



District One

Presentation of the Consultant Acquisition Plan for Fiscal Year 2026-2027

Work Groups 2.0, 3.1, 3.2, 4.2.3, and 4.4

Benjamin Clayton, P.E.

District Consultant Project Management Engineer

Greg Bowne

District Environmental Administrator



Housekeeping

- Restrooms
- Silence phones
- Questions during the presentation
 - You can type questions that you have during the presentation, and we will do our best to answer them.
 - If you have a project specific question, please include the FPID and project manager's name associated with the project.



Agenda

- Welcome to District One
- Procurement Information
- District Issues
- Tips from DEMO
- PD&E Staff Introductions and New Project Information
- Consultant Project Management Staff Introductions and New Project Information



Welcome to District One

Nicole Mills, PE

Director of Transportation Development



Elizabeth Ayers
Professional Services
Procurement Manager



Christina “Chrissy” Browne
Professional Services
Supervisor



Professional Services Contact Info

NAME	TITLE	PHONE NUMBER	Years of Experience
Elizabeth Ayers	Procurement Services Manager	(863) 519-2901	29.5 years
Christina Browne	Professional Services Supervisor	(863) 519-2301	3.8 years
Renee Arocho	Contract Analyst II	(863) 519-2624	2.9 years
Emalee Bell	Contract Analyst III	(863) 519-2330	1.4 years
Cabrina Donaldson	Contract Analyst II	(863) 519-2444	2.2 years
Savannah Dorminy	Contract Analyst III	(863) 519-2722	6 years
Rebecca Lycans	Contract Analyst III	(863) 519-2302	3.1 years
Harmonee Stewart	Contract Analyst I (CITS Coordinator)	(863) 519-2624	2.7 years
Marlene Santellano	Contract Analyst I	(863) 519-2279	1.8 years

d1.profserv@dot.state.fl.us



Design Build Contact Info

NAME	TITLE	PHONE NUMBER	Years of Experience
Elizabeth Ayers	Procurement Services Manager	(863) 519-2901	29.5 years
Don Naylor	District Contracts Administrator	(863) 519-2629	7.11 years
Charli Bell	Senior Contract Specialist	(863) 519-2212	3.3 years
Melissa Porter	Contract Analyst III	(863) 519-2259	6.7 years



Don Naylor



Charli Bell



Melissa Porter

d1-designbuild@dot.state.fl.us



Acronyms

Acronym	Plain Language
ACEC	American Council of Engineering Companies
Ads	Advertisements
AFP	Automated Fee Proposal
BDI	Business Development Initiative
CAP	Consultant Acquisition Plan
CITS	Consultant Invoice Transmittal System
CO	Central Office
D1	District One
DB	Design Build
DBE	Disadvantaged Business Enterprise
FDOT	Florida Department of Transportation
FTP	File Transfer Protocol
PM	Project Manager
PSU	Professional Services Unit
Q&A	Question & Answers
SBE	Small Business Enterprise
TBD	To Be Determined
TOW	Types of Work
TRC	Technical Review Committee



Notifications/Qualifications

- Not receiving email blasts?
 - email addresses are pulled from the qualification packages sent annually to:

Philip Pitts
FDOT Central Office Procurement Office
phone: (850) 414-4054
email: philip.pitts@dot.state.fl.us





General Marketing Meeting

- District 1 Marketing Coordinator:
 - for general marketing to introduce your firm
 - Harmonee Stewart
 - phone: (863) 519-2624
 - email: harmonee.stewart@dot.state.fl.us
 - copy: christina.browne@dot.state.fl.us
 - for a more targeted audience, you may contact a specific Department directly for an informal roundtable discussion



Consultant Acquisition Plan

- Access to the CAP:
 - [Consultant Acquisition Plan](#)
 - captures all projects on Planned Ads

[Home](#) / [procurement](#)

Consultant Acquisition Plans

District Consultant Acquisition Plans

Current Consultant Acquisition Plans

[Professional Services Consultant Acquisition Plans](#)

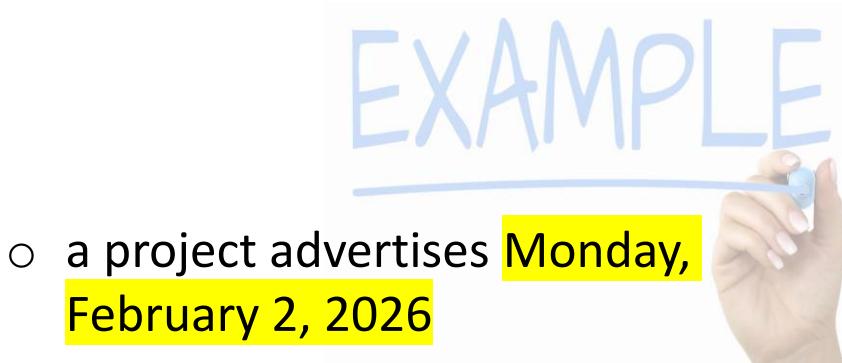


Marketing Presentation

- Consultant Marketing Meeting:

- Project specific marketing:
 - meetings/communication must cease by Friday, at 5:00 pm prior to the advertisement
 - Link provided in the PLANNED AD under Special Notes (*shown below*)

Advertisement Marketing Meetings will be held on 11/5/24, 11/14/24, and 11/21/24. You may schedule a marketing meeting using this link:
<https://outlook.office365.com/owa/calendar/D1TRCMarkeetingMeetings@fdot.onmicrosoft.com/bookings/s/XnbNBLuB40OTnHjADAisaw2> (<https://gcc02.safelinks.protection.outlook.com/>?url=https%3A%2F%2Foutlook.office365.com%2Fowa%2Fcalendar%2FD1TRCMarkeetingMeetings%40fdot.onmicrosoft.com%2Fbookings%2Fs%2FXnbNBLuB40OTnHjADAisaw2&data=05%7C02%7CEmily.Black%40dot.state.fl.us%7C65e72644819d4d3ddce08dcef6f8c99%7Cdb21de5dbe9c420c8f3f8f08f85b5ada%7C0%7C0%7C638648509604530605%7CUnknown%7CTWFpbGZsb3d8eyJWIjoiMC4wLjAwMDAiLCJOjoiV2luMzliILCJBTTi6IkIhaWwiLCJXVC16Mn0%3D%7C0%7C%7C&data=kGLCvjUpxSThTJbjByXYriC3ObxGwfGvBLRzndW9x6w%3D&reserved=0)



- a project advertises **Monday, February 2, 2026**
- contact with the Department must cease on **Friday, January 30th at 5:00 pm**
- during the cone of silence phase, you may only contact PSU at d1.profserv@dot.state.fl.us

- **Cone of Silence:**
 - begins on Friday before the current advertisement date at 5:00 pm
 - all communications must come through PSU
 - violating may be grounds for rejecting a response
 - d1.profserv@dot.state.fl.us
 - In order to ensure a fair, competitive and open process, once a project is officially advertised on the Current Advertisement site, all communications between interested firms and the Department must be directed to the appropriate PSU. All technical questions from the Consultant shall be in writing. Project Managers and other Department staff will cease discussions of the project with interested firms, and refer inquiries to the PSU. Respondents to a contract solicitation (i.e., contract advertisement) or persons acting on their behalf may not contact, between the release of the solicitation and the end of the 72-hour period following the agency posting the notice of intended award, excluding Saturdays, Sundays, and state holidays, any employee or officer of the executive or legislative branch concerning any aspect of the solicitation, except in writing to the procurement officer responsible for coordinating the procurement, or the Procurement Services Manager, or as provided in the solicitation documents. Violation of this provision may be grounds for rejecting a response.



Advertisements

- Procurement Advertisements:
 - [Procurement Advertisements](#)
 - current ads, planned ads, shortlist/selection results, CAP; as well as DB information

[Home](#) / [procurement](#)

Procurement Advertisements

Professional Services

[Active and Expired Contracts](#)

[Current Advertisements](#)

[Planned Advertisements](#)

[Shortlist and Final Selection Results](#)

[All Ads - Planned, Current and Results](#)

[Consultant Acquisition Plan](#)

[Click here to receive notifications related to Prof. Services and Design Build ads](#)

Design-Build

[Current Advertisements](#)

[Planned Advertisements](#)

[Shortlist and Final Selection Results](#)

[All Ads - Planned, Current and Results](#)

[Design-Build Website](#)

[Design-Build Acquisition Plan](#)

- Debriefings w/ non-selected firms:
 - Debriefing Meetings with non-selected proposers 72 hours after Final Selection. At this point in time, the Consultant may meet with all Technical Review Committee members at once or separately. Consultant shall contact the Project Manager to schedule post-final selection debriefings. Debriefing with Selection Committee members shall be at the discretion of the Selection Committee members.



Timeline of Events

- Timeline of events for D1:
 - District 1 specific
 - this is just a guideline and is subject to change and depending on District needs, deadlines and holidays
 - schedules are 5 months (+ or – depending on the need)
 - from current advertisement through execution
 - created to promote transparency

Professional Services Timeline of Events

The goal is to have between a 5 - 5.5 month procurement.

Type of Procurement	Planned Ad	Current Ad	Response Deadline	LOR's Due to TRC	Longlist Meeting (calendar mtg)	Shortlist Meeting (calendar mtg)	RFP Due to SL Firms	Tech Due	Pres/Intvw (calendar mtg)	Evals Due from TRC (calendar mtg)	Final Selection Meeting (calendar mtg)	Scope Clarification Meeting (calendar mtg)	Proposal Review (calendar mtg)	Negotiations Meeting (calendar mtg)	Cost Control Negotiations Due (calendar mtg)	Final Docs Due Date (calendar mtg)	Execution
Expanded Letters of Response	2 weeks minimum <u>NOTE:</u> allow the industry to market the TRC (PM to schedule marketing meetings); All planned ads should be in PDA by the middle of January.	14 calendar days (required) <u>NOTE:</u> drop on Friday w/ Ad closing on a Monday (add a day per holiday within the 14 days); 14 days is from Monday to Monday; REMINDER: grading criteria MUST be in the advertisement.		5 business days <u>NOTE:</u> If the Ad closes on a Monday. The letters should be emailed to the TRC by the close of business the following Monday	9 calendar days <u>NOTE:</u> grant at least 9 days in the event we receive interest from more than 10 firms	5 business days <u>NOTE:</u> packages must be dropped the Friday before the Tuesday meeting	N/A	N/A	N/A	7 calendar days <u>NOTE:</u> evaluations MUST be emailed to TRC members on the day of shortlist		5 business days <u>NOTE:</u> packages must be dropped the Friday before the Tuesday Selection meeting	<u>Project Specific:</u> fee package due within 14-18 calendar days of the Scope Clarification meeting; this meeting should be held within 3 business days	<u>Project Specific:</u> within 2 business days of the selection	14 calendar days	12 calendar days	30-45 days minimum (more if time permits)
Abbreviated Technical Proposals		14 calendar days (required) <u>NOTE:</u> drop on Friday w/ Ad closing on a Monday (add a day per holiday within the 14 days); 14 days is from Monday to Monday; REMINDER: grading criteria MUST be in the advertisement.								7 calendar days <u>NOTE:</u> evaluations MUST be emailed to TRC members on the day technicals are emailed to TRC			<u>Continuing or District Wide:</u> fee package due within 14-18 calendar days of final selection; this meeting should be held within 3 business days				
Interviews														<u>Continuing or District Wide:</u> N/A			
Oral Presentations																	

Procurement reserves the right to modify the schedule to fit the business need or to accommodate holidays or workload distribution. This is subject to change.



