



Transportation Planning Capacity Building (TPCB) Peer Program

I-10 Corridor Coalition

A TPCB Peer Exchange

Location: City Square Plaza, 3838 N. Central Ave., Phoenix, Arizona

Date: June 2, 2016

State DOTs: Arizona Department of Transportation (ADOT) - host
California Department of Transportation (Caltrans)
New Mexico Department of Transportation (NMDOT)
Texas Department of Transportation (TxDOT)

Peer Agencies: I-95 Corridor Coalition
I-81 Corridor Coalition

Federal Agencies: Federal Highway Administration
Federal Transit Administration



U.S. Department of Transportation
Federal Highway Administration



U.S. Department of Transportation
Federal Transit Administration

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Introduction

This report highlights key outcomes identified at the I-10 Corridor Coalition Peer Exchange held on June 2, 2016 in Phoenix, Arizona. This event was sponsored by the [Transportation Planning Capacity Building \(TPCB\) Peer Program](#), which is jointly funded by the [Federal Highway Administration \(FHWA\)](#) and [Federal Transit Administration \(FTA\)](#). Additional information about the TPCB Program is available on page 20 of this report.

Overview of the Peer Exchange

Why a TPCB Peer Exchange?

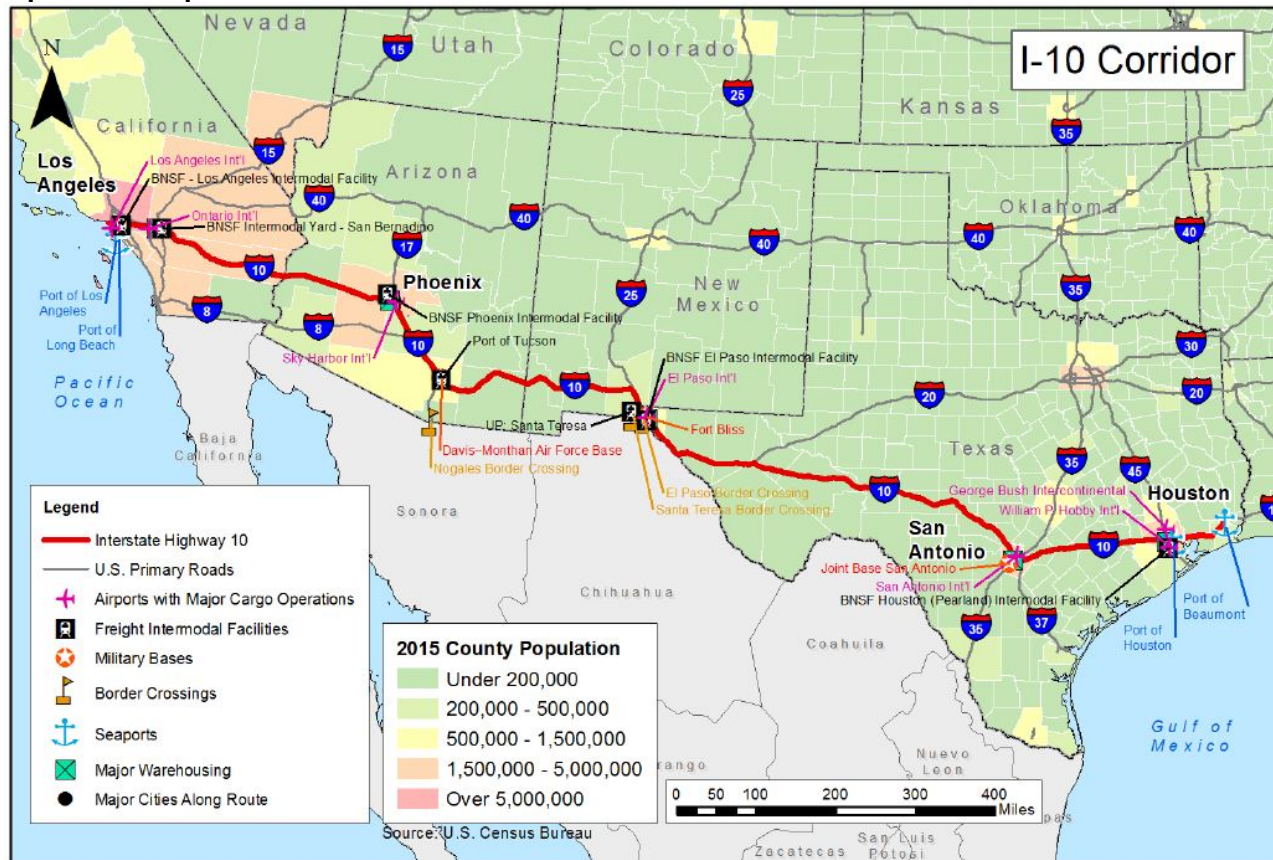
On behalf of the California Department of Transportation (Caltrans), the New Mexico Department of Transportation (New Mexico DOT), and the Texas Department of Transportation (TxDOT), the Arizona Department of Transportation (ADOT) requested a TPCB peer exchange in order to better understand the necessary steps related to forming and operating a corridor among the four western states along the I-10 corridor. The four western State DOTs were interested in establishing the first-ever I-10 Corridor Coalition for joint planning operational efficiencies along the corridor. As a first step ADOT, in coordination with the other three State DOTs, participated in a Pooled Fund Study which developed an inventory of the corridor's assets and estimated the potential for utilizing new technologies to improve freight movement along I-10. This study led to the development of a draft Concept of Operations plan, which laid out how the coalition of states would work collectively to improve freight and passenger safety and increase efficiency along the corridor through the expansion and coordination of technology throughout the corridor. As a next step, FHWA and FTA jointly sponsored a TPCB Peer Exchange for the four-state coalition. The desired outcomes of the peer exchange included:

- The validation of a shared vision for the I-10 Corridor Coalition by the Chief Executive Officers from each of the four State DOTs;
- The signature of the coalition charter by each of the four state DOT CEOs to formally establish the I-10 Corridor Coalition;
- The identification of elements of a Concept for Operations (ConOps); and
- A discussion and identification of next steps and subsequent agreements that may be necessary to sustain the coalition and effort.

In addition, this event provided an opportunity for the four State DOTs to hear from representatives from other corridor coalitions in the United States. Figure 1 is a map of the I-10 corridor through the four western states.

Figure 1. Map of I-10 Corridor from California to Texas Source: I-10 Corridor Concept of

Operations Report



Pre-Planning for the Peer Exchange

A working group was formed in cooperation with the four western State DOTs and the FHWA Arizona Division Office to help guide the planning for the peer exchange. The working group included representatives from each of the four State DOTs, FHWA staff from Office of Planning, the Office of Freight Management, and the four FHWA state division offices along the westernmost portion of the corridor. The working group met weekly by teleconference for a two-month period. A major focus of the meetings was to ensure a thorough review of the draft I-10 Corridor Coalition charter that had been originally prepared by the staff from ADOT. Each of the State DOTs reviewed the draft charter from a policy, legal, planning, and engineering/operations perspective. The draft charter was also reviewed by representatives from the I-95 Corridor Coalition, the I-81 Corridor Coalition, and the Mid-America Freight Coalition. Together, a final draft document was written which included input from all parties.

The pre-planning effort also included two webinars with the State DOT CEOs and key staff members from the four State DOTs. The first webinar, held on May 5, 2016, focused on policy issues related to the formation of the charter. The second webinar was held on May 16, 2016 and focused on what operational and technical concerns would remain after the establishment of a corridor coalition.

occurred. The agenda for the in-person peer exchange was reviewed and finalized during the second webinar. Appendix E contains the agendas for the two webinars.

Peer Exchange

ADOT hosted the 1-day peer exchange meeting in Phoenix, Arizona on June 2, 2016. The peer exchange was attended by staff from ADOT, Caltrans, NMDOT, TxDOT, the two corridor coalition peers, as well as staff from FHWA. Appendix A provides the agenda for the peer exchange. [Appendix B](#) provides a list of key contacts, including the primary contact for each state. Appendix C provides a full list of the participants present at the peer exchange.

