

Seattle Department of Transportation

STAKEHOLDER OUTREACH APPENDIX A



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INTRODUCTION AND BACKGROUND

The Freight Master Plan (FMP) will address the unique characteristics, needs, and impacts of goods movement in the City of Seattle. The FMP will primarily focus on urban truck freight and will outline the critical role that freight movement has on meeting the plan's goals.

Understanding the key issues, needs and concerns of the freight community and residents is critical to creating a successful plan. This includes the creation of a project advisory committee and three phases of public outreach and engagement. The first phase engaged freight stakeholders and the second two phases focused on both the residents and freight stakeholders. This summary focuses on the first phase of outreach.

Our engagement efforts began by engaging stakeholders to learn more about their freight needs and issues throughout the city. In addition, we met with representatives from the Duwamish Manufacturing/Industrial Center (MIC), the Ballard-Interbay-Northend Manufacturing/Industrial Center (BINMIC), and a third group focused on Downtown delivery needs. The interviews were used to collect feedback on the needs and concerns of freight-dependent businesses and solicit ideas on how freight mobility might be improved in Seattle.

To collect additional feedback, SDOT developed an online survey. The survey was distributed to those who participated in the initial stakeholder meetings, as well as several groups and organizations listed later in the Appendix. The target audience for the survey was primarily businesses that rely on urban good movement to deliver products and services in Seattle.

HOW STAKEHOLDER OUTREACH INFORMED THE FMP

Feedback received through the stakeholder interviews and online survey was incorporated into the development of the Freight Master Plan. It helped inform the existing conditions report, particularly the gaps and needs, as well as the identification of projects, strategies, and actions. Suggestions we received from stakeholders, like topics for the FMP infographic, were used for outreach and engagement efforts.

STAKEHOLDER INTERVIEW SUMMARY

Stakeholder interview participants were identified by SDOT staff and were intended to be representative of a variety of industries and freight uses. Stakeholders include business owners, truck drivers, and operations managers of businesses that depend on efficient goods movement within and throughout Seattle. Individual interviews were conducted with the organizations/businesses shown in Table 1.

In addition to individual stakeholder interviews, SDOT met with representatives from the Duwamish MIC (Group 1), the BINMIC (Group 2), and Downtown (Group 3). The groups were asked many of the same questions as those asked during the individual stakeholder interviews. The organizations and businesses that participated in the group interviews are included in Tables 2, 3, and 4. The Manufacturing Industrial Council hosted the Group 1 interview on July 28, 2014, the North Seattle Industrial Association hosted the Group 2 interview on July 29, 2014, and the SDOT hosted the Group 3 interview on September 25, 2014.

TABLE 1: INDIVIDUAL INTERVIEW STAKEHOLDERS

Organization/Business	
Amtrak	Pacific Fishermen Shipyard
Boyer Towing	Pacific Merchant Shipping Association
CSR Marine	Peddler Brewing
Darigold	Salish Sea Trading Cooperative
Dunn Lumber	Seattle Public Schools
Franz Bakery	Skagit Transportation
Fremont Brewing	King County Wastewater Treatment Division
Georgetown Brewing Company	Marel
King County International Airport	Total Terminals
MacMillan Piper	Trident Seafood
Martin Family Orchards	Turner Construction
Merlino Foods	UW Consolidated Laundry
Nelson Trucking	VanDyke
Ocean Beauty	Vigor Shipyards

TABLE 2: GROUP 1 INTERVIEW: DUWAMISH MIC STAKEHOLDERS

Organization/Business	
Amtrak	Manufacturing Industrial Council
Ballard Oil	Nucor Steel
BNSF consultant	Port of Seattle
Boyer Towing	Seattle Mariners
Charlie's Produce	Seattle Public Schools
City of Tukwila	WSDOT

TABLE 3: GROUP 2 INTERVIEW: BINMIC STAKEHOLDERS

Organization/Business	
Ballard Oil	Consultant to Block Builders
Ballard Partnership Urban Design Transportation Team	North Seattle Industrial Association
Coastal Transportation	Port of Seattle

TABLE 4: GROUP 3 INTERVIEW: DOWNTOWN STAKEHOLDERS

Organization/Business	
Charlie's Produce	Quality Custom Distribution
Larson Automotive Group	Seattle Caviar
Macrina Bakery	Western Peterbilt
Pagliacci Pizza	

The feedback we received was recorded and summarized by the project team and key discussion themes are captured below.

INTERVIEW METHODOLOGY

Interviews were conducted by SDOT and consultant staff. Following a brief overview of the purpose and goals of the FMP process, interviewers asked participants for their feedback on a variety of topics and questions, ranging from how businesses cope with traffic congestion to what larger-scale economic trends are affecting goods movement in Seattle. All formal interviews were completed between July and

October 2014. Additional informal interviews were conducted throughout the FMP development as opportunities arose.

INTERVIEW QUESTIONS

A standard set of interview questions were developed based on identified key issues and project information needs. Each interview started out by gathering information about the organization. We then asked questions grouped into the following 7 topics:

- Safety
- Reliability
- Efficiency
- Resiliency
- Economic vibrancy
- Environment
- How to tell the goods movement story, and how to share information

General themes for the questions included:

- Key issues that should be addressed by the FMP
- Future vision of freight transport in Seattle
- Ideas for informing and engaging the public in conversation

A full list of stakeholder interview questions can be found at the end of the Appendix.

MAJOR THEMES

Over 50 different organizations were interviewed. Major themes that emerged through the stakeholder interviews included:

- Traffic congestion is consistently cited as the number one challenge affecting interviewees' businesses.
- Freight businesses would move deliveries to off-peak hours if they could, but there are a variety of reasons that prevent them from doing so, including: maintaining staff who will work graveyard shifts, customer needs, customer facilities are not open off-hours, increased costs, and night time noise ordinances.

