

# Florida Freight Advisory Committee Meeting

September 5, 2023



**FREIGHT  
& RAIL**

# Call to Order

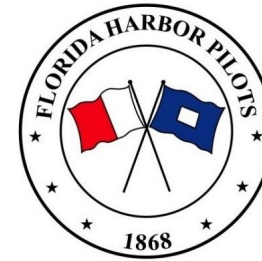
# Roll Call

24 members –  
18 is a quorum

Name		Organization Represented
John	Abrams	Loves Travel Stops
George	Andrews	PortMiami
Joe	Arbona	Genesee Wyoming Railroad
Steven	Bostel	SpaceFlorida
Aubrey	Brown	CSX
Jaime	Cimino	Always Fresh Farms LLC
William	Crowe	Canaveral Port Authority
Jaha	Cummings	Southwest Florida Regional Planning Council
Kevin	Daugherty	Space Coast Regional Airport, Titusville
Laura	DiBella	Enterprise Florida
John	Dohm	Florida TransAtlantic Holdings
Patrick	Feeney	Kenan Advantage Group
Emily	Fisher	Florida Ports Council
Robert	Ledoux	Florida East Coast Railway
Bruce	Lyon	Winter Haven Economic Development Council
Robert	Midgett	Walmart
Carol	Obermeier	Southwest Florida International Airport (RSW)
Seckin	Ozkul	University of South Florida
Nick	Primrose	Jacksonville Port Authority (JAXPORT)
Gregory	Stuart	Broward Metropolitan Planning Organization
Alex	Trauger	MetroPlan Orlando
Kevin	Walford	Miami-Dade Transportation Planning Organization
Gretchen	Winters	Florida Harbor Pilots Association
Desiree Ann	Wood	REAL Women in Trucking

# Welcome, Housekeeping, & Expectations

# Florida Freight Advisory Committee



[www.REALWomenInTrucking.org](http://www.REALWomenInTrucking.org)  
#KnowTheDifference

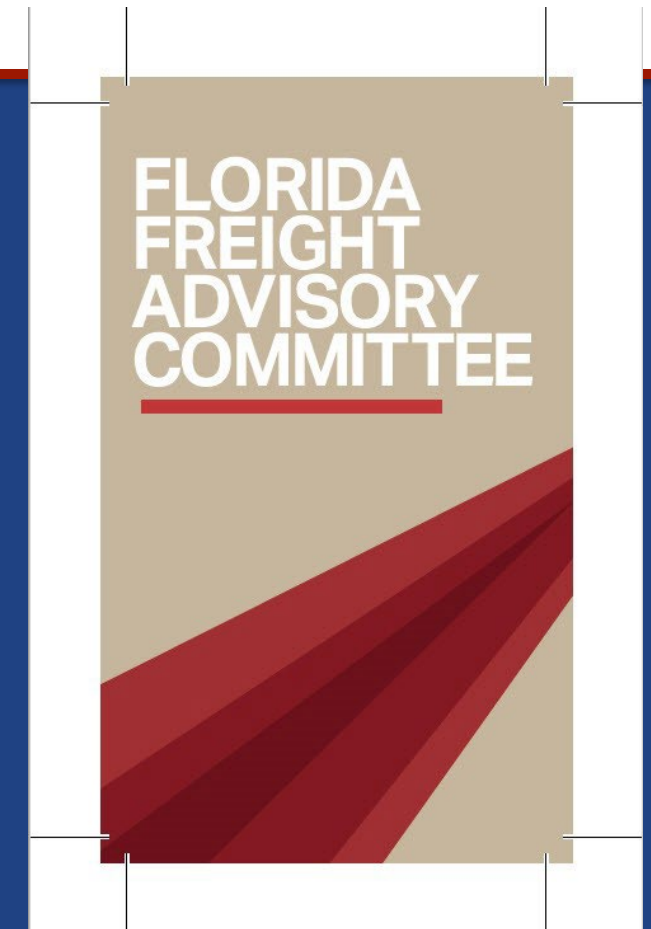


[www.cdltear.org](http://www.cdltear.org)



# Welcome!

- The FLFAC was created in 2017 and came together to advise the Department on the needs of the industry
- Defined how the National Highway Freight Program (NHFP) should look and integrate into the Department's funding strategy
  - Provided critical input on types of projects FDOT should prioritize
  - Provided validation and guidance on our ongoing and future research
- Since inception, the Freight & Rail Office has helped deliver 59 projects utilizing \$492 million in NHFP funds
- The FLFAC was also critical to the creation of the 2020 FMTP



*We couldn't do this without you! Thank you for your time and effort!*

# Housekeeping Basics

- If you have questions as we go, please type those in the chat box or questions box. Everyone is muted except the committee members to avoid interruptions
- Meetings are open to the public, and public notices are posted 30 days prior to meetings
- Members should not discuss committee happenings outside of meetings
- All online meetings are recorded – agenda, meeting minutes, and presentations are posted to [www.fdot.gov/flfac](http://www.fdot.gov/flfac)

# Robert's Rules

- We use this set of rules for conduct at meetings that allows everyone to be heard and to make decisions without confusion
- The administrator/chair/co-chair will mostly handle the structure, but any member can move a motion
- A motion is a proposal that the entire membership take action or a stand on an issue. Members can:
  - Second motions
  - Debate motions
  - Vote on motions



# Recap of Committee Turnover

- In March of 2019, we updated the FLFAC bylaws to address membership turnover. An online poll determined that the committee wanted:
  - a 3 year committee member cycle
  - application submissions for replacing current committee members
  - some sort of guidelines/benchmarks to remain on committee – attendance being primary guideline

# FLFAC Expectations

Committee members will:

- Attend committee meetings (must attend half of the meetings in the year to remain on committee)
- Advise on freight-related priorities, issues, projects, and funding needs
- Promote the sharing of information between the private/public sectors
- Not discuss committee happenings outside of meetings

# Chair/Vice-Chair Elections

# Expectations

- The Chair and Vice-Chair will:
  - Help prepare meeting plans with the FRO team
    - There is usually a planning meeting with the chair/vice-chair ~1 week prior to a FLFAC meeting
  - Follow the Robert's Rules protocol for meetings
    - FRO will provide notes on which Robert's rules items the chair/vice-chair will handle, with language to use

# Nominations and Approval of Chair/Vice-Chair

- Ask members for Chair nominations
- All interested parties have an opportunity to justify why they would like to serve
- Approval vote for top candidate
- Process is repeated for Vice-Chair

# Statewide Strategic Intermodal Logistics Center Study

# Overview

- Review key findings
- Discuss recommendations and next steps

# Key Findings & SWOT

Finding	Strength	Weakness	Opportunity	Threat
<b>Multiple Seaports</b>	16 different seaports offer a broad range of services for potential businesses	Number of seaports creates competition within the state as well as out of state	Creation of a statewide ILC enterprise to promote developments most beneficial to Florida	Other southeastern states have a central port authority allowing for more cohesive planning
<b>Financial Incentives</b>	Florida has several existing programs which can help fund ILC development	Some ILC specific programs have ended. Existing funding does not match levels seen in other areas	Florida has a record budget surplus which could be used for economic incentives	Other southeastern states offer significantly larger financial packages which makes it difficult to compete
<b>State Diversity</b>	Florida has a broad mix of rural and urban areas that can cater to new businesses	No ILC strategy has been developed focused on the different opportunities across the state	Creation of a statewide ILC enterprise can help market Florida's ILC opportunities	Investments by other southeastern states are infringing on Florida market opportunities
<b>Rail Network</b>	Florida is served by several railroads with most Florida seaports having access to rail	Increasing demand for rail capacity, particularly with new passenger rail services, strains existing capacity	US 27 has previously been studied for a multi-use corridor with rail service that could alleviate congestion on the east coast while serving an ILC	Without a committed railroad partner, ILCs have a harder time attracting anchor tenants



**SEAPORTS**



# Key Findings & SWOT

Finding	Strength	Weakness	Opportunity	Threat
<b>Roadway Network</b>	Florida has an extensive transportation network connecting the state's seaports with their hinterland markets	Increasing construction costs make expanding existing or building new roadways costly. Truck parking is also not widely available	Identify and improve key roadways for strategic ILC locations. Implement solutions from FDOT's Statewide Truck Parking Study to increase truck parking capacity	Increased congestion in Florida's urban areas reduces the reliability of port connectivity
<b>Transportation Costs</b>	Florida has a competitive marketplace that ensures there are transportation service options	Adding an additional movement increases the overall cost of doing business and the final cost a consumer must pay	Finding a way to reduce empty backhaul movements could lower prices of inbound goods	Ability of other southeastern states to provide competitive rates to serve Florida markets impacts opportunity
<b>Land Value and Availability</b>	Rural areas of Florida have lower land costs which can attract businesses	Urban areas of Florida are seeing significant increases in land value and decreases in available, suitable properties	Determination of strategic parcels and preservation for future industrial development can enhance Florida's freight network	Rapid population growth and residential and commercial development push land costs too high
<b>Workforce Availability</b>	Florida has a population of nearly 22 million capable of providing an ample workforce	Out of state businesses do not understand the pool of viable workers	Utilize existing FDOT data to inform marketing materials showcasing workforce availability	Trained workforce will leave Florida if there are not enough high-quality jobs available or if affordable housing and transportation options are not available.

# Key Findings & SWOT

Finding	Strength	Weakness	Opportunity	Threat
<b>Partnership</b>	Public and private stakeholders continue to be interested in ILC development	Consolidating feedback and opportunities at a state level could result in hundreds of inputs	Division of the state into a regional approach for ILC development could focus conversations	Inability to establish and communicate a vision results in industry partners investing elsewhere
<b>Cargo Types</b>	The diversity of Florida's seaports allows for a variety of cargo types to be imported to serve Florida's consuming population	Florida seaports primarily serve their immediate area, thus reducing the utility of a further away ILC	Work on capturing cargo headed for out of state destinations to help balance uneven inbound and outbound transportation movements	Inability to keep pace with next generation waterway and terminal capacity will limit opportunities
<b>ILCs Under Development</b>	Several ILCs have conducted master planning activities to prepare for users	Most ILC locations have not been able to secure an anchor tenant or other large user	Creation of a statewide ILC enterprise can help market and promote these locations to potential users	ILCs in other southeastern states that are shovel ready will have an advantage



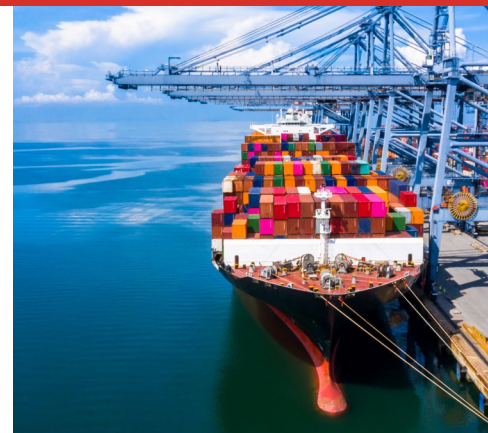
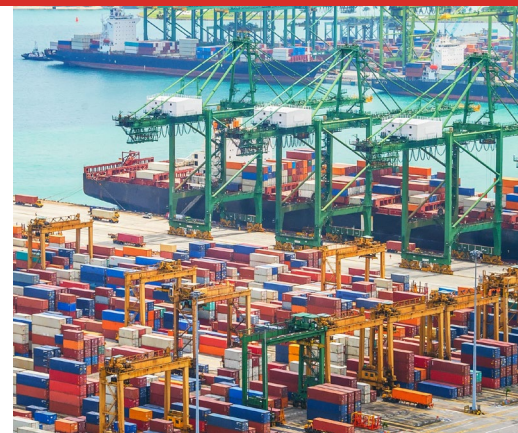
**SEAPORTS**