Timeline of Events

Type of Procurement	Planned Ad	Current Ad	Response Deadline	LOR's Due to TRC	Longlist Meeting (calendar mtg)	Shortlist Meeting (calendar mtg)	RFP Due to SL Firms	Tech Due
Expanded Letters of Response	2 weeks minimum <u>NOTE:</u> allow the industry to market the TRC (PM to schedule marketing meetings); All planned ads should be in PDA by the middle of January.	14 calendar days (required) NOTE: drop on Friday w/ Ad closing on a Monday (add a day per holiday within the 14 days); 14 days is from Monday to Monday; <u>REMINDER:</u> grading criteria MUST be in the advertisement.		5 business days <u>NOTE:</u> if the Ad closes on a Monday. The letters should be emailed to the TRC by the close of business the following Monday	9 calendar days <u>NOTE:</u> grant at least 9 days in the event we receive interest from more than 10 firms		N/A	N/A
Abbreviated Technical Proposals		14 calendar days (required) NOTE: drop on Friday w/ Ad closing on a Monday (add a day per holiday within the 14 days); 14 days is from Monday to Monday; <u>REMINDER:</u> grading criteria MUST be in the advertisement.						14 calendar days (minimum) <u>NOTE:</u> send to TRC within 2 business days (add days if a holiday falls within this period)
Interviews								
Oral Presentations								



Timeline of Events

Type of Procurement	Pres/Intvw (calendar mtg)	Evals Due from TRC (calendar mtg)	Final Selection Meeting (calendar mtg)	Scope Clarification Meeting (calendar mtg)	Proposal Review (calendar mtg)	Negotiations Meeting (calendar mtg)	Cost Control Negotiations Due (calendar mtg)	Final Docs Due Date (calendar mtg)	Execution
Expanded Letters of Response	N/A	7 calendar days <u>NOTE:</u> evaluations MUST be emailed to TRC members on the day of shortlist	5 business days <u>NOTE:</u> packages must be dropped the Friday before the Tuesday Selection meeting	<u>Project Specific:</u> within 2 business days of the selection	<u>Project Specific:</u> fee package due within 14-18 calendar days of the Scope Clarification meeting; this meeting should be held within 3 business days	<u>Project Specific:</u> within 7 calendar days	14 calendar days	12 calendar days	30-45 days minimum (more if time permits)
Abbreviated Technical Proposals		7 calendar days <u>NOTE:</u> evaluations MUST be emailed to TRC members on the day technicals are emailed to TRC			<u>Continuing or District Wide:</u> fee package due within 14-18 calendar days of final selection; this meeting should be held within 3 business days	<u>Continuing or District Wide:</u> N/A			
Interviews	next business day								
Oral Presentations									



District 1 Consultant Marketing Home

Procurement Services Administrator
Elizabeth Ayers

Procurement Office:

801 N. Broadway Ave. Bartow, FL 33830
Tel: (863) 519-2901

The following counties are located in District One: Charlotte, Collier, DeSoto, Glades, Hardee, Hendry, Highlands, Lee, Manatee, Okeechobee, Polk and Sarasota.

Most Requested Items

[Marketing Links](#)
[Consultant Acquisition Plan](#)
[Prequalification](#)
[Advertisements](#)
[Staff Directory](#)
[Regional Meetings](#)
[Additional Design Project Info.](#)
[FTP Directory](#)

[Consultant Industry Forum GEC & Collier to Polk Trail](#)

List Search..

D1 Procurement Related Documents

› [FY24-25](#)

 [4. D1-COI Determination Request Form](#) (pdf)
 [Download](#) (316 KB)

 [Conflict of Interest Procedure](#) (pdf)
 [Download](#) (1567 KB)

- **District 1 Marketing site:** project-related *Professional Services* information from planned projects through final selection
[Professional Services Marketing D1 \(fdot.gov\)](#)
- **District 1 File Transfer Protocol:** after final selection
[File Transfer Protocol \(FTP\) Site](#)



D1 ACEC-FL Liaison Committee

- ACEC-FL D1 Liaison Committee:
 - District 1 ACEC: FL Liaison Committee has meetings quarterly
 - FDOT Members:
 - James Driggers Jr, John Kubler, Nicole Mills, Lori Albritton, Elizabeth Ayers, Kevin Ingle, Amy Perez, Ben Clayton
 - Consultant Members:
 - Randell Prescott, Shawn Swets, Tom Presby, Jason Lyle, and Joe Lauk
 - ✓ members serve five years
 - ✓ their firms must be active members of the ACEC-FL Transportation Committee
 - ✓ one member rotates off the committee every year





Helpful Links and information

- Link:
 - [Procurement Site links](#)

[Home](#) / [procurement](#)

Procurement Site Index

Active Contracts	General Information
Advertisements	Negotiations
Agency Term Contracts	Professional Services Acquisition of Professional Services
Automated Fee Proposal (AFP)	Professional Services Audit Accounting Information
CITS - Consultant Invoice Transmittal System	Professional Services FAQ
Consultant Marketing	Professional Services Forms
Contacts Listing	Professional Services News
Vendor Information Portal	Professional Services Prequalification
Commodities and Contractual Services Procurement Manual	Professional Services Procurement Manual
Conflict of Interest FAQs	Professional Services Publications
Doing Business With DOT	Professional Services Reports
Electronic Contracting	Professional Services Submittal Examples
Small Business	Title VI Nondiscrimination Contract Provisions, Appendices A and E
Guidance for Use of Affidavit Regarding Labor and Services	Form FHWA-1273



- District 1 BDI Program Advisor:
Christina Browne
phone: (863) 519-2301
email: christina.browne@dot.state.fl.us
- BDI Contracts:
 - Statewide Goal is still 15%



Eligibility Requests

- Conflict of Interest Determination Request Form:
 - Located on D1 Marketing Site [Professional Services Marketing D1 \(fdot.gov\)](http://Professional Services Marketing D1 (fdot.gov))
 - Submit form to: D1-CITS@dot.state.fl.us
 - ✓ be proactive and submit request timely
 - ✓ include details
 - ✓ the supervisor will assign and follow up by email

Submit via email to D1.DesignBuild@dot.state.fl.us

CONFLICT OF INTEREST (COI) DETERMINATION REQUEST

Date:	Requestor/Contact Person:
Firm:	Office No.:
Email:	Mobile No.:
Current District One Contract Requiring COI Determination:	
Contract No./Financial ID	Work Type
	2.0 Project Development and Environmental Studies
Role	Project Type
Prime <input type="checkbox"/> Subconsultant <input type="checkbox"/>	<input type="checkbox"/> Design-Build <input type="checkbox"/> Construction, Engineering and Inspection
Staff Positions: 	<input type="checkbox"/> Design <input type="checkbox"/> General Engineering Consultant
Scope of Work: 	<input type="checkbox"/> Project Development & Environment <input type="checkbox"/> Other (list project type)
Fee Received (\$)	% of Total Contract
Potential Project Pursuit Description:	
Financial Project ID No. (s):	Formal Advertisement Date:
Advertisement No.:	
Potential Pursuit Type (please select one):	
<input type="checkbox"/> Design-Build	<input type="checkbox"/> General Engineering Consultant
<input type="checkbox"/> Design	<input type="checkbox"/> Project Development & Environment
<input type="checkbox"/> Construction, Engineering and Inspection	<input type="checkbox"/> Other (list project type) Type: _____
Potential Project Pursuit Role (please select one):	
<input type="checkbox"/> Prime	
<input type="checkbox"/> Subconsultant	



Letter Reminders

- Letters of Response & Expanded Letters of Response:
 - use the most current versions of forms; DO NOT reuse forms!
 - submit letters and technicals timely
 - do not use abbreviations/acronyms unless you've spelled it out
 - do not edit the Official DOT Form or create your own version
 - do not add the FDOT logo
 - All Professional Services forms are found at [Professional Services Forms](#)



Presentation Reminders

- **Presentations:**

- your presentation must match with your presentation slides submitted to PSU
- TRC will grade slides submitted to PSU and what was presented, not additional information not presented
- do not include TBD slides or placeholder slides
- slides and technical proposals are due at the same time
- late submittals will not be provided to the TRC





Fee Proposal Reminders

Request for Fee Proposal:

- resumes should include all information necessary to properly classify personnel, including:
 - education, certifications, applicable licensure (PE License #, state of license and year obtained)
 - dates/years of experience to support proposed classification
 - corrections made should be applied moving forward



Fee Proposal Reminders

- Request for Fee Proposal:
 - due 2 - 2.5 weeks after Final Selection
 - use most current AFP on the internet EVERY TIME; do not reuse old versions
 - **due dates cannot be extended to allow firms to give raises/allow pay cycles to reflect raises; payroll must support rates that are in effect the due date of RFFP.**
- Resumes:
 - personnel must be classified in HIGHEST classification qualified for
 - do not recycle incorrect information! Once notified of an error, update resume for future submittals (*this is a commonly made mistake*)
- Negotiations:
 - review Negotiations emails carefully to reduce corrective action and avoid invoice delays.



Checklist Tool for Amendments

The Consultant Checklist Tool can be found at [Professional Services Marketing D1](#) or [FTP Cerberus Web Client](#)

Important reminders:

- Please keep in mind that the checklists are the *minimum* of what is needed to process the request.
- Errors with submissions will delay processing time.
- All Request for Contract Amendment (RCA) submissions must have the documents submitted as separate attachments.
- The Project Manager and the Firm's contact will receive an email indicating who the RCA has been assigned to with an anticipated review date (this is not the execution date). This person will be your point of contact from assignment to execution.
- The firm's designated signor will receive a copy the executed document
- For actions involving Fee Sheets/Signed Hours the following guidelines must be used:
 - Signed hours are accurate, match the fee sheets exactly, and have a signature from the DOT and Firm.
 - The Fee Sheets must be broken down by FPID, funding element (lump sum, limiting amount, etc.), and Firm and labeled accordingly.
 - The PDF version should include the correct decimals used to get the total amount.
 - Fee Sheets must have the most current Table 6 Loaded Rates.
 - If adding funds and moving optional services are in the same amendment, the Fee Sheets must be separated.
- Due to volume of work, the CITS coordinator has **30 days** from the time of execution to enter the request into CITS.



Commonly Made Mistakes

- During the Acquisition Phase:
 - breaching the cone of silence
 - using incorrect or modified forms
 - late submittals
 - not responding to RFP notification





Commonly Made Mistakes

- During the Contract/Amendment Phase:
 - not submitting complete packages timely
 - delayed responses (or none at all)
 - Resumes
 - fee sheets
 - AFP





Procurement Goals

- Selection updates will be uploaded to PDA by 1:00 pm on the day of Selection
- All documents will be uploaded to FTP by 9:30 am the day after Final Selection







Florida Department of Transportation

Benjamin Clayton, P.E.
District Consultant Project Management Engineer



District Issues

- Marketing Meetings, Letters of Interest, and Interviews
- Quality of Submittals
- Responsiveness
- Changes to Scope, Schedule and Budget
- Practical Design
- Consultant Partnership



Marketing Meetings

- Questions/clarification (approx. 15-20 minutes)
 - Schedule marketing meetings to discuss project specific questions
 - Link in advertisement for automated scheduling
 - Consultant's time to ask questions
 - TRC will not restate information from recorded webinar
 - TRC will not be responsible for filling the time.
 - Do you have an out of the box idea? Run it by the TRC in the marketing meeting to see their reaction.
 - If you have no questions, there is no need for you to schedule a meeting



Marketing Meetings

- Pay attention to special notes on advertisements
 - TRC calendars are being held for marketing meetings
 - Link to book meeting is in the advertisement
 - Dates published on planned advertisement under special notes
 - Planned advertisements will state which location the project will be managed from



Letters of Interest – Design

- Technical Approach
 - LISTEN TO YOUR TRC
 - Between the project specific webinar & marketing meetings, the TRC will be clear in what they are looking for in the letter
 - KNOW THE PROJECT: Identification of project issues is encouraged
 - Review of existing data
 - Field observations
 - Utilize personal experience
 - DISTRICT EXPERIENCE NOT A FACTOR
 - Demonstration of applicable project experience is a key criteria, not a firm's experience with the District or FDOT.