- There is a general desire among interviewees for dedicated freight corridors.
- Conflicts with other modes of traffic (especially bicyclists and pedestrians) are generally cited as the top safety concern relating to freight mobility.
- Interviewees largely feel that the importance of their respective industries to the local economy is too often overlooked by the City.
- The lack of parking and loading zones for deliveries, especially in the downtown area, is consistently cited as a major concern for safety, reliability, and efficiency of goods movement.
- Finding and maintaining well qualified employees is cited often as one of the major challenges affecting freight dependent industries in the city, especially for industries where an aging workforce is a concern.
- Many interviewees thought that how to get the city and its people to understand the importance of goods movement was a key question and important aspect to think about, but not everyone could answer the question. Marketing or public education about role that freight mobility contributions to the economy was generally some of the ideas.
- Many participants cite the need for better wayfinding signage for getting to and from the interstate system.
- Line of sight is an issue for larger trucks and could be alleviated in part by better trimming of overhead vegetation.
- Breweries are especially concerned with the quality of pavement on major arterials (shakes up their beer).
- Vehicles parking too close to driveways or intersections are a concern for neighborhood deliveries or secondary routes that smaller trucks use.
- Route-finding difficulties, especially during peak congestion hours, are compounded by construction related closures and unreliable sources of information about their impacts.
- Many participants suggested more education of general purpose drivers, pedestrians and bicyclists regarding the rules of the road and interaction with other modes of traffic, particularly trucks.

RESPONSES TO KEY QUESTIONS

The stakeholder interviews provided insight into key concerns stakeholders have about urban freight mobility and how they envision freight transport in the future. Key themes of feedback received by topic area are listed below.

Safety

- Participants routinely cited conflicts with other modes of traffic, particularly other motorists, pedestrians and bicyclists, as the biggest safety concern affecting their industry. Interviewees would prefer separation of modes, especially regarding bicyclists, which does not prohibit roadway capacity and controlled pedestrian crossings.

Reliability

- Participants generally stated that all truck operations are heavily influenced by traffic congestion and the lack of alternative truck routes.
- Drivers do their best to avoid morning (7am-9am) and afternoon peak hours (3pm-6pm). Larger and noisier trucks are prevented from making deliveries in off hours due to the night time noise ordinance.
- Businesses, especially near SODO and the Port, are particularly sensitive to sporting events at the stadiums. Incoming and outgoing deliveries all revolve around game times on those days.
- Drivers largely rely on their own knowledge for route finding, however GPS, Google Maps, and traffic cameras are routinely cited as useful tools.

- A few participants suggested creating one website that consolidates all traffic conditions and impacts. Real time traffic analytics was suggested as an idea for improving congestion and reliability issues for freight mobility.
- Bascule bridge openings and railroad crossing closures impact schedules and just-in-time delivery.

Efficiency

- Similar to other categories, congestion is cited as the biggest factor affecting the efficiency of freight mobility.
- Many participants cite the lack of loading zones and other curbside spaces as a major challenge for urban goods delivery. Drivers often circle the block looking for spaces to unload.
- Participants routinely cited that vehicle lanes are being taken away for bike lanes, which to them indicates that the City doesn't prioritize freight in urban planning.
- Unreliable information about construction impacts makes way finding and route planning difficult, especially for out-of-town drivers.
- Day games in the SODO neighborhood are a challenge for efficient freight mobility.
- Smaller trucks are being used for deliveries to neighborhood commercial land uses as well as residential delivery for greater maneuverability and tighter turning radii.
- Changing delivery logistics by using distributors for full truck loads rather than individual businesses delivering less than truckloads.

Resiliency

- Most participants stressed the need for more designated freight routes, especially north-south routes, and preservation of existing routes.
- Some participants expressed a desire for state and local authorities to have on-site response teams citing the excessive length of time it takes to clear or investigate an accident, especially on the highway system.

- When primary routes are congested in urban areas and the driver is able to detour to alternate routes, traffic circles and illegal parking (parking too close to an intersection) are often cited as a concern.
- A few businesses have had success in using smaller, more efficient, and more agile trucks to make urban deliveries. It was suggested to remove large trucks from the city altogether by having them deliver to node points outside the city then have smaller trucks make the urban deliveries.
- It is becoming increasingly hard to find young drivers as the older generation retires.
- As businesses try to shift delivery times to off-peak hours due to traffic congestion, it becomes harder to find good drivers to work those off hours as well as receiving businesses to have staff to intake the delivery.

Economic Vibrancy

- An aging workforce was cited as one of the major concerns for the future economic vibrancy of the industry.
- Many participants cited concerns about the \$15 minimum wage affecting their retention of staff. Many others stated that all of their employees are paid better than \$15/hour, so that would not affect their business.
- Some concern about the City's sick leave and having the correct number of employees present each day to conduct business.
- Participants that represented smaller businesses generally stated that they felt Seattle was not small business friendly given the tax structure and are concerned about their future in the City.
- Most cited the strong economy and demand for goods and services as the major driver of their industry. As long as Seattle is attracting more people, there will be a demand for goods, and deliveries will be made regardless of congestion.

- Land use changes are a concern for freight industries, especially those that take away industrial zoned parcels.
- Some participants cited concern about noise complaints from housing adjacent to industrial areas or that may prohibit overnight deliveries, thus operations have to occur during the day.