The goal of the peer exchange was the adoption of the inaugural charter, signed by the four State DOT Chief Executive Officers at the June 2nd meeting. It also served as a forum for discussion among key staff from the four agencies on visions for the near-term and long-term goals of the Coalition. ADOT welcomed the participants and provided context for the motivation of the event. FHWA then discussed agency goals and objectives and described the TPCB Program, which supported this effort. Each of the CEOs for the State DOTs presented their goals and objectives for the I-10 Corridor Coalition. After the CEOs spoke, representatives from the I-81 and I-95 Coalitions gave presentations about how they created their interstate coalition focusing on process, coordination, lessons learned, and key takeaways. After the presentations, the CEOs reviewed the details of the agreement before collectively signing the Charter.

During the afternoon, the peer exchange transitioned to a discussion session focused on the technical and operational opportunities and challenges that each of the State DOTs will need to address over the coming months (short-term) and years (long-term). These included the drafting of operational documents, identification of data and ITS needs, determination of a staffing structure for a coalition and formation of committees and subcommittees. The CEOs also discussed possible areas for cooperation among member agencies, enforcement and compliance along the corridor, strategies for improving freight movement, and megaregions. The event concluded by identifying short-term and long-term next steps and action items.

Key Processes and Outcomes

During the peer exchange, the peers delivered presentations and led discussions about their relevant experiences and lessons learned in planning, implementing, and advocating for a corridor coalition.

CEO Goals and Objectives

John Halikowski, Arizona Department of Transportation (ADOT) Director

Mr. Halikowski opened the discussion by noting how important it can be to have the four states cooperate on policy and operational issues along the corridor. He also discussed how each of the four State DOTs have strong partnerships with Mexico and that the north-south movement of goods is important to the smooth functioning of the I-10 corridor running east-west. A key goal of the Coalition is to reduce friction in the movement of goods and people along the Corridor, not just on the Interstate but along adjacent roadways and railways.

He highlighted the projected increase in freight movement as an area of priority. Specifically, private shippers have expressed a desire for greater reliability in freight movement, which could be achieved through research and coordination of operations along the Corridor.

Mr. Halikowski closed by noting the presence of the four State DOT CEOs and the importance of leadership within each agency place on improving operations along the Corridor.

Malcolm Dougherty, California Department of Transportation (Caltrans) Director

Mr. Dougherty opened with how important it is for Caltrans to take actions to help reduce friction with goods movement. In California, the Ports of Long Beach and Los Angeles are two of the major ports in the country. The efficient movement of goods from those ports to their destination throughout the country is important to the national economy. He noted that if the coalition can get to a point where industry representatives are talking about one corridor as opposed to four different segments (with respect to boundaries), then that would be a notable milestone. He also stressed that when thinking about the corridor it is important to think beyond just the immediate corridor but to realize that the impact of operations of the I-10 Corridor extend beyond the next mile of the interstate. Mr. Dougherty gave an example of when a bridge was washed out on I-10 in 2015, causing a detour that expanded far beyond the boundaries of the I-10 corridor.

He finished by noting the importance of the coordinated dissemination of information and the effect such coordination would have on passenger and freight travel. He asked the staffs to consider including possible pilot initiatives for weigh-in-motion, coordinated permitting, and identification of truck parking along the Corridor.

James Bass, Texas Department of Transportation (TxDOT) Executive Director

Mr. Bass noted that the Coalition would allow each of the four states to work more effectively by reducing duplicative efforts in research and testing. Such research could include identifying areas of congestion for passenger vehicles and assisting the trucking and freight communities with information gathering to ensure efficient operations.

He highlighted the importance of data-gathering to improve the movement of commuters in passenger vehicles. He also noted that within Texas there were opportunities for the identification of alternate routes for truckers, including re-routing via I-35, also known as “Main Street” in Texas.

Tom Church, New Mexico Department of Transportation (NMDOT) Cabinet Secretary

Mr. Church discussed New Mexico’s function as a bridge state between California and Texas, and noted that a priority for NMDOT was the efficiency of operations along its share of the Corridor to help stimulate economic development.

He also noted that NMDOT now has jurisdiction over the ports of entry for the state and has instituted electronic permitting. This has led to Santa Theresa being identified by the freight industry as a facility through which it can operate efficiently.

He also expressed interest in exploring intelligent transportation systems to improve operations and the importance of the four states cooperation in making that possible.

Peer Presentations

As part of the pre-planning conducted before the peer exchange, the four State DOTs developed a set of questions for the coalition peers to discuss at the exchange. The questions were categorized into the following categories: vision and goals, guiding principles, organizational structure, membership, funding, and operational procedures. The two sections below are summaries of those discussions, which included a brief presentation followed by an open discussion among the State DOTs and the Corridor Coalition peers. The set of questions discussed for this session is included in Appendix D.

Marygrace Parker, I-95 Corridor Coalition

Vision, goals and principles: The I-95 Coalition began with the goal of improving safety and mobility along the I-95 Corridor. The Coalition began by focusing on improving traveler information, facilitating information exchange, and developing best practices to support agencies that were developing TMCs. They also provided coordination between agencies to help with sharing common protocols for things such as Variable Message sign messages, and developed notification protocols for events with durations that would impact neighboring jurisdictions. The Coalition recognizes that mobility and safety along the corridor is a priority for the freight community, so their work priorities emphasize increasing efficient and safe movement of both people and goods.

Consensus-building is a key guiding principle for the I-95 Corridor Coalition. The coalition's Board—comprised of members from 17 DOTs—typically enjoys consensus on major issues; voting on work plans, budgets, etc., is typically non-controversial, which Ms. Parker noted was a key factor. The Coalition originally wrote this and other, similar guiding principles into the Charter, but soon realized that it can be difficult and potentially distracting to develop “perfect language”. Ms. Parker urged members to not be overly focused on language and rather to ensure that they were a consensus driven partnership.

Since its creation the I-95 Corridor Coalition has expanded from a focus on highways to include research on transport needs at ports and rail networks that interact with the interstate. Ms. Parker cited the work being done with the Environmental Protection Agency (EPA) and FHWA on the topic of clean freight corridors.

Funding: The I-95 Corridor Coalition was originally funded by contributions from the members. It was then provided funding by Congress to help support its operations, but that funding has now expired and it is again funded entirely by the member State DOTs.

Organizational structure: The Coalition is led by an executive board, comprised of the CEOs of the full member agencies. There is a Steering Committee comprised of two co-chairs, as well as the co-chairs of the three main program committees (Intermodal Freight and Passenger Movement, Travel Information and Coordinated Incident Management). The program is supported by a Coalition Executive Director, and Program Coordinators that support the program committees and related work.

The employees of the Coalition are public employees but are not employees of any of the State DOTs. The Coalition is housed within the University of Maryland- College Park system and operates with a fair amount of autonomy. The Coalition has a small public sector staff and they manage the Coalition to be as lean as possible. The staff focuses on those issues that are multi-state in nature and also those that support the states' more individual efforts. Ms. Parker noted that it is important to be multi-state in nature but also to understand that each state has to be able to see the benefits to its individual organization.

Membership: The I-95 Corridor Coalition has three levels of membership: full, associate, and affiliate. In addition, organizations and individuals can become friends of the Coalition. Full members include the 17 State DOTs, toll authorities, transit agencies and port authorities. Affiliate Membership is open to any transportation-related organization, such as a Metropolitan Planning Organization (MPO) or other transportation planning agencies/organizations. Associate Membership is open to any organization that owns or operates a local transportation system; is otherwise eligible to be a Full or Affiliate member but is outside the geographic boundary of the Coalition; or is a partner agency, such as State Police, other law enforcement organizations, and motor vehicle agencies. The full list of member agencies is available at: <http://i95coalition.org/the-coalition-2/member-agencies-2/>.

Operational Procedures and Activities: Ms. Parker identified operational collaboration as her recommendation for a single item on which to focus. It leads to planning and cooperation among the agencies and benefits the Corridor.

