

Metropolis Strategies

Developing Sound Freight Policies to Build the Illinois Economy

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Illinois' freight system is a major contributor to employment and production throughout the state and supports industries like agriculture, manufacturing, and construction. Despite the important role freight plays in the Illinois economy, it can have a negative impact in the form of congestion delays for drivers and passenger trains and noise and air pollution. Ownership of and responsibility for the system is fragmented among various public jurisdictions and private companies who often have competing interests. An efficiently operating freight system will benefit the entire state's economy, but there is currently no structure or financing mechanism in place to provide effective guidance and funding. A state freight plan could provide guidance for the freight system as a whole. A state freight agency could provide funding and act as an authority to construct and manage individual projects in order to make the freight network function as effectively as possible.

This report takes inventory of the current rail, highway and marine freight system and the stakeholders of the system. It assesses what other states have done and their applicability to Illinois. Finally, it makes recommendations for policies and organizations that will ensure a strong and successful freight system in Illinois.

Introduction

One of the greatest challenges facing Illinois in the coming decades is how to use transportation investments and policies to strengthen the state's economy. Illinois' prosperity will require a change from piecemeal planning to integrated planning. It will require more rigorous economic evaluation of its investments. It will require policies that explicitly connect our transportation investments to the economy we aspire to create.

Transportation systems serve two purposes. The first is to move people, goods, and data from place to place. The second purpose is to create economic value. We use transportation to get workers to jobs, consumers to stores, goods to factories, and finished products to markets. Transportation is not an end in itself. It is a means to a stronger economy and better communities.

Illinois is, arguably, the freight capital of North America. Its central location and dense network of road, rail and air facilities make it an ideal location from which to move, store and distribute goods. However, Illinois can no longer take its position as a freight and logistics center for granted. Only Texas and California might dispute our claim of supremacy and both states benefit from international borders and large seaports. That Illinois has neither an international land border nor seaport, yet continues to be a major hub for trade, is a testament to the transportation advantage that has been built up over the decades.

Freight distribution and warehousing is a major driver of the state's economy and can remain so as long as we don't take Illinois' premier position for granted. Illinois has 3.5% of its total employment directly tied to freight and logistics activities. In addition to the direct economic benefit of freight movement and warehousing, there is an enormous secondary benefit. Many businesses locate in Illinois precisely because of the state's capacity to provide reliable, cost-effective freight services. Over 27% of Illinois jobs are in industries closely tied to freight transportation, such as farming, mining, manufacturing, transportation and warehousing, and retail and wholesale trade.

One reason for the continued relative strength of the manufacturing sector is the state's high concentration of freight facilities and logistics services. Illinois ranks first among states in the value of outbound domestic freight and sixth in the value of international shipments. This high concentration of goods movement capacity is a source of jobs and income, especially in Illinois' manufacturing, agriculture and distribution industries. And, of course, every consumer or business benefits if there is an efficient goods movement system.

Illinois' leadership position in freight and logistics is both good news and a major public policy challenge. It is good news because it provides jobs, attracts other industries, strengthens the state's economy, and substantially contributes to our tax base.

It is a challenge because it causes congestion and consumes public resources. Much of the freight that comes to Illinois by truck or rail is just passing through or stopping only long enough to be transferred. This provides minimal economic benefit to Illinois, yet it consumes space on the roads, creates delays for drivers at rail crossings and creates noise and air pollution for residents. We need to find ways to mitigate the negative impacts of transfer traffic and maximize the economic benefits of being a center for moving the nation's goods.

The Illinois Rail, Highway and Marine Freight System

This paper considers three separate yet interconnected elements of the Illinois freight system: rail, highway, and marine freight systems. While not addressing airports directly, almost all air freight begins or ends its trip through ground transportation. The highway freight system transports the largest amount of goods in Illinois both in terms of weight and value, yet this system also contributes to negative externalities such as congestion and poorer air quality. The importance of the rail freight system is exemplified by Illinois' ranking as the number one state for total rail carloads carried through the state. Metropolitan Chicago is regarded as the rail freight hub of America and ranks first in freight transportation and warehousing revenue. This system primarily transports lower value goods over large distances and has significantly lower social costs in terms of environmental degradation. However, it does contribute to delay and congestion along freight and passenger rail routes and on roadways with at-grade crossings. The Illinois marine freight system transports very low-value bulk commodities and is an important link between the Gulf of Mexico and the St. Lawrence Seaway.

Freight Assets in Illinois

In this report, freight assets are defined as any area with significant freight activity that involves the highway, rail, or marine freight transportation systems. Though highways, truck routes, railroads, and rivers span the entire state, this section focuses on those assets that can be viewed as special generators of freight traffic at point locations, namely rail intermodal terminals and ports (Cambridge Systematics 2007, pp. 4-19). Because these facilities serve as interchange points for freight movements, they generate large amounts of freight traffic and cause noise and congestion for their surrounding communities. Also included are truck terminals, which, though they do not serve as interchange points, can still generate significant levels of freight and commercial vehicle traffic.

Special Freight Generators by Metropolitan Statistical Area

This section lists the approximate number of special freight generators by metropolitan statistical area (MSA). It is not meant to be an exhaustive list, but rather provide insight about the importance of freight on a regional level by taking an inventory of freight assets¹. Although most intermodal terminals are located in the Chicago region, there are numerous truck terminals and some port districts located throughout the metropolitan areas. Also, many of St. Louis' freight assets are actually located in its Illinois suburbs.

Table 1 Special Freight Generators by MSA.

	Intermodal terminals	Port Districts	Truck terminals
Chicago-Naperville-Joliet, IL-IN-WI	18	1	118
Kankakee-Bradley, IL	0	0	6
St. Louis, MO-IL	2	3	148
Rockford, IL	0	0	37
Peoria, IL	1	1	70
Champaign-Urbana, IL	0	0	4
Davenport-Moline-Rock Island, IA-IL	0	1	89
Springfield, IL	0	0	52
Bloomington-Normal, IL	0	0	7
Decatur, IL	1	0	16
Danville, IL	0	0	13
Rest of Illinois	--	8	--

Freight and the Illinois Economy

Freight plays a seemingly modest, but actually very important role in the Illinois economy. In order to illustrate this, we examine two measures: (1) freight industry's contribution to Gross Domestic Product, and (2) its contribution to employment at both the statewide and metropolitan levels. Although Illinois

¹ These numbers were approximated using data from the Community Profiles section of the Illinois Department of Commerce and Economic Opportunity (DCEO) website and the Dun and Bradstreet Business Directory.

is traditionally thought of as a rural state with a single, dominant metropolitan area, most of Illinois' population actually live and work within several metropolitan areas. By observing freight trends at these two levels it is possible to obtain a comprehensive view of freight in Illinois.

Transportation and Warehousing is a North American Industry Classification System (NAICS) classification that includes industries providing transportation of passengers and cargo, warehousing and storage for goods, scenic and sightseeing transportation, and support activities related to modes of transportation. Most freight economic activity can be classified into this category. Though it has been observed that this is an incomplete measure of transportation's economic impact (Han, X. and B. Fang 2000), it is the most readily available metric for assessing freight's value to the Illinois economy and sufficient for a report of this scope. The GDP values for Illinois listed in this report have subtracted out the passenger component, and the employment values disregard those employed by transit and tourist companies. The detailed level of analysis at the state level was not possible at the metropolitan level. This is because data at the MSA level was aggregated such that it was not possible to distinguish transit and tourist activities from freight activity, and also because some data was not reported for confidentiality reasons.

