

# FLFAC Supply Chain Meeting Notes

Subject: Florida Freight Advisory Committee Meeting

Date: Monday, August 08, 2022

Location: [GoToWebinar](#) & Florida's Turnpike Enterprise Turkey Lake (Hybrid Format)

Attendees: Nick Primrose (virtual), Lauren Farrell (virtual), Tori Rumenik (virtual), Joe Arbona, John Dohm, William Crow, Laura DiBella, Aubrey Brown, Jaha Cummings, Bruce Lyons, Kenyette Godhigh-Bell (representing Desiree Ann Wood), Mike Rubin, Alex Trauger, Patrick Feeney

## Welcome

Rickey Fitzgerald: Welcome everyone. Today's topic is the department's Supply Chain Strategy. Before we get started, I will let Diana do some housekeeping.

## Housekeeping

Diana Elsner: A few housekeeping reminders - this is a hybrid meeting. Committee members attending virtually should be panelists at this point, but please try to keep your microphones muted when we are not in a discussion setting. If you do have questions or comments during a presentation, or if anyone who is not a committee member has input to provide, please use the question box or chat box, and we'll be monitoring that throughout the meeting. Remember, these webinar meetings are recorded, and the meeting materials will be posted to our FLFAC website.

## Introduction

Rickey: Thank you very much for joining us, it is a great pleasure to see you all in person. We are here to show you how important this supply chain issue is to us. Looks like we're ready to get started, so I now call the Florida Freight Advisory Committee to order.

## Roll Call

Rickey: We are three committee members short of quorum. We'll continue the meeting without officially approving previous minutes and agendas or voting as a committee.

We will start the meeting by setting the stage with Brad reviewing the issue at hand. We will move into the station activity where the teams will discuss the 4P's, and we will begin the resolution discussion later.

## Setting the Stage

Brad Thoburn: I would like to frame up the discussion for today, but first I would like to thank everyone for being here in person and virtually. When we started to see supply chain issues pop up last year, we had an immediate reaction to focus on opportunities [for investment] around Florida's ports.

We had great conversations with the ports and began to focus on some project priorities, but as we progressed, we quickly realized that we had to expand our horizons to issues beyond the ports and [their] project priorities and into other modes and solutions.

There are a significant number of causal issues and disruptions throughout the industry that factor into these [supply chain] issues that we see. We want to cover this today and utilize this backdrop to identify solutions using this group, and how to establish long-term resiliency on the supply chain.

At the staff level we have a significant amount of work underway as part of the development of many plans and data analysis [regarding the supply chain]. This will lead to an eventual supply chain summit in 2023.

Today we want to solidify the strategic framework that we have established to move forward beyond just projects and strategies to solve this crisis. [To that end] we created the 4P framework: Policies, Programs, Projects, Partnerships.

So, what's causing this crisis? When are we going to get back to normal? The reality is that we can't expect there to be a return to normal. We must adapt to these changes like COVID and other issues. COVID didn't so much cause all the trends that we're seeing, but it did accelerate those issues. This diagram from The New York Times demonstrates pressure points on the supply chain during COVID, including those that were building pre-pandemic (in pink) and exacerbated by shortages.

As we look ahead, we have to focus on international policy issues such as tariffs and wars elsewhere. There can be an unexpected domino effect when there are other issues at stake.

We also have changing patterns with reshoring and the climate. Since the 1990s, industrialized countries in North America and Europe shifted their manufacturing toward China to reduce labor costs and increase profits. Now, COVID-19 supply chain disruptions are prompting these countries to rethink their manufacturing strategies and reshore production—but localizing production takes time and money. [Planning for] climate impacts has become an infrastructural necessity due to the extremes in weather events seen today. Climate affects the freight flows of agriculture, and we need to be prepared for capturing changing flows.

The Ukraine War is impacting the global supply of oil, natural gas, and wheat. There are over 600,000 businesses in the world that utilize Russian and Ukrainian suppliers and 90% of those are in the US.

The great resignation is exacerbating wage gains and making sure that there is no settling on the jobs markets. The “quit rate” in the U.S. hit a 20-year high November 2021. Over 47 million Americans resigned from their jobs in 2021.