The Coalition has utilized a multi-state request for proposal when procurement of goods and services are required. This has resulted in awards to single vendors for support or to “market” approach where multiple vendors are options such as in the Vehicle Probe Data project work. In certain situations a State DOT has handled procurement and in others the Coalition will utilize the procurement processes of its academic host, the University of Maryland, depending on how a request can be accomplished most efficiently.

With applications for grants, the Coalition will have one of the members take the lead in submitting a proposal with the endorsement of the other members. The lead agency is typically the one that is most interested in the topic or project and has the ability to manage the implementation and oversight once a grant is received. The Coalition also depends on its member agencies to provide support through the provision of technical services. For example, while an MPO may not be a full member, it can provide staff support on projects of interest to its region.

Ms. Parker noted that coalition agencies from around the country have been more focused on policy issues and coordination; understanding technologies; information sharing on technology such as V2I and communications issues, etc.; and corridor discussions have focused initially on “what state DOTs need to know” to plan for Connected Vehicles. Since an early initiative for the I-10 Corridor is to focus on being a connected vehicle and a freight corridor, truck platooning may be an option.

Final Thoughts: In conclusion, Ms. Parker identified two important points for success:

1. There is a need to have the State DOT chief executive officers be supportive and involved in the initiative, as is demonstrated by their attendance at the peer exchange. The CEOs set the policy direction for their agencies, and their buy-in is a clear indication to staff of the importance of the Coalition; and
2. Identify key staff within each member agency that can transfer knowledge and experience when there is a turn-over in leadership.

Kevin Cole, I-81 Corridor Coalition

Vision, goals and principles: The I-81 Corridor Coalition was created to address the volume of crashes occurring along the corridor and the resulting secondary impacts from these incidents. As stated on its website, the mission of the I-81 Corridor Coalition is “to improve the safety and efficiency of freight and passenger movement.”

A major issue the coalition addressed early in its existence was the coordination of communications among the member states. Within one section of the I-81 corridor, a driver can cross through four different states over a 40-mile distance. Given that an incident in one state could have an impact on the border state, it was important for the Coalition to aid in communication about incidents and responses to the various member agencies.

Funding: This coalition is a pool funded effort by the State DOTs. These funds support a staff of two- the executive director and an administrative assistant. Mr. Cole noted that the coalition doesn’t receive

funds from private organizations but they do receive in-kind support in the form of sponsorship for outreach events and conferences.

Organizational structure: The coalition is governed by a Steering Committee, which consists of representatives from State DOTs, elected officials and FHWA representatives. The members of the Steering Committee are listed on the Coalition’s website, at <http://www.i-81coalition.org/members.html>. While the organization strives for consensus, it can’t always be achieved. Voting is limited to the State DOTs, given that they are the organizations funding the Coalition. The Coalition is open to anyone who is interested in joining and has had interest from public service agencies as well as the medical community. The employees of the Coalition are housed at the Virginia Tech Transportation Institute (VTTI). The Coalition is able to draw support from the Institute in a number of ways and Mr. Cole recommended considering affiliating the I-10 Corridor Coalition with a university that has transportation expertise.

Operational Procedures and Activities: The coalition has a memorandum of understanding and an operating agreement that guides its overall work effort. Each year it develops a work plan that guides its efforts. A challenge the I-10 Corridor should be aware of is the need for both short-term and long-term commitments of funding from member agencies. Mr. Cole noted that when pursuing funding in the long-term, having specific examples of success can help demonstrate the value of the organization. Keeping stakeholders involved can also require time and effort.

Final Thoughts: In conclusion, Mr. Cole recommended that the Coalition start with a project that can be easily undertaken and accomplished. It is important for staff inside the agencies to see a “win” and understand how the Coalition can help promote and accomplish the goals of the individual State DOTs.

Adoption of the Charter

Several internal reviews of the draft charter were already completed by staff from each of the four State DOTs over the previous months. Leading up to this peer exchange, there was agreement that the language within the draft charter was sufficient.

The Chief Executive Officers chose to modify the name of the coalition from the Western I-10 Freight Corridor Coalition to the I-10 Corridor Coalition. This decision was made to allow the Coalition considerations other than freight post-implementation and to allow for the addition of the eastern I-10 states (Louisiana, Mississippi, Alabama, and Florida) in the future.

Each of the four CEOs agreed to the content of the charter and the title of the Coalition, and each signed the charter to officially create the I-10 Corridor Coalition. Figure 5, below, shows the four State DOT CEOs along with the key staff members who participated in the drafting of the charter and the one-day peer exchange.

Figure 2. CEOs and Peer Exchange Participants



Areas of Focus and Next Steps

Following the signing of the charter, the CEOs shifted their focus to developing their collective vision for how the Coalition would operate. The four CEOs recommended the following five focus areas during their discussions as next steps:

Areas of Focus:

1. ***Define the I-10 Corridor:*** Work will need to be done to define what makes up “the Corridor.” It was noted that the operations of the corridor extend far beyond the right-of-way of the Interstate. Staff, either themselves or via the consultant, will develop a definition of the Corridor, understanding that there are situations where the boundaries are different depending on the subject. For example, the normal boundary may extend a few miles from the right-of-way during normal operations, but extend a wider distance during a large-scale incident such as a bridge closure or major disaster. It was recommended to reach out to various interest groups, including the trucking community, for input on their use of the Corridor. A longer-term

objective is to determine whether and how to include additional states along the I-10 Corridor as it continues east from the Texas border.

2. **Identify and brand the I-10 Corridor Coalition:** Work will need to be done to develop, design and disseminate a consistent brand for the Corridor. This will include the development of a look and feel for a website, social media, and traveler information. Another task within this topic is to identify the content that will reside on the website. Possible suggestions included incident management, traveler information, permitting, and truck rest stop availability.
3. **Identify the customers of the I-10 Corridor:** The CEOs noted that it is important to understand who the users and beneficiaries of the Corridor are to ensure work efforts will be most productive.
4. **Focus on Transportation Systems Management and Operations along the Corridor:** The operations of the corridor across the four states should be seamless to the driver. A first step will be to identify and integrate communications and operations among the transportation management centers along the Corridor. There should be joint training among the staffs to ensure consistency in delivery.
5. **Focus on reducing the friction for truckers along the Corridor:** A first step could be to identify existing truck parking (both public and private) along the Corridor, and compile this information in one central location. Other ways to reduce the friction could be to examine permitting, weigh-in-motion, and other issues that truckers deal with as they cross state borders.

Action Items

Led by the State DOT CEOs, the participants developed a list of action items for the Coalition to pursue. This included both short-term, about 6-months in length, and long-term steps to take. These items include:

Short-Term

1. **Formation of the Steering Committee and development of sub-committees.** The Steering Committee is composed of the CEO for each of the State DOT members. The CEOs are able to identify a designee. A first action step for the Steering Committee is to design and develop sub-committees to deal with specific tasks as designated by the Steering Committee. Possible sub-committees may include, but not be limited to, those focused on the following issues:
 - a. **Technical Sub-Committee.** This subcommittee will be comprised of senior staff from the four State DOTs and have responsibilities as assigned to it by the Steering Committee. Potential tasks include responsibilities in the areas of finance, administration, and governance.

