



Florida Department of  
**TRANSPORTATION**



# Florida's Turnpike Enterprise General Engineering Consultant Program Industry Forum

July 16, 2021



## 30 fatalities on Turnpike system year to date

- 4 pedestrians
- 3 of the 4 motorcyclists were not wearing a helmet
- 11 of the 22 vehicle occupants were not wearing a seat belt



Florida Department of  
**TRANSPORTATION**



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**Nicola Liquori**

**Executive Director /  
Chief Executive Officer**

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# Florida's Turnpike Enterprise Executive Management



**Nicola Liquori**  
Executive Director &  
Chief Executive Officer



**Jacki Churchill**  
Chief Financial  
Officer



**Christina Colon**  
Director of Transportation  
Development



**Maria Connolly**  
Director of Transportation  
Operations



**Mark Dlugokienski**  
Chief Counsel

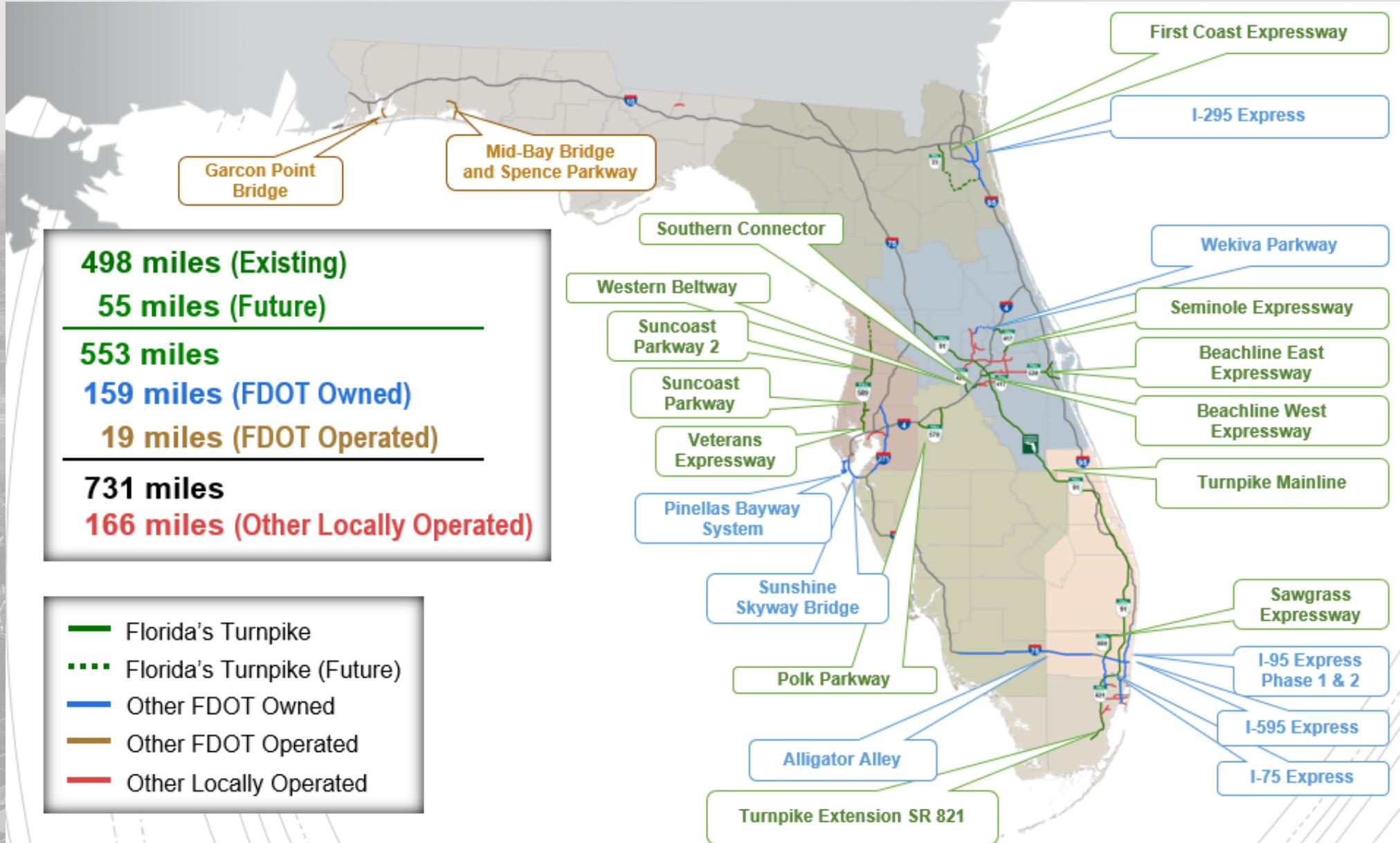


**Brett Hartzog**  
Director of  
Administration



**Angela Starke**  
Director of Communications  
& Marketing

**VACANT**  
Director of Toll  
Operations



**498 miles (Existing)**  
**55 miles (Future)**  


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**553 miles**  
**159 miles (FDOT Owned)**  
**19 miles (FDOT Operated)**  


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**731 miles**  
**166 miles (Other Locally Operated)**

- Florida's Turnpike
- - - Florida's Turnpike (Future)
- Other FDOT Owned
- Other FDOT Operated
- Other Locally Operated

# Turnpike General Engineering Consultants

- Customer Focus
- Client Service
- Toll Industry Leader
- Bold, Innovative, and Creative Thinking
- National Credibility and Reputation

Contract	Description	Incumbent	Expires
C9M19	Operations and Maintenance Engineering Management	Jacobs	October 2021
C9T95	Transportation Development & Tolls Operations	HNTB	March 2022
C9Y95	Transportation Development & Tolls Operations	Atkins	April 2023
CA908	Construction & Materials Engineering Management	WSP	June 2025
CAA93	Traffic Engineering	AECOM	December 2025



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**Jacki Churchill**  
**Chief Financial Officer**

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## Consulting Engineer per Bond Resolution