# Recommendations to Advance Florida's ILC Strategy

1. Develop a Statewide ILC Working Group
2. Conduct a study of regional ILC needs (e.g., South, Central, North & urban vs rural locations)
3. Create a Statewide ILC Enterprise
4. Determine monetary & non-monetary statewide ILC benefits to inform financial incentives
5. Evaluate impact of increased passenger rail service on freight rail corridors
6. Evaluate key criteria to expand and develop the ILC network through the SIS
7. Evaluate the preparedness of ILC locations to help attract business
8. Create large incentive packages for ILC development to attract businesses
9. Create a statewide marketing campaign to promote Florida ILCs

# QUESTIONS?

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Manager, Seaport Office  
Florida Department of Transportation  
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Email: [Lauren.Rand@dot.state.fl.us](mailto:Lauren.Rand@dot.state.fl.us)



# FMTP Outreach Recap

# Regional Outreach Tour

## CENTRAL FL– June 12, 2023 | 1PM-4PM

*FDOT Deland - Cypress A&B Conference Room*

719 South Woodland Blvd., Deland, FL 32720

## SOUTHWEST FL– June 13, 2023 | 1PM-4PM

*FDOT Southwest Area Office (SWAO) Conference Room*

10041 Daniels Parkway, Ft. Myers, FL 33913

## NORTHEAST FL– June 15, 2023 | 9AM-12PM

*FDOT Jacksonville - Urban Office Training Center*

2198 Edison Avenue, Jacksonville, FL 32204

## WEST CENTRAL FL– June 19, 2023 | 1PM-4PM

*FDOT District 1 HQ Conference Room*

801 North Broadway Avenue, Bartow, FL 33830

## NORTH FL– June 21, 2023 | 1PM-4PM

*FDOT Central Office - Auditorium*

605 Suwannee Street, Tallahassee, Florida 32399

## SOUTH FL– June 29, 2023 | 1PM-4PM

*Miami-Dade Public Library - Aventura Branch*

2930 Aventura Blvd., Aventura, FL 33180

## SOUTHEAST FL– June 30, 2023 | 1PM-4PM

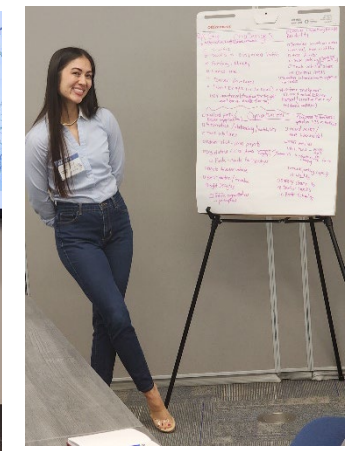
*FDOT Fort Lauderdale - Auditorium*

3400 West Commercial Blvd., Ft. Lauderdale, FL 33309

## VIRTUAL– July 12, 2023 | 9AM-12PM

*GoToWebinar*







**D5**



**D1**

	<b>Unique Factors</b>	<b>Highest Ranked Infrastructure Need</b>	<b>Most Important Freight Category</b>	<b>Ranking of Florida's Infrastructure</b> (1 = worst, 10 = best)	<b>Pinch Points Mentioned</b>
D5	<ul style="list-style-type: none"><li>-Tourism</li><li>-Space Industry</li></ul>	Roadway Capacity	Reliability	5.94	-Congestion on SR34
D1	<ul style="list-style-type: none"><li>-Trucking</li><li>-Agriculture</li><li>-Hurricane Ian Impacts</li></ul>	Multimodal/ Intermodal Capacity	Last-mile Connectivity	5.35	<ul style="list-style-type: none"><li>-I-75/US-27 capacity</li><li>-LaBelle freight traffic backs up due to capacity and weight restrictions</li></ul>





**D2**

**Unique Factors**

-Ports  
-Urban vs. Rural Land

**Highest Ranked Infrastructure Need**

-Roadway Capacity  
-Multimodal Capacity  
-Safer Infra.  
-Antiquated Infra.

**Most Important Freight Category**

Reliability

**Ranking of Florida's Infrastructure**  
(1 = worst, 10 = best)

7.5

**Pinch Points Mentioned**

-Passenger/freight rail conflicts



**D1/D7**

-Ports  
-Agriculture  
-Hurricane lan Impacts

Roadway Capacity

Reliability

5.9

-Congestion on US27, I-4  
-SR60 is dangerous  
-SR33/60 capacity



**D3**

**Unique Factors**

- Tourism
- Military
- Timber Industry

**Highest Ranked Infrastructure Need**

- Multimodal/ Intermodal Capacity
- Roadway Capacity
- Antiquated Infrastructure
- More Resilient Infrastructure

**Most Important Freight Category**

Emerging Trends

**Ranking of Florida's Infrastructure**  
(1 = worst, 10 = best)

6.45

**Pinch Points Mentioned**

- Blocked crossings in Escambia County



**D6**

- Density
- Limited Land Availability
- Susceptibility to storms & SLR

- Truck Parking Capacity
- Safer Infrastructure

- Truck Parking Capacity
- Safer Infrastructure

6.45

- Development constraints (Ocean, Everglades, aquifer)