- b. **Advisory Sub-Committee.** This sub-committee will be composed of non-State DOT members who will be part of the coalition. This may include representatives from public safety, metropolitan planning organizations, and other associated transportation agencies that will benefit by being members of the coalition.
 - c. **Transportation Systems Management and Operations Sub-committee.** This working group will ensure that the Transportation Management Centers (TMCs) share operations information and communications. It will also oversee the development of the concept of operations for the Coalition.
 - d. **Communications Working Group.** This working group will take the lead in developing the communications strategy for the Coalition and the branding of the Coalition’s media outreach, including social media.
2. ***Refinement and Implementation of the Scope of Work for the Corridor Concept of Operations and Work Plan.*** The Arizona and Texas DOTs have led a four-state team in the effort to develop a scope of work for the Concept of Operations and a work plan for the Coalition. The scope of work has been submitted to a consultant for response.
 3. ***Development of a Communications Strategy.*** The Communications Working Group will develop a short-term product that describes the communications strategy for the Coalition. This will include a website proposal as well as content.
 4. ***Development of an Initial Coalition Budget.*** The four State DOTs have each contributed into a pooled fund to pay for the initial costs of the Coalition. The budget should establish priorities for funding of Coalition activities until a more formal annual budget can be implemented.
 5. ***Designation of a Program Administrator.*** The program administrator will be responsible for administering a management budget.
 6. ***Identification of Trucking Needs Along the Corridor.*** This effort will focus on needs of truckers traversing the corridor with a particular focus on truck parking, including both public and private locations. A short-term goal would be to disseminate to the trucking community information about parking along the length and width of the Corridor.
 7. ***Identification of Customers of the Corridor.*** This task will include the determination of the users of the Corridor. A work task may include the conducting of a survey to better understand the users and their travel needs.
 8. ***Identification of and Outreach to Stakeholders of the Corridor.*** The stakeholders of the Corridor extend far beyond the users of the Interstate. Work associated with this task is identification and outreach to interested parties in order to solicit advice, technical assistance, and support in the operation of the Corridor.
 9. ***Identification of Boundaries of the Corridor.*** This task will include the determination of the boundaries of the Corridor, given that the impacts of activity on the Corridor extend far beyond the right-of-way of the Interstate. There may be differing boundaries depending upon the

activity being addressed. The boundaries for joint permitting may be different from the boundaries needed to respond to a major incident on the Interstate.

Longer-Term

- 1. Development of an Annual Budget for the Coalition.** This task will include the development of an annual budget for the Coalition. It will determine a budget for the organization, including revenue streams and housing of funds.
- 2. Development of an Administrative Procedures Plan.** An operations procedures plan will be developed within the first year of the Coalition and submitted to the Steering Committee for their approval. The operations procedures will include guidance on staffing, budget, membership, policies and procedures.
- 3. Development of an Annual Work Plan.** The work plan will provide an overview of the work to be undertaken by the Coalition on behalf of the four states.
- 4. Conduct Corridor Inventory and Needs Assessment.** The Corridor Inventory and Needs Assessment study, which was contracted out in June 2016, should provide data and resources associated with the inventory of the Corridor and an identification of needs. This study should help with the identification of work to be conducted through the Annual Work Plan.
- 5. Implementation of a Concept of Operations.** The Concept of Operations will be developed through the RFP developed by the TSMO sub-committee. Once the results of that study are delivered, the Coalition can adopt a comprehensive Concept of Operations for the Corridor.
- 6. Development of a Performance Management Plan for the Coalition.** This task will include the drafting of potential performance metrics to study and evaluate to measure whether the Coalition's goals and policies are being accomplished.
- 7. Refinement and Implementation of a Coalition Communications Strategy.** The Communications Working Group will develop and implement a communications strategy for reaching the Corridor's customers and addressing their needs with traveler information.
- 8. Develop a Process for Admitting Additional Members.** The I-10 Corridor Coalition as formed at the peer exchange consists of four states. A long-term action will be to develop the policies and procedures for admitting additional states and other interested parties into the Coalition.

Possible Areas of Cooperation in Operations and Policy

The attendees identified a list of operations and policy areas that the four states could work on to improve cooperation and coordination among themselves to strengthen the corridor. In addition, they

developed a preliminary working list of stakeholders to reach out to for involvement with the operations of the I-10 Corridor Coalition.

Policy Focus Areas

1. Permitting
 - Coordination of truck permitting among the four states
 - Dissemination of information about permitting required along the corridor
 - Documentation and dissemination of best practices in permitting
2. Inspection
 - Coordination of weigh-in-motion programs
 - Documentation of inspection programs among the four states
3. State Freight Plans
 - Sharing of state freight plan initiatives
 - Collaboration on freight initiatives across state borders
4. Policy Coordination
 - Identification of differences among state policies and statutes
 - Discussion of how to better align policy among the four states

Operations Focus Areas

1. Freight Management
 - Coordination of truck parking information
 - Coordination of permitting and Weigh-in-Motion (WIM) efforts
 - Collaboration on State DOT freight plans
2. Traffic Management and Incident Management
 - Coordination of training
 - Coordination among states of cross-border incident responses
 - Development of a contact information database of key contacts for each of the States
 - Development and display on the corridor website of links to states traveler information
 - Development of a coordinated real-time traveler information along the corridor
 - Implementation of communications protocols among the TMCs for each member state
 - Documentation of each state's point of contact
 - Development of alternative route maps for detours along the corridor
 - Documentation of bridge clearances along the corridor
3. Technology
 - Coordinated use and implementation of Intelligent Transportation Systems technology

- Screening and sorting trucks
 - Development of an end of queue warning system
4. Communication about the Coalition
 - Development of a website and repository for information
 - Development of a social media brand
 5. Coordination of research conducted by each of the State DOTs
 6. Enhance stakeholder engagement along the corridor

Possible Stakeholder Groups to Engage in the Corridor Coalition

- Metropolitan Planning Organizations
- Public safety agencies
- US DOT modal agencies including FHWA, FRA, FMCSA, FTA
- Freight railroad operators (both class 1 and class 2)
- Associations, including AAA and trucking associations
- Transit providers
- Freight industry, including shippers, carriers, and sea ports
- Ports of entry, including land and water ports of entry
- Airports
- Regulatory agencies, including EPA, and other state and local agencies
- Customs & Border Patrol
- Technology vendors, including the transponder industry
- Distribution and warehouse operators
- Local governmental agencies, including cities, towns, and counties
- Native American Tribal authorities
- Economic Development Agencies
- Department of Homeland Security
- University Transportation Centers and other colleges and universities that focus on transportation

Concept of Operations:

In the afternoon, staff from ADOT and TXDOT presented on the status of the *Concept of Operations* (ConOps) plan that is being developed by the State DOTs. The ConOps is a framework that describes how laws and regulations across the four states’ borders could become standardized in a way that would create a singular corridor. The states solicited and chose a consultant, Texas Transportation Institute (TTI), to research and develop a ConOps for the corridor. This work effort is divided into a series of tasks, the final of which is to be completed by February 2018:

1. **Develop the Work Plan:** This phase will more concretely define the future steps necessary to creating the I-10 Corridor.
2. **Corridor Inventory & Stakeholder Identification:** This step will catalog the corridor's physical assets and current stakeholders to more deeply understand its freight handling/transport capabilities and deficiencies.
3. **Information Search & Synthesis:** A literature review will be conducted to understand the latest technologies and innovations in freight and passenger mobility technologies, and will determine how these apply to the I-10 corridor.
4. **Needs Assessment:** Using the result of tasks 2 and 3, an assessment of the most critical needs along the corridor will be conducted. It will answer questions such as *"Who will benefit from an I-10 corridor?"* and *"What type of legal and institutional arrangements will be needed?"*
5. **Develop & Verify Integrated Freight Corridor Concepts with User Operational Scenarios:** Here, the user needs identified in task 4 will be used to create initial concepts and operational scenarios.
6. **Identify Corridor Implementation Issues:** This step will employ the use cases created in task 5 to evaluate the performance, and identify potential issues with implementation of, the corridor.
7. **Develop Concept of Operations:** a comprehensive ConOps framework is developed in this step using the information and testing conducted in tasks 1-6.
8. **Compile the Final Report:** A final report will be produced that will document this project's work and next steps.

Peer Presentations

In addition to representatives from the four State DOTs, the peer exchange included representatives of two corridor coalitions, listed in Table 1 below, who participated on-site, as well as a freight coalition who aided in the development of the agenda and review of the draft charter. Contact information for each of the peer representatives is included in Appendix B of this report.