“Until all the Bonds and interest thereon have been paid or payment thereof has been provided for, the Department will retain, on an annual basis, a firm of nationally known and recognized engineers, as Consulting Engineer, to supervise generally the construction of the Turnpike Plan by making periodic construction inspections and reports.”

## GEC Responsibilities Required by Bond Resolution

- **Renewal & Replacement Certification** - Section 4.03(5)
  - Prior to the beginning of each fiscal year, the Consulting Engineer shall certify that the monthly deposits into the Renewal & Replacement Fund are sufficient for the funding of the Renewal and Replacement Projects.

## GEC Responsibilities Required by Bond Resolution

- **Report for Issuance of Bonds - Section 6.01**
  - Prior to the Additional Issuance of Bonds, the Consulting Engineer will prepare a report that includes the following:
    - Description of the Turnpike Projects to be included in the Bond Issuance
    - Project Cost Estimates
    - Completion date and placing in operation of the Turnpike Projects.

## GEC Responsibilities Required by Bond Resolution

- **Insurance Certification - Section 5.10**
  - The Consulting Engineer will produce and maintain replacement cost estimates on the facilities of the Turnpike System which are of an insurable nature and of character usually insured by those operating similar facilities..... in such amounts as the Consulting Engineer shall certify to be necessary or advisable to provide against such loss or damage and to protect the interest of the Bondholders.
  - Use and occupancy insurance covering loss of Revenue by reason of necessary interruption, total or partial, in the use of facilities of the Turnpike System.
  - Additionally, the Consulting Engineer shall provide a certificate regarding whether the failure to restore or replace any damaged portion due to an event will not impair the ability for the Department to comply with the Toll Covenants.

## GEC Responsibilities Required by Bond Resolution

- **Annual Inspections** - Section 5.13
  - The Consulting Engineer will advise the Department concerning the budget for operation, maintenance and repair of the Turnpike System and will annually make an independent inspection and a report concerning the conditions.
  - This report will be available to the Holders of any Bonds or will be mailed to those Bondholders that have requested the report.