**D4**

**Unique Factors**

-Density  
-Limited Land Availability

**Highest Ranked Infrastructure Need**

Multimodal/  
Intermodal Capacity

**Most Important Freight Category**

Reliability

**Ranking of Florida's Infrastructure**  
(1 = worst, 10 = best)

7.17

**Pinch Points Mentioned**

-No connectivity from Port Everglades to US-27  
-Rail crossing at SR84/Andrews



**Virtual Event**

-Import state  
-Concentrated Pop Growth  
-Subject to Storms/SLR  
-Gateway to Latin America

Multimodal/  
Intermodal Capacity

Reliability

6.1

-Issues on CR880, SR80, and Airport Rd. in Belle Glade impacting growers' daily farming operations

# Across the Modes

## Trends

- **Rapid expansion/population growth**
- **Inflation**
- E-commerce
- Supply chain challenges
- Increased use of alternative fuels
- Insurance risks/insurance industry
- Aging infrastructure
- More, smaller distribution centers
- Changing trade flows

## Issues

- **Land cost**
- **Labor force**
- **Funding**
- Land use
- Unclear jurisdictional boundaries
- Multi-state market access
- Reactionary planning
- Conflicting priorities among stakeholders
- Legislative gridlock
- **Competing interests among modes**
- Lack of diversity for fuel infrastructure
- Getting industry to the table

## Needs

- **Money**
- Help with grant writing and applications
- **Freight education/messaging**
- Transparency on projects
- **More multi-modal connections, better last mile connectivity**
- More redundancy
- CDLs, driver training simulators, aviation training
- Housing near freight clusters for logistics employees
- Wildlife protection
- Coordinating defense transport/sensitive fuels with military facilities and during major events
- Robust internet connectivity, especially in rural areas
- **Industry champions**

## Opportunities

- **Grants through IIJA**
- **Partnership/collaboration/conversations**
- Freight Oriented Development (FOD)
- **Inland Ports**
- Changing perception of freight through education, policy reform, legislation
- Increasing manufacturing/exports
- Data dashboards
- Multi-state market access – opportunity for north-south access
- **Emerging technology**
- Repurposing land uses to create untraditional truck parking/urban warehousing space

# Highway

## Trends

- **More trucks on the road**
- Smaller delivery trucks

## Issues

- **Congestion/bottlenecks**
- **Truck Parking**
- Truck vehicle sizes in certain areas
- Regulations
- **Empty backhauls**
- Brokers skimming rates of profit from loads
- Bridge infrastructure is aging
- Roadway construction
- Supply chain is highly truck oriented
- Emissions
- Crashes

## Needs

- **Public transportation improvements**
- **Additional truck parking sites**
- **Flyovers at major intersections**
- Full-service truck shops
- Incentives for a switch to alternative fuels
- Zoning and truck lanes to keep warehousing in a safe and efficient corridor/space
- **Freight signal priorities along corridors**
- More transparency on what shippers are paying brokers
- Dynamic message signage
- Adjustments to NHFN designations

## Opportunities

- Concrete road infrastructure
- Freight corridors
- Elevation as a solution for weather/resilience-related issues
- Diversification of fuels for trucking fleets (reduction of noise and emissions - CNG, fuel cell, EVs)
- The potential for EV to pay for road use
- Charging ports to reduce truck idling
- TPAS integration into private trucking facilities (i.e., Love's Ap)
- Notification/511 push to ELDs (geofencing -> get certain alerts)
- Unconventional truck parking (Park n' Rides, Malls)
- Automation and use of AI/ML to schedule appointments to reduce truck wait times
- Connecting coasts east to west
- Increased toll roads for cars and trucks

# Rail

## Trends

- Demand for passenger rail is increasing

## Issues

- Freight rail is managed federally
- Old city plans not meeting infrastructure needs
- **Restricted corridor space**
- **Passenger & freight rail infrastructure tug of war**
- **Blocked crossings**
- **At-grade-crossing safety**

## Needs

- **Grade separated crossings**

## Opportunities

- Moving freight to rail reduces emissions
- Truck freight stresses highways which could be relieved by rail
- Extension of rail to air

## Trends

- Increased waterway traffic

## Issues

- Maintaining facilities
- Port hours conflict with consumer demand
- The time needed to get in/out of the ports puts pressure on the port-side infrastructure, particularly short sea trade operations
- Customs constraints
- Panama Canal is drying up

## Needs

- Unified port authority
- Widening and deepening of Port Everglades
- Connectivity from Port Everglades to US-27

## Opportunities

- Barge traffic has room to grow
- Strong support for seaport infrastructure
- Optimization – i.e., Tampa vs Everglades
- Repeal the Jones Act?
- Increased generator capacity for resilience
- Purchase land adjacent to the port

# Seaports

# Space

## Trends

- The space industry is growing rapidly

## Issues

- Companies keep things close to chest
- Transporting oversize and overweight cargo

## Opportunities

- High-paying jobs

# Aviation

## Trends

- Growth in passengers and cargo

## Issues

- Aviation fuel costs fluctuate due to lack of refinery infrastructure nationally
- Truck fueled planes - resiliency challenges being dependent on highways

## Opportunities

- Airports can be used as inland ports when space allows - Ft. Myers is a prospective location also Air Glades in Hendry

# Pipeline

## Issues

- Drainage in South Florida makes pipeline infrastructure difficult

## Needs

- Increased gas supply to Florida's military bases

## Opportunities

- Increased pipeline utilization and an increase in fiberoptic connections
- Pipeline powers itself which allows LNG/CNG to move even during emergencies
- Jet fuel piped into ports/rail/trucks

