



# **CONSULTANT INDUSTRY FORUM**

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**Florida's Turnpike Enterprise**

**Nicola Liquori, CPA**  
**Executive Director and Chief Executive Officer**

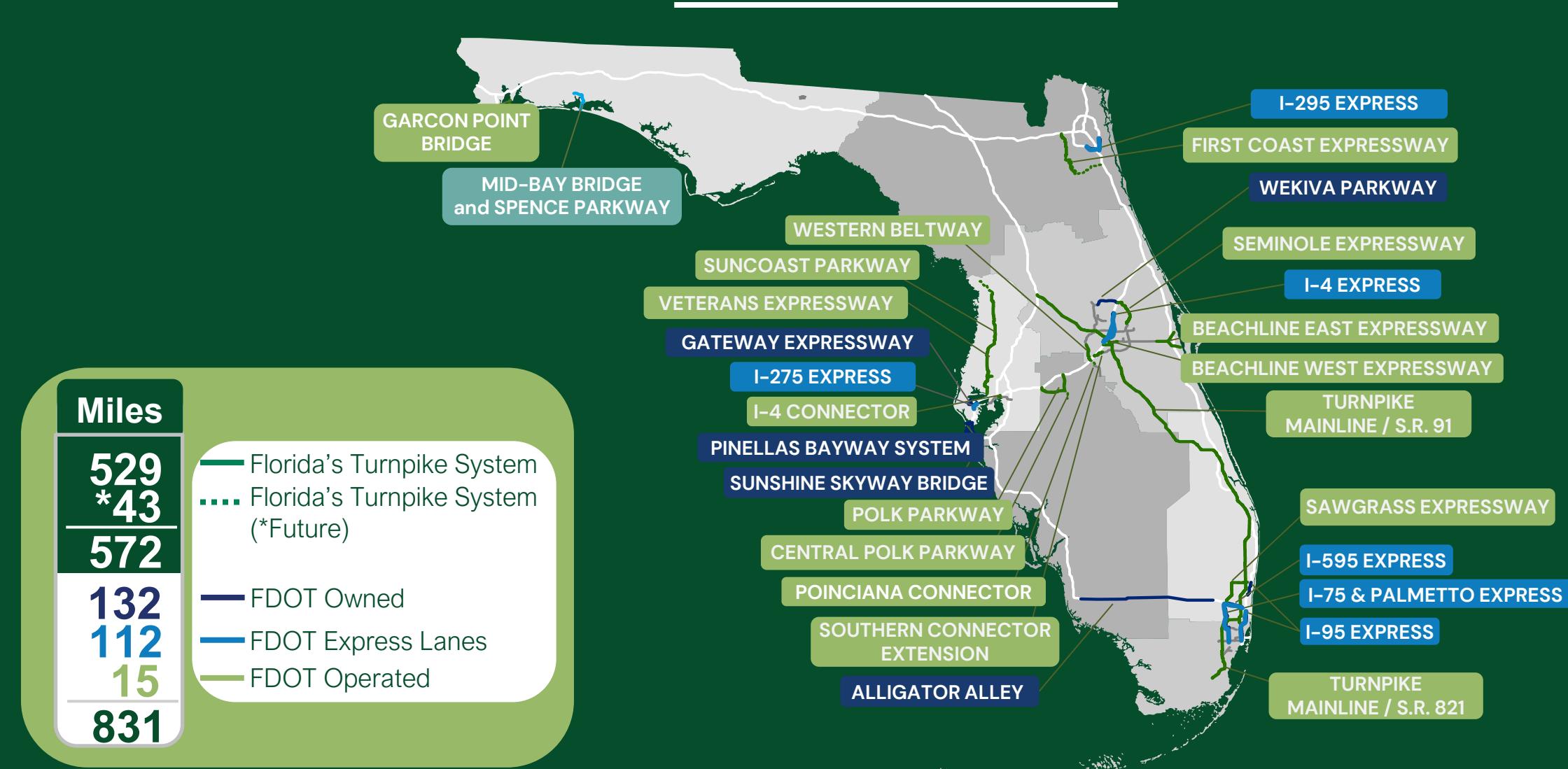


# AGENDA

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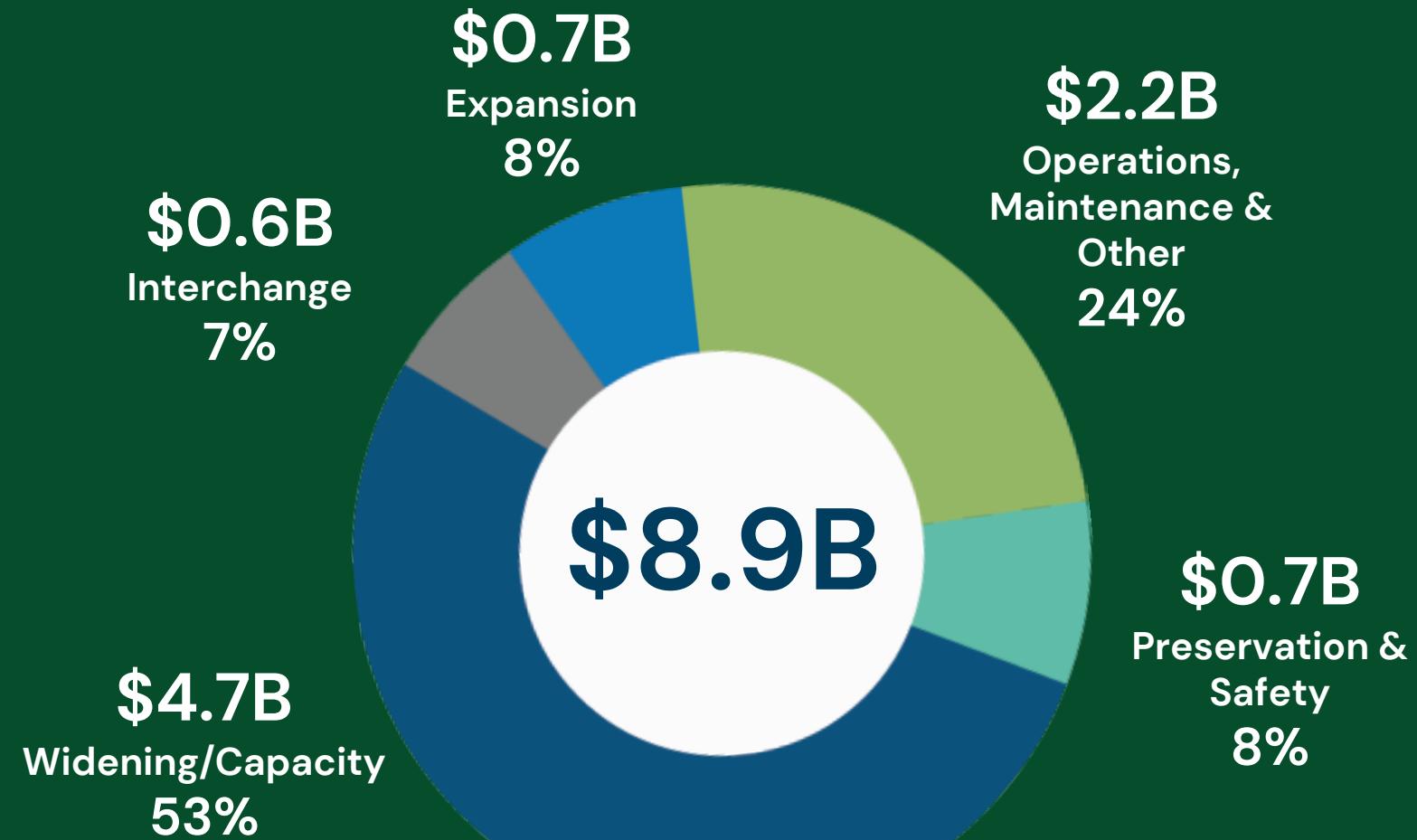
- Opening Remarks – Nicola Liquori and Albert Salas
- Safety Updates – John Easterling
- Program/Project Management Updates – Stephanie Sharp
- PLEMO – Henry Pinzon
- Right of Way – Dan Marwood
- Design Updates – Kenzot Jasmin
- Construction/CEI Updates – Yveins Jean-Pierre
- Q&A
- Break
- Networking

