

Meeting Minutes

Subject: Florida Freight Advisory Committee Meeting

Date: Tuesday, September 05, 2023

Location: GoToWebinar

I. Call to Order

Gabrielle Matthews - Good afternoon everyone and thank you for participating in the Florida Freight Advisory Committee! This committee is one of the many steps FDOT has taken to ensure that our public and private stakeholders are at the table every step of the way as we plan the future of Florida's transportation industry, and we are excited that you have chosen to be a part of these efforts. I am Gabe Matthews, serving as the interim Administrative Director for the committee. I am the Rail and Transit Manager at FDOT. Looks like we're ready to get started, so I now call the Florida Freight Advisory Committee to order.

Roll Call

John Abrams – Present
 George Andrews – Present
 Joe Arbona – Present (joined later)
 Steven Bostel – Present
 Aubrey Brown – Present
 Jamie Cimino – Present
 William Crowe – Not Present
 Jaha Cummings – Present
 Kevin Daugherty – Not Present
 Laura DiBella – Not Present
 John Dohm – Present
 Patrick Feeney – Not Present
 Emily Fisher – Present
 Robert Ledoux – Present (joined later)
 Bruce Lyon – Present
 Robert Midgett – Present
 Carol Obermeier – Present
 Seckin Ozkul – Not Present
 Nick Primrose – Present
 Greg Stuart – Not Present
 Alex Trauger – Present
 Kevin Walford – Present (joined later)
 Gretchin Winters – Present
 Desiree Ann Wood – Present

Before we move on to new business, let's take a moment to approve the meeting minutes and agenda from January. The meeting minutes and agendas for all meetings are posted on

FDOT.gov/FLFAC. As a reminder, our last meeting was held on January 5th, 2023 on GoToWebinar; We heard an update from Cambridge Systematics on the ILC Study, continued the conversation on the solutions coming from the August 8th FLFAC meeting, and started to discuss emergency response/mitigation before we ran out of time.

It has been moved and seconded to approve the meeting minutes/agenda from January 2023.

II. Welcome, Housekeeping, and Expectations

Gabe - Today we'll start by welcoming the new and returning members and setting expectations for the committee. We'll elect a chair and co-chair for the committee, and we'll hear a brief update on the now-published ILC Study and the FMTP outreach effort. We'll then reframe the conversation on the Supply Chain Solutions and lay the groundwork for the next steps/actions and tasking leads for the strategy business plans. Now I'll pass it to Diana to talk about housekeeping and expectations.

Diana - Welcome everyone! This is our first committee meeting of the new cycle. We have quite a few familiar faces and we have a few brand-new members!

- George Andrews from Port Miami
- Steven Bostel from SpaceFlorida
- Jaime Cimino from Always Fresh Farms
- Emily Fisher from the Florida Ports Council
- Robert Ledoux from Florida East Coast Railway
- Gretchen Winters from Florida Harbor Pilots

With the development of the Florida Freight Advisory Committee, FDOT has become an even stronger champion for freight in the state. This committee was built in 2017, and immediately came together to advise the Department. The committee provided critical input on the types of projects FDOT should prioritize as we built up the National Highway Freight Program.

This program was created with the FAST Act in 2015, and we had to start from scratch to define what this program should be and how it should integrate into the Department's overall funding strategy. Because of your efforts, this program has been recognized within the Department and with our partners as the flagship program for addressing freight-focused needs. In addition to directing funding, you provide validation and guidance on our ongoing and future research. The most recent Freight Plan completed in 2020 highlighted your input. Your voice keeps the Department on task to the needs of the industry. We will be garnering your input again for the 2024 plan. We couldn't do this without you, so again thank you for committing your time and effort!

I'm just going to run through a few basics since this is the first meeting with our new group.

First, all of the committee members 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.

Secondly, the FLFAC follows the Florida Sunshine Laws. These meetings are open to the public, and we post a public notice 30 days before a meeting. We ask that you do not discuss committee happenings outside of meetings.

All of these webinar meetings are recorded, and the meeting materials will be posted to our FLFAC website.

We also use Robert's Rules of Order for conducting business, which keeps everything orderly and official. The administrator and chair/co-chair will mostly be handling the structure, but committee members are welcome to move to make a motion – you'll pretty easily get the hang of it after a meeting or two.

We have a 3 year timeline for committee members which allows members time to feel like they have made significant contribution, but with a chance to update around half the membership every 1.5 years. We'll also update the chair and co-chair every 1.5 years to give new folks a chance to lead the discussion. Today is a selection day.

We expect committee members to:

- 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

III. Chair/Vice-Chair Elections

Gabe - As our Bylaws note, the FLFAC meetings are led and organized by a Governing Board consisting of: a Chair, Vice Chair, and an Administrative Director. The Administrative Director is the ex-officio member from FDOT who serves as the staff member to aid the committee, while the other positions are elected positions by peers.

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

Gabe - Do we have any nominations for Chair at this time?

- Laura DiBella has suggested adding her name in the hat for Chair
- Nick Primrose has also added that he would like to run as well, having previously served as Vice Chair

Motion is made to close the nominations, seconded, voted upon, and adopted.

Gabe – Please send your votes to Diana in the chat.