Environment

- Idling, primarily due to congestion, was cited by participants as the area that could be most improved upon.
- Participants suggested that anything that can be done to reduce idling would reduce emissions (roundabouts instead of stop signs/lights, higher clearances in key nodes for more direct routes, better signal timing, signage, real time traffic signs, etc.)
- Many businesses have instituted their own policies to reduce their environmental footprint due to customer demand.
- Switching to smaller or more efficient vehicles/fuel is a common practice taken by businesses. Cost is a driver that has prevented some conversion or purchase of newer, more efficient vehicles.
- Product stewardship, buying locally, and recycling waste products are large components of many businesses sustainable goals.
- Some businesses have upgraded either their building functions to promote better environmentalism or increased efficiencies by use of equipment technological advances.

Telling the story/Public participation process

- Some interviewees had similar suggestions about keeping the message simple and make it personal by focusing on the consumer and the everyday daily needs people that rely on goods and products. Education is an important aspect of the messaging and could use short multi-media video clips to help the public understand why the movement of goods impacts their life.
- “If you bought it, diesel brought it.” Trucking is the backbone of America.
- “If you don’t like trucks, don’t buy shit”
- Although only three interviews asked participants about how best to communicate with businesses and the public, all stated that they would like to stay involved in the FMP process in some capacity. Those same three participants all identified email as the best way to keep them and the public informed. Other suggestions to keep the public informed included informational YouTube videos, billboards, postcards, and social media.

SURVEY SUMMARY

The survey asked a mix of multiple choice and narrative response questions ranging from how businesses cope with traffic congestion to what larger scale economic trends are affecting freight mobility in Seattle. The survey was live on the web between August 1, 2014, and September 21, 2014.

The survey was distributed to the constituents listed in Table 5 by email and in person at the stakeholder meetings, the survey was also posted to SDOT’s website, and stakeholders were invited to share the survey with their contact lists as well. The survey received 60 total responses.

TABLE 5: SURVEY DISTRIBUTION

	Organization
Participants in SDOT’s Commercial Vehicle Load Zone process	Port of Seattle truckers listserv Washington Trucking Association
Seattle Freight Advisory Board (FAB) listserv	Seattle Office of Economic Development (OED) and OED commissions
Major truck street listserv	Greater Seattle Chamber of Commerce’s
Port of Seattle	Puget Sound Regional Council (PSRC) Freight Mobility Roundtable

MAJOR THEMES

Key overall themes that emerged included:

- Congestion is cited as the number one challenge affecting urban goods delivery in the city.
- Business operations schedule are bound to customers’ needs and there is often not flexibility to adjust deliveries to off-peak hours.
- Conflicts with other modes of traffic (predominantly bicycle traffic) and turning movements/curb radius are cited by over 50% of respondents as being the top safety concerns relating to freight mobility.

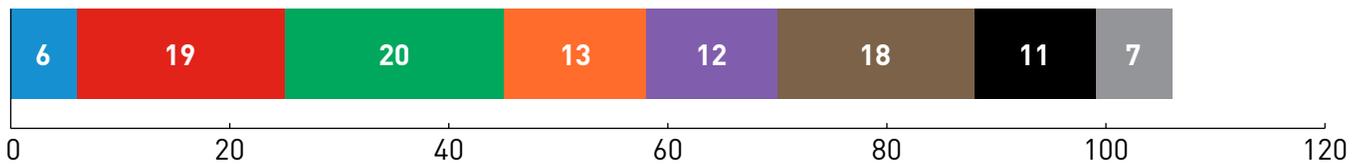
- Although the City’s Major Truck Street Network is sometimes used by two thirds of respondents, almost 40% did not know the designations existed.
- Google maps is the most used resource for determining alternate routes, but City and state traffic cams are also valuable.

There is an underlying feeling among some that the City is not giving freight traffic priority and that conditions are getting worse. However, others believe that the challenges facing urban freight movements are simply products of a strong economy and good business.

SURVEY RESPONSES

Q1: What type of freight does your business handle?

The top three types of freight handled by survey respondents included containers destined to or from the Port of Seattle; freight related to the manufacturing/maritime sector, and containers destined to or from local distribution centers. It is important to note that respondents were free to select multiple types of freight.



- Construction
- Manufacturing/maritime/industrial
- Containers destined to/from Port of Seattle
- Containers destined to/from local distribution centers
- Inventory for local stores or businesses
- Delivery services to businesses and residences
- Dependent on receiving freight
- Other

Q2: Have your business operations changed based on congestion at certain times of day? How? Would it be possible to promote delivery to occur during off-peak hours?

Overall: Businesses try to adjust their operations based on congestion, but options are limited. Schedules revolve around client needs for outgoing deliveries or shipping times for incoming deliveries and cannot always be adjusted.

