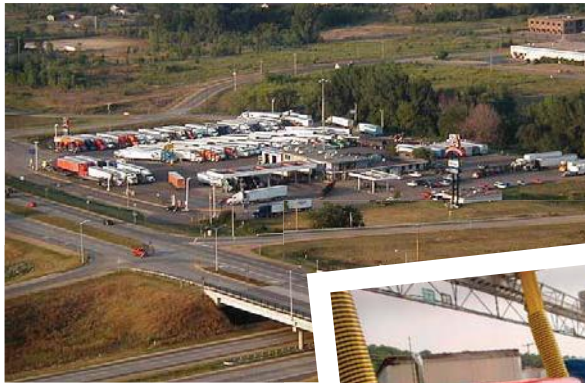


#GPC IV-21

Development of Truck Parking Facilities in Miami-Dade County Phase II



Options for Implementation



Revised November 2012

Prepared for



Prepared by



Development of Truck Parking Facilities in Miami-Dade County Phase II: Options for Implementation

Prepared for:



Miami-Dade County Metropolitan Planning Organization
(Miami-Dade MPO)

Prepared by:



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Work Order # GPC IV-21
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Revised November 2012

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INTRODUCTION AND STUDY PURPOSE

The Miami-Dade Metropolitan Planning Organization (MPO) initiated the *Development of Truck Parking Facilities in Miami-Dade County Phase II* with the purpose to serve as a guide for implementing truck parking facilities, building upon the prior efforts of the *Comprehensive Parking Study for Freight Transport Phase I*. The potential truck parking locations identified in Phase I were examined in greater detail and additional truck parking locations were identified. These potential truck parking sites were analyzed in a detailed screen analysis. Additional parcels identified as part of this Phase II study included potential Florida Department of Transportation (FDOT) surplus property and other private property. This study is a unique effort for the MPO, as the target audience is not the typical public agency but rather the private sector, specifically land owners and potential developers of truck parking facilities.

This study analyzed proposed overnight truck parking sites targeted specifically for long-haul (interstate) trucking operations, estimated site development costs, identified potential funding sources, and outlined an action plan for developing truck parking locations. Several key critical tasks were completed to develop the framework to be advance the program towards implementation including:

- Coordination with agencies such as the Miami-Dade County Planning Department, Miami-Dade County Public Works Department (PWD), Miami-Dade County MPO, FDOT, Florida's Turnpike Enterprise, Miami International Airport, Port of Miami and representatives of the trucking industry
- Coordination with industrial real estate brokers, land owners, and truck parking equipment vendors
- Methodology development screening of potential truck parking locations
- Data review to examine characteristics of truck parking facilities locally and nationally
- Screening of potential truck parking locations to identify viable sites
- Development of prototype truck parking facilities
- Estimates of costs associated with the development of truck parking facilities and identification of funding options
- Development of action plan outlining options for the implementation of truck parking facilities

At the outset of the study, the Miami-Dade County MPO designated the Freight Transportation Advisory Committee (FTAC), whose members include the private and public sector, as the study advisory committee (SAC). The FTAC served as the steering group to review study documents and assist in developing recommendations. The SAC met regularly throughout the course of the study, providing data and input for this study.

The following list summarizes coordination activities in chronological order.

- October 26, 2012: Study Advisory Committee kick-off meeting
- February 2, 2012: Meeting with Carrie Meek Foundation Representatives to discuss Truck Parking Locations R and S

- April 25, 2012: Study Advisory Committee meeting #2
- July 9, 2012: Miami-Dade MPO Transportation Planning Council
- July 25, 2012: Study Advisory Committee meeting #3

Meeting notes and presentation materials from these meetings are included in Appendix A.

Three (3) screening processes were used to analyze the vacant parcels to assess their viability to accommodate truck parking facilities. The screening process included a preliminary screen, initial detailed screen, and in-depth detailed screen. The preliminary screen concentrated on distinguishing between local trucking and interstate trucking, focusing on interstate trucking and identifying parcels where truck parking is allowed that are within 1-mile of interstate interchanges and greater than 10 acres. The initial detailed screen verified folio numbers for the sites, assessed adjacent land uses, identified usable site acreage, determined truck routes in relation to truck parking locations, limited potential locations to sites north of SW 8th Street, within the Urban Development Boundary (UDB), and with paved access. The in-depth detailed screen assessed the neighborhood impacts, driving distance from freeways, site visibility from freeways, freeway truck percentages, site proximity to terminal-major hubs/industrial-commercial truck generators, site accessibility, and developed a land cost feasibility threshold.

Prototype sites were developed to assist potential developers and property owners by illustrating truck parking layouts and specifying amenities that should be considered for the facilities. Local and national overnight truck parking facilities were also examined and used to determine the specific amenities to be considered in the conceptual/prototype design. Order of magnitude costs were also prepared to estimate the financial capital required for site development.

Business models were developed which included private sector/private sector partnerships and public sector/private sector partnerships. Financing options including public and private sector options. This was followed with an action plan outlining the development process depending upon political jurisdiction of each site.

In summary, this study provides information that may facilitate the partnerships likely to be required to advance the development of truck parking facilities in Miami-Dade County.

PHASE I STUDY SUMMARY

The key findings from the Phase I study were the basis for establishing the preliminary screening process that facilitated the data gathering and plan development tasks.

The *Comprehensive Parking Study for Freight Transport Phase I* Study discussed the two (2) types of trucking operations. The two (2) trucking operations are local trucking operations that deliver goods to a variety of customers throughout the region and interstate trucking operations that require overnight parking facilities between loads. The study found a severe shortage of overnight truck parking within Miami-Dade County.

The legal requirements for truck parking facilities within Miami-Dade County include:

- Locations must be within Urban Development Boundary (UDB)
- Sites must have "Industrial and Office" or "Business and Office" land use designation on the adopted year 2015 and 2025 land use plan maps
- Locations within unincorporated areas of Miami-Dade County must be zoned as IU-1, IU-2, IU-3, or BU-3
- Locations within incorporated areas of Miami-Dade County are regulated by local land development codes

The Phase I study identified vacant parcels within the County and used a guideline of 10 overnight truck parking spaces can be accommodated per acre. The study also established that 10-acre sites were preferred for full service overnight truck parking facilities.

The study determined that 30 eligible vacant parcels between two (2) and 10 acres are within unincorporated Miami-Dade County and four (4) vacant parcels are greater than 10 (greater than 9.50) acres. Within incorporated Miami-Dade County, the study determined a total of 71 vacant parcels between two (2) to 10 acres and identified 19 vacant parcels greater than 10 acres.

An assessment of parcels within 1-mile of freeway interchange was also prepared. The study found that 18 vacant parcels between two (2) to 10 acres within unincorporated Miami-Dade County and four (4) vacant parcels greater than 10 (greater than 9.50) acres within unincorporated Miami-Dade County. A total 56 vacant parcels between two (2) to 10 acres within incorporated Miami-Dade County were identified along with nine (9) vacant parcels greater than approximately 10 acres.

The 13 sites greater than 10 acres within 1-mile of freeway interchanges were examined within the preliminary screening process. Summary materials from the Phase I report are provided in Appendix B.

PRELIMINARY SCREENING PROCESS

The preliminary screening process was focused on interstate trucking operations which reduced the number of eligible locations for truck parking to a total of 13 sites identified in the Phase I study.

- Four (4) eligible vacant parcels greater than approximately 10 acres within unincorporated Miami-Dade County
- Nine (9) eligible vacant parcels greater than approximately 10 acres within incorporated Miami-Dade County

The methodology applied as the preliminary screening process focused on identifying locations over 10 acres in size and within 1-mile of freeway interchanges.

A total of eight (8) additional sites were subsequently identified. Four (4) of these additional sites are vacant parcels owned by the Florida Department of Transportation (FDOT). As part of the preliminary screen, a field review of the parcels was conducted. Table 1 provides a list of the parcels included in the preliminary screen.

Table 1: Truck Parking Potential Locations for Further Examination

Truck Parking Location	Parcel Folio Number	Jurisdiction	Acreage	Potential Truck Parking Capacity	Land Use Category	Zoning District
A	3030150010410	Unincorporated	9.58	96	Industrial and Office	IU-3
B	2530310290014 (3030310290014)	Unincorporated	14.67	147	Industrial and Office	IU-1
C	3020310010040	Unincorporated	42.96	430	Industrial and Office	IU-3
D	3040140110010	Unincorporated	11.22	112	Industrial and Office	IU-3
E	3530270460060	Doral	11.73	117	Industrial and Office	I
F	2720190010660	Hialeah Gardens	9.80	98	Industrial and Office	IN-1
G	2720190010580	Hialeah Gardens	10.03	100	Industrial and Office	IN-2
H	2720190010590	Hialeah Gardens	9.79	98	Industrial and Office	IN-2
I	2720190010600	Hialeah Gardens	10.06	101	Industrial and Office	IN-2
J	2720190010610	Hialeah Gardens	9.66	97	Industrial and Office	IN-2
K	2230050010510	Medley	135.34	150	Industrial and Office	M-1
L	2230050010010	Medley	83.82	838	Industrial and Office	M-1
M	2220320040310	Medley	9.73	97	Industrial and Office	M-1
FDOT Additional Parcels						
N	3039360000171	Unincorporated	7.46	75	Transportation	
O	3039360000105	Unincorporated	55.86	560	Transportation	
P	3049310010070	Unincorporated	19.24	190	Agricultural	
Q	3421120000083	Miami Gardens	5.85	59	Industrial	I-1

Truck Parking Location	Parcel Folio Number	Jurisdiction	Acreage	Potential Truck Parking Capacity	Land Use Category	Zoning District
Additional Parcels						
R	0821200000010	City of Opa Locka	9.60	96	Industrial and aviation	Government and Institutions
S	3021280280190	City of Opa Locka	16.88	168	Industrial	Industrial
T	0420200010061/ 0420200010050	Hialeah	17.56	175	Industrial	Government, Institutions, and Agriculture
U	3039360000011/ 3039360000024/ 3039360000019/ 3039360000012	Unincorporated	10.00	100	Vacant Land	Industrial

Note: IU-1 and IU-3 = Industrial

- I = Industrial
- IN-1 = Light Industrial
- IN-2 = Heavy Industrial

Local Regulatory Requirements

In order for sites to be considered for truck parking, the following criteria must be met.

- Located within Urban Development Boundary (UDB)
- Industrial and Office or Business and Office land use designations on 2015 and 2025 Land Use Plan Map

Furthermore, for locations within unincorporated Miami-Dade County, sites must be zoned Industrial (IU-1, IU-2, IU-3 or BU-3). For sites within incorporated areas of Miami-County, regulation is carried out on a local level. A summary of the zoning requirements is provided in Table 2.

Table 2: Local Jurisdiction Zoning Requirements

Jurisdiction	Zoning/Land Use Required for Truck Parking
Hialeah Gardens	Light Industrial (IN-1) Heavy Industrial (IN-2) Commercial Business (B-3)
Medley	Industrial District (M-1) Industrial District (M-3)
Miami Gardens	Special Industrial (I-1)

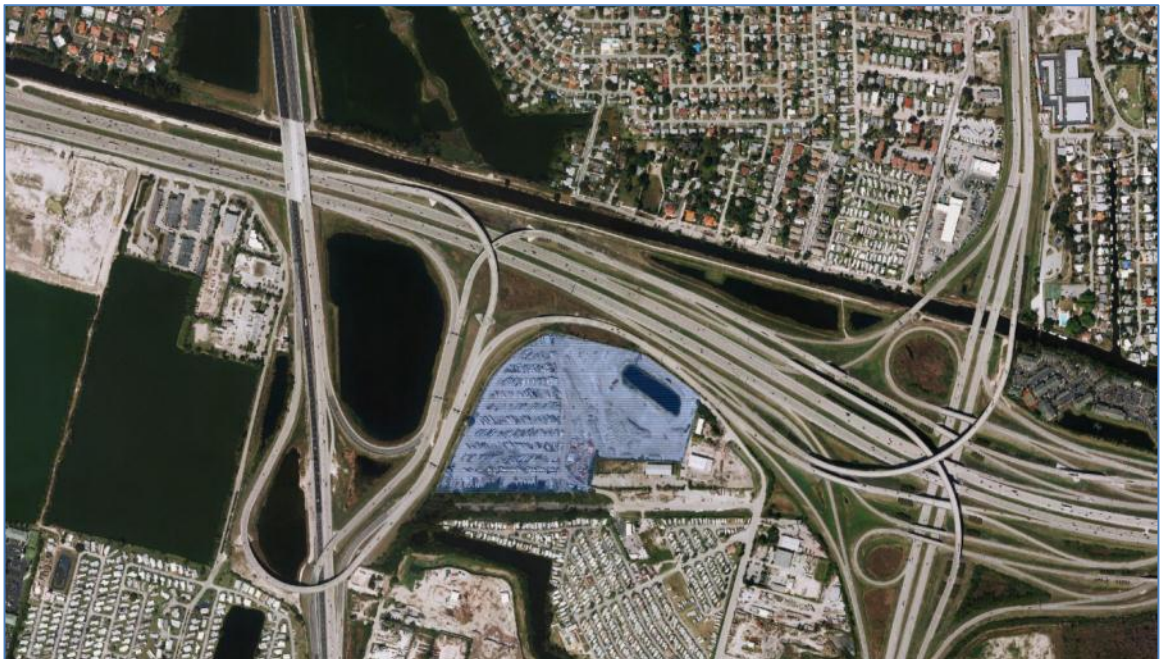
DATA GATHERING

Local Overnight Truck Parking Facilities

Three (3) existing area truck parking facilities were reviewed to assist in the development of conceptual plans. Field reviews were conducted at each of these facilities. These facilities are:

1. 595 Truck Stop, Broward County, Florida
2. Pilot Flying J, Medley, Florida
3. Miami International Airport Overnight Truck Parking Lot, Miami, Florida

Table 3 provides a summary of the sites including acreage, number of overnight parking spaces, and amenities provided at each facility.



595 Truck Stop – Broward County

Table 3: Existing Truck Parking Facilities

595 Truck Stop	
Total Acreage	29.78 AC Currently 14 AC developed
Number of Truck Parking	400 truck parking spaces Currently 160 truck parking spaces
Amenities	<ul style="list-style-type: none"> • 14 diesel fueling positions • Convenience store • Sit-down restaurant • Showers • Laundromat • Tire Service center • General service center • Truck wash • Lounge with billiards tables • Arcade • Various retail such as: Chrome shop and Communications sales
Pilot Flying J	
Total Acreage	4.75 AC
Number of Truck Parking	60 truck parking spaces
Amenities	<ul style="list-style-type: none"> • 5 diesel fueling positions • Convenience store • Café • Showers
Miami International Airport Overnight Truck Parking Lot	
Total Acreage	2.50 AC
Number of Truck Parking	Approximately 20 truck parking spaces
Amenities	<ul style="list-style-type: none"> • None



595 Truck Stop – Broward County



Pilot Flying J - Medley



Miami International Airport Overnight Truck Parking Lot – Miami

National Truck Stop Companies

There are over 6,000 overnight truck parking facilities in the United States. Many of these facilities are operated by three companies: TravelCenters of America (237 locations), Pilot Flying J (550 locations), and Love's (287 locations). TravelCenters of America is the only publicly traded major national overnight truck parking facility operator. Based on information provided in the annual report for TravelCenters of America, large trucking fleets and long haul (interstate) trucking fleets tend to purchase a majority of their fuel at travel centers and truck stops that are located at or near interstate highway exits.