***After voting tally, Nick Primrose is adopted as Chair of the FLFAC**

Motion is made to approve Nick as Chair of the FLFAC, seconded, voted upon, and adopted.

Gabe - Do we have any nominations for Vice Chair?

We have Jaha Cummings, Laura DiBella, and Desiree Ann Wood as self-nominations.

Motion is made to close the nominations, seconded, voted upon, and adopted.

Nick - Would it be possible to have Desereee and Jaha speak – I know that they've been previous members of this but just kind of explain why they'd like to be vice chair for everyone's awareness.

Gabe - And I did not follow the protocol we had printed in front of our eyes. All interested parties should have the opportunity to justify why they would like to serve. So, Desiree and Jaha could you give a couple sentences of why you were interested in this position which would bring to the table?

Jaha – What I would really like to do is bring the passion of bringing in the inland ports to Florida. I would like to put myself forward and provide whatever research it takes or effort required to establish these inland ports especially considering the potential in Southwest Florida

Desiree – I have a passion to make sure the supply chain in Florida remains strong, and making sure we have the required workforce to make the supply chain stay moving into south Florida and to provide a continued focus on truck parking.

Gabe - Okay, thank you for that and everyone please go ahead and send your votes to Diana.

***After voting tally, Laura DiBella is adopted as Vice Chair of the FLFAC**

Motion is made to approve Laura as Vice Chair of the FLFAC, seconded, voted upon, and adopted.

Gabe - Thank you, everybody for throwing your hat in the ring. Our next step is to on to the statewide strategic intermodal Logistics Center study and we'll have an update from Cambridge Systematics.

IV. Update on Statewide Strategic Intermodal Logistics Center Study

Mike Williamson - Good afternoon, everybody. We are back here today to give you an update now that we've published the ILC report. For those of you who are we're at the January meeting,

we gave you a detailed presentation at that time of what the study was designed to do. How we were defining ILCs for the state of Florida, as well as some initial recommendations for some things that the state and its partners could do to advance the topic throughout the state. Today we're going to spend a couple of minutes reviewing some key findings and then walk through some of those recommendations and give you all a chance to ask any questions make any comments as we discuss ways to move forward.

Transportation Costs – Florida has a competitive market that provides many options. Of course adding additional movements increases the overall cost of doing business, Finding a way to reduce empty backhaul movement is an opportunity that ILC can look to provide

Land Value and availability – Urban land is still increasing in costs significantly, but rural areas still have some lower prices available. From an opportunity stand point, being able to figure out the most strategic parcels will be the best investment to the future. The rapid population growth is having a significant effect on land costs.

Workforce availability – The 22M people in Florida provides an ample workforce, this is not obvious to out of state business. Utilization of FDOT data and information will help guide other businesses to the state. The mass amount of people will require affordable housing and transportation that is not existent as of yet.

Partnership – Public and private stakeholders continue to be interested in ILC development. Opportunity to approach the state with a regional approach due to its geographic and population differences. Establish and communicate vision to investors

Cargo Types – The diversity of seaport types is the diverse cargo flows. The multi-tudinal nature of Florida ports makes ILCs a little less effective as cargo is already arriving close to destination. Florida needs to ensure it keeps pace with next generation waterway terminal capacity.

ILCs under development – Several ILCs have conducted master planning activities to prepare for users. Most ILC locations have not been able to secure an anchor tenant. Creation of a statewide ILC enterprise ca help market and promote these locations to potential users. ILCs already established in other states have an advantage due to their early start.

Recommendations-

Last time we spoke we only had 7 recommendations, but we have been able to update them to 9 and a few reworked.

1. Develop statewide ILC working group
2. Conduct a study of regional ILC needs
3. Create a Statewide ILC Enterprise
 - a. We have seen this as an attractive boon to business in other states of the region
 - b. Florida would be best served in attracting business by adopting such a program
4. Determine monetary and non-monetary statewide ILC benefits to inform financial incentives
 - a. What is it that these ILCS provide the state in regards to growth and make it well known

5. Evaluate impact of increased passenger rail services on freight rail corridors
 - a. We need to understand these changes to better understand where we need bypass routes or just more rail line
6. Evaluate key criteria to expand and develop the ILC network through SIS
 - a. Update or create a new system of how to establish ILC networks
7. Evaluate preparedness of ILC locations to help attract businesses
8. Creation of compensation packages to drive stakeholders to utilize our ports and ILCs
9. Create a statewide marketing Campaign to promote Florida ILCs
 - a. Create an environment where we can get our partners to commit to Florida and see how we can bring even more in the future

So that, in a nutshell, is an overview of ILCs. I know Lauren was looking for any additional input you as a committee might have on which of those recommendations are kind of top of your mind or things that might be missing. I know we spoke with some of you as part of our outreach, but it's an ongoing conversation. So, if you have additional questions or input, you certainly could reach out to Lauren or myself and make sure that we can answer your questions and take your input into consideration.

Lauren Rand- I'll jump in quickly and say great job Mike. Thank you for always doing such a great job on these presentations. And like he said, more than willing to have conversations with those of you who are interested in talking through some of those findings on the ILC feasibility assessment.