Freight's Contribution to Employment

Although not the largest contributor, freight significantly adds to Illinois' employment base. In 2008, approximately 3.52% of all jobs in Illinois were in the freight services industry. Unfortunately, data for the MSA level is not as detailed as the state level and as a result, employment in the Transportation and Warehouse sector must serve as a proxy for freight employment (see Figure 1). This sector includes those employed by transit agencies in addition to freight-related industries. However outside the Chicago region, transit systems are not as extensive and likely do not contribute as much to employment. This analysis considers only the Illinois portion of metropolitan areas that span multiple states. Some metropolitan areas (St. Louis, Rockford, Kankakee-Bradley, Decatur, Danville, Chicago, and Cape Girardeau-Jackson) still exceed the state average. For example, the Cape Girardeau-Jackson, MO-IL MSA percentage of freight employment was 6.91% for 2008.

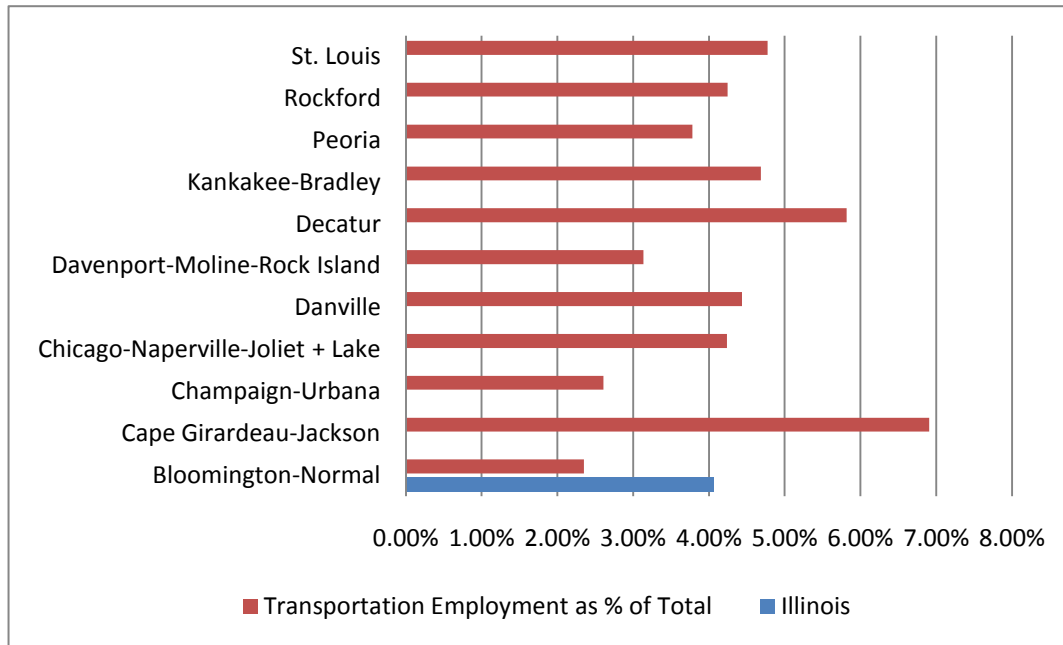


Figure 1 Transportation and Warehouse employment as a percentage of total employment for Illinois metropolitan statistical areas. For metropolitan areas that span multiple states, only the Illinois portion is considered.

Freight's Contribution to GDP

Over the past ten years, the freight industry's share of total Real GDP is has increased from approximately 3.41% to 3.71%. The latter percentage corresponds to about \$19,148,942,400 (Year 2000 dollars). Indexed to year 2000 values, the freight industry increased by approximately 17% in value during the eight-year period. In comparison, Real GDP for Illinois increased by approximately 11% during this time.

The value of freight to other industries important to Illinois should not be neglected. Mining, agriculture, construction and manufacturing are among the most transportation intensive industries (Fang, B. et al. 2000). These industries accounted for 0.16%, 0.89%, 2.89%, and 13.57%, respectively, of the Illinois economy in 2008 and employ large numbers of Illinoisans. Freight is critical to these industries because goods must be transported as either inputs or outputs of the production process, or to appropriate markets for sale.

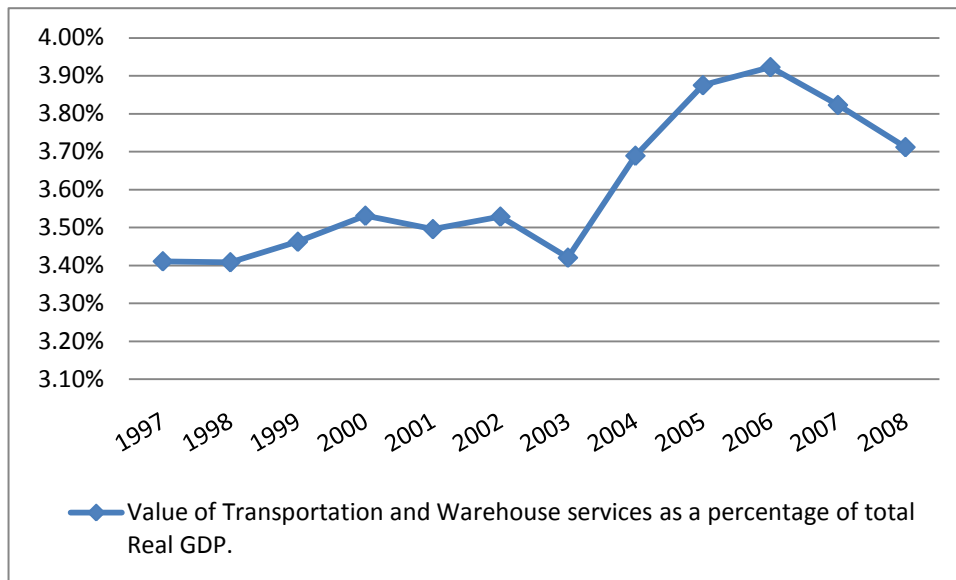


Figure 2 The value of freight-related Real GDP as a percentage of total Real GDP for the years 1997 through 2008.

The Illinois Freight System: Stakeholders, Management and Funding

The stakeholders in the Illinois freight system consist of a number of public and private entities all with varying levels of control and influence over the system. Some actually own and manage infrastructure while others are responsible for planning and advocacy. The following section lists public and private stakeholders in the Illinois freight system.

Private stakeholders

Rail and intermodal facility operators (see appendix) – Within Illinois, all seven Class I railroads, five regional railroads, 13 shortlines, and 19 switching and terminal railroads operate on over 10,000 miles of track. The Class I railroads, which are categorized as such upon earning more than \$401 million in annual operating revenue, operate nearly 80% of the state's total route miles.

Six of the seven Class I railroads and Amtrak have intermodal terminals operating in the Chicago region. Only one regional railroad company, the Iowa Interstate Railroad (owned by the Railroad Development Corporation), operates an intermodal facility in the Chicago region.

- CSX Corporation
- Norfolk Southern Corporation
- Canadian National Railway Company
- Canadian Pacific Railway Company
- Union Pacific Railroad Company

- Burlington Northern Santa Fe Company
- Iowa Interstate Railroad

Truck terminal operators (see appendix) – There are numerous truck terminal operators throughout Illinois with as many as fifty located in the Chicago area alone². Others are dispersed throughout the state with some congregation around the St. Louis and Quad Cities areas.

Public stakeholders

Within the category of public stakeholders there are both public agencies responsible for the planning, design, and maintenance of general transportation infrastructure, and there are also public authorities most often responsible for a special facility (e.g. ports and toll roads).