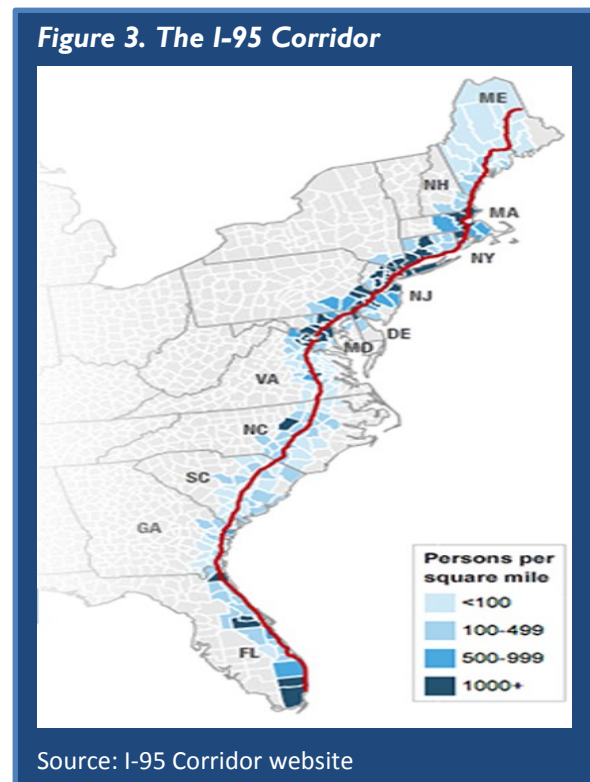
Table 1. Peer Agencies

Organization	Location	Peer
I-95 Corridor Coalition	College Park, MD	Marygrace Parker , Program Coordinator
I-81 Corridor Coalition	Blacksburg, VA	Kevin Cole , Interim Executive Director
Mid-America Freight Coalition	Madison, WI	Ernest Perry , MAFC Program Administrator

Representatives from the peer agencies were selected based on their experience and maturity with corridor coalition development and their similarity to the geography and organizational structure of the four western DOTs. The TPCB Program selected peers of different sizes to give the four State DOTs a range of viewpoints.

I-95 Corridor Coalition

The I-95 Corridor Coalition is a “partnership of transportation agencies, toll authorities, public safety, and related organizations, from the State of Maine to the State of Florida, with affiliate members in Canada”¹. It was founded in the early 1990s. The partners are from each of the sixteen states through which the corridor runs. The Corridor Coalition focuses on four “C”s: consensus, cooperation, coordination, and communication. While the original partners were composed principally of State Departments of Transportation, the coalition now includes transit and rail agencies, port authorities, motor vehicle agencies, and state police and public safety agencies. The coalition has three main focus areas:



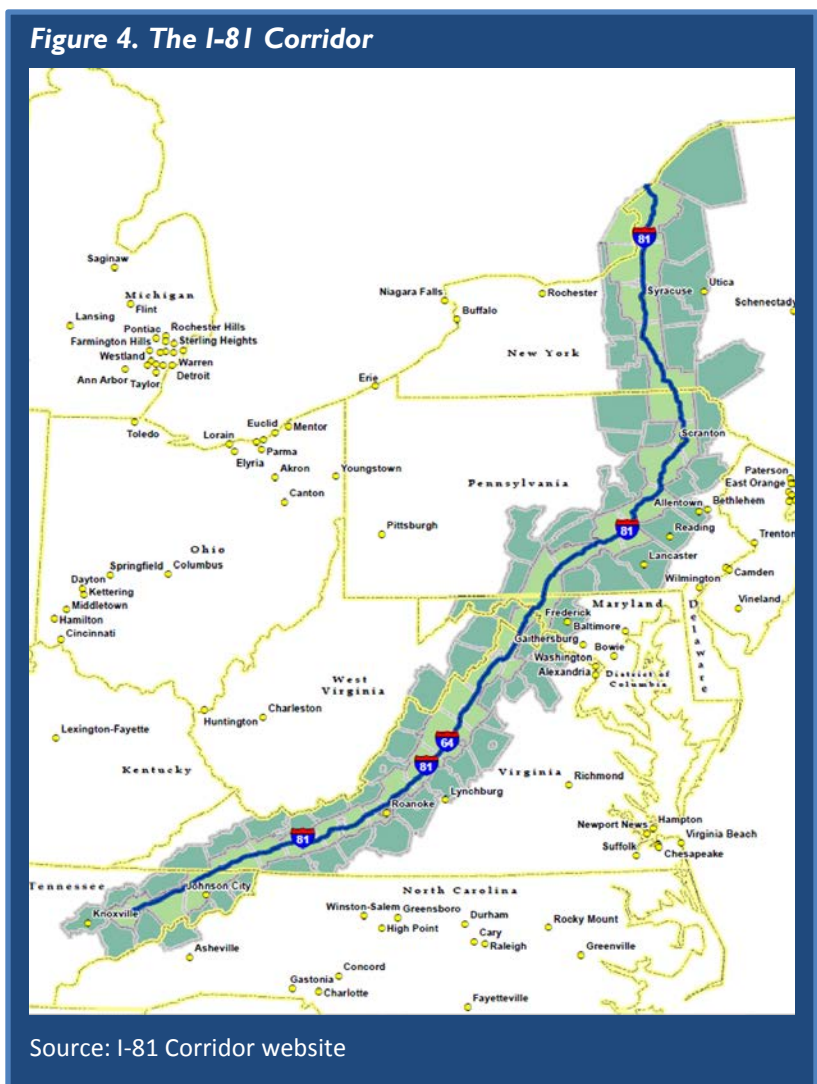
¹ <http://i95coalition.org/the-coalition-2/>

1. Intermodal movement of freight and passengers
2. Coordinated incident management and safety
3. Travel information services

The coalition has four types of membership. This includes full members, associate members, affiliate members, and friends of the coalition. I-95 Coalition Executive Director Trish Hendren and her staff have provided guidance on the I-10 Coalition’s formation and draft charter. The I-95 Corridor Coalition website is located at <http://i95coalition.org/>.

I-81 Corridor Coalition

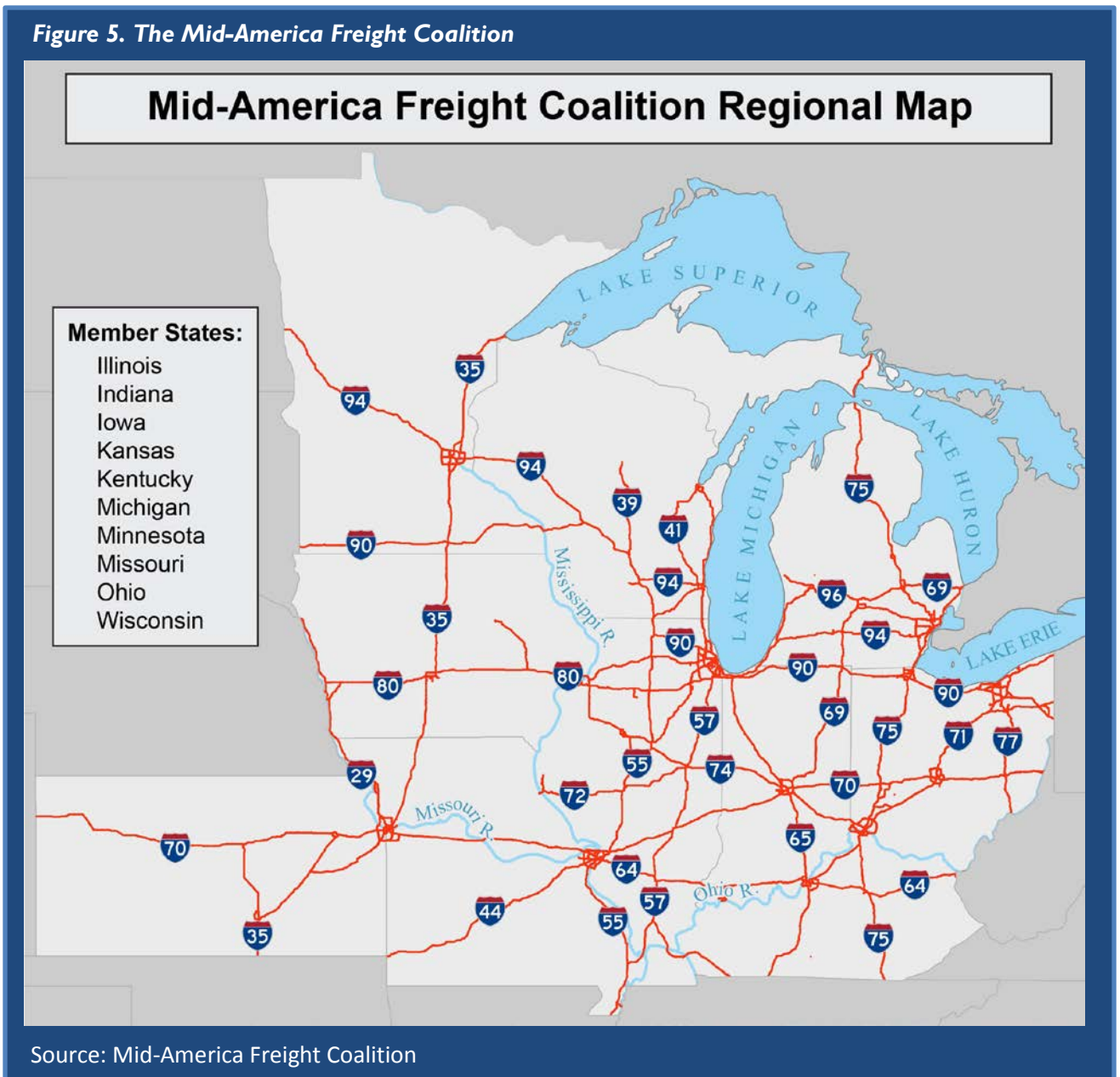
The I-81 Corridor Coalition is a partnership comprised of local, regional, and state organizations that are all interested in sound transportation planning, founded in 2007. The Coalition includes local governments, metropolitan planning organizations, and state transportation departments, as well as private sector and non-profit organizations. The mission of the I-81 Coalition is to improve the safety and efficiency of freight and passenger movement. The objectives are to reduce crashes and fatalities, expand economic development opportunities, and reduce costs. The I-81 Corridor Coalition website is located at <http://www.i-81coalition.org/>.



