

# GATEWAY CITIES COUNCIL OF GOVERNMENTS TRANSPORTATION COMMITTEE

## AGENDA

Chair – Bonnie Lowenthal, Director, MTA

September 3, 2008, 4:30 PM  
Gateway Cities COG Offices  
16401 Paramount Blvd.  
Paramount, CA

<b>Item No.</b>	<b>Description</b>	<b>Recommended Action</b>
<b>I.</b>	<b>Call to Order – Self Introductions</b>	
<b>II.</b>	<b>Pledge of Allegiance</b>	
<b>III.</b>	<b>Meeting Minutes of August 6, 2008</b>	Approve
<b>IV.</b>	<b>Reports:</b>	
1.	County-wide ½ Cent Sales Tax – Update	Receive & File
2.	Congestion Pricing – Presentation/ Video	Receive & File
3.	Gateway Cities Service Sector Report Alex Clifford - Gateway Cities Service Sector General Manager	Receive & File
4.	Update – I-5 JPA	Receive & File
5.	Update – I-710 EIR/EIS	Receive & File
6.	Update – SR 91/ I-605/I-405 Major Corridor Study	Receive & File
7.	Gateway Cities Intelligent Transportation Systems (ITS) Integration Plan for Goods Movement – Final Report Presentation by Melissa Hewitt, Kimley Horn and Jerry Wood, Gateway Cities COG Engineer	Receive & File
8.	New Business/Date of Next Meeting	Receive & File
9.	Adjournment	

IN COMPLIANCE WITH THE AMERICAN WITH DISABILITIES ACT, IF YOU NEED SPECIAL ASSISTANCE TO PARTICIPATE IN THIS MEETING, PLEASE CONTACT THE COG OFFICE AT (562) 663-6850. NOTIFICATION 48 HOURS PRIOR TO THE MEETING WILL ENABLE THE COUNCIL OF GOVERNMENTS TO MAKE REASONABLE ARRANGEMENT TO ENSURE ACCESSIBILITY TO THIS MEETING.

**Item III**

**Approval of Minutes for the  
Meeting of  
June 4, 2008 and  
August 6, 2008**

**Transportation Committee Minutes of  
June 4, 2008**

**MINUTES OF THE MEETING  
OF THE GATEWAY CITIES COUNCIL OF GOVERNMENTS  
TRANSPORTATION COMMITTEE  
Chair – MTA Director Bonnie Lowenthal  
Gateway Cities Office, 16401 Paramount Blvd. , Paramount  
June 4, 2008**

Call to order and roll call. The meeting was called to order by Bonnie Lowenthal at 4:34 p.m. Roll call was taken by self introduction.

COMMITTEE MEMBERS PRESENT: Chair Bonnie Lowenthal – Long Beach, Frank Gurule – Cudahy, Ken Farfsing – Signal Hill, Bill Pagett, – Paramount, Ray Harris – Supervisor Knabe's Office, Brynn Kernaghan – Long Beach Transit, Mohammed Mostahkami – South Gate

COMMITTEE MEMBERS ABSENT: Elba Guerrero – Huntington Park, Fred Latham – Santa Fe Springs, Anne Bayer – Downey, Stan Carroll – La Habra Heights, Gene Daniels, Eric Shen – Port of Long Beach.

OTHERS PRESENT: Richard Powers – Gateway Cities COG, Karen Heit, Nancy Pfeffer – Gateway Cities COG, Yvette Kirrin – I-5 JPA, Don Jensen – Santa Fe Springs, Jerry Wood – Gateway Cities COG, Michael Sieckert – Gateway Cities Sector, Wally Shidler – Gateway Cities Service Sector, David Hershenson – Metro – Sharad Mulchand, Metro.

A quorum was reached and the Minutes of the April 2, 2008 meeting were approved.

Karen Heit, Transportation Deputy to Director Lowenthal, gave a brief overview of the proposed MTA ½ Cent sales tax initiative and the MTA request for subregional input on additional projects and allocations for funding. She discussed the expenditure plan as listed under the Murray Bill and the potential for additional projects because of the extended time period for the sales tax (from 6.5 years to 30 years). She explained how AB 2321 modified the Murray Bill. She reviewed the City Managers' Steering Committee recommendation to obtain a dedicated return to the COG. There was discussion about the distribution of sales tax proceeds and taxing. The discussion was about tangible congestion relief projects that can be embraced by COG city councils. There was discussion about the benefit from additional bus operations funding.

Heit explained how additional projects would be incorporated into the MTA LRTP as funding priorities. The GCCOG priority projects were reviewed and a Motion was passed to recommend that the GCCOG Board forward these projects to the MTA for inclusion in the sales tax initiative.