Truck Parking Amenities

Truck parking facilities were originally developed to simply provide fuel for drivers without having to deviate significantly from their travel path. These facilities have evolved into providing a wide range of services. Amenities that should be provided for the Miami-Dade County locations are categorized as core, primary, and secondary amenities. Naturally, smaller facilities will not be able to provide as many amenities as larger sites. However, core amenities should be provided at all facilities. The amenities for each category are listed in Table 4.

Table 4: Truck Parking Amenities

Core Amenities	
Diesel fueling Vehicle fueling Maintenance facility Truck wash Leaky load containment Café	Convenience Store Restrooms Shower Truck electrification Safety and security
Primary Amenities	
Restaurant Laundry facilities Banking facilities (ATM) Wireless Internet Access (wifi) Truck Scales	
Secondary Amenities	
Lounge Business center Retail Intelligent Transportation Systems (ITS)	

Diesel/Vehicle Fueling

Fueling areas should be located in close proximity to the facility's building, while providing significant truck storage (stacking). Pay at the pump service should be provided rather than forcing the driver to walk inside to complete the transaction.

Truck fueling should be provided from both the driver and passenger side of the truck, as truck fuel tanks



Fuel Dispenser with DEF

are on both sides of truck. Refrigerated trailers have their own fuel tank which fills on the left (drivers) side and is separate from the truck fuel tanks.

As of 2010, trucks are required to meet stricter EPA emission standards and use Diesel Exhaust Fluid (DEF). State-of-the-art fuel dispensers that incorporate DEF dispensers should be utilized at the proposed overnight truck parking facility to optimize fueling operations.

Maintenance Facility

A truck maintenance facility should be provided on site for minor truck repairs as well as for regular maintenance.

Truck Wash

An automated truck wash that cleans a truck with trailer should be provided on site as a core amenity. This amenity can be supplemented by provided detailing, chrome/aluminum polishing, and upholstery cleaning.

Leaky Load Containment

Leaky load containment is a catch basin designed to contain any leaking cargo from a truck. It is usually located away from the other trucks in case of the need to contain hazardous materials.

Café/Convenience Store/Restrooms/Shower

A café or a full service restaurant should be provided on site. A convenience store with a full line of snack foods, packaged products, beverages, personal hygiene products, driver's necessities, and retail items should be provided. Additionally, restroom and shower facilities need to be provided to complement these services.

Truck Electrification

An idling diesel engine consumes approximately one gallon of fuel per hour. The exhaust from the idling engines contains numerous pollutants, including nitrogen oxide (NOx), carbon monoxide (CO), and volatile organic compounds (VOCs). Because truck drivers are required to get several hours of rest to ensure safe driving, they normally keep engines idling at truck stops during rest periods to provide heating and air conditioning in the cab and sleeping area in addition to powering various in cab appliances. Truck electrification installs technology that allows truck drivers to shut off their engines while idling and to hook up an adaptor that provides the truck with required heating and cooling, electricity, and communications services. In addition to the air quality benefits, other benefits include fuel savings, and improved working conditions for the truck drivers.

As of December 15, 2009, the Florida Administrative Code 62-285.420 exemption for truck idling for the purpose of driver sleeping or resting was to expire on September 30, 2013. However, on February 16, 2012, this ruling was repealed. Nonetheless, truck electrification should be provided in the site design. Several different methods for providing truck electrification exist. A gantry system can be utilized as manufactured by IdleAir, depicted in the photo below. Due to hurricanes in Florida, gantry type systems could be less durable.



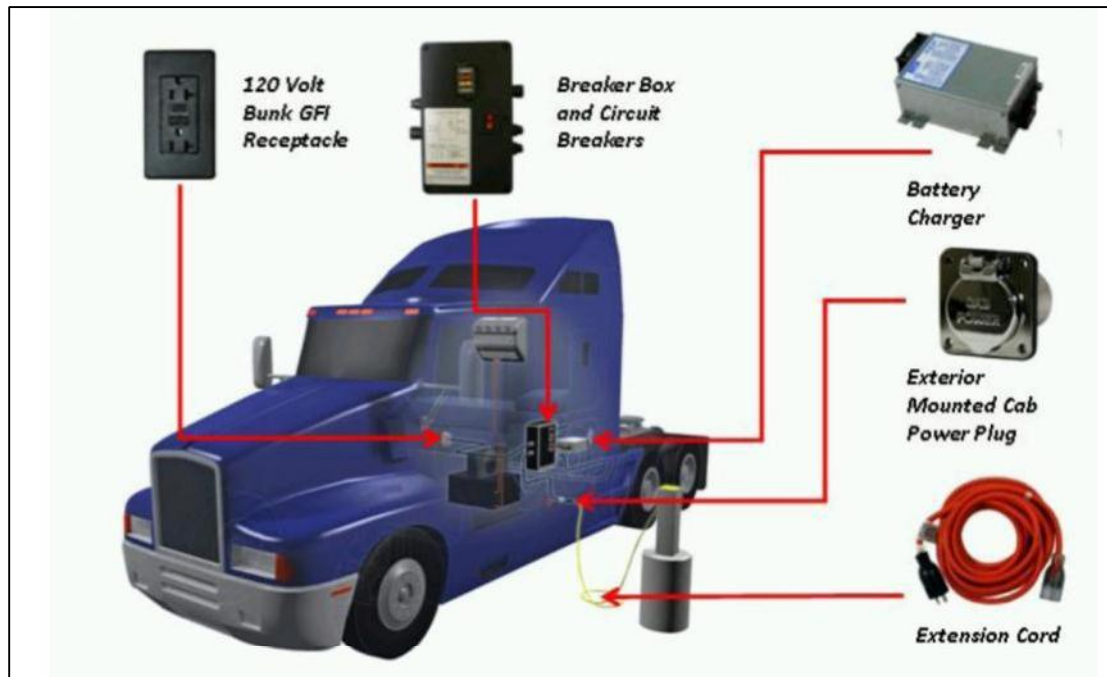
IdleAir Gantry Truck Electrification System

AireDock offers a similar system that is pedestal mounted (refer to the photo below). Both of these systems utilize credit card readers and pin pads on the individual units so the driver does not need to leave their truck to activate the system. These systems provide universal window adapters that provide a heating and air-conditioning unit, power outlets, cable tv, and internet RJ-45 connection.



Airedock Pedestal Truck Electrification System

A third type of unit is a pedestal mounted system that plugs into the truck cab's auxiliary power unit (APU). The truck must have an APU unit in order for this system to work. This system also can provide power outlets, cable tv, and wireless internet. Heating and air-conditioning is provided by the truck's APU. APUs can be similar to generator or battery type devices. The photo below depicts a Shorepower system.



Shorepower Pedestal Truck Electrification System (with Battery APU)

Security and Safety

A fence should be provided along the perimeter of truck parking facilities along with bright quality lighting to help deter theft and vandalism. If additional security measures are required, security guards can be employed.

Intelligent Transportation System (ITS) Components

ITS components such as variable message signage with real-time information for travel times on adjacent freeways and other relevant information can be provided at the exit from the overnight truck parking facility. Other ITS information such as variable message signage along freeways with real-time truck parking space availability information may currently pose a challenge due to the lack of reliable systems.

SITE SELECTION

The Site Selection task focuses on providing a detailed screening process to reduce the 21 candidate truck parking locations to the most viable locations. Two (2) detailed screening processes were developed for this task, the initial detailed screen and in-depth detailed screen. The initial detailed screening process considered the following independent criteria.

- Folio number verified with property appraiser
- Compatible with adjacent land uses
- Usable site acreage
- Adjacent roadway network and access
- Truck routes/freeways in relation to potential truck parking
- Sites located north of SW 8th Street
- Properties located within Urban Development Boundary (UDB)
- Paved access to sites

Candidate locations

Individual site definition sheets were developed as part of the screening process for the candidate truck parking locations and are contained on the following pages. These sheets include parcel folio number, property address, property owner, political jurisdiction, nearest interstate/freeway, site acreage/usable acreage, potential truck parking capacity, site benefits, neighborhood impacts, site challenges, nearby land uses, and zoning.

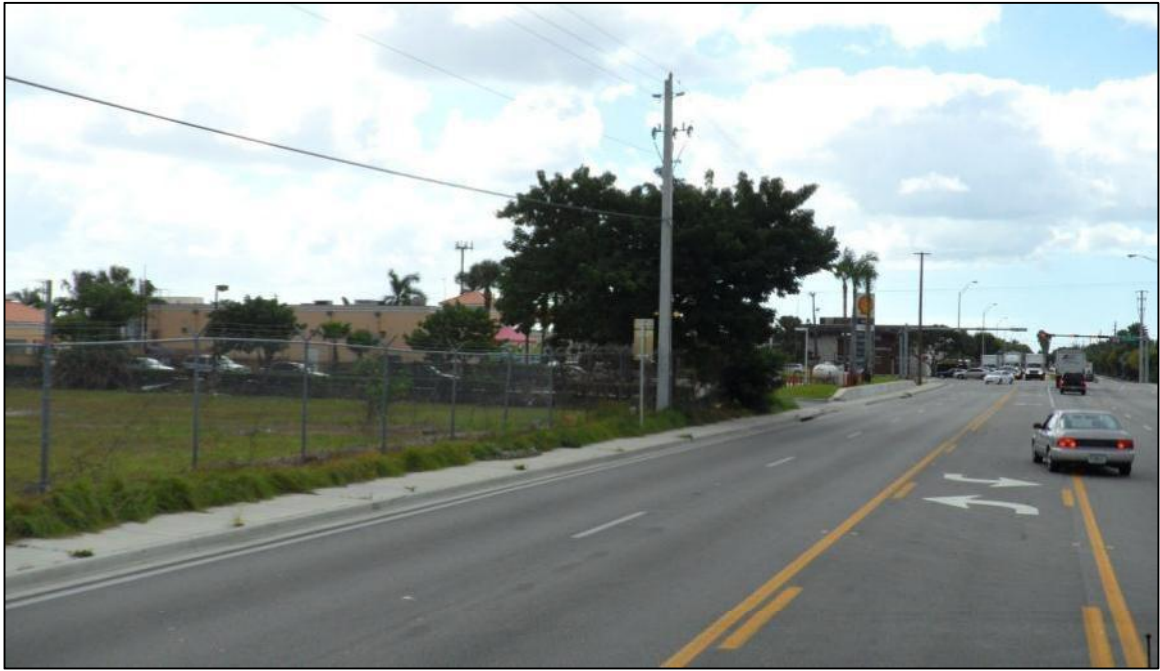
A more detailed evaluation was performed for the candidate parking locations advanced through the initial screening including an assessment of parcel visibility from freeways, truck percentages in the vicinity, proximity to terminals/hubs/generators, accessibility, and appraised value.

Truck Parking Location A

Parcel Folio Number	3030150010410
Property Address	5900 NW 84 th Avenue
Property Owner	Kelly Tractor Corporation
Political Jurisdiction	Unincorporated
Nearest Freeway Driving Distance	SR 826/Palmetto Expressway: 0.84 miles SR 821/Florida's Turnpike HEFT: 4.23 miles
Site Acreage/ Usable Acreage	9.58 Acres/9.58 Acres (9.43 Property Appraiser)
Potential Truck Parking Capacity	94 trucks
Site Benefits	Better site access from NW 87 th Avenue than NW 84 th Avenue. NW 87 th Avenue provides more turn-lane storage at NW 58 th Street. Adjacent Shell Gas Station on NW 58 th Street and NW 87 th Avenue.
Neighborhood Impact	Predominantly industrial warehouse area in close proximity to Doral.
Site Challenges	Site may have contamination issues since it is located near a Superfund site at NW 87 th Avenue and NW 58 th Street. Drainage requirements would need to be met through retention/detention storage, which would reduce the usable acreage on the site.
Nearby Land Uses	Primarily industrial and warehouse
Zoning	7600: Industrial Unlimited



Truck Parking Location A



Truck Parking Location A – Facing South along NW 87th Avenue



Truck Parking Location A – Facing West from NW 84th Avenue

Truck Parking Location B

Parcel Folio Number	2530310290014 (3030310290014)
Property Address	NW 117 th Avenue
Property Owner	Procacci Crossroad 117 LLC
Political Jurisdiction	Unincorporated
Nearest Freeway Driving Distance	SR 836/Dolphin Expressway: 1.66 miles SR 821/Florida's Turnpike HEFT: 1.74 miles
Site Acreage/ Usable Acreage	14.67 Acres/14.67 Acres (14.59 Property Appraiser)
Potential Truck Parking Capacity	145 trucks
Site Benefits	Close proximity to both SR 821 and SR 836 as well as Doral/Airport West warehouse district.
Neighborhood Impact	Located adjacent to regional mall and in a predominantly office park area.
Site Challenges	Location eliminated from further consideration due to land use compatibility issue with adjacent office and retail developments. Owner advertising site as Class "A" office space and currently seeking tenants.
Nearby Land Uses	Light industrial, office, and retail
Zoning	7100: Industrial





Truck Parking Location B – Leasing Information Sign



Truck Parking Location B – View of Site with Adjacent Office Development

Truck Parking Location C

Parcel Folio Number	3020310010040
Property Address	NW 122 nd Street on east side of Florida's Turnpike HEFT
Property Owner	Tarmac Florida, Inc.
Political Jurisdiction	Unincorporated
Nearest Freeway Driving Distance	SR 821/Florida's Turnpike HEFT: 3.20 miles
Site Acreage/ Usable Acreage	42.96 Acres/42.96 Acres (67.02 Property Appraiser)
Potential Truck Parking Capacity	430 trucks
Site Benefits	Located within predominantly industrial area in proximity to Medley.
Neighborhood Impact	Located adjacent to warehousing and mining uses.
Site Challenges	Location eliminated from further consideration because this property is under contract for development.
Nearby Land Uses	Industrial and vacant
Zoning	9500: Office Park District



