



Florida Department of Transportation
District One



Freight Trucking Forum

August 25, 2022



AGENDA



Welcome & Administrative Remarks

Safety Update

Weigh Station Technology

Freight Signal Priority Application Evaluation

**** BREAK ****

Truck Parking in District One

Truck Parking Study Update, District One

Florida Trucking Association Update

Women in the Industry

Closing Remarks & Questions

Amanda Tyner, FDOT, D1 Freight & Seaport Coord.

Keith Robbins, FDOT, D1 Safety Administrator

Paul Clark, FDOT, Statewide Scales Facilities Manager

Sisinnio Concas, CUTR, AC Mobility Evaluation Director

**** BREAK ****

Marie Tucker, FDOT, Commercial Vehicle Operations Manager

Matt McIntosh, TranSystems, Transportation Planner

Alix Miller, Florida Trucking Association, Chief Executive Officer

Desiree Woods, REAL Women in Trucking, Owner / Truck Driver

Discussion

Administrative Remarks



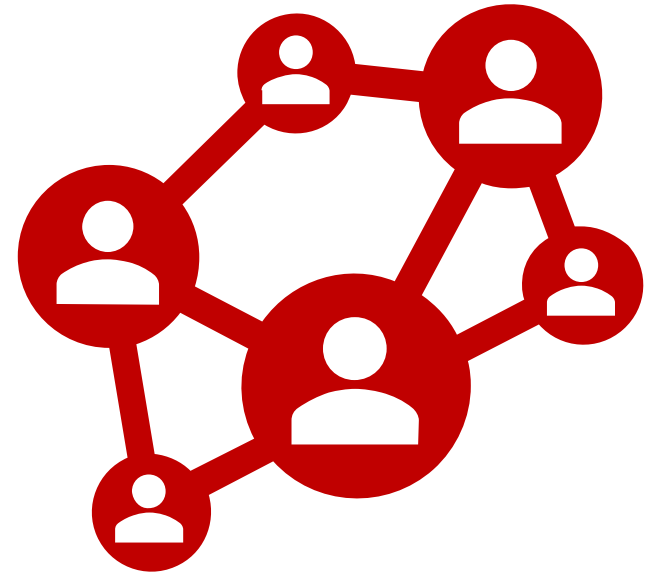
- ✓ Restrooms
- ✓ Emergency Procedures
- ✓ Available handouts
- ✓ Thank you

Why are we here...

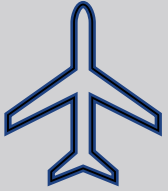
Purpose: To inform the trucking industry of trending issues noted by law enforcement and FDOT personnel, provide information that may be helpful in enhancing their operations and safety programs for their companies and drivers, and respond to questions and concerns raised from the audience.

What we hope to accomplish:

- ❖ Raise awareness
- ❖ Generate dialogue
- ❖ Collaboration effort
- ❖ Build relationships



District Freight Facts



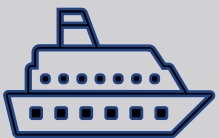
D1 Aviation

- Amazon Air is the third Amazon facility in Polk County
- SWFL Int'l served 10.3 million passengers in 2021



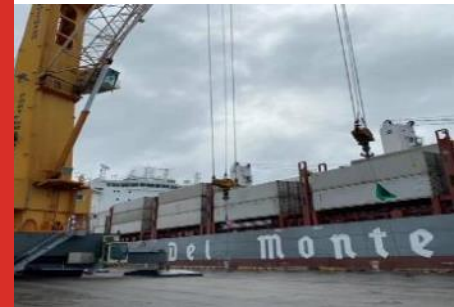
D1 Rail

- US 17 and Spirit Lake crossing rebuild underway
- Future SR 60 grade separation east of Peace Creek



D1 Seaport

- Supports 27,000 direct and indirect jobs
- Processed 10,451,566 million tons of cargo last year





SAFETY UPDATE

Keith Robbins
District Safety Administrator

Safety in District One

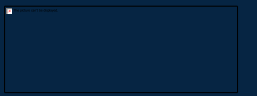
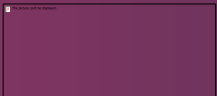


Keith Robbins, PMP

*District Safety Administrator
Florida Department of Transportation, District One*

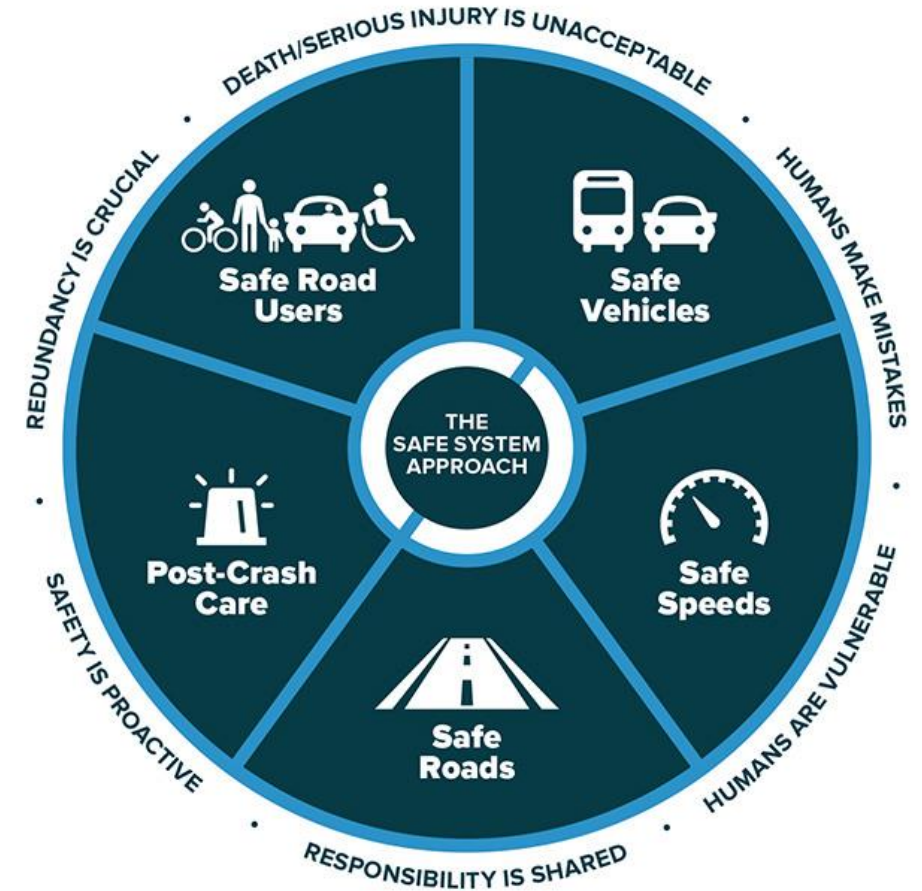


What Number Is Acceptable?



Change the Culture

- Safety is everyone's responsibility
- Incorporate a safety mindset from the start in all projects
- Look at ALL options and opportunities
- We're in this together – make partnerships with our local agencies and elected officials
- Use the Safe System Approach



Source: FHWA.

What is the safe system approach?

A different way of thinking about the road safety problem



**Accommodating
human mistakes**

PARADIGM SHIFT



**Keep impacts on the human
body at tolerable levels**

Our Challenge



94%

of crashes nationally
involve driver behavior
as a contributing factor

Source: NHTSA, 2015

On Florida's Roads...



8

Daily
Fatalities

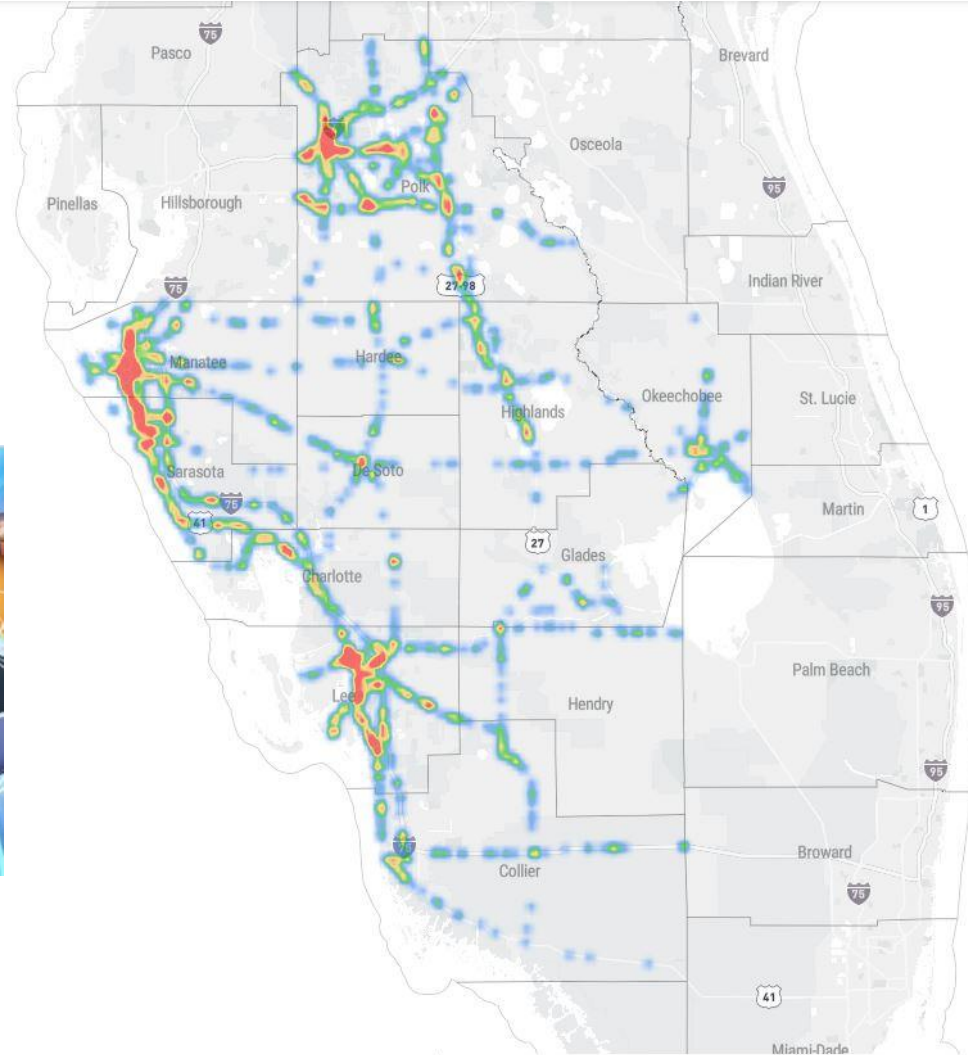


Daily Serious Injuries

Source: Florida Strategic Highway Safety Plan, 2021

Where fatal crashes are occurring...

Heat map resolution of where crashes with fatalities are occurring on our roadways in District One.



Source: 2015-2021, Crash Analysis Reporting System. State Roads Only.

District One - Crashes by SHSP Emphasis Areas



46% of all Fatalities
33% of all Serious Injuries



Non-Motorist

24% of all Fatalities
8% of all Serious Injuries



30% of all Fatalities
41% of all Serious Injuries



12% of all Fatalities
5% of all Serious Injuries

33% of all Fatalities
15% of all Serious Injuries



Unrestrained Occupants



36% of all Fatalities
9% of all Serious Injuries

17% of all Fatalities
9% of all Serious Injuries



27% of all Fatalities
28% of all Serious Injuries

6% of all Fatalities
5% of all Serious Injuries



8% of all Fatalities
13% of all Serious Injuries

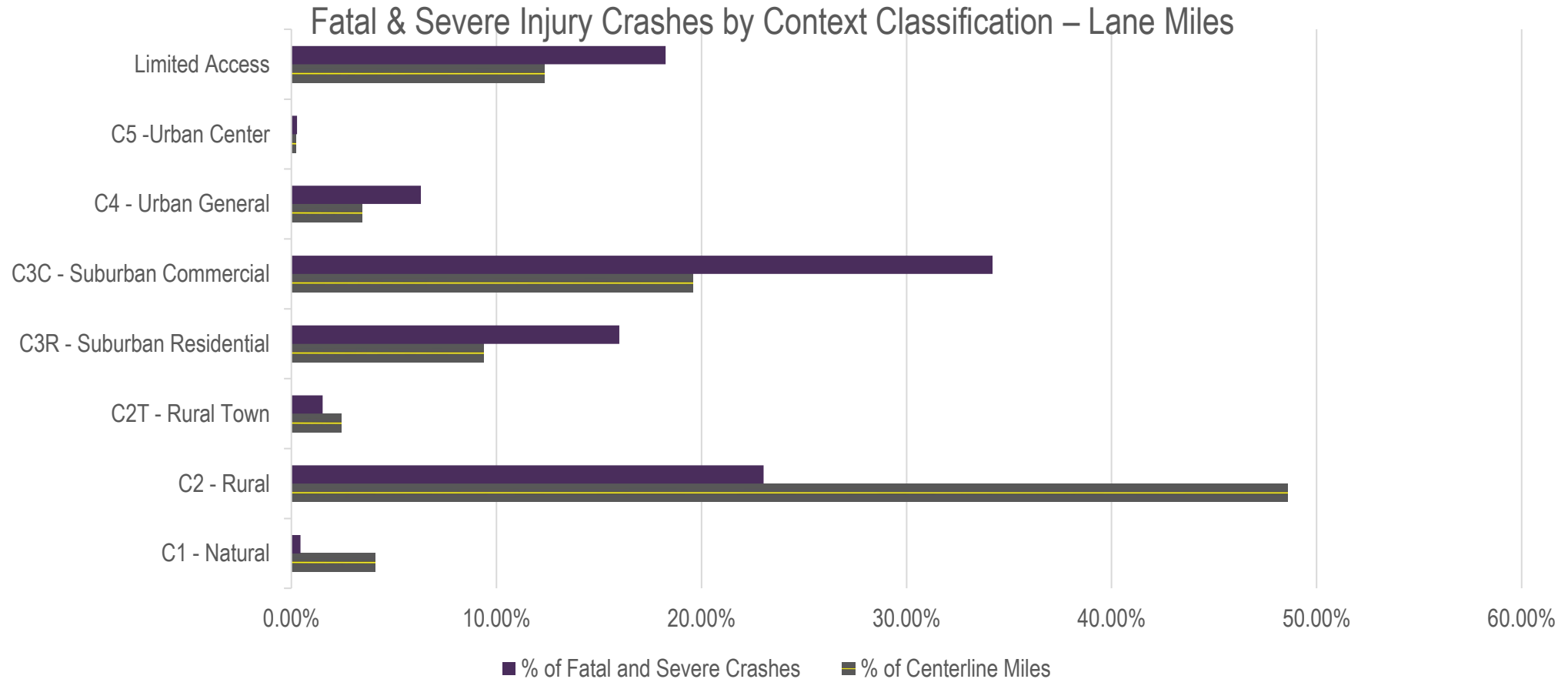
8% of all Fatalities
12% of all Serious Injuries



2015-2021, Crash Analysis Reporting System. State Roads Only.

- NOTE:
- Many serious injuries and fatalities cover multiple emphasis areas, so totals do not add up to 100%
 - Impaired Driving includes both alcohol and drug related crashes
 - Non-Motorist includes both Bicycle & Pedestrian Crashes

Where crashes occur...by Context Classification

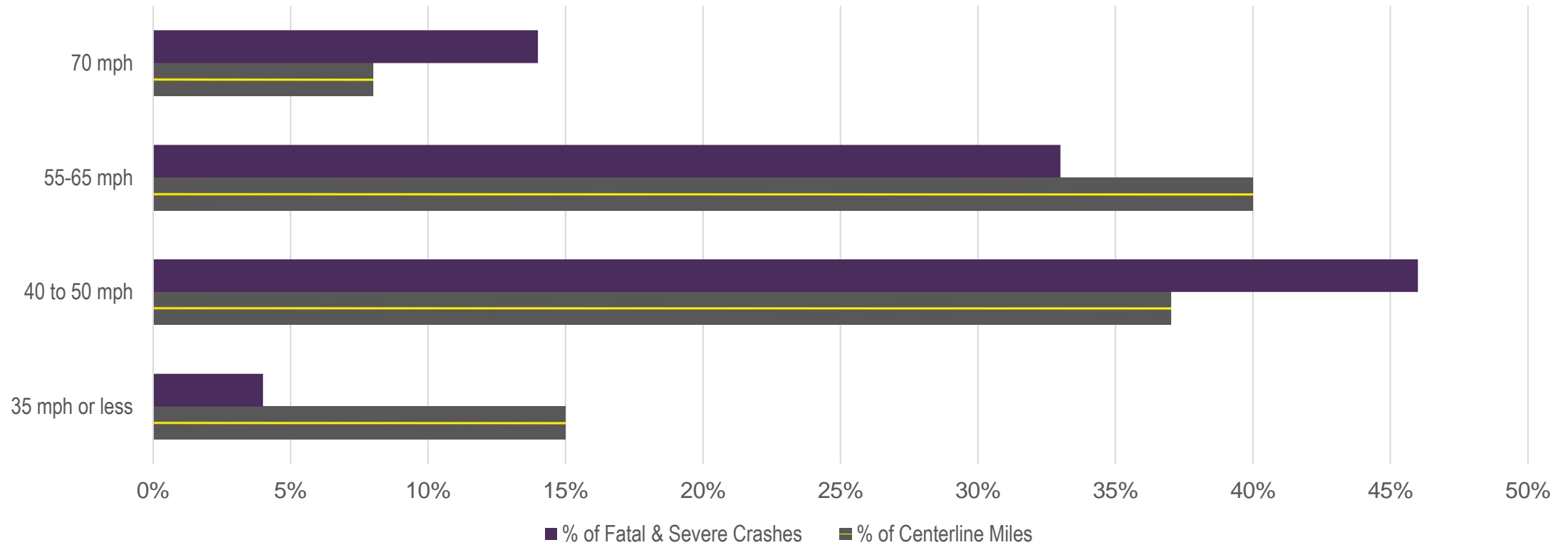


Source: 2015-2021, Crash Analysis Reporting System. State Roads Only.

NOTE: Data presented is preliminary and may change when the detailed District-level portion of the analysis begins. The Context Classification used in the analysis is based on the classifications developed for District 1; used in developing the District 1 Active Transportation Plan.