Richard Powers, GCCOG Executive Director, gave a report on the nomination of public members of the Gateway Cities Service Sector Council. A Motion was passed to recommend the nomination of Cynde Soto, George Bass and Wally Shidler to the Service Sector Council to the GCCOG Board.

## **Transportation Committee Minutes of**

June 4, 2008

David Hershenson, Gateway Cities Service Sector staff gave a report on the parking issues with the Lakewood and Norwalk Metro Green Line stations. As more people chose to use the Metro system, the parking lots are over subscribed and parking is encroaching into the neighborhoods. Service sector staff is doing a survey of those patrons and working with the affected cities to try and resolve this issue. The MTA has some funds to put towards crafting a solution.

Nancy Pfeffer, GCCOG Direction of Regional Planning, gave a report on the SCAG RTP and the status of the Orangeline Maglev project. The project has been placed in the strategic portion of the plan. She gave an update on the status of the SR-60 truck lanes and Supervisor Molina's motion at the MTA to remove the reference to the SR-60 truck lanes from the RTP and replaced with an alternative technology, east-west corridor.

Yvette Kirrin, I-5 JPA Executive Director, discussed the I-5 construction segmentation from the I-605 south. She announced that the Carmenita interchange project was fully funded per approval of additional funding from the MTA. The environmental documentation for the I-5 from the I-605 to the I-710 is proceeding.

Jerry Wood, GCCOG Transportation Engineer, gave an update of the I-710 Corridor EIR/EIS project, including the new project manager and the beginning of the alternative technology report based on the work by the San Pedro Bay Ports. He also reported that most of the community groups were appointed and meeting. He went on to state that there would be a presentation of the recently completed SR-91/I-605/I-405 Needs Assessment before the full COG Board.

Wood went on to discuss the ITS Integrations Study that was wrapping up and that information would be critical to the I-710 project in regards to container volumes. Lastly, he discussed the truck inspection study. The California Highway Patrol wants to participate in the effort to create a state of the art inspection station. The project team is looking at specific sites and will make a presentation to the TC and COG Board in August.

The meeting was adjourned at 5:27 pm.

**Transportation Committee Minutes of  
August 6, 2008**

**MINUTES OF THE MEETING  
OF THE GATEWAY CITIES COUNCIL OF GOVERNMENTS  
TRANSPORTATION COMMITTEE  
Chair – MTA Director Bonnie Lowenthal  
Gateway Cities Office, 16401 Paramount Blvd. , Paramount  
August 6, 2008**

CALL TO ORDER: Mayor Gene Daniels called the meeting to order at 4:38 p.m. Roll-call was taken by self-introduction.

COMMITTEE MEMBERS PRESENT: Gene Daniels –Paramount. Stan Carroll – LA Habra Heights, Frank Gurule – Cudahy, Ray Harris – Supvr. Don Knabe’s Office, Ken Farfsing – City Manager’s Steering Committee, Brynn Kernaghan – Long Beach Transit, Mohammed Mostahkami – South Gate.

COMMITTEE MEMBERS ABSENT: Anne Bayer – Downey, Bonnie Lowenthal – MTA Director, Gordon Stefenhagen - Norwalk, Fred Latham – Santa Fe Springs, Bill Pagett – Paramount, Eric Shen – Port of Long Beach

OTHERS PRESENT: Alex Clifford – Gateway Cities Service Sector, Yvette Kirrin – Executive Director, I-5 JPA, Wally Shidler – Gateway Cities Governance Council, Shard Mulchand – Metro, Mike Sieckert – Metro. Richard Powers – GCCOG, Jerry Wood – GCCOG, Nancy Pfeffer – GCCOG, Karen Heit – GCCOG.

Approval of the minutes was held over due to a lack of a quorum

Karen Heit, Transportation Deputy to MTA Director Lowenthal, outlined the ballot measure and the vote that came before the MTA at the July Board of Directors Meeting. She reviewed the various “equity” motions that were filed including the Fasana, Lowenthal, Najarian Motion which contained language assuring regional equity based on sales tax collected and subregional need. This Motion as well as a similar Motion proposed by Supvr. Michael Antonovich failed. The Sales Tax initiative item passed and the MTA Board recommended submitting the package to the LA County Board of Supervisors for inclusion in the November ballot. The LA County Board of Supervisors voted to not place the initiative on the ballot. Ray Harris, Transportation Deputy to Supervisor Don Knabe, explained the vote and that the MTA was initiating legal action against the BOS.