# SYSTEM OVERVIEW





# 5-YEAR TENTATIVE WORK PROGRAM



Values are in programmed dollars as of 12/10/25

# MAJOR PROJECTS

3 Expansion Projects

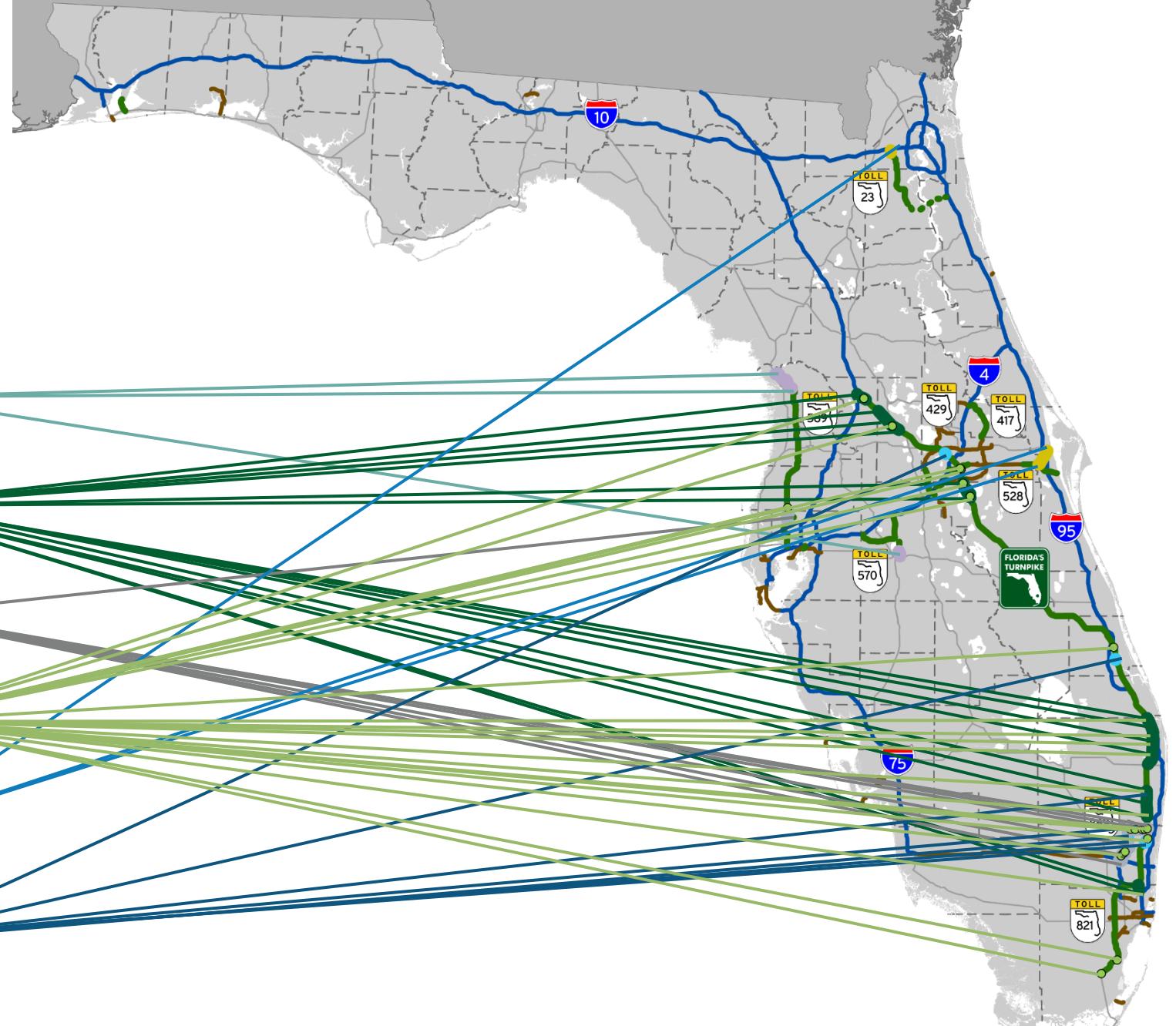
15 Mainline Widening Projects

7 Other Widening Projects

21 New/Modified Interchange Projects

3 Resurfacing Projects

7 Other Projects



# MAJOR ACCOMPLISHMENTS

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Suncoast and First Coast  
Openings



