment (EA) to obtain a Finding of No Significant Impact (FONSI) from USDOT Maritime Administration (MARAD). Her pre-obligation support continued as a primary point of contact to the lead agency, MARAD, for this bi-state endeavor with America's Central Port as the grantee in partnership with St. Louis Port Authority, and Southwest Regional Port District. Barb spearheaded the grant agreement approval process, and post-obligation, Barb continues to support the implementation of the project components engaging the team to obtain permitting.

Port Authority Feasibility and Implementation | St. Charles County, MO
Barb was the Project Manager and assisted St. Charles County in its decision to establish the St. Charles County Port Authority by providing legal/regulatory, planning, and engineering analysis. Barb worked closely with MoDOT's Freight & Waterways Administrator to draft a successful application that obtained approval from the Missouri Highways and Transportation Commission for the St. Charles County Port Authority to become a political subdivision of the state of Missouri. Subsequently, she contributed to the port authority's Strategic Plan, leading the Financial Plan and Potential Revenue Sources aspects.

Greg Kelahan, PE, IMPE

INLAND PORTS PROJECT MANAGER

YEARS OF EXPERIENCE:
26

EDUCATION:
B.S., Ocean Engineering, Florida Atlantic University, 2000

REGISTRATIONS:
Professional Engineer (Civil): FL

AFFILIATIONS:
Inland Maritime Port Executive (IMPE), International Association of Maritime & Port Executives (IAMPE)

Board of Directors, Inland Rivers Ports & Terminals (IRPT)

Member, World Association for Waterborne Transport Infrastructure (PIANC)

Greg has over 26 years of planning, engineering, and project management experience in both domestic and international civil/marine projects. His areas of specialization include market assessments, feasibility studies, master planning, conceptual facility layout development, site operations analysis, agency coordination, stakeholder involvement, and technical writing related to inland river ports, river terminals, and industrial sites. Additionally, he has significant multimodal transportation and bulk freight logistics experience, including rail operations analysis, freight studies, infrastructure prioritization studies, traffic operations and safety studies, traffic impact studies, roadway planning and preliminary design, traffic signal design, roadway drainage design, and GIS mapping/analysis.

Greg has been involved with the inland rivers freight transportation system in the Midwest for over 14 years. His dedication to the inland river port industry is demonstrated by his service on the Board of Directors of Inland Rivers Ports & Terminals (IRPT) since 2014 and his achievement of the Inland Maritime Port Executive (IMPE) certification from the International Association of Maritime & Port Executives (IAMPE) in 2019.

City of Danville Freight Study | Danville, IL
Greg was the project engineer for a freight study assessing the feasibility of freight-related development in the City of Danville. He analyzed existing and projected freight movements by truck and rail, using both data analysis and stakeholder outreach to assess regional logistics needs. The study concluded that a transload facility was viable, and Greg identified a suitable site for development. He then prepared a conceptual site plan for a truck-to-rail grain transload facility, including an opinion of probable construction cost to support future planning and investment decisions.

Port Market Study & Master Plan | Havana Regional Port District, IL
Greg served as the project engineer and technical lead for a market study assessing the demand for potential port development along the Illinois River. He led the review of statewide freight plans and developed a GIS-based inventory of existing freight facilities throughout the region. Greg analyzed current and projected freight

movement data and conducted targeted stakeholder outreach to gather insights and validate findings. These efforts informed site selection and supported the development of phased conceptual site plans, along with corresponding opinions of probable construction cost. The results were compiled into a comprehensive master plan report, which also provided guidance on funding strategies and outlined recommended next steps for advancing the project.

Conceptual Site Planning | Lewis County Regional Port Authority, MO
Greg held the role of project engineer and technical lead for the conceptual planning of a proposed 520-acre river port development. He led the development of the initial site plan, which was strategically designed to accommodate the types of commodities most likely to be handled at the location. Greg's work included the integration of significant rail infrastructure, notably a rail siding connecting to the BNSF mainline and an 8,000-foot loop track capable of supporting unit train operations. For the second phase, he designed additional site improvements, including a rail yard with capacity for approximately 135 railcars, ensuring the plan could support future expansion. He structured the plan to allow phased construction, aligning with potential funding sources and evolving business opportunities. Greg also prepared detailed opinions of probable construction costs to support budgeting and decision-making.

A portion of Greg's conceptual plan was later advanced to the 30% design level to facilitate environmental permitting. His work also played a key role in securing funding—elements of the plan were used to support a successful grant application for initial construction.