- **Illinois Department of Transportation (IDOT)** – IDOT influences freight directly through the Bureau of Railroads located in the Division of Public and Intermodal Transportation and through its ownership of the truck route system. The Bureau of Railroads operates the Rail Freight Program which offers funding for selected projects. IDOT indirectly influences freight through management of the highway system. The focus of this system is often on passenger movements though it moves the largest amount of freight in Illinois.
- **Illinois State Toll Highway Authority (ISTHA)** – ISTHA is responsible for toll roads in Illinois. These roadways carry a significant amount of truck traffic. Any future efforts to create truck-only or high-occupancy toll lanes would likely involve the Toll Authority.
- **CMAP Freight Committee** – The CMAP Freight Committee is comprised of members from state and local government, representatives from freight industry organizations, railroad and trucking companies, researchers, planners and other interested parties. The primary role of the committee is to provide guidance on the development and implementation of the freight component of the Regional Comprehensive Plan.
- **Illinois International Port District** – The Port District is governed by a nine-member Board of Directors, four of whom are appointed by the Governor of the State of Illinois and five by the Mayor of the City of Chicago. The Port District operates the Port of Chicago on the city's south side. It has connections to the Atlantic Ocean via the St. Lawrence Seaway and the Gulf of Mexico via the Illinois and Mississippi Rivers.
- **Other port districts** – There are numerous other port districts located throughout Illinois. The scale and scope of their operations vary widely. The following port districts have been enabled by state statute: Kaskaskia River Port District; Southwest Regional Port District; Tri-City Port District; Havana River Port District; Illinois Valley Regional Port District; Jackson-Union Counties Regional Port District; Mid-America Regional Port District; Mt. Carmel Regional Port District;

² This number is approximated from the Dun and Bradstreet Business directory under the category 'Trucking terminal facilities.' <http://dnb.powerprofiles.com/Illinois/4231/>. Accessed July 27, 2010.

Seneca Regional Port District; Shawneetown Regional Port District; White County Port District; Alexander-Cairo Port District; and the Heart of Illinois Regional Port District³.

Public-private stakeholders

- **Chicago Region Environmental and Transportation Efficiency Program (CREATE)** – CREATE is a public-private partnership between IDOT, Amtrak, Metra, the City of Chicago Department of Transportation (CDOT) and the American Association of Railroads (AAR). CREATE was formed to improve rail freight performance in the Chicago region primarily through the removal of passenger-freight conflicts (e.g. at-grade crossings) and by generally upgrading infrastructure where appropriate.

Freight System Funding and Financing in Illinois

Freight in Illinois is funded through a number of different sources. Funds primarily come from the federal government, state general revenue, motor fuel taxes, and special funds set up for particular projects and modes. Most concerning is that there is no cohesive strategy that ensures freight investments can be meaningfully planned for and funded on a continuous basis.

Rail Freight Funding

IDOT Rail Freight Program - The IDOT Rail Freight Program provides capital assistance to communities, railroads and shippers to improve rail freight service in Illinois. IDOT facilitates investments in rail freight by acting as a link between industry and government and channeling public funds to projects that contribute to statewide economic development. Every five years the Rail Freight Program produces a list of projects to be funded in the corresponding fiscal years. The IDOT Rail Freight Program is funded from three sources: State General Revenue Funds, Rail Freight Loan Repayment Fund, and the State Rail Freight Loan Repayment Fund. A Rail Freight Program report was last published in 2010.

Table 2 Funding for the Rail Freight Program FY2011.

<i>Rail Freight Loan Repayment Fund</i> – This fund holds federal dollars that are loaned and then repaid to the state. The state places the federal share in an interest-bearing account and loans or grants these funds for eligible projects. A 30% match is required from the state GRF.	\$1,045,000
<i>State Rail Freight Loan Repayment Fund</i> – This fund holds state funds that are loaned and then repaid to the state. The repayments are placed in an interest-bearing account and are loaned or granted for eligible projects.	\$2,700,000
Total	\$3,745,000

³ This list was compiled by combing through enabling legislation found on the Illinois General Assembly website: <http://codes.lp.findlaw.com/ilstatutes/70>.

The Rail Freight Program grants merit-based loans based on a benefit-cost analysis. Benefits include transportation, economic, and public benefits. Transportation benefits are calculated by determining the difference in costs between a no-investment option and an investment option for transporting the affected traffic from its origin to destination. Economic benefits are measured by the avoidable loss of employment retention or the payroll benefits of employment creation; and it also accounts for the utilization of raw materials and assets within the local economy. Public benefits are measured as the incremental reduction in directly-related government expenditures, or directly related public costs, resulting from the implementation of the investment option.

CREATE is a public-private partnership between IDOT, Amtrak, Metra, CDOT and the AAR. In July 2010, CREATE funding was estimated as follows:

Table 3 CREATE funding sources.

<i>Private funds</i> – The AAR, representing the six Class I railroads with service in Chicago (BNSF Railway, Canadian Pacific Railway, CN, CSX Transportation, Norfolk Southern Corporation and Union Pacific Railroad) and Metra provide a portion of funds used toward CREATE projects.	\$232,000,000 (note: this figure has been reduced by about \$60M since CN bought the EJ&E Railway)
<i>Federal funds</i> – Federal earmarks were secured via the 2005-2009 Federal Transportation Reauthorization, The Safe Accountable Flexible Efficient Transportation Equity Act - A Legacy for Users (SAFETEA-LU); and also via TIGER (Transportation Investment Generating Economic Recovery) grants and other grants under the American Recovery and Reinvestment Act (ARRA).	\$323,600,000
<i>State funds</i> – Illinois Capital Bill	\$320,000,000
<i>Local funds</i> – City of Chicago	\$30,000,000
Total	\$905,600,000

Highway Freight Funding

Like the rail freight industry, the trucking industry is privately owned and operated. However, unlike rail freight, the trucking industry operates on publicly owned infrastructure. Because of this arrangement, the funding needs of the highway freight system cannot be separated from the needs of highway passenger system. In addition, it is not possible within the scope of this report to identify how fees and taxes collected for highway investment are applied specifically to freight requirements.

Though the argument can be made that highway freight benefits from general highway investments, it does not consider needs specific to truck mobility. Some concerns include geometric designs that are

more accommodating to large trucks and the connectivity of truck routes to intermodal terminals. It is not apparent to what extent these concerns are considered in the IDOT project prioritization process. If specific amounts of money are not set aside each fiscal year for freight mobility improvements, they may go overlooked in favor of more passenger-oriented projects.

Motor Vehicle Registration and Related Fees – Motor Vehicle Registration (MVR) fees in Illinois are higher for heavy commercial vehicles than others because of the additional costs they impose on the highway system in terms of capital and maintenance costs. Other fees include driver’s licenses, title, and transfer fees. Although registration fees do account for the added cost of servicing heavy vehicles in the highway freight system, registration fees do not capture the cost of vehicles not registered in Illinois and it does not direct those funds to heavily used freight corridors.

Motor Fuel Tax (MFT) – The motor fuel tax is collected on a cents per gallon basis and is the primary method by which highways are funded in Illinois and the U.S. The current MFT in Illinois is 19 cents per gallon for gasoline and 21.5 cents per gallon for diesel fuel. The MFT is split in a rather arbitrary manner between the Department of Transportation and local governments. It does not encourage strategic infrastructure investments based off of engineering analysis. In 2009, Illinois distributed \$1,082,824,322 in MFT funds.

Tolls – The Illinois State Toll Highway Authority operates approximately 120 miles of limited access highway in the state. The Toll Highway Authority charges commercial vehicles higher rates based on their size, distance traveled, and if it is a peak or off-peak trip. In 2008, the Toll Highway Authority received \$629,000,000 in toll revenue. Approximately \$1,006,000,000 was spent on system maintenance and expansion through the sale of bonds.

Marine Freight System

The Illinois marine freight system consists of Illinois’ connection to the Atlantic Ocean and the U.S. east coast via the St. Lawrence Seaway and Lake Michigan, and its connection to the Gulf of Mexico via the Mississippi River and its tributaries. There are numerous port districts along the inland water system that are important for moving low-value bulk commodities. Primarily, ports are privately funded through fees assessed through cargo carrying ships using the port’s facilities; however, there are some publicly available funds available to ports on the state level in Illinois.

Port District Loan Program⁴ – The Port District Loan Program is administered by the Illinois Department of Commerce and Economic Opportunity (DCEO). The program provides loans to Illinois port districts in order to facilitate and enhance the utilization of Illinois’ navigable waterways and the development of inland intermodal freight facilities. Program funds may be used for up to 50% of an individual project’s financing; the remainder must be provided by the respective port authority. Up to \$3 million in loan funds are available on a competitive basis.