SR 821 Thru Lanes



Completion of AET Conversion



Strong Bid Participation and  
Construction Acceleration



# INNOVATION IN PRODUCTION

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**159**  
Submitted  
Ideas



**\$953M**  
Approved  
Ideas



Phased Implementation



Minimize Earthwork



Partnerships



Practical Toll Design



Compress Typical Section



Optimize Pavement Design



# LANDSCAPING AND AESTHETICS



**\$85.4M**

Total Construction  
Dollars



**24**

Landscape  
Projects



**\$3.5M**

Average Project  
Construction Cost



**New  
Aesthetic  
Guidelines**





# GEC ACADEMY

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- Launched Inaugural Class for Early-career Professionals
- 12-month Rotational Program, Followed by a 12-month Immersion Phase
- Builds Leadership Skills Through Real-world Experience and Mentorship



# STATEWIDE PRIORITIES

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Make Every  
Dollar Count



Managing  
Budgets



Congestion  
Relief through  
Design and  
Construction

# Safety

**John Easterling**

District Traffic Operations Engineer

(954) 934-1620

**Eric Gordin**

Assistant Traffic Operations Engineer

(407) 264-3316

# SAFETY UPDATES

## 2025 Crash Statistic Snapshot



81 Fatalities from  
68 Fatal Crashes

6 Pedestrian and  
16 Motorcycle  
Fatalities

19 (32%) of  
Fatalities Not  
Wearing Seatbelts



360 Confirmed  
Wrong-way Entries

15 Wrong-way  
Crashes in Total

8 Wrong-way  
Fatalities from 6  
Crash Events



98,021 Road Ranger  
Total Assists

12,258 Crash Event  
Assists

6,074 Debris  
Removal Assists





# SAFETY UPDATES

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## Program Areas of Renewed Focus

- TSM&O Supportive Infrastructure
- TMC Camera Machine Learning Detection
- Unified DMS Messaging Strategy
- TIM Partnerships for Reducing Incident Impacts
- Enhanced Ramp Intersection Signal Monitoring