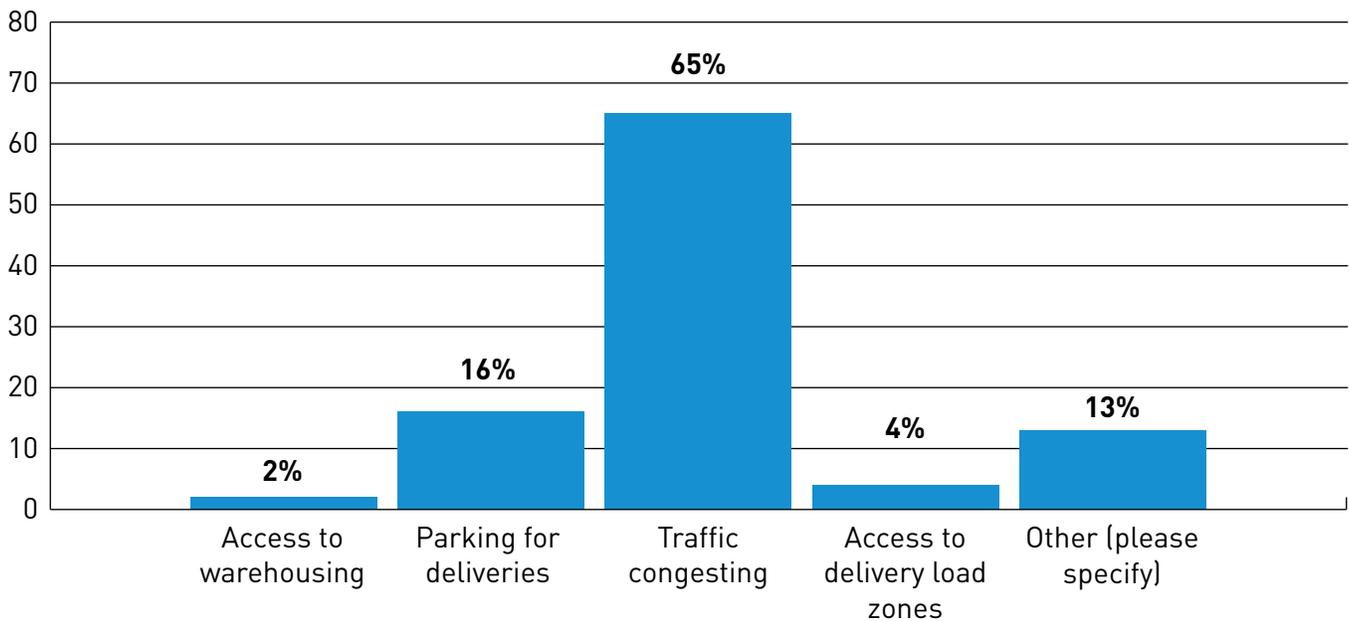
Sample responses

- “Moved to night shift for maintenance crews, increased carpool slots, instituted compressed work week, reduced number of meetings at John Stanford Center for Educational Excellence (JSCEE)

- “Yes, particularly with freeway closures/ bridge closures close to aircraft departure times like the recent presidential and vice-presidential visits. Delivery at off-peak hours is not likely due to huge additional cost of labor work force needed to implement.”
- “Yes, delivery times can take twice as long. It is not possible to perform deliveries in off-peak hours due to the requirements of the Union and legal amount of hours a driver is allowed.”
- “The adjustment of freight delivery times to businesses should be considered. Also, tax and other incentives to businesses who utilize off-peak hours for receiving deliveries is one idea for relieving congestion.”

Q3: What is the biggest challenge for urban goods delivery in the city?

Responses indicated that traffic congestion is seen as the biggest challenge for urban goods delivery in the city with nearly 2/3 of respondents citing this issue. The second most cited challenge was parking for deliveries; cited by 16% of respondents. Of the 13% (seven respondents) who responded with “other”, three cited conflicts with bicyclists as the biggest challenge.



Q4: What is one thing the City can do to help your business move goods more efficiently and reliably?

Overall: Respondents gave a mix of answers, mostly relevant to their respective location. Bike lanes and conflicts with other modes of traffic, prioritizing ingress/egress from the Port of Seattle, and load zone issues such as adding new load zones and maintaining access to current ones were all mentioned. Other secondary responses included: improving signalization, petitioning congress/USCG to change their rules for Ballard bridge openings, and reducing congestion overall

Sample responses

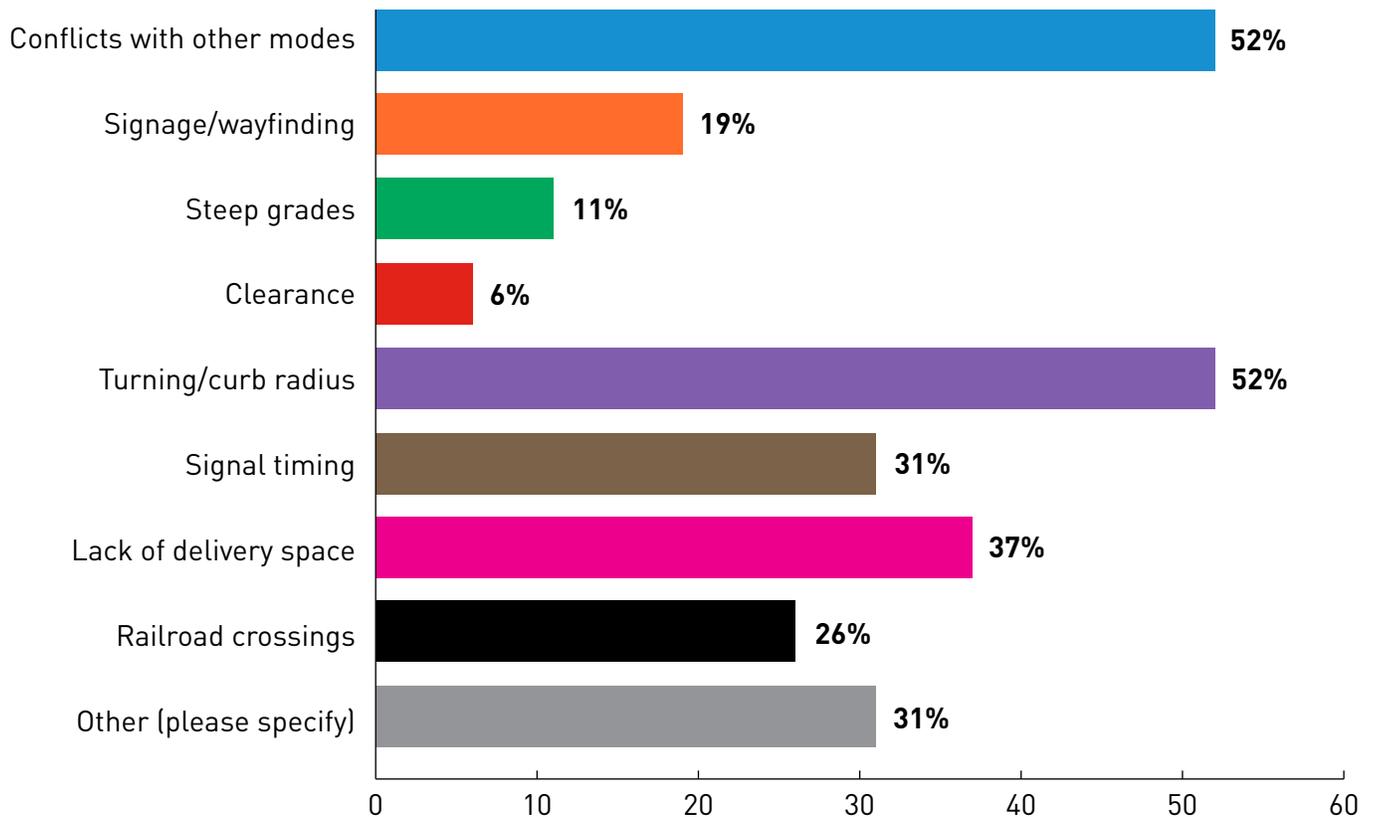
- “If the city simply petitioned Congress/U.S. Coast Guard to rewrite the Ballard Bridge rules to limit openings to certain times of the day for non-commercial water traffic the traffic in North Seattle would be much better.”
- “Move other small movement vehicles to parallel streets when possible - presume all arterials are needed to move trucks.”
- “Get Unions of longshoremen to not act like organized crime syndicates, truckers are not paid by the hour like them. City can get Port workers and their protective unions [to] work in much more efficient manner so that truckers they work with do not have to suffer and pay with their income. Port

