



# The Trade Corridor Bulletin

*Improving America's Intermodal Freight and Goods Movement*

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## Coalition Highlight

### Eno Center for Transportation TIGER Report Released as Congress Considers FY 2014 Transportation Budget

The annual Department of Transportation appropriations process has begun in both the House and Senate chambers, setting the stage for a series of difficult decisions. Bills have been approved in both the House and Senate appropriations committees, though with major differences in regards to funding TIGER grants.

The House Transportation, Housing and Urban Development (THUD) appropriations bill transfers \$40.9 billion of general funds to the Highway Trust Fund, as called for in MAP-21. However, the bill sets discretionary funding for the Department of Transportation at \$44.1 billion, which is a full \$7.7 billion below FY 2013 levels. Under the House THUD bill, The Federal Railroad Administration's budget is set at \$1.16 billion, which equates to roughly \$468 million worth of cuts, and The Maritime Administration sees \$25 million cut from their FY 2013 levels. Additionally, the House THUD bill eliminates the TIGER program and rescinds \$237 million of unallocated FY 2013 TIGER funds. The House appropriations bill was approved by the full Committee on June 28, by a margin of 28-20. Next, the bill will be considered by the full House.

Similar to the House, the Senate appropriations bill complies with MAP-21 by allocating roughly \$40 billion in general funds to be transferred to the Highway Trust Fund. However, the Senate THUD bill sets discretionary funding levels at \$54 billion, which is a \$2 billion increase over FY 2013. The bill also allocates \$550 million for the TIGER program, and refrains from rescinding unused FY 2013 funds. The Senate version sets rail funding at \$1.75 billion and authorizes an additional \$500 million for investment in bridges. The full Senate Committee on Appropriations approved the bill on June 27.

The differences in funding levels and the struggle to secure TIGER dollars comes shortly after the Eno foundation released a report on the program's history, success, and missteps.

Published by:

**CAGTC**

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The report begins with a discussion of TIGER’s origins and structure, which illustrates both the uniqueness of the program and its political difficulties. Through its enactment in the American Recovery and Reinvestment Act in 2009, TIGER received substantial criticism from lawmakers who interpreted the program as an “executive earmark,” stating the program ceded too much power to the Administration. The report highlights USDOT’s substantial control over the program’s operation and structure as a significant departure from previous grant programs. Through this broad discretion, USDOT was able to develop important components of TIGER, such as modal inclusion, broad grantee eligibility, and financial leverage.

An analysis of the program’s execution depicts the geographic and modal distribution of grants. Due to legislative language calling for an “equitable distribution” of funds, TIGER grants were dispersed fairly evenly across regions. Legislative language, however, did not call for equitable modal distribution, and thus USDOT used its own discretion to decide which modes received funding. The “freight/ports/rail” category received the largest amount of money, at \$977.0 million for 56 projects in TIGER I through IV. While 58 “roads and bridges” projects have received grants, the total dollar amount was considerably less at \$806.3 million.

“The TIGER program has assisted in filling a large void in funding freight transportation,” said Coalition for America’s Gateways and Trade Corridors (CAGTC) Executive Director Leslie Blakey. “TIGER grants provide money to complement large funding packages, and often times, that money is the difference between a project moving forward and a project stalling. Once completed, the benefits from these critical freight projects illustrate freight’s regional and national economic significance.”

The report also provides an important discussion of TIGER’s characteristics and policy recommendations. Eno proposes certain characteristics for replication, including: benefit-cost analysis, broad modal eligibility, cost-share requirements, wide-ranging agency eligibility, and provisions to promote geographic and rural/urban distribution. It also names characteristics to avoid: preference for “shovel ready” projects, lack of congressional interaction, lack of transparency, and lack of experience.

Despite suggesting some changes to TIGER, Joshua Schank, President and CEO of the Eno Center for Transportation, generally applauds the program. “The TIGER program is an excellent case-study for how we can distribute federal funding to innovative, multimodal transportation investments,” Schank said in an April 24<sup>th</sup> Eno press release about the report. “It turned ideas into possibilities and this paper analyzes how we can improve that process going forward.”

To conclude, Eno proposes that Congress allocate 25 percent of all federal transportation funding to competitive grant programs such as TIGER. Though the report recognizes that Congress is unlikely to pass legislation to this effect, the fact that Congress continues to provide appropriations for TIGER grants is a positive sign that competitive grant programs may be strengthened in the future.

The full report is available here: <https://enotrans.r.worldssl.net/wp-content/uploads/wpsc/downloadables/TIGER-paper.pdf>



## CAGTC Perspective

# Busy Summer For Freight

While the onset of summer is typically associated with hazy, lazy days, the freight community has been kept in full motion, bounding to and from Congressional hearings and federal stakeholder committee roundtables. But it's not just motion – it is truly *forward* motion – and it keeps us energized to know our audience and its concern for improving our nation's freight system is growing.

In June, the National Freight Advisory Committee (NFAC) held its first meeting in Washington, DC. The Committee named Illinois Transportation Secretary Ann Schneider as its Chair and CAGTC Founding Chairman Mort Downey as its Vice-Chair. The group, established by the U.S. Department of Transportation, is charged with providing advice and recommendations to the Secretary on wide-ranging matters related to freight transportation, including the implementation of MAP-21 and policy recommendations for future legislation.



*Leslie Blakey*

We are delighted USDOT has chosen our own Mort Downey for a leadership role on the Committee and know that his contributions will be invaluable, as they have been for many years to us. In addition to Mr. Downey, CAGTC has two member organizations represented on the NFAC: Karen Schmidt of Washington State's Freight Mobility Strategic Investment Board (FMSIB) and Fran Inman of Majestic Realty and the California Transportation Commission. True freight experts and champions, these are very wise choices and will be strong assets on the Committee.

The Department of Commerce's Advisory Committee on Supply Chain Competitiveness also met in June for the second time, to discuss the initial findings of the subcommittees that were set up to examine the topics of Freight Policy. As a member of this Committee, I can speak to the encouraging work the subcommittees are contributing to a comprehensive view of the U.S. freight system.

Also maintaining a busy schedule, the House Transportation and Infrastructure Committee's six-month Panel on 21<sup>st</sup> Century Freight Transportation first met in Washington, DC this spring before taking a couple of road trips to Southern California and Memphis, Tennessee. The Panel, tasked with making recommendations for improving U.S. freight transportation in the next surface authorization, had productive meetings, during which Members of Congress and witnesses highlighted the importance of large-scale grant programs, such as the Projects of National and Regional Significance program.