Heit reviewed the GCCOG position on the sales tax initiative and discussion ensued on the return on the potential return on the GCCOG cities contribution (66%). There was discussion about the regional reaction to the sales tax measure and keeping the regional effort to achieve future funding equity intact.

Heit gave an update on the MTA Long Range Transportation Plan which is on hold until after the results of the November election.

## **Transportation Committee Minutes of August 6, 2008**

Alex Clifford, Gateway Service Sector General Manager, gave an overview of parking problems at the Norwalk and Lakewood Metro Green Line (MGL) Stations. He described neighborhood complaints at both locations regarding parking spill-over. Clifford also discussed the parking issues with the Metro Blue Line now that the casino had closed its gates. Mayor Daniels brought up the parking shuttles run by the City of Paramount from the Wal-Mart lot to the Green Line to help ease the parking situation. Clifford is looking at leasing parking from a church near the Norwalk station as an interim solution and is looking for funding to develop a more long-term solution.

Nancy Pfeffer, GCCOG Director of Regional Planning, reported on the update to the SCAG 2008 RTP. The plan is undergoing a revision to include the Congestion Pricing project "Hot Lanes" as proposed by the MTA. The RTP will be amended in December (or shortly thereafter) when the MTA revises the LA County LRTP.

The I-5 Executive Director Yvette Kirrin passed out a graphic that outlined the construction sequencing plan for the I-5. She reviewed the relationship between project costs and schedule. For the Carmenita Interchange project, most appraisals are completed and offers tendered. There is a significant water contamination issue that may impact construction design to keep contaminated water out of the aquifer. The change may require a spread footing that will impact the look, and cost of the structure. Kirrin went on to explain that because of funding restrictions, there may be simultaneous construction on various portions of the I-5. Alondra Bridge may be closed and Alondra will be impacted by the Valley View interchange.

Jerry Wood, GCCOG Transportation Engineer, reported on activities associated with the I-710 Corridor EIR/EIS project, including meetings of all of the community groups. He went on to state that the much of the modeling was underway and assumptions were being developed for discussion.

Under new business; Mohammed Mostahkami from South Gate brought up the graffiti on the Union Pacific Rail bridges spanning the I-710. Mayor Gene Daniels brought up the trash on the UP r.o.w. at the Metro Blue Line. There was discussion and a recommendation was made to discuss these items with UP Chairman Jim Young the following week.

The meeting was adjourned at 5:25 pm.

## **IV. Reports**

### **1. County-Wide ½ Cent Sales Tax Update**

**Transportation Committee Agenda of**  
September 3, 2008

**TO:** Transportation Committee  
**FROM:** Bonnie Lowenthal, MTA Board of Directors  
**SUBJECT:** County-wide ½ Cent Sales Tax – Update

**Background**

At the July Board of Directors Meeting, the MTA Board of Directors voted to place a ½ cent sales tax before the voters of Los Angeles County. The measure will appear on the ballot as “Measure R” with the following wording:

**LOS ANGELES COUNTY TRAFFIC RELIEF, RAIL EXTENSION, REDUCE FOREIGN OIL DEPENDENCE:**

- Synchronize traffic signals;
- Repair potholes;
- Extend light rail/connect to airports;
- Improve freeway traffic flow (5, 10, 14, 60, 91,101, 105, 220, 138, 210,405,605, 710)
- Keep senior/ student/disabled bus fares low;
- Provide clean-fuel buses;
- Expand subway/Metrolink/bus service;
- Dedicate millions to each community for traffic relief;

Shall Los Angeles County sales tax increase one-half cent for 30 years with independent audits, public review of expenditures, all locally controlled?

Since the July 24<sup>th</sup> MTA Board of Directors Meeting the following have or will occur:

- **August 5** – LA County Board of Supervisors (BOS) votes against including Measure R on the consolidated Leo Angeles County Ballot.
- **August 12** – BOS rescinds vote to not place Measure R (5-0) on the ballot. A Motion is approved for the BOS to oppose Measure R as *“Unfortunately, this ordinance was not crafted with countywide consensus nor does it provide an acceptable standard of long-term equity for all regions of Los Angeles County which will be paying this new sales tax.* The BOS then voted (3-2) to go on record as opposing the sales tax and send a letter to the MTA to that effect.
- **August 14** – California Senate Transportation Committee approves AB 2321 with amendments.
- **August 31** – Last day for full Senate approval and Assembly re-approval.
- **September 30** – Bill will become law unless vetoed by the Governor.
- **November 4** – General Election .