Inflation is at its highest point since 1981. It is up 11% since July 2021, and the impacts are being felt across the entire population.

Cyberattacks are increasing and becoming more disruptive. More companies are digitizing their supply chain processes, which provides more entry points for hackers.

What are the impacts of these causes? This has led to increased delays and lost productivity at the ports particularly. This crisis and the increased costs have been seen notably in housing costs in the last two years with a nearly 30% gain in increased housing costs in that time.

Deteriorating quality of life. When looking at the costs of goods, [generic goods] have increased in cost at every level, including things that were once cheap, like a happy meal, to things that are needed such as medical supplies.

Additionally, there is increased stress on businesses and the economy. A Florida Chamber survey revealed that three out of four Florida businesses experienced supply chain disruptions in late 2021, including delays in shipments, increased costs, worker shortages, product shortages, and decreased reliability.

The Chamber provided us with a lot of opportunity to build on this conversation. While they gave us the 30,000-foot look at this, we will create the action plan that will keep this from becoming a bigger problem and resolve those issues we have now. We will look to leverage opportunities to utilize all freight flow possibilities.

Seizing these opportunities began with the ports of Florida which are already seeing increased flows compared to pre-COVID. They came up with seven key strategies that can help move the needle, and we think these can be further refined into four key areas: Policies, Programs, Projects, and Partnerships.

Policies examples could be figuring out how to use the funds coming from the new infrastructure bill to address the truck driver shortage and enhance trade at ports.

Programs are things like developing an inland port authority—do we have opportunities to create an independent authority to strengthen Florida’s position for inland shipping? Space Florida has model like this where can we draw inspiration from. The transparency of data is another important issue. We’d like to increase visibility of end-to-end operations to identify disruptions and areas for improvement—California has a California Transparency in Supply Chains Act, though it has more to do with human trafficking.

Projects are projects, but we need to be strategic about them. Do we have bigger strategic priorities for moving freight in the state that single projects may not capture?

Partnerships—we need to streamline the process between stakeholders and partners to ensure that we are not leaving anything on the table, whether it’s workforce development, economic development, or anything else.

## **Break-Out Sessions**

### *Virtual Group*

Sharisse Kenney: For this portion of the meeting, we are going to be conducting a virtual exercise of what is happening in the room with this smaller group. Join the Mentimeter and we’ll get started. We’ll start with programs. Brad talked about the idea of creating an inland port authority program or a data transparency program. What ideas do you have?

## Programs: What programs would you establish to solve the supply chain crisis?

# Programs

Mentimeter

autonomous trucks	Something to help with the driver shortage (new drivers, better quality of life), cost share programs for fruit and vegetable shippers for freight costs or other input costs	more on-dock rail for Florida ports that lead to multiple container transfer facilities throughout the state
Ports require more innovation and technology to off-set the talent/labor shortage	give trucks their own lane or enhance SR 27	Truck specific roadways or designated lanes with minimal personal vehicles
allow trucks to use managed lanes	Nearshoring container and chassis manufacturing in Mexico	ability to platoon
Manufacturing Initiatives	Any inland port authority needs to include the port or ports involved, propty owners developing the inland port, economic and workforce development partners and freight rail and truck reps.	Inter-agency programs that connect multiple agencies and programs
Port autonomous trucks can be effective optimization method for driver shortages	The State of Florida should create more specific requirements for each port to minimize cannibalize business, while at the same time creating strategic cargo ports	Inland ports require rail connectivity
Increase wages or change the compensation pay model to drivers to attract/retain more qualified truckers.	provide scholarships for truck driver training and/or other incentives	Find some opportunities to coordinate trucks coming to FL as an LTL that we can consolidate loads and reduce number of trucks going further into the state
as we talk about drivers, what about the need for more mechanics?	what about improving underused deep water port facilities like Port St Joe or Port of Ft Pierce?	

- Lauren Farrell: Part of the challenge that space is facing is related to manufacturing (e.g., rocket engines, components are coming from the Ukraine and Russia). Getting more manufacturing for the parts that feed space in the state or even just in the country. Also, the inland port authority is cool idea—similar to how Space Florida is set up.
- Kenyatta Lee: We'll talk more about how Space Florida could be a model for an inland port.
- Tori Rumenik: What I do deals with moving food and vegetables. Consider items such as fertilizer, too, coming from overseas. Most of what we move for our members goes by truck due to the perishable nature of the product. How to make trucking easier? Give trucks their own lanes. I get wary when autonomous trucks is put forth as answer—maybe long-term.

