Appendix A

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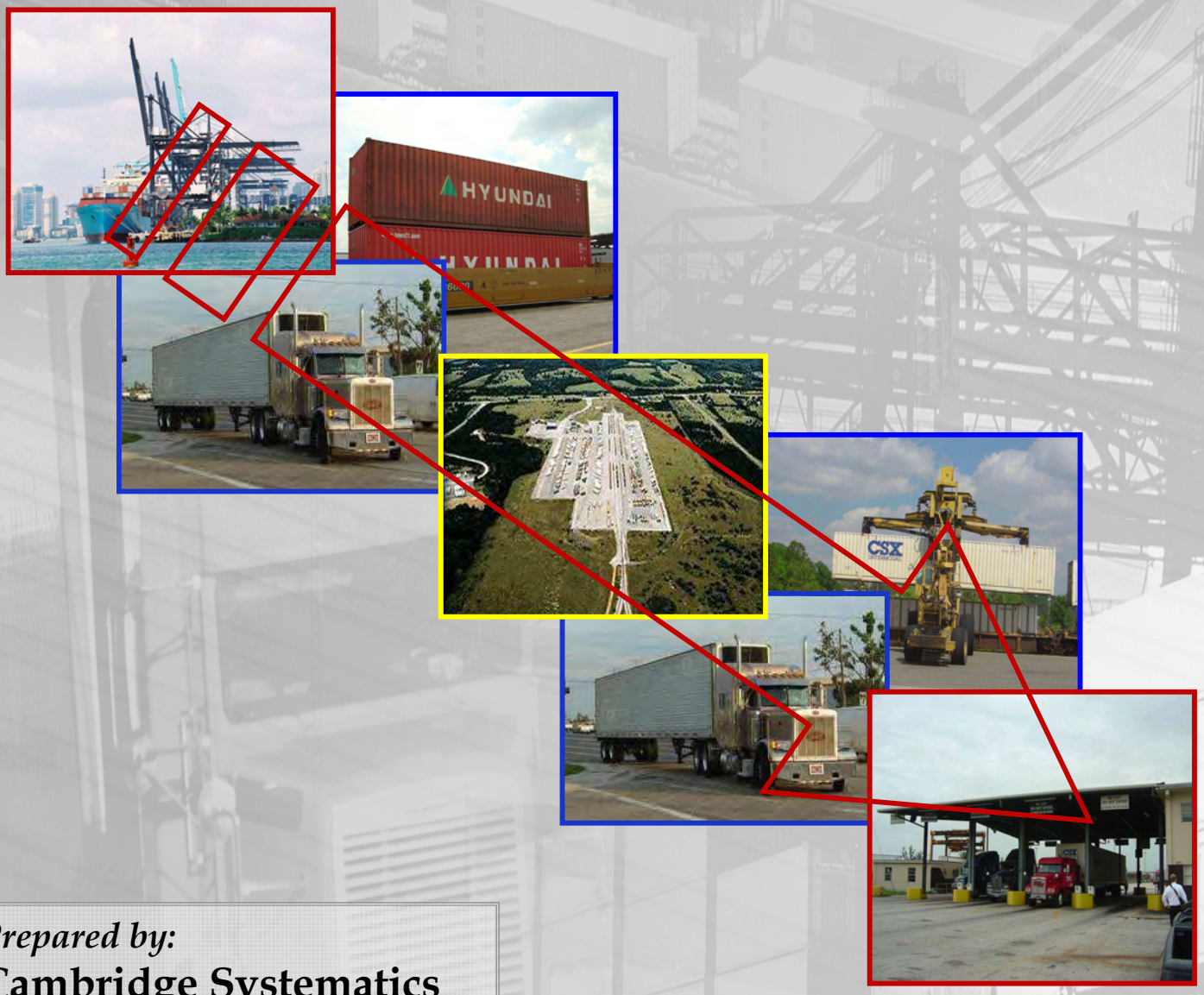
South Florida Inland Port Study



Prepared by:
Cambridge Systematics

Prepared for:
FDOT Seaport Office

Project Purpose
Study Goals

- Define the necessary characteristics required for an inland port
- Identify potential locations for developing an inland port
- Determine if an inland port can effectively serve the port network in South Florida
- Develop recommendations for next steps

Project Purpose
Why an Inland Port?

- Expand existing seaport capacity
- Increase freight system reliability
- Improve intermodal connectivity
- Improve congestion management activities
- Improve/modify local and regional distribution patterns
- Create new market opportunities

Project Purpose
Overview of Florida's Transportation System

- Florida is impacted by national and international trends
  - Global trade is increasing and resiliency is being added to key supply chains
  - Steamship lines continue to operate larger vessels
  - Panama Canal capacity will be increased
  - Rail intermodal service continues to face capacity constraints
- Florida continues to improve transportation investment strategies
  - Strategic Intermodal System
  - Transportation Regional Incentive Program
  - MPO-driven freight transportation programs
- Florida's geography has created a unique seaport infrastructure
  - Florida has developed and maintained a network of deepwater seaports
  - Florida's seaports typically serve niche and regional markets
  - Gateway to Latin America and the Caribbean market
  - Large, high growth consuming population base
- However, South Florida is geographically challenged
  - Natural resources create transportation bottlenecks
  - Shippers/receivers are located at the "end" of our national transportation system
- Limited capacities and increasing congestion continue to degrade freight mobility

Key Inland Port Concepts

DEFINITION:

An Off-Port facility that typically is "a combination of assets which make a region an attractive distribution hub, consolidation point, or destination for imported and exported goods"

CHARACTERISTICS OF ESTABLISHED INLAND PORTS:

- Tend to be larger regional centers/serve larger markets
- Provide means for facilitating international trade and expediting shipments in and out of the U.S.
- Multi-modal capabilities/opportunities and have ample access to the Interstate System
- Foreign Trade Zone status
- Serve certain niche markets
- Access to sufficient labor

SITING CONSIDERATIONS:

- Existing transportation infrastructure
- Demographic advantage
- Geographic advantage
- Presence of large shippers
- Public/private partnerships to promote development
- Industry commitment to aggressively market the inland port

TYPES OF INLAND PORT FACILITIES:

- Integrated Logistics Centers/ Multimodal Logistics Center
- Inland waterway port
- Shuttle Services
- Trade Processing Center
- Intermodal Parks (Rail, Air)/Air or Rail Cargo Centers
- Facility Networks & Corridors
- Satellite Marine Terminal/Maritime Feeder Facility

SATELLITE MARINE TERMINAL/MARITIME FEEDER FACILITY

- Off-Port facilities for processing, consolidating, distribution
- FTZ status a plus
- Designed to relieve congestion and increase efficiency of the affiliated seaport

INLAND PORT FUNDING STRUCTURES

PRIVATE
Alliance Texas

Privately funded 15k acre master planned development with multiple logistics components

PUBLIC
Virginia Inland Port

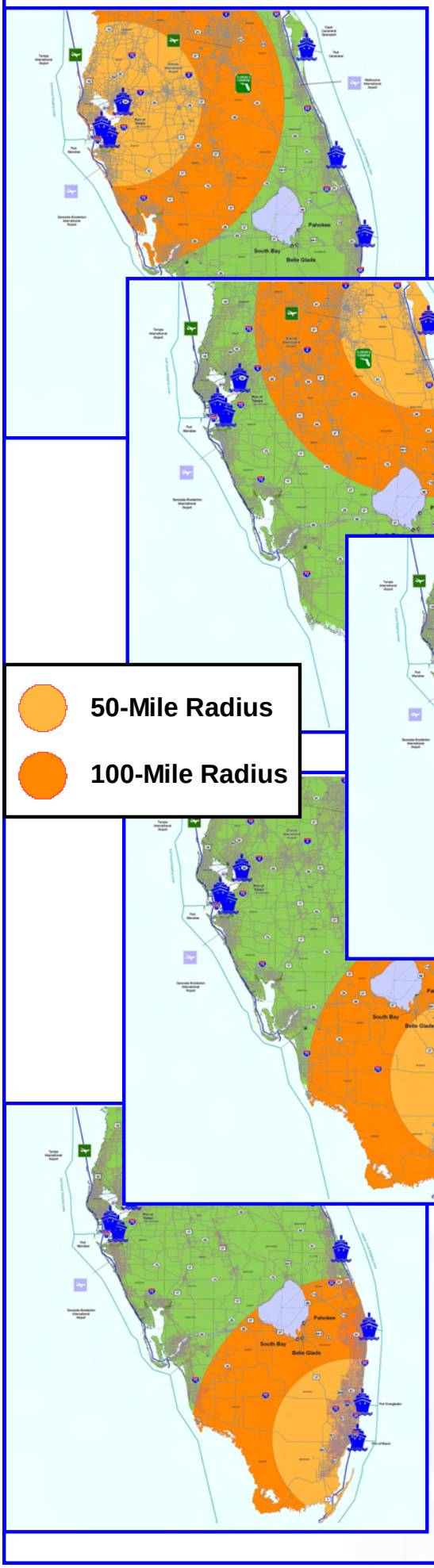
Publicly funded through Transportation Trust Fund, provides variety of intermodal services in coordination with NS and the VPA

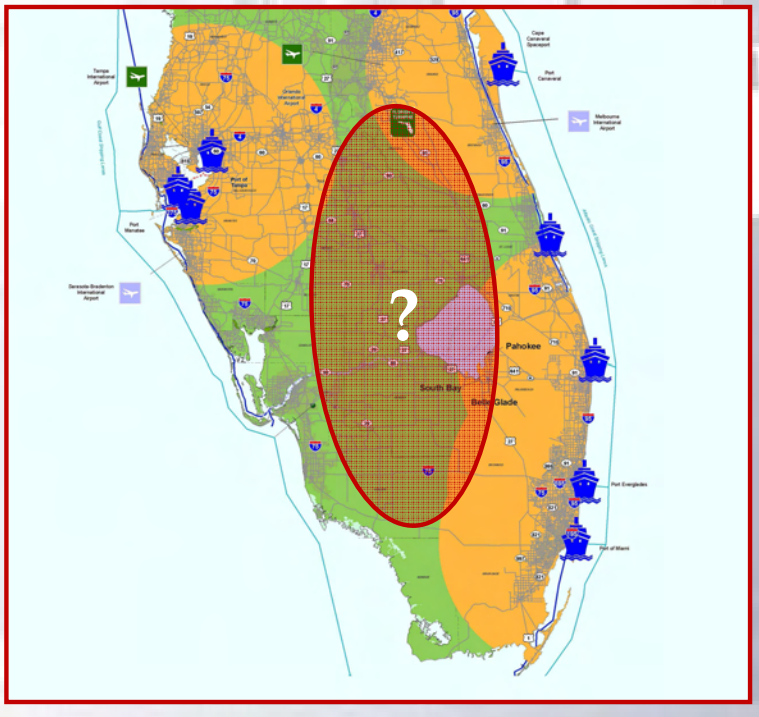
PUBLIC/PRIVATE PARTNERSHIP
Metroport

Joint partnership between Tranz Rail (land provider) and Port of Tauranga (land development and technology provider)