## GEC Responsibilities Required by Bond Resolution

- **Sale and Lease of Property Certificate** - Section 5.17
  - Except as otherwise permitted in the Resolution, the Department will not sell, lease or otherwise dispose of or encumber the Turnpike System or any part of, or properties or facilities, unless ...
  - A Certificate is prepared by the Consulting Engineer, filed with the Department stating that in the opinion of the Consulting Engineer, the sale, lease or disposal of property shall not impede or restrict the operation by the Department of the Turnpike System.



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**Christina Colón**

**Director of Transportation  
Development**

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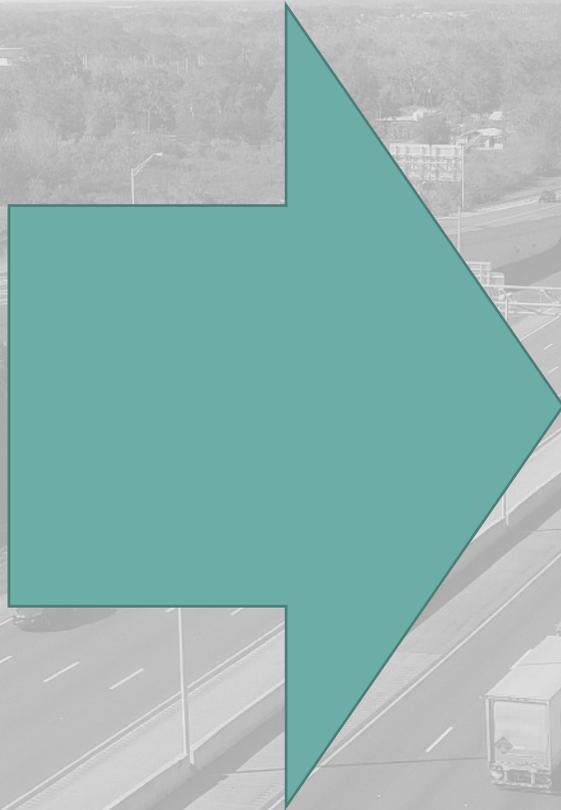
# Transportation Development & Tolls Operations



## Current Contracts

**C9T95: Transportation Development & Tolls Operations**  
Expires 3/29/2022

**C9Y95: Transportation Development & Tolls Operations**  
Expires 4/9/2023



## Future Contract #1

**Transportation Development**  
Ad #22807  
Ad Date Est: 8/30/21  
Est. Annual Value: \$16M

## Future Contract #2

**Transportation Development**  
Ad #TBD  
Ad Date Est: 8/29/22  
Est. Annual Value: \$16M

## Future Contract #3

**Tolls Operations**  
Ad #TBD  
Ad Date Est: TBD  
Est. Annual Value: \$12M

## MISSION

Efficiently manage and deliver an environmentally sound, locally supported, and economically feasible work program that improves safety and enhances mobility on the Turnpike System while inspiring innovation in project planning, design, and implementation.

## GOALS

- Manage and deliver the WP in an efficient manner
- Assist in the development of the next WP
- Improve working relationships with local partners
- Fully engage in the Vital Few areas

## EXPECTATIONS

- Achieve metrics
- Streamline project delivery
- Cascade communication & Be responsive
- Continuously improve quality

## Services Summary

- Responsibilities Required by Bond Resolution
- Planning & Environmental Management
- District Toll Studies & Statewide Managed Lanes Support
- Program & Project Management
- Preliminary Engineering & Design
- Right-of-Way Management

Efficiently manage and deliver an environmentally sound, locally supported, and economically feasible work program that improves safety and enhances mobility on the Turnpike System while inspiring innovation in project planning, design, and implementation.

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Efficiently manage and deliver an environmentally sound, locally supported, and economically feasible work program that improves safety and enhances mobility on the Turnpike System while inspiring innovation in project planning, design, and implementation.