Truck Parking Location C

Truck Parking Location D

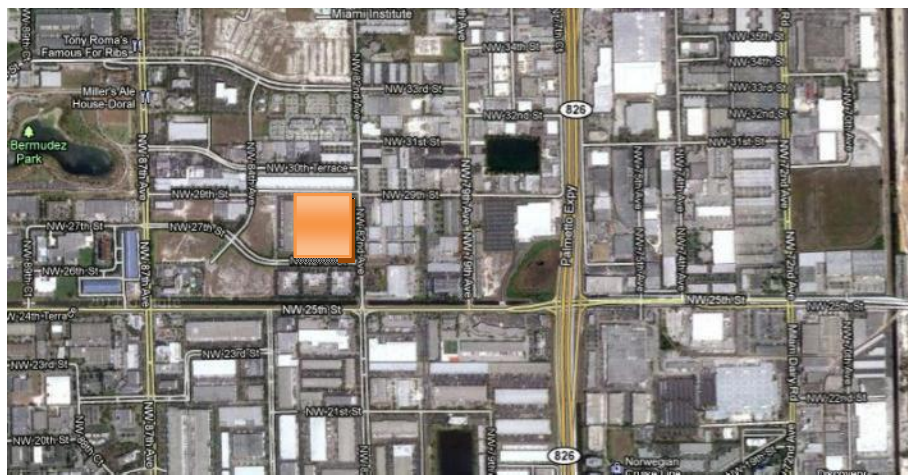
Parcel Folio Number	3040140110010
Property Address	SW 71 st Avenue to south of SW 24 th Street (Coral Way)
Property Owner	Tamiami Automotive Group
Political Jurisdiction	Unincorporated
Nearest Freeway Driving Distance	SR 826/Palmetto Expressway: 0.75 miles
Site Acreage/ Usable Acreage	11.22 Acres/11.22 Acres (16.03 Property Appraiser)
Potential Truck Parking Capacity	160 trucks
Site Benefits	Close proximity to SR 826/Palmetto Expressway. Nearby Miami-Dade County Transit bus garage establishes precedent for industrial land uses.
Neighborhood Impact	Adjacent to Miami-Dade Transit bus garage, retail stores and single-family residential homes.
Site Challenges	Location eliminated, as property is under contract for development. Nearby single-family residential neighborhood. Located south of SW 8 th Street.
Nearby Land Uses	Industrial, retail, and residential
Zoning	7600: Industrial Unlimited



Truck Parking Location D

Truck Parking Location E

Parcel Folio Number	3530270460060
Property Address	NW 27 th Street at NW 82 nd Avenue
Property Owner	Avante Limited
Political Jurisdiction	Doral
Nearest Freeway Driving Distance	SR 826/Palmetto Expressway: 0.73 miles
Site Acreage/ Usable Acreage	11.73 Acres/11.73 Acres (11.65 Property Appraiser)
Potential Truck Parking Capacity	117 trucks
Site Benefits	Close proximity to SR 826/Palmetto Expressway.
Neighborhood Impact	Office Park. Located in close proximity to NW 25 th Street, a heavy truck traffic roadway, and the Doral/Airport West warehouse district.
Site Challenges	Location eliminated from further consideration, due to land use compatibility concerns with adjacent office uses. Furthermore, extensive fill would be required to raise grade elevation of the site.
Nearby Land Uses	Industrial and office
Zoning	7600: Industrial Unlimited



Truck Parking Location E



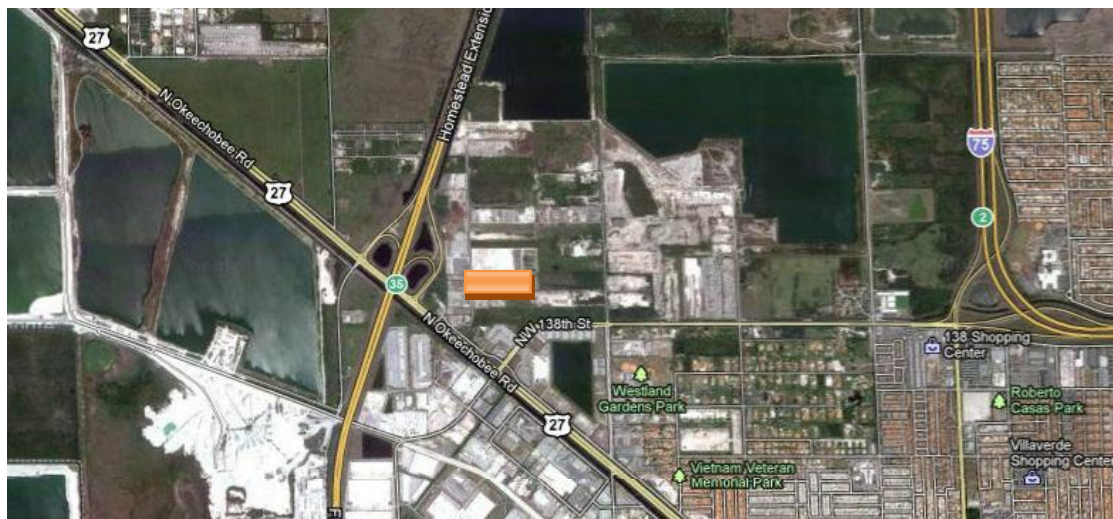
Truck Parking Location E – View of Adjacent Office Uses



Truck Parking Location E – Site Requires Extensive Fill

Truck Parking Location F

Parcel Folio Number	2720190010660
Property Address	NW 112 th Avenue to north of US 27 (Okeechobee Road)
Property Owner	Triple FFF Investments, Inc.
Political Jurisdiction	Hialeah Gardens
Nearest Freeway Driving Distance	SR 821/Florida's Turnpike HEFT: 0.52 miles I-75: 2.66 miles SR 826/Palmetto Expressway : 3.85 miles
Site Acreage/ Usable Acreage	9.80 Acres/9.80 Acres (10.00 Property Appraiser)
Potential Truck Parking Capacity	100 trucks
Site Benefits	Proximity to three freeway facilities. Site already accommodates paved truck parking.
Neighborhood Impact	Existing truck parking facilities and vacant land in general area.
Site Challenges	NW 112 th Avenue would require improvements including paving.
Nearby Land Uses	Industrial and vacant
Zoning	9000: Agriculture



Truck Parking Location F



Truck Parking Location F – NW 112th Avenue in Vicinity of Site



Truck Parking Location F – Existing Truck Parking

Truck Parking Location G

Parcel Folio Number	2720190010580
Property Address	NW 107 th Avenue north of NW 138 th Street
Property Owner	A I P Investment, Inc.
Political Jurisdiction	Hialeah Gardens
Nearest Freeway Driving Distance	SR 821/Florida's Turnpike HEFT: 1.28 miles I-75: 1.88 miles SR 826/Palmetto Expressway : 3.08 miles
Site Acreage/ Usable Acreage	10.30 Acres/10.30 Acres (10.00 Property Appraiser)
Potential Truck Parking Capacity	100 trucks
Site Benefits	Proximity to three freeways facilities. Vacant parcel. Potential to be combined with truck parking locations H, I, and J.
Neighborhood Impact	Located in vicinity of industrial and vacant land.
Site Challenges	NW 107 th Avenue is narrow un-improved roadway.
Nearby Land Uses	Industrial and vacant
Zoning	9000: Agriculture



Truck Parking Location G



Truck Parking Location G – Vacant Parcel view from NW 107th Avenue



Truck Parking Location G – Frontage of Site along NW 107th Avenue

Truck Parking Location H

Parcel Folio Number	2720190010590
Property Address	NW 107 th Avenue north of NW 138 th Street
Property Owner	Pedro Hernandez
Political Jurisdiction	Hialeah Gardens
Nearest Freeway Driving Distance	SR 821/Florida's Turnpike HEFT: 1.18 miles I-75: 1.78 miles SR 826/Palmetto Expressway : 2.98 miles
Site Acreage/ Usable Acreage	9.79 Acres/9.79 Acres (10.00 Property Appraiser)
Potential Truck Parking Capacity	100 trucks
Site Benefits	Proximity to three freeway facilities. Potential to be combined with truck parking locations G, I, and J
Neighborhood Impact	Located in vicinity of industrial and vacant land.
Site Challenges	Existing activity on site including tent encampment. NW 107 th Avenue is narrow un-improved roadway.
Nearby Land Uses	Industrial and vacant
Zoning	9000: Agriculture



Truck Parking Location H



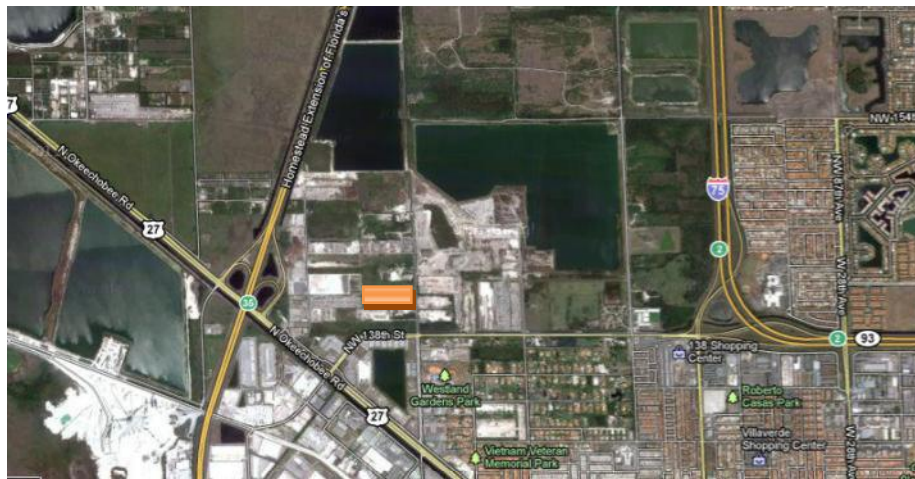
Truck Parking Location H – Entry to Site from NW 107th Avenue



Truck Parking Location H – View of Tent Encampment from NW 107th Avenue

Truck Parking Location I

Parcel Folio Number	2720190010600
Property Address	NW 107 th Avenue north of NW 138 th Street
Property Owner	CAC Real Estate, LLC
Political Jurisdiction	Hialeah Gardens
Nearest Freeway Driving Distance	SR 821/Florida's Turnpike HEFT: 1.18 miles I-75: 1.78 miles SR 826/Palmetto Expressway : 2.98 miles
Site Acreage/ Usable Acreage	10.06 Acres/10.06 Acres (10.00 Property Appraiser)
Potential Truck Parking Capacity	100 trucks
Site Benefits	Proximity to three freeway facilities. Vacant parcel, currently in the process of being cleared and grubbed. Potential to be combined with truck parking locations G, H, and J
Neighborhood Impact	Industrial and vacant land.
Site Challenges	NW 107 th Avenue is narrow un-improved roadway.
Nearby Land Uses	Located in vicinity of Industrial and vacant land.
Zoning	9000: Agriculture



Truck Parking Location I



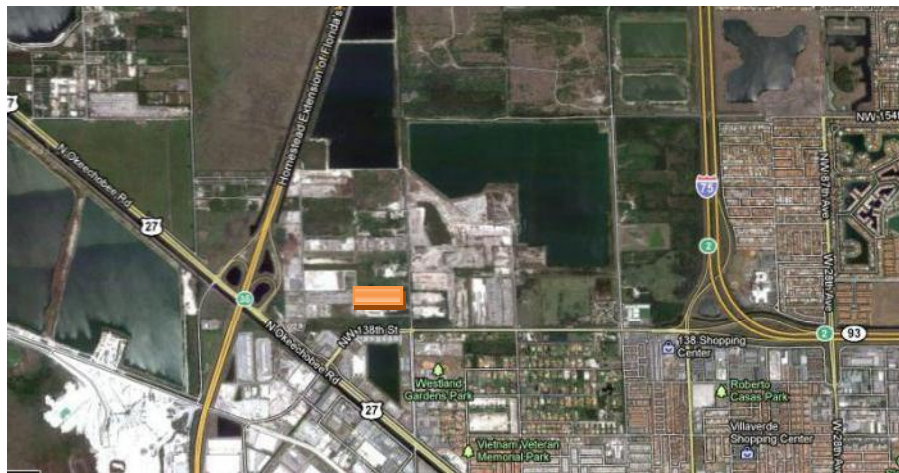
Truck Parking Location I – View from NW 107th Avenue



Truck Parking Location I – View from NW 107th Avenue

Truck Parking Location J

Parcel Folio Number	2720190010610
Property Address	NW 107 th Avenue north of NW 138 th Street
Property Owner	CAC Real Estate, LLC
Political Jurisdiction	Hialeah Gardens
Nearest Freeway Driving Distance	SR 821/Florida's Turnpike HEFT: 1.16 miles I-75: 1.77 miles SR 826/Palmetto Expressway : 2.97 miles
Site Acreage/ Usable Acreage	9.66 Acres/9.66 Acres (9.53 Property Appraiser)
Potential Truck Parking Capacity	95 trucks
Site Benefits	Proximity to three freeway facilities. Vacant parcel, currently in the process of being cleared and grubbed. Potential to be combined with truck parking locations G, H, and I.
Neighborhood Impact	Located in vicinity of industrial and vacant land.
Site Challenges	NW 107 th Avenue is narrow un-improved roadway.
Nearby Land Uses	Industrial, office, and vacant
Zoning	7100: Industrial



Truck Parking Location J



Truck Parking Location J – View from NW 107th Avenue



Truck Parking Location J – View from NW 107th Avenue

Truck Parking Location K

Parcel Folio Number	2230050010510
Property Address	NW 97 th Avenue in vicinity of NW 90 th Street
Property Owner	F 98 3, LLC
Political Jurisdiction	Medley
Nearest Freeway Driving Distance	SR 821/Florida's Turnpike HEFT: 3.22 miles I-75: 5.12 miles SR 826/Palmetto Expressway : 6.14 miles
Site Acreage/ Usable Acreage	135.34 Acres/8.74 Acres (Including Folio 2230050010540) or 7.19 acres (without Folio 223005001050)
Potential Truck Parking Capacity	87 trucks
Site Benefits	Vacant parcel in industrial area in proximity to Medley industrial uses.
Neighborhood Impact	Primarily vacant land surrounding site.
Site Challenges	Site eliminated because of remote accessibility. Majority of site occupied by lake.
Nearby Land Uses	Industrial and vacant
Zoning	7100: Industrial



Truck Parking Location K



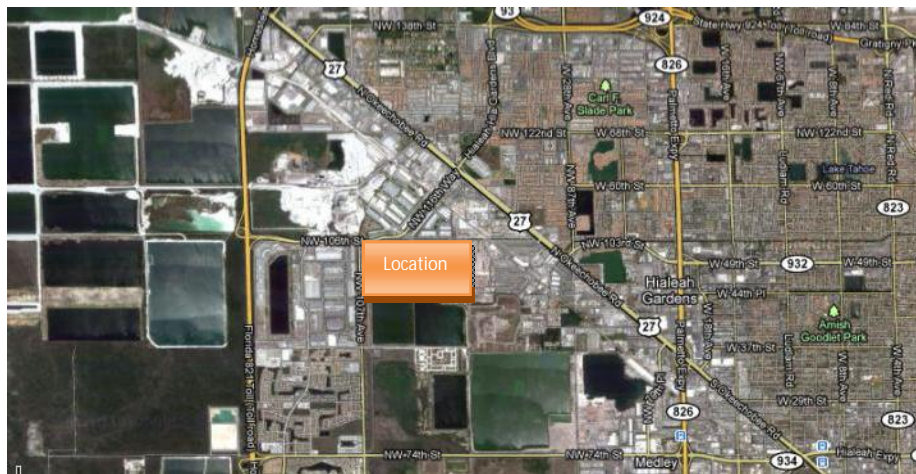
Truck Parking Location K – NW 90th Street Providing Access to Site