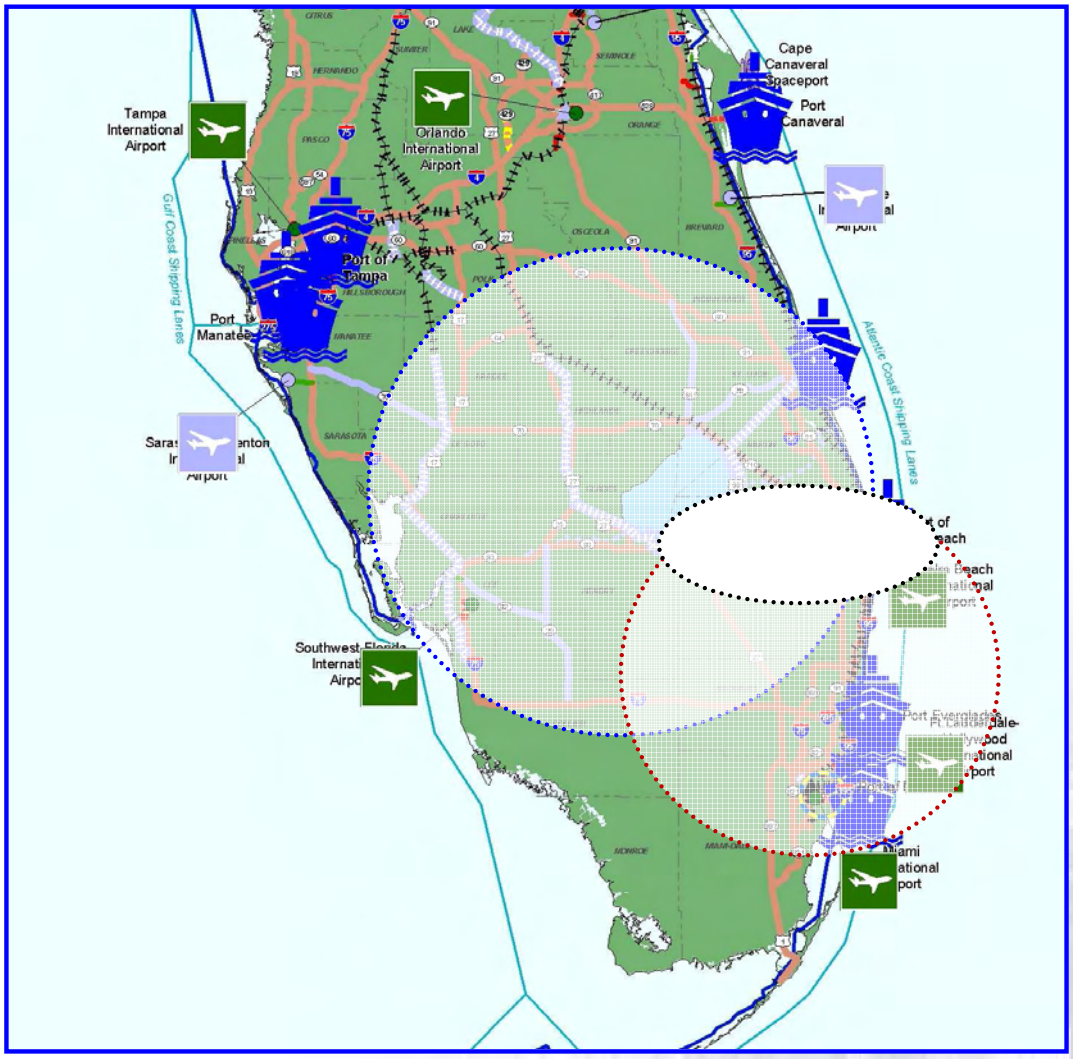
Is there Common Ground for an Inland Port?

- Expand existing seaport capacity?
- Increase freight system reliability?
- Improve intermodal connectivity?
- Improve congestion management?
- Improve local and regional distribution patterns?
- Create new market opportunities?





Identifying Region Specific Solutions



Site location dictates local, regional, and state impacts

Port of Palm Beach

Southeast Florida

South Florida

- *Who are the key stakeholders?*
- *Who will benefit at each potential site?*
- *What will the market support?*
- *What type of inland port will be developed?*
- *How will capacity expansion/improved market access stimulate economic development opportunities?*