⁴ Illinois General Assembly, Build Illinois Act.

Like the Rail Freight Program, loans are merit-based. Among other requirements, applications must include a cost estimate and an assessment of the project impacts. Project impacts may include the economic impacts to the state, employment impact, intermodal freight impacts, and environmental impacts. The DCEO then performs a benefit-cost analysis of each project to determine if it meets minimum eligibility requirements (positive benefit-cost ratio; economic feasibility; and ability to repay the loan). Eligible projects are then ranked according to the following criteria: positive cost/ benefit ratio in relation to other projects; product tonnage to be handled; product value to be handled; soundness of business proposition; positive intermodal impacts of Illinois transportation system; meets overall State transportation objectives; economic impacts to the State; environmental benefits of the project.

Perspectives on Freight System Financing and Funding

Transportation system funding has been the subject of much debate. Generally, there are two perspectives: 1) revenue adequacy and 2) management of operations, finance and investment (TRB 2009a). The revenue adequacy perspective asserts that there is a gap between current investment levels and the level needed to maintain existing and build new infrastructure. Bias in transportation funding that favors passenger mobility, arbitrary restrictions on project eligibility, and an unwillingness of elected officials to increase taxes result in inadequate revenue for transportation infrastructure investment to the detriment of both passenger and freight mobility. Alternatively, the management perspective insists that the revenue adequacy argument is insufficient in explaining the problem. It asserts that “capacity problems are to a great extent attributable to inefficient operating practices” on public transportation facilities and “poor targeting of public investment to high-payoff improvements.” It argues that “finance arrangements are a major determinant of performance, affecting the quality of decisions as well as the efficiency of operations” and concludes that “by themselves, increased spending and technology advances will be unable to sustain freight transportation productivity growth indefinitely, but that greater reliance on pricing and market forces to manage facilities and guide investment decisions could do so.”

The management perspective gets to the root of the matter. Much of the freight transportation system functions well outside of specific bottlenecks (TRB 2009a). Rail and highway freight operates under uncongested conditions on most of the national freight system. The Illinois freight system is no different, with most congestion occurring in the Chicago region. Also, an increasing net national capital stock, a measure of capacity more comprehensive than lane-miles or track-miles, suggests that governments are actually heavily investing in infrastructure⁵. Freight system investments should focus on relieving bottlenecks through finance arrangements that reflect the true costs of providing infrastructure and that improve overall system performance. This can be accomplished through innovative financing techniques.

⁵ A capital stock measure combines the stocks of different kinds of facilities in a single index of capacity by weighting each facility according to the cost of providing it (TRB 2006, pp. 55-56). Though net capital stock is increasing, productivity in rail and highway infrastructures may be constant or declining, respectively.

Innovation in transportation financing has occurred primarily in three areas: (1) new revenue sources; (2) new roles for the public and private sectors that include a greater role for the private sector in developing, financing, and owning transportation infrastructure; and (3) financing structures and techniques that leverage existing revenue sources and encourage private investment (Meyer and Miller 2001). There is opportunity for all three of these innovative techniques in Illinois, but the first two hold even greater promise.

Relation of Finance to Performance

The manner in which transportation projects are financed can have implications that extend well beyond accounting concerns. “Finance arrangements in public infrastructure programs affect the project selection decisions, the distribution of costs and benefits, and the operating efficiency of facilities (TRB 2009a; TRB 2006).” Any new additions to the Illinois freight system should give careful consideration to how they are financed and the implications it could have for the system.

The first innovative finance area, new revenue sources, has potential for implementation in Illinois through the implementation of user fees for new and expanded infrastructure. User fees help reduce the risk of poor investments in low-value facilities. Since the cost of construction and operation must be covered by user charges, only facilities with a strong expectation of demand will be built. This is likely to lead to more disciplined investment decisions.

The second area suggests that greater involvement of the private sector in transportation financing and management could achieve a level of benefits not possible with the public sector alone. Generally, this technique is implemented in the form of a public-private partnership. Regarding transportation, a public-private partnership is a financial agreement between a public and private entity for delivery, operation, or maintenance of some physical aspect of the transportation system. Since the freight transportation infrastructure is both publicly and privately held, cooperation in funding is sensible since both parties share benefits and costs in varying degrees according to the infrastructure and the geographical area. Funding of the freight system in Illinois should reflect this relationship.

A public-private partnership can take many forms; some common ones include (Meyer and Miller 2001; FHWA 1994):

- Operations and Maintenance
- Operations, Maintenance and Maintenance
- Design-Build
- Design-Build-Maintain
- Design-Build-Finance-Operate-Maintain
- Design-Build-Finance-Operate-Maintain-Transfer
- Build-Operate-Transfer
- Build-Own-Operate
- Buy-Build-Operate
- Developer Finance
- Turnkey

The benefits of public-private partnerships have been examined by many states and transportation organizations. The following benefits have been attributed to such partnerships:

- Private sources of funds can extend public funds in supporting more transportation projects.
- Private investors can explore new and untested markets and initiate transportation projects where the government cannot.
- Private sector involvement introduces efficient opportunities for value capture and joint commercial development and may be more likely to take advantage of innovative pricing, marketing, and service strategies.
- Private provision of project construction could proceed much more quickly and efficiently than under public procurement regulations.
- Private sector participation places a premium on life-cycle cost reduction via innovations in design and construction methods and the installation of new technologies.

Examples of States and Regions Effectively Managing and Funding Freight

In their 2009 report, *NCFRP Report 2: Institutional Arrangements for Freight Transportation Systems*, the National Cooperative Freight Research Program (NCFRP) of the Transportation Research Board (TRB) described successful institutional arrangements for improving freight movement. They accomplished this by reviewing a number of institutions at the national, state and regional levels, and classifying organizations into types. Classifications are based on if and how the organizations plan, prioritize, implement and fund freight projects. There are three organizational types:

- Type I – Type I organizations typically seek to improve the visibility and importance of freight issues in their area. They focus mainly on information sharing, consensus building at the policy level, education, increasing visibility and awareness for freight issues, overcoming distrust and competitive barriers, and general advocacy. In Illinois, the CMAP Freight Committee is an example of a Type I organization.
- Type II – Type II organizations have more focused missions than Type I organizations and are given statutory authority in state or federal legislation. These organizations focus on evaluation of alternative projects, project prioritization, project selection, consensus building at the project level, focused advocacy and fund-raising. The Washington Freight Mobility Strategic Investment Board (FMSIB) is an example of a Type II organization.
- Type III – Type III organizations focus primarily on project implementation through design and construction, obtaining environmental approvals, managing financial and schedule risks, construction oversight, debt service payments, and negotiating partnership agreements. These organizations often develop from Type I or Type II organizations that have gone through planning and discussing projects and now seek to implement them. CREATE is an example of a Type III organization.

Table 4 Model State and Regional Freight Organizations

State	Name	Type	Legal Structure	Scale	Function
FL	Florida Seaport Transportation and Economic Development Council (FSTED)	II	Not-for-Profit	State Freight	Board with legislative mandate to evaluate and fund projects designed to maintain and improve the global competitiveness of Florida's ports.
WA	Freight Mobility Strategic Investment Board (FMSIB)	II	Public Authority	State Freight	Identifies and recommends for funding projects that explicitly improve freight mobility and require complementary public and private investments. FMSIB is led by a 12-member board comprised of elected officials, industry representatives, public agencies/ authorities and a chairperson appointed by the Governor. Members must represent a community or facility along a strategic freight corridor.
FL	Florida DOT Strategic Intermodal System	II	Public Agency	State	System of significant hubs of transportation activity including, but not limited to, port and rail intermodal facilities. Designated facilities receive priority in the funding process.
WA	Washington State DOT Freight Systems Division	II & III	Public Agency	State	The WSDOT Freight Systems Division provides strategic planning for all state freight investments and directly manages the state's rail programs. The division conducts research projects and long- and short-range planning as well.
IN	INDOT Office of Freight Mobility	II & III	Public Agency	State	The INDOT Office of Freight Mobility helps to provide an integrated freight and logistics system that ensures the efficient, reliable and safe movement of goods which supports the state's economic growth and competitiveness.
CA	Alameda Corridor Transportation Authority	III	Public Authority	Regional	Public Authority created to design and build a consolidated freight rail corridor serving the Ports of Long Beach and Los Angeles. It expands its mission as necessary to take on projects that improve freight mobility in the vicinity of the ports.