Truck Parking Location K – NW 90th Street Providing Access with Standing Water

Truck Parking Location L

Parcel Folio Number	2230050010010
Property Address	Between NW 97 th Avenue and NW 107 th Avenue to south of NW 106 th Street
Property Owner	F77 1 F77 2 & F77 3, LLC
Political Jurisdiction	Medley
Nearest Freeway Driving Distance	SR 821/Florida's Turnpike HEFT: 1.90 miles I-75: 2.96 miles SR 826/Palmetto Expressway : 3.96 miles
Site Acreage/ Usable Acreage	257.95 Acres/84.56 Acres
Potential Truck Parking Capacity	845 trucks
Site Benefits	Vacant parcel in industrial area in proximity to Medley industrial uses.
Neighborhood Impact	Primarily Industrial adjacent to site but mobile home residential park in area.
Site Challenges	Large portion of site is occupied by lake.
Nearby Land Uses	Industrial, office, vacant, and residential
Zoning	7100: Industrial





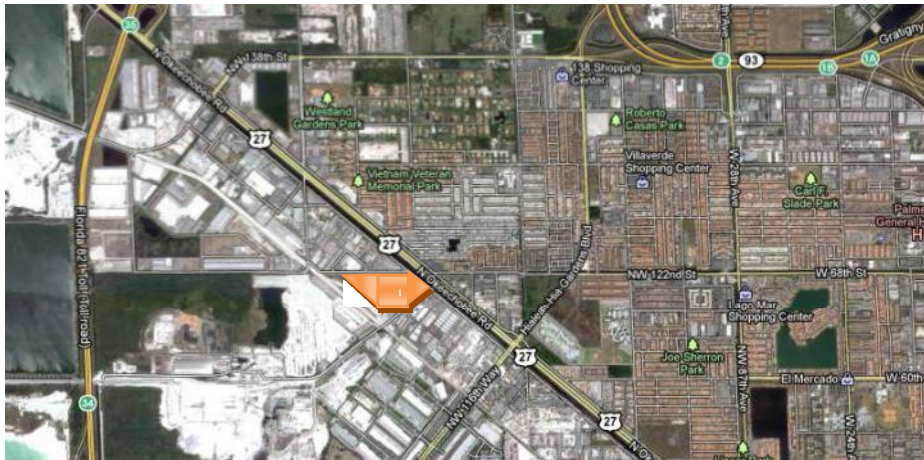
Truck Parking Location L – View of Site from NW 106th Street



Truck Parking Location L – Access to Site from NW 106th Street

Truck Parking Location M

Parcel Folio Number	2220320040310
Property Address	10400 NW 122 nd Street
Property Owner	Medley BTS, LLC
Political Jurisdiction	Medley
Nearest Freeway Driving Distance	SR 821/Florida's Turnpike HEFT: 1.91 miles I-75: 2.57 miles SR 826/Palmetto Expressway : 3.54 miles
Site Acreage/ Usable Acreage	9.73 acres/7.26 acres for vacant portion of site (29.63 acres for overall parcel per property appraiser)
Potential Truck Parking Capacity	72 trucks
Site Benefits	Site could be used to expand truck parking provided at the adjacent Pilot/Flying J Truck Stop.
Neighborhood Impact	Industrial
Site Challenges	Parcel is occupied by a FedEx distribution center and contains less than 10 acres of usable area.
Nearby Land Uses	Industrial and office
Zoning	7100: Industrial



Truck Parking Location M



Truck Parking Location M – View of Site from NW South River Drive



Truck Parking Location M –NW South River Drive Adjacent to Site

Truck Parking Location N

Parcel Folio Number	3039360000171
Property Address	NW 12 th Street on north side of SR 836 (Dolphin Expressway) in vicinity of NW 122 nd Avenue
Property Owner	Florida Department of Transportation
Political Jurisdiction	Unincorporated
Nearest Freeway Driving Distance	SR 821/Florida's Turnpike HEFT: 0.41 miles SR 836/Dolphin Expressway: 1.91 miles
Site Acreage/ Usable Acreage	7.46 acres/3.49 acres within UDB
Potential Truck Parking Capacity	35 trucks within UDB
Site Benefits	Proximity to two freeway facilities and site can be combined with truck parking location O.
Neighborhood Impact	Primarily vacant land to north of SR 836 and residential to south of SR 836
Site Challenges	Parcel size is small. FDOT may utilize parcel for future improvements the SR 836/HEFT interchange.
Nearby Land Uses	Primarily vacant
Zoning	8900: Unzoned



Truck Parking Location N



Truck Parking Location N – View of Site from NW 12th Street



Truck Parking Location N – NW 12th Street Adjacent to Site

Truck Parking Location O

Parcel Folio Number	3039360000105
Property Address	NW 12 th Street on northside of SR 836 (Dolphin Expressway) in vicinity of NW 122 nd Avenue
Property Owner	Florida Department of Transportation
Political Jurisdiction	Unincorporated
Nearest Freeway Driving Distance	SR 821/Florida's Turnpike HEFT: 0.25 miles SR 836/Dolphin Expressway: 1.91 miles
Site Acreage/ Usable Acreage	55.86 acres/8.51 acres of dry area (2.69 acres within UDB)
Potential Truck Parking Capacity	26 trucks within UDB
Site Benefits	Proximity to two freeway facilities and site can be combined with truck parking location N.
Neighborhood Impact	Primarily vacant land and to north of SR 836 and residential to south of SR 836.
Site Challenges	Most of site occupied by retention pond area. FDOT may utilize parcel for future improvements the SR 836/HEFT interchange.
Nearby Land Uses	Primarily vacant
Zoning	8900: Unzoned



Truck Parking Location O



Truck Parking Location O – Site View to the West



Truck Parking Location O – Site View to the North

Truck Parking Location P

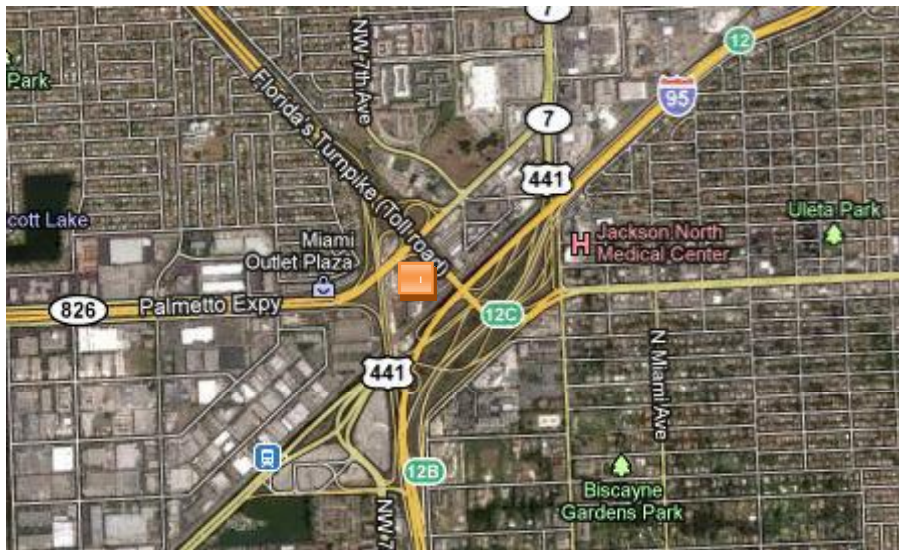
Parcel Folio Number	3049310010070
Property Address	SW 177 th Avenue (Krome Avenue) in vicinity of SW 72 nd Street
Property Owner	Florida Department of Transportation
Political Jurisdiction	Unincorporated
Nearest Freeway Driving Distance	No freeway access is available in proximity
Site Acreage/ Usable Acreage	19.24 acres
Potential Truck Parking Capacity	85 trucks outside of UDB
Site Benefits	None
Neighborhood Impact	Adjacent to vacant land, farmland
Site Challenges	Site eliminated. Since it is not near any freeways and is located outside of Urban Development Boundary.
Nearby Land Uses	Vacant land and farmland
Zoning	8500: City Property



Truck Parking Location P

Truck Parking Location Q

Parcel Folio Number	3421120000083
Property Address	Seaboard Road in vicinity of Golden Glades Interchange
Property Owner	Florida Department of Transportation
Political Jurisdiction	City of Miami Gardens
Nearest Freeway Driving Distance	I-95: 2.15 miles SR 826/Palmetto Expressway: 0.47 miles Florida's Turnpike: 0.36 miles
Site Acreage/ Usable Acreage	5.85 acres
Potential Truck Parking Capacity	36 trucks
Site Benefits	Close proximity to 3 freeways
Neighborhood Impact	Primarily industrial
Site Challenges	Small size of site
Nearby Land Uses	Industrial and office
Zoning	7100: Industrial



Truck Parking Location Q



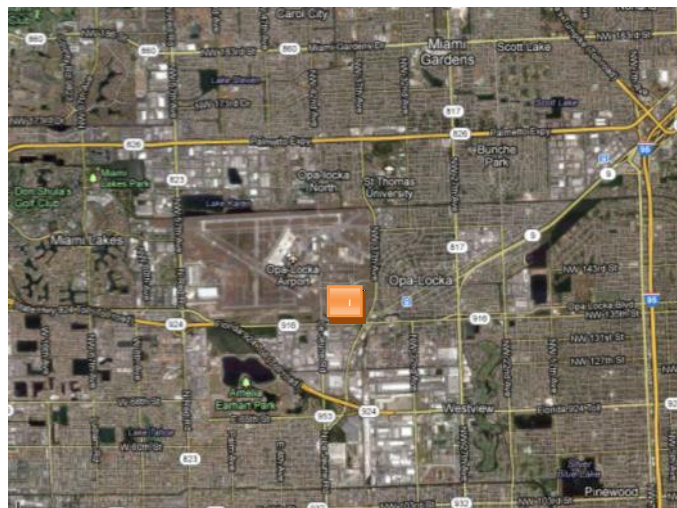
Truck Parking Location Q – Site View to the West



Truck Parking Location Q – Site View to the North

Truck Parking Location R

Parcel Folio Number	0821200000010
Property Address	14200 Le Jeune Road adjacent to Opa Locka Executive Airport
Property Owner	Miami-Dade County Aviation Department/Carrie Meek Foundation
Political Jurisdiction	City of Opa Locka
Nearest Freeway Driving Distance	SR 924/Gratigny Expressway: 2.15 miles SR 826/Palmetto Expressway/I-75: 4.40 miles
Site Acreage/ Usable Acreage	9.60 acres
Potential Truck Parking Capacity	96 trucks
Site Benefits	Site restricted to limited uses because it is situated in airport runway approach flight path.
Neighborhood Impact	Primarily adjacent to industrial and aviation uses.
Site Challenges	Limited visibility of site from freeway network. The nearest freeway, SR 924, is not a long-haul truck facility in Miami-Dade County.
Nearby Land Uses	Industrial, aviation, and residential (single-family/multi-family)
Zoning	8000: Government and Institutions

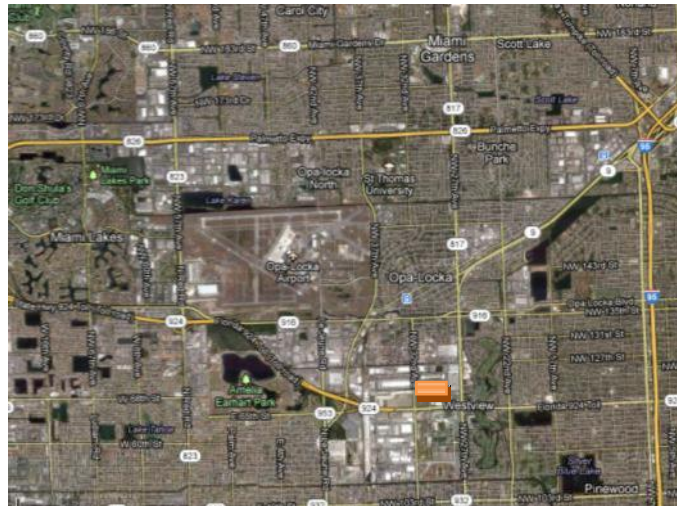


Truck Parking Location R

As of Notice on November 15, 2012, a recent Federal Aviation Administration (FAA) guideline related to the Runway Protection Zone in which this parcel is located in, is no longer eligible for any type of vehicle parking facility. Therefore, this location is eliminated.

Truck Parking Location S

Parcel Folio Number	3021280280190
Property Address	3025 NW 123 rd Street
Property Owner	Jane Huggins
Political Jurisdiction	City of Opa Locka
Nearest Freeway Driving Distance	SR 924/Gratigny Expressway: 0.68 miles SR 826/Palmetto Expressway/I-75: 5.20 miles
Site Acreage/ Usable Acreage	16.88 acres
Potential Truck Parking Capacity	168 trucks
Site Benefits	Parcel is paved.
Neighborhood Impact	Primarily within warehouse and industrial area
Site Challenges	Limited visibility of site from freeway network. The nearest freeway, SR 924, is not a long-haul truck facility in Miami-Dade County.
Nearby Land Uses	Primarily industrial and warehouse
Zoning	7100: Industrial



Truck Parking Location S

Truck Parking Location T

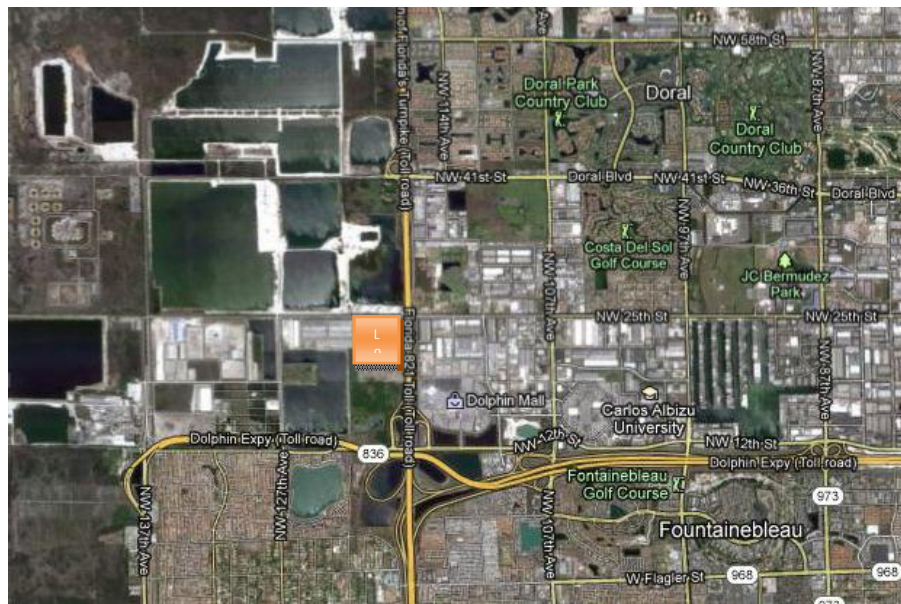
Parcel Folio Number	0420200010061/ 0420200010050
Property Address	10350 NW 142 nd Street
Property Owner	JVC Management Corporation/Iovany Cortiza
Political Jurisdiction	City of Hialeah
Nearest Freeway Driving Distance	SR 821/Florida's Turnpike HEFT: 1.92 miles I-75: 1.48 miles SR 826/Palmetto Expressway : 3.04 miles
Site Acreage/ Usable Acreage	17.56 acres
Potential Truck Parking Capacity	175 trucks
Site Benefits	Site already accommodates paved truck parking facility. Site has fence around perimeter with lighting throughout site.
Neighborhood Impact	Existing truck parking facility, vacant land, and single-family residential in general area.
Site Challenges	One of the parcels would need to be rezoned from agriculture.
Nearby Land Uses	Industrial, vacant land, and single-family residential
Zoning	0420200010061 – County Zoning: 8000: Government and Institutions City Zoning: governmental use, industrial land use 0420200010050 – County Zoning: 9000: Agriculture City Zoning: agricultural, vacant unprotected land use



Truck Parking Location T

Truck Parking Location U

Parcel Folio Number	3039360000011/3039360000024/ 3039360000019/3039360000012
Property Address	NW 25 th Street west of HEFT
Property Owner	AMB Codina Beacon Lakes, LLC/Prologis, Inc.
Political Jurisdiction	Unincorporated
Nearest Freeway Driving Distance	SR 821/Florida's Turnpike HEFT: 2.78 miles SR 836/Dolphin Expressway: 3.28 miles
Site Acreage/ Usable Acreage	10.00 acres
Potential Truck Parking Capacity	100 trucks
Site Benefits	Proximity to two freeway facilities and site is vacant.
Neighborhood Impact	Primarily vacant land and industrial/warehouse.
Site Challenges	Lack of interest from land owner (Prologis, Inc.), seeking to develop warehouse and office space.
Nearby Land Uses	Primarily vacant
Zoning	6200 Arterial Business 7100: Industrial



Truck Parking Location U

Initial Detailed Screening Analysis Results

Table 5 provides a summary of potential truck parking locations that were eliminated and lists the reasons for their elimination from further consideration. Table 6 provides a summary of potential truck parking locations that will be examined in greater detail.