Strategic Planning | Kaskaskia Regional Port District, IL
Greg served as the project engineer and technical lead for strategic planning efforts at two riverfront facilities. His work involved facilitating multiple advisory committee meetings and conducting on-site visual assessments of existing infrastructure, including roadways, rail systems, and material handling equipment. Greg led a market assessment that examined commodity origins and destinations, current transportation modes, and emerging business opportunities. Based on these findings, he developed conceptual plans for infrastructure improvements and prepared opinions of probable construction costs to guide future investment. At one of the facilities, Greg subsequently conducted a detailed condition assessment of six miles of existing rail infrastructure. He also advanced a rail capacity improvement project through final engineering design, which included a second rail loop and two new sidings to support transloading of two additional commodities between barges and railcars. His rail improvement plans were instrumental in securing funding, contributing to a successful PIDP grant application to support construction.

PowerCom Industrial Center Port Feasibility Study | Tennessee Central Economic Authority, TN
Greg served as the project engineer for a port feasibility study focused on the existing dock structure at the PowerCom Industrial Center, located along the Cumberland River. His primary objective was to evaluate the viability of establishing a river terminal operation at the site to complement broader economic development initiatives and enhance regional service options. Greg assessed existing site conditions, including infrastructure and operational constraints, and conducted a market evaluation to identify regional freight trends and target commodities. He also developed a land use plan to support future development scenarios and guide strategic decision-making.

DeAnne Rickabaugh, MBA, PMP

TRANSPORTATION PLANNER

YEARS OF EXPERIENCE:

34

EDUCATION:

B.S.B.A., Business Administration, Marketing, University of Missouri, Columbia, 2000

M.B.A., Business Administration, Lincoln University, 1989

REGISTRATIONS:

Project Management Professional (PMP)

DeAnne brings more than 24 years of transportation communication experience, including 15 years of direct managerial involvement in MoDOT Motor Carrier Services' daily operations. Her deep freight knowledge and public relations expertise led to her being specifically requested to assist with the 2022 Missouri Freight and Passenger Rail Plan and the 2023 Truck Parking Plan. A smart, collaborative, and motivated manager, DeAnne is known for her dedication to the mission and her proven communication skills, especially in fast-paced, dynamic environments. She led MoDOT Motor Carrier Services' inaugural departmental administrative rule review in strict compliance with Missouri State law and advised the Missouri Highways and Transportation Commission Secretary on best practices for organizing complex rule files—later reprising this role in a second comprehensive review. DeAnne was also selected to join the MoDOT Results Team, a strategic communications initiative aimed at framing state leadership's perspectives on MoDOT. Her leadership has driven several high-profile initiatives, including the statewide MoDOT Centennial celebration, the inaugural statewide and Central Office Day of Remembrance, and the first multi-division, virtual Stand Up for Safety Week. She is a graduate of the MoDOT Accelerated Leadership Development program.

Transportation Planner | Various, GFT

DeAnne applies her specialized knowledge in transportation management, truck parking, and communications to help clients navigate complex mobility challenges. She plays a key role in organizing and actively participating in public meetings, client engagements, and technical interviews, ensuring stakeholder perspectives are effectively integrated into project outcomes. Her collaborative approach fosters productive consultations with clients, stakeholders, and colleagues to define issues and craft actionable recommendations. DeAnne leads the coordination of research and analysis on multifaceted transportation topics, with current efforts focused on the Missouri State Freight and Rail Plan's Truck Parking Analysis and the development of Goals, Objectives, and Performance Management framework. She also contributes to GoDurham!'s Transit Asset Management initiatives and supports the development of federal grant applications.

Project Manager, Motor Carrier Services | MoDOT
DeAnne managed strategic initiatives for Motor Carrier Services, led legislative fiscal review for the division, oversaw rulemaking processes, and interpreted complex regulatory frameworks. She directed comprehensive reviews of administrative rules, developed policies, and enhanced communications through publications like the *Missouri Trucking Guide* and the *News on Wheels* newsletter. Her leadership in redesigning the division's web presence and launching innovative outreach—such as partnerships with Sirius XM and Land Line Media—strengthened engagement with the motor carrier community. DeAnne also coordinated customer satisfaction surveys, performance reporting, and served as a liaison across divisions, providing compliance guidance and rapid response during emergencies.

Community Relations Coordinator, Central Office | MoDOT
DeAnne demonstrated strong leadership in media relations, performance management, and statewide communications. She coordinated the creation of outreach materials for varied audiences, including presentations, position papers, and multimedia content. She independently developed and managed MoDOT's statewide social media strategy, earning recognition as a national expert among state DOTs. DeAnne identified strategic opportunities to enhance public trust and visibility, and played a key role in performance measurement as a data coordinator and editor for MoDOT's TRACKER tool.

Outreach Coordinator, Motor Carrier Services | MoDOT
DeAnne was embedded within a specialized division to manage targeted communication strategies aligned with departmental goals. She collaborated with the division director to shape internal and external messaging, served as spokesperson, and independently handled media relations and trade show presence. She cultivated partnerships with agencies and associations to advance shared objectives and coordinated emergency relief efforts with other state entities. DeAnne maintained expertise in motor carrier safety regulations and industry-specific programs, and contributed to MoDOT's TRACKER performance management tool as a statewide measurement driver.