Letters of Interest – Design

- Technical Approach (cont.)
 - Place emphasis on approach to solving project issues and accomplishing goals
 - Show thought process, but remember not to waste space trying to explain every detail
 - Do not repeat the information provided by the TRC. We already know that information, we want to see what you have come up with.
- Stakeholder contacts
 - No contact unless authorized by FDOT



Interviews – Design

- Answer the Questions
 - Do not try to fit a pre-determined response into interview question responses
 - Pay attention to the questions being asked and provide a complete answer
 - Questions are intended to challenge



Debrief, debrief, debrief

- The Department is willing to set time aside to debrief the consultants on Letters of Interest, Interviews or Presentations
- The TRC may begin meeting with consultants 72 hours after final selection
- Do not delay setting up a debrief meeting

Quality of Submittals

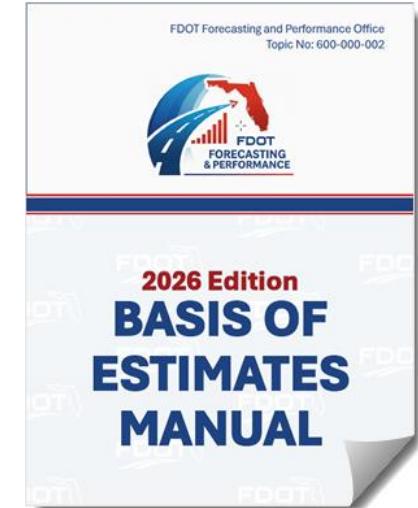
- Review for errors
- Ensure all required documents are included and meet intent
- Use up-to-date forms
 - Do not reuse from previous submittals





Quality of Submittals

- Special attention to late changes/revisions
- Review FDM and BOE Manual for requirements
- Check APL for compliance (BABA, FDM 110.5.6)
- Direct issues through District, do not go straight to Central Office



BABA



Responsiveness

- Responsiveness to Department questions is critical!
- Pay attention to scheduled due dates, especially Specifications and Mailing – **BE AVAILABLE for plans / specs changes during this time.**
 - This includes subconsultants
- Request for information (RFI) response delays can affect construction activities – delays in a response can result in errors and omissions (E&O) if time is an issue
- Invoices must be submitted **monthly**.



Scope, Schedule and Budget Deviations

- Minimize “late-in-the-game” scope changes
 - Give due diligence in initial scope definition
- Make every effort to remain within established budget
 - Might require removing less important scope items
- Defined schedules should not be missed without good reasoning
 - If a schedule begins to fall behind, create a plan to bring it back on track



Project Schedules

- No scheduled lettings in 4th quarter
- Schedule definition meeting at NTP
- Ensure commitments are achievable
- Do not assume the letting date will move out
- Do not assume Department review times or activity times will be reduced
- Keep the PM involved – especially when tasks are delayed
- Pavement cores need 90-day turnaround
- **Positive float belongs to the department**



D1 Practical Design

- Use common sense, be engineers
 - Why is it being replaced/reconstructed/identified in scope
 - Safety
 - Do not just check a box/apply a standard
- Do not be afraid to ask questions
 - Through your FDOT PM
- District One Design Forum – May 2026



Consultant Partnership

- Success through partnership
 - Understand the roles we all play
- ACEC Liaison Committee meets with District Leadership
 - Share through available channels



District Structures Maintenance Office

Outline

- Introduction
- Qualifying Structures
- Notifications
- Bridge Documents
- Contact Information



Qualifying Structures

Notifications



In-Service Date



Maintenance Walkthroughs



Final Acceptance Inspection



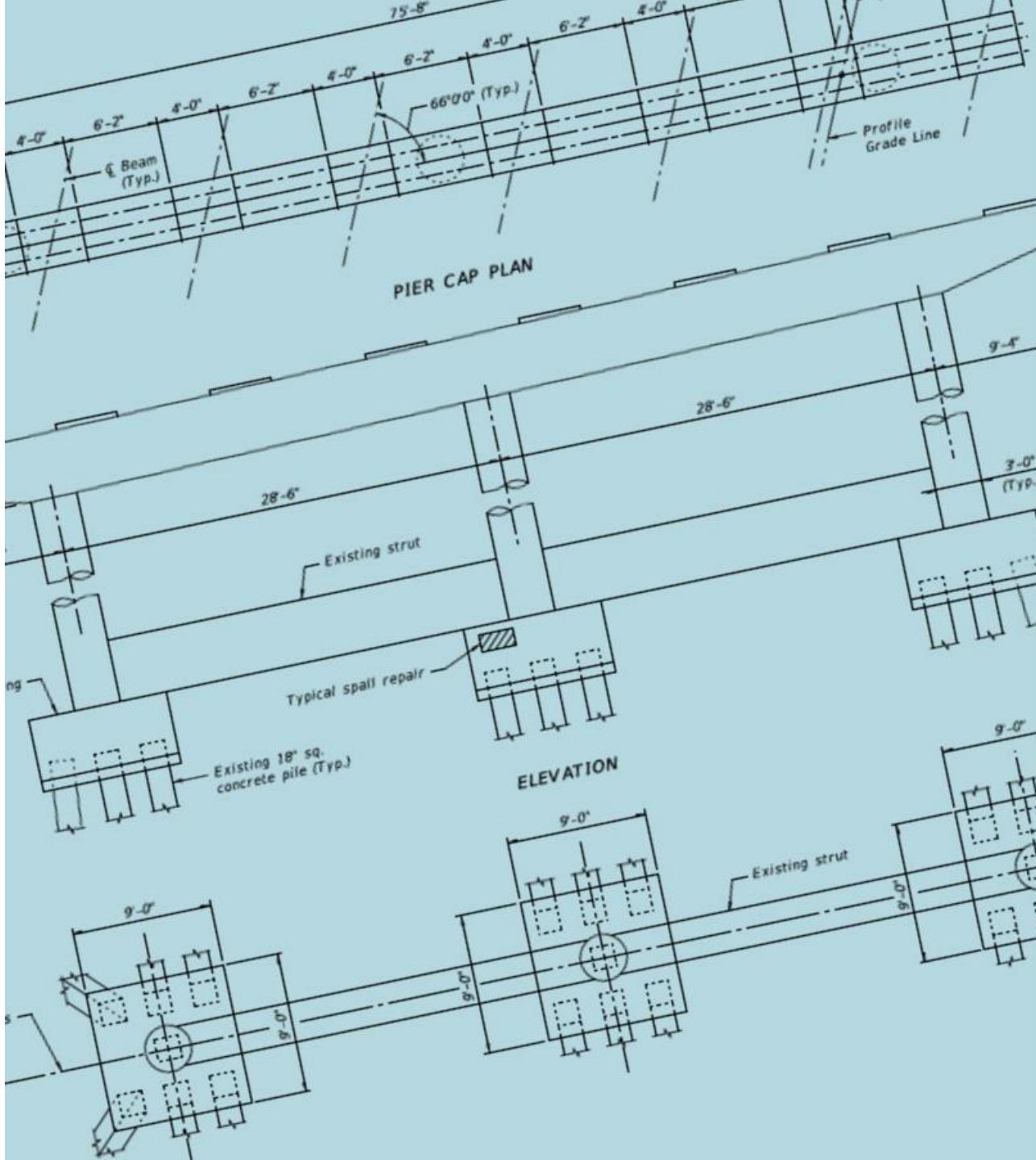
Initial Inspection



Load Rating Requirements

Bridge Documents

- Structure Number
- As-Built Load Rating Documents
- Punch List



Contact Information

Daniel Buidens, P.E.

District 1 Engineering Section Manager

Daniel.buidens@dot.state.fl.us

Office: (813) 612-3373

Mobile: (813) 373-3249

Douglas Torres

Structures Management Coordinator

Douglas.torres@dot.state.fl.us

Office: (813) 612-3384

Mobile: (813) 373-3909

Cameron Garcia-Cooley, P.E.

D1 Structures AM Project Manager

Mobile: (346) 672-5024

ccoley@wwebber.com

webber
A Ferrovial company

Michael Rima

D1 Structures Design Project Manager

Mobile: (813) 347-3596

Michael.rima@dot.state.fl.us



Florida Department of Transportation

Greg Bowne

Interim District Environmental Administrator





Tips from DEMO

- Our goals
 - Prepare **high-quality** environmental documents
 - Use the OEM checklists + comply with PD&E Manual, NEPA, FDM and guidance docs
 - Keep ***community at the center*** of what we do
 - Communicate often and clearly
 - The development of successful solutions is **collaborative**
 - Evaluate **new ideas** – safety, technology, resiliency, and supply chain
 - **How have we done better?**





Project Development Policy – Topic No.:000-525-055

- It is the policy of the Department that project development phases of a transportation project, including preliminary engineering, project development and environment (PD&E), and design, result in timely project delivery. Upon completion of a feasibility assessment with implementation recommendations, the Department will program and fund preliminary engineering, PD&E, and design phases of transportation projects with the requirement that projected funding is available and programmed for construction within eight (8) years from the start of the PD&E phase.



Project Development Policy – Continued

- PD&E studies for new alignment projects and capacity improvement projects must be completed to the maximum extent possible within 18 months after the date of commencement. Any exceptions to this policy must be approved by the Department's Chief Operations Officer prior to programming and funding the project phases.
- This policy will be integrated into all aspects of the development process, including manuals, guidelines, Work Program Instructions, and related documents governing preliminary engineering, PD&E, design, construction and funding transportation facilities.