Mid-America Freight Coalition

In addition to the two on-site peers, the Mid-America Freight Coalition provided technical assistance in the review of the charter as well as participating in the webinars. The Mid-America Freight Coalition (MAFC) is a regional organization that cooperates in the planning, operation, preservation, and improvement of transportation infrastructure in the Midwest. This region includes ten states that share key interstate corridors, inland waterways, and the Great Lakes. The Mid-American Freight Coalition website is located at <http://midamericafreight.org/>.

Figure 5. The Mid-America Freight Coalition



About the Transportation Planning Capacity Building Program

The [TPCB Program](#) is a joint venture of FHWA and FTA that delivers products and services to provide information, training, and technical assistance to the transportation professionals responsible for planning for the capital, operating, and maintenance needs of our nation's surface transportation system. The TPCB Program website (www.planning.dot.gov) serves as a one-stop clearinghouse for state-of-the-practice transportation planning information and resources. This includes more than 70 peer exchange reports covering a wide range of transportation planning topics.

The [TPCB Peer Program](#) advances the state of-the-practice in multimodal transportation planning nationwide by organizing, facilitating, and documenting peer events to share noteworthy practices among State DOTs, MPOs, transit agencies, and local and Tribal transportation planning agencies. During peer events, transportation planning staffs interact with one another to share information, accomplishments, and lessons learned from the field to help one another overcome shared transportation planning challenges.

Appendices

Appendix A: Peer Exchange Agenda



TRANSPORTATION PLANNING
CAPACITY BUILDING PROGRAM (TPCB)

Federal Transit Administration (FTA)
Federal Highway Administration (FHWA)

Agenda for I-10 Corridor Peer Exchange

Dates: June 2, 2016 for the in person exchange; webinars occurred on May 5 and 16, 2016

Exchange Location: ADOT Offices, City Square Plaza, 3838 North Central Avenue, Phoenix AZ

Host:

- ADOT

4-State Coalition Members:

- ADOT
- Caltrans
- New Mexico DOT
- Texas DOT

Coalition Peers:

- I-95 Corridor Coalition
- I-81 Corridor Coalition

Format:

- Two webinars: one policy and one technical
- On-site facilitated morning discussion with DOT CEOs
- On-site facilitated afternoon discussion with technical staff

Thursday, June 2, 2016

Time	Topic	Lead Presenter
8:00 a.m.	<p>Welcome and Overview</p> <p>Facilitator welcomes attendees, reviews the agenda, describes documentation/follow-up, and establishes ground rules for discussions.</p> <p>FHWA discuss Division goals and objectives, and the TPCB Program.</p>	FHWA & Facilitator
8:15 a.m.	<p>ADOT Welcome & Goals</p> <p>ADOT welcomes participants and opens the exchange. Provides context on what motivated the peer exchange request and ADOT's goals for the day.</p>	Host (ADOT)
8:30 a.m.	<p>CEO Goals & Objectives for I-10 Corridor (10 minutes each)</p> <ul style="list-style-type: none"> • Arizona DOT CEO • Caltrans CEO • New Mexico DOT CEO • Texas DOT CEO 	CEOs
9:20 a.m.	<p>Presentations by Coalition Peers (30 minutes each and then questions and answers)</p> <ul style="list-style-type: none"> • I-95 Corridor Coalition • I-81 Corridor Coalition <p>Including discussion of:</p> <ul style="list-style-type: none"> • Lessons learned in starting the coalition • Staffing options • Coordination among member agencies • Areas of focus 	Peers
10:45 a.m.	Break	
11:00 a.m.	<p>Discussion and Identification of Action Items and Next Steps</p> <ul style="list-style-type: none"> • Presentation of and signature of Charter by the four State DOTs • Policy <ul style="list-style-type: none"> ○ CEOs discuss policy issues and priorities associated with the I-10 Corridor. • Operational 	

Time	Topic	Lead Presenter
	<ul style="list-style-type: none"> ○ CEOs discuss operational issues that they would like the Corridor to focus on initially. 	
Noon	Lunch	
1:00 p.m.	<p>Technical and Operations Focus</p> <ul style="list-style-type: none"> • Concept of Operations - Scope of Work – Presentation of work to date. • Discussion on what is the purpose of the operational document. • What elements should be included in the operational documents and what do those elements include? • Building upon the CEO’s vision and goals, what should be the priorities for the corridor’s partners? • What are some of the opportunities and challenges? • What are the corridor partner’s data needs? • What are possible staffing structures? • What regulatory issues need to be addressed? • What coordination of technology (ITS) needs to happen? • What stakeholders (both public and private) need to be involved, and when? • What sub-committees will need to be formed? 	State Engineering Staff and Peers
2:00 p.m.	<p>Possible Areas for Cooperation and Operations</p> <ul style="list-style-type: none"> • ECD discussion (enforcement and compliance along the corridor). • Identification of short-term and long-term areas for cooperation among the member agencies. • Identification of strategies for improving freight movement through the corridor. • Megaregions discussion. 	State Engineering Staff, ECD staff and Peers
3:00 p.m.	Break	
3:15 p.m.	<p>Afternoon Session – Continuation of discussion</p> <ul style="list-style-type: none"> • Identification of key topics areas to focus on initially. • Discussion of future work program and meetings. • Identification of key personnel within each agency by topic area. 	State Engineering Staff and Peers
4:15 p.m.	<p>Documentation of Next Steps and Action Items</p> <ul style="list-style-type: none"> • Short-term items (next 18 months) 	State Engineering Staff and Peers

Time	Topic	Lead Presenter
	<ul style="list-style-type: none"> ○ Follow up meeting of CEOs in September 2017 at AASHTO, which will be held in Phoenix. ○ Set up quarterly conference calls with Chief Engineers <ul style="list-style-type: none"> ● Longer-term items 	
4:45 p.m.	Wrap-up	Facilitator
5:00 p.m.	End	

Appendix B: Key Contacts

Primary State Points of Contact

Dallas Hammit

Arizona DOT
State Engineer / Deputy Director for
Transportation
602-712-7391
DHammit@azdot.gov

Thomas P. Hallenbeck

Caltrans
Chief, Division of Traffic Operations
916-654-2352
Tom.Hallenbeck@dot.ca.gov

