

Chapter 3-2: Strategic Goals

Vision Statement

The process of developing the vision statement and corresponding policy framework for the California Freight Mobility Plan (CFMP) was a collaborative one that incorporated feedback from many freight stakeholders, as described in **Chapter 3-1: The State's Decision Making Process**. As the result of that process, the following vision statement sets the tone for the CFMP and for the future of goods movement in California.

As the national gateway for international trade, California enhances economic competitiveness by collaboratively developing and operating an integrated, multimodal freight transportation system that provides safe, sustainable freight mobility. This system facilitates the reliable and efficient movement of freight while promoting a prosperous economy, social equity, and a healthy environment.

Policy Framework

The collaborative process described in **Chapter 3-1: The State's Decision Making Process** also produced the following policy framework. This comprehensive set of goals, objectives, performance measures and strategies address problems identified in **Chapter 2-4: Strengths and Problems of the State's Freight Transportation System**, and provide a policy framework that will make it possible for California to realize its vision.

A. Economic Competitiveness Goal:

Improve the contribution of the California freight transportation system to economic efficiency, productivity, and competitiveness

Objective 1: Build on California's history of investments to seek sustainable and flexible funding solution with federal, private, and green partners.

Objective 2: Invest in freight projects that enhance economic activity, freight mobility, reliability, and global competitiveness.

Strategy 1: Conduct a cost benefit analysis for each freight project proposed for programming

Strategy 2: Reduce transportation costs by eliminating bottlenecks and recurrent delay, making operational improvements, and accelerating rapid incident response on priority freight corridors

- Strategy 3:** Seek creation of national, state, and regional dedicated freight funding programs
- Strategy 4:** Expand capacity of freight corridors, or subsections, where demand is at or exceeds capacity through infrastructure or operational improvements
- Strategy 5:** Eliminate unnecessary freight lifts or handling
- Strategy 6:** Improve system condition and performance on priority freight corridors
- Strategy 7:** Coordinate with other states and regions to improve multi-jurisdictional freight corridors to reduce delay, increase speed, improve reliability, and improve safety

Performance Measure 1: Logistics as a percentage of State GDP

Performance Measure 2: Freight cost per ton-mile and velocity

Performance Measure 3: California share of national freight market: value and volume of imports and exports

Performance Measure 4: Value of California exports

Performance Measure 5: Number of freight-related jobs in California

B. Congestion Relief Goal:

Reduce costs to users by minimizing congestion on the freight transportation system

Objective 1: Identify causes and solutions to freight bottlenecks

Objective 2: Invest strategically to optimize system performance

Objective 3: Develop, manage, and operate an efficient integrated freight system

- Strategy 1:** Create multi-modal freight bottleneck list for priority corridors and prioritize for correction
- Strategy 2:** Identify most congested freight corridors and facilities and prioritize for improvement
- Strategy 3:** Implement detection on priority corridors to identify problem areas across modes, particularly targeted to truck data
- Strategy 4:** Construct railroad grade crossings at high volume roadway crossings
- Strategy 5:** Add mainline track and sidings to accommodate demand for freight and passenger rail services

Strategy 6: Implement system management and expand freight travel information availability with the focus on freight corridors

Strategy 7: Expand freight travel information availability to entire truck fleet

Performance Measure 1: Freight Network truck corridor travel speed below 50 MPH

Performance Measure 2: Hours of delay: truck, train, arterial railroad crossing, border crossing, clearance of crashes/incidents

Performance Measure 3: Reliability buffer index (extra time for travel time variation)

Performance Measure 4: Number of bottlenecks per corridor

Performance Measure 5: Extent of detection along freight corridor

C. Safety and Security Goal:

Improve the safety, security, and resilience of the freight transportation system

Objective 1: Reduce rates of incidents, collisions, fatalities, and serious injuries associated with freight movements

Objective 2: Utilize technology to provide for the resilience and security of the freight transportation system

Strategy 1: Reduce points of conflict on the freight system by constructing railroad grade crossings where there is a history of crashes and at crossings that have high volume of vehicle and train traffic

Strategy 3: Create truck-only lanes and facilities and encourage off-peak usage

Strategy 4: Fully implement positive train control

Strategy 5: Expand number and scope of cargo security screenings

Strategy 6: Expand the system of truck parking facilities.

Strategy 7: Ensure consistent and effective safety and security requirements at all California ports.

Strategy 8: Identify alternate freight routes to maintain freight movement at times of disruption by disaster.