longshoremen and workers are the single most difficult causes of traffic congestion that directly impact truckers.”

- “Quit taking lanes away from vehicles on main thorough fares. Bike lanes & bus only lanes have done nothing but make Seattle one of the worst cities in the United States for traffic congestion. By reducing the amount of lanes, SDOT is doubling the amount of emissions (CO) produced by gasoline autos that idle for hours in their daily commute.”
- “Bridging additional crossings in SoDo would be a big improvement. The more grade separations between rail and other surface traffic, the better. Also, ingress/ egress to the Port of Seattle is critical. SDOT must continue to work with WSDOT and other stakeholders on improving freight mobility to/from the Port of Seattle.”

Q5: What are the top three safety concerns you see relating to freight mobility?

Over 50% of respondents cited turning movements/curb radius and conflicts with other modes as a top safety concern. Although not cited as a major challenge for urban goods delivery, lack of delivery space was cited by almost 40% of respondents as a top safety-related concern. Nearly one third of respondents cited railroad crossings, signal timing, and lack of delivery space as top safety concerns. Of the 31% that cited “other” issues as top safety concerns, conflicts with bicycles/inadequate separation of bicycles and freight traffic and unrestricted openings of the Ballard Bridge were dominant themes.



Q6: What are major choke points (specific locations or neighborhoods) in Seattle, from your perspective?

Overall: Major choke points cited included anywhere where there is narrowing of the road, such as Ballard Bridge/Nickerson Street, Mercer Street, I-5 through downtown, SR99 approaching downtown (either direction). Various corridors where there are multiple modes of traffic such as the Mercer Corridor and 1st-5th Avenues downtown were also cited as choke points.

Sample responses

- Anywhere road narrowing and addition of different modes of transportation are added (i.e. bike lanes, trolley lanes, restricted lanes (especially no flammable materials allowed in the new tunnel); I-5 NB off of 90; sites of perpetual construction such as Mercer, HWY 99; bridges that open, toll bridges, Elliott, Nickerson
- Ballard Bridge (multiple responses)
- Ingress/Egress points to freeways
- Mercer corridor, particularly eastbound since the change to two-way; Denny and Dexter, Stewart, and Fairview.
- SR 99 (multiple responses)

Q7: How do the choke points affect your route planning?

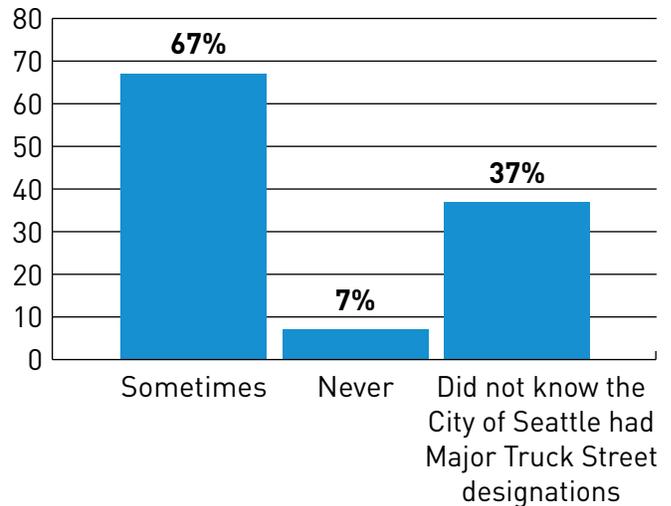
Overall: Since the choke points are known to most businesses, drivers indicated that they either allow more time to make deliveries or to try and take alternate routes. If possible, businesses will plan to operate in off-peak times.

Sample responses

- “We mostly just allow more time and try to avoid rush hour.”
- “Can have a major impact with regards to making deadlines and cutoffs for marine terminals and steamship lines. Many drivers will avoid these areas especially at the end of the day where they could get stuck in traffic.”
- Alternate routes (multiple responses)

Q8: Do you move goods via the City’s Major Truck Street designated streets?