Understanding Florida's Freight Transportation System

Northwest Florida

- **Rural region served by niche ports, with rail and Interstate connections**

Northeast Florida

- **High growth region, growing international gateway and intermodal hub**

Central Florida

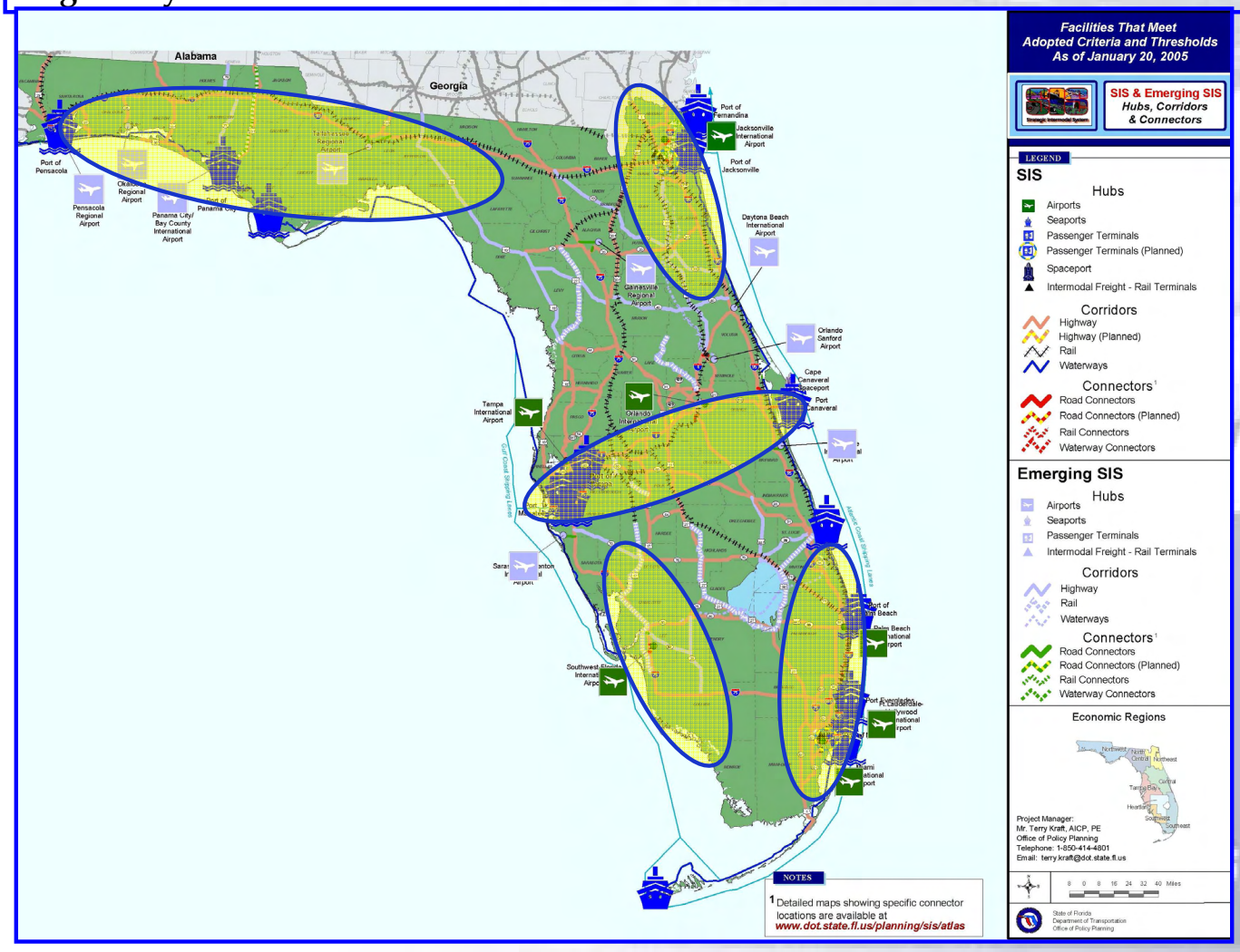
- **High growth region, largest bulk port, major rail development**

Southwest Florida

- **High growth region, limited freight infrastructure**

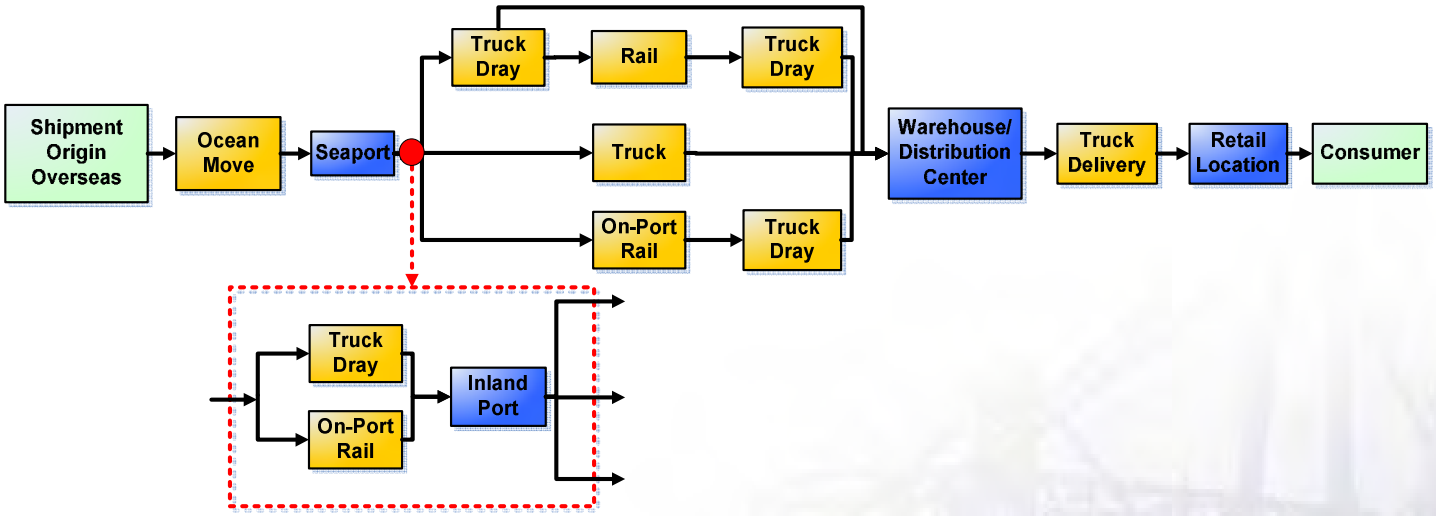
Southeast Florida

- **High growth region, cruise capital, largest container port, major petroleum gateway**



What is the Impact on Existing Supply Chains?