Table 5: Eliminated Locations

Truck Parking Location	Parcel Folio Number	Elimination Reason
A	3030150010410	Site is likely contaminated due to its proximity to a Superfund site and would require retention/detention storage to meet drainage requirements. Therefore, the usable area for truck parking would be greatly reduced.
B	2530310290014 (3030310290014)	Land use compatibility issues. Owner of property seeking Class "A" office development.
C	3020310010040	Under contract for development.
D	3040140110010	Under contract for development.
E	3530270460060	Land use compatibility issue due to location within office park. Extensive fill required to raise grade of site.
K	2230050010510	Site location is remote and no paved access is provided to the site.
P	3049310010070	Location of site is remote to trucking activity, no nearby freeway facilities, and site is located outside Urban Development Boundary.
U	3039360000011/ 3039360000024/ 3039360000019/ 3039360000012	Lack of interest from land owner, seeking to develop warehouse and office space.

Table 6: Sites for Further Consideration (In-Depth Detailed Screen)

Truck Parking Location	Address of Nearest Intersection	Parcel Folio Number	Notes
F	NW 112 th Avenue and North Okeechobee Road (Hialeah Gardens)	2720190010660	Serves as existing truck parking facility but lacks amenities.
G	NW 107 th Avenue and NW 138 th Street (Hialeah Gardens)	2720190010580	Can be combined with locations H,I, and/or J to provide maximum of 40 acre site.
H	NW 107 th Avenue and NW 138 th Street (Hialeah Gardens)	2720190010590	Can be combined with locations G,I, and/or J to provide maximum of 40 acre site.
I	NW 107 th Avenue and NW 138 th Street (Hialeah Gardens)	2720190010600	Can be combined with locations G,H, and/or J to provide maximum of 40 acre site.
J	NW 107 th Avenue and NW 138 th Street (Hialeah Gardens)	2720190010610	Can be combined with locations G,H, and/or I to provide maximum of 40 acre site.
L	NW 106 th Street and NW 97 th Avenue (Medley)	2230050010010	Large parcel (84.56 usable acres) located in Medley industrial area.
M	NW 122 nd Street and NW South River Drive (Medley adjacent to Pilot)	2220320040310	Site can be used to expand the adjacent Pilot/Flying J Truck Stop.
N	NW 12 th Street and HEFT (FDOT Parcel)	3039360000171	Combine with Parcel O (5.8 acres within existing UDB, remainder of site outside UDB)
O	NW 12 th Street and HEFT (FDOT Parcel)	3039360000105	Combine with Parcel N
Q	Seaboard Road (Miami Gardens Site)	3421120000083	Small parcel (5.85 usable acres)
R	As of Notice on November 15, 2012, a recent Federal Aviation Administration (FAA) guideline related to the Runway Protection Zone in which parcel R is located in, is no longer eligible for any type of vehicle parking facility. Therefore, this location is eliminated.		
S	3025 NW 123rd Street (Gratigny Expressway)	3021280280190	Parcel is paved and located within warehouse and industrial area.
T	10350 NW 142nd Street (Hialeah)	0420200010061/ 0420200010050	Serves as existing truck parking facility with perimeter fence and lighting but lacks amenities.

In-Depth Detailed Screening Analysis

The in-depth detailed screen was prepared for the sites identified for further examination. Evaluation criteria included the following:

- Neighborhood Impacts: This category relates to the types of land uses in the immediate area of the site. Sites located near residential land uses/communities are not preferred due to compatibility concerns with truck parking facilities.
- Distance to Freeway: In order for a truck parking facility to be useful it needs to be located in close proximity to the freeway system, as the majority of long-haul truck commerce occurs on these facilities. The driving distance to freeway facilities was measured as part of this analysis.
- Site Visibility from Freeway: The site needs to be visible so that truck drivers not familiar with the area will be able to see the truck parking facility from the freeway. Parcels were evaluated for their visibility from nearby freeways.
- Freeway Truck Percentages: Truck parking facilities should be located near freeways that serve a significant amount of truck traffic. Truck percentages were gathered from FDOT count stations and are provided in Appendix C.
- Within Proximity of Terminal-Major Hub/Industrial-Commercial Truck Generators: Two factors were considered of this criterion. The proximity to truck terminals and major hubs and proximity to industrial and commercial facilities that generate truck traffic. The criterion was assessed based on information provided in the Miami-Dade MPO's *Truck Route System for Miami-Dade County*, 2007, which is contained in Appendix D.
- Site Accessibility: Ease of access to truck parking facilities is an important parameter, due to truck requirements, which need larger radii for turning maneuvers, and have slower acceleration and deceleration rates than passenger vehicles. Accessibility was classified in three groups: preferred, average, and poor; based on roadway geometry, roadway width, pavement condition, and signalized intersection control.
- Future 2030 Truck Volumes: Projects such as the Port of Miami Tunnel, the Panama Canal expansion and Port of Miami dredging to accommodate larger shipping vessels, and the potential development of a cold treatment facility in Southeast Florida could change future truck traffic patterns in Miami-Dade County. Data provided in the Miami-Dade MPO's *Truck Route System for Miami-Dade County*, 2007 (contained in Appendix D), was reviewed and areas were grouped into three designations based on the nearby daily truck percentages on a freeway. Low is classified as areas below 10 percent trucks, moderate is classified as areas from 10 to 15 percent trucks, and high is classified as areas greater than 15 percent trucks.
- Land Cost Feasibility Threshold: If a site is too expensive, development of a truck parking facility may not be feasible. The approximate land costs were developed using two methodologies. The first, examined the income statement for TravelCenters of America. A real estate feasibility cost per acre was calculated based on the real estate rent line item for the profitable or close to profitable years (2005, 2006, and 2011) of TravelCenters of America. Please note that this cost was calculated based on national averages. The annual real estate rent line item in the income statement was then used to develop the land cost feasibility threshold. An average annual real estate rent cost was calculated per site and per acre. The average annual real estate rent cost per acre was then converted to a present day value, which corresponds to the real estate feasibility cost threshold. An interest rate of 6 percent compounded monthly was assumed along with a 15-

year loan term. These calculations result in a present value real estate feasibility threshold cost per acre of \$128,400 or real estate feasibility cost threshold. Appendix E contains detailed real estate feasibility threshold calculation information, as well as the income statements.

The second methodology examined the land acquisition costs for the two (2) existing Pilot Flying J facilities in Miami-Dade County. The facilities are located at 17696 SW 8th Street (Dade Corners) in Miami and 12200 NW South River Drive in Medley. The land acquisition costs were aggregated on an average per acre basis, which equated to \$1,135,500. Detailed information is provided in Appendix E.

Based on the results of this analysis, the higher threshold of \$1,135,500 was used to screen sites.

Table 7 provides the detailed screen for the potential truck parking sites.

Table 7: In-Depth Detailed Screen

Truck Parking Location	Address of Nearest Intersection	Site Acreage/ Usable Acreage	Neighborhood Impact	Distance to Freeway	Parcel Visibility from Freeway	Current Freeway Truck Percentages	Within Terminal-Major Hub/Industrial-Commercial Truck Generators	Site Accessibility	Future 2030 Truck Volumes	Total Site Appraised Value	Land Cost per Usable Acre	Below \$1,135,500 Land Cost Feasibility Threshold
F	NW 112 th Avenue and North Okeechobee Road (Hialeah Gardens)	10.00/10.00	Existing truck parking facility and vacant land	SR 821/Florida's Turnpike HEFT: 0.52 miles I-75: 2.66 miles SR 826/Palmetto Expressway : 3.85 miles	Yes	HEFT: 2.70% I-75: 1.78% SR 826: 2.83%	No/Yes	Poor	High	\$697,750	\$69,800	Yes
G,H, I, J	NW 107 th Avenue and NW 138 th Street (Hialeah Gardens)	10.00, 10.00, 10.00, 9.53/10.00, 10.00, 10.00, 9.53 Total: 39.53/39.53	Industrial and vacant land	SR 821/Florida's Turnpike HEFT: 1.28 miles I-75: 1.88 miles SR 826/Palmetto Expressway : 3.08 miles	Yes	HEFT: 2.70% I-75: 1.78% SR 826: 2.83%	No/Yes	Poor	High	\$927,000 \$927,000 \$2,439,360 \$2,036,254 Total: \$6,329,614	\$92,700 \$92,700 \$243,900 \$213,700 Avg: \$160,100	Yes
L	NW 106 th Street and NW 97 th Avenue (Medley)	257.95/84.56	Industrial and mobile home park in immediate area	SR 821/Florida's Turnpike HEFT: 1.90 miles I-75: 2.96 miles SR 826/Palmetto Expressway : 3.96 miles	No	HEFT: 2.70% I-75: 1.78% SR 826: 2.83%	No/Yes	Average	High	\$11,903,819	\$140,800	Yes
M	NW 122 nd Street and NW South River Drive (Medley adjacent to Pilot/Flying J Truck Stop)	29.63/7.26	Industrial	SR 821/Florida's Turnpike HEFT: 1.91 miles I-75: 2.57 miles SR 826/Palmetto Expressway : 3.54 miles	No	HEFT: 2.70% I-75: 1.78% SR 826: 2.83%	Yes/Yes	Average	High	\$10,327,896 (exclusive of FedEx facility)	\$348,600	Yes
N,O	NW 12 th Street and HEFT (FDOT Parcel) [Unincorporated]	7.46, 55.86/3.49, 2.69 Total: 63.32/6.18	Vacant land, business park, and adjacent single family residential to south	SR 821/Florida's Turnpike HEFT: 0.41 miles SR 836/Dolphin Expressway: 1.91 miles	Yes	HEFT: 1.83% SR 836: Not Available	No/No	Average	Low	\$1,045,380 \$3,285,260 Total: \$4,330,640	\$299,600 \$1,221,300 Avg: \$700,750	Yes
Q	Seaboard Road (FDOT Parcel Golden Glades Site) [Miami Gardens]	5.85/5.85	Primarily industrial	I-95: 2.15 miles SR 826/Palmetto Expressway: 0.47miles Florida's Turnpike: 0.36 miles	Yes	HEFT: 1.83% SR 836: Not Available	No/Yes	Average	Low	\$253,756	\$43,400	Yes
R	As of Notice on November 15, 2012, a recent Federal Aviation Administration (FAA) guideline related to the Runway Protection Zone in which parcel R is located in, is no longer eligible for any type of vehicle parking facility. Therefore, this location is eliminated.											
S	3025 NW 123rd Street (Gratigny Expressway)	16.88/16.88	Warehouse and industrial	SR 924/Gratigny Expressway: 0.68 miles SR 826/Palmetto Expressway/I-75: 5.20 miles	Yes	SR 924: 2.14% SR 826: 2.83%	No/Yes	Preferred	Low	\$2,538,500	\$150,400	Yes
T	10350 NW 142nd Street (Hialeah)	17.56/17.56	Existing truck parking facility, vacant land, and adjacent single family residential to south	SR 821/Florida's Turnpike HEFT: 1.92 miles I-75: 1.48 miles SR 826/Palmetto Expressway : 3.04 miles	No	HEFT: 2.70% I-75: 1.78% SR 826: 2.83%	No/Yes	Average	High	\$3,512,000	\$200,000	Yes

OVERNIGHT TRUCK PARKING PROTOTYPE DEVELOPMENT

Conceptual site plans were developed for a prototype truck parking facilities. Three (3) site concepts were examined, including a 5-acre, 10-acre, and 40-acre site. The majority of sites examined in the detailed screen are approximately 10 acres and rectangular in shape. All sites should provide a secured perimeter fence along the property and parking lot lighting, with closed-circuit television (CCTV) cameras throughout the site.

Figure 1 illustrates the 5-acre site layout, which would be applicable to Truck Parking Location Q, Seaboard Road, within the Golden Glades interchange. The site has capacity for 36 overnight truck parking spaces with electrification; a 4,500 square-foot building to accommodate a convenience store, restrooms, showers, café, and cashier; truck wash; leaky load containment; eight (8) passenger vehicle fueling positions; and six (6) truck fueling positions.

The 10-acre site layout is depicted in Figure 2. This layout can be applied to various locations including Truck Parking Locations F, G, H, I, J, and R. The prototype has capacity for 99 overnight truck parking spaces with electrification; a 10,000 square-foot building to accommodate a convenience store, restrooms, showers, laundry facilities, banking facilities, restaurant, and cashier; truck wash; leaky load containment; eight (8) passenger vehicle fueling positions; and seven (7) truck fueling positions. Renderings of the 10-acre site are provided as Figures 3 to 9.

The 40-acre site layout, provided as Figure 10, is intended to be introduced as a modular expansion of the 10-acre site layout. The 40-acre site can be laid out on the combined sites of Truck Parking Locations G, H, I, and J. The 40-acre site has an overnight truck parking capacity of 499 trucks (with electrification); seven (7) truck fueling positions; eight (8) passenger vehicle fueling positions; 45,000 square-feet of building space for a convenience store, restrooms, showers, laundry facilities, banking facilities, restaurant, lounge, medical clinic facilities, and cashier; and leaky load containment.