John - I love what we did at our last working group on ILCs. One of the meetings we had up at the turnpike service was in Turkey lake there. We talked about dividing the state into three sectors but there's a lot of interconnections between them. They could be accomplished with manufacturing, with rail connections, linkages of short lines, as the long line. I know that's something the class one and class twos aren't really excited about moving less than 200 miles that it surely would enable Florida to become one long supply chain. Right now there is no place in Florida much more than 50 miles from the coast. And that makes it a little difficult to get long train hauls to other markets. So, I love all these recommendations. But I'd like to suggest that as a committee we support the recommendations on this. I don't know if we thought about that by voting on it, or how we indicate our support to move forward with the with the workgroup..I make a motion to support it, how do we proceed?

Robert - I think we need to have more discussion like this the first time we've all seen it, especially the new members with this presentation. So, I think it's too early to go ahead and close the book. I think we need to get some input from our new members, as well existing members have seen it or seen it first.

Aubrey - One of the challenges for us as the largest class one railroad in the state of Florida is the imbalance of freight -trains are loaded coming into Florida and empty going out. and we have the Winter Haven Intermodal Terminal along I4. As you know, we could do a lot more. We are working on a strategic initiative with a company in the Tampa region - Port Manatee - to bring container boxes from Mexico to Tampa, we think that that's a great route. And if we can

somehow work to balance the freight flows in and out of Florida a little more evenly, I think we will find a lot of traction in the inland port discussion. Because the railroads are going to look for a guaranteed minimum volume to invest in such a thing. We can't really build an ILC where we can't get the freight through. It's just a challenge, we're a consumptive state. We know that. That's part of the discussion as well. we'd like to look at is there any possibility for CSX to partner closer with FEC - there is a huge intermodal footprint down in southwest Florida and in Miami somewhere – where do we find that synergy? And we're happy to work with anybody to do that. Freight comes in, everything goes out, so they're empty.

Lauren- Maybe we can put this on the agenda again, during our next meeting, to go through the feedback that we received and give everyone three months to look at it and have conversations. So that just becomes something that we can build a strong foundation on for future plans and ILCs and how that would work as a strategic system in the state of Florida.

Nick - That might be helpful for the next meeting. Maybe right now, when we hear about this, we don't see the true value. Because we don't necessarily have the export needs that would -justify a CSX or Norfolk Southern from being a player in this. But as certainly as we look 5, 10, 20 years down the road about the increased population growth, all our Florida ports, except for maybe port manatee are land strapped. I know PortMiami is busting at the seams from container volume, I know JaxPort at some point in the next 10 years will be at max capacity for containers. So, it might be good for the discussion if we can get a study of the increased volume growth in the state of Florida as it relates to not only the seaport capacity, but consumer demands. Then from there, possibly we can look at some of the manufacturing in Florida that is going outbound. So, if we can utilize Florida Commerce, and that team, the FloridaMakes team, because I think I think there's value in the study and the discussion. But the value is what are we going to do at 10-20 years when we are going to be at capacity needs? So, for folks that aren't in the seaport world or the rail world, it may be valuable to see that picture to understand the importance of the ILCs. We've got to start now because as Lauren mentioned, there's some land possibly that must be purchased, there's infrastructure that must be put in place. So, we could be.... it might not be anything we need now, but we might need to start doing the planning and the preparation now. Because in 10-15-20 years, we are going to need new ILCs in addition to what CSX already has in Winter Haven.

Aubrey - The other thing to bear in mind is the ESG discussion. Just the law of particulate matter that rail can offer. And then secondly, there's a real competitive threat from the North. Besides looking at the possibilities, and if we're not careful, you know, Savannah becomes the largest port in the state of Florida. And we don't think that's a good idea.

Nick - Can you say that again for me?

Aubrey - The Georgia Port Authority has an I-95 strategy. They plan and would like to bring as much freight as they can into the state of Florida simply because of the connectivity they have around the world, and you know we can't allow them to just do that without us looking at alternatives for our own state.

Nick - I was I was just giving you a hard time cause I'm at JaxPort, so I'm completely aware of what Savannah's up to. That's what I'm saying for our committee. We've got a very diverse group of backgrounds and experience – to your point - It might not be needed now, but if the state of Florida wants to be ready for the 10 to 15 year growth that we're going to be experiencing in consumer goods, container volume, we're going to have to start putting those pieces together

now. So, I think it'd be good for all of us to have the full picture of what's going on in the state that really justifies the need for these inland logistics centers strategically put, probably a Lake City one and probably a Lake Okeechobee one, but we need to see all that data from the folks that aren't playing in this space on a daily basis.

Aubrey- Agreed and as you spoke about Lake City there's a very large, central Florida megasite there which could be accessed by both class one through shortline connection, but it's an outstanding site. It's at the intersection of I10 and I 75 - I don't know if that would ever be in consideration, but as far as mega sites concerned, I know that some of our neighbors to the north do not have those sites of that size.

Nick - Right and so for that next quarter meeting, I think that FDOT team and Lauren - if we can get some of that actual data to show projections and the need and especially like Audrey mentioned, the Savannah play, that that would be very helpful for this group to kind of see the big picture and the need.