Where crashes occur...by Posted Speeds

Fatal & Severe Injury Crashes by Posted Speeds



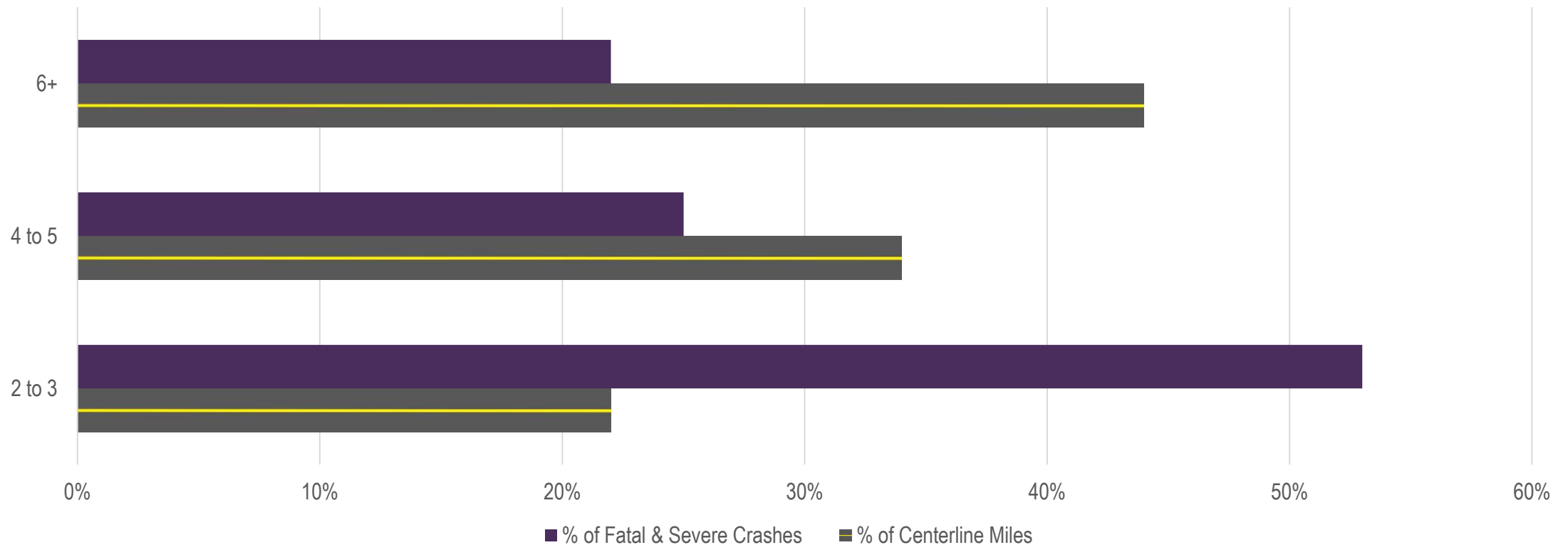
Source: 2015-2021, Crash Analysis Reporting System. State Roads Only.

NOTE:

- Data presented is preliminary and may change when the detailed District-level portion of the analysis begins.

Where crashes occur...by Number of Lanes

Fatal & Severe Injury Crashes by Number of Lanes



Source: 2015-2021, Crash Analysis Reporting System. State Roads Only.

NOTE:

- Data presented is preliminary and may change when the detailed District-level portion of the analysis begins.



Community Engagement



External Change

- Vision Zero Workshops in May with two of our MPO/TPOs who are building plans of their own
- Many elected officials attended these events
- Speed Management Workshop in southern area just two weeks ago
- Partnerships with local law enforcement for targeting times/locations for enforcement

A Comprehensive Approach

Collaborating with partners in the public and private sector to make the right improvements to make our roadways safer for all users.



Our Path Forward

- **SAFE SYSTEM APPROACH**...more Vision Zero and Speed Management Workshops for staff and external partners this coming fall
- **PARTNER ENGAGEMENT**...scheduling one-on-one meetings with elected officials across the District to get them on the team
- **SPREAD THE WORD**...targeted safety messages through a variety of means for public awareness of key traffic safety issues
- **COMPREHENSIVE APPROACH**...grass roots effort involving all our partners and resources to make the maximum impact on the High Injury Network and...

Move the needle in the right direction!!



WEIGH STATION TECHNOLOGY

Paul Clark
Statewide Scale Facilities Mngr.





Florida Department of Transportation Motor Carrier Size and Weight Program



MAINLINE WEIGH-IN-MOTION



MCSAW Program Facilities



Weigh stations operated and maintained by MCSAW staff:

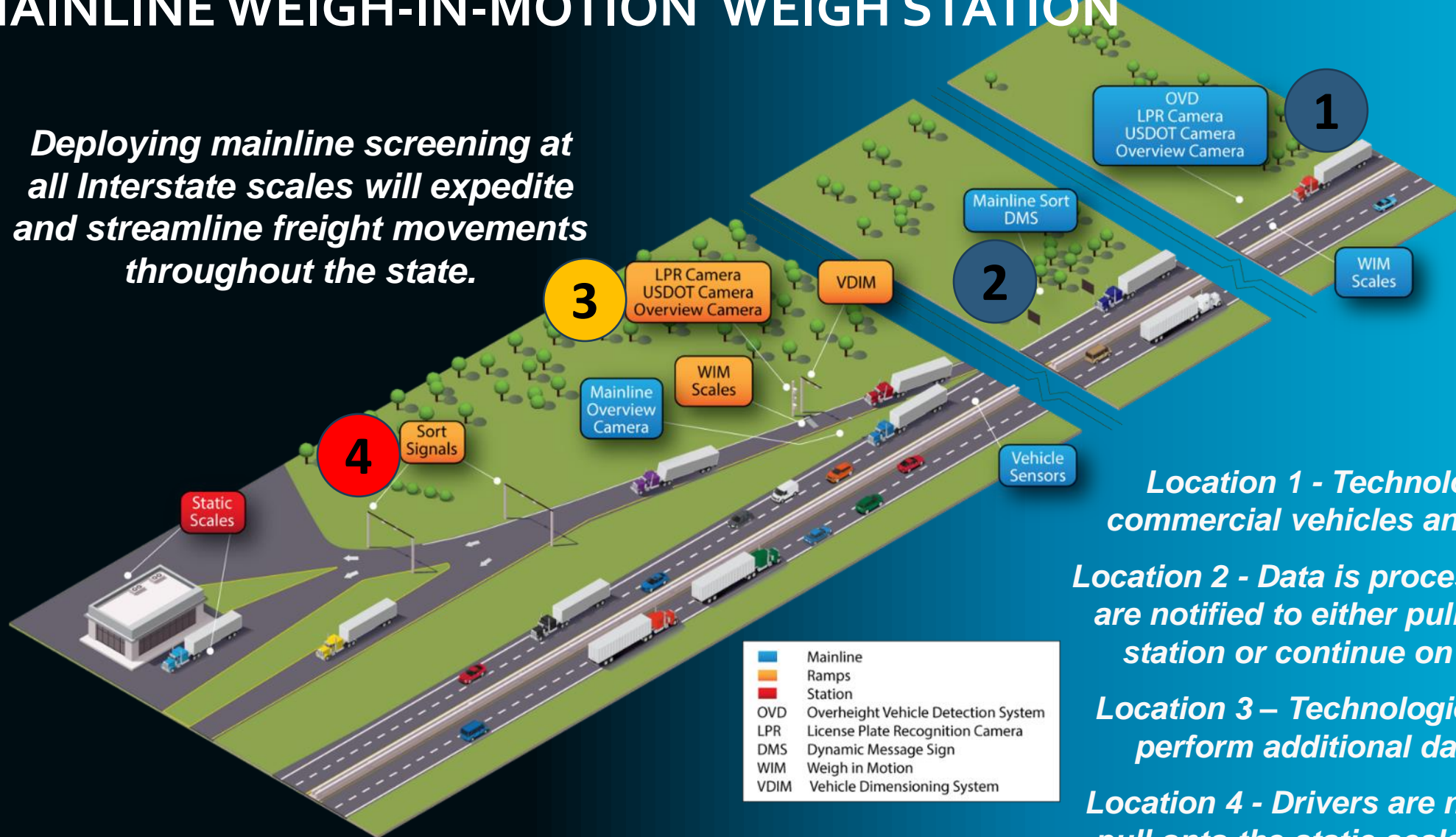
- 20 facilities (10 bi-directional) are Weigh-In-Motion (WIM)/static platform interstate stations
- 7 facilities are non-interstate static platform stations

Weigh stations operated/monitored by the Florida Highway Patrol/Commercial Vehicle Enforcement troopers (maintained by MCSAW):

- 3 facilities are non-interstate static platform stations
- 6 static platform sites
- 24 virtual WIM sites

MAINLINE WEIGH-IN-MOTION WEIGH STATION

Deploying mainline screening at all Interstate scales will expedite and streamline freight movements throughout the state.



Location 1 - Technologies weigh commercial vehicles and collect data.

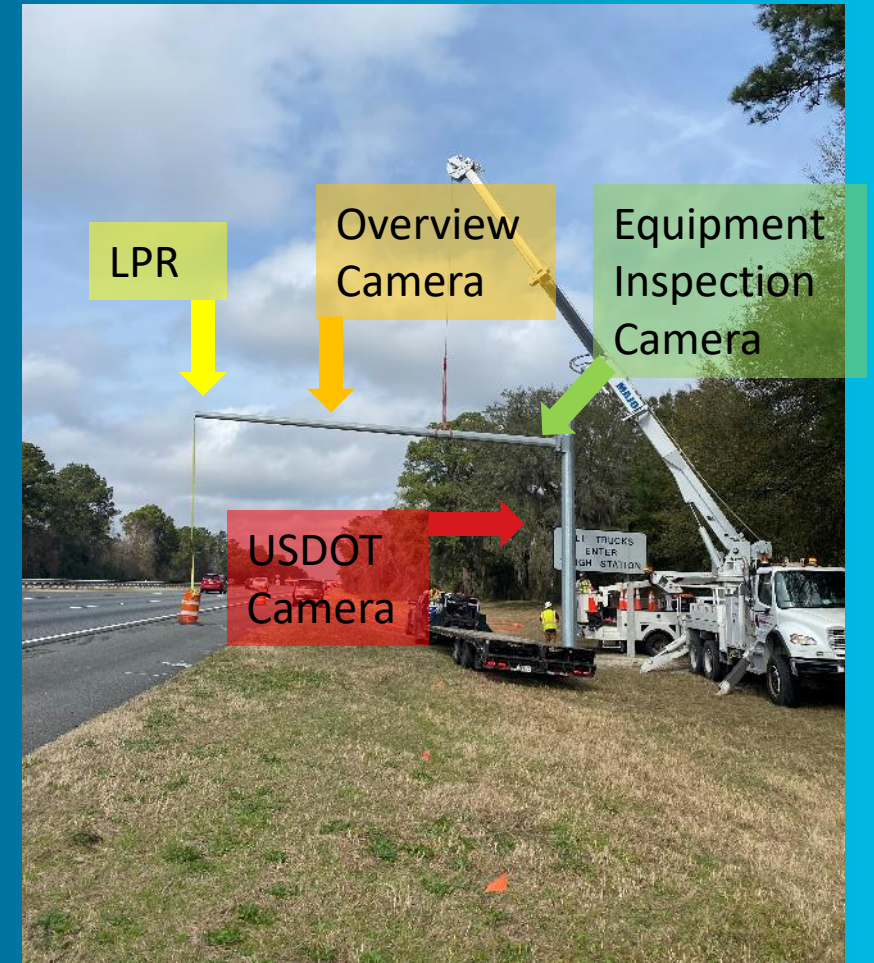
Location 2 - Data is processed and drivers are notified to either pull into the weigh station or continue on the mainline.

Location 3 – Technologies reweigh and perform additional data collection

Location 4 - Drivers are notified to either pull onto the static scale or continue in the bypass lane

- Mainline
- Ramps
- Station
- OVD Overheight Vehicle Detection System
- LPR License Plate Recognition Camera
- DMS Dynamic Message Sign
- WIM Weigh in Motion
- VDIM Vehicle Dimensioning System

I-75 WHITE SPRINGS

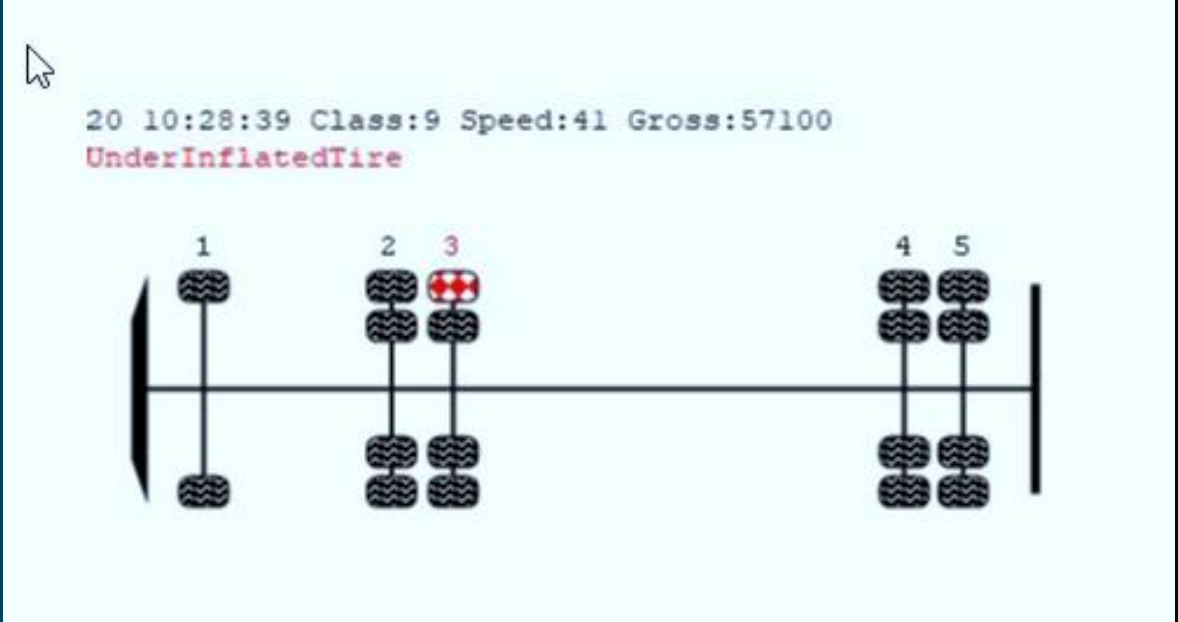
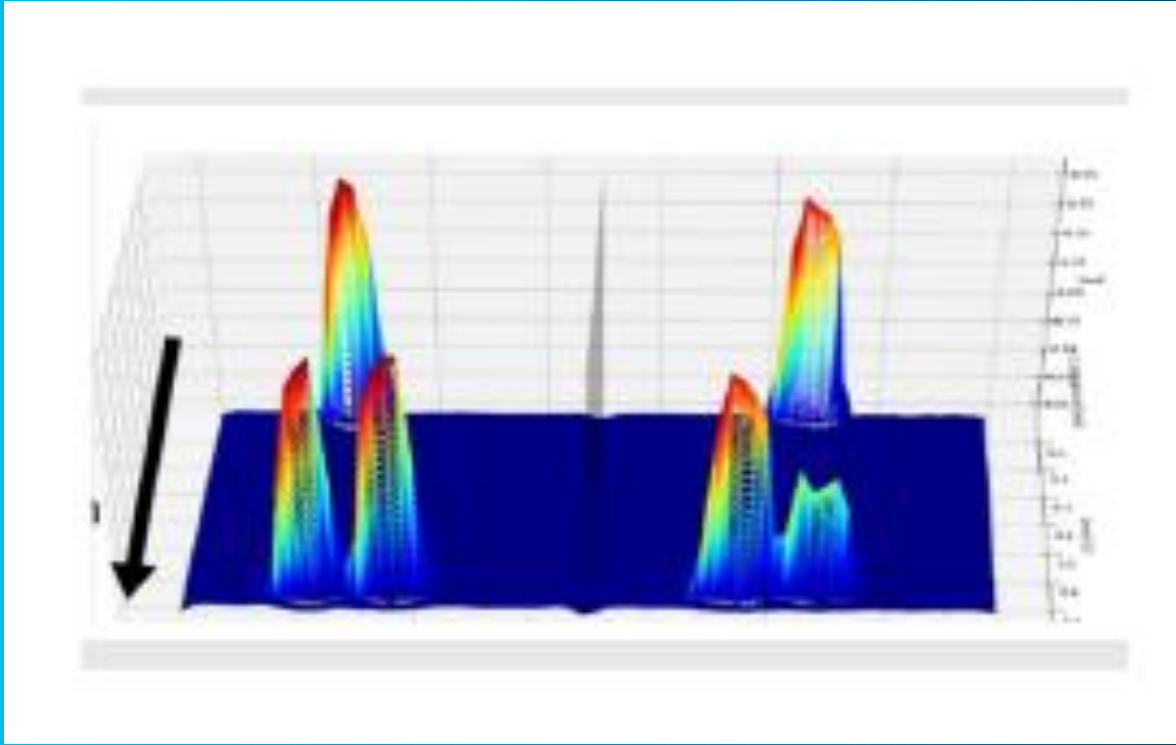


DMS MESSAGING



**TRUCK ENTER
WEIGH STATION**

**TRUCK BYPASS
WEIGH STATION**



Tire Pressure Anomaly Screening

TranTechCom LLC DimensionPro ver: 10.0.4

TranTechCom
www.trantechcom.com

Results | Parameters | Sensors | Network

12/7/2020 10:47:25 AM 1 Client Rain Capture

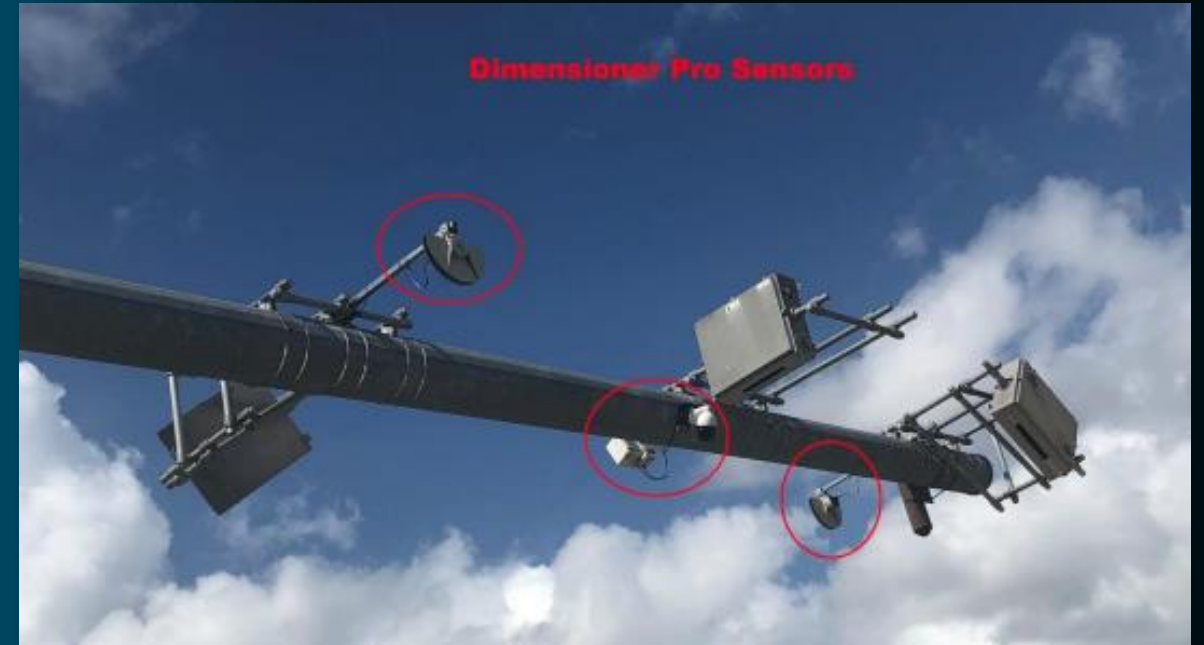
ID	Height	Width	Length	Speed	Centrline
100603	13' 7"	8' 3"	64' 8"	27	20