## Policies: What policies would you establish or change to solve the supply chain crisis?

# Policies

Change the Jones Act	Increase funding for port development, including acquisition of more land around ports whether through eminent domain or lucrative sales. All Florida ports are dealing with land restrictions for expansion to acquire more cargo	Hours of service for truckers
maintain industrial lands in urban areas		Adoption of new tech
Second on hours of service- there's more flex than in the past, but I think there could be more for reducing supply chain issues. Yes also to liability caps on insurance	Stricter criminal penalties for traffic violations because many accidents are caused involving distracted personal vehicles and trucks. Create a liability cap for truck related accidents to help lower insurance costs on trucking	Florida should participate in the on-dock cold treatment of fruits and vegetables from South America, we are the only state in the southeast that doesn't participate in the USDA pilot program.
	Try to Coordinate logistics of delivery better to see if resources can be deployed more efficiently/effectively	
I'm muted & can't respond verbally. I agree with USDA comment. Sould be noted that port refrigerated capacity is tight...al most all are to capacity.	Charles SeaPort Manatee Muted!	

- Nick Primrose: To combat certain flies and insects from getting into the U.S., USDA had regulation for products from South America regarding cold treatment for those products and length of time. USDA had a pilot program to cut the amount of time that containers had to be in cold treatment. Agriculture Commissioner Putnam from Florida would need to provide written approval to allow Florida port to participate in pilot program. Doesn't impact agriculture from Florida because these are off-cycle products. However, Florida Agriculture Commissioner has not provided approval.
  - Tori: Before exploring this further, should investigate reason why Agriculture Commissioner did not approve Florida participating in this pilot program. There must be a reason dealing with invasive pests and disease.
  - Nick: Florida is allowed to participate in part of pilot program. But if box hasn't been at a certain temperature for a certain period, then won't let them off vessel. Part of Phase 1, getting to Phase 2. Port would have on-dock freezer container warehouse for final curing process. There is a misconception that Florida farms would be impacted. This would just be helping bypass truck traffic that's coming from Philadelphia and New York carrying produce. On-dock storage that would allow storage at port rather than having to transport those products out of state and then come back to Florida.

## Partnerships: What partnerships would you harness to solve the supply chain crisis?

# Partnerships

Mentimeter

Having CSX, Norfolk Southern, and all the Florida based rail companies working collaboratively to connect the entire state. Right now it seems other state cargo coming into Florida is a higher priority than focusing on Florida's needs

Collaborative partnerships between state agencies like EFI, FDOT and WorkSource and approach private sector with collective ideas vs single issues

Innovation - Use equipment simulators for trucks, cranes and other heavy equipment to streamline training for new personnel

I'm muted! Charles

EFI, working with major retailers, and Ports to determine how to land some bigger warehouse/distribution centers in rural areas of Florida that are ripe for development.

Agree with getting rail to play a larger role in moving freight but this will require state investments at pinch points of modal transfer points

Partnerships between rail, trucking, ports and developers of inland ports with economic and workforce development folks by north, central and Southern regions. create real public private partnerships

multi state or regional employment centers to focus on marketing truck driver training as a career

Supply Chain specific advisory/development board for the state - precursor to an inland authority?

I am muted by organizers

coordination with municipalities in our urban areas specifically dealing with truck parking issues

University partnerships for manufacturing initiatives

Better collaboration with Florida's shortline railroads, particularly those in rural counties that already have access to packing houses and land area for development.

