



## Virginia Statewide Multimodal Freight Study, Phase I



### Interview Summaries

*Prepared for*  
Virginia Department of Transportation  
Multimodal Transportation Planning Office

*Submitted by*  
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*interview summaries*

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# 1.0 Stakeholder Input

## ■ 1.1 Overview

As part of the Virginia Statewide Multimodal Freight Study Phase I, telephone interviews were conducted with a selected sample of Virginia freight stakeholders. These stakeholders included: freight customers (shippers and receivers) from different sectors of Virginia's economy (manufacturing, wholesale, retail, etc.), freight service providers (truckers, warehouse/distribution, logistics, etc.), and freight associations. Potential interviewees were chosen based on their previous participation and interest in Commonwealth freight planning efforts, and from Commonwealth business listings. Many of the interviews were performed by staffs of Virginia's 14 Metropolitan Planning Organizations (MPO), focusing on areas within and around their respective regions, supplemented by Commonwealth staff and consultants.

The intent of these interviews was to develop a baseline sense of what works best about Virginia today, and where improvements may be useful, from the direct perspective of freight customers and service providers. Knowledgeable people working for firms in these industries supplied important feedback on the state of Virginia's freight transportation system. This document summarizes that feedback, to support current and future freight planning activities by and throughout the Commonwealth.

The interviewees are, of course, by no means the only stakeholders involved in Virginia's freight transportation system. The Virginia Statewide Multimodal Freight Study has solicited, or will be soliciting, other input through a variety of means, including:

- **Regional public meetings.** In Phase II of the Virginia Statewide Multimodal Freight Study, a program of regional public meetings is planned to receive feedback and comment from members of the general public, representatives of local and regional governments, as well as freight customers and service providers that were not interviewed. The general public benefits from, and is impacted by, freight movement in a variety of ways, and their views are critical; similarly, local and regional governments may have important regulatory and/or economic interests in freight movement.
- **The Virginia Freight Advisory Committee.** This group includes representatives of major industry and service groups – railroads, truckers, seaports, and airports – and has provided information to the Commonwealth in support of the Virginia Statewide Multimodal Freight Study and other Commonwealth freight initiatives.

## ■ 1.2 Stakeholder Phone Interviews

Extensive outreach to other Virginia freight system stakeholders was made via phone interviews. Many of these interviews were scripted with each stakeholder answering the same series of questions. This allowed results to be compiled from a wide range of stakeholders and provided a broad snapshot of information and opinions. A smaller subset of phone interviews were conducted by experienced freight professionals without a script. These free-ranging interviews sometimes revealed important information from specific firms that would not have been generated using the standard script.

Phone interviews were conducted over the course of several months. The interviewers uncovered the opinions of the stakeholders on topics such as:

- The primary problems or issues related to Virginia’s freight system;
- What they are doing to address or ameliorate the problems they have related to freight system performance; and
- What they think the Commonwealth of Virginia should be doing to improve the freight system.

## ■ 1.3 Interview Script

The following script was used for the MPO interviews and most of the consultant interviews.

### **Introduction**

*Good \_\_\_\_\_, and thank you for talking with me today. Let me give you a little background on why we wanted to speak with you. As you may know, Virginia is one of the nation’s leading states in terms of tons of freight moved by water, rail, truck, and air. Because demand for freight movement is growing, and because Virginia’s urban areas and rural corridors are becoming more congested, freight is receiving increased attention. The Virginia Department of Transportation, the Hampton Roads Metropolitan Planning Organization, the Virginia Ports Authority, and others are involved in major freight studies. Recent Federal legislation also calls for each of Virginia’s 14 metropolitan planning organizations to become more active and aware of freight movement issues. We would like to ask you a few questions about how you use freight transportation services and infrastructure in Virginia. By this we mean trucking and highways, rail, ocean shipping, and air freight.*

## **Your Business**

1. *What is the nature of your business or facility?*
2. *What are your primary products and customers?*
3. *How many people do you employ?*
4. *By what modes do you ship and receive goods?*
  - a. *If by truck, can you provide rough estimates of: a) the number of truck moves in and out per day or per week; b) how many are “all truck” trips versus trips to/from railyards, sea-ports, or airports; and c) the major origin-destination patterns (how many are local, regional, long-haul in-state, and long-haul out of state) and driving routes?*
  - b. *If you have direct rail service to your facility: a) how many railcars and train moves occur per day or per week; and b) what is being moved, in what direction (inbound or outbound), and to/from where?*
5. *Do you see your business growing in the future? By how much? What about similar industries in your region? And why?*

## **Freight Issues and Concerns in Virginia**

1. *Do you feel that Virginia’s freight system currently provides adequate capacity, performance, and service availability and choice to meet your needs?*
2. *Within Virginia, what are the most significant challenges your business or facility faces in freight movement? These could be physical, operational, regulatory, or institutional. They could be local, regional, or statewide. Overall, what do you see as key problems or bottlenecks that need to be addressed?*
3. *What changes are needed, and who should be accomplishing them?*
  - *What are you doing to improve freight handling and movement and why? (E.g., infrastructure investment, realignment of resources, etc.)*
  - *How can the Commonwealth of Virginia help you better achieve your freight movement objectives? Are there specific improvements to highways, railroads, ports, or airports? Are there specific regulatory, policy, institutional, or program changes? To what extent can you partner in making these changes happen?*

4. Do you think freight has a high enough profile in Virginia to accomplish needed changes? Do you have suggestions for raising its profile?
  - Is there a local/regional freight committee or council in your region? If yes, do you participate? If no, would that be of interest to you?
  - Do you have personal contact with the following agencies? If yes, who? (Note what level the person is in the organization and the nature of the relationship.)

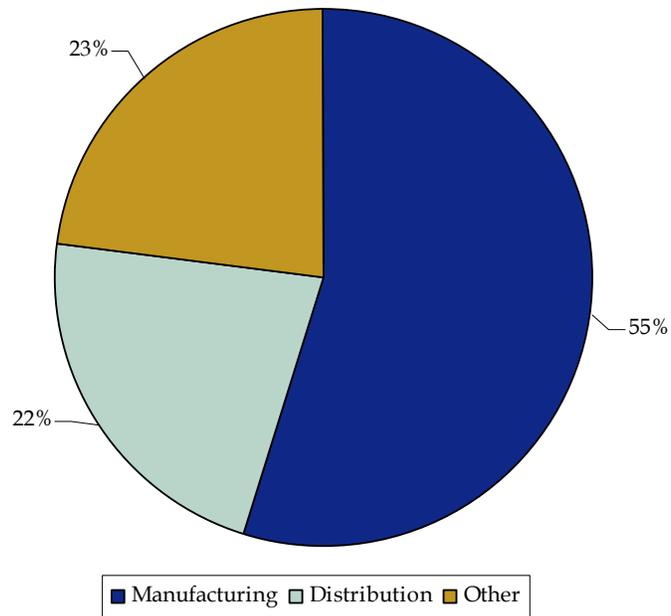
Virginia Department of Transportation; Virginia Departments of Rail/Public Transit, Ports, Aviation, Motor Vehicles; Other state agencies; State elected officials; Local elected officials; Local metropolitan planning organization; Local government staff
5. Do you participate in industry associations or other organized collaborative activity aimed at improving freight infrastructure or policy?

### ***Freight Issues and Concerns Outside of Virginia***

1. If you have a high percentage of out-of-state shipments, are you facing the same issues in other states as you are in Virginia, or are there different issues? Please describe. What, if anything, should the Commonwealth of Virginia be doing to address these issues?

## ■ **1.4 Profile of Respondents**

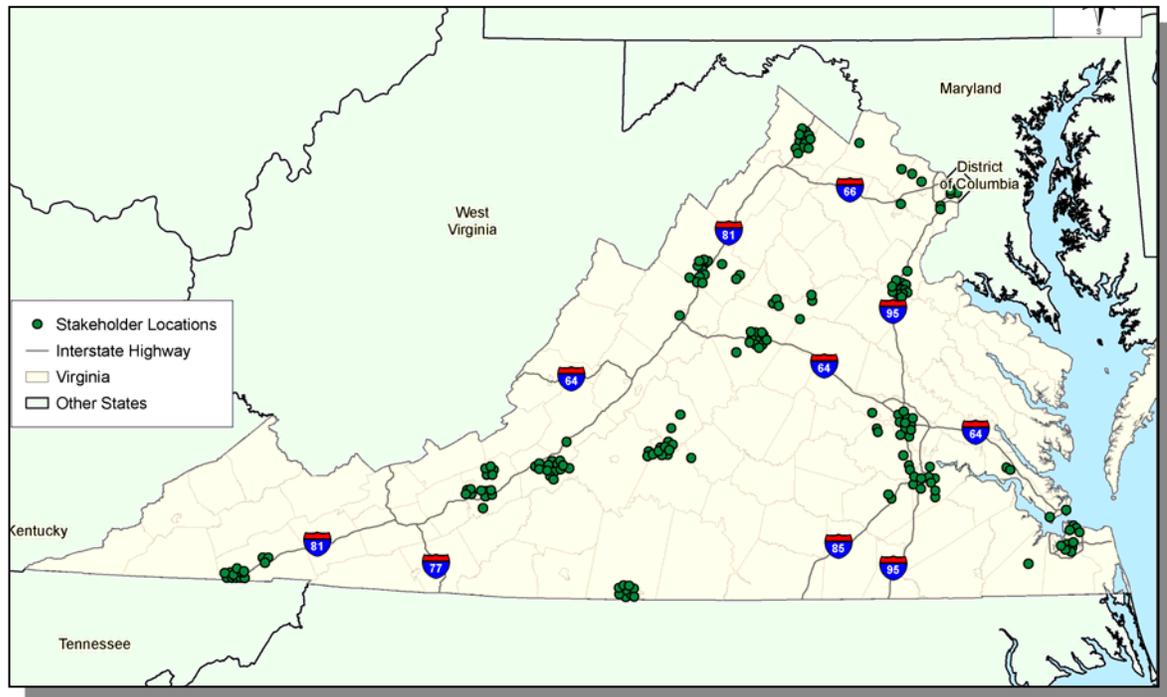
Over 180 stakeholders, representing a wide range of firms and organizations within Virginia, participated in the interview process. Manufacturing firms accounted for most of the interviewees, followed by distribution firms (trucking firms, wholesalers, etc.), and an assortment of retail, mining, agricultural, and other firms. Firms of all sizes were included with 68 percent of those interviewed representing firms with less than 250 employees and 11 percent representing firms with more than 1,000 employees.

**Figure 1.1 Type of Firm****Table 1.1 Size of Stakeholder Firms Interviewed**

Number of Employees	Respondents	Percent
> 1,000	11	6%
500-999	13	7%
250-499	27	15%
100-249	54	29%
50-199	31	17%
< 50	40	22%
No Response	10	5%
<b>Total</b>	<b>186</b>	<b>100%</b>

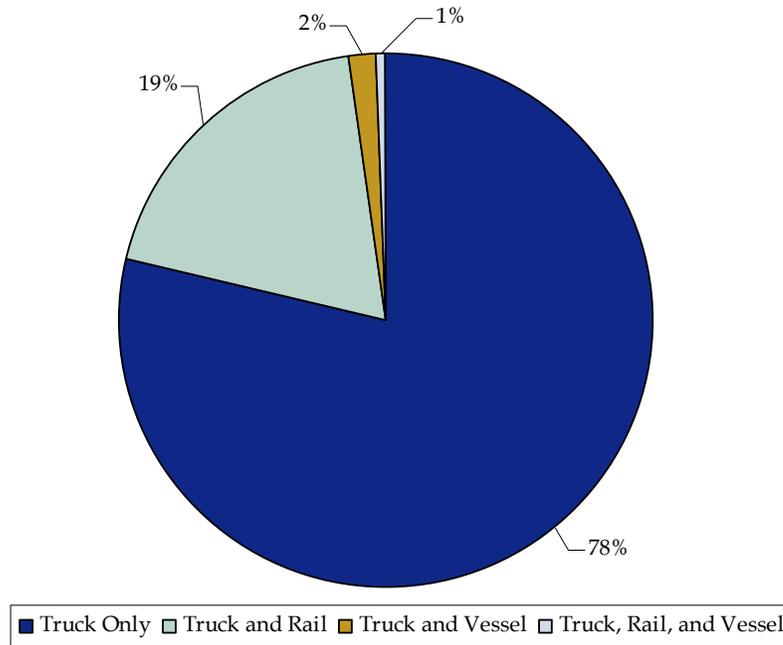
Stakeholders from every region of the Commonwealth were interviewed as indicated in Figure 1.2 below.

**Figure 1.2 Geographic Distribution of Respondents**



The majority of firms (79 percent) report that they have “truck only” facilities with no direct access to any other mode. A significant portion (38 percent) of firms report that freight received or shipped from their facility utilizes some other mode during its trip. These intermodal movements combined either rail and truck, vessel and truck (containers), or airplane and truck. See Figure 1.3 and Table 1.2 below.

**Figure 1.3 Modes Available at Respondent’s Facility**



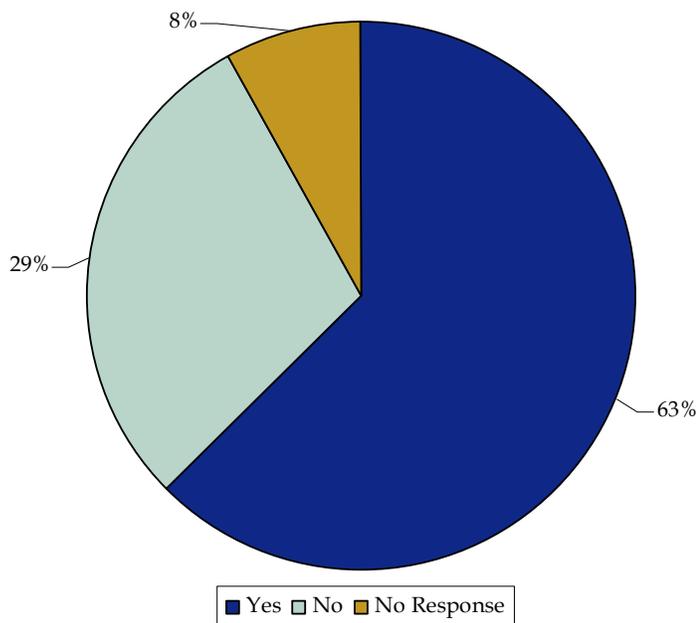
**Table 1.2 Respondents Reporting Intermodal Shipments**

Type of Intermodal	Respondents
Truck/Rail	23
Truck/Vessel	25
Truck/Air	22
<b>Total</b>	<b>70/186</b>

## ■ 1.5 Summary of Key Findings

When directly asked whether or not the freight system in Virginia is adequate for their needs, 63 percent of the respondents said yes (see Figure 1.4 following). Regionally, the proportion of affirmative responses varied from 80 percent in the Blacksburg region to 25 percent in the Northern Virginia region. Many respondents that indicated Virginia’s freight system was adequate also reported that they had major concerns about some aspect of that system (congestion, permitting, highway maintenance, etc.).

**Figure 1.4 Is Virginia’s Freight System Adequate?**



The problem or bottleneck most often cited by respondents is congestion. The likelihood of a respondent reporting that the freight system in Virginia is adequate is directly related to where that respondent is located. Those located in congested areas are less likely than those in less congested areas to report that the system is adequate. (See Table 1.3 following.) Respondents reported that the Northern Virginia and Hampton Roads regions were the most congested and that the I-81, I-95, and I-64 (east of Richmond) corridors had significant congestion problems as well.

While congestion was the most frequently mentioned issue, there also were a number of other problems reported. These include driver shortages, high fuel costs, and problems with permitting and regulations along with a variety of others as outlined in Table 1.4 and Figure 1.5 following.

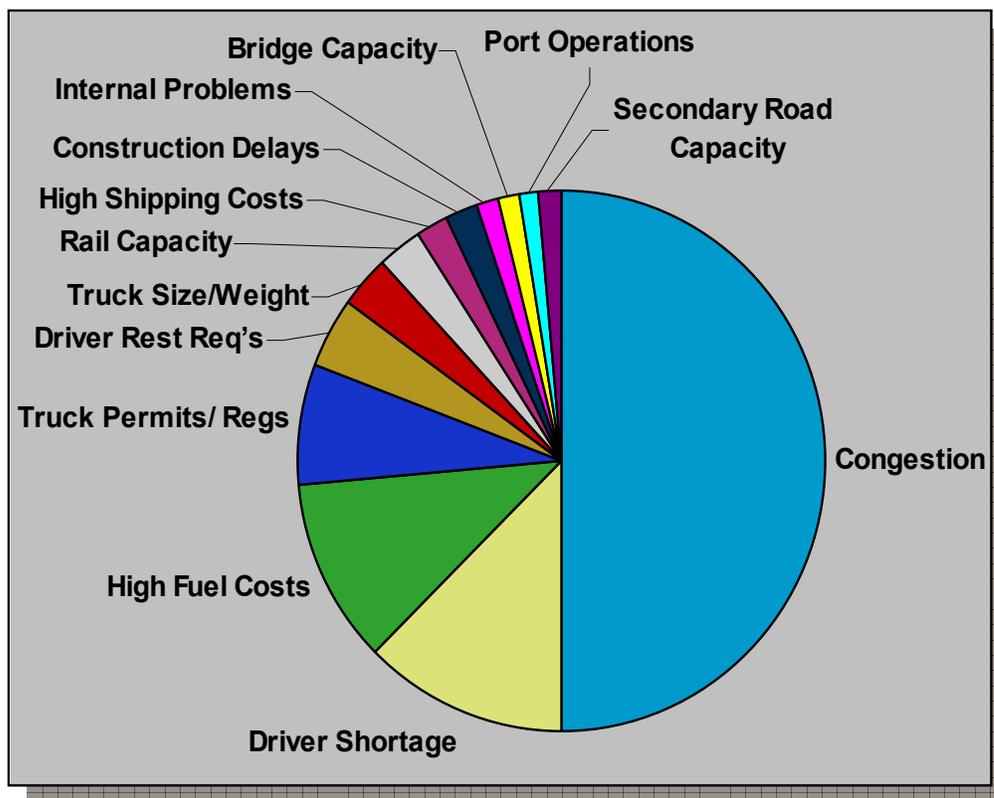
**Table 1.3 Regional Differences in Perception of Adequacy of Virginia's Freight System**

<b>Region</b>	<b>Respondents Indicating System Is Adequate</b>	<b>Respondents Indicating System Is Not Adequate</b>	<b>"No Response"</b>
Harrisonburg	86%	7%	7%
Blacksburg	80%	7%	13%
Lynchburg	73%	7%	20%
Roanoke	73%	27%	0%
Winchester	73%	20%	7%
Bristol	64%	22%	14%
Charlottesville	63%	31%	6%
Richmond	60%	40%	0%
Fredericksburg	53%	47%	0%
Hampton Roads	53%	44%	3%
Tri Cities	53%	33%	13%
Danville	50%	40%	10%
Northern Virginia	25%	75%	0%
Statewide	63%	29%	8%

**Table 1.4 Key Problems and Bottlenecks**

Problem	Number of Mentions	Problem	Number of Mentions
Congestion	76	High Shipping Costs	3
Driver Shortage	19	Road Construction Delays	3
High Fuel Costs	17	Internal Problems	2
Permits/Regulations	11	Low Weight Bridges	2
Driver Rest Requirements	6	Port Operations	2
Size/Weight Restrictions	5	Secondary Road Capacity	2
Rail Capacity	4		

**Figure 1.5 Freight Issues Reported by Stakeholders**



**Table 1.5 Location of Problem Congestion**

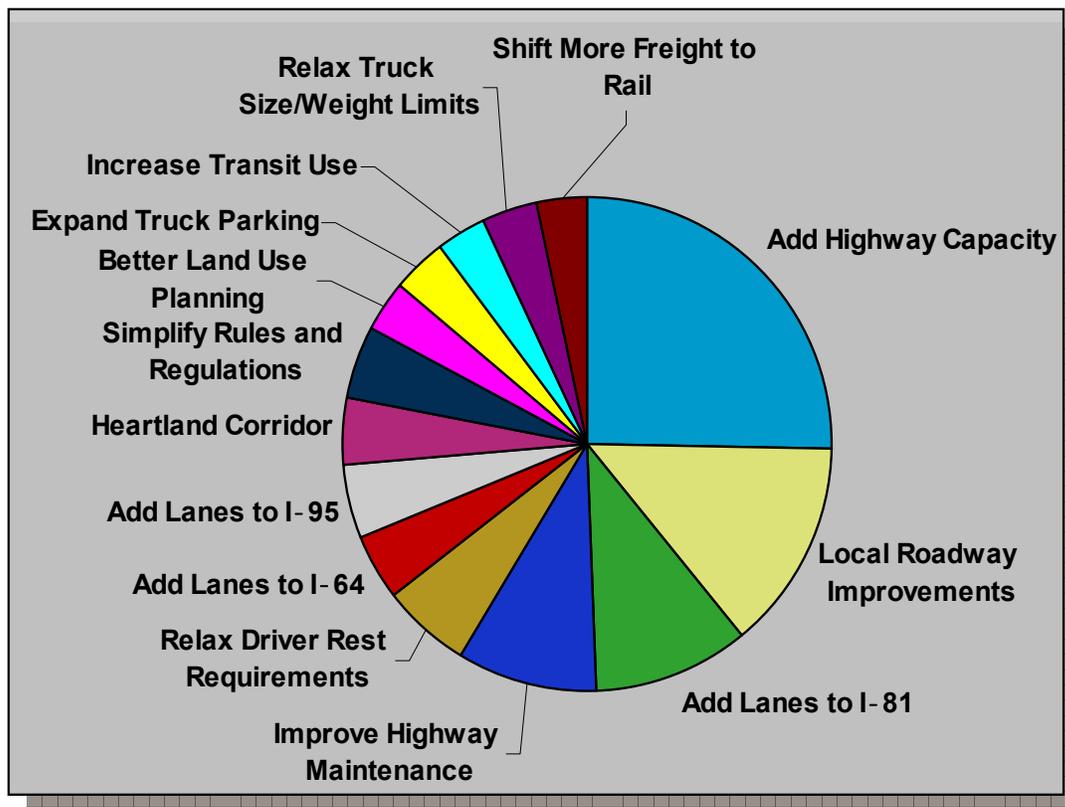
<b>Regions</b>	<b>Number of Mentions</b>	<b>Corridors</b>	<b>Number of Mentions</b>
Northern Virginia	35	I-81 Corridor	9
Hampton Roads	22	I-95 Corridor	7
Richmond	2	I-64 Corridor (East of Richmond)	3

Several stakeholders commented at some length on the congestion problems facing users of the freight system in Virginia. Three of them are paraphrased below.

- *Approximately 60 percent of company product is shipped out of state. Not many problems until trucks reach Northern Virginia.*
- *We face congestion issues throughout the United States, but there are only a few places as bad as Northern Virginia and Tidewater. We operate in New York, Miami, Los Angeles, Atlanta, and other metropolitan areas – and Northern Virginia is one of the worst locations to efficiently move freight.*
- *Congestion and rest area issues are the same in other states; it is difficult for drivers to get to rest areas within time constraints of “hours of service” mandates.*

Based on the identified problems, respondents shared their ideas on what the Commonwealth should do about them. Most ideas centered on adding highway capacity in one form or another. Some were focused on improving roadways near their firm’s facilities (adding traffic signals, turn lanes, etc.). The remaining comments ranged from improving highway maintenance to expanding truck parking.

**Figure 1.6 Freight Strategies Suggested by Stakeholders**



Several respondents in the Hampton Roads region provided feedback (similar to the following) on what the Commonwealth should do to improve the goods movement situation there:

- *Today [we are] concerned that plans to increase [port] capacity could be impacted if the inland transportation infrastructure does not keep pace.*
- *The third crossing is of great importance to the area. Providing Interstate quality movement instead of city streets will be vital to maintaining mobility for Hampton Roads. The third crossing is not just a port-truck solution and is needed for the world's largest naval base and the residents in the area.*
- *Improving U.S. 460 to Interstate quality between Hampton Roads and Richmond is another important improvement that should have a high priority. Somewhere in the near future the combination of Portsmouth Marine Terminal, APM Terminal, and then Craney Island Marine Terminal will result in the majority of the more than 6 million cargo movements occurring on the Portsmouth side of the Elizabeth River. This cargo must be able to access efficient transportation systems.*

- *The Heartland Corridor will provide great efficiencies to move cargo to the Midwest [and should be implemented].*

An air shipper near Dulles Airport commented on the difficulties in moving freight from the airport to their New York Avenue facility through the congested Northern Virginia region:

*The recent Route 28 improvements (removal of traffic lights between Route 7 and I-66) have been a major benefit to [our] business. However, [we] feed [a large] sort facility on New York Avenue and the restrictions on I-66 inside the beltway increase travel time and distance for the company. [These restrictions cause us to have] to use the Dulles toll road to I-495 to I-395 to Route 50 (New York Avenue) which is a much longer distance. The recent improvements at the Springfield interchange have helped significantly but if the aircraft are as much as 30 minutes late, this route becomes extremely difficult.*

A manufacturer in northwest Virginia also commented on the operational difficulties they face due to the congestion in and around Washington, D.C. To better serve their customers they plan to invest in a new forwarding facility in the region to improve delivery times to their D.C. area customers.

A Lynchburg area manufacturer that currently receives about 40 percent of inbound materials by rail is planning to divert more of this freight to trucks due to shipping delays related to rail congestion in the Lorton area.

While problems and bottlenecks within the freight system cannot be solved by individual firms, many have developed approaches to mitigate the negative impacts they have on their organizations. While approaches vary widely, many fall into the following three categories.

- Negotiating with carriers;
- Improving route planning and scheduling; and
- Improving the packaging and shipping process.

A summary of stakeholder approaches is outlined in Table 1.6 below.

**Table 1.6 Stakeholder Approaches to Mitigating Problems with the Freight System**

Action	Number of Mentions	Action	Number of Mentions
Improve Route Planning/Scheduling	21	Improve General Productivity	5
Negotiate with Carriers	20	Replace Trucks	2
Improve Packaging and Shipping Process	13	Purchase New Trucks	2
Increase Capacity/Build Warehouses	6		

Several stakeholders discussed their individual efforts to address the problems they face due to bottlenecks and other issues with the freight transportation system. Five of them are paraphrased below.

- *...recently built two alternative import destinations in the United States. One is in Houston, the other south of Chicago serviced by Seattle/Tacoma port.*
- *...currently investing millions of dollars in technology to coordinate inbound and outbound for fewer empty trucks on a dead head leg.*
- *...expanded operations to seven days a week.*
- *...try to maximize loads on each truck to reduce number of trips.*
- *...have had to expand our footprint (new facilities) to meet on-time performance expectations.*

## ■ 1.6 Additional Data

Other stakeholder interview responses that may be of interest are reported below

**Table 1.7 Number of Weekly Truck Moves**

Number of Moves	Respondents	Percent
> 1,000	7	4%
500-999	10	5%
250-499	13	7%
75-249	42	22%
35-74	24	13%
< 35	63	34%
No Response/Don't Know	29	15%
<b>Total</b>	<b>188</b>	<b>100%</b>

**Table 1.8 Number of Weekly Rail Car Moves**

Number of Moves	Respondents	Percent
> 50	2	6%
10-49	2	6%
5-9	7	21%
1-5	7	21%
0	6	18%
No Response/Don't Know	10	29%
<b>Total</b>	<b>34</b>	<b>100%</b>

**Table 1.9 Respondents Indicating Personal Contact With Public Agencies**

<b>Agency</b>	<b>Respondents</b>
VDOT	24
VDRPT/Ports/Aviation/Motor Vehicles	18
Other State Agencies	11
State Elected Officials	16
Local Elected Officials	17
Local MPOs	9
Local Government Staff	18
No Contact or No Response	146

**Table 1.10 Respondent’s Business Outlook**

<b>Business Outlook</b>	<b>Respondents</b>	<b>Percent</b>
Growth	141	75%
Stable	7	46%
Decline	13	7%
Don’t Know	21	11%
No Response	6	3%
<b>Total</b>	<b>188</b>	<b>100%</b>

**Table 1.11 Respondent's View of the Profile of Freight As An Issue In Virginia**

<b>Freight Profile</b>	<b>Respondents</b>	<b>Percent</b>
As High As It Should Be	71	38%
Not As High As It Should Be	38	20%
Don't Know	42	22%
No Response	37	20%
<b>Total</b>	<b>188</b>	<b>100%</b>

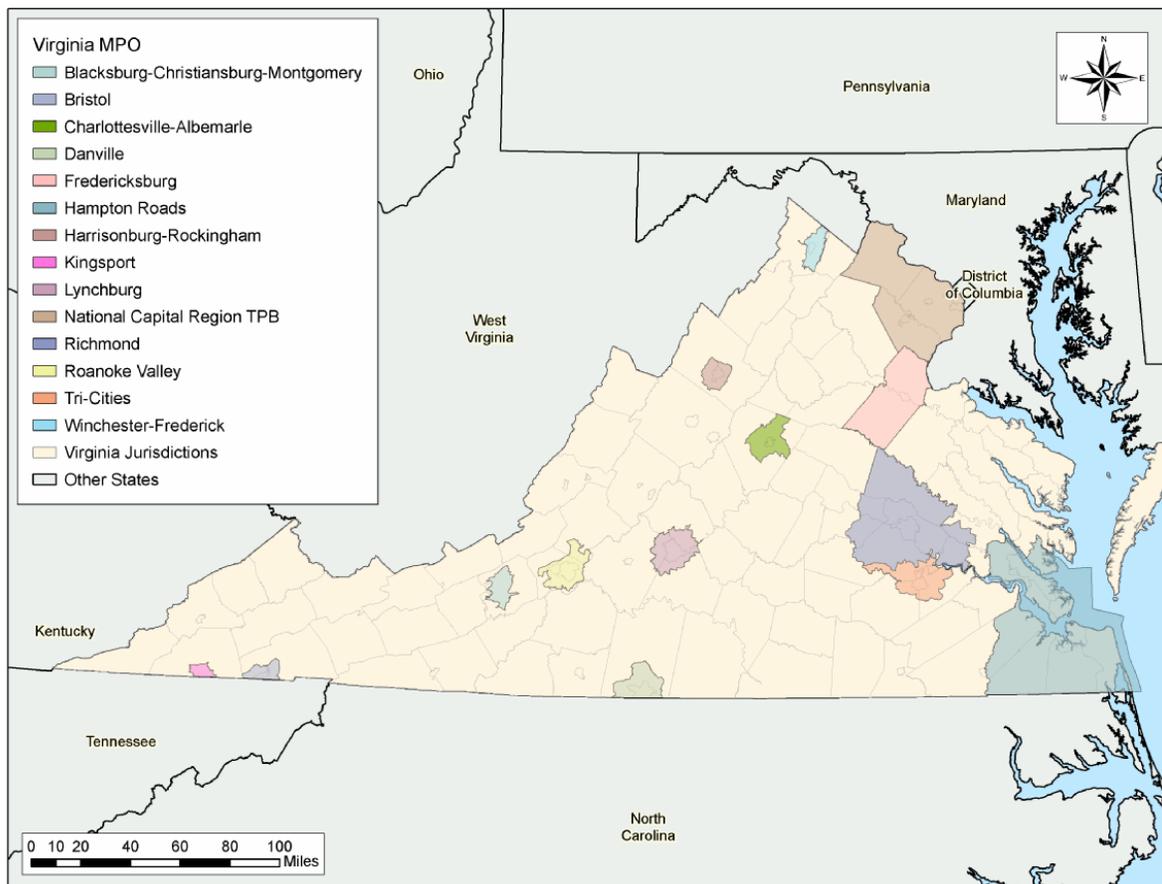
**Table 1.12 Respondent's Participation in Freight Industry Organizations**

	<b>Respondents</b>	<b>Percent</b>
Yes - Participate	41	22%
No - Do Not Participate	104	55%
Don't Know	1	1%
No Response	42	22%
<b>Total</b>	<b>188</b>	<b>100%</b>

## 2.0 Interview Summaries

Appendix A following presents summaries of each interview performed. The summaries are grouped by MPO region, with two tables per region. Each table has the interview questions listed as rows, and the respondents listed as columns.

**Figure 2.1 Virginia’s Metropolitan Planning Organizations and Regions**



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# Appendix A

*Interview Results*

**Table A.1 Blacksburg Area Results**

<b>Table A.1 BLACKSBURG AREA Stakeholder</b>	<b>Stakeholder #1</b>	<b>Stakeholder #2</b>	<b>Stakeholder #3</b>	<b>Stakeholder #4</b>	<b>Stakeholder #5</b>	<b>Stakeholder #6</b>	<b>Stakeholder #7</b>	<b>Stakeholder #8</b>
<b>Contact Name</b>								
<b>Contact Phone</b>								
<b>Other Info</b>								
<b>Your Business</b>								
What is the nature of your business or facility?	Manufacturer	Outdoor lighting	Manufacturing	Door Manufacturer	Manufacturing	Concrete products, manufacturing	Manufacturing	Manufacturing and bearings
What are your primary products and customers?	Aquarium supplies, wholesales	Authorized distributors	Interior door, wholesalers	Doors only, wholesalers	Rigid set up paper boxes, other businesses that use boxes, specific orders	Concrete block and ready mix concrete, developers, VDOT, individuals	Auto gaskets and brake pads, auto manufactures and parts suppliers	Bearings and Bushing, other manufacturers and parts suppliers
How many people do you employ?	300	550	125	8	25	60-70	325	300
By what modes do you ship and receive goods?	Truck only	Truck	Truck only	Truck only	Truck only	Truck only	Truck	Truck
If by truck, can you provide rough estimates of:								
The number of truck moves in and out per day or per week:		In - 60 to 70 wk Out - 35 to 40 wk 80% go out-of-state, some inbound by rail, don't know how many	40 in/40 out per week	5 per week	25 per week	Per day, Block 25 out, ready mix 50 out, sand 60 inches, cement 6 inches	15-20 per day	15-20 per week

<b>Table A.1 BLACKSBURG AREA Stakeholder</b>	<b>Stakeholder #1</b>	<b>Stakeholder #2</b>	<b>Stakeholder #3</b>	<b>Stakeholder #4</b>	<b>Stakeholder #5</b>	<b>Stakeholder #6</b>	<b>Stakeholder #7</b>	<b>Stakeholder #8</b>
How many are “all truck” trips versus trips to/from railyards, seaports, or airports?		See above	All	All truck	All truck		All truck	All truck
The major origin-destination patterns:			30% in state 70% out-of-state	In state only	85% out-of-state	Mostly in state, 1 supplier in North Carolina	Predominately out-of-state	60-70% inbound, out-of-state; 95% outbound out-of-state
If you have direct rail service to your facility:		No	Have rail access but not used		No	Yes, not used	No	
How many rail-cars and train moves?								
What is being moved; in what direction; and to/from where?								
Do you see your business growing in the future?		Yes, based on economy - mostly involved with new construction	Yes, based on housing industry	Staying the same	Yes, steady increase	Yes, steady increase	Yes, based on car sales	Yes, plant expansion underway to increase productions 20% and 70 employees
By how much?								
What about similar industries in your region?								
And why?								

Table A.1 BLACKSBURG AREA Stakeholder	Stakeholder #1	Stakeholder #2	Stakeholder #3	Stakeholder #4	Stakeholder #5	Stakeholder #6	Stakeholder #7	Stakeholder #8
<b>Freight Issues and Concerns in Virginia</b>								
Do you feel that Virginia's freight system currently provides adequate capacity, performance, and service availability and choice to meet your needs?		Okay	Yes	Yes	Yes	Low-weight bridges on secondary system	Yes	No problems
Within Virginia, what are the most significant challenges your business or facility faces in freight movement?		N/A	No complaints statewide	No concerns	No concerns built in Falling Branch Ind Park because of access		No problems	
Overall, what do you see as key problems or bottlenecks that need to be addressed?								
What changes are needed, and who should be accomplishing them?								
What are you doing to improve freight handling and movement and why?		None		N/A	N/A	N/A	N/A	

<b>Table A.1 BLACKSBURG AREA Stakeholder</b>	<b>Stakeholder #1</b>	<b>Stakeholder #2</b>	<b>Stakeholder #3</b>	<b>Stakeholder #4</b>	<b>Stakeholder #5</b>	<b>Stakeholder #6</b>	<b>Stakeholder #7</b>	<b>Stakeholder #8</b>
How can the Commonwealth of Virginia help you better achieve your freight movement objectives?			Install a traffic signal at Scattergood and Franklin (Route 460 BUS) to connect Scattergood to Independence Boulevard			Problem identified above		N/A
Are there specific improvements to highways, railroads, ports, or airports?								
Are there specific regulatory, policy, institutional, or program changes?								
To what extent can you partner in making these changes happen?								
Do you think freight has a high enough profile in Virginia to accomplish needed changes?			Yes	Yes	Yes			
Do you have suggestions for raising its profile?				No	No			
Is there a local/regional freight committee or council in your region?		No	No	No	No	No	No	No

<b>Table A.1 BLACKSBURG AREA Stakeholder</b>	<b>Stakeholder #1</b>	<b>Stakeholder #2</b>	<b>Stakeholder #3</b>	<b>Stakeholder #4</b>	<b>Stakeholder #5</b>	<b>Stakeholder #6</b>	<b>Stakeholder #7</b>	<b>Stakeholder #8</b>
If yes, do you participate?								
If no, would that be of interest to you?					No			
Do you have personal contact with the following agencies?		No	No	No	No	No		No
If yes, who? (note what level the person is in the organization and the nature of the relationship)								No
<i>Virginia Department of Transportation</i>							No	
<i>Virginia Departments of Rail/Public Transit, Ports, Aviation, Motor Vehicles</i>								
<i>Other state agencies</i>								
<i>State elected officials</i>								
<i>Local elected officials</i>								
<i>Local Metropolitan Planning Organization</i>								
<i>Local government staff</i>								

<b>Table A.1 BLACKSBURG AREA</b>								
<b>Stakeholder</b>	<b>Stakeholder #1</b>	<b>Stakeholder #2</b>	<b>Stakeholder #3</b>	<b>Stakeholder #4</b>	<b>Stakeholder #5</b>	<b>Stakeholder #6</b>	<b>Stakeholder #7</b>	<b>Stakeholder #8</b>
Do you participate in industry associations or other organized collaborative activity aimed at improving freight infrastructure or policy?		No	No		No	No	No	
<b>Freight Issues and Concerns Outside of Virginia Going Beyond the Region</b>								
If you have a high percentage of out-of-state shipments, are you facing the same issues in other states as you are in Virginia, or are there different issues? Please describe.					Unknown, concerned over fuel cost.	N/A	Don't know of any	
What, if anything, should the Commonwealth of Virginia be doing to address these issues?								