# Supply Chain Strategy Business Plans





**STRATEGIC  
DEVELOPMENT**



# Supply Chain Strategy



# Supply Chain Business Plans



1

## SELECT

Select a solution to target  
from the list of options

2

## CHAMPION

Take ownership to  
advance that solution

3

## REPORT

Report back to the  
committee using the  
business plan template

# Business Plan Templates



Deliverable Type	Indicator	Q1	Q2	Q3	Q4	Deadline	Responsible Parties
<ul style="list-style-type: none"> <li>• Report</li> <li>• Program</li> <li>• Event</li> <li>• Task Work Order</li> <li>• Etc.</li> </ul>	Brief activity description and goal	Q1 - Planned Activity(s)	Q2 - Planned Activity(s)	Q3 - Planned Activity(s)	Q4 - Planned Activity(s)	Target Date	Lead: Name Support: Names
		Q1 - Actual Activity(s)	Q2 - Actual Activity(s)	Q3 - Actual Activity(s)	Q4 - Actual Activity(s)	Progress	

# Core Elements



**Workforce**



**Infrastructure**



**Economic  
Competitiveness**



**Operational  
Efficiencies**



**Resilient  
Communities**

# Focus Area: Operational Disruptions



**Overview:** Operational disruptions like the sudden increase in demand for goods, compounded by workforce and equipment availability and materials shortage have created choke points that ripple throughout supply chains.

**Index:** Aggregates, Fuel Supply, Weather Resilience, Cyberattacks

**Connecting Core Elements:**



Solutions	Description	Status	Champion
<b>Problem:</b> Florida is not getting the materials it needs from the aggregate supply chain.			
<b>Solution:</b> Hold a series of workshops with industry to inform strategy	Produce a set of recommendations and identify resources to accomplish those recommendations	<b>In Progress:</b> FDOT is currently planning the 1st workshop targeting early July	FDOT
<b>Solution:</b> Implement the strategy		<b>Not Started:</b> Need champion	
<b>Problem:</b> How can we ensure Florida has access to fuel before/during/after an emergency event?			
<b>Solution:</b> Hold a series of workshops with industry to inform strategy	Produce a set of recommendations and identify resources to accomplish those recommendations	<b>In Progress:</b> FDOT held the 1st workshop in Tampa April 27-28, 2023	FDOT
<b>Solution:</b> Diversify Florida's portfolio of energy sources	Support investments in infrastructure for alternative fuel options (e.g., LNG bunkering, electrification). Accelerate the installation of fast charging stations. Prioritize NEVI deployment funds for med- and heavy-duty charging stations.	<b>In Progress:</b> FDOT is currently working on the installation of charging stations.	<b>Recommended:</b> Local Gov't, DEP, DEO, FL Chamber
<b>Problem:</b> How can Florida be more weather-resilient?			
<b>Solution:</b> Improve weather resiliency of transportation facilities	Invest in projects that flood-proof and fire-proof vulnerable facilities to minimize weather-related disruptions to supply flows; Stress-test a set of different future scenarios to enhance preparedness; Focus on critical supply chains (food, medicinal, fuel, emergency supplies, etc.) – efforts should lead to 'push button' contracts / resources / procedures to quickly enact proactive and/or reactive measures towards resolving identified challenges.	<b>In Progress:</b> FDOT is currently working on it's Resilience Action Plan	FDOT
<b>Problem:</b> How can Florida be prepared against cyberattacks?			
<b>Solution:</b> Cybersecurity risk assessment and mitigation of vulnerabilities	There should be alternative systems in place in case the primary systems are compromised		

# Focus Area: Logistics Workforce



**Overview:** There is a lack of available labor throughout all aspects of the supply chain. The impacts are felt widely, from the cost of consumer goods to shipping delays to increased stress on workers.

**Index:** Truck Drivers, Construction Labor

**Connecting Core Elements:**



Solutions	Description	Status	Champion
<b>Problem: How can we attract and retain more truck drivers in Florida?</b>			
<b>Solution:</b> Increase minimum truck driver pay	Use data to highlight pay discrepancy in Florida and relative competitiveness of minimum truck driver pay	<b>Not Started:</b> Need champion	<b>Recommended:</b> EOG, Trucking Industry, DEO, EFI, CareerSource FL
<b>Solution:</b> Improve conditions and amenities for truck drivers	Enhance quantity and quality of rest stop/truck parking facilities	<b>Not Started:</b> Need champion	<b>Recommended:</b> Trucking Industry, DEO, EFI, CareerSource FL
<b>Solution:</b> Enhance truck driver educational and training opportunities	Encourage/promote truck driving careers for women, minorities, and veterans; Incentivize advanced driver-assistance technology system (ADAS) for Class 8 truck (improve safety, attract more people to drive due to technology).	<b>Not Started:</b> Need champion	<b>Recommended:</b> Trucking Industry, DEO, EFI, CareerSource FL
<b>Problem: How can we build the logistics workforce in Florida?</b>			
<b>Solution:</b> Incorporate freight and logistics into academic curricula of schools, colleges and universities	Help tell the story of logistics and the importance of freight to daily lives; Include training to support electronic/advanced logistics systems at technical colleges.	<b>Not Started:</b> Need champion	<b>Recommended:</b> Jobs Grant Program, DEO, EFI, CareerSource FL
<b>Solution:</b> Promote youth-focused and women-focused recruitment	Address childcare accessibility issues, especially for warehouse workers and other jobs that cannot be teleworked	<b>Not Started:</b> Need champion	<b>Recommended:</b> Jobs Grant Program, DEO, EFI, CareerSource FL
<b>Solution:</b> Address workforce development challenges for Florida's ports and freight rail operators		<b>Not Started:</b> Need champion	<b>Recommended:</b> Jobs Grant Program, DEO, EFI, CareerSource FL
<b>Problem: How can we attract construction labor in Florida?</b>			
<b>Solution:</b> Promote initiatives to train construction workers for employment		<b>Not Started:</b> Need champion	<b>Recommended:</b> DEO, FloridaMakes
<b>Solution:</b> Connect road and bridge construction contractors with qualified workforce		<b>Not Started:</b> Need champion	<b>Recommended:</b> DEO, FloridaMakes



# Focus Area: Systems & Infrastructure



**Overview:** There is a need to increase operational efficiency, capacity, resiliency, and technology at intermodal hubs across the state considering multimodal freight demand.