## **IV. Reports**

**7. Gateway Cities Intelligent  
Transportation Systems (ITS)  
Integration Plan for Goods  
Movement - Final Report  
Presentation by Melissa Hewitt,  
Kimley Horn and Jerry Wood,  
Gateway Cities COG Engineer**

**Transportation Committee Agenda of**  
September 3, 2008

**TO:** Transportation Committee

**FROM:** Richard R. Powers, Executive Director

**BY:** Jerry Wood, Gateway Cities COG Engineer

**SUBJECT:** Gateway Cities Intelligent Transportation Systems (ITS) Integration Plan for Goods Movement – Final Report, Presentation by Melissa Hewitt, Kimley Horn and Jerry Wood, Gateway Cities COG Engineer

**Background**

Transportation Systems have not traditionally utilized computer managed systems. That has changed in the recent over the past 10 years through “Intelligent Transportation Systems” or ITS. ITS is the application of modern computer technology to manager congestion by improving transportation, signal and other traffic systems, including goods movement for the Gateway Cities COG area. ITS improves traffic flow, air quality as well as safety.

An integrated ITS plan for the Gateway Cities COG area will increase mobility and safety and freight on complete end-to-end trips as efficiently as possible using technology. This technology will improve connectivity among different transportation modes, eliminate bottlenecks and unnecessary delays, improve travel time and expand the options available for interregional and intra-regional travel.

To address transportation technology, the Gateway Cities COG has developed the following ITS Mission Statement:

To improve safety and mobility of people and goods on freeway and arterial highways; to enhance economic competitiveness; and to improve the quality of the environment of residents for today and in the future by using technology to address traffic congestion, roadway deficiencies, pavement degradation and traveler information by serving commuters, tourists and commercials vehicles.

**Issue**

Goods movement within Gateway Cities affects both air quality and congestion. One way to deal with these issues is through the application of transportation technology. Goods movement efficiencies could be improved by applying and nurturing technology applications resulting in a better (or improved) quality of life

## **Transportation Committee Agenda of September 3, 2008**

for the residents of Gateway Cities. These technologies, known as Intelligent Transportation Systems (ITS), have the capability of accomplishing much by providing benefits to the drivers when connected to other ITS systems.

Previously, the public sector has dealt with this issue without the input or assistance of the private sector. The Gateway Cities ITS Integration Plan for Goods Movement to be presented was prepared to determine where technologies could be applied to goods movement transportation that can have a positive impact on congestion and air quality working with both the public and private sectors in a collaborative framework. The plan identifies how this can be accomplished and how to connect the technology needs (information) of both the public and private sectors resulting in a safer and more mobile transportation system for residents and business owners alike.

The ITS Integration Plan was prepared with funding from Congress-member Linda Sanchez matched with funding from Caltrans. The ITS Integration Plan is the “master plan” to begin to implement transportation technology to improve transportation in Gateway Cities. The next step, the ITS Implementation Plan, will begin to develop various ITS projects in Gateway Cities. This will require the continuation of the ITS Working Group (made up of both the private and public sectors) and increased funding for ITS projects in Gateway Cities. Support for this will be needed from the Gateway Cities Council of Governments Board to accomplish this.

### **Attachment**

The executive summary is attached. The PowerPoint and report will be distributed at the meeting.

### **Recommended Action**

1. Receive and File ITS Integration Plan – Final Report.
2. Approve proceeding with preparation of ITS Implementation Plan, requesting funding for the plan and ITS projects and continuing ITS working group.

# Gateway Cities ITS Integration Plan for Goods Movement

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## Executive Summary

*Prepared for:*



*in partnership with:*



*Prepared by:*



Kimley-Horn  
and Associates, Inc.

August, 2008



## TABLE OF CONTENTS

**PROJECT BACKGROUND** ..... **ES-1**

**PROJECT OBJECTIVE** ..... **ES-2**

**STAKEHOLDERS AND STUDY AREA** ..... **ES-3**

**EXISTING CONDITIONS, NEEDS, AND FUNDAMENTAL OBJECTIVES** ..... **ES-4**

**PROPOSED PROJECTS** ..... **ES-5**

**COORDINATED CONCEPT OF OPERATIONS AND INTEGRATION PLAN** ..... **ES-6**

**Public Sector Roles** ..... **ES-6**

**Private Sector Roles** ..... **ES-6**

**BUSINESS PLAN CONSIDERATIONS** ..... **ES-7**

**NEXT STEPS** ..... **ES-7**

## LIST OF FIGURES

Figure ES-1 – ITS Integration Plan for Goods Movement Implementation Components ..... ES-2