Jaha – Regarding Savannah, I actually did a tour recently. And I was there when they were inundated with the backup and saw how working with CSX how they mitigated sending those containers by rail up to Murray County. So that's probably why is that they also have the resiliency put into their plan. I think part of it is that we can't view this as just 10 to 15 years of growth later - it also has to be that if there are issues like example this year when Fort Lauderdale got inundated with water at the airport, needs to have some other place. I just think that we need to really think about this in terms of worst-case scenarios right now and not just the future growth plan. We do look at what places really have resiliency and I think that we do have some locations that really can work that way and that's why I mentioned southwest Florida. I think that area around Air Glades as well as America's Gateway is it's an area that if there's major storm issues, things like that, that it's out of the way - it also has the interconnectivity that things can be added, but we just have to invest in it. I just think that we do as a state have to really view this in a very long-term way of worst-case scenario, how can we continue to have the continuity of trade you know, without issues and I think that Georgia, South Carolina ports have been putting thought into that.

Aubrey - I'd like to add to you that we're working with a major customer now for 12 years, we've looked at how to bring fuel into the state of Florida and what happened in Fort Lauderdale there a few months ago just gave you an example and so we're working right now with Belvedere Terminals to find a solution to bring fuel in to the state of Florida by rail in the event of a complete shutdown. But we also have a very good relationship with US Sugar Railroad around Clewiston and Lake Okeechobee, excellent interconnectivity with CSX at Sebring, which again, is a very rural area and it would be less expensive to do something there we think is a good location we've worked on as well and having developed two inland ports, or three now, one in Alabama as well, we're happy to work with anybody in the state of Florida. If you're looking at our rail team to provide assistance where needed.

George - Thank you, Aubrey. It's George Andrews from PortMiami. I didn't want John's comments to go unanswered or uncommented on. John, I appreciate what you're saying. And I do think that we need to look at this sooner rather than later, just to Jaha's point, not just looking for the future, but PortMiami has already as Nick mentioned, we are busting at the seams, we've identified a potential location to serve as an intermodal logistics center for us in the northern part of the county or for that for the use of the state in the northern part of the county. So, I don't

really want to wait three months either to have these conversations so don't know if there's something else we can do to continue that in the meantime, but and wanted to thank Michael for the good work on the report as well.

John - Can I add a couple of things about what George just mentioned. That's a site on US 27, on the National Highway freight network, on part of the strategic intermodal system, and it's right on the Dade-Broward line. So, it's an inland port, possibly an inland logistics center that could serve both counties, especially within the middle of the population. One of the things we have in Florida that they don't have in the other states if you've done visiting them is they don't have a city around their ports. It's a small city in Charleston. It's a small city around Savannah, and it's a fairly small city by our standards around Mobile. But we have gigantic cities around our ports, millions. We have a quality of life, we have everything. So, it's somewhat different. They're able to kind of stop just outside the limits of the port, the jurisdictional area, and then continue to other parts of the country. Once we stop outside of the jurisdictional area, we're in the MSA. So, I think if we could do ...when we did the study when the study was performed, PortMiami had not identified that site that could serve both PortMiami and Port Everglades. I understand since that's taken place. George may begin to say something about this. PortMiami has been pushed to be able to say "we are in a state freight plan". Any mention is made of the facility that they want to develop. And I'm wondering if the committee one more request at this point, could go on record as supporting any of the ports in Florida that want to apply for federal grant money under the infrastructure and Jobs Act to be able to state that we're in support of their efforts to do that through building of an inland port.

George - Thank you for that, John, if I can just make a quick comment. The port has applied for a \$149 million federal MEGA grant for further development of our net zero plan. Part of that includes the development of an inland port in the north of west part of the county as he mentioned on a decommissioned airport, about 400 acres there. So, if we could get support from this committee that would be wonderful. And I certainly think any other port or entity that's looking for support from this group for the same purpose that we should all give that that support as well.

Lauren – I'm actually at PortMiami now, so you can find me one of your offices before I leave today. I think our port tour ends at 4 which I'm going to jump back into so feel free to find me right across from Andy's office.

Kevin Walford – Can you hear me? For some reason I couldn't get myself off mute earlier Nonetheless, Lauren, I just want to make sure that you know that MiamiTPO is present at the meeting and I agree with Jax ago regarding the comments on Savannah.

Bob Ledoux - You guys mentioned the rainstorms Fort Lauderdale. Well, the FEC tracks go right by the airport and had no issues in resilience standpoint. No interruption to service, so I'm not quite sure the concern people have for a one-day delay. As far as John sending out this committee's endorsement or letter of support to applications - we should do that individually to carry more weight. We also are in competitive bidding between some of our members on this committee, but those same buckets of money. So, I think it would be very difficult for us to start picking winners and choosers of the applications that allow us to just recommend them. Support them on a case-by-case basis as often as our capacity of our respective companies or organizations. So, like the Port of Miami, for example, reached out to us and others for a letter

of support, as have others for their applications and I would not want to pick sides on who gets a letter from this committee, and who doesn't.

Gabe – I concur with Bob.

Robert - I think it's also a political issue between our Governor and federal government right now as well.

Bob - Whether it's political, individually, you know, Aubrey and I are partners in some things and competitors in others, and it would be awkward to have us support the port of Tampa and not support the Port of Miami.

John- Bob, I wasn't aware there were other competitors for that...