Two CAGTC members testified before the panel at the Southern California field hearing, held in San Bernardino: Hassan Ikhata, Executive Director of the Southern California Association of Governments, and Rick Richmond, former CEO of the Alameda Corridor-East Construction Authority. During the panel's most recent roundtable here in Washington, two more CAGTC members testified on the importance of integrated planning: Richard Biter, Assistant Secretary for Intermodal Systems Development, Florida Department of Transportation; and Don Kopec, Deputy Executive Director for Programming and Operations, Chicago Metropolitan Agency for Planning (CMAP).

And of course, rounding out the "summer of freight" is eager anticipation of TIGER V grant recipient announcements. According to USDOT, of the \$3 billion awarded in previous rounds of TIGER, \$1 billion has gone to freight projects. And the money is not solely benefitting urban freight movement – the USDOT recently finalized a TIGER III grant award to complete the Port of Northern Montana Multimodal Hub Center. This \$10 million award is being paired with \$254 million pledged by private investors to expand the capacity of Montana's inland port, and increase its capability to accept and deliver intermodal unit trains. Primary seaport connections to the new multimodal hub include the Ports of Seattle, Tacoma, Longview, and Vancouver USA.

As the House and Senate continue debating FY2014 budget priorities, CAGTC members are encouraging decision makers to keep in mind how truly vital the TIGER grant program is to funding many significant freight-related transportation projects that are needed to keep America's commerce moving. Although our nation is facing challenging financial times, investment in transportation infrastructure can no longer be deferred.

Leslie Blakey, Executive Director

# House T&I 21st Century Freight Transportation Panel Gets to Work

The Spring and Summer have certainly been busy seasons for Congress. From dealing with the consequences of sequestration to preparing for immigration reform, both the House and Senate logged long hours on Capitol Hill. Amid this activity, however, the House held hearings on subjects of great importance to the freight community.

The first, held on April 24<sup>th</sup> by the House Transportation & Infrastructure Committee’s Panel on 21<sup>st</sup> Century Freight Transportation, provided an overview of the U.S. freight system, including current and future challenges. Chairman John Duncan (R-TN) stated the purpose of the panel as providing recommendations to the Committee on ways to modernize the freight system to increase the U.S.’s economic competitiveness.

Witnesses included: Mr. Fred Smith, Chairman, President and CEO, FedEx Corporation; Mr. Charles W. Moorman, Chairman, President, and CEO, Norfolk Southern Corporation; Mr. James Newsome, President and CEO, South Carolina Ports Authority; Mr. Derek Leathers, President, Werner Enterprises; and Mr. Edward Wytkind, President, Transportation Trades Department, AFL-CIO.

All witnesses agreed that the nation’s freight network must be modernized, and each spoke to the importance of building a strong freight system to boost the national economy. Mr. Smith argued that “intermodality” is vital to the efficient movement of goods, stating that in order for modes to work together, proper and sustainable infrastructure must be provided. Mr. Moorman extended this argument by stating that a robust freight network also provides much-needed jobs. In regard to water transportation, Mr. Newsome discussed the need for the federal government to increase investment in the U.S. port system. Funding was also a major topic of discussion, and both witnesses and Members of Congress acknowledged the immediacy of increasing transportation revenues. Ranking Member Jerrold Nadler (D-NY) proposed the possibility of a freight grant program in order to finance large-scale projects, and there was general agreement that the federal government has a role in financing these types of widely beneficial projects.

## Members of the Panel on 21<sup>st</sup> Century Freight Transportation

Republican	Democrat
John J. Duncan, Jr. (TN) - <i>Chairman</i>	Jerrold Nadler (NY) – <i>Ranking Member</i>
Gary Miller (CA)	Corrine Brown (FL)
Rick Crawford (AR)	Daniel Lipinski (IL)
Richard Hanna (NY)	Albio Sires (NJ)
Daniel Webster (FL)	Janice Hahn (CA)
Markwayne Mullin (OK)	

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On May 15<sup>th</sup>, the Panel on 21<sup>st</sup> Century Freight Transportation held a roundtable discussion titled “Coordinating Federal Efforts to Improve Freight Transportation,” attended by congressional panel members as well as Deputy Secretary of Transportation John D. Porcari and Assistant Secretary of the Army (Civil Works) Jo-Ellen Darcy. Chairman Duncan and Ranking Member Nadler began the discussion by emphasizing the economic significance of the U.S. freight network.

The panelists and witnesses discussed a myriad of crucial topics, ranging from project delays, to state freight plans, to designation of the national freight network. Funding was also a major source of dialogue, specifically in regard to financing projects of national and regional significance. While Deputy Secretary Porcari pointed to the TIFIA loan program as a means of financing large scale projects, Congressman Nadler emphasized the importance of establishing a dedicated source of grants for these immense and widely beneficial projects. The roundtable highlighted the need to focus on a comprehensive, national system when developing policies and allocating funds.

Though none of the hearings resulted in a definitive solution to the problem of transportation financing, or to the problem of the nation’s crumbling infrastructure, they did show that Congress is taking these issues seriously and is recognizing transportation, and freight in particular, as a vital component of the national economy. With the Panel on 21<sup>st</sup> Century Freight Transportation expected to schedule more hearings in the coming months, Congress is sure to continue its focus on goods movement and will hopefully move the country toward a modern freight system and a sustainable transportation funding solution.

The House Committee on Transportation and Infrastructure had several other noteworthy meetings, including a May 30<sup>th</sup> Panel on 21<sup>st</sup> Century Freight Transportation hearing in Southern California. Participants focused on the region’s unique transportation challenges, and the Committee heard testimony from six witnesses, including CAGTC members Hasan Ikhata and Rick Richmond.

On June 26, a full hearing of the House Transportation & Infrastructure Committee was convened to examine the correlation between logistics and a productive, efficient, and safe freight system. Witnesses included representatives from UPS, Walmart, the Association of American Railroads, C.H. Robinson, IDS, and the Airforwarders Association. First mile/ last mile was a topic of considerable discussion, as was the importance of funding air traffic control towers during night time hours.

## **President Enacts Streamlining Measures to Promote Infrastructure Projects**

President Barack Obama announced on May 17<sup>th</sup> a Presidential Memorandum that will streamline the process for obtaining permits for federal infrastructure projects. The initiative is designed to reduce the timelines for major infrastructure projects while taking steps to ensure that project implementation follows best practices to provide better outcomes for the environment and nearby communities.



Streamlining the permitting process represents a larger campaign by the President to increase investment in infrastructure, create more jobs, promote economic growth, and enhance U.S. global competitiveness. The President’s 21<sup>st</sup> Century Infrastructure Initiative calls for an immediate \$50 billion investment in the national transportation network, with \$40 billion going toward “fix-it-first” projects to repair infrastructure most in need. To encourage public-private partnerships and creative infrastructure financing, the President proposed a “Rebuilding America Partnership” to increase private and overall investment in infrastructure projects.