ID=100603 Height=13' 7" Width=8' 3" Length=76' Speed=51 SD=551.0 OC=88
 File Tools

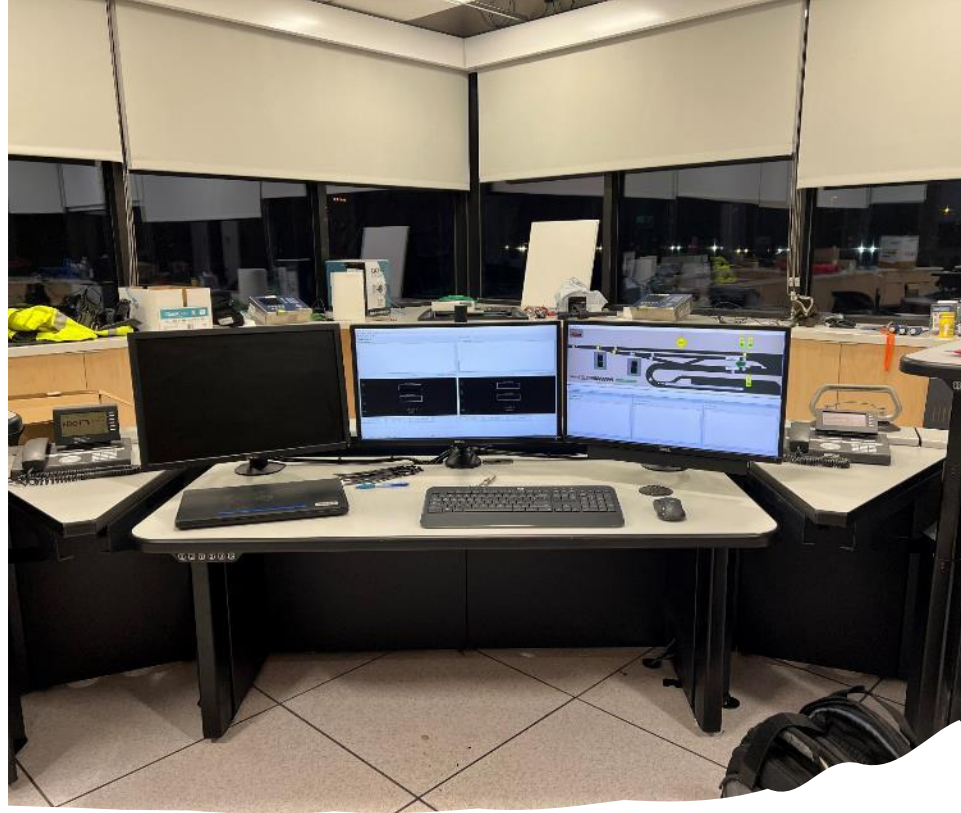
C:\VDM_3D\AA111_1000007_H164_W100_89
 C:\VDM_3D\AA111_1000008_H164_W101_89
 C:\VDM_3D\AA111_1000009_H152_W102_89
 C:\VDM_3D\AA111_1000010_H164_W90_89
 C:\VDM_3D\AA111_1000011_H125_W105_89
 C:\VDM_3D\AA111_1000012_H163_W101_89
 C:\VDM_3D\AA111_1000013_H133_W90_89
 C:\VDM_3D\AA111_1000014_H132_W95_89
 C:\VDM_3D\AA111_1000015_H126_W95_89
 C:\VDM_3D\AA111_1000016_H116_W94_89
 C:\VDM_3D\AA111_1000017_H128_W94_89

IP Speed 31.0 26.0 28.1 -2.52 S(1:87.52)R(0:1.5W)S(1.62)19
 ID=100603 Height=13' 7" Width=8' 3" Length=64' 8" Speed=27 SD=2.5 OC=20
 L(1:1.1306083)T(3:99.851)Z(20:35170)Z(2242:20526.13824)C:\VDM_3D\AA111_100603_H163_W95_

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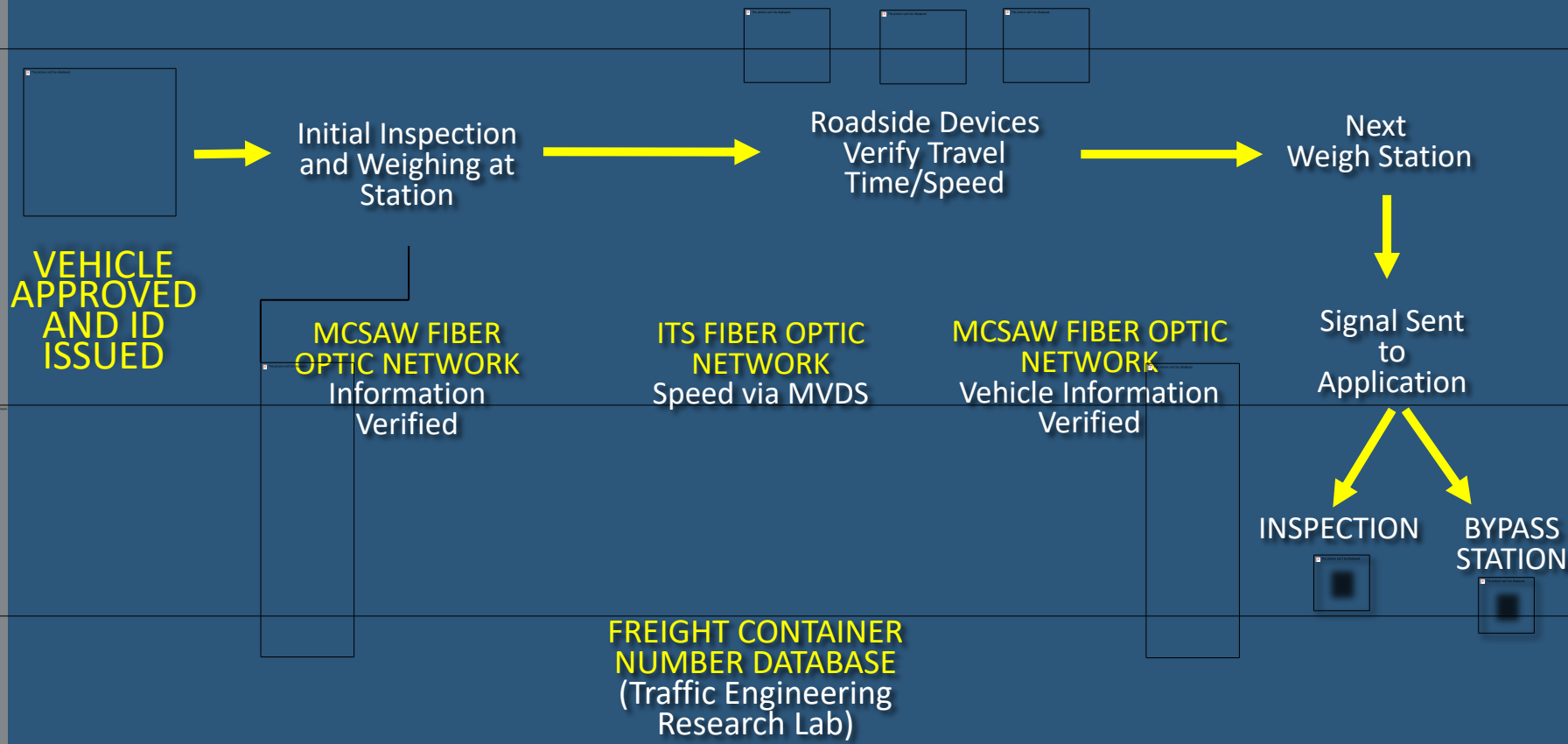
UPGRADING VDIM SYSTEM AND OVER HEIGHT DETECTION



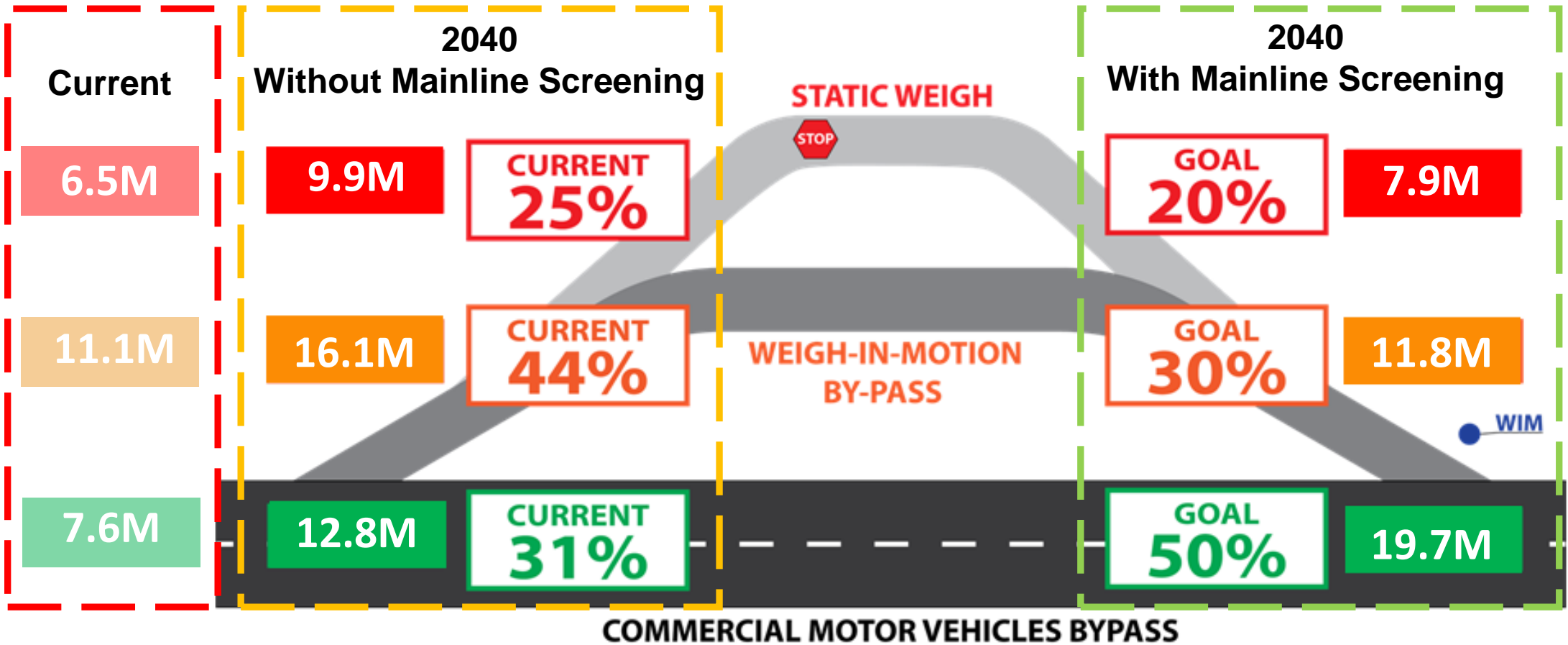
MAINLINE DISPLAY / FACILITY UPGRADES

Where are we going?

Interconnected
Weigh Stations



PROPOSED STATISTICS



MCSAW INTELLIGENT WEIGH STATIONS



Questions?

Paul.clark@dot.state.fl.us



Florida Department of Transportation
Motor Carrier Size and Weight Program



FLORIDA TRUCKING ASSOCIATION UPDATE

Alix Miller
Chief Executive Officer





The State of the TRUCKING INDUSTRY in Florida

Alix Miller
President and CEO
Florida Trucking Association



Fast Facts

- 1 in 19 employed in the trucking industry
- +500,000 CDL holders in Florida
- +114,000 trucking companies
- 16.4 billion miles driven in Florida annually
- +720 million tons of freight/year

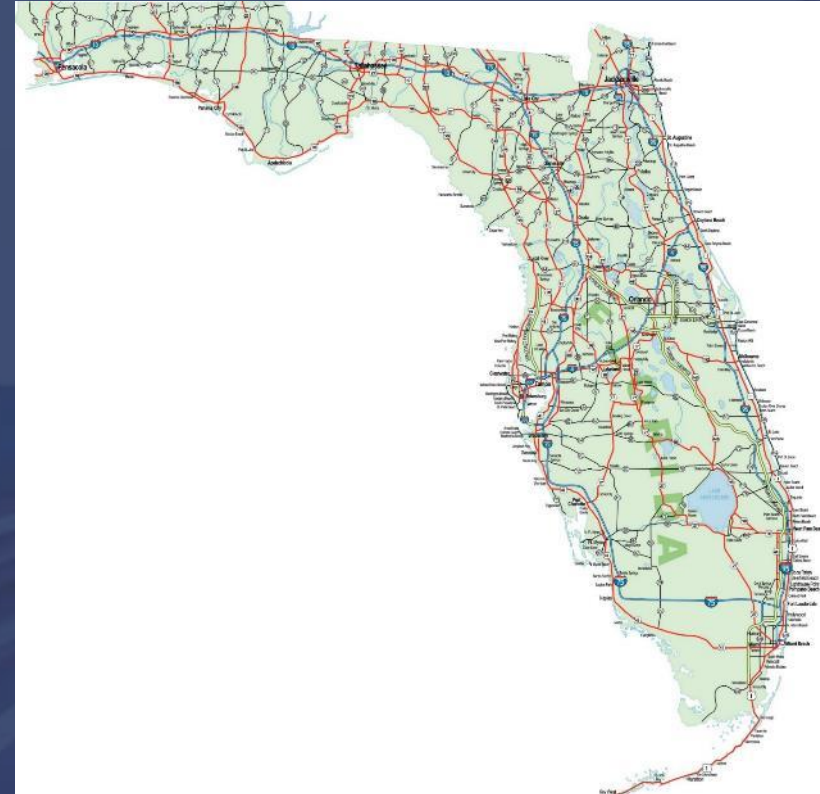


Challenges for Florida

Geography

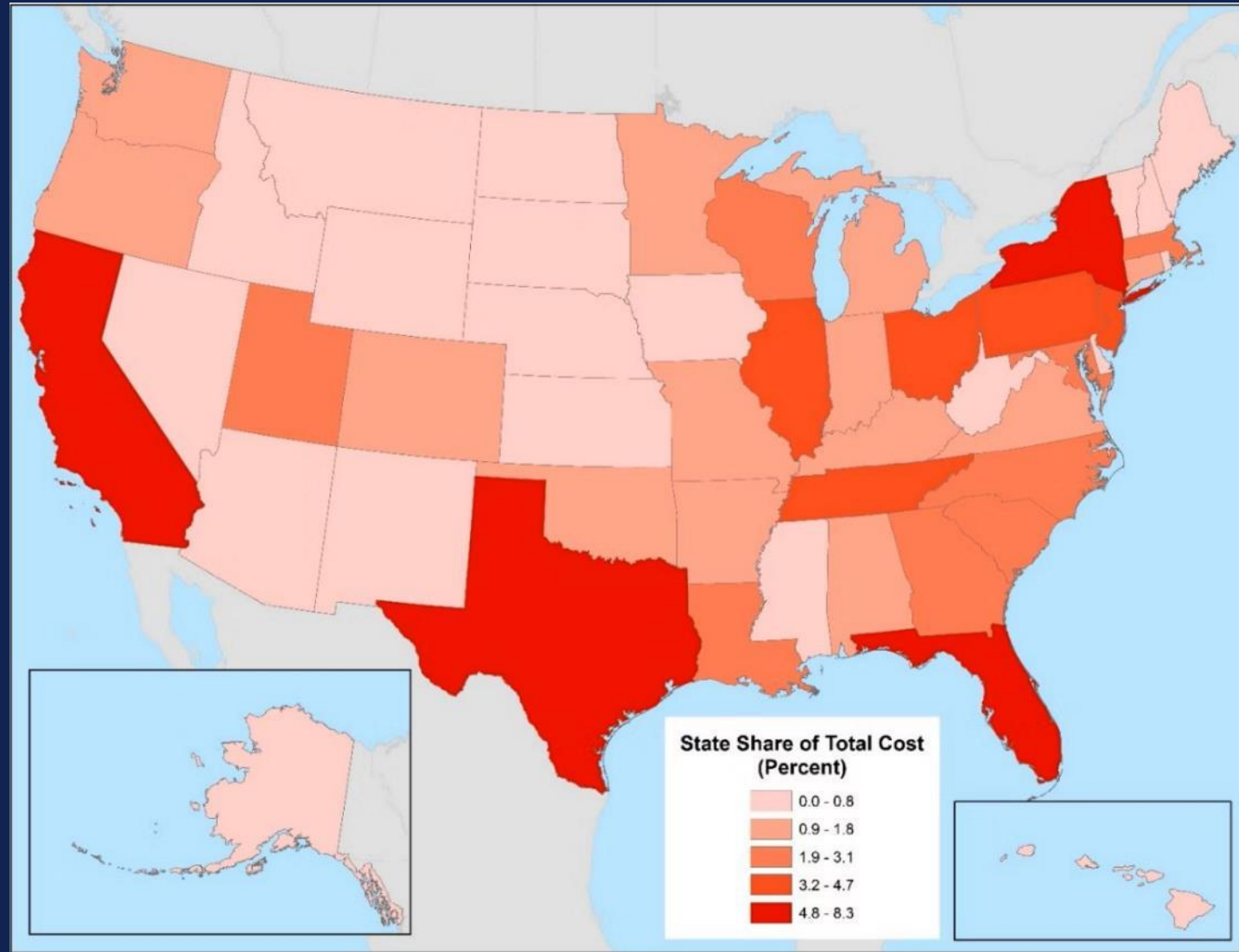
Demographics

Ports



THE COST OF CONGESTION

#2: Florida
\$5.6B/year



Empty backhaul



Workforce

TODAY: 75,000
technicians needed

2031: 200,000
technicians needed

TODAY: 80,000
drivers needed

2031: 1.1 MILLION
drivers needed



Workforce

- 18-20 year old pilot program and limitations
- Private Partnerships
- DOL/FLDOE Registered Apprenticeship
- Potential Impact of CA AB5



Control of Air Pollution from New Motor Vehicles: Heavy-Duty Engine and Vehicle Standards

EPA Nitrogen Oxides (NO_x) Proposal

(CARB standard)



Practicalities of Alternate Fuel Sources

- **Internal Combustion Engine Trucks (ICE)** *biodiesel, renewable diesel, natural gas*
- **Battery Electric Vehicles (BEV)** *lithium ion*
- **Fuel Cell Electric Vehicles** *hydrogen*



Pre-buy/low-buy/no-buy

Precludes the production and sale of heavy-duty diesel engines starting in 2027. OEMs cannot and so will not be able to build Option 1-compliant products.

Affordable. Older trucks will stay on the road longer and environment goals will not be achieved;

Durable. New, more expensive trucks are not purchased to sit in repair bays. Trucks are unproductive pieces of equipment unless they are moving freight;

Safe. Putting off the purchase of the newest equipment will delay the use of the latest safety technologies; and

Cleaner. An unworkable rule will delay fleet turnover and impede environmental progress.