**Index:** ILCs, Truck Parking

**Connecting Core Elements:**



Solutions	Description	Status	Champion
<b>Problem: Florida does not have enough truck parking</b>			
<b>Solution:</b> Complete a Truck GPS Study to identify problem areas	FDOT conducted a statewide baseline assessment of existing truck parking facilities and utilization.	<b>Complete:</b> The statewide study report is available on <a href="https://www.flhwy.com/truckparking">FDOT.gov/truckparking</a>	FDOT
<b>Solution:</b> Implement the Truck Parking Availability System (TPAS)	FDOT has implemented TPAS to address the need for parking information management. The information provided by TPAS assists truck drivers in identifying available parking locations where the technology is deployed.	<b>Complete/On-Going:</b> FDOT is currently working to correct inaccuracies in the wireless communication related to TPAS to allow greater reliability	FDOT
<b>Solution:</b> Add truck parking capacity	FDOT has updated the rest area design guidelines and added additional truck parking spaces as part of reconstruction and upgrade efforts to rest areas.	<b>Complete/On-Going:</b> In 2022, over 300 truck parking spaces at rest areas were added along I-10 and I-75	FDOT
<b>Solution:</b> Prioritize funding for truck parking projects	Truck parking projects are now a priority-type project in the FMTP project prioritization framework for National Highway Freight Program (NHFP) funds, and SIS eligibility criteria has been updated to specifically allow truck parking projects.	<b>Complete/On-Going:</b> Currently over \$71 million programmed for truck parking purposes in FY22-27 to continue to identify, prioritize, and recommend solutions to address the areas across the state with the greatest truck parking needs.	FDOT
<b>Solution:</b> Encourage private investments	Work with interested parties to ID truck parking areas and P3 opportunities. Ideally FDOT would provide capital funding and advisory/technical support, and private partner would maintain the facility	<b>In Progress:</b> FDOT is identifying options to work with private sector partners	FDOT
<b>Solution:</b> Develop a Truck Parking Improvement Program (TPIP)	A TPIP would provide a standard process, framework, and funding for FDOT and partners in Florida to plan, design, construct, and manage truck parking facilities.	<b>In Progress:</b> A TPIP Manual is being written, which will provide clear guidance on how to approach truck parking projects from a procedural, technical, and funding perspective, including the process for local governments and private stakeholders to pursue partnership opportunities. Next steps include drafting a legislative bill package for a Truck Parking Grant Program (initial request of \$20M/year over five years).	FDOT

Solutions	Description	Status	Champion
<b>Problem: What is the appropriate role for ILCs in supporting Florida's future?</b>			
<b>Solution:</b> Conduct an ILC feasibility assessment to help define the role of ILCs in Florida	FDOT Seaport Office conducted an ILC feasibility study to review work to date by public and private partners, engage key stakeholders in a discussion about a possible future for ILCs in Florida, and develop a set of recommended next steps.	<b>Complete/On-Going:</b> Draft currently in review by FDOT	FDOT
<b>Problem: How could Florida improve its multimodal transportation connectivity with ILCs?</b>			
<b>Solution:</b> Develop a Statewide Intermodal Logistic Center Working Group	Develop an initial group based on stakeholders who participated in this study to build a foundation and expand to underrepresented stakeholders as appropriate (e.g., shortline railroads, beneficial cargo owners).	<b>Not Started:</b> ILC Feasibility Assessment Recommendation	FDOT
<b>Solution:</b> Conduct a study of regional (south, central, and north) ILC needs with a breakdown of urban versus rural locations	Include the ability to fund and conduct research as part of the creation of the statewide ILC enterprise.	<b>Not Started:</b> ILC Feasibility Assessment Recommendation	FDOT/ILC Enterprise
<b>Solution:</b> Create a Statewide Intermodal Center Enterprise	The appropriate parent agency to house this enterprise (e.g., FDOT or the Florida Department of Economic Opportunity (DEO)) must be determined.	<b>Not Started:</b> ILC Feasibility Assessment Recommendation	State of Florida
<b>Solution:</b> Determine monetary and non-monetary statewide ILC benefits in order to inform financial incentive packages	Include the ability for the partner agency to lead, fund and/or conduct research as part of the creation of the statewide ILC enterprise.	<b>Not Started:</b> ILC Feasibility Assessment Recommendation	FDOT/ILC Enterprise
<b>Solution:</b> Evaluate the impact of increased passenger rail services on rail corridors and the need for additional capacity	Include the ability to fund and conduct research as part of the creation of the statewide ILC enterprise.	<b>Not Started:</b> ILC Feasibility Assessment Recommendation	FDOT/ILC Enterprise
<b>Solution:</b> Evaluate key criteria to be used by the state to expand and develop the ILC network through the SIS	Evaluate how the criteria for ILC inclusion may be modified to align with SIS goals and strategies to create a network of ILCs	<b>Not Started:</b> ILC Feasibility Assessment Recommendation	FDOT
<b>Solution:</b> Evaluate the preparedness of ILC locations to help identify and develop the improvements necessary to attract business	Identify local challenges for proposed ILC locations and the partner agency will lead the development of an action plan on how to overcome them in order to better attract new businesses and ensure their success.	<b>Not Started:</b> ILC Feasibility Assessment Recommendation	FDOT/ILC Enterprise
<b>Solution:</b> Create large incentive packages for ILC development to attract businesses.	Utilize the results of determining statewide ILC benefits to create appropriate financial packages. Allow the partner agency to lead the creation of a new program with dedicated funding to help Florida compete for new business.	<b>Not Started:</b> ILC Feasibility Assessment Recommendation	ILC Enterprise/DEO
<b>Solution:</b> Create a statewide marketing campaign to promote Florida ILCs.	The partner agency will lead coordination with the Florida DEO, Visit Florida, and individual efforts by ILCs and their communities to create a comprehensive marketing campaign showcasing the diversity of offerings in Florida.	<b>Not Started:</b> ILC Feasibility Assessment Recommendation	FDOT, ILC Enterprise, DEO, etc.