Figure ES-2 – Regional Map ..... ES-4

Figure ES-3 – Integration Plan (High Level Program Architecture) ..... ES-7

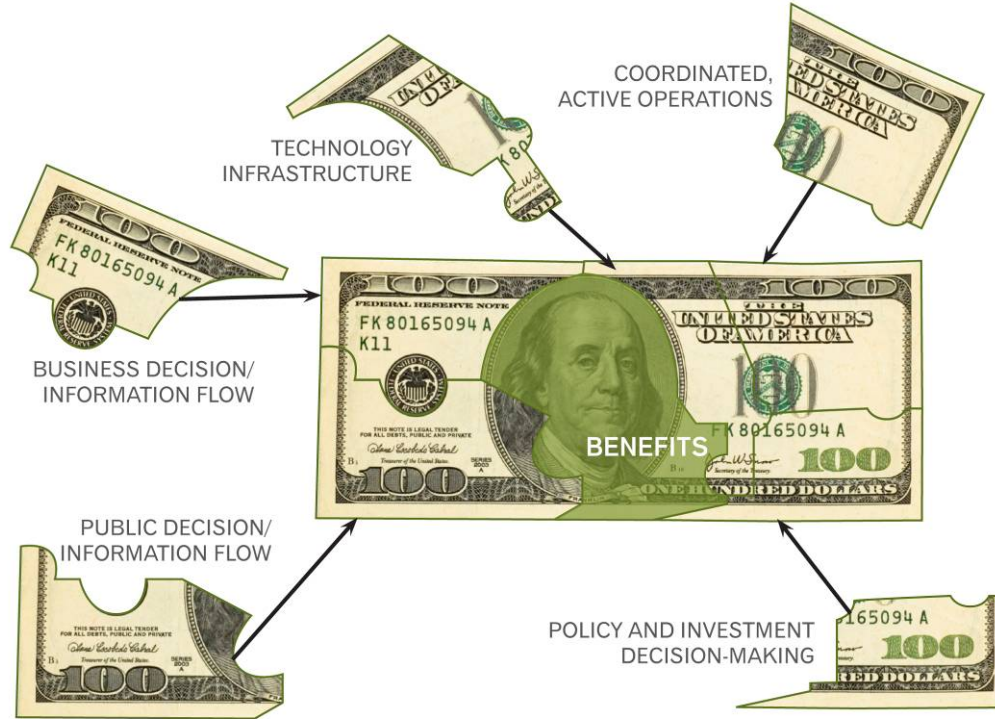


## PROJECT BACKGROUND

The Gateway Cities Council of Governments (GCCOG), in support of cleaner air and reduced congestion, is interested in furthering technology applications and connections within the transportation system. By nurturing technology in this field, the COG believes that increased efficiencies, in the movement of goods in particular, can be realized through the southeast Los Angeles area resulting in a better quality of life for its 2.5 million residents. These technologies, known as Intelligent Transportation Systems (ITS), have been proven to work better and result in greater benefits to drivers when connected to one another to share more information. The purpose of this ITS Integration Plan for Goods Movement is to determine where technologies applied to transportation with an emphasis on goods movement that can have a positive impact and where they should be connected to provide a safer and more mobile transportation system for residents and business owners alike.

This ITS Integration Plan for Goods Movement focuses on goods movement. The private sector plays a critical role in developing and implementing solutions that will be effective. Numerous regional and statewide studies and plans have looked at the specific issue of freight and the importance of freight mobility to the regional, state and national economy. Likewise, plans and programs are in place in the region and state to address the application of technologies to managing the transportation network overall. This Integration Plan combines both perspectives to address how technologies (ITS) can be applied to mitigate the challenges associated directly with the goods movement industry in the Gateway Cities Region. Key to the success of this plan, and inherent in the underlying philosophy of developing it, is a coordinated approach to planning, operations, and business and policy decision making that elevates the private sector's role to equal and important partner with public sector agencies. **Figure ES-1** demonstrates that in taking this coordinated, partnership approach, greater benefits can be realized for the region. The benefits for this ITS Integration Plan for Goods Movement are realized through:

- **Coordinated, Active Operations** – The day-to-day business of both the public and private sector is improved through operations that are coordinated with the appropriate parties and actively monitored for performance and future improvements.
- **Technology Infrastructure** – The deployment of advanced technology infrastructure, such as a communication backbone or field equipment to monitor Port terminals, provides information to both the private and public sector.
- **Business Decision/Information Flow** – The private sector uses information to make more informed business decisions, which not only impact their bottom line, but increase efficiency.
- **Public Decision/Information Flow** – The public sector uses information to make decisions that impact their constituents and to guide infrastructure investments.
- **Policy and Investment Decision-Making** – Both the private and public sectors work together to make Policy and Investment decisions based on the information flows specific to their industry by working together toward a common goal and mutually beneficial partnership.