Tips from DEMO

- PD&E schedules are important – 18 months
 - Keep a **production** mindset and be proactive
 - Identify completion dates that will impact future phases
- PD&E Progress Meetings
 - Meet **every** month
 - Monthly Invoices
 - **Proactive agendas a week before** – action items, upcoming meetings, and next steps
 - Identify **key discussion** topics and FDOT staff who need to be there
 - Discuss **opportunities to advance** the schedule





Tips from DEMO

- **Conducting projects**
 - **Change is constant**
 - Stay familiar with the **latest** regulations/guidance
 - Comment resolution
 - **Clean and track changes** versions with written responses for *all comments*
 - Coordinate methodologies and scopes **before you do the work**
 - Stakeholder communication needs to be led by FDOT staff

Best marketing tool is quality work



Tips from DEMO

- **Progress meetings**
 - Balance all considerations and discuss at progress meetings
 - Engineering, right-of-way
 - Minimization and avoidance of impacts
 - Public input, neighborhood cohesion, and community character
 - Discuss analysis and **planned submittal dates**
 - *We will plan ahead to avoid overwhelming reviewers*
 - **Invite** environmental and subject matter experts (**ours and yours**)





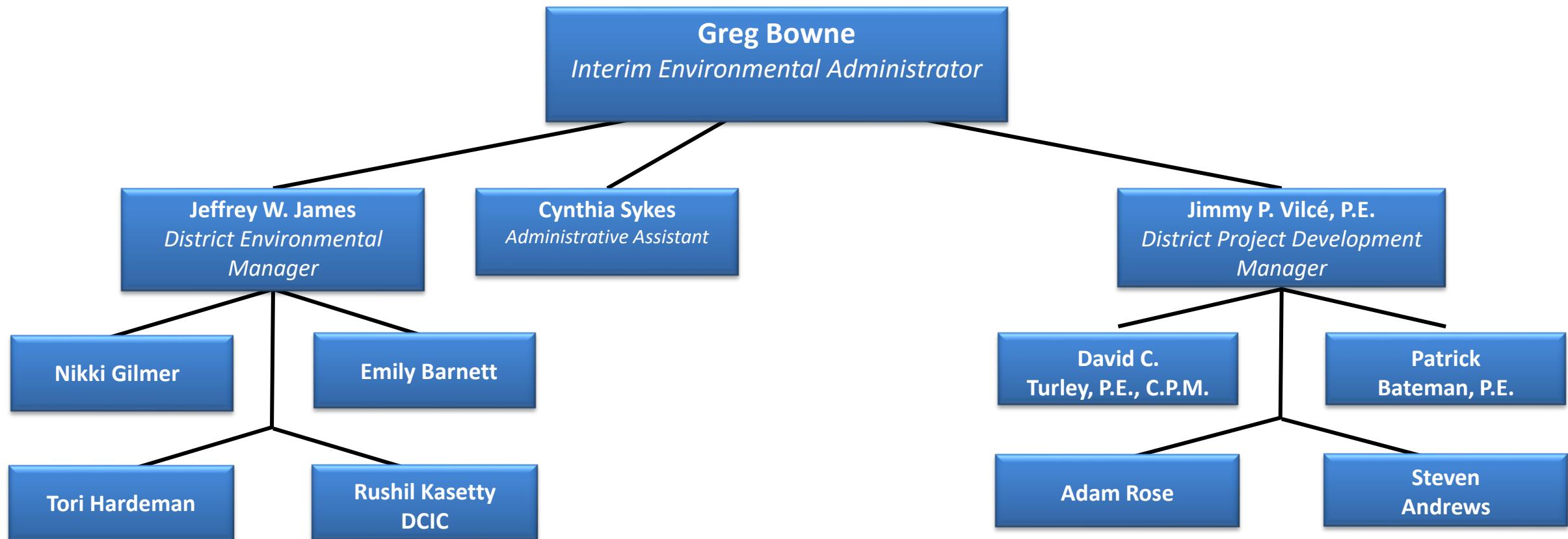
Tips from DEMO

- **Compliance**
 - Review the **OEM website regularly**
 - Updates to the PD&E Manual
 - Environmental permitting requirements
 - Procedures, checklists and templates
 - SWEPT updates occur regularly
 - **Coordinate PM/EPM**
 - Species requirements **change over time.**
 - **Meet with DEMO** prior to species work and check for the latest guidance and methodology





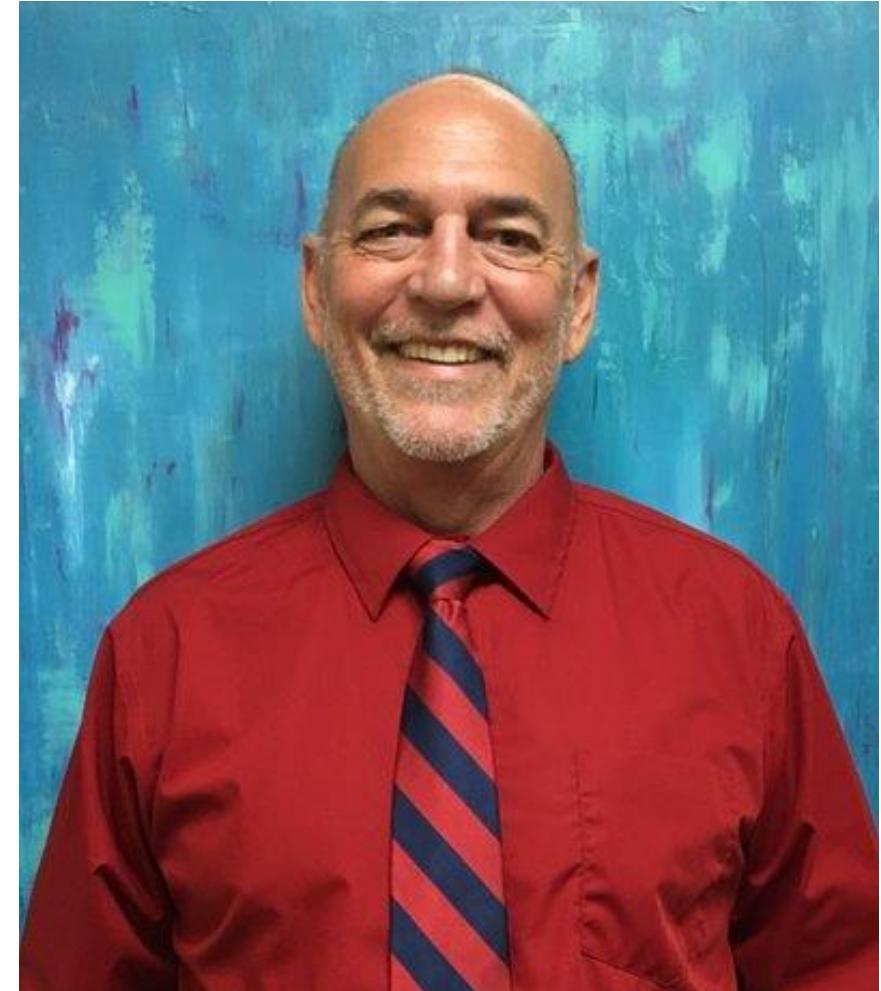
District One Environmental Management Office (PD&E)





Greg Bowne, CPM

- Interim Environmental Administrator
- 35 years with FDOT
- Gregory.Bowne@dot.state.fl.us
- 863-519-2406
- Preferences – proactive, quality control, responsive





Jimmy P. Vilcé, P.E.

- Project Development Manager
- 10.5 years with FDOT
- Jimmy.Vilce@dot.state.fl.us
- 863-519-2293
- Preferences – proactive, frequent communication, responsive, tactful





Steven A. Andrews

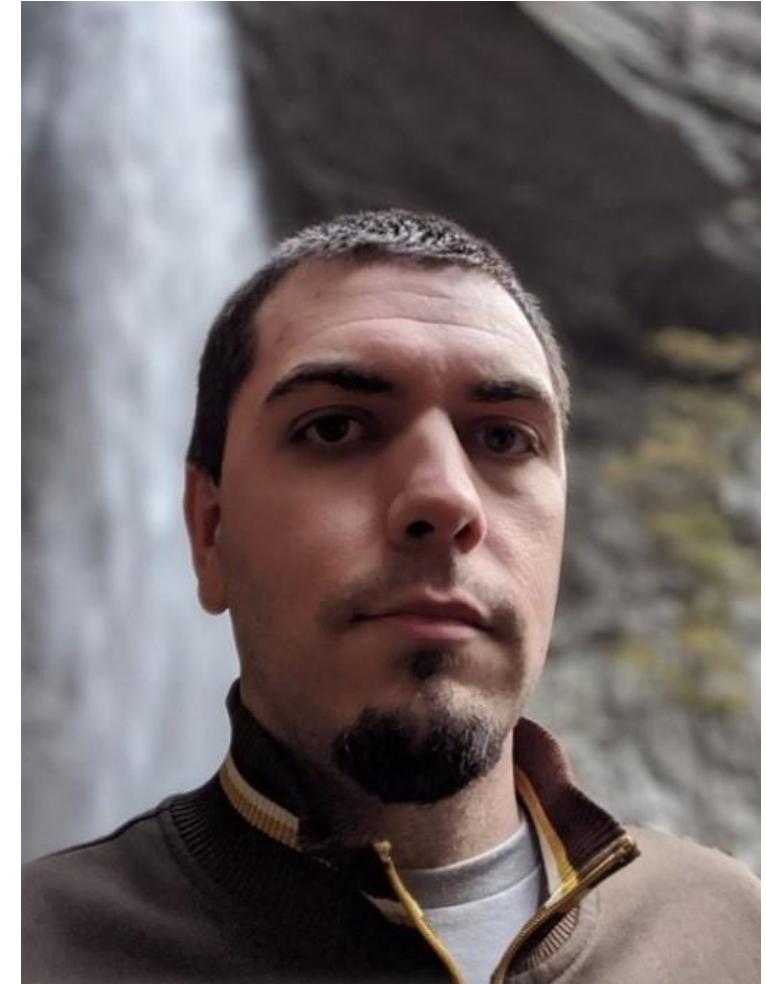
- Project Manager
- 27 years with FDOT
- 12 years with PD&E
- Steven.Andrews@dot.state.fl.us
- 863-519-2270
- Preferences – focus on the major issues, cover all phases of PD&E, and stay within the budget





Patrick Bateman, P.E.

- Project Manager
- 12 years with FDOT
- Patrick.Bateman@dot.state.fl.us
- 863-519-2792
- Preferences – inform FDOT of problems as soon as they are known





David C. Turley, P.E., CPM

- Project Development Engineer II
- 12 years with FDOT
- 13 years of prior engineering experience
- David.Turley@dot.state.fl.us
- 863-519-2255
- Preferences – have solutions when noting problems, being creative, and being proactive





Adam Rose

- Project Manager
- 6 years with FDOT
- Adam.Rose@dot.state.fl.us
- 863-519-2832
- Preferences – timeliness, early and frequent communication, innovative approaching





Jeffrey W. James

- District Environmental Manager
- 20 years with FDOT
- 29 years of professional experience in the environmental field
- Jeffrey.James@dot.state.fl.us
- 863-519-2625
- Preferences – quality, error free documents and displays, follow guidance documents & the PD&E Manual and meeting all expectations - especially deadlines



Emily Barnett

- Environmental Project Manager
- 3 years with FDOT
- 6 years of environmental experience in the public and private sector
- Emily.Barnett@dot.state.fl.us
- 863-519-2805
- Preferences – quality documents, communication, and timeliness





Nikki Gilmer

- Environmental Project Manager
- ETDM Coordinator
- 3.5 years with FDOT
- 3 years as a Site Manager with FDEP's Petroleum Restoration Program
- Nikki.Gilmer@dot.state.fl.us
- 863-519-2375
- Preferences – timeliness, communication when issues arise, and professional grade documents





Victoria “Tori” Hardeman

- Environmental Project Manager
- <1 year with FDOT
- Victoria.Hardeman@dot.state.fl.us
- 863-519-2515
- Preferences – timeliness, communication when issues arise, and professional grade documents