**Table A.2 Blacksburg Area Results (continued)**

<b>Table A.2 BLACKSBURG AREA Stakeholder</b>	<b>Stakeholder #9</b>	<b>Stakeholder #10</b>	<b>Stakeholder #11</b>	<b>Stakeholder #12</b>	<b>Stakeholder #13</b>	<b>Stakeholder #14</b>	<b>Stakeholder #15</b>
<b>Contact Name</b>							
<b>Contact Phone</b>							
<b>Other Info</b>							
<b>Your Business</b>							
What is the nature of your business or facility?	Component manufacturer	Production facility which manufactures and ships goods.	Wholesale nursery business	Textile manufacturing	Manufacture explosives	Landscaping and lawn maintenance	Defense contractor
What are your primary products and customers?	Slip rings for motors, less than 50#, parts suppliers and motor assembly businesses	The mixing plant produces, primarily, retread tires. Customers are any company that uses 18-wheel trucks.	Perennials are primary product. Their customers are regional garden centers.	Manufacture cloth for casket lining, men's linen suits, graduation gowns. Primary customers are casket manufacturers.	Primary product is explosive. Primary customer is U.S. Government.	There is a small retail facility associated with the business. Primarily residential customers.	Defense products for all major military services for the U.S. Government.
How many people do you employ?	900	Approximately 60	At seasonal peak (spring) the company employs about 130 people. They cut-back over the summer, autumn, and winter.	Approximately 160	About 1,000	At peak season, 100 employees. Much less off-season.	About 3,000
By what modes do you ship and receive goods?	Truck	Truck (full-truck load)	100% truck	Truck	Truck and rail car	Tractor-trailer and small truck.	Small packages (ground). Heavy weight air. LTL and truckload.
If by truck, can you provide rough estimates of:							

<b>Table A.2 BLACKSBURG AREA</b>							
<b>Stakeholder</b>	<b>Stakeholder #9</b>	<b>Stakeholder #10</b>	<b>Stakeholder #11</b>	<b>Stakeholder #12</b>	<b>Stakeholder #13</b>	<b>Stakeholder #14</b>	<b>Stakeholder #15</b>
The number of truck moves in and out per day or per week:	6 per day, +1 more per week plus 1 every 2 months	8 to 10 full truck loads go out per week. About the same number of truck loads come in.	At seasonal peak (spring), 7 or 8 trucks go out a day. Over the summer, this decreases to about 4 or 5 outgoing trucks per week. Year round, they receive about 1 incoming truck per day.	It varies, but about 2 or 3 trucks go out each day and about 1 or 2 come in. More trucks go out toward the end of the month.	On average, 4 trucks go out per day. He isn't sure how many come in per day.	He is not sure	About 5 truckloads outgoing and 3 truckloads incoming per week.
How many are "all truck" trips versus trips to/from railyards, seaports, or airports?		The majority of truckloads are "all truck."	100% are "all truck" trips.	As far as he knows, all trips are "all truck."	About 90% are "all truck" trips.	He is not sure	They are all "all truck" loads.
The major origin-destination patterns:	All trucks, mostly to Roanoke	All outgoing truck loads go out to our company's North Carolina distribution center. The plant's products are reshipped with other products ordered by customers. The majority of incoming truck loads originate from Texas ports.	Major destinations are New Jersey and South Carolina. Inbound shipments come from all over the country.	Yarn and chemicals are imported from overseas and come in to ports in New Jersey and South Carolina and then trucked to his plant. The plant's products are trucked to New Jersey and South Carolina, with long-haul trips to CA and Mexico.	Major destinations include Tooele, Utah; Richmond, Kentucky; and Oklahoma. Trips originate from anywhere in the U.S.	He is Not sure	Shipments originate from northeastern states. Outgoing shipments are to military installations across the U.S. The naval base in Virginia is a destination.
If you have direct rail service to your facility:	No					No	No
How many railcars and train moves?		N/A	N/A	N/A	About 100 rail cars come in per month.	N/A	
What is being moved; in what direction; and to/from where?		N/A	N/A	N/A	Variety of things comes in from West Virginia, Illinois, Alabama, and Ohio.	N/A	

<b>Table A.2 BLACKSBURG AREA</b>							
<b>Stakeholder</b>	<b>Stakeholder #9</b>	<b>Stakeholder #10</b>	<b>Stakeholder #11</b>	<b>Stakeholder #12</b>	<b>Stakeholder #13</b>	<b>Stakeholder #14</b>	<b>Stakeholder #15</b>
Do you see your business growing in the future?	Yes, hopefully	The retread tire business is flat/soft and may shrink (not expected to grow). Our company's retreads compete with cheap, new tires produced in China.	Yes	No Domestic textiles compete with companies overseas. Production is falling, and his company has closed one of its two plants as a result.	No	Yes	Yes, but it is dependent on U.S. Defense Department contracts.
By how much?		N/A	The company has grown by 8% annually over the past 4 or 5 years. He expects this trend to continue.	N/A	N/A	By 15 to 20% this year	Cannot answer that question
What about similar industries in your region?			The company's competition has been going out of business.		There are no similar industries in the region.	Yes, other companies have experienced growth in similar industries over the past few years.	
And why?			He believes that his company is growing because of the great job that its sales team does.		N/A	The area is growing	
<b>Freight Issues and Concerns in Virginia</b>							
Do you feel that Virginia's freight system currently provides adequate capacity, performance, and service availability and choice to meet your needs?		Yes, Virginia's freight system provides adequate capacity, performance, and choice to meet the plant's needs. The plant is a small-scale operation.	Yes, he is unaware of any issues or problems.	Yes	Yes	Yes	Yes

<b>Table A.2 BLACKSBURG AREA Stakeholder</b>	<b>Stakeholder #9</b>	<b>Stakeholder #10</b>	<b>Stakeholder #11</b>	<b>Stakeholder #12</b>	<b>Stakeholder #13</b>	<b>Stakeholder #14</b>	<b>Stakeholder #15</b>
Within Virginia, what are the most significant challenges your business or facility faces in freight movement?	No problem	When shipping demand is high (i.e., around the holidays), it is harder to get carriers. When there are spikes in demand, carriers increase their freight rate and levy a fuel surcharge. The plant monitors Morgan Stanley Freight index for spikes in demand.	Shortage of qualified drivers.	Freight costs are a challenge to his company.	Truck availability. It seems like there are few trucks when they are needed, and there is an overabundance of trucks when they are not needed.	Managing the company's growth.	Next day delivery for heavy weight air shipment is not available in Virginia. This is detrimental to their business.
Overall, what do you see as key problems or bottlenecks that need to be addressed?		Carrier rates during high demand periods.	More qualified drivers are needed.		Truck availability	None	
What changes are needed, and who should be accomplishing them?		Not sure	He isn't sure how to solve the shortage of drivers problem.		Not sure what can be done about truck availability.	None	Provide next day delivery for heavy weight air shipments.
What are you doing to improve freight handling and movement and why?		The plant is focusing on how to secure lower cost haulers that also provide good customer service by: securing longer-term contracts with some haulers and going out to bid for some services.	Not sure		N/A	Not doing anything.	It is a continual process to try to improve the way we package and ship goods. However, outgoing shipments to military installations must conform to government bill of lading specifications. There isn't much flexibility.

<b>Table A.2 BLACKSBURG AREA Stakeholder</b>	<b>Stakeholder #9</b>	<b>Stakeholder #10</b>	<b>Stakeholder #11</b>	<b>Stakeholder #12</b>	<b>Stakeholder #13</b>	<b>Stakeholder #14</b>	<b>Stakeholder #15</b>
How can the Commonwealth of Virginia help you better achieve your freight movement objectives?	N/A	It is becoming more difficult for smaller companies to compete with larger companies due to regulatory changes, such as new emissions standards.	Nothing he can think of.		Nothing	Can't think of anything	N/A
Are there specific improvements to highways, railroads, ports, or airports?		There is no quick way to get to Roanoke Beach from Radford.	No		No	No	He doesn't know.
Are there specific regulatory, policy, institutional, or program changes?		Federal laws, like limits on number of hours a truck driver can be on the road, has the effect of putting more truck drivers on the road.	No		No	No	No
To what extent can you partner in making these changes happen?		As a small plant, our ability to bring about change is limited.	N/A		N/A	N/A	He doesn't know.
Do you think freight has a high enough profile in Virginia to accomplish needed changes?		Not sure	He isn't sure		No. He thinks the political profile of freight should be raised.	Yes	He doesn't know.
Do you have suggestions for raising its profile?		Not sure	N/A		He isn't sure	N/A	
Is there a local/regional freight committee or council in your region?	No	Not sure	He isn't aware of any.		No	Not sure	No
If yes, do you participate?		No	N/A		N/A	N/A	

<b>Table A.2 BLACKSBURG AREA Stakeholder</b>	<b>Stakeholder #9</b>	<b>Stakeholder #10</b>	<b>Stakeholder #11</b>	<b>Stakeholder #12</b>	<b>Stakeholder #13</b>	<b>Stakeholder #14</b>	<b>Stakeholder #15</b>
If no, would that be of interest to you?		Probably not, because we're a small plant. Our corporate office in Akron, Ohio participates in these types of activities.	Not sure		Yes, he would consider participating - "take a look."	Possibly	Yes
Do you have personal contact with the following agencies?	No						
If yes, who? (note what level the person is in the organization and the nature of the relationship)							
<i>Virginia Department of Transportation</i>		No	No		No	Yes, the company works with VDOT on road projects.	No
<i>Virginia Departments of Rail/Public Transit, Ports, Aviation, Motor Vehicles</i>		No	No		No	No	No
<i>Other state agencies</i>		No	No		No	No	No
<i>State elected officials</i>		No	No		No	Yes, the company works with state officials on regulations and standards.	No
<i>Local elected officials</i>		No	No		No	Yes, the company works with local officials on regulations and standards.	No
<i>Local Metropolitan Planning Organization</i>		No	No		No	No	No

<b>Table A.2 BLACKSBURG AREA</b>							
<b>Stakeholder</b>	<b>Stakeholder #9</b>	<b>Stakeholder #10</b>	<b>Stakeholder #11</b>	<b>Stakeholder #12</b>	<b>Stakeholder #13</b>	<b>Stakeholder #14</b>	<b>Stakeholder #15</b>
<i>Local government staff</i>		No	No		No	Yes, the company also works with local government on regulations and standards.	No
Do you participate in industry associations or other organized collaborative activity aimed at improving freight infrastructure or policy?	No	No, the Radford area is very rural, and these types of opportunities are limited.	No		No	Yes - UNLA, Homebuilders Association, and County Chamber of Commerce.	No
<b>Freight Issues and Concerns Outside of Virginia Going Beyond the Region</b>							
If you have a high percentage of out-of-state shipments, are you facing the same issues in other states as you are in Virginia, or are there different issues? Please describe.		All of the plant's shipments go to our company's distribution center in North Carolina. Don't know of any problems there.	He isn't aware of any out-of-state issues or problems.		No	N/A	Routing for freight movement of explosives from state to state is a challenge, as the route must avoid metropolitan areas. The permitting process in each state is different.
What, if anything, should the Commonwealth of Virginia be doing to address these issues?					N/A		Not sure

**Table A.3 Bristol Area Results**

Table A.3 BRISTOL AREA Stakeholder	Stakeholder #1	Stakeholder #2	Stakeholder #3	Stakeholder #4	Stakeholder #5	Stakeholder #6	Stakeholder #7	Stakeholder #8
Contact Name								
Contact Phone								
Other Info								
<b>Your Business</b>								
What is the nature of your business or facility?	Manufacturing of boxes - design, fabrication, and printing	Manufacturing of cultured dairy products	Producing generic snacks for grocery stores to sell under their own names.	Manufacturing of hardwood stain parts	Electrical Machinery	Fiber reinforced polymer composite	Printing and Copying, Contract Post Office	Manufacture Bolts
What are your primary products and customers?	Boxes, software packaging, easels, binders, game boards. Distribution Centers.	Retail food, large customers such as grocery stores.	Potato chips and corn snacks, grocery stores	Hardwood Stain parts for stain industry customers.	coal mines, construction, electrical utilities	Fiberglass Ladder cooling tower components, (JPX and GEA) Ballistic Panels - Military	Copies - small business	
How many people do you employ?	30-35	80	189	25	approximately 650	300	5	35
By what modes do you ship and receive goods?	Truck	Most of the customers come to the plant to pick up.	Truck and rail	Truck only	Truck	Truck	Truck	Truck
If by truck, can you provide rough estimates of:								
The number of truck moves in and out per day or per week:	7-12 per week	Several per day, unsure of exact number.	Approximately 5 per week	3 times per day	40 to 50 per day	10	4 per day	6-7 per day

<b>Table A.3 BRISTOL AREA Stakeholder</b>	<b>Stakeholder #1</b>	<b>Stakeholder #2</b>	<b>Stakeholder #3</b>	<b>Stakeholder #4</b>	<b>Stakeholder #5</b>	<b>Stakeholder #6</b>	<b>Stakeholder #7</b>	<b>Stakeholder #8</b>
How many are “all truck” trips versus trips to/from railyards, seaports, or airports?	All truck	All	All	All three. Truck is the only means of shipping/receiving.	33%	All	90% ?	100%
The major origin-destination patterns:	Out-of-state (mostly to the south) Long-haul out	Local, long haul in-state, long haul out-of-state	Regional	Mainly regional, to the east coast		Most out-of-state	1 long-haul, 1 local, 2 regional of out-of-state	
If you have direct rail service to your facility:	N/A	N/A	1 per day	N/A	No			
How many rail-cars and train moves?								
What is being moved; in what direction; and to/from where?			Potatoes Inbound					
Do you see your business growing in the future?	Hopefully	Possibly, business is based on the price of raw milk.	Yes	Possibly	Yes	Yes	Yes	Yes
By how much?	Not known		Not known	Depends on home construction market	15-20%	10% per year	15%	unknown
What about similar industries in your region?	N/A	N/A	Not known	N/A	N/A		Yes, business has increased.	Yes
And why?								

Table A.3 BRISTOL AREA Stakeholder	Stakeholder #1	Stakeholder #2	Stakeholder #3	Stakeholder #4	Stakeholder #5	Stakeholder #6	Stakeholder #7	Stakeholder #8
<b>Freight Issues and Concerns in Virginia</b>								
Do you feel that Virginia's freight system currently provides adequate capacity, performance, and service availability and choice to meet your needs?	Yes	Most of the customers come to the plant to pick up the goods, all other freight issues are handled through the New York office	Yes	Yes		Yes	No	Yes
Within Virginia, what are the most significant challenges your business or facility faces in freight movement?	High fuel surcharges	None	Carriers have difficulty locating the Bristol, Virginia facility.	The cost of shipping and gas prices, when shipping costs increase, the increase is passed on the our customers.	cost	Regulations on truck sizes, extended trucks	Time constraints, not on time	N/A
Overall, what do you see as key problems or bottlenecks that need to be addressed?	Not known	None	Nothing at this time. The work that was recently done on the adjacent intersection has been a great benefit to the company.	The cost of shipping must be contained.	cost			
What changes are needed, and who should be accomplishing them?	Not known	N/A	No suggestions	No suggestions	Upgrade I-81 to dedicated truck lanes		Gas prices hurting local truckers.	N/A
What are you doing to improve freight handling and movement and why?	Shop for most economical carrier.	N/A	The company is always looking for a carrier that provides great service at a reasonable cost.	Continually invite carriers to quote in order to set the best shipping price.	Modernized equipment, new purchases of trucks.	Better oversight of loading procedures.		

<b>Table A.3 BRISTOL AREA Stakeholder</b>	<b>Stakeholder #1</b>	<b>Stakeholder #2</b>	<b>Stakeholder #3</b>	<b>Stakeholder #4</b>	<b>Stakeholder #5</b>	<b>Stakeholder #6</b>	<b>Stakeholder #7</b>	<b>Stakeholder #8</b>
How can the Commonwealth of Virginia help you better achieve your freight movement objectives?	No suggestions	N/A	Carriers are looking for ore products to export out of Virginia.	No suggestions		Export program working	Incentives to trucking companies to offset gas prices.	
Are there specific improvements to highways, railroads, ports or airports?			No	The highways are too congested and the roads need to be improved (infrastructure).	More lanes on I-81		Lee Highway Improvements	
Are there specific regulatory, policy, institutional, or program changes?			No	No suggestions				
To what extent can you partner in making these changes happen?			Yes					
Do you think freight has a high enough profile in Virginia to accomplish needed changes?		N/A		No	Not enough focus	Yes	No	Yes
Do you have suggestions for raising its profile?	No			No			No	
Is there a local/regional freight committee or council in your region?		None	No	No	No, might be of interest	No	No	No
If yes, do you participate?								

<b>Table A.3 BRISTOL AREA Stakeholder</b>	<b>Stakeholder #1</b>	<b>Stakeholder #2</b>	<b>Stakeholder #3</b>	<b>Stakeholder #4</b>	<b>Stakeholder #5</b>	<b>Stakeholder #6</b>	<b>Stakeholder #7</b>	<b>Stakeholder #8</b>
If no, would that be of interest to you?			Yes!			Yes	No	Maybe
Do you have personal contact with the following agencies?	None		No			No	No	No
If yes, who? (note what level the person is in the organization and the nature of the relationship)				No				
<i>Virginia Department of Transportation</i>								
<i>Virginia Departments of Rail/Public Transit, Ports, Aviation, Motor Vehicles</i>								
<i>Other state agencies</i>								
<i>State elected officials</i>								
<i>Local elected officials</i>					Industrial Committee for electrical consumption			
<i>Local Metropolitan Planning Organization</i>								
<i>Local government staff</i>		Jerry Brown - Director of Economic Development			Industrial Committee for electrical consumption			

<b>Table A.3 BRISTOL AREA</b>								
<b>Stakeholder</b>	<b>Stakeholder #1</b>	<b>Stakeholder #2</b>	<b>Stakeholder #3</b>	<b>Stakeholder #4</b>	<b>Stakeholder #5</b>	<b>Stakeholder #6</b>	<b>Stakeholder #7</b>	<b>Stakeholder #8</b>
Do you participate in industry associations or other organized collaborative activity aimed at improving freight infrastructure or policy?	No	No	No			No		
<b>Freight Issues and Concerns Outside of Virginia Going Beyond the Region</b>								
If you have a high percentage of out-of-state shipments, are you facing the same issues in other states as you are in Virginia, or are there different issues? Please describe.	No issues	None	No	95% pf shipments are out-of-state	Same issues	Same issues	Not as much in Virginia, cheaper in Tennessee.	No
What, if anything, should the Commonwealth of Virginia be doing to address these issues?	None	None		The terminals in the North are manned by union workers which can cause delays in shipments		Differences between states are minor.		

**Table A.4 Bristol Area Results (continued)**

<b>Table A.4 BRISTOL AREA Stakeholder</b>	<b>Stakeholder #9</b>	<b>Stakeholder #10</b>	<b>Stakeholder #11</b>	<b>Stakeholder #12</b>	<b>Stakeholder #13</b>	<b>Stakeholder #14</b>	<b>Stakeholder #15</b>
<b>Contact Name</b>							
<b>Contact Phone</b>							
<b>Other Info</b>							
<b>Your Business</b>							
What is the nature of your business or facility?	Snack food manufacturing	Manufacturing and shipping facility	Manufacture air compressor tanks	Producer of aluminum castings	Manufacture bridge beams and girders	Wholesale distribution	Manufacture off-road vehicle engines and engine parts
What are your primary products and customers?	Corn bread chips	Primary products are aluminum cans. Primary customers are beverage companies (soft drink and beer).	Their ONLY product is air compressor tanks. Their customers include company x, company y, and company z.	Aluminum castings. Declined to discuss who their customers are.	Bridge beams and girders. Primary customers are state highway departments in the eastern U.S., including: Virginia, North Carolina, Virginia, West Virginia, and Tennessee.	Primary products are chicken, beef, pork. Primary customers are grocery stores and restaurants.	Primary customers are truck and heavy equipment manufacturers.
How many people do you employ?	54	Approximately 250	175 hourly employees	He has no idea how many people are employed at the company.	About 600. They employ their own truck drivers for outgoing shipments, with about 60 on staff.	Over 100	Less than 50
By what modes do you ship and receive goods?	Truck	Truck (only)	95% of shipping/receiving is by truck. About 5% is by rail.	By truck only	Truck, rail	Truck. They own 33 of their own trucks and also contract with tractor trailer drivers.	LTL, freight trucks, and some containerized vehicles
If by truck, can you provide rough estimates of:							

<b>Table A.4 BRISTOL AREA Stakeholder</b>	<b>Stakeholder #9</b>	<b>Stakeholder #10</b>	<b>Stakeholder #11</b>	<b>Stakeholder #12</b>	<b>Stakeholder #13</b>	<b>Stakeholder #14</b>	<b>Stakeholder #15</b>
The number of truck moves in and out per day or per week:	40/week	10 truck loads per day (combination of outgoing and incoming)	80 truck shipments go out every week. A lesser amount come in.	2 trucks outgoing per day. 1 truck incoming per day.	Outgoing: 1 to 15 trucks per day. Incoming truck shipments are from outside carriers, and he isn't sure how many are received daily or monthly.	Average 45 truckloads (in and out) per day.	Between 10 and 12 truckloads go in and out per week.
How many are "all truck" trips versus trips to/from railyards, seaports, or airports?	100% all truck	100% "all truck" loads	The majority are "all truck" trips	As far as he knows, all the trips are "all truck" trips.	About 25% of outgoing shipments are "all truck" trips. About 75% are truck to rail. About 35% of the total trips also include a port connection.	100% all truck trips	Most are all truck trips
The major origin-destination patterns:	Local - 1, regional - 3, long-haul in-state - 3, long-haul out-of-state - 33	The majority of truck loads are long-haul. Trips go all over the country; there is no major origin-destination pattern.	The majority of trucks are going to and coming from east of the Mississippi River.	Trucks are destined, primarily, for other locations in Virginia, and Texas and Indiana. Incoming shipments are coming from many locations.	Truck destinations are primarily to North Carolina, Virginia, West Virginia, Maryland, and Ohio.	Outgoing trucks are to Ohio, Kentucky, Tennessee, Virginia, and North Carolina. Incoming trucks are from Wisconsin, Ohio, and western U.S.	Major origins are Ohio, Michigan, and California. Containerized shipments to and from Korea and China are moved to truck transport in Charlotte, North Carolina. They have recently shipped engines to Italy. Destinations really vary and could be anywhere in the U.S.
If you have direct rail service to your facility:	No			N/A	Yes	No	No
How many railcars and train moves?	-	N/A	One rail car, with shipments of steel, comes into the facility about once a month.	N/A			Only a few each month.

<b>Table A.4 BRISTOL AREA Stakeholder</b>	<b>Stakeholder #9</b>	<b>Stakeholder #10</b>	<b>Stakeholder #11</b>	<b>Stakeholder #12</b>	<b>Stakeholder #13</b>	<b>Stakeholder #14</b>	<b>Stakeholder #15</b>
What is being moved; in what direction; and to/from where?	-	N/A	Steel, comes from Canada, through Buffalo, to the facility.	N/A	Steel is coming in from North Carolina, New Jersey, and Pennsylvania.		Engines and engine parts to and from Korea and China.
Do you see your business growing in the future?	Yes	Yes, she sees business growing in the future	Yes	Yes	Yes, when states have funding, their business grows.	She isn't sure	No, it is actually declining. The company, which was founded in the 1920s, used to employ over 250 people.
By how much?	Approximately 30%	Not sure	10 to 15% over the next 3 to 4 years	Not sure	He is not sure		
What about similar industries in your region?	N/A		Yes	Not sure	He is not sure		
And why?			Manufacturing of new lines of tires with nitrogen filling. These are safer (don't lose air pressure due to temperature changes) and will be demanded more and more by customers. Require air compression.		N/A		The carburetor business, in general, is declining, so the company has diversified to other vehicle parts, but competes with companies overseas.

<b>Table A.4 BRISTOL AREA Stakeholder</b>	<b>Stakeholder #9</b>	<b>Stakeholder #10</b>	<b>Stakeholder #11</b>	<b>Stakeholder #12</b>	<b>Stakeholder #13</b>	<b>Stakeholder #14</b>	<b>Stakeholder #15</b>
<b>Freight Issues and Concerns in Virginia</b>							
Do you feel that Virginia's freight system currently provides adequate capacity, performance, and service availability and choice to meet your needs?	No	She hasn't heard of any problems.	Yes He is unaware of any problems with capacity, performance, service, or choice. Rail is not a good shipping alternative, as many of his customers require next day shipping.	Yes, Virginia's freight system provides enough capacity. Performance and service availability are adequate. He doesn't have any issues with the choices available.	The Route 81 corridor is congested and unsafe, particularly the stretch between Roanoke and Bristol. The D.C. is also congested.	Yes	Yes
Within Virginia, what are the most significant challenges your business or facility faces in freight movement?	Limited availability of freight companies in the area (operational)	She is unaware of any challenges or problems.	Shortage of drivers. This time of year is the fruit season in Florida, which pays more than shipping air compressors. Truck drivers are not stopping in his area in Virginia.	No challenges	None. Oversize permit loads are a challenge, but the state provides them with assistance.	Laws which limit the number of hours a driver can be on the road, in combination with road construction delays, really hurt their business. A one-hour road construction delay can prevent a driver from making an on-time delivery.	Gas and diesel fuel costs are very high, which makes truck freight more expensive for the company.
Overall, what do you see as key problems or bottlenecks that need to be addressed?	-	More drivers are needed	Shortage of drivers and number of hours that a truck driver can work without stopping.	No problems or bottlenecks	None	Road construction delays	Gas prices
What changes are needed, and who should be accomplishing them?		More drivers are needed. The industry must address this problem.	He's not sure that anything can be done. He understands that the Federal law (number of hours a driver can operate truck without stopping for a break) is for safety reasons.	Can't think of any changes needed	None	She isn't sure, because the company realizes that road work is necessary. Better alternate routing may help.	Not sure

<b>Table A.4 BRISTOL AREA Stakeholder</b>	<b>Stakeholder #9</b>	<b>Stakeholder #10</b>	<b>Stakeholder #11</b>	<b>Stakeholder #12</b>	<b>Stakeholder #13</b>	<b>Stakeholder #14</b>	<b>Stakeholder #15</b>
What are you doing to improve freight handling and movement and why?	Constant recruitment of carriers, negotiations	The company isn't doing anything to improve freight handling, as there are no problems.	Nothing	Nothing that he is aware of	Not sure	Purchasing more trucks to handle their goods	Can't think of anything
How can the Commonwealth of Virginia help you better achieve your freight movement objectives?	Company recruitment	State help isn't needed	He cannot think of anything	Can't think of anything	Nothing, they are doing a good job.	Better alternate routing of traffic during road construction.	Can't think of anything
Are there specific improvements to highways, railroads, ports or airports?	N/A	No	No	No	There have already been a lot of studies done on Virginia corridors and needed improvements.	No	No
Are there specific regulatory, policy, institutional, or program changes?	N/A	No	No	No	None	No	No
To what extent can you partner in making these changes happen?	-	N/A	N/A	N/A	Nothing he can think of		
Do you think freight has a high enough profile in Virginia to accomplish needed changes?	No	Yes	Yes	Yes	Yes, studies done by VDOT raise profile. And, unfortunately, so do crashes on unsafe roadways.	Yes	Yes, freight has been in the news a lot lately. The costs of freight on companies could be better understood by policy-makers, though.
Do you have suggestions for raising its profile?	-	N/A	N/A	N/A	N/A		No

<b>Table A.4 BRISTOL AREA Stakeholder</b>	<b>Stakeholder #9</b>	<b>Stakeholder #10</b>	<b>Stakeholder #11</b>	<b>Stakeholder #12</b>	<b>Stakeholder #13</b>	<b>Stakeholder #14</b>	<b>Stakeholder #15</b>
Is there a local/regional freight committee or council in your region?	Not sure	No	No, not that he is aware of	He is not aware of any	Not sure	No, not that she is aware of	Not that he is aware of
If yes, do you participate?		N/A	N/A	N/A	N/A		
If no, would that be of interest to you?	Yes	No	No, probably not	Maybe	His line of work is so specialized; he doesn't see a need for this.	Possibly	Maybe
Do you have personal contact with the following agencies?	NR						
If yes, who? (note what level the person is in the organization and the nature of the relationship)							
<i>Virginia Department of Transportation</i>	-	No	No	No	Yes, but declined to provide their name.	No	No
<i>Virginia Departments of Rail/Public Transit, Ports, Aviation, Motor Vehicles</i>	-	No	No	No	Yes, but declined to provide their name.	Yes, a contact at the DMV has been very helpful in providing their entire truck fleet with tags when needed.	No
<i>Other state agencies</i>	-	No	No	No	No	No	No
<i>State elected officials</i>	-	No	No	No	No	No	No
<i>Local elected officials</i>	-	No	No	No	No	No	No
<i>Local Metropolitan Planning Organization</i>	-	No	No	No	No	No	No
<i>Local government staff</i>	-	No	No	No	No	No	No

<b>Table A.4 BRISTOL AREA Stakeholder</b>	<b>Stakeholder #9</b>	<b>Stakeholder #10</b>	<b>Stakeholder #11</b>	<b>Stakeholder #12</b>	<b>Stakeholder #13</b>	<b>Stakeholder #14</b>	<b>Stakeholder #15</b>
Do you participate in industry associations or other organized collaborative activity aimed at improving freight infrastructure or policy?	No	She doesn't participate, but others in the company may belong to industry associations.	No	No	His company participates	No	No
<b>Freight Issues and Concerns Outside of Virginia Going Beyond the Region</b>							
If you have a high percentage of out-of-state shipments, are you facing the same issues in other states as you are in Virginia, or are there different issues? Please describe.	Some	She is not aware of any issues or problems in other states.	He isn't aware of any out-of-state issues.	He is unaware of any.	Each state has its own permit load and permit rules. He would like to see greater uniformity in the process.	Yes, the company has had problems in New Jersey, where an unloading license is needed or else vehicles are impounded and the drivers receive high fines. The company has stopped doing deliveries in New Jersey.	Costs, particularly when shipping overseas. For example, a recent shipment of two engines to Italy cost \$5,000.
What, if anything, should the Commonwealth of Virginia be doing to address these issues?					Not sure	Not sure if anything can be done	Can't think of anything

**Table A.5 Charlottesville Area Results**

<b>Table A.5 CHARLOTTESVILLE AREA Stakeholder</b>	<b>Stakeholder #1</b>	<b>Stakeholder #2</b>	<b>Stakeholder #3</b>	<b>Stakeholder #4</b>	<b>Stakeholder #5</b>	<b>Stakeholder #6</b>	<b>Stakeholder #7</b>	<b>Stakeholder #8</b>
<b>Contact Name</b>								
<b>Contact Phone</b>								
<b>Other Info</b>								
<b>Your Business</b>								
What is the nature of your business or facility?	Manufacturing	Truck Air Freight: pick up international freight from airports and truck it back. Have 2 terminals, 1 in Richmond, 1 in Charlottesville. Primary airports served include Dulles and Richmond	Make and ship concrete and cinder bloc	The company is a Direct Marketer of Consumer Electronics. Operations in Charlottesville include 2 Distributions Centers for receiving, warehousing, and fulfillment.	Landscaping	Customer service, accounts receivable, technology operations, and book warehouse/distribution	Producer of crushed stone	Moving company
What are your primary products and customers?	Pipe fittings, distribution	Everything for international: includes everything from apparel to electronic parts	Concrete and cinder block for residential and commercial construction.	Our primary products are Consumer Electronics, including home and car audio products as well as digital imaging products and televisions.	Plants and bulk goods. Residential landscaping.	Our primary products are trade books, scholarly books, and college books.	Crushed stone for asphalt, concrete	No products, customers are homeowners and renters
How many people do you employ?	150	24	Approximately 150	560	Employment is based on seasons. Overall employ approximately 20.	Between 290 and 350, depending on the time of year	1,000	50

<b>Table A.5 CHARLOTTESVILLE AREA Stakeholder</b>	<b>Stakeholder #1</b>	<b>Stakeholder #2</b>	<b>Stakeholder #3</b>	<b>Stakeholder #4</b>	<b>Stakeholder #5</b>	<b>Stakeholder #6</b>	<b>Stakeholder #7</b>	<b>Stakeholder #8</b>
By what modes do you ship and receive goods?	2/3 rail, 1/3 by truck	Truck	Truck	Primarily by tractor trailer loads.	Truck	Truck	Mostly truck, but some rail. Shipping is done by independent companies/customers.	Truck
If by truck, can you provide rough estimates of:								
The number of truck moves in and out per day or per week:	Receive approx 70 truckload from a port a year, 25 truckloads of miscellaneous other material . Outbound about 200 truckloads of materials, 1 truckload a day, 130 truckloads from rail per year.	N/A	Not able to give an accurate description by day or by week, completely depends on local construction market. All truck trips are directly to and from the construction site. Only exception is the rare case when traveling to pick up cinder block from somewhere else and bring back.	We see around 80-100 trucks leaving coming to and from the facility covering both inbound and outbound shipments. We do minimal trips to and from rail yards. Most all transportation is through major long-haul companies such as company x, company y, and company z which touch on both in and out-of-state hauling and driving routes. Most inbound is direct from California seaports and outbound hits all U.S. territories and a little overseas deliveries.	On average, 2 trucks per week. If you include office supplies, etc. (primarily UPS) this is approximately 1 truck per day.	On a typical day, we will have between 15 and 20 inbound trucks and 15 and 20 outbound trucks.	Daily ship approximately 1,500 loads per day by truck from 17 locations in Virginia.	3-5 per day, up to 10/day in the summer

<b>Table A.5 CHARLOTTESVILLE AREA Stakeholder</b>	<b>Stakeholder #1</b>	<b>Stakeholder #2</b>	<b>Stakeholder #3</b>	<b>Stakeholder #4</b>	<b>Stakeholder #5</b>	<b>Stakeholder #6</b>	<b>Stakeholder #7</b>	<b>Stakeholder #8</b>
How many are “all truck” trips versus trips to/from railyards, seaports, or airports?	130 truckloads from the railyard which is a mile away.	N/A					All of these trips are all truck.	100%
The major origin-destination patterns:	70 inbound from port, 25 miscellaneous inbound from Virginia, Carolinas, 130, 1 mile from rail yard. Destination - 70 truckloads to warehouse in Florida 20 to warehouse in Texas, 20 to warehouse in Arizona outbound, 100 equivalent LTL from Lynchburg.	Local and regional					Most haul to Northern Virginia. A few haul to Maryland, and some to North Carolina, and a few points further south.	90% in state
If you have direct rail service to your facility:	N/A	N/A	N/A	We do not have direct rail to our facilities.	N/A	N/A		N/A
How many railcars and train moves?	N/A	N/A				NR		N/A

<b>Table A.5 CHARLOTTESVILLE AREA Stakeholder</b>	<b>Stakeholder #1</b>	<b>Stakeholder #2</b>	<b>Stakeholder #3</b>	<b>Stakeholder #4</b>	<b>Stakeholder #5</b>	<b>Stakeholder #6</b>	<b>Stakeholder #7</b>	<b>Stakeholder #8</b>
What is being moved; in what direction; and to/from where?	N/A	N/A				NR	Two of the 17 locations ship via rail (Charlottesville and Richmond). This is direct rail from the facility. Unit train of 50 cars, approximately 4 times per week out of Richmond, and 1 unit train per week out of Charlottesville.	N/A
Do you see your business growing in the future?	Yes	Company grows a little every year. Started with 2 employees, but the company owners are not interested in growing very large.	No	Yes	Will grow	Yes	Yes	Yes
By how much?	Don't know. 10% growth per year.		Given current market situation, it is not looking like the company will grow at all.	Business is growing at a fairly steady rate of 10-15% per year.	Will likely be pretty conservative growth, approximately 3% per year.	Our business is likely to grow 5 to 10% per year.	Growth by approximately 6%. Have seen double-digit growth over the past 10 years due to the boom in construction.	Depends on housing economy
What about similar industries in your region?	-			Not sure about similar industries in the area, however; most everyone we deal with locally seems to be having similar success.		NR		Same

Table A.5 CHARLOTTESVILLE AREA Stakeholder								
Stakeholder #1	Stakeholder #2	Stakeholder #3	Stakeholder #4	Stakeholder #5	Stakeholder #6	Stakeholder #7	Stakeholder #8	
And why?	-			Reasons for growth are good product offerings and superior service and support.		NR		
Freight Issues and Concerns in Virginia								
Do you feel that Virginia's freight system currently provides adequate capacity, performance, and service availability and choice to meet your needs?	Yes	No Roads are more and more crowded. Makes it increasingly difficult to do business on time, particularly trips to and from Dulles. Have had to adapt. For example, the company no longer makes trips to BWI Airport on Fridays; drivers can't get back into town.	Yes and no	Absolutely, we have a variety of companies that can support our needs. Capacity has not been an issue and we have the opportunity to do some good price comparisons which allows us to keep costs in control.	Overall, yes	No, lack of transportation volumes slow transit times.	No	Didn't feel this was applicable question

<b>Table A.5 CHARLOTTESVILLE AREA Stakeholder</b>	<b>Stakeholder #1</b>	<b>Stakeholder #2</b>	<b>Stakeholder #3</b>	<b>Stakeholder #4</b>	<b>Stakeholder #5</b>	<b>Stakeholder #6</b>	<b>Stakeholder #7</b>	<b>Stakeholder #8</b>
<p>Within Virginia, what are the most significant challenges your business or facility faces in freight movement?</p>	<p>Charlottesville is an inconvenience to go through.</p>	<p>In addition to those outlined above, current Federal regulatory environment is very restrictive, often result in holding customers responsible for shippers actions. Emphasized that there is no clear solution to 1. or 2.</p>	<p>Major roads – Route 29, I64 have adequate capacity, performance and service availability. However, most smaller, more rural roads do not. Often roads are not wide enough for trucks traveling in opposite directions to pass each other, requiring that one truck stop to allow another by. This can be particularly dangerous as most of the smaller roads do not even have a shoulder to provide for this.</p>	<p>Within Virginia we don't have significant challenges, as far as freight goes. Again, we have good flexibility from our vendors with competitive pricing and service. Maybe this is too specific, but our biggest problem is getting material delivered to various industry shows for the sales/marketing folks. Seems like when we have a short notice specialized delivery we run into problems with the freight vendors handling the specialize delivery. We will have items such as a demonstration booth and product that will need to get delivered to a convention center and we regularly have problems with the freight vendors. We have started using our [shipping company] teams to handle this, but that is a premium service that we pay much more than we would with regular freight vendors.</p>	<p>Have not really experienced many problems.</p>	<p>In other locations that I have been, the transportation network, coupled with denser volumes, have allowed pickups much later in the day. The early pickups needed to make night sorts that we are experiencing increases the time to market for our product.</p>	<p>Have been particularly limited by rail shipping capacity. The railways can't get any more cars available, although our company has the business to fill more cars. With regard to trucks, traffic back-ups and tie-ups are also a factor negatively affecting business. Due to traffic, etc. in Northern Virginia, have had to hire additional trucks to make deliveries, because truck are not able to get out and back efficiently. This increases the cost.</p>	<p>Hiring competent drivers and loaders</p>
<p>A-32</p>							<p>Cambridge Systematics, Inc.</p>	

Table A.5 CHARLOTTESVILLE AREA Stakeholder	Stakeholder #1	Stakeholder #2	Stakeholder #3	Stakeholder #4	Stakeholder #5	Stakeholder #6	Stakeholder #7	Stakeholder #8
Overall, what do you see as key problems or bottlenecks that need to be addressed?	None				There are some problems getting around locally. Particularly getting from the southern parts of town to the northern parts of town. Use smaller capacity local roads, there seems to be a need for a connectors. For example, sometimes use Park St., which doesn't really have the capacity for large vehicles/lots of traffic.			N/A

<b>Table A.5 CHARLOTTESVILLE AREA Stakeholder</b>	Stakeholder #1	Stakeholder #2	Stakeholder #3	Stakeholder #4	Stakeholder #5	Stakeholder #6	Stakeholder #7	Stakeholder #8
What changes are needed, and who should be accomplishing them?	No problem		VDOT and localities		Roadway improvements/ changes. Likely need to be accomplished by VDOT. From what he has heard, I81 is a real problem for truckers. In addition, seems there needs to be a way to get around Charlottesville (on the outside), particularly as the area grows.			N/A
What are you doing to improve freight handling and movement and why?	None	Now operate seven days a week. Gave example of international freight arriving at IAD on Sunday afternoon. Have adapted so that trucks pick up on Sunday and deliver so that it can clear customs and get to its destination on Monday.	N/A. Only thing that can really be done is to deal with roadway issues as the come up (e.g., plan route to site, and pull over as necessary).	Basically in the instance above we are using a premium service to handle something that seems relatively simple for a freight company to do.	N/A	Negotiation with carriers	There is no silver bullet solution. There are a lot of opportunities for public-private partnerships, but over-regulation and legislation can often limit the effectiveness/reach of these arrangements.	