# Water Resources and Development Act Passes Senate with Bipartisan Support

Two short months after its March 18, 2013, introduction in the Senate, the Water Resources and Development Act (WRDA) passed the Senate on May 15<sup>th</sup> with an 83 to 14 majority. Senate Environment and Public Works Committee (EPW) Chairman Barbara Boxer (D-CA) and Ranking Member David Vitter (R-LA) worked tirelessly to ensure the bill gained substantial bipartisan support and appealed to a wide spectrum of interests.

WRDA, last passed in 2007 and typically enacted every two years, unanimously passed the EPW in March, and, after a series of amendment votes, quickly moved to a full Senate vote and passage. If enacted, the legislation would authorize federal spending for a number of water infrastructure projects, including port improvements, environmental restoration, flood protection, and dam and levee enhancements. Specifically, the bill would permit more than twenty Army Corps of Engineers projects; in total, the bill would cost an estimated \$12.5 billion over the next ten years and, according to the bill authors, would create up to 500,000 jobs.

Addressing an issue long criticized by members of Congress, the legislation would also ensure that a larger portion of the Harbor Maintenance Trust Fund, financed through user fees, be put toward harbor improvements. In the past, only about half of the Harbor Maintenance Trust Fund has been put toward port operations and maintenance, with the rest offsetting general budget shortfalls. The Senate bill mandates a timeline to spend the Trust Fund's annual receipts on its intended purpose, beginning in 2014 and achieving full use by 2020.

The bill also includes environmental streamlining provisions, a source of both bipartisan support and significant criticism. Though many congressional members denounce the unnecessary delays and costs resulting from the drawn out environmental review process, some democratic Senators and environmental groups have voiced concerns that these measures will not provide enough time to accurately assess environmental impacts, potentially resulting in irreversible ecological damage. The White House also provided criticism of the streamlining language in a May 6<sup>th</sup> statement. The statement contained another significant critique concerning the authority ceded from Congress to the Army Corps of Engineers in regard to project studies and authorizations, stating the bill "would weaken Congressional involvement and transparency in the authorization of Corps studies."

This concern over a loss of congressional authority could be an obstacle to a majority vote in the House. In a speech to the Waterways Council this past March, House Transportation and Infrastructure Committee Chairman Bill Shuster (R-PA) indicated that the transfer of authority from Congress to the Administration may be a potential problem for the bill's ultimate passage. The Chairman is intent on the House writing its own bill, and though he has not provided a specific timeline, he recently stated that he expects the House version of WRDA to be taken up this fall.

While it is difficult to predict the specific contents of the House bill, some forecast that language for Harbor Maintenance Trust Fund reform will be present, most likely mirroring the reform language in the Senate bill. However, the House bill could notably depart from the Senate bill in its project authorization language. House Republicans have expressed concern over ceding too much power to the Obama Administration, but, without earmarks, it remains unclear what an alternative and viable project authorization process would look like.



## New Member Spotlight

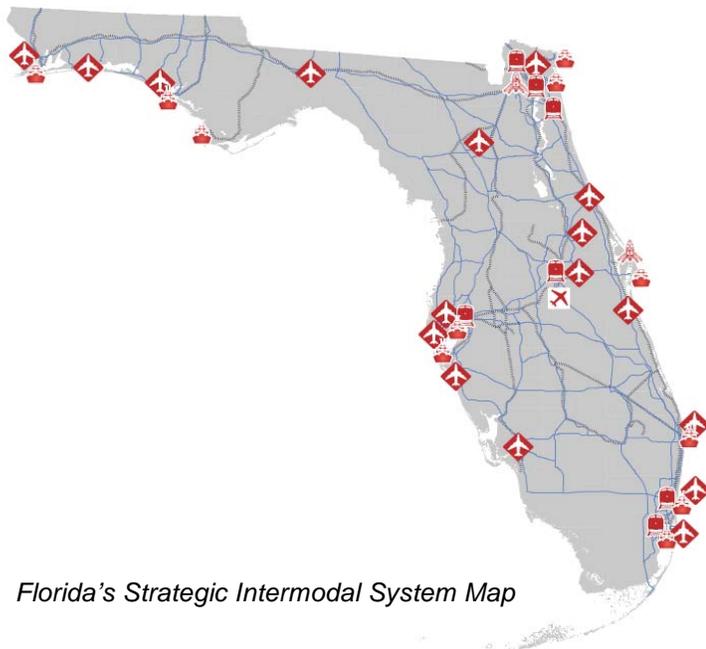


# CAGTC Welcomes New Member: Florida Department of Transportation *Moving Florida Faster*

Floridians are keenly aware of the state's once in a lifetime opportunity to become a global hub for trade, logistics and export-oriented manufacturing. With the upcoming expansion of the Panama Canal and Florida's natural geographic and economic advantages, now is clearly the time for us to act.

The State has several key examples of our new action-oriented approach:

- significant and historic investments in freight and logistics infrastructure,
- the creation of the Freight, Logistics & Passenger Operations Office within the Florida Department of Transportation (FDOT), and
- the progress of the Freight Mobility & Trade Plan



*Florida's Strategic Intermodal System Map*

In fact, the Brookings Institution recently named the FDOT Freight, Logistics and Passenger Operations Office as one of the Top 10 State and Metropolitan Innovations to Watch. This recognition highlights actions undertaken by states and metropolitan areas in 2012 that seem ripe for meaningful impact in 2013 and beyond, as well as for replication by other communities.

By aligning infrastructure systems across the state through Florida's Strategic Intermodal System (SIS) and the state's first ever Freight Mobility and Trade Plan, the FLP can consider the entire state's freight interests rather than those of individual ports and intermodal centers. Instead of dividing money based on geographic equity, the state can now select projects that will deliver the greatest economic return on investment.

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The Freight Mobility and Trade Plan (FMTP), required by a law passed in the Florida House of Representatives in April 2012, has four key goals:

1. Increasing the flow of domestic and international trade through Florida's seaports and airports;
2. Increasing the development of intermodal logistic centers, including specific ways to capitalize on Florida's empty backhaul trucking and rail market;
3. Increasing the development of manufacturing industries in the state;
4. Increasing the implementation of compressed natural gas, liquefied natural gas, and propane energy policies.

The FMTP development process relies on substantial interaction with industry stakeholders, business leaders, and members of the public. By continuing a dialogue throughout the planning process, the FDOT can gain important insight into Florida's freight system, allowing the state to establish a more comprehensive and targeted plan. Further, instituting an industry-led approach rather than a solely governmental one allows for investment streamlining, an important factor in project development. FDOT is currently inviting the public to comment on the Freight Mobility and Trade Plan and expects the policy element of the plan to be completed by July 2013. The final report, which includes the investment element, is expected July 1, 2014.