Two-thirds of respondents indicated that they sometimes use the City’s Major Truck Streets. However, as 37% were not aware that designated Major Truck Streets existed, some respondents only discovered through taking the survey that they were already using them.



Q9: If you answered “sometimes” or “never” in response to Question 8, what are the primary routes / streets you use to move freight?

Overall: Respondents cited streets that are already designated as Major Truck Streets.

Sample responses

- Mercer, Elliott, Nickerson, Alaskan Way, Westlake, Marginal Way, SR 99, I-5
- “Every day going south I use 15th Ave to Elliot Ave to Viaduct to Harbor Island. Coming back northbound I go 99 to the western off ramp up Western to Elliot back to 15th and Leary back to the yard.”

Q10: If the primary route is unavailable, how do you determine which secondary routes to take to deliver goods?

Overall: Most respondents indicated that they use Google maps or left it up to the driver to determine which secondary route to take. Three respondents stated that for certain routes, there are no secondary routes available.

Sample responses

- Google
- Trial and error
- Driver knowledge
- “We don’t have the luxury of ‘secondary routes’.”
- “Secondary routes are not a viable option on the 15th Ave W corridor.”
- Talk radio traffic reports

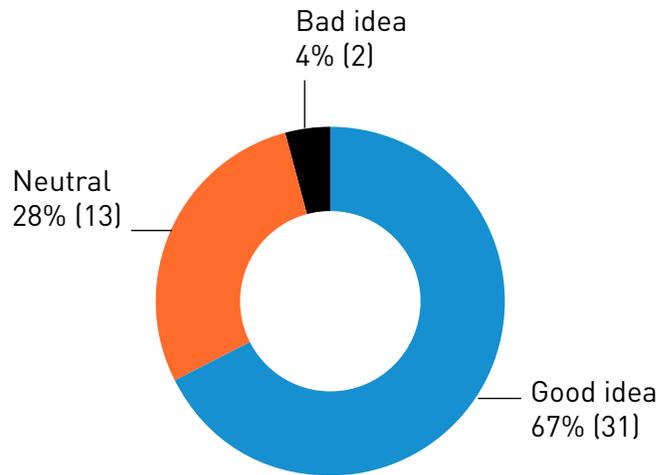
Q11: What tools do your dispatchers and drivers use to predict travel times, find alternate routes, and get directions?

Overall: Drivers and dispatchers use a mix of tools for getting directions and predicting travel times including: Google Maps, city and state DOT traffic cameras, and GPS. Often it is left up to the driver and their knowledge of streets to find alternate routes.

Sample responses

- Google Maps/Mobile apps
- “WSDOT traffic website, SDOT traffic website, and telephone calls to colleagues in tall buildings with views out their windows.”
- “Have access to terminal websites and can gauge what types of backups and congestion for each. Use SDOT’s website as well.”
- “Railroad calls trucking companies and coordinates times for delivering containers from Waterfront to rail yards. Intelligent Traffic Signs helpful.”
- Anecdotal/local knowledge

Q12: What do you think about truck drivers using Business Access and Transit (BAT) lanes during the time that buses use them with the acknowledgement that buses have priority?



Q13: What economic trends do you see affecting your industry / business?

Overall: Although there was no single definite trend, there seems to be an underlying feeling of resentment due to a perception that the City is not giving freight traffic priority and that congestion is becoming worse. However, other respondents commented that the larger economic trends that are affecting urban freight movement, both positive and negative, are simply the product of a strong economy which in turn means increased demand for deliveries of goods and services.

Sample responses

- “Seattle is not business friendly. Our trucks and customers can’t move without delays, parking is slowly becoming extinct and what there is of it is costly, there are taxes on everything that add up to gutting small business’ bottom line, and now the City wants to tell us how much to pay our employees, how much benefits are required to be provided, etc. We want to do business, we want to pay our employees, but the City is skimming all the cream and half the milk from our operations.”

- More traffic congestion (multiple responses)
- “Difficult to say but I know that access to the ports and rails are greatly affected by the stadium traffic. Also the city’s push of moving more retail and non-industrial uses of SODO area is a big problem for freight mobility. Many warehouses and business complain of illegally parked cars, and inability to have truck access to their buildings because of this crush of retail and office density.”
- “Without a strong, trade supportive commitment by SDOT to improve upon freight mobility in and around the Port of Seattle, the economy of Seattle, Washington State, and the Pacific Northwest stands to suffer. Canada continues to make strides in trade infrastructure and freight mobility, the Panama Canal widening project is progressing as well as other important trade infrastructure projects in other parts of the USA. Seattle SDOT must think and act as progressively on freight as they do on social issues. Hopefully, Mayor Murray realizes the importance of trade, trade infrastructure, and being able to obtain permitting for improvement projects in a timely fashion. If he doesn’t, Seattle and the region fall further behind our trade competitors.”
- “Because transportation is so bad in Seattle, prices of all our goods have been increased to reflect our increased costs.”
- “The more time I have to sit in traffic the more fuel I burn. The more times I get stopped at every single light down one street is more wear and tear on the truck trying to get it back up to speed. All these repairs cost money that we should be able to save to customers.”

Q14: Other comments?

Overall: Only 18 of 60 respondents answered this question. There again seems to be a feeling that the city does not prioritize freight. Although not a consensus, the most commented upon subject was the safety of having multiple modes of traffic (especially bikes) sharing the road.