Basic Supply Chain Showing Impact of an Inland Port for an Import Shipment…



What are the Key Factors that Drive Our Analysis?

1. How will an inland port serve South Florida's seaports?
2. How will an inland port serve the South Florida community?
3. Where are the available sites?
4. What are the available funding sources for an inland port in South Florida?
5. Who would operate the facility?
6. What transportation services will be required?
7. What are the potential added handling costs and service penalties?
8. How will security be addressed?
9. Do we have public support?
10. Do we have industry support?
11. What transportation corridor improvements will be required?
12. How will an inland port complement the Winter Haven integrated logistics center and other key developments?
13. How will an inland port result in primary and secondary business development opportunities?
14. What are the market opportunities?
15. What should the State's role be in developing an inland port?







Landowners

Company Name:
Contact:
Title/Position:
Address:
Phone/Fax:
Email:

Intro/Overview

South Florida is home to a fast growing and diverse population. The Everglades creates a natural barrier between the East and West Coast communities, connected by a small number of highway corridors. Both eastern and western communities can be characterized as large consuming populations, and service and tourism oriented economies, supported by significant but declining agricultural and mining industries. The last decade has shown a significant increase in congestion throughout the transportation system. Bottlenecks exist within and between highways, seaports, airports, and railroads for passenger and cargo operations.

The Port of Palm Beach presented a concept of a new transportation facility to FDOT for consideration. The proposal describes an inland port facility that would be located at a centralized location in South Florida, providing a hub of freight services with truck and rail connections to the region's seaports, with truck access to regional markets. At the Port's request, the Department is conducting a feasibility study to explore this proposal.

The purpose of this study is to examine the possibility of developing a new approach to freight movement patterns in South Florida through the development of a new freight transportation/distribution hub that could serve the region. Specifically, the concept of an inland port complex, with supporting industrial development and transportation connections, will be considered. The inland port concept could serve as a means of increasing seaport capacity, promoting industrial development, and diverting freight traffic from highly congested transportation corridors. It will be critical to define the market area, define the necessary modal service bundles, identify truck and rail connectors to each of the seaports, document environmental and land use implications and impacts, estimate the economic impact (benefit/costs), and develop recommendations based on the analysis.

Throughout the world, the term ***inland port*** evokes many different definitions, as facilities vary substantially in terms of operations, facilities, and magnitude. For the purposes of this study, an inland port can be generally understood to be an inland facility that is affiliated with one or more seaports and serves as an extension of the services that are typically provided on the port. Since a facility of this type would likely impact a variety of landowners and transportation entities within the region, we are currently interviewing a wide spectrum of stakeholders in order to determine the feasibility of an inland port in South Florida. The following set of questions are intended to give you an opportunity to identify key issues that arise when you think about how an inland port might possibly impact your firm/organization/agency.

Type of Organization (Check all that apply):						
Public Agency	Port	Airport	Rail Carrier	Truck Carrier	Steamship Carrier	Landowner/ Private Company

Organization

- What does your organization do? Daily Operations? Products/Services?
- How is your organization involved in the South Florida freight community?

Operation

- What do you see as critical transportation service requirements ?
- What attributes of an inland port facility would be the most attractive to your organization?

Infrastructure

- What location would be the most beneficial to your organization?

Market

- What services are necessary to benefit your organization?
- What would be the "best use" for an inland port facility?

Implementation

- What should the state's role be in the development process (planning, construction, operation)?

General Questions

- Identify the transportation infrastructure you use or rely on. What seaports, airports, and rail yards/facilities do you use? What are the key highways you rely on (please identify specific highways, arterials, local terminal access roads, etc. that you use regularly)?

- Describe the condition of these facilities. Are there significant operational or structural limitations (bottlenecks, poor reliability, size/weight constraints, etc.?

- What are the strengths of the region's transportation infrastructure?

- What are the weaknesses of the region's transportation infrastructure?

- How could the existing infrastructure be operated differently to improve your operations?

- How could the existing infrastructure physically be changed to improve your operations?

- Are you aware of any planned improvements?

- How might you benefit from an inland port/ILC?

- How might you be negatively impacted by an inland port /ILC?

- What potential sites are available?

Customers/Shippers

Company Name:
Contact:
Title/Position:
Address:
Phone/Fax:
Email:

Intro/Overview

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Operation

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Infrastructure

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Market

- What services are necessary to benefit your organization?
- What would be the "best use" for an inland port facility?

Implementation

- What should the state's role be in the development process (planning, construction, operation)?

Inbound Flows

- What are the primary raw materials brought in for production?
- Where are your suppliers located, geographically? Does your selection of suppliers depend on their business location?
- What modes are used for delivery of these materials? Why do you use these modes? Or, why don't you use other modes?
- Are your materials mode specific/dependent?
- If you use rail, do you have a rail siding? How many cars does it hold?
- What volume of freight do you receive weekly or monthly (by mode)?
- What service requirements do you have for these shipments? Do you have any penalties for late or missed shipments?