# Program Management

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**Stephanie Sharp, P.E.**

Program Management Administrator

(407) 264-3038

**Ashraf Elmaghraby, P.E.**

District Consultant

Project Manager

(407) 264-3034

**Ali Al-Saadawi, P.E.**

District Consultant

Project Manager

(407) 264-3493

**Kevin Marquez, P.E.**

District Plans,

Specifications, and

Estimates Engineer

(407) 264-3117



# PROGRAM/PROJECT MANAGEMENT

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## Everything Speaks



Details  
Matter



Culture and  
Brand



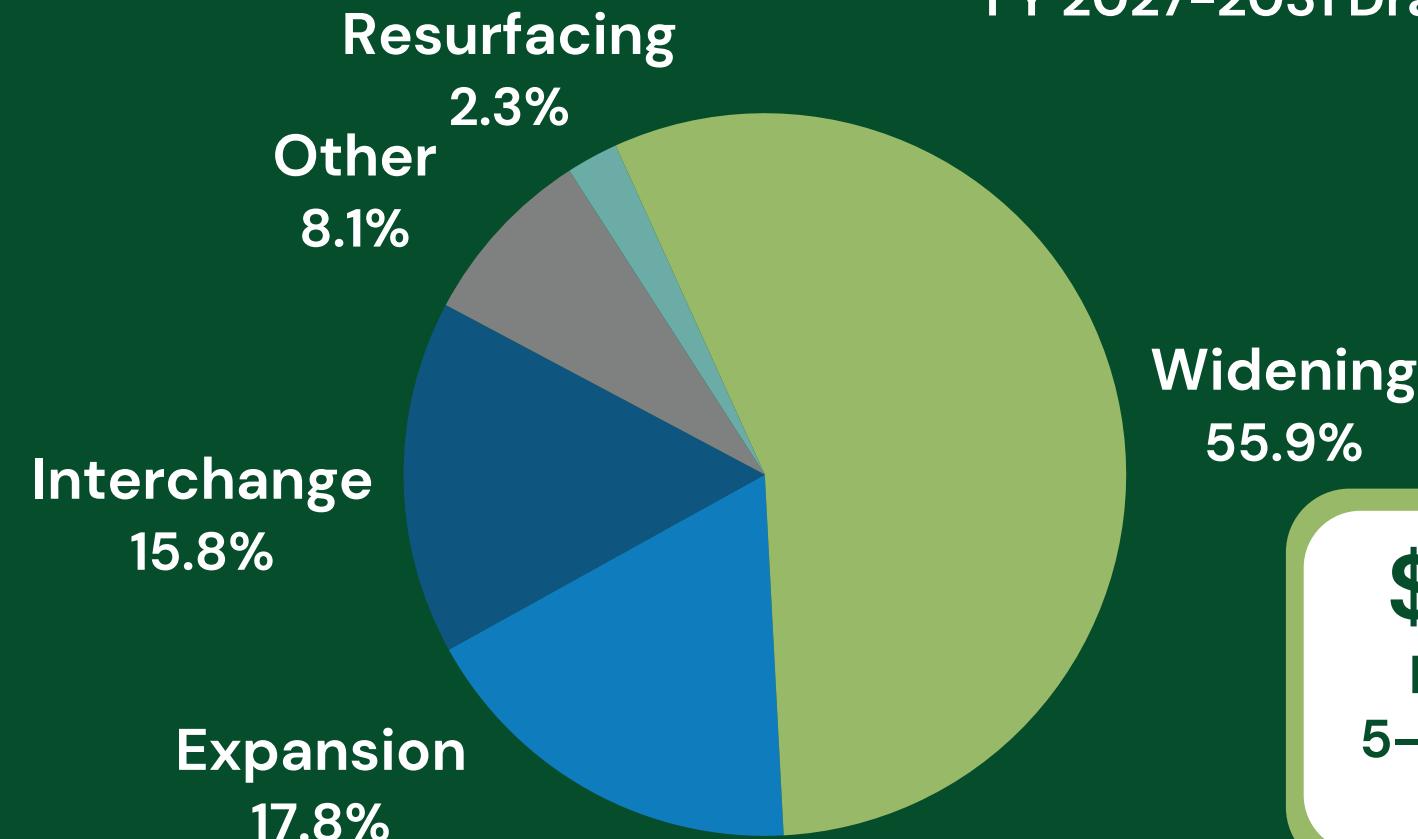
Consistency



# PROGRAM/PROJECT MANAGEMENT

## Phase 32 (Design) by Work Mix

FY 2027-2031 Draft Tentative

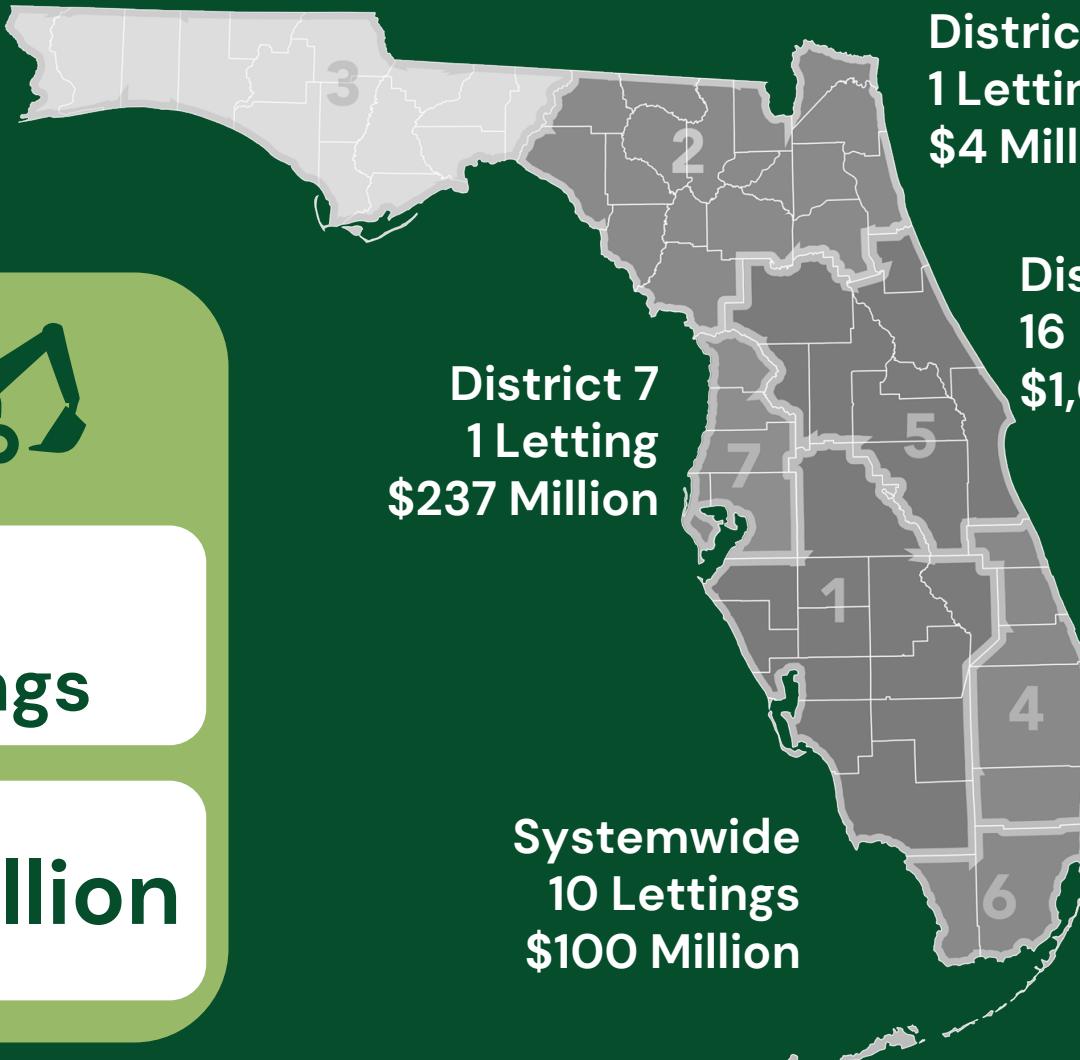


**\$261M**  
Phase 32  
5-Year Work  
Program

Values are for phase 32, class 7 projects and are in programmed dollars as of 12/10/25



# LETTINGS BY REGION





# PROGRAM/PROJECT MANAGEMENT

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Enterprise's Share of the Statewide 5-Year Work Program

Professional Services and Lettings		
District	\$ (Billions)	%
1	\$2.5	12%
2	\$3.2	15%
3	\$1.8	9%
4	\$2.3	11%
5	\$2.3	11%
6	\$1.8	9%
7	\$1.7	8%
<b>FTE</b>	<b>\$4.7</b>	<b>23%</b>
CO	\$0.3	1%
<b>Total</b>	<b>\$20.6</b>	



# PROGRAM/PROJECT MANAGEMENT

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## Contracts Looking Forward