Sample responses

- “Our government has decided that cars and therefore roads are evil so I expect matters to get a lot worse.”
- “I think that the BAT lanes on Aurora are a very selfish use of transportation capacity and should be modified to allow and encourage additional uses. The toll on the 520 bridge is excessive and should be reduced significantly to encourage greater use.”
- “Need streets that support heavy truck traffic to be designed for heavy truck traffic. Many of them are not, particularly in SODO area. Need to get ahead of “Drone Paranoia” early in the game and get business friendly but effective rules of the road in place. We will use drones, but they do need to be flown safely and they need good, sensible rules for usage.”
- “The city of Seattle simply has not made freight and goods movement a priority and does not understand its importance within our economy. Not enough concentration on business and industry that produce large revenue and good jobs for the region. This leads to loss of middle class and a 2-class system with great income disparity.”
- “Companies that buy load zone permits should be able to also purchase “temporary” load zone permits for drivers of theirs who rent vehicles for delivery. Large rental vehicles have limited options for load/unload parking and I feel there should be a way to support the load zone system and extend the ability to use the system to drivers in rentals. There should be no requirement of a “minimum” number of drivers to get this temporary tag. If your business supports the system by buying the permit, your co-deliverers should be able to also use the system via temporary/one-off permits.”
- “The City of Seattle should value small business in the city and reward those businesses which pay a higher price for continuing to stay here.”
- “Seattle is the ONLY west coast port city without an overweight corridor! So stupid.”

STAKEHOLDER INTERVIEW QUESTIONS

PURPOSE OF THE STAKEHOLDER GROUP INTERVIEWS

- Build relationships between key stakeholders and the project team.
- Obtain input from key freight stakeholders about citywide freight (urban goods movement) issues and concerns.
- Identify issues and challenges for freight mobility.
- Obtain input on how best to include stakeholders.

DRAFT INTERVIEW SCRIPT

Background and purpose of this group interview

- SDOT is developing the Freight Master Plan to address the unique characteristics, needs, and impacts of freight mobility throughout Seattle. The Plan will examine the challenges of moving freight, identify problem areas, and develop solutions to address these challenges, and will ultimately be adopted by City Council. These group interviews, online survey, and individual interviews will help inform the existing conditions report for the FMP.
- The goals of this group discussion are to:
 - Identify issues and challenges for freight, especially trucks, operating citywide.
 - Identify key industry trends affecting delivery of freight
- We are reaching out to businesses that depend on trucks for goods movement.
- We also want your insight on the most effective way to reach out to other businesses throughout the city.

- SDOT staff will be returning later in the planning process (likely in the fall) to conduct a route mapping exercise to assist in reviewing the Major Truck Streets and potentially developing a truck street hierarchy.
- Format:
 - Questions and discussion to help determine baseline conditions via topic areas:
 - > Safety
 - > Reliability (dependability, consistency)
 - > Efficiency (effectiveness, productivity)
 - > Resiliency
 - > Economic vibrancy (vitality, jobs, economy, competitiveness, necessities for life)
 - > Environment (clean air and water)
 - I will ask the questions and Charla will facilitate the discussion

Sign-in sheet survey

- What is your name, email address, phone number, and the business you represent?
- What is your role in your organization/business? What is your business address?
- Would you be interested in being involved further in the Freight Master Plan? Yes/No
- What is the best way to communicate with you and continue to involve your business in the planning process?
- Do you have any suggestions for other businesses, delivery companies, or other organizations we should contact?

MAIN INTERVIEW QUESTIONS

Safety – 15 min

1. What are the biggest types of safety concerns you have relating to freight mobility?
2. Are there specific locations or neighborhoods that are of particular concern? (list of intersections/chokepoints)
3. What are key things the city can do to improve safety?

Reliability – 15 min

1. Have your business operations changed based on congestion at certain times of day? How? Do you anticipate further changes? Would it be possible to promote delivery to occur during off-peak hours?
2. If you could change one thing to allow freight to move more reliably through Seattle, what would it be?

Efficiency – 15 min

1. What is the biggest challenge for urban good delivery in the city?
2. Has your business been affected by larger changes in industry logistics?

Resiliency – 10 min

1. When your primary preferred route is unavailable, how do you decide which secondary route to take to deliver goods? What is important to consider in providing a resilient freight system?
2. What are the biggest challenges affecting the future of your industry in terms of climate change/adaptation, aging workforce, fuel costs, etc.? And do you have thoughts on solutions to these challenges?

Economic vibrancy – 15 min

1. What economic trends do you see affecting your industry/business? What type of increase in goods movement does your business anticipate for the future?
2. Does anything make you uncertain about continuing to operate a freight dependent business in Seattle? If yes, what can the city do about it, if anything?

3. What would you suggest the city do to make residents understand the importance of freight mobility during the development of the Freight Master Plan?

Environment – 10 min

1. What are examples of innovative measures that either your business or business sector has done to improve the environment?
2. 40% of greenhouse gas emissions in Seattle are from transportation, how can the city and industries work together to reduce GHG emissions (VMT)?

How to Share Information

- In your experience, what is the best way to communicate with delivery companies and businesses?
- Would you be interested in being involved further in the Freight Master Plan?
- What is the best way to involve and inform your organization as this planning process moves forward? (suggest a few prompts – business chamber, one on ones, web)
- Do you have any suggestions for other businesses, delivery companies, or other organizations we should contact?

QUESTIONS FOR SPECIFIC STAKEHOLDERS

Commercial and Residential Deliveries

- How do you decide what route to take? Are your routes stable each day, or do they vary? Which routes do you avoid?
- Do you have seasonal peaks? If yes, can you share when they occur and describe the situation? How do you handle spikes in deliveries?
- How has your business been affected by the increase of at-home delivery from online shopping?
- What technology/vehicle changes may be appropriate in the future? Would an urban consolidation center, potentially using electric vehicles or cargo bike delivery change your business model?