Realities of Zero Emission Trucks (ZET)

- Production of ZET (vehicle, battery, electricity) decreases CO₂ emissions by only 30%
- Vehicle cost
- Weight
- Battery replacement cycle and mileage issues



SEC Proposed Climate Disclosure Rule

- Disclose Greenhouse Gas Emissions, to ensure that two or more companies will not account for the same emissions in the same scope
- SCOPE 3: Transportation and distribution of purchased goods, raw materials and other inputs) and downstream activities (e.g., transportation and distribution of a registrant's sold products, goods or other outputs, use by a third party of a registrant's sold products)



Predatory Towing

- Showing up (and refusing to leave) at a location
- Towing and selling equipment at auction (without notification or permission)
- Exorbitant fees with FHP approved rotation towing companies
- Holding equipment hostage



Insurance and Lawsuit Abuse

- Rate Increases vs. Coverage/Market
- 2012 to 2019: Verdicts +\$1 million increased 335%
- 2010 to 2018: Average size of verdict increased from \$2.31 million to \$22.3 million
- 2010 to 2018: Verdicts grew 51.7% annually.
 - Inflation grew 1.7%.
 - Healthcare costs grew 2.9%.



Flight vs. Fight

Nuclear Verdicts



Settlement Mills

- Minor incidents leading to settlements 5X greater than true medical costs, regardless of fault
- 50.3% of all settlement cases studied had payments exceeding \$500,000, while only 31.5% of all verdict cases resulted in payment this size
- Average payment size in Florida: \$371,719

ALL STAKEHOLDERS AND CONSUMERS PAY FOR LAWSUIT ABUSE



Down the Road

Making Trucking Cool Again

Level the Playing Field: FL Legislation and Supreme Court Work

Safety Technologies

Autonomous Vehicle Deployment

Smart/Connected Roads and Modal Options



**FLORIDA
TRUCKING**
ASSOCIATION



QUESTIONS?



alix@floridatrucking.org



BREAK



TRUCK PARKING

Marie Tucker
Commercial Vehicle Operation Mngr.



Truck Parking Expansion



Industry Coordination

Needs Related to Truck Parking Implementation

- › Focus on more parking spaces and not just all on technology
 - ◆ Expand parking in any way
- › Sufficient lighting in truck parking area and rest room areas
- › Safety/Security
- › Reliable Truck Parking Information
 - ◆ Push Truck Parking Information to Electronic Logging Devices (ELDs)
- › Unified Communication Message from State Patrol and DOT that drivers would not be subject to an inspection or compliance check after they park

Wants Related to Truck Parking (These are not high priority but would be nice if available)

- › WI-FI
- › Vending
- › Showers
- › Lounge Area
- › Truck parking information added to signs
- › Amenities for drivers taking longer rest breaks



Weigh Station Recommendations

Vending

- › Work with service providers to add vending at Weigh Station locations that do not currently have these services.

Outreach

- › Work with FDOT and FHP Communications offices to develop outreach materials relating to Weigh Station Truck Parking.
- › Develop materials for Rest Area monitors, Weigh Station Drivers Room, FTA/ATA magazines, Social Media, and possibly PSAs for Radio (i.e., Road Dog Trucking, Truck Driving Trucking, etc.).

Wi-Fi 📶))

- › Deploy Wi-Fi at under-utilized locations to attract Truckers. Approximately \$550.00-\$750.00 per month per site



Weight Station Recommendations

Advanced Weigh Station Signage

Rebranding of Comfort Stations

- › Is it understood what a "Comfort Station" is?
- › Rebrand to clarify
- › Keep it simple and concise, i.e., "Truck Parking"

Install supplemental motorist services signage

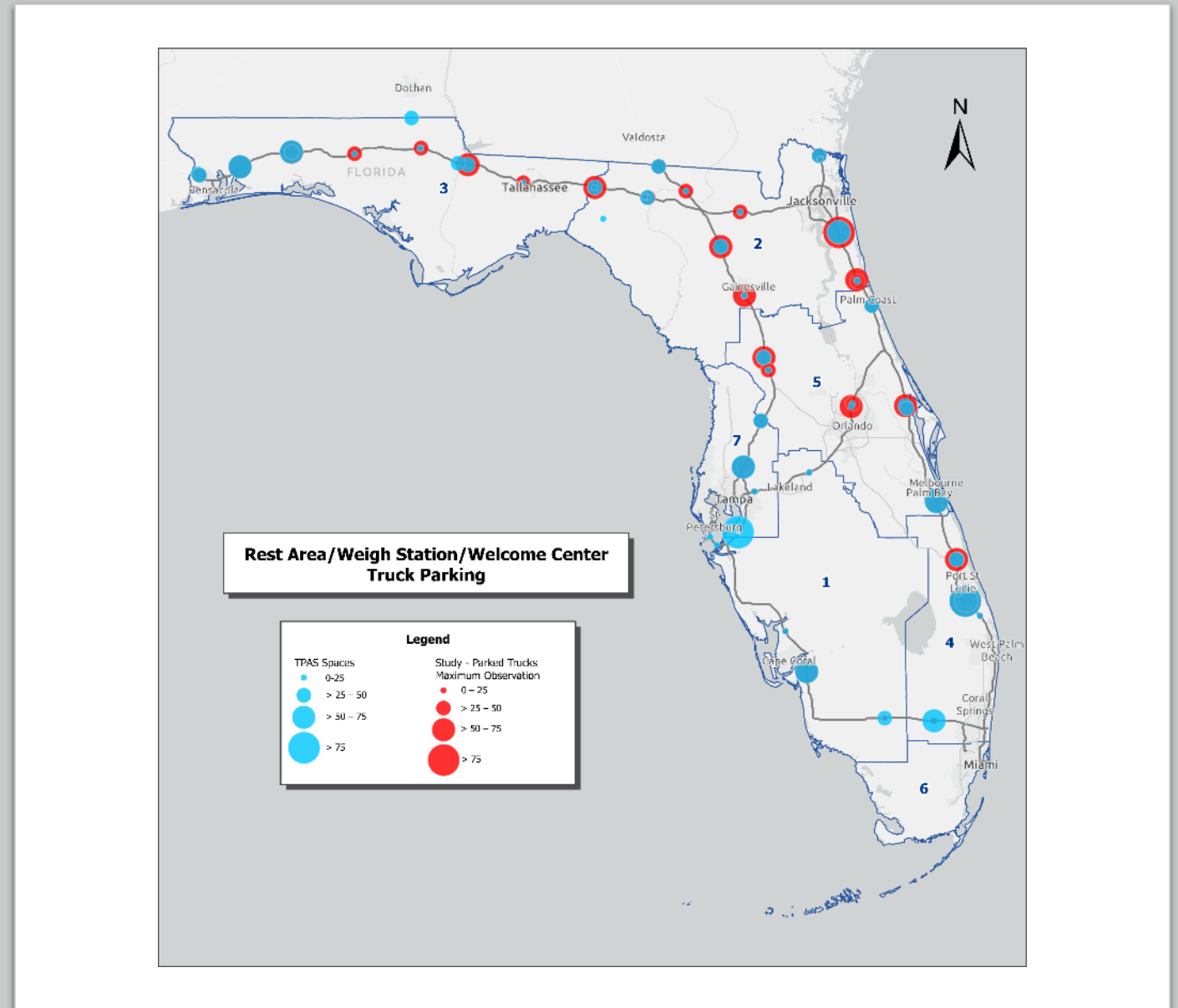
- › Provide services information to truckers on advanced signage, i.e.:
 - ◆ Restrooms
 - ◆ Vending
 - ◆ WiFi



GIS-based Truck Parking Maps

- **Layers**

- TPAS Spaces
- Study – Utilization Rate
- Truck Parking Concepts
 - District Concepts/CO Concepts/Design-Construction/Studies
- Alternative ROW Concepts
 - Interchange Infill/P3 Adjacent ROW
- FDOT Facilities
 - Rest Area/Service Plaza/Weigh Station/Welcome Center
- Other State Facilities
 - Agricultural Station/State Farmers Market
- Industrial Freight Parcels
- National Highway Freight Network (NHFN)
- EV State Parcels
- SIS Facilities
 - Airport/Freight/ILC/etc.
- AADT
- Truck AADT
- County/FDOT District Boundaries

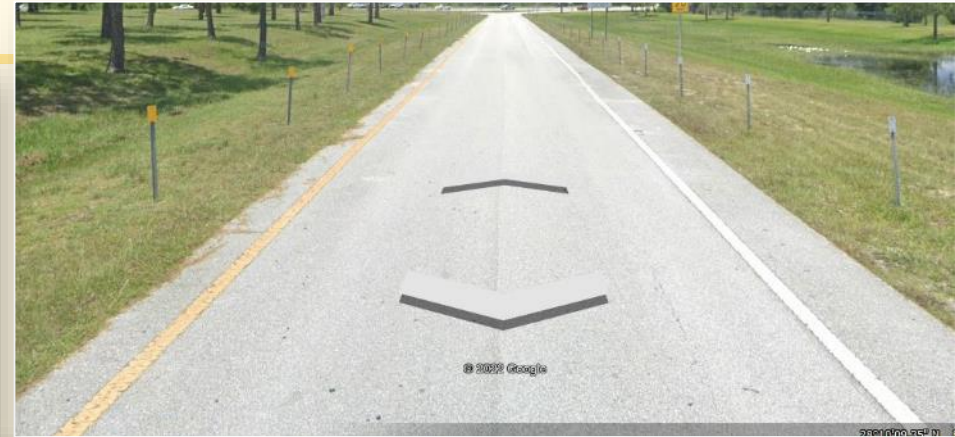


I-95 Flagler Weigh Station



Rest Area Concept – Parallel/Ramp

I-4 EB MM 46 Polk Co.



Rest Area I-4 MM 46 Polk Co. - Expanded Parking

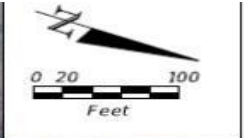


I-95 at Martin Hwy, Martin County MM110 – Median Usage Concept

I-95
MARTIN COUNTY
MILE MARKER 110

NOTES:

1. SET BACK GRAVEL PARKING LOT 83' FROM FACE OF CURB TO AVOID UTILITY CONFLICTS.
2. PROPOSED PARKING AREA IS APPROXIMATELY 2.2 AC OR 97,664 SF.



PROPOSED GRAVEL PARKING AREA
APPROXIMATELY 97,664 SF.

Abandoned Rest Areas



MOVE OVER

or slow down for emergency lights.



TRUCK PARKING STUDY UPDATE

Matt McIntosh
Transportation Planner





FDOT District One Truck Parking Updates



Prepared By: TranSystems
Prepared For: FDOT District One Trucking Forum,
August 2022

FDOT District One Truck Parking White Paper

FDOT District One
July 2022



District One Truck Parking White Paper

1.0 Introduction

- Background and Perspective
- Document Review

2.0 Supply and Demand Review

3.0 Truck Parking Opportunities

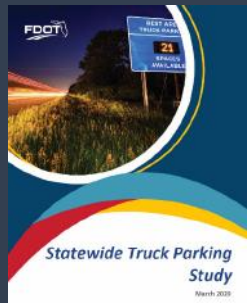
- Truck Parking Facility Gap Analysis
- Policy and Engagement Opportunities
- Opportunities for the Integration of Technology

4.0 Conclusion and Recommendations



I.0 Introduction

- Background and Perspective
 - Jason's Law
 - Hours of Service Requirements
 - Need and Demand for Truck Parking
- Document Review
 - FDOT Statewide Truck Parking Study (2020)
 - Statewide Truck GPS Data Analysis – Parking Supply and Utilization (2019)
 - Workshop on the Draft Truck Parking Development Handbook (2021)
 - District One Districtwide Freight Truck Parking Inventory (2017)



Introduction

FDOT District One prepared this Truck Parking White Paper to put forth practical recommendations to advance the implementation of solutions to truck parking shortages in the District. Solutions to truck parking generally fall into two categories: supply and information. Supply solutions look to expand existing lots or develop new facilities to accommodate more trucks in areas of high demand. Information solutions provide truck drivers with the location of available parking areas through dynamic message signs, information/education, apps, or other technology means. Opportunities for integrating these technology-based solutions in truck parking are also discussed as part of this White Paper.



Truck Parking behind Waffle House on Jones Loop Road

In 2017, District One produced a Districtwide Freight Truck Parking Inventory. Completion of this effort gave the District a better understanding of its existing truck parking assets, thus having an increased ability to better advocate for resources dedicated to increasing the supply of available truck parking facilities. This White Paper will build upon the work and data collection of the District One 2017 inventory as well as the FDOT Statewide Truck Parking Study (2020) and Statewide Truck GPS Data Analysis (2019) to propose both site-specific and general locations as candidates for future truck parking facilities.

The District firmly believes that finding solutions to shortages in truck parking is not only the responsibility of FDOT, but requires inter-agency, and cross-sector partnerships. This White Paper explores the importance of building these partnership networks, policy and engagement opportunities for the District, and identify best practices and common concerns found during outreach campaigns.

Background and Perspective

Jason's Law

Jason's Law, which put in place a foundation towards documenting truck parking problems and proposing viable solutions on both national and state levels, was enacted by Congress as Section 1401 of The Moving Ahead for Progress in the 21st Century Act (MAP-21). The law ultimately resulted from the murder of a truck driver named Jason Rivenburg, who was staging for a delivery at an abandoned gas station. Jason's Law established a "national priority on addressing the shortage of long-term parking for commercial motor vehicles on the National Highway System (NHS) to improve the safety of motorized and non-motorized users and for commercial motor vehicle operators"¹.

Jason's Law requires the U.S. Department of Transportation (DOT) to conduct a survey and comparative assessment with state motor carrier representatives to meet three objectives:

1. Evaluate the capability of [each] State to provide adequate parking and rest facilities for commercial motor vehicles engaged in interstate transportation

¹ USDOT FHWA National Coalition on Truck Parking Activity Report (2015-2016). Retrieved from: <https://ops.fhwa.dot.gov/publications/fhwahop17026/fhwahop17026.pdf>

District One Truck Parking Supply and Demand Review

Supply of Public and Private Truck Parking Locations in District One

As a primary source of highway, traffic, travel time, multimodal, and freight and passenger data information, the FDOT Transportation Data and Analytics (TDA) Office provides the data and information that supports FDOT's mission of ensuring the mobility of people and goods. As part of the Statewide Truck GPS Data Analysis, the TDA Office produced a truck parking GIS Story Map⁶ and Location Utilization Dashboard⁷. These data sources are valuable references to inform truck parking supply and demand existing conditions in District 1.



Trucks parked at the Charlotte County Weigh Station

According to the findings of the Statewide Truck GPS Data Analysis, approximately 13 percent of truck parking spaces in Florida are located in District One. There are a total of 55 public and private truck parking facilities in the District, which represent 1,329 truck parking spaces. These facilities are broken down by ownership type and county in Table 2 and shown in Figures 1 and 2.

Table 2: District 1 Truck Parking Lots by County and Ownership Type

County	Public Lots	Private Lots	Total Lots
Charlotte	2	5	7
Collier	2	1	3
Desoto	0	0	0
Glades	0	2	2
Hardee	0	1	1
Hendry	0	3	3
Highlands	0	4	4
Lee	1	3	4
Manatee	1	5	6
Okeechobee	0	1	1
Polk	2	21	23
Sarasota	0	1	1
Total	8	47	55

6 FDOT Transportation Data and Analytics Office Truck Parking Story Map: <https://hdr.maps.arcgis.com/apps/Cascade/index.html?appid=b760ec83e85544b899724bd3910af45b>

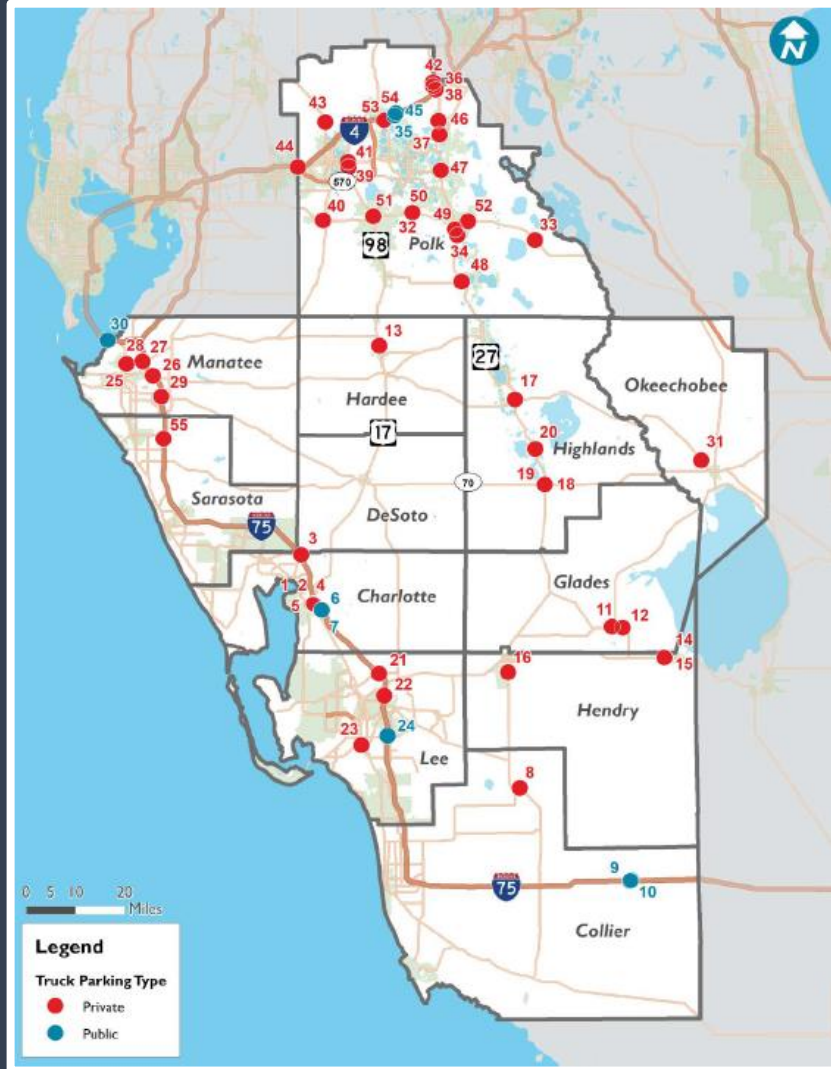
7 FDOT Transportation Data and Analytics Office Location Utilization Dashboard: <https://hdr.maps.arcgis.com/apps/opsdashboard/index.html#/623116a8deeb436bbb37e32e5b807aea>