# Focus Area: Trade Balance



**Overview:** Florida consumes more than it produces, leading to trucks and trains making return trips with no cargo (empty backhaul), which is expensive and limits Florida's competitiveness.

**Index:** Marketing, Manufacturing, Incentivizing Industry

**Connecting Core Elements:**



Solutions	Description	Status	Champion
<b>Problem: How can Florida entice manufacturing companies to come to the state?</b>			
<b>Solution:</b> Marketing	Promote Florida as a freight friendly state that's open for business and develop a "One Florida" approach to unify all modal entities	<b>Not Started:</b> Need champion	<b>Recommended:</b> FL Chamber, DEO, Economic Development Agencies
<b>Solution:</b> Provide incentives	Develop incentive programs with other state agencies; Provide technical assistance and support to businesses and continue to foster a business-friendly environment	<b>Not Started:</b> Need champion	<b>Recommended:</b> EFI, FloridaMakes, DEO, DOE, CareerSource FL
<b>Solution:</b> Support reshoring and next gen manufacturing activities	Encourage shifts of suppliers closer to consumers; Incentivize high-tech manufacturing investments, in combination with R&D clusters; Support backup suppliers to cover gaps in production; Reduce monopolies in manufacturing	<b>Not Started:</b> Need champion	<b>Recommended:</b> Florida's Manufacturers Associations, EFI, FloridaMakes, SpaceFlorida

# Focus Area: Innovation



**Overview:** Florida's transportation networks and hubs need to be modernized to accommodate the expected future freight movements. Incorporating ACES technologies, improving data access and transparency, advanced telecommunications, and strong and sustainable energy supplies will be an important part of the larger infrastructure investment to modernize freight movements in Florida.

**Index:** Supply Chain Visibility, Technology Integration, Freight Gateways/Corridors

**Connecting Core Elements:**



Solutions	Description	Status	Champion
<b>Problem: How can Florida make its supply chains more efficient?</b>			
<b>Solution:</b> Establish program for supply chain visibility/data accessibility	An operational bottleneck is the limitation transportation agencies have in access to data. As part of goods movement, many modes are utilized to get a product from a manufacturer to a consumer's doorstep. Data quality can greatly impact the accuracy of capturing and characterizing bottleneck and chokepoint locations.	<b>Not Started:</b> Need champion	
<b>Solution:</b> Develop supply chain performance measures and tools for regular monitoring	Allow public agencies to access components of business data so that the state can efficiently invest in most suitable resources to support businesses, help make better predictions, and optimize operations; Push for open-source data to improve accessibility to data for forecasting and solutions; Leverage data sharing through Freight Logistics Optimization Works (FLOW) to speed up delivery times and reduce consumer costs.	<b>Not Started:</b> Need champion	
<b>Problem: How can Florida use technology to enhance freight movement?</b>			
<b>Solution:</b> Improve mobility through Freight Signal Priority and Enhanced Freight Corridor Communication	Intelligent transportation systems (ITS) and connected and automated vehicle (CAV) technologies applications such as freight signal priority, truck platooning, truck parking availability, weigh-in-motion, and electronic tolling have the potential to improve the travel time and reduce bottlenecks.	<b>Not Started:</b> Need champion	
<b>Solution:</b> Incorporate AI, machine learning, and data analytics to analyze and visualize big data	Include training to support AI tech/advanced logistics systems at technical colleges; Promote incentives (tax breaks) for private industry to leverage tech integration	<b>Not Started:</b> Need champion	
<b>Solution:</b> Develop next generation freight corridors and intermodal facilities leveraging latest technology and considering multimodal freight demand	Preserve corridors for flexible use; Create automated freight-only corridors to connect ports and surrounding freight facilities	<b>Not Started:</b> Need champion	

# Focus Area: Funding & Partnerships



**Overview:** There is a need for expanded funding and streamlined processes to accelerate priority freight and logistics investments. Additionally, intergovernmental partnerships for supply chain projects are sought after, but often riddled with complications (balancing private participation, differing concepts of risk, etc.)

**Index:** Funding, Partnerships

**Connecting Core Elements:**





Solutions	Description	Status	Champion
<b>Problem: How can Florida strengthen partnerships?</b>			
<b>Solution:</b> Enhance intergovernmental partnerships for supply chain projects through state legislative actions and pursuit of discretionary federal funding	Revenue shortages impacting project prioritization and project selection contribute to challenges for the industry. This is a question of operations/maintenance expenses and who the appropriate party is to fund these types of expenses.	<b>Not Started:</b> Need champion	
<b>Solution:</b> Expand Public Private Partnerships	Loosen restrictions between private and public investments. The regulations placed on P3's due to the fear of public investments being utilized by private stakeholders for profit motives hampers the ability to drive innovation in conjunction with industry partners.	<b>Not Started:</b> Need champion	
<b>Problem: How can Florida leverage funding?</b>			
<b>Solution:</b> Expand grant opportunities	Expand grant opportunities to allow for more versatility in the type of projects eligible and selected. Dedicated freight funding for technology pilots and truck parking. Policy also needs to include the ability to implement these solutions quickly.	<b>Not Started:</b> Need champion	
<b>Solution:</b> Streamline processes to support freight and logistics projects	Extraneous processes and paperwork are operational bottlenecks that can delay important projects for months/years.	<b>Not Started:</b> Need champion	
<b>Solution:</b> Drive strategic investments that support both the state's multimodal/intermodal freight system vision and local priorities	Specifically, there is a need for the funding of grade-separation projects, truck only lanes, and smart infrastructure.	<b>Not Started:</b> Need champion	