Christina Colón, P.E.  
Director of Transportation  
Development

Jennifer Wiggins  
Administrative Support

Jennifer Stults,  
AICP, CTP  
PLEMO Administrator

Barbara Davis, AICP  
Toll Studies & Forecasting  
Administrator

Paul Satchfield  
Program Management  
Administrator

Vacant  
District Design Engineer

Vacant  
Right of Way Manager



**Jennifer Stults, AICP,  
CTP  
PLEMO Administrator**

## • **Planning & Environmental Management**

- ❑ Support development of PD&E studies
- ❑ Support environmental permits
- ❑ Support environmental management



**Barbara Davis, AICP**  
**Toll Studies &**  
**Forecasting**  
**Administrator**

- **District Toll Studies and Statewide Managed Lanes**

- **Support T&R for District Toll Projects**

- Assist in developing Scopes and Schedules
    - Facilitate District and Central Office Coordination
    - Monitor Project Schedule for On-Time Delivery
    - Conduct Technical Review of Project Deliverables
    - Prepare and Maintain 5 Year Districts Needs Plan

- **Support Statewide Managed Lanes efforts**

- Support Project Development Planning Effort
    - Coordinate with Central Office
    - Perform Technical Reviews



**Paul Satchfield**  
**Program Management**  
**Administrator**

- **Program & Project Management**

- **Support Program Management**

- Planning & Delivery of Work Program
    - Plans Processing
    - Production Scheduling
    - Specification & Estimates

- **Support Project Management**

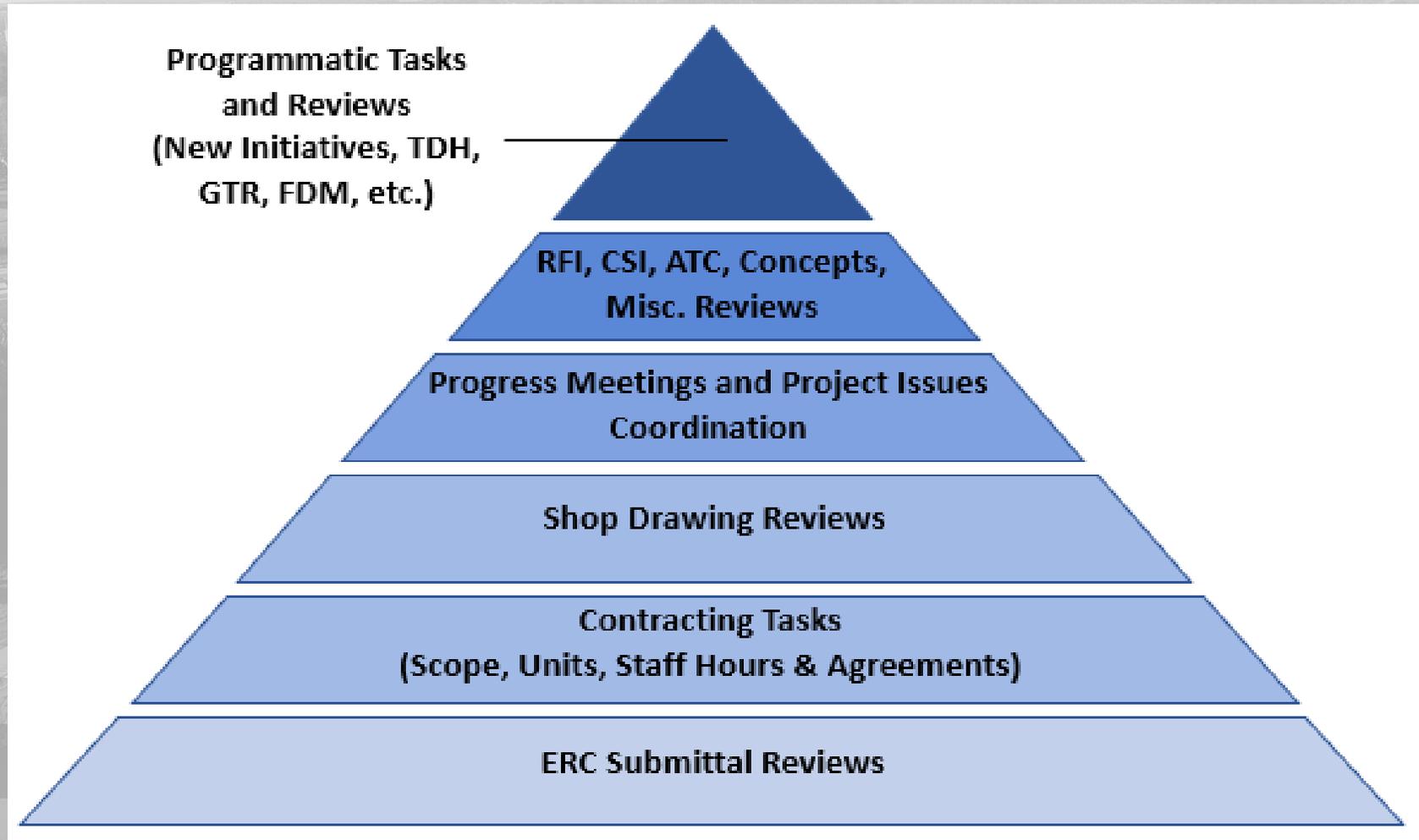
- Provide Project Management for PD&E, Design and Landscape
    - Develop Scope, Schedule and Budget & Monitor Project Progress
    - Coordinate Public and Stakeholder Activities
    - Manage Contracts and Agreements