increase speed on highways

- Charles Tillotson: One thing we've noticed in the Tampa Bay area is that there are people willing to come into the workforce, but training seems to be a constraint. We've seen some good simulators out there for truck drivers, train drivers, and heavy equipment operators to get better proficiency and determine who is not going to be able to operate this equipment.
- Rob Palmer: Challenge at state agency is speed at which we react to private sector and understanding of their decision-making. Need to find better way to communicate between private and public sector. Enterprise Florida could be a good conduit to help facilitate to react to issues that private sector may be facing related to supply chain.
- Nick: Incentive dollars and 100-year leases for \$1, and what kind of land can be given to manufacturing (e.g., Jacksonville, lead a lot of incentive dollars and land to incentivize manufacturing to come).
- Rob: Don't have coordinated approach to give away a lot of land. But the private sector can come together to think of ways to provide inexpensive land and have an arrangement with state without the state having to write check.
- Lauren: Funding incentives that could be done strategically to bring in tech development that's taking place in other parts of country and world.
- Tori: For manufacturing, university partnering should be for people in second or third year and could be a great idea.

## Projects: What projects could help to solve the supply chain crisis?

# Projects

Mentimeter

A truck only highway system	Fast track road condition improvements in key freight areas	more truck parking
On-Dock Intermodal Rail Facility Gulf Coast for Mexican produce headed to the North East	More chilled and temperature controlled cross dock warehouse on ports. There is a capacity shortage today.	Grant money for Florida ports to buy land for expansion
Statewide modal transfer, manufacturing and distribution facility located in Lake City region to take advantage of I-75, I-10 and I-95 connectivity along with JAXPORT in order to be competitive with Savannah, Charleston and Norfolk	in South Florida, enhance US 27 with a Truck Only designated lane (s) and add a Freight Rail Corridor along the ROW to travel from Miami to Glades County create viable Inland Port / distribution center (s) there.	Increased processing and related facilities
southeast florida	North south roadways in south FL are heavily congested and trains also impact roadway congestion. By designating US 27 as Freight Corridor, can move a lot of that N/S travel & adding freight railway in West can take trips off the eastern corridor.	

- Charles: Consideration for tonnage of produce coming from Mexico. Majority of produce trucked between Texas and California corridor. But some produce moving from New York and Philadelphia by rail and road coming into Florida. But need chilled cross-docking facilities. Most of those facilities in Florida are at capacity.
- Nick: Comment on Mentimeter regarding a truck-only highway system was in jest. However, some places, like Savannah, minimize amount of trucks leaving. If creating truck-specific highways to move truck traffic to distribution and warehouse, it may be helpful to trucking industry overall. Being able to insure drivers by getting trucks and personal vehicles to not interact.
- Tori: Second what Nick says. Yeha center (spelling?)—the amount of trucks and people increase and use same areas.
- Rob: Need to look at new facilities. Some of the truck-only lanes are better, rather than mixing trucks and personal vehicles. Issue is bringing product to state rather than the case of Savannah, which is to move products out of state.
- Santanu: Truck-only lanes are in line with managed lanes strategy from FDOT. Nick's comment regarding routes for distribution center and warehouses should be looked at more for truck-only lane. Transloading between rail and truck—use optimal mode for transfer of goods.
- Rob: Having second class 1 is important.

- Kevin Keller: A dedicated freight corridor (e.g., Georgia and Texas have been looking at this) to get personal vehicle traffic off corridor. Transload facilities. ILC. Some states identify optimal locations for those facilities.
- Paul Flavien: We did a three-day meeting with FHWA and partners in South Florida regarding truck parking, especially in southeast Florida. Three MPOs involved. Follows statewide truck parking study. Paul could get plan as follow-up. Create overlays statewide for preserving certain areas for industrial use. Coordination needs to be at state level and go all the way out to municipalities.

*In-Person*

**Projects Board Notes**

- Short line railroad connectors to Class 1s
  - Address interchanges (Sebring, Jax, Lake City, Ocala, Wildwood, Arcadia to Bartow)
- Florida railroad connection to Port Savannah
  - Does this benefit Florida or Georgia?
- Develop inland ports with coordination between Class 1s and short lines
- State tax incentives for private industry
- P3 opportunities
- Expand US 27
  - Limited access connectors?
- Gas access to ILCs
- Develop ILCs in coordination with the railroads, ports, and private industry (economic development)
- Jax airport and CSX short cut to JAXPORT (highway/rail)
- Encourage investment around JAXPORT and Port of Panama City
- Research ILC opportunities outside of Florida and co-state funding
- Develop ILC authority to best coordinate efforts and projects
  - Needs to be a P3 like Space Florida
  - Determine land acquisition model based off current EFI requirements
  - Need for a special district?
  - Are there federal laws/rules?
- Develop ILC authority or projects first?
- If state were to identify general area for potential ILC, MOUs should be signed between the state and private industry
- Improve port gate access
- Truck parking
- Truck storage