Rushil Kasetty

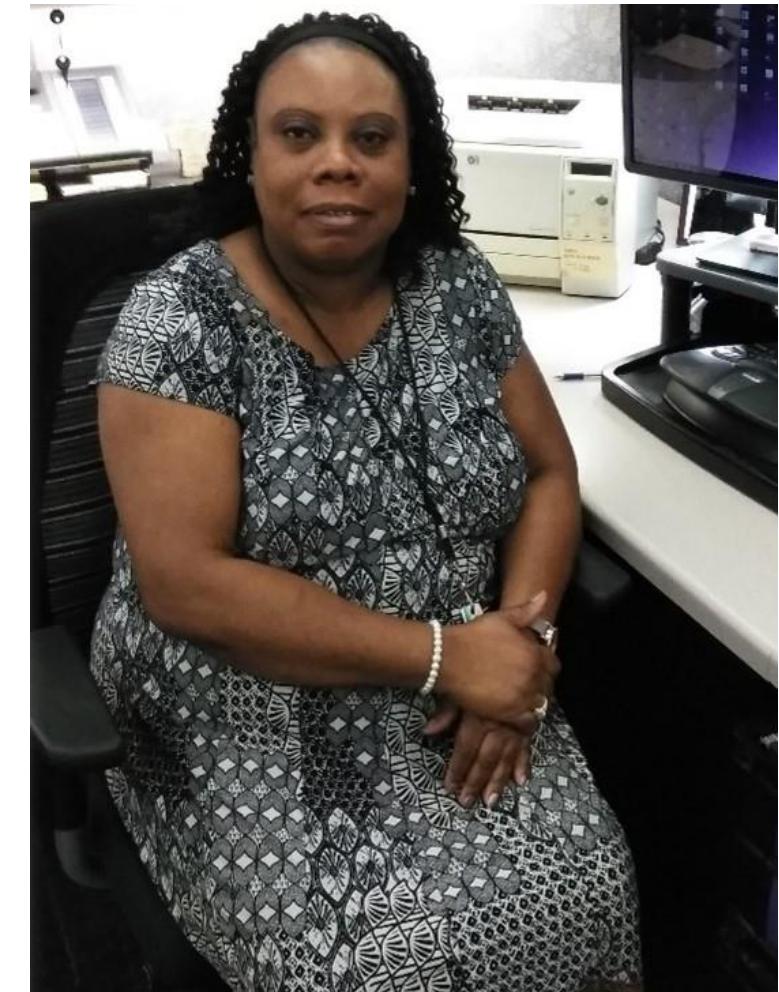
- District Contamination Impact Coordinator
- <1 year with FDOT
- Rushil.Kasetty@dot.state.fl.us
- 863-519-2495
- Preferences – quality documents, frequent communication, proactive consultants





Cynthia Sykes

- Administrative Assistant
- 35 years with FDOT
- Title VI Coordinator for District One
- Cynthia.Sykes@dot.state.fl.us
- 863-519-2287





Florida Department of Transportation



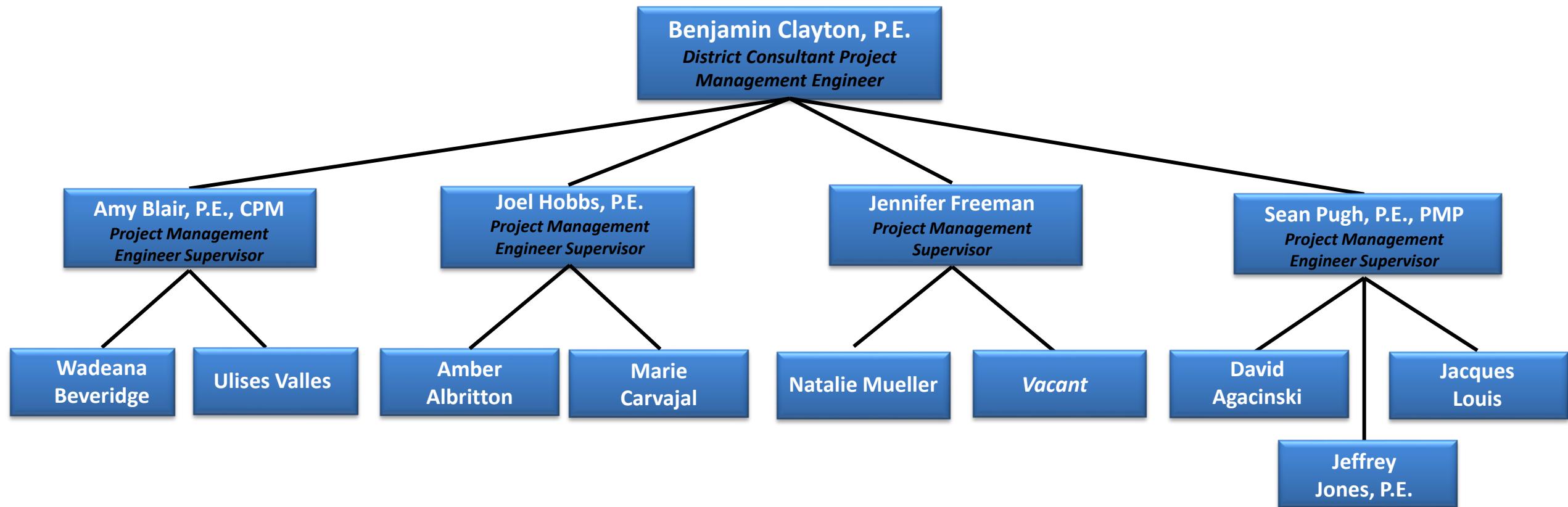


Florida Department of Transportation

Benjamin Clayton, P.E.
District Consultant Project Management Engineer



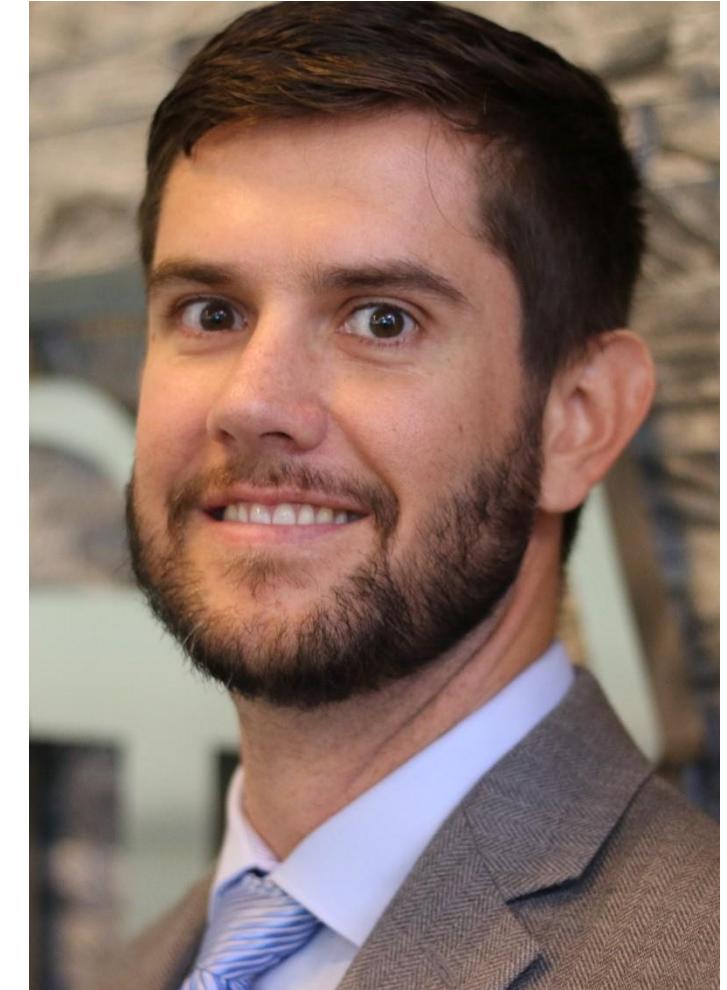
District One Project Management Staff





Benjamin Clayton, P.E.

- District Consultant Project Management Engineer
- 12 years with FDOT
 - 4 years P.E. Trainee, 1 year in Drainage, 5 years in Project Management with 4.5 years in current role
- Benjamin.Clayton@dot.state.fl.us
- 863-519-2480





Amy Blair, P.E., CPM

- Project Management Engineer Supervisor
- Hired through the P.E. Training Program
- Amy.Blair@dot.state.fl.us
- 863-519-2272
- I value responsiveness and open communication.



Joel Hobbs, PE

- Project Management Engineer
Supervisor III
- 13 years with FDOT
 - P.E. Trainee, Construction,
Maintenance, Roadway Design,
Project Management
- Joel.Hobbs@dot.state.fl.us
- 863-519-2376





Jennifer Freeman

- Project Management Supervisor
- 12 years with FDOT
 - 4 years Project Management
 - 4 years District Materials
 - 4 years Financial Services
- Jennifer.Freeman@dot.state.fl.us
- 863-519-2543





Marie Carvajal

- Project Manager IV
- 4 years FDOT as a Project Manager
- 2 years FDOT as a Contract Writer
- Marie.Carvajal@dot.state.fl.us
- 863-519-2669
- I value honest and open and communication in a good consultant.





Amber Albritton

- Project Manager III
- 2 years with FDOT
 - 2 years in current role with Project Management
- Amber.Albritton@dot.state.fl.us
- 863-519-2668

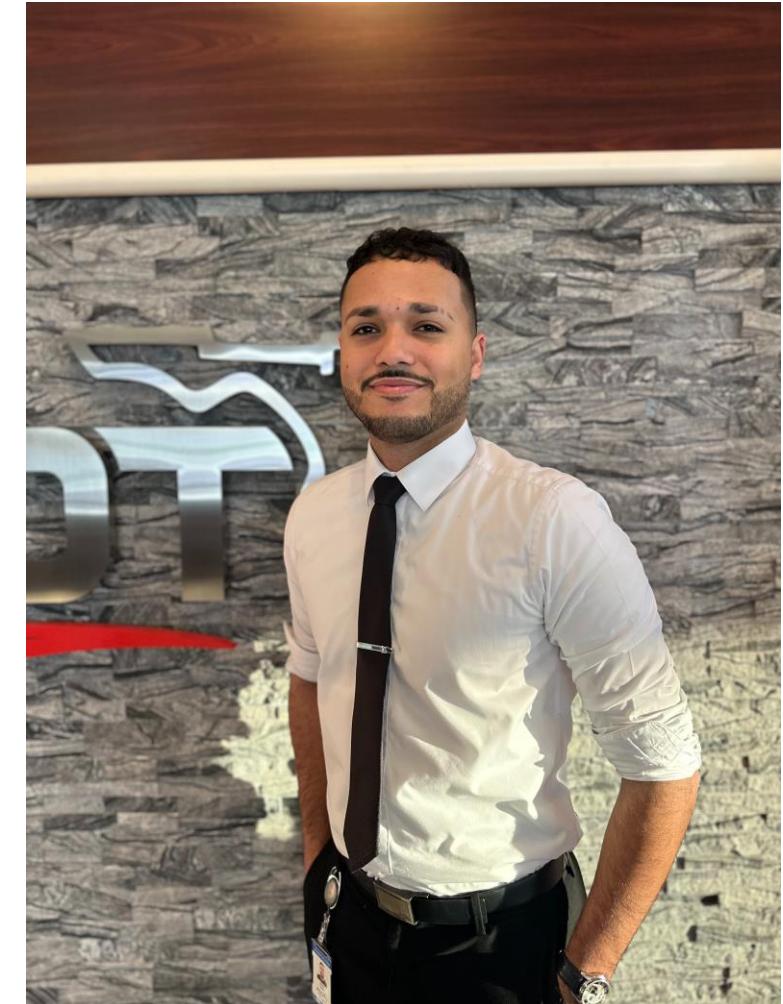


I value transparency and expedient communication with my consultants.