- **Preliminary Engineering & Design**
  - **Provide professionally qualified staff to support:**
    - Concepts
    - Structures
    - Drainage
    - Roadway
    - Utilities & Rail
    - Survey & Mapping
    - Traffic Design
    - Tolls Design
    - Architecture



**Vacant  
District Design  
Engineer**

- Preliminary Engineering & Design



- **Right of Way Management**



**Vacant  
Right of Way  
Manager**

- ▣ Assist with project management and quality assurance of:
  - Cost Estimation
  - Acquisition and Litigation
  - Relocation Assistance
  - Property Management
  - Records and Funds Management
  - Production Management

## Technical Review Committee (TRC)

- PLEMO Administrator
- Program Management Administrator
- District Design Engineer
- Right of Way Manager
- Director, Office of Design or Chief Engineer

**Please Note: The TRC is “Subject to Change” based on Conflict of Interest or Availability.**

## Ad #22807 Procurement Schedule

2021 - 2022

**June 14<sup>th</sup>** – Planned Ad

**August 30<sup>th</sup>** – Advertise

**Sept 14<sup>th</sup>** – Letters of Interest

**Sept 29<sup>th</sup>** – Longlist

**Oct 6<sup>th</sup>** – Shortlist

**Nov 1<sup>st</sup>** - Written Proposals

**Nov 8<sup>th</sup>** – Oral Presentations

**Nov 22<sup>nd</sup>** – Final Selection

**Nov - Jan** – Rate Negotiations

**Jan 18<sup>th</sup>** – Execution (FY 2022)

### SELECTION

- Letters of Response
- Abbreviated Technical Proposal
  - Limited number of resumes required
- Presentation (30 minutes) followed by Q&A



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**Maria Connolly**

**Director of Transportation  
Operations**

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Maria Connolly, P.E.  
Director of Transportation Operations

Karen Mackey  
Administrative Support

Santiago Alvarez  
Facilities and Telecommunications Administrator

John Easterling, P.E.  
Traffic Operations Engineer

Debbie Meyer, PhD, P.E.  
Maintenance Engineer

Albert Salas, P.E.  
Construction Engineer

Xiaoyan "Sue" Zheng, PhD, P.E.  
Materials & Research Engineer



# Transportation Operations



## General Engineering Consultant (GEC) Contract C9M19

Roadway Maintenance,  
Facilities & Telecommunications Maintenance,  
and Traffic Operations/ITS/TMC Operations

## **GEC contract will be split into 3 new contracts:**

1. Contractual Services contract for Traffic Management Center (TMC) Operations
2. GEC contract for Roadway Maintenance, and Facilities & Telecommunications Maintenance
3. GEC contract for Traffic Operations/Intelligent Transportation Systems (ITS)

## Contractual Services contract for TMC Operations

- DOT-RFP-21-8029-GB
- Contract under active procurement – in the cone of silence

## GEC contract for Roadway Maintenance, and Facilities & Telecommunications Maintenance

- Contract scope being developed

# GEC contract for Roadway, Facilities & Telecommunications Maintenance



**Debbie Meyer, PhD, PE**  
**District Maintenance**  
**Engineer**

- Routine and Periodic Maintenance of Roadways and Structures
- Structures Inspections
- Permits
- Environmental Services/Landscape Management
- Plans Review for maintainability issues
- Contract Management
- Roadway Management
- Roadway Characteristics Inventory
- Maintenance Rating Program
- Traffic Services
- Emergency Management