2.0 Supply and Demand Review

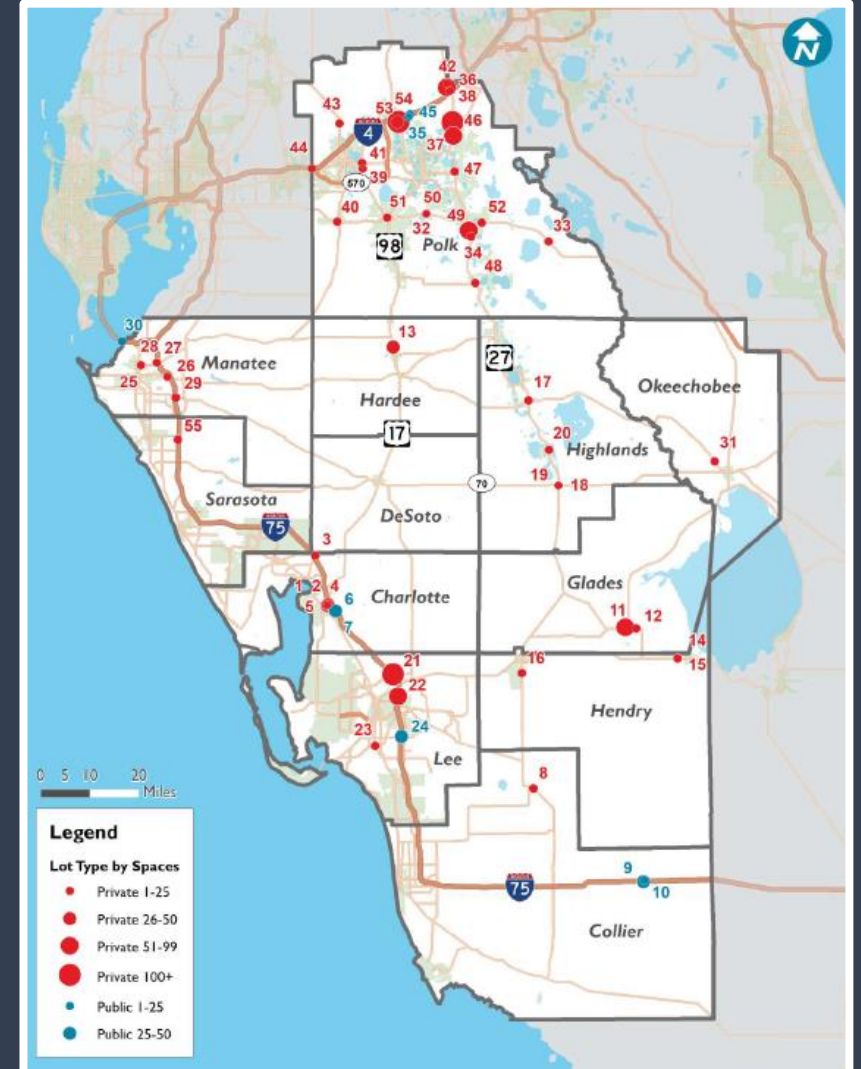
- Supply of Public and Private Truck Parking Locations
- Truck Parking Demand: Utilization, Dwell Time, Unauthorized Parking, and Statewide Areas of Concern



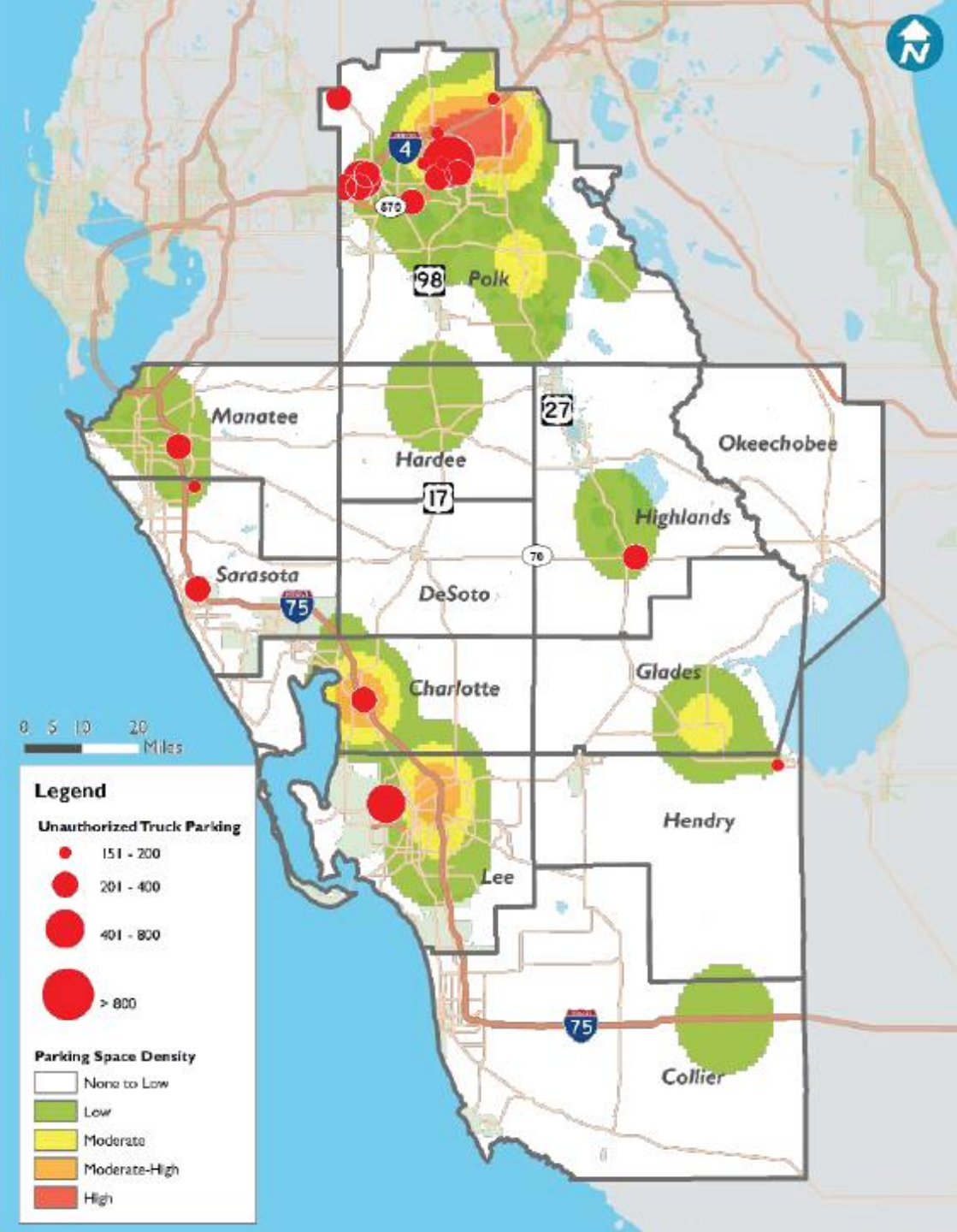
Supply of Public and Private Truck Parking Locations



Lot #	Lot Name	Ownership Type	County	# of Spaces
1	Shell #12406303	Private	Charlotte	25
2	Wal-Mart #3778	Private	Charlotte	10
3	Wal-Mart #3349	Private	Charlotte	10
4	Pilot Travel Center #94 Wendy's Parking Lot	Private	Charlotte	42
5	Dirt Lot Adjacent Waffle House	Private	Charlotte	30
6	Punta Gorda Weigh Station 10601 Northbound	Public	Charlotte	33
7	Punta Gorda Weigh Station 10602 Southbound	Public	Charlotte	33
8	Shell #10071348	Private	Collier	3
9	Rest Area (Northside/Westbound)	Public	Collier	16
10	Rest Area (Southside/Eastbound)	Public	Collier	36
11	Love's Travel Stop #683	Private	Glades	77
12	Former U Save Grocery Store (Vacant)	Private	Glades	10
13	Abandoned Grocery Store (Winn Dixie)	Private	Hardee	50
14	Git-N-Go Food Stores	Private	Hendry	5
15	Truck Stop 3 Lions	Private	Hendry	3
16	Circle K #2707374	Private	Hendry	4
17	Circle K #2707515	Private	Highlands	3
18	Shell #10048379	Private	Highlands	2
19	Twenty Seven Truck Stop	Private	Highlands	6
20	Abandoned Office Park Parking Lot	Private	Highlands	20
21	Love's Travel Stop #495	Private	Lee	100
22	Pilot Travel Center #352	Private	Lee	72
23	Super 8 Motel	Private	Manatee	10
24	10280 North/Southbound Lee County	Public	Lee	44
25	Circle K #2701686	Private	Manatee	5
26	Pilot Travel Center #89	Private	Manatee	8
27	Wal-Mart Supercenter #3370	Private	Manatee	10
28	Wal-Mart Supercenter #5727	Private	Manatee	10
29	10370 North/Southbound Manatee County	Public	Manatee	16
30	Sunoco Gas Station #1932763	Private	Okeechobee	2
31	Shell #10048543	Private	Polk	2
32	Jimmys Food and Deli	Private	Polk	10
33	Lake Wales Chevron #379766	Private	Polk	10
34	Love's Travel Stop #228	Private	Polk	110
35	Love's Travel Stop #627	Private	Polk	67
36	Pilot Travel Center #471	Private	Polk	76
37	Sunoco Gas Station #5946288	Private	Polk	5
38	Fleetwing Corporation	Private	Polk	15
39	BP 33860	Private	Polk	2
40	Sunoco Gas Station #6660069	Private	Polk	2
41	Circle K #2722125	Private	Polk	2
42	Circle K #2707020	Private	Polk	5
43	McDonald's #20177	Private	Polk	4
44	Polk City Travel Center	Private	Polk	42
45	Gate/Enclosed Gravel Lot Adjacent to Brad's Discount Auto	Private	Polk	100
46	Quality Inn	Private	Polk	12
47	Orange Box Cafe	Private	Polk	16
48	Love's Travel Center 1	Private	Polk	66
49	Pilot Travel Center #1128	Private	Polk	10
50	Wal-Mart Supercenter #580	Private	Polk	10
51	Murphy USA Service Station	Private	Polk	6
52	10201 Eastbound Polk County	Public	Polk	23
53	10202 Westbound Polk County	Public	Polk	24
54	Shell #10008765	Private	Sarasota	5



Data and Mapping



Unauthorized Truck Parking with
Parking Space Density Overlay
AADT

3.0 Truck Parking Opportunities

- Truck Parking Facility Gap Analysis
- Policy and Engagement Opportunities
- Opportunities for the Integration of Technology



Truck Parking Opportunities in District One

A critical component of this White Paper is identifying supply/capacity opportunities for improving truck parking access within District One. These potential truck parking locations are derived from the data collection and analysis completed as part of this effort. This section provides a truck parking gap analysis to identify general locations within District One that are potentially suitable for a truck parking facility. In addition, three specific facilities are identified at I-75 and Jones Loop Road, I-75 and N. River Road and I-75 and Daniels Parkway. These locations were selected for further evaluation during the I-75 Interchange Site Visits conducted on August 17, 2021. A full report of this field work is included as Appendix A of this White Paper.



Jones Loop Road Truck Parking Facility Candidate Parcel

To introduce the gap analysis, truck parking facility planning considerations are discussed to incorporate best practices into the site identification process. Capacity/supply solutions identified in the FDOT Statewide Truck Parking Study are provided next to ensure consistency with statewide goals, and for reference in future implementation pursuits. Incorporating some/all of these strategies assists the District in pursuing the development of candidate locations identified as part of this White Paper. The gap analysis concludes with a discussion of the candidate selection process, and finally, mapping and descriptions of each site.

The second-part of this opportunities section explores policy, engagement, and partnership opportunities as they relate to truck parking facility expansion in District One. This includes stakeholder outreach strategies and coordination best practices, information on the benefits of truck parking facilities, and common concerns related to truck parking facility network expansion. Local ordinances related to truck parking are also covered by this section via Appendix B. This section also discusses opportunities for the integration of technology into the District One truck parking network.

The section concludes with an action-item summary table based on the materials presented herein. These action-items can be used by the District to help direct efforts resources according to the priorities of District One at a given time.

Truck Parking Facility Gap Analysis

Planning Considerations

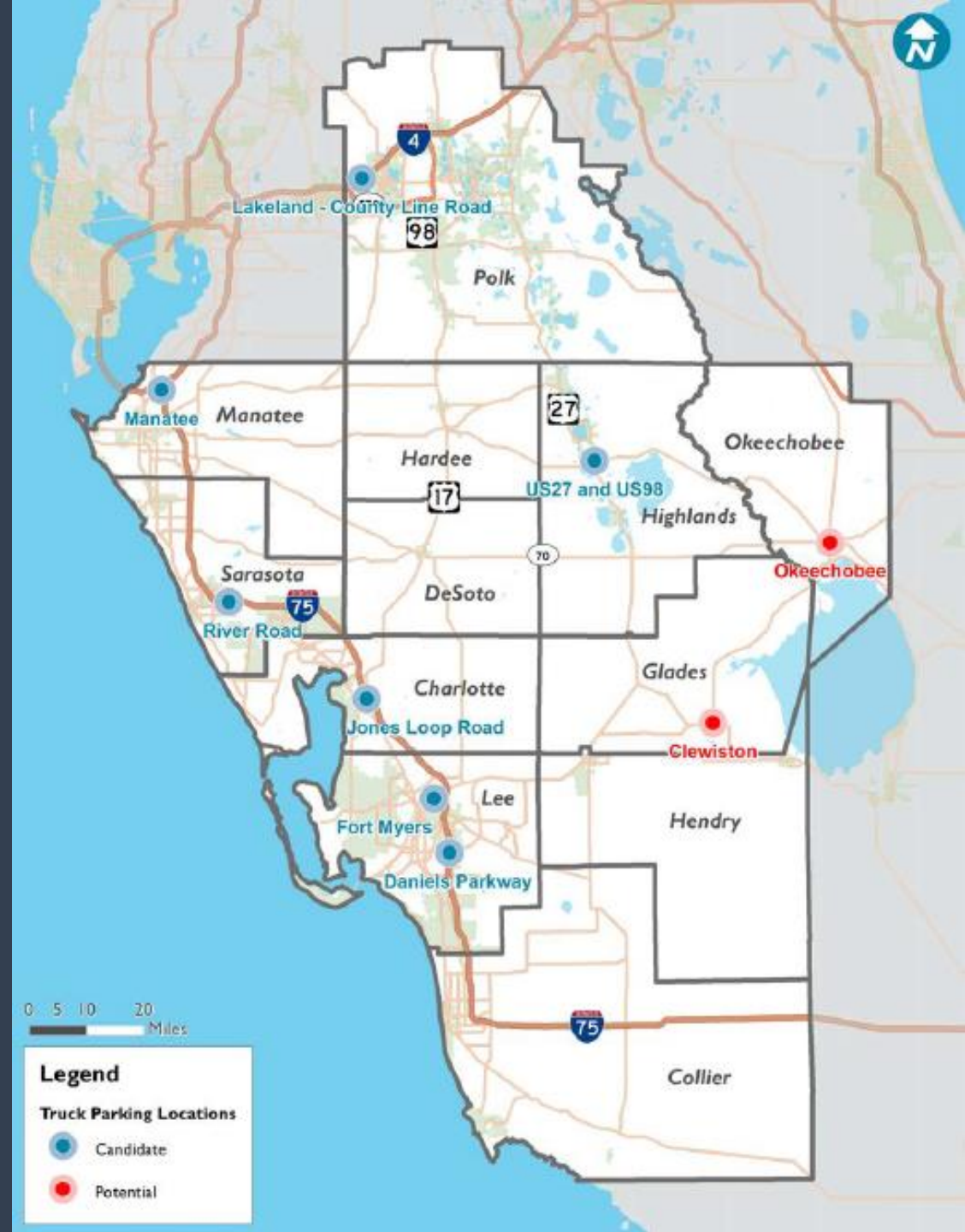
The FHWA Draft Truck Parking Development Handbook (2021) cites four primary questions for use when evaluating the need for, and siting of truck parking facilities:

1. Where are the existing land uses that attract truck traffic?
2. Which highways carry the highest levels of truck traffic?
3. Where are the existing truck parking facilities near or over capacity?
4. Where are commercial and industrial development expected to occur?

As added guidance for planners when identifying truck parking facility candidates, the Handbook also provides further demand-related considerations and the planning implications associated with each. The truck parking demand considerations are grouped into three categories: commercial and industrial land use; intermodal generators; and through-truck traffic. Tables 10 - 12 below highlight the demand considerations for each category as well as the