- Where do you typically park when you make deliveries? In a commercial vehicle load zone or a loading dock? Which is your preference? How do you know if buildings have loading berths? What are your thoughts on two-way left turn lane (center lane) loading/unloading? Are alleys used to park vehicles if available?
- Where do you think Seattle needs more commercial vehicle load zones?
- How necessary is truck signage (clearances and restrictions signs) and wayfinding (truck route signs) throughout Seattle?
- What is the steepest grade roadway you will use to park and delivery goods from? Would information about grades of streets be helpful when planning your routes/areas to park and deliver products?
- Do you typically carry a truckload, less than a truckload, or a combination?
- Do you use any idle reduction equipment or methods? What is your main reason for reducing idling?

Truck Drivers (larger trucks)

- Are you familiar with the city's Major Truck Streets Map? If so, how do you use it?
- Do you have out-of-town truck drivers? How necessary is truck signage (clearances/restrictions) and wayfinding throughout Seattle and directing drivers to the interstate system? What types of signs are most useful for driving a truck?
- Currently, where do truck cabs park overnight? Where do you think they should park? How important is it to have overnight truck parking in Seattle? What size, width, and height clearance parking space do you typically need? Are there any safety concerns with leaving trucks overnight?
- What is the steepest grade roadway you will use? Would information about grades of streets be helpful when planning your routes?

- How important is it to have a secondary freight route? Do you typically carry a truckload, less than a truckload, or a combination?
- Do you drive an oversize rig?
- Do you typically carry a truckload, less than a truckload, or a combination?
- Do you use any idle reduction equipment or methods? What is your main reason for reducing idling?

Dispatchers

- How does your dispatch work? What type of technology do you use to make your business more efficient? How do you communicate with your drivers? What kind of information is important to provide to them at the beginning of a shift or throughout a shift?
- Are you familiar with the city's Major Truck Streets Map? If so, how do you use it?
- What tools do dispatchers and drivers use to predict travel times, find alternate routes, get directions? (Google maps, GPS, local/state travel cameras, INRIX app, etc.)
- When your driver's primary preferred route is unavailable, how do you decide which secondary route to take to deliver goods, do you assist your driver or do they decide in real-time which other route to take?
- How do you measure reliability?

Regional Farmers

- How do you get your produce/product to neighborhood farmer's markets? Why do you participate in farmer's markets? How many events do you participate in each week?
- Where do you park your vehicle while working at an event?
- How do you choose your routes to various neighborhood farmer's markets?
- What could the city do to help make your farm to farmer's market business be more successful, if anything?

Business Owners

- How do you advertise to your customers?
When giving directions to your business, which modes of travel do you include?
What type of information is on your website?
(car parking locations, bus routes, bicycle parking, ADA accessibility, etc.)
- Do you prefer business hour or off-hour delivery? Why? If not, what may incentivize you to consider off-peak delivery?
- How important are commercial vehicle load zones/loading docks for your businesses?

STAKEHOLDER SURVEY QUESTIONS

The Seattle Department of Transportation (SDOT) is developing a Freight Master Plan (FMP) to address the characteristics, needs, and impacts of freight mobility. To help ensure the FMP represents the needs and priorities of freight stakeholders, we need your input!

- Where are the major chokepoints in the freight network?
- What is one thing the City could do to help you move goods more efficiently?
- What is the biggest challenge you face when moving freight?

Take the survey and let SDOT know! The responses we receive will help shape the policies and projects that will make freight movement in Seattle more reliable, efficient, and resilient.

All of the questions included in this survey are optional, and the survey is anonymous. Results will be tabulated and presented to the SDOT project team as feedback during policy deliberations. **Surveys should be completed by Friday, September 19, 2014.**

Please return surveys by fax (206-684-3238, c/o Ian Macek) or mail:

Seattle Department of Transportation
Freight Master Plan Survey
c/o Ian Macek
PO Box 34996
Seattle, WA 98124-4996

1. What type of freight does your business handle?

- Construction
- Manufacturing / maritime / industrial
- Containers destined to/from Port of Seattle
- Containers destined to/from local distribution centers
- Inventory for local stores or businesses
- Delivery services to businesses and residences
- Dependent on receiving freight
- Other
- Other (please specify)

2. Have your business operations changed based on congestion at certain times of day? How? Would it be possible to promote delivery to occur during off-peak hours?

3. What is the biggest challenge for urban goods delivery in the city?

- Access to warehousing
- Parking for deliveries
- Traffic congestion
- Access to delivery load zones
- Other (please specify)

4. What is one thing the City can do to help your business move goods more efficiently and reliably?

- 5. What are your top three safety concerns related to freight mobility?**
- Conflicts with other modes
 - Inadequate signage and wayfinding
 - Steep grades of streets
 - Clearance
 - Turning movements / curb radius
 - Signal timing
 - Lack of delivery space (loading and unloading)
 - Railroad crossings
 - Other (please specify)

6. What are major choke points (specific locations or neighborhoods) in Seattle, from your perspective?

7. How do the choke points affect your route planning?

- 8. Do you move goods via the City’s Major Truck Street designated streets? (See map)**
- Sometimes
 - Never
 - Did not know the City of Seattle had Major Truck Street designations

9. If you answered “sometimes” or “never” in response to Question 8, what are the primary routes / streets you use to move freight?

10. If your primary route is unavailable, how do you determine which secondary routes to take to deliver goods?

11. What tools do your dispatchers and drivers use to predict travel times, find alternate routes, and get directions?

- 12. What do you think about truck drivers using Business Access and Transit (BAT) lanes during the time that buses use them with the acknowledgement that buses have priority?**
- Good idea
 - Neutral
 - Bad idea

13. What economic trends do you see affecting your industry/business?

14. Other comments?