# GEC contract for Roadway, Facilities & Telecommunications Maintenance



**Santiago Alvarez**  
**Facilities &**  
**Telecommunications**  
**Administrator**

- Routine Maintenance
- Periodic Maintenance
- Special Projects
- Telecommunications Systems Maintenance
- Facilities Asset Maintenance Contracting
- Performance Reporting
- Facilities Rating Program
- Environmental Compliance
- Constructability/Maintainability Plans Review
- Business Applications (OMS)
- Document Control



# GEC contract for Roadway, Facilities & Telecommunications Maintenance



## Technical Review Committee (TRC)

- Santiago Alvarez, District Facilities and Telecommunications Administrator
- Cindy Dunkle, State Maintenance Engineer
- Lance Grace, D7 District Maintenance Engineer
- Debbie Meyer, District Maintenance Engineer
- Albert Salas, District Construction Engineer

## Selection Committee

- Nicola Liquori, Executive Director and Chief Executive Officer
- Will Watts, Chief Engineer
- Maria Connolly, Director of Transportation Operations

**Please Note: The Selection Committee and the TRC are “Subject to Change” based on Conflict of Interest or Availability.**



## Ad #22819 Procurement Schedule

2021- 2022

**June 14<sup>th</sup>** – Planned Ad

**Aug 16<sup>th</sup>** – Advertise

**Aug 30<sup>th</sup>** – Letters of Interest

**Sept 13<sup>th</sup>** – Longlist

**Sept 20<sup>th</sup>** – Shortlist

**Oct 11<sup>th</sup>** – Written Proposals

**Oct 26<sup>th</sup>** – Oral Presentations

**Nov 5<sup>th</sup>** – Final Selection

**Nov-Jan** – Rate Negotiations

**Jan 13<sup>th</sup>** – Execution (FY 2022)

### SELECTION

- Letters of Response
- Abbreviated Technical Proposal
  - Limited number of resumes required
- Presentation (30 minutes) followed by Q&A

## GEC contract for Traffic Operations / Intelligent Transportation Systems

- Contract scope being developed



John Easterling, PE  
District Traffic  
Operations Engineer

- Traffic Engineering Services
- Traffic Safety
- Transportation Systems Management & Operations (TSM&O)
- Incident Management Program
- ITS Systems
- ITS Maintenance
- Will assist in providing contract oversight of TMC contract

## Technical Review Committee (TRC)

- John Easterling, District Traffic Operations Engineer
- Eric Gordin, Assistant District Traffic Operations Engineer
- Jennifer Stults, District PLEMO Administrator
- TBD

## Selection Committee

- Three Members – Executive / Leadership Team Level

**Please Note: The Selection Committee and the TRC are “Subject to Change” based on Conflict of Interest or Availability.**

## Ad #22820 Procurement Schedule

2021 - 2022

**June 14<sup>th</sup>** – Planned Ad

**Nov 1<sup>st</sup>** – Advertise

**Nov 16<sup>th</sup>** – Letters of Interest

**Dec 6<sup>th</sup>** – Longlist

**Dec 13<sup>th</sup>** – Shortlist

**Jan 11<sup>th</sup>** – Written Proposals

**Jan 24<sup>th</sup>** – Oral Presentations

**Feb 7<sup>th</sup>** – Final Selection

**Feb - Mar** – Rate Negotiations

**Apr 1<sup>st</sup>** – Execution (FY 2022)

### SELECTION

- Letters of Response
- Abbreviated Technical Proposal
  - Limited number of resumes required
- Presentation (30 minutes) followed by Q&A

GEC Contract	Trans Dev #1	Trans Dev #2	Tolls Operations	Traffic Engineering Consultant	Roadway, Facilities & Telecom	TMC Operations*	Traffic Ops/ITS	Construction	Materials
Trans Dev #1	X			X				X	X
Trans Dev #2		X		X				X	X
Tolls Operations			X					X	
Traffic Engineering Consultant	X	X	X	X			X		
Roadway, Facilities & Telecom					X			X	
TMC Operations *						X	X		
Traffic Operations & ITS				X		X	X		
Construction	X	X	X		X			X	
Materials	X	X							X