Florida is also actively promoting the development of Intermodal Logistics Centers (ILCs) as a way to promote a seamless freight network. As defined by the Florida House of Representatives, an ILC is essentially "a facility or group of facilities serving as a point of intermodal transfer" for the movement of goods. Through increased employment, wages, and tax revenue, an ILC can significantly boost the local and state economy.

In 2012, Governor Rick Scott and the Florida Legislature passed a bill to support the development of ILCs by establishing a new ILC grant program. The ILC Infrastructure Support Program grants \$5 million annually to help fund projects that create or improve the multimodal goods movement system. The legislation also includes a provision that allows ILCs to be part of Florida's Strategic Intermodal System. This focus on ILC development illustrates Florida's strong commitment to its multimodal freight network and to its economy.

Simply put, the State of Florida has taken considerable action to ensure it is investing in its port and transportation infrastructure – including funding the federal share of significant port projects with millions of state dollars.

Florida will soon be the third largest state with 19 million residents and 90 million annual visitors, and FDOT is moving ahead faster to be ready.



*Source: Florida Department of Transportation*

# Port of Los Angeles Celebrates Completion of 10-Year, \$370 Million Main Channel Deepening Project

Los Angeles Mayor Antonio Villaraigosa, together with elected officials and leaders from the Port of Los Angeles and U.S. Army Corps of Engineers, marked on April 3rd the completion of the Port's Main Channel Deepening Project, a major milestone in the Port's ongoing efforts to assure its global competitiveness, continued growth, and job creation. Conducted by the Corps on behalf of the Port, the 10-year, \$370 million project to deepen the Port's main navigational channel and turning basins allows the Port of Los Angeles to continue to accommodate bigger, more modern vessels from around the world.

"The Port of Los Angeles is a critical economic engine to the Los Angeles region," said Mayor Villaraigosa. "Completion of this project means that the Port will remain competitive globally, and continue to be a strong source for jobs and regional revenue growth for years to come."

"Our nation's ports are the backbone of our country's economy," said Congresswoman Janice Hahn. "Now that this dredging project is complete, America's Port® will have the ability to accept the new, larger cargo vessels. Our increased competitiveness will strengthen our regional and national economies -- resulting in job creation in my district and across the country."

"I commend the Port of Los Angeles for its vision and diligence in completing this monumental channel deepening project," said Councilman Joe Buscaino. "This critical infrastructure investment will ensure the Port remains number one in the nation, and protect thousands of good-paying local jobs for years to come."

"Completion of the Main Channel Deepening Project has been our single-most, important infrastructure project," said Port Executive Director Geraldine Knatz, Ph.D. "We're grateful for the work of the U.S. Army Corps of Engineers and everyone on the Port team who helped bring this critical infrastructure priority to fruition."

The project involved deepening of the Port's 45-foot deep Main Channel, West Basin Channel and East Basin Channel to a 53-foot depth. During the course of the multi-year effort, the Corps generated and relocated 15 million cubic yards of dredge materials – nearly twice the amount of earth moved to create Dodger Stadium – to various sites throughout the Port. Some of that material was used to construct the 104-acre Cabrillo Shallow Water Habitat, providing a replacement habitat and feeding area for fish and marine birds in the outer harbor.

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## Member News

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“The number of ships and the volume of goods they will bring, the number of jobs that will result, and the economic impact on the local area and throughout the nation are important numbers,” said Col. Mark Toy, commander of the U.S. Army Corps of Engineers Los Angeles District. “But the true worth of the project is the benefits it will provide for people. Directly or indirectly, locally or nationwide, immediately or in the future, the work we recognize today will benefit the lives of many people.”



The Port's container terminal tenants rely on the Port's deep channels to move cargo. Container terminals generate about 74 percent of Port revenues and help facilitate hundreds of thousands of direct and indirect jobs throughout Southern California. More than 43,000 direct jobs are connected to marine terminal operators at the Port.

In order to maintain and improve its world-class infrastructure, the Port of Los Angeles is in the midst of a five year, \$1.3 billion Capital Improvement Program to modernize and upgrade terminals, to increase rail capacity and improve roadways in and around the Port.

Los Angeles is America's premier port and has a strong commitment to developing innovative strategic and sustainable operations that benefit the economy as well as the quality of life for the region and the nation it serves. As the leading seaport in North America in terms of shipping container volume and cargo value, the Port generates more than 830,000 regional jobs and \$35 billion in annual wages and tax revenues. The Port of Los Angeles – A cleaner port. A brighter future.

*Source: The Port of Los Angeles*



# GOVERNOR O'MALLEY LEADS CELEBRATION OF NEW 50-FOOT-DEEP BERTH AND SUPERSIZED CRANES AT PORT OF BALTIMORE

*Public-private partnership project creates 5,700 Maryland jobs*

Governor Martin O'Malley, joined by Baltimore Mayor Stephanie Rawlings-Blake and private sector partners from Highstar Capital and Ports America Chesapeake, on May 8th led a celebration of a new 50-foot-deep berth and four supersized container cranes at the Port of Baltimore's Seagirt Marine Terminal. The project is part of a larger public-private partnership (P3) agreement that is supporting 5,700 new jobs and will allow the Port of Baltimore to accommodate larger ships and attract more cargo to Maryland. The new berth and cranes are key elements of the 50-year agreement between the Maryland Department of Transportation's Maryland Port Administration (MPA) and Highstar Capital's Ports America Chesapeake to lease and operate the 200-acre Seagirt Marine Terminal. Under the agreement, Ports America Chesapeake has daily operational control of Seagirt, but the state continues to own the facility.

"This new 50-foot-deep berth and these cranes were absolutely critical to the long-term future of the Port of Baltimore, enabling Maryland to retain existing business and jobs while allowing us to accommodate new business and create new jobs that will come aboard the larger ships that are on the horizon," said Governor O'Malley. "Through our collaboration with Ports America, we're moving the Port of Baltimore forward, creating jobs and connecting our State with cities and ports half a world away. This project puts the Port of Baltimore in an excellent competitive position when the Panama Canal expansion is completed in 2015 -- a project that will literally change the face of the maritime shipping business."

This P3 project and partnership between the MPA and Ports America Chesapeake is expected to generate up to \$1.8 billion in total investment and revenue for the State of Maryland over the life of the agreement. It also will generate \$15.7 million per year in new taxes for Maryland. The 5,700 jobs created by this agreement include: 3,000 jobs to build the new berth for the Port of Baltimore and for related Maryland highway projects, and another 2,700 jobs to handle the anticipated increased container business that the Port will begin to see very soon.