Many state and regional freight programs suffer from common shortcomings including: lack of mandate; mismatch of scope; and insufficient funding. In addition to these, many programs focus on a single mode or set of infrastructure (e.g. seaports) which do not account for the multi- and intermodal nature of freight.

Illinois's Freight System Needs

There are three basic shortcomings at the state level that must be addressed in order for Illinois to retain its competitiveness in the logistics industry: planning, funding, and implementation. Currently, there is no organization at the state level that plans for freight. Illinois cannot rely on the freight industry to do this alone. Freight funding in Illinois is erratic and mode-specific; goods movement however, is an intermodal process requiring the interaction of multiple modes. Often, it is the connecting point of modes that are a major source of delay and congestion. Once opportunities are recognized, there is no organization responsible for acting on them.

In order to effectively operate its freight system, Illinois must:

1. **Plan:** Periodically produce statewide freight system plans that assess current conditions and make predictions about future directions;
2. **Acquire Funds:** Identify a dedicated source of freight funding;
3. **Implement:** Prioritize, design, construct and manage new and existing freight infrastructure elements that are of regional, state or national significance.

Prepare a Freight Plan for Illinois

Despite the importance of goods movement to the state's economy, Illinois does not have a freight plan. The state should prepare a freight plan to ensure that Illinois has a freight system that best supports its economic growth. It should identify public policies, investments and land development needed to achieve efficient goods movement by air, rail, highway, water and intermodal means.

A sound freight plan should:

- Ensure that land is preserved for future rail and truck corridors and intermodal terminals.
- Set priorities for funding and completing rail network improvements, including the CREATE Program, to add capacity and reduce delays where it is most economically beneficial. Identify the state's role in funding needed improvements.
- Create an efficient, well-connected system of truck routes that enables timely and economically necessary truck movement with minimum negative impact on communities and the environment. This should include maintaining the Interstate expressway system that carries nearly 30% of all traffic in the state, making cost-effective upgrades to strategic arterial roads, and removing truck route restrictions that foster inefficiencies and eliminate gaps in the system.

A New Role for IDOT

IDOT is responsible for perhaps Illinois' biggest freight asset – the highway system, and it already has transportation professionals capable of accomplishing the job. For these reasons, a new office within IDOT responsible for developing a comprehensive, multimodal plan for the Illinois freight system, conducting freight related research, engaging stakeholders, and managing the state's current rail program would be ideal. There already exists within IDOT a Bureau of Railroads located in the Division of Public and Intermodal Transportation. Its primary responsibility is administering the Rail Freight Program. This office could be transitioned into an Office of Freight Mobility responsible for all of Illinois' freight planning needs.

Program Elements⁶

In fulfilling the identified needs for the Illinois freight system the IDOT freight planning program should consist of the following elements:

- Periodically produce a strategic statewide freight plan covering all modes that assesses the current condition and makes predictions about the future state of the freight system.
- Produce research reports and studies as necessary. These could focus on particular concerns or special freight facilities (i.e. intermodal terminals, ports, etc.) for example.

The Illinois General Assembly has recently taken an important step by passing HB 1761, the Freight Mobility Act, now awaiting the Governor's signature. This Act requires a multimodal freight plan be included in the state transportation plan. The freight plan will analyze and assess the current freight transportation system; identify freight system trends, needs, and economic opportunities; and recommend operation and management improvements, projects to eliminate system inefficiencies, methods of funding projects, and policies to ensure the movement of goods within Illinois is both efficient and supportive of the state's economy. While the legislation does not call for the establishment of an office of freight mobility, it may benefit IDOT to make organizational changes that will better allow it to fulfill the obligations set out in the legislation.

Although a new IDOT office could effectively address the need for planning, it cannot easily address the need for funding and implementation. The freight system has multiple stakeholders both public and private, spanning multiple modes and levels of governance. This complicates the identification, implementation, and financing of high-payoff investments to the freight infrastructure because of the number of parties involved and the complexities of collaboration. A statewide freight agency could carry out these functions itself and facilitate the efforts of others through monetary incentives.

⁶ Program elements, Guidelines and Evaluation Criteria outlined by the Washington Freight Mobility Strategic Investment Board (FMSIB) and the Washington Department of Transportation Freight Systems Division were relied upon for developing corresponding ones for Illinois.

Funding and Implementation: the Case for a Statewide Freight Agency

A statewide freight agency is needed in Illinois because there are challenges and needs that no existing organization can fulfill. Without a strong centralizing influence on freight transportation those needs will go unmet. This was recognized by CMAP and stakeholders from the public and private sectors. They called for the development of a governance structure, such as a regional Port Authority, with responsibilities to include identifying issues and guiding freight system investments (CMAP 2010). As with any new or innovative proposal there is resistance to change the status quo, although many of these ideas are new only to Illinois. Other states have already begun to form non-traditional institutional arrangements for freight transportation planning and funding⁷. If Illinois does not keep up, it could be left behind and begin to lose some of the competitive advantage it has enjoyed for years.

Illinois does have an appetite for innovative institutional arrangements evident in the formation of CREATE. CREATE is an historic partnership between the railroad industry and public leaders. It directly addresses an identified barrier to intermodal transportation as identified by the Government Accountability Office (GAO): limited collaboration among stakeholders from different modes and levels of government (GAO 2007). The modal organization of transportation agencies makes the kind of collaboration necessary to advance freight projects difficult. Also, public sector outreach to private stakeholders is sometimes ineffective because of lack of understanding of the goals and processes between the two parties and because of differing planning horizons.

Though CREATE addresses these obstacles, it falls short of what Illinois needs for future prosperity. CREATE does not plan for freight on a continual basis and also does not provide a multimodal vision for freight in Illinois. In addition, completion of CREATE projects is moving at a snail's pace and may be too slow to accomplish the goal of maintaining Chicago's position as the freight hub of the nation. The culture of collaboration in Illinois fostered by this partnership should not be lost, however. New arrangements that better address Illinois' future should be sought out.

A statewide freight agency would be able to act as an advocate for Illinois at the national level and also align Illinois with national transportation interests. The federal government is developing a new national freight policy and program. Illinois, as the nation's freight hub, should be shaping that policy and positioning itself to take advantage of the results. Federal policies and funding formulas should reflect the substantial national benefits resulting from freight investments in Illinois. Other states and the directors of the nation's port authorities are at the table helping shape federal policy. The leadership of an Illinois freight agency could effectively represent Illinois' interests in these important debates.

A statewide freight agency can implement projects the private sector alone would not otherwise undertake. This may be because of self-interest, or the absence of a non-biased facilitator with broad perspective to recognize and act on opportunities. There are many social costs associated with moving goods that individual companies do not consider when making decisions, such as carbon and particulate matter emissions and contributions to congestion. A statewide freight agency could help manage goods

⁷ Washington and Florida are examples.

movement in Illinois such that these negative externalities are reduced or eliminated. Also, there may sometimes be opportunities for greater efficiencies in operations resulting from collaboration that are missed because of narrow self-interests and fear of leaking valuable information that could lead to the loss of a competitive advantage.