Strategy 9: Inventory and assess risks for freight facilities vulnerable to sea level rise and other natural disasters and prioritize for abandoning, armoring, adapting, moving, or replacing

Performance Measure 1: Number of injuries and fatalities per million miles travelled

Performance Measure 2: Number of railroad grade crossing crashes

Performance Measure 3: Number of crashes involving trucks per million miles travelled

Performance Measure 4: Extent of rail system operating under positive train control

D. Freight System Infrastructure Preservation Goal:

Improve the state of good repair of the freight transportation system

Objective 1: Apply sustainable preventive maintenance and rehabilitation strategies

Strategy 1: Ensure adequate and sustainable funding for preservation of the freight system

Strategy 2: Expand scope of freight system rehabilitation projects to include facility modernization, where possible and merited, to increase range of available funding sources

Strategy 3: Make preservation projects multi-purpose

Strategy 4: Identify maintenance and preservation needs on priority freight corridors

Performance Measure 1: Pavement condition

Performance Measure 2: Bridge structural deficiency

Performance Measure 3: Railroad track gauge

Performance Measure 4: Ability of railroad track to accommodate a minimum of 286,000 pounds

Performance Measure 5: Navigation and Berth channel depths

Performance Measure 6: Number of non-operational data collection instruments per corridor

E. Innovative Technology and Practices Goal:

Use innovative technology and practices to operate, maintain, and optimize the efficiency of the freight transportation system while reducing its environmental and community impacts

Objective 1: Support research, demonstration, development, and deployment of innovative technology

Objective 2: Promote the use of zero and near-zero emission technologies within the freight industry to support the State Implementation Plan (SIP), attainment of California greenhouse gas reduction targets, and to reduce local air toxics

Objective 3: Promote innovative technologies and practices utilizing real time information to move freight on all modes more efficiently

Strategy 1: Freight plan priority for projects implementing state-of-the-art and demonstration technologies

Strategy 2: Support deployment of new, non-fossil fuel distribution, recharging facilities, and shore-side power on the freight system, focusing on particular regions and corridors

Strategy 3: Support implementation of new engine technologies that are cleaner and quieter

Strategy 4: Research opportunities for automation of some freight movements

Performance Measure 1: Percent of zero-emission and alternative fuel trucks

Performance Measure 2: Percent ships using shore-side power or alternative in-dock ship emission reduction technologies (ACTI)

Performance Measure 3: Geographic range of real-time freight travel information

Performance Measure 4: Percent of ships slowing speed at designated range

Performance Measure 5: Percent of locomotives meeting or exceeding current EPA standards

Performance Measure 6: Percent of seaport, airport, railroad yard and intermodal equipment (including all off-road, cargo handling, and construction equipment) powered by electricity or non-diesel fuel source

Performance Measure 7: Percent of dead-head and empty container trips

F. Environmental Stewardship Goal:

Avoid and reduce adverse environmental and community impacts of the freight transportation system

Objective 1: Integrate environmental, health, and social equity considerations in all stages of freight planning and implementation

Objective 2: Conserve and enhance natural and cultural resources

Objective 3: Avoid and reduce air and water pollution, greenhouse gas (GHG) emissions, and other negative impacts associated with freight transportation by transforming the freight transportation system to be cleaner and more efficient

Strategy 1: Establish corridor specific impact reduction goals and projects

Strategy 2: Incentivize and prioritize freight projects that maximize GHG, criteria pollutant, and air toxin emission reductions

Strategy 3: Incentivize impact reduction

Strategy 4: Implement projects in freight corridors that are specifically targeted to avoiding, reducing or mitigating freight impacts on the environment and community

Strategy 5: Support and fund research focused on impact reductions and mitigation

Strategy 6: Ensure that there is coordination and alignment of the plan with state GHG reduction goals and requirements and state and federal air quality standards

Performance Measure 1: System-wide emissions reduction targets: PM 2.5, NOx, SOx, VOCs, O3, GHG

Performance Measure 2: Progress toward achievement of the state ballast water standard

Performance Measure 3: Noise contours

Performance Measure 4: Quality of storm water runoff from freight facilities

Performance Measure 5: Marine mammal ship strikes

Relational Context of CFMP Policies

These goals, objectives, performance measures and strategies directly address the issues raised during the focus group sessions described in **Chapter 3-1: The State's Decision Making Process** and the problems identified in **Chapter 2-4: Strengths and Problems of the State's Freight Transportation System**. **Appendix TBD** shows how the CFMP's policies align with these issues and problems.

The CFMP's policy framework contains goals and objectives that are consistent with those proposed for the California Transportation Plan (CTP) and that will improve the ability of California to meet the national freight goals established under 23 U.S.C. 167. **Appendix TBD** shows how the CFMP's goals and align with the national freight goals and the goals of the CTP.

For more details on how the strategies listed in this chapter will help shape the project selection criteria, the programming prioritization criteria and the project list itself, please see **Chapter 3-3: The State's Freight Improvement Strategy**.

Policy Recommendations to US DOT Regarding Reauthorization of MAP-21 - Placeholder

This section will discuss the policy recommendations California is making to US DOT regarding the reauthorization of MAP-21. The policies recommendations will be finalized at the 3/19 CFAC meeting.