George – It was not one against the other. The intent was the committee supporting all our members in their efforts to seek additional funding. Now what's decided is decided that's outside of our control.

Nick - I share with Gabe on this. I don't know if a vote of confidence or approval from the committee is necessarily appropriate. And I think from FDOT, and I don't want to speak for Lauren or FDOT, but I think that the bigger thing would be what advice and ideas and support can we give to some of those line items in the tasks that were projected. So, I would be against voting as a committee to support separate entities going after this, but I would be supportive of let's get more data about this. Let's talk about some of those objectives and tasks we can provide feedback and discussion on to supply to FDOT because ultimately, like for example, one of the one of the items there. The only way that that item gets done is through the legislature and the governor, and the current legislature is not going to support economic incentives in that way. So, we don't need to wholesale support everything in the study, but what can we do to provide valuable feedback to FDOT and other agencies to maybe make some of this come to fruition.

Mike Williamson - I really appreciate the conversation. I know I went through a lot of detailed stuff, so we look forward to continued discussions next.

John- Can we put it on the agenda for the next meeting?

Gabe - Diana, will you please mark down the action items that we've received from the comment for this presentation?

Diana - Yes, absolutely. And with that, I think we're going to move forward to our next agenda item.

v. Update on FMTP Outreach

Diana - As most of you know, we are working on the statewide freight plan update that will be published in 2024. One of the first steps was to conduct outreach for the plan.

We took a tour around the state to talk to industry stakeholders and get feedback. We went to DeLand, Ft. Myers, Jacksonville, Bartow, Tallahassee, Aventura, Ft. Lauderdale, and then we held a statewide virtual meeting. Here's a few photos from the events in the different districts. We had our District Freight Coordinators in each District supporting and providing an overview of freight in their region.

So we started each session with an overview of the FMTP – what it is, why its important – and then we had the District Freight Coordinators give an overview of freight in their district. You can see some of the unique factors they brought up. We also did some live polling where we asked the folks in the room what they considered to be their biggest infrastructure need and most important freight category out of a few options. We also asked them to rank Florida's freight infrastructure between 1 and 10.

So we can start to get a sense of comparison across the Districts. D2 had the highest ranking for Florida's freight infrastructure. We also saw reliability as the most important freight category for most of the districts.

D3 and D6 are maybe the most different districts to compare, and yet they had the exact same average ranking. There was talk in D3 about the opportunities they have with some undeveloped land to test some emerging freight trends, while D6 talked about their land constraints due to availability, cost, and geography.

Here's the last two events we had – D4 and the virtual event. D4 has a lot of the same issues and trends as D6. The virtual event gave us a good look at the full state.

The main part of the outreach was actually having breakout group conversations with the attendees. We broke up what we heard by mode for those conversations. Across the modes, we talked a lot about rapid population growth and inflation, leading to higher costs of land and higher project costs. Land use issues were particularly notable in South Florida. Attracting talent to the labor force continued to be a big topic in an industry that is seeing a shortage of drivers, mechanics, pilots, and railroad workers. Funding is needed across the board, especially with rising costs. One of the biggest opportunities is the amount of freight-focused grant funding coming through the IIJA. A lot of folks want to make sure that they get help with grant writing and applications to access that funding. Emerging technology and inland ports were two more big topics when it came to opportunities. Planning/communication/collaboration was discussed as both a challenge and an opportunity.

For highway, there's more people and trucks on the road. Congestion was the number one recurring issue brought up across the Districts. Despite improvements with both public and private facilities adding more spaces, truck parking remains an issue in parts of the state. We're still hearing about empty backhaul and aging infrastructure (roadways and bridges). There's a need for flyovers or truck bypasses, freight signal priority, more truck parking, more people using public transit. A lot of the opportunities on the highway side relate to alternative fuels and increasing automation.

For rail, we're seeing demand for passenger rail increase, but a tug of war between freight and passenger carriers due to sharing of infrastructure. There's not a lot of room to lay down new track based on how things are built. We also know there's issues with blocked crossings and a need for grade separated crossings.

Similarly with seaports, there's an increase in waterway traffic and constraints with operational efficiencies. A lot of folks want to see some kind of unified port authority.

For space and aviation, we're also seeing growing markets. The space industry tends to keep things close to their chest, so it can be hard to know how to support them. We heard about opportunities for airports to be used as inland ports, as well as opportunities to utilize pipelines as a more resilient fuel conduit. So those are some of the key things we heard from our outreach, but there is a lot more information that we gleaned that will be worked into the plan.

John - I was at three of them. You did an amazing job of distilling them to one place here. Wow.

Diana – Thank you. And as I mentioned before, we will use this committee to kind of help validate this plan along the way, so you'll hear more about the FMTP in the next couple of meetings. This was just to kind of get the palate wet with what we're working on now. So, if there is no more discussion, we can move on to our next piece.

VI. Supply Chain Strategy Business Plans

Diana - Based on research, analysis, and input from industry stakeholders including the Florida Freight Advisory Committee (you all), FDOT has produced a set of strategic solutions to improve long-term supply chain resiliency in the state. Now it's time to implement. I'm going to pass it to Lauren to talk about our supply chain strategy and business plans.