**X = conflict**

**\* = Contractual Services contract**



# Open Discussion



**Feedback is welcomed:**

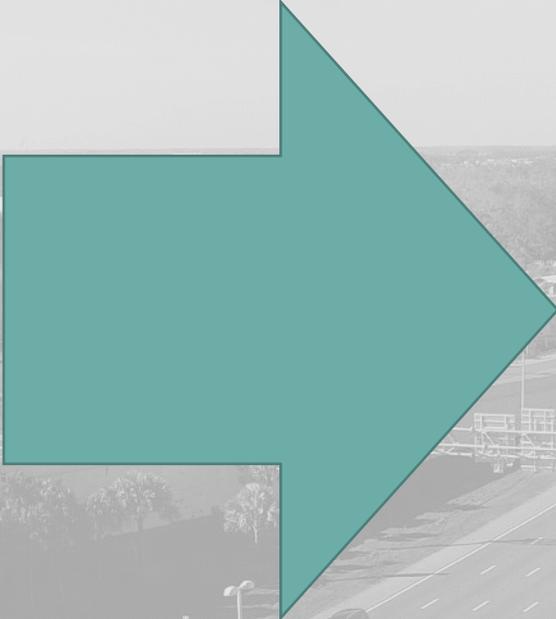
**[Deborah.Goodness@dot.state.fl.us](mailto:Deborah.Goodness@dot.state.fl.us)**

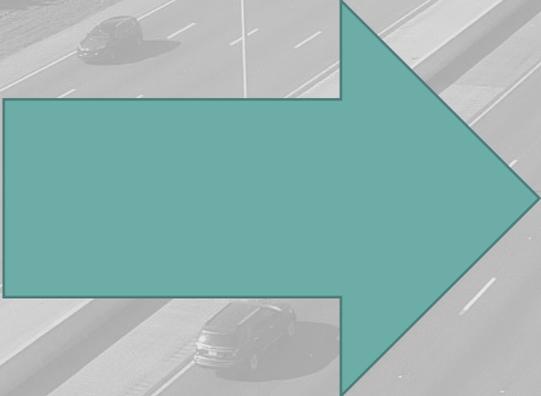
**Florida's Turnpike Planned Ad site:**

**<https://www.fdot.gov/procurement/advertisements.shtm>**

**Access this document:**

**<https://www.fdot.gov/procurement/marketingtp>**

<p><u>Current Contracts</u></p> <p><b>C9T95: Transportation Development &amp; Tolls Operations</b> Expires 3/29/2022</p> <p><b>C9Y95: Transportation Development &amp; Tolls Operations</b> Expires 4/9/2023</p>		<p><b>Future Contract #1</b></p>	<p><b>Transportation Development</b> Ad #22807 Ad Date Est: 8/30/21 Est. Annual Value: \$16M</p>
		<p><b>Future Contract #2</b></p>	<p><b>Transportation Development</b> Ad #TBD Ad Date Est: <b>8/29/22</b> <b>Est. Annual Value: \$16M</b></p>
		<p><b>Future Contract #3</b></p>	<p><b>Tolls Operations</b> Ad #TBD Ad Date Est: TBD Est. Annual Value: \$12M</p>

<p><u>Current Contract</u></p> <p><b>C9M19: Operations and Maintenance Engineering Management</b> Expires 10/13/2021</p>		<p><b>Future Contract #1</b></p>	<p><b>Roadway, Facilities &amp; Telecom</b> Ad #22819 Ad Date Est: 8/16/21 Est. Annual Value: \$9.5M</p>
		<p><b>Future Contract #2</b></p>	<p><b>Traffic Operations &amp; ITS</b> Ad #22820 Ad Date Est: 11/1/21 Est. Annual Value: \$6M</p>



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**Florida's Turnpike Enterprise  
General Engineering Consultant Program  
Industry Forum  
Thank You!**