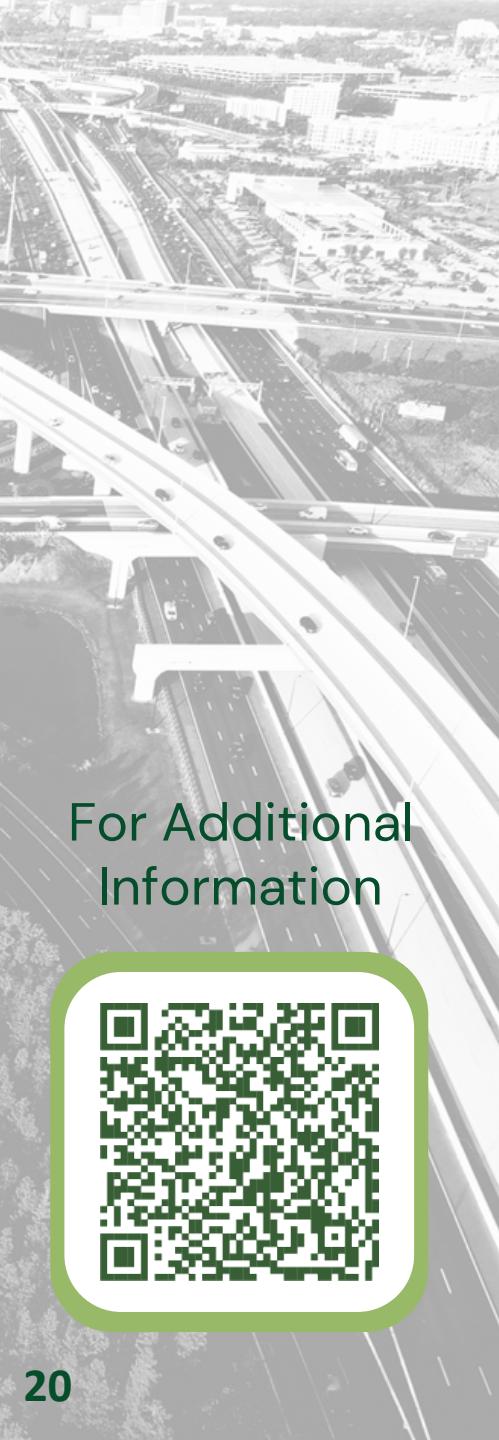
Bundle  
Where  
Feasible

ELOR When  
Possible

Lump-sum  
for CEI and  
RRR

Cost Plus  
Contracts  
Attention  
to Detail

Incremental  
Funding for  
Large  
Design



# DESIGNER INTERFACE APPLICATION ACCESS

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**Effective 3/2/2026**

- Prime Design Firm will be granted access to Designer Interface Application and Webgate Reports portal
- District Project Manager is the point of contact to coordinate Prime's access to Department applications (including AARF updates, requests, approvals, etc.)
- Prime staff will need an active RACF user ID and password

For Additional  
Information





# Fiscal Year 27 Consultant Acquisition Plan



# CONTINUING SERVICES CONTRACTS

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Ad No	Formal Ad	FPID	Project	Fee	Selection Method
27803	MAY 2026	CSC	NOISE STUDY CONTINUING SERVICES CONTRACT	\$5M	ELOR
27811	NOV 2026	CSC	PD&E AND EMO STUDIES CONTINUING SERVICES CONTRACT	\$5M	ELOR

All content is subject to change.



# PD&E STUDIES

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Ad No	Formal Ad	FPID	Project	Fee	Selection Method
27806	JUNE 2026	446619-1	PD&E STUDY TO WIDEN POLK PARKWAY (SR 570) FROM I-4 TO SR 540 (MP 0-14)	\$4M	LOR & ORAL PRESENTATION

All content is subject to change.



# RESURFACING

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Ad No	Formal Ad	FPID	Project	Fee	Selection Method
27809	OCTOBER 2026	453567-1	RESURFACE VETERANS XWAY (SR 589) IN HILLSBOROUGH CNTY (MP 2.3-9.3)	\$3.6M	ELOR

All content is subject to change.



# WIDENING

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Ad No	Formal Ad	FPID	Project	Fee	Selection Method
27801	FEBRUARY 2026	437169-1 437169-4 437169-5	WIDEN TPK (SR 91) N OF ATLANTIC AVE TO N OF L-30 CANAL; WIDEN TPK (SR 91) N OF L-30 TO N OF BOYNTON BCH BLVD; & E-2W CANAL IMPROVEMENTS N OF ATLANTIC AVE TO BOYNTON BCH BLVD	\$8.4M	LOR & ORAL PRESENTATION
27804 LEAD	MAY 2026	452075-1	TPK (SR 91) OAKLAND PARK BLVD INTERCHANGE (MP 60)	\$4.5M Each	LOR & ORAL PRESENTATION
27805		452076-1	WIDEN TPK (SR 91) S OF COMMERCIAL BLVD TO S OF ATLANTIC BLVD		
27807	AUGUST 2026	452114-1	WIDEN TPK (SR 91) WILES RD TO PALM BEACH C/L (MP 70-73)	\$7.3M	LOR & ORAL PRESENTATION
27808	AUGUST 2026	442665-2 442665-3	WIDEN SUNCOAST PKWY (SR 589), COUNTY LINE TO SR 54 & WIDEN SUNCOAST PKWY (SR 589), N OF LUTZ LAKE TO COUNTY LINE (MP 16.5-17.5)	\$12.0M	LOR & ORAL PRESENTATION
27810	NOVEMBER 2026	435789-1	WIDEN TPK (SR 91) US 301 TO I-75	\$17.1M	LOR & ORAL PRESENTATION

All content is subject to change.



# MISCELLANEOUS

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Ad No	Formal Ad	FPID	Project	Fee	Selection Method
27813 LEAD	JANUARY 2027	449713-1	POMPANO SERVICE PLAZA PARKING IMPROVEMENTS (MP 65) – BDI	\$3.36M	ELOR
27812		449712-1	PSL/FTP SERVICE PLAZA PARKING IMPROVEMENTS (MP 144) – BDI	\$2.38M	
27814		449714-1	FT DRUM SERVICE PLAZA PARKING IMPROVEMENTS (MP 185) BDI	\$3.29M	
27802	APRIL 2026	452077-4	COCONUT CREEK TOLL BOOTH RECONSTRUCTION & EXHIBIT	\$0.5M	ELOR

All content is subject to change.

# CEI

Ad No	Formal Ad	FPID	Project	Fee	Selection Method
TBD	JANUARY 2026	444980-1	TPK AT TAFT VINELAND ROAD INTERCHANGE MP 253, ORANGE CO.	TBD	ELOR
		444980-2	WIDEN TAFT VINELAND RD FROM US 441 TO OAK CROSSING RD, ORANGE CO.		ELOR
TBD	FEBRUARY 2026	446581-7	SR 429 INTERCHANGE IMPROVEMENTS AT WESTERN WAY	TBD	ELOR
TBD	JUNE 2026	452109-1	SR 407 SAFETY AND ITS IMPROVEMENTS	TBD	ELOR
		453540-1	RESURFACE & SAFETY IMPROVEMENTS SR 407, MP 0-4		ELOR
		453541-1	RESURFACE & SAFETY IMPROVEMENTS SR 407 FROM MP 4 TO 7		ELOR

All content is subject to change.

# CEI

Ad No	Formal Ad	FPID	Project	Fee	Selection Method
TBD	AUGUST 2026	446618-1	THOMAS B MANUEL BRIDGE PAINTING (MP 131.2)	TBD	ELOR
TBD	SEPTEMBER 2026	417132-1	WIDEN TPK(SR91) N OF GLADES RD TO N OF L-38 CANAL(MP76-80.2)W/THRU LN	TBD	ELOR
TBD	OCTOBER 2026	457505-1	HPS TO LED LIGHTING CONVERSION SR91 (SOUTH) - PHASE IV HIGH MAST	TBD	ELOR
TBD	OCTOBER 2026	452228-4	HPS TO LED LIGHTING CONVERSION SR570 (WEST) - PHASE IV - HIGH MAST	TBD	ELOR

All content is subject to change.