**Programs Board Notes**

- ILC
  - What is the core problem that we need addressed now?
  - How do we frame future need?
    - This can be a regionally defined issue



- Focus on South Florida to begin—the issue is worse here
    - ILC can be regionally important, which can lead to internal conflict between stakeholders
  - What are the minimum standards for joining an ILC contract?
  - Previously was more of a grant program
  - Many successful inland ports are government owned
  - Needs an umbrella organization that can be integrated with
  - Something DOT can affect
  - Who can drive communications between organizations?
  - Who will be the steward of the effort?
    - Everyone wants ROI
  - Georgia ILC
    - Started with FAST grant
    - Happened through partnership with Port Authority
    - GPA funded and provided initiative for this
    - For Florida, it can't be a PA due to jurisdictional bounds—has to be a state agency with charter powers
      - Space Florida is the one that comes to mind
  - To create an independent authority like Space Florida would require legislative action
    - The mechanism for establishing a charter ergo ILC is in place
    - How do we unlock this authority for freight & logistics?
    - This can also drive private investment with less issue than P3
      - How to interface with space industry
- Enterprises
  - Revisiting networks that can help favorable define local projects
  - Self-sustaining enterprise fund
- Flexibility in federal funding
- FRO
  - Our programs should provide frameworks for solutions
  - (NHFP) Think redesignation of networks, but MPO doesn't know they have the option
- Establishing Manufacturing
  - This can lead to more need for ILC
  - How does this start? Build around NIMBY
- Port Authority
  - Whether part of ports or new
  - Allows better use of public funds
  - Keeps different/competing entities working together
  - Legislation of FDOT—how to start authority?
  - Could be a charter
    - This allows longer periods of stability (legislation can change yearly)
  - What is the balance between ROI and policy? What is the cutoff point for utilization/buy-in?
- Program to Unify Projects
  - If we're talking about freight flows, it'll take projects along the whole flow to improve

- Why do we focus capital on disparate projects instead of the pathways?
  - Other forms of project priority?
  - Leadership should come together to establish the projects and focus on our competitive advantage
- Where is the interface between stakeholders and the agency?
  - There is some communication, but the conversation should be expanded
  - Lots of discussion on the policy side, but need more on project and program
- Issues
  - ROI on land capital
    - Not just land cost, lots of regulatory costs
    - Employee and competition

### **Policies Board Notes**

- Economic development team
  - Retention and expansion
  - Investment, support for EFI
    - Land, ports, film industry
- More incentives
  - Manufacturing
    - Currently \$70 million for tourism, compared to \$12 million for EFI
  - Workforce development incentives
    - Education, career paths, trade schools (trucking)
      - Standardized trucking education
    - Advertising/marketing
    - Jobs placement
    - Automatic-only limits
    - Truck driver as spokesperson for company
      - Diversify training
- Inland ports
  - Glades, Hardee land
  - Incentivize inland port solutions & plans
- Ports funding (advocate for larger budgets)
  - Partner with CSX – move freight & people
    - Clewiston to Sebring
    - Urban development boundaries (growth)
- Net Zero Port
  - Ex. Port Miami
  - US 27 electrification
  - Inland ports, containers (regional pilot program opportunity)
  - Federal funds needed
- State agency owned land/P3
  - Market study
    - Freight flows
    - Three-to-five-year future growth
    - ROI
- Take advantage of backhaul opportunity

- Flowers, produce
- Work/life balance, drop yards for truck drivers
  - Improve driver retention
  - First/last mile vs automation
  - Driver hour regulations vs truck parking
  - Live streaming TPAS
  - Locating more truck parking
  - Amenities
  - Increased pay
  - FDOT-funded onboard units; EV retrofit
  - US 27
- Rail
  - Weight limits (80,000 pounds) federal
    - Increase to 100,000 pounds
- Multiuserism in all projects
  - Ensure competition for rail