Outbound Flows

- What are the primary products manufactured/distributed?
- What modes are used for delivery of these products?
- Are your products mode specific/dependent?
- For truck deliveries, how many loading/unloading docks so you have?
- If you use rail, do you have a rail siding? How many cars does it hold?
- What volume of freight do you send out weekly or monthly (by mode)?
- What service requirements do you have for these shipments? Do you have any penalties for late or missed shipments?

General Questions

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- What are the strengths of the region's transportation infrastructure?
- What are the weaknesses of the region's transportation infrastructure?

- How could the existing infrastructure be operated differently to improve your operations?
- How could the existing infrastructure physically be changed to improve your operations?
- Are you aware of any planned improvements?
- Do you have your own warehouse space? If so, how much warehouse space do you have (in square feet) for raw materials and then for finished products? If not, do you use a public warehouse? Please describe.
- What type of turnaround time do you have for port-related freight?
- How could an inland port/ILC benefit your company?
- How might an inland port /ILC negatively impact your company?
- What general location of an inland port/ILC would be the most beneficial to your operation?
- List potential positive impacts of an inland port facility to your organization:
- List potential negative impacts of an inland port facility to your organization:
- What in your opinion, would be transportation service preferences?
- How should operations responsibilities be allocated at an inland port facility?
- How much land and/or capacity would be necessary?
- What are your system requirements?
- How could an inland port facility be incorporated with existing/planned facilities?
- What handling costs would be added as a result of an inland port facility?
- What are the key issues in terms of sustainability & mobility?
    - What cargo volume levels would be necessary to affect positive change?
- From your perspective, how could an inland facility benefit South Florida?
- What are the potential sources of funding?

- What opportunities for ancillary/secondary development are available?

- Is a public-private partnership the most logical approach to development of an inland port facility in South Florida?

Municipal Representatives, Relevant Agencies & Relevant Consultants

Company Name:
Contact:
Title/Position:
Address:
Phone/Fax:
Email:

Intro/Overview

South Florida is home to a fast growing and diverse population. The Everglades creates a natural barrier between the East and West Coast communities, connected by a small number of highway corridors. Both eastern and western communities can be characterized as large consuming populations, and service and tourism oriented economies, supported by significant but declining agricultural and mining industries. The last decade has shown a significant increase in congestion throughout the transportation system. Bottlenecks exist within and between highways, seaports, airports, and railroads for passenger and cargo operations.

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Infrastructure

- What location would be the most beneficial to your organization?

Market

- What services are necessary to benefit your organization?
- What would be the "best use" for an inland port facility?

Implementation

- What should the state's role be in the development process (planning, construction, operation)?

General Questions

- Please describe what your office/job does/entails relating to transportation planning and specifically to freight transportation planning.
    - Land use
    - Economic development
    - Safety
    - Enforcement
    - Capacity
    - Operations
    - Environment
- Were you aware of this study prior to our contact with you? If so, how?
- Please identify any data/resources/studies you believe we should be collecting and reviewing as part of this study.
- Are there any individuals in the public or private sectors that you believe we should make sure and speak with? If so, please provide contact information.
- What are your expectations for this study? What benefits can your agency derive from this study?
- What are the strengths of the region's transportation infrastructure?
- What are the weaknesses of the region's transportation infrastructure?
- Are you aware of specific bottlenecks for each mode (seaports, airports, highways, railroads, pipelines)? Please identify specific locations, as appropriate, for each type of constraint.
- Describe the condition of these facilities. Are there significant operational or structural limitations (bottlenecks, poor reliability, size/weight constraints, etc.?
- How could the existing infrastructure physically be changed to accommodate an inland port?
- Do you have any other comments or issues that you would like to discuss?

Targeted questions:

Economic Agencies:

- Funding mechanisms?
- Potential for partnerships?

Environmental Agencies:

- Impacts?
- Remediation?
- Relevant geotechnical information?

Land Use Agencies:

- Available/potential sites?
- Potential zoning or jurisdictional complications?

Transportation entities:

- Existing infrastructure – potential for integration?
- Other relevant studies or projects?
- Miscellaneous relevant information?

Appendix B

Port of Miami
1015 North America Way, 2nd Floor
Miami, Florida 33132-2081
T 305-371-7678 F 305-347-4843
www.miamidade.gov/portofmiami

miamidade.gov

July 3, 2007

Ms. Stephanie Kopelousos
Secretary
Florida Department of Transportation
605 Suwanee Street – MS68
Tallahassee, FL 32399-0450

Dear Ms. Kopelousos:

First, I want to congratulate you on your appointment as State Transportation Secretary. We appreciate all that you and District Six do for our community; and, in particular, for the Port of Miami. I look forward to a future opportunity to meet you, and want to offer the services of our Port to you if we can be of assistance.

The purpose of my letter is to clarify the Port's position on the South Florida Inland Port project. While we are not in a position to say definitively that we would support this project, we have not taken a position to oppose. From a regional standpoint, we are in favor of any project that adds to the overall cargo and freight handling capacity of the State of Florida.

At present, five locations are being considered for the inland port. Of those, the South Bay Area site appears to offer the best benefit for the Port of Miami. That location sits astride U.S. highway 27, which runs to the southeast toward Broward and Miami-Dade counties. In our opinion, the other four sites do not provide for easy rail or highway access to our Port.

If the South Bay site is selected, we would be interested in participating throughout the project's planning stages to maximize the facility's benefit for all of the southeast Florida ports. In closing, the Port of Miami supports the continuation of the Inland Port Study and will continue to be engaged and provide assistance as needed.