- [illegible]



FIGURE 3
10-ACRE SITE, OVERALL RENDERING



FIGURE 4
10-ACRE SITE, VEHICLE FUELING



FIGURE 5
10-ACRE SITE, TRUCK FUELING AND TRUCK ELECTRIFICATION



FIGURE 6
10-ACRE SITE, TRUCK ELECTRIFICATION



FIGURE 7
10-ACRE SITE, OVERNIGHT TRUCK PARKING AREA



FIGURE 8
10-ACRE SITE, TRUCK ELECTRIFICATION



FIGURE 9
10-ACRE SITE, TRUCK FUELING (ZOOMED IN)

This aerial site plan illustrates a parking lot layout with various dimensions and numbered callouts. The lot is divided into several sections by a central vertical red line and horizontal green lines. Key features include:

- Dimensions:** Numerous dimensions are provided in feet, including 45', 60', 90', and 191' (10 SPACES).
- Callouts:** Numbered circles (1-11) are placed throughout the plan, likely indicating specific areas of interest or equipment locations.
- Layout:** The plan shows a series of parallel parking spaces, some marked with yellow dots, and a central area with diagonal hatching.
- Boundaries:** The lot is bounded by a cyan line on the left and right, and a magenta line on the top and bottom.

-
- Diagram illustrating a 10' x 11' x 15' box truck making a 45-degree turn. The truck is shown with dimensions: 10' length, 11' width, and 15' height. The turn angle is 45°. The diagram also shows the truck's position relative to the road edges, with a 15' clearance on the right and a 10' clearance on the left. The truck's front end is labeled 'VARIES, 85' OR 90'.

BUSINESS MODEL DEVELOPMENT AND FINANCING/FUNDING

In order to obtain financing, attract private investment, and operate a viable truck parking facility, a well-developed business plan is needed. Additionally, this section identifies incentives and partnerships needed to develop a successful overnight truck parking facility.

Two (2) business models were examined for overnight truck parking facilities: private sector/private sector partnerships and public sector/private sector partnerships. The private sector/private sector partnership model aligns private businesses to develop the facility. Partnerships can range from a land owner teaming with a fuel provider or a truck wash operator, to the business owner partnering with a financing firm. The public sector/private sector partnership involves public sector assistance with real estate locations, providing financial and/or tax incentives for development, and streamlining the permitting process.

Private Sector/Private Sector Partnership

The Newport Communications Group conducted a survey of truck drivers in 1987 with a follow up survey in 2008. The survey focused on the reasons for the truck drivers stopping. The top reasons for truck drivers stopping at overnight truck parking facilities included restrooms, general store/convenience store (c-store), food, fuel, and rest. The greatest category percentage increase from 1987 to 2008 was in usage of truck weight scales, general store/c-store, vending machines, laundry, and fast food restaurant. Table 8 provides a summary of the results as well as the trending changes. The detailed survey is provided in Appendix F.

Based on the survey results, it is important for the overnight truck parking business to focus on partnering with several private business sectors such as fuel service, general store/convenience store, and food service/quick service restaurant (fast food).

Table 8: Reasons Truck Drivers Stopped at Overnight Truck Parking Facility
(Respondents asked to list all reasons)

Reason	2008 Reason	1987 Reason	Change from 1987 to 2008
Food	73%	66%	7%
Full Service Restaurant	35%	66%	-31%
Quick Service Restaurant (Fast Food)	38%	N/A	N/A
Restroom	87%	59%	28%
Telephone	12%	59%	-47%
Rest/Relax	47%	51%	-4%
Fuel	65%	46%	19%
Shower	31%	28%	3%
General Store/ Convenience Store	68%	33%	35%
Find a Load	13%	15%	-2%
Maintenance	11%	8%	3%
Games	4%	8%	-4%
Scales	27%	7%	20%
Laundry	10%	6%	4%
Vending Machines	7%	4%	3%
Permit Services	1%	2%	-1%

Over recent years fuel has become a commodity, with truck parking facilities only profiting several cents on a gallon of diesel fuel. Additionally, large fleets have purchasing power to negotiate low fuel prices with major truck parking chains, whose fuel volume gives them purchasing power. These agreements permit fleets to mandate where drivers stop for fuel. Services such as the Oil Price Information Service (OPIS) report real-time spot (retail) fuel prices and wholesale (rack) fuel prices, which allows for transparent pricing and margins. This tool allows anyone with access to the internet and a subscription to know the price a truck parking facility paid for its fuel on a given day. Additionally, fleet credit cards such as ones offered by Comdata have a dedicated network of merchants to serve fleet members for fuel and maintenance/parts. Therefore, it is critical for the truck parking operator to be able to compete in this environment by partnering and being included in the network of merchants. Many of the national overnight truck stop operators have negotiated flat fee transaction rates with the fleet credit card processors, while independent operators are unable to compete for fleet business on price because they continue to pay based on a percentage of the transaction.



Spirit Petroleum

This general environment makes it difficult for independent (mom and pop) truck parking facility operators to be successful. Therefore, the overnight truck parking operator should partner with a major oil company such as Texaco, Shell Oil, ConocoPhillips, Mobil Oil, or Citgo. Furthermore, franchises tend to be more resilient in weak economies as they have good distribution and business systems in place that are proven over years of business. Typically, fuel franchises start at \$250,000 and require \$100,000 in cash for operations during the first six (6) months, which tends to be most difficult for a new operation.

Lesser known national fuel brands such as Spirit Petroleum are also a partnership option. Spirit offers various business solutions to franchisees and partners including credit card processing, communication gateway network services, fuel tank monitoring, and inventory management.

TravelCenters of America, a national overnight truck parking operator, also has potential franchise options. However, opportunity is limited, as only 20 of the 237 locations are franchise locations.

Restaurants and convenience stores are also a major component for an overnight truck parking facility. A wide variety of fast food restaurants and convenience store franchise options are available. Some of the larger and more popular choices include Subway, McDonald's, Jimmy John's, Seven-Eleven, and Circle K. Franchise fees vary; Table 9 provides preliminary franchise fees and cost information.

Table 9: Fast Food Restaurant and Convenience Store Franchise
Preliminary Franchise Fees and Cost Information

Franchise	Initial Franchise Fee	Royalty and Advertising (Gross Sales)	Total Initial Cost	Other	Financing Partner
Subway	\$15,000	12.5%	\$115,000 to \$260,000	N/A	Yes Priority Capital, Inc. JenCas Financial, Inc. Ascentium Capital, LLC Harbor Capital Corp.
McDonald's	\$45,000	4.0%	\$1,000,000 to \$1,900,000	New Operator must pay 40% of costs up front and may finance the remainder	No
Jimmy John's	\$35,000	10.5%	\$306,000 to \$490,000	N/A	N/A
Seven Eleven	N/A	Gross-profit split system	\$50,000 to \$350,000; additional \$10,000 to \$40,000 for store with fuel	N/A	No
Circle K	\$25,000	4.5% (If Circle K funding used); 3.7% otherwise	Not Provided	Prospect must have \$100,000 in liquid cash and over \$500,000 net worth	Yes

Other site functions such as a truck wash require a business partnership due to the strict government requirements on waste water disposal, safety, and insurance regulations. Blue Beacon Truck Washes operates and owns over 100 truck wash facilities in the US and Canada. Most are located at or near overnight truck parking facilities. Blue Beacon services fleet accounts as well as fleet programs such as the Beacon Authorization System (BAS), which is a dynamic always available database developed to provide frequency control of truck washing.

As illustrated in the truck driver survey conducted by the Newport Communications Group, providing scales to weigh trucks is an important feature for overnight truck parking facilities. As a private sector partner, CAT Scale Company provides all equipment, maintenance, and staff training to set up the scale system.



Blue Beacon Truck Washes



CAT Scales

Private Sector Financing

US Energy Capital Corporation (USEC) provides financing programs to the retail petroleum and convenience store industry. USEC provides financing for up to \$5,000,000 and provides flexible terms and payment options. In 2003, USEC was designated a “preferred lender” by the Shell Oil and has financed over 500 site upgrades for Shell Oil and over 300 sites for ConocoPhillips. The various financing programs offered include equipment financing, re-branding financing, line of credit loans, working capital loans, reimbursement refund loans, and franchise and quick service restaurant financing. The line of credit program is dedicated for projects requiring new equipment installation and is for a minimum of \$100,000. Additional information is provided at www.usenergycapital.com.

PetroMac also provides various financing options such as administering Small Business Administration (SBA) 7(a) Loan, SBA 504 Loans, conventional floating interest loans, conventional fixed rate loans, business only loans, hard-money loans, and notes/cash flow purchases. Conventional loans range from \$300,000 to \$20,000,000. Business only loans are for operators purchasing or refinancing the actual value of the business with no real estate involved; loans range from \$250,000 to \$1,000,000 with terms of 5, 7, or 10 years. Hard-money loans are for businesses that need to make a quick acquisition and avoid bankruptcy/foreclosure proceedings. These loans are from \$300,000 to \$10,000,000 with 12-month to 60-month terms.

The SBA Loans are discussed in detail within the public sector financing section. Additional information on PetroMac is provided at www.petromac.com

The Hialeah Dade Development, Inc. is a private not-for-profit corporation funded by the City of Hialeah and Miami-Dade County Office of Community Economic Development. The agency provides loan packaging and marketing assistance to businesses located in Northwest Dade.

Hialeah Dade Development, Inc.
501 Palm Avenue
Hialeah, Florida 33010
Mario J. Arus, Executive Director
Tel: 305 884-1219
Fax: 305-884-1740

Debt Financing

Miami-Dade County's commercial banks, thrift institutions, state licensed foreign bank agencies, and Edge Act banks provide a wide range of loan products to meet the financial needs of area businesses. In addition, Miami-Dade County offers a wide array of bank alternatives, including commercial finance, leasing, second mortgage companies, and public-private programs that may finance newer or higher-risk businesses.

Equity Financing

Several options are available for equity financing in Miami-Dade County. Venture capital funds finance companies with innovative products or services and high growth potential. Investments usually start at \$500,000. Venture capitalists tend to expect to earn 40 to 60 percent annualized returns and to sell out in three to five years. Small Business Investment Companies (SBIC) provide equity financing to emerging firms and have more flexible criteria than venture capitalists. Other equity options include private placements. Investment bankers and stock brokerage firms usually underwrite these deals; legal or accounting firms serve as intermediaries.

The South Atlantic Venture Fund provides equity capital to privately owned, rapidly growing businesses in the Southeastern United States. Generally the capital ranges from \$1 million to \$4 million for expansion, acquisition, and buyouts.

For more information please contact:

South Atlantic Venture Fund
1395 Brickell Ave, Suite 900
Miami, Florida 33131
Tel: 305-250-4681
Fax: 305-250-4682
Jim Davidson, Director

Public Sector/Private Sector Partnership

Public sector/private sector partnerships are often new arenas for public agencies. Typically, these partnerships involve pooling of funds, sharing risk, and accommodating the need for the private sector to show profit on investments. These types of funding and risk-sharing arrangements often are at variance with more conventional public agency procurement practices and can be somewhat difficult for conventional public agencies to implement. Potential issues associated with the creation of public sector/private sector partnerships for providing overnight truck parking facilities may include the following:

- Differences between the public and private sectors' perception of what is important. The private sector partner is seeking business growth and profit while the public sector partner is concerned with improved operation of the transportation system.
- Certain legal questions may arise such as: Does the public sector agency have the legal authority to undertake a public sector/private sector partnership? Do Federal and State tax laws prohibit a public agency from receiving compensation from participation in a partnership?
- Certain areas of opportunity include:
 - Provide low-interest loans or grants for development of new overnight truck parking or expand capacity and add amenities to existing facilities.
 - Provide land leases or surplus agency owned land for the purpose of overnight truck parking facilities.
 - Provide signage along freeways for overnight truck parking facilities.

Two examples of state level cooperation include the States of New York and Vermont. The State of New York has found public sector/private sector partnerships to be cost effective in maintaining rest areas. The New York State Thruway Authority (NYSTA) owns the travel plazas along the New York State Thruway. In 1990, the NYSTA formed a partnership and entered into long-term leases with two private businesses and began a program to rebuild 27 travel plazas. Using revenues produced by the leases, bonds were sold that paid for the construction of the travel plazas. The State of Vermont formed a partnership with an existing overnight truck parking facility. The facility is available to all drivers, whether truck drivers, recreational vehicles, or passenger vehicles. In return the State has placed signage along the nearby interstate to direct drivers to the facility. The State estimates that it has saved hundreds of thousands of dollars by assisting the private sector because it did not have to make capital improvements to rest areas.

Miami-Dade County Empowerment Zone

The United States Department of Housing and Urban Development (HUD) in 1999 designated the Miami-Dade County Empowerment Zone as one of 31 empowerment communities in the country. The goal of the Empowerment Zone was to create jobs and business opportunities through federal initiatives by offering various tax credits and cash incentives in the most economically distressed areas of the country. Within Miami-Dade County the Empowerment Zone has provided benefits of \$130 million in tax exempt financing over 10 years; Local, State and Federal matching funds for business development activities; as well as Brownfields Tax incentives, environmental cleanup and cost reduction.

The Empowerment Zone initiative differed from previous urban revitalization efforts, as residents and the community drive the decision-making and not government officials. Each Empowerment Zone had developed quantifiable goals or benchmarks that determine how the funds will be spent and what the results of the activity will be.

However, as of December 31, 2011, all federally designated Empowerment Zones have officially expired. The Empowerment Zones were originally set to expire on December 31, 2009, but on December 17, 2010, the Tax Relief, Unemployment Insurance Reauthorization, and Job Creation Act of 2010 was signed by the President, which extended the program retroactively until December 31, 2011.

Miami-Dade County Enterprise Zone

Miami-Dade County and the State of Florida established Enterprise Zones to encourage business development, economic expansion, and job creation in economically distressed areas. Businesses which locate or expand in an Enterprise Zone and hire employees who live in the zone have the ability to reduce their County and State tax liability.

In July 1995, the 53.1 square-mile Miami-Dade County Enterprise Zone (E.Z.) was designated as E.Z. Number 1301. The original legislation is reauthorized through year 2015 with the following goals:

- Promoting private investment with the objective of \$186 million of investment in business equipment and building materials
- Job creation through tax abatement with the objective of 3,928 jobs created
- Increase private investment through tax abatement with the objective of \$278.5 million in private investment
- Job creation through tax credits and refunds with the objective of 9,700 jobs created

At the state level, The Governor's Office of Tourism, Trade, and Economic Development (OTTED) administers the statewide enterprise zone program. OTTED is responsible for overseeing the activities of the local enterprise zones and providing them with technical assistance and information. The Florida Department of Revenue is responsible for processing all enterprise zone tax incentive applications. The Department of Revenue also provides technical assistance on the eligibility requirements to businesses and to local enterprise zone coordinators.