Table A.5 CHARLOTTESVILLE AREA Stakeholder	Stakeholder #1	Stakeholder #2	Stakeholder #3	Stakeholder #4	Stakeholder #5	Stakeholder #6	Stakeholder #7	Stakeholder #8
How can the Commonwealth of Virginia help you better achieve your freight movement objectives?	No requirements	There is no easy answer. Building more roads is not the solution. However, for his business, rail is not a viable option. Rail is not able to be as flexible, and not able to make multiple stops within a relatively small corridor (e.g., not able to make 3 stops between Richmond and D.C.). Another problem is localities that approve and establish distribution centers (e.g., [company x] distribution center in Zion Crossroads) that don't think through the roadway/freight impact ahead of time. Results in many residents/travelers being angry and disgruntled with trucks		Aside from the above problem, we are not experiencing significant problems with our freight business in Virginia.	N/A	Interstate Highway Improvements	There is a need for more roadways that are able to handle the volume of truck traffic. Existing roadways also need to be addressed. For example, 295 around Richmond are in horrible shape and very much in need of maintenance: potholes, pavement coming apart, etc. significantly wear on trucks. Additionally, investment in public transportation would help relieve congestion by getting commuters of the road, particularly in Northern Virginia.	No opinion

<b>Table A.5 CHARLOTTESVILLE AREA Stakeholder</b>	<b>Stakeholder #1</b>	<b>Stakeholder #2</b>	<b>Stakeholder #3</b>	<b>Stakeholder #4</b>	<b>Stakeholder #5</b>	<b>Stakeholder #6</b>	<b>Stakeholder #7</b>	<b>Stakeholder #8</b>
		For example, if a distribution center is approved that has 1,000 dock doors, this then has the capacity for 1,000 trucks. calities want the economic benefit of distribution centers, but don't think though the consequences. (e.g., frustration with trucks on Route 15, Ruckersville).						
Are there specific improvements to highways, railroads, ports or airports?	None		Specific roadway improvements addressed above - at the very least make shoulders available on local/rural roads (so that the road doesn't just drop into a ditch).					N/A

Table A.5 CHARLOTTESVILLE AREA Stakeholder	Stakeholder #1	Stakeholder #2	Stakeholder #3	Stakeholder #4	Stakeholder #5	Stakeholder #6	Stakeholder #7	Stakeholder #8
Are there specific regulatory, policy, institutional, or program changes?	None		Localities and developers are doing a better job of considering these kind of infrastructure constraints/ challenges/ difficulties when planning for/ approving new developments that need to be constructed.					None come to mind
To what extent can you partner in making these changes happen?	None							

<b>Table A.5 CHARLOTTESVILLE AREA Stakeholder</b>	<b>Stakeholder #1</b>	<b>Stakeholder #2</b>	<b>Stakeholder #3</b>	<b>Stakeholder #4</b>	<b>Stakeholder #5</b>	<b>Stakeholder #6</b>	<b>Stakeholder #7</b>	<b>Stakeholder #8</b>
Do you think freight has a high enough profile in Virginia to accomplish needed changes?	No comment	Yes	Yes	I think that the freight business does have a high profile in Virginia. I don't have any immediate suggestions for improvement.	Does believe this is a hot topic currently, but decisions need to be made.	NR	No People complain about traffic, but the impact of this congestion on freight is under-emphasized, if it is considered at all. For example, increased congestion means have to hire additional trucks to make trips (whereas one truck used to be able to go up and back and do another trip), which increases the cost passed off to the customer.	No opinion
Do you have suggestions for raising its profile?	No comment		No - is a small company			NR	-	No
Is there a local/regional freight committee or council in your region?	Don't know	Was eager to help out/give feedback/be contacted in the future. No direct contact with freight other than outlined below in associations question.		I believe that there are regional groups in this area.	N/A	No	No, not that he is aware of. Anti-trust laws might keep a group like this from getting together.	Don't know
If yes, do you participate?	N/A			I am not actively involved with them.		N/A	-	
If no, would that be of interest to you?	No			I would like more information on these associations.		Probably	-	

<b>Table A.5 CHARLOTTESVILLE AREA Stakeholder</b>	<b>Stakeholder #1</b>	<b>Stakeholder #2</b>	<b>Stakeholder #3</b>	<b>Stakeholder #4</b>	<b>Stakeholder #5</b>	<b>Stakeholder #6</b>	<b>Stakeholder #7</b>	<b>Stakeholder #8</b>
Do you have personal contact with the following agencies?		No	No	We do some basic regulatory interactions with VDOT. We use Juant for public transportation for some of our D.C. staff. We have partnered with Work Source to help with our staffing needs and provide their candidates with a career path.	No		Our company has a liaison that is in direct contact with some of these agencies.	
If yes, who? (note what level the person is in the organization and the nature of the relationship)	No	-	-		-		-	
<i>Virginia Department of Transportation</i>	No	-	-		-	Butch Davies on the Commonwealth Transportation Board	-	
<i>Virginia Departments of Rail/Public Transit, Ports, Aviation, Motor Vehicles</i>	No	-	-		-		-	
<i>Other state agencies</i>	No	-	-		-	VEDP	-	
<i>State elected officials</i>	No	-	-		-	Yes, Senate and House representatives	-	
<i>Local elected officials</i>	No	-	-		-	Yes, County Board of Supervisors	-	
<i>Local Metropolitan Planning Organization</i>	No	-	-		-	Yes, Executive Director	-	
<i>Local government staff</i>	No		-		-		-	

<b>Table A.5 CHARLOTTESVILLE AREA Stakeholder</b>	Stakeholder #1	Stakeholder #2	Stakeholder #3	Stakeholder #4	Stakeholder #5	Stakeholder #6	Stakeholder #7	Stakeholder #8
Do you participate in industry associations or other organized collaborative activity aimed at improving freight infrastructure or policy?	No	Air and Expedited Motor Carriers Association; Air Forwarders Association, Express Delivery organization, Owner-Operator Independent Driver's Association	No	Currently I do not, but have been invited to attend the next "Traffic Club" meeting with one of our freight vendors.	No	No	American Trucking Agency (ATA), NSSGA (National Sand and Gravel Association), Virginia Roadbuilder's Association	

Table A.5 CHARLOTTESVILLE AREA Stakeholder								
Stakeholder #1	Stakeholder #2	Stakeholder #3	Stakeholder #4	Stakeholder #5	Stakeholder #6	Stakeholder #7	Stakeholder #8	
<b>Freight Issues and Concerns Outside of Virginia Going Beyond the Region</b>								
If you have a high percentage of out-of-state shipments, are you facing the same issues in other states as you are in Virginia, or are there different issues? Please describe.	NR	Only have a few out-of-state special trips	Occasional truck trip out-of-state to pick up cinder block. Trips are done via truck on major roads, hasn't had much, if any issues on major roads between states. Hasn't experience local/rural roadways in other states, so doesn't know whether the same issues exist elsewhere.	We ship throughout the U.S. and do run into some problems, mainly from time-in-transit, to more remote areas of the country. In general we have good service, but as you get into more remote areas west of the Mississippi river we periodically run into delays. I'm not sure if this can be addressed by the Commonwealth.  We also run into problems with inbound freight not being properly stacked. This appears to be more of a lack of common sense, but we will regularly see loads of TV's broken and thrown around in a trailer where the load was not secured. We do address these with the freight vendor, but this seems to be par-for-the-course for all companies.	During the season, receives plant goods from North Carolina. Generally receives shipments via truck once per week. Do not have any real problems getting shipments. Charlottesville seems to be pretty easy to get to.	Since all of our shipments originate in Virginia to locations domestically and internationally, the increased time to market universally affects us.	Does not do a lot of business out-of-state. Some in Maryland (D.C. Area), and North Carolina. In Maryland experience the same issues, but do not experience these issues as much in North Carolina (fewer commuters).	Not applicable, they move mostly in Virginia.

<b>Table A.5</b> <b>CHARLOTTESVILLE</b> <b>AREA Stakeholder</b>	Stakeholder #1	Stakeholder #2	Stakeholder #3	Stakeholder #4	Stakeholder #5	Stakeholder #6	Stakeholder #7	Stakeholder #8
What, if anything, should the Commonwealth of Virginia be doing to address these issues?	NR							

**Table A.6 Charlottesville Area Results (continued)**

<b>Table A.6 CHARLOTTESVILLE AREA Stakeholder</b>	<b>Stakeholder #9</b>	<b>Stakeholder #10</b>	<b>Stakeholder #11</b>	<b>Stakeholder #12</b>	<b>Stakeholder #13</b>	<b>Stakeholder #14</b>	<b>Stakeholder #15</b>	<b>Stakeholder #16</b>
<b>Contact Name</b>								
<b>Contact Phone</b>								
<b>Other Info</b>								
<b>Your Business</b>								
What is the nature of your business or facility?	Produce law books	Produce lumber and flooring	Manufacture plumbing supplies and fittings	Manufacture medical devices	Manufacture surgical instruments	The company is primarily a passenger airline, although they do some shipping of freight.	Manufacturing company	Coil, oil, gas shipper
What are your primary products and customers?	Produce law books for lawyers, students, police departments.	Lumber. (Declined to provide information about customers.)	Products are plumbing supplies and fittings. Primary customers are plumbing companies.	Medical devices. Primary customers are IVF (in vitro fertilization) laboratories.	Surgical instruments. Primary customers are hospitals and doctors' offices.	Passengers are the primary customers. They also ship some freight.	Primary products are machines that process plastic and produce, cut, and shape eyeglass lenses. Primary customers are various retail eyeglass stores.	Coal
How many people do you employ?	About 500	Approximately 350	36	Between 50 and 60	Approximately 130	Approximately 30	120	450

<b>Table A.6 CHARLOTTESVILLE AREA Stakeholder</b>	<b>Stakeholder #9</b>	<b>Stakeholder #10</b>	<b>Stakeholder #11</b>	<b>Stakeholder #12</b>	<b>Stakeholder #13</b>	<b>Stakeholder #14</b>	<b>Stakeholder #15</b>	<b>Stakeholder #16</b>
By what modes do you ship and receive goods?	LTL, TL, and parcel.	All shipments start on truck. Goods are further shipped by steam ship overseas and by flatbed rail in the U.S.	All shipments come in and go out by [company x].	All shipments come in and go out by [company x or company y].	Mostly UPS	Most of their supplies are delivered (in and out) by [company x or company y]. Some freight is transported by airplane.	Final products are shipped by LTL [company x] Smaller parts are shipped by [company y or company z].	Rail, very little truck
If by truck, can you provide rough estimates of:								
The number of truck moves in and out per day or per week:	About 25 incoming; about 25 outgoing truck moves per week.	Average 15 outgoing trucks per day. Average 10 incoming trucks per day.	1 [company x] truck per day (picks up and delivers).	Average of 2 shipments per week go out. Incoming deliveries are variable.	[company x] stops at facility at least twice per day to pick-up goods for delivery. [company x] delivers incoming packages 3 or 4 times per day.	Generally, 1 or 2 [company x or company y] stops are made at the airport daily.	1 or 2 outgoing per day. 3 or 4 incoming per day.	
How many are “all truck” trips versus trips to/from railyards, seaports, or airports?	95% are “all truck” trips	Very few are “all truck” trips					2 or 3 trips per day are “all truck” trips. Some truck trips are split with air (skid shipments).	

<b>Table A.6 CHARLOTTESVILLE AREA Stakeholder</b>	<b>Stakeholder #9</b>	<b>Stakeholder #10</b>	<b>Stakeholder #11</b>	<b>Stakeholder #12</b>	<b>Stakeholder #13</b>	<b>Stakeholder #14</b>	<b>Stakeholder #15</b>	<b>Stakeholder #16</b>
The major origin-destination patterns:	Major origins for incoming raw materials are U.S. and Canada. Major destinations for law books are major U.S. cities, as well as Puerto Rico and Guam.	Major destinations are to places in Europe and Asia. Other destinations are Texas, eastern U.S., California, Utah, and Washington State. Origins vary.	Major destinations are cities in New York, Rhode Island, Texas, Pennsylvania, Maryland, Utah, and Arizona. Origins vary.	Destinations are largely overseas. Origins are primarily from the East Coast (New York, Virginia, North Carolina).	Destinations are all across the U.S. International shipments are largely destined for Germany and Turkey. Incoming goods originate largely from California, Chicago, and other locations in Virginia.	Major destinations for freight are Tempe/Phoenix, Arizona. Origins vary.	Destinations can really be anywhere. Materials generally originate from five states, including Pennsylvania, New York, Virginia.	
If you have direct rail service to your facility:	No	No	No	No	No	No	No	All facilities have rail sidings
How many railcars and train moves?								
What is being moved; in what direction; and to/from where?								Coal primarily
Do you see your business growing in the future?	Yes	Yes	No	Yes	Yes	Not sure	Yes	Unknown
By how much?	By about 10% over the next 5 years.	The company expects business to double within the next five years.		She anticipates that business will double in the next few years.	The company has been growing 3 to 5% for the past few years, and she expects this trend to continue.		The company has been in existence since 1979 and domestic business is strong already, and international business is growing. Growth is generally 8 to 10% per year.	
What about similar industries in your region?					Not sure	Not sure	Not sure	Many

<b>Table A.6 CHARLOTTESVILLE AREA Stakeholder</b>								
<b>Stakeholder #9</b>	<b>Stakeholder #10</b>	<b>Stakeholder #11</b>	<b>Stakeholder #12</b>	<b>Stakeholder #13</b>	<b>Stakeholder #14</b>	<b>Stakeholder #15</b>	<b>Stakeholder #16</b>	
And why?								
<b>Freight Issues and Concerns in Virginia</b>								
Do you feel that Virginia's freight system currently provides adequate capacity, performance, and service availability and choice to meet your needs?	Virginia's roadway capacity is adequate. There are congestion and operational issues. Freight is not an option, as books get damaged by this mode.	Traffic congestion and delays due to accidents are sometimes a problem. The company uses I-64 and I-81.	Yes	The system provides adequate capacity. There are safety problems. For example, their location on U.S. Route 250 and Hunter's Way is very busy, but doesn't have a traffic light.	Yes	Yes	Yes	Rarely use public system; own much of their sidings and contract space with [company x and company y].
Within Virginia, what are the most significant challenges your business or facility faces in freight movement?	Road delays are a problem. Congestion is also a problem, especially when more capacity is needed at the end of the month.	Contracting with trucking companies to ensure that they have trucks when they are needed.	None	None	None	None	Scheduling of deliveries in their business is "time definite." Products must go out at a definite time and arrive at their destination at a definite time. This presents challenges.	
Overall, what do you see as key problems or bottlenecks that need to be addressed?	Truck load carriers need more equipment.	The shortage of drivers is a problem.	None	None	None	None	Having enough truck drivers when needed.	
What changes are needed, and who should be accomplishing them?		Not sure	None	None	None	None	His company is addressing the shortage of drivers and challenges presented by "time definite" freight delivery.	

<b>Table A.6 CHARLOTTESVILLE AREA Stakeholder</b>	<b>Stakeholder #9</b>	<b>Stakeholder #10</b>	<b>Stakeholder #11</b>	<b>Stakeholder #12</b>	<b>Stakeholder #13</b>	<b>Stakeholder #14</b>	<b>Stakeholder #15</b>	<b>Stakeholder #16</b>
What are you doing to improve freight handling and movement and why?	His company works hard with carriers to make improvements, particularly with respect to scheduling.	The company is looking at alternatives for how to get extra trucks when they have peaks. They don't have rail access at their facility.	Nothing	Nothing	Nothing	Nothing	For in-state shipments, his company has its own fleet of service vans. For most out-of-state shipments, his company works with [company x]. However, recently, his company has also been working with other LTL (such as [company y and company z]) to pick-up the extra work.	
How can the Commonwealth of Virginia help you better achieve your freight movement objectives?	Provide better access on roadways. I-95, in particular, is too congested.	Nothing he can think of	N/A	N/A	Nothing	Nothing	Nothing he can think of	
Are there specific improvements to highways, railroads, ports or airports?			No	No	No	No	No	
Are there specific regulatory, policy, institutional, or program changes?			No	No	No	No	No	
To what extent can you partner in making these changes happen?								

<b>Table A.6 CHARLOTTESVILLE AREA Stakeholder</b>	<b>Stakeholder #9</b>	<b>Stakeholder #10</b>	<b>Stakeholder #11</b>	<b>Stakeholder #12</b>	<b>Stakeholder #13</b>	<b>Stakeholder #14</b>	<b>Stakeholder #15</b>	<b>Stakeholder #16</b>
Do you think freight has a high enough profile in Virginia to accomplish needed changes?	Freight has a high enough political profile. The problem is that the wrong issues are being addressed.	Yes Everyone is talking about revamping of I-81.	Yes	Politicians are currently focused on I-81. All other corridors are being neglected.	Yes	No, you don't hear a lot about freight.	No Outside of those involved daily with the freight business, there is a lack of understanding of the real needs and what's required in moving freight within the state and to other states and regions.	
Do you have suggestions for raising its profile?				No		No, our company doesn't do a lot of freight transportation.	Greater experience is needed from those not involved daily in the freight business. He's not sure how to accomplish this.	
Is there a local/regional freight committee or council in your region?	There is a postal council that some people in his company participate in.	Not that he is aware of	No	No, not that she is aware of	Not that she is aware of	Not that she is aware of	Yes, but he cannot think of the name of it.	
If yes, do you participate?	He doesn't, but some people in his company do participate.						He has participated on occasion. One of the [company x] drivers introduced him to the organization.	

<b>Table A.6 CHARLOTTESVILLE AREA Stakeholder</b>	<b>Stakeholder #9</b>	<b>Stakeholder #10</b>	<b>Stakeholder #11</b>	<b>Stakeholder #12</b>	<b>Stakeholder #13</b>	<b>Stakeholder #14</b>	<b>Stakeholder #15</b>	<b>Stakeholder #16</b>
If no, would that be of interest to you?		No, not personally. Although someone in his company may be interested.	No	No, her company doesn't do that much movement of freight.	She would have to know more before committing.	No, our company doesn't do a lot of freight transportation.		
Do you have personal contact with the following agencies?								
If yes, who? (note what level the person is in the organization and the nature of the relationship)								
<i>Virginia Department of Transportation</i>	Yes, for registration renewal.	No	No	No	No	No	No	
<i>Virginia Departments of Rail/Public Transit, Ports, Aviation, Motor Vehicles</i>	Yes, for registration renewal.	No	No	No	No	No	No	
<i>Other state agencies</i>	No	No	No	No	No	No	No	
<i>State elected officials</i>	No	No	No	No	No	No	No	
<i>Local elected officials</i>	No	No	No	No	No	No	No	
<i>Local Metropolitan Planning Organization</i>	No	No	No	No	No	No	No	
<i>Local government staff</i>	No	No	No	No	No	No	No	
Do you participate in industry associations or other organized collaborative activity aimed at improving freight infrastructure or policy?	He doesn't, but some people in his company do participate.	No, not personally. Although someone in his company may be interested.	No	No	No	No	No	

<b>Table A.6 CHARLOTTESVILLE AREA Stakeholder</b>								
Stakeholder #9	Stakeholder #10	Stakeholder #11	Stakeholder #12	Stakeholder #13	Stakeholder #14	Stakeholder #15	Stakeholder #16	Stakeholder #16
<b>Freight Issues and Concerns Outside of Virginia Going Beyond the Region</b>								
If you have a high percentage of out-of-state shipments, are you facing the same issues in other states as you are in Virginia, or are there different issues? Please describe.	None that he is aware of	International laws and regulations present a challenge.	No	No	No issues	No	The same issues he already mentioned with “time definite” delivery/ scheduling/ coordination.	
What, if anything, should the Commonwealth of Virginia be doing to address these issues?		Nothing						

**Table A.7 Danville Area Results**

<b>Table A.7 DANVILLE AREA Stakeholder</b>	<b>Stakeholder #1</b>	<b>Stakeholder #2</b>	<b>Stakeholder #3</b>	<b>Stakeholder #4</b>	<b>Stakeholder #5</b>	<b>Stakeholder #6</b>	<b>Stakeholder #7</b>
<b>Contact Name</b>							
<b>Contact Phone</b>							
<b>Other Info</b>							
<b>Your Business</b>							
What is the nature of your business or facility?	Manufacturing	Sawmill	Irrigation and Landscape Installation and Maintenance business	Solid Waste Landfill	Tree and Shrub Grower	Manufacturer and deliverer of housing products.	Public Service Authority
What are your primary products and customers?	Pre-stressed concrete structures	Wholesale	Mulch, rock, concrete products, decorative stone, sod (grass), trees, plant material	Trash	Customers are landscapers and garden centers.	Assembled and loose lumber and housing products (customers are either contractors or new home builders)	Sell water and sewer services to the community.
How many people do you employ?	200 employees	34	11	20	30	100	11
By what modes do you ship and receive goods?	[company x; company y]	Truck	Tractor trailer, tandem dumps, single-axle dump, [company x]	[company x; company y]	Truck	Truck and trailer	Truck
If by truck, can you provide rough estimates of:							
The number of truck moves in and out per day or per week:	8 per week	15 per day	1 per day/5-7 per week	1 per 6 months	3 per week	25 per week	1 per week
How many are "all truck" trips versus trips to/from railyards, seaports, or airports?			All	None	All	All	All

<b>Table A.7 DANVILLE AREA Stakeholder</b>	<b>Stakeholder #1</b>	<b>Stakeholder #2</b>	<b>Stakeholder #3</b>	<b>Stakeholder #4</b>	<b>Stakeholder #5</b>	<b>Stakeholder #6</b>	<b>Stakeholder #7</b>
The major origin-destination patterns:			99% local; 1% regional (Principal routes are 58, 29, 86)	1 or 2 long-haul per year	50% regional; 50% long-haul out-of-state (Principal routes are 29N to D.C., Maryland, New Jersey)	15 local; 5 long-haul in state; 5 long-haul out-of-state	1 regional (Principal route most likely Roanoke to Danville)
If you have direct rail service to your facility:							
How many railcars and train moves?	Rail: Direct rail service available and used for inbound movement of cement and gravel. Interviewee did not know, off-hand, the number of railcars per week received						
What is being moved; in what direction; and to/from where?				Parts for shop			
Do you see your business growing in the future?		Yes; maybe 15%	Yes; 20-25%	No	Yes; will double in 2 years	Yes; varies depending on housing market	Yes; 5% per year
By how much?							
What about similar industries in your region?			Hopefully; national trend, more demand for nicer landscapes, turnaround in local economy.	No		Yes; varies depending on housing market	
And why?							

Table A.7 DANVILLE AREA Stakeholder	Stakeholder #1	Stakeholder #2	Stakeholder #3	Stakeholder #4	Stakeholder #5	Stakeholder #6	Stakeholder #7
<b>Freight Issues and Concerns in Virginia</b>							
Do you feel that Virginia's freight system currently provides adequate capacity, performance, and service availability and choice to meet your needs?	Interviewee expressed no problems regarding the capacity of Virginia's freight system.		Yes, most of the time; but we deal with companies that we trust to make our deliveries on time and when we need them.	Yes	better, wider roads would help	No (i.e., road improvements)	Yes
Within Virginia, what are the most significant challenges your business or facility faces in freight movement?		Fuel prices	We need short turn-around times; but we are a small business so we often have to wait.	None			Not enough freight to be a problem
Overall, what do you see as key problems or bottlenecks that need to be addressed?		High insurance and fuel prices	No interstate highway in this area; congested traffic in our local area, outdated bridges	None	D.C. area; also Fredericksburg area	Interstate I-81	29 to 58 West Bypass; 29 Bypass to Route 41
What changes are needed, and who should be accomplishing them?		Insurance prices need to be lowered and fuel prices.	An interstate highway in this area (local politicians); new bridge (Robertson) over Dan River (local officials)	N/A		Road improvements (elected officials should push for these road improvements)	No opinion
What are you doing to improve freight handling and movement and why?			Can do little or nothing other than deal with companies who are sensitive to our needs.		Combine loads - try to fill truck	Simply consolidating shipments	
How can the Commonwealth of Virginia help you better achieve your freight movement objectives?			Send money for improvements		Fix the roads; if a penny more in gas tax will help - do it	By posting restrictions and road work on a web site or an 800 number	No opinion

<b>Table A.7 DANVILLE AREA Stakeholder</b>	<b>Stakeholder #1</b>	<b>Stakeholder #2</b>	<b>Stakeholder #3</b>	<b>Stakeholder #4</b>	<b>Stakeholder #5</b>	<b>Stakeholder #6</b>	<b>Stakeholder #7</b>
Are there specific improvements to highways, railroads, ports or airports?			Robertson Bridge; a 4-lane highway system from I-40 to Danville				
Are there specific regulatory, policy, institutional, or program changes?			Funnel more tax money for highway improvements to this area to encourage local growth.				
To what extent can you partner in making these changes happen?			I'm not sure other than complain to government officials.				
Do you think freight has a high enough profile in Virginia to accomplish needed changes?		Don't know	Yes	Yes		No	
Do you have suggestions for raising its profile?							
Is there a local/regional freight committee or council in your region?						No; but would be of interest	
If yes, do you participate?							
If no, would that be of interest to you?							
Do you have personal contact with the following agencies?							

<b>Table A.7 DANVILLE AREA Stakeholder</b>	<b>Stakeholder #1</b>	<b>Stakeholder #2</b>	<b>Stakeholder #3</b>	<b>Stakeholder #4</b>	<b>Stakeholder #5</b>	<b>Stakeholder #6</b>	<b>Stakeholder #7</b>
If yes, who? (note what level the person is in the organization and the nature of the relationship)							
<i>Virginia Department of Transportation</i>			Yes			Yes	Yes
<i>Virginia Departments of Rail/Public Transit, Ports, Aviation, Motor Vehicles</i>							
<i>Other state agencies</i>							
<i>State elected officials</i>							
<i>Local elected officials</i>							
<i>Local Metropolitan Planning Organization</i>							
<i>Local government staff</i>							
Do you participate in industry associations or other organized collaborative activity aimed at improving freight infrastructure or policy?							
<b>Freight Issues and Concerns Outside of Virginia Going Beyond the Region</b>							
If you have a high percentage of out-of-state shipments, are you facing the same issues in other states as you are in Virginia, or are there different issues? Please describe.		Same					

<b>Table A.7</b> <b>DANVILLE AREA</b> <b>Stakeholder</b>	<b>Stakeholder #1</b>	<b>Stakeholder #2</b>	<b>Stakeholder #3</b>	<b>Stakeholder #4</b>	<b>Stakeholder #5</b>	<b>Stakeholder #6</b>	<b>Stakeholder #7</b>
What, if anything, should the Commonwealth of Virginia be doing to address these issues?					Do away with VDOT work crews and subcontract all work. It has got to be cheaper.		

**Table A.8 Danville Area Results (continued)**

Table A.8 DANVILLE AREA Stakeholder	Stakeholder #8	Stakeholder #9	Stakeholder #10				
Contact Name							
Contact Phone							
Other Info							
<b>Your Business</b>							
What is the nature of your business or facility?	Transportation and Storage	Retail Shop and Production Facility (travel to arts and crafts shows on East Coast)					
What are your primary products and customers?	Transportation and storage services	Handbags (middle-aged women)					
How many people do you employ?	52	5					
By what modes do you ship and receive goods?	Truck	U.S. Mail, [company x] only					
If by truck, can you provide rough estimates of:							
The number of truck moves in and out per day or per week:		1 per week	Inbound trucks = 6 or 7 loads per week; outbound trucks = 100 loads per week; in addition, contract carriers, such as [company x], are used to ship smaller items.				

<b>Table A.8 DANVILLE AREA Stakeholder</b>	<b>Stakeholder #8</b>	<b>Stakeholder #9</b>	<b>Stakeholder #10</b>				
How many are “all truck” trips versus trips to/from railyards, seaports, or airports?		All					
The major origin-destination patterns:	Long-haul in-state and long-haul out-of-state (no number provided)	10 long-haul in-state; 30 long-haul out-of-state [Principal routes: major cities on East Coast, usually 29N to I-81 or I-95; U.S. 29S to I-85, I-77; U.S. 58 to Virginia Beach, 5 x 1 year]					
If you have direct rail service to your facility:							
How many railcars and train moves?	Rail cars and train (no number provided)						
What is being moved; in what direction; and to/from where?							
Do you see your business growing in the future?	Yes 25%	Yes; in-house sales, will not do any additional traveling					
By how much?							
What about similar industries in your region?		Businesses are closing or have closed in textiles.					
And why?							

Table A.8 DANVILLE AREA Stakeholder	Stakeholder #8	Stakeholder #9	Stakeholder #10				
<b>Freight Issues and Concerns in Virginia</b>							
Do you feel that Virginia's freight system currently provides adequate capacity, performance, and service availability and choice to meet your needs?	Yes	N/A					
Within Virginia, what are the most significant challenges your business or facility faces in freight movement?	Fuel	Avoiding rush hour traffic; road conditions are good					
Overall, what do you see as key problems or bottlenecks that need to be addressed?	No	I-66 between U.S. 29 and Manassas, Virginia, needs widened; U.S. 29 south of Manassas could benefit from widening					
What changes are needed, and who should be accomplishing them?		Widen U.S. 29 near Gainesville, Virginia, or make bypass; Charlottesville, Virginia, is bad at rush hour also and needs bypass.					
What are you doing to improve freight handling and movement and why?		I travel at night or hit population centers before 3 p.m.					

<b>Table A.8 DANVILLE AREA Stakeholder</b>	<b>Stakeholder #8</b>	<b>Stakeholder #9</b>	<b>Stakeholder #10</b>				
How can the Commonwealth of Virginia help you better achieve your freight movement objectives?							
Are there specific improvements to highways, railroads, ports or airports?		Bypass needed around Charlottesville, Virginia.					
Are there specific regulatory, policy, institutional, or program changes?							
To what extent can you partner in making these changes happen?							
Do you think freight has a high enough profile in Virginia to accomplish needed changes?							
Do you have suggestions for raising its profile?							
Is there a local/regional freight committee or council in your region?	No; but would be of interest						
If yes, do you participate?							
If no, would that be of interest to you?							
Do you have personal contact with the following agencies?							

<b>Table A.8 DANVILLE AREA Stakeholder</b>	Stakeholder #8	Stakeholder #9	Stakeholder #10				
If yes, who? (note what level the person is in the organization and the nature of the relationship)							
<i>Virginia Department of Transportation</i>							
<i>Virginia Departments of Rail/Public Transit, Ports, Aviation, Motor Vehicles</i>							
<i>Other state agencies</i>							
<i>State elected officials</i>							
<i>Local elected officials</i>							
<i>Local Metropolitan Planning Organization</i>							
<i>Local government staff</i>							
Do you participate in industry associations or other organized collaborative activity aimed at improving freight infrastructure or policy?							

<b>Table A.8</b> <b>DANVILLE AREA</b> <b>Stakeholder</b>	<b>Stakeholder #8</b>	<b>Stakeholder #9</b>	<b>Stakeholder #10</b>				
<b>Freight Issues and Concerns Outside of Virginia Going Beyond the Region</b>							
If you have a high percentage of out-of-state shipments, are you facing the same issues in other states as you are in Virginia, or are there different issues? Please describe.							
What, if anything, should the Commonwealth of Virginia be doing to address these issues?		I try to drive so I do not hit rush hours around major cities such as Washington, D.C.; Virginia Beach; Baltimore; Charlotte					

**Table A.9 Fredericksburg Area Results**

Table A.9 FREDERICKSBURG AREA								
Stakeholder	Stakeholder #1	Stakeholder #2	Stakeholder #3	Stakeholder #4	Stakeholder #5	Stakeholder #6	Stakeholder #7	Stakeholder #8
Contact Name								
Contact Phone								
Other Info								
<b>Your Business</b>								
What is the nature of your business or facility?	Beer Wholesaler, Fredericksburg, Virginia	We are a moving and storage company that provides transportation for personal effects, worldwide. We also do local moving, especially office relocations. We use intermodal containers, as well as smaller air shipments, to move people's personal effects throughout the world.	Sale of Automobiles, Automotive Parts and Repairs	Baking	Manufacture printed circuit boards	Wood products	Business forms	Printing and ad mailing

<b>Table A.9 FREDERICKSBURG AREA</b>								
<b>Stakeholder</b>	<b>Stakeholder #1</b>	<b>Stakeholder #2</b>	<b>Stakeholder #3</b>	<b>Stakeholder #4</b>	<b>Stakeholder #5</b>	<b>Stakeholder #6</b>	<b>Stakeholder #7</b>	<b>Stakeholder #8</b>
What are your primary products and customers?	Beer Products to Retail Accounts in Prince William Co., Stafford Co., Spotsylvania Co., King George Co. and Caroline Co. Cities of Manassas, Manassas Park, and Fredericksburg	We are a service industry, and we provide service to major corporations, as well as all branches of the U.S. Government. We are a prime contractor for the State Department, moving employees' personal effects all over the world.	Automotive products, we sell to repair shops and retail.	Hamburger Rolls for Fast Food Industry.	Printed circuit boards, all types of customers.	Wood products, sent all over the country and Europe.	Business forms, sent all over the U.S. and very few international customers.	Sent all over the U.S.
How many people do you employ?	87 People	300 in Virginia	140	85	60	80	60	200
By what modes do you ship and receive goods?		We move most goods by truck; we very seldom use rail.			Ship via [company x or company y], receive via tractor trailer truck	Own truck fleet as well as use [company x]	Trucks as well as [company x/ company y]	Trucks, mostly from the local shipping companies.
If by truck, can you provide rough estimates of:								
The number of truck moves in and out per day or per week:	Intrastate Only 18 - Local Delivery Trucks 3 - OTR Tractor Trailers, Daily to and From Fredericksburg, Virginia to Williamsburg, Virginia No Rail or Seaports or Air Shipments		By truck, 4 trucks per day	By Truck	3-4 trucks per week	3 trucks per day - 2 picking stuff up and 1 bringing materials	A few per day	Five per day

<b>Table A.9 FREDERICKSBURG AREA</b>								
<b>Stakeholder</b>	<b>Stakeholder #1</b>	<b>Stakeholder #2</b>	<b>Stakeholder #3</b>	<b>Stakeholder #4</b>	<b>Stakeholder #5</b>	<b>Stakeholder #6</b>	<b>Stakeholder #7</b>	<b>Stakeholder #8</b>
How many are “all truck” trips versus trips to/from railyards, seaports, or airports?					All truck trips	Mostly all truck trips but some are to seaports for shipping to Europe (primarily Baltimore and Norfolk).	Truck trips only	Truck only
The major origin-destination patterns:					From distribution centers along I-95	Varies - interstate routes for national and to Baltimore or Norfolk for European shipments.	Varies - primarily interstate for shipping across U.S.	Varies - primarily interstate for shipping across U.S.
If you have direct rail service to your facility:				No rail service	No	No	No	No
How many railcars and train moves?								
What is being moved; in what direction; and to/from where?								
Do you see your business growing in the future?	Yes, between 2% and 5%/year. Others will grow but at a smaller rate. Our portfolio is expanding while others are being reduced.	We expect our business to grow by 5 percent per year.	Yes, about 3 to 5% per year. Due to growth in the area	Growth is determined by customers (i.e., fast food industry)	Determined by customers	Determined by customers	No	Slightly
By how much?								
What about similar industries in your region?								
And why?								

Table A.9 FREDERICKSBURG AREA								
Stakeholder	Stakeholder #1	Stakeholder #2	Stakeholder #3	Stakeholder #4	Stakeholder #5	Stakeholder #6	Stakeholder #7	Stakeholder #8
<b>Freight Issues and Concerns in Virginia</b>								
Do you feel that Virginia's freight system currently provides adequate capacity, performance, and service availability and choice to meet your needs?	No, Route1 and I95 North of Fredericksburg are too congested at peak hours and weekends.	The highway system in Virginia is a major problem. When we transport goods, we normally have three men on a truck, and quite often that truck is tied up in traffic in Northern Virginia, or in the Norfolk area.	Yes	At present, yes	Yes, the only problem we face is increasing gas costs.	Yes	Yes	Yes
Within Virginia, what are the most significant challenges your business or facility faces in freight movement?		The biggest problem we face in our business is finding drivers and qualified labor, as well as the road congestion situation.	None	Our biggest bottleneck is the amount of traffic on our roads. Virginia is too far behind the growth that is happening.		Materials mishandled at ports resulting in damage to products.		General traffic congestions problems
Overall, what do you see as key problems or bottlenecks that need to be addressed?	Traffic congestion, high fuel prices, higher user fees, and increased taxes	The State of Virginia must take the lead in providing adequate highway facilities.			In Fredericksburg, to many heavy trucks on Route 17. Need Outer Connector or similar facility, even if it has to be tolled and even if it is a truck only facility.	Materials mishandled at ports resulting in damage to products.		
What changes are needed, and who should be accomplishing them?						Ports		Improvements to roadways in general

<b>Table A.9 FREDERICKSBURG AREA Stakeholder</b>	<b>Stakeholder #1</b>	<b>Stakeholder #2</b>	<b>Stakeholder #3</b>	<b>Stakeholder #4</b>	<b>Stakeholder #5</b>	<b>Stakeholder #6</b>	<b>Stakeholder #7</b>	<b>Stakeholder #8</b>
What are you doing to improve freight handling and movement and why?	Maximizing trailer load-out to reduce vehicle traffic.		None	We are direct delivery to our customers and we have tried to consolidate as many routes or trips as possible and deliver during non-rush hour times whenever possible.				
How can the Commonwealth of Virginia help you better achieve your freight movement objectives?	The I-95 corridor needs immediate improvements to include HOV to Massaponax and South, additional exits at “Fall Hill Avenue” and Route 208 in the Fredericksburg area, and both Route 1 and I-95 need additional lanes.	Interstate 81 needs to be improved and more lanes should be added. There should be no specific tolls on trucks; however, we are in favor of tolls on new roads that apply to everyone. Rail service is not competitive in short and regional movements of household goods; and we see no way that enough trucks could be diverted to rail, even if rail were improved in the 81 corridor.	None	VDOT needs to partner with cities and counties on growth and highway needs, so the need for roads is part of the growth planning.				

<b>Table A.9 FREDERICKSBURG AREA</b>								
<b>Stakeholder</b>	<b>Stakeholder #1</b>	<b>Stakeholder #2</b>	<b>Stakeholder #3</b>	<b>Stakeholder #4</b>	<b>Stakeholder #5</b>	<b>Stakeholder #6</b>	<b>Stakeholder #7</b>	<b>Stakeholder #8</b>
Are there specific improvements to highways, railroads, ports or airports?					In Fredericksburg, too many heavy trucks on Route 17. Need Outer Connector or similar facility, even if it has to be tolled and even if it is a truck only facility.			
Are there specific regulatory, policy, institutional, or program changes?								
To what extent can you partner in making these changes happen?								
Do you think freight has a high enough profile in Virginia to accomplish needed changes?	No, however business involvement with Local, State and Federal representatives may improve freight's visibility.	I do not think people are aware of the importance of freight movements.	Yes	No, VDOT needs to advertise it.				
Do you have suggestions for raising its profile?			No					
Is there a local/regional freight committee or council in your region?	No, but we would be interested		None that I know of	Yes, Virginia Trucking Association.				
If yes, do you participate?								
If no, would that be of interest to you?			No		No	No	No	No

<b>Table A.9 FREDERICKSBURG AREA Stakeholder</b>	<b>Stakeholder #1</b>	<b>Stakeholder #2</b>	<b>Stakeholder #3</b>	<b>Stakeholder #4</b>	<b>Stakeholder #5</b>	<b>Stakeholder #6</b>	<b>Stakeholder #7</b>	<b>Stakeholder #8</b>
Do you have personal contact with the following agencies?			No		No	No	No	No
If yes, who? (note what level the person is in the organization and the nature of the relationship)								
<i>Virginia Department of Transportation</i>	Mary Lee Carter - CTB member	Yes						
<i>Virginia Departments of Rail/Public Transit, Ports, Aviation, Motor Vehicles</i>	Vince Burgess - A DMV							
<i>Other state agencies</i>	Virginia ABC Board							
<i>State elected officials</i>	Delegate Bobby Orrock Delegate Scott Liganfelter Delegate Bill Howell Delegate Mark Cole Senator Edd Houck Senator John Chichester Lt. Governor Bill Bolling Attorney General Bob McDonald	All state elected officials from the area around Fredericksburg.						