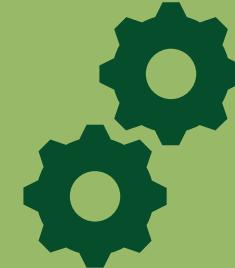
# MARKETING OPPORTUNITIES

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## Consultant Marketing Presentations

- 2<sup>nd</sup> Monday of each month
- 45-minute presentation with Q&A



## Technical Panel Sessions

- Project specific
- 30 to 45-minute individual sessions with TRC and disciplines



## General Information Meetings

- Intended for CSC and GEC contracts
- Informational presentation with Q&A
- All firms attend same session



## Courtesy Meetings

- One-on-one or small group
- Contact Transportation Development admin



# HELPFUL HINTS FOR CONSULTANT ACQUISITION

## Teams and Roles

Define Roles and Responsibilities

Tie Resumes Across Teams

Independent QA

Team Ready Day One

Connect Experience With Easy Identifier

Identify Key Staff And Resumes

## Project Understanding and Risk

Show Risk Awareness

Highlight Challenges

Public Involvement Is Risk Mitigation

Ensure Constructability

Avoid Hedging Language

## Value and Innovation

Explain Innovation Impact

Link Cost and Schedule Reduction

Quantify Savings and Risk

Use Technology Strategically

## LOR/ELOR Pitfalls

Generic Marketing

Long Narratives Without Conclusions

Over-engineered Explanations

Mentioning Consultant Fees

# Planning and Environmental Management Office (PLEMO)

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**Carol Scott**

Planning and Environmental Management Administrator  
(407) 264-3023

**Henry Pinzon, P.E.**  
Environmental  
Management Engineer  
(407) 264-3802

**Erin Sterk, CPM**  
Toll Studies & Forecasting  
Manager  
(407) 264-3806

**Katina Kavouklis**  
Planning Manager  
(407) 264-3808



# PLEMO

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## PD&E Studies

New Project Development Policy (F.S.334.63 (2)):

- Project development and environment 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.

## The Enterprise Approach

### Simple Projects (Single-phase Approach)

Standard 18-month  
PD&E Study Phase

### Complex Projects (Two-phase Approach)

Enhanced  
Conceptual  
Development Phase

Standard 18-month  
PD&E Study Phase



# PERMITTING SCHEDULES

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## Earlier submittals

- Permitting is a Critical Path schedule item.
- All Permits Clear needed to advertise for construction.
- Final permit application package submittal schedule is tied to Phase II.
- Increase positive float by submitting final permit packages after Phase I submittal.
- Final application package preparation should not get buried under other submittal deadlines.

## Response Expectations for RAI's

- Reduce consultant turn around times for review/RAI comment responses.
- RAI response timeframe in schedule includes FTE review time.
- Turn around RAI responses as quickly as possible to stay within schedule.

# Right of Way

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**Dan Marwood**

Right of Way Manager

(407) 264-3458

**Shannon Minchew**

Deputy Right of Way

Manager

(407) 264-3385

**Donald Webster**

Deputy Right of Way

Manager - Valuation

(407) 264-3081



# RIGHT OF WAY

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## How To Determine Engineering Necessity

### The SCALE Factor

Safety Considerations

Cost Considerations

Alternatives Considered

Long Term Planning

Environmental Factors Considered



# Design

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**Andra Diggs II, P.E.**  
District Design Engineer  
(407) 264-3988

**Ahmad Chami, P.E.**  
Traffic Design Engineer  
(407) 264-3150

**Erin Yao, P.E.**  
Drainage Design Engineer  
(407) 264-3479

**Gary Roche, PSM**  
Survey & Mapping Manager  
(407) 264-3637

**Joe Bitar, FCCM**  
Utility & Rail Administrator  
(407) 264-3007

**Kenzot Jasmin, P.E.**  
Roadway Design Engineer  
(954) 934-1266

**Russ Snyder, P.E.**  
Structures Design Engineer  
(407) 264-3442

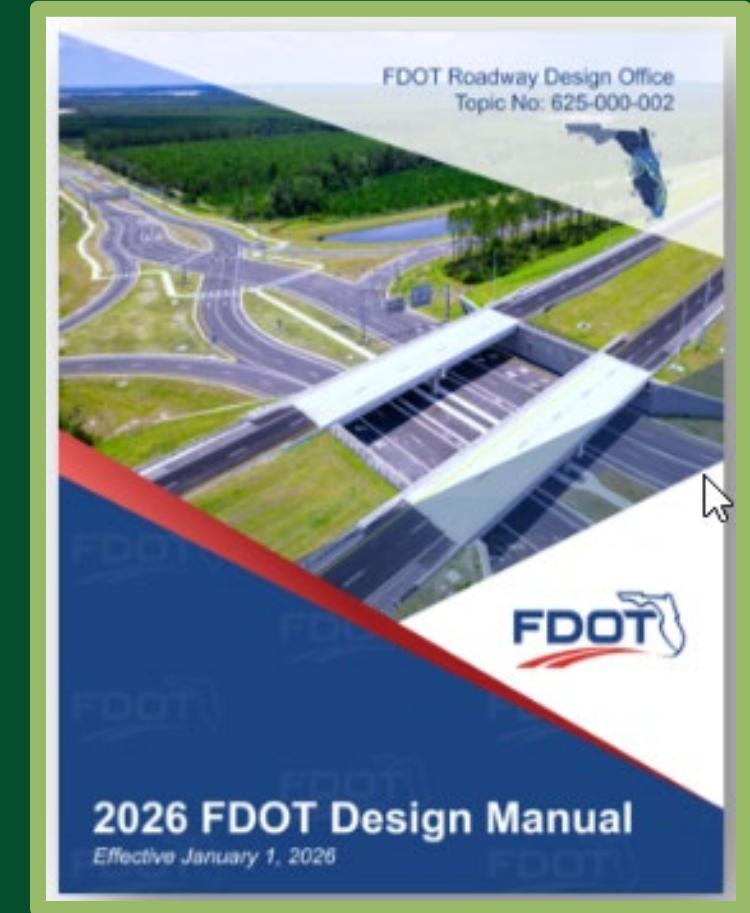
**Vacant**  
Tolls Design Administrator  
TBD