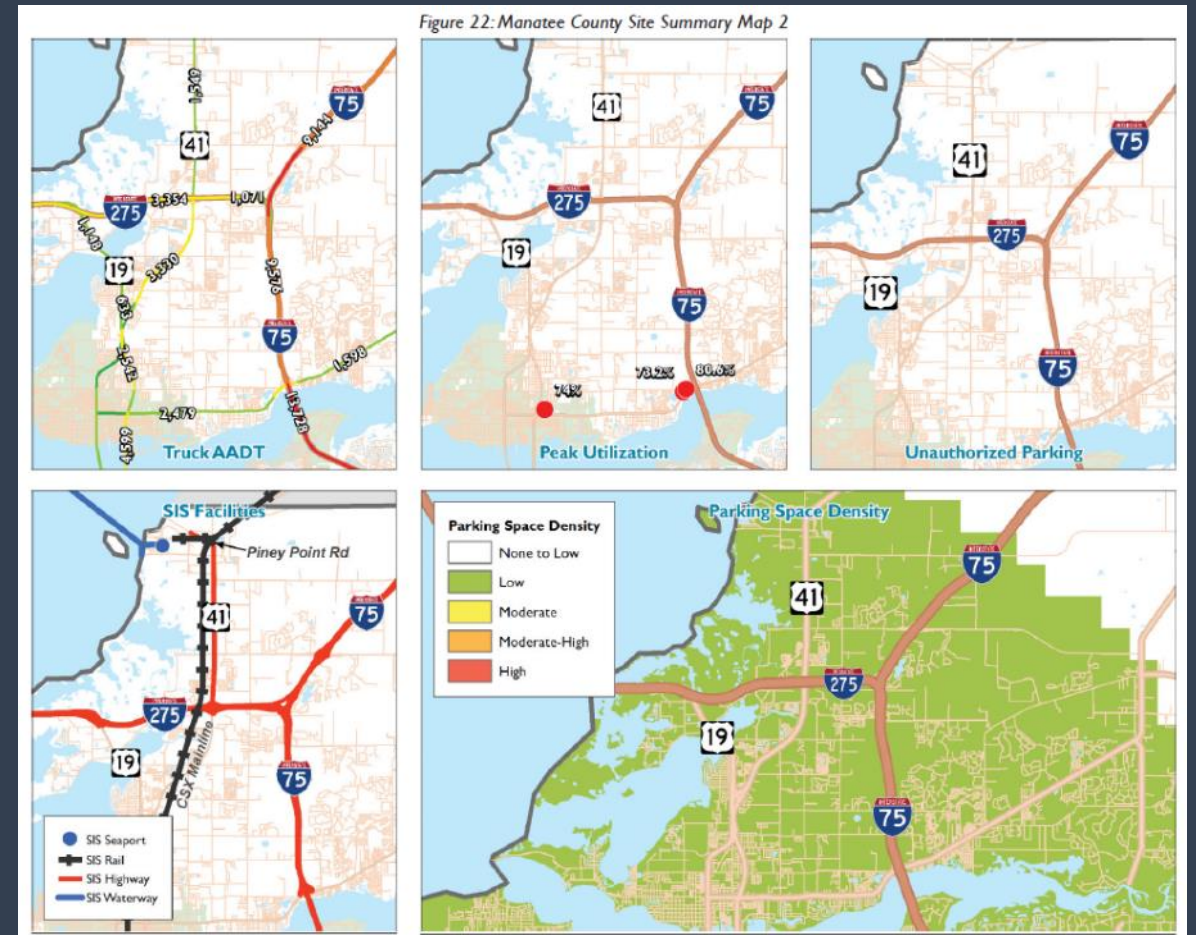
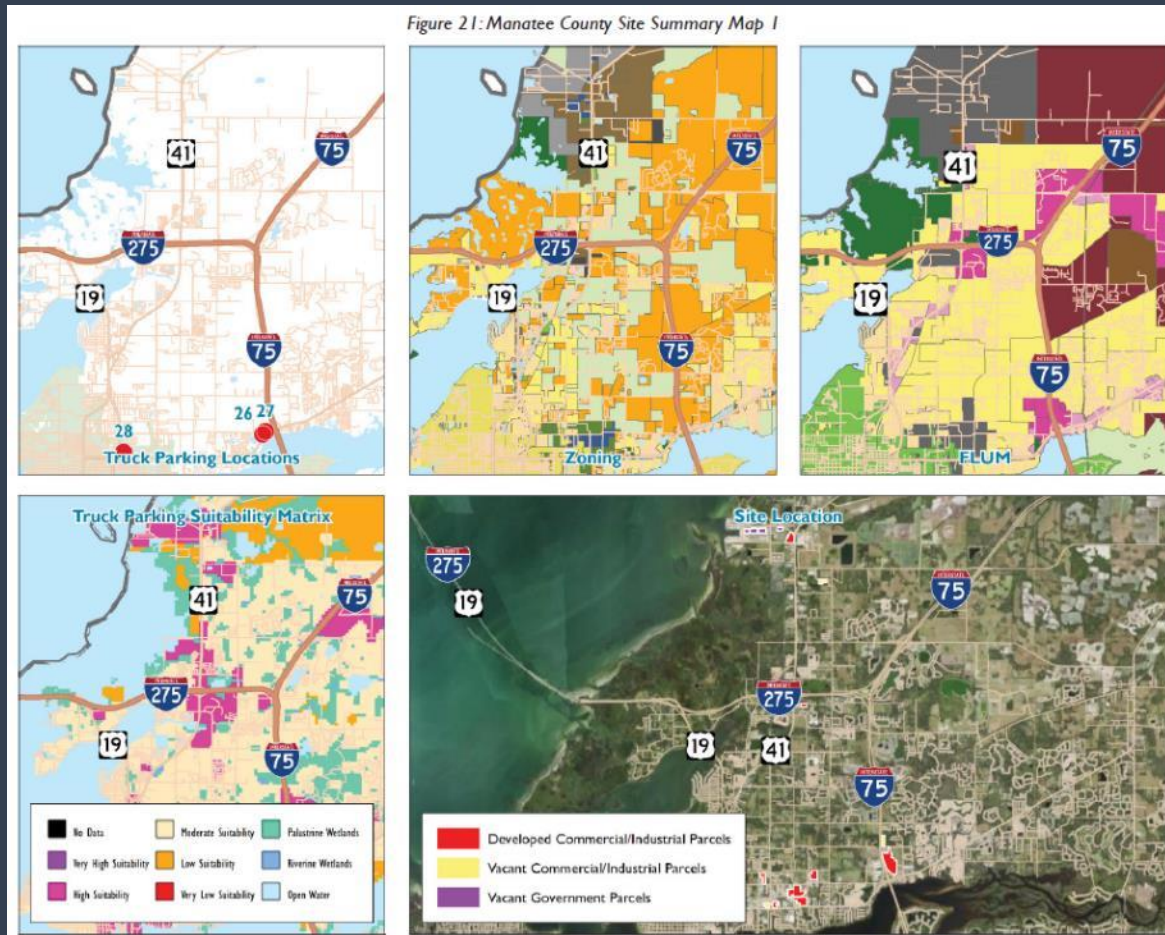
4.0 Truck Parking Facility Gap Analysis

- Seven candidate locations and two potential locations were recommended by the White Paper based on the following data points: AADT and truck AADT, existing truck parking facility locations, SIS infrastructure, truck parking facility utilization, dwell times, and areas of concern.
- Seven candidate locations include:
 - Lakeland – County Line Road
 - Manatee
 - US 27 and US 98
 - N. River Road
 - Jones Loop Road
 - Fort Myers
 - Daniels Parkway
- Two potential locations include:
 - Okeechobee
 - Clewiston



Facility Gap Analysis

After each candidate was identified, GIS mapping was produced for each location to display nearby truck parking facilities, zoning, future land use, truck parking suitability, viable truck parking parcels, truck AADT, peak utilization, unauthorized truck parking, SIS facilities, and truck parking space density



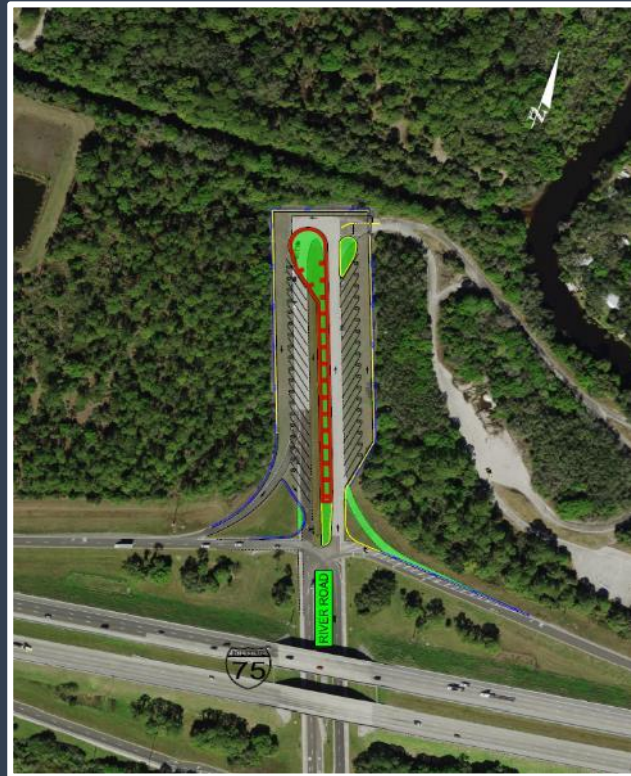
Facility Gap Analysis

Three candidate locations have undergone a preliminary concept design:

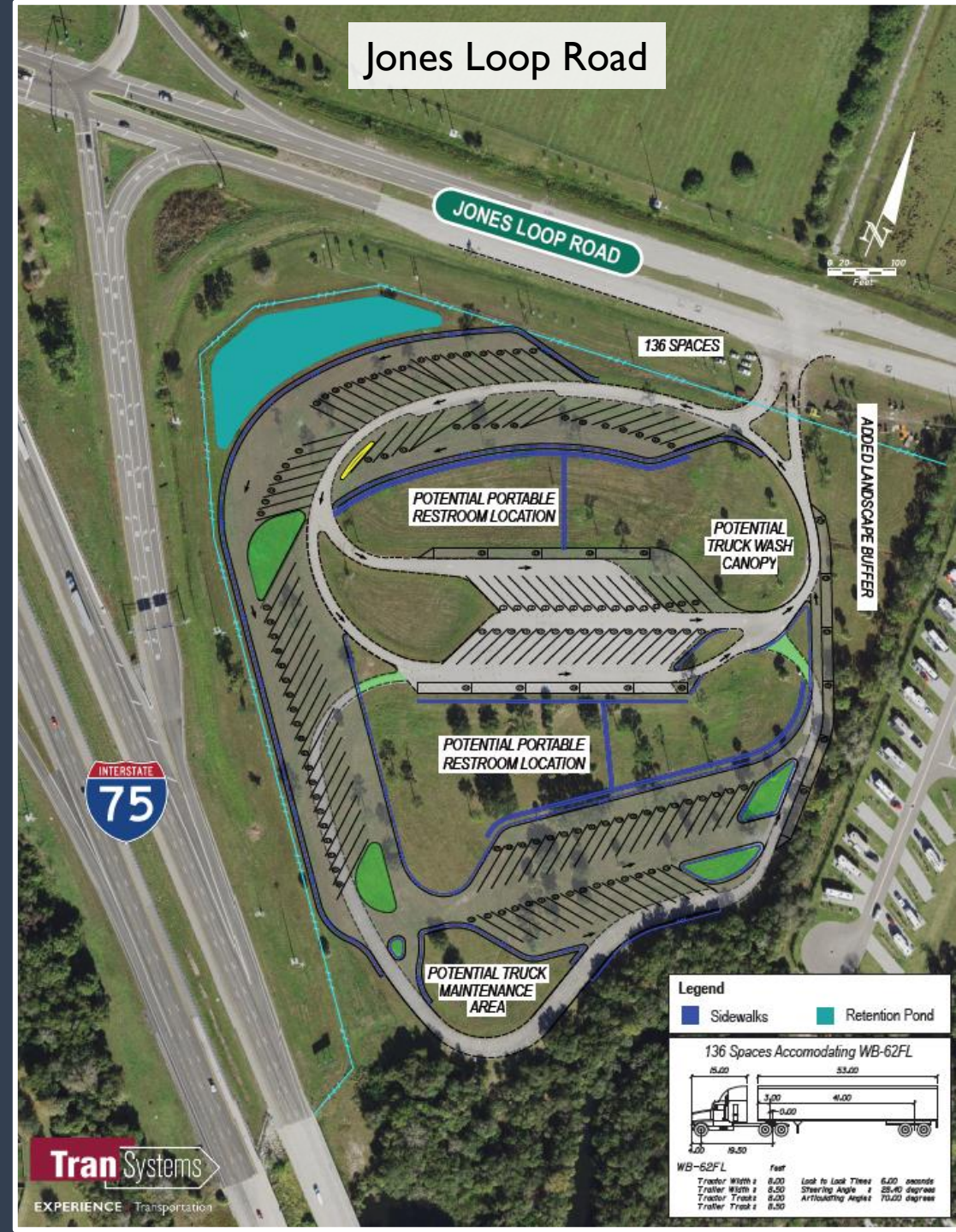
1. Jones Loop Road
2. N. River Road
3. Daniels Parkway



Daniels Parkway



N. River Road



Policy and Engagement Opportunities

INDUSTRY ENGAGEMENT



FLORIDA DEPARTMENT OF TRANSPORTATION DISTRICT 1 FREIGHT MOBILITY & TRADE PLAN

District Freight Coordinators Role

Serves as the primary contact for all matters of freight and acts as a resource for and assists in facilitating public-private, state-local and state-federal freight transportation investment decisions. Communicates, informs and seeks input from freight customers/partners. Collaborates with economic development agencies, the private sector, governmental agencies and other stakeholders to ensure a united front in freight and multimodal transportation improvements within the district.

For More Information Contact:

Keith Robbins, PMP/MPE/PLS
District Freight and Seaport Coordinator
FDOT District One
863-232-7525
keith.robbs@dot.state.fl.us

ACTIVITIES

Collaboration with Law Enforcement

One-on-one engagement with local, state, and federal law enforcement agencies throughout District One.

Activities: Ride alongs, industry forums, and safety meetings.

Outcomes: Identify safety, operational and infrastructure preservation concerns in addition to emerging trends within the trucking industry in District One.

Frequency: Ongoing

District One US 27 Mobility Stakeholder Working Group

Opportunity to bring stakeholders together to identify freight mobility needs and discuss other items or issues related to planning and development.

Outcomes: Identification and/or development of strategies that strive to improve mobility, safety, and livability for all users with an emphasis on freight.

Frequency: Biannually

District One Rural Freight Mobility and Agriculture: Stakeholder Update

One-on-one engagement with associations, agribusinesses, farmers, growers, producers, and ranchers throughout District One.

Activities: Identify mobility and safety needs specific that enables Florida's Agriculture to maintain a competitive advantage in the global market place and keep cost low for consumers.

Frequency: Ongoing

Freight Trucking Forum: General and Ag Transport Focus in District One

Opportunity to raise awareness of state and local projects and policies with the trucking industry and associated partners.

Outcomes: Generate dialogue on issues and concerns identified by industry stakeholders to seek improvement strategies.

Frequency: Annually

Collaboration with Economic Development

Engagement with the economic development community representing interest at the local, regional and state level within District One.

Activities: Florida Freight Leadership Forum, Florida Chamber Trade & Logistics Institute, Regional stakeholder forums and summits, and local meetings.

Outcomes: Ensure coordination with economic development agencies, the private sector, and other stakeholders to ensure a united front in freight and multimodal transportation improvements within their district/region.

Frequency: Ongoing



Truck Parking Policy and Engagement Opportunities

The USDOT FHWA National Coalition on Truck Parking Activity Report proposes several policy-related recommendations from stakeholders relevant to coordination with state, regional, and local governments. These coordination efforts among various levels of government as well as community outreach highlight the importance of truck parking as it relates to the nation's commerce. These recommendations include:

- Encourage states and metropolitan planning organizations (MPO) to address truck parking and similar issues in State and regional freight plans
- Conduct outreach on truck parking and other important trucking industry issues through MPOs, regional councils, economic development authorities, and national industry organizations
- Involve trucking and truck stop industries in State and MPO freight or transportation advisory committees to address truck parking needs
- Develop a public relations campaign to educate the public and elected officials about the importance of truck parking in freight transportation and industrial development
- Conduct case studies for municipal parking projects
- Conduct research to identify revenue sources to make truck parking facilities attractive land uses for local governments, including issues such as special tax districts and pooled truck parking/staging sites in industrial areas
- Consider truck parking and staging requirements as part of local planning and zoning in industrial districts



District One 2019 Trucking Forum

When developing an effective local outreach campaign, it is critical to raise awareness regarding the benefits to the community resulting from the provision of truck parking facilities. Just a few examples include: reduced traffic congestion, idling time, and emissions, reduction of accident/incidents related to tired-driving scenarios, potential revenue from facilities, reduction of parking in unauthorized and/or undesired areas, increased roadside safety resulting from the removal of parked trucks at ramps and shoulders, potential re-use of brownfield sites, creates a safe and secure rest environment for drivers.

As important as conveying the benefits of truck parking facilities is during outreach efforts, being prepared to address potential community concerns is equally vital. While there are no catch-all answer when addressing potential concerns as the needs of each community vary, the following examples detail common areas of concern often voiced during truck parking facility discussions, including: maintenance/trash/litter, perceived increase in noise and air pollution, perceived increase in nearby crime incidents, poor aesthetics, amount of land required for the facility, concerns with impacts to local traffic and roadways, and environmental and biohazard concerns.

Policy-Based Truck Parking Solutions

It is important to understand the current truck parking/overnight parking ordinances of local counties and municipalities in order to gauge opportunities and potential road blocks to implementation of truck parking infrastructure within the District. This information, combined with the data presented in this White Paper, will



Integration of Technology

- Truck Parking Availability System (TPAS)
- Amenities
- Automated, Connected, Electric, and Shared Vehicles (ACES)



Opportunities for the Integration of Technology

Many of the opportunities surrounding the integration and use of technology to alleviate truck parking-related issues center-around the use of roadside Intelligent Transportation Systems (ITS). ITS provides parking information management by collecting and disseminating real-time information to system users. FDOT is developing and implementing a Truck Parking Availability System (TPAS) to help address its statewide desire for increased efficiency within its truck parking network. TPAS will aid drivers in identifying available truck parking locations – spaces at facilities throughout the state.



As conceived, TPAS will be executed in three stages:

1. Implementation of TPAS technology at state-owned truck parking facilities
2. Development of a system of forecasting future supply/demand based on data collected to this point in TPAs delivery
3. Coordination with privately-owned facilities for incorporation into the TPAS system

TPAS Truck Parking Availability Signage
Source: <https://www.fdot.gov/traffic/traf-incident/tpas>

As of September 2021, TPAS has been implemented along four major roadway corridors in Florida, including I-4, I-95, I-75, and I-10. This encompasses FDOT Districts 1, 2, 3, 4, 5, and 7, with locations at three Florida welcome centers, 20 weigh stations, and 45 rest areas, monitoring a total of 2,352 truck parking spaces.

Next steps for the TPAS systems include:

- Development of an application programming interface (API) to capture private truck parking facility information and space utilization
- Include Motor Carrier Size and Weight (MCSAW) weigh station truck parking availability
- Collaborate with truck parking app developers to ensure TPAS data is hosted on their platforms
- Coordinate with other locales to allow for inter-state interoperability

Additional opportunities for incorporating technology as a solution for alleviating truck parking shortages covered by this White Paper include the installation of electrification infrastructure and evolving on-board driving technologies. One of the most important amenities for truckers engaging in long rest periods is the ability to power their vehicle without using their truck's internal power supply. The provision of electrification infrastructure at public parking facilities would not only increase utilization, but also allow for more overnight parking users at public facilities.

According to the US Department of Energy⁹, Truck Stop Electrification (TSE) technology provides an off-board power source at a rest/parking facility for a vehicle, allowing the driver to utilize critical vehicle functions (e.g., air conditioning and lighting) while not their idling their truck. Single-system TSE can provide HVAC, electricity, and other amenities via a gantry-mounted or pedestal-mounted duct system. The other type of TSE is referred to as shore power, and offers an electric outlet plug-in for a trucks auxiliary HVAC systems and accessories. This

⁹ US Department of Energy: Alternative Fuels Data Center. Retrieved from: [https://afdc.energy.gov/conserve/idle_reduction_equipment.html#:~:text=the%20driver's%20sleep-,Truck%20Stop%20Electrification%20\(TSE\),drivers'%20rest%20period%20needs.&text=These%20installations%2C%20located%20at%20truck amenities%20such%20as%20internet%20access](https://afdc.energy.gov/conserve/idle_reduction_equipment.html#:~:text=the%20driver's%20sleep-,Truck%20Stop%20Electrification%20(TSE),drivers'%20rest%20period%20needs.&text=These%20installations%2C%20located%20at%20truck amenities%20such%20as%20internet%20access)

4.0 Conclusion and Recommendations

Conclusion

This truck parking White Paper compiled data from several recently completed studies conducted on both the statewide and District-level, to propose recommendations for improving existing conditions for truck parking in District One. The introduction of this White Paper contains a background and perspective section, to include the origins of Jason's Law, Federal hours of service requirements information, and the factors driving the overall demand for truck parking. A document review section provides a short summary for each of the primary sources cited herein.

The truck parking supply and demand review section updates the existing conditions related to truck parking in the District. Building upon the District's 2017 Freight Truck Parking Inventory and the data collected during 2020 Statewide Truck Parking Study and 2019 GPS Analysis, the White Paper thoroughly covers the current supply of truck parking infrastructure in District One. A complete list of existing facilities is provided, broken down by county, ownership type, and number of spaces. Truck AADT volumes and SIS infrastructure are included as context for introducing the topic of truck parking demand. Next, peak utilization percentage, average hourly utilization, parking space density, dwell times, unauthorized truck parking, and statewide areas of concern are all presented to provide a comprehensive discussion regarding demand in the District.