"The Seagirt P3 is an important milestone. For Maryland it is creating 5,700 jobs and continuing the leadership of the Port of Baltimore," said Christopher H. Lee, Founder and Managing Partner of Highstar Capital. "The longer term economic benefits to our state are immense. For America, it shows that the public sector and the private sector can truly partner together on a win-win basis to bring our infrastructure back to the world class levels we last enjoyed in the 1960's without onerous tax hikes and hard political choices between investment, jobs and the health and welfare of all Americans. I thank Governor O'Malley for his extraordinary leadership in setting an example for all 50 states and once again proving that in Maryland, we get things done, the right way."

*Source: Maryland Department of Transportation*

# 360 Truck Screening Technology Delivers Safety and Revenue

## *Enforcement Officials and Compliant Carriers Benefit*

Transportation using the 360SmartView truck safety screening system show significant results from focusing limited enforcement resources on trucks that are out of compliance with safety and credential requirements.

Results, based on data from the 360SmartView system during the first year of operation at Montana's westbound Billings inspection facility, include:

- A 23 percent increase in violations detected per inspection;
- A 25 percent increase in inspected vehicles falling within FMCSA's "Inspect" category; and,
- Increases in revenue from temporary fuel and vehicle registration permit sales of 55 and 88 percent.

"360SmartView has produced safety and efficiency benefits for both enforcement agencies and compliant carriers as it has assisted state officials to focus on trucks with known deficiencies" said Karen Rasmussen, president and CEO of HELP Inc., the public-private partnership that provides 360SmartView, PrePass and other safety services.

As deployed in Montana, 360SmartView uses in-station cameras to electronically screen all trucks entering the inspection facility. The system presents roadside enforcement officials with a compliance snapshot based on cloud-based information from the U.S. Department of Transportation and as many as 90 other government data sources.

A copy of the Montana results are available at <http://www.helpinc.us/MT>.

### **About 360SmartView**

360SmartView is a new cloud-based, truck-sorting system for roadside weigh stations and mobile enforcement. A core, in-station offering, 360SmartView provides state enforcement officials with a single and complete view of each truck's safety and compliance status, enabling them to make selection decisions based on a 360-view of each vehicle.

Current, complete and correct data on safety, credentials, tax payment can help roadside officials and drivers make the best truck selection decisions. The 360 system augments CVIEW with data from more than 90 state sources not currently reporting to CVIEW, to present roadside officers with a complete view of every vehicle passing through their inspection process.

360SmartView can be deployed at fixed, staffed inspection facilities; at remote, unstaffed locations and be accessed by officers assigned to mobile enforcement. In each instance, an automated query provides the enforcement officials with an integrated response for truck inspection selection. Data are logged in a warehouse from which enforcement-focused analytics deliver information that can be used for audit and compliance targeting.

Source: *HELP, Inc.*



# Port's Projects Create 5,000 New Jobs

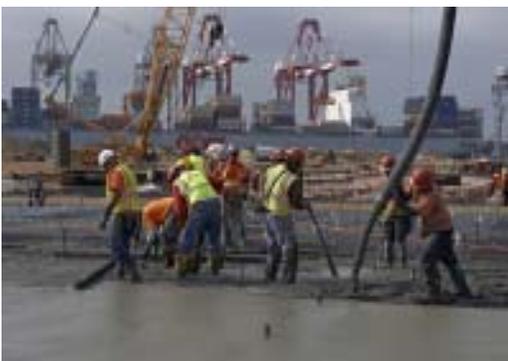
## *Construction-related work boosted by major contracts*

Port of Long Beach modernization projects created 5,166 new construction-related jobs in the region in 2012, mainly linked to the award of contracts for the design and building of the Gerald Desmond Bridge replacement and an ongoing terminal makeover.

In 2012, the Port awarded a \$650 million design-build contract for the bridge project and major contracts for the Middle Harbor Redevelopment Program. Other contracts awarded in 2012 included environmental work, security upgrades, shore power installations for terminals and other infrastructure.

“The creation of more than 5,000 new jobs is welcome news for Southern California,” said Susan E. Anderson Wise, President of the Long Beach Board of Harbor Commissioners. “Keep in mind that these projects are modernizing our Port in order for us to stay competitive and remain a reliable economic resource that supports hundreds of thousands of permanent trade-related jobs.”

The construction-related job figures were calculated by examining each Port project to determine how many direct construction jobs are created. Estimates are then made of the spin-off jobs associated with industries that support the Port’s construction, as well as the jobs that result from construction and support industry workers spending their salaries. The share of direct construction jobs that make up each project’s estimated job total ranges from 40 to 64 percent. The great majority of these direct jobs are located in the City of Long Beach.



In 2011, Port construction contracts generated 2,985 new jobs, and in 2010, 880 were generated.

The Port is in the midst of a 10-year, \$4.5 billion capital improvement program. Although the bridge replacement is mostly funded with state, federal and county transportation monies, the capital improvement program overall is supported primarily by the revenue generated by the shipping trade that moves through the Port.

As a premier gateway for trans-Pacific trade, the Port of Long Beach moves more than \$155 billion in goods each year. The cargo that flows through the Port supports more than 300,000 permanent jobs in Southern California.

The Port of Long Beach maintains a job resources page to help direct job seekers to employment and training opportunities and outlets such as the “Hire LB” website at <https://www.longbeachvos.org/>

*Source: Port of Long Beach*

## President Obama Tours Port of Miami Tunnel Project

President Obama toured the construction site for the new Port of Miami tunnel on March 29 as part of an outreach program to encourage greater spending on infrastructure improvements.

The \$1 billion tunnel project will link the Port of Miami with the interstate highway system (I-395 and I-95). All port traffic, particularly heavy truck traffic, currently travels over city streets to and from I-95 or I-395. When completed in August 2014, the tunnel will provide improved access for trucks and cruise passengers destined for the Port of Miami, taking heavy traffic off the streets of downtown Miami, eliminating a source of congestion and improving air quality.

Parsons Brinckerhoff has been involved with the Port of Miami tunnel since 2003 as owner's representative to the Florida Department of Transportation (FDOT). Parsons Brinckerhoff's responsibilities included project management, civil and structural concept design, tunnel engineering, cost estimating and scheduling, and preparation of public-private partnership procurement documents. The firm is also providing construction engineering and inspection services to FDOT.

The tunnel is being constructed by the Miami Access Tunnel consortium under a 35-year design-build-finance-operate-maintain contract on behalf of FDOT, the city of Miami, and Miami-Dade County. In addition to twin-bore tunnels between Watson and Dodge islands, project components also include port roadway connections and widening the MacArthur Causeway to accommodate the anticipated growth in traffic.