### Partnerships Board Notes

- Cohesive, not fractured
  - State and private (TVA/Nashville)
    - Who mediates? Port authority?
      - Must be looking out for best interest of all people and businesses
  - State funding projects for partnership
    - Make it required
    - Ideas should be floated to ultimate operator
      - Cannot be driven by consultants
      - They know what solutions are, but need incentives
  - Statewide database of site readiness
    - Need \$\$\$ behind it
  - Discretionary \$\$ vs a whole program of projects (like CREATE)
- Champion/Advocate
  - Workforce development through Career Source
  - Should be EFI (a one-stop shop)
    - Needs support and respect
  - DOT can lean more into the MPOs
    - They engage economic chambers/partnerships
  - Truck Parking
    - Who to partner with the community?
      - Elected officials and public are leaning in
      - FDOT should make the case to the community and make them part of the solution
    - Strategic preservation (for industrial land)
    - Community involvement in master planning
    - Creative solutions where Florida is urbanizing
- Trucking/Rail collaboration for routes
  - Could help with driver retention
  - Long haul vs short

- Marketing
  - Rewrite the narrative of using west coast ports
  - Must diversify from tourism
  - “Sexy” manufacturing like electric cars
  - Change the perception of truck parking
    - Media partnership
      - Let people know why truck parking is a problem
      - Tell the story
      - Make connections for people
- Incentives and speed are lacking
  - Zoning/growth management
    - DRI process for fast-tracking permitting
  - Sunshine laws are problematic
    - Breeds uncertainty for businesses
    - Concern about trade secrets

### **Solutions Development**

Holly Cohen: Starting with the virtual portion, let’s have Nick help us understand what was discussed on their side. These are the five solutions that each group came up with in order to resolve the supply chain crisis.

*Group 1 (Virtual) – Nick Primrose, Lauren Farrell, Tori Rumenik*

Solution 1 – Inland port development in alignment with the freight clusters that have been defined in previous FMTP work. This would be a focus on land acquisition in areas that have specific use to the ILCs particularly along I-95 and I-4 corridors

Solution 2 – Creating freight only corridors. It would be incredibly useful to set up corridors that connect ports to other facilities that are truck utilizing. This does not have to be only truck-only lanes. Rail corridors can be attached to these logistics centers, and multi-modal connections should be considered. Mostly discussing short distance congestion relievers.

Solution 3 – Creating strategic and efficient truck parking. It would be particularly useful right at the border to capture some of the outgoing and incoming drivers

Solution 4 – Workforce development. We must be sure to pre-empt the great retirement coming to truckers. We also need to have high schools and other educational areas to push towards supply chain organizations that provide avenues for younger people to begin their pathway towards the logistics industry.

Solution 5 – To ensure that the investments that we are putting into the state is looked at from a high level holistic and not just entity specific. Florida ports are good at not cannibalizing each other, but we also need to be sure to be spreading the investments around the state not just in particular regions.

*Group 2 – Joe Arbona, John Dohm, William Crowe*

Solution 1 – Looking at different ways to find the ability to create an RFP for giving a private industry the ability to turn a greenfield into an inland port. This is something that the private sector needs to be the driver of, they need to be pushed with a funding opportunity. It also

needs to be predictable for the private industry to be able to plan around it without having to focus so much attention on how to even begin. Funding from the state should drive it.

Solution 2 – Modification of the Sunshine Law. This is in order for private industries to better keep their data secret without worrying of competitors

Solution 3 – Develop inland port authority. Ensure that all major stakeholders are a part of this in an enterprise or charter style organization

Solution 4 – Ensure that our infrastructure is ready to handle upcoming technology, we are building roads for the cars of the 50's in the era of the cell phone. Infrastructure needs to be flexible and adaptable to future needs; not all investments will necessarily pan out, but some effort needs to be made to keep things compatible.

Solution 5 – Diversifying the truck driver training to include something more on how they could market themselves a bit better for the future. Include training and information on trucks during the licensing process for a driver's license.

*Group 3 – Laura DiBella, Aubrey Brown, Jaha Cummings, Bruce Lyons*

Solution 1 – Leverage and expand upon Space Florida authority to become the Inland Port Authority. Our clear solution is to establish an inland port authority. The authority vested in Enterprise Florida gives it the ability to establish and launch this port authority. While the charter is meant to be for space, it can be stretched to include freight.