Paul Sittig

New Mexico DOT
State Freight Planner
505-827-3271
paul.sittig@state.nm.us

Bill Hale

Texas DOT
Chief Engineer
512-305-9505
bill.hale@txdot.gov

Peers

Marygrace Parker

I-95 Corridor Coalition
Program Coordinator
518-852-4083
i95mgp@i95cc.com

Kevin Cole

I-81 Corridor Coalition
Interim Executive Director
540-315-5967
kcole@vtti.vt.edu

FHWA

James Garland

Office of Planning
Lead Transportation Specialist
202-366-6221
James.Garland@dot.gov

Spencer Stevens

Office of Planning
Transportation Planner
202-366-0149
Spencer.Stevens@dot.gov

Tamiko Burnell

Office of Freight Management and Operations
Transportation Specialist
202-366-1200
Tamiko.Burnell@dot.gov

Volpe Center

Terry Regan

Community Planner
617-494-3628
terry.regan@dot.gov

Tiana Alves

Community Planner
617-494-2576
tiana.alves@dot.gov

Appendix C: Event Participants

First	Last	Organization
Brent	Cain	ADOT
Michael	DeMers	ADOT
John	Halikowski	ADOT
Dallas	Hammit	ADOT
Reza	Karimvand	ADOT
Gail	Lewis	ADOT
Bonnie	Opie	ADOT
Tim	Lane	ADOT
Nieves X	Castro	Caltrans
Malcolm	Dougherty	Caltrans
Tom	Hallenbeck	Caltrans
James	Garland	FHWA (HEPP)
Spencer	Stevens	FHWA (HEPP)
Tamiko	Burnell	FHWA (HOP)
Jennifer	Brown	FHWA Arizona Division
Karla	Petty	FHWA Arizona Division
Toni	Whitfield	FHWA Arizona Division
Vinnie	Mammano	FHWA California Division
Don	Martinez	FHWA New Mexico Division
Georgi	Jasenovec	FHWA Texas Division
Kevin	Cole	I-81 Corridor Coalition
Marygrace	Parker	I-95 Corridor Coalition
Tom	Church	NMDOT
Darran	Anderson	TXDOT
James	Bass	TXDOT
Bill	Hale	TXDOT
Caroline	Mays	TXDOT
Tiana	Alves	Volpe
Terry	Regan	Volpe

Appendix D: Questions for Peers to Address at the Peer Exchange



TRANSPORTATION PLANNING CAPACITY BUILDING PROGRAM (TPCB)
in conjunction with the FHWA Office of Freight Management

Federal Highway Administration (FHWA)

Federal Transit Administration (FTA)

Questions for Peers: I-95 and I-81 Corridor Coalition

Vision and Goals

- What are the vision, goals, and/or mission statement for your corridor coalitions?
- How do the vision, goals, and/or mission statement guide your activities?
- How often do you update you vision, goals, and/or mission statement?

Guiding Principles

- Does your coalition have guiding principles? If so, please explain.
- How do the principles facilitate getting business done?
- Have the guiding principles been updated since originally established, if so explain why?

Organizational Structure

- What is your coalition's organizational structure?
- Is the structure and combination of volunteers and paid staff?
- If you have staff, how are they paid?
- Has you organizational structure grown over time, and if so, why?
- Has growth of your coalition been an opportunity or a challenge, please explain?

Membership

- What are your membership requirements?
- How many members do you have?
- How active are your members?
- What are some of the services you provide to your membership?
- Do you expect your membership to grow in the near future, and if so, how will you accommodate the growth?
- How do your member support the coalition (other than financially)?
- How do new interested parties become members?

Funding

- How do the states and other key partners fund your coalition?
- What types of funding do the states use to fund the corridor coalition (Federal, State, local, and private)?
- How did you secure your initial funding?
- How will you secure future funding?

Operational Procedures

- Does your coalition have an operational procedures document (this document guides the day-to-day business)?
- What are elements of the document?
 - Some examples:
 - Administration
 - Voting responsibility
 - Staffing
 - Budget
 - Short and long term goals
 - Strategies for corridor
 - Approach to developing and implementing tasks and projects
 -
- How did you determine the elements of your operational document?
- What are the key elements you recommend covering in the operations document? Why are these elements key?
- What level of detail does your operating document cover?
- Does the document reference other State operational guides, please give an example?

Other Questions

- What has been the most important benefit to having a corridor coalition?
- What have been the largest challenges to managing the coalition?

Appendix E: Webinar Agendas

Webinar #1: I-10 Freight Corridor Coalition Policy

Thursday, May 5, 2016

11:00am – 12:30pm

AGENDA:

1. Overview of FHWA / FTA TPCB and Peer Program

- TPCB Program
- Peer Program
- Applying Peer Exchanges to Freight Transportation Planning
- Welcome and Introduction by Arizona DOT

2. State DOT CEO Goals and Objectives

- John Halikowski, *Arizona DOT CEO*
- Malcolm Dougherty, *Caltrans CEO*
- James Bass, *New Mexico DOT CEO*
- Tom Church, *Texas DOT CEO*
- Review of I-10 Western Connected Freight Corridor Coalition Organizational Charter

3. Questions

4. Next Steps

Webinar #2: I-10 Freight Corridor Coalition Peer Exchange

Wednesday, May 16, 2016

4:00 pm – 5:30 pm (EDT) *or*

1:00 pm – 2:30 pm (PDT)

AGENDA

1. Update by Arizona DOT on WASHTO Meeting

2. Review of Individual Charter Sections

- Review of Content moved to Organizational Agreement

3. Expectations for June 2nd Peer Exchange

- Expectations of the meeting
- Timeline of events to occur between today and June 2nd
- Discussion of changes needed to be made to the draft agenda
- Logistics or other issues

4. Questions / Next Steps

Appendix D: Signed Charter for the I-10 Corridor Coalition



I-10 CORRIDOR COALITION Organizational Charter

1.0 Introduction

The I-10 Corridor Coalition (herein called the Coalition) is a voluntary coalition of state Departments of Transportation that are committed to a multi-jurisdictional coordination, organized around a common agenda and facilitated through a cooperative support structure. The geographic boundary of the Coalition will encompass the corridor along Interstate 10 throughout the states of California, Arizona, New Mexico, and Texas. This Charter is for organizational purposes; additional, project-specific agreements will require separate documents.

1.1 Authority of States to Enter into this Agreement

Actions which will be taken under this agreement are in compliance with all participating state laws and regulations, as well as any related federal laws. No authority is granted under this agreement to exercise powers not already granted and in effect in the absence of this agreement. Each state must also have authority to enter into this agreement as outlined in 1.1.a through 1.1.d, below.

1.1.a Arizona Authority is granted under Arizona Revised Statutes (A.R.S.) Section 28-401(A): The department may contract under title 11, chapter 7, article 3 with a state public agency in this state or any other state if the general welfare of this state shall be promoted and protected and if not in conflict with any other law.

1.1.b California Authority is granted under Government Code 6502 which authorizes Caltrans to enter into a Joint Powers Agreement with out of state agencies to be used as a legal authority along with Streets and Highways code section 100.6.

1.1.c New Mexico Authority is granted to enter into agreements with other states in NMSA 1978, Section 67-3-28.

1.1.d Texas Authority is granted under Texas Transportation Code Section 201.110.

2.0 Vision and Goals

The Coalition's Vision is a connected corridor throughout the four states. This corridor will employ the transportation expertise of the states collectively to enable resource sharing, joint testing, and economies of scale, while applying best practice protocols to improve safety and efficiency along the corridor, improve freight and passenger movement, expand and coordinate the use of technology along the corridor and promote cooperative planning. The Coalition members share the following goals:

- Explore the technical and operational feasibility of a multi-jurisdictional I-10 corridor.
- Develop a model for regional cooperation and interoperability that can be used in the Western region and potentially across North America.
- Develop technology, standards of practice and protocols to enable better freight movement along the corridor, in areas including but not limited to permitting, parking, platooning and inspections.
- Develop technology, standards of practice and protocols to enable better passenger movement along the corridor, in areas including but not limited to connected vehicle information sharing (V2V/V2I).
- Engage the transportation manufacturing and technology sector to participate fully in the development of products and services to be tested as part of this deployment.