# GOVERNING CRITERIA

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- New 2026 FDOT Design Manual (FDM)
  - Effective January 1, 2026
  - Roadway Design Bulletin 25-03
- FY 2026-2027 Standard Specifications eBook
  - Projects with Lettings between July 1, 2026 and June 30, 2027





# GENERAL TOLLING REQUIREMENTS

GTR

Current Edition  
October 2025

Statewide for  
Tolling Elements

See Design  
Website for  
Instructions on  
How to Get GTR

Upcoming  
Updates to Tolls  
Facilities Tab 31T  
Scope and Staff  
Hours

**GENERAL TOLLING REQUIREMENTS**

**PART 1 - DEVELOPMENT AND PROCESSES**  
**OCTOBER 2025**





# ENTERPRISE DESIGN WEBSITE



- Provides discipline-specific design guidelines, sample documents, tools, and reference documents
- Includes lessons learned from design, QARs, and consultant evaluations
- Includes non-criteria-based best practice tools and checklists
- Enterprise Roadway Design Best Practices Checklist
- Enterprise Maintenance of Traffic Guidance
- Detour Tolls Analysis Memorandum (DTAM)
  - Located under Roadway
  - Survey Safety Policy

DOCUMENTS & PUBLICATIONS

CRITERIA & STANDARDS RELATED POLICIES SAMPLE DOCUMENTS & TOOLS REFERENCE DOCUMENTS

LESSONS LEARNED

- Design Lessons Learned
- Quality Assurance Review (QAR) Lessons Learned
- Consultant Evaluation (CE) Lessons Learned

FREQUENTLY ASKED QUESTIONS

WHAT'S NEW IN DESIGN

Choose from one of the 2023 or 2022 dropdowns to view what has been updated in design.

2023 Updates

- Updated Turnpike Design Variation and Execution Checklist (posted 02/08/2023)
- 2023 General Tolling Requirements (GTR) (posted 01/27/2023)

2022 Updates

DESIGN DISCIPLINES

<b>DRAINAGE</b>	<b>ENVIRONMENTAL PERMITTING</b>	<b>ITS</b>	<b>LIGHTING &amp; ELECTRICAL</b>	<b>PLANS, SPECIFICATIONS, AND ESTIMATES</b>
<b>ROADWAY</b>	<b>SHOP DRAWING PROCESSING</b>	<b>STRUCTURES</b>	<b>SURVEYING &amp; MAPPING</b>	<b>TOLLS DESIGN</b>
<b>TRAFFIC DESIGN</b>	<b>TRAFFIC OPERATIONS</b>	<b>UTILITIES &amp; RAIL COORDINATION</b>		

[https://floridasturnpike.com/  
business-  
opportunities/design/](https://floridasturnpike.com/business-opportunities/design/)



# ENTERPRISE DESIGN WEBSITE



Please provide any feedback regarding the Design website.

## STAY CONNECTED

**Andra Diggs II, P.E.**  
*Turnpike Design Engineer*  
407-264-3988  
[Andra.Diggs@dot.state.fl.us](mailto:Andra.Diggs@dot.state.fl.us)

**Brandon Bobo, P.E.**  
*GEC Design Program Manager*  
407-264-3277  
[Brandon.Bobo@dot.state.fl.us](mailto:Brandon.Bobo@dot.state.fl.us)

**Alfredo Rodriguez, P.E.**  
*GEC Design Program Manager*  
407-264-3659  
[Alfredo.Rodriguez@dot.state.fl.us](mailto:Alfredo.Rodriguez@dot.state.fl.us)

Have any questions?

Your Name (required)

Your Email (required)

Subject

Your Message

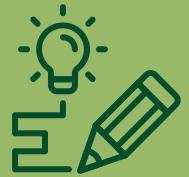
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# LESSONS LEARNED

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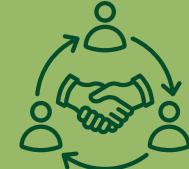
## and Best Practices



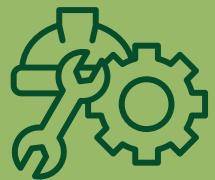
Smart Design  
Variations and  
Exceptions



Cost Savings  
Opportunities and  
Innovations



Collaborate with  
Enterprise Staff



Constructability and  
Maintainability



Construction Trends  
and CSI's



Customer  
Expectations for  
Aesthetics

# Construction/CEI

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**Yveins Jean-Pierre**  
District Construction Engineer  
(954) 934-1115

**Rachel Panchookian**  
Consultant CEI Manager  
(954) 934-1128



# CEI MARKETING OPPORTUNITIES

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## General Marketing Meetings

- Staff introductions
- Presentations of consultant qualifications
- Foster relationships
- 30-45 minutes
- Subject to availability
- Contact Rachel Panchookian to schedule



## Project Specific

- Dates and contact listed in planned ad
- 30 Minutes
- Project Manager, TRC, and Design Project Manager
- Platform is up to each firm