Finally, there are needs and opportunities throughout the state for freight-related economic development and a freight agency can provide the leadership and skill to plan, fund and gain maximum economic impact from freight investments as part of a statewide strategy. A freight agency can stimulate investment in freight centers throughout the state. Industrial activity tends to cluster in freight centers that serve as magnets for freight activity because they provide easy access to arterial highways, rail and, in some cases, mass transit. Two areas that could be targeted for economic development are:

- The Chicago Southland Freight Center. The state should strengthen the connections between the many rail, road and intermodal facilities concentrated in the Chicago Southland – from the south side of Chicago through the south suburbs. It should plan that area as an integrated freight center to enhance the state’s strategic position in the global transportation network.
- Southern Illinois Mississippi River Container Port. The state should encourage development of southern Illinois container port facilities where the Mississippi River, rail and interstate highway truck routes intersect. Such a port would be well-positioned to respond to the changing economics of global shipping with the opening in 2014 of the widened Panama Canal and recent emergence of super-sized “post panamax” ships between Asian and North American ports. The new ocean-going ships are so large that it makes sense to concentrate them at emerging super ports and move containers to smaller ships or barges for distribution along the coasts and through the country’s river systems.

A Twofold Approach

In order to be effective in terms of funding and implementation, a state freight agency could be established that acts both as a Strategic Investment Board and as an Authority capable of managing infrastructure and operations. The agency would act as a Strategic Investment Board when it is inappropriate, or not feasible, to be directly involved in a project as an authority. Agencies responsible for various aspects of the freight system could apply to the Strategic Investment Board for funds for projects that improve freight mobility. Projects would be selected based on their ranking according to a set of criteria. As a freight authority, the agency would work primarily to facilitate collaboration between individuals and across modes and seek to increase capacity and reduce social costs through collaborative operations.

The agency should be organized with a Board and Executive Director. The board should consist of members representing local governments along strategic freight corridors, each mode of the freight industry, shippers, and consumers.

The Freight Agency as Strategic Investment Board

Complementing the planning work proposed for IDOT, the freight agency acting as a Strategic Investment Board could facilitate further freight infrastructure development by offering merit-based grants. A loan program would recognize that if an investment is truly prudent then the revenue generated from its subsequent operation should cover its cost. Grant programs would be directed towards economically important projects that might not otherwise be undertaken without government subsidy. If a federal freight program is established, the Freight Agency should become responsible for allocating any discretionary funding that may be part of that program.

Illinois' two mode-specific financing programs for freight infrastructure development - the Rail Freight Program, managed by IDOT, and the Port District Loan Program, managed by the Department of Commerce and Economic Opportunity - have both been underutilized. The DCEO Port District Loan Program does not appear to have been very active in recent years. The FY 2009 Illinois Capital Budget indicates funds were allocated though not expended in FY 2007, none allocated in FY 2008, and allocated in FY 2009. The FY 2010 budget indicates funds were allocated in FY 2010, and it appears no funds were expended in FY 2009.

The Rail Freight and Port District Loan Programs should be administered by the proposed freight agency, which should have the capacity to evaluate the economic and transportation impacts of proposed freight investments. Funds would be directed toward high-payoff projects with intermodal connectivity and collaboration in mind.

A public-private partnership can be built both into the funding mechanism and the makeup of the Strategic Investment Board. In order to fund projects, a certain amount of funds can be either diverted from IDOT and the Toll Highway Authority or newly appropriated from the legislature. Any grant given by the Strategic Investment board must then be matched, at whatever fraction deemed appropriate (e.g. 80/20 for example), by the organization soliciting project funds. The participation of the private sector can also be ensured by reserving seats on the board for members of the freight industry.

Program Elements

The Strategic Investment Board program should consist of the following elements:

- Identify and select strategic freight investments.
- Evaluate and prioritize freight investments according to established guidelines and criteria.
- Recommend and create funding partnerships for state freight investments.
- Engage stakeholders in the freight community and act as an advocate for freight in the state of Illinois and the nation.

Implementation Guidelines

Implementation guidelines establish what types of projects are eligible for funding and where those projects are located geographically. Guidelines should include:

- Limit funding to projects that are located along a strategic freight corridor.
- Improve links among strategic corridors that enhance freight movement.
- Limit funding to projects that primarily improve freight mobility.
- Projects should have a public-private component. Since the freight infrastructure is shared by both the public and private sectors, it makes sense that projects are not funded solely with public funds.

Evaluation Criteria

The Strategic Investment Board must have clear and effective evaluation criteria if it is to prioritize and fund projects in a manner that most benefits Illinois' freight system and economy. The most important criteria are the project's ability to improve freight mobility at varying geographic scales. Criteria must be equal across jurisdiction and mode, else the board's credibility will be questioned as some industries and areas are favored. Proposed projects should be evaluated according to a set of criteria including:

- Freight Mobility for the Project Area – The proposed project must improve freight mobility in the immediate project area.
- Freight Mobility for the Region, State, and Nation – The proposed project should improve freight mobility at a geographic level greater than the immediate surrounding area.
- General Mobility – The project should improve mobility for both freight and passenger activity.
- Safety
- Contribution to Regional/ State Economy
- Environment
- Partnership
- Consistency with Regional and State Plans
- Cost
- Special Issues

The Freight Agency as an Authority

As an authority, the freight agency could fund and ensure implementation of elements of the freight infrastructure meant to improve the connectivity between, and the efficiency of, the entire Illinois freight system. It could also manage new elements of the freight system where appropriate. This aspect of the freight agency recognizes that although the freight system spans all of Illinois, functional problems (i.e. congestion, pollution, delay, etc.) are localized. As mentioned in the *Relation of Finance to Performance* section, there is much to be gained by the focus of resources and attention on bottleneck relief. Because of this, opportunities to introduce new elements into the freight system should center on facilities that allow for more efficient operations, those that facilitate intermodal connectivity, and those that alleviate the negative externalities of freight movements; particularly those movements that are less economically beneficial to regions and the State.

There are opportunities for the freight agency acting as an authority to fund new facilities through user fees. Such proposed facilities must undergo rigorous analysis to ensure the user fee and level of service cover the construction, maintenance, and operation of the facility. Prudent management over time of a key facility will give the freight agency the reputation necessary to be entrusted with management of other facilities. Some opportunities include the following: exclusive freight rail corridors and exclusive highway freight corridors (in cooperation with the Illinois State Toll Highway Authority).

Exclusive Rail Freight Corridors

A number of states, including California and Nevada, have imposed user fees on freight operators using publicly funded, newly constructed exclusive freight right-of-ways. Exclusive freight right-of-ways can be described as a corridor of below-grade and/ or user-separated right-of-way that allows carriers to operate at a high level-of-service. Examples include the Alameda Corridor in California and the Reno ReTRAC in Nevada. Both facilities have as a portion of their design a depressed train track that removes passenger train-freight train, vehicle-train, and pedestrian-train conflicts.

There may be potential for such an exclusive facility in the Chicago region since it is the freight hub of the U.S. and there are sometimes considerable impediments to rail freight mobility, primarily passenger service on Amtrak and Metra. Rail carriers would be charged on a per container basis for all freight moved through the exclusive corridor.

Exclusive Highway Freight Corridors

An exclusive freight right-of-way could be implemented in the form of truck-only toll lanes. These lanes could be successful for several reasons: in terms of both volume and value, the majority of freight moved in Illinois is done by truck, not rail, as shown in Figures 3 and 4⁸; a recent study found that three of the top ten freight truck bottlenecks are located in Illinois⁹; and, CREATE did not specifically address

⁸ Oak Ridge National Laboratory. Freight Analysis Framework, 2007.

⁹ American Transportation Research Institute, Federal Highway Administration. 2009 Bottleneck Analysis of 100 Freight Significant Highway Locations.

truck mobility. Considering the second and third reasons, potential travel-time savings provide incentive for carriers to use an exclusive highway freight right-of-way.