At the county level, the enterprise zone is administered by the Community and Economic Development Division, Public Housing and Community Development Department. This department oversees the implementation of the strategic plan and makes decisions regarding the zone. The department also appoints a local enterprise zone coordinator that maintains the day-to-day operations of the enterprise zone. The local coordinator is responsible for verifying enterprise zone addresses and certifying tax incentive applications which are then submitted to the Department of Revenue for processing. The Beacon Council conducts marketing activities for Miami-Dade County's Enterprise Zone. The Beacon Council distributes marketing materials and conducts area-specific workshops. The Beacon Council is discussed in the Additional Miami-Dade County Incentives section.

Figure 11 illustrates the boundaries of the Enterprise Zone in relation to the truck parking locations. Three (3) locations including Q, R, and S are located in the Enterprise Zone.

For a business located in the Enterprise Zone, various incentives are offered through the program at the county and state levels including the following:

Miami-Dade County Tax Incentive

Businesses are entitled to a sales tax exemption on electricity. This exemption equates to a 50 percent reduction on the sales tax of electricity for a maximum of five (5) years.

State of Florida Sales Tax Credit

This allows businesses located within an enterprise zone to take account for jobs created, and use a tax credit for 20 percent and up to 30 percent of wages paid to new employees. If the percentage of employees residing in the enterprise zone is less than 20 percent, a 20 percent tax credit is allocated on monthly wages paid to new employees. If more than 20 percent of the employees reside in the enterprise zone, then the tax credit is 30 percent of the monthly wages paid to new employees who reside within the enterprise zone. Eligibility requirements consist of the business creating at least one new job. The Sales Tax Credit cannot be used in conjunction with the Corporate Income Tax Credit.

State of Florida Corporate Income Tax Credit

For new jobs created for enterprise zone residents, a corporate income tax credit of 30 percent is afforded to the company. A corporate income tax credit of 20 percent is afforded for non-enterprise zone residents.

State of Florida Electrical Energy Sales Tax Exemption

This sales tax exemption supplements the County Tax Incentive, by providing a 50 percent sales tax exemption on electricity for businesses located within the enterprise zone.

Business Equipment Sales Tax Refund

A sales tax refund is provided for certain business property/equipment, which is used within the enterprise zone for a minimum of 3 years.

Building Materials Sales Tax Refund

A sales tax refund is provided on the purchase of building materials used to rehabilitate real estate property located in the enterprise zone.

Property Tax Credit

Business located within the enterprise zone are allowed a corporate tax credit equal to 96 percent of ad valorem (real estate) taxes on new or improved property.

Community Contribution Tax Credit Program

For this program, businesses are not required to be located in the enterprise zone to be eligible for this credit. This program provides a 50 percent credit on corporate income tax, insurance premium tax, or sales tax refund for donations made to local community organizations.

Tools for Change

The Tools for Change program is a strategic plan to stimulate African-American business development within the enterprise zone. This program provides loans and financing for real estate projects owned by African-American businesses within the enterprise zone, and includes both start-up companies and expansion.

Tools for Change
Murkel Coppins, Executive Director

5800 NW 7th Avenue, Suite 212
Tel: 305-751-8934

Miami, Florida 33127

Additional Miami-Dade County Incentives

The Beacon Council serves as Miami-Dade County's economic private-public partner. The Beacon Council assists in bringing new, job-generating investments to the County as well as assisting existing businesses. The Beacon Council facilitates the financial incentive application process for businesses. The county and state incentive programs include the following.

State of Florida Qualified Target Industry (QTI) Tax Refund

This incentive program is available for companies creating high wage jobs in targeted high value-added industries and provides the business with a tax refund up to \$3,000 per new job created. This program is funded by the State of Florida (80 percent) and Miami-Dade County (20 percent). The QTI program requires the creation of a minimum of 10 new full-time jobs at salary levels equal to or exceeding 115 percent of the State annual average wage, or \$45,834.

For businesses paying 150 percent of the state average annual wage, an additional tax refund of \$1,000 per job created applies; for jobs paying 200 percent of the State average annual wage, an additional tax refund of \$2,000 per job created applies. For companies that locate or expand within any of Miami-Dade County's Enterprise Zones, this incentive is increased an additional \$6,000 per new job created.

The QTI list of industries includes the following.

- Clean Technology
 - Biomass and biofuels processing
 - Energy equipment manufacturing
 - Environmental consulting
- Life Sciences
 - Biotechnology
 - Pharmaceuticals
 - Diagnostic testing
- Information Technology
 - Optics and photonics
 - Software
 - Electronics
- Aviation/Aerospace
 - Aircraft and aircraft parts manufacturing and maintenance
 - Flight simulator training
 - Satellite communications
- Homeland Security/Defense
 - Electronics
 - Military vehicles
 - Computer systems design
- Financial/Professional Services
 - Banking
 - Legal
 - Engineering

The complete list of QTI industries is provided in Appendix G.

Based on the targeted industries, overnight truck parking operators would appear not be eligible for this incentive program.

Miami-Dade County Targeted Jobs Incentive Fund (TJIF)

The TJIF is an inducement program available only to businesses from outside of Miami-Dade County (this excludes businesses located in Palm Beach, Broward, and Monroe Counties) for expanding/starting operations in Miami Dade County, which create jobs as a result of expansion of business within the county. Additionally, a business that is planning to relocate outside of Southeast Florida, including Monroe, Miami-Dade, Broward, and Palm Beach Counties, is eligible for this program. The business must provide verifiable documentation supporting its consideration of other locales.

To qualify for consideration under the TJIF program, the applicant business must:

- Be listed in the QTI index.
- Create at least 10 net new full-time equivalent jobs in Miami-Dade County.
- The capital investment by the business must exceed \$3 million in taxable property value.
- The incentive can be provided on an annuity bases for up to six (6) years (or longer as determined by the County). The actual amount of the incentive benefit is determined by an economic impact analysis that is approved by the Miami-Dade Board of County Commissioners.
- The base amount of the incentive is calculated using the amount of capital investment in real property (new buildings or improvements of buildings used by the company) and the capital investment in tangible personal property (furniture and equipment used by the business).

This incentive could be utilized by a national and regional overnight truck parking operators seeking to expand operations to Miami-Dade County. However, overnight truck parking facilities are not listed on the QTI list, which may negatively impact their ability to qualify for this program.

Additional incentive amounts can be awarded when the business capital investment and activities include the following:

- Operating as a Miami-Dade County Green Certified business. This requires a self-evaluation process of the business' green activities, such as recycling in the office and using energy-efficient products.
- Being located in a Green Certified building, minimum LEED Silver level.
- Being classified as a business who's principle actives consist of manufacturing, installation, and repair of Solar Thermal and Photovoltaic Energy production or other clean projects.

State of Florida Quick Response Training (QRT) Program

This incentive is available to businesses for the purpose of fulfilling training needs of any new employees hired in Miami-Dade County. This is a customer-driven training program designed as an inducement to

secure new value-added businesses. It has an average minimum wage requirement of 115% of the State annual wage, or \$45,834 for the new jobs created.

The training services can be provided through community colleges (Miami-Dade College), state universities (Florida International University), the Miami-Dade County Public School System, vocational-technical centers, consultants, or trainers from the business.

State of Florida Incumbent Worker Training (IWT) Program

This program is funded by the Federal Workforce Investment Act and is administered by Workforce Florida, Inc. This program provides a grant to train currently employed workers, with the goal of keeping the company's employees competitive by providing them with new skills and retaining existing businesses. Training services can be provided through community colleges, state universities (Florida International University), the Miami-Dade County Public School System, vocational-technical centers, consultants, or trainers from the business.

Proposed Additional Miami-Dade County Incentives

The following are proposed incentives from the standpoint of private sector policy.

- Assist with land acquisition costs
- Streamline the permitting process and rezoning processes

Public Sector Financing

Various institutes within Miami-Dade County are available to provide financial assistance to businesses in the community. The Beacon Council does not offer any direct financing; however, the organization assists in coordinating loans and other financing instruments.

Public/Non-Profit Financing Sources

Several organizations provide financial products for high-risk and newer businesses or businesses in designated areas.

The Miami-Dade County Industrial Development Authority (IDA) provides below-market interest rate financing for fixed asset (real estate and property) projects through the issuance of Tax Exempt Industrial Development Revenue Bonds. Interest rates are set at approximately 75 percent of the prevailing prime rate for loans ranging from \$2 million to \$10 million for terms up to 20 years. Although this instrument is for projects that include manufacturing, assembly, printing and food processing, facilities used in the normal course of business and others in which raw material is converted or combined with other raw material to produce a finished or semi-finished product, the Authority could be a potential financing partner through tax exempt bond financing, non-Tax exempt bond financing, and/or exempt facility bonds. Eligible costs can include the purchase of land, construction of new buildings and purchase and installation of new equipment. The purchase and rehabilitation of an existing facility may also qualify. Since authorizing its first industrial development revenue bond issue, the authority has issued in excess of \$814 million in bonds for local projects. For more information please contact:

Miami-Dade County Industrial Development Authority (IDA)
80 SW 8th St, Suite 2801
Miami, Florida 33130
Tel: 305-579-0070
Fax: 305-579-0225
James D. Wagner, Jr., Executive Director

The Enterprise Florida Capital Program develops equity and debt capital products to ensure that high-growth Florida businesses have access to appropriate capital to finance growth and create quality jobs. To eliminate gaps in Florida's financial marketplace, capital products are delivered via partnerships with Florida's existing economic development organizations. Debt capital programs include Enterprise Bonds, specialized loan programs, and export finance assistance. Equity capital programs include early stage capital to fund business development, such as the Cypress Equity Fund, a \$35.5 million venture capital fund and venture network development, which supports venture capital.

Enterprise Florida Capital Program
390 N. Orange Ave, Suite 1300
Orlando, Florida 32801
Tel: 407-316-4692
Fax: 407-316-4680
Louis E. Laubscher, Senior Director of Capital Development

One of these organizations, BAC Funding Corporation, provides commercial credit to African-American owned businesses. BAC Funding Corporation offers several programs including a traditional loan program, franchise financing fund, community growth fund, emerge fund, and other business services.

The traditional loan program includes three (3) lending instruments: the merchant banking fund, risk capital fund, and guaranty fund. The merchant banking fund provides short-term funds in the form of revolving credit lines and joint ventures. The risk capital fund focuses on intermediate-term (2-7 years) funding in the form of a straight loan amortizing with leveled principal and interest payments. The guaranty fund emphasizes obtaining credit, loans from other financial institutions, bid bonds, and performance bonds.

Franchise financing is available to individuals with at least four (4) years of related experience to engage in new business areas located in low-income communities, by teaming with corporations with sufficient support and expertise in their industry to provide technical assistance necessary to operate a successful venture. This financing could be used in teaming with national or regional overnight truck parking operators or even with gas station operators.

The Community Growth Fund (CGF) instrument is allocated for businesses engaged in the Community Reinvestment Act (CRA) programs located in low-income communities and for businesses that are seeking to develop, own, and operate business within low-income communities.

The Emerge Fund targets infrastructure, technology, and business support. The fund assists businesses in improving databases and business administration functions and facilitates improved communication with suppliers, customers, and internal business communication. For more information please contact:

BAC Funding Corp.
6600 NW 27 Avenue
Miami, Florida 33147
Tel: 305-693-3550
Fax: 305-693-7450
Edwin L. Miller, President

SBA Funding

The Florida Business Development Corporation (FBDC) is the Certified Development Corporation (CDC) authorized by the Small Business Administration (SBA), which is a federal agency tasked to provide 504 Loans. 504 Loans provide financing for the purchase of fixed assets. The business puts a minimum of 10 percent down payment, a conventional lender/bank contributes up to 50 percent and the CDC contributes the remaining 40 percent. The maximum loan amount is \$5 million dollars. The business needs to meet the definition of a small business which includes the following:

- Manufacturing: Maximum number of employees may range from 500 to 1500, depending on the type of product manufactured.
- Wholesaling: Maximum number of employees may range from 100 to 500 depending on the particular product being provided.
- Services: Annual receipts may not exceed \$2.5 to \$21.5 million, depending on the particular service being provided.
- Retailing: Annual receipts may not exceed \$5.0 to \$21.0 million, depending on the particular product being provided.
- General and Heavy Construction: General construction annual receipts may not exceed \$13.5 to \$17 million, depending on the type of construction.
- Special Trade Construction: Annual receipts may not exceed \$7 million.
- Agriculture: Annual receipts may not exceed \$0.5 to \$9.0 million, depending on the agricultural product.

Furthermore, in order for a business to qualify for the 504 Loan the business needs to meet the follow criteria:

- The company's average net income cannot surpass \$5 million after taxes for the preceding two years.
- The anticipated project size must be greater than the personal, non-retirement, unencumbered liquid assets of the guarantors/principals.
- Does not have a tangible net worth in excess of \$15 million.

Florida Business Development Corporation
6801 Lake Worth Rd, Suite 209
Lake Worth, Florida 33467
Tel: 561-433-0233
Fax: 561-433-8545
Emanuel Manos, President

Municipal Loans

Some Miami-Dade County municipalities will provide low-interest financing for large-scale projects with high economic impact potential. The Beacon Council should be contacted for more information, as well as the economic development department of area governments.

ACTION PLAN AND COST

Action plans were prepared for the land development scenarios related to the jurisdiction where the potential overnight truck parking facilities are located and the property ownership. Based on the site locations analyzed, three (3) scenarios exist: (1) private land located within incorporated Miami-Dade County, (2) FDOT-owned property located in incorporated Miami-Dade County, and (3) FDOT-owned property located in unincorporated Miami-Dade County.

Private Land Located within Incorporated Miami-Dade County

The Miami-Dade County land development permitting process and building permit/certificate of occupancy process will need to be followed for all three (3) scenarios. Only Location T is located in the City of Hialeah which has its local land development permitting process that is similar to the County process. Figure 12 provides the a summary of the County's land development permitting process and Figure 13 provides an overview of the building permit/certificate of occupancy process.

Locations F, G, H, I and J located in the City of Hialeah Gardens will need to obtain City of Hialeah Gardens site plan approval in addition to the County's permitting process. The same is true for Locations L and M located in the City of Medley will need to obtain City of Medley site plan approval in additional to the County's permitting process.

The first step in the County's land development permitting process is to submit the site plan documents and traffic study to the Public Works and Waste Management Department to begin the review process. This assumes that the correct zoning is place, which is the case for all potential locations with the exception of Location T in Hialeah. This process is expected to last approximately three months.

Once the Public Works and Waste Management Department has signed off on the documents, the site plan and documentation is submitted to the County's Water and Sewer Department (WASD). The first step is for an agreement to be reached stating that sufficient system capacity is available for the proposed project. The entire process is expected to last approximately nine months. The process includes several approvals from WASD as well as water connection review approvals by the Fire Department, Health Department, and Department of Permitting, Environment, and Regulatory Affairs (PERA). A separate sewer connection review is conducted by PERA. Please note that PERA is the result of consolidation efforts in late 2011 by the County. Previously, the Department of Environmental Resources Management (DERM) was responsible for these reviews.

Once the WASD permit has been issued, the applicant will be able to proceed through the building permit process, which will last approximately three months and result in the Certificate of Occupancy being issued for the project.