Sincerely,

Bill Johnson
Port Director

c: Meredith Dahlrose, Florida Department of Transportation

PORT EVERGLADES DEPARTMENT - Port Director's Office
1850 Eller Drive - Fort Lauderdale, Florida 33316
954 523-3404 • FAX 954-523-8713

July 2, 2007

Ms. Meredith Dahlrose
Florida Department of Transportation
605 Suwannee Street – MS68
Tallahassee, FL 32399-0450

Dear Meredith:

RE: South Florida Inland Port

Since the last stakeholders meeting of June 7, 2007, there has arisen some level of concern as to the position of Port Everglades regarding this study effort.

As you know, we are currently completing a twenty year vision and master planning effort. As part of this study effort, we are continuing to look forward to the development of an Intermodal Container Transfer Facility (ICTF) which would be located within the existing land area of the Port. FDOT has been actively involved in this process, including the provision of an elevated Eller Drive access road which would assist in the development of the ICTF by providing grade separation of rail and highway users. The proposed Inland Port could incorporate additional rail and over the road connections along with the potential development of warehousing and distribution facilities within the region.

Currently, a great deal of the South Florida warehousing and distribution facilities are located in ever more congested western Miami-Dade County. As traffic pressures increase over the years as South Florida continues to become more densely populated, existing facilities may become more expensive to operate; land value will increase; and we must look to potential ways to overcome freight movement inefficiencies.

We do not foresee a current conflict in planning efforts geared toward long range alternative analysis. The continued development of freight alternatives must be pursued before we reach a point of breakdown in our distribution systems. Port Everglades supports the continuation of the Inland Port study and would urge FDOT to likewise support continued analysis of the alternatives.

Sincerely yours,

Phillip C. Allen
Port Director

PCA:rm

July 6, 2007

Ms. Meredith Dahlrose
Intermodal Systems Specialist
Central Office
Florida Department of Transportation
605 Suwannee St., M.S. 68
Tallahassee, FL 32399

Dear Ms. Dahlrose:

The Port of Palm Beach is pleased that the draft South Florida Inland Port Feasibility Study (prepared by Cambridge Systematics) has been completed, and appreciates the opportunity to participate in the effort to advance the draft document towards final study form.

The Florida Department of Transportation has shown great leadership in its willingness to perform this study, and to support future studies to better understand the market and economic components of the project. We are deeply appreciative of this effort and the FDOT's commitment to the project's future.

The Port of Palm Beach believes that the project has the potential to serve large, regional markets and other South Florida ports. We understand that both the Port of Miami and Port Everglades are interested in the facility and hope that the study conclusions reflect that further analysis in future phases continue to address the regional potential of the facility.

In addition, the Port of Palm Beach is sensitive to the environment and sustainability of small communities around Lake Okeechobee. We recommend that the study include a more thorough discussion of environmental and growth management issues. Without a full understanding of these issues (which is well beyond the scope of this feasibility analysis), some conclusions in the study, such as the recommendation against new and expanded corridors, may be premature and need to be considered as part of the larger framework of facility location within the South Florida environment. The Port of Palm Beach is strongly in favor of an inclusive, collaborative process to address master planning and site selection efforts as a means to understand how the facility can support local, regional and statewide plans.

Thank you in advance for your consideration of these comments and your continuing dedication to regional intermodal freight mobility, and to FDOT's demonstrated support of Florida's ports.

Most sincerely,

Lori A. Baer
Executive Director
Port of Palm Beach

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MEMORANDUM

TO: **Kevin Thibault**
Marion Hart
Lorenzo Alexander

FROM: **John LaCapra**

DATE: **July 6, 2007**

SUBJECT: **Review of South Florida Inland Port Feasibility Study**

The Department of Transportation participated with Florida Seaports and their stakeholders in the Florida Seaport Strategic Visioning Process last summer which reaffirmed the value of our collective trade and cruise operations to respective regions and the state. Some of the key premises emerging from the process and critical to our statewide seaport system were the synergies recognized among ports, modal partners, communities and industries for economic development and the regional and statewide cooperation that enable the optimization of port assets.

The South Florida Inland Port Feasibility Study gives us the opportunity to exemplify these premises in an extraordinary way. We encourage the Department to envision the inland port in the context of regional and statewide freight mobility and to recognize its potential in the interrelated logistics and efficiencies of a global transportation environment.

We appreciate the opportunity to comment on the South Florida Inland Port Feasibility Study and look forward to working with you in the future.

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Florida Department of Environmental Protection
Marjory Stoneman Douglas Building
3900 Commonwealth Boulevard
Tallahassee, Florida 32399-3000

Charlie Crist
Governor

Jeff Kottkamp
Lt. Governor

Michael W. Sole
Secretary

June 25, 2007

Ms. Stephanie C. Kopelousos, Secretary
Florida Department of Transportation
605 Suwannee Street
Tallahassee, FL 32399-0450

Dear Secretary Kopelousos:

The Department has reviewed the June 2007 Draft Final Report of the South Florida Inland Port Feasibility Study, prepared by Cambridge Systematics, Inc. Funded by FDOT, the study examined the feasibility of a centrally located inland port that would provide a hub of port-related operations and storage facilities, with truck and rail connections to regional markets and South Florida seaports. The consultant intends to submit the final report by June 29, 2007.