Ulises Valles

- Project Manager III
- 4+ years with FDOT
 - Professional Services: 2 years, 7 Months
 - Project Management: 2 years
 - Ulises.Valles@dot.state.fl.us
- 863-519-2253



Wadeana Beveridge

- Project Manager III
- 7 months with FDOT
 - Wadeana.Beveridge@dot.state.fl.us
 - TEAMS preferred for day-to-day
 - 863-519-2482
- I value open communication, innovative solutions to possible issues that may come up, and quality documentation.



Natalie Mueller

- Project Manager III
- 4 months with FDOT
 - 4 months in Project Management
- Natalie.Mueller@dot.state.fl.us
- 863-519-2837





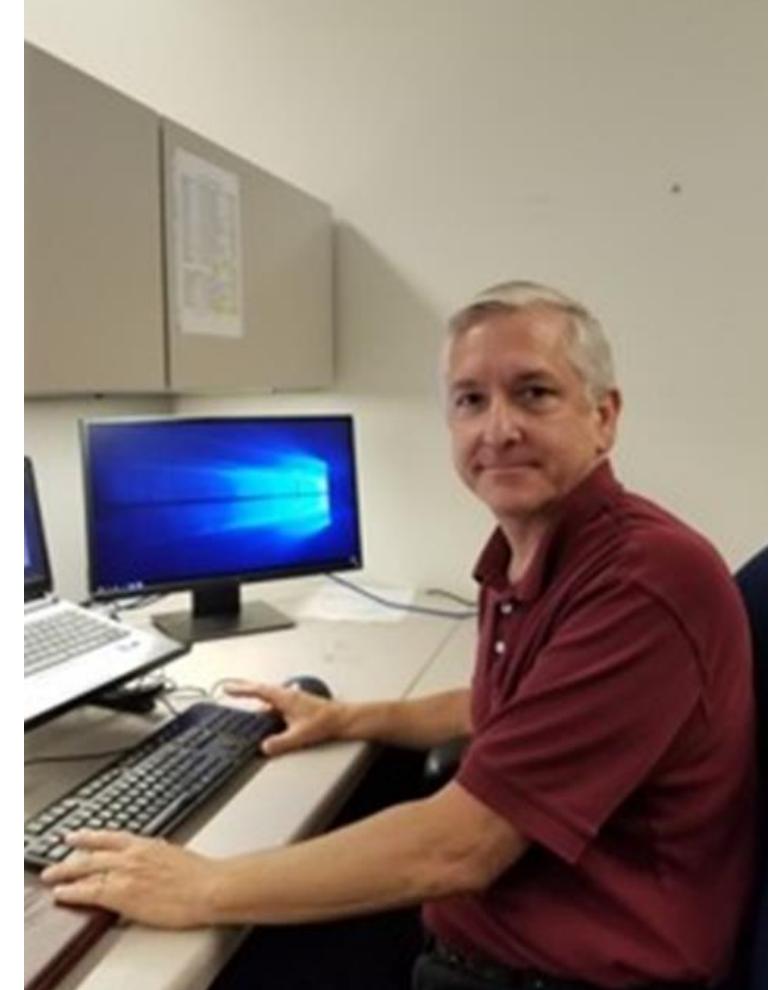
Sean Pugh, PE, PMP, CPM

- Project Management Engineer, Supervisor III
 - Located in the Southwest Area Office, Fort Myers, FL
- 7.5 years with FDOT
- 7 years with IDOT
 - 5 years in Construction
 - Materials and Design
- Sean.Pugh@dot.state.fl.us
- 239-225-1925
- I appreciate when my consultant partners are proactive and keep the Project Managers up to date with any active issues on their projects.



David Agacinski

- Project Manager
- 8.5 years with FDOT, 5.5 years with Project Management
- 30 years prior experience as a registered engineer in Wayne County, Michigan
- David.Agacinski@dot.state.fl.us
- 239-225-1924





Jeffrey M. Jones, P.E.

- Project Management Engineer II
- 3.5 Year experience with FDOT in Project Management
- 15 years experience with the Washington State DOT
 - 8 years in Maintenance,
 - 7 years Construction & Design

✉ JeffreyM.Jones@dot.state.fl.us

☎ 239-225-1920

"I value consultants who provide timely alerts regarding issues and come prepared with potential solutions".



Jacques Louis

- Project Manager
 - Located in the Southwest Area Office, Fort Myers, FL
- 2.5 years with FDOT as a project manager
- Jacques.louis@dot.state.fl.us
- 239-225-1914
- I appreciate consultants who provide solutions to presented problems, maintain open communication and adhere to project schedules.



Ad 26105 – SR 546 (US 92) (Memorial Blvd) from Wabash Ave to West of E Gary Dr-RIGID PAVEMENT RECONSTRUCTION

- Design Project Manager: Marie Carvajal
- FPID:
 - 449049-1
- Current Ad Date: 05/22/2026
- Execution Date: October 2026





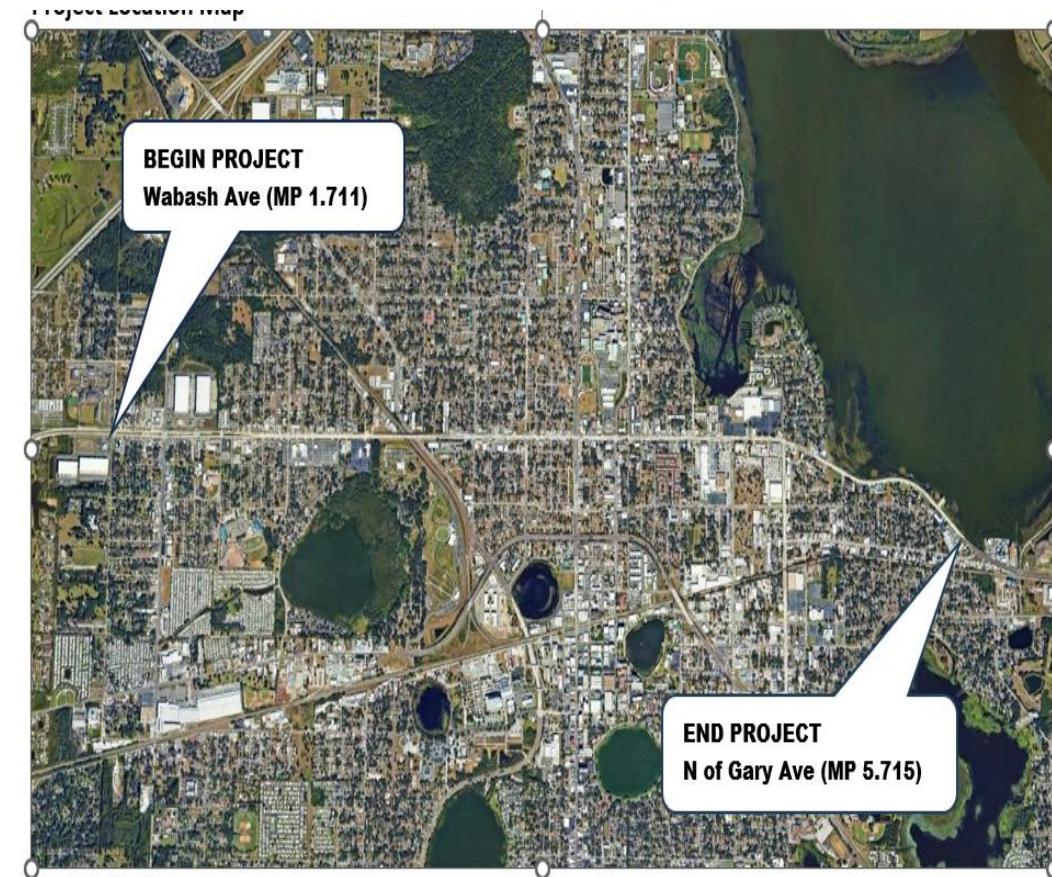
FPID 449049-1 SR 546 (US 92) (Memorial Blvd) from Wabash Ave to West of E Gary Dr-RIGID PAVEMENT RECONSTRUCTION

Why are we doing this project?

- Upgrading the pavement material from asphalt to concrete to better support increasing heavy truck traffic.
- Minimize future maintenance needs and impacts to the traveling public.
- Upgrade deteriorated drainage structures to improve overall drainage conditions during future storm events.
- 4 miles
- Design Budget: \$6.75 M
- Construction Budget: \$70 M
 - FY 30

FPID 449049-1 SR 546 (US 92) (Memorial Blvd) from Wabash Ave to West of E Gary Dr-RIGID PAVEMENT RECONSTRUCTION

- The proposed limits of the project begin on SR 546 at Wabash Ave at MP 1.711 and proceed east for 4.004 miles to west of E Gary Ave at MP 5.715.
- Divided into 3 segments due to an on-going PD&E in the 6-lane section:
- Segment 1 – Wabash Ave to Walker Ave (MP 1.715 to 3.149)
- Segment 2 – Walker Ave to N Massachusetts Ave (MP 3.149 to 3.928) - PD&E
- Segment 3 – N Massachusetts Ave to W of E Gary Ave (MP 3.928 to 5.715)





FPID 449049-1 SR 546 (US 92) (Memorial Blvd) from Wabash Ave to West of E Gary Dr-RIGID PAVEMENT RECONSTRUCTION

Scope Includes:

- Ridgd Pavement Reconstruction
- Signing & Pavement Marking
- Survey
- Utility Coordination
- SUE
- Signalization
- Lighting Evaluation
- Curb Ramp Reconstruction

- TSM&O Recommendations
- Access Management Recommendations
- Drainage Replacement
- Guardrail Replacement

- **Issues & Concerns**
 - Maintenance of Traffic
 - Community Impact
 - Access Management

Ad 27103 – SR 78 from East of Del Prado to E of New Post Road

- FPID:
 - 456240-1
- Procurement Project Manager:
Jacques Louis
- Current ad date: June 19, 2026
- Execution month: November 2026



FPID 456240-1 SR 78 from East of Del Prado to E of New Post Road

- Design Project Manager: Jacques Louis
- Design budget: \$1.9 M
- Construction budget: \$24 M
 - FY 29





FPID 456240-1 SR 78 from East of Del Prado to E of New Post Road

- Scope will include
 - Milling and Resurfacing
 - Signing and Pavement Markings
 - Signalization Upgrade
 - Structural Evaluation
 - Signals
 - Bridges
 - Survey
 - Lighting
 - Transit
- Issues and concerns
 - Project Coordination
 - Scope Creep
 - Maintenance of Traffic
 - Safety
 - Variation/Exception possible
 - Superelevation & Cross Slope