**Figure ES-1 – ITS Integration Plan for Goods Movement Implementation Components**

## PROJECT OBJECTIVE

As agreed upon by the stakeholders (listed in the following section), the objectives of this ITS Integration Plan for Goods Movement were to:

- Identify existing and planned ITS projects and systems in the region and assess their ability to meet the unique needs of freight and goods movement;
- Summarize the specific needs of freight and goods movement stakeholders;
- Identify and incorporate public and private sector stakeholders into the plan development process;
- Document key initiatives that could support safer and more efficient goods movement;
- Identify opportunities and gaps in current agency ITS plans and programs;
- Develop potential strategies and solutions for innovative applications, partnerships and projects;
- Identify where updates to regional ITS architectures should focus to best integrate freight and goods movement with transportation/traffic management; and
- Summarize findings in an ITS Integration Plan for Goods Movement that identifies deployment, partnerships, business model considerations, and potential timeframes to best leverage investment and involvement by the public and private sectors.



## STAKEHOLDERS AND STUDY AREA

The ITS Integration Plan for Goods Movement for the Gateway Cities subregion elevates private sector goods movement involvement and input to primary importance. Stakeholders from both public entities (such as the ports; federal, state and local governments and transportation agencies; and coalitions) and private sector stakeholders (such as drayage companies, rail operators, terminal operators, and goods movement industry organizations) were sought out to participate in the project, to provide input and insight into establishing their transportation technology needs and issues. Some of these stakeholders were interviewed in person and all were invited to participate in regular working group meetings. The stakeholders invited to participate in the project are listed below. All except #4, 6, 8, 10, 11, 29, and 30 participated in one or more interviews or meetings.

1. Automobile Club of Southern California (AAA)
2. Addison Burnet Group, Inc.
3. Ability Tri-Modal Transportation Services
4. Alameda Corridor East (ACE) Construction Authority
5. BGM Consulting representing GCCOG
6. Burlington Northern Santa Fe (BNSF)
7. California Trucking Association (CTA)
8. South Coast Air Quality Management District (SCAQMD)
9. California Highway Patrol (CHP)
10. Caltrans District 12
11. Caltrans District 8
12. Caltrans District 7
13. Caltrans Headquarters
14. City of Downey
15. City of Long Beach
16. City of Los Angeles
17. Federal Highway Administration (FHWA)
18. Federal Maritime Administration (MARAD)
19. Gateway Cities Council of Governments (GCCOG)
20. Honolulu Freight Service
21. International Warehouse Logistics Association (IWLA)
22. LA County Department of Public Works (LADPW)
23. Los Angeles County Metropolitan Transportation Authority (Metro)
24. Metrans (USC)
25. Orange County Transportation Authority (OCTA)
26. Pacer Distribution Services, Inc.
27. Port of Long Beach (POLB)
28. Port of Los Angeles (POLA)
29. Riverside County Transportation Commission (RCTC)
30. San Bernardino Associated Governments (SANBAG)
31. Southern California Association of Governments (SCAG)
32. Transport Express
33. Total Transportation Services, Inc.
34. Union Pacific
35. West Coast Corridor Coalition





Fundamental objectives were defined that, when met, will address the specific needs described above. The ITS program will seek to achieve these objectives through proposed projects and connections to existing systems. The fundamental objectives are listed below:

1. **Fill Infrastructure Gaps** – Completing detection and communications on freeways and arterials throughout the Subregion should be a top objective. A variety of technologies will accomplish the coverage and the data will be used to develop a plethora of information to be shared with trucks, dispatchers, rail operators, public agencies, and the general public.
2. **Arterial Travel Information** – Very few places in the country have attempted a full scale arterial travel time program. This concept would require extensive detection and would be tailored to determining and sharing information regarding delays on key allowable arterial truck routes.
3. **Truck Data** – Numerous projects are recommended to collect anonymous truck-specific data such as speeds, idling and other related truck information (all anonymous).
4. **Freight-Focused Traveler Information** (on-board and web-based) – Several projects will provide information valuable to trucks and truck companies back to drivers and dispatchers such as real-time truck-experienced delays on freeways and arterials, turnaround times at terminals and queue delays behind terminal gates, and real time dynamic routing for trucks.
5. **Drayage Turnaround Times and Queue Detection** – Data collected will be used to fill in much needed gaps in information for trucks regarding how long it will take to pick-up containers at the Ports of Long Beach and Los Angeles.
6. **Comprehensive Goods Movement Scheduling System** – Though likely to be institutionally challenging to deploy, a scheduling system that relies on real-time container tracking has the potential to improve air quality, reduce congestion, and improve the bottom line for trucking companies and rail companies alike.
7. **Strategy for Truck Safety and Credentialing** – To improve safety, stakeholders are working to revamp the truck inspection system through improved policy and increased operations in the Gateway Cities Area. Technology will likely play a major role in the solution, given the lack of real estate available for building new inspection stations in the subregion.