*Source: Parsons Brinckerhoff*

## PORTS Caucus Leaders Hahn, Poe & Brown Introduce Resolution Calling for Full & Immediate Utilization of Harbor Maintenance Trust Fund

On May 23, 2013 PORTS Caucus leaders Rep. Janice Hahn (CA-44), Rep. Ted Poe (TX-02), and Rep. Corrine Brown (FL-05) introduced a resolution to express the sense of the House of Representatives that the yearly receipts and surplus of the Harbor Maintenance Trust Fund should be fully utilized as soon as possible. The bipartisan resolution details the critical importance of strong ports to the U.S. economy.

"When our ports are strong, our country is strong. Unfortunately, our failure to fully spend the Harbor Maintenance Trust Fund is holding back our ports, and holding back our nation," said PORTS Caucus Co-Chair Congresswoman Hahn.

"Fully utilizing the Harbor Maintenance Tax (HMT) would help ports in Florida and across America prepare for larger ships traveling through the Panama Canal," said Congresswoman Brown. "The immediate use of these funds would create thousands of well paying jobs while preparing our ports for future growth."

*Source: Office of Congresswoman Janice Hahn*

## Member News

# Virginia Port Authority's Sustainability Program Earns Gold Medal

The overall environmental and sustainability program that governs all of the cargo terminals owned, leased and operated by the Virginia Port Authority has won a gold medal in this year's Governor's Environmental Excellence Awards.

The VPA's award is for excellence in its sustainability program. The award recognizes organizations or facilities that can document the success of their sustainability program by providing evidence of 1) a culture of environmental sustainability; 2) recent accomplishments related to reducing their environmental footprint; and 3) a commitment to future sustainability-oriented actions.

"Winners in this category will be those that have made sustainability an integral part of their organizational culture through leadership, innovation, and continual improvement. The sustainability award form provides applicants multiple ways to document that their organization is operating in a sustainable manner," said a statement on judging criteria from the

Heather Wood is the VPA's director of environmental operations, regional environmental organizations, and public relations. She helped to develop the sustainability program. The largest benefit occurred in terminal operations whereby environmental decisions on the marine terminals, she said.



THE PORT OF  
VIRGINIA

"All of our industry partners, customers, and facility neighbors recognize and support the VPA's efforts to improve operational efficiency and reduce environmental impacts," Wood said. "The Port of Virginia is recognized nationally and internationally by our customers, government officials, the regulatory community, and our fellow ports as being a leader in environment and sustainability."

The VPA's sustainability program has been more than a decade in the making. Currently, Virginia is the only port in the nation to have its container terminals certified under the standards set forth in the internationally-recognized ISO 14001 environmental certification process. Many of the programs are voluntary and provide incentives to partners and service providers to improve sustainability of their operations.

"Our goal is to be proactive in our efforts and to continually improve year after year," Wood said.



*Heather Wood, director of environmental affairs for the Virginia Port Authority*

*(Continued on Page 16)*

## Member News

(Continued from Page 15)

Some of the program's measurable results include:

1. An annual sustained 30% reduction in air emissions;
2. An annual sustained 40% reduction in water quality impacts from marine terminal operations;
3. The creation, restoration and preservation of 50 combined acres of forested riparian buffer, tidal and non-tidal wetlands, open space, shallow water habitat, and oyster reefs, with an additional 170 acres planned over the next decade; and
4. Recent energy conservation measures that have resulted in a 40% decline in utility costs from port security operations and HVAC and lighting improvements at Norfolk International Terminals.

The Governor's Environmental Excellence Awards recognize the significant contributions of environmental and conservation leaders in three categories: environmental projects, environmental programs and land conservation. They are given to businesses and industrial facilities, not-for-profit organizations and government agencies.

"The accomplishments of these award winners are truly impressive," McDonnell said. "They demonstrate a clear commitment to improve our environment and make the lives of all Virginians better."

Source: Virginia Port Authority

## Transportation Issues Daily



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# Florida Department of Transportation Awards Bombardier with Rail Operations and Maintenance Contract

Rail technology leader Bombardier Transportation announced on April 15, 2013 that it has signed a contract with the State of Florida Department of Transportation to provide operations and maintenance services for the Central Florida Commuter Rail Transit project (also known as SunRail). The contract is valued at approximately \$195 million US (\$199 million CAD, 149 million euro), and includes mobilization activities followed by 10 years of service.

Bombardier's scope of work for the SunRail commuter rail service will include operations, dispatching, fleet maintenance, track maintenance, customer service, station platform and facility maintenance, and material supply. The Bombardier team will mobilize for service over the coming months and assume its operations and maintenance responsibilities in the spring of 2014.

The fleet for the SunRail service will include 20 BOMBARDIER BiLevel commuter rail cars that Bombardier will begin delivering this spring. Over 1,000 Bombardier BiLevel cars are already in operation across the United States and Canada.

"We are proud to be part of this very important expansion of public transit in Central Florida, which will increase people's mobility, provide a regional transportation alternative to Central Florida's congested roads, and benefit the regional economy," said Raymond Bachant, President, Bombardier Transportation North America. "This new agreement confirms Bombardier's leadership position as a provider of passenger rail equipment and services in North America and worldwide. Our strong services portfolio complements our innovative products and technologies, allowing us to form a true partnership with our customers throughout the entire product life cycle and to ensure the highest levels of safety, customer service, on-time performance, fleet availability and reliability."

Bombardier has a long-standing track record of providing operations and maintenance services to transit systems across North America including Agence Métropolitaine de Transport in Montréal, GO Transit in Toronto, the Massachusetts Bay Transportation Authority, New Jersey Transit, North County Transit District in California, OC Transpo in Ottawa, the South Florida Regional Transit Authority, the Southern California Regional Rail Authority, and, beginning in June, the Maryland Area Regional Commuter (MARC) Train Service. Bombardier also supports transit systems with overhaul and refurbishment programs and material and technology solutions.

Source: *Bombardier*

# New ARTBA Report Quantifies How Investments in Transportation Projects Impact U.S. Economy

A new report by the American Road & Transportation Builders Association's (ARTBA) chief economist shows the money invested in transportation construction industry employment and purchases generates \$354 billion in annual U.S. economic activity—the equivalent of 2.25 percent of the Gross Domestic Product (GDP). That's larger than the annual GDP of 153 nations, including Denmark (\$333 billion), Israel (\$243 billion) and oil-rich Venezuela (\$316 billion).