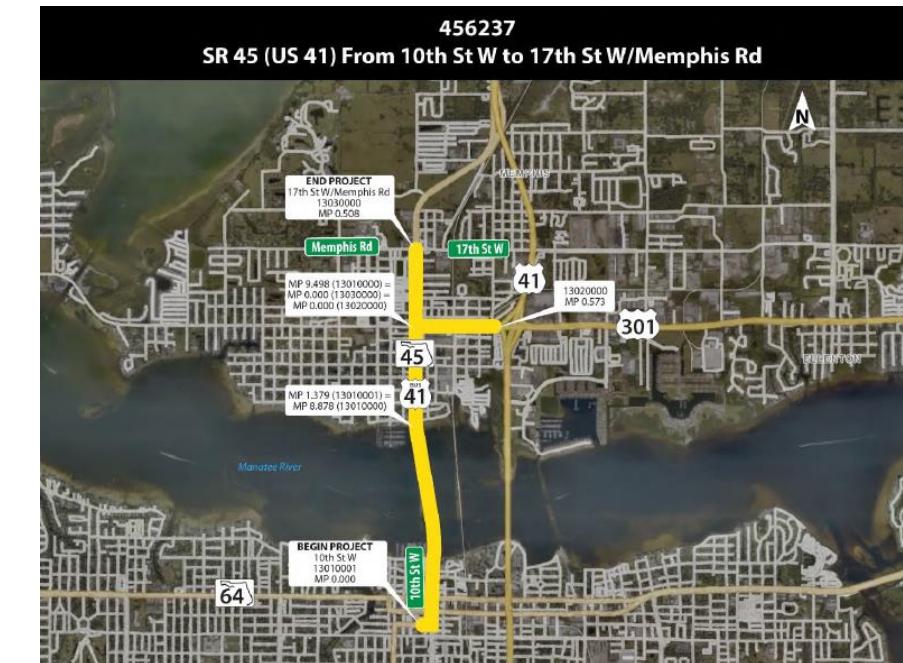
Ad 27104 – SR 45 (US 41) from 10th St. W. to 17th St. W./Memphis Rd

- FPID:
 - 456237-1
- Project manager: Natalie Mueller
- Current ad date: April 17th, 2026
- Execution month: September 2026



FPID 456237-1 SR 45 (US 41) from 10th St. W. to 17th St. W./Memphis Rd

- 3.080 miles
- Design Budget: \$1.4 million
- Construction Budget: \$11.2 million (FY 29)





FPID 456237-1 SR 45 (US 41) from 10th St. W. to 17th St. W./Memphis Rd

- Purpose
 - RRR milling and resurfacing
 - Meet ADA compliance and current FDM standards
 - Extend pavement life
 - Safety Top 20
- Scope Includes
 - Resurfacing
 - Signalization
 - Signing and pavement marking
 - Increase outside shoulder on bridge
 - Survey
 - SUE
 - Utility coordination
- Issues & Concerns
 - Potential design variations
 - Limited ROW
 - Structures and ITS impacts
 - Utility coordination
 - Species and historic site protection



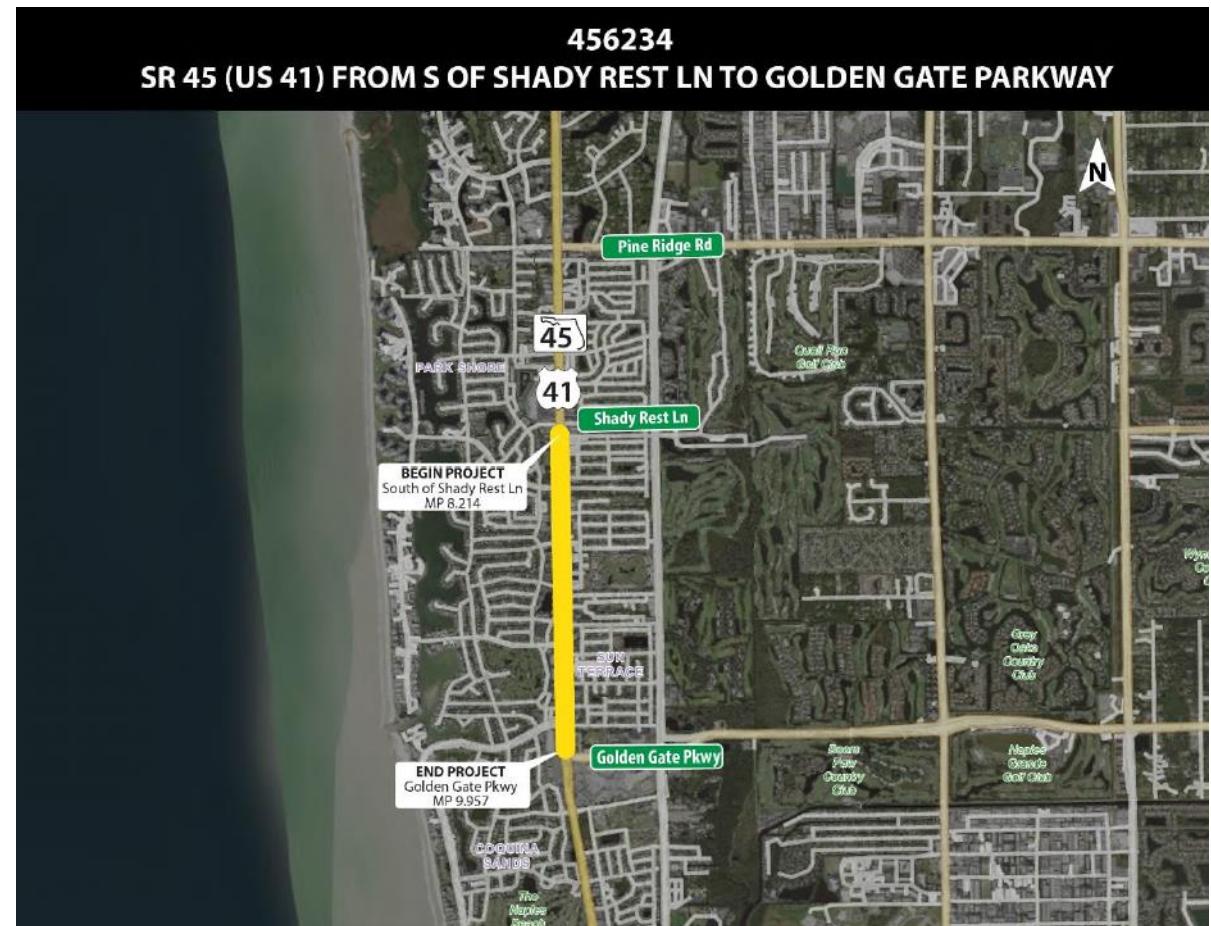
Ad 27105 – SR 45 (US 41) FROM S OF SHADY REST LANE TO GOLDEN GATE PARKWAY

- FPID:
 - 456234-1
- Project manager: Jeffrey Jones
- Current ad date: 05/15/2026
- Execution month: October 2026



Ad 27105 – SR 45 (US 41) FROM S OF SHADY REST LANE TO GOLDEN GATE PARKWAY

- Design project manager:
Jeffrey Jones
- 1.743 miles
- Design budget:
\$1.00 million
- Construction budget:
\$10.3 million





Ad 27105 – SR 45 (US 41) FROM S OF SHADY REST LANE TO GOLDEN GATE PARKWAY

- Scope will include
 - Resurfacing
 - Drainage Repairs
 - 2 Boarding & Alighting Pads for Bus Stops
 - Signalization
 - Lighting
- Issues and concerns
 - Public involvement
 - Local Coordination
 - Scope Creep
 - Drainage
 - Adjacent Project Coordination

Ad 27105 – SR 45 (US 41) FROM S OF SHADY REST LANE TO GOLDEN GATE PARKWAY

- Known Drainage Issues:

- Inlet Sinking on the west side of the roadway in front PGA Superstore shopping plaza, approximately 360-ft north of begin project. SR 45 (US 41) at Anchor Rode/Ohio Dr.
- Ponding issue on the west side of the roadway at Mooring Line Drive. SR 45 (US 41) at 26th Ave N
- Pavement patch near curb inlet on east side of roadway at Creech Road.
- Poor gutter grade on the west side of the roadway at Rosemary Lane.
- Broken inlet top at the southwest corner of Anchor Rode Drive.
- Pavement patch near curb inlet on east side of roadway at Frank Whiteman Boulevard.
- Broken inlet top at the southwest corner of Michigan Avenue.
- Inlet sinking at the southeast corner of Trail Terrace Drive.



Ad 27105 – SR 45 (US 41) FROM S OF SHADY REST LANE TO GOLDEN GATE PARKWAY

- **Signalization Improvements:**
 - SR 45 (US 41) at Cypress Wood Dr. (Park Shore Dr.)
 - SR 45 (US 41) at Anchor Rode/Ohio Dr.
 - SR 45 (US 41) at Harbour Dr.
 - SR 45 (US 41) at 26th Ave N
 - SR 45 (US 41) at Mooring Line Dr (22nd Ave N)
- Maintaining Agency is the City of Naples





Ad 27105 – SR 45 (US 41) FROM S OF SHADY REST LANE TO GOLDEN GATE PARKWAY

- **Intersection Lighting Locations:**
 - SR 45 (US 41) at Cypress Wood Dr. (Park Shore Dr.)
 - SR 45 (US 41) at Anchor Rode/Ohio Dr.
 - SR 45 (US 41) at Harbour Dr.
 - SR 45 (US 41) at 26th Ave N
 - SR 45 (US 41) at Mooring Line Dr (22nd Ave N)



Ad 27106 – Alligator Alley West Automatic Electronic Toll (AET) Full Conversion in Collier County

- FPID: 457499-2
- TRC Members:
 - David Agacinski, Project Manager (PM) IV (Procuring PM)
 - Josephine Mak, Construction PM
 - Kenneth Shiver, TMC Manager
- Current Ad Date:
 - May 26, 2026
- Execution Month:
 - October 2026



FPID 457499-2 Alligator Alley West Automatic Electronic Toll (AET) Full Conversion in Collier County

- Design project manager:
 - Chris Speese
- Design budget: \$1.5 M
- Construction budget: \$8.43 M
 - FY 29





FPID 457499-2: Project Purpose & Strategic Impact

Statewide Modernization

- Part of FDOT's program to implement All-Electronic Tolling (AET) across the state.
- Modernizes Alligator Alley, a critical hurricane evacuation route and east-west connector.
- Improves operational efficiency and reduces cost:
 - Eliminates cash collection
 - Minimizes long-term maintenance

Public Benefits

- Provides free-flowing travel with no need to stop for cash tolls.
- Enhances safety at the toll site:
 - Reduces rear-end crashes
 - Removes conflict points
 - Improves customer experience.

FPID 457499-2: Scope Highlights

- **Demolition:** Remove existing toll plaza canopy and tunnel systems; Coordinate removal and transfer of tolling assets with Enterprise Tolls prior to demolition.
- **New Infrastructure:** Design and construct AET gantries (anticipated Non-Accessible Span) and Toll Equipment Buildings (TEBs), including foundations, slabs, and equipment pads.
- **ITS Integration:** Design and integrate ITS infrastructure (fiber backbone, CCTV, Microwave Vehicle Detection System (MVDS) with SunGuide® operations; include provisions for Dynamic Messaging Signs (DMS) if required.
- **Site Work:** Signing, pavement marking, grading, and utility coordination for power and communications.