Solution 2 – Revisiting old and current projects to broaden applicability in modern systems. A lot of the programs that we currently have are dated and are becoming more byzantine than is possible to work through in a timely fashion

Solution 3 – Unify the authority of the state to drive investment. There are a lot of silos going on in the state across airports and seaports and government entities that are not allowing a significant amount of funds to find their best home for supporting the states full freight network

Solution 4 – Support economic development. Enterprise Florida, the agency primarily built to promote companies and jobs, is getting pennies compared to the tourism agencies. If everyone is moving to Florida there will be less amounts of tourists, we need to focus on growing our own economic development to provide enough jobs for those coming here. Creating a manufacturing center in Florida will help to reduce many of the individual supply chain issues we are seeing in the state.

*Group 4 – Kenyette Godhigh-Bell (representing Desiree Ann Wood), Mike Rubin, Alex Trauger, Patrick Feeney*

Solution 1 – Create an entity that has some capacity to purchase land and develop ILCs. This entity must be able to sell improve and buy land as needed.

Solution 2 – Improving education for truck drivers. Currently there are long lines for getting the CDL and those that do get in the trucks do not have proper instruction on how to properly use the vehicle. This increased education needs to include professional development courses so that drivers can understand how to move into their next professional phase. It would also help in marketing of drivers in society.

Solution 3 – Communicate and identify sites for truck parking.

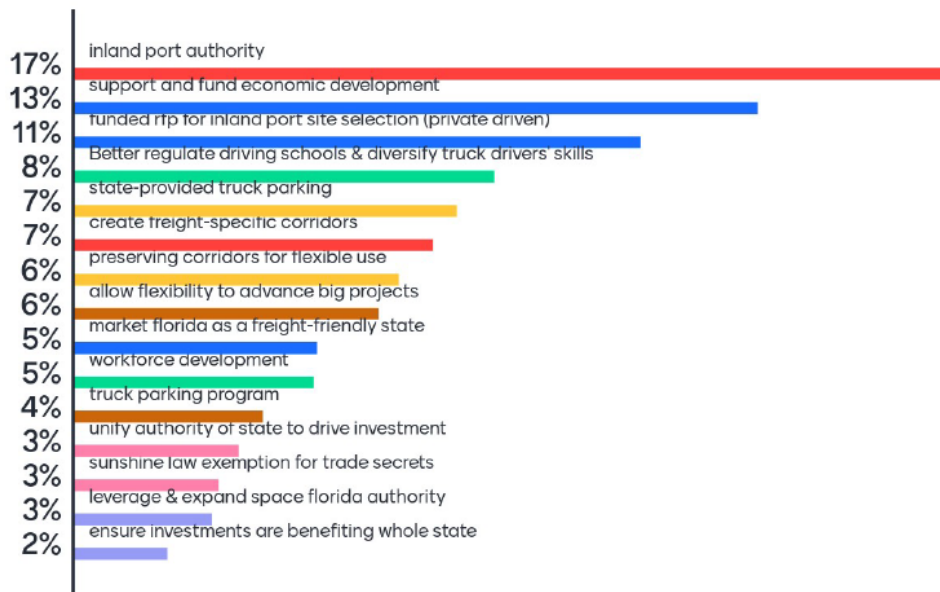
Solution 4 – Promote Florida as a freight friendly state.

Holly: It is good to see that we have a good amount of overlap across all these topics.

**\$100 Exercise: Determine the most important solutions to the supply chain problem**

# You have \$100 to spend

Mentimeter



Holly: We can consolidate the topics and results and send this back out as email for everyone to drill down on what the primary topics are.

Patrick: We should focus on what we think we can really action.

Joe: We can unify some of these, but the nuance of what is in these questions might be exactly what we are actually looking for.

Patrick: No matter how you slice it, the top four makes up nearly 50%

John: Inland ports are obviously essential—it seems that the issue is how to establish it and a port authority. This could be like the new truck parking.

Alex: The factor that matters for truck parking is the price of land. If there were some ways to actually get at this, we would be able to action it. Is there a way to mix the governing bodies of these issues to be able to action them more appropriately?