The report, "The U.S. Transportation Construction Industry Profile," authored by Dr. Alison Premo Black, finds the annual value of transportation construction reached nearly \$120 billion in 2012. This ranks it larger than industry sectors like commercial and health care structures (\$111.5 billion); motion pictures (\$108.3 billion); amusement parks and recreation (\$96.4 billion); mining (except oil and gas \$90.9 billion); waste management (\$89 billion) and textile and apparel manufacturing (\$72.7 billion), to name a few.

To put these statistics and others into an easy-to-use format, ARTBA has launched [www.transportationcreatesjobs.org](http://www.transportationcreatesjobs.org), an interactive website featuring a clickable U.S. map that provides detailed statistics on job creation, federal and state payroll tax revenue generated, and the size of each state's transportation network, current road and bridge conditions, commuting patterns and motor vehicle crashes. It is a great information source for the news media, members of Congress and their staffs, chambers of commerce, and state and local officials.

Dr. Black's work also noted the industry supports 3.4 million full-time jobs, which generate more than \$135 billion in direct and induced wages nationally and contribute an estimated \$11.6 billion in state and federal payroll taxes each year.

The transportation construction industry's largest economic impact is in the state of California, where it generates or sustains more than 348,024 jobs. California is followed by New York (307,527), Texas (303,364), Florida (191,513), Pennsylvania (166,199), Illinois (138,701), Ohio (109,349), New Jersey (104,913), Georgia (100,675), and Virginia (93,931).

Data in the profile was compiled using U.S. Census Bureau "County Business Patterns" and the U.S. Commerce Department's Regional Input-Output Modeling System (RIMS II).

Established in 1902, ARTBA is the "consensus voice" of the U.S. transportation design and construction industry before Congress, federal agencies, White House, news media and general public.

The report is available here: [http://www.mwrtba.org/microsites/transportationcreatesjobs/pdf/Economic\\_Profile.pdf](http://www.mwrtba.org/microsites/transportationcreatesjobs/pdf/Economic_Profile.pdf)

*Source: American Road & Transportation Builders Association*

# Freight Railroads Investing, Ready for Intermodal Traffic From Panama Canal Expansion

## *Private Investments in Facilities and Equipment Paying Off as Railroads Already Seeing Steady Intermodal Growth*

Association of American Railroads (AAR) President and CEO Edward R. Hamberger on April 10th told the Senate Committee on Commerce, Science, and Transportation that freight railroads are positioning themselves to meet future transportation demands in this country, including those related directly and indirectly to the expansion of the Panama Canal.

Though the expansion of the Panama Canal will impact each North American railroad differently, Hamberger expressed his confidence in the railroads' ability to handle traffic, whether coming from the East or West.

"The fact is," Hamberger stated, "whether the freight is coming into or leaving from Long Beach or Savannah or Miami or Houston or Seattle or Norfolk or any other major port, our nation's freight railroads are in a good position now, and are working diligently to be in an even better position in the future, to offer the safe, efficient, cost-effective service that their customers at ports and elsewhere want and need."

Hamberger explained that rail intermodal shipments are growing thanks to major private capital investments railroads have been making in equipment and facilities to improve efficiency, reliability, and productivity for intermodal rail customers. The rail industry has seen a rise in intermodal volume from 3.1 million containers and trailers in 1980 to 12.3 million units in 2012.

Despite the recession, America's freight railroads have been reinvesting more than ever before, Hamberger said. These private investments include \$25.5 billion in 2012 and roughly the same amount is projected for 2013.

"Intermodal-specific investments are a part of the \$525 billion in investments freight railroads have made since 1980 – paid for with the railroads' own funds, not government funds – on locomotives, freight cars, tracks, bridges, tunnels and other infrastructure and equipment," said Hamberger. "Intermodal is a key market segment for each of the major U.S. freight railroads, and each has devoted significant resources toward expanding their intermodal capabilities to keep supply chains fluid and effective."

Hamberger noted that many analysts project the demand for freight transportation will grow, both for intermodal trade and domestic resources, due to population and economic growth. This further supports the need for investments in rail intermodal and rail carload capacity.

"Railroads are the best way to meet this demand," Hamberger added. "Railroads are safe, save fuel, keep trucks off the overcrowded highways, and reduce greenhouse gas and other emissions. And they do it while providing affordable, reliable transportation to America's manufacturers, farmers, energy producer, retailers, and consumers."

*Source: The Association of American Railroads*

## Research News

### *Using Pension Funds to Build Infrastructure to Put Americans to Work*

Center for American Progress

March 2013

Private investment from sources such as pension funds cannot close this gap in infrastructure funding unilaterally. Nevertheless, it makes sense to find ways to accelerate private investment in infrastructure so that annual government appropriations can be directed to projects in which user fees or other dedicated revenues such as gas taxes or sales taxes and the expanded use of tolling—fees charged for the use of highway facilities—is not likely to be sufficient to repay investors. CAP estimates that at least \$60 billion a year in infrastructure improvements could be financed with private capital, thereby relieving federal and state budgets of this upfront cost, although in some cases government appropriations may be part of the mix of funds used to repay investors over time. Even with a ready and eager pool of private investment capital, public policies that promote an increase in dedicated revenues are needed to generate the funds necessary to repay investors for their risk and effort.

This paper describes the current state of pension-fund activity in infrastructure investments in the transportation-related sectors, explains the barriers to mobilizing more pension-fund investment in the sector, and offers recommendations to address these challenges.

<http://www.americanprogress.org/wp-content/uploads/2013/03/CooperCraigPensionFunds-1.pdf>

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### *Infrastructure and Resilience: Forging a National Strategy for Reconstruction and Growth*

Center for American Progress

April 2013

In this brief, we argue that the president must advance his new infrastructure initiatives and investment goals in the context of the public health and safety risks of climate change. This will enable the United States to continue creating jobs and supporting long-term economic growth, while better equipping our communities and infrastructure to withstand the growing risks of extreme weather and climate change. If done correctly, reinvesting in the public infrastructure that forms the backbone of U.S. economic competitiveness will stimulate private-sector investment, and better position U.S. businesses and employees to succeed in a changing global economy by making U.S. communities more competitive and efficient places to do business. These same investments, if made wisely, will simultaneously make communities more resilient to climate change and reduce vulnerability to pollution from fossil fuels. While we can't stop extreme-weather events from happening, we can reduce the resulting economic damage and public-health risks by investing in better, more resilient infrastructure.

Because infrastructure planning and construction operate on long-investment cycles, failing to act now will undermine U.S. competitiveness well into the future. America's ability to successfully curb carbon pollution to prevent dangerous levels of climate change and build resilience to unavoidable climate impacts is rooted in the investment decisions we will make in the next 5 to 10 years. Those plans are on the drawing board today. This is the moment for action to ensure that America's infrastructure is built to withstand a changing climate and to drive economic growth well into the future. The president's leadership could prove to be his longest-lasting legacy for future generations.