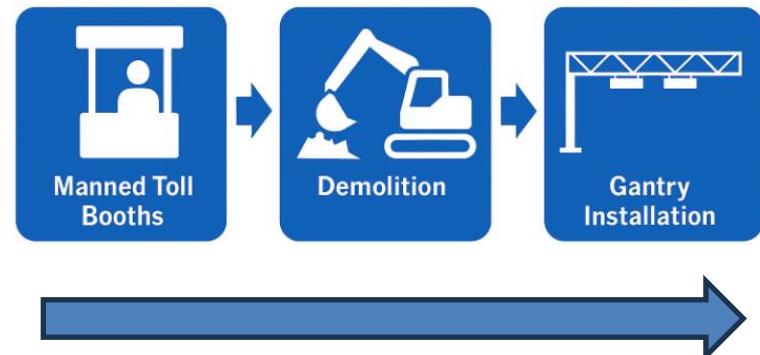
Existing Toll Plaza



Future AET Gantry

FPID 457499-2: Key Considerations

- **Maintenance of Traffic (MOT):** Safe staging during demolition and installation while minimizing customer impacts.
- **Utility Conflicts:** Coordination for primary power and fiber routes; avoid construction delays.
- **Constructability:** Gantry foundation design and geotechnical challenges.
- **Design for Future Expansion:** Accommodate interim and ultimate lane configurations for potential widening or express lanes.
- **Systems Compliance:** Ensure adherence to FDOT Design Manual, GTR, and FHWA Rule 940 documentation.



Ad 27121 SR 684 (US 41) FROM 30TH ST W TO N OF 41ST AVE E

- FPID 451022-1
- Project Manager: Wadeana Beveridge
- Current ad date: August 7, 2026
- Execution month: January 2027



FPID 451022-1 SR 684 (US 41) FROM 30TH ST W TO N OF 41ST AVE E

- RRR Project
- Project length: 2.123 miles
- Design budget: \$ 1.1 million
- Construction budget: \$13 million
 - FY 29





FPID 451022-1 SR 684 (US 41) FROM 30TH ST W TO N OF 41ST AVE E

- Purpose
 - Safety & ADA Compliance
 - Pavement life
 - Pedestrian Connectivity
 - Reduce Crash Risks
- Scope
 - ~2.1 miles M&R
 - ADA ramps and landings
 - Sidewalk gaps
 - Median Modification
 - Upgrade signals, lighting, and signage
- Issues/Risks
 - Limited ROW
 - 14+ Utilities
 - Species protection, wetlands, and Scenic Hwy
 - Public involvement
 - Structure & ITS



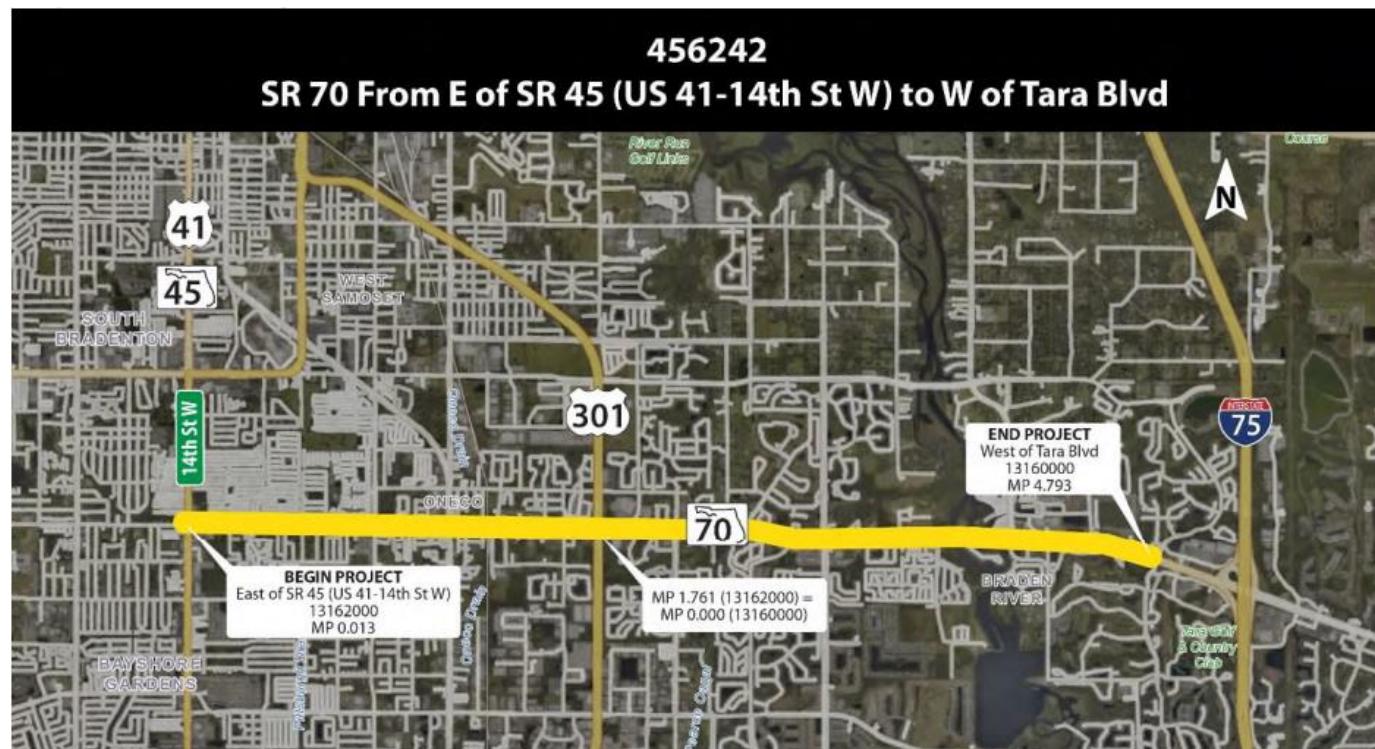
Ad 27124 – SR 70 FROM EAST OF SR 45 (US 41) TO WEST OF TARA BLVD.

- FPID: 456242-1-32-01
- SR 70 segment just west of I-75 in Manatee County
- Procurement project manager: Wadeana Beveridge
- Current ad date: 7/20/2026
- Execution month: December 2026



FPID 456242-1-32-01

- Design project manager: Richard (Mose) Howard
- Length: 6.541 miles
- Design: \$2.50 million
- Const.: \$32.2 million (FY 2029)
- No additional right-of-way





FPID 456242-1-32-01

- **Purpose**

- Resurfacing, restoration and rehabilitation of the existing pavement
- Improve safety – currently on Safety Top 20 List!

- **Scope will include**

- Mill & Resurface pavement
 - 4-lane divided (approx. 1.7 miles)
 - 6-lane divided (approx. 4.8 miles)
- Safety Improvements (pending final Safety Report)
- Signing & Marking
- Signalization
 - Safety improvements at two exist. signal locations; 5th St. W. and 9th St. E.
- Utility Coordination and SUE
- Design Variations
 - no bike lanes/keyholes
 - Median width less than 22'

- **Issues and concerns**

- Maintenance of traffic
- Safety Top 20 Location
- Community impacts
- Utility impacts - 15 UAO's

- **Special Note**

- The survey and lighting design components for this project are being captured under FPID 455188-1 (currently in Design Phase) and therefore are excluded from this scope



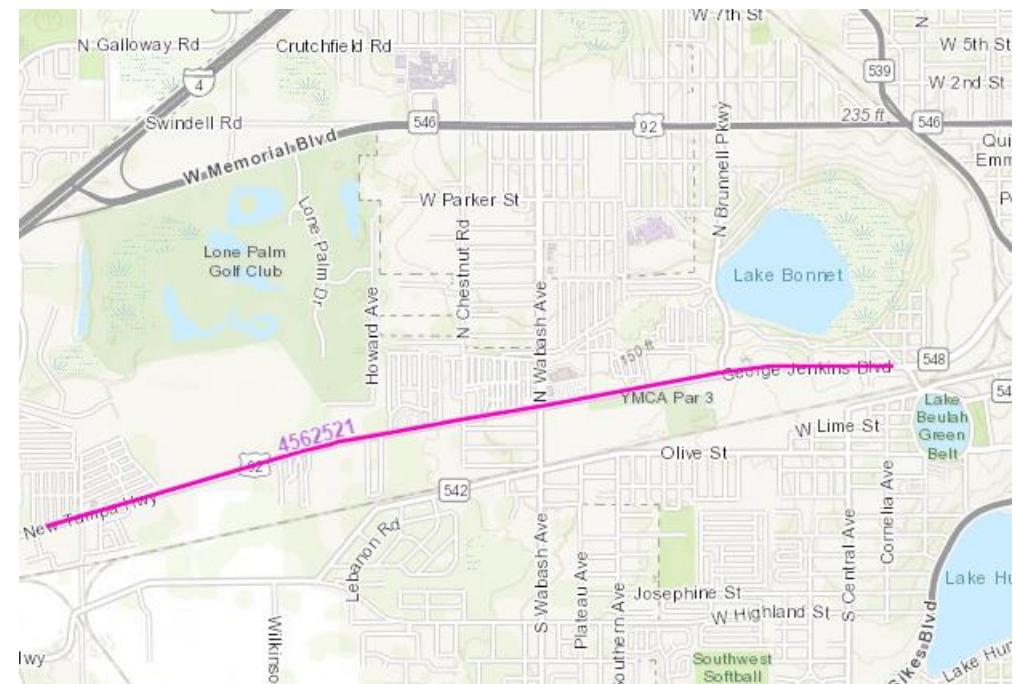
Ad 27122 – SR 600 (US 92) from E of Churchill Ave to S of Main Street *BDI*

- FPID:
 - 456252-1
- Procurement Project Manager:
Amber Albritton
- Current Ad Date: 04/03/26
- Execution Date: September 2026



FPID 456252-1 SR 600 (US 92) from E of Churchill Ave to S of Main Street *BDI*

- Design Project Manager: Amber Albritton
- 2.840 miles
- Design Budget: \$825,000
- Construction Budget: \$7.5 million
 - FY 29





FPID 456252-1 SR 600 (US 92) from E of Churchill Ave to S of Main Street ***BDI***

- Scope Includes
 - Resurfacing
 - Signalization
 - Signing and pavement marking
 - Survey
 - Utility coordination
 - SUE
- Issues & Concerns
 - Safety
 - Maintenance of Traffic
 - Drainage



Ad 27123 – SR 72 FROM EAST OF I-75 TO PROCTOR RD

- FPID: 444634-3-32-01
- Procurement project manager: Amber Albritton
- Current ad date: 2/13/2026
- Execution month: July 2026



FPID 444634-3-32-01

- Design project manager: Jeff Mednick
- 1.515 miles
- Design budget: \$3.59 million
- R/W estimate: \$10.5 million (FY 29)
- Construction: \$40.5 million (FY TBD)





FPID 444634-3-32-01

- Purpose
 - Relieve existing traffic congestion along the project corridor
 - Accommodate future travel demand from projected population and employment growth in the area
- Scope will include
 - Capacity Widening (2 to 4 lanes)
 - Roundabouts
 - Signing and pavement markings
 - SUE
- Issues and concerns
 - Maintenance of traffic
 - R/W Impacts
 - Utilities



Florida Department of Transportation



**MOVE OVER
OR SLOW DOWN**

FOR ALL VEHICLES WITH FLASHING LIGHTS

IT'S THE LAW



KEEP FIRST RESPONDERS, ROAD RANGERS AND ROAD CREWS SAFE



Slides and recorded presentation
will be uploaded to the
Professional Service Marketing
site.

<https://www.fdot.gov/procurement/marketingd1>



Florida Department of Transportation

**Thank You
For Attending!**