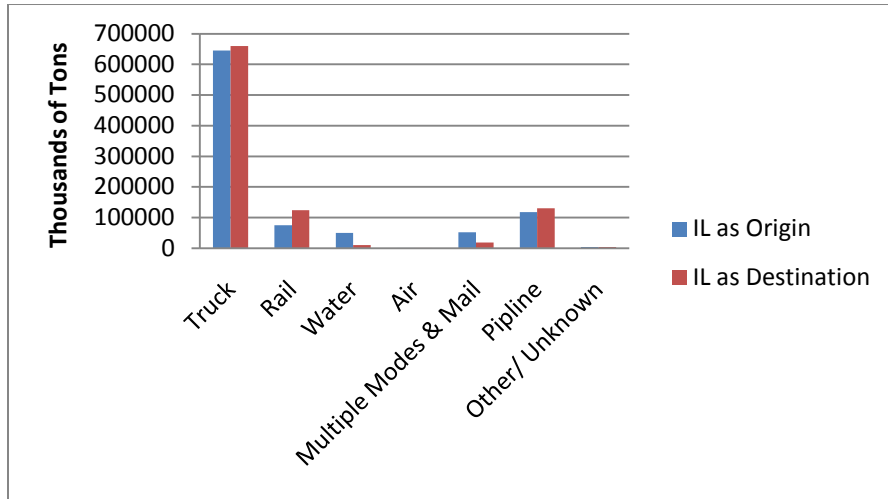


Figure 3 Weight of freight originating in and destined for Illinois.

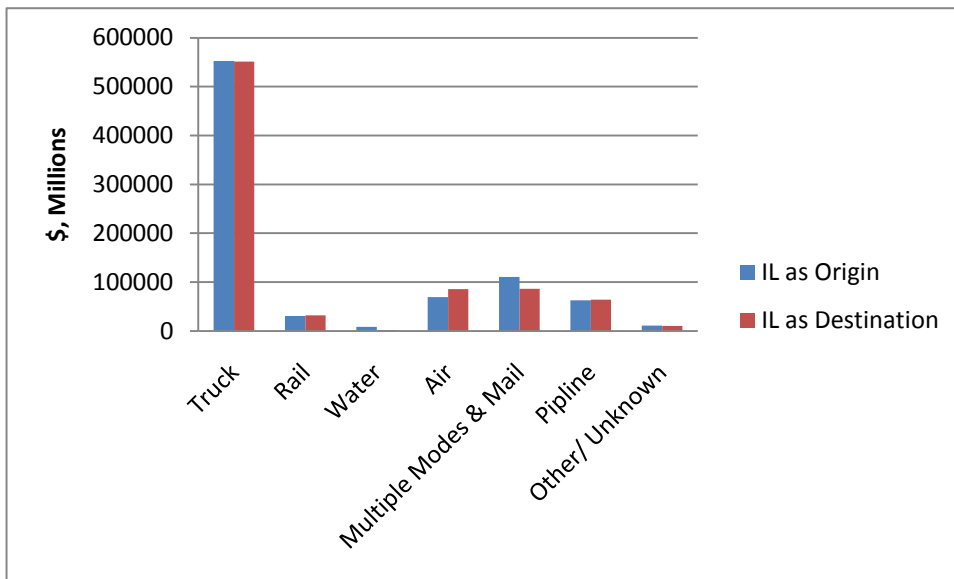


Figure 4 Value of freight originating in and destined for Illinois.

One idea that has been debated is the Mid-City Freightway, described as a proposed grade-separated roadway, with one lane in each direction, for the exclusive use of commercial vehicles, including both trucks and buses. The Freightway would consist of a north-south and east-west alignment. It would run north-south from the junction of the Kennedy and Edens Expressways on the northern end to Midway Airport along the southern end on a route parallel to Cicero Avenue; the Freightway would run east-

west south of Midway Airport to 74th Street and then turn southeast at Halsted until its end at the Dan Ryan Expressway.

Another option is to implement truck-only toll lanes on the existing highway system along particularly congested corridors. This may have several benefits over the Mid-City Freightway: the possibility of comparable, or improved, estimated results with less construction; the avoidance of potential environmental justice impacts; better access for commercial vehicles and buses to economic and employment centers. Also, the simple removal of highway freight traffic from general use facilities (which the Mid-City Freightway would essentially do) may increase regional automobile use; tolls or some other demand management mechanism would have to be instituted to prevent this. Other studies for different metropolitan areas have indicated the potential for travel time savings, air quality improvement, and mobility for both freight and passenger traffic could be quite significant¹⁰.

Final Recommendations

There are many opportunities to improve the freight system in Illinois if the planning, funding, and organizational capacity are in place to do so. The importance of goods movement to the state's economy should serve as an incentive for public leaders to make the necessary policy changes to ensure a strong and efficient freight system. Models in other states, such as Washington and Florida, demonstrate effective organizational structures that can serve as examples for Illinois. In order to achieve the maximum potential of our freight system while mitigating any associated negative consequences, Illinois should:

- **Create a comprehensive, multimodal freight mobility plan.** IDOT should prepare a freight plan to ensure that Illinois has a freight system that best supports its economic growth. It should identify public policies, investments and land development needed to achieve efficient goods movement by air, rail, highway, water and intermodal means. Legislation has been passed that would require such a freight plan. It is now awaiting the Governor's signature. Ideally, an office of freight mobility within IDOT would be responsible for statewide freight planning. The primary need in creating this office is staffing it with transportation professionals experienced in multimodal freight planning.
- **Create an Illinois Freight Authority and Strategic Investment Board.** This freight agency would function as both an authority for the planning, funding, and management of exclusive freight corridors in Illinois and as a strategic investment board responsible administering grants for freight economic development along designated freight corridors.
- **Explore the feasibility of freight-exclusive corridors in Illinois.** Freight-exclusive corridors should be used to address specific bottlenecks and should be the responsibility of the freight agency. This is the model followed in other states such as California with the Alameda Corridor and Nevada with the Reno ReTrac.

¹⁰ Meyer, Michael. Feasibility of a Metropolitan Truck-only Toll Lane Network: The Case of Atlanta, GA.

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Appendix A. Intermodal and Port Facilities in Illinois

- Intermodal Rail terminals (Carrier) - <http://www.intermodal.org/skedz/index.php>
 - 47th Street (NS)
 - 59th Street (CSXI)
 - 63rd Street (NS)
 - Bedford Park (CSXI)
 - Bensenville (CP)
 - Blue Island Rail Port (IAIS)
 - Calumet (NS)
 - Canal Street (UP)
 - Cicero (BNSF)
 - Corwith (BNSF and PACR)
 - Global One (UP)
 - Global Two (UP)
 - Harvey Intermodal Terminal (CN)
 - Landers Yard (NS)
 - Logistics Park Chicago (BNSF)
 - Schiller Park (CP)
 - Willow Springs (BNSF)
 - Yard Center (NS and UP)
- Port facilities
 - Port of Chicago (Illinois International Port District - <http://www.theportofchicago.com/index1a.html>)

Rochelle

- Global Three (UP)

Decatur

- Intermodal Rail terminals (Carrier)
 - Decatur (NS)

Peoria

- Port facilities (<http://portdistrict.com/content/explore-transport-region>)
 - Heart of Illinois Regional Port District – The district encompasses Marshall, Peoria, Woodford, Tazewell, Fulton and Mason counties. It contains numerous terminals with rail and interstate highway access.