Holly: If we followed up to understand feasibility timelines would that be helpful?

Alex: As it turns out, most of my projects need to utilize the funds immediately so that we don't end up losing the funds, which becomes a big issue when dealing with federal and state funds.

Joe: I want to focus on the private sector being involved more. These Sunshine Laws aren't the only issue keeping the private industry out of the conversation; there is just not enough incentive compared to what staying private can provide. When it comes to the public sector providing incentives, are these things that would require legislative action, how is that actioned?

Holly: We can brainstorm with our lawyers and try and develop a potential legislative action package. There is only so far that we can take it before it is handed off to another agency and loses its champion depending on the goal of the action.

John: I must reiterate, what do we build today that will be useful tomorrow?

Holly: How can we clarify these into smaller more actionable projects or programs?

Patrick: So, what is feasible then? How much energy do we really have to tackle all of these issues at once?

Mike: Are we looking for legislative action, are we looking for projects, are we looking for statutory authority? It might be best to look at this as organized by action types as opposed to these little programs.

Alex: Categorize them then understand how to attack it.

Brad: Much of this tends to be obviously outside of the controversial legislative stuff. But this might be a time to make a difference on that.

### **Public Comments**

No public comments.

### **Member Comments**

John A.: Appreciate the opportunity as a new person to this effort to learn takeaway knowledge and to hopefully add some value.

Joe: Thank you all for coming. This was an extremely productive session. Please keep in mind the rural areas of the state and how important they are. From the side of economic development, I am proud to be a part of this state and its growing.

Aubrey: As a partner of CSX, it is our strategy to grow and improve upon in our business in Florida, particularly South Florida. I have been involved in multiple inland port projects and would love to be integral to this state's efforts. This will be a tremendous boon to the state, especially the most rural parts of the state.

William: Appreciate the face-to-face meeting, and this was very productive as an in-person meeting. If there is any perspective that I can bring to the table from Port Canaveral, I would love to in the future.

Laura: I love these meetings—online and in-person. I think there is so much brain power in this room, and I love putting it to work. Enterprise Florida has a lot of projects moving forward in the state right now, so we are looking to expand those areas of opportunities to the rural areas of the state. I am happy to be a champion and support everything we have and are doing here.

Patrick: Really enjoyed the meeting. There are a lot more steps to go, but it seems like the next steps need to be a balance of what needs to be done and what can be done. Thought the list shows that anything that is done will be effective.

Mike: I want to thank FDOT, and as Brad mentioned, supply chain is a primary issue across the country right now. Hopefully we can offer something from this meeting to help resolve this issue. This is a good group to resolve the issues ahead of us.

Alex: Hearing from the industry in this setting does help us understand the projects that are needed and can drive forward the most change

Kenyette: I appreciate the opportunity to represent REAL Women in Trucking. We hope that things can get done in the industry and move forward. The issues are ongoing here and now, but we will solve them.

Lauren: Space Florida appreciates being at the freight table, and a more responsive freight system to Florida will allow for Space Florida to grow.

Tori: Thanks team, appreciate being included. These are the conversations that need to be had to make sure we are making the strides in freight that are needed.

John: I would like to plug again for the CDL licenses. If we had more applications, it would go a long way to drive politicians to make the changes needed for truck parking. Another thing is the inland port is an idea that I have been championing since 2010. It is a perfect way to develop underdeveloped areas to provide a common good for the area and for freight. These goods that move through here are too pricey to be in certain areas, so now we have to start working to find a way to solve this. Lastly, building sustainability into our systems is critical. It must be adaptable and not just for the environment but for our technology as well.

### **Closing**

Rickey: One other note before we close—the next meeting later this calendar year will be the last with this batch of FLFAC members. We'll be sharing applications soon to request new members and to those that wish to continue to serve. We'll give you more information next time.

Brad: We have made the most of technology the last few years, but as we are seeing here this face-to-face is hard to replicate and can really produce more input and discussion. This FLFAC is a group that is critical to be leveraged for the state. Thank you for being here. We have a lot of work to do, but this conversation will continue to be had. There will be a summit in the future that will be driven by what we learn here.