Lauren - We only have about a half an hour left. So, I'm going to fly through this and please stop me if you guys have any questions. The whole supply chain business plan, what is it? Why is it important and what are our goals? So, our first goal is come together and select solutions to target from the list of options. And these options came from everyone's feedback and input from the last committee and up until now, we categorized all the information and ideas that you gave us, and we organized it in a way put it into a business plan. And a business plan is going to organize our team and our committee into putting together ideas and deliverables that are going to focus our efforts and becomes something that we can measure as a committee moving forward. I'm going to be looking for champions for each one of the ideas and solutions. Ideas that don't get picked up by our committee will be put into a bucket of ideas so that we can pull from them in the future. But we just want to be moving forward with those for this specific business plan. And then finally, we would want the champions to be reporting out at least on a quarterly basis. You might even be called present if it's something that's interesting or that you need help with, so that we can start tracking and measuring our successes.

This is what the template for that business plan looks like. It's important to have a business plan because it brings everyone together to focus on goals and our priorities and establishes work plans to reach the goal. And it's not a form of torture. It's a tool. A lot of times our day to day activities get you know, overwhelming and then our actual goals and things that are important to us, you know, fall to the wayside, but the business plan always make sure that it's, it's at the top of our list of things that we need to put our energy into moving forward.

These core elements are themes based on ideas and the issues that came from our committee groups, and then each one of these core elements has focus areas.

So, for this first of six focus areas, it's focused on operational disruptions. And these operational disruptions are like the sudden increase in demand for goods, which are compounded by

workforce equipment availability and material shortages and create choke point ripples throughout the supply chain. The index is a quick reference. What areas that may be impacted by operational disruptions of the focus area. So, for example, this one the indexes, the aggregate industry, fuel supplies, weather, resilience, cyber-attacks, so this is where it would be and the connecting core elements, those bubbles are ones that connects back to the overarching core elements that I showed on the on the first slide.

Alright, so this is getting into the heavy details of what a business plan is, and this is a good one to show because most of them are FDOT-led initiatives. So, we organized them by problem. For example, the first one is that Florida is not getting the materials it needs from the aggregate supply chain. And then underneath that we put the solutions to that problem for each one of these. So, the solution for the first one is hold a series of workshops with industry to inform the strategy. And then this second column is the description and that kind of gets into what that means. So, in this case to create a set of recommendations and identify resources to accomplish those recommendations. Now the status is what's going on with solutions, so in this case, FDOT is working on planning their first workshop in early July. So that line item is already taken, and it's already being worked on. Everyone, are there any questions on how this is going to work? Because this is going to be back and forth for the next couple of slides. The next problem is how can we ensure Florida has access to fuel before, during and after an emergency event? And again, this one was taken up by FDOT to hold a series of workshops with industry to inform strategy – duplicate?

Diana - There were separate workshops that were held. So, we created these slides a little bit a while ago, as you can tell by, you know, currently planning the first workshop in July. And this one was when we were planning the fuel resiliency workshop in Tampa that was held on April 27 and 28th. So yeah, these are separate solutions. But they are the same concept.

Lauren - All right. I was thinking I was losing my mind. And then, the second part of that problem is a solution to diversify Florida's polio energy sources. And that was under the description that supported investments in infrastructure for alternative fuel options like LNG, bunkering and electrification to accelerate the installation of fast charging stations prioritizing heavy deployment funds for medium and heavy-duty charging stations. So, in this case, again, FDOT is working on installation of charging stations. And what we're looking for is a champion or support for this initiative. We've provided some recommended agencies and private industries that might be interested in supporting that initiative. For example, some local governments, Department of Environmental Protection, the Florida Chamber for that one as well and in discussing this with FDOT, as we put together this presentation, we realized that some folks might not have the authority to designate themselves as the lead agency or support agency or these initiatives. So, we realized that we might have to follow up with some of you guys or follow up with us to take the lead on some of these things as you bring it back to your leadership and then get approval to take on these initiatives for the committee. That's okay, if there's no takers we will put together a list of all the orphan items so that you can make sure that everything that you guys wanted to take on is brought forward with the business plan. One solution from the last FLFAC meeting is cybersecurity risk assessments and mitigation of vulnerabilities. There should be an alternative system in place in case the primary systems are compromised. So we're going to be looking for a champion or support for it, and if there's no longer something that the committee wants to bring forward with a business plan, it can go back toward an idea bucket. And we'll have it in a holding pattern on the side but we're trying to clean up the business plan to

make sure that we're all working on a streamlined business plan. Diana, maybe what we can do is just ask the committee if this is something that they want to bring forward or if this is something they kick back to the idea bucket.

John – Are these all the options to choose from?

Lauren - This is the first of six of those focus areas. Yeah, this one just focuses on operational disruptions. So, there's going to be all kinds of themes coming up.

Diana - Lauren, maybe it would make sense to run through them so that everyone can get an idea of kind of what's out there and then we can walk back through.

Lauren - Sure. We're not going to go through them all I can tell you right now. And you know, maybe it might be a good idea to share this presentation and people can look through all these six focus areas and think through them too. I'll review them and then you guys will let us know which ones you're interested in.