Figure 12: Miami-Dade County Land Development Permitting Process

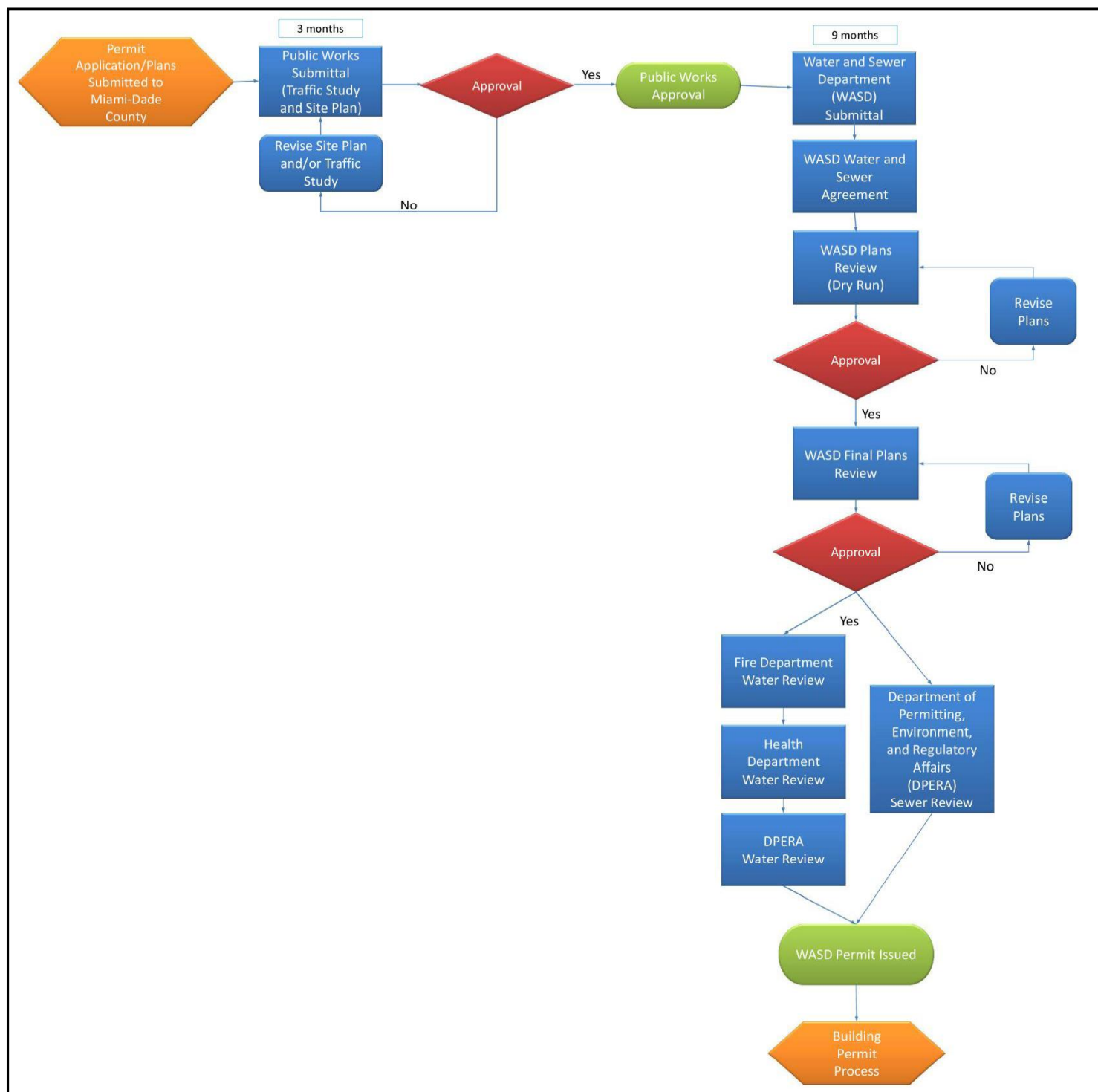
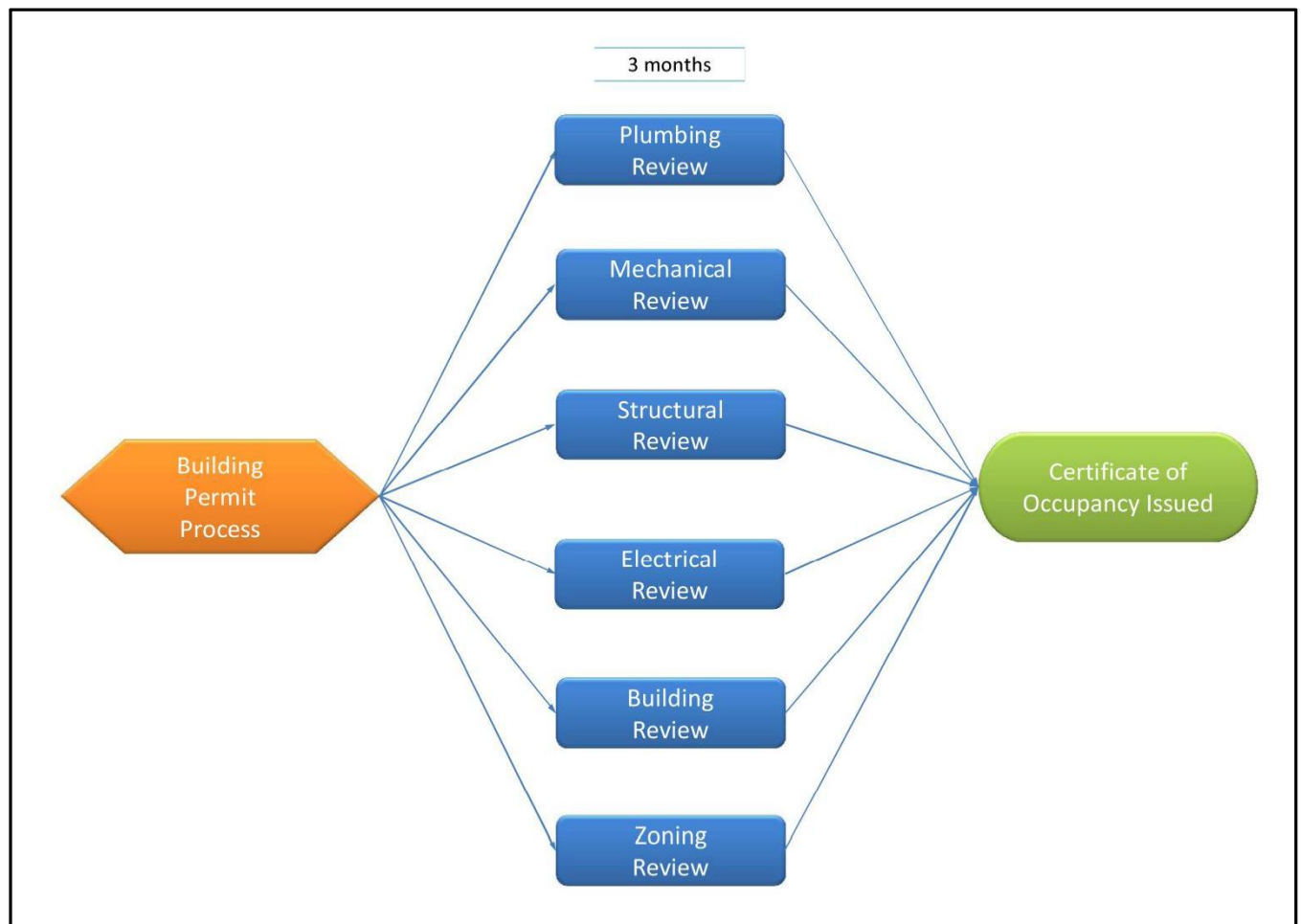


Figure 13: Miami-Dade County Building Permit/Certificate of Occupancy Process



Water and sewer connections are required to be provided on all new developments in Miami-Dade County. WASD was contacted in order to determine the proximity of water and sewer connections to each potential site. Table 10, below provides a summary of the sites related to water and sewer locations. Detailed County plans are provided in Appendix H.

Table 10: Location of Water and Sewer to Truck Parking Locations

Truck Parking Location	Address of Nearest Intersection	Proximity of Water and Sewer to Site
F	NW 112 th Avenue and North Okeechobee Road (Hialeah Gardens)	Water and sewer: 2,500 feet from NW 138 th Street ⁽¹⁾
G, H, I, J	NW 107 th Avenue and NW 138 th Street (Hialeah Gardens)	Water and sewer: 1,800 feet from NW 138 th Street/NW 107 th Avenue ⁽¹⁾
L	NW 106 th Street and NW 97 th Avenue (Medley)	Water: 2,500 feet from NW 106 th Terrace and NW 116 th Way Sewer: 4,800 feet from NW 107 th Avenue and NW 106 th Street
M	NW 122 nd Street and NW South River Drive (Medley adjacent to Pilot/Flying J Truck Stop)	Water and sewer adjacent to site along NW South River Drive ⁽¹⁾
N, O	NW 12 th Street and HEFT (FDOT Parcel) [Unincorporated]	Water and sewer: 1,200 feet from NW 132 rd Court
Q	Seaboard Road (FDOT Parcel Golden Glades Site) [Miami Gardens]	Water and sewer: 900 feet from N Seaboard Road
R	As of Notice on November 15, 2012, a recent Federal Aviation Administration (FAA) guideline related to the Runway Protection Zone in which parcel R is located in, is no longer eligible for any type of vehicle parking facility. Therefore, this location is eliminated.	
S	3025 NW 123 rd Street (Gratigny Expressway)	Water onsite. Sewer adjacent to site along NW 123 rd Street and NW 32 nd Avenue
T	10350 NW 142 nd Street (Hialeah)	Water and sewer: 2,000 feet from NW 102 nd Avenue and NW 137 th Street ⁽¹⁾

Note: (1) Estimated based on proximity to adjacent development. Detailed County Atlas sheet information was not available for this location.

FDOT Owned Property Located within Incorporated Miami-Dade County

In order to develop on the FDOT owned property (Location Q), the City of Miami Gardens land development permitting process, through the Planning and Zoning Department, and building permit/certificate of occupancy, through the Building Department, will need to be followed, as well as the County's land development permitting process and building permit/certificate of occupancy process which can occur concurrently with the City process.

Once the City of Miami Gardens' Planning Department and County's Public Works and Waste Management Department have signed off on the site plan and documentation, these documents are submitted to the WASD. The first step is for an agreement to be reached stating that sufficient system capacity is available for the proposed project. The entire process is expected to last approximately nine months. The process includes several approvals from WASD as well as water connection review approvals by PERA. A separate sewer connection review is conducted by PERA. Please note that PERA is the result of consolidation efforts in late 2011 by the County.

Once the WASD permit has been issued, the applicant will be able to proceed through the building permit process, which will last approximately three months and result in the Certificate of Occupancy being issued for the project.

In order to utilize FDOT property, one of the following instruments would need to be followed.

- FDOT property can be leased to anyone by public sealed bid (5-year lease limit with 5-year option to renew)
- FDOT can enter into a longer term lease with public agencies or private entities for the use of FDOT property for joint public-private transportation purposes to further economic development and generate revenue for transportation. A Request for Proposal process is required and is intended to be competitive.
- FDOT property could also be leased to Miami-Dade County for a public purpose and then the County can offer the property to the general public for the overnight truck parking facility.
- If a FDOT property is not needed for transportation purposes, it can be declared a surplus and conveyed the property to either the County or local municipality. The County and/or local municipality can decline the conveyance, at which point FDOT can sell the property by sealed public bid at market value.

FDOT Owned Property Located within Unincorporated Miami-Dade County

In order to develop on the FDOT owned properties (Locations N and O) within unincorporated Miami-Dade County, Miami-Dade County land development permitting processes and building permit/certificate of processes occupancy will need to be followed. FDOT permits are not applicable to these locations since NW 12th Street, which provides access to Locations N and O, is not under FDOT jurisdiction.

Site Development Cost

Order of magnitude site development costs were developed for the 5, 10, and 40-acre prototype sites. The purpose of these site development costs is to provide planning level estimates related to the three (3) prototype sites.

Table 11 summarizes the site development category costs include in the estimates.

Table 11: Site Development Category Costs

Category	Description
General Site Development	Preparing the site for development including clearing and grubbing
Drainage	Provides required drainage on site
Water System	Provides service to proposed structures from offsite locations provided by the County
Sanitary Sewer System	Provides service to proposed structures from offsite locations provided by the County
Building	Includes basic building facilities based on square-foot
Fueling Station	Includes fuel storage tanks, fuel dispensers, and fueling canopy
Electrical Services	Includes truck electrification, CCTV cameras, site lighting, and signage lighting
Landscaping and Irrigation	Provides minimal landscaping and irrigation on site
Miscellaneous	Includes site signage, truck washing facility, leaky load containment, and trash receptacles

Cost estimates were based on several sources, including vendor provided information, local area construction costs, and the FDOT pricing vendor for the sites.

A summary of the costs per site is provided in Table 12. Since truck electrification is one of highest costs for developing a truck parking facility, the overall site costs were developed for three scenarios. These scenarios are (1) providing truck electrification for all parking spaces, (2) providing truck electrification for 50 percent of the parking spaces, and (3) providing truck electrification for 25 percent of the parking spaces. Detailed order of magnitude site development costs are included in Appendix I.

Table 12: Site Development Costs

Truck Parking Acreage	Cost with Truck Electrification for all Parking Spaces	Cost with Truck Electrification for 50 Percent of Parking Spaces	Cost with Truck Electrification for 25 Percent of Parking Spaces
5	\$3,800,000	\$3,400,000	\$3,100,000
10	\$5,600,000	\$4,600,000	\$4,100,000
40	\$16,800,000	\$11,800,000	\$9,400,000

SUMMARY

This study developed options for implementing overnight truck parking for Miami-Dade County due to the severe shortage of overnight truck parking within the County. Input was obtained from the Freight Transportation Advisory Committee which served as the study advisory committee, Miami-Dade County Public Works Department, and Florida Department of Transportation. This study is a unique effort for the MPO, as the target audience for this study is not the typical public agency but rather the private sector, specifically land owners and potential developers of truck parking facilities.

Three (3) screening processes were used to analyze vacant parcels within the County. The screens included a preliminary screen, initial detailed screen, and in-depth detailed screen. Prototype sites were developed for 5-acre, 10-acre, and 40-acre locations to assist developers and land owners by illustrating truck parking layouts and specifying amenities that should be considered for the truck parking facilities. Local and national overnight truck parking facilities were also examined and used to determine the specific amenities to be considered in the conceptual/prototype design. Order of magnitude costs were also prepared to estimate the financial capital required for development.

Business models were developed to identify financing options, attract private investment, and outline strategies aimed at creating a viable facility. Two business models were examined: private sector/private sector partnerships and public sector/private sector partnerships. Financing options including public and private sector options are also identified. Finally, action plans were developed providing an overview of the requirements of the development process depending upon the political jurisdiction of each site. In summary, this study provides information that may facilitate the partnerships likely to be required to advance the development of truck parking facilities in Miami-Dade County.