St. Louis, MO region

- Intermodal Rail terminals
 - Dupo, IL (UP)
 - East St. Louis, IL (CSXI)
- Port facilities (http://www.worldportsource.com/ports/USA_IL.php) (<http://www.gatewaydelivers.com/water.html>)
 - Granite City, Madison, and Venice, IL (Tri-City Port District)
 - Kaskaskia Port District, private – Red Bud, IL
 - Southwest Regional Port District

Appendix B. Illinois Railroads

- Belt Railway Company of Chicago
- Bloomer Shippers Connecting Railroad Co.
- Burlington Junction Railway
- Burlington Northern Santa Fe
- Canadian National Railway/Illinois Central Railroad
- Canadian Pacific Rail System
- Central Illinois Railroad
- Chicago Fort Wayne & Eastern Railroad
- Chicago Port Railroad
- Chicago Rail Link
- Chicago, South Shore & South Bend Railroad
- City of Rochelle Railroad
- Crab Orchard & Egyptian Railroad
- CSX Transportation, Inc.
- Decatur Junction Railway
- Eastern Illinois Railroad Co.
- Effingham Railroad
- Elgin, Joliet & Eastern Railroad
- Evansville Western Railway
- Iowa, Chicago & Eastern Railroad
- Illinois Midland Railroad, Inc.
- Illinois Railway
- Illinois Western Railroad
- Indiana Eastern Railroad
- Indiana Harbor Belt Railroad
- Indiana Railroad
- Iowa Interstate Railroad, Ltd.
- ISG South Chicago & Indiana Harbor Railway Co.
- Kansas City Southern Railway Company
- Kankakee, Beaverville & Southern Railroad
- Keokuk Junction Railway
- Manufacturers' Railway
- Manufacturers Junction Railway
- Norfolk Southern Railway Co.
- Pioneer Industrial Railway Co.
- Riverport Railroad, LLC
- Shawnee Terminal Railway Company
- Tazewell & Peoria Railroad, Inc.

- Toledo, Peoria and Western Railway Corp.
- Terminal Railroad Association of St. Louis
- Union Pacific Railroad
- Vandalia Railroad Company
- Vermillion Valley Railroad Co.
- Wisconsin & Southern Railroad

Appendix C. Truck Terminal Operators in Illinois

- [ABF FREIGHT SYSTEM, INC.](#)
ABF
- [ABF FREIGHT SYSTEM, INC.](#)
ABF
- [ABF FREIGHT SYSTEM, INC.](#)
ABF
- [ABF FREIGHT SYSTEM, INC.](#)
ABF
- [ALBERTO BONILLA](#)
- [AMBERWAY INC](#)
AMBERWAY
- [AMERICAN HIGHWAY, INC.](#)
- [APL INTERMODAL](#)
- [ATA TRUCKING, INC.](#)
- [BEELMAN TRUCK CO.](#)
- [BENNETT GRAIN TRUCKING INC](#)
- [BIG JIM'S PUBLIC SCALE](#)
- [BURR & TEMKIN SOUTH, INC](#)
- [CAC SERVICES INC](#)
- [CASSENS TRANSPORT COMPANY](#)
- [CHICAGOTRANS ENTERPRISES INC](#)
- [COLBERG TRUCKING](#)
- [COMMERCIAL TRANSPORTATION INC](#)
CTI NATION WIDE
- [CONCORD EXPRESS INC](#)
CONCORD EXPRESS
- [DAWES ROADRUNNER FREIGHT SYSTEMS INC](#)
ROADRUNNER DAWES FREIGHT SYSTEMS INC
- [DISTRIBUTION TECHNOLOGIES, INC](#)
DISTRIBUTION TECHNOLOGY
- [DORHN TRANSFER COMPANY](#)
- [DRDC](#)
- [E&H TRANSPORT NETWORK INC](#)
- [EAGLE EXPRESS LINES INC](#)
- [EAST ST LOUIS TERMINAL & STORAGE CO INC](#)
- [ED SERVICE GROUP](#)
- [EDWARD BORKOWSKI REVOCABLE TRUCK](#)
- [EDWARD E. SCHWITTERS](#)
EDWARD SCHWITTERS TRUCKING SVC
- [EGA EXPRESS INC](#)
- [EPIC EXPRESS](#)
CANADIAN FREEWAYS
- [ERMA TRANSPORT, INC.](#)
- [EUROTRANS EXPRSS INC](#)
- [FAN 24 HOUR BOBCAT & TRUCKING](#)
24 7 DISPOSAL
- [GABOR LOGOSTICS](#)
- [GLOBAL INTERMODAL SYSTEMS, INC.](#)
CONGLOBAL INDUSTRIES
- [GLOBAL INTERMODAL SYSTEMS, INC.](#)
TIME GLOBAL INDUSTRIES
- [GREAT LAKES SYNERGY CORPORATION](#)
GREAT LAKES TERMINAL & TRNSPT
- [GREER EXCAVATING](#)
- [GULLY TRANSPORTATION, INC.](#)
GULLY TRUCK LEASING
- [H O C J INC](#)

- [HARDCORE TRUCKING, INC.](#)
- [HARTFORD-WOOD RIVER TERMINAL LLC](#)
HARTFORD TERMINAL
- [HNI TRUCK GROUP LLC](#)
- [HOWARD DISTRIBUTING INC](#)
- [HUIZINGA, J CARTAGE CO INC](#)
- [J. D. TRUX, INC.](#)
- [JACK B KELLEY INC](#)
- [JERRY BRUNER WHEELS 4 - U](#)
[TRANSPORT LLC](#)
- [KINDER MORGAN LIQUIDS TERMINALS](#)
[LLC](#)
KINDER MORGAN LIQUID TERMINAL
- [KKM TRANSPORT INC](#)
- [LAND JET TRANSPORTATION](#)
- [LIBERTY BELL TRANSPORTATION INC.](#)
- [LOOMS TRANSFER INC](#)
- [LUCIEN OUELLETTE CARTAGE LTD](#)
- [LUSTER PRODUCTS INC](#)
- [M ACH 1](#)
- [M WONDAAL & SONS TRUCKING CO](#)
- [MATT PHELPS](#)
- [NEBRASKA TRANSPORT CO](#)
- [NICK'S TRANSPORTATION](#)
- [NORMAN S POTTER](#)
- [OVERHEAD SERVICES](#)
- [PILIK TRUCKING, INC.](#)
- [PITTS TRANSPORTATION SERVICE INC](#)
- [POSSEMATO WAREHOUSE, INC](#)
- [PREMIER STORAGE INC](#)
- [PRO EXPRESS](#)
- [QUAD CITY FREIGHT SERVICE, INC](#)
- [QUEST BROKERAGE INC](#)
- [R&S TRANSPORTATION & LO](#)
- [RAY MARECI](#)
ACTION INSTALLERS
- [RICK FUDGE](#)
LANDSTAR
- [ROBIN L FOSTER](#)
- [RS NATIONWIDE EXPRESS, LLC](#)
- [SAS TRANS INC](#)
- [SCHANNO TRANSPORTATION](#)
- [SMITHWAY MOTOR XPRESS, INC](#)
JERRY BOEKELOO INTERPRISES
- [T N T HOLLAND MOTOR EXPRESS INC](#)
U S S HOLLAND
- [THE CHAS LEVY COMPANY DEL](#)
THE LEVY, CHAS COMPANY DEL
- [TOTAL SWEETENERS, INC](#)
CHICAGO SWEETENERS
- [TRADEMARK TRANSPORTATION, INC](#)
- [TRIPLE CROWN SERVICES COMPANY](#)
- [TWO MEN & TRUCK](#)
- [UNITED FEEDS TRANSIT](#)
- [UPS GROUND FREIGHT, INC.](#)
- [USF HOLLAND INC.](#)
USFREIGHTWAYS
- [VALLADARES TRUCKING CORP](#)
- [WABASH EXPRESS INC](#)
- [WARREN TRANSPORT, INC.](#)
- [WERNER ENTERPRISES, INC.](#)
- [X LINE LOGISTICS COMPANY INC](#)
- [YRC INC](#)
ROADWAY EXPRESS
- [YRC INC](#)
ROADWAY EXPRESS
- [YRC INC.](#)
YELLOW TRANSPORTATION
- [ZURIC CARRIER](#)
- [ZURIC CARRIER INC](#)
- [ZURIC CARRIER INC](#)