<b>Table A.9 FREDERICKSBURG AREA</b>								
<b>Stakeholder</b>	<b>Stakeholder #1</b>	<b>Stakeholder #2</b>	<b>Stakeholder #3</b>	<b>Stakeholder #4</b>	<b>Stakeholder #5</b>	<b>Stakeholder #6</b>	<b>Stakeholder #7</b>	<b>Stakeholder #8</b>
<i>Local elected officials</i>	Hap Connors – Spotsylvania Pete Fields – Stafford Mayor Tom Tomzak, Debbie Girvin, Hasmel Turner, Kerry John, Matt Kelly – Fredericksburg City Council	We meet with local elected officials on a regular basis.		Yes, Spotsylvania County, Hap Connors				
<i>Local Metropolitan Planning Organization</i>	FAMPO – Matt Kelly							
<i>Local government staff</i>	Fredericksburg City Manger – Phil Rodenberg							
Do you participate in industry associations or other organized collaborative activity aimed at improving freight infrastructure or policy?	Virginia Beer Wholesalers, National Private Truck Council	We participate with the Virginia Trucking Association, American Moving and Storage Association, American Trucking Association, and the Virginia State Chamber of Commerce.		No	No	No		

<b>Table A.9 FREDERICKSBURG AREA Stakeholder</b>	Stakeholder #1	Stakeholder #2	Stakeholder #3	Stakeholder #4	Stakeholder #5	Stakeholder #6	Stakeholder #7	Stakeholder #8
<b>Freight Issues and Concerns Outside of Virginia Going Beyond the Region</b>								
If you have a high percentage of out-of-state shipments, are you facing the same issues in other states as you are in Virginia, or are there different issues? Please describe.	Intrastate operations only	We face congestion issues throughout the United States, but there are only a few places as bad as Northern Virginia and Tidewater. We operate in New York, Miami, Los Angeles, Atlanta, and other metropolitan areas - and Northern Virginia is one of the worst locations to efficiently move freight.	No issues	Out-of-state to North Carolina, we do not have the traffic problems in North Carolina as we do here. Someone needs to address the traffic problems (lack of adequate highways and roads. The Problem is lack of funds, there is a lot of talk about it, but no action. Raise the fuel and gasoline tax, that way the people using the roadways pay for it, not those who cannot afford or use vehicles.				
What, if anything, should the Commonwealth of Virginia be doing to address these issues?								

**Table A.10 Fredericksburg Area Results (continued)**

Table A.10 FREDERICKSBURG AREA Stakeholder	Stakeholder #9	Stakeholder #10	Stakeholder #11	Stakeholder #12	Stakeholder #13	Stakeholder #14	Stakeholder #15
Contact Name							
Contact Phone							
Other Info							
<b>Your Business</b>							
What is the nature of your business or facility?	Prepare perishable finished food products for 7-11.	Manufacture brake equipment for large trucks and heavy equipment.	Manufacturer	Manufacturing	Make pre-cast concrete.	Manufacture industrial air compressors.	Manufacturing
What are your primary products and customers?	Make and send perishable food products to 7-11s in the region.	The U.S. and international	Plastic hardware/ plastic foam products/ dock flotation products; customer base is wholesale.	Roof and floor trusses; construction industry for single home up to government projects.	Pre-cast concrete. Primary customers are general contractors.	Air compressors. Customers are along a wide spectrum and include anyone who needs air compressors.	Plumbing equipment and tools; customers are distributors of product.
How many people do you employ?	200	120	40	50	Approximately 60	Approximately 150	250
By what modes do you ship and receive goods?	Trucks	Truck, and also rail, ocean, and air	Trucking and LTL	Flatbed and roller truck	Flatbed truck	Some goods are received by container, then trucked to the facility. Some goods are shipped and received by LTL.	Truck and LTL; small package services [company x] as well
If by truck, can you provide rough estimates of:							

<b>Table A.10 FREDERICKSBURG AREA Stakeholder</b>	<b>Stakeholder #9</b>	<b>Stakeholder #10</b>	<b>Stakeholder #11</b>	<b>Stakeholder #12</b>	<b>Stakeholder #13</b>	<b>Stakeholder #14</b>	<b>Stakeholder #15</b>
The number of truck moves in and out per day or per week:	Receiving 5-10 trucks per day and shipping out 5 trucks per day	4-5 per day	Truckload=3/day; [company x]=1/day; LTL = 5-10/week	11-13/day	Average 8 to 10 flat-bed trucks (outgoing) per day.	On average, 30 truckloads are shipped per day. 15 to 20 of these are LTL.	Outbound LTL= 8/week; Inbound LTL/Truck=5/day; Small package services = 4/day
How many are “all truck” trips versus trips to/from railyards, seaports, or airports?	Trucks only	About 1/2 all truck trips	100%	100%	100% all truck trips	About half	100%
The major origin-destination patterns:	Varies	Varies			Major destinations are Maryland, West Virginia, Virginia. Major origin of cement raw material is from Pennsylvania.	Destinations and origins could be anywhere in the U.S. and Germany.	Manufacturing plant to Ohio to warehouse
If you have direct rail service to your facility:	No	No	No	No	No	No	No
How many railcars and train moves?			None				
What is being moved; in what direction; and to/from where?							
Do you see your business growing in the future?	Slowly	Moderately	Yes	Stable	Yes	Yes	Yes
By how much?					Growth has been about 20% annually and he expects this trend to continue.	Not sure	
What about similar industries in your region?							
And why?							

<b>Table A.10 FREDERICKSBURG AREA</b>							
<b>Stakeholder</b>	<b>Stakeholder #9</b>	<b>Stakeholder #10</b>	<b>Stakeholder #11</b>	<b>Stakeholder #12</b>	<b>Stakeholder #13</b>	<b>Stakeholder #14</b>	<b>Stakeholder #15</b>
<b>Freight Issues and Concerns in Virginia</b>							
Do you feel that Virginia's freight system currently provides adequate capacity, performance, and service availability and choice to meet your needs?	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Within Virginia, what are the most significant challenges your business or facility faces in freight movement?	General traffic congestion problems and maintenance on I-95	General traffic congestion and congestion related to work zones	Traffic congestion	Restrictions on time of day permitting through various counties for wide loads (many truss loads are wide loads); traffic congestion	Coordination and timing of wide loads which are restricted on some roadways at certain (usually peak) periods of the day.	Traffic congestion. Fredericksburg is a rapidly growing area.	No challenges
Overall, what do you see as key problems or bottlenecks that need to be addressed?			Traffic congestion	Traffic congestion; restrictions on time of day permitting through various counties for wide loads		Close to his facility, there is a road/rail crossing. Very often, the train is stopped on the road for up to 15 minutes causing traffic delays. Traffic should be re-routed when this occurs.	None
What changes are needed, and who should be accomplishing them?	Maintenance on I-95, VDOT	VDOT	Reduce traffic congestion	State needs to look at traffic congestion relating to Washington, D.C. - no time predictability for shipments			Don't know

Table A.10 FREDERICKSBURG AREA Stakeholder	Stakeholder #9	Stakeholder #10	Stakeholder #11	Stakeholder #12	Stakeholder #13	Stakeholder #14	Stakeholder #15
What are you doing to improve freight handling and movement and why?			Nothing	Better documentation of load contents, permitting, and insurance	His company has been working hard over the past three years on maintenance and safety issues. They are making sure that their rigs are in compliance and operating efficiently.	Recently, his company improved access to its facility, creating a separate entrance for truck deliveries.	Don't know
How can the Commonwealth of Virginia help you better achieve your freight movement objectives?			Don't know	Don't know	VDOT can help by reducing the construction delays on roadways and preventing stoppage of traffic flow.	Road improvements and new road construction where it is needed.	Don't know
Are there specific improvements to highways, railroads, ports or airports?	Maintenance on I-95		No	Reduce congestion	No	Lands Down Road should be upgraded	No
Are there specific regulatory, policy, institutional, or program changes?			No	Look at permitting restrictions for wide loads as to time of day constraints			No
To what extent can you partner in making these changes happen?			Don't know	Don't know			Don't know
Do you think freight has a high enough profile in Virginia to accomplish needed changes?			Don't know	Don't know	Don't know	Yes	Don't know
Do you have suggestions for raising its profile?			No	No	No		No

<b>Table A.10 FREDERICKSBURG AREA Stakeholder</b>	<b>Stakeholder #9</b>	<b>Stakeholder #10</b>	<b>Stakeholder #11</b>	<b>Stakeholder #12</b>	<b>Stakeholder #13</b>	<b>Stakeholder #14</b>	<b>Stakeholder #15</b>
Is there a local/regional freight committee or council in your region?			Don't know	Not that I know of	Yes, but he isn't sure of the name. He knows that someone in his company participates, but he doesn't.	No, not that he is aware of	Don't know
If yes, do you participate?			No	No	No		
If no, would that be of interest to you?	No	No	No	Don't know	No, someone in his company is already involved.	Probably not	No
Do you have personal contact with the following agencies?	No	No	No	No; licensing is handled by truck carriers directly.			Don't know
If yes, who? (note what level the person is in the organization and the nature of the relationship)							
<i>Virginia Department of Transportation</i>					No	No	
<i>Virginia Departments of Rail/Public Transit, Ports, Aviation, Motor Vehicles</i>					No	No	
<i>Other state agencies</i>					No	No	
<i>State elected officials</i>					No	No	
<i>Local elected officials</i>					No	No	
<i>Local Metropolitan Planning Organization</i>					No	No	
<i>Local government staff</i>					No	No	

<b>Table A.10 FREDERICKSBURG AREA Stakeholder</b>	<b>Stakeholder #9</b>	<b>Stakeholder #10</b>	<b>Stakeholder #11</b>	<b>Stakeholder #12</b>	<b>Stakeholder #13</b>	<b>Stakeholder #14</b>	<b>Stakeholder #15</b>
Do you participate in industry associations or other organized collaborative activity aimed at improving freight infrastructure or policy?			No	No	No, but his company does extensive in-house training. They have an education program that focuses on compliance with rules and regulations.	No, although perhaps someone else in his company (at a higher level) would be interested.	Don't know
<b>Freight Issues and Concerns Outside of Virginia Going Beyond the Region</b>							
If you have a high percentage of out-of-state shipments, are you facing the same issues in other states as you are in Virginia, or are there different issues? Please describe.			Traffic congestion especially in New York state.	Face worse permitting issues in New York and Massachusetts with time limits on permits for bridges etc. Sometime have to reapply for permits if time constraint is too short to make the delivery	None that he can think of	None that he is aware of	No issues
What, if anything, should the Commonwealth of Virginia be doing to address these issues?			Don't know	Virginia could look into working with other states to ensure permit time limits are reasonable given heavier traffic congestion and length of travel time for delivery between states.			Don't know

**Table A.11 Hampton Roads Area Results**

<b>Table A.11 HAMPTON ROADS AREA Stakeholder</b>	<b>Stakeholder #1.</b>	<b>Stakeholder #2.</b>	<b>Stakeholder #3.</b>	<b>Stakeholder #4.</b>	<b>Stakeholder #5.</b>	<b>Stakeholder #6.</b>	<b>Stakeholder #7.</b>	<b>Stakeholder #8.</b>
<b>Contact Name</b>								
<b>Contact Phone</b>								
<b>Other Info</b>								
<b>Your Business</b>								
What is the nature of your business or facility?	Aluminum Can Manufacturing	Manufacturing	Transportation and Warehousing	Synthetic Paper Manufacturer	3PL w/ warehouses and transportation equipment	Government Agency - U.S. DOT	ship agents, ships in port (Terminal Operator)	Pack and crating/ shipping/ receiving/ warehousing of household goods
What are your primary products and customers?	Aluminum Beer and Beverage Cans Pepsi Anheuser-Busch	Industrial gas turbine parts and aircraft parts. Customers: [aircraft manufacturers, turbine manufacturers, utility construction firms.]	[various manufacturing and logistics concerns]	Synthetic Paper. Printers	We transport and warehouse all types of products coming from the Ports of Virginia, either import or export - non-hazardous products.	Maritime Industry, ports through ship building	Terminal Operations  Customers: Containerships, coal ships, passenger ship, ship calls, oil	Military and civilian
How many people do you employ?	230	1,100	166	~135	120±	35, nationwide - 1,000	30	30
By what modes do you ship and receive goods?	Truck	Truck and air	Truck	Common carrier, ship and rail	We receive overseas containers 40 ft. and 20 feet and handle other tractors of 53, 48, and 20 feet.	Marine Transport	Container lines, trucks	Truck
If by truck, can you provide rough estimates of:							No	

<b>Table A.11 HAMPTON ROADS AREA Stakeholder</b>	<b>Stakeholder #1.</b>	<b>Stakeholder #2.</b>	<b>Stakeholder #3.</b>	<b>Stakeholder #4.</b>	<b>Stakeholder #5.</b>	<b>Stakeholder #6.</b>	<b>Stakeholder #7.</b>	<b>Stakeholder #8.</b>
The number of truck moves in and out per day or per week:	350	100 per week	166	15-20 per day	70/day			25 max/day
How many are "all truck" trips versus trips to/from railyards, seaports, or airports?	99%	85 all truck	120 all truck	3-5 per week	40/day			
The major origin-destination patterns:	Local 60% In State 20% Long Haul 20%	15 local 2 long-haul in state 83 long-haul out-of-state Driving routes: 64, 664, 95, 13	120 Local 16 Regional 30 Long haul	No set pattern but predominately out-of-state	Major are regional, approximately 200 miles in Virginia, North Carolina, Delaware and Pennsylvania.			80% local 5% in Virginia 15% out-of-state
If you have direct rail service to your facility:		N/A	No				N/A ([company x] owns adjacent rail facility)	N/A
How many rail-cars and train moves?	N/A			2 per week	2 per week average			
What is being moved; in what direction; and to/from where?	Finished goods outbound - 90% Raw materials inbound - 10%			Raw materials inbound and empties outbound	Inbound paper products			
Do you see your business growing in the future?	No		Yes	Yes	Yes	No, downsizing	Yes	Yes
By how much?		Increases of 15% across both business units.	We project 10% in the next year.	Confidential	8% per year	-	Hard to tell (have already grown to a certain benchmark)	3 to 8%

<b>Table A.11 HAMPTON ROADS AREA</b>								
<b>Stakeholder</b>	<b>Stakeholder #1.</b>	<b>Stakeholder #2.</b>	<b>Stakeholder #3.</b>	<b>Stakeholder #4.</b>	<b>Stakeholder #5.</b>	<b>Stakeholder #6.</b>	<b>Stakeholder #7.</b>	<b>Stakeholder #8.</b>
What about similar industries in your region?	N/A	No similar industries in region	Unknown	Not sure	Yes	-	Yes	Similar
And why?	No Other [similar] Companies in State	Aerospace market is very busy currently. We are obtaining additional work being transferred from other states to Virginia.			more activity is planned for the Ports of Virginia	-		Military spreads out. It is a mature industry in the region. Growth will be in the containerized "E-Z Box."

**Freight Issues and Concerns in Virginia**

Do you feel that Virginia's freight system currently provides adequate capacity, performance, and service availability and choice to meet your needs?	Limited amount of Truck Carriers to Virginia Peninsula.	Yes	No, the congestion in the Tidewater area caused by choke points such as the Hampton Roads Bridge Tunnel, High Rise Bridge, I64/264 interchange.	Yes, but needs more drivers to haul containers to/and from ports.	No Transportation needs are great - Highway need to be repaired.	Now adequate for maritime	Roads are a problem; rail is okay Business road network is most important	Yes
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<b>Table A.11 HAMPTON ROADS AREA Stakeholder</b>	<b>Stakeholder #1.</b>	<b>Stakeholder #2.</b>	<b>Stakeholder #3.</b>	<b>Stakeholder #4.</b>	<b>Stakeholder #5.</b>	<b>Stakeholder #6.</b>	<b>Stakeholder #7.</b>	<b>Stakeholder #8.</b>
Within Virginia, what are the most significant challenges your business or facility faces in freight movement?	Traffic Congestion on I64 between Williamsburg and Richmond. No truck stops on Virginia Peninsula. Easily accessible for drivers.	Traffic congestion currently with the high likelihood of it getting worse with the new container ship port being built.	The bridges and tunnels as well as slow interchanges that back up traffic. The adding of taxes such as tolls that impart a significant differential between vehicles used in commerce and personal use will result in the infrastructure improving but the cost will have to go to the consumer. This scenario will further result in Virginia being a less attractive place for industry.	East and west-bound traffic on I-64 through the HRBT	The General Assembly has done nothing to help in the congestion in Hampton Roads. The need to put money into the expansion and repair of our highways. We have a problem with meeting the regulations. The problem exists on the physical side.	A challenge to stay competitive because of forecasted freight volumes, rail or road.	HR road situation (congestion)  Ability to move In and out of Hampton Roads efficiently/quickly; impact on Port; tourism and quality of life issues.	CONGESTION! (VTandS passes congestion costs to it customers) Facilities: I-64 from West Point on east; esp. at Fort Eustis; Secondary roads; HRBT; (I-664 is out of the way); It will get worse when Craney Island port is developed
Overall, what do you see as key problems or bottlenecks that need to be addressed?								

<b>Table A.11 HAMPTON ROADS AREA Stakeholder</b>	<b>Stakeholder #1.</b>	<b>Stakeholder #2.</b>	<b>Stakeholder #3.</b>	<b>Stakeholder #4.</b>	<b>Stakeholder #5.</b>	<b>Stakeholder #6.</b>	<b>Stakeholder #7.</b>	<b>Stakeholder #8.</b>
What changes are needed, and who should be accomplishing them?	State Legislators State Department of Transportation	Funding for roads by state legislature.	An increase in the consumer tax to encompasses those who visit the state purely for recreational purposes would help (lodging, prepared food, etc.) The General Assembly needs to work this issue. VDOT also needs to be looking at the future with road construction in mind. I moved to Virginia in 1969 (first time) and I64 in Hampton/ Newport News was being built. I came back in 1984 and it was being rebuilt and has never stopped. As soon as construction is complete the growth of the area has out grown the design build.		Expand the highway network. Fix the highways (repairing the potholes)	Overall problem is utilization planning - land use planning	<u>More roads</u> - Commonwealth of Virginia evacuation roads too	

Table A.11 HAMPTON ROADS AREA Stakeholder	Stakeholder #1.	Stakeholder #2.	Stakeholder #3.	Stakeholder #4.	Stakeholder #5.	Stakeholder #6.	Stakeholder #7.	Stakeholder #8.
What are you doing to improve freight handling and movement and why?	Pin wheeling Shipments to get more product shipped per load.  Using sole source freight carrier to insure we have source for freight movements.	Realignment of freight carriers as needed to improve delivery service.	An investment in the infrastructure is mandatory. Without the highways to move freight the ports will grow smaller/not larger and therefore state revenues from the state own ports with it. A no win situation.	Realignment of resources to become more efficient (lean).	We are doing everything we can in our scheduling and deliver[y] of our products. We leave earlier than needed to make our destinations because of the possibility of congestion. We are buying new equipment that is more reliable and has all the safety features.	Focused on projected problem, role is to represent the maritime industry. Specifically to make certain that transportation infrastructure is in place.	No, not in control	
How can the Commonwealth of Virginia help you better achieve your freight movement objectives?		Highway expansions and improvements. Interstate 64 MUST be expanded to Richmond and beyond.	Work toward eliminating the choke points in Tidewater and Northern Virginia. The I81 corridor has received a lot of attention over the past few years but very little has been given to Tidewater where a significant amount of freight originates as imports from the Virginia-owned ports.	Another route other than MMBT and US58/460. State in conjunction with Federal	First and foremost – fix the highways – put money into new roads and outlets. Have the Port facilities open longer and organize the getting into the Port with quicker lines and receiving paperwork.	Support Intermodal corridor between Norfolk and Columbus Ohio, i.e., the Heartland Corridor, and similar projects.	N/A	Increase rail service (Heartland Corridor) Get freight off the trucks Use barges (to Richmond [port]) Encourage fast RO-RO service down coastline Tolls: make people pay Increase fuel tax Need to find innovative ways to fund transportation Chesapeake Bay Bridge Tunnel is the best model

<b>Table A.11 HAMPTON ROADS AREA Stakeholder</b>	<b>Stakeholder #1.</b>	<b>Stakeholder #2.</b>	<b>Stakeholder #3.</b>	<b>Stakeholder #4.</b>	<b>Stakeholder #5.</b>	<b>Stakeholder #6.</b>	<b>Stakeholder #7.</b>	<b>Stakeholder #8.</b>
Are there specific improvements to highways, railroads, ports or airports?								
Are there specific regulatory, policy, institutional, or program changes?	The new Federal hours have served to add significant costs into the system and reduce availability of carriers.							
To what extent can you partner in making these changes happen?								

<b>Table A.11 HAMPTON ROADS AREA Stakeholder</b>	<b>Stakeholder #1.</b>	<b>Stakeholder #2.</b>	<b>Stakeholder #3.</b>	<b>Stakeholder #4.</b>	<b>Stakeholder #5.</b>	<b>Stakeholder #6.</b>	<b>Stakeholder #7.</b>	<b>Stakeholder #8.</b>
Do you think freight has a high enough profile in Virginia to accomplish needed changes?	Much debate with slow action.	Yes	No, it needs to be a topic by the Secretary of Transportation to the General Assembly. I do not believe the General Assembly is fully aware of the problems moving freight from this area. I understand the majority of their constituents are the general motoring public but they need to be cautious on how they attach the highway infrastructure issue.	Yes	You have the world's largest free port. It has been very active for over 400 years. I believe more respect should be [given to] our drivers that carry the goods that we all need.	No	Think it is in everyone's mind	No
Do you have suggestions for raising its profile?				No suggestions		FHWA freight section, focus on what they have highlighted in the past 3 years.	It is up to elected officials	Educate public
Is there a local/regional freight committee or council in your region?	Their have been regional groups in the Tidewater area to review transportation concerns. Have not seen any positive results to date.	None to my knowledge	The newly formed Regional Transportation Council, which I understand, is to develop highway infrastructure plans. There is no council for freight and...	Yes, attend occasional meetings.	Yes	Virginia Maritime Association	Virginia Maritime Association?	Not aware of any
If yes, do you participate?			No		Yes	Yes	No	-

<b>Table A.11 HAMPTON ROADS AREA Stakeholder</b>	<b>Stakeholder #1.</b>	<b>Stakeholder #2.</b>	<b>Stakeholder #3.</b>	<b>Stakeholder #4.</b>	<b>Stakeholder #5.</b>	<b>Stakeholder #6.</b>	<b>Stakeholder #7.</b>	<b>Stakeholder #8.</b>
If no, would that be of interest to you?		We would be interested in one.	Yes, I would be interested in participating.				Possibly	Yes
Do you have personal contact with the following agencies?								
If yes, who? (note what level the person is in the organization and the nature of the relationship)								
<i>Virginia Department of Transportation</i>	No			No		Yes - Steve Mondul		Erika Johnson (HR District, Pub Relations Officer) Trip Ferguson, CTB Pierce Homer
<i>Virginia Departments of Rail/Public Transit, Ports, Aviation, Motor Vehicles</i>	No		Yes - VPA	No		Ports - Robert Bray/Jerry Bridges	Ports - Relationship w/ Customs, immigration	DMV
<i>Other state agencies</i>	No	Yes		No				Yes
<i>State elected officials</i>	No	Yes		No		Virginia Sen. Rerras; U.S. Del Thelma Drake	Yes	Marty Williams
<i>Local elected officials</i>	Yes	Yes		No			Yes	Virgil Frank
<i>Local Metropolitan Planning Organization</i>	No			No		Hampton Roads PDC - Dwight Farmer	Yes - small degree	No
<i>Local government staff</i>	Yes	Yes		Yes		Police Bruce Marcus; Port readiness group	Yes	Local Planning Commission

<b>Table A.11 HAMPTON ROADS AREA</b>								
<b>Stakeholder</b>	<b>Stakeholder #1.</b>	<b>Stakeholder #2.</b>	<b>Stakeholder #3.</b>	<b>Stakeholder #4.</b>	<b>Stakeholder #5.</b>	<b>Stakeholder #6.</b>	<b>Stakeholder #7.</b>	<b>Stakeholder #8.</b>
Do you participate in industry associations or other organized collaborative activity aimed at improving freight infrastructure or policy?	No	We participate in the VMA and local Industrial park.	Yes: Virginia Port Authority Virginia Maritime Association Tidewater Motor Truck Association Virginia Truck Association	No	Yes	VMA	VMA	Yes: Virginia Movers and Warehouse Association VTA/ATA: Dale Bennett
<b>Freight Issues and Concerns Outside of Virginia Going Beyond the Region</b>								
If you have a high percentage of out-of-state shipments, are you facing the same issues in other states as you are in Virginia, or are there different issues? Please describe.	N/A	Same issues	The only other area we are facing the same issues with freight movement is in the New York City area where the highways just cannot handle the volume of traffic.	Similar	Different issues from Virginia. Most of the other states have placed a priority on providing better roads.  Night and day - just drive south [from] Virginia to North Carolina.	I-95 Corridor Coalition, gets worse north of Virginia  Philadelphia/New York City area challenge.	N/A	Yes Congestion (His company hauls into Northeast states)

<b>Table A.11 HAMPTON ROADS AREA Stakeholder</b>	<b>Stakeholder #1.</b>	<b>Stakeholder #2.</b>	<b>Stakeholder #3.</b>	<b>Stakeholder #4.</b>	<b>Stakeholder #5.</b>	<b>Stakeholder #6.</b>	<b>Stakeholder #7.</b>	<b>Stakeholder #8.</b>
What, if anything, should the Commonwealth of Virginia be doing to address these issues?	N/A		Look out 10, 20, 30 years and develop highways for the future instead of the short term. Old Dominion University has the capability to study the issues and project what will be required to keep the freight in Virginia moving and growing. Old Dominion University is only one think tank source that could be used and is just a suggestion.	I believe current policies and pending legislation is on the mark	The Virginia General Assembly should be [providing] the proper funding needed for our roads to be maintained, repaired and expanded to meet the need of the growth of regional Port facilities.	This is a good start. Keep it going. Putting a positive spin on the freight things. Efforts for alternate routes, Hampton Boulevard, NIT and mid-town tunnel.		Think outside the box Regional cooperation Driver shortage - part of the issue Offer more rail schedules

**Table A.12 Hampton Roads Area Results (continued)**

Table A.12 HAMPTON ROADS AREA Stakeholder	Stakeholder #9	Stakeholder #10	Stakeholder #11	Stakeholder #12	Stakeholder #13	Stakeholder #14	Stakeholder #15	Stakeholder #16
Contact Name								
Contact Phone								
Other info								
<b>Your Business</b>								
What is the nature of your business or facility?	Grower of wholesale container grown plants	Trucking Company, 3PL and Warehouse for distribution in eastern U.S.	Trade Association	Retail Distribution	New car dealer	Import Distribution Center	Port Drayage	Bulk cargo - rail and vessel
What are your primary products and customers?	Products: Landscaping trees and shrubs  Customers: Residential and commercial retail nursery outlets (retail, not consumers)	Transportation or distribution	600 companies directly involved	\$1 merchandise State of Virginia, South D.C., tip of West Virginia and 1/3 North Carolina  Households ~\$30-60k/year	Auto parts, retail customers	Mixed freight to include furniture, electronics, sporting goods, toys, seasonal items, domestics, tools	Retail Product	Various
How many people do you employ?	Between 85 to 150 (seasonal)	400	Not necessary	30,000 nationwide; 120 in Hampton Roads	11	620	110 drivers	28
By what modes do you ship and receive goods?	100% truck (some rail in the past)	Truck Air <1% Freight Forwarder, Drayage/ Intermodal forwarder ~7%	N/A	TL; Rail IM; LTL	Truck	Truck	Inbound Ocean containers	Primarily rail and vessel, very little truck

Table A.12 HAMPTON ROADS AREA Stakeholder	Stakeholder #9	Stakeholder #10	Stakeholder #11	Stakeholder #12	Stakeholder #13	Stakeholder #14	Stakeholder #15	Stakeholder #16
If by truck, can you provide rough estimates of:			N/A					
The number of truck moves in and out per day or per week:	4 to 5 per day; 10 max	58/day IM container 45/day other truck (TL and LTL)	N/A	25 InB; 20 OutB	1/week	About 200 per day, 1,500 per week	110 (/?)	
How many are "all truck" trips versus trips to/from railyards, seaports, or airports?		45/day avenue	N/A	Inbound: 17TL, 4LTL, 4Rail-IM Outbound: 100%TL		17-22,000 all truck 45,000 to/from seaport	None	
The major origin-destination patterns:	50% Hampton Roads 50% Mid-Atlantic to Northeast (none to South)	60% local (30% of revenue) 40% long haul (New York, Michigan, and Florida)	N/A	HR: 25% Virginia: 40% North Carolina: 25% D.C.: 10% West Virginia: fraction	out-of-state	"All truck" trips originate in Williamsburg, Virginia and go to 2 long-haul in-state destinations  12 long-haul out-of-state destinations  Drivers use the Busch Garden on ramp to pick up I-64, I-95, and I-85	Majority are local routes. Hwy 164 to APM and PMT marine terminal (Portsmouth, Virginia) to our facility off I-664 exit 10 (Chesapeake). Hwy 164 to mid-town tunnel to Hampton Boulevard (Norfolk) to NIT marine terminal and return to our facility off I-664.	
If you have direct rail service to your facility:		None	N/A	None	None		N/A	
How many railcars and train moves?		-	N/A	-				

<b>Table A.12 HAMPTON ROADS AREA</b>								
<b>Stakeholder</b>	<b>Stakeholder #9</b>	<b>Stakeholder #10</b>	<b>Stakeholder #11</b>	<b>Stakeholder #12</b>	<b>Stakeholder #13</b>	<b>Stakeholder #14</b>	<b>Stakeholder #15</b>	<b>Stakeholder #16</b>
What is being moved; in what direction; and to/from where?		-	N/A	-				Coal, oil, grains, fertilizer
Do you see your business growing in the future?	Yes	Yes	N/A	Yes	Yes	Yes	Yes	Coal is decreasing as a share of the business
By how much?	3 to 5% per year	10%/year	N/A	6 to 8%/year	-	8% estimated	20%	
What about similar industries in your region?	Yes	Not same	N/A	Similar 12% Nationwide	-	Yes		
And why?	Market share is available	Warehouse growing better than the competition.	N/A	Because the market in HR is mature/developed.	-	This is still a growing area for retail sales.		
<b>Freight Issues and Concerns in Virginia</b>								
Do you feel that Virginia's freight system currently provides adequate capacity, performance, and service availability and choice to meet your needs?	Fair: regular freight carriers not anxious to haul - specialized carriers are needed or haul "private"; There no opportunity for a back haul because of the truck type. This is because of the type of load/unload/packaging and shipping; it requires hand loading.	Adequate	No	Yes, currently	Yes	Yes	Somewhat	The highway system has problems with capacity

<b>Table A.12 HAMPTON ROADS AREA Stakeholder</b>	<b>Stakeholder #9</b>	<b>Stakeholder #10</b>	<b>Stakeholder #11</b>	<b>Stakeholder #12</b>	<b>Stakeholder #13</b>	<b>Stakeholder #14</b>	<b>Stakeholder #15</b>	<b>Stakeholder #16</b>
<p>Within Virginia, what are the most significant challenges your business or facility faces in freight movement?</p>	<p>Outgoing is okay; incoming/return trip in the afternoon is where the greater bottlenecks are: sp. I-264, I-64 (use 460 instead), U.S. 13 rail (Eastern Shore RR); I-664 helps.</p>	<p>The impact of the import/export jobs on family life. Bottlenecks getting in/out of the Port (Hampton Boulevard and Terminal Boulevard) (Tunnel okay - truckers know the best routes) toll road/tunnel</p>	<p>Port operations at Hampton Roads: Lack of adequate road and rail infrastructure</p>	<p>1) HOS (Need to stop changing) 2) Port growth - finding contractors to dray 3) Need Third Crossing 4) Route decision-making takes time 5) Not enough drivers</p>	<p>Local traffic</p>	<p>Traffic congestion</p>	<p>Challenges are based on the available route to the seaport (NIT) and the congested traffic. Routes are often heavy residential areas.</p>	
<p>Overall, what do you see as key problems or bottlenecks that need to be addressed?</p>			<p>Moving to Midwest: US460, I64, tunnels outdated</p>			<p>Traffic congestion</p>		
<p>What changes are needed, and who should be accomplishing them?</p>		<p>States/revenue; citizens, DOT and Government</p>			<p>Local government needs to address to ease traffic congestion</p>	<p>Improved roads, tunnels. Get more truck traffic off of the highways, build more mass transit/light rail for passengers. Combined government private industry effort.</p>	<p>As the seaports plan for growth; there must be emphasis placed on the roadways to handle the traffic growth and current congestion.</p>	<p>More aggressive leadership from state with respect to dredging</p>

<b>Table A.12 HAMPTON ROADS AREA Stakeholder</b>	<b>Stakeholder #9</b>	<b>Stakeholder #10</b>	<b>Stakeholder #11</b>	<b>Stakeholder #12</b>	<b>Stakeholder #13</b>	<b>Stakeholder #14</b>	<b>Stakeholder #15</b>	<b>Stakeholder #16</b>
<p>What are you doing to improve freight handling and movement and why?</p>	<p>Use E-Z PASS/ Speed Pass - saves time in Northeast.</p> <p>Portion of product moved to pallets (1 year ago). This made load/unload faster (but sacrificed space)</p>	<p>Technology: satellite tracking - (biggest improvement); and on-board computers</p>	<p>N/A</p>	<p>The company has 9 distribution Centers and 3,500 stores requires coordination of scheduling - (HOS has major impact on efficiency)</p> <p>The firm is Driver-friendly</p>	<p>NA</p>	<p>Recently built two alternative import destinations in U.S. One in Houston, the other south of Chicago serviced by Seattle/ Tacoma port.</p>	<p>Our parent company is building a new marine terminal. The plan will also include additional rail options for our operation. This program will help reduce the roadway drayage. Currently we are examining alternate route for travel between our facility and the seaports in Norfolk (NIT).</p>	

<b>Table A.12 HAMPTON ROADS AREA Stakeholder</b>	<b>Stakeholder #9</b>	<b>Stakeholder #10</b>	<b>Stakeholder #11</b>	<b>Stakeholder #12</b>	<b>Stakeholder #13</b>	<b>Stakeholder #14</b>	<b>Stakeholder #15</b>	<b>Stakeholder #16</b>
<p>How can the Commonwealth of Virginia help you better achieve your freight movement objectives?</p>	<p>Keep building roads/lanes.</p> <p>Widen I64 to Richmond to 3 or 4 lanes each direction.</p> <p>Would support tolls if the only way to get it done.</p>	<p>Do their part to be efficient (the port benefits the regional area - should support)</p>	<p>Need rail relocation at 164 (not interstate I-64!!)</p> <p>Need the planned U.S. 460 expansion and planned widening of I-64 between HR and Richmond</p> <p>Need to relieve congestion</p> <p>Need funding sources</p> <p>All of Virginia needs to contribute - we're falling behind</p>		<p>-</p>			
<p>Are there specific improvements to highways, railroads, ports or airports?</p>				<p>Improve interchange between I-64 and I-264</p>	<p>-</p>	<p>Increase number of lanes for traffic especially I-64 from Newport News to Richmond. increase the number of tunnels from Norfolk to Peninsula. Increase the use of short sea shipping. Use more rail going to western destinations from the port of Norfolk.</p>		

Table A.12 HAMPTON ROADS AREA Stakeholder	Stakeholder #9	Stakeholder #10	Stakeholder #11	Stakeholder #12	Stakeholder #13	Stakeholder #14	Stakeholder #15	Stakeholder #16
To what extent can you partner in making these changes happen?				Involved with VMA to support transportation package.	-			
Are there specific regulatory, policy, institutional, or program changes?				Incentive to make trucking industry attractive for drayage and regular over the road  Problems between HOS and truck parking, facilities for long-term truck parking.  Address tolls on I-95 corridor impact costs	-		Currently, we are dealing with the issue of having trucks restricted from Hampton Boulevard in Norfolk, Va. This is the preferred route for most truckers to the NIT marine terminal. NIT is the largest marine terminal in Virginia and the elimination of this route through Hampton Boulevard would cause other major issues. Create other pinch points in the city, drive down productivity for truckers, create the need for more trucks (therefore more congestion).	
Do you think freight has a high enough profile in Virginia to accomplish needed changes?	Don't know, port is getting press.	No - too industrial - not "pretty" (glamorous) to be high profile.	No - we work with this (public awareness)	Yes, locally (In the news all the time) because of the Ports.	-	Yes	Yes	No . The importance of freight to the State's economy needs to be advertised, as well as a traffic reliever

<b>Table A.12 HAMPTON ROADS AREA Stakeholder</b>	<b>Stakeholder #9</b>	<b>Stakeholder #10</b>	<b>Stakeholder #11</b>	<b>Stakeholder #12</b>	<b>Stakeholder #13</b>	<b>Stakeholder #14</b>	<b>Stakeholder #15</b>	<b>Stakeholder #16</b>
Do you have suggestions for raising its profile?	Transportation lobby.	Not sure	Not sure – we’ve tried: Get out there and let people know what freight means to them.	No	-			
Is there a local/regional freight committee or council in your region?	No, they approached the common carriers, but it didn’t work.	Yes: Tidewater Motor Trucking Association Inland Transportation Committee (VMA)	Board of Commissioners VMA/Inland Transportation/Shipping Carriers	VMA; HR Traffic Club	-	No	Yes	Virginia Maritime Association
If yes, do you participate?		Yes	Yes		-		Sometimes	Yes
If no, would that be of interest to you?	Maybe	-			-			
Do you have personal contact with the following agencies?					-			Local Chamber of Commerce
If yes, who? (note what level the person is in the organization and the nature of the relationship)					-			
<i>Virginia Department of Transportation</i>	Yes	No	All the Secretaries of Transportation	No	-	Yes	No	
<i>Virginia Departments of Rail/Public Transit, Ports, Aviation, Motor Vehicles</i>	Yes	No	Port Authority	VPA – T. Capozzi, Joe Duardo	-	Yes	No	