## PROPOSED PROJECTS

Projects are defined in terms of functionality to, combined; achieve the fundamental objectives outlined above. Many stakeholders were involved in developing the list of potential projects. However, some of the concepts described below require additional analysis to further define functionality and to determine feasibility.

The following list of projects has been defined functionally for further analysis:

1. Freeway Detection Infrastructure
2. Arterial Infrastructure
3. Arterial Travel Times
4. Queue Detection And Terminal Turn Times
5. Goods Movement Transportation Management
6. Truck Fleet Communications Program
7. Comprehensive Performance Monitoring System



8. Existing Sources – Truck Fleet Data Collection And Agreements
9. Port Reverse 911 Emergency Notification Call System
10. Comprehensive Goods Movement Scheduling System (Container Tracking)
11. Truck Parking Coordination
12. Vehicle Enforcement Strategies, Systems and Sites Study
13. Congestion Pricing Initiatives
14. Integration And Policy Task Force

## **COORDINATED CONCEPT OF OPERATIONS AND INTEGRATION PLAN**

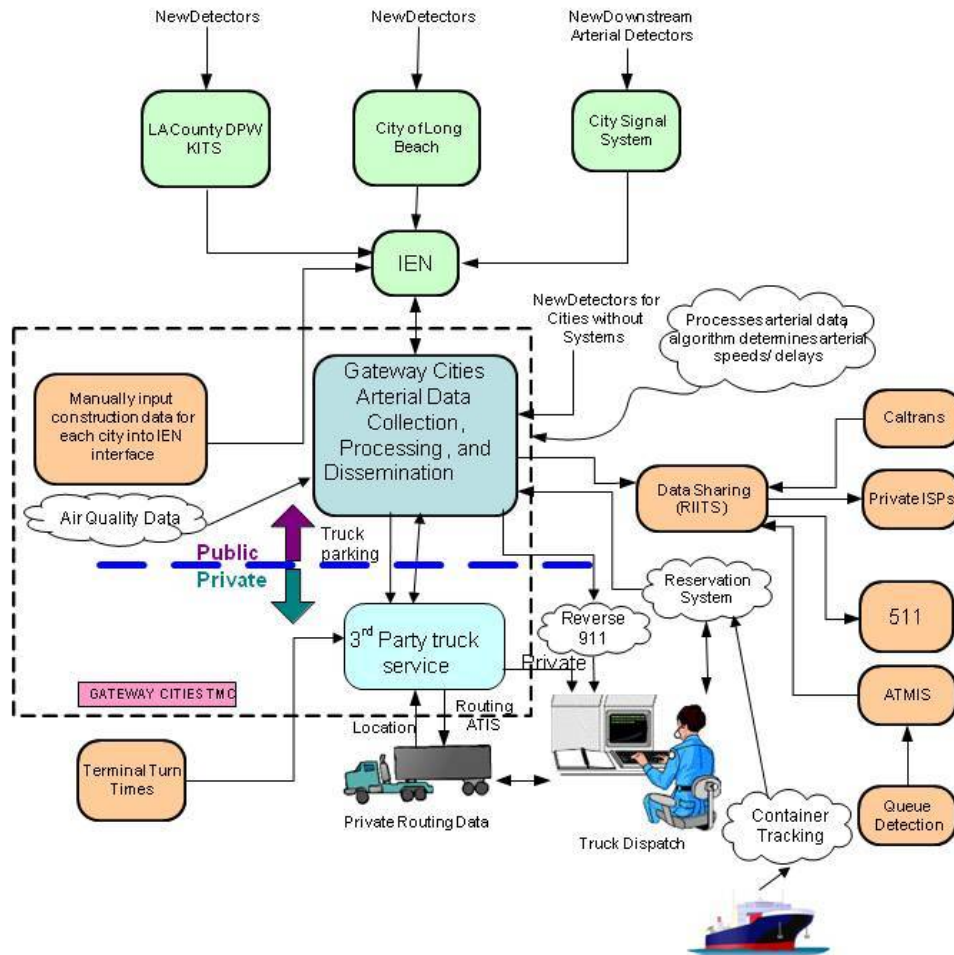
In order to effectively achieve the level of change in the transportation network and goods movement industry that is sought by the development of this technology-based program, many projects and programs must work together on a day-to-day basis. It is imperative that multiple public sector agencies, currently in the business of traffic operations and traveler information coordinate their efforts in a regular and proactive manner. It is also critical that private industry engage in the development of daily operating procedures in order for the program to be truly effective. The concept of operations describes how the program is envisioned to operate in relation to its many and varied stakeholders from private industry and the public sector in order to realize its full potential. **Figure ES-3** depicts the Integration Plan (or high level program architecture).