The Opportunities section of the White Paper explored four approaches for improving the District's truck parking network: supply/capacity; policy; partnerships; and technology. To address supply/capacity, a gap analysis has been conducted, which proposes seven candidate truck parking locations (Lakeland – County Line Road, US 27 and US 98, Manatee, Fort Myers, N. River Road, Jones Loop Road and Daniels Parkway). Two additional future candidates, Clewiston and Okeechobee, are also included. A summary comprised of GIS mapping and analysis accompanies each site reflecting relevant factors, such as zoning, future land use, truck AADT, SIS infrastructure, unauthorized parking, nearby facilities, and suitability analysis. Policy and partnership strategies are also included in this section to account for the need for effective outreach in creating an environment considerate of truck parking needs. This section details the ongoing engagement already underway in District One, and outlines best practices that could assist with future program efforts. It concludes with research into the technologies that could make truck parking more efficient, and maximize available dedicated resources. Examples cited as part of this White Paper, include: TPAS; truck parking facility electrification; and ACES vehicle technologies.



Truck Parking at the Pilot Travel Center on Jones Loop Road

The Opportunities section concludes by focusing on the next steps for initiating truck parking opportunities in District One. This next steps section provides recommendations for specific action-items that the District can pursue to improve truck parking conditions in the region. These recommendations have been further condensed

Approach Type	Action-Item	Implementation Timeframe		
		1-2 Years	3-5 Years	5+ Years
Technology	Consider the installation of electrification infrastructure at FDOT-owned truck parking facilities	✓	✓	✓
Technology	Continue to work with FDOT Central Office to ensure implementation of TPAS in the District	On-going		
Technology/ Partnership	Conduct outreach and engagement with SunTrax to monitor advancements in ACES technologies	✓	✓	✓
Technology/ Partnership	Conduct outreach with truck parking facility operators to prepare for the inclusion of space availability data from the private sector into TPAS		✓	
Partnership/Policy	Continue current outreach and engagement events that bring together representatives from the public and private sectors, such as the US 27 Working Group and the District One Trucking Forum	On-going		
Partnership/Policy	Work with municipalities that currently restrict truck parking to enact policy changes favorable to increasing the supply of truck parking in the District		✓	
Partnership/Policy	Work with municipalities and property owners of lots classified in this White Paper as "abandoned" in to formalize the facility as a truck parking lot	✓		
Partnership/Policy	Develop truck parking related marketing materials, such as presentations and leave-behinds for use during outreach events and meetings	✓		
Partnership/Policy	Conduct outreach with local TPOs/MPOs, regional planning councils, and economic development agencies to discuss existing conditions related to truck parking and future planning efforts and coordination opportunities	✓		
Supply/Capacity	Complete the development of the Jones Loops Road and N. River Road truck parking facility concept designs, and pursue construction/repurposing of the lots	✓	✓	
Supply/Capacity	Conduct a study to evaluate the candidate options provided in the gap analysis of this White Paper to determine the most viable location(s), and pursue design and construction of a new truck parking facility	✓	✓	✓

Questions?

Matt McIntosh, AICP

Transportation Planner

mjmcintosh@transystems.com



TranSystems

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Suite 600

Orlando, FL 32801

Main: 407-875-8900

Cell: 407-335-3192

Andy Nicol, AICP

Project Manager

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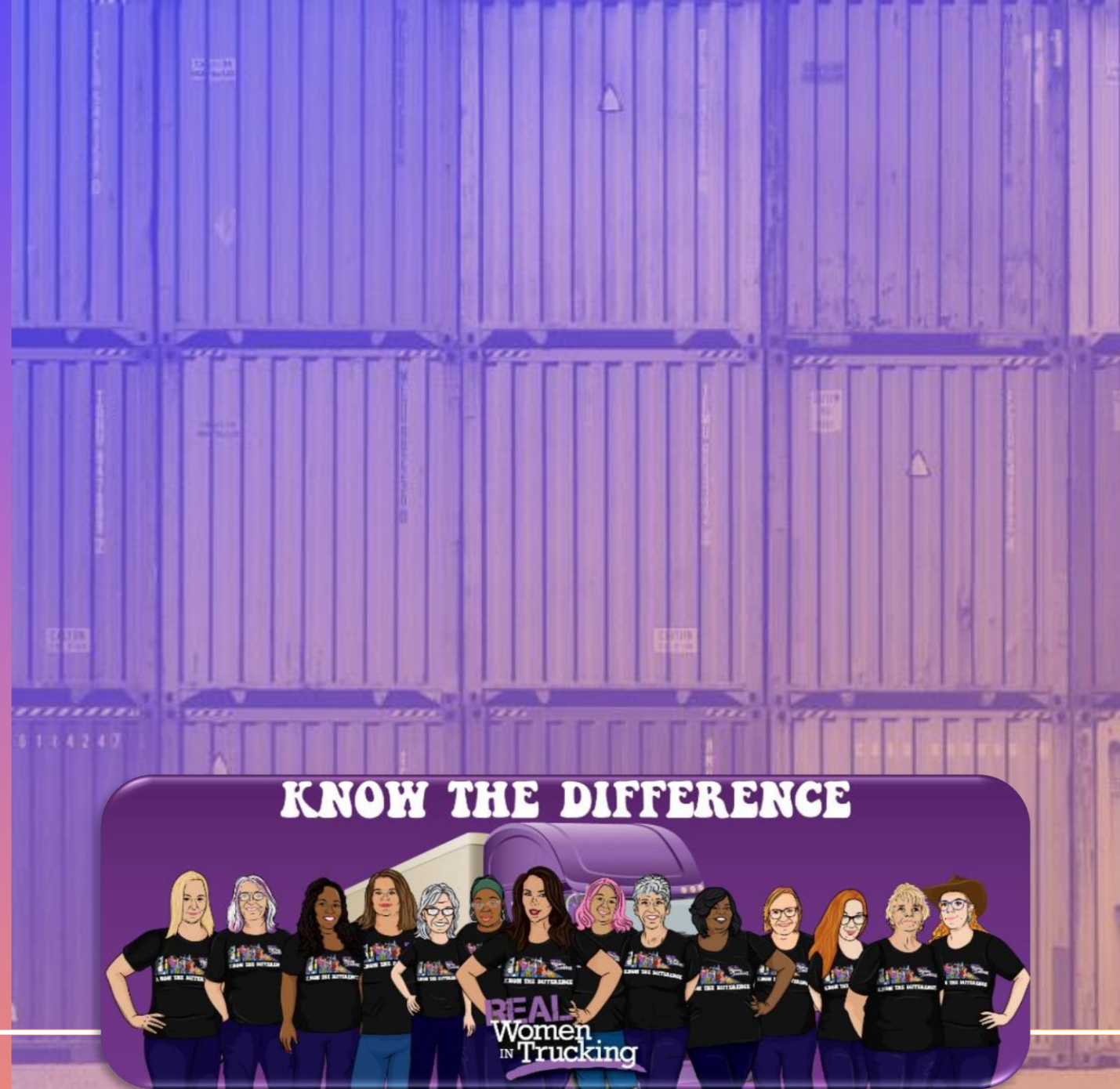
WOMEN IN THE INDUSTRY

Desiree Woods
Owner / Truck Driver



Women in the Industry

REAL Women in Trucking



#KnowTheDifference

REAL
WOMEN IN
TRUCKING

Who Are We?



Mobilizing A Movement



Jason's Law



Sometimes You Just Need A Little Hope



Hope Rivenburg

Mother

Widow

Advocate

Cancer Survivor



5th Meeting



Truckers by Choice , Advocates by Necessity

@TruckerDesiree

Desiree Wood

1 Million Safe Miles,

1sthand experience in modern day truck driver training

Founder and President :

REAL Women in Trucking 501 (c)(6)

Truckers Emergency Assistance Responders 501 (c)(3)

Appointed Member:

Florida Freight Advisory Committee

FMCSA MCSAC Driver Subcommittee

Transportation Research Board – Standing Committee Freight Transportation Planning and Logistics

Member Nevada Freight Advisory Committee,

Advisory Committee CALSTART Electrification for small and minority fleets

Education: Bachelor's degree in business administration from University of Maryland University College and credits from the University of Nevada – Las Vegas College of Business.

Working towards a Master of Business Administration (M.B.A.) in Non-Profit Management from the University of Maryland University College



UNITE WITH US
We STAND Against
Sexual Assault in Trucking



Truckers by Choice , Advocates by Necessity



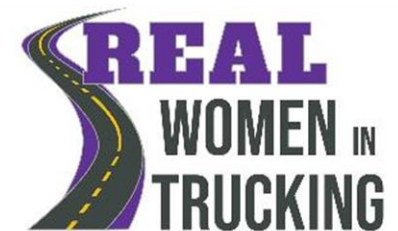
Brita Nowak – BratCat Express
Jupiter, Florida

20 years in the industry

Breast Cancer Survivor



Advocate





FDOT Florida Department of
TRANSPORTATION

FDOT DISTRICT 4



Watch the entire video on the Renaissance Planning
YouTube Channel

REAL
WOMEN IN
TRUCKING

Truckers by Choice , Advocates by Necessity



Kenyette Godhigh-Bell

Tampa based, Bellwether Investment Group dba Bellwether Logistics, a specialized carrier primarily servicing the Southeast and Midwest.

Industry Accolades:

- 100,000 mile Safe Driver Award
- 2021 Real Women in Trucking Queen of the Road Honorable Mention Award

Organizations:

- Board Member of Real Women in Trucking (RWIT)
- Road Pro Professional Drivers Council
- Member of S.H.E. Trucking

Speaker Events:

- 2022 National Association of Truck Stop Owners (NATSO)
- 2022 Road Pro Driver Panel
- 2022 AMBest Annual Meeting Driver Panel
- RWIT Ambassador at 2022 Florida Freight Association Meeting
- RWIT Co-Presenter at 7th Annual FDOT Freight Trucking Forum
Media highlights

Fun Facts:

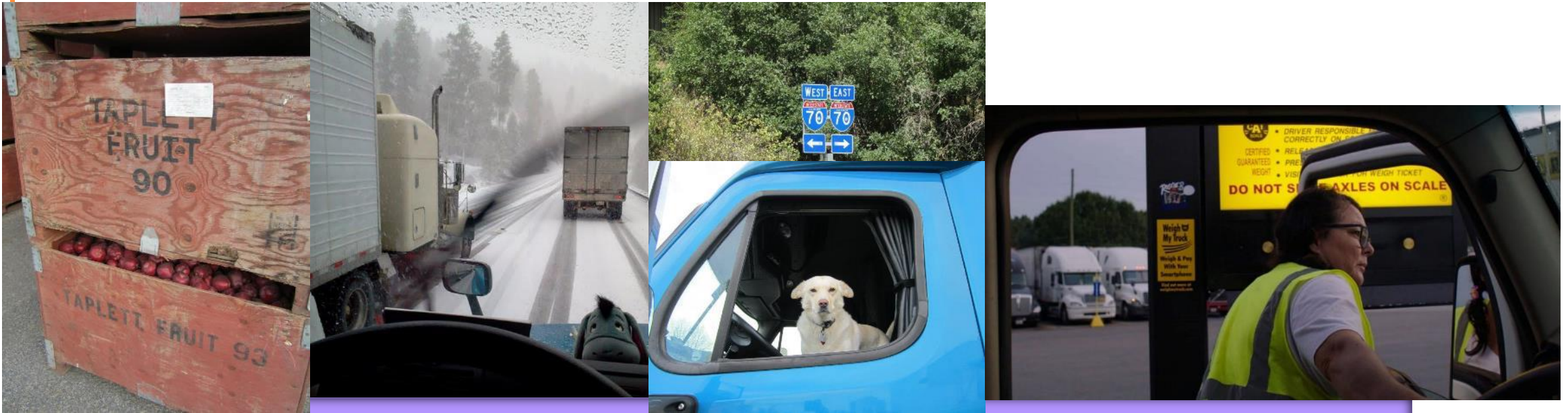
- Favorite school subjects: Math, Computers, English, Latin, and Human Services
- Created a software quiz game in high school



TIME IS MONEY



Truckers Bring It!

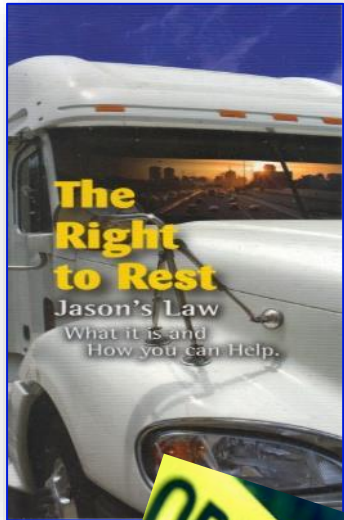


Truck drivers may be traveling from across the country to bring products into Florida
Despite the best efforts to plan your trip, Weather, Accidents and Traffic can cause delays
Truck Drivers can drive 11 hours a day , within a 14-hour period
Federal regulations require truck drivers to take a sleeper break of 10 hours
Finding a safe place to park for 10 hours for sleep can be difficult.
Where would you park if you were out of legal hours to drive in District One?



Truck Drivers have the right to a safe place to sleep

Jason's Law – Truck Parking



NOTICE TO TRUCKERS
ABSOLUTELY NO OVERNIGHT
PARKING OF TRACTORS OR TRAILERS
VIOLATORS WILL BE TICKETED AND TOWED.
RECOVERY OF VEHICLE WILL COST NEARLY \$500.
ZERO TOLERANCE-NO EXCEPTIONS





** Photo From 2009 Jason Rivenburg Murder Crime Scene*

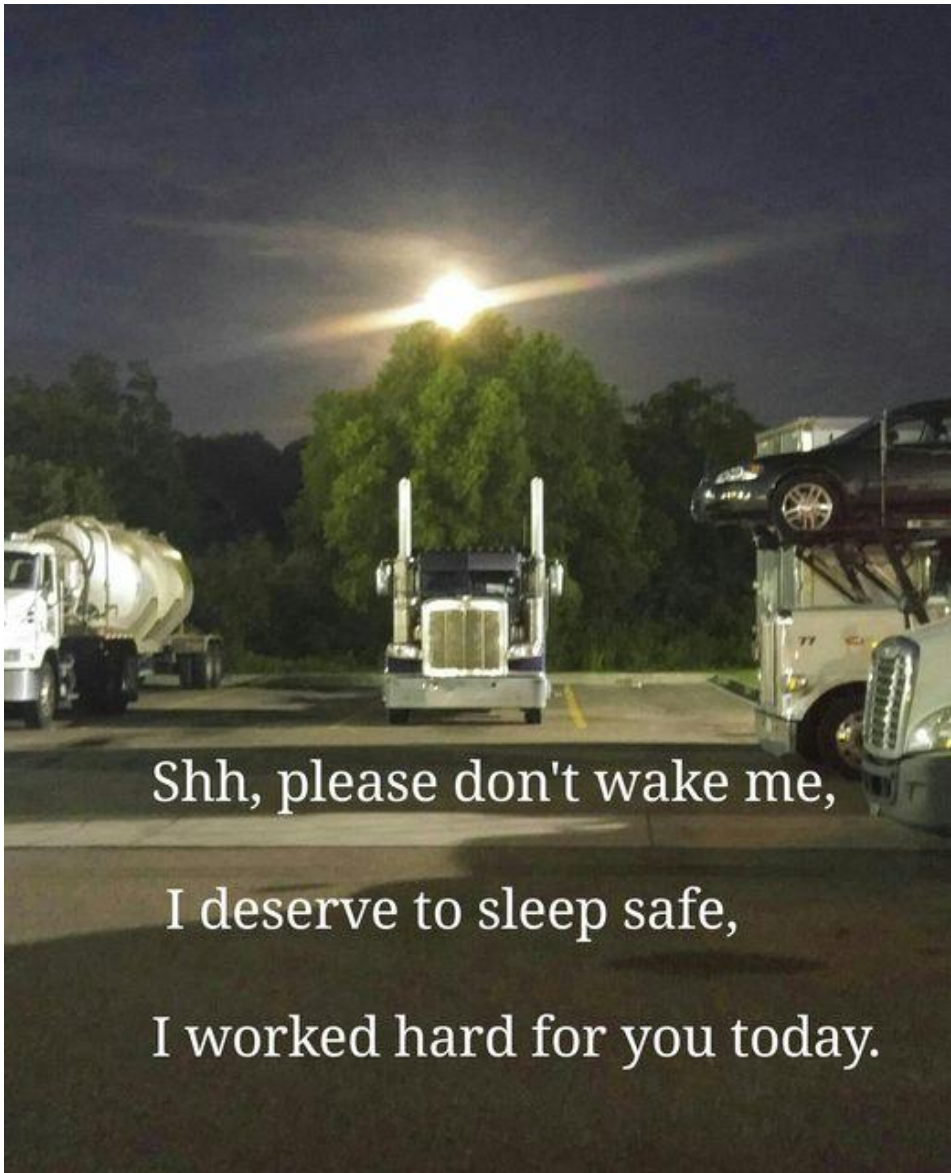
IN THE CIRCUIT
IN AND
STATE OF FLORIDA
vs.
Guillermo Arteaga,
Defendant
To: Desiree Ann Wood



** Photo From 2018 Desiree Wood Hijacked Trailer Crime Scene*

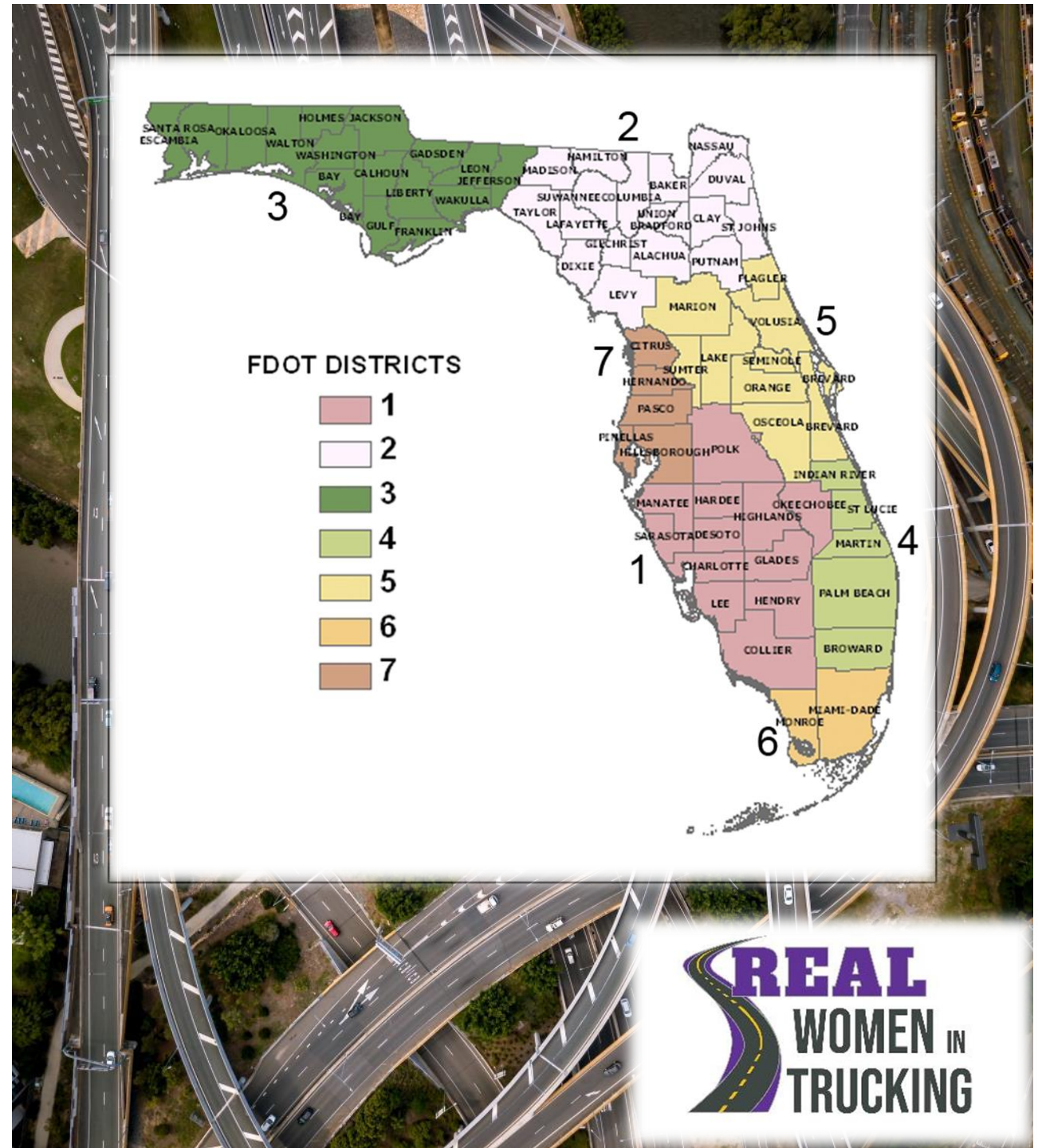


** Photo From 2014 Michael Boeglin Murder Crime Scene*



Shh, please don't wake me,
I deserve to sleep safe,
I worked hard for you today.