<b>Table A.12 HAMPTON ROADS AREA Stakeholder</b>	<b>Stakeholder #9</b>	<b>Stakeholder #10</b>	<b>Stakeholder #11</b>	<b>Stakeholder #12</b>	<b>Stakeholder #13</b>	<b>Stakeholder #14</b>	<b>Stakeholder #15</b>	<b>Stakeholder #16</b>
<i>Other state agencies</i>	No	State Police: Trooper Roscoe Powell	Yes	No	-	No	No	
<i>State elected officials</i>	Yes	No	Yes (Transportation Committees, Gov., Lt Gov.)	Yes - John Cosgrove	-	No	No	
<i>Local elected officials</i>	Yes	No	Yes (HR Mayors - Port hosts; city council maritime liaisons)	No	-	Yes	No	
<i>Local Metropolitan Planning Organization</i>	No	No	Yes (D. Farmer, C. Ravanbakht, A. Collins)	No	-	No	No	
<i>Local government staff</i>	Yes	No	Yes (HRT, MARAD, Navy, CBP, USACE (Dredging))	No	-	No	No	
Do you participate in industry asso- ciations or other organized collaborative activity aimed at improving freight infrastructure or policy?	Yes (not aware of activities aimed at improving infra- structure or policy)	ATA/VTA - regularly	Yes - Federal- level involvement: American Association of Port Authorities North American Maritime Association (Freight Exchanges)	Retail Industry Leaders Association (has a conference for logistics profes- sionals and others)	-	No	No	VMA

<b>Table A.12 HAMPTON ROADS AREA</b>								
<b>Stakeholder</b>	<b>Stakeholder #9</b>	<b>Stakeholder #10</b>	<b>Stakeholder #11</b>	<b>Stakeholder #12</b>	<b>Stakeholder #13</b>	<b>Stakeholder #14</b>	<b>Stakeholder #15</b>	<b>Stakeholder #16</b>
<b>Freight Issues and Concerns Outside of Virginia Going Beyond the Region</b>								
If you have a high percentage of out-of-state shipments, are you facing the same issues in other states as you are in Virginia, or are there different issues? Please describe.	Yes, in metropolitan areas - afternoon congestion.	Not the bridge/tunnel issues - the northeast from Maryland on up is worse. It costs 20-27% more to operate there.	Yes, port traffic has moved to the East Coast.	Same: Drivers and HOS	-	NR	N/A	Primarily Virginia-based
What, if anything, should the Commonwealth of Virginia be doing to address these issues?	Not sure. Too many people.	[Not tolls.] Tolls and privatization scares Helton, because of the additional costs.	Remain involved: National Freight Policy	Work to attract drivers	-	NR	N/A	

Table A.13 Harrisonburg Area Results

Table A.13 HARRISONBURG AREA Stakeholder	Stakeholder #1	Stakeholder #2	Stakeholder #3	Stakeholder #4	Stakeholder #5	Stakeholder #6	Stakeholder #7	Stakeholder #8
Contact Name								
Contact Phone								
Other Info								
<b>Your Business</b>								
What is the nature of your business or facility?	Trucking company since 1974, hauls vinyl siding, beer, bring in corrugated boxes for some local plants, haul in bottles etc.	Wholesaler of lawn and garden supplies and seed.	Hauls bulk poultry feed	Printing	Distribution Center - Live/Feed/Food Products	Manufacturer-brewer	Retail	Manufacturing
What are your primary products and customers?	[Company x and company y] are primary customers, i.e., Other smaller business and industry in the Shenandoah Valley, some to large retailers and manufacturers, etc.	<b>Product:</b> vegetable seed and grass seed, any lawn and garden from growers to retail garden centers <b>Customers:</b> growers (largest customer group, large green house group) and retailers	Products: bulk feed, turkey and dairy, etc. haul for Virginia poultry growers co-opt, Southern States, and some of the other poultry companies, like [company x], etc.	Printed materials for organizations and associations	Food products - Turkey - customers are grocery stores	Beer distributors are customers	farm supplies, work clothing, accessories; customers are general public	Pharmaceuticals; distribution centers are customers

<b>Table A.13 HARRISONBURG AREA Stakeholder</b>	<b>Stakeholder #1</b>	<b>Stakeholder #2</b>	<b>Stakeholder #3</b>	<b>Stakeholder #4</b>	<b>Stakeholder #5</b>	<b>Stakeholder #6</b>	<b>Stakeholder #7</b>	<b>Stakeholder #8</b>
How many people do you employ?	55	2 locations, and warehouse in Pennsylvania, at least 100 company-wide, about 75 in Harrisonburg	About 28	76	200	450	20	750
By what modes do you ship and receive goods?				Our own trucks	Tractor trailer truck	Truck and rail	Truckload and UPS	Truck and rail
If by truck, can you provide rough estimates of:								
The number of truck moves in and out per day or per week:	250 in and out per week	Ship out avg. of 10 to 12 trailers of product a day	All business is truck-related. I don't know, but estimate is 250 from this location and another 30 to 40 from Southern States location.	5 trucks each day are out making deliveries	275/week outbound; 30/day inbound from our plant 2 miles away; 10/week inbound from distance	Outbound 700/week; inbound 250/week	[company x] - 2/week; truckload rare	Would not answer
How many are "all truck" trips versus trips to/from railyards, seaports, or airports?	100% truck	100% truck	100%	All of them	100%	Most truck	100%	Would not answer

Table A.13 HARRISONBURG AREA Stakeholder	Stakeholder #1	Stakeholder #2	Stakeholder #3	Stakeholder #4	Stakeholder #5	Stakeholder #6	Stakeholder #7	Stakeholder #8
The major origin-destination patterns:	1. 75% long haul to Northeast U.S. 2. 20% in-state 3. No real local service within Valley (i.e., Danville to Winchester.) Into the Valley or out of the valley, not within the valley 4. I-81 is the primary route to the Northeast 5. Route 33, Route 29 for primary U.S. routes 6. I-64 for short-haul to get to Route 29	90% go out-of-state  I-81 major for N/S routes to Carolinas by Route 29 or Route 77  I-64 for east of Richmond, Tidewater and Eastern Shore  Access lots of local routes and minor routes within communities to make deliveries.	Pretty much is regional with 75% in-state and 25% to West Virginia. No overnight layovers. Routes are 81, 64, and Route 33, Route 42, Route 259, Route 340, Route 11. Also utilize many back roads that feed off of the afore-referenced routes.	Local and to Northern Virginia	75% of delivery to New England; rest local states	Inbound raw product; outbound finished product to distributors.	NR	Facility to distribution centers
If you have direct rail service to your facility:						Yes		Yes
How many railcars and train moves?				N/A	N/A	Outbound=25/week; inbound 70/week		Inbound with raw materials=2/month
What is being moved; in what direction; and to/from where?				-		Inbound raw product		Raw materials inbound

<b>Table A.13 HARRISONBURG AREA</b>								
<b>Stakeholder</b>	<b>Stakeholder #1</b>	<b>Stakeholder #2</b>	<b>Stakeholder #3</b>	<b>Stakeholder #4</b>	<b>Stakeholder #5</b>	<b>Stakeholder #6</b>	<b>Stakeholder #7</b>	<b>Stakeholder #8</b>
Do you see your business growing in the future?	Yes Limited by growth in the area and employee availability. Business growth is directly linked to how the business in the valley grows.	We hope so, have consistently grown over the years	Yes	Yes	At max	Yes	Don't know	Yes
By how much?			Unknown, but adding to fleet annually by a couple of trucks, maybe 8 to 10 %	Doubling		10%	Don't know	Don't know
What about similar industries in your region?	Yes, their growth would be similar.	There are no similar industries in Harrisonburg area.	Similar businesses in region with the larger poultry companies, one of the few independent companies.	No	Don't know	Don't know	Don't know	Don't know
And why?			Yes, because of the growing poultry business.					

<b>Table A.13 HARRISONBURG AREA Stakeholder</b>	<b>Stakeholder #1</b>	<b>Stakeholder #2</b>	<b>Stakeholder #3</b>	<b>Stakeholder #4</b>	<b>Stakeholder #5</b>	<b>Stakeholder #6</b>	<b>Stakeholder #7</b>	<b>Stakeholder #8</b>
<b>Freight Issues and Concerns in Virginia</b>								
Do you feel that Virginia's freight system currently provides adequate capacity, performance, and service availability and choice to meet your needs?	No, needs to be upgraded. Better maintenance needed of the system and upgrading the system. Pavement condition and additional capacity.	Yes We do not have any serious issues with freighting our product.	Yes, at this time, but it is pretty strained.	NR	Yes	Yes	Yes	Yes

<b>Table A.13 HARRISONBURG AREA Stakeholder</b>	<b>Stakeholder #1</b>	<b>Stakeholder #2</b>	<b>Stakeholder #3</b>	<b>Stakeholder #4</b>	<b>Stakeholder #5</b>	<b>Stakeholder #6</b>	<b>Stakeholder #7</b>	<b>Stakeholder #8</b>
<p>Within Virginia, what are the most significant challenges your business or facility faces in freight movement?</p>	<p>Improvements to the Interstate is a major need</p> <p>Maintain a sensible and uniform speed, needs to be monitored (better patrolled), use cameras to help monitor and patrol</p> <p>Better use of round-a-bouts to improve traffic flow</p> <p>Driver retraining – State should work more closely with transportation people rather than just the general public</p>	<p>Regulatory issues are a big challenge, particularly shipping of regulated materials (i.e., fertilizing, permitting, plackarding, etc.)</p> <p>Traffic on I-81 is of some concern, particularly in Roanoke, Harrisonburg.</p>	<p>Shortage of qualified drivers, traffic issues and congestion are growing and affecting timely delivery.</p>	<p>NR</p>	<p>Large demand for trucks in this area with other industries such as Wal-Mart, Coors, etc. nearby, so availability of trucks is an issue; driver shortage is a critical issue.</p>	<p>Weight limitations outbound are an issue making sure trucks meet regulations; otherwise road system to our facility is adequate</p>	<p>No challenges</p>	<p>No regulatory challenges; scheduling is difficult with today’s world of “just-in-time” deliveries so that no inventory of raw or finished product is carried for long – traffic congestion makes the timeliness of deliveries more difficult.</p>
<p>Overall, what do you see as key problems or bottlenecks that need to be addressed?</p>	<p>Any interstate at rush hour or peak times are just overburdened. Can be alleviated by some expansion. Look at vehicles per hour during peak times rather than a 24-hour period.</p>	<p>Roanoke and Harrisonburg at some times of the day</p>		<p>NR</p>	<p>Need more lanes on the interstate but do not want tolls to increase tax for use</p>	<p>Look at rail traffic and ways to increase it to get truck traffic reduced on the interstate system.</p>	<p>None</p>	<p>Scheduling due to congestion issues</p>

<b>Table A.13 HARRISONBURG AREA Stakeholder</b>	Stakeholder #1	Stakeholder #2	Stakeholder #3	Stakeholder #4	Stakeholder #5	Stakeholder #6	Stakeholder #7	Stakeholder #8
What changes are needed, and who should be accomplishing them?				NR	The rail infrastructure needs to be looked at to increase intermodal transport of goods and reduce reliance on trucks.	Look at rail traffic and ways to increase it to get truck traffic reduced on the interstate system	None	Don't know

<b>Table A.13 HARRISONBURG AREA Stakeholder</b>	<b>Stakeholder #1</b>	<b>Stakeholder #2</b>	<b>Stakeholder #3</b>	<b>Stakeholder #4</b>	<b>Stakeholder #5</b>	<b>Stakeholder #6</b>	<b>Stakeholder #7</b>	<b>Stakeholder #8</b>
<p>What are you doing to improve freight handling and movement and why?</p>	<p>Scheduling to avoid congested areas during peak hours - company.</p> <p>Route changes to avoid congested areas - company.</p>	<p>Schedules early departure to avoid I-81 congestion in Harrisonburg.</p> <p>Maximize loads on each truck to reduce number of trips.</p> <p>Use of rail is intriguing and needs to be developed, may only benefit us for incoming product.</p>	<p>Yes, have done route changes, particularly Route 42, new high school and traffic lights have slowed down. Volume of truck traffic is worsening, i.e., Mt. Clinton pike, Route 613, Route 752, at singer's glen, better to go through town even with traffic lights. Real problem from Broadway to Route 42, terrible bottleneck at that area Dayton, Mt Crawford, Bridgewater.</p>	<p>NR</p>	<p>Maximize full loads to minimize number of trucks used.</p>	<p>Trying to increase our use of rail and we are encouraging our distributors to build rail sidings to make door to door delivery possible by rail.</p>	<p>Nothing</p>	<p>For inbound product, we are working with vendors to try to make them aware of our needs and timing deliveries so that no inventory is held.</p>
<p>How can the Commonwealth of Virginia help you better achieve your freight movement objectives?</p>	<p>1. Be innovative in approaches to meeting the challenges, i.e., dual trailers, trucks running within their own lanes, etc.</p> <p>2. Maintain a decent, consistent speed, truck time efficiency is improved.</p>		<p>Better bypass route around Harrisonburg, 2-lane, better to have it on the west side.</p>	<p>NR</p>	<p>Don't know</p>	<p>No new toll roads!!!</p>	<p>Don't know</p>	<p>Look at traffic congestion</p>

<b>Table A.13 HARRISONBURG AREA Stakeholder</b>	<b>Stakeholder #1</b>	<b>Stakeholder #2</b>	<b>Stakeholder #3</b>	<b>Stakeholder #4</b>	<b>Stakeholder #5</b>	<b>Stakeholder #6</b>	<b>Stakeholder #7</b>	<b>Stakeholder #8</b>
Are there specific improvements to highways, railroads, ports or airports?	1. Improve capacity 2. Truck climbing lanes on hills (i.e., recent Maury River improvements is a great improvement, fix the known bottlenecks) 3. Congested areas like Winchester, Roanoke need improvements first. Don't create engineering monuments, i.e., don't make them so complicated. Keep it simple.			NR	Improve intermodal capacity between trucks and rail	Look at rail traffic and ways to increase it to get truck traffic reduced on the interstate system	Don't know	I-81 traffic: use money for I-81 to increase number of lanes; does not necessarily agree that rail is an option to alleviate truck traffic because a truck delivery can get from Virginia to Florida in short order but take much longer by rail delivery.
Are there specific regulatory, policy, institutional, or program changes?	1. Need more troopers for enforcement 2. Use cameras at the "hot spots" to improve enforcement 3. Develop courtesy in driving			NR	No	Don't know	Don't know	Don't know
To what extent can you partner in making these changes happen?	Attend meetings and participate, speak, offer ideas			NR	Would like to be part of a council looking at the issues	Don't know	Don't know	Don't know

<b>Table A.13 HARRISONBURG AREA</b>								
<b>Stakeholder</b>	<b>Stakeholder #1</b>	<b>Stakeholder #2</b>	<b>Stakeholder #3</b>	<b>Stakeholder #4</b>	<b>Stakeholder #5</b>	<b>Stakeholder #6</b>	<b>Stakeholder #7</b>	<b>Stakeholder #8</b>
Do you think freight has a high enough profile in Virginia to accomplish needed changes?	Yes Freight is taken for granted until something goes wrong. Need to address it before the crisis happens.	It should have a high profile, particularly due to how freight impacts the economy	No Gets put on the back burner, more priority for manufacturing than agricultural needs.	NR	Don't know	Yes - with I-81 especially	Don't know	Don't know
Do you have suggestions for raising its profile?	If repeated too much, people will "turn it off." i.e., [some] commercials aren't "heard" by many because they are inundated with it.	This would be getting into a political arena. When problems arise work with local and State legislators, transportation associations that could lobby for changes.	Pay more attention to agriculture	NR	No	No new toll roads!!!	No	No
Is there a local/regional freight committee or council in your region?	The Piedmont Transportation Club, local truckers, I do participate from time to time.	I don't know	Not aware of it.	NR	No	No	Don't know	There used to be one 15 years ago
If yes, do you participate?			Someone from the company would consider participating.	NR			No	No
If no, would that be of interest to you?		If there was one, I would possibly be interested in participating.		NR	YES! Please let me know of such a committee/ council so that I can participate!		No	Yes
Do you have personal contact with the following agencies?				No	Yes	No	No	No

<b>Table A.13 HARRISONBURG AREA Stakeholder</b>	<b>Stakeholder #1</b>	<b>Stakeholder #2</b>	<b>Stakeholder #3</b>	<b>Stakeholder #4</b>	<b>Stakeholder #5</b>	<b>Stakeholder #6</b>	<b>Stakeholder #7</b>	<b>Stakeholder #8</b>
If yes, who? (note what level the person is in the organization and the nature of the relationship)				NR				
<i>Virginia Department of Transportation</i>	Only when there is a meeting and they are present, CTB members			No	DOT Scales Office on I-81 very helpful with questions on a regular basis			
<i>Virginia Departments of Rail/Public Transit, Ports, Aviation, Motor Vehicles</i>				No				
<i>Other state agencies</i>		Virginia DMV, no particular contact, use the Harrisonburg DMV office		No	State Police conducted driver seminars in-house on new regulations for hours of service - good interaction.			
<i>State elected officials</i>	Delegates Saxis, Landis, Vance		Yes, Bob Goodlatt	No				
<i>Local elected officials</i>	Yes, work with them all	At Board of Supervisors		No				
<i>Local Metropolitan Planning Organization</i>				No				
<i>Local government staff</i>	Local Zoning Boards	Not on any regular basis		No				

<b>Table A.13 HARRISONBURG AREA</b>								
<b>Stakeholder</b>	<b>Stakeholder #1</b>	<b>Stakeholder #2</b>	<b>Stakeholder #3</b>	<b>Stakeholder #4</b>	<b>Stakeholder #5</b>	<b>Stakeholder #6</b>	<b>Stakeholder #7</b>	<b>Stakeholder #8</b>
Do you participate in industry associations or other organized collaborative activity aimed at improving freight infrastructure or policy?	Local group (5 above) and Virginia trucking Association		No	NR	No	No	No	No
<b>Freight Issues and Concerns Outside of Virginia Going Beyond the Region NONE</b>								
If you have a high percentage of out-of-state shipments, are you facing the same issues in other states as you are in Virginia, or are there different issues? Please describe.	Very similar issues. Maryland does a good job at working with freight issues. New York does not do a good job with its issues.	Issues are largely the same from state to state. No real big difference.	Bypass around western side of Harrisonburg	NR	Traffic congestion and fuel costs are more of issues in 75% of shipments to New England states.	Our contract carriers handle out-of-state issues; some states require that trucks carry alcohol permits; weight limit issues are the same.	No differences	No issues
What, if anything, should the Commonwealth of Virginia be doing to address these issues?	Commonwealth is hitting on these right now, i.e., taxation, tolls. Do not let these dollars go into the General Fund and dolled out and not gain any transportation benefit from it. Don't use dollars for non vehicular use.	Work to resolve issues on an interstate basis.		NR	Don't know	Don't know	Don't know	Don't know

**Table A.14 Harrisonburg Area Results (continued)**

<b>Table A.14 HARRISONBURG AREA Stakeholder</b>	<b>Stakeholder #9</b>	<b>Stakeholder #10</b>	<b>Stakeholder #11</b>	<b>Stakeholder #12</b>	<b>Stakeholder #13</b>	<b>Stakeholder #14</b>	<b>Stakeholder #15</b>
<b>Contact Name</b>							
<b>Contact Phone</b>							
<b>Other Info</b>							
<b>Your Business</b>							
What is the nature of your business or facility?	Concrete construction materials	Manufacturer	Automotive parts manufacturing	Food manufacturer	Agricultural-grower of herbs	Print Mfg	Mfg and transport of ready ice - packaged ice
What are your primary products and customers?	All construction markets from highway department to homeowners	Corrugated cardboard packaging; customers are wholesale	Automotive mufflers and tailpipes; distributors across North America	Shelf stable and refrigerated food and beverage products, frozen food; subsidiary of [company x] - customers nationwide grocery chains	Fine fresh herbs; customers are grocery chain distribution centers	Book printer, book binding, commercial printing, commercial lithographic printing; customers = publishing warehouse	Ready ice - packaged iced for outlets using wholesale packaged ice as well as direct store deliveries
How many people do you employ?	30	200	550-600	400-500	60	1,300	50
By what modes do you ship and receive goods?	Trucks	Truck and rail	Tractor trailer	Truck	Truck	Truck	Truck
If by truck, can you provide rough estimates of:							
The number of truck moves in and out per day or per week:	in and outbound together=80-100/day	50/week in and outbound combined	40-50/day in and outbound combined	Outbound 1,300/month; inbound 300/month	37 inbound and outbound combined/week	20/day inbound and outbound	15-20/day at high season
How many are "all truck" trips versus trips to/from railyards, seaports, or airports?	100%	90% truck	most all truck	100%	High; import some product by air; our truck from Dulles Airport to our plant	100%	All truck; rail spur is used outbound only in case of national/state emergency

<b>Table A.14 HARRISONBURG AREA Stakeholder</b>	<b>Stakeholder #9</b>	<b>Stakeholder #10</b>	<b>Stakeholder #11</b>	<b>Stakeholder #12</b>	<b>Stakeholder #13</b>	<b>Stakeholder #14</b>	<b>Stakeholder #15</b>
The major origin-destination patterns:	Facility to customer; return empty; run in Harrisonburg and Rockingham counties	Plant to customer	Across North America; some truck carriers travel to Baltimore or Chicago to intermodal rail port for cross country shipments.	Across North America	Import some product by air; our truck from Dulles Airport to our plant		Charlottesville/Roanoke/Direct store delivery
If you have direct rail service to your facility:	No	Yes	Not anymore; removed 20 years ago but looking at it again	No	No	No	Yes
How many railcars and train moves?		30/month					Rare
What is being moved; in what direction; and to/from where?		Rolls of paper inbound only					Ice moved outbound for state/national emergency
Do you see your business growing in the future?	Yes	Yes but in slow season now	Flat; dying industry	Yes	Yes	Yes	Yes
By how much?	5% per year	Don't know		Don't know	Don't know	Don't know	Match growth in economy
What about similar industries in your region?	Don't know; our industry is construction dependent	Don't know	Don't know	Don't know	Don't know	Don't know	Don't know
And why?							

<b>Table A.14 HARRISONBURG AREA</b>							
<b>Stakeholder</b>	<b>Stakeholder #9</b>	<b>Stakeholder #10</b>	<b>Stakeholder #11</b>	<b>Stakeholder #12</b>	<b>Stakeholder #13</b>	<b>Stakeholder #14</b>	<b>Stakeholder #15</b>
<b>Freight Issues and Concerns in Virginia</b>							
Do you feel that Virginia's freight system currently provides adequate capacity, performance, and service availability and choice to meet your needs?	Yes	Yes currently; last year was tough with shortage of availability of trucks especially those wanting to travel to the North East states	Yes	Yes	Yes, except need more cold storage depots for perishable products	Yes	Yes
Within Virginia, what are the most significant challenges your business or facility faces in freight movement?	Getting from point A to B without hitting congestion through Harrisonburg.	Traffic congestion on I-81; shortage of trucks/drivers	Too much congestion on I-81; difficult to find cost effective service from trucking industry as our inbound raw product, steel, comes in on flat beds and there is no outbound freight to utilize their services so we get charged very expensive rates.	Locating carriers	Hours of service for drivers when delivering small units of perishable product. Also high fuel prices.	Fuel costs	I-81 congestion
Overall, what do you see as key problems or bottlenecks that need to be addressed?	Traffic congestion	I-81 congestion	I-81 congestion	Shortage of carriers	We and other agricultural growers are a special freight group that requires attention from the state. It is difficult for growers in this area because the market is so spread out.	Fuel costs	I-81 congestion

<b>Table A.14 HARRISONBURG AREA Stakeholder</b>	<b>Stakeholder #9</b>	<b>Stakeholder #10</b>	<b>Stakeholder #11</b>	<b>Stakeholder #12</b>	<b>Stakeholder #13</b>	<b>Stakeholder #14</b>	<b>Stakeholder #15</b>
What changes are needed, and who should be accomplishing them?	Don't know	Do something about I-81 congestion	Widen I-81 and look at making rail service more efficient	Don't know	Need cold storage depots for delivering perishable product when hours of service limitations impact delivery; see a lot of companies that fall into the same gap as us.	Don't know	I-81 extension
What are you doing to improve freight handling and movement and why?	We have plants around the perimeter of the county area to optimize delivery and avoid congestion	Better utilization of trucks - filling to capacity to put less trucks on the road and optimize cost savings	Looking at using rail again for inbound raw product - there is a railyard not far from us or we may reinstall siding.	New computer system; load construction to optimize use of trucks	Use dual temperature trailers to accommodate different product to be cost efficient.	Improving routing to not go as far to be more cost-efficient.	Built plants to decentralize production to enhance delivery distance and timing and eliminate long-haul deliveries
How can the Commonwealth of Virginia help you better achieve your freight movement objectives?	Build a ring road around Harrisonburg so that we can avoid going through high-traffic, congested area.	Relieve congestion on I-81	Improve I-81 highway system and encourage rail use. One rail car = 5 truckloads of product; if businesses remove truckloads from the highway system to rail, the congestion on highways eases.	Don't know	Look at making leeway in regs to accommodate agricultural growers with special small deliveries, under 26,000 lbs, many stops, not local. Also a user-friendly method to communicate via Internet - some sort of web site that facilitates communication.	Lower fuel costs	Do not add toll booths to system; further add to congestion; would rather pay higher fuel tax than pay tolls.
Are there specific improvements to highways, railroads, ports or airports?	Build a ring road around Harrisonburg so that we can avoid going through high-traffic, congested area.	Relieve congestion on I-81	Look at effective rail service - businesses want shrinking inventory and just-in-time service - rail service is slow and currently does not meet business needs for timely deliveries.	No	Cold storage depots for perishable products; rail is not effective because of time lag in deliveries due to perishable nature of our deliveries.	No	I-81 extension

<b>Table A.14 HARRISONBURG AREA Stakeholder</b>	<b>Stakeholder #9</b>	<b>Stakeholder #10</b>	<b>Stakeholder #11</b>	<b>Stakeholder #12</b>	<b>Stakeholder #13</b>	<b>Stakeholder #14</b>	<b>Stakeholder #15</b>
Are there specific regulatory, policy, institutional, or program changes?	No	No	Don't know	No	Yes, look at regulations for agricultural exemptions. We have a lot of stops within a certain time period. It is difficult to find drivers willing to expend hours of service with our type of delivery pattern.	No	Don't know
To what extent can you partner in making these changes happen?	Don't know	Don't know	Increase rail service	Don't know	Happy to work with the state to look at the issues.	Don't know	Don't know
Do you think freight has a high enough profile in Virginia to accomplish needed changes?	Don't know	Don't know	No it does not; looking at road improvements, how will it be paid for? Toll system?	Yes	Yes	Yes	Yes; the country runs on oil - the country runs on trucks.
Do you have suggestions for raising its profile?	No	No	don't know	No	No	No	No
Is there a local/regional freight committee or council in your region?	Don't know	Yes	Don't know	No	Don't know	Don't know	Yes
If yes, do you participate?	No	No, no time					Should do so
If no, would that be of interest to you?	Maybe	No	Yes	Yes!	Very much so!	Don't know	
Do you have personal contact with the following agencies?	Yes	No	No	No	No	No	Can reach out when necessary

<b>Table A.14 HARRISONBURG AREA Stakeholder</b>	<b>Stakeholder #9</b>	<b>Stakeholder #10</b>	<b>Stakeholder #11</b>	<b>Stakeholder #12</b>	<b>Stakeholder #13</b>	<b>Stakeholder #14</b>	<b>Stakeholder #15</b>
If yes, who? (note what level the person is in the organization and the nature of the relationship)							Had to contact officials re: weight restrictions when moving ice to disaster areas in Florida and Gulf coast.
<i>Virginia Department of Transportation</i>	Chaz Weaver with VDOT Stanton District - we work on DOT contracts.						
<i>Virginia Departments of Rail/Public Transit, Ports, Aviation, Motor Vehicles</i>							
<i>Other state agencies</i>							
<i>State elected officials</i>							
<i>Local elected officials</i>							
<i>Local Metropolitan Planning Organization</i>							
<i>Local government staff</i>							
Do you participate in industry associations or other organized collaborative activity aimed at improving freight infrastructure or policy?	No	No	No	No	No	No	No

<b>Table A.14 HARRISONBURG AREA Stakeholder</b>	<b>Stakeholder #9</b>	<b>Stakeholder #10</b>	<b>Stakeholder #11</b>	<b>Stakeholder #12</b>	<b>Stakeholder #13</b>	<b>Stakeholder #14</b>	<b>Stakeholder #15</b>
<b>Freight Issues and Concerns Outside of Virginia Going Beyond the Region</b>							
If you have a high percentage of out-of-state shipments, are you facing the same issues in other states as you are in Virginia, or are there different issues? Please describe.	No out-of-state shipments		No negative feedback from carriers on out-of-state shipments.	Same issues	Same issues; Pennsylvania and Maryland have very active Departments of Transportation	Don't know	N/A
What, if anything, should the Commonwealth of Virginia be doing to address these issues?	Not applicable	Don't know	Don't know	Don't know	Virginia could have user-friendly method for freight users to communicate issues and have questions answered or issues addressed via Internet - some sort of info web site that facilitates communication	Don't know	N/A

**Table A.15 Lynchburg Area Results**

<b>Table A.15 LYNCHBURG AREA</b>								
<b>Stakeholder</b>	<b>Stakeholder #1</b>	<b>Stakeholder #2</b>	<b>Stakeholder #3</b>	<b>Stakeholder #4</b>	<b>Stakeholder #5</b>	<b>Stakeholder #6</b>	<b>Stakeholder #7</b>	<b>Stakeholder #8</b>
<b>Contact Name</b>								
<b>Contact Phone</b>								
<b>Other Info</b>								
<b>Your Business</b>								
What is the nature of your business or facility?	manufacture heat exchange coils	Quarry – Rocks	Printing	Brick Manufacturer	Custom cable assembly and wire harness technology	Plastic and rubber pipe fittings	Handmade in Virginia shoes	Corrugated paper products/ packaging
What are your primary products and customers?	Industrial Companies, power generators; heating coils go into any air handler so just about anyone who produces air conditioners etc. would be a customer.	Crushed Stone, Highway Department, home-builders, production of Block, ready mix, asphalt	Commercial Printer, Newspaper inserts to catalogues (trying to expand the most).	Housing, schools	Wire cable, circuits, fiber optics; multiple customers	PVC pipe fittings; retail	Shoes; retail	Paper boxes/ packaging; national
How many people do you employ?	Approximately 230	120	250	60	50-100	120	more than 150	180 in plant
By what modes do you ship and receive goods?	Truck	Trucks	Outbound small package/parcel shipments, truck-load expedited carriers and occasionally air	Truck, freight rail	Truck	Truck/LTL; rail for inbound raw product on pallets	Inbound LTL/UPS; outbound LTL/[company x]	Trucking and direct rail service

<b>Table A.15 LYNCHBURG AREA</b>								
<b>Stakeholder</b>	<b>Stakeholder #1</b>	<b>Stakeholder #2</b>	<b>Stakeholder #3</b>	<b>Stakeholder #4</b>	<b>Stakeholder #5</b>	<b>Stakeholder #6</b>	<b>Stakeholder #7</b>	<b>Stakeholder #8</b>
If by truck, can you provide rough estimates of:			Inbound - trucks					
The number of truck moves in and out per day or per week:	We use 3 corporate carriers they use, typically 3 per day out, 7 or 8 in per day.		Out - LTL combined - 15 trucks per day, inbound - 30	Varies	Daily; no estimate of frequency	Truck = 2/week; LTL=5-10/day	2 truck moves per week outbound; the rest is by LTL/[company x] and not sure of number	Approximately 45-50 truck moves/day
How many are "all truck" trips versus trips to/from railyards, seaports, or airports?	98%	None is delivered in more than a 40-mile radius.	All of them	25-45% rail, winter time it is less	Very high; no exact estimate	Only raw product comes inbound by rail; all other trips are by truck	All truck	Don't know ratio
The major origin-destination patterns:	Most shipments are out-of-state, Canada and Mexico, primarily east of the Mississippi. Most drivers use I-81 or Route 29.	Local, major roads are used as much as possible.	Outbound - 50% regional, Inbound - less regional freight, paper usually comes from out-of-state plants	No	All over the country; some overseas.			
If you have direct rail service to your facility:	No					No; 1 mile away with truck delivery to facility.	No	
How many rail-cars and train moves?				Yes, varies during the seasons.		Don't know		Yes, but don't know count
What is being moved; in what direction; and to/from where?				Materials come in, brick products go out.		Raw product to facility		Paper roll stock is moved inbound

<b>Table A.15 LYNCHBURG AREA</b>								
<b>Stakeholder</b>	<b>Stakeholder #1</b>	<b>Stakeholder #2</b>	<b>Stakeholder #3</b>	<b>Stakeholder #4</b>	<b>Stakeholder #5</b>	<b>Stakeholder #6</b>	<b>Stakeholder #7</b>	<b>Stakeholder #8</b>
Do you see your business growing in the future?	Yes, don't know	Yes, don't know	Yes, spring of 2008 installation of new printing press that will double the output.	Yes, no	Staying the same	Yes	Yes	Yes
By how much?						Don't know	Don't know	Don't know
What about similar industries in your region?	Yes, don't know	Don't know		Don't know	Don't know		Don't know	Don't know
And why?								
<b>Freight Issues and Concerns in Virginia</b>								
Do you feel that Virginia's freight system currently provides adequate capacity, performance, and service availability and choice to meet your needs?	Not really (speaking for Lynchburg in particular)	Don't know	Rail is really out of the question, product is time sensitive so rail wouldn't work. Great service from the Trucking companies.	Yes	Service to small communities is more limited than to urban centers.	Yes	Yes	Yes

Table A.15 LYNCHBURG AREA Stakeholder	Stakeholder #1	Stakeholder #2	Stakeholder #3	Stakeholder #4	Stakeholder #5	Stakeholder #6	Stakeholder #7	Stakeholder #8
Within Virginia, what are the most significant challenges your business or facility faces in freight movement?	We would like to be able to ship after 5:00 p.m.; there is only one terminal in Lynchburg which will pick up after 5pm. Most of the terminals are in Roanoke and for shipments to get to Roanoke on Time they have to leave Lynchburg at least by 5:00 p.m., but the product isn't always available until after 5:00 p.m.	Weight Limits - they have to constantly monitor this	Biggest impact is when LTL carriers or parcel carriers cut off shipments for the day - they are a 24-hour operation and are limited by operating hours of other companies. They never really hear complaints about the roadway.	Gas prices cause problems	Our location in a small community causes a decrease in speed/frequency of trucking service.	None other than finding the best carrier to move the product most efficiently.	No challenges	Fuel charges

<b>Table A.15 LYNCHBURG AREA</b>								
<b>Stakeholder</b>	<b>Stakeholder #1</b>	<b>Stakeholder #2</b>	<b>Stakeholder #3</b>	<b>Stakeholder #4</b>	<b>Stakeholder #5</b>	<b>Stakeholder #6</b>	<b>Stakeholder #7</b>	<b>Stakeholder #8</b>
Overall, what do you see as key problems or bottlenecks that need to be addressed?	The lack of local terminals			Gas prices	Highway system is not designed for number of trucks.	None	None	Address fuel charges
What changes are needed, and who should be accomplishing them?	Lynchburg needs to be serviced by a freight terminal after 5 p.m.. Trucking companies who run the terminals. The fact that Lynchburg isn't serviced by a major state highway is a major problem for getting the terminals located in this City.	Don't know	Due to the amount of development, traffic increasing in this area, the road systems should be expanded to accommodate.	Don't know	Roads are too narrow in mountainous area. Highways need to be improved to handle both increased truck traffic and cars safely. Three incidents recently - Route 130 is area of concern.	Don't know	No changes	Reduce fuel costs - don't know
What are you doing to improve freight handling and movement and why?	We use the trucking company that provides the most economical and best service.	Nothing	A lot of what we do is internal. Recent installation of Racking systems to better move product through the plant. They are looking into an evaluation of the product movement. Preloading product in "off" hours			Choosing carriers carefully to get most efficient service	Don't know	Don't know

<b>Table A.15 LYNCHBURG AREA Stakeholder</b>	<b>Stakeholder #1</b>	<b>Stakeholder #2</b>	<b>Stakeholder #3</b>	<b>Stakeholder #4</b>	<b>Stakeholder #5</b>	<b>Stakeholder #6</b>	<b>Stakeholder #7</b>	<b>Stakeholder #8</b>
How can the Commonwealth of Virginia help you better achieve your freight movement objectives?	A better highway system would help; 29 and 460 are becoming congested.	Maintain and improve the road system.	Don't know. Just keep working on the road system, general maintenance	Gas prices	Better highway system	Don't know	None	Don't know
Are there specific improvements to highways, railroads, ports or airports?				No	Widen highways. Highways very scenic but unsafe for truck and tourism traffic mixed together.	No	No	No
Are there specific regulatory, policy, institutional, or program changes?				No	Don't know	No		Don't know
To what extent can you partner in making these changes happen?					No answer			Don't know
Do you think freight has a high enough profile in Virginia to accomplish needed changes?	Don't know what kind of profile it has now.	Yes	Yes, statewide forums are a good way for people to share ideas and see other views.	Not that I can see	I hear about transportation bills all the time - why is there so much debate? Trucking is on the rise.		Don't know	Don't know
Do you have suggestions for raising its profile?	Not that I know of	Don't know		No			No	No
Is there a local/regional freight committee or council in your region?		Don't know	Not that I know of. There was one years ago, but it has disbanded. It would be good to have something like that again.	I don't know	I haven't heard of a local organization.	Don't know	Don't know	Don't know

<b>Table A.15 LYNCHBURG AREA Stakeholder</b>	<b>Stakeholder #1</b>	<b>Stakeholder #2</b>	<b>Stakeholder #3</b>	<b>Stakeholder #4</b>	<b>Stakeholder #5</b>	<b>Stakeholder #6</b>	<b>Stakeholder #7</b>	<b>Stakeholder #8</b>
If yes, do you participate?	Sure, maybe						No	
If no, would that be of interest to you?				No	No answer			Don't know
Do you have personal contact with the following agencies?					No	No	No	No
If yes, who? (note what level the person is in the organization and the nature of the relationship)	No							
<i>Virginia Department of Transportation</i>	No	Yes, inspectors, engineers, etc. No one specific.	No					
<i>Virginia Departments of Rail/Public Transit, Ports, Aviation, Motor Vehicles</i>	No	Don't Know	No	Yes - Don't know who				
<i>Other state agencies</i>	No	DEQ - Mining, have to have permits, and be in compliance with things like dust suppression.	Yes	DEQ				
<i>State elected officials</i>	No	No	No					
<i>Local elected officials</i>	No	Yes, not specific	No					
<i>Local Metropolitan Planning Organization</i>	No	No	Yes					
<i>Local government staff</i>	No	Yes,	No					

<b>Table A.15 LYNCHBURG AREA</b>								
<b>Stakeholder</b>	<b>Stakeholder #1</b>	<b>Stakeholder #2</b>	<b>Stakeholder #3</b>	<b>Stakeholder #4</b>	<b>Stakeholder #5</b>	<b>Stakeholder #6</b>	<b>Stakeholder #7</b>	<b>Stakeholder #8</b>
Do you participate in industry associations or other organized collaborative activity aimed at improving freight infrastructure or policy?		Yes	Don't because I'm not aware of any. Would participate if I knew about them.		No	No	No	No
<b>Freight Issues and Concerns Outside of Virginia Going Beyond the Region</b>								
If you have a high percentage of out-of-state shipments, are you facing the same issues in other states as you are in Virginia, or are there different issues? Please describe.	If there are other issues, I am not aware of them.		We don't really run into any issues in other states that prevent the product from being delivered on time.	Perhaps in summer (April-November) 3 truckloads per month going out-of-state. No issues in other states.	No Customer specifies and pre-determines shipping carriers nationally. It does not impact our company.	Same issues of carrier efficiency	We have an issue of paperwork/ documents required to ship to Canada and overseas that are so excessive for our small packages that we try not to do business overseas - time factor of paperwork makes it prohibitive.	Fuel charges are an issue out-of-state also.
What, if anything, should the Commonwealth of Virginia be doing to address these issues?					No answer	Don't know	Don't know	Look at fuel costs

**Table A.16 Lynchburg Area Results (continued)**

<b>Table A.16 LYNCHBURG AREA</b>							
<b>Stakeholder</b>	<b>Stakeholder #9</b>	<b>Stakeholder #10</b>	<b>Stakeholder #11</b>	<b>Stakeholder #12</b>	<b>Stakeholder #13</b>	<b>Stakeholder #14</b>	<b>Stakeholder #15</b>
<b>Contact Name</b>							
<b>Contact Phone</b>							
<b>Other Info</b>							
<b>Your Business</b>							
What is the nature of your business or facility?	Fireplace equipment and decorations/trucking co.	Paint manufacturing company	Commercial offset and letterpress printing and binding.	HVAC production	Manufacturing	Telecommunications equipment manufacturer.	Carrier trucking firm
What are your primary products and customers?	Fireplace equipment and decorations/trucking co.	600,000 suppliers in USA	Printing services; local and interstate customer base.	Heating and cooling systems; end users.	Printed circuit boards; international customers.	Telecommunications equipment; customers include telecommunications carriers such as [company x, company y], etc.	Freight movement; paper companies and other companies
How many people do you employ?	100 in stoves/50 in trucking co.	60-80 employees	80	>50	100	150	116
By what modes do you ship and receive goods?	Truck	Truck/partial by [company x and company y]	In-house delivery service for local; trucking for outside area.	Trucking	Truck freight/ [company x and company y] inbound; [company x and company y] outbound	No rail; very little ocean; LTL carriers/ small package carriers	All truck
If by truck, can you provide rough estimates of:							
The number of truck moves in and out per day or per week:	Don't know	Outbound = 15=20/day on average; inbound = more sporadic at 5-10/day	1 per day	50-55/month	Truck freight inbound with chemicals and supplies = 30/week; outbound daily with no estimate of number.	LTL - 2 skids/day; small package - 100 package/day inbound and outbound combined	N/A

<b>Table A.16 LYNCHBURG AREA Stakeholder</b>	<b>Stakeholder #9</b>	<b>Stakeholder #10</b>	<b>Stakeholder #11</b>	<b>Stakeholder #12</b>	<b>Stakeholder #13</b>	<b>Stakeholder #14</b>	<b>Stakeholder #15</b>
How many are “all truck” trips versus trips to/from railyards, seaports, or airports?	N/A	100%	100%	100%	100%	Mostly all truck	All truck
The major origin-destination patterns:		U.S.	Mostly Virginia with some Pennsylvania, Maryland customers	Multiple states	U.S. and international	U.S. and some overseas	U.S. – cities and ports in Eastern and Central USA east of the Mississippi R.
If you have direct rail service to your facility:				No	No	No rail; very little ocean; LTL carriers/ small package carriers	No intermodal
How many railcars and train moves?							
What is being moved; in what direction; and to/from where?						Telecommunications equipment from plant to destination domestic and overseas.	
Do you see your business growing in the future?	Yes	Yes	Yes	Yes	Hope that business will grow as most of U.S. competition has moved off-shore	More growth internationally	Growth
By how much?	Don't know		Don't know	Don't know		Don't know	Don't know
What about similar industries in your region?	Don't know	Yes to some growth; have also heard others are stagnant	Don't know	Don't know	Don't know	Don't know	Don't know
And why?		Don't know					

<b>Table A.16 LYNCHBURG AREA Stakeholder</b>	<b>Stakeholder #9</b>	<b>Stakeholder #10</b>	<b>Stakeholder #11</b>	<b>Stakeholder #12</b>	<b>Stakeholder #13</b>	<b>Stakeholder #14</b>	<b>Stakeholder #15</b>
<b>Freight Issues and Concerns in Virginia</b>							
Do you feel that Virginia's freight system currently provides adequate capacity, performance, and service availability and choice to meet your needs?	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Within Virginia, what are the most significant challenges your business or facility faces in freight movement?	Rules and regulations	Being updated about regulations changes; rely on trucking companies for updates; want this information directly. A one day point of delivery is not guaranteed anymore due to unknowns with highway congestion (in the last 2 years).	Don't know	Permits - we can acquire permits in other states in 3-4 days for our product (some systems 14 feet tall). In Virginia, the same permits take 1-2 weeks before product can ship.	Don't know	International paperwork	Congestion in the N.E. part of U.S. and the beltway.
Overall, what do you see as key problems or bottlenecks that need to be addressed?	Don't know	Congestion in the north of the state causes problems with shipping speed of service.	Don't know	Time required to obtain permits within the state of Virginia.	Don't know	Overseas shipping paperwork and ensuring product arrives at end point	Congestion and carrier/driver rest area services.