# Public Comments

# Member Comments

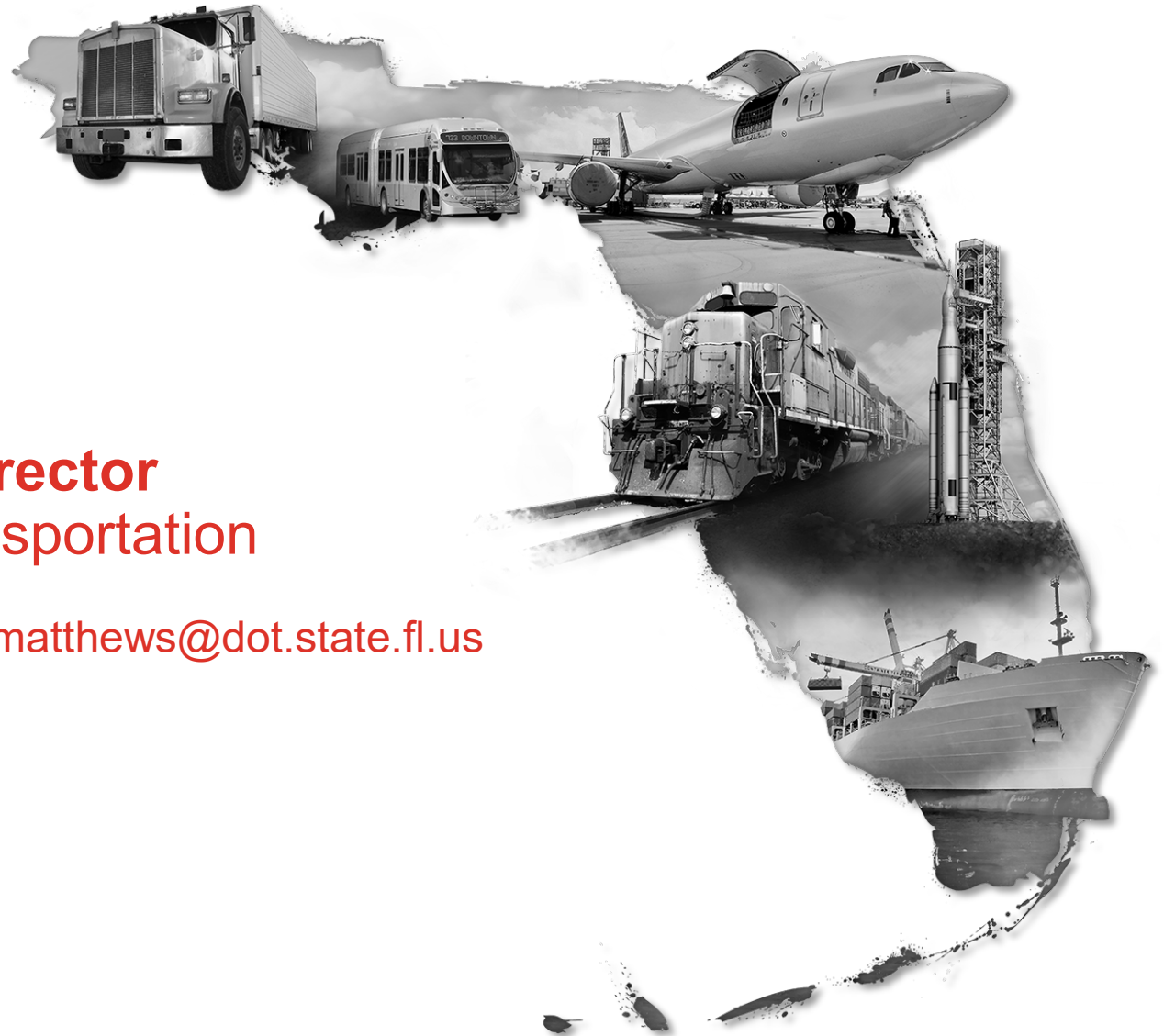
Name		Organization Represented
John	Abrams	Loves Travel Stops
George	Andrews	PortMiami
Joe	Arbona	Genesee Wyoming Railroad
Steven	Bostel	SpaceFlorida
Aubrey	Brown	CSX
Jaime	Cimino	Always Fresh Farms LLC
William	Crowe	Canaveral Port Authority
Jaha	Cummings	Southwest Florida Regional Planning Council
Kevin	Daugherty	Space Coast Regional Airport, Titusville
Laura	DiBella	Enterprise Florida
John	Dohm	Florida TransAtlantic Holdings
Patrick	Feeney	Kenan Advantage Group
Emily	Fisher	Florida Ports Council
Robert	Ledoux	Florida East Coast Railway
Bruce	Lyon	Winter Haven Economic Development Council
Robert	Midgett	Walmart
Carol	Obermeier	Southwest Florida International Airport (RSW)
Seckin	Ozkul	University of South Florida
Nick	Primrose	Jacksonville Port Authority (JAXPORT)
Gregory	Stuart	Broward Metropolitan Planning Organization
Alex	Trauger	MetroPlan Orlando
Kevin	Walford	Miami-Dade Transportation Planning Organization
Gretchen	Winters	Florida Harbor Pilots Association
Desiree Ann	Wood	REAL Women in Trucking

# Adjourn

# Gabe Matthews

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