Okay, the second of six focuses on logistics workforce. The overview is that there's a lack of available labor throughout all aspects of the supply chain, and the impacts are felt widely from cost of consumer goods to shipping delays to increase stress on workers. And the index is truck drivers and construction labor and those are the connecting or elements associated with that focus area. Each one of the solutions is grouped into a problem statement. So, it's more organized for the group to look through. And again, some of these solutions may not be feasible within this committee, which is okay. They won't disappear, but we'll put them back in the year for the first one under the problem.

How can we attract and retain more truck drivers in Florida? So, one of the ideas was to increase minimum truck driver pay description would be used data to highlight pay discrepancy in Florida and relative competitive and at this minimum truck driver pay so this line item needs a champion. And we'll figure that out later. But some recommended industries are EOG the trucking industry, CareerSource, Florida EFI, which is now Florida Commerce. Another one would be improved conditions and amenities for truck drivers, enhanced truck driver education and training opportunities. Going down to the next problem how can we build the logistics workforce and Florida? The first idea was to incorporate freight logistics into academic curricula of schools, colleges and universities, promote youth focused and women focused recruitment and address workforce development challenges for Florida. rail operators. Their problem is how can we attract construction labor in Florida? The first idea is promote initiatives to train construction workers for employment and the other one connects road and bridge construction contractors with qualified workforce. A lot of these solutions are some of them are very specific and even to nail down others are very large, probably require like a two-year initiative to get them through.

Next is systems and infrastructure. There's a need to increase recreational efficiency, capacity resiliency and technology at intermodal hubs across the state considering multiple multimodal freight demand. The index includes ILCs and truck parking. Right this one is a two pager, and I'm sure everyone is thrilled and riveted at this business plan. But most all the initiatives are done by FDOT so we can go through them quickly. Complete a truck GPS study to identify problem areas, implement the truck parking availability system to act on our capacity, prioritize funding projects, encourage private investments, and develop a truck parking Improvement Program. Those all have been accounted for.

Alright, the focus area of the trade balance. Overview is that Florida consumes more than it produces, which is expensive and limits or competitiveness. How can Florida entice manufacturing companies to come to the States? One idea was to increase the marketing. Second one was to provide incentives and the third was support reshoring and next generation manufacturing.

This is number five. This focus area is innovation for a transportation network to be modernized and accommodate future growth. This includes incorporating technologies, such as ACES, proving data access, transparency, telecommunications, and strong sustainable energy supplies are all going to be important as we move forward as a system. Index includes supply chain visibility, technology integration and freight gateways and corridors. So, the first problem statement is how can Florida make its supply chains more efficient? First solution is establish programs for supply chain visibility and data accessibility. The next one was develop supply chain performance measures and tools for regular monitoring. The next problem is how can Florida use technology to enhance freight mobility? The first idea was improved mobility through freight signal priority and enhanced freight corridor communication. Incorporate AI machine learning and data analytics to analyze and visualize the data. And the third one was to develop next generation freight corridors and intermodal facilities leveraging the latest technology considering multimodal freight demand. That was a good one. So, all these need champions moving forward.

The final focus area is funding and partnerships. There is a need for expanded funding and streamlined processes to accelerate priority freight and logistics investments. The index is funding and partnerships. How can Florida strengthen its partnerships? The first idea is to enhance intergovernmental partnerships for supply chain projects through state legislative actions and pursuit of discretionary federal funding. The next one is expand public private partnerships. The next problem statement was how can Florida leverage its funding? One idea was to expand grant opportunities. Second one was streamline processes to support freight logistics projects. And the third was to drive strategic investments to support both the state's multimodal and Intermodal Freight system vision in the local priorities. Again, all these need champions moving forward. Alright, so since this is the last slide, I think it's important to bring up again the next steps for this. What we intended to do originally was to assign champions as we went, whoever was interested in each one of those solutions. But I think now since we're short on time, we'll send out this presentation and we'd like everyone's feedback on these questions.

Diana - I think it would benefit everyone to take some time and look through this on their own. I know it's a lot of information. Some of these are very high level solutions. So, thinking about how you could break it down into actionable items and create a business plan out of it.

Santanu - You know, I think the way you guys' kind of restructured strategy document that we had we had put together looks good. We may need to bring in other people beyond the advisory committee here. Like for example, if you're talking about being a construction laborer, you must bring in Florida Builders into that conversation. I don't know if they are part of the advisory team or not. You know, perhaps once we identify the champions, they may have their own kind of meanings to bring in other partners that are needed to implement some of these. I think once we hear back from the team and see who is interested in, you know, championing which topics we can then at that point, figure out how to possibly expand this group.

Lauren - Alright, so I hope everyone enjoyed the business plan method. Anyone that hates it and doesn't want to move forward with this? Thank you and with that I am I'm done with this presentation. I don't know what we have following me.

VII. Public Comments

Gabe – Diana, are there any comments from the public?

Diana – I am not seeing any comments.

VIII. Member Comments

Gabe - Okay, sounds good. Shall we move on to member comments? Okay, well, we'll go one by one for each of you. If you have any additional comments, now is the time. We'll start with John Abrams.