<b>Table A.16 LYNCHBURG AREA Stakeholder</b>	<b>Stakeholder #9</b>	<b>Stakeholder #10</b>	<b>Stakeholder #11</b>	<b>Stakeholder #12</b>	<b>Stakeholder #13</b>	<b>Stakeholder #14</b>	<b>Stakeholder #15</b>
What changes are needed, and who should be accomplishing them?	Simplify rules and regulations procedures	Provide clear and up-to-date shipping regulations in a way that all companies can access the information. Look at ways to reduce highway congestion to speed up delivery times - more bypasses and more increased speed zones on interstate sections.	Don't know	The State should look at permits process and how to expedite it.	Don't know		Don't know; paying for improvements is a problem.
What are you doing to improve freight handling and movement and why?	Finding new customers and updating product line to improve distribution; developed trucking service for optimal in-house freight service with service to other companies	We are looking at internal measures of protecting our shipping packages with better labeling, protective packaging, claims process.	Don't know	Don't know	Looking at competitive pricing and using freight services that efficiently get to their delivery points	Have consolidated to one carrier due to quality of service, tracking capability via web site access	Satellite communications with drivers to know locations at all times; computer use to plot routes and maximize efficiencies of delivery routes
How can the Commonwealth of Virginia help you better achieve your freight movement objectives?	Less paperwork for rules and regulations; files and maintenance.	Update highways because congestion effects our freight movements. Provide changes in shipping regulations in consistent manner.	Don't know	Expedited permitting services	Don't know because we are meeting objectives.	Don't know	Don't know
Are there specific improvements to highways, railroads, ports or airports?		Bypasses and increased speed zones seem to be working. Look to highway congestion in north of Virginia.	No	No	Don't know		Don't know what can be done for I-81 congestion.
Are there specific regulatory, policy, institutional, or program changes?		Better information flow on rules and regulations changes to companies.	No	Expedited permitting services	Don't know	International paperwork could be streamlined.	No

<b>Table A.16 LYNCHBURG AREA Stakeholder</b>	<b>Stakeholder #9</b>	<b>Stakeholder #10</b>	<b>Stakeholder #11</b>	<b>Stakeholder #12</b>	<b>Stakeholder #13</b>	<b>Stakeholder #14</b>	<b>Stakeholder #15</b>
To what extent can you partner in making these changes happen?		Don't know	Don't know	Don't know	Don't know		Don't know
Do you think freight has a high enough profile in Virginia to accomplish needed changes?	Appropriate profile	Don't know	Don't know	Don't know	Don't know	Don't know	Don't know
Do you have suggestions for raising its profile?	No	No	No	No	No	Don't know	No
Is there a local/regional freight committee or council in your region?	Don't know	Don't know	No	No	Don't know	Yes	Truckload carriers TVA
If yes, do you participate?						No; our business is fairly exclusive to our area so we see problems that other businesses would not have to deal with.	Yes, our organization attends meetings of TVA.
If no, would that be of interest to you?	Don't know	If not time prohibitive	Don't know	Don't know	Don't know	Don't know	
Do you have personal contact with the following agencies?	Yes	Yes	No	Don't know	No	No	No
If yes, who? (note what level the person is in the organization and the nature of the relationship)	Have worked with VDOT on paperwork.						

<b>Table A.16 LYNCHBURG AREA</b>							
<b>Stakeholder</b>	<b>Stakeholder #9</b>	<b>Stakeholder #10</b>	<b>Stakeholder #11</b>	<b>Stakeholder #12</b>	<b>Stakeholder #13</b>	<b>Stakeholder #14</b>	<b>Stakeholder #15</b>
<i>Virginia Department of Transportation</i>	No contact given	Hotline for issues					
<i>Virginia Departments of Rail/Public Transit, Ports, Aviation, Motor Vehicles</i>							
<i>Other state agencies</i>							
<i>State elected officials</i>							
<i>Local elected officials</i>							
<i>Local Metropolitan Planning Organization</i>							
<i>Local government staff</i>							
Do you participate in industry associations or other organized collaborative activity aimed at improving freight infrastructure or policy?	No	No	No		No	No	No
<b>Freight Issues and Concerns Outside of Virginia Going Beyond the Region</b>							
If you have a high percentage of out-of-state shipments, are you facing the same issues in other states as you are in Virginia, or are there different issues? Please describe.	Same issues	a combination of same and different issues; we had a freight shipment stuck in Pennsylvania this winter for a week due to a snow storm and not enough infrastructure to get efficient movement - will this continue to be a problem?	No issues that aware of	Faster permitting process in other states.	No issues	Any domestic shipments, there are no issues; only have issues with overseas shipments making sure product gets to its destination.	Congestion and rest area issues are the same in other states; difficult for drivers to get to rest areas within time constraints of "hours of service" mandates

<b>Table A.16</b> <b>LYNCHBURG</b> <b>AREA</b> <b>Stakeholder</b>	<b>Stakeholder #9</b>	<b>Stakeholder #10</b>	<b>Stakeholder #11</b>	<b>Stakeholder #12</b>	<b>Stakeholder #13</b>	<b>Stakeholder #14</b>	<b>Stakeholder #15</b>
What, if anything, should the Commonwealth of Virginia be doing to address these issues?	Don't know	look at the highways and make improvements to reduce congestion	Don't know	Expedite Virginia permitting process	No issues		

**Table A.17 Richmond Area Results**

Table A.17 RICHMOND AREA Stakeholder	Stakeholder #1.	Stakeholder #2.	Stakeholder #3.	Stakeholder #4.	Stakeholder #5.	Stakeholder #6.	Stakeholder #7.	Stakeholder #8.
Contact Name								
Contact Phone								
Other Info								
<b>Your Business</b>								
What is the nature of your business or facility?	Moving and Storage	Ocean Port-Warehousing Distribution	Crushed Stone Producer with 17 facilities located throughout Virginia.	Sales – local grocery store chain	Trucking or drayage of international containers to/from the Port of Virginia in Norfolk.	TL and LTL carrier	TL carrier	Paper products
What are your primary products and customers?	Household goods	Steel, Pipe, Aluminum Coils, Independent Container Lines and Eimskip Steamship Line	Stone and sand for the construction industry ,including Concrete and Asphalt producers, home builders, road builders.	Perishable and nonperishable Food with limited General Merchandise/ Pharmacy	No products other than service, Customers are importers and exporters who use the Port of Virginia.	Trucks and 83 terminals	Terminal location in Chester (retail operations)	Paper Product companies, tobacco companies
How many people do you employ?	15 winter 50+ summer	40 Regular	Approximately 1,000	Company-wide about 5,500, more specifically we employ about 35 associates warehousing/ distributing goods and about 55 associates delivering those goods.	125	50 (in Richmond)	400	?

<b>Table A.17 RICHMOND AREA</b>								
<b>Stakeholder</b>	<b>Stakeholder #1.</b>	<b>Stakeholder #2.</b>	<b>Stakeholder #3.</b>	<b>Stakeholder #4.</b>	<b>Stakeholder #5.</b>	<b>Stakeholder #6.</b>	<b>Stakeholder #7.</b>	<b>Stakeholder #8.</b>
By what modes do you ship and receive goods?	truck	Ship Rail Truck	Primarily truck w/a small percentage moving by rail.	Truck	Truck	Truck	100% truckload	Truck and rail
If by truck, can you provide rough estimates of:	We are agents for [company x]. Our shipment count varies for interstate moves. We do perform local moves in the Richmond area.		Approximately 2,500 trips per day. Approximately 90 % of our shipments are local truck trips within a 25 mile radius of the individual shipping facilities.					
The number of truck moves in and out per day or per week:				Origin #/Wk In #/Wk Out Food Depot 53 159 SuperValu 227	(100+)or per week	~250 per day IN ~100 per day OUT	110 in and out (50/50)	50 to 60 a week
How many are “all truck” trips versus trips to/ from railyards, seaports, or airports?				All are local haul (within 50 mile radius) totaling 1.2 million miles/year	“All truck” trips: 5% Rail yards: 5% Seaports: 90%	100% all truck	No drayage	All truck
The major origin-destination patterns:					Local: 5% Regional: 45% Long-haul in-state: 30%	100% of inbound from Virginia 75% of outbound leaves Virginia 25% of outbound stays in Virginia	95 corridor; 64; 81 local/Virginia 5%	Out-of-state
If you have direct rail service to your facility:					N/A	N/A	None	
How many railcars and train moves?						-		Doesn't know

<b>Table A.17 RICHMOND AREA</b>								
<b>Stakeholder</b>	<b>Stakeholder #1.</b>	<b>Stakeholder #2.</b>	<b>Stakeholder #3.</b>	<b>Stakeholder #4.</b>	<b>Stakeholder #5.</b>	<b>Stakeholder #6.</b>	<b>Stakeholder #7.</b>	<b>Stakeholder #8.</b>
What is being moved; in what direction; and to/from where?			Approximately 75 cars per week outbound from Richmond east-bound to Newport News area.			-		All inbound, mostly paper products
Do you see your business growing in the future?	Our business should grow this year. 2006 was a down year. If real estate improves then our business will improve.	Yes		Yes	Yes	Yes	Yes	Yes
By how much?		Anticipated growth approximately 5 per cent per year.	We project an annual growth rate of 6 % for the next 5 years.	Incrementally with each store addition e.g., 1/year for next 3 yrs over 28 store base	3-5% annually or based on the number of drivers we can hire and keep.	target = 30% in the next year	No target: 15%	?
What about similar industries in your region?				Yes		Do not know	Do not know	?
And why?				Increasing populations, increasing associated sprawl, and competitive business nature for market share.		-		

Table A.17 RICHMOND AREA								
Stakeholder	Stakeholder #1.	Stakeholder #2.	Stakeholder #3.	Stakeholder #4.	Stakeholder #5.	Stakeholder #6.	Stakeholder #7.	Stakeholder #8.
<b>Freight Issues and Concerns in Virginia</b>								
Do you feel that Virginia's freight system currently provides adequate capacity, performance, and service availability and choice to meet your needs?	Yes		No	Freight support – yes, with many locally-based freight carriers.	No, we need more highways.	Yes	Yes	Yes
Within Virginia, what are the most significant challenges your business or facility faces in freight movement?	Richmond is good. The Hampton roads area is very tough to get around. Traffic is very bad in that area.	James River not Deep enough for newer deep draft ships. Rail Yards need Expansion.	On the rail side we are limited by insufficient rail capacity during peak seasons. On the truck side, traffic congestion negatively impacts our Northern Virginia operations.	Increasing operational costs and declining driver force.	Highway Congestion	Northern Virginia congestion – have difficulty with servicing the same day – must leave very early (5:00 a.m.) and be ready to return by 2:00 p.m.	Congestion/ capacity	Hours of service requirements for truck drivers
Overall, what do you see as key problems or bottlenecks that need to be addressed?				Regionally, freight movement infrastructure is robust with growth potential. Bottlenecks include interstate connections (I64/195, 76/150) and major intrastate connections (I288/360; I64/95/76, and local (Hull/Courthouse, Broad/Short Pump, etc.)	Transportation Funding	I-495 Beltway (Interviewee is from northeast and generally speaking, does not perceive Virginia's transportation issues as challenging.)	Needs to be a more efficient TL or trucking center in the region to handle... Hub – Long-term congestion E-W to Hampton Roads 95 North Corridor Congestion	

<b>Table A.17 RICHMOND AREA</b>								
<b>Stakeholder</b>	<b>Stakeholder #1.</b>	<b>Stakeholder #2.</b>	<b>Stakeholder #3.</b>	<b>Stakeholder #4.</b>	<b>Stakeholder #5.</b>	<b>Stakeholder #6.</b>	<b>Stakeholder #7.</b>	<b>Stakeholder #8.</b>
What changes are needed, and who should be accomplishing them?	No solutions			Maximize Federal/state funding for major interchanges (interstate and intrastate) and have regional authorities fund local intersections.				None
What are you doing to improve freight handling and movement and why?	We are looking to use newer and better equipment to reduce breakdowns.		Our company created a Corporate Transportation Department that oversees that aspect of our business and acts as a “think tank” to identify problem areas and develop solutions for the previously mentioned challenges.	Having 3 <sup>rd</sup> party suppliers deliver to [company x] for product consolidation/ shipping to stores	We always try to match import empty containers to exports with out going back to the port.	Adopting technologies to improve communications. The company uses [company x] to help coordinate LTL shipments and locate TL shipments to schedule loads.	Tackle quality of equip – upgrade – avoid breakdowns – newer assets (not infrastructure) use [company x]	A central logistics office in Ohio, working to maximize the availability of carriers
How can the Commonwealth of Virginia help you better achieve your freight movement objectives?	I don’t see Virginia being the cause of any of our problems or issues.		Build additional roads in congested areas. Reduce commuter traffic by any means possible.	Keep doing what you are doing in keeping infrastructure well maintained	This may be better answered at another time.	At this time, the interviewee mentioned, as an observation, that [company x] has dead spots in the rural parts of the state – specifically, the Northern Neck and Eastern Shore areas.	Ease of wt. restrictions More accessibility for drivers at scaling (pre-cert and more avenues (scale locations) (Ex. Hampton Roads – no opportunities to wt. – Richmond market) deal with congestion	?

<b>Table A.17 RICHMOND AREA</b>								
<b>Stakeholder</b>	<b>Stakeholder #1.</b>	<b>Stakeholder #2.</b>	<b>Stakeholder #3.</b>	<b>Stakeholder #4.</b>	<b>Stakeholder #5.</b>	<b>Stakeholder #6.</b>	<b>Stakeholder #7.</b>	<b>Stakeholder #8.</b>
Are there specific improvements to highways, railroads, ports or airports?	I do believe that there are not enough good spots for truck drivers to park along I-95. With the Dot mandatory rest times drivers need places to park overnight.		I 295 around Richmond is in disrepair and needs resurfacing badly. Northern Virginia roadways are badly congested this restricts our trucks to the point we must hire more trucks to achieve same out the gate volume.	Consider reducing competing traffic by incentivizing commuter transition to local bus/ metro-trams		Improve U.S. 460 to Hampton Roads Improve I-495 beltway	keep tolls off interstates	No
Are there specific regulatory, policy, institutional, or program changes?			More funding for commuter services, road building and road maintenance projects.	Increase funding for metro-trams development with corresponding discounts to commuters who use metro-trams		-	No	No
To what extent can you partner in making these changes happen?			Willing to explore ideas	N/A		-		
Do you think freight has a high enough profile in Virginia to accomplish needed changes?			No	No, the changes needed must be on the commuter side of the equation	The profile is rising	Yes	Yes	Yes
Do you have suggestions for raising its profile?			Raise public awareness through add campaigns	Incentivizing commuters to transition to metro-trams		-		

<b>Table A.17 RICHMOND AREA</b>								
<b>Stakeholder</b>	<b>Stakeholder #1.</b>	<b>Stakeholder #2.</b>	<b>Stakeholder #3.</b>	<b>Stakeholder #4.</b>	<b>Stakeholder #5.</b>	<b>Stakeholder #6.</b>	<b>Stakeholder #7.</b>	<b>Stakeholder #8.</b>
Is there a local/regional freight committee or council in your region?	I am not aware of any		Not aware of one	Yes	I serve on a Port wide committee studying freight movement issues.	doesn't know	Not aware of any	No
If yes, do you participate?			NR	Yes		-		
If no, would that be of interest to you?			Yes, please send me info.			-	No	No
Do you have personal contact with the following agencies?	No					None		No
If yes, who? (note what level the person is in the organization and the nature of the relationship)						-	Licensing, scale house	
<i>Virginia Department of Transportation</i>	No		Various levels	Safety Council	Yes, many people from the Sec Transportation. and Deputy into several VDOT Departments.	-	Yes	
<i>Virginia Departments of Rail/Public Transit, Ports, Aviation, Motor Vehicles</i>	No			DMV - licensing and records management (DMV points)	Yes all departments - Primarily Port and I serve on The Governor's Board of Transportation Safety at DMV	-	DMV	
<i>Other state agencies</i>	No			NR		-	-	
<i>State elected officials</i>	No		Various levels	NR		-	-	
<i>Local elected officials</i>	No		various levels	NR		-	-	

<b>Table A.17 RICHMOND AREA</b>								
<b>Stakeholder</b>	<b>Stakeholder #1.</b>	<b>Stakeholder #2.</b>	<b>Stakeholder #3.</b>	<b>Stakeholder #4.</b>	<b>Stakeholder #5.</b>	<b>Stakeholder #6.</b>	<b>Stakeholder #7.</b>	<b>Stakeholder #8.</b>
Local Metropolitan Planning Organization	No			NR		-	-	
Local government staff	No		various levels	NR		-	Yes	
Do you participate in industry associations or other organized collaborative activity aimed at improving freight infrastructure or policy?	Virginia movers association		Yes. We have company representatives in a number of the organizations mentioned above.	No	No	No	No	No
<b>Freight Issues and Concerns Outside of Virginia Going Beyond the Region</b>								
If you have a high percentage of out-of-state shipments, are you facing the same issues in other states as you are in Virginia, or are there different issues? Please describe.	I believe the issues we have are very typical of issues in other states. I believe Virginia is one of the more freight friendly states.		N/A	Our company is directly involved with intrastate shipments. We use 3 <sup>rd</sup> parties for interstate shipments.	To some extent however Highway Congestion In Virginia is the most pressing issue.	Doesn't experience the challenges out-of-state, generally speaking. However, did mention that Atlanta is "a mess."	Generally Yes (Idling restriction (Virginia and others))	No
What, if anything, should the Commonwealth of Virginia be doing to address these issues?				[NR]			Needs to be uniformity across the states freight concerns: idling, wt, etc. differences adds to cost affects growth (driver base) drives individuals out of industry (logging, road duties, HOS, length, idling)	

**Table A.18 Richmond Area Results (continued)**

<b>Table A.18 RICHMOND AREA Stakeholder</b>	<b>Stakeholder #9</b>	<b>Stakeholder #10</b>	<b>Stakeholder #11</b>	<b>Stakeholder #12</b>	<b>Stakeholder #13</b>	<b>Stakeholder #14</b>	<b>Stakeholder #15</b>
<b>Contact Name</b>							
<b>Contact Phone</b>							
<b>Other Info</b>							
<b>Your Business</b>							
What is the nature of your business or facility?	Retail establishment	Retail establishment	Printing	Power generation equipment, service	Produce mattresses and distribute to retail outlets	Food distributor for restaurants, hotels and other institutions	Manufacturing company
What are your primary products and customers?	Fashion apparel	Appliances and home supplies	Pharmaceutical, aluminum packaging/printing	Powered, repair utility co. Virginia and U.S., International, Mexico, Puerto Rico, Canada, and Europe [company x] biggest customer	Mattresses and box springs Retail outlets	Products – food; customers – all types of restaurants and institutions	Manufacture newsprint. Primary customers are publishing companies, such as [major newspapers]
How many people do you employ?	115	?	400+	700	2 Facilities in Richmond area (Richmond and Chesterfield County) Richmond – 40 Chesterfield – 30	8,000	About 200
By what modes do you ship and receive goods?	Truck	Truck	Truck (air-rail)	TL spec Equip, LTL, [company x]; Barge, RAIL	Truck – receive some materials by container (China)	Primarily truck; very little rail, no rail in Virginia	Mostly ship and receive goods by truck, although they do use rail as well.
If by truck, can you provide rough estimates of:							

<b>Table A.18 RICHMOND AREA</b>							
<b>Stakeholder</b>	<b>Stakeholder #9</b>	<b>Stakeholder #10</b>	<b>Stakeholder #11</b>	<b>Stakeholder #12</b>	<b>Stakeholder #13</b>	<b>Stakeholder #14</b>	<b>Stakeholder #15</b>
The number of truck moves in and out per day or per week:	1,2 or 3 a week. 3 at Christmas, 1 when business are slower	10 per day, also [various shipping companies]	IB: 5-7 trucks OB: 3-10 trucks and ave	10 In; 10 out per month 1,100 per year	IN= 2-3 containers/mo; 3-4 trucks/day OUT=10-12/day		About 200 to 400 truck loads come in and out each week.
How many are “all truck” trips versus trips to/from railyards, seaports, or airports?	All go to distribution center	All truck	95% all truck (some intermodal containers to POVA:2-3/month and carload)	80% truck 20% small package	100%		100% are “all truck” trips
The major origin-destination patterns:	Distribution center is in North Carolina		IB; out-of-state (1 or 2) OB: mostly out (1 p.m., Norfolk) 2 to Richmond plant The rest out-of-state		7 States: 10 semis (1 w/in state) 2 straight(1in Richmond) I-95/I-64 every direction (80% using I-95 bulk to north)		Origins of raw materials (old newspaper material and local wood products) are from Virginia, as well as all along the east coast (i.e., Baltimore, New Jersey). Destinations are within 200 to 300 miles of their facility in Richmond, Virginia.
If you have direct rail service to your facility:			Yes	Yes	No		Yes
How many railcars and train moves?			1 rail carload/month receiving	1/year			Difficult to say. Not many due to the poor rail service (Buckingham Branch, CSX).
What is being moved; in what direction; and to/from where?		Mostly out-of-state	Aluminum, paper board, plastic film and paper OUT: RX packaging, labels			Food products and other kitchen and restaurant gear	

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Do you see your business growing in the future?	Yes	Yes	Hoping, stagnant now	Yes	Yes		Yes
By how much?	10%		0% now brought on 2 new clients	25% w/in 2-3years	Not sure - In Virginia, 7-8%/year		Not sure It will depend on a lot of factors. They need more support from businesses/newspapers in Virginia.
What about similar industries in your region?			Westvaco - don't know	No idea	Industry itself is not growing; competitors contending for existing market		
And why?				(Competitors in other states)	Competing with electronics - tied to housing markets (stagnant at the moment)		
<b>Freight Issues and Concerns in Virginia</b>							
Do you feel that Virginia's freight system currently provides adequate capacity, performance, and service availability and choice to meet your needs?	Sometimes shipments are not on time. That is out my control. There is always room for improvement	Yes	Yes	For most part	No (Northern Virginia) Yes (the rest of the state)	Yes	The rail system is poor. There are maintenance and congestion issues with the highway system.

<b>Table A.18 RICHMOND AREA Stakeholder</b>	<b>Stakeholder #9</b>	<b>Stakeholder #10</b>	<b>Stakeholder #11</b>	<b>Stakeholder #12</b>	<b>Stakeholder #13</b>	<b>Stakeholder #14</b>	<b>Stakeholder #15</b>
Within Virginia, what are the most significant challenges your business or facility faces in freight movement?	Getting goods in faster	More accurate on-time service from carriers	Scheduling, availability of carriers	Oversized cargo requires permit – must match their requirements with reg – wait for permits costs time and money. Power emergencies are not recognized as “Emergent” DMV can’t handle because of staffing. Even offered staffing salaries and was denied.	Northern Virginia congestion	No opinion	Trucking industry costs, such as insurance and fuel costs, are hurting their business. The diesel tax will further damage their ability to compete with other paper companies.
Overall, what do you see as key problems or bottlenecks that need to be addressed?			Don’t know: congestion – NOVA and HR (one weather-related issue)	Curfews on route because of rush hour – congestion. Can’t haul during school hour because of one stretch of road to I-95.	Northern Virginia in general – I-95 + other roads	Highway capacity	Fuel costs and taxes. There are bottlenecks on the interstate system in Richmond, as well as Harrisonburg/Stanton area.
What changes are needed, and who should be accomplishing them?	No				North-south corridor involving I-95; local traffic pushing south; limited options – no bypass/alternative		Better maintenance of the highways, particularly I-95, I-295. Safety and operational improvements at the I-81 and Route 64 interchange. VDOT/Virginia Commonwealth should be doing this.

Table A.18 RICHMOND AREA Stakeholder	Stakeholder #9	Stakeholder #10	Stakeholder #11	Stakeholder #12	Stakeholder #13	Stakeholder #14	Stakeholder #15
What are you doing to improve freight handling and movement and why?	Nothing	Checking on freight when it is late, and tracing it	Scheduling and planning – sometimes it is the availability at time – (have 1 driver of there own) use [company x]	Not many option on modes – Plan – communicate – permit – close coordination. Adjusting internally to meet deadlines.	Changing delivery starts – has to leave ~4AM to beat rush hour – have to coordinate with retail customer to receive goods.		We are always working to reduce our handling and loading times for greater efficiency. We also work hard to solicit local companies to handle their freight, save money, and pass the savings on to their vendors.
How can the Commonwealth of Virginia help you better achieve your freight movement objectives?	Call distribution center for more info on this	Virginia is doing the best they can	Don't know	1. Adequate staffing in permit office 2. Responsive to customer base 3. Have business approach to developing transportation needs	Needs to be some model that can provide capacity to freight shippers to deliver on time.		Highway maintenance (too many potholes on I-95 and I-295), additional flyovers, increase breakdown lane width to reduce accident delay times. A study of the I-81/Route 64 interchange is needed to reduce bottleneck in Harrisonburg/Stant on area.
Are there specific improvements to highways, railroads, ports or airports?			No	Not really/compared to other states Richmond is old – rail limitations – bridge clearances issues 13'-4" limiting – must barge which costs time (Oversized Loads)		Anything to increase highway capacity would be helpful	
Are there specific regulatory, policy, institutional, or program changes?			No		Congestion/HOS – makes it harder to get this done with less assets.		More money is needed for rail improvements.

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To what extent can you partner in making these changes happen?			-	Yes can help	Can ID problems - don't have resources to help		She has participated in transportation forums and stakeholder group meetings.
Do you think freight has a high enough profile in Virginia to accomplish needed changes?	Yes	Yes	Taken for granted - safety issues - truck/car separation.	Freight is big - serves 1/2 population of country better than most	Not sure that they understand the components involved in freight needs - meeting customer demands, etc.	No opinion	No
Do you have suggestions for raising its profile?	No		No	No - interview is great start	No		There are too many pork-belly projects and not enough attention to real problems.
Is there a local/regional freight committee or council in your region?	No	No	don't know	Yes	Not aware.		Yes There is a Richmond Transportation Club.
If yes, do you participate?			-	No			Yes
If no, would that be of interest to you?	Sure		No	Yes	Yes		
Do you have personal contact with the following agencies?	No but must follow ocean laws	No	No		No	No contact with any of the agencies	
If yes, who? (note what level the person is in the organization and the nature of the relationship)							
<i>Virginia Department of Transportation</i>			No	No			Yes

<b>Table A.18 RICHMOND AREA</b>							
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<i>Virginia Departments of Rail/Public Transit, Ports, Aviation, Motor Vehicles</i>			No	DMV (Use Houston ports)			Yes
<i>Other state agencies</i>			No	No			No
<i>State elected officials</i>			No	No			Yes
<i>Local elected officials</i>			No	No			Yes
<i>Local Metropolitan Planning Organization</i>			No	No			She mentioned contact with Hanover County.
<i>Local government staff</i>			No	Kashurba - Econ Dev - Chesterfield			Yes
Do you participate in industry associations or other organized collaborative activity aimed at improving freight infrastructure or policy?		Not aware of	No	No	No	Member of the International Foodservice Distributors Association	Yes, she has participated in statewide freight forum.
<b>Freight Issues and Concerns Outside of Virginia Going Beyond the Region</b>							
If you have a high percentage of out-of-state shipments, are you facing the same issues in other states as you are in Virginia, or are there different issues? Please describe.	No	Yes	Same	Not as much - Massachusetts is same on permitting Ohio is the other one	Connecticut plant delivers into New York City - similar concerns there others - no (Florida is the most economical state to do business in)	Similar issues of highway capacity	She said there are too many issues to address, but mentioned one: congestion in the D.C./Northern Virginia area.

<b>Table A.18</b> <b>RICHMOND</b> <b>AREA</b> <b>Stakeholder</b>	<b>Stakeholder #9</b>	<b>Stakeholder #10</b>	<b>Stakeholder #11</b>	<b>Stakeholder #12</b>	<b>Stakeholder #13</b>	<b>Stakeholder #14</b>	<b>Stakeholder #15</b>
What, if anything, should the Commonwealth of Virginia be doing to address these issues?					Don't know	Work with them to make things more consistent. Reciprocity would be helpful.	Not really - they have diversified locations enough to address those issues.

**Table A.19 Roanoke Area Results**

<b>Table A.19 ROANOKE AREA Stakeholder</b>	<b>Stakeholder #1</b>	<b>Stakeholder #2</b>	<b>Stakeholder #3</b>	<b>Stakeholder #4</b>	<b>Stakeholder #5</b>	<b>Stakeholder #6</b>	<b>Stakeholder #7</b>	<b>Stakeholder #8</b>
<b>Contact Name</b>								
<b>Contact Phone</b>								
<b>Other Info</b>								
<b>Your Business</b>								
What is the nature of your business or facility?	Supermarket distribution center	Wine, beer and soft drink wholesale distributor	Replenishing Retail Stores	Manufacture Jewelry	Common carrier trucking company.	Two things: 1) petroleum carrier - statewide tractor-trailer hauling; and 2) home heating oil local distribution.	Textile manufacturing plant.	Manufacture tires for wholesale.
What are your primary products and customers?	Food groceries for distribution to retail stores.	Products: Wine, beer and soft drinks Customers: grocery stores, convenience stores, super stores and Mom and Pop operations	Primary Customers: Consumers and Commercial Accounts (repair shops) Primary Markets: auto after market parts and accessories	Primary Products: Jewelry Customers: Confidential	Commercial and Residential business to business (i.e., from manufacturer to business)	1) statewide petroleum distribution and 2) local home heating oil customers	Industrial, medical, military, window shade, computer - industrial textile products (i.e., high-impact computer printer ribbon, cash register, etc.)	Automotive tires and tire dealers (97%) and some original equipment (only 3%).
How many people do you employ?	187 in the warehouse 102 drivers that serve the warehouse.	125	Drivers plus Administration for all distribution centers across the nation (Transportation Department only) - 320	120	44 - this location - There are 7 locations in Virginia	70	350	1,000

<b>Table A.19 ROANOKE AREA Stakeholder</b>	<b>Stakeholder #1</b>	<b>Stakeholder #2</b>	<b>Stakeholder #3</b>	<b>Stakeholder #4</b>	<b>Stakeholder #5</b>	<b>Stakeholder #6</b>	<b>Stakeholder #7</b>	<b>Stakeholder #8</b>
By what modes do you ship and receive goods?	Truck only! Intermodal on bananas, but by the time they get to Roanoke it is all truck coming into the facility.	Tractor trailer mostly a little inbound from rail.	Trucks primarily. Mini-land bridge and intermodal for rail, ocean and some small parcel.	Outbound [various carriers]: Some Common Carrier	Tractor-trailer	Trucking only!	By truck – common carrier and LTL.	Raw materials brought in by rail and truck. Outbound: all truck or intermodal via Greensboro Intermodal Facility.
If by truck, can you provide rough estimates of:								
The number of truck moves in and out per day or per week:	450 Inbound loads a week and 520 outbound loads a week.	Inbound: 15 tractor trailers per day, Outbound: own fleet of delivery trucks delivers regionally.	Respondent will call back with number of truck moves. Private truck fleet strictly does store deliveries.	10 moves per day less than truckload, nothing to rail or seaports, mostly ground to air and ground or ground/air freight combo due to value of finished product.	This location – 40 per day.	Both tractor trailer loads (70 per day) and Short Trucks defined route (100 short trips a day).	60 total in and out per week.	Outbound: Average 14 trailer loads per day 7 days a week
How many are “all truck” trips versus trips to/from railyards, seaports, or airports?	All are inbound/outbound loads all truck trips except 20 inbound loads from a port (bananas).	80% are all truck trips			All truck trips.		Inbound some is ocean freight then truck Outbound truck then some ocean freight 20 and 40 foot container Outbound: Long-haul out-of-state Inbound: Raw materials: Asia and SE mid-Atlantic	Two to three of the 14 trailer loads are intermodal via Greensboro (i.e., trucked to Greensboro and put on rail at Greensboro).

<b>Table A.19 ROANOKE AREA</b>								
<b>Stakeholder</b>	<b>Stakeholder #1</b>	<b>Stakeholder #2</b>	<b>Stakeholder #3</b>	<b>Stakeholder #4</b>	<b>Stakeholder #5</b>	<b>Stakeholder #6</b>	<b>Stakeholder #7</b>	<b>Stakeholder #8</b>
The major origin-destination patterns:	Majority of inbound is out-of-state/regional-Mid Atlantic. 20% are long-haul produce from Florida and California.	Mostly regional OD Patterns.	Regional Origin-Destination Pattern	Out-of-state, some in-state and some overseas.	Regional and long-haul out-of-state.		Primarily mid-Atlantic business	Major movements are long-haul out-of-state.
If you have direct rail service to your facility:		Yes, does have direct rail service.						
How many railcars and train moves?		1 rail car per month.						Direct rail service for inbound material only. 4 or 5 rail cars of carbon black per week by rail from out-of-state.
What is being moved; in what direction; and to/from where?		Rail is inbound from out-of-state						
Do you see your business growing in the future?	Business will grow typically 5% a year for population-related reasons. Similar in the rest of the industry.	Business will definitely grow at about 5% per year. Similar for rest of industry.	The company expects to double stores by 2010 (Nationwide) Aggressive for industry.	Growing every year. Not explosive growth a small percentage. This is only business of type in region next closest competitor is in Richmond and then New York. Most of the competition is from overseas.	Company is top of competition. This company is growing at 25% per year. Competitors are not growing this fast.	Of course. 3% to 4% a year trucking part, home heating part stagnant. Similar for similar industries.	That is the million-dollar question for textiles. Right now trying to maintain status quo. Most of industry has gone overseas. Would like to grow.	Respondent hopes they grow. The probably wouldn't see more than 3% or 4% per year growth. One of only two tire manufacturers in Virginia, the other is in Danville.
By how much?								
What about similar industries in your region?								
And why?								

Table A.19 ROANOKE AREA Stakeholder	Stakeholder #1	Stakeholder #2	Stakeholder #3	Stakeholder #4	Stakeholder #5	Stakeholder #6	Stakeholder #7	Stakeholder #8
<b>Freight Issues and Concerns in Virginia</b>								
Do you feel that Virginia's freight system currently provides adequate capacity, performance, and service availability and choice to meet your needs?	Generally, yes!	Yes	Infrastructure on bridges and roads is of concern especially in D.C. and Tidewater. Heartland corridor will do a lot to improve things, a key project for the state.	<p>Graduates of State's Valley Export Program</p> <p>No - Specifically from time to time company will import machinery that comes by ocean. It is difficult to get that equipment to Roanoke. Heartland Corridor may help out in the future. But now too expensive to get equipment here by truck. Security is a big issue for any mode of transportation. Insurance carriers would not insure final product on rail. Machinery is a pain to get to facility. It seems difficult to get machinery here by rail.</p>	Yes	Yes	1-81 is a concern. I-81 can make or break you as far as service times.	Freight system is adequate. But company would love to have an intermodal yard like the proposed Heartland Corridor in the region.