The draft report identifies five potential sites, two of which are in the Everglades Agricultural Area, and states that "a location along US 27 south of South Bay would serve the largest set of needs." All five sites have environmental issues, ranging from impacts on the Comprehensive Everglades Restoration Plan (CERP) and sensitive public lands, to the indirect and secondary effects resulting from development necessary to support the facility (*e.g.*, work-force housing and infrastructure requirements).

Although Department staff met briefly with the study consultants, Section 5.7 of the draft report ("Environmental Factors") provides no details or analysis of the environmental consequences that would result from development of the proposed inland port. The Department is particularly concerned about the following italicized statements on page 5-19, which are not supported by information in the report:

> South Florida's interior is dominated by natural areas and agricultural lands with relatively few well developed transportation corridors. Developing a new freight transportation hub in the interior will be challenged by these preservation activities. *Development of an inland port and related support industries can be achieved consistent with environment goals while also improving the overall transportation system in South Florida and maximizing mobility. This, by definition, should reduce congestion and therefore benefit both the economy and the environment.*

Because the draft report contains no detailed information on environmental features in and around the proposed sites and did not describe the manner in which environmental concerns would be addressed, the Department recommends that the last two sentences of the foregoing paragraph be stricken or modified to accurately document the data and analysis upon which the statements were based.

With regard to the proposed recommendations, the Department also suggests the following modification of the introductory sentence of Section 6.2 (Recommendations):

> The state should work with local and regional partners to <u>further investigate the viability</u> ~~promote consideration~~ of a mixed use freight hub that directly serves Port of Palm Beach, maximizes use of existing transportation corridors, provides a variety of transportation, distribution, and warehousing facilities, promotes regional economic development, <u>protects public investment in sensitive lands and resources,</u> and is dependent on public and private investments.

Finally, the Department wishes to be an active participant in the advisory/stakeholder committee recommended in the draft report, particularly with regard to potential site selection. As partners in restoration of America's Everglades, the Department, South Florida Water Management District and U. S. Army Corps of Engineers can provide extensive detail on environmental features and CERP-related projects in and around the proposed sites. In addition, due to the secondary development and growth potential resulting from development of an inland port, the Florida Department of Community Affairs should also have a seat at the advisory/stakeholder table.

We look forward to working with FDOT and its consultants during the Phase II study of the proposed project.

Sincerely,

Michael W. Sole
Secretary

MWS/sbm

cc: Carol Ann Wehle, Executive Director, SFWMD
Dennis R. Duke, Program Manager, USACE
Mr. Jim Wolfe, Secretary – FDOT District 4

1000 Friends of Florida • Loxahatchee River Coalition • Sierra Club, Loxahatchee Group
Audubon Society of the Everglades

FDOT Seaport Office
605 Suwannee Street
M S 68
Seaport Office
Tallahassee, FL 32399

June 25, 2007

Re: Palm Beach Inland Port

Dear Ms. Dahlrose,

Having reviewed the draft inland port report study done by Cambridge Systematics, Inc., we are concerned about a number of issues that were raised at the meeting held on June 7, 2007 that we believe will be detrimental to the state of Florida and this region.

First, there was no indication that any ports other than the Port of Palm Beach are even interested in an inland port. It is clear from newspaper articles and the consultant's report that none of the other ports are remotely interested in this program, and in fact it may cause unnecessary conflicts and competition that may work to the detriment of other economies statewide.

Second, the locations that were mentioned as possible sites each have a set of problems that would cause serious negative impacts to wetlands and valuable habitat, interfere with the goals and implementation of South Florida Ecosystem Restoration, including the Comprehensive Everglades Restoration Plan. In addition, all sites appear likely to cause infrastructure to be placed where there is no need, resulting in opening up areas in Florida to development pressures that were never intended.

The study did not address some very fundamental questions that must be answered before any site can be considered. Water supply needs, transportation improvements, funding sources, and CERP implementation must be addressed before decisions are made, not after. Impacts to roadways and increased traffic data also must be known. Costs of all aspects of the project and who is paying for it must be known. How rural towns will handle the impacts from various sites is critical. Potential benefits that might make the project justifiable are not known. None of these important questions have been addressed.

One concern that was mentioned at the meeting that the project would put a large volume of trucks on the rural state highway system drew the following response:

> *The majority of these roadways are already carrying significant volumes (and percentages) of trucks. The railroads are underutilized and need to be upgraded; this will involve dealing with the private sector.*

The impact of this volume is a real concern that is likely to cause the state and local governments to spend a lot of the money to properly resolve.

There was emphasis on jobs that would help the local economies, but no number or description of these jobs was provided. What kinds of salary ranges are anticipated? Are the jobs for residents or "new" employees that will come from elsewhere? What about community needs for the new employees? It is not reasonable to assume that the kind of facility being proposed in a rural area can exist in isolation. Consideration must be given to basic infrastructure such as schools, water, sewer, commercial and other institutional uses.

Given the lack of background research on numerous critical issues, lack of funding options or commitments by private industry, and serious predictable impacts to rural communities we believe this discussion is premature and needs an honest and detailed look at its implications, both good and bad, before any firm decisions to proceed are made.

Sincerely,
Joanne Davis, Community Planner
1000 Friends of Florida

Cynthia Plockelman, 1st Vice President
Audubon Society of the Everglades

John Koch, Chair
Sierra Club, Loxahatchee Group

Susan Kennedy, Chair
Loxahatchee River Coalition

\Signatures waived to expedite delivery

cc: Michael Williamson, Cambridge Systematics