There are three parts to forming a national strategy for infrastructure resilience. First, the federal government should launch a national infrastructure-vulnerability assessment that evaluates the ability of the nation's current infrastructure to withstand climate-related extreme weather. Second, the Obama administration should build on the proposals laid out in its FY 2014 budget and harmonize financial resources to invest in these resiliency projects in a coordinated way. Third, the administration should elevate resiliency as a priority by tasking cabinet-level officials to work systematically with cities and states in directing these resources.

<http://www.americanprogress.org/wp-content/uploads/2013/04/InfrastructureResilience.pdf>

# Research News

## ***Infrastructure 2013: Global Priorities, Global Insights***

Urban Land Institute  
May 2013

The Urban Land Institute and Ernst & Young have collaborated again, for the seventh year, to examine key trends and issues in the major global markets of the Asia Pacific region, Europe/Middle East/Africa, and the Americas. *Infrastructure 2013* has drawn upon a broad range of discussions with public and private sector procurers, funders, operators, and advisers to report on the critical factors affecting infrastructure in emerging and developed economies.

In many developed economies such as Europe and the United States, spending on infrastructure is predominantly directed at asset maintenance and repair, with few opportunities for brand-new installations. Where new projects are contemplated, the driver is often to address urgent climatic impacts or to provide a differentiated economic benefit to a municipal government or federal government. In the connected global economy where cities are competing for business and investment, the quality of infrastructure is commonly a determining factor.

As the world's population increasingly chooses to live in large urban centers, there is an increasing need for improved connectivity, efficient use of natural resources, and the creation of sophisticated transport hubs. Now more than ever, innovation, technology, and instant communications are enabling improvements in design, installation, and operation of assets.

The winners, *Infrastructure 2013* suggests, will be those countries and regions that can meet the rapidly changing needs of the people by delivering the best facilities in the swiftest and least disruptive manner.

<http://www.uli.org/wp-content/uploads/ULI-Documents/Infrastructure-2013.pdf>

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## ***Climate Change: Future Federal Adaptation Efforts Could Better Support Local Infrastructure Decision Makers***

Government Accountability Office  
May 2013

The federal government invests billions of dollars annually in infrastructure, such as roads and bridges, facing increasing risks from climate change. Adaptation--defined as adjustments to natural or human systems in response to actual or expected climate change-- can help manage these risks by making infrastructure more resilient.

GAO was asked to examine issues related to infrastructure decision making and climate change. This report examines (1) the impacts of climate change on roads and bridges, wastewater systems, and NASA centers; (2) the extent to which climate change is incorporated into infrastructure planning; (3) factors that enabled some decision makers to implement adaptive measures; and (4) federal efforts to address local adaptation needs, as well as potential opportunities for improvement.

GAO reviewed climate change assessments; analyzed relevant reports; interviewed stakeholders from professional associations and federal agencies; and visited infrastructure projects and interviewed local decision makers at seven sites where adaptive measures have been implemented.

GAO recommends, among other things, that a federal entity designated by the Executive Office of the President (EOP) work with agencies to identify for local infrastructure decision makers the best available climate-related information for planning, and also to update this information over time. Relevant EOP entities did not provide official comments, but instead provided technical comments, which GAO incorporated, as appropriate.

<http://gao.gov/assets/660/653741.pdf>

## Upcoming Events

**August 6-9, 2013:** 16th Annual Transportation and Infrastructure Summit, Irving, TX



**2013 I-NUF**

5th METTRANS International Urban Freight Conference  
October 8-10, 2013 The Westin Long Beach Hotel, CA

**September 25-27, 2013:** National Waterways Conference Annual Meeting, Savannah, GA

**October 8-10, 2013:** International Urban Freight Conference, Long Beach, CA



**November 17-19, 2013:** The Intermodal Expo, Houston, TX

## CAGTC & Freight in the News

**President Obama Visits PortMiami, Highlights Need for Investment in Freight Infrastructure**

*The Maritime Executive*

April 1, 2013

<http://www.maritime-executive.com/article/President-Obama-Visits-PortMiami-Highlights-Need-for-Investment-in-Freight-Infrastructure-2013-04-01/>

**Freight and Goods Movement Industry Leaders Assemble to Champion “Every Day is Freight Day”**

*The Maritime Executive*

April 9, 2013

<http://www.maritime-executive.com/article/Freight-and-Goods-Movement-Industry-Leaders-Assemble-to-Champion-Every-Day-is-Freight-Day-2013-04-09/>

**A Conversation About Highway Money**

*Trucking Info*

April 10, 2013

<http://www.truckinginfo.com/news/story/2013/04/a-conversation-about-highway-money.aspx>

**TIGER’s Love Affair with Freight - And Bikes**

*DC Streetsblog*

April 26, 2013

<http://dc.streetsblog.org/2013/04/26/tigers-love-affair-with-freight-and-bikes/>

**Port of Pittsburgh Seeks New Technology Partners**

*Maritime Reporter*

May 2, 2013

<http://www.marinelink.com/news/pittsburgh-technology354137.aspx>

## Why Join CAGTC?

### Shape Policy

CAGTC Members have the opportunity to help shape policy and legislation with an organization that is known for getting results on the Hill. Membership gives you a seat at the table as our positions are vetted, debated, finalized and carried to the halls of Congress, where we then pull out the votes. All members are invited and encouraged to participate in our various policy and planning committees, which meet by phone, email and, occasionally, in person.

### Up To Date Information

CAGTC strives to keep our members well informed and keyed in on important national freight developments. Because our work focuses solely on goods movement issues, we are able to disseminate concise, lightening-quick updates. Our members often tell us that CAGTC delivers information quicker than any of their other DC connections!

### Access

CAGTC holds one annual, in-person meeting every spring, with impressive member turn out. In addition to our annual meeting, we hold smaller member events on a regular basis, such as our Congressional Goods Movement Briefing each spring and our Trade Corridor Summit in 2007. We also meet regularly with Congressional Members and staff and with the Administration. All of these meetings are free and open to members. Given that this is authorization time, we expect our calendar for Hill visits to book up quickly - in the run up to SAFETEA-LU, CAGTC held over 500 meetings with policy makers!

### Member Promotion

In all our endeavors, the Coalition highlights its member organizations as examples of *good* projects and *how* the process should work. We do this in our regular meetings on the Hill, at conferences and during presentations and in our newsletter, which goes out every other month. Members have a spotlight for recent achievements, a sounding board of experts for advice, as well as an opportunity to network with likeminded organizations.

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