Table A.19 ROANOKE AREA Stakeholder	Stakeholder #1	Stakeholder #2	Stakeholder #3	Stakeholder #4	Stakeholder #5	Stakeholder #6	Stakeholder #7	Stakeholder #8
Within Virginia, what are the most significant challenges your business or facility faces in freight movement?	Respondent has only been in Virginia a few weeks. Biggest problem he sees is congestion on interstate highways.	Facility has to use different regional trucking companies for different areas of state so company cant get good rates based on volume. There is no one company to service their business statewide for a volume discount.	Road systems in D.C. and Tidewater are huge bottlenecks for the company. These are really the only bottlenecks in the State.	Risk of theft (security) anywhere you send product.	Respondent is a trucking company with 50,000 competitors. Doesn't have any major problems. Doesn't have problem finding drivers, they have great benefits for drivers. Company has 193 terminals nationwide.	Price of Fuel. Reliable equipment i.e., new truck engines and driver availability.	I-81 is major issue. Force of nature (i.e., hurricanes). Natural gas prices and diesel prices.	Availability of qualified drivers is the key bottleneck. The company uses [company x] but sometimes they are short of drivers.
Overall, what do you see as key problems or bottlenecks that need to be addressed?	Expansion of Interstate system additional lanes on highway and more limited access highways are needed.							

Table A.19 ROANOKE AREA Stakeholder	Stakeholder #1	Stakeholder #2	Stakeholder #3	Stakeholder #4	Stakeholder #5	Stakeholder #6	Stakeholder #7	Stakeholder #8
What changes are needed, and who should be accomplishing them?		The business is based on regional trucking companies lanes of operation. The larger trucking companies could expand lanes of operation so they could consolidate volume.	House and Senate are fighting over the transportation bill. Until this is resolved there won't be improvements. Advance doesn't want to see tolls on interstates.	Would look to the government for help. Need quick rail service for machinery. Company could use passenger service as an alternative to high air costs. Passenger rail service to D.C. to get a flight in D.C.	Some of the competitors do not have the technology required to be a regional and long-haul carrier they will not keep up. Investment in technology is needed (GPS, Internet, tracking etc.) to be at the top of industry.	Fuel is kind of stuck. Equipment is regulated by EPA but there is not confidence in the new engines. Driver shortages affect business because of new Hazmat rules for Homeland Security. Increased traffic on roads also a problem. Not a huge problem in area right now but will be in 5 to 10 years.	Natural gas pipelines. It is expensive to get Natural Gas, we are on the tail end of pipelines. Increased availability of pipelines. The company needs this to meet competition. North Carolina and Tennessee have better connections. East Tennessee pipeline goes by major cities. A sister plant in Tennessee pays much less to get natural gas access. Interstate 73 would be a big plus. 220 and I-77 to I-81 are used a lot for products.	Respondent doesn't have anything to add except training more drivers.

Table A.19 ROANOKE AREA Stakeholder	Stakeholder #1	Stakeholder #2	Stakeholder #3	Stakeholder #4	Stakeholder #5	Stakeholder #6	Stakeholder #7	Stakeholder #8
What are you doing to improve freight handling and movement and why?	The company is investing heavily in technology to coordinate inbound and outbound for fewer empty trucks on a dead head leg. Company is making a multi-million dollar investment to do this.	Nothing to report	Our company will build a new distribution center in Mid-West. It will be in operation by 2008. Heartland Corridor would help with this distribution center.	Selected certain carriers so they can partner freight and air service. [company x] has own common carrier and air service. [company y] has done a similar thing. Combine common carrier with air.	Respondent is constantly updating technology. Company has scales in place to weigh all shipments. Company is establishing speed controls on trucks, satellite tracking, security locks, training, Hazmat training, Customer Service training and investments in modern equipment and preventative maintenance.	Trying to streamline dispatching operation. Then looking into electronic location hardware to monitor location of trucks.	The company works directly with some major trucking companies in the area to reduce costs.	The company compacts their tires to increase the weight per trailer. They probably have increased 4,000 lbs per trailer.

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<p>How can the Commonwealth of Virginia help you better achieve your freight movement objectives?</p>	<p>Respondent doesn't feel comfortable answering question.</p>	<p>Road system is the biggest problem for company (quality and availability). Statewide problem.</p>	<p>Heartland Corridor is key to success. Roads and bridges in Northern Virginia and Tidewater.</p>	<p>Interstate 81 is an accident waiting to happen. There needs to be truck lanes on I-81. Venders complain about I-81. Freight rail (expeditious form could help). Airport, could be international if custom's officer were at airport.</p>	<p>Decision-makers need to do surveys and use information. Don't second-guess anything.</p>	<p>Biggest improvement would be road improvement. Rail and Air won't help this particular business.</p>	<p>New regulations on truck drivers (i.e., X amount of time and miles) has created problems in getting carriers for truck-load movements. A lot of companies are on Just-in-Time (JIT) basis, and if we can't get it there on time there are problems. The company would love to see toll-booths on I-81 and I-77 to improve roads. For example, if you go to Philadelphia or West Virginia you pay tolls for road improvement. Most of traffic on I-81 is out-of-state so let them help pay.</p>	<p>Respondent would like inter-modal site closer (i.e., Heartland Corridor).</p>
<p>Are there specific improvements to highways, railroads, ports or airports?</p>								
<p>Are there specific regulatory, policy, institutional, or program changes?</p>								

<b>Table A.19 ROANOKE AREA Stakeholder</b>	<b>Stakeholder #1</b>	<b>Stakeholder #2</b>	<b>Stakeholder #3</b>	<b>Stakeholder #4</b>	<b>Stakeholder #5</b>	<b>Stakeholder #6</b>	<b>Stakeholder #7</b>	<b>Stakeholder #8</b>
To what extent can you partner in making these changes happen?								
Do you think freight has a high enough profile in Virginia to accomplish needed changes?	Respondent is not certain due to having only been in Virginia a short time. Only thing that respondent has witnessed is debate over Heartland Corridor facility. Intermodal (Heartland Corridor) facility would help with bananas from port and would help with seasonal merchandise from West Coast.	Freight doesn't have a high enough profile. People only hear about truck lanes on I-81 but don't hear about overall movements and patterns.	Freight is taken for granted everywhere, not just Virginia. People don't understand freight movement and importance of moving freight. Add campaign on importance of NIT and Rails. Virginia could do an add campaign to educate citizens about freight. For business majors in colleges and universities, transportation needs to be a required course for a university degree.	Many items are overnight or express. Can't say about other segments.	General public doesn't understand how merchandise gets to stores. The profile of the contents of a truck is not realized by public.	Freight has high enough profile	Yes	Respondent thinks freight has high enough profile. None of the interstates in Virginia are delaying delivery of product.
Do you have suggestions for raising its profile?	Doesn't know! When respondent was in Tennessee (working for same company) they were member of Tennessee Truckers Association.							

<b>Table A.19 ROANOKE AREA Stakeholder</b>	<b>Stakeholder #1</b>	<b>Stakeholder #2</b>	<b>Stakeholder #3</b>	<b>Stakeholder #4</b>	<b>Stakeholder #5</b>	<b>Stakeholder #6</b>	<b>Stakeholder #7</b>	<b>Stakeholder #8</b>
Is there a local/regional freight committee or council in your region?		Respondent isn't aware of one. Respondent would be interested if one existed.	Our company will soon participate in: Virginia Trucking Association – Richmond Virginia Maritime Association – Norfolk	Never heard of one. Would be interested. They need quick equipment at a reasonable price.	There is one and he does not participate. Used by an OS and D council which grew.	Participates in the SW Virginia Transportation Council (group of local trucking executives who meet one day a month).	There is one that she participated in bus she hasn't heard in along time.	Respondent doesn't know of one. It would be of interest.
If yes, do you participate?								
If no, would that be of interest to you?								
Do you have personal contact with the following agencies?			Respondent doesn't have contacts. Someone else may have contacts. Respondent has only been with company for 2 years.					
If yes, who? (note what level the person is in the organization and the nature of the relationship)					All of the above contacts done by corporate office not this local location.			
<i>Virginia Department of Transportation</i>	Not yet, probably in future on a limited basis.					Not on regular basis		
<i>Virginia Departments of Rail/Public Transit, Ports, Aviation, Motor Vehicles</i>							No indirectly to Ports	

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<i>Other state agencies</i>				Virginia Leaders in Export Trade – Joe Robinson		DEQ – not on regular basis		
<i>State elected officials</i>	Not typically very limited only 1 situation in 19 years (other state).	President of Company has contact.		Joe serves at request of governor				
<i>Local elected officials</i>	Same as above, the company has spokespeople for that role logistics department doesn't take on that role.	President of Company has contact.		Owners may have contact!			Yes – regional water authority	
<i>Local Metropolitan Planning Organization</i>		President of Company has contact.					Yes	
<i>Local government staff</i>		President of Company has contact.		Owners may have contact!			Yes – utility issues – Town Manager	
Do you participate in industry associations or other organized collaborative activity aimed at improving freight infrastructure or policy?	Yes whenever possible. Was a member of Tennessee Truckers Association when located in Tennessee.	No		No except for Chamber of Commerce etc.	Not in any associations. Business is based on services to customers (how to properly package, proper labeling etc.) Business model is based on one-on-one customer interaction.	Yes SW Virginia Transportation Council.	No	No

<b>Table A.19 ROANOKE AREA</b>								
<b>Stakeholder</b>	<b>Stakeholder #1</b>	<b>Stakeholder #2</b>	<b>Stakeholder #3</b>	<b>Stakeholder #4</b>	<b>Stakeholder #5</b>	<b>Stakeholder #6</b>	<b>Stakeholder #7</b>	<b>Stakeholder #8</b>
<b>Freight Issues and Concerns Outside of Virginia Going Beyond the Region</b>								
If you have a high percentage of out-of-state shipments, are you facing the same issues in other states as you are in Virginia, or are there different issues? Please describe.	Issues are pretty much the same. Congestion in Tennessee was very similar to Virginia. The operation in Tennessee was similar to Virginia all of our company's operations are similar. We need to figure better ways to use capacity we have, make the most out of what we have.	Company faces similar issues in other states. Biggest issue in SW Virginia is a lack of facilities to offer return freight for trucking companies who come out to the area. We need more businesses to help facilitate back-hauls. The lack of back-hauls drives up freight prices.	same issues across the country. Not much difference between other states.	Freight issues are speed and price. Issues for overnight is theft. Same issues in other states.	All locations are having same issues he has. Virginia has the advantage of having interstates running through state. Our highways are even a little bit better than the other states. Virginia is a great state to run their business. Only Northern Virginia is a problem.	Facing the same issues in other states.	The issues in Virginia are access in nature (i.e., to Denver or Arizona). Multi-state issues in general.	Same issues in other states.
What, if anything, should the Commonwealth of Virginia be doing to address these issues?								

**Table A.20 Roanoke Area Results (continued)**

Table A.20 ROANOKE AREA Stakeholder	Stakeholder #9	Stakeholder #10	Stakeholder #11	Stakeholder #12	Stakeholder#13	Stakeholder #14	Stakeholder #15
Contact Name							
Contact Phone							
Other Info							
<b>Your Business</b>							
What is the nature of your business or facility?	Roanoke facility does less than truckload business. Facility brings in freight from all over the world and makes local deliveries.	Building components manufacturer and retail building materials.	Manufacture cement. Cement Quarry.	Manufacturing company.	Printing, warehousing, fulfillment	Manufacturing company	Recycling company.
What are your primary products and customers?	Factories in the region, very little retail (business to business).	Roof trusses, floor trusses and wall panels for building industry.	Product: Portland or Masonry Cement Customers: Concrete Manufacturers	Manufacture bricks. They have a wide range of customers, from wholesalers to retailers, home-builders, contractors.	Primary products are marketing and promotional materials. Primary customers vary widely, and include [a wide variety of] companies.	Manufacture kitchen cabinets. Primary customers are dealers.	Recycle steel, mixed paper, cardboard, plastic, tin, aluminum, and more. Primary customers are mills.
How many people do you employ?	30	199	Respondent doesn't know.	About 2,000 at 7 facilities nationwide. 70 at corporate facility. Two plants are in Virginia. He isn't sure how many these two facilities employ.	About 70	About 150	About 130

<b>Table A.20 ROANOKE AREA Stakeholder</b>	<b>Stakeholder #9</b>	<b>Stakeholder #10</b>	<b>Stakeholder #11</b>	<b>Stakeholder #12</b>	<b>Stakeholder#13</b>	<b>Stakeholder #14</b>	<b>Stakeholder #15</b>
By what modes do you ship and receive goods?	All by truck.	They receive goods through common carrier and by rail (own access) and deliver with own fleet. Problems with common carrier seasonal availability will be highlighted later.	Rail and Truck	Truck and rail	Mostly truck and LTL	Truck	Truck and rail
If by truck, can you provide rough estimates of:							
The number of truck moves in and out per day or per week:	35 a day in and out for LTL. For line-haul an additional 10-15 per day.	They have 25 to 50 truck moves per day consisting of mostly "all truck" moves the majority are local and regional.	Outbound: 80-130 trucks. All outbound truck is customer delivery. 70% of product moves outbound in rail cars. 30% in truck for West Virginia, Virginia and North Carolina in trucks.	They don't have many incoming movements. Raw materials are on-site. Outgoing truck movements average 150 per week.	Their customers arrange for transportation. Generally, the facility takes in 2 to 3 trucks per day and about the same outgoing.	Approximately 10 truckloads in and 10 truckloads out per week.	She's not sure
How many are "all truck" trips versus trips to/from railyards, seaports, or airports?	100% all truck trips		See above	100% are "all truck."	He isn't sure, but thinks that most are "all truck."	Most are "all truck."	
The major origin-destination patterns:	Majority is long-haul out-of-state. Regional business (delivery) encompasses region, including Roanoke, Martinsville, Radford, Covington, Lexington, Lynchburg, and Chatham.		See above	Major destinations include other sites in Virginia, as well as the eastern U.S.	Raw materials originate from paper and cardboard companies across the U.S. Major destinations are located within the mid-Atlantic states.	Origins of raw materials are from U.S. and Canada, as well as China. Destinations of products are dealers all across the U.S., as well as Bermuda and Puerto Rico.	

<b>Table A.20 ROANOKE AREA Stakeholder</b>	<b>Stakeholder #9</b>	<b>Stakeholder #10</b>	<b>Stakeholder #11</b>	<b>Stakeholder #12</b>	<b>Stakeholder#13</b>	<b>Stakeholder #14</b>	<b>Stakeholder #15</b>
If you have direct rail service to your facility:				Yes	No	No	Yes
How many railcars and train moves?		They do have direct rail access to facility and receive 2 to 4 rail moves per month which consists mostly of lumber and plywood inbound from West Coast states.	Yes One switch (railcar) daily 5 days a week. Portland Cement. Rail moves to Virginia and North Carolina. Rail moves to company-owned terminals and then available for customer pickup. Company has 7 terminals across states and customers use their own transportation to pick up product.	Sporadic. Probably 600 rail cars per year.			She's not sure
What is being moved; in what direction; and to/from where?				Bricks and raw materials being moved from their plants in Webster and Atkins to other locations in Virginia and the eastern U.S.			
Do you see your business growing in the future?	The company's business will grow about 10%/year. Respondent won't comment for others in the same industry.	Right now in slump but anticipate growth in future because of a possible market rebound in housing. The Northern Virginia branch of the business got hit harder because of the housing bubble. They are hoping for a housing rebound in the future.	The company is the only cement quarry in the state of Virginia. Business is growing; the company is importing cement as well as manufacturing cement from the quarry.	It depends on the economy. His industry is facing a recession right now.	Yes	Hopefully	Yes The company has made a couple of acquisitions over the past few years and others are pending.

<b>Table A.20 ROANOKE AREA</b>							
<b>Stakeholder</b>	<b>Stakeholder #9</b>	<b>Stakeholder #10</b>	<b>Stakeholder #11</b>	<b>Stakeholder #12</b>	<b>Stakeholder#13</b>	<b>Stakeholder #14</b>	<b>Stakeholder #15</b>
By how much?					Not sure		
What about similar industries in your region?							
And why?							
<b>Freight Issues and Concerns in Virginia</b>							
Do you feel that Virginia's freight system currently provides adequate capacity, performance, and service availability and choice to meet your needs?	Yes	Yes - depends largely on season. During strong produce hauling season trucking is not readily available from common carrier.	It depends on the season. In spring it is harder to get rail cars. Business is cyclical; fertilizer and animal feeds may be competing for rail cars on a seasonal basis.	Overall, yes. There are not enough rail cars.	Yes	Yes However, he said that the right lane of interstate highways should be wider to accommodate wide load trucks. These right lanes should be at least 14-ft. wide. The current situation is dangerous. He has noticed this issue particularly on I-220.	Yes
Within Virginia, what are the most significant challenges your business or facility faces in freight movement?	Most challenges are from within the company. Company structure is being reworked.	Biggest problem is finding qualified drivers and seasonal availability of common carriers. Haven't encountered many problems with traffic.	The greatest concern is the number of trucks on interstate system. A lot of customers are time sensitive and have limited storage space. Customer service has to take accidents and congestion into consideration when working with customer to get JIT delivery to their premises.	Fuel costs	On-time delivery issues and time constraints.	Meeting expectations in terms of on-time delivery.	Materials often come to the facility in a condition which requires additional handling.

<b>Table A.20 ROANOKE AREA Stakeholder</b>	<b>Stakeholder #9</b>	<b>Stakeholder #10</b>	<b>Stakeholder #11</b>	<b>Stakeholder #12</b>	<b>Stakeholder#13</b>	<b>Stakeholder #14</b>	<b>Stakeholder #15</b>
Overall, what do you see as key problems or bottlenecks that need to be addressed?				Nothing specific	None that he can think of	Truck drivers mention traffic congestion as an issue.	On-time product delivery when using the rail system.
What changes are needed, and who should be accomplishing them?	Respondent doesn't see any problems at current point. Respondent is monitoring I-81 situation with tolls. Tolls would hurt local facility.	No comment!	Respondent has been to all of VDOT public hearings that she can. However respondent is not an advocate for political positions, but would like to see more freight moving by rail. NS has bottlenecks in Roanoke yard.	Pricing and fuel costs need to come down. He doesn't think the State should be involved in addressing these problems, however.	None	Not sure	Not sure
What are you doing to improve freight handling and movement and why?	Business restructuring plan is currently confidential.	Realignment of resources	The company works with carriers and customers to get freight delivered during off-peak hours.	Nothing specific	The company works with its customers and their carriers to make sure that the most appropriate shipping companies are used in the most appropriate locations.	Trying to find central locations for warehouses, so that products can be shipped there for further distribution.	
How can the Commonwealth of Virginia help you better achieve your freight movement objectives?	Respondent doesn't see any necessary changes for the time being. Things are fine just the way they are. Any tax or toll increase would be a burden.	Improve the volume of traffic on Interstate 81.	Respondent doesn't feel comfortable answering.	Nothing that he can think of	Nothing that he can think of	Not sure	Not sure
Are there specific improvements to highways, railroads, ports or airports?					No		

<b>Table A.20 ROANOKE AREA Stakeholder</b>	<b>Stakeholder #9</b>	<b>Stakeholder #10</b>	<b>Stakeholder #11</b>	<b>Stakeholder #12</b>	<b>Stakeholder#13</b>	<b>Stakeholder #14</b>	<b>Stakeholder #15</b>
Are there specific regulatory, policy, institutional, or program changes?					No		
To what extent can you partner in making these changes happen?							
Do you think freight has a high enough profile in Virginia to accomplish needed changes?	Freight has been getting attention on I-81. But, respondent doesn't think has high enough profile. Freight only gets a negative profile (i.e., I-81).	Other than I-81, freight could have a higher profile because whole economy is controlled by freight. People talk about I-81 but not freight in general.	Respondent thinks that Governor is focused on freight.	He is not sure	He isn't sure	Yes Everyone is aware of the problems.	She thinks so.
Do you have suggestions for raising its profile?							
Is there a local/regional freight committee or council in your region?	Unknown Would be of interest if available.	No doesn't exist.	Used to attend several of the freight advisory committee meetings at the MPO. (2002-2004)	Not that he is aware of.	Not that he is aware of.	No	She's not sure
If yes, do you participate?							
If no, would that be of interest to you?		No not interested.		Not sure	Probably not	Maybe	
Do you have personal contact with the following agencies?							
If yes, who? (note what level the person is in the organization and the nature of the relationship)							

<b>Table A.20 ROANOKE AREA</b>							
<b>Stakeholder</b>	<b>Stakeholder #9</b>	<b>Stakeholder #10</b>	<b>Stakeholder #11</b>	<b>Stakeholder #12</b>	<b>Stakeholder#13</b>	<b>Stakeholder #14</b>	<b>Stakeholder #15</b>
<i>Virginia Department of Transportation</i>		Purchasing Permits	No specific contact but calls the local scales office for assistance.	No	Rarely.	No	
<i>Virginia Departments of Rail/Public Transit, Ports, Aviation, Motor Vehicles</i>				No	No	No	
<i>Other state agencies</i>		VEC		No	No	No	
<i>State elected officials</i>		Rarely if ever!		No	No	No	
<i>Local elected officials</i>		Rarely if ever!		No	No	No	
<i>Local Metropolitan Planning Organization</i>		Rarely if ever!		No	No	No	
<i>Local government staff</i>		Rarely if ever!		No	No	No	
Do you participate in industry associations or other organized collaborative activity aimed at improving freight infrastructure or policy?	Respondent does not.	No	Company does but respondent doesn't know name.	No	No	No	
<b>Freight Issues and Concerns Outside of Virginia Going Beyond the Region</b>							
If you have a high percentage of out-of-state shipments, are you facing the same issues in other states as you are in Virginia, or are there different issues? Please describe.	Respondent only has responsibility for our region in Virginia. Another department of company "line haul" will move interstate moves.	Incoming form Carolinas (North and South) same issues of seasonal truck availability due to demand for produce i.e., watermelons etc.	Same issues in other states. Absolutely!	Fuel costs and rail car availability are issues in other states too.	No issues	Truck drivers mention traffic congestion as an issue in New York and Boston.	

<b>Table A.20 ROANOKE AREA Stakeholder</b>	<b>Stakeholder #9</b>	<b>Stakeholder #10</b>	<b>Stakeholder #11</b>	<b>Stakeholder #12</b>	<b>Stakeholder#13</b>	<b>Stakeholder #14</b>	<b>Stakeholder #15</b>
What, if anything, should the Commonwealth of Virginia be doing to address these issues?							

**Table A.21 TriCities Area Results**

<b>Table A.21 TRI-CITIES AREA Stakeholder</b>	<b>Stakeholder #1</b>	<b>Stakeholder #2</b>	<b>Stakeholder #3</b>	<b>Stakeholder #4</b>	<b>Stakeholder #5</b>	<b>Stakeholder #6</b>	<b>Stakeholder #7</b>
<b>Contact Name</b>							
<b>Contact Phone</b>							
<b>Other Info</b>							
<b>Your Business</b>							
What is the nature of your business or facility?	Manufacturing	Distribution	Warehouse distribution	Distribution and packaging center for after market auto products	Distribution Center	Contract carrier	Manufacturing
What are your primary products and customers?	Pre-stressed concrete structures	Food Items; Retail Stores	Retail outlets	Engine-related items; auto part outlets	Retail products; retail stores	General commodities, including food and paper products; customers are mostly local manufactures	7,000 lb. roll of paper
How many people do you employ?	200 employees	600	300 employees	250 employees	850 employees	80 employees	300
By what modes do you ship and receive goods?	Truck and rail	Truck only	100% truck	Truck only	Truck only	Ready is a provider of trucking service, not a shipper	
If by truck, can you provide rough estimates of:							

<b>Table A.21 TRI-CITIES AREA Stakeholder</b>	<b>Stakeholder #1</b>	<b>Stakeholder #2</b>	<b>Stakeholder #3</b>	<b>Stakeholder #4</b>	<b>Stakeholder #5</b>	<b>Stakeholder #6</b>	<b>Stakeholder #7</b>
The number of truck moves in and out per day or per week:	Approximately 60 outbound truck loads daily; N/A on inbound truck loads	130 outbound daily truck loads, 200 inbound daily truck loads	about 45 loads inbound and outbound on a daily basis	20 loads per day inbound and 20 loads per day outbound; mostly smaller delivery trucks	average a total of 150 daily inbound and 150 outbound trips;	Approximately, 25 to 30 trucks per day are on the road.	250 total trucks inbound and outbound per day; about 1% involve trip to a rail yard; 200 trucks inbound with various forms of wood (round, chips, etc.); 50 trucks outbound daily with paper product.
How many are “all truck” trips versus trips to/from railyards, seaports, or airports?		less than 5% involve seaports, rail yards or airports	about 3 or 4 loads involve rail yard in Hampton Roads	about 3 loads per week come from Port of Norfolk	small number use Hampton Roads port facilities		
The major origin-destination patterns:		Regional travel pattern	Mid-Atlantic service area; a portion are out-of-state.	shipping area includes entire U.S.	service area includes eastern Virginia, D.C., southern Maryland northeastern North Carolina	Service area is basically east of Mississippi River. Authorized to operate in some areas beyond, but little activity.	Service area is northeast quadrant of U.S. (Ohio to St. Louis to Chicago to Richmond).
If you have direct rail service to your facility:							

Table A.21 TRI-CITIES AREA Stakeholder	Stakeholder #1	Stakeholder #2	Stakeholder #3	Stakeholder #4	Stakeholder #5	Stakeholder #6	Stakeholder #7
How many railcars and train moves?	Rail: Direct rail service available and used for inbound movement of cement and gravel. Interviewee did not know, off-hand, the number of railcars per week received						Respondent is also served by [class I rail] facilities. Approximately, 20 railcar loads of paper rolls are outbound daily for the northeast quadrant and Canada. Approximately, 10 railcar loads are inbound with wood chips from North Carolina and Florida. Some inbound railcars arrive with chemicals.
What is being moved; in what direction; and to/from where?							
Do you see your business growing in the future?	Yes, expect business to grow, at least,	Yes, about 5% annually.	Yes, about 10% per year.	Company generally expects growth to parallel national economy; no major swings expected; market fairly well saturated	Interviewee believed business would continue to grow, but not in the volume of truck traffic because the company is implementing measures to be more efficient	The level of business activity expected to remain about the same.	Yes, about 10% annually for the near future. This trend will not continue indefinitely.
By how much?	By 30% over the next 10 years.						
What about similar industries in your region?							
And why?							

Table A.21 TRI-CITIES AREA Stakeholder	Stakeholder #1	Stakeholder #2	Stakeholder #3	Stakeholder #4	Stakeholder #5	Stakeholder #6	Stakeholder #7
<b>Freight Issues and Concerns in Virginia</b>							
Do you feel that Virginia's freight system currently provides adequate capacity, performance, and service availability and choice to meet your needs?	Interviewee expressed no problems regarding the capacity of Virginia's freight system.	Yes, not problems stated by interviewee adequacy of freight system.	No, traffic congestion (capacity problem) on roadways in Northern Virginia and, to a lesser degree, Hampton Roads were cited as significant problems.	He did indicate significant safety problems exist with current Route 460. The company is located on Route 156 less than quarter mile from Route 460 in Prince George County. He was complementary of recently completed bridge work on nearby Route 156 Norfolk Southern overpass. Beyond Route 460 he did not cite any problems with Virginia's freight system. He emphasized his company utilizes contract carriers extensively. He was not aware of any issues confronting these companies.	Yes, no problems cited	As a contact carrier, he had no problem at all with the freight system in Virginia. He indicated roads in New Jersey are bad. The company pays \$205.00 in tolls for a truck to run on I-95 from Petersburg to New Jersey/New York and questioned where toll collections are going.	Respondent has a problem using independent truckers for weekend work as brokers are not available to arrange shipments on Saturdays and Sundays. This is not a public issue. Stone also has a problem with weight limits for trucks.

Table A.21 TRI-CITIES AREA Stakeholder	Stakeholder #1	Stakeholder #2	Stakeholder #3	Stakeholder #4	Stakeholder #5	Stakeholder #6	Stakeholder #7
Within Virginia, what are the most significant challenges your business or facility faces in freight movement?	Interviewee expressed concern about the permitting process used to regulate the shipping aspect of his business. Outbound truck loads that enter a city must have a permit from each city entered until load reaches its destination. For example, a load of product leaving the plant in Dinwiddie bound for Virginia Beach must get a permit from the City of Chesapeake and the City of Portsmouth in order to deliver a load in Virginia Beach. This permitting process is excessive. I did not ask if the permits were for “oversized” loads only or for all loads. I did not ask about the cost imposed for these permits. These were not VDOT permits. Interviewee also expressed concern about high level of congestion in Northern Virginia.	Lack of capacity to expand present facility because additional land area not available.	Congestion has caused company to both reroute trucks around D.C. area and to establish a Baltimore operation for moving loads into Northern Virginia during night-time (off-peak hours). Both the rerouting and the Baltimore operation strategies have increased company operating cost for serving Northern Virginia Area.	N/A;	Only challenge cited is congestion in NOVA, D.C. and Maryland portions of service area	Challenge cited was congestion towards D.C. area.	On the weight restriction problem, product unit weights do not always match regulated weight loads for trailers. A trailer may have to leave the plant with less product units than desired because adding one more unit would put the load over the weight limit. Relaxing the weight restrictions by any amount, even 1,000 lbs., would be of assistance with this company problem.

<b>Table A.21</b> <b>TRI-CITIES AREA</b> <b>Stakeholder</b>	<b>Stakeholder #1</b>	<b>Stakeholder #2</b>	<b>Stakeholder #3</b>	<b>Stakeholder #4</b>	<b>Stakeholder #5</b>	<b>Stakeholder #6</b>	<b>Stakeholder #7</b>
Overall, what do you see as key problems or bottlenecks that need to be addressed?	Interviewee had major concern about the rail crossing trucks must traverse in order to access the plant site entrance on Route 460. No signalization is available and a serious accident may occur in future. (These constrains were present when the plant located years ago.)	Site access improvements needed, including traffic signal at Route 460 and Enterprise Drive along with a center turn lane needed at Route 460.	The addition of more travel lanes was cited as solution for present-day traffic congestion. Financing of improvements with tolls were not favored and cited as a additional operational expense for company.				
What changes are needed, and who should be accomplishing them?		N/A					
What are you doing to improve freight handling and movement and why?					Company is dealing with congestion by scheduling more of its drivers to operate during off-peak hours. Company labor costs are the same, day or night.	To deal with this congestion, the company usually reroutes its drivers around congested areas, if possible. Interviewee mentioned one aspect of increased cost associated with operating in congested areas. Drivers operating hours are regulated. Congestion limits the number of productive hours a driver can actually work and increases operating cost.	

<b>Table A.21 TRI-CITIES AREA Stakeholder</b>	Stakeholder #1	Stakeholder #2	Stakeholder #3	Stakeholder #4	Stakeholder #5	Stakeholder #6	Stakeholder #7
How can the Commonwealth of Virginia help you better achieve your freight movement objectives?						Interviewee cited making Route 460 an interstate type facility would be a great improvement for this area. Safety issues and need to avoid traffic lights along existing Route 460 associated with trips to South Hampton Roads were cited. He said much of his business activity uses Route 460.	
Are there specific improvements to highways, railroads, ports or airports?							
Are there specific regulatory, policy, institutional, or program changes?							
To what extent can you partner in making these changes happen?							
Do you think freight has a high enough profile in Virginia to accomplish needed changes?	Interviewee had no problem regarding the current “profile level” of freight in Virginia.	No issues cited with profile of freight movement in Virginia.	Interviewee did see current profile of freight in Virginia as a problem.		No problem cited with freight profile in Virginia.	No problem with freight profile in Virginia.	Yes
Do you have suggestions for raising its profile?							

<b>Table A.21 TRI-CITIES AREA Stakeholder</b>	<b>Stakeholder #1</b>	<b>Stakeholder #2</b>	<b>Stakeholder #3</b>	<b>Stakeholder #4</b>	<b>Stakeholder #5</b>	<b>Stakeholder #6</b>	<b>Stakeholder #7</b>
Is there a local/ regional freight committee or council in your region?	Interviewee neither participates in local, regional or State freight committees nor saw a need to do so.						
If yes, do you participate?							
If no, would that be of interest to you?							
Do you have personal contact with the following agencies?			The company has no personal contact with State, regional or local agencies listed.	No agency personal contact; a current employee was a former member of Prince George Planning Commission. No problem cited with current freight profile in Virginia.	No personal contact mentioned with agencies.	Did not mention personal governmental contacts.	Respondent does not have file on government contact. The plant is located 2 blocks from the Hopewell street maintenance shop and any pothole type problems are relayed as need arises.
If yes, who? (note what level the person is in the organization and the nature of the relationship)							
<i>Virginia Department of Transportation</i>							
<i>Virginia Departments of Rail/Public Transit, Ports, Aviation, Motor Vehicles</i>							
<i>Other state agencies</i>							
<i>State elected officials</i>							

<b>Table A.21 TRI-CITIES AREA Stakeholder</b>	<b>Stakeholder #1</b>	<b>Stakeholder #2</b>	<b>Stakeholder #3</b>	<b>Stakeholder #4</b>	<b>Stakeholder #5</b>	<b>Stakeholder #6</b>	<b>Stakeholder #7</b>
<i>Local elected officials</i>							
<i>Local Metropolitan Planning Organization</i>							
<i>Local government staff</i>							
Do you participate in industry associations or other organized collaborative activity aimed at improving freight infrastructure or policy?		Yes, National Private Truck Council	The company participates with an industry association on a national level.	Company does not participate in an industry freight movement association and emphasized extensive use of contract carriers.	Company does participate on a national level in an association involving freight movement.	Company does belong to State and national trucking associations and the Petersburg Chamber of Commerce.	
<b>Freight Issues and Concerns Outside of Virginia Going Beyond the Region</b>							
If you have a high percentage of out-of-state shipments, are you facing the same issues in other states as you are in Virginia, or are there different issues? Please describe.	Yes, approximately 60% of company product is shipped out-of-state. Not many problems until trucks reach Northern Virginia. He did cite high fuel cost as a concern.				Shipments to D.C. and Maryland contend with similar congestion as NOVA. Company response to congestion problem in NOVA cited in #8.		About 30% of the 250 daily trips involve travel beyond Virginia borders.
What, if anything, should the Commonwealth of Virginia be doing to address these issues?			No solution offered, except adding more travel lanes.				

**Table A.22 TriCities Area Results (continued)**

Table A.22 TRI-CITIES AREA Stakeholder	Stakeholder #8	Stakeholder #9	Stakeholder #10	Stakeholder #11	Stakeholder #12	Stakeholder #13	Stakeholder #14	Stakeholder #15
Contact Name								
Contact Phone								
Other Info								
<b>Your Business</b>								
What is the nature of your business or facility?	Food Processing	Manufacturing using recycled steel	Manufacturing	Manufacturing	Manufacturing	Freight carrier	Manufacture books	Manufacturing and operating facility
What are your primary products and customers?	Meat Products	Structural steel products	Steel bearings	Refrigeration equipment	Foot lockers and trunks for [retail customers]	Primary customers are large merchandise companies (i.e., big box retailers)	Primary products are memory books, and customers are direct sales (primarily consultants).	Primary products are wall and roof panels. Customers include companies in the metal construction industry.
How many people do you employ?	300	400 employees	425 employees	650 employees	80 employees	150	Declined to answer this question.	30 in Virginia
By what modes do you ship and receive goods?		Overall: 40% truck and 60% rail; inbound railcars			Primarily by truck (some by rail)	Truck	Truck	Flatbed truck
If by truck, can you provide rough estimates of:								

<b>Table A.22 TRI-CITIES AREA Stakeholder</b>	<b>Stakeholder #8</b>	<b>Stakeholder #9</b>	<b>Stakeholder #10</b>	<b>Stakeholder #11</b>	<b>Stakeholder #12</b>	<b>Stakeholder #13</b>	<b>Stakeholder #14</b>	<b>Stakeholder #15</b>
The number of truck moves in and out per day or per week:	Approximately, 200 trucks per day inbound and outbound to facility.		Outbound trucks=25 per week; inbound trucks=7 per week, mostly from Norfolk ports	Inbound trucks = 6 or 7 loads per week; outbound trucks=100 loads per week; in addition, contract carriers, such as [company x], are used to ship smaller items.	Outbound trucks=12 to 15 per week; inbound trucks=1 to 2 per week.	Approximately 250 incoming and about 250 outgoing.	About 10 truck shipments go out weekly (arranged by St. Cloud, Minnesota office). Incoming shipments are from [company x].	50 to 70 outbound trucks per week. 5 to 10 incoming shipments of raw materials per week.
How many are “all truck” trips versus trips to/from railyards, seaports, or airports?	Very small number of loads involve seaport facilities in Norfolk.				The majority are “all truck” trips.	He isn’t sure how many, but he knows that many of the trucks make connections to airports and seaports.	100% all truck trips.	All incoming shipments are “all truck.”
The major origin-destination patterns:	Service area is generally eastern U.S.		Service area includes U.S.; Russia; Australia; Brazil.		Both origins and destinations are all over the country.	Major origins and destinations are North Carolina, Virginia, Maryland, and Pennsylvania.	Origins and destinations are varied.	Raw materials originate from Pennsylvania and Texas and are shipped to Virginia. Destinations are all across continental U.S.
If you have direct rail service to your facility:						No	No	No
How many railcars and train moves?			Inbound rail cars=3 per week, steel bars mostly coming from Canton, Ohio; Outbound rail cars=5 per week.	Rail use is limited, company does use some Baltimore and Norfolk-based rail facilities, but no estimate provided on rail use	Rail use is limited.			

Table A.22 TRI-CITIES AREA Stakeholder	Stakeholder #8	Stakeholder #9	Stakeholder #10	Stakeholder #11	Stakeholder #12	Stakeholder #13	Stakeholder #14	Stakeholder #15
What is being moved; in what direction; and to/from where?				Service area includes U.S., Canada, Mexico and Latin America; off-shore shipments use Norfolk, Jacksonville or Miami; however, interviewee did not seem to have much knowledge about off-shore shipments.	He is Not sure			
Do you see your business growing in the future?	Some increase, would not estimate an annual percentage growth.		Company expects continued growth	Business growing, estimated 5% last year and 5% this year.	He said "it's hard to say."	Yes	He hopes so, but cannot say for sure.	Yes
By how much?						Business at the facility has increased 20 to 30% over the past few years. He anticipates up to 50% growth over the next five years.		Not sure
What about similar industries in your region?						He isn't sure		
And why?								

Table A.22 TRI-CITIES AREA Stakeholder	Stakeholder #8	Stakeholder #9	Stakeholder #10	Stakeholder #11	Stakeholder #12	Stakeholder #13	Stakeholder #14	Stakeholder #15
<b>Freight Issues and Concerns in Virginia</b>								
Do you feel that Virginia's freight system currently provides adequate capacity, performance, and service availability and choice to meet your needs?	Yes, highway system in Virginia is good.		No problem with Virginia freight system at all.	No problem with Virginia freight system.	He believes there is enough capacity and doesn't have any performance or service availability concerns. However, he believes there could and should be more transportation choices in his region.	Yes, although more infrastructure will be needed in the future. Currently, I-95 is a "death trap." It is very unsafe and needs repair.	Yes	There are capacity imbalances. There are not enough lanes in the direction truckers need to go at certain times of day.
Within Virginia, what are the most significant challenges your business or facility faces in freight movement?	Most significant freight movement problem confronting the company is finding qualified truck drivers. This is an industry-wide problem. Person must have 4-5 years prior truck driving experience and safe record prior to be considered for employment. Also, congestion in a number of urban areas, including Boston and NOVA are problems. This is an industry-wide problem.		Problems in that government regulations require hazardous materials training for employees, even though the company does not handle hazardous materials. This requires 17 hours of annual training time.	Challenge w/freight movement cited was in the area air freight of smaller components or shipments that may be 8-12-feet in length and "hot part" special order items. Dulles Airport mostly relied on for this service. Interviewee cited this as a problem for company because options for "next-day delivery" are limited in Virginia. More air freight service of this type is readily available in Maryland and Pennsylvania areas.	The cost of moving freight.	Fuel prices and road construction delays.	None	Highway capacity needs. Fuel taxes and regulatory requirements are other concerns.