### **1.1 Public Sector Roles**

- Plan for, develop and operate programs designed to address GM issues;
- Lead integrated, coordinated operations for current and future projects;
- Engage private sector as key partner in project development;
- Plan for, develop, and operate (as applicable) future projects to address goods movement issues and needs; and
- Fund (capital and operations) or facilitate funding for recommended projects.

### **1.2 Private Sector Roles**

- Involvement in project planning and development;
- Input to operational scenarios and procedures;
- Use of programs and feedback into ongoing monitoring and adjustment of operations for more effective outputs;
- Active reporting and feedback on the use of and value gained from various projects; and
- Ongoing involvement in policy and investment decisions.



**Figure ES-3 – Integration Plan (High Level Program Architecture)**

## BUSINESS PLAN CONSIDERATIONS

Many of the priority strategies outlined in this report as part of this Integration Plan present some key opportunities to implement some very high impact, although ‘non-traditional’ solutions. As a result, approaches to planning, partnering, integrating and delivering those services may not fit within some of the traditional public sector processes and roles. Issues such as public-private partnerships for funding, operations and use of projects; data purchase and use for enhancement of truck-specific traveler information projects; and unique public-public partnerships are among topics to be considered in further detail in the subsequent business plan development.

## NEXT STEPS

This section describes the next steps toward properly developing, implementing, and continuously monitoring the program to accomplish improvements such as improved air quality, reduced congestion, and increased container throughput in the Gateway Cities region.



- **Conduct Feasibility Analysis.** The first step will be to conduct a comprehensive feasibility study that will evaluate each potential ITS project or program to determine feasibility; phasing; expected benefits; risks; capital, operation, and maintenance costs; responsibilities; etc. and identify funding sources and opportunities. One of the main purposes of this comprehensive feasibility study is to provide the information so the prospective investors and partners can make well-informed decisions about their participation and willingness to assist with funding and operations.
- **Expand and Continue the ITS Working Group.** The ITS Working Group will continue to play a key role in developing projects, contributing to operational strategies, monitoring project and system performance, and advising on policy and investment. For this group of public and private partners, additional stakeholders such as terminal operators, air quality agencies, shipping companies, ground-freight companies, and potentially peer public agencies in other parts of the country would be valuable. This next phase should, once the stakeholders list is expanded, re-visit the proposed ITS projects included in the ITS Integration Plan and consider any additional (or promising) projects that this expanded group develops.
- **Update and refine recommended ITS projects.** Short-term projects require moving into the next steps of design, technology selection, and business and operations planning. Long-term concepts require further stakeholder involvement in defining functionality and performance objectives prior to moving into design and business planning steps.
- **Procurement options.** With a champion agency identified, each project requires a specific procurement approach and implementation strategy. This would include funding source identification and security for both capital and operations phases.
- **Institutional Arrangements.** Partnerships and commitments of both public agencies and private industry will be needed in order to implement the identified ITS projects. These arrangements would include intent to participate as users; business partnerships for funding, deployments, and operations; joint operational strategies; performance plans; and similar commitments to the ongoing success of the program.
- **Business Plan.** The Business Plan discussed previously needs to be a major part of these next steps. The information generated as a part of the other next steps tasks will be consolidated into this business plan which will serve as the foundation to move ITS projects forward. This business plan will be developed, as was the case with this ITS Integration Plan, with the ITS Working Group. This Business Plan will become the ITS Implementation Plan for Goods Movement in this area. The Business Plan will include as a minimum:
  - Project Costs (capital, initial, ongoing, and life cycle) based on the comprehensive feasibility study for each of the ITS projects and programs
  - Identify lead agency(ies) to implement the business plan
  - Non-monetary benefits to the public (performance monitoring metrics previously discussed will be used)
  - Projected revenues/income and other financial incentives and benefits
  - Risks to all parties, and potential risk-management strategies
  - Detailed plan (including phasing to implement)