TRUCK PARKING

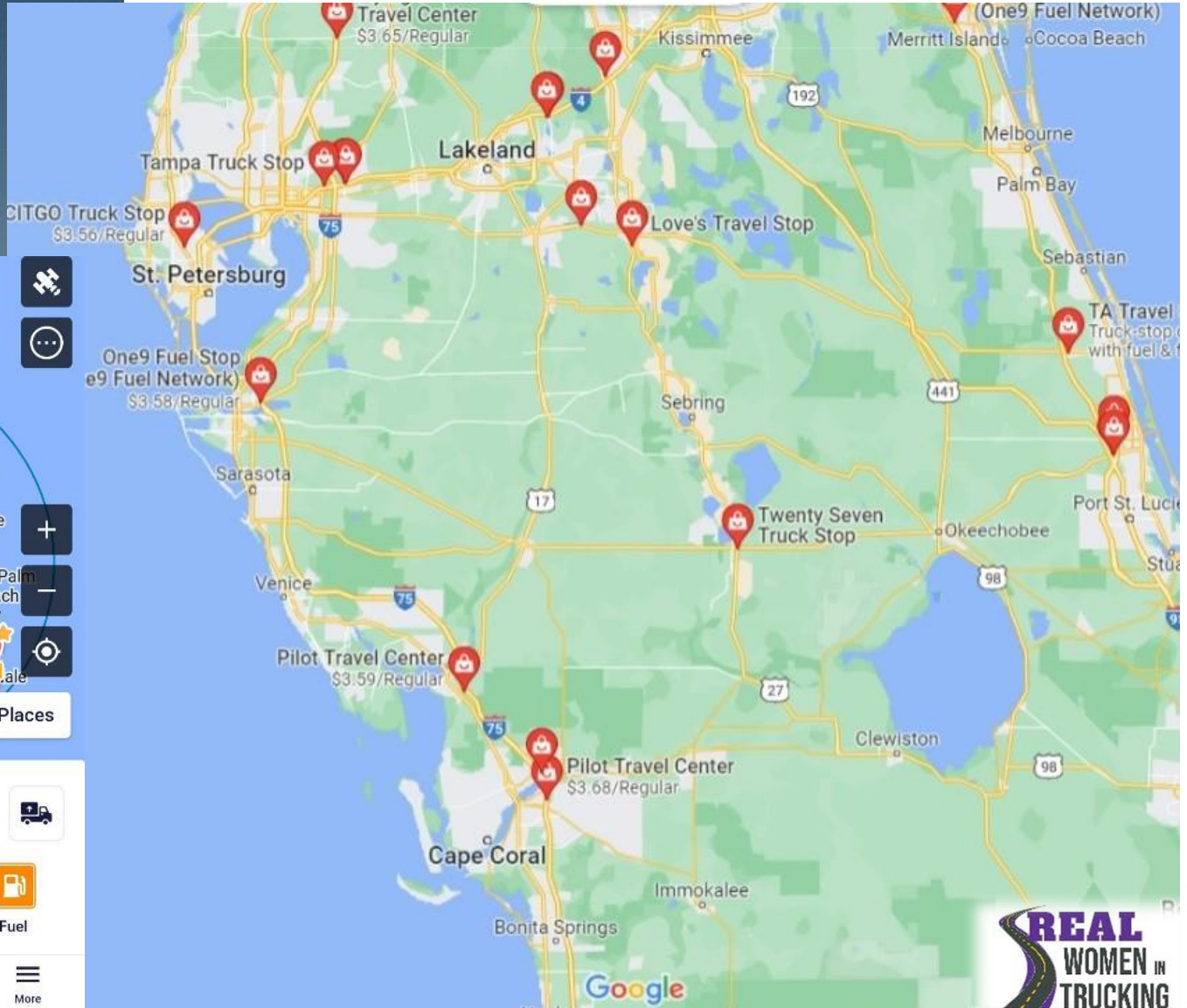
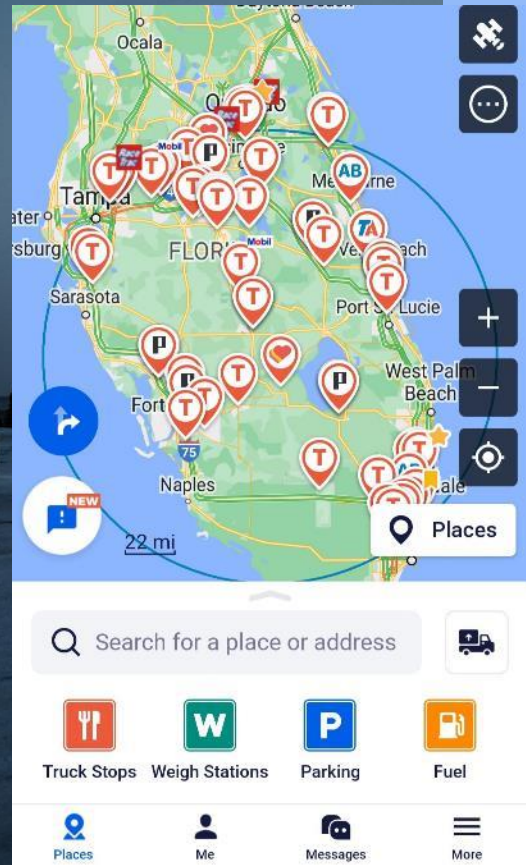


FDOT DISTRICTS

-  1
-  2
-  3
-  4
-  5
-  6
-  7

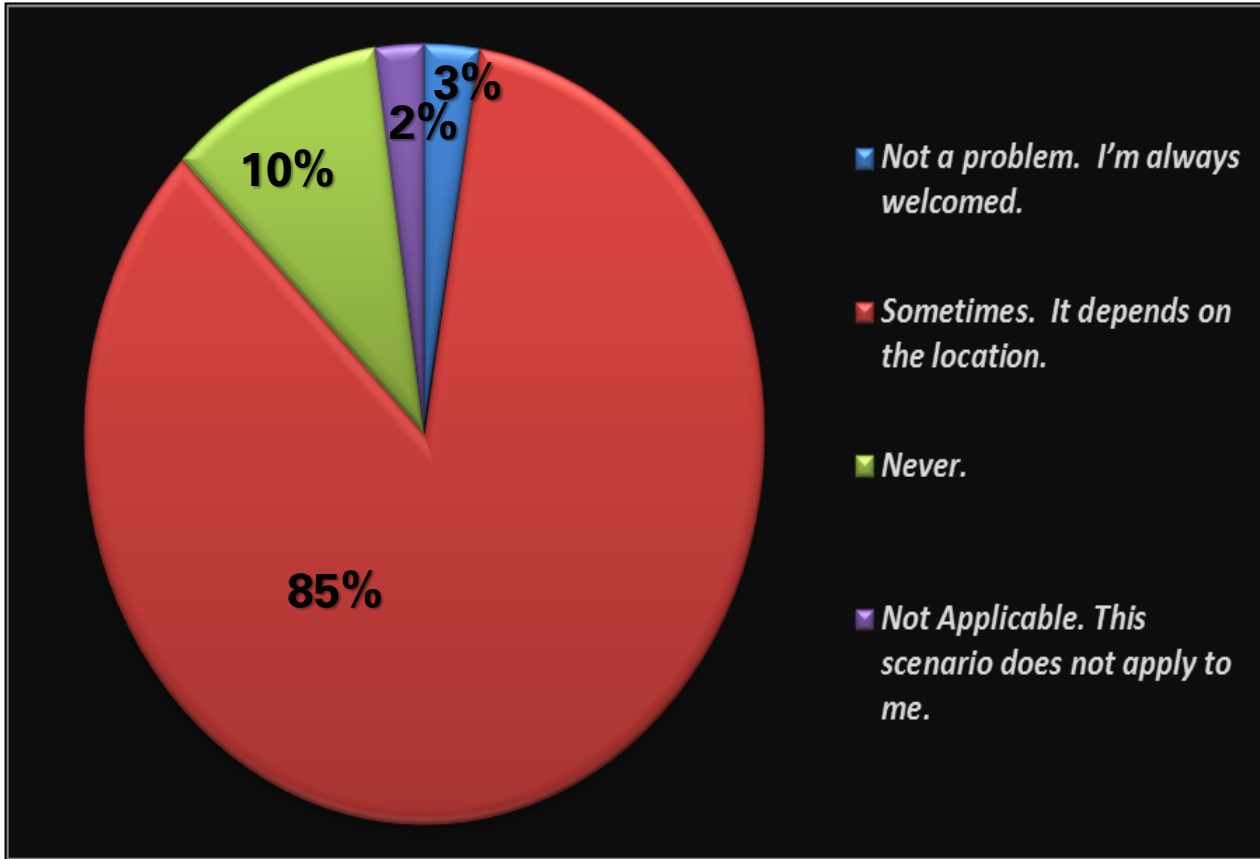


Where do I go to Rest?



Shippers and Receiver Facilities

Truck Drivers feel safer parked at shipper and receiver location, but this isn't always an option



Takeaway: Shippers and Receivers Should Not Be Dictating Whether They Will Accommodate The Truck Traffic They Bring to Communities



Lot Lizard: Police crack down on Redlands' illegal big rig parking lots



10:24
77° 



Florida The Sunshine State

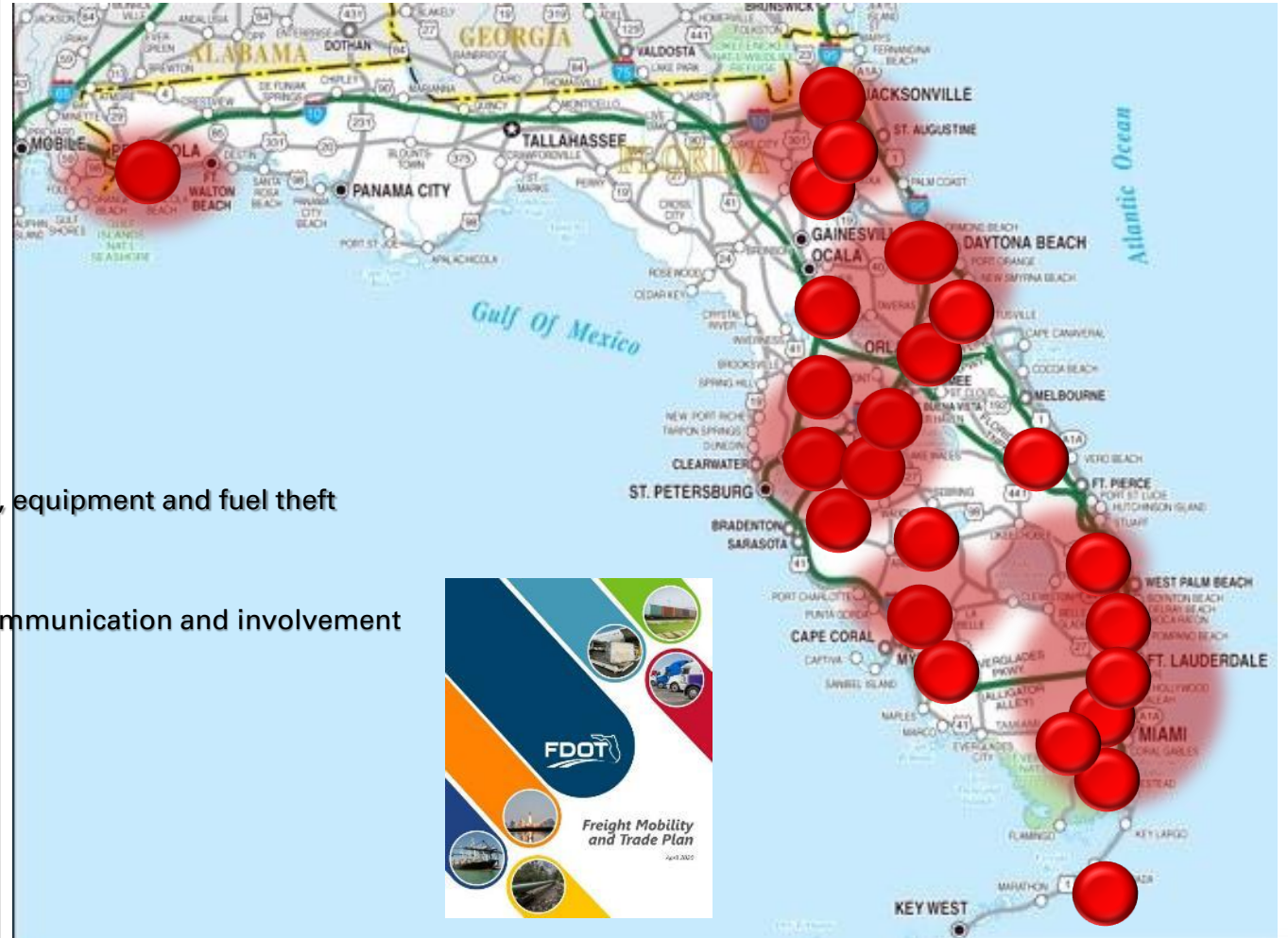
Truck Drivers Dread Delivering to South Florida

Resident Truck Drivers Worry WHILE ON THEIR HOMETIME

Unauthorized Truck Parking makes truck drivers a target for robbery, cargo, equipment and fuel theft

High Cost of Insurance from theft affects truck drivers

“Operation Lot Lizard” is not the solution – more community education, communication and involvement



*Executive at a truck parking meeting in South Florida:
“... we don't care about over the road drivers truck parking concerns; we only care about our private fleet drivers ...”*





Shipper/Receiver Accountability

Policy Change: Federal/State/Local

- Federal law mandates 8 to 10 hours undisturbed sleeper berth time for truck drivers
- Truck drivers should have the ability to rest on site after a delivery if the facility has exceeded 3 hours to load or unload the trailer.

Highway Safety

- Truck drivers being kicked off the site after a delivery is unsafe.
- Fatigued driving has been linked to impaired driving, much like a drunk driver.
- Preventing impaired truck drivers from being on the highway should not be a controversial topic.
- FDOT Drowsy Driver Prevention Campaigns should include advocating for Commercial Motor Vehicle Operators who are expected to drive by fatigued.

**TAKE A
BREAK**
Don't drive drowsy.



Nationwide Project development area for improvement

Roadway project development

- Projects are developed and designed in 5, 10, 15 miles increments.
- Truck parking is a 50-to-100-mile issue.

Areas for Improvement

- A Federal and/or State requirement – for every 100 miles there needs to be XXXX truck parking spaces where trucks are allowed to stop for xxx hours (at least 10 hours).

FUNDING FOR TRUCK PARKING

Federal

MAP-21

- 23 U.S. Code § 133 - Surface transportation block grant program
- 23 U.S. Code § 137 - Fringe and corridor parking facilities

State of Florida

- FDOT Strategic Intermodal System (SIS) funding is the largest source of transportation funds.

Truck Parking is an Equity Issue



Solutions BEYOND THE TRUCK STOP

Repurpose Paved Existing Paved Areas , Vacant Warehousing and provide services to generate revenue

➤ Shopping Malls:

- Laundry (Oversize Washers)
- Wi-Fi Café
- Restaurants (Dog Friendly- Lazy Dog (
- Healthy Food Choices
- Gym (Planet Fitness Chain)
- Dog Walking, Grooming, DIY Dog Wash (Indoor Dog Park)
- Hydro-Massage, Chiropractor, DOT Medical
- Hair / Nail Salon, Barber, Dentist
- Mail services
- Bowling Alley, Movie Theatre



FOOD FOR THOUGHT:

Truck Drivers Are Consumers Too!

*Most Truck Drivers are NOT reimbursed for paid truck parking
Truck Drivers DO spend several hundred dollars when they can park
Tesla Charging Areas When Combined with Truck Parking Areas Improve Services for
Truck Drivers*

Truck Parking Solutions Require New Players and New Innovators

Rezone & Repurpose existing paved areas

Revenue generation through services

Multi-purpose parking improves quality for all

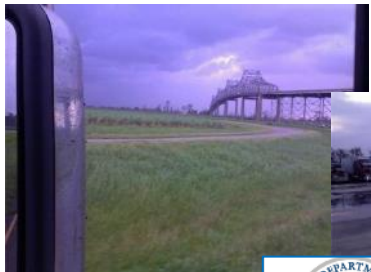
Electrification requires truck parking

Solar parking electrification

Inland Ports



Revenue Generation Through Services NOT Paid Parking



Truck drivers are not reimbursed for paid truck parking



THE WAY TO GET
STARTED
IS TO QUIT TALKING
AND BEGIN DOING.

Walt Disney



WE ARE TRUCKING



Twitter , TikTok, Instagram
@WomenTruckers
Facebook : REAL Women in Trucking

REAL
WOMEN IN
TRUCKING





Company Pages:

REAL Women in Trucking, Inc.

Truckers Emergency Assistance Responders, Inc.

General Inquires: admin@realwomenintrucking.org

QUESTIONS?



QUESTIONS & COMMENTS

Thank You!