I-10 CORRIDOR COALITION Organizational Charter

- Investigate public and key decision maker criteria for acceptance and share experiences and lessons learned to foster positive outcomes.

3.0 Purpose of the I-10 Corridor Coalition

The primary purposes for forming the Coalition include the following:

Expertise: Transportation agencies must be prepared for the growing technology wave and demand for intelligent transportation systems to be deployed on the nation's highways. Expertise and preparedness for these new technologies and the associated policy choices must be developed within and among transportation agencies. The implementation of systems based on national standards should increase interoperability, ensure cost effective procurement in a competitive environment, and improve the effectiveness of systems across the nation.

Resource-sharing: Several agencies acting together can accomplish more than several agencies acting alone. This is especially true in the case of a transportation corridor that serves many states. Resource-sharing and interagency financial contributions will allow the Coalition to fund research efforts, projects, and other matters of mutual interest. Coordination and sharing amongst Coalition members will also conserve precious state funding by avoiding duplicative work. Opportunities for resource sharing will be determined on a case-by-case basis and to the mutual agreement of the participating Coalition members.

Economies of Scale: A multi-jurisdictional approach to implementation can lead to cost savings through economies of scale and avoidance of duplicative handling and administrative overheads.

Joint Testing: Testing and piloting of technology and operations related activities may be conducted over the entire corridor where vehicles may potentially travel. Participating jurisdictions along the corridor may benefit from pilot projects that test issues such as interoperability policies for data exchange and remittance of revenues to the proper jurisdiction. Additionally, regional agreement on technology standards may allow certification by a single entity to be recognized amongst the Coalition members and participating jurisdictions thereby providing greater efficiency, cost savings and consistency.

Best Practices: As Coalition members examine the technology systems and conduct demonstrations or systems tests, their discoveries and lessons learned can be recorded and shared with other members as part of a community of practice. Value can be derived from multiple jurisdictions participating in a common research project.

5.0 Guiding Principles

The following principles guide the creation of this Charter, the organizational structure, governance, duties, and operating procedures of the Coalition:

- Coalition members will develop and be guided by a common agenda, as initially reflected in this Charter.
- Coalition members will develop shared measurement systems to measure and report progress/success.
- Coalition members will undertake a common work plan, and share information and lessons learned from their separately sponsored (but mutually reinforcing) activities.
- Coalition members will commit to continuous communication and active participation in all workshops,



I-10 CORRIDOR COALITION Organizational Charter

meetings and activities.

- Coalition members will develop and provide adequate organizational support.
- Coalition members will pool their time, talent and financial resources to achieve common goals.
- This Charter is for organizational purposes; additional, project-specific agreements shall require separate documents.

6.0 Organizational Structure

6.1 Steering Committee:

For the purpose of taking formal action, including adoption of the operating procedures, each coalition member shall be represented by its Director or Cabinet Secretary or his/her designee. These individuals shall constitute the Steering Committee for the I-10 Corridor Coalition. The Steering Committee shall have the authority to appoint additional committees. Specific committees will be defined within the Operating Agreement. The Steering Committee shall meet at least once annually, either by teleconference or in person.

6.2 Membership Requirements

Initial Coalition Membership shall consist of the four states (Arizona, California, New Mexico, and Texas) through which the I-10 corridor passes. Additional Coalition members may be added subject to Steering Committee approval.

Members shall commit to (1) adopting this Charter by signature or other written intent to join the Coalition signed by the jurisdiction's transportation agency at the highest level of executive authority; (2) providing joint funding through interagency agreements or financial participation in a Transportation Pooled Fund Program created to facilitate the Coalition; and (3) participating regularly in the Coalition's Steering Committee (described in Section 6.1).

6.3 Membership Expectations and Requirements

The Coalition is envisioned as a collaborative effort in which each state's time, talent and funding is committed to the good of the whole. Coalition members are expected to contribute to the costs of the identified work plan, task orders and deliverables to the greatest extent possible. Some states may be asked to provide staff and administrative support, as appropriate, in order to sustain the Coalition and its work.

Each Coalition Member shall contribute to any general administrative costs of the Coalition through funding allocations to be approved at meetings of the Coalition's Steering Committee. The Coalition shall strive to keep such costs as reasonable as possible, relying on in-kind contributions of members to the greatest extent practicable. Annual contributions to the potential Transportation Pooled Fund may serve as the primary funding mechanism for any shared support costs.

6.4 Funding Requirement

Member contributions shall fund the Coalition's activities, including but not limited to: (1) administrative and



I-10 CORRIDOR COALITION Organizational Charter

operational costs; (2) meeting costs for the Steering Committee and any subcommittees; and (3) costs associated with completing any jointly funded projects or tasks identified in the Work Plan. Members can expect that private sector partners will also contribute funding or provide in-kind cost share contributions to the project to minimize costs. Annual funding amounts will be addressed in the Operating Agreement, which will be a separate agreement between the States.

All applicable and appropriate state laws pertaining to procurement and bidding shall be followed; where applicable, all laws and regulations pertaining to Public-Private Partnerships shall likewise be followed.

7.0 Governance

7.1 Operating Procedures

The Steering Committee shall adopt Operating Procedures that further define policies and procedures as deemed appropriate, including establishment of any subcommittees of the Steering Committee.

7.2 Voting Rights

Whenever possible, decisions will be made by consensus. If the Steering Committee determines that a decision requires a vote, each member shall have one voting seat on the Steering Committee with a majority vote required to pass the decision. Committee members may vote by proxy, subject to at least 24 hours advance notice to the Committee Chair.

7.3 Amendments

When possible, amendments, such as the addition of additional members to the Coalition, to this Charter will be made by consensus of the voting membership. If circumstances require amendments to be made by voting, a *majority* vote of the voting membership will be required. If a quorum is not present the entire membership shall be polled.

8.0 Duties

8.1 Work Plan and Budget

Each year the Steering Committee shall develop a work plan. The work plan may include specific projects, tasks, and deliverables, and that a corresponding fund may be agreed upon to fund the specific projects, tasks and deliverables. In consultation with the Program Administrator, the Steering Committee shall prepare a budget to support the Work Plan.

8.2 Program Administration

A single member shall be designated as "Program Administrator" and shall serve as the fiscal agent for the Coalition. If a Transportation Pooled Fund (TPF) Program is established, the Program Administrator shall also serve as Sponsor of the Transportation Pooled Fund (TPF) Program pursuant to Federal Highway Administration rules.



I-10 CORRIDOR COALITION Organizational Charter

Concerns or complaints regarding the Program Administrator or its actions shall be brought to the attention of the entire Steering Committee for appropriate action.

8.3 General Support

The Program Administrator shall be responsible for (1) managing the member contributions, including any contributions made pursuant to a TPF Program; (2) ensuring the timely payment of vendors and consultants; (3) providing appropriate reimbursements for members' authorized expenditures; and (4) providing all required reports, including any TPF Program reports to FHWA and TPF participants.

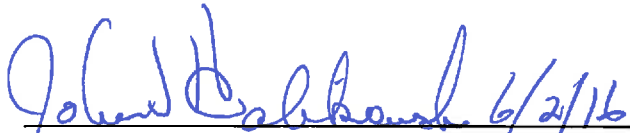
8.4 Management Budget

The Program Administrator shall be responsible for administering a Management Budget, which may include travel and per diem payments for active participants or their designated representatives. Per diem and travel policies shall be administered consistently for each Coalition member, and shall be further detailed in the Operating Procedures or as separately issued policies.

The Program Administrator shall report all expenditures, regardless of amount, to the Steering Committee. The reports shall be included in Steering Committee minutes.

9.0 Operating Procedures

The Steering Committee shall adopt a set of draft initial Operating Procedures following the adoption of this Charter. The Steering Committee may subsequently amend the Operating Procedures upon majority vote of the members.



John Halikowski, Director Date
Arizona Department of Transportation



Malcolm Dougherty, Director Date
Caltrans



Tom Church, Cabinet Secretary Date
New Mexico Department of Transportation



James Bass, Executive Director Date
Texas Department of Transportation