# ENTERPRISE CONSTRUCTION PROGRAM

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## Performance Report

**44**

Active  
Projects

**10**

Closed  
Projects

**\$3,927,803,208**

Under  
Construction

**\$372,862,628**

In Closed  
Projects



# ENTERPRISE CONSTRUCTION PROGRAM

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## Contract Lettings

Remainder of  
**FY 26**

**15**  
Projects

**\$725,194,000**  
Estimated Work  
Program

**FY 27**

**16**  
Projects

**\$868,027,120**  
Estimated Work  
Program



# ACCELERATION PROGRAM

Contract Number	Project Name	VA Status	Orig Contract Time (Days)	CST Days Saved	New Contract Days	% of Time Savings
E8U09	Kissimmee Park Rd Interchange (MP 231-242), Nolte Rd	Under Review	1854	313	1541	<div style="width: 17%;"></div> 17%
E8U30	Sand Lake Road Interchange	Under Review	1143	169	974	<div style="width: 15%;"></div> 15%
E8U45	Widen Sawgrass Atlantic Blvd to Sample Rd (MP 9-12)	Under Review	1204	155	1049	<div style="width: 13%;"></div> 13%
E8U70	ITS Replacements Beachline	Under Review	661	184	477	<div style="width: 28%;"></div> 28%
E8U75	Canal Imp North of L-38 Canal to N Atlantic (MP 79.7-81.9)	Under Review	691	300	391	<div style="width: 43%;"></div> 43%
E8V33	TPK Widening: Southern Blvd to Okeechobee Blvd	Under Review	1812	622	1190	<div style="width: 34%;"></div> 34%
E8W16	TSM&O Add Lanes N of Sawgrass to Palm Beach Co Line	Negotiating	1263	632	631	<div style="width: 50%;"></div> 50%
E8R80	Widen HEFT; SR836 to NW 106th	Executed	1810	285	1525	<div style="width: 16%;"></div> 16%
E8S66	Widen TPK MP 273-279	Executed	1678	400	1278	<div style="width: 23%;"></div> 23%
E8T35	Widen TPK (SR 91) Minneola to Obrien Rd	Executed	2110	600	1510	<div style="width: 30%;"></div> 30%
E8T44	Atlantic Blvd Interchange Imprv (Sawgrass Expwy MP 8)	Executed	1119	286	833	<div style="width: 24%;"></div> 24%
E8T81	Central Polk Parkway (SR 570 to SR 35)	Executed	2257	547	1710	<div style="width: 25%;"></div> 25%
E8T83	Suncoast II Phase 2 SR 44 to CR 486	Executed	1277	521	756	<div style="width: 42%;"></div> 42%
E8U56	DMS Upgrade SR 589	Executed	240	57	183	<div style="width: 25%;"></div> 25%



# CONSTRUCTION INITIATIVES

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- Customer Focused
- Congestion Relief
- Voluntary Acceleration

## Florida's Turnpike – Lake County

- VA Acceleration
- Additional Capacity  
Opened Early December
- 92–97% Reduction in  
Congestion Related User  
Costs





# CONSTRUCTION INITIATIVES

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## Cost Savings Initiatives

### Projects with CSIs

**2**

FY 23-24

**2**

FY 24-25

**10**

FY 25-26

**1**

FY 26-27

**\$4.9M**

Total Executed CSIs  
FY 23-24 thru FY 25-26

**\$12.18M**

Total CSIs Forecasted  
FY 25-26 thru FY 26-27



# CONSTRUCTION INITIATIVES

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**2**

Design-build Projects under  
Construction

**113**

Design Submittals

**95**

Approved

## Design Build Team Focus Areas

- Early Coordination
- Timely Submittal  
Reviews and Responses
- Proactive Risk  
Identification and  
Mitigation
- Expedited Revisions



# CONSTRUCTION INITIATIVES

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## Bid Questions and Answers FY 25

**24**  
Projects

**1360**  
Bid Questions

### Top Issue Summary

- Plan Coordination and Consistency
- Incomplete or Missing Details
- MOT and Constructability
- Quantity and Pay Item Accuracy
- File Availability and Accessibility



# CONSTRUCTION INITIATIVES

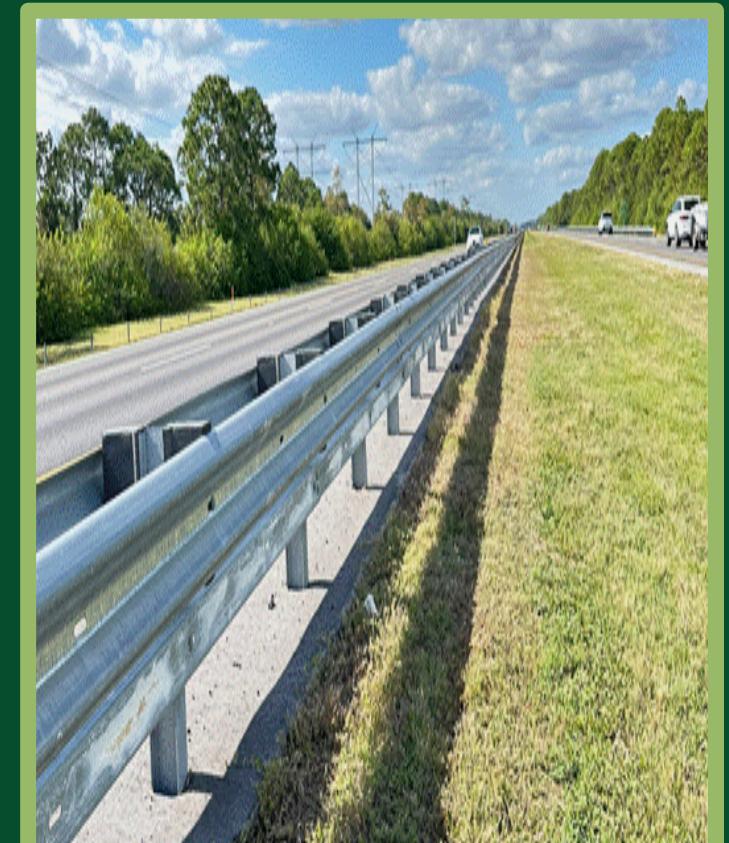
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## Maintenance During Construction

**20%**

Florida's Turnpike  
System Under  
Construction

- Quality Asset Integration
- Long-Term Maintenance
- Customer Experience





# CONSTRUCTION INITIATIVES

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## Partnership





# IMPORTANT LINKS

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Enterprise  
Consultant Corner



Enterprise Design



FY 2027 CAP  
Presentation



Procurement  
Advertisements



Procurement  
Statewide CAP

# Enterprise Contacts

**Alison Stettner, AICP**

Transportation Development Director

[Alison.Stettner@dot.state.fl.us](mailto:Alison.Stettner@dot.state.fl.us)

**Stephanie Sharp, P.E.**

District Program Management Administrator

[Stephanie.Sharp@dot.state.fl.us](mailto:Stephanie.Sharp@dot.state.fl.us)

**Shona Buie**

Transportation Development Administrative Assistant

[Shona.Buie@dot.state.fl.us](mailto:Shona.Buie@dot.state.fl.us)

**Albert Salas, P.E.**

Transportation Operations Director

[Albert.Salas@dot.state.fl.us](mailto:Albert.Salas@dot.state.fl.us)

**Yveins Jean-Pierre, P.E.**

District Construction Engineer

[Yveins.Jean-Pierre@dot.state.fl.us](mailto:Yveins.Jean-Pierre@dot.state.fl.us)

**Rachel Panchookian**

Consultant CEI Manager

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**Professional Services Unit**

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