John Abrams - Appreciate the opportunity to kind of sit back in and have another year to kind of deep dive into what's in front of us. There's a lot of hurdles a lot of headwinds or obstacles, a lot of things. Some are in our control. Some are things are out of our control. And as we went through those objectives and solutions and things that we're trying to target like blocked bought off, so you know, sending those slides out kind of deep dive in and breaking it down. It's a big opportunity for everyone on the panel is to figure out what do we want to tackle first, second, third. And fourth. There's so much that was presented today. You know, what are we can do to help move the needle and then drive the focus forward. But we appreciate the opportunity to be a part of the community again. Thank you.

George Andrews - I thank you just a few comments to thank you all for having me as a member of that committee and looking forward to it. I'm glad that PortMiami is becoming reengaged with this group. If you want a lot of the same good work, so happy to participate, looking forward to working with all of you.

Steven Bostel - Hello everyone. Great information. This is my first meeting. So, lots to take in here. I've been around a lot of the other efforts that have been done in the past when I was with the space district strategic planning organization. And so, I'm happy to give input now that I'm here to speak for them. Reach out if I can assist in any way. Thank you.

Aubrey Brown - Everybody, thank you for the opportunity. We'd like to continue the discussion of an ILC strategy. Having been on the CSX team and having worked on two reports from the site selection process to the completion. I would very much like to aid the state of Florida. I believe it's an important initiative, something that's important to CSX as well. And as we discussed bringing companies into the state of Florida. I work very closely with some of our statewide energy companies like Duke Energy. We continue working with those folks. And we have a railroad of about 6000 customers across our 22-state network and now up into Canada. And we look forward to driving more business to Florida because it's important to us. We have a statewide presence. We want to be part of the solution.

Jamie Cimino- Good afternoon, thank you for allowing me to be part of this committee. This is my first meeting so I'm just really kind of taking it in but I'm looking forward to getting more engaged as it progresses very much.

Jaha Cummings- Thank you everyone. Again, this has been wonderful. I like the fact that we're staying on task with two big areas that we need, one was focused on developing new inland ports and the other is infrastructure for taking care of our truckers so they're fully accommodated because they are the ones that facilitate majority of this trade. Also when we're looking at important infrastructure really, I think is very important that we really maximize the intermodal aspect of sites that have air, rail and truck all in the same location. I think that makes a very big difference.

John Dohm - First, thank you for allowing me to serve on this board another term. I'm very, very impressed with how it's developed over the time that I've been on this. This cross section of Florida you know, all our, what I call quintimodal infrastructure, and getting around the roads, the rail, seaports, the airports, to be able to link them all together. Something extraordinary, that I think we're in a unique position to do more and better than anyone else. I think it's great direction that you provided for this meeting. I love the idea of revisiting the ILC at the next meeting, and I would like to suggest one of the next meetings, maybe the next meeting, that we have it at the SunTrax facility that opened back in June, I think June the 14th. They have a conference facility, that might be a great place to get together.

Emily Fisher – Like the other new members said, I appreciate being on the call today and being part of this committee. And I really appreciate Lauren's big business plan, I like that a lot. We can look through that and see what we can go forth and champion. Thank you.

Bob Ledoux – I see so many familiar faces as well as new members. Welcome and thanks.

Bruce Lyon - Thank you for the opportunity to participate again this year. I have had the chance to review the ILC report that you put together and section 4.3 is very impressive and very smartly laid out. Anything that you need from Winter Haven, I'll be here to support.

Robert Midgett- Great meeting today and the information provided here is always useful to the team at Walmart - I act as a conduit for expressing concerns Walmart has with freight and also pass on information from the state to Walmart. Looking forward to the next one.

Nick Primrose - Thank you FDOT and the staff for everything that they have done. Thank you for the vote and for the time to have these discussions. I think we all know the moment that we're in with the state of Florida the population growth and consumer demand is going to put a lot of stress on all our different areas. And so, I just think we're in a great position on this committee to provide some valuable input to FDOT and can't wait to work with everybody over the next couple of weeks or months.

Alex Trauger - Good afternoon and happy to be back on the committee. One topic I couldn't bring up earlier during the FMTP discussion regarding outreach and coordination - In addition to this group, I would recommend that FDOT coordinate and collaborate closely with the MPOAC and MPO advisory councils' Freight and Rail committee. That group is chaired by Greg Stuart and has counterparts from all of Florida's 27 MPOs. So, I think it also provides a good kind of planning and engineering perspective, kind of local finger on the pulse perspective to in addition to this group, so I just wanted to add that but happy to be part of the process again.

Kevin Walford - Glad to be a returning member, looking forward to working with all of the new participants, and my area of interest is helping establish some new ILCs especially for the Miami area.

Gretchen Winters - Like everyone else said it's my first meeting and I've learned a lot today and I appreciate being involved and appreciate being on this committee. I don't have anything else to add right now. But I look forward to working with each of you. Thank you.

Desiree Wood - Thanks everybody for letting me serve again. The areas of interest for me are truck parking and the truck driver pay and improving the conditions and amenities. I think goes right in line with being a supply chain resilient to make sure that the drivers still want to work during an emergency because they know that they're going to have services. I don't know that I'm able to lead on any of the things, but I certainly can be a supportive role in all the other projects that are going on and happy to help in any way. Thank you.

IX. Adjourn

Gabe - Do we have a motion to adjourn?

It has been moved and seconded. With that we will adjourn the Advisory Committee today. We thank you all for joining us. We hope you have a wonderful afternoon. Thank you very much.