Table A.22 TRI-CITIES AREA Stakeholder	Stakeholder #8	Stakeholder #9	Stakeholder #10	Stakeholder #11	Stakeholder #12	Stakeholder #13	Stakeholder #14	Stakeholder #15
Overall, what do you see as key problems or bottlenecks that need to be addressed?					High taxes.		None	
What changes are needed, and who should be accomplishing them?					He terminated the interview during this question.	He doesn't know what can be done. VDOT already does a good job of providing notice about road construction delays.	None	
What are you doing to improve freight handling and movement and why?			N/A; Generally U.S. customers on the west coast seem to plan ahead and allow for shipping time for stocking replacement bearings. Whereas, east coast customers generally do not request replacement stock until a breakdown occurs.			The company is always working to improve their travel times and handling.	Nothing	
How can the Commonwealth of Virginia help you better achieve your freight movement objectives?				Available air freight services are supplemented by [company x and company y] surface transportation. No specific improvements for Virginia to make were cited.		Can't think of anything.	Nothing	

<b>Table A.22 TRI-CITIES AREA Stakeholder</b>	<b>Stakeholder #8</b>	<b>Stakeholder #9</b>	<b>Stakeholder #10</b>	<b>Stakeholder #11</b>	<b>Stakeholder #12</b>	<b>Stakeholder #13</b>	<b>Stakeholder #14</b>	<b>Stakeholder #15</b>
Are there specific improvements to highways, railroads, ports or airports?				Interviewee did mention the company had a previous problem with frequent electrical service disruption.		I-95 needs improvement.	No	
Are there specific regulatory, policy, institutional, or program changes?						No	No	
To what extent can you partner in making these changes happen?						Can't think of anything.		
Do you think freight has a high enough profile in Virginia to accomplish needed changes?	No problem cited with current freight profile in Virginia;			No problem cited with current freight profile in Virginia.		Yes	Yes	He doesn't know.
Do you have suggestions for raising its profile?							No	
Is there a local/regional freight committee or council in your region?						He doesn't know.	No	He doesn't know.
If yes, do you participate?								
If no, would that be of interest to you?						No, employees of the company are not allowed, for ethics reasons, to participate in local or regional councils or committees or share trade information.	No	

<b>Table A.22 TRI-CITIES AREA Stakeholder</b>	<b>Stakeholder #8</b>	<b>Stakeholder #9</b>	<b>Stakeholder #10</b>	<b>Stakeholder #11</b>	<b>Stakeholder #12</b>	<b>Stakeholder #13</b>	<b>Stakeholder #14</b>	<b>Stakeholder #15</b>
Do you have personal contact with the following agencies?	No contact with agencies.			Interviewee was not aware of personal contact between company and agencies listed.				
If yes, who? (note what level the person is in the organization and the nature of the relationship)			No contact with transportation agencies listed					
<i>Virginia Department of Transportation</i>						Yes The company contacts VDOT when snow removal on roads is needed.	No	No
<i>Virginia Departments of Rail/Public Transit, Ports, Aviation, Motor Vehicles</i>						No	No	No
<i>Other state agencies</i>						No	No	No
<i>State elected officials</i>						No	No	No
<i>Local elected officials</i>						No	No	No
<i>Local Metropolitan Planning Organization</i>						No	No	No
<i>Local government staff</i>						No	No	No
Do you participate in industry associations or other organized collaborative activity aimed at improving freight infrastructure or policy?	Interviewee was aware that his company participates in a Maryland freight association.		Yes, Association of American Railroads	Not for shipping, but he understood the company does participate in national organizations related to the refrigeration and engineering.		No, employees of the company are not allowed, for ethics reasons, to participate in local or regional councils or committees or share trade information.	No	No

Table A.22 TRI-CITIES AREA								
Stakeholder	Stakeholder #8	Stakeholder #9	Stakeholder #10	Stakeholder #11	Stakeholder #12	Stakeholder #13	Stakeholder #14	Stakeholder #15
<b>Freight Issues and Concerns Outside of Virginia Going Beyond the Region</b>								
If you have a high percentage of out-of-state shipments, are you facing the same issues in other states as you are in Virginia, or are there different issues? Please describe.	Congestion problems are dealt with by using off-hours for freight movement in these areas. No increase in operating costs are associated with this practice.		N/A; Respondent noted that shipping by rail can sometime save money if customer is willing to allow enough lead time.	N/A		Traffic is a problem in all big cities. Weather is a problem during the winter in northern states.	Not that he is aware of	Fuel taxes and regulatory requirements are a problem in other states too.
What, if anything, should the Commonwealth of Virginia be doing to address these issues?								

**Table A.23 National Capital Region Results**

<b>Table A.23 National Capital Region Stakeholder</b>	<b>Stakeholder #1</b>	<b>Stakeholder #2</b>	<b>Stakeholder #3</b>	<b>Stakeholder #4</b>	<b>Stakeholder #5</b>	<b>Stakeholder #6</b>
<b>Contact Name</b>						
<b>Contact Phone</b>						
<b>Other Info</b>						
<b>Your Business</b>						
What is the nature of your business or facility?	Household goods carriers (movers)	Auto dealership	Shipper	Hardwood flooring distribution	Movers	Hauling food-grade products in tanker trucks. Mostly dairy.
What are your primary products and customers?	Personal property, residents	Automobiles and parts. Customers are the general public, wholesales, parts.	Anything. All types of customers.	Hardwood flooring, wholesale contractors	Residential and office moving	From dairy farms to processing plants.
How many people do you employ?	300	135	40	300		40
By what modes do you ship and receive goods?	Truck, containers	By truck, [company x and company y]	Truck	Truck	Truck	Trucking organizations seem stagnant, don't go after new members, a few big checks from large companies, getting smaller companies involved.
If by truck, can you provide rough estimates of:						
The number of truck moves in and out per day or per week:	N/A. Door-to-door shipments.	15 pick-up trucks per day, usual deliveries, 8 large trucks per week.	15 per day	Inbound: 10 trailers per day. Outbound: 12 trucks per day.	N/A. Door-to-door shipments.	20 trucks per day
How many are "all truck" trips versus trips to/from railyards, seaports, or airports?	All truck.	All truck.	All truck.	All truck.	All truck.	All truck.
The major origin-destination patterns:			No	Primarily Virginia, Maryland and North Carolina		

<b>Table A.23 National Capital Region Stakeholder</b>	<b>Stakeholder #1</b>	<b>Stakeholder #2</b>	<b>Stakeholder #3</b>	<b>Stakeholder #4</b>	<b>Stakeholder #5</b>	<b>Stakeholder #6</b>
If you have direct rail service to your facility:	No	No	No	No	No	No
How many railcars and train moves?						
What is being moved; in what direction; and to/from where?						
Do you see your business growing in the future?	Yes	Yes	Yes	Yes	Yes	Yes
By how much?	10%		10%			Slowly
What about similar industries in your region?		Same				
And why?						
<b>Freight Issues and Concerns in Virginia No</b>						
Do you feel that Virginia's freight system currently provides adequate capacity, performance, and service availability and choice to meet your needs?	No Too much congestion. Truck restrictions limit possible shipments from west to east into Arlington and Alexandria. There are very few good options/routes.	Too congested	No	No	No	No
Within Virginia, what are the most significant challenges your business or facility faces in freight movement?	Loss of productivity due to congestion.	Business is bound by customer needs AND traffic patterns. Not enough roads to expand business.	Traffic and congestion	Have problems getting to customers due to congestion.	Travel time issue: have to pass along the time/cost of congestion along to the customers, but they aren't willing to pay.	Scheduling deliveries to avoid traffic congestion.
Overall, what do you see as key problems or bottlenecks that need to be addressed?	All primary road systems	A lot of people passing through, clogging up the streets.		Congestion: people want deliveries during normal business hours, 8-5.	Regional capacity	Planning and new construction of roads.

<b>Table A.23 National Capital Region Stakeholder</b>	<b>Stakeholder #1</b>	<b>Stakeholder #2</b>	<b>Stakeholder #3</b>	<b>Stakeholder #4</b>	<b>Stakeholder #5</b>	<b>Stakeholder #6</b>
What changes are needed, and who should be accomplishing them?	Major bypass of the D.C. metro region, providing alternative to I-95/495 and the beltway.	A campaign to help people look for short cuts and alternative routes. People don't know about side roads, etc. Other available roads not being used.	Need more highways	Highways need increased capacity, VDOT should take the lead. Amount of development is also at fault.	No more anti-truck regulation. More roads and better roads.	New roads/capacity: the state needs to ensure that all the tax revenue generated by the road system goes back into increasing highway capacity.
What are you doing to improve freight handling and movement and why?	No	Nothing, business is too dynamic.	No	No	No	No
How can the Commonwealth of Virginia help you better achieve your freight movement objectives?	State legislature should develop a funding source and solve the capacity problems.	Traffic volume measurement and management. Identifying alternative routes: better use of existing roads.		Provide more capacity and establish better land use controls.		Make individual trips in NOVA more predictable, as to time, reducing congestion. Do a better job making sure that residential development pays for its transportation impacts.
Are there specific improvements to highways, railroads, ports or airports?	Added capacity to all primary road systems.	Enforce the laws. Highway police stopping HOV violators end up blocking lanes and creating bottlenecks for other HOV traffic.	Widening of I-95, I-66 and I-495	No	The commonwealth needs to deal with the reality of too many people for the current infrastructure.	Route 15 near Leesburg: a lot of traffic that has other options. They take up roadway space and hinder travel of those who have no other options.
Are there specific regulatory, policy, institutional, or program changes?	Ensure that freight users pay only their fair share of taxes for road improvements.	Use 21 <sup>st</sup> century technology for traffic, speed and HOV enforcement: photos, radar, etc.	No			
To what extent can you partner in making these changes happen?						
Do you think freight has a high enough profile in Virginia to accomplish needed changes?	No For example, the general public doesn't care how the groceries get to the store.	No	Yes	Yes	Yes	No

<b>Table A.23 National Capital Region Stakeholder</b>	<b>Stakeholder #1</b>	<b>Stakeholder #2</b>	<b>Stakeholder #3</b>	<b>Stakeholder #4</b>	<b>Stakeholder #5</b>	<b>Stakeholder #6</b>
Do you have suggestions for raising its profile?	VDOT should have a conversation with Dale Bennet with Virginia Trucking Association. They could launch a local version the ATA public awareness campaign.	No				Trucking organizations seem stagnant, don't go after new members. Trucking industry associations need to get smaller companies involved.
Is there a local/regional freight committee or council in your region?	No	No	No	No	No	No
If yes, do you participate?						
If no, would that be of interest to you?	Yes	No	Yes	Maybe	No	No
Do you have personal contact with the following agencies?	Yes	No	No	No	No	No
If yes, who? (note what level the person is in the organization and the nature of the relationship)						
<i>Virginia Department of Transportation</i>		No				
<i>Virginia Departments of Rail/Public Transit, Ports, Aviation, Motor Vehicles</i>	DMV, a little. They are the regulatory body of the moving industry.	No				
<i>Other state agencies</i>						
<i>State elected officials</i>						
<i>Local elected officials</i>						
<i>Local Metropolitan Planning Organization</i>						
<i>Local government staff</i>		Local police.				

<b>Table A.23 National Capital Region Stakeholder</b>	<b>Stakeholder #1</b>	<b>Stakeholder #2</b>	<b>Stakeholder #3</b>	<b>Stakeholder #4</b>	<b>Stakeholder #5</b>	<b>Stakeholder #6</b>
Do you participate in industry associations or other organized collaborative activity aimed at improving freight infrastructure or policy?	Yes	No	Yes: Virginia Movers and Warehousemen's Association	No	No	Yes, VTA.
<b>Freight Issues and Concerns Outside of Virginia Going Beyond the Region</b>						
If you have a high percentage of out-of-state shipments, are you facing the same issues in other states as you are in Virginia, or are there different issues? Please describe.	Yes: all areas have their traffic issues. We just have it worst.	incoming from NJ. Same issues.	Yes: similar circumstances, especially in highly congested areas.	Similar issues	Northern Virginia issues are specific to Washington Metro Area	30% out-of-state trips. Those trips experience similar issues.
What, if anything, should the Commonwealth of Virginia be doing to address these issues?	Fix congestion at home.	No	They have to look at how we are going to build infrastructure for the future growth of transportation. The state can decide between modes, but can provide individuals to carpool or otherwise decrease road usage. Some incentives to decrease congestion.	No		Long-range, comprehensive planning: structuring roads in NOVA that meet the needs of the community.

**Table A.24 National Capital Region Results (continued)**

<b>Table A.24 National Capital Region Stakeholder</b>	<b>Stakeholder #7</b>	<b>Stakeholder #8</b>	<b>Stakeholder #9</b>	<b>Stakeholder #10</b>	<b>Stakeholder #11</b>	<b>Stakeholder #12</b>
<b>Contact Name</b>						
<b>Contact Phone</b>						
<b>Other Info</b>						
<b>Your Business</b>						
What is the nature of your business or facility?	Auto parts	Manufacture electronics for the phone industry	Wind chime manufacturers	Computer hardware	Commercial mover, logistics transportation company, storage services	Auto Dealership
What are your primary products and customers?	Products: auto parts. Customers: installers	[phone companies]	Retail outlets	Hardware, direct to businesses and government, between our company's sites.	Products: ship anything and everything. Customers: fortune 500 companies, area businesses and government agencies.	Autos, general public
How many people do you employ?	150	100	125	Thousands	1,600	320
By what modes do you ship and receive goods?	Major carriers, freight companies, large trucks	Truck	Truck	Truck	Truck	Truck
If by truck, can you provide rough estimates of:						
The number of truck moves in and out per day or per week:	50 per week	10 per day	1.5 per week inbound, 1 outbound per day	6/7 per day	100 trucks per day	Car carriers:40 per week
How many are "all truck" trips versus trips to/from railyards, seaports, or airports?	All truck	All truck	All truck	55% to airport	All truck	10% from seaport in Baltimore

<b>Table A.24 National Capital Region Stakeholder</b>	<b>Stakeholder #7</b>	<b>Stakeholder #8</b>	<b>Stakeholder #9</b>	<b>Stakeholder #10</b>	<b>Stakeholder #11</b>	<b>Stakeholder #12</b>
The major origin-destination patterns:	New Jersey/New England, California	3x week, Bessemer, Alabama				Virginia to Baltimore, Florida and New Jersey
If you have direct rail service to your facility:	No	No	No	No		
How many railcars and train moves?						
What is being moved; in what direction; and to/from where?						
Do you see your business growing in the future?	Yes	Yes	Yes	Yes	Yes	Yes
By how much?	5% per year	5% year		10%	10-15% annual growth	8%
What about similar industries in your region?						
And why?						
<b>Freight Issues and Concerns in Virginia</b>						
Do you feel that Virginia's freight system currently provides adequate capacity, performance, and service availability and choice to meet your needs?	Yes	Yes	No	No: there's always congestion	No	Yes
Within Virginia, what are the most significant challenges your business or facility faces in freight movement?	Overnight freight limitations: only one carrier that can provide overnight services.	None	Suppliers have a hard time finding drivers who want to drive into the "jaws of the beast"	Moving packages quicker to the customer, same-day shipments.	Problems getting around NOVA due to traffic congestion. Available truck routes (routes prohibit trucks or are not conducive to truck traffic.)	Getting items held up through customs at the Port
Overall, what do you see as key problems or bottlenecks that need to be addressed?				International shipping issues.	Potomac crossings, I-495/I-66, I-95 corridor North of Fredericksburg	No one issue. When it flows, it goes pretty well.

<b>Table A.24 National Capital Region Stakeholder</b>	<b>Stakeholder #7</b>	<b>Stakeholder #8</b>	<b>Stakeholder #9</b>	<b>Stakeholder #10</b>	<b>Stakeholder #11</b>	<b>Stakeholder #12</b>
What changes are needed, and who should be accomplishing them?			Increase the capacity of the highways		New bridges across the Potomac, improved highway interchanges, additional lanes along I-95 between Beltway and Fredericksburg. Virginia and the U.S. DOT.	
What are you doing to improve freight handling and movement and why?	No	No	No	No	Have had to expand their footprint (new facilities) in order to meet on-time performance expectations.	
How can the Commonwealth of Virginia help you better achieve your freight movement objectives?					Improve current infrastructure as well as additional infrastructure: roads and bridges.	
Are there specific improvements to highways, railroads, ports or airports?				Transit alternatives to reduce congestion		Add additional capacity along I-81
Are there specific regulatory, policy, institutional, or program changes?					Relief on VDOT's hours of service regulations for local drivers.	Hazardous material handling is an issue. They spend a lot of time preparing to ship hazardous materials: training, packaging.
To what extent can you partner in making these changes happen?						
Do you think freight has a high enough profile in Virginia to accomplish needed changes?	No	Yes	Yes	Yes	Yes	Yes
Do you have suggestions for raising its profile?	Advertising campaign, what % of products are moved by trucks. Tomorrow's dinner is on this truck today.					

<b>Table A.24 National Capital Region Stakeholder</b>	<b>Stakeholder #7</b>	<b>Stakeholder #8</b>	<b>Stakeholder #9</b>	<b>Stakeholder #10</b>	<b>Stakeholder #11</b>	<b>Stakeholder #12</b>
Is there a local/regional freight committee or council in your region?	NO	No	No	No	Transportation Board	No
If yes, do you participate?						
If no, would that be of interest to you?	No	No	No	Yes	Yes	Maybe
Do you have personal contact with the following agencies?	No	No	No	No	No	No
If yes, who? (note what level the person is in the organization and the nature of the relationship)						
<i>Virginia Department of Transportation</i>						
<i>Virginia Departments of Rail/Public Transit, Ports, Aviation, Motor Vehicles</i>						
<i>Other state agencies</i>						
<i>State elected officials</i>						
<i>Local elected officials</i>						
<i>Local Metropolitan Planning Organization</i>						
<i>Local government staff</i>						
Do you participate in industry associations or other organized collaborative activity aimed at improving freight infrastructure or policy?	Yes: AAIA, VGMC	No	No	Yes	No	No

Table A.24 National Capital Region Stakeholder	Stakeholder #7	Stakeholder #8	Stakeholder #9	Stakeholder #10	Stakeholder #11	Stakeholder #12
<b>Freight Issues and Concerns Outside of Virginia Going Beyond the Region</b>						
If you have a high percentage of out-of-state shipments, are you facing the same issues in other states as you are in Virginia, or are there different issues? Please describe.	No	No	No	Yes Same	Same issues. North of D.C.	Ours are nationwide issues: Customs and hazardous materials.
What, if anything, should the Commonwealth of Virginia be doing to address these issues?	Try and work on the Newport News Virginia beach area, make it a major commerce hub, to compete with Baltimore and New York City.			Growth limitations		

**Table A.25 Winchester Area Results**

<b>Table A-25. WINCHESTER AREA Stakeholder</b>	<b>Stakeholder #1</b>	<b>Stakeholder #2</b>	<b>Stakeholder #3</b>	<b>Stakeholder #4</b>	<b>Stakeholder #5</b>	<b>Stakeholder #6</b>	<b>Stakeholder #7</b>	<b>Stakeholder #8</b>
<b>Contact Name</b>								
<b>Contact Phone</b>								
<b>Other Info</b>								
<b>Your Business</b>								
What is the nature of your business or facility?	Steel fabrication	Rubber and plastics fabrication	Print manufacturing	Furniture manufacturing	Manufacture/export of fresh pasta products	Paper packaging and labels	Agricultural, construction, lawn and garden, and material handling equipment	Lumber and wood products
What are your primary products and customers?	Steel fabrication for buildings; customers in 300-mile radius	Rubber and plastic household products; international	High-volume retail newspaper insert print; customer radius 500 miles	Fine furniture; U.S. furniture dealers	Pasta products/grocery stores	Printers and converters	Machinery/equipment for construction and homeowner	Retail
How many people do you employ?	100-150	>50	200	260-275	110	75	80	46
By what modes do you ship and receive goods?	Truck and rail inbound; truck outbound	Rail and truck inbound; truck, LTL intermodal outbound	Rail inbound; truck outbound	Truck inbound with raw materials; furniture carriers outbound	Semi-truck and intermodal rail	LTL/truckload	Trucking service	Inbound-tractor/trailer; outbound-own fleet of 24-foot long flatbed trucks with booms
If by truck, can you provide rough estimates of:								

<b>Table A-25. WINCHESTER AREA Stakeholder</b>	<b>Stakeholder #1</b>	<b>Stakeholder #2</b>	<b>Stakeholder #3</b>	<b>Stakeholder #4</b>	<b>Stakeholder #5</b>	<b>Stakeholder #6</b>	<b>Stakeholder #7</b>	<b>Stakeholder #8</b>
The number of truck moves in and out per day or per week:	300 inbound/year; 700 outbound/year	truck/intermodal LTL: outbound=75-100/day, inbound=30/day	truck outbound 115/week	carriers outbound=2/day; trucks inbound=2/day	15/day outbound; 4/day inbound	15/wk outbound and 1/wk roll stock inbound truckload; N.of Virginia 3/day; S. of Virginia 3/day LTL	2-5 trucks/day; 14 [company x]/week	Inbound=20-25/week; outbound=50/day
How many are “all truck” trips versus trips to/from railyards, seaports, or airports?	100% trucks for outbound shipments; 50% rail and 50% truck inbound approximately	Mostly truck	95% all truck, 5% rail	100% all truck	All truck over 95%	100%	100%	100%
The major origin-destination patterns:	raw steel inbound from Petersburg, Virginia by truck via Route 95 and 81 and 66. Outbound by truck same routes, also Route 37.	International	500-mile radius delivery outbound	Plant to dealers	Plant to distribution centers	Plant to customers	Facility to customer and return	Facility to customer
If you have direct rail service to your facility:		Yes	Yes	No	Yes, but don't use anymore; use truck rail intermodal	No	No	No
How many rail-cars and train moves?	75 cars/year	10/week	7/week		1/day			
What is being moved; in what direction; and to/from where?	Inbound raw steel from out-of-state by rail	Inbound rail hopper loads of resin	Paper inbound for manufacture		Product from plant to retail distribution centers			
Do you see your business growing in the future?	Yes	Yes	Yes	Don't know	Stable	Growth yes	Yes	Yes

<b>Table A-25. WINCHESTER AREA</b>								
<b>Stakeholder</b>	<b>Stakeholder #1</b>	<b>Stakeholder #2</b>	<b>Stakeholder #3</b>	<b>Stakeholder #4</b>	<b>Stakeholder #5</b>	<b>Stakeholder #6</b>	<b>Stakeholder #7</b>	<b>Stakeholder #8</b>
By how much?	Every 5 years or so, a new plant is built with same production levels as here since 1971	Don't know	Don't know	Don't know	N/A	Don't know	Don't know	Don't know
What about similar industries in your region?	Yes	Don't know	Don't know	Don't know	Don't know	Similar firms in Pennsylvania/No rth Carolina	Don't know	Currently stagnant
And why?	Dependent on construction industry and it is booming							Building industry currently in slump

**Freight Issues and Concerns in Virginia**

Do you feel that Virginia's freight system currently provides adequate capacity, performance, and service availability and choice to meet your needs?	Works well. Trucks travel well by Routes 95, 81, and 66. State has done a good job with freight routes. I-81 is not good from a single motor vehicle perspective because of all the trucks.	Yes	Yes	Too many trucks on road at peak rush hour causing congestion. Moving of retail product as quickly as possible to meet time demands needs to be addressed. Rush hours are longer and longer.	Yes	Yes	Don't know	Yes
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<b>Table A-25. WINCHESTER AREA Stakeholder</b>	<b>Stakeholder #1</b>	<b>Stakeholder #2</b>	<b>Stakeholder #3</b>	<b>Stakeholder #4</b>	<b>Stakeholder #5</b>	<b>Stakeholder #6</b>	<b>Stakeholder #7</b>	<b>Stakeholder #8</b>
Within Virginia, what are the most significant challenges your business or facility faces in freight movement?	No challenges; in Richmond and northern part of the state freight moves okay with not much congestion; overwidth and overlength movement no problems; daylight hours for some materials permitting normal.	Highway infrastructure – have seen lot of press on this issue and don't know where dollars will come from to pay for highway improvements.	Not enough snow removal equipment to handle snow in Virginia; slows shipping when timing is critical for product for newspapers (time sensitive).	Fuel charges; Freight movement on-time due to congestion; customs import of raw wood more rigid today due to security; weekly fuel surcharges being applied by carriers that we can't pass on to customers as they vary weekly.	We use shuttle carriers and have trouble with availability of drivers.	Hours of service dictate how far drivers can travel and how soon we can get product to customers	Traffic congestion slowing getting shipments to destination	Don't know of any challenges
Overall, what do you see as key problems or bottlenecks that need to be addressed?	None	Highway infrastructure – congestion in making timely deliveries; also, safety issues for trucking industry	None	Fuel charges and freight timing demands that force the highways to be so congested.	Don't know	Congestion and limits on hours of service tied up in congestion.	Congestion	None
What changes are needed, and who should be accomplishing them?	Don't know	Trucking carriers need to have service support for changes in legislature that force them to stop with no rest area or truck stop availability.	More snow removal preparations	Look at freight movement demand and try to shift timing so that congestion peaks can be more balanced over 24 hours.	Don't know	We know hours of service are needed for safety so congestion issues must be addressed.	Don't know	Don't know
What are you doing to improve freight handling and movement and why?	Don't know	Palletize as much as possible for timely efficient freight movement.	Improvements in computer systems	Direct vendors to hold and group orders to move as much as possible at one time.	At the corporate level, we work on getting new bids with new carriers that are competitive with good service	We try to pool our shipments with carriers to minimize # of times on and off a truck as well as for cost/benefit.	Don't know	Improve safety issues; our issues are internal rather than having to do with external or state freight issues

<b>Table A-25. WINCHESTER AREA Stakeholder</b>	<b>Stakeholder #1</b>	<b>Stakeholder #2</b>	<b>Stakeholder #3</b>	<b>Stakeholder #4</b>	<b>Stakeholder #5</b>	<b>Stakeholder #6</b>	<b>Stakeholder #7</b>	<b>Stakeholder #8</b>
How can the Commonwealth of Virginia help you better achieve your freight movement objectives?	The state has done a great job helping our company's movements - a new road, Route 11 with a light as well as a new exit ramp off Route 37 bypass are both excellent improvements to help our trucks.	Don't know	Don't know	Talk to trucking industry about timing of freight movements. Look at retail industry and demands of next day and 2 day shipments - may need to lengthen time that shipments take to get to retail.	Don't know	Look at congestion issues.	Don't know	Don't know
Are there specific improvements to highways, railroads, ports or airports?	Western movement through W. Virginia is difficult; if the highways could be flattened, that would be great!	Add service areas for truck industry so that they can stop and rest safely and motorists are less at risk with trucks pulled over on highways.	Better snow removal preparations	Don't know	Don't know	Congestion on highways	Reduce congestion on highways	Don't know
Are there specific regulatory, policy, institutional, or program changes?	Don't know	Legislation that supports the service structure that is available.	No	Don't know	Don't know	Don't know	Don't know	Don't know
To what extent can you partner in making these changes happen?	Don't know	Don't know	Don't know	Group orders to minimize trucks on road per day	Don't know	Don't know	Don't know	Don't know
Do you think freight has a high enough profile in Virginia to accomplish needed changes?	Don't know	Don't know	yes	Don't know	Don't know	Don't know	Don't know	Don't know

<b>Table A-25. WINCHESTER AREA Stakeholder</b>	<b>Stakeholder #1</b>	<b>Stakeholder #2</b>	<b>Stakeholder #3</b>	<b>Stakeholder #4</b>	<b>Stakeholder #5</b>	<b>Stakeholder #6</b>	<b>Stakeholder #7</b>	<b>Stakeholder #8</b>
Do you have suggestions for raising its profile?	Don't know	No	No	No	Don't know	Talk to Shenandoah Traffic Club as a stakeholder	No	No
Is there a local/regional freight committee or council in your region?	No	Traffic Club	Traffic Club	No	No	Shenandoah Traffic Club	Don't know	Don't know of one
If yes, do you participate?		Used to attend but time constraints make evening meetings difficult.	No, used to attend but no time.			Yes	No	No
If no, would that be of interest to you?	Don't know		No time	No	Not at this time		If we did more shipping, yes.	No
Do you have personal contact with the following agencies?	No	No	VDOT only when conducting surveys	No	No	No	No	VDOT on an as needed basis
If yes, who? (note what level the person is in the organization and the nature of the relationship)	No							No name
<i>Virginia Department of Transportation</i>								
<i>Virginia Departments of Rail/Public Transit, Ports, Aviation, Motor Vehicles</i>								
<i>Other state agencies</i>								
<i>State elected officials</i>								

<b>Table A-25. WINCHESTER AREA</b>								
<b>Stakeholder</b>	<b>Stakeholder #1</b>	<b>Stakeholder #2</b>	<b>Stakeholder #3</b>	<b>Stakeholder #4</b>	<b>Stakeholder #5</b>	<b>Stakeholder #6</b>	<b>Stakeholder #7</b>	<b>Stakeholder #8</b>
<i>Local elected officials</i>								
<i>Local Metropolitan Planning Organization</i>								
<i>Local government staff</i>								
Do you participate in industry associations or other organized collaborative activity aimed at improving freight infrastructure or policy?	No		No	No	No	Shenandoah Traffic Club	No	No
<b>Freight Issues and Concerns Outside of Virginia Going Beyond the Region</b>								
If you have a high percentage of out-of-state shipments, are you facing the same issues in other states as you are in Virginia, or are there different issues? Please describe.	Same issues; normal permitting for loads; difficult to get into New York City logistically at times but otherwise no issues to speak of.	No differences	Same issues	Same issues	Issue of different axle weight maximums in other states restricts the weight we can ship per container (bridge formula laws).	Try to limit as much as possible trips to New York City and Long Island due to higher cost in tolls and inspections	Same issues in other states; We try to avoid international exports due to stringent Federal rules and regulations for export – too complicated a process to do occasionally.	No issues
What, if anything, should the Commonwealth of Virginia be doing to address these issues?	Doing a great job; don't raise taxes any further!				Work with other states to standardize axle weight maximums to make shipping more efficient.	Talk to Shenandoah Traffic Club as a stakeholder to get ideas from the truck carriers.	Don't know	Don't know

**Table A.26 Winchester Area Results (continued)**

<b>Table A.26 WINCHESTER AREA Stakeholder</b>	<b>Stakeholder #9</b>	<b>Stakeholder #10</b>	<b>Stakeholder #11</b>	<b>Stakeholder #12</b>	<b>Stakeholder #13</b>	<b>Stakeholder #14</b>	<b>Stakeholder #15</b>
<b>Contact Name</b>							
<b>Contact Phone</b>							
<b>Other Info</b>							
<b>Your Business</b>							
What is the nature of your business or facility?	Vinyl plastics manufacturing	Manufacturing – rubber and plastics	Manufacturing	Manufacturing	Poultry rendering	Manufacturing	Retail
What are your primary products and customers?	Vinyl plastics sheeting; multiple customers	Sanitary plastic bottles – multiple customers	Brake Linings/ customers brake manufacturers	Beverage fillers for soda companies	Convert inedible chicken products to feed, biodiesel, etc.	Filter bags and cages; industrial applications	Hardware/home improvement; retail and trades
How many people do you employ?	600	N/A	250	200	300	210 in 110,000 sq. ft facility	130
By what modes do you ship and receive goods?	Trucks	Truck and rail	Truckload/LTL	Truck	Primarily truck though one facility has rail siding for fuel.	Truck	Only receive goods; by LTL and truck
If by truck, can you provide rough estimates of:							
The number of truck moves in and out per day or per week:	Don't know	85/day outbound	Truckload=25/week ; LTL=80-85/week	6/day on average M-F	500 in; 300 out	10-12 inbound/day; 10-12 outbound/day	25-30/week
How many are “all truck” trips versus trips to/from railyards, seaports, or airports?	Don't know	N/A	100%	100%		99%; very few containers of raw product from overseas inbound	100%

<b>Table A.26 WINCHESTER AREA Stakeholder</b>	<b>Stakeholder #9</b>	<b>Stakeholder #10</b>	<b>Stakeholder #11</b>	<b>Stakeholder #12</b>	<b>Stakeholder #13</b>	<b>Stakeholder #14</b>	<b>Stakeholder #15</b>
The major origin-destination patterns:	Don't know			Plant to bottling plants			All truck movement is inbound from Distribution Centers using internal carriers or Estes Trucking Services or from vendors via their truck services
If you have direct rail service to your facility:	No	Yes	No	No	One facility has a rail siding	No	No
How many railcars and train moves?		N/A			Unknown		
What is being moved; in what direction; and to/from where?		N/A			All locations are within 100 miles	Finished product out	
Do you see your business growing in the future?	Yes	Don't know	No	Domestic market changing with increased number of microfiller companies; overseas market expanding	Yes	Yes	Yes
By how much?	Don't know	Don't know		Don't know	Hard to tell		Don't know
What about similar industries in your region?	Don't know	Don't know		Don't know	No real local competitors	Don't know	
And why?	Don't know	Don't know			Rendering is local and a non-traditional business		

<b>Table A.26 WINCHESTER AREA</b>							
<b>Stakeholder</b>	<b>Stakeholder #9</b>	<b>Stakeholder #10</b>	<b>Stakeholder #11</b>	<b>Stakeholder #12</b>	<b>Stakeholder #13</b>	<b>Stakeholder #14</b>	<b>Stakeholder #15</b>
<b>Freight Issues and Concerns in Virginia</b>							
Do you feel that Virginia's freight system currently provides adequate capacity, performance, and service availability and choice to meet your needs?	Yes	No; not since the State restricted hwy 17 between I-66 and Route 50 - added more than 25 transit miles to freight shipments and increased fuel consumption.	Yes, Virginia's freight system is very good.	Yes, but more congested.	Highway capacity continues to be a problem.	Yes	Yes
Within Virginia, what are the most significant challenges your business or facility faces in freight movement?	Don't know	Traffic congestion; route restrictions previously mentioned (Route 17 between I-66 and Route 50)	No challenges	Traffic congestion being the northern largest city in Virginia closest to Washington, D.C.; commuter traffic expanding out from Washington	Many clients in D.C. area but congestion is so bad that they are considering moving facilities closer to the dc area to access market easier	No specific challenges other than congestion; we have access to I-81 and I-70 so our facility has good highway access	None
Overall, what do you see as key problems or bottlenecks that need to be addressed?	Don't know	Traffic congestion	None	Traffic congestion	Highway capacity	Nothing specific	None
What changes are needed, and who should be accomplishing them?	Don't know	Don't know	No changes needed; We are moving into the area of exporting and have had no issues with exporting or air freight.		VDOT	I-81 could use an extra lane in either direction; at grade RR crossing can be a problem at times locally.	None
What are you doing to improve freight handling and movement and why?	Work with approved carriers to get on-time deliveries at competitive pricing	Timing freight movements	Happy with freight handling system in place	Off-hour loading early and late; site location to best move product being in the middle of the eastern seaboard		No specific changes	None

<b>Table A.26 WINCHESTER AREA Stakeholder</b>	<b>Stakeholder #9</b>	<b>Stakeholder #10</b>	<b>Stakeholder #11</b>	<b>Stakeholder #12</b>	<b>Stakeholder #13</b>	<b>Stakeholder #14</b>	<b>Stakeholder #15</b>
How can the Commonwealth of Virginia help you better achieve your freight movement objectives?	Don't know	Look at route restrictions - Hwy 17 between I-66 and Route 50 added to our company's transit-time and fuel costs.	Happy with Virginia's freight handling support structure.	State should look at interstate exits and double exit ramps that dump double the traffic onto local roads and creates local traffic issues that local infrastructure cannot handle		Don't know	Don't know
Are there specific improvements to highways, railroads, ports or airports?	Don't know	Look at route restrictions - Hwy 17 between I-66 and Route 50 added to our company's transit-time and fuel costs.	No	Exit ramps and local arterial congestion		I - 81 could use an extra lane in either direction; at grade RR crossing can be a problem at times locally.	No
Are there specific regulatory, policy, institutional, or program changes?	Don't know	Don't know	No	Don't know		No	No
To what extent can you partner in making these changes happen?	Don't know	Don't know	Don't know	Don't know		Don't know	Don't know
Do you think freight has a high enough profile in Virginia to accomplish needed changes?	Don't know	Don't know	Don't know	The State needs money to operate but fuel taxes have indirect effect on economy.		Don't know	Don't know
Do you have suggestions for raising its profile?	Don't know	No	Don't know			No	No
Is there a local/regional freight committee or council in your region?	Don't know	Transportation Club	Yes, a traffic club.	Not that I know of; I approached Chamber of Commerce to see if we could have such a council.	Chamber of Commerce	Yes	Don't know

<b>Table A.26 WINCHESTER AREA Stakeholder</b>	<b>Stakeholder #9</b>	<b>Stakeholder #10</b>	<b>Stakeholder #11</b>	<b>Stakeholder #12</b>	<b>Stakeholder #13</b>	<b>Stakeholder #14</b>	<b>Stakeholder #15</b>
If yes, do you participate?	Don't know	Yes	Yes		Yes	No	No
If no, would that be of interest to you?				Very much so!			No
Do you have personal contact with the following agencies?	Don't know	No	No	No		Yes	No
If yes, who? (note what level the person is in the organization and the nature of the relationship)						EPA for HAZMAT reports; and Dept. of Labor for periodical checks	
<i>Virginia Department of Transportation</i>					No		
<i>Virginia Departments of Rail/Public Transit, Ports, Aviation, Motor Vehicles</i>							
<i>Other state agencies</i>							
<i>State elected officials</i>							
<i>Local elected officials</i>							
<i>Local Metropolitan Planning Organization</i>							
<i>Local government staff</i>							
Do you participate in industry associations or other organized collaborative activity aimed at improving freight infrastructure or policy?		Someone in our organization does	No	No		No	

<b>Table A.26 WINCHESTER AREA Stakeholder</b>	<b>Stakeholder #9</b>	<b>Stakeholder #10</b>	<b>Stakeholder #11</b>	<b>Stakeholder #12</b>	<b>Stakeholder #13</b>	<b>Stakeholder #14</b>	<b>Stakeholder #15</b>
<b>Freight Issues and Concerns Outside of Virginia Going Beyond the Region</b>							
If you have a high percentage of out-of-state shipments, are you facing the same issues in other states as you are in Virginia, or are there different issues? Please describe.	Don't know	Every state has its quirks; we do the best we can to get the job done; no specific issues detailed	The domestic shipping industry structure is very healthy, so have no issues.	The issues are similar with respect to congestion although W. Virginia probably does not have the congestion that Virginia experiences as we border Washington, D.C.	Also serve locations in Maryland; same issues there.	Shipping to Texas or MT difficult to get there quickly enough to provide service.	No out-of-state shipments
What, if anything, should the Commonwealth of Virginia be doing to address these issues?	Don't know	Don't know	Nothing	Look at congestion issues and traffic movement from interstate systems onto local road systems.		Don't know	Not affected